



## Vital Signs Collaboration – The Power of Partnerships

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## Introduction

As community foundations, we believe in the power of collaboration and in fostering processes for partnering with other organizations, and with each other. In undertaking Vital Signs, it is particularly critical that we engage a variety of partners in the process to ensure that the report is reflective of the whole community. It has also been demonstrated that community foundations can realize efficiencies and added value by partnering with each other on various aspects of their Vital Signs planning and implementation.

The Vital Signs Program is itself a collaboration – of Community Foundations of Canada and participating community foundations working together, while also engaging research and media partners at national levels, and various organizations at local levels.

These collaborations and partnerships include, but are not limited to, research and data gathering, community consultation and engagement, funding, and marketing and communications. Community foundations may also choose to partner with another organization on the production of a Vital Signs report, not just the collection of data, but on some other aspect of the overall program, i.e. a regional or neighbourhood report, or a report aimed at a specific audience such as youth. Although successful Vital Signs partnerships require a commitment in time, relationship building, and process, they tend to provide a worthwhile return on investment and can result in a better program and more efficient allocation of human and financial resources.

This Guide is designed to assist community foundations as they explore and embark on the range of partnerships and collaborative relationships that can help make their local Vital Signs program a success. It includes information, examples, and practical tools to help foundations understand the benefits, risks and challenges of partnering, and to plan and incorporate collaboration strategies. It also covers the financial aspect of partnerships, and provides some tools and examples related to joint budgets and funding opportunities.

## Shared elements of the Vital Signs program

The **National Vital Signs program** includes the following **collaborative components**:

- Vital Signs manual
- Training & coaching
- Website
- Online collaboration space (Basecamp)
- Promotion tools
- Evaluation tools
- National report
- National research
- National media promotion

For community foundations that are positioned to also collaborate **regionally**, there are additional potential partnering areas:

- Local research
- Printing
- Regional promotion
- On-line collaboration space to plan and coordinate joint activities

The national Vital Signs program recognizes that there is added value in having more community foundations participating in the program and in working together, and our **approach to collaboration** is to:

- Make the whole visible to everyone
- Create lines of sight to every part of the system
- Leave tracks and footprints everywhere
- Catalyze rich conversations
- Amplify energy

*“An unexpected outcome was seeing creative and unique ways that each of the partners approached the same problem and learning from their success.”*

The many **benefits** of collaboration have already been demonstrated, and include:

- Stronger local work
- Leverage for smaller foundations/critical mass
- Shared branding and marketing
- Stronger relationships among participants
- Synergy with other CFC programs
- Synergy with CF's other programs
- Cost savings/economies of scale
- Peer learning and mentoring
- Shared workload/time saved

*"None of our CFs had the required funding or staffing to complete a Vital Signs Report in isolation. The partnership allowed us to share responsibilities and divide up the required work. Each of us chose an area that matched our skill set and distributed the workload accordingly. This eliminated a great deal of work and time that we each would have needed to invest if we had not been in the partnership."*

However, we also recognize that there are **challenges** to collaboration, and these include:

- Differing experience levels of participating foundations
- Differing community and foundation sizes and capacities
- Divergent data availability
- Media relationships
- Common brand vs. local context

It is important to be aware that working in partnership requires the commitment of time and space, as well as relationship building, trust, and clear communication. Paying attention to these considerations, and articulating principles, policies and practices for working together will go a long way to helping to overcome the challenges inherent in collaborating on a program like Vital Signs.

## Principles, Practices and Policies for Vital Signs Partnerships

Because our communities are all so different, appropriate partners will vary from community to community. And because community foundations are also different- in their capacity, resources, locations and proximity to each other, as well as their interest and involvement in Vital Signs - opportunities to partner with each other will also vary. Every community foundation will need to assess the advantages, opportunities and challenges associated with their existing and potential partnerships, and invest in collaboration accordingly. As they enter into Vital Signs partnerships, community foundations are encouraged to develop principles, policies and practices to guide their collaborative efforts.

**Principles** are expectations of how we will do our work, or of how partners will work together.

A **policy** can be a governing principle, a guideline for carrying out work, and a way for the board to delegate authority. Policies let individuals and their organizations make sound decisions while relieving the Board of Directors and the Executive Director of involvement in routine decision-making. Policies ensure that operations within your community foundation are administered consistently, within regulations, and that donors and members of the public are treated fairly and consistently. **See Appendix A for a template for Policy Governing Local Partnerships.**

**Practices** are efficient and effective approaches that have been established to carry out tasks or processes within the organization.

A **partnership agreement** governs how two or more organizations will work together. It addresses such factors as responsibilities, accountabilities, decision-making processes, allocation of resources and dispute resolution. The degree of detail in a partnership agreement will vary depending on the complexity, timing and financial aspects of the project or program in question. Typically, a Letter of Agreement will outline a simple, time-limited project with a limited mandate and a small budget. For more complex projects, or on-going programs with a larger budget, a more formal Partnership Agreement should be developed that identifies:

- the partners, their relationship, and why they are working together
- the vision, goals and objectives of the partnership
- organizational structure
- roles, responsibilities and accountabilities
- financial management and administration
- dispute resolution
- partnership termination

A partnership is not legally binding like a contract; however it may offer some degree of legal protection in the case of a dispute or lawsuit.

**Terms of Reference** describe the purpose, structure and scope of a group of people who have agreed to work together to achieve a shared goal. **Sample Vital Signs Committee Terms of Reference are in Appendix A.**

## **National Program Policies Governing Local Partnerships**

For some aspects of Vital Signs, participating community foundations are required to adhere to policies and guidelines that are in place as part of the National Program and which govern local partnerships. These include the following local leadership and communication parameters:

- Vital Signs is a program of Community Foundations of Canada, and its implementation at local levels must be led by a community foundation.
- Community partners, such as neighbourhoods, municipalities or communities of interest (youth), that want to participate in Vital Signs, must do so in collaboration with their local community foundation.
- When communities of interest or smaller communities within a foundation's geographic area wish to participate in Vital Signs it must be done in cooperation with the local community foundation.
- Vital Signs is a powerful community leadership tool designed by and for community foundations, as such branding and acknowledgements must reflect the community foundation as the lead partner.
- Partners must adhere to Vital Signs brand guidelines as set out and agreed to by participating community foundations.
- The Vital Signs wordmark must be prominently featured on the front cover of the report.
- Additional partners/collaborators may have their logo featured as well with the wording "In partnership (or collaboration) with xyz organization."
  - All reports will feature text/logo required by CFC as stated in the participation agreement

## Principles for Collaboration/Partnership

Principles or expectations for how partners will work together are critical to the success of partnership. These principles define the relationship among partners and are an important reference point, particularly any time problems arise. They should be determined early in the collaboration through a focused discussion that considers what is important to the partners, and what should guide their work together.

Once the **Principles** are agreed upon, ask:

- ✓ Are they clear and detailed enough?
- ✓ Are we missing anything?
- ✓ Can everyone on my board commit to every principle?

Examples of possible principles for Vital Signs Regional Collaborations:

- ✓ Recognition & respect for different stages of experience and capacity
- ✓ Defined decision-making process; not constant approvals by all CF boards
- ✓ Light in partnership structure/overhead, not bureaucratic
- ✓ Open, clear, timely communication among all partners
- ✓ Adherence to workplan and timelines
- ✓ Transparent processes and clear accountabilities
- ✓ Defined funding formula for joint contracts

Examples of possible principles for Vital Signs local partnerships with other organizations:

- ✓ Open, clear, timely communication among all partners
- ✓ Adherence to workplan and timelines
- ✓ Transparent processes and clear accountabilities
- ✓ Acknowledgement and recognition of partner organization in publication and media releases
- ✓ Dispute resolution process; partnership termination provisions

### **Min-Specs (Minimum Specifications) for Partnerships**

What are the minimum specifications or requirements that are needed to apply to working together to achieve project objectives? What are the basic rules required to apply to the work such that there is no possible way to achieve the outcome unless those rules are applied? Why are Min-Specs important to the process of collaboration?

Key elements of Min-Specs (from “Edgeware: Tools for Complexity Management”):

- ✓ Don't attempt to define the outcome or behavior of the system in detail.
- ✓ Provide "local" rules that can be applied by individual agents, or in individual cases.
- ✓ Have only a very few such rules.
- ✓ Allow complex behavior to emerge from the bottom-up in the system through interactions among agents, or between agents and the context.

Establishing min-specs begins with establishing a "good enough vision" of the outcome that participants hope to achieve, then identifying the rules they think are needed to lead to that outcome. All participants must commit to the principles and min-specs - they are the foundation for the partnership and define the ground rules for the project, so it's important to get them right.

For the **min-specs**, ask the same questions as for the Principles, but in addition, step back from the list and challenge each proposed rule by asking: "Can we imagine a situation where our desired outcome will be achieved even if this rule is violated?" If so, eliminate the rule. Also eliminate rules that are simply minor variations of other rules. With the list pared down, go back through each rule again and ask: "If all the other rules are met, but this one is violated, will we fail to achieve our desired outcome?"

*(Think of each rule as unnecessarily constraining creativity. If you can imagine situations where you still get the desired outcome even if that rule is violated, throw it out - it is not a min-spec. Continue this process until you have only a few rules left, and all pass the test above.)*

### **Example of Min-Specs for a Vital Signs Regional Partnership**

- ✓ Commitment to national VS Program policies
- ✓ Commitment and financial contribution to joint research contract
- ✓ Commitment and financial contribution to joint printing contract

Other possible Min-Specs might include:

- ✓ Agreement on common issue areas and indicators to be used by all participants
- ✓ Agreement to joint marketing/awareness activities
- ✓ Commitment to share workload

Keep in mind that the Min-Specs govern the partnership aspect of the program – not the foundation’s local implementation – and that they are *minimum* specifications. Partners can certainly do more in support of the partnership if they choose to; however to be included in the partnership, they must commit to the Min-Specs

## Is your community foundation ready to partner?

Whether collaborating with other community foundations in a regional alliance, or partnering with community organizations locally to implement Vital Signs, it is important to understand the elements of successful collaborations, and to be intentional in applying good partnership practices.

### Steps to Successful Collaborations

1. **Leadership:** exploring partnership purpose, possibilities, rationale
2. **Organizational readiness:** examining capacity and culture
3. **Group Development:** building relationships and trust; identifying opportunities and obstacles
4. **Project development:** surfacing values, principles, minimum specifications for partnership/project participation
5. **Selecting a structure:** identifying specific tasks, accountabilities, schedules, role descriptions, decision-making processes
6. **Documenting decisions and delivery:** developing agreements, governance, communications systems (internal and external), mechanisms for conflict resolution; legal issues
7. **On-going learning, evaluation, review:** maintaining and adjusting partnership according to learning what works well, what needs improvement, new opportunities, changes in environment

**Guidelines for success** (*adapted from “Building organizational capacity through strategic collaboration” by Ron Robinson, March 2002, Canadian Centre for Philanthropy*)

- Know your organization
- Be honest and transparent about intent
- Stay true to mission, vision and values
- Crawl, walk, then run
- Choice of appropriate structure
- Clear and transparent process
- Intentional relationship building and maintenance- at all levels and as a priority

- Attention to promising practices
- Celebrate successes, however small
- Inject hope, confidence, persistence and resilience
- Share credit widely
- Communication, communication, communication
- Focus on solutions; engage in collaborative problem solving
- Make creative use of diverse viewpoints when difficulties arise
- Review reasons for partnership regularly
- Be willing to walk away
- Do a few collaborative partnerships well

## Vital Signs Partnership Workplan: Collaboration Critical Path

Whether working individually or in partnership with other community foundations, undertaking Vital Signs requires significant planning, coordination and management of the various program components and activities.

To get the most benefit from a partnership approach to implementing Vital Signs, it will be important to integrate the collaborative activities into the overall workplan. The basic partnership activities shown here will be supplemented by additional responsibilities for some of the community foundation partners, e.g. those taking the lead on the research contract, printing, or financial management of joint activities.

### **Vital Signs Program Components**

- ⦿ Community consultation & engagement
- ⦿ Data collection & interpretation
- ⦿ Indicator selection & grading
- ⦿ Publication of the report
- ⦿ Promotion of the report's release
- ⦿ Evaluation & integration into the rest of the foundation's work

### **VS Program Activities**

- ⦿ Internal communications
- ⦿ Stakeholder consultation & buy-in
- ⦿ Liaison with CFC & other CFs
- ⦿ Environmental scanning
- ⦿ Indicator selection
- ⦿ Research supervision
- ⦿ Report writing & production management
- ⦿ Launch planning & coordination
- ⦿ Communication (media, etc.)
- ⦿ Web site writing & production management
- ⦿ Evaluation

## VS Workplan/Critical Path

<b>Month</b>	<b>National</b>	<b>Local</b>	<b>Partnership</b>
<b>January</b>	<ul style="list-style-type: none"> <li>-Vital Signs Agreement to Participate available</li> <li>-Launch of annual VS Basecamp site</li> </ul>	<ul style="list-style-type: none"> <li>-Scan of local activities and potential partners/funders</li> <li>-Decision to participate</li> </ul>	<ul style="list-style-type: none"> <li>-Orientation meeting for CFs interested in partnering</li> <li>-Planning of joint activities, budget, responsibilities</li> </ul>
<b>February</b>	<ul style="list-style-type: none"> <li>-Agreements to Participate due</li> <li>-<i>Basecamp Training</i> webinar</li> <li>-<i>Getting Started</i> webinar</li> <li>-Sharing of first draft <i>Building Vitality</i> project resources</li> </ul>	<ul style="list-style-type: none"> <li>-Identify project staff or volunteers</li> <li>-Identify project resources</li> <li>-Begin planning community engagement activities</li> </ul>	<ul style="list-style-type: none"> <li>-Confirmation of partnership participants</li> <li>-establish mechanism (eg. Basecamp, conference calls) and schedule for communications</li> <li>-Confirm details of joint research contract with SPARC (CFC to lead this work in 2011)</li> </ul>
<b>March</b>	<ul style="list-style-type: none"> <li>-National data list confirmed</li> <li>-Core indicators confirmed</li> <li>-<i>Vital Signs</i> logos sent to new participating CFs</li> <li>-<i>Research and Indicators</i> webinar</li> <li>-<i>Communications and Marketing</i> webinar</li> <li>-Sharing of further draft <i>Building Vitality</i> project resources</li> </ul>	<ul style="list-style-type: none"> <li>-Continue seeking project resources</li> <li>-Confirm arrangements with local partners or consultants</li> <li>-Begin community engagement activities</li> <li>-Begin communications activities</li> <li>-Begin media engagement</li> </ul>	<ul style="list-style-type: none"> <li>-Identify common theme areas</li> <li>-Refine data interest and needs, as a group and as individual foundations</li> <li>-Receive first round of data from SPARC/ regional research org.</li> <li>-On-going information/idea sharing, peer learning and mentoring</li> </ul>
<b>April</b>	<ul style="list-style-type: none"> <li>-<i>Grading and Survey Strategies</i> webinar</li> <li>-Sharing of revised <i>Vital Signs</i> report template and instructions</li> </ul>	<ul style="list-style-type: none"> <li>-Community engagement activities</li> <li>-Identify local data sources</li> </ul>	<ul style="list-style-type: none"> <li>-Conference call check-in</li> <li>-Consideration of revised report design template(s)</li> </ul>

<b>May</b>	<ul style="list-style-type: none"> <li>-First batch of national data and context statements delivered</li> </ul>	<ul style="list-style-type: none"> <li>-Collect local data</li> </ul>	<ul style="list-style-type: none"> <li>-Explore possible joint media opportunities</li> </ul>
<b>June</b>	<ul style="list-style-type: none"> <li>-Second batch of national data and context statements delivered</li> <li>-<i>Integrating Vital Signs into Your Work and Evaluation</i> webinar</li> <li>-Report design template training session</li> </ul>	<ul style="list-style-type: none"> <li>-Work with data to develop indicator selection for report</li> <li>-Develop indicator grading methodology (if desired)</li> </ul>	<ul style="list-style-type: none"> <li>-On-going information/ idea sharing, peer learning and mentoring</li> </ul>
<b>July</b>	<ul style="list-style-type: none"> <li>-Final batch of national data and context statements delivered</li> </ul>	<ul style="list-style-type: none"> <li>-Launch event planning</li> <li>-Final selection of indicators for report</li> <li>-Conduct indicator grading activities</li> </ul>	<ul style="list-style-type: none"> <li>-Identify print numbers from each CF; negotiate joint printing contract</li> </ul>
<b>August</b>	<ul style="list-style-type: none"> <li>-Canada News Wire media advisory about launch</li> <li>-Teleconference on national media strategy and templates</li> </ul>	<ul style="list-style-type: none"> <li>-Brief Board and stakeholders on report content</li> <li>-Layout report, final revisions and preparation for print</li> <li>-Boards of Directors and other stakeholder briefed on content and messages</li> <li>-Work on local websites or send required material to CFC</li> <li>-Confirm launch event plans and attendees</li> <li>-Deadline for draft reports to Andrew Sharpe for feedback</li> </ul>	<ul style="list-style-type: none"> <li>-Conference call check-in</li> </ul>
<b>September</b>	<ul style="list-style-type: none"> <li>-Launch day prep conference call</li> <li>-Sharing of national press</li> </ul>	<ul style="list-style-type: none"> <li>-Final approval of content</li> <li>-Send required material to CFC for national VS website</li> </ul>	<ul style="list-style-type: none"> <li>-Finalize print contract</li> <li>-Joint media advisory at regional level</li> </ul>

	<ul style="list-style-type: none"> <li>release, final draft Globe insert and web content</li> <li>-Communications webinar on national and social media tools</li> </ul>	<ul style="list-style-type: none"> <li>-Reports to print and web design</li> <li>-Send out local media advisory if desired</li> </ul>	<ul style="list-style-type: none"> <li>-On-going information/idea sharing, peer learning and mentoring</li> </ul>
<b>October</b>	<p><b><i>LAUNCH FIRST TUESDAY OF OCTOBER (Oct 4<sup>th</sup> 2011)</i></b></p> <ul style="list-style-type: none"> <li>-CFC Canada News Wire announcement and national media relations</li> <li>-Vital Signs website update</li> <li>-Globe and Mail insert</li> <li>-Media monitoring</li> </ul>	<ul style="list-style-type: none"> <li>-Local launch: community and media activities</li> </ul>	<ul style="list-style-type: none"> <li>-Share reports</li> <li>-Joint media/communications opportunities</li> </ul>
<b>November</b>	<ul style="list-style-type: none"> <li>-National Peer Gathering</li> <li>-Analysis of media impact</li> <li>-Program evaluation</li> </ul>	<ul style="list-style-type: none"> <li>-Program evaluation</li> </ul>	<ul style="list-style-type: none"> <li>-Partnership evaluation</li> </ul>

## Financial Partnerships

Vital Signs requires a significant outlay of human and financial resources, and most community foundations require either in-kind or cash support, or both, from other sources in order to implement the program. While some foundations have staff resources and operational funding that they can draw upon to cover Vital Signs expenses, most must identify additional external sources. These may be contributions of time, venues, data, publication, and/or cash, and may take the form of sponsorships, grants, or partner support, or any such combination. Many community foundations that would like to be involved with Vital Signs feel that the lack of necessary resources is a barrier to their participation. But community foundations that have taken a partnership approach to resourcing Vital Signs have overcome that barrier, and not only secured sufficient resources, but also raised awareness and extended their reach, and commitment to their program. Here is an example of how a small rural community foundation approached resource development through partnerships:

The Phoenix Foundation of the Boundary Communities serves a large rural area that includes the communities of Beaverdell, Bridesville, Christina Lake, Grand Forks, Greenwood, Midway and Rock Creek, a total population of about 13,000. To undertake Vital Signs and publish their first report in October, 2009, they started actively seeking support in January of that year, and were able to obtain grants and leverage donations that not only covered their Vital Signs budget of \$21,500, but resulted in additional funds that will be put toward their next Vital Signs publication. Here's how they did it:

- ✓ Sent out letters, and followed up each with a phone call from a person from the Foundation who has a connection with the organization the letter was sent to. This resulted in the School District giving \$1000, and Boundary Health District also giving \$1000.  
**Tip:** *Prepare a letter that describes Vital Signs and why it's important to the community - to educate in an asking way, saying this is what we're doing and why and how. There is no one you shouldn't ask! It also helps when it comes time to get groups to complete surveys - PFBC had 260 on-line responses.*
- ✓ The Rural Secretariat (federal government agency) heard about the plans for Vital Signs, and contacted the Foundation to encourage them to submit an application, which resulted in \$10,000. It was the time of year for "slip money" – funds unspent from a department's budget as end of the fiscal year nears - and this timing, as well as the relationship the Foundation had with the agency, positioned them well to access funds that would not normally be available, and the application process was relatively simple.

**Tip:** *Being a community foundation held a lot of weight. This was not a grant competition, so it was important to be aware of that connection and possibility.*

- ✓ A presentation to the Boundary Economic Development Commission, which included 3 regional and 3 local governments in their area, resulted in \$4000 in sponsorship, plus an additional \$1000 from one regional district government.

**Tip:** *The Foundation believes that by applying individually to the various local governments, they would be even more responsive, especially now that they have seen the impact of Vital Signs, and there will be big buy-in for next time.*

- ✓ Applied for and received a Healthy Communities seed grant of \$2500. The application process was competitive and required a fair bit of work, but Vital Signs was a perfect fit with the funding criteria.  
**Tip:** *Prepare a generic Vital Signs grant application early on, and customize it for various grant opportunities that you identify through research or word-of-mouth.*

- ✓ The local Rotary Club also provided some funding as a result of a presentation to one of their regular meetings.

- ✓ **Tip:** *Prepare a template Vital Signs presentation that can be used with a variety of audiences – to both educate and engage them in Vital Signs, as well as to garner financial support.*

- ✓ As a result of Vital Signs presentations, Boundary Success by Six and the local Boundary Family Centres/Integrated Service also pledged funds. The Foundation did not require them, as they had sufficient funding from other sources, however, if they had taken them, it would have resulted in an additional \$5 000.

**Tip:** *Even if the funding offered is not required and accepted, the commitment of support can help to leverage financial and other support from other donors, including increased buy-in from throughout the community.*

- ✓ Telus also heard about the initiative, and invited to apply for \$10,000 support from their youth grants program towards a youth Vital Signs report, however, the Foundation did not pursue this because they had met their projected needs. Their YSHIFT (youth group) did do a Youth Voice section for the report, which was modeled somewhat on the Vancouver Foundation's Youth Vital Signs Report.

**Tip:** *Even if you don't pursue the funding opportunity, maintain the relationship so that you can apply in future.*

The Foundation now has a better understanding of what resources are required for Vital Signs, and what activities they need to do and not do, and so can prioritize based on availability of human and financial resources. They also now know where they can get funding and how best to approach the various opportunities for sponsorship, grants, year-end funds, donations, and in-kind contributions. And as a final **Tip**, they recommend *starting to secure funds a whole year before the publishing date*.

## ***Strategic Sponsorships***

*Victoria Foundation was able to have the costs of their 2010 Vital Signs Report completely covered by sponsors. They were able to leverage it as a charitable program of the community foundation, rather than a 'one-off' project, and used the approach of creating 'signature' sponsors for each issue area. The required commitment was \$25,000 per year for three years, with each sponsor receiving an issue area. To avoid conflicting messages, the Foundation determined which prospective sponsors would be good for each issue area and their corporate logo and name was identified at the top of the issue area. For \$5,000, a sponsor could get their logo at the back of the report, and receive profile at the launch event.*

*Their experience demonstrated the opportunity to engage donors to support Vital Signs and create a set of 'Vital Signs values' that can connect corporate and individual donors to the heart of Vital Signs and the issues highlighted. However, there is a fine balance, and it's important to not give sponsors too much profile, so that it remains clear that this a Community Foundation report, not something with corporate branding all over it.*

***Samples of Victoria Foundation's Invitation Letter and Sponsorship Package follow on Appendix B.***

## Model Vital Signs Partnership Budget

<b>Expense</b>	<b>Individual CF</b>	<b>Joint Expense for Partnership</b>
Admin	In kind	
VS fees to CFC	1,500	
Shared research contract (3 CFCs)		15,000
Additional research costs	2,000	
Writer	2,000	
Community consultation	500	-
Planning team meeting costs	500	2,000
Launch/events	1,500	-
Design layout	1,000	-
Printing	2,000	-
Postage	500	-
Website update	100	-
CFC debrief meeting costs	1,000	-
Supplies/ staff local travel	1,000	-
Advertising	500	-
Misc	500	-
<b>Total</b>	<b>14,600</b>	<b>17,000</b>

This sample budget is based on the experience of the BC Vital Signs Partnership pilot project (2009), and is intended to provide an estimate of the individual and shared expenses involved for community foundations undertaking Vital Signs collaboratively. It reflects minimal costs, and Vital Signs budgets will vary depending on such factors as print runs, type and scale of activities undertaken, cash and in-kind resources available, etc.

## Appendix A:

### Samples and Templates Related to Local Partnership and Advisory/Resource Groups

#### Template for Policy for Governing Local Partnerships

##### Community Foundation Vital Signs Partnership Policy

###### **Preamble:**

In implementing its Vital Signs program, the Community Foundation recognizes and welcomes the support and involvement of local institutions, businesses, nonprofit organizations and community groups to enhance or improve the Program's effectiveness. Under certain conditions, the support and involvement of some external organizations may be of such significance that the Foundation enters into a partnership arrangement to operate the program, or to deliver some aspects of it.

###### **Guidelines:**

In entering into partnerships with external organizations, the Community Foundation will ensure that:

- The Partnership is in the best interest of the Foundation.
- The Partnership reflects shared interests and goals, and is beneficial to all parties.
- The Partnership will increase effectiveness of the Vital Signs Program through such means as increased: community engagement, access to data, exposure, program resources, expertise and knowledge.
- The Community Foundation is recognized as the lead partner, and all Program branding and acknowledgements reflect same.
- Partners adhere to Vital Signs brand guidelines as set out and agreed to by the Community Foundation in the participation agreement with Community Foundations of Canada.
- The Vital Signs wordmark is prominently featured on the front cover of the report.
- Partner's logos are also featured, with the wording "In partnership (or collaboration) with xyz organization."
- The report features text/logo required by CFC as stated in the participation agreement.
- A partnership agreement is developed to govern other aspects of the partnership, including roles, responsibilities, accountabilities, communications, financial administration and dispute resolution.

###### **Monitoring:**

This policy will be reviewed every year.

###### **Board Acceptance:**

This policy was approved/reaffirmed at the \_\_\_\_\_ Board meeting

## Vital Signs Committee Terms of Reference

### Community Foundation of Greater Grande Prairie Leadership Committee

**Type:** Standing Committee

**Responsible to:** Executive Director

**Purpose:**

The Vital Signs Committee shall undertake those functions that are related to the facilitating and management of the Vital Signs project as outlined in the Community Foundations of Canada Manual and resources, and to enhance the Foundation's ability to provide community leadership in Northwestern Alberta.

**Authority:** The committee can take action after the board has agreed to the action.

**Timeframes and Reporting:**

The committee shall meet monthly or as necessary and shall provide reports to the Board of Directors. Reports will include key activities, progress, challenges, and policy recommendations if applicable and other information as required, and in some cases directly involve the Board in the information gathering processes.

**Composition:**

The committee shall have a Chair and at least one board member plus a number of carefully selected non-board members from the area at large. The committee membership should include experience in education, health, social sector, plus the local municipality. Committee members should have expertise in one or more of the following areas:

- pulse on community
- significant understanding of community activities
- previous volunteer leadership experience

**Staff Role:** The Executive Director shall be an ex officio member of this committee

**Communication with Board through:** Committee Chair

**Specific areas of Responsibility:**

The following statement explains much of what this ad hoc committee will focus on. The Community Foundation is well placed to live up to the ideals made in this statement:

*“As knowledgeable partners in community life, community foundations offer leadership to their communities on issues of importance to their community. They use their broad perspective and their networking*

Building Vitality in Rural Communities - A Vital Signs Toolkit

-DRAFT-

*opportunities to help build strong, caring, engaged communities. They work to empower others, connect diverse parts of the community, foster dialogue, develop partnership and mobilize the community to improve quality of life. They strive for visionary thinking and creative, inclusive collaboration that builds social capital.”*

-The Community Foundation Difference: Describing What Makes Us Different Community Foundations of Canada

The committee will use several methodologies' to achieve its purpose:

- It will connect, convene, collaborate and contribute in a number of different ways if it is to be successful.
- Foster a feeling of leadership within the area and that the Community Foundation is the organization best suited and prepared to research, co- ordinate, collaborate and establish initiatives necessary to the wellbeing of the citizens.
- Will lay down a platform of ideas for presentation to the Board, that if adopted, will encourage the organization to become more proactive in those areas that will create a healthier quality of life within our region.
- Assist in the implementation of the Vital Signs Report, a report card on Grande Prairie and an indication of the quality of life in key areas.
- Help gather information in cooperation with the numerous sources that are already researching and gathering data on Grande Prairie.
- Produce an annual user friendly report publication.
- Will ensure resources are secured, data is collected and partnerships with local agencies are created and maintained.
- Participate as a communications resource for staff.
- Participate in public gathering and event opportunities as appropriate.
- Demonstrate commitment
- Share information about key trends in the sector and emerging initiatives in the City of Grande Prairie in particular
- Demonstrate commitment to ethical practices and privacy/confidentiality policies
- Periodic review of Committee Terms of Reference and provide amendment recommendation to the Board of same
- Act as a community champion of the Foundation

## **Approval/Review Date:**

Approved by the Board of Directors: 2011

Review Date: 2013

## **Vancouver Foundation Vital Signs Leadership Advisory Group (LAG) Terms of Reference 2010**

### **A. Purpose/Mandate**

The Vital Signs Leadership Advisory Group advises and supports staff responsible for the creation of Vancouver Foundation's Vital Signs Program. The individuals who comprise this group represent a mix of community leaders from a diversity of sectors and backgrounds that have a commitment to the goals of the Vital Signs program.

### **B. Responsibilities & Authorities**

Members will meet formally as a group, will receive invitation to all events relating to Vital Signs, be asked to participate in surveys and focus groups and expected to individually provide Vancouver Foundation with guidance and practical support through:

1. Decisions regarding the overall strategic direction for the Vital Signs Project;
2. Observations, updates and advice on emerging trends and developments in key issue areas covered in Vital Signs;
3. Recommendations on key issue area selection;
4. Serve as a reference group for the Foundation to bring forward and test new ideas, official views on complex issues etc.;
5. Open doors and create networks and linkages that further the Vital Signs program and the community development strategies that arise from the work of this program;
6. Expand the profile of Vital Signs and points of influence where possible and appropriate;
7. Act as champions and ambassadors for Vital Signs;
8. Ensuring that LAG processes and decisions are transparent, open, fair and relevant to the communities served by Vancouver Foundation; and
9. Leadership for the creation of community dialogues based on key issue areas.

#### **1. Creation**

The LAG is an ad hoc Advisory Group established to provide advice and guidance to the Vital Signs Project. Members are recruited by Vancouver Foundation CEO and President based on expertise and community connections.

#### **2. Membership**

- a. The Chair of the LAG is appointed by the CEO and President of Vancouver Foundation.

- b. All appointments of members for LAG are for an initial term of one year with possible renewal at the start of the consecutive Vital Signs report. Renewal is not automatic, and is determined through discussion by the Member and Chair, with the final determination made by the Chair.

### 3. Meetings

#### a. Agenda and Preparation

Meeting agendas are prepared by Staff, in consultation with the Chair. Materials for LAG meetings, including the agenda and background documents will be circulated at least one week in advance of the scheduled meetings.

#### b. Frequency and Form of Meetings

There shall be regular meetings for the purpose of guiding the Vital Signs project. A LAG member is present at the meeting if the Member is physically present at the location of the meeting or if the Member is participating in the meeting by teleconference.

#### c. Quorum

A majority of voting Members who are in attendance personally, or by telephone conference call, constitute a quorum (>50%).

#### d. Voting

All Members have one vote. A majority vote of Members present decides proposed recommendations during a meeting. Should the vote result in a tie, the default result shall be in the negative.

#### e. Attendance

Members must not miss more than three consecutive meetings or they will be asked to resign from the LAG.

### 4. Committee Effectiveness

#### a. Annual Priorities and Schedule

LAG will establish priorities and a schedule of activities at the initial meeting of the Vital Signs project to address the priorities and responsibility within their terms of reference.

#### b. Evaluation

The LAG will review its performance following the completion of the Vital Signs 2010 project regarding the priorities established at the initial meeting.

**Vancouver Foundation**  
**Vital Signs Expert Resource Group (ERG)**  
**Terms of Reference - 2010**

**A. Purpose/Mandate**

The Vital Signs Expert Resource Group advises and supports Vancouver Foundation's GCI portfolio to ensure that:

- a. Decisions regarding the Vital Signs Project are of the highest standard and quality;
- b. Diverse and representative community expertise, input and perspective are provided in making these decisions; and
- c. ERG processes and decisions are transparent, open, fair and relevant to the communities served by Vancouver Foundation.

**B. Responsibilities & Authorities**

- To provide observations, updates and advice on emerging trends and developments in key areas covered in Vital Signs.
- To review and make recommendations on key area selections received from Community Foundation of Canada (CFC).
- To review and make recommendations regarding indicator selections as provided by research organizations, staff and CFC.
- To act as ambassadors within the community, raising awareness and understanding of Vancouver Foundation's Vital Signs report.
- To annually review the functioning of the ERG as a whole, including identifying future potential committee members.

**C. Functioning**

1. Creation

The ERG is an ad hoc Advisory Group established to provide advice and guidance to the Vital Signs Project. Members are recruited by Vancouver Foundation Staff based on expertise and community connections.

2. Membership

- a. The Chair of the ERG is the Director, GCI responsible for Vital Signs.
- b. All appointments of members for ERG are for an initial term of one year with possible renewal at the start of the consecutive Vital Signs report. Renewal is not automatic, and is determined

through discussion by the Member and Chair, with the final determination made by the Chair.

- c. Membership terms will be staggered to allow for continuance of experience on the ERG. The ERG Chair may recommend an extension of a member's term to support the continuity of ERG.

### 3. Meetings

#### a. Agenda and Preparation

Meeting agendas are prepared by Staff, in consultation with the Chair. Materials for ERG meetings, including the agenda and background documents will be circulated at least one week in advance of the scheduled meetings.

#### b. Frequency and Form of Meetings

There shall be regular meetings for the purpose of guiding the Vital Signs project. An ERG member is present at the meeting if the Member is physically present at the location of the meeting or if the Member is participating in the meeting by teleconference.

#### c. Quorum

A majority of voting Members who are in attendance personally, or by telephone conference call, constitute a quorum (>50%).

#### d. Voting

All Members have one vote. A majority vote of Members present decides proposed recommendations during a meeting. Should the vote result in a tie, the default result shall be in the negative.

#### e. Attendance

Members must not miss more than three consecutive meetings or they will be asked to resign from the ERG.

### 4. Committee Effectiveness

#### a. Annual Priorities and Schedule

ERG will establish priorities and a schedule of activities at the initial meeting of the Vital Signs project to address the priorities and responsibility within their terms of reference.

#### c. Evaluation

The ERG will review its performance following the completion of the Vital Signs 2010 project regarding the priorities established at the initial meeting.

## Appendix B: Samples Related to Financial Support and Sponsorship

### Vital Signs grant application template

BC Healthy Communities Seed Grants Program

APPLICATION FORM

#### 1. Applicant Information

Name or Organization			
Street Address			
City		Postal Code	
Telephone		Fax number	
Email			
Main Contact (name)		Title	
Telephone		Email	
Briefly describe what your organization does	<p>Community Foundation – member of Community Foundations of Canada</p> <ul style="list-style-type: none"> <li>-endowment building (over \$1.25 million in 10 years)</li> <li>-grantmaking (over \$250,000 distributed over 10 years)</li> <li>-catalyst for community support and change in traditional and emerging sectors. (Health, Education, Early Years, Arts and Culture, Social, Animal Welfare, Seniors, Environment, etc)</li> </ul>		
Society Registration Number (if applicable)			

#### 2. Initiative Description and Work plan

Initiative Title	Vital <i>Signs</i>	Initiative Location	
Start Date	March 16, 2009	End Date	October 30, 2009
Initiative Manager			
Initiative Description	<p>Vital<i>Signs</i> is an indicator report process that will give a clearer understanding of our community and its assets, achievements and challenges. The findings in sectors such as social, health, economic, cultural</p>		

	and environment will show us where we can celebrate and at the same time, the work that we still have to do as a community of partners.
--	---

**3. Initiative Partners – at least two partner organizations are required (additional spaces as provided):**

Name of Partner Organization	E.g. Social Planning Council
Contact Person and Title	
Telephone	
Email	
Name of Partner Organization	E.g. Economic Development
Contact Person and Title	
Telephone	
Email	
Name of Partner Organization	E.g. Public Health
Contact Person and Title	
Telephone	
Email	
Name of Partner Organization	E.g. Integrated Services Team
Contact Person and Title	
Telephone	
Email	
Name of Partner Organization	E.g. School District
Contact Person and Title	
Telephone	
Email	
Name of additional partners	Community Foundations of Canada Social Planning and Research Council

#### 4. Please describe your project's activities and process, including:

- a) Please describe the goals and expected outcomes of your seed grant initiative.

The *VitalSigns* report promotes capacity building and awareness of community issues and is used by communities for social planning and by citizens and philanthropists to identify community needs and strengths. We will use these results to inform our grantmaking and leadership activities. We believe that the *VitalSigns* process will build and deepen capacity between organizations, individuals and across sectors.

##### Objectives:

- Track and grade significant quality of life issues (like health, education, the environment, transportation, housing, culture, gap between rich and poor etc)
- Produce reader-friendly data on community needs and strengths
- Use that data to generate discussion – in a community hall or community café format, to engage citizens, inform policy change and encourage philanthropy

##### Anticipated Impacts (from process and the Report):

- To create new connections between a wide range of community groups and give new profile to existing research
- To assist communities in generating discussion about priorities and to tackle quality of life issues like housing, youth safety, cultural appreciation, environmental quality etc
- To provide reader-friendly data to introduce citizens from all walks of life to the successes and challenges within their own communities and to take action in intentional and strategic ways

- b) What “first steps” will you take to build capacity within your healthy communities team?

- Identify a steering committee from partner groups and across sectors to guide the project
- Hire a project co-coordinator/writer
- Shortlist the community factors to research and gather data on
- Determine dates and contents of a minimum of two Town Hall or Community Café sessions
- Develop community/citizens survey
- Facilitate citizen response

- c) How will you engage your project partners in the process of developing and delivering seed grant activities? Describe the commitment of your project partners to seed grant activities.

- Partners will all be members of the steering committee to guide all aspects of the project – this includes accessing national, provincial and local data that currently exists, then to ensure that further community awareness and information is gathered from the community meetings and then to develop a citizens’ survey which asks the citizens to rate or grade the state of the factors that we are reporting on.
- Work with the project co-coordinator/writer to guide the writing process as the community reports are developed.
- It is anticipated that our steering committee members will also inform and educate their organizations about the project and findings.

d) Please describe your seed grant activities and how they will draw on the Healthy Communities Approach and the Integral Capacity Building Framework (see [www.bchealthycommunities.ca](http://www.bchealthycommunities.ca))

- Convening Town Hall/Community Café sessions throughout the region to engage, learn, expand community assets and encourage community collaboration on the health and vitality of the communities. The content of these meetings will be to explain the *VitalSigns* project and why we are doing it, what areas we are looking at, to ask citizens what has been left out and to ask them to reflect on their role and potential future involvement in ‘community’.
- Gather citizen input and satisfaction levels through a survey format.
- Complete the report – based on National, Provincial, Regional and Local data/evidence. Included in the report will be a ‘rating system’ or grading of how the citizens in the various communities around the Boundary feel that we are doing in the areas that have previously been identified.
- Launching the report in October will include a community meeting, and meeting with a variety of sectors, including municipalities, Aboriginal Community, faith communities, youth etc.

**5. Please provide a work plan with timeframes.**

Timeline Date	Activity	Comments
March 16, 2009	Steering Committee to advertise and hire co-coordinator/writer Determine	
April 23, 2009	Shape list and collect data – identify 60 to 75 indicators	
April 30, 2009	Complete Town Hall meetings	
May 2009	Steering committee works with co-coordinator to	



	sort and shape the data/information	
June 1, 2009	Report template from Community Foundations of Canada	
June 15 to July 29, 2009	Draft of VitalSigns report completed	
August 25, 2009	Draft finalized	
September 10, 2009	Report to printer	
October 2009	Launch of VitalSigns report	
November 2009	Submit project report to funders	

6. Please provide a project budget clearly showing all sources of income (cash and in kind) and projected expenses. (You may use your own budget form as long as all information is provided.)

Item	Description	Cost	In Kind Contribution	Request to BCHC*
<b>Contract Fees</b>				
Research	Provincial and National	\$3,500	Van Fdn & CFC (\$2,000)	
Writing	Survey	\$4,000	Community Fdn (\$1,500) Community Futures (\$500)	
	Report – booklet and newspaper insert	\$10,000	FISS, School District BISM (\$3000)	\$2,500
	Template Design	\$7,000	Van Fdn/CFC (\$5000)	
Convening	Town Hall mtgs, Sector mtgs	\$1,500	Van Fdn/CFC (\$5000)  SD, Community Futures (\$1,500)	



<b>Facilities Rental</b>				
Steering committee		\$500	Community Futures/SD	
Citizen mtgs	Sectoral and Town Hall community meeting spaces and refreshments	\$500	\$500  SD/ Community Futures (\$500)	
<b>Materials &amp; Supplies</b>				
Booklet printing		\$5,200	CF/Van Fdn (\$3000)	
Newspaper insert		\$4,200	CF (\$4,000)	
<b>Other</b>				
Steering committee	Volunteer time	\$2000	all partners (\$2000)	
<b>Total</b>		\$38,400		
	\$2,500			
	<ul style="list-style-type: none"> <li>At this time, we have approx \$23,500 committed plus \$2,500 if successful with this grant.</li> <li>We are making presentations to local governments to secure the additional \$11,000 to \$12,000)</li> </ul>			

**\*Maximum potential contribution by BCHC is \$2,500.00.**

## Sponsorship Letter



Date

Address block

Dear Mr. \_\_\_\_\_:

Thank you for your interest in the *Victoria's Vital Signs*® report. (If spoken to earlier on the phone) This widely read report provides an easy to read snap shot of the strengths and opportunities in our community. Information and knowledge are at the heart of our ability to work together to make good decisions for our region.

As you will see in the attached sponsorship proposal, *Vital Signs* is widely used in our community by many groups and individuals outside the Victoria Foundation. The information contained in the report is used to by these groups to make decisions and take action to improve the quality of life in our region.

The report addresses all eleven different issue areas with a special section on youth. Groups working to address issues in the various subject areas use the report as a reference tool to inform their actions. Supporting *Vital Signs* will enable the Capital Region Emergency Service to support much of the good work that is being done in our community.

The 2009 *Victoria's Vital Signs* report has been named a Gold Award winner for excellence in communications by the 2010 Wilmer Shields Rich Awards Program. Sponsored by the U.S. based Council on Foundations, this international awards program recognizes effective communications efforts to increase public awareness of foundations and corporate giving programs. We are very pleased to be only one of four Canadian foundations to receive an award this year.

Thank you for your consideration of our request. Please feel free to contact me if you have any questions or require further information.

Sincerely,

Sandra Richardson. CEO

Enclosures (3) VF Sponsorship proposal; Vital Signs report; Wilmer Shields Rich news release

## Sponsorship Package

### BACKGROUND

**Endowment building.** The Victoria Foundation holds a collection of permanently endowed funds, established by donors from all walks of life, which are pooled and invested. Our effective fund stewardship and donor services enable us to make grants to federally registered charitable organizations across a broad spectrum of community priorities.

**Grant making.** We have an in-depth understanding of the issues, opportunities, and resources that shape our community. We support all aspects of community well being. Our grants support leadership, capacity building and an inclusive spirit of community with positive investment in:

- *Stronger people and families*
- *A healthier community and sustainable environment*
- *Education and literacy for all, and*
- *Celebration of our collective heritage, arts and cultural diversity*

**Community Leadership.** The Victoria Foundation is broad in scope, so we are well positioned to bring people and organizations together. We help convene diverse voices to address local issues and opportunities. **Our business is building community.**

### **VICTORIA'S VITAL SIGNS®**

*Victoria's Vital Signs* is an annual report card that evaluates Victoria as a place to live, learn, work and grow. It provides information that measures the health of our city, identifies trends, and assigns grades in 11 areas that are critical to Victoria's quality of life. Information included in the report is gathered from a variety of sources that are researching and collecting data on Victoria. It is presented in a reader-friendly, easy-to-use format to help increase understanding of how the community's doing and where to learn more.

*Victoria's Vital Signs* is part of a national initiative that reports on a set of core indicators that are reported on by all participating community foundations. *Victoria's Vital Signs* was launched in 2006 as an initiative of the Victoria Foundation's 70<sup>th</sup> anniversary. October 4, 2011 will mark the 6<sup>th</sup> consecutive year that the Foundation has published a *Vital Signs* report.

The report uncovers and highlights areas in need of attention and the strengths of our region. The report brings the community together to discuss shared issues and concerns. As a catalyst for networking, *Victoria's Vital Signs* has been very successful in initiating and fuelling important conversations about our quality of life.

## **AUDIENCES**

*Victoria's Vital Signs* report reaches a wide audience including survey participants, breakfast launch attendees, those viewing the report on-line and approximately 3,000 recipients of the final printed report. The report is widely read and circulated in our region.

- A capacity crowd of approximately 120 community leaders attend the breakfast launch event each October.
- The Victoria Foundation received **22 media hits** for *Vital Signs* in 2010.
- Approximately 3,000 copies of the report are mailed out. Recipients include Victoria Foundation donors, all levels of government, community organizations, public libraries, educational institutions, professional advisors.
- We are aware of the following organizations using *Victoria's Vital Signs* for grant making, strategic planning, impact measurement, etc.:
  1. United Way of Greater Victoria
  2. University of Victoria
  3. School Boards
  4. Chambers of Commerce (Victoria & West Shore)
  5. Victoria Foundation Youth In Philanthropy programs in six area high schools
  6. Prodigy Group (formerly Junior Chamber of Commerce)
  7. Downtown Victoria Business Association
  8. Community Social Planning Council
  9. READ Society
  10. Victoria Hospice
  11. BC Healthy Communities
  12. City of Victoria Youth Action Council
  13. TELUS Victoria Community Board
  14. First Metropolitan United Church
  15. Hero Work Society

-DRAFT-

- Largely due to the profile of the Vital Signs report, organizations that provide funding for community purposes are coming to the Foundation for guidance on where to direct their funds (e.g. Rotary) and for information on specific issue areas (e.g. Housing).
- Over 1,200 people participated in Vital Signs by completing the questionnaires to prioritize indicators, grade them and in the case of the youth survey, provide their comments on life in Victoria.
- Of the individuals who completed our surveys, 398 identified themselves as being with 110 different organizations from the private, public and non-profit sectors.
- Opportunities to contribute to *Victoria's Vital Signs* are promoted through a distribution list that includes over 100 different organizations.
- The on-line surveys and the *Victoria's Vital Signs* report are also promoted on two local radio stations and local television.

## **GOALS AND OBJECTIVES**

**GOALS:** The purpose of *Victoria's Vital Signs* is to connect philanthropy to key community needs and opportunities.

### **OBJECTIVES:**

1. To support donor requests for information on the community.
2. To have the Foundation's grant making be more effective and proactive.
3. To strengthen the Foundation's understanding and ties to the community.
4. To support decision-making in the region by identifying and promoting key priorities.

## **SPONSORSHIP REQUEST**

By supporting *Victoria's Vital Signs*, **company name** has an opportunity to profile its philanthropic efforts and to invest in a program that is a starting point for positive action in our community. As individuals who live and serve in the Vancouver Island community, **company name** has a unique understanding of the immense value and quality of life in our region. The *Victoria's Vital Signs* report is a widely used tool that helps us better understand the social, economic, environmental and cultural factors that contribute to the quality of our lives. The report inspires new ideas as we work together to build a healthy community.

As such, we are requesting your sponsorship of the **subject area** section of the report at a cost of \$5,000.

## **BENEFITS FOR YOUR COMPANY**

- Printed report:
  1. Company name and logo on **company name** sponsored issue area page
  2. *Who Knew?* fact on the issue area page
- Distribution of 3,000 reports to community leaders, elected officials, Foundation donors, libraries, etc.
- On-line recognition including **company** name, logo and website link:
  1. Within the issue area pages at the *Victoria's Vital Signs* website
  2. On the *Victoria's Vital Signs* acknowledgements page
- Two reserved seats at the launch event
- Recognition at the launch event:
  1. Table tent cards
  2. PowerPoint presentation
- Inclusion in promotional material leading up to the *Victoria's Vital Signs* launch.

Through supporting this unique and valuable program, **company name** will demonstrate strong corporate citizenship and a commitment to the betterment of the Victoria community.

I thank you in advance for your time and consideration.

Yours sincerely,

Sandra M. Richardson  
Victoria Foundation, CEO

## Appendix C: Sample Related to Joint Research Contracts

### Contract Template

Date

Dear

This is to confirm that the \_\_\_\_\_ Community Foundation, on behalf of a group of \_\_\_\_\_ British Columbia community foundations<sup>1</sup>, will retain the services of \_\_\_\_\_ to contribute to the research and data aspects of their 2011 *Vital Signs* programs.

The specific tasks and deliverables we would like to contract with \_\_\_\_\_ (contracted organization) \_\_\_\_\_ to perform are detailed in the attached *Statement of Work*.

The work will be take place between \_\_\_\_\_ and \_\_\_\_\_. This agreement is effective from the date it is signed until \_\_\_\_\_.

The total amount to be paid for \_\_\_\_\_ (contracted organization's) \_\_\_\_\_ services will not exceed \$ \_\_\_\_\_, including all taxes. Reimbursement for travel and long distance telephone charges should be pre-approved. Payment will be made for work performed upon receipt of invoices and documentation of completed work. The payment schedule will be 50% of the total when the list of indicators to be collected is finalized (3.7 in attached work plan) and 50% upon completion of the project. The undersigned have the authority to bind their corporation.

In the event that the funding of this project withdrawn, the \_\_\_\_\_ Community Foundation may terminate this agreement effective immediately upon your receipt of our notification in writing. Our obligation to you would be fulfilled upon payment for the work already done.

Any documents, reports, and research produced to fulfill this contract are the property of the \_\_\_\_\_ Community Foundation and cannot be used without the prior consent of the \_\_\_\_\_ Community Foundation.

\_\_\_\_\_

In the event of media inquiries into work resulting from this contract, the \_\_\_\_\_ Community Foundation may ask you to act as a media spokesperson for the project, working in close consultation with the \_\_\_\_\_ Community Foundation's Executive Director and possibly with Community Foundations of Canada's Director of Communications. If you are contacted by media about your work, we ask that you collect information from the reporter and then contact the \_\_\_\_\_ Community Foundation to discuss the appropriate action. You are not authorized to give interviews on the \_\_\_\_\_ Community Foundation's behalf without first consulting the \_\_\_\_\_ Community Foundation.

\_\_\_\_\_, Executive Director, \_\_\_\_\_ Community Foundation will be your primary contact throughout this project and can be reached at \_\_\_\_\_.

We are eager to work with \_\_\_\_\_ (contracted organization) on the *Vital Signs* program. If the terms of this letter are satisfactory, please return one signed copy to this office.

Sincerely,

\_\_\_\_\_  
Executive Director  
\_\_\_\_\_ Community Foundation

Signed: \_\_\_\_\_  
Date: \_\_\_\_\_  
Executive Director  
\_\_\_\_\_ (contracted organization) \_\_\_\_\_

## Statement of Work

### British Columbia Vital Signs Initiative 2011

*Prepared for* \_\_\_ *(contracted organization)* \_\_\_

#### Part I Objectives

In order to make the *Vital Signs* program more accessible for smaller foundations, \_(no.)\_ community foundations in British Columbia are partnering, and centralizing as much of the needed research and data collection as possible. We also require advice and assistance in scoping the range of relevant research that is available and to work towards a final list of indicators that will be included in our 2011 reports. Our objectives are:

- To assist the participating communities to clarify the geographic definitions used by statistical organizations that are relevant to their communities
- To advise on data availability and relevance and to advise on community consultations to shape the three *Vital Signs* programs.
- To collect data for each of the communities participating in the BC partnership of *Vital Signs* in 2011
- To provide technical assistance and advice as community foundations write and revise their *Vital Signs* reports

#### Part II Key Deliverables

The project would like to engage a consultant, or organization, to assist in meeting the objectives listed above. Working directly with Sara Lyons, Program Director, Community Foundations of Canada and \_\_\_\_\_, Executive Director, \_\_\_\_\_ Community Foundation, the consultant will be responsible for the following:

1. *Assist in Clarifying Geography*
2. *Advise on Data Availability and Shape List of Indicators*

It is anticipated that the final list of data will include 30 to 60 common indicators, split roughly among the 10 *Vital Signs* issue areas.<sup>2</sup> A list of data that will be collected from national sources (and therefore should be excluded) will be available ahead of time.

3. *Collect Data*
- 

<sup>2</sup> Gap Between Rich and Poor, Safety, Health, Learning, Housing, Getting Started in Canada, Arts and Culture, Environment, Work, Belonging and Leadership

Complete data, as available, will be shared with the participating foundations in an easy to understand format. Contextual data, providing either some comparison over time or to provincial or national averages will be required, as is reasonable. If budget permits, English language statements incorporating the data will also be required. <sup>3</sup>

4. *Prepare source information for all indicators for participating communities*

Provide electronic references to sources for the indicators for use in *Vital Signs* reports and websites.

5. *Advise during preparation of reports*

Provide ad-hoc advice to foundations as they make final indicator selections for their reports and review final copy to ensure accuracy in data interpretations.

### **Part III Timelines:**

The publication date for all Vital Signs reports is October 4<sup>th</sup>, 2011. In general, foundations will want to have completed their reports and moving to printing and preparing for their launches in the second half of September. This means that ideally the steps of this project will take place roughly as follows:

April/May	Clarify geography, advice on data availability, define list of indicators (including community consultation)
May/June	Indicator research and selection
June/July	Data collection
July/Aug	Share electronic sources and advise on report preparation

**A detailed Work Plan is attached.**

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<sup>3</sup> For example “In 2005, 41.1 per cent of people in Kitchener have reported attending live performing arts. This rate of attendance was 0.2 per cent below the national level of 41.2 per cent.”

## Appendix D: Sample Community Foundation Collaboration Agreement

THIS COLLABORATION AGREEMENT (the "Agreement") made and entered into this 9th day of August, 2006 (the "Execution Date")

BETWEEN

The Cambridge & North Dumfries Community Foundation of 150 Main Street,  
2nd Floor, Cambridge, On N1R 6P9 ("CNDCF")

OF THE FIRST PART

and

The Kitchener and Waterloo Community Foundation of Marsland Centre, 11th floor,  
20 Erb St West, Waterloo, On N2L 1T2 ("KWCF")

OF THE SECOND PART

(individually the "Member" and collectively the "Members").

### **BACKGROUND:**

- A. The Members wish to enter into a collaboration of mutual benefit and agree to jointly work together to develop and support the launch of a collaborative project.
- B. The terms and conditions of this Agreement sets out the terms and conditions governing this association.

**IN CONSIDERATION OF** and as a condition of the Members entering into this Agreement and other valuable consideration, the receipt and sufficiency of which consideration is acknowledged, the parties to this Agreement agree as follows:

## **Formation**

1. By this Agreement the Members enter into a collaboration (the "Collaboration"). The rights and obligations of the Members will be as described herein.

## **Name**

2. The name of the Collaboration will be The Waterloo Region Vital Signs (WRVS).

## **Purpose**

3. The exclusive purpose of the Collaboration will be: To develop and launch within parameters set by Community Foundations of Canada and Toronto Community Foundation, a project entitled Waterloo Region's Vital Signs.

## **Term**

4. The Collaboration will begin on August 31st, 2006 and will continue to be effective and in full force until December 31, 2007 or until terminated as provided in this Agreement or renewed as agreed mutually by both parties.

## **Place of Business**

5. The principal office and legal address of Waterloo Region's Vital Signs will be at KWCF's offices located at Marsland Centre, 11th Floor, 20 Erb St West, Waterloo, ON, N2L 1T2 or such other place as the Members may from time to time designate.

## **Management**

6. A Steering Committee (the "Committee") for the Collaboration is established by this Agreement to provide direction and guidance to the CEO/ED in the production of WRVSC. Conduct and actions of the Committee will be dictated by policy and procedure established by the Members. Except as otherwise provided in this Agreement, the Committee members will be appointed by agreement between CND CF [2 members] and KWCF [ 4 members]. The Committee members will have a primary duty to the best interest of the Collaboration and not directly to any individual Member or organization.

7. The Committee will provide direction and guidance to the CEO/ED. Decisions will be made by consensus and failing such action, by a majority vote.
8. The chairperson (the "Chairperson") of the Committee will be a volunteer member of the Committee. The Chairperson is the representative of the Collaboration. If the Chairperson is unable to fulfill their role for any reason, the Chairperson may authorize any other volunteer Committee member to temporarily represent the Collaboration. The Chairperson will be appointed by a consensus of the Committee members.
9. The CEO of KWCF will assume the responsibility for all day to day administrative operations. As required, the CEO/ED of the Foundations will inform and engage each other on operational issues between Committee meetings. Operating decisions will be consistent with the strategic direction provided by the Steering Committee.
10. Budgets will be recommended by the CEO/ED for approval by the Boards of Directors. KWCF will dispense funds as required within the approved budgets.
11. All legal rights and title to use of WRVS remain the property of the CFC, and licensing of the Members with that body will dictate the rights to the use of WRVS.
12. The data for WRVS will be housed on the KWCF website. Linkages will be provided to CND CF for their support in promoting WRVS.

### **Capital Contributions**

13. Each of the Members has contributed to the Collaboration, in cash or property in agreed upon value, as follows (the "Capital Contribution"):

<b>Member</b>	<b>Contribution Description</b>	<b>Agreed Value</b>
CND CF	Leadership and good will and miscellaneous support	
KWCF	Leadership, good will and financial requirements and staffing needs	\$90,000.00

14. Each Member will provide its respective contributions fully according to the following schedule:

<b>Member</b>	<b>Contribution Schedule Description</b>
CND CF	As required and determined by the Steering Committee
KWCF	As required and determined by the Steering Committee

### **Duties of Members**

15. Each Member will be responsible for its respective duties as follows:

<b>Member</b>	<b>Duties Description</b>
CND CF and KWCF	Leadership to the project  Public support for the program  Responsible to secure funding for the project  Provide representatives for the Steering Committee  CEO/Executive Director to provide updates and liaison to Board and the Steering Committee respectively
KWCF	Responsible for the administrative operations at the direction of the Steering Committee; to inform and engage ED of CND CF between Committee meetings as required

16. Duties of Members may be amended, from time to time, by mutual decision of the Boards of Directors of KWCF and CND CF, provided that the Members' Interests are not affected except with the unanimous consent of the Members.

## **Withdrawal of Capital**

17. No Member will have the right to demand or withdraw any portion of their capital contribution without the express written consent of the remaining Member.
18. The Members will not be personally liable for the return of all or part of the capital contributions of a Member, except as otherwise provided in this Agreement.

## **Additional Capital**

19. Capital Contributions may be amended from time to time, according to the requirements of the Collaboration, by decision of the Boards of Directors, provided that the Members' Interests are not affected, except with the unanimous consent of the Members.

## **Books of Account**

20. Accurate and complete books of account of the transactions of the Collaboration will be kept and at all reasonable times be available and open to inspection and examination by any Member.

## **Fiscal Year**

21. The fiscal year will end on December 31st of each year.

## **Bank Accounts**

22. The funds of the Collaboration will be held by KWCF.

## **Management Duties**

23. Duties and obligations of the Committee in relation to the Collaboration will include the following:
  - a. Providing guidance to the CEO/ED with regard to achieving the purpose and objectives of the Collaboration.

## **Meetings**

24. Regular Steering Committee meetings will be held at a minimum frequency of monthly. Minutes of the meeting will be maintained on file.
25. All meetings will be held at a time and in a location that is reasonable, convenient and practical considering the situation of all Members.

## **Amendments**

26. The Collaboration's Members may, at any time, amend this Agreement by mutual agreement of the Boards of Directors of KWCF and CNDCF.

## **Dissociation of a Member**

27. Where a Member is in breach of this Agreement and said Member has not remedied the breach on notice from the Collaboration and after a reasonable period then the remaining Member will have the right to terminate this Agreement with regard to the individual defaulting Member (an "Involuntary Withdrawal") and take whatever action necessary to protect the interests of the project.
28. If the project is harmed as the result of an act or failure to act of an individual Member then the said Member alone will be liable for said harm. If more than one Member is at fault then they will be jointly and severally liable for said harm.
29. Each Member will indemnify the other Members against all losses, costs and claims that may arise against them in the event of the project being terminated as a result of breach of the Agreement by the said Member.

## **Dissolution of the Collaboration**

30. The Collaboration will be dissolved and its assets liquidated in the event of any of the following:
  - a. The Term of the Collaboration expires and is not extended.
  - b. A unanimous vote by the Members to dissolve the Collaboration.
  - c. On satisfaction of the exclusive purpose of the Collaboration.
  - d. Loss or incapacity through any means of substantially all of the Collaboration's assets.
  - e. Where, on the dissociation of a Member, only one Member remains in the Collaboration.

- f. On the liquidation of the Collaboration assets, distribution of any amounts to Members will be made according to the percentage of ownership as described in the Valuation of Interest or as otherwise may be agreed in writing.

## **Liquidation**

31. The assets of the Collaboration will be liquidated promptly and within a reasonable time on dissolution of the Collaboration.

## **Valuation of Interest**

32. A withdrawing Member's interest will be based on the proportion of their respective Capital Accounts less any outstanding liabilities a Member may have to the Collaboration. The intent of this section is to ensure the survival of the project despite the withdrawal of any individual Member.
33. No allowance will be made for goodwill, trade name, patents or other intangible assets.

## **Transfer of Interest**

34. A Member will not in any way alienate their interest in the Collaboration or its assets. Any such prohibited transfer, if attempted, will be void and without force or effect.

## **Duty of Loyalty**

35. No Member will engage in any business, venture or transaction, whether directly or indirectly, that might be competitive with the business of the Collaboration or that would be in direct conflict of interest to the Collaboration. Any potential conflicts of interest will be deemed an Involuntary Withdrawal by the offending Member and may be treated accordingly by the remaining Member. A withdrawing Member will not carry on a similar business to the business of the Collaboration within any established or contemplated market regions of the Collaboration for a period of at least 3 years.

## **Indemnification**

36. Each Member will be indemnified and held harmless by the Collaboration from any and all harm or damages of any nature relating to the Member's participation in Collaboration affairs except where the said harm or damages results from gross negligence or willful misconduct on the part of the Member.

## **Liability**

37. The Member will not be liable to any other Member for any error in judgment or any act or failure to act where made in good faith. The Member will be liable only for any and all acts or failures to act resulting from gross negligence or willful misconduct.

## **Covenant of Good Faith**

38. Members will use their best efforts, fairly and in good faith to facilitate the success of the Collaboration.

## **Full Disclosure**

39. It is acknowledged that each Member is a distinct business entity and may from time to time have financial and business interests outside the Collaboration. Each Member will fully disclose to the Collaboration any competing business interests prior to the formation of this Collaboration and for the duration of the Term of the Collaboration.

## **Assignment of Interest**

40. The rights and obligations of a Member are unique to the Joint Collaboration and may not be assigned without the expressed written consent of all remaining Members.

## **Mediation and Arbitration**

41. In the event a dispute arises out of or in connection with this Agreement the parties will attempt to resolve the dispute through friendly consultation involving the Chairs of the Boards of Directors of CND CF and KWCF as well as the Executive Director of CND CF and the CEO of KWCF.

## **Warranties**

42. All Members represent and warrant that they have all authority, licenses and permits to execute and perform this Agreement and their obligations under this Agreement and that the representative of each Member has been fully authorized to execute this Agreement.
43. Each Member represents and warrants that this Agreement is not in violation of any and all agreements and constitutional documents of the individual Member.

### **Definitions**

44. For the purpose of this Agreement, the following terms are defined as follows:

- a. **"Capital Contributions"** The capital contribution to the Joint Venture actually made by the parties, including property, cash and any additional capital contributions made.
- b. **"Majority Vote"** A Majority Vote is any amount greater than one-half of the authorized votes.

### **Miscellaneous**

45. This Collaboration is termed a contractual joint venture and will not constitute a Partnership. Members will provide services to one another on an arms' length basis while remaining independent business entities. There will be no pooling of profits and losses. Each Member is responsible only for its own actions and will not be jointly or severally liable for the actions of the other Members.

46. This Agreement contains the entire agreement between the parties. All negotiations and understandings have been included in this Agreement. Only the written terms of this Agreement will bind the parties.

**IN WITNESS WHEREOF** the Members have duly affixed their signatures under hand and seal on this \_\_\_\_\_ day of August, 2006.

The Cambridge & North Dumfries Community Foundation

\_\_\_\_\_ Per: \_\_\_\_\_ (Seal)  
Date

Per: \_\_\_\_\_ (Seal)

The Kitchener and Waterloo Community Foundation

\_\_\_\_\_ Per: \_\_\_\_\_ (Seal)  
Date

Per: \_\_\_\_\_ (Seal)