

**A. GETTING STARTED**

1. Are you? ☒ New Applicant ☐ Returning Applicant
2. Select the kind of Community Grant you are applying for: ☐ General Grant (Operating) ☒ General Grant (Programming)  
☐ Recreational Sport Grant ☐ Fee Waiver
3. Amount you are requesting: \$15,000.00 ☐ In-Kind (check if applicable)
4. Total cost of the project/event/program etc.: \$278,000.00
5. If you are a returning applicant and are requesting an increase over your last year grant amount awarded, please provide a rationale for the increase.

N/A

6. If you are applying for a General Operating Grant, please describe how this grant will be used to offset costs incurred to operate the organization.

N/A, this application is for a Program Grant. The grant will be used towards program costs for the Burnaby Take a Hike Program.

**B. GETTING TO KNOW YOU**

1. Applicant Type:

☐ Local Registered Non-Profit Society

Society No: \_\_\_\_\_

Date of Incorporation: \_\_\_\_\_

☒ Registered Charity Charitable No: 89139 4611 RR0001

☐ National/International Non-profit operating locally

Society No: \_\_\_\_\_

Date of Incorporation: \_\_\_\_\_

☐ Sport or Recreation Organization

☐ Other Specify: \_\_\_\_\_

2. Organization Name: Take a Hike Youth at Risk Foundation

3. Organization Street Address: 728 - 736 Granville Street

4. Website (if applicable): www.takeahikefoundation.org

5. Grant Application Main Contact Person:

Name: Larissa Hayes

Phone: 6046383385, ext. 102

Email: larissa@takeahikefoundation.org

6. Alternative Contact person:

Name: Deb Abma-Sluggett

Phone: 6046383385, ext. 101

Email: deb@takeahikefoundation.org

## **C. THE PROJECT/EVENT/PROGRAM\***

1. Name of the Project/Event/Program: Burnaby Take a Hike Program

2. Project/Event/Program Location (physical street address or event location):

Canada Way Learning Centre, 5310 Woodsworth St, Burnaby, BC, V5G 1S4

3. Project/Event/Program Start Date: 2020-09-01

4. Project/Event/Program End Date: 2021-08-31

## **D. PURPOSE OR BENEFIT\***

1. Describe the purpose or goal of the project/event/program.

Take a Hike is a full-time mental health and emotional well-being program that uses the outdoors and adventure to engage vulnerable youth in school, community and mental health supports. Youth ages 15-18 are referred to Take a Hike because of mental health challenges, past trauma and chronic non-attendance. We are one of the few programs in the province to embed full-time registered clinical counsellors in a school setting, who provide intensive prevention and early intervention supports that help youth improve their mental health and well-being, and build skills and resilience.

Our goal is to support vulnerable youth to overcome barriers and achieve success in school and in their lives. This includes:

- Increased engagement with school and community.
- Improvements in social and emotional skills, and mental and physical health and well-being.
- Improved academic success, leading to high school graduation.

Our ultimate goal is to assist youth to become resilient individuals with the skills needed to navigate the challenges of young adulthood, including furthering their education, securing employment, finding housing and building healthy relationships - so they can grow into contributors to their communities.

2. Describe the project/event/program, and the activities.

Before COVID-19, Take a Hike's standard program model has been delivered five days per week throughout September to June. In each location, the same staff and up to twenty youth spend substantial shared time together. The program quickly begins to feel like a family. From this unique learning environment, youth have engaged in four key activities:

- Clinical Counselling: One full-time embedded clinical counsellor is embedded in a group of up to 20 youth. Counsellors provide daily group counselling and regular individual counselling sessions, in addition to counselling activities embedded throughout other programming. This helps youth to build social and emotional competencies, improve mental health and well-being, and re-engage with school and academics. For many youth, our program is their first encounter with counselling. Counsellors also provide family therapy whenever it is possible to engage participants' families.
- Outdoor Adventure-Based Learning (ABL): Youth participate in weekly day trips plus 2-3 multi-day wilderness trips per year in fall, winter and spring. These activities offer unique opportunities to develop social and emotional competencies, resilience, and skills such as leadership and problem-solving.
- Community Involvement: Youth build connections to their communities and gain job skills through regular volunteering with local non-profits and community projects. In parallel, local volunteers mentor and tutor youth in the program, letting them know they can count on the community for support.
- Academics: Youth can complete all classes required for their high school diploma through personalized education plans that set out a path to graduation. Outdoor activities also often integrate cross-curricular and experiential learning, giving youth an understanding of how the academic concepts they learn in school relate to real-world skills.

The COVID-19 crisis is compounding many of the challenges the vulnerable youth in our program already face – anxiety, depression, suicidal ideation, addictions, and trauma. A number of their families have lost income and are experiencing food insecurity (many for the first time), heightened anxiety and hopelessness. At this time of great uncertainty and stress, we are committed to providing essential continuity of support to youth and their families. In addition to immediately adapting our programming to provide virtual supports during Spring 2020, this includes preparing to deliver our program

model in innovative and adapted ways in September 2020.

With the recent news that schools are likely to reopen in September, we have begun to plan for different scenarios that take into account possible changes to learning environments and funding. Our goal is to adapt to changing circumstances through innovation in our program delivery methods, so that vulnerable youth continue to receive support based on our proven, evidence-based program model. As plans are evolving as school and funding circumstances change, our ability to deliver different programming scenarios is dependent on securing sufficient funding, which is at risk in the current climate.

3. Describe how this project/event/program will benefit residents of Burnaby (who will benefit). How many Burnaby residents will be involved with or benefit from the project?

The Burnaby Take a Hike program serves approximately 20 vulnerable youth annually. Our participants are capable and generally motivated young people ages 15-18 who have experienced significant mental health or behavioural challenges, past trauma, or chronic non-attendance at school. Around three quarters of our youth engage in substance use, and the majority are designated by the Ministry of Education as requiring intensive support for behaviour or mental health, including serious mental illness. See question F6 for more details about participant demographics.

In addition to direct benefits to youth, the program benefits families through their children's improved well-being and through supports including family therapy. Communities benefit through the volunteer hours youth regularly contribute to local non-profits and community initiatives through the community involvement component of the program, and through the growth of vulnerable youth into contributing members of society. The program indirectly benefits an estimated 120 individuals in the Burnaby community annually.

4. Describe how the project/event/program aligns with one or more of the following ([Official Community Plan](#), [Social Sustainability Strategy](#), [Economic Development Strategy](#), [Environmental Sustainability Strategy](#)):

The Burnaby Take a Hike Program aligns closely with many of the key social planning and community goals of the city's plans, particularly: Official Community Plan's goal to facilitate community development that enhances the physical, social and psychological well-being of Burnaby residents; the Plan's focus on Prevention (responding to existing and anticipated community needs to minimize future problems), Accessibility and Inclusion (see question F6 below), and Efficiency & Effectiveness (evaluating outcomes from a social and economic perspective); Social Sustainability Strategy, Strategic Priority 1: Meeting Basic Needs, particularly healthy living, as an essential building block of community inclusion and resilience; and Economic Development Strategy, priority G1: building a strong, liveable, healthy community through enhancing local quality of life and skilled residents, including through education, health services, public safety and social services.

Youth join Take a Hike when they are at risk of leaving high school without graduating, often because of mental health challenges. The majority of our participants experience financial need, and a number have had involvement with crime. Leaving these challenges unaddressed comes at a long-term cost for individual youth and for society at large. For example, the long-term cost of youth not graduating from high school is well-documented, including an increased likelihood of unemployment, poorer health outcomes, and reliance on social supports, which undermine community resilience and well-being.

Take a Hike is focused on prevention and early intervention, through providing clinical counselling and other supports that help youth to overcome the barriers that they have faced, so they can change the trajectory of their lives. The successes of Take a Hike alumni show that the program has a lasting impact on our participants' well-being, physical and mental health, and resilience, as well as a wider impact on community health and liveability. Of alumni respondents in a 2019 survey: 71% had pursued and graduated from post-secondary education; 90% were employed in either full-time or part-time work; 95% reported improvements in mental health as a result of Take a Hike; 97% reported improvements in physical health; and 79% reported a greater appreciation for their community. In addition, 10.5% had been charged and found guilty of a crime before joining Take a Hike; of these, 25% had spent time in jail. Since participating in Take a Hike, none have had incidents with the justice system.

We engaged with private consultants PwC to complete a Social Return on Investment (SROI) study to understand and quantify the long-term impacts that the Take a Hike program provides to vulnerable youth and communities. This study demonstrated that for every dollar invested in Take a Hike, society will recognize a return of between \$5.60 and \$13.40.

5. Identify your community partners or stakeholders – you may also include letters of support for your project/event/program from these groups as part of the application.

Take a Hike is offered in partnership with local school districts, who provide everything they would normally offer for an alternate education program (e.g. teachers, youth workers, classroom space and support from the district principal). These contributions reduce program costs by approximately half. The Take a Hike Foundation layers in program elements

that are beyond what the public school system can provide, but which are essential to vulnerable students' success (e.g. a full-time registered clinical counsellor for each classroom, adventure-based learning and more).

Volunteers support all aspects of Take a Hike, from outdoor activities and other program delivery, to our board of directors. The program engages community partners who offer a range of opportunities for our participants that maximize use of community resources. Local organizations offer volunteer placements and engagement activities that connect youth with opportunities in fitness, outdoor activities, youth leadership, mental health, education and scholarships. Community policing officers and community nurses engage with the classroom on a regular basis, and Take a Hike counsellors refer youth to additional local mental health resources (e.g. addictions treatments) as needed.

Attached are letters of support from the Burnaby School District and Graham Goertzen, a volunteer who supports Burnaby program activities and is also a parent of participants in the Vancouver Take a Hike Program.

6. If the amount requested from the City of Burnaby is not fully granted, what would you do to make up the difference and/or how would you proceed differently?

If the amount requested from the City of Burnaby is not fully granted, we would look to raise the difference from other sources. We are continually actively working to build financial support for our programs, including from local businesses, individuals, and other sources.

## **E. EVENT OUTCOMES\***

1. How will you know if your project/event/program reached its goals? (for example, a goal of engaging youth in environmental activities might include reaching a set target of youth participants)

Anticipated outputs include:

- Program will serve approximately 20 vulnerable youth.
- Each participant engaged in an estimated 200 days of programming (Monday to Friday), including 24-48 hours of individual clinical counselling sessions (amount depending on diagnosis), 60-100 hours of group therapy, 215 hours of outdoor adventure-based activities, and 10-20 hours of volunteering in community organizations and projects.
- Therapists hold clinical hours 5 days per week, leading individual, group and family therapy.
- Output hours may change depending on how programming is ultimately delivered: in-person or virtual.

Anticipated youth outcomes include improved mental health and well-being, social and emotional skills, engagement with school and community, and academic success (including high school graduation). Since 2000, Take a Hike has supported hundreds of vulnerable youth to change the trajectory of their lives. Over the past five years across all Take a Hike locations, 90% of grade 12 youth graduated, and a survey of 2017 graduates showed that 80% were enrolled in post-secondary education within one year of graduation. Last year (2018/19), across all Take a Hike Programs, 97% of grade 12 participants graduated, and youth collectively contributed over 2500 volunteer hours to their local communities.

2. What data and feedback do you collect from your audience/participants? How do you evaluate your programs and services?

Take a Hike's evaluations tools and processes are grounded in our Program Model and Theory of Change, which was developed in collaboration with experts in child and youth development from the University of British Columbia and University of Victoria. At the end of each school year we measure and compile a number of metrics and publish them in an annual report and elsewhere, including Grade 12 graduation rates, school attendance and number of hours youth spend volunteering in the community. Take a Hike's registered clinical counsellors also conduct detailed intake questionnaires and annual pre- and post-program surveys with each participant that include a range of questions related to our target outcomes (e.g. social and emotional skills, resilience, connectedness and mental health and well-being).

In addition to measurable metrics, youth needs and outcomes are regularly assessed by well-trained program staff who spend substantial shared time with participants. Youth reflect on their own outcomes through activities like journaling during multi-day trips, and through regular individual and group therapy sessions.

Applicants for **Recreational Sport Grants** are not required to complete sections **F**, and **H** (marked by two asterisks \*\*).

## F. LONG TERM VIABILITY\*\*

**ATTENTION:** The grant program is intended to support new organizations and encourage organizational self-sufficiency, while creating a framework of financial sustainability rather than using City resources as an indefinite funding source. It is requested that your organization develop a diverse funding income base and seek alternative methods for self-sufficiency to ensure your organization's long-term operational sustainability.

1. What are your sources of revenue? What percentage of total revenue do they each represent?

<u>Source of Revenue</u>	<u>% of Total Revenue Previous Year</u>	<u>% of Total Revenue Current Year</u>
Earned Revenue (All ticket sales, registration fees, memberships, etc...)	0	0
Grants (All federal, provincial, municipal, foundation and gaming grants)	12	15
Donations and Sponsorships (Cash)	87	84
Donations and Sponsorships (In-kind)	1	1
All donations (cash/in-kind) provided by the City of Burnaby	0	0

2. What other sources of funding are you currently pursuing? Does the organization have a plan for diversification and increase of revenue over the longer term? If yes, please provide a copy of the plan or describe the primary objectives and strategies.

In 2017, we set a ten-year vision of scaling the program across the province. In line with this vision, we have been working towards diversifying and increasing revenue over the longer term, including for existing program locations such as Burnaby. Our long-term fund development strategy includes maintaining and growing our base of loyal long-term donors, increasing leadership and multi-year pledges, and broadening our funding base.

We partner with school districts, who provide everything they would normally offer for an alternate education program, including classroom space. This in-kind support reduces our program costs by approximately half. The majority of Take a Hike's revenues come from annual and multi-year private donations from over 1500 corporations, individuals and foundations. This includes confirmed three-year grants from: Allan & Gill Gray Foundation (Philanthropy Initiative with Employees of Orbis) (\$765,000), Coast Capital Savings (\$300,000), and RBC Foundation (\$250,000). These grants apply to all program locations, and the Burnaby Take a Hike Program counts on a portion of this support. As a testament to their support of Take a Hike and its mission, 100% of board directors and the majority of staff make an annual gift to the organization.

The COVID-19 crisis may impact some of our funding sources in both the short and long term, however we count on a strong base of loyal donors. Our goal is to adapt to changing funding circumstances through innovation in our fund development strategies and program delivery methods, so that vulnerable youth and families continue to receive support based on our proven, evidence-based program model in Burnaby and across all Take a Hike Program locations.

3. Please identify the cash value (\$) of all City of Burnaby contributions your organization/program/event has received from the City of Burnaby over the past three (3) years. Additionally, please indicate any other City of Burnaby grant opportunities you will be pursuing in the current year. Failure to identify City of Burnaby contributions may affect your eligibility for grants in the present year and in the future.

	3 years ago	2 years ago	1 year ago	Current Year	
				Awarded	Requested
Grant - Cash	\$0.00	\$0.00	\$0.00	\$0.00	\$25000.00
Grant - In-kind	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Permissive Tax Exemption	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Lease Grant	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

4. Describe the top 3 goals for the organization in the current year.

Goal 1:

As part of our strategic plan and ten-year scaling vision, Take a Hike has set the following strategic priorities:  
Engaged People and Organizational Capacity

Description:

Ensure we have the right people, culture and community to sustain growth, and adopt policies & procedures and risk management best practices to accelerate the pace of growth.

Goal 2:

Sustainable Funding

Description:

Secure community, corporate, philanthropic and government funding to sustain growth.

Goal 3:

Program Innovation and Youth Success

Description:

Continually improve, measure and report on our world-class program model, and ensure high-class quality program is available to all youth in need.

5. Please complete the following:

	Previous Year	Current Year
Number of volunteers (including Board)	100	100
Volunteer hours per year	12,800	12,800
Number of voting members	21	23

6. How does your organization work to ensure that programs and services are accessible and inclusive for anyone who has an interest regardless of age, ability, orientation, ethnic/cultural background, socio-economic status? Please share examples and success stories of inclusivity and diversity within your organization and programming. (750 Characters Max)

Take a Hike is accessible to all vulnerable youth aged 15-18 who would benefit. Our school district partners have well-

established procedures to identify and refer youth in need, and we generally accept youth on a first-come, first-serve basis. The program is entirely free to participants and their families, including all outdoor gear and equipment and a meal program. We are committed to cultural safety and ensuring we meet participants' needs in a culturally appropriate way. Of past participants, approximately: 30-50% self-identify as Indigenous, and an additional 25% as visible minorities; 70-80% experience financial need; 15-20% have experience of the foster care system; and 15-20% have had involvement with the police.

**G. INSURANCE AND ACKNOWLEDGEMENT**

1. Does your organization have general liability insurance? ☒ Yes ☐ No

2. If yes, what coverage?

General liability insurance of \$5.0 million

3. If awarded a grant, how will your organization acknowledge the contribution from the City of Burnaby?  
(maximum 500 characters)

Recognition corresponding with a \$25,000 grant (the total amount requested from the City of Burnaby) would include:

- Contributor name listed in Take a Hike's Yearbook (annual report)
- Contributor name, logo and link listed on Take a Hike's donor webpage for one year
- Two posts promoting the grant on Take a Hike's social media channels
- Press release announcing the contribution in local media
- Cheque presentation with staff
- Opportunity to meet with a Take a Hike youth ambassador



## H. OPERATING BUDGET FOR ORGANIZATION or PROJECT/EVENT/PROGRAM\*\*

Please identify if you are providing information for the entire organization or a specific project/event/program	<input type="radio"/> Organization <input checked="" type="radio"/> Project/Event/Program
For the Fiscal Year:	2019/20
Month Fiscal Year Begins:	September

REVENUES	Prior Year Actual	Current Year Budget	Current Year Confirmed? Y/N	Brief Descriptions/ Comments (type of grant and funding period)
Federal Government (Specify)				
1. N/A	0	0	N/A	N/A
2.				
3.				
Provincial Government (Specify)				
1. BC Gaming	0	20000	Y	Direct Social Services, 2019/20
2. BC Civil Forfeitures Grants	0	12500	Y	Crime Prevention and Remediation, 2019/20
3 Licensed Gaming	561	500	Y	
Local Government (Specify)				
1. Burnaby School District	29714	26000	Y	Annual donation
2.				
3.				
Sponsorships (Specify)				
1. N/A	0	0	N/A	N/A
2.				
3.				
Earned Revenue				
1. N/A	0	0	N/A	N/A
2.				
3.				
Fundraising (Net Revenue)	0	0	N/A	Included in donations
Individual Donations	0	0	N/A	Included in donations
In Kind Sources	0	0	N/A	Excl. in-kind support from School District 41
Investment Income	911	1742	N	Interest
Other Sources (Specify)				
1. Donations	251665	264758		Individuals, corporations and foundations
2.				
3.				
<b>Total Revenue</b>	<b>282851</b>	<b>325500</b>		



<b>Expenditures</b>	<b>Prior Year Actual</b>	<b>Current Year Budget</b>	<b>Brief Descriptions/ Comments (type of grant and funding period)</b>
Total Compensation Expense	214104	247000	All staff salaries & benefits, including program staff and drivers
Office Supplies & Expenses	9865	7000	
Program & Event Supplies	22226	19000	Adventure-base learning equipment and supplies
Advertising & Promotion	1408	2500	Marketing, media & communications
Travel & Vehicles Expenses	8890	14000	Vehicle maintenance, gas and insurance - for transporting youth
Interest and Bank Charges	0	0	
Licences, Memberships, & Dues	0	0	
Occupancy Costs	7331	11000	Rent & utilities
Professional & Consulting Fees	0	0	
Capital Purchases & Improvements	0	0	
Amortization of Capitalized Assets	4763	0	
Donation, Grants, & Scholarship Expense as part of Charitable Activities	0	0	
Education and Training for Staff & Volunteers	1868	0	
City Services Expenses (Specify)	0	0	
1.			
2.			
3.			
Other Expenses (Specify)			
1. Fundraising sosti	6210	13000	
2. Insurance	1496	2000	
3. Other program costs	2574	4000	Meal program and student engagement
4. Program support costs	2116	6000	Travel, tech for staff, consulting
5.			
<b>Total Expenditures</b>	282851	325500	
<b>CURRENT SURPLUS (DEFICIT)</b>	-282851	-325500	