



UPDATED AMENDED AGENDA
GOVERNANCE & PRIORITIES COMMITTEE
MEETING OF THURSDAY, JANUARY 7, 2016, AT 9:00 A.M.
COUNCIL CHAMBERS
CITY HALL, 1 CENTENNIAL SQUARE
Located on the traditional territory of the Esquimalt and Songhees People

Page

CALL TO ORDER

APPROVAL OF THE AGENDA

CONSENT AGENDA

ADOPTION OF MINUTES

1. Minutes from the Special Meeting held October 23, 2015
2. Minutes from the Special Meeting held December 14, 2015

DECISION REQUESTS

3. Early Budget Approval for Capital Projects 5 - 14
--S. Thompson, Director of Finance

A report providing Committee with information and recommendations on early budget approval for capital projects.
4. Proposed Amendments to the Expenditure Bylaw 15 - 72
--S. Thompson, Director of Finance

A report providing Committee with recommendations on potential changes to the Expenditure Bylaw.
5. Summary of Feedback on Proposed Changes to the Council Strategic Grant Program 73 - 167
--S. Thompson, Director of Finance
--K. Hamilton, Director of Citizen Engagement & Strategic Planning
Late Item: Attachment

A report providing Committee with information and recommendations on changes to the Strategic Grant Program.

[Addenda]

6. **Deferred** Pandora Street & Johnson Street Bike Lanes

~~--K. Hamilton, Director of Citizen Engagement & Strategic Planning~~

[Addenda]

7. Community and Seniors Centres Annual Performance Report for 2014 169 - 326
--K. Hamilton, Director of Citizen Engagement and Strategic Planning

A report providing Council with the first year of results for the new Performance Measures Annual Report.

8. 748 Johnson Street - Consent to Sub-let 327 - 332
--C. Coates, City Clerk
Late Item: Report

A report providing Committee with recommendations on a potential sub-let of the property located at 748 Johnson Street.

[Addenda]

9. ~~Deferred Parking Stand Allocations under the Vehicles for Hire Bylaw~~
~~--C. Coates, City Clerk~~

~~A report providing Committee with information and recommendations on allocating parking stands for motorized sightseeing vehicles past April 1, 2016.~~

[Addenda]

NEW BUSINESS

10. FCM Resolution - Federal Bill of Environmental Rights 333 - 339
--Mayor Helps, Councillors Isitt & Loveday

A motion providing Committee with recommendations on a Federal Bill Environmental Rights.

11. Conference Attendance Request - Canadian Capital Cities 341
Organization Annual Board Meeting to be held in Ottawa, Ontario from January 27 - 31, 2016
--Councillor Alto

A Council member request to attend the Canadian Capital Cities Organization Annual Board Meeting.

MOTION TO CLOSE THE JANUARY 7, 2016 GOVERNANCE & PRIORITIES COMMITTEE MEETING TO THE PUBLIC

That Governance & Priorities Committee convene a closed meeting that excludes the public under Section 12(6) of the Council Bylaw for the reason that the following agenda items deal with matters specified in Sections 12(3) and/or (4) of the Council Bylaw, namely:

- Section 12(3)(a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the City or another position appointed by the City.
- Section 12(3)(e) the acquisition, disposition or expropriation of land or improvements, if the Council considers that disclosure might reasonably be expected to harm the interests of the City.

- *Section 12(3)(i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose.*
- *Section 12(3)(k) negotiations and related discussions respecting the proposed provision of a City service that are at their preliminary stages and that, in the view of the Council, could reasonably be expected to harm the interests of the municipality if they were held in public;*
- *Section 12(4)(b) the consideration of information received and held in confidence relating to negotiations between the City and a Provincial government or the Federal government or both, or between a Provincial government or the federal government or both and a third party.*

CLOSED MEETING

CONSENT AGENDA - CLOSED MEETING

ADOPTION OF THE CLOSED MINUTES

12. Minutes from the Closed Meeting held November 19, 2015

DECISION REQUEST

13. Consideration of Youth Poet Laureate Appointment
--J. Jenkyns, Deputy City Manager
14. Legal Advice
--T. Zworski, City Solicitor
Late Item: Report & Attachment
15. Land Negotiations
--C. Coates, City Clerk
Late Item: Report
16. Te'mexw Treaty Association Committee (verbal)
--Councillor Alto
17. Proposed Motion Potential Land Acquisition
--Councillors Thornton-Joe & Isitt
18. **Late Item:** CRD Sewage Treatment
--J. Tinney, Director of Sustainable Planning & Community Development

CONSIDERATION TO RISE & REPORT

ADJOURNMENT



Governance and Priorities Committee Report

For the Meeting of January 7, 2016

To: Governance and Priorities Committee **Date:** December 16, 2015
From: Susanne Thompson, Director of Finance
Subject: Early Budget Approval for Capital Projects

RECOMMENDATION

That Council approve the budgets for the following projects outlined in this report.

EXECUTIVE SUMMARY

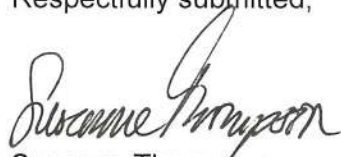
Council is scheduled to formally approve the 2016 Financial Plan in April 2016. The purpose of this report is to seek early budget approval for some projects to enable staff to start implementing Council's direction at the beginning of the year.

The requested projects for Council's consideration are:

Project Name	Draft Financial Plan Reference	Budget
Storm Drain – Quamichan, near Brighton	Page 925	\$20,000
Storm Drain Lining Projects: <ul style="list-style-type: none"> • Broughton, Blanshard to Quadra • Cook, Oxford to Oliphant • Esquimalt, Springfield to Robert • Powell, Toronto to Michigan • Richardson, Cook to Vancouver • St. Charles, Montgomery to Warren Gardens • Fort, Duchess to Davie 	Page 925 Due to the recent flooding, it is proposed that the projects listed on page 925 be deferred and replaced with these projects.	\$400,000
Watermain – Lyall St, Peters to Head	Page 933	\$165,000
Sanitary Sewer Lining Projects: <ul style="list-style-type: none"> • Amphion, Granite to Oak Bay • Blanshard, Market to North • Burdett, Vancouver to Quadra • Cedar Hill, Haultain to South • Chandler, Richmond to St. Charles • Chester, Fairfield to Hilda • Dallas, South Turner to Menzies • Denman, Shelbourne to East • Lane, Kings to South • Fifth, Vista Heights to North 	Page 916 Due to the recent flooding, it is proposed that the projects listed on page 916 be deferred and replaced with these projects.	\$400,000


<ul style="list-style-type: none"> Gonzales, Foul Bay to Richardson Market, Blanshard to Nanaimo Russell, Skinner to North Moss, Rockland to Revercomb 		
Brickwork Rehabilitation	Page 822	\$35,000
Electrical Kiosk Replacement	Pages 846-847	\$73,000
Traffic Controller Replacement	Pages 848-849	\$245,500
LED Streetlight Replacement	Page 850	\$1,000,000
Streetlight Poles and Arms	Pages 852-853	\$306,500
Traffic Signal Fibre Optic Upgrade	Page 857	\$50,000
Surface Infrastructure Program	Page 858	\$275,000
Dallas Road Seawall	Page 861	\$500,000
Local Road Projects <ul style="list-style-type: none"> John Street, Ludgate to Bay Alpha Street, Gamma to Douglas 	Pages 829-830 The total budget request for all local roads projects remains the same (\$1.12 million). However, detailed design that identified additional required concrete work for Alpha Street necessitates increasing that budget from \$220,000 to \$395,000. At this point, the remaining three projects should not be significantly impacted by this reallocation.	\$595,000
Beacon Hill Park Lighting	Page 841	\$150,000
Vic West Park Improvements	Page 837	\$800,000
Crystal Pool Feasibility Study	Page 890	\$150,000
Save on Foods Memorial Centre Accessibility Upgrades and Floor Covering	The accessibility upgrades are outlined on page 872. The floor covering is a new request with the SOFMC capital reserve as the funding source. Under the operating agreement with RG Properties, the City and the operator develop the capital upgrade plan for each year for Council's consideration. This additional upgrade was identified after the draft financial plan had been presented to Council. The Save-On-Foods Memorial Centre is a multi-use event centre. In addition to the activities which utilize the ice surface, the operators host an average of 20 large scale events when the ice must be covered using a temporary flooring material. At present, the temporary flooring product has reached the end of its useful life and must be replaced. The current material has an average life span of approximately 5 years and is now failing. The operators (RG Facilities) and City staff have evaluated the options available and it is recommended that a more durable and user-friendly product be purchased, which will provide approximately 20 years of use. The cost of the product is approximately \$200,000.	\$235,000

Respectfully submitted,



Susanne Thompson
Director of Finance

Report accepted and recommended by the City Manager:



Date:

December 30, 2015

Attachment:

Appendix A – Map of Early Budget Approval Capital Projects

Early Budget Approval for Capital Projects

-  Facilities
-  Parks
-  Sanitary Sewers
-  Stormwater
-  Street Infrastructure
-  Waterworks

Date: 12/30/2015

0 100 200 400 600 800
Meter



Brickwork Rehabilitation



Electrical Kiosk Replacement



Traffic Controller Replacement



LED Streetlight Replacement



Streetlight Poles and Arms



Traffic Signal Fibre Optic Upgrade



Surface Infrastructure Program



Dallas Road Seawall



Local Road Projects



Beacon Hill Park Lighting



Vic West Park Improvements



Crystal Pool Feasibility Study



Save on Foods Memorial Centre Accessibility Upgrades and Floor Covering





Governance and Priorities Committee Report

For the Meeting of January 7, 2016

To: Governance and Priorities Committee **Date:** December 10, 2015
From: Susanne Thompson, Director of Finance
Subject: Proposed Amendments to the Expenditure Bylaw

RECOMMENDATION

That Council:

1. Direct staff to bring forward a Procurement Policy for Council's approval as outlined in this report or as amended by Council
2. Repeal the Expenditure Bylaw after approval of the Procurement Policy

EXECUTIVE SUMMARY

The goal of competitive procurement processes is to obtain the goods and services needed to achieve the objectives of the City while providing the best value for the taxpayers through open, fair and transparent access to City business.

There is no legislative requirement to have a bylaw for procurement. Best practice research across BC found that most municipalities do not have formal bylaws in place; however all have policies and practices that are tailored to each municipality's particular circumstance.

The City has had a bylaw in place for decades, through which Council sets the policy direction that guides procurement. The bylaw delegates the authority to City staff to purchase goods and services as approved by Council through the financial plan. The bylaw also outlines the types of procurement processes and the associated expenditure limits used by the City. The bylaw must be in compliance with relevant legislation and trade agreements. Should Council choose to replace the bylaw with a policy, the policy would become the guiding document.

A review of the Expenditure Bylaw is identified in the Operational Plan under the objective "Building the Financial Capacity of the Organization". This report seeks Council's direction on potential changes to the bylaw, or policy, should Council choose to implement one instead.

Staff have identified a number of areas that could be implemented to update and strengthen the bylaw or policy including sustainability guidelines, vendors' community involvement, state of emergency, single source purchases, standards of conduct, and approval limits. The recommendations in this report take into account what has worked in other municipalities as well as the specific needs for Victoria.

PURPOSE

The purpose of this report is to seek Council's direction on potential changes to the expenditure bylaw, or policy should Council choose to implement one instead.

BACKGROUND

Council sets the policy direction that guides procurement through the Expenditure Bylaw (Appendix A). The evaluation criteria used by staff to evaluate bids reflects the policy direction (see Appendix B for an example of criteria used for Requests for Proposals). There is no legislative requirement to have an expenditure bylaw, and many municipalities choose to have a policy rather than a bylaw. However, the City has had one in place for decades.

The Expenditure Bylaw was last revised in 2009. This bylaw delegates the authority to City staff to purchase goods and services as approved by City Council through the financial plan. The bylaw also outlines the various types of procurement processes and their associated approval limits used by the City.

In addition to the expenditure bylaw, the City must also adhere to relevant legislation and trade agreements. The New West Partnership Trade Agreement (NWPTA) is one of the trade agreements that the City must follow. This agreement between BC, Alberta and Saskatchewan requires open and non-discriminatory access to procurement for goods and services over \$75,000 and for construction over \$200,000. Other agreements, such as the Agreement of Internal Trade (AIT), and case law regarding procurement processes also set out the rules the City must adhere to. In particular, local supplier preference would be found inconsistent with the "non-discrimination" requirement of trade agreements. (see page 4 of Appendix C). The City's bylaw directs that "in case of identical bids", the award goes to the local vendor. The City has rarely had to use this provision since the evaluation process typically results in a clear winning bid. The City typically procures goods and services for approximately \$68 million annually. Through the processes currently in place, the majority (approximately 73%) of the City's purchasing is with local vendors (see summary in Appendix D).

A best practice review of municipalities that are part of the Metro Vancouver Municipal Purchasing Group (MVMPG) and their respective purchasing authority spending limits determined various policy limits and practices that are tailored to each community's own circumstances. A summary of policies limits are attached as Appendix E.

ISSUES & ANALYSIS

Based on the best practice review and an internal review of the existing expenditure bylaw and current City practice, a number of new sections and amendments could be implemented in either the bylaw or a policy.

Sustainability Guidelines

It is the City's practice to include sustainability guidelines into all Requests for Proposals, however these guidelines are not explicitly stated within the current bylaw. Adding them would acknowledge the City's commitment to encourage the use of environmentally-friendly and fair trade/ethical products, services and practices.

Community Involvement

The City is part of the local community and recognizes the value of community involvement. Although trade agreements do not allow local preference procurement policies, the City currently gives preference to local bidders in the case of identical bids. To strengthen the City's support for community involvement and to recognize a vendor's community involvement at the local, national or international level, evaluation criteria could be added to competitions. The community

involvement could be through philanthropic investment or corporate volunteerism.

State of Emergency

The current expenditure bylaw sets out levels of authority for expenditure sign-off, however, it does not include special authority provisions to Emergency Operations Personnel in the event of a Declaration of a State of Emergency. It would be prudent to have those limits established in advance of an emergency to ensure that the needs of the Emergency Operations Centre are met during an event.

Single Source Purchases/Notice of Intent

Currently, formal reporting to Council on single source purchases takes place every six months. This reporting is done after the fact. To be more transparent, the City could provide a "notice of intent" before a single source takes place to provide notice to the vendor community prior to proceeding with a single source. Should an alternate vendor come forward that could provide the good or service that meets the requirements, a competitive process would be initiated.

Standards of Conduct

The City currently employs ethical procurement practices, but they are not embedded in the bylaw/policy. Formally including them would acknowledge the City's commitment to ethical procurement practices.

Approval Limits

The current bylaw allows Requests for Offers up to \$30,000. This limit has not been increased in many years and based on comparisons with other municipalities staff propose to increase this limit to \$50,000.

Efficiency/Clarification Amendments

Electronic submissions: The current bylaw requires public openings of some tenders and requests for proposals and this is done through receipt of hard copy submissions of the bids. It would be more efficient to allow submissions electronically.

Access to other governmental agencies: The City currently on occasion enters into joint purchasing competitions with other municipalities to benefit from better pricing through larger scale purchases. However, the current bylaw does not provide the authority for the City to take advantage of purchasing agreements arranged by other governments such as the Province. Many municipalities take advantage of these opportunities and the City could benefit from having the ability to do so.

Exclusions: The applicable trade agreements outline some exclusions to competitive process including emergency situations and procurement from non-profits. Also, some procurement processes are guided by separate policies, such as the investment policy. It is not advisable to include the specific exclusions since those exclusions may change over time. However, it is proposed that the bylaw/policy refers to the exclusions to clarify that it does not cover some procurement processes.

Used Good and Equipment: The City does look at purchasing opportunities that provide best value for taxpayers, including used good and equipment. However, this avenue is currently not explicitly identified and it would provide better clarity if it were included.

OPTIONS & IMPACTS

Option 1: Implement a procurement policy as outlined in this report or as amended by Council and repeal the expenditure bylaw (recommended)

Impact: This provides Council an opportunity to shape the policy to ensure it remains current and relevant. Replacing the bylaw with a policy is consistent with current best practice.

Option 2: Do not amend the bylaw at this time.

Impact: Will not clarify and update the bylaw to address the areas outlined in this report.

2015 – 2018 Strategic Plan

This bylaw review is in alignment with the Strategic Plan objective "Building the Financial Capacity of the Organization".

Impacts to 2015 – 2018 Financial Plan

This bylaw guides procurement decisions for expenditures that are authorized through the Financial Plan.

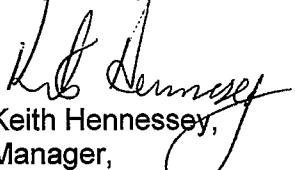
Official Community Plan Consistency Statement

Not applicable.

CONCLUSIONS

The City's Expenditure Bylaw aims to balance efficiency of procurement processes to achieve the organization's objectives, and obtaining value for taxpayer dollars. With the above recommended changes, the bylaw will be replaced with an updated policy to align with best practices. Staff will continue to monitor other municipalities to learn from their policy choices and will bring forward new information for Council's consideration.

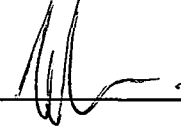
Respectfully submitted,


Keith Hennessey,
Manager,
Supply Management Services


Susanne Thompson
Director of Finance

Report accepted and recommended by the City Manager: _____

Date: _____


December 11, 2015

List of Attachments

Appendix A: Expenditure Bylaw #09-054

Appendix B: Sample Evaluation Criteria

Appendix C: Guidelines to the Procurement Obligations of Domestic and International Trade Agreements

Appendix D: Summary of City Purchases

Appendix E: Purchasing Authority Spending Limits (MVMPG)

Appendix A

NO. 09-054

CIVIC EXPENDITURES BYLAW

A BYLAW OF THE CITY OF VICTORIA

The purpose of this Bylaw is to amend, in consolidated form, the Civic Expenditures Bylaw to increase expenditure approval limits and to update several references.

Contents

PART 1 – INTRODUCTION

- 1 Title
- 2 Definitions

PART 2 – CIVIC EXPENDITURES

- 3 Purchases for City Departments
- 4 Emergency and single source purchases
- 5 Petty cash
- 6 Purchasing Card program
- 7 General tendering procedures
- 8 Tenders & RFP's that exceed budget
- 9 Identical tenders
- 10 Financial security
- 11 Disposal of surplus
- 12 Settlement of legal actions and claims

PART 3 – GENERAL

- 13 Repeal

Under its statutory powers, including sections 8, 154, and 173 of the *Community Charter*, the Municipal Council of The Corporation of the City of Victoria enacts the following provisions:

PART 1 – INTRODUCTION

Title

- 1 This Bylaw may be cited as the "CIVIC EXPENDITURES BYLAW".

Definitions

- 2 In this Bylaw,
"expenditure"

means an expenditure made in respect of a purchase;

- 2 -

“local”

means located within the Capital Regional District;

“Manager, SMS”

means the City's Manager of Supply Management Services;

“purchase”

means the purchase of goods, equipment, or services;

“RFO”

means a Request for Offer that is a competitive process for an intended expenditure by the City of normally not more than \$30,000;

“RFP”

means a Request for Proposal that is a competitive process for an intended expenditure by the City

(a) of more than \$30,000,

(b) for which only sealed proposals are invited and accepted, but are not publicly opened;

“sole source”

means the only supplier who has the ability or capacity to supply specified goods or services or the supplier the City is obligated contractually to use in the circumstances of a particular purchase.

“tender”

means a competitive process for an intended expenditure by the City

(a) of more than \$30,000, and

(b) for which only sealed offers are invited, accepted, and publicly opened.

PART 2 – CIVIC EXPENDITURES

Purchases for City Departments

3 (1) An intended purchase for a City Department first must be authorized by

(a) a Purchase Order prepared by the Manager, SMS, and

- 3 -

- (b) if applicable, an agreement approved by the Corporate Administrator.
- (2) The City may enter into an agreement with a supplier for goods, equipment, or services only if that gives to the City the best value in connection with quality, service, and price, as compared to the value given by other suppliers.

Emergency and single source purchases

- 4 (1) A Director may negotiate a purchase for that Department without inviting bids from suppliers if
 - (a) the Director has given written approval for the purchase to the Manager, SMS, and
 - (b) the Director and the Manager, SMS, jointly determine that
 - (i) there is a single supplier that clearly provides the best value to the City in the circumstances of a particular purchase,
 - (ii) the circumstances in which the purchase is required are extraordinary, or
 - (iii) the circumstances in which the purchase is required involve an emergency.
- (2) A purchase made under subsection (1) requires the approval of
 - (a) the Manager, SMS, if it is not more than \$30,000,
 - (c) the Director of Finance if it is not more than \$50,000, and
 - (d) the City Manager if it is greater than \$50,000.
- (3) An accounting of purchases made under subsection (4)(1)(b) must be made to the Corporate Services Standing Committee, but this requirement does not extend to sole source purchases.

Petty cash

- 5 (1) The Manager, SMS may maintain petty cash funds that are used for minor purchases.

Purchasing Card program

- 6 (1) The Manager, SMS, may maintain a Purchasing Card program for minor expenditures up to a dollar limit per transaction that is approved by the Director of Finance, but not exceeding \$10,000 per transaction.
- (2) The Manager, SMS, with approval of the respective Director, may approve an increase in the transaction limits of Purchasing Card program purchases, based on the individual user's requirements.

266 1005/Civic Expenditure Bylaw/ August 18 09/PJ/lg

- 4 -

- (3) The responsible Director must authorize all purchases made for that Department under the Purchasing Card program.
- (4) The Director of Finance must review the performance of the Purchasing Card program on a regular basis, to ensure that the recorded purchases comply with the provisions of this Bylaw.

General tendering procedures

- 7 (1) Every call for tenders must clearly state the preference given to local suppliers set out in section 9(1).
- (2) For an intended expenditure by the City of not more than \$10,000, the Manager, SMS
 - (a) has the discretion to decide on the process to be followed, and
 - (b) must issue a Purchase Order to the chosen supplier and, if applicable, require the supplier to enter into an agreement approved by the Corporate Administrator.
- (3) For an intended expenditure by the City of more than \$10,000 but not more than \$30,000, the Manager, SMS
 - (a) must issue a RFO to potential suppliers; and
 - (b) must issue a Purchase Order to the chosen supplier and, if applicable, require the supplier to enter into an agreement approved by the Corporate Administrator.
- (4) For an intended expenditure by the City of more than \$30,000 but not more than \$200,000, the Manager, SMS
 - (a) except as provided in paragraph (b) herein, must invite and accept only sealed tenders or RFP's from potential suppliers, and
 - (i) publicly receive and open all tenders, and
 - (ii) initial the tenders or RFP's when they are opened;
 - (b) may authorize the use of RFO's for purchases of more than \$30,000 but not more than \$100,000 if that is in the City's best interests;
 - (c) must issue a Purchase Order to the successful supplier and, if applicable, require the supplier to enter into an agreement with the City that is approved by the Corporate Administrator.
- (5) For an intended expenditure by the City of more than \$200,000 but not more than \$500,000, the Manager, SMS

- 5 -

- (a) must invite and accept only sealed tenders or RFP's from potential suppliers,
 - (b) jointly with one other employee from the Supply Management Services must
 - (i) publicly receive and open all tenders, and
 - (ii) initial the tenders or RFP's when they are opened,
 - (c) must make a recommendation for the approval of the Director of Finance or the City Manager, and
 - (d) after approval by the Director of Finance or the City Manager, must issue a Purchase Order to the successful supplier, and if applicable, may require the supplier to enter into an agreement with the City that is approved by the Corporate Administrator.
- (6) For an intended expenditure by the City of more than \$500,000, the Manager, SMS
 - (a) must invite and accept only sealed tenders or RFP's from potential suppliers,
 - (b) jointly with one other employee from the Supply Management Services must
 - (i) publicly receive and open all tenders, and
 - (ii) initial the tenders or RFP's when they are opened,
 - (c) must make a recommendation for the City Manager's consideration and approval, and
 - (d) after receiving the City Manager's approval, must issue a Purchase Order to the successful supplier, and, if applicable, may require the supplier to enter into an agreement with the City that is approved by the Corporate Administrator.
- (7) A written agreement between a supplier and the City is required in each of the following circumstances:
 - (a) if requested by a supplier,
 - (b) for construction contracts of \$200,000 or more,
 - (c) if an RFP and subsequent successful proposal do not contain sufficient elements, such as specifications, conditions, warranties, or indemnities, to constitute a satisfactory contract for either the City or the supplier, and

- 6 -

- (d) if there is already a contract, such as a Professional Services Agreement, between the City and the supplier, but there are changes to that contract for the particular expenditure.

Tenders & RFP's that exceed budget

- 8
 - (1) A tender that is accepted under the procedures set out in section 7 must not exceed the amount that is included for that purpose specifically or generally in a budget approved by Council.
 - (2) The Manager, SMS must refer back to the Director of the department for which the tendering or RFP process was undertaken under section 7, a tender or RFP that would otherwise be accepted as a successful tender or RFP, but that exceeds the amount referred to in subsection (1).
 - (3) The Director to whom the tender or RFP is referred under subsection (2) must take one of the following actions:
 - (a) recommend rejecting the tender or RFP,
 - (b) jointly with the Director of Finance make minor budget amendments for the Director's budget and then deal with the tender under the procedures set out in section 7, or
 - (c) for the purpose of accepting the tender or RFP as successful, request the approval of the City Manager and Council for a transfer of extra funding from other items included in a budget approved by Council.

Identical tenders

- 9
 - (1) If identical lowest tenders are received by the City, each of which are not more than \$100,000, the Manager, SMS must take into consideration the location of the suppliers, giving preference to local suppliers.
 - (2) The successful tender must be chosen by the drawing of lots under the Director of Finance's supervision if identical lowest tenders, each of which are not more than \$100,000, are made by
 - (a) 2 or more local suppliers, or
 - (b) 2 or more suppliers that are not local suppliers.
 - (3) The City Manager must decide whether any tender should be accepted as the successful tender if the City receives identical lowest tenders, each of which are more than \$100,000.

Financial security

- 10 The Manager, SMS may require financial security from potential suppliers when the Manager, SMS considers that to be in the City's best interest.

- 7 -

Disposal of surplus

- 11 The Manager, SMS must dispose of all goods and equipment, for which a City Department no longer has a use, by any method the Manager, SMS considers to be in the City's best interest, including without limitation, public auction, public tender, negotiated sale, or transfer to another Department.

Settlement of legal actions and claims - delegation of authority

- 12 Legal actions and claims against the City, except claims for damages for liability that are administered for the City by the Municipal Insurance Association, may be settled with the approval of
- (a) the Director of Finance for amounts up to \$5,000, and
 - (b) the Corporate Administrator for amounts of more than \$5,000 but not more than \$25,000.

PART 3 – GENERAL**Repeal**

- 13 Bylaw No. 07-022, the Civic Expenditures Bylaw, is repealed.

READ A FIRST TIME the	27 th	day of	August,	2009
READ A SECOND TIME the	27 th	day of	August,	2009
READ A THIRD TIME the	27 th	day of	August,	2009
ADOPTED on the	10 th	day of	September,	2009

"ROBERT G. WOODLAND"
CORPORATE ADMINISTRATOR

"DEAN FORTIN"
MAYOR

APPENDIX B – SAMPLE EVALUATION CRITERIA

PROPOSAL SUBMISSION AND EVALUATION CRITERIA

The following items should be included in your proposal submissions and will be the basis for evaluation. Information should be provided sequentially as shown:

No assumptions should be made that information regarding the Proposer or its participants, their experience, expertise and performance on other projects is known, other than the documentation and responses submitted by the Proposer.

Cover Letter

0 Points

Your proposal should include a Cover Letter containing the following information:

- Company name, address, website address, telephone number, fax number, e- mail address and primary contact person.
- Signed by the person or persons authorized to sign on behalf of the company.
- Acknowledgment of any addendums issued for this Request for Proposal.

Qualifications

20 points

- Provide qualifications and resume for the Project Manager who has the overall responsibility for the project. The Project Manager should designate the backup person to act on their behalf during holidays, sickness, etc.
- Provide qualifications and resume of the key staff or any key sub-consultants in each discipline who will be involved in the project; their duties, their role in the project and percent of their time devoted to this project.

Knowledge and Experience

25 points

- The proposal shall demonstrate the knowledge and experience of the individual proposed as Project Manager as well other specialists and experts that may be necessary to complete the work. Teams must demonstrate they have expertise and experience in projects of similar scope, size and complexity and are familiar with challenges of the project.
- Provide a minimum of three (3) references from clients that the Proposer has served, highlighting **similar** previous experience.

Project Understanding and Innovation

15 points

- Proponents shall outline an approach to the undertaking of the project reflecting a clear understanding of the Scope of Work.
- Demonstrate your understanding of the project by describing key issues and potential resolutions.
- Outline your abilities to use creative solutions, innovations, methodology or other traits that will allow your firm to successfully complete this project.

Methodology and Work Plan

10 points

- Proponents should provide their methodology and work plan to achieve the program objectives and timelines.
- Provide an indication of the time commitment and availability for this project, with a Gant style report of the project including timeline preferably in MS Project that outlines dates or number of days for each stage of the proposal. Proponents are expected to be able to dedicate resources to reasonably meet expected timelines. Please detail challenges and opportunities to meet these timelines.
- Provide cost control procedures and the Proponent's method for monitoring the project timeframe, quality of workmanship and budget.
- A separate Excel style table should be included which details project tasks. The table should include expected number of hours to achieve each task broken down by the individual(s) anticipated to complete each task. **(The table should not include hourly rates).**

Sustainability

5 Points

- Provide information on your company's internal environmental and social programs, policies, procedures and accreditation.
- Suggest innovative ideas and/or programs that are aligned with the City's Sustainability Commitment, in performing the proposed Project Methodology.

Fee Proposal (in a separate envelope)

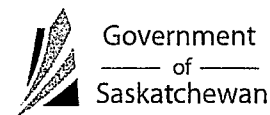
25 points

Proponents should provide a fee proposal, preferably in an Excel styled spreadsheet, including a detailed explanation of the makeup of the total cost for this project in three phases:

- Phase 1 – Preliminary Design Drawings
- Phase 2 – Phase 2 – Detailed Design Drawings
- Phase 3 – Tender and Contract Administration Services

For each Phase provide the following:

- breakdown of project tasks, personnel responsible, number of hours, total number of staff hours, hourly rates and total proposal costs;
- submit a schedule of hourly rates should additional services be required;
- list of expected expenses, disbursements and any other probable costs; and
- all applicable value added taxes.



Appendix C

Guidelines to the Procurement Obligations of Domestic and International Trade Agreements

New West Partnership
April 30, 2010

Canada's
New West Partnership

February 2014

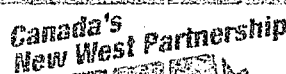

 Canada's
New West Partnership

Table of Contents

	<u>Page</u>
PART A: INTRODUCTION.....	2
I Purpose of the Guidelines	2
II Application and Scope.....	3
III Thresholds	3
PART B: GENERAL OBLIGATIONS	4
I Openness.....	4
II Non-Discrimination	4
III Non-Circumvention.....	5
IV Transparency	5
PART C: PROCUREMENT PROCEDURES	6
I Valuation	6
II Electronic Tendering.....	6
III Time to Prepare and Submit Tenders.....	7
IV Tender Notices	7
V Tender Documentation	8
VI Evaluation	9
VII Prequalification.....	10
VIII Contract Award.....	11
IX Access to Bid Protest Mechanism for Suppliers.....	11
X Exceptions or Qualifications	12
XI Definitions	12
 Schedule A – New West Partnership Trade Agreement (NWPTA)	 15
Schedule B – Agreement on Internal Trade (AIT)	18
Schedule C – Agreement between the Government of Canada and the Government of the United States of America on Government Procurement (CUSPA) and the World Trade Organization Agreement on Government Procurement (GPA).....	27



PART A: INTRODUCTION

I Purpose of the Guidelines

These Guidelines have been developed by the Governments of British Columbia, Saskatchewan and Alberta to assist procuring entities in understanding their procurement-related obligations under the following domestic and international trade agreements (the "Trade Agreements"):

- (a) the *New West Partnership Trade Agreement* (NWPTA) between British Columbia, Alberta and Saskatchewan;
- (b) the *Agreement on Internal Trade* (AIT) between all Canadian provinces, territories¹ and the federal government;
- (c) the *Agreement between the Government of Canada and the Government of the United States of America on Government Procurement* (CUSPA) between Canada and the United States of America; and
- (d) the *World Trade Organization Agreement on Government Procurement* (GPA).²

The Trade Agreements aim to reduce barriers to trade in order to increase competitiveness, economic growth and stability amongst their signatories. Each agreement includes procurement obligations based on the principles of non-discrimination, openness and transparency, and reflect a commitment to the effective management of public resources.

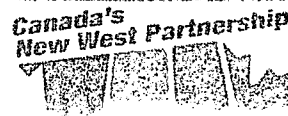
A procuring entity that follows these Guidelines when undertaking its procurements should be assured that its actions will generally meet the applicable obligations of the Trade Agreements. However, these Guidelines should not be taken to constitute legal advice and do not in any way replace the specific obligations of the Trade Agreements.

The following websites provide access to the texts of the Trade Agreements:

- NWPTA: www.newwestpartnershiptrade.ca
- AIT: www.ait-aci.ca
- CUSPA: www.international.gc.ca/trade-agreements-accords-commerciaux
- GPA: www.wto.org/english/tratop_e/gproc_e/gp_gpa_e.htm

¹ Except Nunavut.

² The CUSPA is based on rules outlined in the GPA. For this reason, in these Guidelines the Agreements CUSPA and GPA are combined and referred to as "CUSPA/GPA".



II Application and Scope

Not all Ministries, Crown corporations or MASH sector entities are covered under each of the Trade Agreements. Further information on the specific coverage of each of the Trade Agreements is included in Schedules A to C below.

The NWPTA contains more general obligations than those found in the other Trade Agreements. This being the case, the Guidelines assist procuring entities by providing guidance as to what the NWPTA's general obligations mean in specific instances by drawing on the more specific obligations found in the other Trade Agreements.

III Thresholds

Procurement obligations under the Trade Agreements are triggered when a procuring entity contemplates a procurement valued at or above certain specified thresholds. These thresholds are:

Procurement of	Ministries	Crown corporations	MASH
NWPTA			
Goods	\$10,000	\$25,000	\$75,000
Services	\$75,000	\$100,000	\$75,000
Construction	\$100,000	\$100,000	\$200,000
AIT			
Goods	\$25,000	\$500,000	\$100,000
Services	\$100,000	\$500,000	\$100,000
Construction	\$100,000	\$5,000,000	\$250,000
CUSPA/GPA (updated every two years)			
Goods	\$548,700	Not covered	
Services	\$548,700		
Construction	\$7,700,000		

NOTE: Under the AIT, Alberta Crown corporations follow the thresholds and rules applicable to Ministries.

Additional information on specific coverage, exclusions and other criteria contained in each of the Trade Agreements is identified in Schedules A to C below. Proposed procurements which exceed the applicable financial threshold(s) and are not otherwise excluded are referred to in these Guidelines as "covered procurements".



PART B: GENERAL OBLIGATIONS

Generally, procuring entities must ensure that covered procurements meet four principles of:

- Openness
- Non-Discrimination
- Non-Circumvention
- Transparency

Each of these general obligations is further explained below.

I Openness

1. All eligible suppliers that meet the essential requirements and characteristics for a specific procurement must be given the opportunity to submit a tender.³

II Non-Discrimination

1. Procuring entities must accord to like, competitive or substitutable goods and services of eligible suppliers treatment that is no less favourable than the best treatment they provide to their own or any other supplier.
2. The following is an illustrative list of practices that would be considered inconsistent with paragraph 1:
 - (a) extending a preference for local or domestic goods, services or suppliers;
 - (b) imposing conditions on the invitation to tender, registration requirements or qualification procedures that are based on the location of a supplier's place of business;
 - (c) using a technical specification or conformity assessment procedure with the purpose or effect of creating unnecessary obstacles to trade;
 - (d) the timing of events in the tender process so as to prevent suppliers from submitting bids;
 - (e) the specification of quantities or schedules that may reasonably be judged as deliberately designed to prevent suppliers from meeting the requirements of the procurement;
 - (f) using price discounts or preferential margins in order to favour particular suppliers;

³ Eligible suppliers vary by Trade Agreement and, as such, procuring entities should consult the Schedules to these Guidelines for further details on who may be an eligible supplier under each Trade Agreement.



- (g) applying fees or other costs to particular suppliers, except to the extent that any difference can be justified by an actual cost-of-service differential;
- (h) limiting participation in a procurement only to suppliers that have previously been awarded one or more contracts by a procuring entity;
- (i) requiring prior experience where not essential to meet the requirements of the procurement; and
- (j) providing information so as to give one supplier an advantage over other suppliers.

III Non-Circumvention

1. Procuring entities must not prepare, design or otherwise structure a procurement, select a valuation method or divide procurement requirements in order to avoid the obligations of the Trade Agreements. This would include actions such as dividing required quantities or diverting funds to non-covered subsidiary agencies in a manner designed to avoid otherwise applicable obligations.
2. Where a procuring entity uses a third party to conduct procurements on its behalf, the third party should ensure such procurements are conducted in accordance with the entity's procurement commitments under the Trade Agreements.

IV Transparency

1. Procuring entities must:
 - (a) make their tender notices accessible to all eligible suppliers by posting them on their Province's designated electronic tendering system;
 - (b) make their procurement policies available upon request;
 - (c) ensure that documents requested are provided in a non-discriminatory manner and that any fees charged for the provision of documents reflect actual costs; and
 - (d) upon request, provide promptly any information necessary to determine whether a procurement was conducted fairly, impartially and in accordance with the applicable obligations.
2. Notwithstanding paragraph 1, procuring entities are not required to disclose any information that would:
 - (a) be contrary to provincial or federal freedom of information or privacy legislation;
 - (b) impede law enforcement;



- (c) prejudice the legitimate commercial interests of particular enterprises (including suppliers);
- (d) involve a waiver of privilege; or
- (e) otherwise be contrary to the public interest.

PART C: PROCUREMENT PROCEDURES

I Valuation

1. For the purpose of ascertaining whether a procurement is covered by a Trade Agreement, procuring entities must calculate the estimated value of the procurement at the time the tender notice is or would be published. Estimated value refers to the maximum total value of the procurement, whether awarded to one or more suppliers, taking into account all forms of remuneration to be paid to a supplier, including premiums, fees, commissions and interest.
2. For procurements subject to the CUSPA/GPA (as outlined in Schedule C), the estimate of procurement value must also include the total value of any optional renewals or extensions. A procurement which, without options taken into account, would only be subject to the NWPTA or AIT may, when options are included, also be subject to the CUSPA/GPA. **Therefore, procuring entities that are subject to the CUSPA/GPA must also calculate the value of all options for the purpose of ascertaining whether the procurement exceeds the applicable CUSPA/GPA threshold.**
3. Where a procurement is for a combination of goods and services, the threshold applicable to the procurement should be for whichever represents the largest portion of the procurement.
4. Where a procurement is for construction, the value of all the goods and services required for the project for which a contractor will be held accountable must be included in the valuation. Any goods or services purchased directly by a procuring entity outside the scope of a construction contract are not considered construction, and are independently subject to the thresholds applicable to goods or services.

II Electronic Tendering

1. Procuring entities must post tender notices for all covered procurements on the designated electronic tendering system provided by its own Province, namely:

British Columbia www.bcbid.gov.bc.ca;

Alberta www.purchasingconnection.ca; or

Saskatchewan www.sasktenders.gov.sk.ca.

Additional means of providing tender notices may also be used.

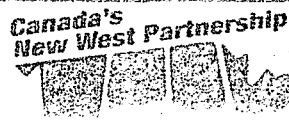


III Time to Prepare and Submit Tenders

1. Where practicable, procuring entities must provide suppliers with a reasonable period of time to submit a tender, taking into account:
 - (a) the nature and the complexity of the procurement;
 - (b) the extent of subcontracting anticipated; and
 - (c) the time necessary for transmitting tenders by non-electronic means.
2. In addition, for procurements subject to the CUSPA/GPA (as outlined in Schedule C), the closing date for the submission of bids must not be less than:
 - (a) 30 days from the date on which the tender notice is published (or 25 days where the procuring entity accepts electronic submission of tenders);
 - (b) 13 days if the procuring entity is purchasing commercial goods or services (or 10 days where the procuring entity accepts electronic submission of tenders); and
 - (c) 10 days where a state of urgency, duly substantiated by the procuring entity, renders the usual time-period for tendering impractical.

IV Tender Notices

1. Each tender notice must include:
 - (a) the name and address of the procuring entity and other information necessary to contact the procuring entity and obtain all relevant documents relating to the procurement, and their cost and terms of payment, if any;
 - (b) a brief description of the procurement, including the nature and the quantity or estimated quantity of the goods or services, or categories thereof, to be procured;
 - (c) the address and final date for the submission of tenders;
 - (d) the date, time and place for any public opening of tenders;
 - (e) a list and brief description of any conditions for participation of suppliers, including any requirements for specific documents or certifications to be provided by suppliers; and
 - (f) the identification of the Trade Agreement or Agreements to which the tender is subject.
2. For procurements falling under the CUSPA/GPA (as outlined in Schedule C), the following information must be included in addition to that specified in paragraph 1:



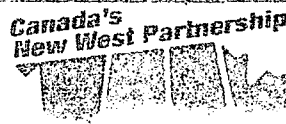
- (a) a description of any options;
- (b) the time-frame for delivery of goods or services or the duration of the contract; and
- (c) the procurement method that will be used.

V Tender Documentation

1. A procuring entity must make available to suppliers tender documentation that includes all information necessary to permit suppliers to prepare and submit responsive bids. In addition to the information required in paragraphs 1 and 2 of Part C, Section IV (Tender Notices), tender documentation should also include all pertinent details concerning:
 - (a) all criteria that will be used in evaluating the bids and the relative importance of such criteria;
 - (b) any technical specifications;
 - (c) any requirements for servicing or warranty;
 - (d) any requirements associated with transitioning from one supplier to another;
 - (e) any applicable conformity assessment certification, plans, drawings or instructional materials;
 - (f) any requirements related to the submission of bids; and
 - (g) any and all other requirements to be fulfilled, or terms or conditions applicable to the tender.
2. In establishing the date for the delivery of goods or the supply of services being procured, a procuring entity must take into account such factors as the complexity of the procurement, the extent of subcontracting anticipated and the realistic time required for production, de-stocking and transport of goods from the point of supply or for supply of services.

Technical Specifications

3. In prescribing technical specifications for the goods or services being procured, a procuring entity must, where appropriate:
 - (a) set out the technical specifications in terms of performance and functional requirements, rather than design or descriptive characteristics; and
 - (b) base the technical specifications on recognized standards, where such exist.
4. A procuring entity must avoid the use of technical specifications that require or refer to a particular trademark or trade name, patent, copyright, design, type, specific origin,



producer or supplier. However, if there is no other sufficiently precise or intelligible way of describing the procurement requirements, a procuring entity must then indicate that it will consider tenders for equivalent goods or services that demonstrably fulfil the requirement of the procurement by including words such as "or equivalent" in the tender documentation.

5. A procuring entity must not seek or accept, in a manner that would have the effect of precluding competition, advice that may be used in the preparation or adoption of any technical specification for a specific procurement from a person who has a commercial interest in the procurement.

Modifications, Clarification or New Information

6. Questions from one or more bidders that elicit new information or clarification of the original information provided in the tender documentation must be made available in writing to all bidders in an open, fair and timely manner.
7. Where, prior to the award of a contract, a procuring entity modifies the criteria or requirements set out in the tender documentation, or amends or reissues a tender notice or tender documentation, the procuring entity must:
 - (a) post all such modifications or amended or re-issued tender notice or tender documentation on the designated electronic system indicated in Part C, Section II (Electronic Tendering); and
 - (b) where appropriate, extend the timeframe for the submission of bids to allow adequate time for suppliers to incorporate these changes in their bids.

VI Evaluation

1. Procuring entities must base their evaluation of a bid solely on the criteria specified in the tender documentation in accordance with the method of evaluation specified therein.
2. The Trade Agreements do not require that procuring entities award contracts based on price alone.
3. Procuring entities may evaluate any or all of the following factors provided such factors have been specified in the tender notice or tender documentation:
 - (a) quality;
 - (b) quantity;
 - (c) price and other cost factors;
 - (d) technical merit;
 - (a) the equivalency of goods or services proposed by a bidder as being "equivalent" to the stated technical requirements;



- (b) terms of delivery;
 - (c) servicing and warranty;
 - (d) transitioning implications;
 - (e) the capacity of the supplier to meet the requirements of the procurement;
 - (f) professional competence, managerial ability, corporate stability and business integrity;
 - (g) past performance on similar projects with similar characteristics, including the quality, innovation and life-cycle value of the outcomes;
 - (h) the calibre, experience and availability of staff proposed;
 - (i) ability to meet site, climatic, public safety, code, design, permitting and other project related requirements; and
 - (j) any other factor related to the procurement provided it is not used by the procuring entity to avoid competition, discriminate between suppliers, or protect local suppliers.
4. Where there is supporting evidence, procuring entities may take into account a potential supplier's bankruptcy; significant or persistent deficiencies in performance of any substantive requirement or obligation under a prior contract or contracts; final judgments in respect of serious crimes or other serious offences; professional misconduct or acts or omissions that adversely reflect on the commercial integrity of the supplier; failure to pay taxes; or false declarations. Procuring entities may, as part of the tender documentation, require potential suppliers to complete a disclosure statement relative to the above.

VII Prequalification

1. A procuring entity may limit tenders to prequalified goods, services or suppliers. The notice to prequalify must state whether the prequalification process will result in a single-use or multi-use prequalification list.
2. A notice to prequalify must be published on the designated electronic tendering system of the procuring entity's Province and should include, in addition to the information in Section IV (Tender Notices):
 - (a) the criteria that will be used to prequalify suppliers; and
 - (b) a statement that only the suppliers on the prequalified list will receive further notices of procurement covered by the list.
3. A procuring entity must allow all prequalified suppliers to participate in a particular procurement, unless the procuring entity has stated in its notice to prequalify any



limitation on the number of suppliers that will be permitted to tender and the criteria for selecting the limited number of suppliers.

4. In addition to the requirements of paragraph 2, the notice inviting interested suppliers to apply for inclusion on a multi-use prequalification list must be published at least annually on the designated electronic tendering system as found in Part C, Section II (Electronic Tendering).

Paragraphs 5, 6 and 7 currently apply only to procurements that are covered by the CUSPA/GPA.

5. Multi-use prequalification lists must specify the period the list will be valid and the means for its renewal or termination or, where the period of validity is not provided, an indication of the method by which notice will be given of the termination of use of the list.
6. Notwithstanding paragraph 4, where a multi-use prequalification list will be valid for three years or less, a procuring entity may publish the notice referred to in Part C, Section IV (Tender Notices) only once, at the beginning of the period of validity of the list, provided that the notice:
 - (a) states the period of validity and that further notices will not be published; and
 - (b) is published by electronic means and the notice is made available continuously during the period of its validity.
7. A procuring entity shall allow suppliers to apply at any time for inclusion on a multi-use prequalification list and shall include on the list all qualified suppliers within a reasonably short time. A procuring entity should normally allow a supplier that has applied for inclusion on a multi-use prequalification list to participate in a given procurement where there is sufficient time for the procuring entity to examine if the supplier satisfies the conditions for participation.

VIII Contract Award

1. Subject to the obligation not to prejudice the legitimate commercial interests of particular enterprises (including suppliers), all procuring entities must, when requested by a bidder, provide an explanation of the reasons why the bidder's tender was not selected and the relative advantage of the successful supplier's tender.
2. Ministries must post contract award information in a timely manner for all procurements covered by the Trade Agreements. At a minimum, award information must be posted on the designated electronic tendering system outlined in Part C, Section II (Electronic Tendering).

IX Access to Bid Protest Mechanism for Suppliers

(To be completed when a bid protest mechanism has been put in place).



X Exceptions or Qualifications

1. There are three types of exceptions or qualifications to the procurement obligations of the Trade Agreements:
 - Full exceptions: Procurements that are themselves fully excluded from the Trade Agreements with no need to prove any additional criteria;
 - Qualified exceptions: Procurements of particular goods or services which may be excluded in some cases where such procurements are not being used to discriminate between suppliers or to protect suppliers; and
 - Legitimate objectives: Procurements being undertaken in order to pursue certain "legitimate objectives". Additional criteria must be met before utilizing such exceptions.

Procuring entities should refer to the attached Schedules for other exceptions or qualifications specific to each of the Trade Agreements. In addition, any procurement which falls below the applicable thresholds will not be subject to any of the obligations of the Trade Agreements.
2. The Trade Agreements do not apply to any procurements:
 - (a) relating to Aboriginal peoples; or
 - (b) of treasury services.

XI Definitions

1. In these Guidelines:

commercial goods or services means goods or services of a type generally sold or offered for sale in the commercial market place to, and customarily purchased by, non-government buyers for non-government purposes;

construction means a construction, reconstruction, demolition, repair or renovation of a building, structure or other civil engineering or architectural work and includes site preparation, excavation, drilling, seismic investigation, the supply of products and materials, the supply of equipment and machinery if they are included in and incidental to the construction, and the installation and repair of fixtures of a building, structure or other civil engineering or architectural work, but does not include professional consulting services related to the construction contract unless they are included in the procurement;

Crown corporations means Crown corporations, government-owned commercial enterprises, and other entities that are owned or controlled by the Province of British Columbia, Alberta or Saskatchewan through ownership interest;



MASH means regional, local, district or other forms of municipal government, school boards, publicly-funded academic, health and social service entities, as well as any entity owned or controlled by any one of the preceding;

measure includes any legislation, regulation, standard, directive, requirement, guideline, program, policy, administrative practice or other procedure;

Ministries means departments, ministries, agencies, boards, councils, committees, commissions, and similar provincial agencies;

multi-use prequalification list means a prequalified list of goods, services or suppliers that a procuring entity intends to use for more than one procurement;

Party means one of the Governments of British Columbia, Alberta or Saskatchewan;

person means a natural person or an enterprise;

prequalification means a process whereby a procuring entity establishes a list of goods, services or suppliers capable of responding to a specific requirement;

procurement means the acquisition by any means, including by purchase, rental, lease or conditional sale, of goods, services or construction, but does not include:

- (a) any form of assistance that a Party or its procuring entities provides, including cooperative agreements, grants, loans, equity infusion, guarantees or fiscal incentives; or
- (b) provision by government organizations, including government entities, of goods and services to persons or other government organizations, including government entities;

procuring entity means a Party's:

- (a) departments, ministries, agencies, boards, councils, committees, commissions and similar agencies of government;
- (b) Crown corporations, government owned commercial enterprises, and other entities that are owned or controlled by the Party through ownership interest;
- (c) regional, local, district or other forms of municipal government as well as any corporation or entity owned or controlled by any such form of municipal government; and
- (d) school boards, publicly funded academic, health and social service entities as well as any corporation or entity owned or controlled by one or more of the preceding entities;

single-use prequalification list means a list of prequalified goods, services or suppliers that a procuring entity intends to use for a specific procurement;



standard means a document approved by a recognized body that provides for common and repeated use, rules, guidelines or characteristics for goods or services, or related processes and production methods, with which compliance is not mandatory. It may also include or deal exclusively with terminology, symbols, packaging, marking or labelling requirements as they apply to a good, service, process or production method;

supplier means a person or group of persons that provides or could provide goods or services;

technical specification means a tendering requirement that:

- (a) lays down the characteristics of goods or services to be procured, including quality, performance, safety and dimensions, or the processes and methods for their production or provision; or
- (b) addresses terminology, symbols, packaging, marking or labelling requirements as they apply to a good or service;

treasury services means services or financial products relating or ancillary to any of the following:

- (a) borrowing, lending, investing, managing or holding money, securities or other property; and
- (b) without limiting the generality of subparagraph (a),
 - (i) managing debt, loan, asset or investment portfolios,
 - (ii) entering into commodity or other derivative transactions, or
 - (iii) acquiring, exchanging, disposing of or otherwise transacting in securities, foreign currencies or any property acquired as a result of borrowing, lending, managing or investing money or securities.



SCHEDULE A

New West Partnership Trade Agreement (NWPTA)

This schedule provides additional information on the procuring entities subject to the procurement rules of the NWPTA, and additional exclusions to those rules that may be available.

A-1. Scope and Application

1. All procuring entities must provide open and non-discriminatory access to the suppliers of British Columbia, Alberta and Saskatchewan, where the procurement is not otherwise excluded and is valued at or above the following thresholds:

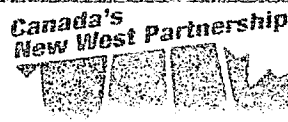
Procurement of	Thresholds		
	Ministries	Crown corporations	MASH
Goods	\$10,000	\$25,000	\$75,000
Services	\$75,000	\$100,000	\$75,000
Construction	\$100,000	\$100,000	\$200,000

A-2. Excluded Procuring Entities

1. There are no excluded procuring entities.

A-3. Excluded Procurements

1. In addition to the general exclusions listed Part C, Section X (Exceptions or Qualifications), the NWPTA excludes procurements:
 - (a) of water, and services and investments pertaining to water;
 - (b) for the management or conservation of forests, fish or wildlife;
 - (c) to promote renewable and alternative energy; or
 - (d) for the management or conservation of energy or mineral resources, provided that the procurement is conducted in a non-discriminatory manner.
2. Alternative procurement procedures may be used in the circumstances listed below provided that they are not used by a procuring entity to avoid competition, discriminate between suppliers, or protect suppliers of its Party:
 - (a) procurements from philanthropic institutions, prison labour or persons with disabilities;



- (b) procurement from a public body or non-profit organization;
 - (c) procurement of goods purchased for representation and promotional purposes, and services or construction purchased for representational or promotional purposes outside a procuring entities' Province;
 - (d) procurement of health services and social services;
 - (e) procurement on behalf of an entity not covered by the NWPTA;
 - (f) by entities which operate sporting or convention facilities, in order to respect a commercial agreement
 - (g) where it can be demonstrated that only one supplier is able to meet the requirements of a procurement⁴;
 - (h) where an unforeseeable situation of urgency exists and the goods, services or construction could not be obtained in time by means of open procurement procedures;
 - (i) when the acquisition is of a confidential or privileged nature and disclosure through an open bidding process could reasonably be expected to compromise government confidentiality, cause economic disruption or be contrary to the public interest;
 - (j) procurement of services provided by lawyers and notaries;
 - (k) procurement of goods intended for resale to the public; or
 - (l) procurement in the absence of a receipt of any bids in response to a call for tenders.
3. If a specific procurement is excluded under the NWPTA, but covered by the AIT or the CUSPA/GPA, that procurement must still be open to NWPTA suppliers.

A-4. Legitimate Objectives

- 1. A procuring entity may conduct a procurement in a manner that is inconsistent with the obligations of the NWPTA provided that the entity is able to demonstrate:
 - (a) the purpose of the measure is to achieve a legitimate objective;
 - (b) the measure is not more restrictive to trade, investment or labour mobility than necessary to achieve that legitimate objective; and
 - (c) the measure is not a disguised restriction to trade, investment or labour mobility.

⁴ For guidance on this, please see Schedule B, B-5, paragraph 4.



2. In the context of this Schedule, "legitimate objective" means any of the following objectives pursued within a Party:
- (a) public security and safety;
 - (b) public order;
 - (c) protection of human, animal or plant life or health;
 - (d) protection of the environment;
 - (e) conservation and prevention of waste of non-renewable or exhaustible resources;
 - (f) consumer protection;
 - (g) protection of the health, safety and well-being of workers;
 - (h) provision of social services and health services within the territory of a Party;
 - (i) affirmative action programs for disadvantaged groups; or
 - (j) prevention or relief of critical shortages of goods essential to a Party

considering, among other things, where appropriate, fundamental climatic or other geographical factors, technological or infrastructural factors, or scientific justification.

"Legitimate objective" does not include the protection or favouring of the production of an enterprise of a Party.

A-5. Regional Economic Development

1. Procuring entities may adopt regional economic development measures, provided that such measures:
- (a) are only adopted or maintained under exceptional circumstances;
 - (b) are not more trade restrictive than necessary to achieve their specific objective;
 - (c) do not operate to unduly harm the economic interests of persons, goods, services or investments of another Party;
 - (d) minimize the discriminatory effects and impacts on trade, investment and labour mobility; and
 - (e) are consistent with the business subsidies obligations of NWPTA, found in Article 12(1) (Business Subsidies).



SCHEDULE B

Agreement on Internal Trade (AIT)

This schedule provides additional information on the procuring entities subject to the procurement rules of the AIT, and additional exclusions to those rules that may be available.

B-1. Scope and Application

1. All procuring entities subject to the procurement obligations of the AIT must provide open and non-discriminatory access to the suppliers of all Canadian jurisdictions in accordance with the AIT, where the procurement is not otherwise excluded and is valued at or above the following thresholds:

Procurement of	Thresholds		
	Ministries	Crown corporations	MASH
Goods	\$25,000	\$500,000	\$100,000
Services	\$100,000	\$500,000	\$100,000
Construction	\$100,000	\$5,000,000	\$250,000

NOTE: Under the AIT, Alberta Crown corporations follow the thresholds and rules applicable to Ministries.

2. Each type of procuring entity - Ministries, Crown corporations and MASH – has a separate section of AIT Chapter Five which sets out the entity's procurement obligations in detail, including excluded procurements. These sections are:
 - Ministries: (Main Chapter) Articles 501 to 518;
 - Crown corporations: (Crown Annex) Annex 502.3 (not applicable to Alberta Crown corporations); and
 - MASH: (MASH Annex) Annex 502.4.

Complete lists of the specific entities that fall within each of these categories can be found on the MARCAN (MARket place CANada) website at www.marcan.net.

B-2. Excluded Procuring Entities

1. Procuring entities that are excluded from the procurement obligations of the AIT are not obliged to open their procurements to the suppliers of other Canadian jurisdictions. However, where a procurement is subject to the NWPTA, it must be open to suppliers of British Columbia, Alberta and Saskatchewan.



(a) British Columbia

The following procuring entities are not subject to the procurement obligations of the AIT:

Legislative Assembly

(b) Alberta

The following procuring entities are not subject to the procurement obligations of the AIT:

Legislative Assembly
Legislative Assembly Office
Office of the Auditor General
Office of the Chief Electoral Officer
Office of the Ethics Commissioner
Office of the Information and Privacy Commissioner
Office of the Ombudsman

(c) Saskatchewan

A complete list of Saskatchewan procuring entities excluded from the obligations of the AIT can be found on the MARCAN (MARket place CANada) website at www.marcan.net.

B-3. Excluded Procurements

1. Where a procurement is excluded under the AIT but covered under the NWPTA or the CUSPA/GPA, procuring entities:
 - (a) may exclude AIT suppliers; but
 - (b) must open the procurement to NWPTA and CUSPA/GPA suppliers, as the case may be.
2. Paragraphs 3, 4 and 5 below provide an overview of excluded procurements. Complete lists of excluded or qualified procurements under the AIT for each type of procuring entity can be found as follows:
 - Ministries: AIT Articles 506(11), 506(12), 507 and 508, and AIT Annex 502.1B;
 - Crown corporations: Section C(9) and Section E of AIT Annex 502.3; and
 - MASH entities: Sections I, K and L of AIT Annex 502.4.

As some exceptions listed below are not available to all entities, please refer to these specific provisions directly to ensure the exclusions set out below are available to your specific procuring entity or specific procurement, as the case may be.



For paragraph 3, 4, and 5 an ✕ indicates that the specific exception is not available to such entities.

3. In addition to the general exclusions listed in Part C, Section X (Exceptions or Qualifications) and except as indicated, the AIT does not apply to the procurement:

	Ministries	Crown corps	MASH
(a) of goods intended for resale to the public;	✓	✓	✓
(b) of goods, services or construction:			
(i) purchased on behalf of an entity not covered by AIT Chapter Five (Procurement); or	✓	✓	✓
(ii) purchased by entities which operate sporting or convention facilities in order to comply with a commercial agreement with an entity not covered by AIT Chapter 5 (Procurement) that contains provisions incompatible with AIT Chapter 5 (Procurement);	✓	✕	✕
(c) from philanthropic institutions, prison labour or persons with disabilities;	✓	✕	✓
(d) contracts with a public body or a non-profit organization;	✓	✓	✓
(e) of:			
(i) goods purchased for representational or promotional purposes; or	✓	✓	✓
(ii) services or construction purchased for representational or promotional purposes outside the territory of a Party ⁵ ;	✓	✓	✕
(f) of any goods the interprovincial movement of which is restricted by laws not inconsistent with the AIT;	✓	✕	✓

⁵ The exception for MASH entities is for the procurement of goods and services for use outside Canada as well as construction work done outside Canada (B-3, paragraph 3(I)).



		Ministries	Crown corps	MASH
(g)	of services that may, under the applicable laws of the Province of the procuring entity issuing the tender, only be provided by the following licensed professionals:	✓	✓	✓
	(i) medical doctors;			
	(ii) dentists;			
	(iii) nurses;			
	(iv) pharmacists;			
	(v) veterinarians;			
	(vi) engineers;			
	(vii) land surveyors;			
	(viii) architects;			
	(ix) accountants; and			
	(x) lawyers and notaries;			
(h)	of transportation services provided by locally-owned trucks for hauling aggregate on highway construction projects ⁶ ;	✓	✗	✗
(i)	health services and social services;	✓	✗	✓
(j)	of advertising and public relations services ⁷ ;	✓	✓	✗
(k)	of cultural goods or services, or cultural industries ⁸ ;	✓	✓	✓
(l)	contracts for procuring goods and services to be used outside Canada as well as	✗	✓	✓

⁶ See B-3, paragraph 4(d) for qualified exception for MASH entities.

⁷ A somewhat different, full exception is available for Crown corporations: contracts for procuring cultural or artistic goods or services including goods and services relating to the creation, production, distribution or broadcasting of programming in Canada including co-productions, sports and news.

⁸ This exception for MASH entities includes the procurement of computer software for educational purposes. Cultural industries means persons engaged in any of the following activities: a) the publication, distribution or sale of books, magazines, periodicals or newspapers in print or machine readable form but not including the sole activity of printing or typesetting any of the foregoing; b) the production, distribution, sale or exhibition of film or video recordings; c) the production, distribution, sale or exhibition of audio or video music recordings; d) the publication, distribution or sale of music in print or machine readable form; or e) radiocommunications in which the transmissions are intended for direct reception by the general public, and all radio, television and cable broadcasting undertakings and all satellite programming and broadcast network services.



		Ministries	Crown corps	MASH
	construction work outside Canada;			
(m)	contracts for procuring goods, services and construction that is financed primarily from donations that are subject to the conditions that are inconsistent with the obligations set out in AIT Chapter 5 (Procurement); and	✗	✗	✓
(n)	contracts for the transportation of alcoholic products in bulk, by sea or for the transportation of alcoholic products by air.	✗	✓	✗

4. Alternative procurement procedures may be used in the circumstances indicated below provided that they are not used by a procuring entity to avoid competition, discriminate between suppliers, or protect suppliers of its Party:

		Ministries	Crown corps	MASH
(a)	where an unforeseeable situation of urgency exists and the goods, services or construction cannot be obtained in time by means of open procurement procedures ⁹ ;	✓	✓	✓
(b)	where goods or consulting services regarding matters of a confidential or privileged nature are to be purchased and the disclosure of those matters through an open bidding process could reasonably be expected to compromise government confidentiality, cause economic disruption or otherwise be contrary to the public interest ¹⁰ ;	✓	✓	✓
(c)	where a contract is to be awarded under a cooperation agreement that is financed, in whole or in part, by an international cooperation organization, only to the extent that the agreement between the Party and the organization includes rules for awarding contracts that differ from the obligations set out in AIT Chapter Five (Procurement) ¹⁰ ;	✓	✓	✓
(d)	where construction materials are to be purchased and it can be demonstrated that	✓	✗	✓

⁹ This is a full exception for Crown corporations.



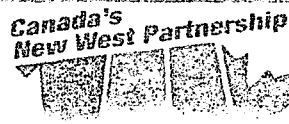
	Ministries	Crown corps	MASH
transportation costs or technical considerations impose geographic limits on the available supply base, specifically in the case of sand, stone, gravel, asphalt compound and pre-mixed concrete for use in the construction or repair of roads;			
(e) where compliance with the open tendering provisions required under AIT Chapter Five (Procurement) would interfere with a Party's or the entity's ability to maintain security or order or to protect human, animal or plant life or health; and	✓	✗	✓
(f) procurement in the absence of a receipt of any bids in response to a call for tenders.	✓	✗	✓

5. Where only one supplier is able to meet the requirements of a procurement, a procuring entity may use procurement procedures that are different from those required under AIT Chapter Five (Procurement) in the following circumstances:

	Ministries	Crown corps	MASH
(a) to ensure compatibility with existing products, to recognize exclusive rights, such as exclusive licences, copyright and patent rights, or to maintain specialized products that must be maintained by the manufacturer or its representative ¹⁰ ;	✓	✓	✓
(b) where there is an absence of competition for technical reasons and the goods or services can be supplied only by a particular supplier and no alternative or substitute exists ¹⁰ ;	✓	✗	✓
(c) for the procurement of goods or services the supply of which is controlled by a supplier that is a statutory monopoly;	✓	✗	✓
(d) for the purchase of goods on a commodity	✓	✓	✓

¹⁰

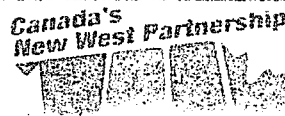
A somewhat different, full exception is available for Crown corporations: contracts with the only supplier able to meet the bid requirements, including contracts to ensure compatibility with existing products, to recognize exclusive rights, such as exclusive licences, copyright and patent rights, or to maintain specialized products that must be maintained by the manufacturer or its representative.



	Ministries	Crown corps	MASH
market ¹⁰ ;			
(e) for work to be performed on or about a leased building or portions thereof that may be performed only by the lessor;	✓	✗	✓
(f) for work to be performed on property by a contractor according to provisions of a warranty or guarantee held in respect of the property or the original work ¹¹ ;	✓	✓	✓
(g) for a contract to be awarded to the winner of a design contest;	✓	✗	✓
(h) for the procurement of a prototype or a first good or service to be developed in the course of and for a particular contract for research, experiment, study or original development, but not for any subsequent purchases ¹⁰ ;	✓	✓	✓
(i) for the purchase of goods under exceptionally advantageous circumstances such as bankruptcy or receivership, but not for routine purchases ¹⁰ ;	✓	✓	✓
(j) for the procurement of original works of art ¹² ;	✓	✓	✓
(k) for the procurement of subscriptions to newspapers, magazines or other periodicals; and	✓	✗	✓
(l) for the procurement of real property.	✓	✗	✓

¹¹ A somewhat different, full exception is available for Crown corporations: contracts with the only supplier able to ensure the continuation of guarantees or warranties.

¹² A somewhat different, full exception is available for Crown corporations: contracts for procuring cultural or artistic goods or services including goods and services relating to the creation, production, distribution or broadcasting of programming in Canada including co-productions, sports and news.



B-4. Legitimate Objectives¹³

1. A procuring entity may conduct a procurement in a manner that is inconsistent with the procurement obligations of the AIT provided that the entity is able to demonstrate:
 - (a) the purpose of the measure is to achieve a legitimate objective;
 - (b) the measure does not operate to impair unduly the access of persons, goods, services or investments of a Party that meet that legitimate objective; and
 - (c) the measure is not more trade restrictive than necessary to achieve that legitimate objective; and
 - (d) the measure does not create a disguised restriction on trade.
2. In the context of this Schedule, "legitimate objective" means any of the following objectives pursued within the territory of a Party:
 - (a) public security and safety;
 - (b) public order
 - (c) protection of human, animal or plant life or health;
 - (d) protection of the environment;
 - (e) consumer protection;
 - (f) protection of the health, safety and wellbeing of workers; or
 - (g) affirmative action programs for disadvantaged groups;

considering, among other things, where appropriate, fundamental climatic or other geographical factors, technological or infrastructural factors, or scientific justification.

"Legitimate objective" does not include the protection or favouring of the production of an enterprise of a Party.

¹³ Procuring entities are governed by sections A-4 (Legitimate Objectives) and A-5 (Regional Economic Development) of Schedule A when adopting a procurement-related measure: (i) to achieve a legitimate objective; or (ii) for regional and economic development purposes, as applicable. Adhering to these provisions of Schedule A will also ensure adherence to B-4 (Legitimate Objectives) and B-5 (Regional Economic Development) of this Schedule B. However, note that any challenge by an AIT supplier (other than a NWPTA supplier) can only be defended on the basis of B-4 or B-5, as appropriate.



B-5. Regional Economic Development¹⁴

1. A procuring entity may, under exceptional circumstances, exclude a procurement from the application of AIT Chapter Five (Procurement) for regional and economic development purposes, provided that:
 - (a) the exclusion of the procurement does not operate to impair unduly the access of persons, goods, services or investments of another Party;
 - (b) the exclusion of the procurement is not more trade restrictive than necessary to achieve its specific objective;
 - (c) the transparency obligations of AIT Article 508(1)(c) are complied with; and
 - (d) the Party seeks to minimize the discriminatory effects of the exclusion on suppliers of the other Parties.

¹⁴ AIT Article 508(1)(c) provides that:

"[N]otice of all such excluded procurements is provided no later than the time the contract is awarded by the methods usually used to publish this type of procurement under Article 506(2); this notice must provide details of the exceptional circumstances and, when published on an electronic tendering system, it must be accessible for a period of time sufficient to allow suppliers to become aware of the procurement; and notice of all such excluded procurements with details of the exceptional circumstances is also given to other Parties no later than the time the contract is awarded via email transmitted to the Internal Trade Secretariat which will redistribute it to the contact points designated under Article 512..."



SCHEDULE C

Agreement between the Government of Canada and the Government of the United States of America on Government Procurement (CUSPA) and the World Trade Organization Agreement on Government Procurement (GPA)

This schedule provides additional information on the procuring entities subject to the procurement rules of the CUSPA/GPA and additional exclusions to those rules that may be available.

C-1. Scope and Application

1. All procuring entities subject to the procurement obligations of the CUSPA/GPA must provide open and non-discriminatory access to the qualified suppliers of the United States¹⁵, in accordance with the CUSPA/GPA, where the procurement is not otherwise excluded and is valued at or above the following thresholds:

Procurement of	Thresholds
Goods	\$548,700
Services	\$548,700
Construction	\$7,700,000

C-2. Excluded Entities

1. The following procuring entities are not subject to the procurement obligations of the CUSPA/GPA. These entities are not obliged to open their procurements to the qualified suppliers of the United States¹⁶. However, if a procurement is also subject to the NWPTA, it must be open to suppliers of British Columbia, Alberta and Saskatchewan.

(a) British Columbia

Legislative Assembly
All Crown corporations
All MASH sector entities

(b) Alberta

Legislative Assembly
Legislative Assembly Office
Office of the Auditor General

¹⁵ Note, it is anticipated that Canada will extend GPA procurement commitments to a number of other WTO-Member countries in the near future.

¹⁶ See footnote 16, above.



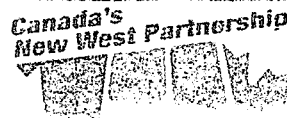
Office of the Chief Electoral Officer
 Office of the Ethics Commissioner
 Office of the Information and Privacy Commissioner
 Office of the Ombudsman
 All Crown corporations
 All MASH sector entities

(c) Saskatchewan

Legislative Branch Entities
 All Boards and Agencies (except Public Employee Benefits Agency,
 Saskatchewan Archives Board and the Saskatchewan Arts Board)
 All Crown corporations
 All MASH sector entities

C-3. Excluded Procurements

1. In addition to the general exclusions listed in Part C, Section X (Exceptions or Qualifications), the CUSPA/GPA does not apply to procurements:
 - (a) for the acquisition or rental of land, existing buildings or other immovable property or the rights thereon;
 - (b) or the acquisition of fiscal agency or depository services, liquidation and management services for regulated financial institutions or services related to the sale, redemption and distribution of public debt, including loans and government bonds, notes and other securities;
 - (c) with preferences or restrictions relating to highway projects;
 - (d) with preferences or restrictions associated with programs promoting the development of distressed areas;
 - (e) of:
 - (i) goods purchased for representational or promotional purposes; or
 - (ii) services or construction purchased for representational or promotional purposes outside the territory of a Party;
 - (f) of goods, services or construction services purchased for the benefit of, or which is to be transferred to the authority of, school boards or their functional equivalents, publicly-funded academic institutions, social services entities or hospitals;
 - (g) with the application of restrictions that promote the general environmental quality of a Province, as long as such restrictions are not disguised barriers to trade;
 - (h) made by a covered entity on behalf of a non-covered entity;



- (i) services for management and operation contracts of certain government or privately-owned facilities used for government purposes, including federally-funded research and development;
 - (j) by public utilities;
 - (k) of architectural and engineering services related to airfield, communications and missile facilities;
 - (l) of shipbuilding and repair and related architectural and engineering services;
 - (m) of all services, with reference to those goods purchased by provincial police forces which are not identified as subject to coverage by the CUSPA/GPA;
 - (n) of dredging services;
 - (o) of urban rail and urban transportation equipment, systems, components and materials incorporated therein as well as all project related materials of iron or steel;
 - (p) of contracts respecting FSC 58 (communications, detection and coherent radiation equipment);
 - (q) of agricultural products made in furtherance of agricultural support programs or human feeding programs;
 - (r) with set-asides for small and minority businesses;
 - (s) of transportation services that form a part of, or are incidental to, a procurement contract;
 - (t) of printing and publishing services;
 - (u) in respect of security exemptions including oil purchases relating to any strategic reserve requirements;
 - (v) in respect of national security exceptions including procurements made in support of safeguarding nuclear materials or technology;
 - (w) made with a view to commercial resale; and
 - (x) made by one government entity from another government entity.
2. Where a procurement is excluded under the CUSPA/GPA but covered under the NWPTA and/or the AIT, procuring entities may limit the procurement to NWPTA and/or AIT suppliers, as the case may be.



C-4. Procurements of Services

1. The CUSPA/GPA provide special rules relating to the procurement of services. Generally, these Agreements only apply to those services specifically listed below, and for only those GPA countries that have extended reciprocal access to those same services:

- (a) code and protocol conversion services;
- (b) enhanced or value added telecommunications services for the supply of which the underlying telecommunications facilities are leased from providers of public telecommunications transport networks; and
- (c) the following services, as classified according to the United Nations Central Product Classification System (version "prov.") :

5. Construction work and constructions; land

51 Construction work

6. Trade services; hotel and restaurant services

633 Repair services of personal and household goods

641 Hotel and other lodging services

642 Food and serving services

643 Beverage servicing services for consumption on the premises

7. Transport, storage and communications services

7471 Travel agency and tour operator services

7512 Courier services

7523 Data and message transmission services

8. Business services agricultural, mining and manufacturing services

821 Real estate services involving own or leased property

822 Real estate services on a fee or contract basis

83106 Leasing or rental services concerning agricultural machinery and equipment without operator

83107 Leasing or rental services concerning construction machinery and equipment without operator



- 83108 Leasing or rental services concerning office machinery and equipment without operator
- 83109 Leasing or rental services concerning other machinery and equipment without operator
- 83203 Leasing or rental services concerning furniture and other household appliances
- 83204 Leasing or rental services concerning pleasure and leisure equipment
- 83209 Leasing or rental services concerning other personal or household goods
- 841 Consultancy services related to the installation of computer hardware
- 842 Software implementation services
- 843 Data processing services
- 844 Data base services
- 845 Maintenance and repair services of office machinery and equipment including computers
- 849 Other computer services
- 86501 General management consulting services
- 86504 Human resources management consulting services
- 86505 Production management consulting services
- 8660 Services related to management consulting (except 86602 arbitration and conciliation)
- 8674 Urban planning and landscape architectural services
- 8676 Technical testing and analysis services
- 874 Building-cleaning services
- 876 Packaging services
- 8814 Services incidental to forestry and logging
- 883 Services incidental to mining
- 8861 Repair services of fabricated metal products, except machinery and equipment, on a fee or contract basis



8862 Repair services of machinery and apparatus n.e.c., on a fee or contract basis

8863 Repair services n.e.c. of office, accounting and computing machinery, on a fee or contract basis

8864 Repair services of electrical machinery and apparatus n.e.c., on a fee or contract basis

8866 Repair services of medical, precision and optical instruments, watches and clocks, on a fee or contract basis

9. Community, social and personal services

940 Sewage and refuse disposal, sanitation and other environmental protection services

Appendix D

Procurement Summary - 2010 to 2014

Year	Greater Victoria	Outside of Greater Victoria	Total Procurement (excluding JSB)	Percent Spent in Greater Victoria
2010	\$ 50,310,294	\$ 19,582,616	\$ 69,892,910	72%
2011	51,364,971	17,266,029	68,631,000	75%
2012	52,680,437	20,464,112	73,144,549	72%
2013	49,230,206	17,002,342	66,232,548	74%
2014	46,282,418	17,764,909	64,047,328	72%
	<u>\$ 249,868,326</u>	<u>\$ 92,080,008</u>	<u>\$ 341,948,334</u>	<u>73%</u>

**Purchasing Authority Spending Limits
Metro Vancouver Municipal Purchasing Group (MVMPG)**

	N VAN DIST	PITT MEADOWS	POCO	PORT MOODY	RICHMOND	SAANICH	SURREY	VANCOUVER	VICTORIA	WEST VAN	WHITE ROCK
ACQUISITION AUTHORITY											
Purchasing Manager	Unlimited, with supporting approval from user dept	Up to \$25K	Up to \$50K	Up to \$75K	Up to \$25K	N/A	Up to \$50K	Up to \$250K	Up to \$200K	No Response	No Response
Division Manager	Up to \$50K	Up to \$25K	N/A	Up to \$75K	Up to \$50K Along with Purch. Mgr.	N/A	From \$10K to \$200K	Up to \$75K	N/A	N/A	Directors up to \$30K
GM (Dept Director)	Up to \$100K	Up to \$50K	Up to \$50K	Up to \$200K	Up to \$100K along with Purch. Mgr.	Up to \$200K	Up to \$300K	Up to \$500K	Up to \$500K	No Response	Director of Fin and Eng up to \$75K
City Manager (CAO)	In excess of \$100K (with applicable GM Approval)	In excess of \$50k up to \$200 In excess of \$200k for low bid	In excess of \$50K	Unlimited with approved budget	Up to \$500K (GM of Fin also \$500K).	N/A	Up to \$500K	Up to \$2mill or up to \$500K if outside of standard contracting conditions	In excess of \$500K	No Response	Up to \$150K and any sole source
City Council (Board of Directors)	Not required if expenditure is in the approved financial plan	In excess of \$200k for non-low bid	Not required if expenditure is in the approved financial plan	Not required if expenditure is in the approved financial plan	In excess of \$500K	In excess of \$200K	In excess of \$500K	In excess of \$2mill or in excess of \$500K if outside of standard contracting conditions	Not required if expenditure is in the approved financial plan	Not required if budget approved Major capital and in excess of \$1 mill report in camera	In excess of \$150K
	N VAN DIST	PITT MEADOW	POCO	PORT MOODY	RICHMOND	SAANICH	SURREY	VANCOUVER	VICTORIA	WEST VAN	WHITE ROCK
ACQUISITION METHODS											
Discretionary	Up to \$10K	Up to \$5K	Up to \$1K	Up to \$1K	Up to \$1K	Up to \$10K	Up to \$10K	Up to \$5K/Up to \$30K for Purch. Mgr.	Up to \$10K	Up to \$10K	Up to \$1K
3 quotes	Up to \$75K	\$5K to \$25K	Up to \$5K	Verbal up to \$20K and written up to \$75K	Up to \$25K	Over \$10k	Up to \$500K	Up to \$300K	RFO Up to \$30K	Up to \$50K	Up to \$10k
Consultant 3 proposals	N/A	N/A	In excess of \$25K	As above	No Response	n/a	In excess of \$75K	Up to \$30K Purch. Mgr. In excess of \$30K Council	N/A	N/A	N/A
Formal Competition	In excess of \$75K	In excess of \$50K	In excess of \$50K	In excess of \$75K and \$200K for construction	In excess of \$25K majority & in excess of \$250 for construction	in excess of \$50K	In excess of \$75K (Goods and Services) (\$200K Const.)	In excess of \$300K	in excess of \$30K	In excess of \$50K (considering going to in excess of \$100K)	Over \$50k

Appendix E

Purchasing Authority Spending Limits
Metro Vancouver Municipal Purchasing Group (MVMPG)

	ABBOTSF ORD	BURNABY	CAMPBELL RIVER	CHILWK	COQUIT	DELTA	LANGLEY TOWN	METRO VAN	MAPLE RIDGE	MISSION	NANAIMO	NEW WEST	N VAN CITY
ACQUISITION AUTHORITY													
Purchasing Manager	Up to \$350K	Up to \$100K	Up to \$50K	Up to \$75K	Up to \$50K	Up to \$25K	No Response	Up to \$500K	\$20K on purchasing budgets, no authority on others.	No Response	Up to \$75K	Unlimited if budgeted item	Unlimited if budgeted item
Division Manager	N/A	Up to \$50K	Up to \$10K	N/A	Varies	Up to \$25K	N/A	N/A	N/A	Up to \$50K	N/A	N/A	N/A
City Manager (CAO)	Up to \$200K	Up to \$50K	Up to \$50K	Up to \$75K & \$200K for construction	all amts. if budgeted	Up to \$50K	Up to \$500K	N/A	Up to \$100K	Up to \$100K	Up to \$250K	Up to \$75K	Unlimited
City Council (Board of Directors)	Up to \$350K	Up to \$250K	Up to \$100K	City Clerk Up to \$75K	Unlimited	N/A	Unlimited	Up to \$5M	Up to \$150K	Up to \$250K	Up to \$250K	Up to \$150K	Unlimited
	In excess of \$350K	In excess of \$250K	In excess of \$100K	In excess of \$75K	Not required if expenditure is in the approved financial plan	In excess of \$50K	Not required if expenditure is in the approved financial plan	In excess of \$5M	In excess of \$150K	In excess of \$250K	In excess of \$250K	Not required if expenditure is in the approved financial plan	Not required if expenditure is in the approved financial plan
	ABBOTSF ORD	BURNABY	CAMPBELL RIVER	CHILWK	COQUIT	DELTA	LANGLEY TOWN	METRO VAN	MAPLE RIDGE	MISSION	NANAIMO	NEW WEST	N VAN CITY
ACQUISITION METHODS													
Discretionary	Up to \$5K	Up to \$5K	Up to \$1K	Up to \$5K	Up to \$50K	Up to \$2500	up to \$1,500 with p-card	Up to \$5K	Up to \$20K	Up to \$5K Mgrs approval required if not lowest	Up to \$25K	Up to \$15K	Up to \$25K
3 quotes	Up to \$200K	Up to \$25K	Up to \$10K	Up to \$75K	Over \$50K	Up to \$25K	Up to \$15K	Up to \$75K and \$200K for construction	Up to \$75K	Up to \$50K	Up to \$75K	Up to \$75K	Up to \$75K
Consultant 3 proposals	Negotiate	Up to \$50K	In excess of \$10K	N/A	QBS direct negotiation & award or RFP in accordance with acquisition limits	N/A	N/A	N/A	N/A	N/A	Between \$25K & \$75K	Up to \$75K	N/A
Formal Competition	In excess of \$350K	In excess of \$50K	In excess of \$10K	In excess of \$75K	In excess of \$75K	In excess of \$25K	In excess of \$100K	In excess of \$75K and \$200K for construction	In excess of \$75K	In excess of \$50K	In excess of \$75K	In excess of \$75K	In excess of \$75K

Proposed Amendments to Expenditure Bylaw



Goals of Competitive Procurement

- Obtain goods and services needed to achieve City's objectives
- Provide best value for the taxpayers
- Open, fair and transparent access to City business
- Adhere to legislation, expenditure bylaw/policy and good procurement practices



Bylaw or Policy

- Council sets policy direction through a bylaw or policy
- No legislative requirement to have a bylaw
- Best practice research indicates that most municipalities have policies, not bylaws



New West Partnership Trade Agreement (NWPTA)

- Agreement between BC, Alberta & Saskatchewan
- Applies to municipalities
- Requires open and non-discriminatory access to procurements
 - \$75,000 or greater for goods
 - \$75,000 or greater for services
 - \$200,000 or greater for construction



Proposed Changes

- Sustainability Guidelines
 - To encourage the use of environmentally friendly and fair trade/ethical products, services and practices
- Community Involvement
 - To strengthen the City's support for community involvement and to recognize a vendor's community involvement at the local, national or international level
- State of Emergency
 - To provide expenditure authority to Emergency Operations personnel



Proposed Changes

- Single Source Purchases/Notice of Intent
 - To provide vendor community notice prior to Single Sourcing
 - Emergencies would still be exempt
- Standards of Conduct
 - To embed ethical procurement practices in bylaw/policy
- Approval Limits
 - To increase Request for Offer limits to \$50,000



Proposed Changes

- Efficiency/Clarification Amendments
 - To allow for electronic Tender & RFP submissions
 - To allow access to other governmental agencies' procurements
 - Exclusions
 - To clarify that the expenditure bylaw/policy does not cover some procurement processes such as investments
 - To allow for the purchase used goods and equipment



Recommendations

That Council:

1. Direct staff to bring forward a Procurement Policy for Council's approval as outlined in this report or as amended by Council
2. Repeal the Expenditure Bylaw after approval of the Procurement Policy





Governance and Priorities Committee Report

For the Meeting of January 7, 2016

To: Governance and Priorities Committee **Date:** November 26, 2015

From: Katie Hamilton, Director of Citizen Engagement and Strategic Planning
Susanne Thompson, Director of Finance

Subject: Summary of Feedback on Proposed Changes to the Strategic Plan Grant Policy

RECOMMENDATIONS

That Council direct staff to:

1. Make the following amendments to the Strategic Plan Grant Policy:
 - a. Implement a maximum grant amount of \$25,000
 - b. Allow only one strategic plan grant application per organization
2. Develop a communications strategy for all the City's grant programs

EXECUTIVE SUMMARY

On September 17, 2015, Council made the following changes to the Strategic Plan Grant Policy:

- Applicants are required to demonstrate which strategic outcome their project will achieve
- All festival applications will be redirected to the Festival Investment funding stream
- All projects that impact public space will be redirected to a new Neighbourhoods funding stream
- The application form will request the applicant to provide the following additional information:
 - Outline which strategic outcome (not just which strategic objective) the project would achieve
 - Outline who and how many would benefit from the project
 - Outline how much of the project cost is being requested
 - Identify and provide proof whether other funding sources have been confirmed or are pending
- Staff will provide options for Council to fit the grant requests within the available funding

City Council considered changes to the Strategic Plan Grant Policy by adding a number of limits as follows:

- Fund only one-time project grants; no operating funding
- Fund only projects that primarily benefit City of Victoria residents, not Greater Victoria
- Reduce the cap for project grants from 75% to 50% of total project cost
- Implement a maximum grant amount of \$25,000
- Allow only one strategic plan grant application per organization
- For arts applications, reduce the eligibility to only those organizations that are not eligible for a CRD arts grant

Prior to considering the proposed limits, outlined above, Council directed staff to seek feedback from previous grant applicants and recipients. As a result, outreach was done to all applicants and grant recipients between October 19 and November 16, 2015, and as a result, 27 written submissions were received. Each submission is attached.

Themes of the feedback include:

- Appreciation for grant funding and expressed need for continuing grant programs
- Several responding organizations expressed the need for maintaining or increasing grants for operating funds
- Organizations have also expressed the need for certainty of process and ample notification for grant opportunities
- Several organizations weren't certain how to interpret the City's language around one-time funding and in some cases, weren't certain which category best fit their program – both in terms of definition and how the changes might benefit/impact them
- The need for improved grant information and definitions, and clarity of process and increased notification is desired, regardless of changes
- Mixed feedback about the grant maximum of \$25,000. Some thought this was a positive way of maximizing the volume of grant requests as long as it did not mean that the overall funding was reduced, but organizations that have received annual grants over \$25,000 expressed strong concern.
- Mixed feedback about reducing project grants from 75% to 50% of total project costs
- Multiple organizations acknowledged the focus on Victoria residents, but felt their programs benefited others in Region, and while primary focus could be on Victoria, the result may be too restrictive
- Demonstrated high familiarity with the City's strategic plan
- Appreciation for the opportunity to provide input on the proposed changes

Staff recognize that the language used to describe “one-time” funding must be improved to reflect the intention. The intention is to state that funding is considered annually, and one grant per organization will be considered. It does not preclude organizations from applying for a grant for the same program, and receiving the same grant every year. The intention of the proposed change is to denote that the funding should not be relied on for funding annual operating expenses.

A new fund was proposed to Governance and Priorities Committee on December 3 that increases funding for neighbourhood public space projects, which may also create more capacity within the Strategic Plan Grant budget for organizations not proposing public space projects.

Staff consulted the Capital Regional District (CRD) Arts office on the impacts of limiting eligibility for arts and culture applications to only those not eligible for CRD arts grants. Upon researching and consulting CRD further, it appears this could have a significant impact to those groups, as the CRD program offers broad eligibility capturing virtually all arts and cultural groups. The changes, as proposed, would eliminate all Victoria arts organizations from City of Victoria grants. Adding the distinction and definition of “amateur” arts organizations may accomplish Council's direction to support grassroots arts organizations.

In 2015, Council approved strategic plan grants totalling \$249,298 including \$22,710 for grants impacting public space. This allocation included \$25,000 in unspent funding from 2014 as well as an additional allocation of \$36,000 from the Strategic Objectives Account.

The 2016 draft budget includes \$639,612 for strategic plan grants, including \$458,070 of funding that was previously allocated for fee-for-service grants. In addition, the recently approved \$120,000 "My Great Neighbourhood" fund will provide funding for public space projects,

COMPARISON OF 2015 AND 2016 GRANT PROGRAMS

	2015 Paid	Draft 2016
Strategic Plan Grants	\$249,298	\$639,612
Fee-for-service Grants	\$458,070	\$ 0
My Great Neighbourhood Fund	\$ 0	\$120,000
Total	\$707,368	\$759,612

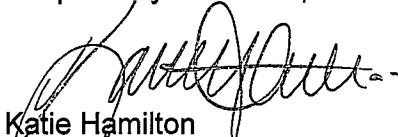
Based on the feedback received, staff recommend that the Strategic Plan Grant Policy continues to provide grants for operating funding, continues to fund projects that benefit residents of Greater Victoria, continues to fund up to 75% of project funding, and continues to fund arts applications even if they are eligible under the CRD's arts grants. It is also recommended that only one strategic plan grant application be allowed per organization and that a maximum grant of \$25,000 be implemented to ensure that limited funding is distributed among the many organizations that apply for City grants. To support all of the changes that have been implemented over the past year, it is recommended that a communication strategy be developed and implemented.

Next Steps

Upon approval of further changes (if any) to the policy, a communications plan will be developed and implemented to provide clear information to grant applicants. The Strategic Plan grant intake period would open February 1, 2016 and applications would be accepted for a two-month period to allow organizations sufficient time, followed by a report to Council in April, 2016 to seek direction and approval of the 2016 Strategic Plan grants.

The intake for Micro-grants and Community Garden Volunteer Coordinator grants will open immediately with a closing date of January 31, 2016 to allow for Council approval in February and payment of the grants in early March as outlined in the approved policy.

Respectfully submitted,



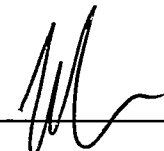
Katie Hamilton
Director, Citizen Engagement and Strategic Planning



Susanne Thompson
Director, Finance

Report accepted and recommended by the City Manager:

Date:


 December 27, 2015

List of Attachments

Appendix A: Letter to grant applicants and recipients

Appendix B: Feedback from 27 organizations

Appendix C: Governance and Priorities Committee report of Dec 3, 2015 – Proposed Participatory Budgeting and “My Great Neighbourhood Fund”

Appendix D: Governance and Priorities Committee report of September 17, 2015 –Lessons Learned from Implementing the City’s New Grant Process and Direction Regarding Potential Changes in the Policy

APPENDIX A – Letters to grant applicants and recipients

From: Citizen Engagement [mailto:engage@victoria.ca]

Sent: October-19-15 2:32 PM

To: Citizen Engagement

Subject: Feedback on City of Victoria Grant Programs

The City of Victoria has five grant programs that provide financial support to community organizations to advance important programs and services to Victoria residents. The program areas are:

- Direct-Award Grants
- Strategic Plan Grants
- Micro Grants
- Community Garden Volunteer Coordinator Grants
- Festival Investment Grants

Direct-Award grants are grants paid to organizations that deliver a service on behalf of the City on an ongoing basis, including organizations that operate a City-owned facility. These grants are awarded annually by Council without a competitive process; annual reporting back to the City is required. Direct-award grants include:

- Operating, youth programming and youth outreach grants to community and seniors centres
- Per capita grants to each neighbourhood
- Grants to Victoria Civic Heritage Trust and Victoria Heritage Foundation
- Grant to Recreation Integration Victoria

Strategic Plan grants are awarded annually by Council through a competitive process. A policy outlines the requirements for applicants.

Micro-grants are maximum \$500 to cover supplies needed for food production in commons and community gardens. Council awards these through a competitive process annually and falls under the same policy as Strategic Plan grants.

Community Garden Volunteer Coordinator grants are available to neighbourhoods that have community gardens which are established under the City's Community Garden Policy, with food production as the primary focus. These grants are to fund a person to coordinate volunteers.

Festival Investment Grants are guided by the Festival Investment Grant Policy and are awarded by Council through a competitive process annually.

In 2015, Council also awarded a block of grants called "fee-for-service". These grants have historically been awarded without a competitive process. The intent for 2016 is to discontinue this program and those organizations would be eligible to apply under the Strategic Plan grant category.

For 2016, Council has made the following changes to the Strategic Plan Grant Policy:

- Applicants are required to demonstrate which strategic *outcome* their project will achieve
- All festival applications will be redirected to the Festival Investment funding stream
- All projects that impact public space will be redirected to a new Neighbourhoods funding stream
- The application form will request the applicant to provide the following additional information:
 - o Outline which strategic outcome (not just which strategic objective) the project would achieve
 - o Outline who and how many would benefit from the project
 - o Outline how much of the project cost is being requested
 - o Identify and provide proof whether other funding sources have been confirmed or are pending
- Staff will provide options for Council to fit the grant requests within the available funding

Council is also considering making changes to the Strategic Plan Grant Policy by adding a number of limits as follows:

- Fund only one-time project grants; no operating funding

- Fund only projects that primarily benefit City of Victoria residents, not Greater Victoria
- Reduce the cap for project grants from 75% to 50% of total project cost
- Implement a maximum grant amount of \$25,000
- Allow only one strategic plan grant application per organization
- For arts applications, reduce the eligibility to only those organizations that are not eligible for a CRD arts grant

We are seeking input on the potential changes, noted above, from affected organizations before final consideration is given by Council on these policy changes. If you're interested in providing feedback, please email grants@victoria.ca by Monday, November 2, 2015. Your written submission will be provided to Council as part of the public agenda.

From: Citizen Engagement

Sent: Thursday, October 29, 2015 12:46 PM

To: Citizen Engagement

Subject: EXTENSION FOR FEEDBACK ON PROPOSED CHANGES TO CITY GRANT POLICY

Responsive to feedback, the City of Victoria has extended the deadline for providing feedback on the changes to the Strategic Plan Grant Policy. The deadline is now Monday, November 16, 2015.

For 2016, Council has made the following changes to the Strategic Plan Grant Policy:

- Applicants are required to demonstrate which strategic outcome their project will achieve
- All festival applications will be redirected to the Festival Investment funding stream
- All projects that impact public space will be redirected to a new Neighbourhoods funding stream
- The application form will request the applicant to provide the following additional information:
 - o Outline which strategic outcome (not just which strategic objective) the project would achieve
 - o Outline who and how many would benefit from the project
 - o Outline how much of the project cost is being requested
 - o Identify and provide proof whether other funding sources have been confirmed or are pending
 - o Staff will provide options for Council to fit the grant requests within the available funding

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- Implement a maximum grant amount of \$25,000
- Allow only one strategic plan grant application per organization
- For arts applications, reduce the eligibility to only those organizations that are not eligible for a CRD arts grant

We are seeking input on the potential changes, noted above, from affected organizations before final consideration is given by Council on these policy changes. **If you're interested in providing feedback, please email grants@victoria.ca by Monday, November 16, 2015.** Your written submission will be provided to Council as part of the public agenda.

From: bboulter@beaconcs.ca [mailto:bboulter@beaconcs.ca]
Sent: Tuesday, November 3, 2015 9:44 AM
To: grants@victoria.ca
Subject: Strategic Grants policy feedback

Hi,

For many years Beacon Community Services has operated the Adult School Crossing Guard programs on behalf of the City of Victoria. Historically, we have received \$30K each year to operate. It is not clear where this type of funding falls would fall in the proposed new grants policy, but *if it falls in the strategic category* we have a number of concerns with the following limits:

- **One-time** – the program has operated for many years. Without new funding this would mean the program would end after 1 year;
- **Reduce funding to 50%** - this would mean the program would cover fewer intersections in Victoria;
- **Maximum grant of \$25,000** – this would represent a funding reduction and also result in a program scope reduction. As it is, our funding has not increased for over a decade and costs have increased;

For more than a decade we have operated this program. It is up to the City to determine the relative merits of this program and whether it is strategic or operating, or has been a good use of taxpayer dollars.

If the program is to be funded our preference would be to have operating funds budgeted each year in order to eliminate uncertainty each year. If funding is not going to be approved we appreciate having this information in advance in order to avoid incurring unrecoverable costs.

In summary, it is not clear where annual funding for the Adult School Crossing Guard program falls in the proposed grant policy. It truly is an annual operating program and not a one-time strategic initiative. I recommend Council allow for a separate category of operating grants to cover this and other similar programs in the community.

Regards,

Bob Boulter, CPA, CA
Chief Executive Officer
Beacon Community Services
2723 Quadra Street, Victoria, BC V8T4E5
250-658-7213

Beacon
Communit y
Services

Helping People ... Improving Lives



phone: 250-920-5775
mobile: 250-884-2960
fax: 250-920-5773

201-531 Yates St. Victoria BC V8W 1K7 PO Box 8837 Victoria, BC V8W 3S3

Email: frank@biketowork.ca
Web: www.biketoworkvictoria.ca

November 16, 2015

Mayor Lisa Helps and Council
City of Victoria
1 Centennial Square
Victoria, BC V8W 1P6

Re: Proposed Strategic Grant Policy Revisions

Dear Mayor Helps and Council:

The Greater Victoria Bike to Work Society (GVBTWS) greatly appreciates the support the City of Victoria has provided through its granting program and want Council to know we depend on City of Victoria funding as part of our financial well-being. We strongly support the work Council is doing to improve cycling infrastructure, and feel we have a strong role in achieving the City of Victoria strategic goal of *Completing a Multi-Modal and Active Transportation Network*, specifically by increasing the number of trips by bicycles.

As you may be aware, since 1997 the GVBTWS has organized and conducted the annual Greater Victoria Bike to Work event bringing communities together and tangibly increasing the number of people who cycle to work. This event contributes to the steady increase in commuter cyclists by getting people to try bike commuting in a fun atmosphere.

In addition, the GVBTWS offers exceptional Urban Bike Skills courses that have trained almost 3,000 kids, youth and adults since 2000. Our various bike skills course offering directly address the City's Strategic Plan: Objective #7 to *'Facilitate Social Inclusion and Community Wellness'*. We create *'opportunities for accessible sports and fitness by children and adults'* through subsidized course rates accessible to all income-levels, by working with local charitable organizations – such as WIN - to offer one free course to 'cyclists-in-need' per season. Courses are offered to suit a variety of work/home schedules and are available to all ages seven years old and up.

This past year the 21st annual Greater Victoria Bike to Work Week (BTWW) went off with a bang attracting 9,127 participants and 728 registered teams. These participants, including a record 1,346 new riders, cycled 439 620 kilometers during Bike to Work Week, off-setting 95, 310 kilos of equivalent carbon emissions.

The 2015 Greater Victoria Bike to Work Week event was financially supported by every Municipality in the Greater Victoria region with amounts ranging from \$200 to \$4,500. Our annual budget is close to \$350,000 with cash and in-kind contributions. . We have become united in our efforts towards active, sustainable transportation habits.

The City of Victoria contributed \$2,500, registering 485 teams with 355 new bike riders, averting 26,047 kilograms of greenhouse gas put into the environment. By comparison, the District of Saanich contributed \$4,500 with Saanich registering 130 teams with 223 new bike riders, averting 15,177 kilograms of greenhouse gas put into the environment.

Given our unique role in assisting the achievement of the City of Victoria's active transportation outcomes, the GVBTWS *would prefer its funding from the City be included in the City of Victoria's annual transportation budget*.

A Fee-for-Service Grant, as we have been provided the past three years, would be our next choice for access to City of Victoria funding, however the City's intent for 2016 is to discontinue these grants.

If we are required to apply for funding through the City's Strategic Grant process, we offer the following comments on the proposed changes:

Proposed change:

- *Fund only one-time project grants; no operating funding*
 - Response: This change may preclude the GVBTS from access to funding once a grant has been received due to the annual nature of our Bike to Work Week event.

Suggest that the wording "Fund only one-time project grants be deleted, and the words " Funds can only be used for event expenses excluding operating expenses"
- *Fund only projects that primarily benefit City of Victoria residents, not Greater Victoria*
 - Response: No issue as the residents of the City of Victoria are the primary beneficiaries of the Greater Victoria Bike to Work Week event
- *Reduce the cap for project grants from 75% to 50% of total project cost*
 - Response: No issue with this change
- *Implement a maximum grant amount of \$25,000*
 - Response: No issue with this change
- *Allow only one strategic plan grant application per organization*
 - Response: It is our understanding that this change is not intended to limit applicants from applying each year for funding.

Suggest the words "per year" are added after the word "application" to clarify this intent
- *For arts applications, reduce the eligibility to only those organizations that are not eligible for a CRD arts grant*
 - Response: No issue with this change

We hope that the comments offered above on the proposed Strategic Grants Policy changes are helpful to Council. The Greater Victoria Bike to Work Society looks forward to working with the City of Victoria to help meet its strategic goals, as we have done for the past 21 years.

Sincerely,



Frank Hudson, Executive Director
Greater Victoria Bike to Work Society

From: Andrea Paquette [mailto:babe@bipolarbabe.com]

Sent: Sunday, Nov 15, 2015 7:16 PM

To: Citizen Engagement

Subject: Bipolar Disorder of BC - FEEDBACK ON PROPOSED CHANGES TO CITY GRANT POLICY

Feedback from Andrea Paquette – Bipolar Disorder Society of BC

Council is also considering making changes to the Strategic Plan Grant Policy by adding a number of limits as follows:

- Fund only one-time project grants; no operating funding

(I feel this is really the wrong direction to go. Some one-time project funding applications are indeed one time warranted, but there are many worthy and deserving applications that require more than a one-time grant. Our programs are ongoing and sustainable and operating funding on a longer term basis (e.g. 3-year) is necessary to keep these programs going. If you only consider one-time funding then the City loses sustainable projects which is truly at the heart of the services that are currently running and funded. It is also not clear if you have to continually apply with a 'new' application each year? If you are always funding one off applications, then where does this leave organizations that are providing very worthy and necessary services on an ongoing basis? If you mean allow people to apply each year while allowing the same program, then perhaps this would solve the issue.)

- Fund only projects that primarily benefit City of Victoria residents, not Greater Victoria

(I do not feel this is the right avenue to take as programs such as ours e.g. peers support groups, education on mental health in schools and in the community may have residents from the City but also from other areas. Trying to keep projects just to your City residents causes a lot of strain on the organization trying to deliver the program. I feel that it is important to always include City of Victoria residents as much as possible, but not cause an issue for such projects that include other residents. Trying to contain a project to just City residents, such as a peer support group is nearly impossible as we would have to turn people away because of their postal code. I do see worth in ensuring the bulk of participants are City of Victoria folks, but I have seen this issue as constraining in other municipal grant applications and causes inflexibility.)

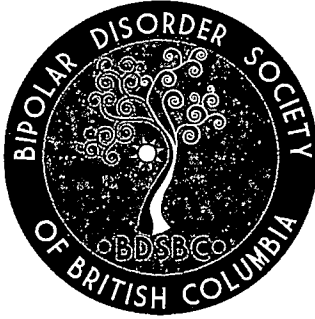
- Reduce the cap for project grants from 75% to 50% of total project cost

I feel that 75% is fair. Some of our programs are small such as \$10,000 per year and to only offer \$5000 would pose a problem in many cases. Perhaps consider a cap such as %75 up to \$30,000 then %50 for over \$30,000.

- Implement a maximum grant amount of \$25,000

This is fair. It would help spread the money around further. \$25,000 per year max, but I would not suggest over 3 years for instance.

- Allow only one strategic plan grant application per organization



I think this is really a good idea. It ensures that as many organizations as possible get a chance for funding. ☺

Thank you for all you do!
Andrea

Andrea Paquette, Executive Director

Phone: (778) 678-2223

E-mail: babe@bipolarbabe.com

Website: www.bipolarbabe.com



Visit our website for information on the [Bipolar Youth Action Project](#)
Like our [Facebook Page](#) for Bipolar Youth Action Project updates.

From: Sandra McGibbon [mailto:Finance@bridgesforwomen.ca]
Sent: Thursday, November 5, 2015 9:24 AM
To: grants@victoria.ca
Subject: Feedback on proposed changes to granting policy

To whom it may concern,

I am writing to express concern over one of the proposed amendments to the Strategic Plan Grant Policy. The proposal to fund only one-time only projects is an uncomfortable barrier for long-standing service providers such as ourselves.

Bridges for Women Society has been operating for over 27 years. We have reached this grand old age by developing a model for promoting economic stability for women survivors of abuse and violence, supporting them as they work through the impacts of abuse and move from living on Income Assistance into sustainable employment.

As the times have changed, so has the model, moving from strength to strength and currently seeing the highest numbers of clients ever. The work we do fully supports Strategic Objective number 7, enhancing the quality of life for hundreds of women in the City of Victoria area.

For a program such as ours, funding available for one-off projects is limiting and does not promote the stable offering that we have been able to provide to date. In our field, we work with many women who are struggling with family issues, whether that's legal challenges or negotiating MCFD; we support our clients as they locate affordable housing, supporting them through the search and hurdles involved here. A significant amount of time is spent guiding women through the challenges brought on by mental illness and the effect this has on all aspects of their life, not just their employability. On a larger scale, when a strategic plan is intended to provide guidance over a longer term in order to ensure stability and growth to the City, one-time only projects may be more detrimental to this outcome than helpful.

Yours sincerely,

Sandra McGibbon
Finance & Information Manager
Bridges for Women Society
1809 Douglas Street
Victoria, BC V8T 4K5
Switchboard: 250-385-7410 x 114
DDI: 250-940-0723
Finance@bridgesforwomen.ca

Please Note Our new Address:
1809 Douglas Street
Victoria, BC, V8T 4K5



"Through our actions of love, support, and validation we prevent the darker forces from prevailing."
~ The Heart of Bridges, 2013

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Burnside Gorge Community Association

471 Cecelia Road, Victoria, BC V8T 4T4
T. 250-388-5251 | F. 250-388-5269
info@burnsidegorge.ca | www.burnsidegorge.ca

Nov 5, 2015

Katie Hamilton
City of Victoria
#1 Centennial Square
Victoria, BC

Dear Katie,

On behalf of the Burnside Gorge Community Association (BGCA) thank you for allowing us an opportunity to provide feedback on the recommended changes to the City's granting process. The support that the City provides to our organization as well as many others is of great value and we look forward to continuing a successful partnership in the future. We have included feedback on specific recommendations below.

Only fund one-time projects; provide no ongoing operating funding

- The City's identified strategic outcomes are multi-year targets with identified action plans. The proposed granting process would have limited ability to meet or contribute to the City's strategic outcomes as one-year project based funding does not allow for measurement of change and community impact over time. Multi-year programs allow agencies to invest in high-level evaluation and reporting practices which are critical for meeting long-term outcomes and measuring long term success. By limiting funding to one-year projects only there is a disincentive for agencies that provide long term services to residents of Victoria.
- Considering that community-based Fee for Service programs will be rolled into the Strategic Plan stream (with the exception of youth outreach), there is a precedent for the value of supporting ongoing service based programs.
- For purposes of clarity, including a clear definition of what the City considers ongoing operating costs would be really helpful in the application process as well.

Allow only one strategic plan grant application per organization

- This restriction does not support collaboration and partnership, particularly for those community agencies that act as a lead or "flow through" for smaller neighbourhood groups or agencies to accomplish grassroots neighbourhood projects or initiatives. Allowing more than one application creates opportunities for agencies to run programs while also supporting other groups to do the same.
- While a \$25,000 cap will assist with the volume of funding requests the City receives, it seems more effective to allow agencies to submit multiple proposals within that cap if they can address different strategic outcomes. An agency may have both a neighbourhood improvement project as well as a social service program. Both would contribute to the City's strategic outcomes and if the requests were within the overall cap of \$25,000 it would seem like a worthy use of funding. Non-profit organizations are highly skilled in the art of doing more with less and this would be an opportunity for the City to maximize its investment in those non-profit organizations to achieve strategic outcomes.

We recognize that this is a huge undertaking for City staff and appreciate being able to contribute in a meaningful way to the grant program process. Please let me know if we can provide any additional information.

Sincerely,

Suzanne Cole
Executive Director

From: Susan Belford [mailto:susanb@communicabc.org]
Sent: Friday, November 6, 2015 2:11 PM
To: grants@victoria.ca
Cc: Kathleen Bellamano
Subject: FEEDBACK ON PROPOSED CHANGES TO CITY GRANT POLICY
Importance: High

Hello

This feedback is coming from Communica: Dialogue and Resolution Services Society. We provide affordable conflict resolution for families, co-workers and communities as well as training in communicating effectively in conflict situations. We work with individuals, businesses and community organizations in all parts of the CRD.

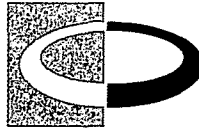
Our staff has examined the City of Victoria's proposed changes to grant policy, and we would like to share the following thoughts:

- Funding only projects that benefit ONLY City of Vic residents is prohibitively restrictive. That would require capturing and managing data and registering participants very differently for a lot of organizations –it would be cumbersome, costly and a procedural nightmare.
- It would be highly unfortunate to restrict funding only to new projects, rather than allowing operating costs. This actually undermines an organizations' capacity to plan and develop sustainable quality programs over the long term.

As to the changes that have already been made, I would note that it can be challenging to make a meaningful assertion about strategic outcomes with social services projects—particularly concerning outcome relating to mental health and addiction or those involving marginalized individuals—because those outcomes can happen very slowly, with lots of set-backs.

Thanks for the opportunity to respond,

Susan Belford
Funds and Programs
Communica: Dialogue and Resolution Services Society



COMMUNITY SOCIAL PLANNING COUNCIL
research·insights·solutions

October 21, 2015

Mayor and Council
 City of Victoria

I would like to provide this feedback on the City's proposed changes to grants.

Thank you for the opportunity to comment on the City's proposed grant policy. We are concerned about the proposed phasing out of multi-year fee for service grants. We have seen a steady decline in multi-year, predictable funding to the non profit community sector. This type of funding is essential for community agencies like ours to plan and deliver on social innovation, often tackling complex systemic issues such as we do, on poverty reduction, housing affordability and the coordination of responses to social issues such as the affordability challenges residents face. We have seen sharp declines in funding from senior levels of government for this work. We have also seen the formerly integrated inter-agency approach to granting by the core municipalities fragment. The United Way has phased out its core grant category. Now the City is proposing to do away with its multi-year grant category as well. The constant instability of short term grant cycles hampers our work, and prevents us from leveraging local predictable funding with grants from private foundations from outside the region who are always looking for matched local sources of funds, and willing to provide grants over longer time periods. We have for example leveraged \$150,000 in investment from the Catherine Donnelly Foundation (based in Toronto) to our local work on the Community Action Plan on Poverty partly because of the three year grant commitment from the City of Victoria.

In short we would like the City to reconsider and continue a "fee for service" three year grant cycle for core agencies that deliver essential support for elements of the City's Strategic Priorities. Just as the City's Strategic Plan needs to be multi-year to make effective progress, so does the grant cycle to leverage and unleash the potential of community partners to contribute.

Sincerely,

Rupert E. Downing
 Executive Director

Feedback Regarding the New City Grant Process*

* Based on 2015 City Grant Application process and observations of the Grant Approval Process by Council on August 5th, 2015

We hoped to provide some feedback on the new City of Victoria Grant process, now that one cycle of funding has completed (albeit a truncated one).

Community Garden Volunteer Coordinator Grants:

Benefits:

- Extremely valuable to recognize the capacity that a paid position will bring to food growing efforts in the region
- Consistently engaging volunteers has been one of the biggest challenges in creating and maintaining the Fairfield Food Forest - we expect that this grant will make exciting things possible in the garden by providing a consistent contact and support for volunteers

Challenges/suggestions:

- A simple one-page application and reporting form might make more sense than writing a letter to request the grant (it wasn't clear what was expected in the letter)
- Perhaps this grant could also be made available to neighbourhoods who are working on starting a garden – this was a multi-year process for us and much of the critical work is needed before anything goes in the ground

Community Garden Micro-Grants:

Benefits:

- Good, simple process in alignment with the City's goal of more urban food production

Challenges/Suggestions:

- It would be great to see more ad hoc community groups access this grant stream – hopefully that will happen as word gets out
- Still not clear who the cheque is written out to – seems like there is potential for conflict of interest.

Strategic Plan Grants:

Benefits:

- Wider scope of eligible organizations
- Alignment with current strategic plan

Challenges/suggestions:

- The scope of the City's strategic plan is extremely broad, as it should be for a municipality. This doesn't translate effectively into a single grant stream. Most funders have very specific grant streams (as with the City's previous system) or specific objectives that they want to reach within each granting cycle. This provides clear criteria for the funders to use in deciding where to allocate funds. Awarding grants within the entire scope of the strategic plan makes Council's job very difficult in deciding where to allocate funds.
- Certain elements of the strategic plan make sense to be executed in partnership with nonprofits, while certain elements do not. This could guide choice of grant streams.
- Allocation of funds demonstrated a lack of understanding of how nonprofits work. While most of the applicants do receive other funding, this is usually allocated to certain projects or services. Most of our funding has restrictions on how it can be used. Many of our programs and services already run at break even and some at a deficit. The expectation seemed to be that we could execute the projects proposed with 50% or 60% of funds requested. Some projects can be downscaled to fit the funding, but some cannot. Allocating funding to nearly every applicant at a greatly reduced rate does a disservice to nonprofits. It would be preferable to use specific criteria to determine which projects *are the best fit*, and to fund only those to an executable level.
- It did not seem that any clear criteria were used to guide decision making during the Grants Approval Process, rather an ad hoc canvassing of council members for support.
- Making funding decisions is, and should be, a labour intensive process, in which many factors are considered and applicants graded on how they reach those factors. This a job better allocated to staff with expertise in that area, rather than City Councillors. For instance, in the past granting process, our Community Centre Liaison had expertise in this area and was an excellent resource throughout the granting process. Council should shape policy; staff should execute it.
- Councillors should be voting on recommendations, rather than making decisions with no guidance or input on which projects have the best chance of success and of furthering the goals of the strategic plan. It did not seem as though council members were able to spend much time with each application, and seemed barely familiar with their contents when making decisions.
- It is difficult to say anything meaningful or add any detail not present in the application during a 5 minute presentation. Certainly questions regarding the application are useful to both parties but those could be via email or phone.

From: FED Victoria [mailto:info@get-fed.ca]
Sent: Monday, November 9, 2015 7:35 PM
To: grants@victoria.ca
Subject: Feedback on proposed changes to City grant policy

Good evening,

I am writing to express my concern about the proposed changes to the City grant policy outlined below. While some of the changes seem reasonable and effective, I am concerned that there are new restrictions that will limit the ability for some of Victoria's anchor non-profits to access funding that is necessary to their continuation.

Fund only one-time project grants; no operating funding

Many non-profits require operating funding in order to lay the ground work for one-time projects, coordinate volunteers and maintain project momentum. Operational funding is already limited because many other granting organizations will only provide project funding.

Reduce the cap for project grants from 75% to 50% of total project cost

A cap of 50% of project costs increases the likelihood that organizations will have 3 or 4 funders per project, increasing the time spent on grant writing and reporting. The reduction also seems a bit arbitrary considering strategic plan grants have significant variation in the amount of the funding requested.

Thank you for your attention to my feedback.

Cheers,

Heidi Grantner

FED Project Co-Ordinator

--

The FED Project Team

Building a downtown district that celebrates food & sustainability.

415-620 View St.
Victoria, BC V8W 1J6

www.get-fed.com

From: Jenny McCartney [mailto:jenny@lifecyclesproject.ca]
Sent: Thursday, November 12, 2015 10:53 AM
To: grants@victoria.ca
Subject: feedback

Hi there, I understand that you are reaching out for feedback from affected organizations, in regards to the potential granting changes. So i wanted to take a moment to let you know that I strongly disagree with the suggestion that funding should fund only one-time project grants.

This type of policy is a major problem in the non-profit realm, and highlights one of the major issues in perpetual non-profit insecurity, project insecurity, burnout and lack of sustainability in this city and beyond. It's understandable that funders want to be attached to fresh, new and exciting projects-- but the real work is in the not so glorified work of sustaining these projects-- for which there is very little funding available-- this needs to change!

I run the LifeCycles Fruit Tree Project. We run an enormous service to the City of Victoria-- we harvested over 50,000 lbs of fruits and vegetables this year, with over 20,000 lbs of fresh, local and organic produce going to food banks, and a huge amount going to volunteers and homeowners. The project is 18 years old, and is an important Victoria staple, and yet the programs' future is always uncertain because funders prefer to fund new projects-- despite the fact that our projects' great strength is it's long history in the city. We've implemented a social enterprise which helps with some costs of the program, but if we are to maintain the mandate of the project- which is to provide those who are in need with food, we need funders to be more willing to fund operational costs and long terms projects.

Thanks for considering my feedback,

--

*Please excuse delays in response as I work part-time hours

Jenny McCartney
Fruit Tree Project Coordinator
(250) 383-5800
jenny@lifecyclesproject.ca |
www.lifecyclesproject.ca



greater victoria
coalition to end
homelessness
hope has found a home

2nd Floor
941 Pandora Avenue
Victoria, BC V8V 3P4
www.victoriahomelessness.ca

November 2, 2015

RE: Proposed changes to the Strategic Grant Policy

City of Victoria Mayor and Council,

Thank you for the opportunity to provide feedback on the proposed grant policy changes.

The Coalition was created as the vehicle to implement findings from the *Mayor's Task Force on Breaking the Cycle of Mental Illness, Addictions and Homelessness (2007)*. Since 2008, the Greater Victoria Coalition to End Homelessness (Coalition) has been working toward our mandate to end homelessness funded in part by the City of Victoria's generous annual grant of \$100,000. While the restrictions and limitations of the grant have changed over the years, the purpose is clear - to coordinate the creation of housing in Victoria and the entire region and end homelessness. In demonstrating this commitment to end homelessness in the region, the City of Victoria grants have enabled the Coalition to facilitate the building of 274 supportive and 350 affordable housing units and more than 180 rental supplements.

Highlights for 2015

The 2015 City of Victoria funding has enabled the Coalition to release *Creating Homes, Enhancing Communities*, which is a plan to end chronic homelessness. This plan identifies the quantity of housing needed to address the challenge and the potential cost of such housing. The *Creating Homes, Enhancing Communities* plan has most recently been used as the primary research document for the City of Victoria's motion to the Capital Regional Hospital District for a Regional Housing First Strategy.

The 2015 funding from the City of Victoria has also contributed to the creation of the Aboriginal Coalition to End Homelessness. This organization, now in its infancy, will be critical to identifying and addressing the Island-wide issues that contribute to Aboriginal homelessness in Victoria.

Impacts of proposed changes:

Should the proposed limits be implemented the impacts on the Coalition not only would be enormous but also seriously limit the ability for the Coalition to execute the mandate set out by the Mayor's Task Force in 2007.

By limiting the grants to fund only projects that primarily benefit City of Victoria residents, not Greater Victoria, the Coalition will no longer be eligible for funding. This is contrary to the amazing leadership the City of Victoria has shown on the issue of homelessness.

Over and over again Mayor and Council have recognized that while a large percentage of those experiencing homelessness frequent the downtown core, the issue needs to be addressed regionally. In addition to the Regional Housing First Strategy the Mayor and councillors recently put forward to the Capital Regional Hospital District, the City of Victoria took a strong, community-minded step and showed their regional commitment to ending homelessness by funding a supportive housing project in the District of Saanich from the City's Housing Trust Fund.

Limiting grants to a maximum amount of \$25,000, only one strategic grant application per organization, and reducing the cap for projects from 75% to 50% of total project cost, would result in a significant reduction in the vital research, planning and housing development coordination the Coalition does. These changes would severely limit the Coalition's ability to impact in the community by bringing together key stakeholders, building relationships and work with local, provincial and federal partners to find solutions and get housing built.

We hope the Mayor and Council will consider the impacts to the Greater Victoria Coalition to End Homelessness and other organizations before moving forward with the proposed limits to the Strategic Plan grants.

Sincerely,

A handwritten signature in black ink, appearing to read 'K Stiles'.

Kelsi Stiles

Acting Executive Director,

Greater Victoria Coalition to End Homelessness



Greater Victoria
Development Agency

A natural place to do business

November 12, 2015

City of Victoria
1 Centennial Square
VICTORIA, BC V8W 1P6

SUBJECT: Feedback on proposed changes to Fee-for-service contracts relating to City of Victoria

Dear Mayor and Council:

The Greater Victoria Development Agency (GVDA) is the trade name for an industry and stakeholder-driven economic development initiative that has been leading economic development in the Greater Victoria metropolitan area for the last eight years. In this short history and in spite of having a fraction of the per capita funding of other economic development offices, the GVDA has accomplished a lot. We are particularly proud of the three-year, \$1.6 million Trade and Investment Program that we put together and launched with the assistance of dozens of stakeholders and Western Economic Diversification Canada. This program is in the midst of year two of operations and will conclude in 2017. With this rich history in mind, we wish to inform you of some proposed changes that we are working on in order to enhance regional economic development. However, if the efforts do not come to fruition, we are proposing below that the GVDA maintain a fee-for-service arrangement with the City of Victoria; rather than routing into the Strategic Plan Grant Policy.

Early in 2015, many of the region's Mayors determined that periodic conversations amongst themselves may help address some of the barriers to large regional projects and/or issues. One of the issues that was brought forward was the region's economy. While Greater Victoria has enjoyed a relatively stable economy (in that massive unemployment is rare) the reality remains that job creation numbers are not robust enough to keep new graduates in the region nor are the jobs that are created necessarily the right kind of jobs that will result in the region's long-term sustainability. With this issue in mind, the Mayors invited the GVDA and several Chambers of Commerce to propose a new region-wide approach that would be more equitable and have more resources with which to pursue solutions to these issues. On November 7th, the GVDA—along with partner organizations—presented this new model to elected officials throughout the region with the intent of Councils voting to support the new initiative in the coming weeks. However, if a majority of Councils do not support this movement, the GVDA would be in a very difficult position and would be unlikely to proceed operationally unless historical funders remain intact. We certainly hope that this new approach comes to fruition.

The proposed changes to GVDA funding (if moved within the Strategic Plan Grant Policy) would have several implications as noted below:

- "Fund only one-time project grants; no operating funding"

The GVDA currently operates on \$80,000 of municipal funding (\$50,000 from the City of Victoria and \$30,000 from the District of Saanich) as well as limited corporate and stakeholder funds; however, the GVDA currently leverages this operation amount with a \$300,000 per year of

Federal Government project funds (for economic development projects and programs) as well as a further \$200,000 per year of approximate stakeholder funds which are leveraged against the Federal funds. Federal funding parameters currently do not allow any operational expenditures to be included in claims.

- “Fund only projects that primarily benefit the City of Victoria residents, not Greater Victoria”

The GVDA forms its mandate based on behaviour of the economy. It is well established that economies at local levels function in a fluid and borderless fashion—as dictated by consumer behaviour as well as commutershed and transportation patterns. This means that most program and project-related interventions designed to improve economic conditions would be best organized at a regional level. Ideally, the City of Victoria would seek to align their economic development activities with regional activities and thus providing maximum benefit to City of Victoria residents.

- “Implement a maximum grant amount of \$25,000”

The GVDA current contract with the City is for \$50,000 per year. This amount has not been adjusted for inflation nor cost increases in any recent year. The GVDA has delivered quality service to the city at this amount for many years. Should this constraint of \$25,000 be approved, the GVDA would face significant shortfall.

As stated, we are optimistic that the new approach being put forth through the next few week will be adopted by a majority of Councils in the region; however, in the event that this does not occur we propose that the City of Victoria maintain its relationship with the GVDA on a fee-for-service basis.

We welcome further engagement on this. Please contact me by email dgislason@gvda.ca or by phone 250-360-3478 to arrange a meeting with our Chair Dan Dagg or another member of our executive committee.

Sincerely,



Dallas Gislason
Economic Development Officer
Greater Victoria Development Agency (GVDA)



27th October, 2015

Thank you for the opportunity to provide input on the potential changes to the City of Victoria's Strategic Plan Grant Policy.

James Bay Community Project (JBCP) began 40 years ago, and since then there has been continual development of the services as JBCP has responded to community needs within the City of Victoria. JBCP offers diverse opportunities for volunteerism (we have 300 volunteers) and serves children birth to 19, parents, seniors, adults with disabilities, the homeless, low-income families and immigrant families.

JBCP has been fortunate to have received Sustainability Grants and Fee-for-Service Grants in the past from the City of Victoria, and we thank the City for that.

We welcome the future requirements for 2016 Strategic Plan Grant applications to connect the project the grant will benefit with outcomes within the City's strategic plan. This serves to ensure the City's resources are used to achieve its stated aims, and that projects' impacts are clarified.

We also welcome the plan to fund only projects that primarily benefit City of Victoria residents (not Greater Victoria).

We think that allowing only one grant application per organization is fair, as it makes it easier for smaller agencies with fewer grant-writing resources, to compete fairly with larger agencies.

We respectfully request that Council does not restrict funding to only one-time project grants, and that it allow operating funding (e.g. for staff wages and benefits). JBCP has programs (e.g. foot care for low-income seniors) which have been proven to meet a significant need, which cannot currently meet the demand, and which will end if funding cannot be found to keep them going. To exclude such programs from this grant application process because they are not one-time and involve costs for wages and benefits, implies that proven programs which respond to expressed community needs and contribute to the ongoing health and quality of life of the neediest Victoria citizens are of less value than finite, unproven projects. Our experience tells us that frequently the opposite is in fact true.

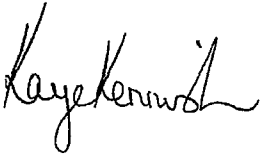
We are finding that an increasing number of funding sources are restricting funding to one-time projects with no operating funding, a fact which makes it increasingly difficult for community-based agencies such as JBCP, who are responding to the actual needs of the people in our communities, to provide the assistance we know people desperately need. We ask the City to lead the way in taking a more constructive and realistic approach.

We also request that Council does not restrict the cap for project grants from 75% to 50% of total project cost. Given the increased competition for funding at every level, 75% funding is much more likely to make it possible for non-profit agencies to raise the balance of the funding needed for a project.

I appreciate the fact that you have requested input on the possible grant changes from agencies “in the trenches”, and of course our agency values the fact that grants are available through the City.

If you have any questions please let me know.

Regards,

A handwritten signature in black ink, appearing to read 'Kaye Kennish', with a stylized flourish at the end.

Kaye Kennish

Executive Director – James Bay Community project & Capital City Volunteers

Tel: 250 388-7844 Ext. 311

Email: kkennish@jbcp.bc.ca

Cc. Councillor Margaret Lucas

From: "Marg Gardiner, JBNA" <marg.jbna@shaw.ca>
Date: November 16, 2015 at 10:10:57 PM PST
To: Katie Hamilton <khamilton@victoria.ca>
Subject: **Subject: Feedback on City of Victoria Grant Programs**

Good evening Katie:

Re: Feedback on City of Victoria Grant Programs

Our comments are brief.

STRATEGIC (and Other grants):

Key issue:

- ~ Community groups need to know the **categories, criteria, reporting and evaluation requirements and timing** all well in advance of any application deadline. Two to three months is ideal, especially for volunteer based organizations.
- ~ Deadlines should not be in early fall (September) or January, due to holiday periods.

Other comments:

- ~ limiting grants to Victoria (as opposed to regional) organization or projects is very positive.
- ~ tightening up the Strategic Grants a bit will be good. However, reducing the grant to 50% may greatly limit smaller organizations especially those without staff. Perhaps continue the 75% ceiling for community groups with no staff.
- ~ neighbourhoods without administrative support, such as is often provided, should be permitted to include an administrative charge to cover normal administrative expenses, for any type of grant program. This is already done for some grants for community centres, but not to neighbourhoods. This would include the garden coordinator grant which should have a small (5-10% administrative component/allowance).
- ~ although limiting grants to one per organization, it may be useful for organizations to submit more than one application, but receive only one grant (organization to select which grant to accept after adjudication).
- ~ the City should send an e-mail notification to each application twice during the process: 1 - notification of receipt of the application, and 2 - notification of result of adjudication.

It is important that the strategic grants do not become the de facto operating grant for organizations. That is, one not-for-profit may obtain funding from several community groups to carry out projects, thereby becoming dependent upon City grants. In addition to limiting organizations from applying or receiving grants, you may want to limit any one organization from receiving funding via several third-party community groups.

DIRECT GRANTS:

Key issue:

- ~ Community groups need to know the **categories, criteria, reporting and evaluation requirements and timing** all well in advance of any application deadline. Two to three months is ideal, especially for volunteer based organizations.
- ~ Deadlines should not be in early fall (September) or January, due to holiday periods.

Other comments:

~ There has been no opportunity for JBNA to participate in the "Per Capita Grant" system in the past several years. JBNA attempted to do so in the current year, but the application was not reviewed (or so we have been informed verbally). The City has not provided any rationale for awarding JBNA less per capita funding than most of our sister organizations.

JBNA should get the entire per capita grant and funding for James Bay to provide space for meetings since the City owned facility is not readily available. JBNA could then rent office space/take out paid ads from the Beacon in an amount close to what they currently get from the city.

Trust this assists,

Marg Gardiner
for JBNA Board

cc: JBNA Board

From: Maurita Prato [mailto:maurita@lifecyclesproject.ca]
Sent: Monday, November 2, 2015 3:56 PM
To: grants@victoria.ca
Subject: Feedback on City of Victoria Proposed Changes to Granting Process

To whom it may concern,

Thank-you for reaching out to the community for feedback on proposed changes to the Strategic Plan Grant Policy.

As the Executive Director of LifeCycles, a small non-profit, I am concerned about a number of changes council is considering.

My primary concern is that only **one-time project grants and no operating funding** be supported through the granting process. In the non-profit sector we are continuing to see a startling funding trend of this nature. It is becoming increasingly difficult to sustain our organizations primary programs and services, because many funders are requiring us to engage in new projects in order to be eligible for funding.

At LifeCycles, we reached 28,000 people through our programs and outreach last year. We are able to do this through our well established programs that have developed systems in place which are accessible and efficient.

On-going programs and services are the backbone of the good work that we do. They have already proven successful, and need minimal resources for maximum results because years of feedback and evaluation. I find myself confused by a trend towards funding only new projects, and I think this trend of funding has lead to issues in the non-profit sector with mission creep, and general confusion for the public utilizing ever-changing organizational services. It also means that general organizational day to day operations are struggling which trickles down to all program areas.

I was thrilled to see how the strategic plan grant had changed for 2015, and I was very impressed with the fact that the City was one of the few funding bodies that would support on-going programming- we need more, not less of this type of leadership.

I also have some concern over the **funding cap**, and the limit of **only one application** per organization. We are the City of Victoria's largest food literacy organization, and as such we have multiple programs that operate in the city and need to be resourced. These types of limitations would hurt organizations such as our own, which have a large positive impact on the Victoria community.

Thanks again for your time and consideration.

Maurita

--

Please excuse delays in response as I work 25hr a week in the Director's role and I am out of the office Tuesdays and Fridays.

Maurita Prato

Executive Director

LifeCycles Project Society

Education Coordinator PEPÁKEN HÁUTW, Native Plants and Garden Project

P: 250.383.5800

A: 1A-625 Hillside Ave Victoria BC, V8T 1Z1

E: info@lifecyclesproject.ca

W: www.lifecyclesproject.ca

F: [LifeCycles Project Society](#)

T: [@LifeCyclesPrjct](#)

"Another world is not only possible, she is on her way. On a quiet day, I can hear her breathing"

Arundhati Roy

From: Mary Tooley [<mailto:info@lifecyclesproject.ca>]
Sent: Thursday, November 05, 2015 2:40 PM
To: Citizen Engagement
Subject: RE: FEEDBACK ON PROPOSED CHANGES TO CITY GRANT POLICY

As the Accounting and Administrative Manager for Lifecycles Project Society, I wish to comment on the proposed change that would eliminate the ability to include an amount for "Operating Funding" in any request for funding. I read from this, that the City will not entertain any requests that see any portion of funding going towards administrative or operational costs.

This proposal to eliminate (not just reduce) operating funding from grant requests constitutes a significant deterrent to effective non-profit project management. It is currently becoming increasingly difficult in Victoria to find adequate funding for all the elements that make up the Operating portion of running an effective non-profit society. Many funders seem to be moving in this direction (reducing or eliminating administrative support) and it is very alarming.

As a long-standing (22 years) valued member of the Victoria Community, LifeCycles has been forced over the years to budget a smaller and smaller amount to devote to operational expenses, but it is now to the point where our Administration department is under-funded.

As an example, the salaries we are capable of paying (both administrative and program salaries) are much below market rates, and we have not been able to afford any employee benefits at all. Consequently we lose our best qualified employees, whose passion for the work they do is finally outweighed by their need to adequately support themselves. They end up forced to leave LifeCycles for better offers, often within the first year or two of beginning their jobs.

Not only can we not pay market rate salaries, our salaried coordinators are also tasked with getting very creative in the delivery of their programs, and are forced to depend on the generosity of hundreds of volunteers in order to maximize the amount of project work that gets done within each of their programs.

Another example is the poor state of the vehicle we currently have. We need to transport a lot of different things, across all programs, but cannot afford to purchase, insure and maintain a reliable, safe vehicle. We are forced to rely on a very old van that generally needs a lot of expensive maintenance and repairs. And because we are forced to operate on such a tight shoestring admin budget, we cannot afford to put aside any funds for investment in a newer, safer vehicle.

As for premises, our office is located in an industrial area, is difficult for patrons to find, and parking is a nightmare. But the price is what we can currently afford. Inside our office, we have managed to scrounge enough old tables and used (slow) computers to assist us in getting the work done. Again, we are too strapped in our budgets to put aside any funds for upgrades.

It is very sad, and frustrating, not to be adequately funded for the operational side of our work, which in reality is the backbone of the organization, and without which LifeCycles would be hamstrung in their program delivery

I urge council to re-consider the elimination of operational funding in their Strategic Plan Grants Policy.

Mary

Mary Tooley
Accounting and Administrative Manager
LifeCycles Project Society
Phone: 250-383-5800
lifecyclesproject.ca



From: Bryan Wilson [mailto:bryanw@telus.net]
Sent: Thursday, October 29, 2015 3:46 PM
To: grants@victoria.ca
Cc: Sharon Klein
Subject: FW: changes to grant funding

Thank you for today's email extending the deadline for comments on the proposed grant changes. Further to Sharon Klein's reply below, we appreciate the City's support in 2015 and are hopeful this will not prevent us from applying again in 2016. Our charity is focused on providing weekly hot meals, food distribution and other support to City of Victoria residents in need, and relies on support from governments, foundations, businesses, and individuals to sustain its programs. As we are more of a program-oriented rather than a project-oriented charity, operational program funding is much more important to us than project funding. We suggest that some operational funding be set aside for charities like ours so that we will be able to continue our programs to serve the marginalized people of Victoria in these ways.

Thank you for considering our request.

Bryan Wilson
Treasurer
Living Edge Community
email: treasurer@livingedgecommunity.com
www.livingedgecommunity.com

From: Sharon Klein [mailto:sharlynn@telus.net]
Sent: Wednesday, October 21, 2015 7:00 PM
To: grants@victoria.ca
Cc: Sharon Klein; Bryan Wilson
Subject: changes to grant funding

The Living Edge Community applied under the Strategic Plan Grant in 2015 and was successful in gaining funding in the amount of \$5,000 for our two outreach programs. The proposed changes would imply that this is a one-time funding grant. Our food distribution program, directly affecting people living in the downtown neighbourhoods of Victoria, has been proven to relieve poverty and will be repeated in 2016. Under the new policy does this mean that we could not apply again in 2016 under this grant?

Sharon Klein

From: Sharon Klein [mailto:sharlynn@telus.net]
Sent: Wednesday, October 21, 2015 7:00 PM
To: grants@victoria.ca
Cc: Sharon Klein; Bryan Wilson
Subject: changes to grant funding

The Living Edge Community applied under the Strategic Plan Grant in 2015 and was successful in gaining funding in the amount of \$5,000 for our two outreach programs. The proposed changes would imply that this is a one-time funding grant. Our food distribution program, directly affecting people living in the downtown neighbourhoods of Victoria, has been proven to relieve poverty and will be repeated in 2016. Under the new policy does this mean that we could not apply again in 2016 under this grant?

Sharon Klein
sharlynn@telus.net

From: Anna Glenny [mailto:community@oaklandscommunitycentre.com]
Sent: Thursday, November 12, 2015 10:49 AM
To: grants@victoria.ca
Subject: Feedback on proposed changes to strategic grant policy

Dear City Representative,

I am concerned by three of the proposed changes to the Strategic Grant Policy. Please find my concerns and questions inserted into the proposed changes below:

- **Fund only one-time project grants; no operating funding:** It is increasingly difficult for small non-profits to find operating funds, which threatens the existence of some organizations. It is essential that some streams of grants for operating funds remain. I believe it is a great mistake to remove eligibility for operating funds from your grant stream as it will contribute to a lack of diversity in non-profits providing varied essential services and projects to better the lives of City of Victoria residents.
- **Reduce the cap for project grants from 75% to 50% of total project cost:** Does the total pool of grant funding remain the same? If this cap is to reduce the total amount of money available for grants then I disagree with this move. Non-profit organizations struggle to survive and many depend on city funding as an essential piece of their funding puzzle. Cutting the cap for project grants and reducing the total pool of funds, would make it increasingly difficult for some small non-profits to carry out their mission, potentially contributing to a lack of diversity in the City of Victoria's culture and support services. If the cap is to allow more organizations to access the same or increased pool of funds then I believe that this change could benefit some non-profits who might otherwise not have received funding and would support the change.
- **Allow only one strategic plan grant application per organization:** My concern with this change is the same as the one above. Does the total pool of funds stay the same and the aim is to fund a greater number of projects? If so, I can see the benefit of this move. If it is to limit the funding pool then I strongly disagree with it and believe that it is a move towards creating lack of diversity in the different types of projects that non-profits can use to add value and diversity to the City of Victoria.

I would like to add that I feel a full explanation of the purposes behind the proposed changes would help relieve the concerns of myself and other citizens and non-profit representatives. I have been unable to find an explanation of why these changes are being proposed.

Thank you for reading and taking into consideration my questions and concerns.

Sincerely,

Anna Glenny
Community Development Coordinator
Oaklands Community Association
Phone: 250.370.9101
Fax: 250.370.9102



From: Phoenix Bain [mailto:markets@oaklandscommunitycentre.com]
Sent: Thursday, November 12, 2015 10:59 AM
To: grants@victoria.ca
Subject: Strategic Grant Policy Feedback

Hi,

After reviewing the changes proposed to the Strategic Grant Policy, I have a few areas of feedback.

Reduce the cap for project grants from 75% to 50% of total project cost – Where is the 25% difference in funding being directed? If the change is to provide more grants and opportunities with less funding to each project, I can see the benefit to increase areas of programming and funding within the City. If the decrease is no longer directed towards grants, I do not agree with the change. Non-profits developing new programs or sustaining existing programs for the City of Victoria community struggle with successfully maintaining funding to keep these projects sustainable. Removing funding from this area could decrease the diversity of programs in the City and make it more difficult for a non-profit to start a new initiative.

All festival applications will be redirected to the Festival Investment funding stream – Is this revenue stream separate from the Strategic Grant stream? If not, I have issue with this in addition to, “Allow only one strategic plan grant application per organization.” Organizations that have varied programming could suffer in funding by not allowing them to apply for multiple grants to sustain diverse programming.

My main issue is there is no explanation for the changes to funding. It would be more beneficial if the reason for changes were more transparent to the community that benefits from the grants offered by the City. Thanks for taking the time to read my feedback.

Cheers,
Phoenix Bain
Markets Coordinator
Oaklands Community Association
Phone: 250.370.9101
Fax: 250.370.9102



From: Open Space Director [mailto:director@openspace.ca]
Sent: Monday, November 16, 2015 9:25 PM
To: grants@victoria.ca
Subject: response to proposed changes to the Strategic Plan Grant Policy

Dear Colleagues:

We were excited about the Strategic Plan Grant Policy changes earlier this year: the City of Victoria tailored its arts grants program to realize civic goals! We thought the changes made sense, and responded a coordinated and progressive approach to arts funding.

The latest proposed changes outlined in the email "EXTENSION FOR FEEDBACK ON PROPOSED CHANGES TO CITY GRANT POLICY" are troubling and appear to retreat from the spirit of the earlier changes. It seems that most of the changes limit eligibility and cap the grants. To summarize:

- **Fund only one-time project grants; no operating funding:** This undermines the option for applicants to develop a longer term, sustained relationships with communities and seems to favour event-driven programming, rather than strategic, outcomes. This discourages projects with objectives that may require sustained attention to realize change, innovation, inclusion, and growth. Some projects require years to realize strategic goals.
- **Fund only projects that primarily benefit City of Victoria residents, not Greater Victoria:** Certain projects attract participants from the entire region. In our organization, we do not necessarily track visitors by the municipality where they reside. This proposed change seems closed--but the phrase "primarily benefit" appears to allow for flexibility. Does this proposal suggest that the grants may involve only artists living within Greater Victoria?
- **Reduce the cap for project grants from 75% to 50% of total project cost:** This will be a hardship for smaller organizations that benefit from the 75%/25% split, especially for City funding that can only be used for projects. Does the match include in-kind contributions? Volunteer time recognized at professional level equivalency?
- **Implement a maximum grant amount of \$25,000:** Municipal funding helps organizations leverage other funding from provincial, federal, international, and business sources. It would be great for decision makers to be able to award larger grants when projects warrant greater support.
- **Allow only one strategic plan grant application per organization:** Does this mean that organizations can receive only one grant per year (but can apply more than once if unsuccessful) OR that each organization may submit one application per year? Or ever? A one-time-only award would never occur with construction industry, developers, or other service providers the City subcontracts to assist in realizing its Strategic Goals.
- **For arts applications, reduce the eligibility to only those organizations that are not eligible for a CRD arts grant:** The intent of this last proposed change appears to be to award smaller grants to a greater number of arts organizations--an understandable political goal. Does the City want to award

grants to projects that fulfill its Strategic Plan or distribute the available funding to a wider group of applicants?

Many small and medium sized arts organizations have been active in the city for decades, providing high quality, affordable programming. These groups pay taxes, employ residents, and attract other funding to the city. They also contribute to the City's attractiveness as a destination and as a home. Arts organizations, for the most part, operate with minimal funding.

The most recent changes drift away from increased support for arts groups to a plan that limits not only access to civic funding, but one that also curtails the amount of funding available.

It would be inspiring to see increased funding to recognize the arts sectors' contributions toward the City of Victoria's Strategic Plan.

Thank you for the opportunity to respond.

Yours Truly,

Helen Marzolf
Open Space Arts Society

From: Doug Jarvis [<mailto:dougjarvis@gmail.com>]

Sent: Tuesday, Nov 17, 2015 6:36 AM

To: Citizen Engagement

Subject: Re: EXTENSION FOR FEEDBACK ON PROPOSED CHANGES TO CITY GRANT POLICY

In response to item:

- *For arts applications, reduce the eligibility to only those organizations that are not eligible for a CRD arts grant*

The City of Victoria Strategic Plan Grant program gives organizations, who do receive operating funding from the CRD Arts Development Service, an opportunity to address the CoV's strategic plan objectives, through arts programming, that may not be a part of their regular arts programming.

The CoV Strategic Plan Grant program lets arts organizations, such as Open Space, to work with other local organizations to engage with specific aspects of Victoria's context, and focus projects on issues that may not register with other funding councils, such as CRD, BC Arts or Canada Council.

The CoV Strategic Plan Grant program provides Open Space with an opportunity to target specific CoV objectives and focus programs directly towards those outcomes. This program encourages collaboration between CoV organizations, arts and non-arts to work together to enhance the unique elements important to living and working in Victoria.

Best,
Doug Jarvis
Guest Curator
Open Space

From: jonathan dowdall [mailto:jdowdall18@hotmail.com]

Sent: Monday, November 16, 2015 4:38 PM

To: grants@victoria.ca

Subject: strategic plan grant feedback

Hi there,

My name is Jonathan Dowdall and I have been coordinating the PedalBox gallery which received strategic grant funds from the city in August through the Ministry of Casual Living artist-run centre.

Thanks for giving us the opportunity to provide feedback on these proposed changes to the 2016 strategic plan grant. I realize how much more time and effort it must take to reach out to organizations and process this information.

I basically have a few things to share regarding the changes.

I think it makes sense to cap off the funding to one project per organization and have a maximum of 25,000 per project; thus allowing for the funds to be more equally dispersed.

I also think it makes sense to have the projects be focused on City of Victoria residents rather than greater Victoria because the CRD can cover projects that span many municipalities.

I would also like to know more about the new neighborhood grant because our project inhabits public spaces. I'm excited to see what that new grant entails. Will we be eligible for the neighborhood grant if we are eligible for CRD funding?

I was wondering as well if a copy of the final report could be made available sooner so we have an idea of what we will be submitting?

Thanks again for giving us this opportunity. I am hoping to bring the bike cart gallery down to more council meetings and city events in the future.

Sincerely,

Jon Dowdall

From: skamartist@gmail.com [mailto:skamartist@gmail.com] **On Behalf Of** Matthew Payne
Sent: Monday, November 2, 2015 1:15 PM
To: grants@victoria.ca
Subject: Feedback on Grants Policy

Regarding your consideration:

- For arts applications, reduce the eligibility to only those organizations that are not eligible for a CRD arts grant

I would suggest altering the criteria to read:

-For arts applications, where the applicant is eligible for a CRD Arts Grant, the applicant must ensure the work identified in the grant is well outside the normal operations of the organization. (Please call an officer to discuss.)

In this way, you leave room for an arts organization to come up with something outside the box that serves the strategic plan, but would not be carried out without the strategic grant support.

Thanks
Matthew

--

Matthew Payne
Artistic Producer
skam.ca

Next- Probably a Pop-Up haunted house.

From: David Ferguson [<mailto:suddenlydance@shaw.ca>]
Sent: Monday, October 26, 2015 8:29 AM
To: Citizen Engagement
Subject: Re: Feedback on City of Victoria Grant Programs

Dear Katie,

Thank you for the opportunity to give feedback. As you know, Suddenly Dance Theatre is host of the annual ROMP! Festival of Independent Dance (18yrs) which is funded by the City of Victoria's FIG program, BC Arts Council, CRD Arts Development, and others.

I hope amid your policy review, the Council considers an increase to the funding envelope from the current 156k to at least 250k. I have observed the envelope has not increased for years. From my experience, this lack of growth is not in step with our growth as a company, nor with the renewed downtown vitality of the City itself.

I hope the Council realizes how important local funding is for our dance festival, and for other events presented by small to mid-size non-profits. It acts as important leverage in the pursuit of other funding. City funding is particularly important as the other regional funder CRD Arts Development has restrictive eligibility rules and a minimal philosophy for nurturing smaller organizations.

Arts programming within a city serves the public as a living amenity. The return on investment for the City of Victoria is multifold, with an increase to the range of opportunities for artists, tourists, and the general public to access and interact with the arts.

Please let me know if you have any questions or would like to discuss more.

David Ferguson
Artistic co-Director/Producer
Suddenly Dance Theatre



October 30, 2015

City Council
c/o Katie Hamilton
City of Victoria
Director of Citizen Engagement and Strategic Planning
1 Centennial Square
Victoria, BC V8W 1P6

RE: Changes to Strategic Plan Grant Policy

Dear Ms. Hamilton,

Threshold remains grateful for the financial support it received in July through the Strategic Plan Grant (SPG) program. The following addresses your recent email (October 19th) requesting responses to the changes to the SPG policy

While I realize that the SPGs must apply to many agencies with different agendas, some of the changes already made, and those proposed, may not be suitable for organizations who work with a segment of the population that are disadvantaged and face complex challenges—challenges that cannot be easily fitted into strategic outcomes based on the number of people benefitted.

The 2015 Victoria Foundation *Vital Signs* indicates that housing remains a serious issue for the City to address—but even more serious to address for the rising at-risk youth population who potentially feed the adult homeless population.

With regard to changes to the SPG policy and working with a vulnerable population like at-risk youth, my concerns are the following:

1) Housing at-risk youth is not a project. It is an on-going operation aimed at preventing chronic homelessness and poverty to a population whose major challenge is not housing *per se*, but transitioning from childhood to adulthood while being homeless. In proposing that the SPGs only be used for one-time project grants disavows agencies like Threshold from applying for such grants in the future.

2) One of the defining characteristics of the at-risk youth demographic is their mobility. In recent research from UVIC, 80% of the youth surveyed moved 2-4 times or more in one year (attached). To restrict SPGs to City of Victory residents would likely deny the opportunity for housing to most of our referral base. At-risk youth do not obey municipal boundaries. Such youth go to where they find help and services. More to the point, at-risk youth are not “city residents” in any real sense since none of them have ever paid property tax, owned a house or

Threshold Housing Society • 900 Vancouver Street, Victoria, BC V8V 3V7
tel: 250-383-8830 • email: admin@thresholdhousing.ca • web: www.thresholdhousing.ca


resided long enough in any location to claim a fixed address—they are homeless. Putting the onus on a non-profit agency to decide whom to help based on a person's residency status would again disavow an agency like Threshold from applying for such grants.

3) *In term of housing at-risk youth, a strategic outcome is valid only on paper.* While housing at-risk-youth is vital, engaging them is equally important for a sustainable outcome. No doubt that housing a youth for six months is a positive outcome, but housing them for a year or more realizes more significant gains for the individual youth in terms of maturity, integrity and identity. These latter gains are highly individualistic and cannot be measured accurately or be accurately described as an outcome in the normal sense. The terms “strategic outcomes” and “how many” have their proper use and place, but in applying them to a fragile population—that is struggling with trauma, mental health issues, and poverty—only serves to diminish and demean the very essence of the work that a non-profit agency working with such a population is aiming to achieve.

In short, while I appreciate that City Councillors must make difficult decisions with a limited amount of funding, the changes made to the SPG, and the proposed changes, seem to me prejudicial to an agency like Threshold that works with vulnerable youth. Small non-profits like Threshold desperately depend on funding from many quarters, but its funding cannot be at the expense of its own mission and the very persons it seeks to help. I would humbly request that the changes to the SPGs, and the proposed changes, be reconsidered in the light of the above comments.

To close, I would like to thank the Council for the 2015 grant received by Threshold, as well as, acknowledge its diligent work in ensuring the City of Victoria remains an inclusive and viable community for all those who walk its streets proudly and call Victoria home.

Kindest regards,



Mark Muldoon
Executive Director

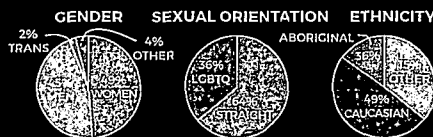
Att: Nuancing the Digital Divide (UVIC)

NUANCING THE DIGITAL DIVIDE

SOCIAL MEDIA TECHNOLOGY AND
BC STREET INVOLVED YOUTH

WHO TOOK PART?

135 youth 15-24 who know the streets were recruited in Prince George, Victoria and Vancouver in 2014 to answer a 2-page survey about their use of cell phones, the Internet and social media.



WHERE WERE YOUTH STAYING?

- 14% SHELTER
- 21% NO FIXED ADDRESS
- 26% WITH PARENTS/CAREGIVER
- 31% APARTMENT OR HOUSE

20
AVERAGE AGE

40%
HAVE BEEN IN
MCFD CARE

HOW MANY TIMES HAVE THEY MOVED IN THE LAST YEAR?

- 20% ONCE
- 44% 2-3 TIMES
- 36% MORE THAN 4

33%
HAD BEEN DROPPED
OUT OR KICKED OUT
OF SCHOOL

HOW DO THEY RECEIVE INCOME?

- 25% PARENTS OR FOSTER PARENTS
- 25% SELLING DRUGS
- 24% INCOME ASSISTANCE (WELFARE)
- 23% "REGULAR" JOB
- 15% PANNING OR FLYING A SIGN

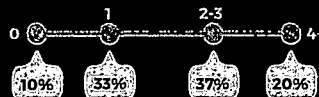


10%
OWNED A CELL
PHONE, BUT
29%
OF THE CELL PHONES
HAD NO MINUTES
17%
WERE BROKEN

36%
HAD A DATA PLAN

37%
HAD DEBTS TO AT LEAST
1 CELL PHONE PROVIDER

HOW MANY PHONES OWNED IN THE LAST YEAR



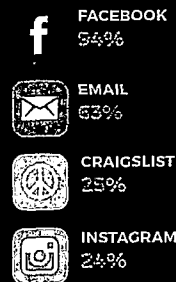
89%
USE FREE WIFI
TO ACCESS THE
INTERNET

64%
USE THEIR PHONE TO
GO ONLINE

TOP 3 WAYS THEY ACCESSED COMPUTERS:



TOP 4 WEB APPS USED:



SOME OF THE THINGS YOUTH SAY THEY ARE DOING ONLINE



Principal Investigator: Marion Selfridge (marions@uvic.ca), PhD (c) in collaboration with Lisa Mitchell, PhD, University of Victoria, and More Than One Street. Many thanks to the generous support of SSHRC, CARBC and all the community agencies

Feedback on City of Victoria Grant Programs

We are writing as a previous recipient of two Fee for Services grants; specifically Youth Empowerment Society (YES) -Downtown Youth (\$15,000.00) and Summer Opportunities (\$2000.00)

It would appear that “youth *outreach grants to community and seniors centres*” are Direct Award grants. (Citizen Engagement e-mail sent October 19, 2015).

We are of the impression that the youth outreach grant that we have received in the past now falls under the new Strategic Plan grants. Following a review of the Strategic Plan Grant Policy and the City of Victoria Strategic Plan Outcomes and Objectives, we believe that the grant for downtown youth outreach does not appear to readily fit within the strategic grant process. Further these services are ongoing and do align with the considered “*only one-time project grants*”

We believe that the Downtown Youth Grant is consistent with the other youth outreach grants and “*impacts public space*” similar to other Neighbourhood funding.

Background (Downtown Youth Outreach)

The downtown core does not appear to readily fit into the neighbourhood or community based service delivery streams. There are many factors which distinguish youth service delivery downtown from the generally accepted neighbourhood or community systems. Some of these factors include:

- Youth often gravitate to downtown for various reasons, as most bus routes lead there; it is the entertainment centre of the region, etc. In addition, many youth find the anonymity and peer acceptance they seek downtown. This places a large number of youth in a concentrated geographic area.
- Sectors of the downtown can be considered as containing risky elements, and without intervention and support these elements place youth at an increased risk.
- Distinct from most neighbourhoods the objective of the downtown service provider is often to encourage youth to leave the street environment of the downtown and reconnect them to other neighbourhoods, communities, family and school.

Many youth who access downtown avoid government agencies, health services, and other care providers because of mistrust, lack of financial resources etc. In addition there is a higher percentage of youth who do not have appropriate housing, are not in school, are not employed, are disconnected from their families and are dealing with substance use and mental health issues. *Many of these youth regard the downtown as their neighbourhood/community.*

It is not a matter of will youth come to the downtown but rather what service planning will be put in place to meet the needs of these youth and their families.

Adolescent Health Surveys conducted by the McCreary Centre Society point out many challenges for street involved youth including:

- More troubles with their health and generally more acute health problems and disabling conditions.
- Substantially more youth reporting higher levels of emotional distress, having attempted suicide, victims of abuse and generally lower self-esteem.
- Youth are more likely to be sexually active as well as taking more risks associated with STD's, and unintentional pregnancy.
- More involvement in violent behavior.
- A higher prevalence of concern regarding appropriate housing, alcohol and drug misuse, mental health issues, family problems, turmoil regarding sexual orientation, school problems, illiteracy and unemployment.

These findings are consistent with several studies conducted elsewhere in Canada.

There appears to be a common misperception that there is a large amount of funding directed to youth service delivery in the downtown centre. Over the past four years (due primarily to budget “restructuring” by MCFD) the number of workers/agencies provided direct street outreach downtown for youth (aged 13-19 years) has decreased from 3 agencies to one agency and 8 outreach workers to 3 outreach workers.

Further there is a vast difference between agencies that provide services outside the downtown centre (for youth who may or may not frequent the downtown) and those agencies who provide services in the downtown.

Current (Downtown Youth Outreach)

Following the restructuring of MCFD funds, the geographic mandate for the 3 Outreach Workers (Youth Services Outreach Program-YSOP) employed by YES was expanded. *YSOP is a direct access point for youth and families, social workers, probation officers, community service agencies, teachers, and police from throughout the ‘core Victoria area’ to connect with outreach counsellors.*

In the original MCFD restructuring plan downtown youth services was not addressed. However we successfully advocated with MCFD to include the downtown as essential in youth outreach service delivery in part because these workers were also supported by funding from the City of Victoria. *(The \$15,000 from the City accounts for less the 7% of the program’s annual budget)*

Some of the services that the YSOP currently provides in the downtown core include:

- A system that provides regular outreach (a minimum of 4 days a week) on the downtown streets and at youth “hang outs” downtown (i.e. the whale wall, Centennial Square etc.)
- A commitment to support youth in linking to and transitioning to adulthood and adult services.
- Street outreach to identify new and younger youth on the downtown streets.
- Assistance for youth in securing safe housing options.
- Supports to access primary health services.
- Counselling support to support youth staying in school or remaining employed.
- A connecting point for youth who may require mental health and substance use services.

- Connections with those youth who may be exhibiting early warning signs of sexual exploitation and providing them with the tools to make healthy choices and create strong boundaries.
- Outreach services for chronic runaways/missing youth.

The YSOP regularly connects with the outreach workers attached to Neighbourhood Centres to coordinate services and compliment their services for high risk youth.

The Youth Services Outreach Program also provides 24/7 support with YES counsellors available after-hours for clients and caregivers.

Last fiscal year the YSOP connected with over 400 youth. As a part of the YSOP the Outreach workers made 1475 outreach contacts which converts to connections with 275 youth. Of these outreach contacts 105 youth or 26% of the Team's connections were made providing outreach on the downtown streets

The YSOP is supported by an agency (YES) with a broad range of complementary services that are designed to meet the needs of vulnerable youth and their families and are integrated with other community services/professionals.

Examples of other Agency services include:

- Access to free bus tickets, youth phone services and youth computers.
- The availability of basic needs such as food, clothing, laundry, showers, hygiene products etc.
- Collaboration with downtown adult services for entrenched street youth who are transitioning to adults.
- An agency that works with all municipal police forces to augment services in areas such as: outreach, information sharing, connections to the youth justice system, crime prevention, sexual exploitation, family mediation, and foster healthier relationships between youth and law enforcement.

*More details can be found on our website vyes.ca

Background (Summer Opportunities Program-SOP)

The Summer Opportunities Program was started cooperatively by the City of Victoria, the Victoria Police and YES over 18 years ago. In the summer months with school out the number of youth downtown increases substantially. At that time there were no day time summer programs for at risk youth in the downtown. Youth were simply moved from street to street by police or the business community.

The SOP was created to provide a safe summer daytime alternative for youth who frequent the downtown area. Since its inception, the SO Program has provided the business community, outreach workers, families, police officers, and other social service agencies a referral target for at risk youth.

SOP was designed to encourage the positive empowerment of youth by providing a health-based alternative to activities associated with the street scene. SOP activities, are developed in consultation with youth. It offers recreational/social/cultural activities and the opportunity for youth to meet their basic needs in a supportive and safe environment.

It is worth noting that, due to their very limited financial resources, most of these activities/outings would not be available to the youth participants.

This past summer the SO Program supported over 750 youth visits (by 163 individual youth participants) and served over 400 lunches. SOP also provided access to basic needs such as showers, laundry facilities, second hand clothing, and hygiene products.

At the outset this program was funded via the City of Victoria and what was then the beginning of the Souper Bowls of Hope fundraiser. The original Souper Bowls raised about \$15,000

At present the program is funded by the Federal Government's HRSDC, which subsidizes summer student wages, the Souper Bowls of Hope and the City of Victoria. The \$2000 provided by the City of Victoria accounts for approximately 10% of the program budget.

In conclusion we would request that the Downtown Youth Grant be funded as a Direct Award grant similar to other Neighbourhood funding.

Respectfully Submitted

Pat Griffin
Executive Director
Victoria Youth Empowerment Society
533 Yates St.
Victoria B C V8W 1K7
Office: (250) 383-3514
E-mail: pat.griffin@vyes.ca



Governance and Priorities Committee Report

For the Meeting of December 3, 2015

To: Governance and Priorities Committee **Date:** November 25, 2015

From: Katie Hamilton, Director of Citizen Engagement and Strategic Planning
 Susanne Thompson, Director of Finance

Subject: Proposed Participatory Budgeting and "My Great Neighbourhood Fund"

RECOMMENDATION

Council direct staff to:

1. Prepare for a participatory budgeting process to commence upon approval of the 2016 Financial Plan.
2. Develop a policy for a "My Great Neighbourhood Fund" and application guidelines for introduction upon approval of the 2016 Financial Plan.

EXECUTIVE SUMMARY

The purpose of this report is to outline a proposed model for a participatory budgeting pilot in 2016, as well as a new "My Great Neighbourhood Fund", for community-initiated public space placemaking projects.

In 2014, City Council directed staff to develop a participatory budgeting pilot as part of a two-year phased transformation of the financial planning process. The 2015-2108 Strategic Plan, under "Engage and Empower the Community", outlines actions to design a participatory budgeting process, build the capacity of neighbourhood/community associations and empower neighbourhood residents, place makers and others to lead and implement projects".

Participatory budgeting is a democratic process in which the municipality allocates an amount of money for residents to propose and vote upon community projects for implementation. It was originally introduced in 1989 in Porto Alegre, Brazil, and is now common across the globe in varying forms and deliberative processes.

A participatory budgeting pilot, builds on the improved communications and public engagement approach that has been introduced in Victoria, over the past two years. When developing a new financial planning process last year, it was recognized that to support increased public involvement in the budgeting process, a strong foundation of quality information was needed. This has now been established, positioning the municipality well to pilot a participatory process as part of the 2016 financial plan.

It is proposed that \$60,000 of the Neighbourhoods Capital Budget within the draft 2016 Financial Plan be allocated towards participatory budgeting. The participatory budgeting process is intended to engage citizens in decision-making, and to empower consensus-building and deliver community benefit through investment.

The design of a participatory budgeting process is completed by the citizen body, hence the broad nature of the proposed process at this stage. City staff would support the process, but would not play a role in the deliberation or decision, nor would elected officials. Citizens are empowered to decide how the funds are invested. The role of City Council is limited in this process and does not include a role in approving how the funding is spent.

In addition, a "My Great Neighbourhood Fund" of \$120,000 is proposed to facilitate community projects in public space or on public lands, across all neighbourhoods. This fund would be open to not-for-profit organizations, and would include -but is not limited to- neighbourhood associations, schools, and community centres. Neighbourhood based groups that are not registered not-for-profits could partner with a not-for-profit to apply. Applications should demonstrate how the community was engaged in the process and the community's in-kind and financial contributions. The "My Great Neighbourhood Fund" would facilitate funding up to \$5,000 for citizen-initiated projects that leave a positive physical legacy in a public space. Projects might include crosswalk art, murals, information kiosks, banners, interpretative signage or markers, and parklets.

PURPOSE

The purpose of this report is to outline a proposed model for a participatory budgeting pilot in 2016, as well as a new "My Great Neighborhood Fund", for community-driven place making and public space projects.

BACKGROUND

Participatory budgeting is a democratic process in which the municipality allocates an amount of money for residents to propose and vote upon community projects for implementation. It was originally introduced in 1989 in Porto Alegre, Brazil, and is now common across the globe in varying forms and deliberative processes. Most common to Latin American cities, many participatory processes focus on investment in essential public infrastructure. In the United Kingdom, participatory budgeting was introduced in the early 2000's, and added a more social context to consider participatory processes in deliberations around housing and poverty. In North America, cities including San Francisco, Chicago, Boston, New York, Toronto, Guelph, and closer to home, Tofino, have introduced participatory budgeting components to their annual municipal budgets. In terms of financial allocations for piloting participatory budgets in other cities:

San Francisco	\$100,000
St. Louis	\$100,000
Chicago	\$ 1.3 million
Boston	\$ 1 million
New York	\$ 1 million/ 13 neighbourhoods
Toronto	\$450,000
Guelph	\$125,000
Tofino	\$ 20,000

A Great Neighbourhoods Initiative, with dedicated staff support, is also currently being introduced at the City to facilitate greater operational support for neighbourhood engagement, projects and customer service.

The draft 2016 Financial Plan includes a capital budget of \$185,000 for participatory budgeting pilot and public space projects.

ISSUES & ANALYSIS

A participatory budgeting pilot in Victoria, would build on the improved information and public engagement approach that has been introduced over the past two years. When developing a new financial planning process last year, it was recognized that to support increased public involvement in the budgeting process, a strong foundation of quality information was needed. This has now been established, positioning the municipality well to pilot a participatory process as part of the 2016 financial plan. A pilot is recommended for the first year to increase understanding of both the concept and the potential a more participatory process can offer.

Aligned with the City's objectives to build capacity and engagement within neighbourhoods, it is felt that a consensus-based participatory model of neighborhoods representatives, would aid in determining shared community priorities and opportunities, build relationships across neighbourhood borders, and perhaps identify opportunities for other partnerships.

Based on a review of participatory experience in other communities, it is proposed that \$60,000 within the Neighbourhoods Capital Budget within the 2016 Financial Plan be allocated to a participatory budgeting pilot. Process and deliverables will include:

1. Education on participatory budgeting
2. Establish citizen body, governance, and metrics
3. Identification of community priorities
4. Deliberation
5. Consensus-based decision-making
6. Implementation
7. Evaluation and monitoring

The design of a participatory budgeting process is completed by the citizen body, hence the broad nature of the proposed process at this stage. City staff would support the process, but would not play a role in the deliberation or decision, nor would elected officials. Projects or investments identified within the participatory process, cannot cancel or delay projects already planned or underway, and the City would require that construction or commencement of the participatory project(s) occur within 12 months of the funding decision.

A facilitator, with experience in participatory budgeting, might be considered for added support to the citizen body. It is proposed that the participatory budgeting pilot commence upon approval of the 2016 financial plan. An invitation would then immediately be issued to each Neighbourhood Association to invite a representative to participate in the entire process, through to evaluation.

The process will be evaluated throughout to report back to Council throughout, and prior to consideration of future participatory activities as part of the 2017 financial plan.

"My Great Neighbourhood" Fund

A "My Great Neighbourhood Fund" is proposed to encourage and simplify the process for citizen-initiated enhancements to public space. Best practices research indicates that citizen-led projects in public spaces can engage citizens in working together, create greater ownership and pride within their neighbourhoods, and beautify and animate under-utilized community spaces. During meetings with each neighbourhood association over the summer of 2015, there was extensive

discussion about opportunities for placemaking and public space enhancements. There was also a strong desire for simpler processes and staff support for determining City considerations such as utilities, safety, sight lines and liability.

"My Great Neighbourhood Fund" of \$120,000 is proposed for community projects in public space or on public lands. The program would be open to submissions from Victoria neighbourhood associations, schools, community centres, and not-for-profits. Neighbourhood-based groups that are not registered non-profits could partner with a not-for-profit, to apply. Applications should demonstrate how the community was engaged in the process and the community's in-kind and financial contributions. The "My Great Neighbourhood Fund" would facilitate citizen-initiated projects up to \$5,000 that leave a positive physical legacy in the public space. Projects might include crosswalk art, murals, information kiosks, banners, interpretative signage, and parklets. It would not apply to operating funds, performances, or events.

In 2015, the grants requested for public space grants was \$42,000, and those awarded for public spaces was \$22,000. In addition, \$60,000 was contributed to the Douglas Street Charrette partnership, and \$3,500 was contributed to the Fort Street crosswalk. Both downtown projects had strong community support and matching funds from community or neighbouring properties, and would be candidates for funding within this proposed program.

OPTIONS & IMPACTS

Financial Plan

The draft 2016 financial plan includes a Neighbourhoods Capital budget of \$185,000.

The proposed funds for participatory budgeting (\$60,000) and the "My Great Neighbourhood Fund" (\$120,000) would be funded from this capital budget.

\$5,000 would be reserved for the promotion or facilitation requirements needed to support both programs.

The proposed funding for these initiatives equates to an investment of approximately \$2.20 per resident.

Official Community Plan

Section 15

Overview - "provide opportunities for civic engagement..."

Broad Objectives 15 (e) That all citizens have the opportunity to participate in civic affairs.

Civic Engagement

15.19 Encourage effective public participation in City processes and service delivery by maintaining and implementing a Civic Engagement Strategy that:

15.19.1 Seeks out and facilitates the involvement of those potentially affected by or interested in a decision;

15.19.2 Seeks input from participants in designing how they participate;

15.19.3 Provides opportunities for those who are affected by a decision to be involved in the decision-making process;

15.19.4 Provides participants with the information they need to participate in a meaningful way;

15.19.5 Promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision-makers;

15.19.6 Provides opportunities for the public's contribution to influence the decision; and,
15.19.7 Communicates the outcome of public engagement processes [See also Section 19 – Plan Administration].

Section 20 - Local Area Planning

20 (f) That public engagement is central to local area planning [see also section 15 – Community Well-Being, civic engagement].

CONCLUSION

Participatory processes and increased opportunities for citizen driven projects increases government transparency and accountability, and community empowerment. There are few occasions where a municipality does, or can, transfer financial decision making to the community. These programs have proven to increase citizen involvement in budget deliberations and decisions, and shift from the traditional government approach to budgeting to a more transparent, and community guided model.

RECOMMENDATIONS

Council direct staff to:

1. Prepare a participatory budgeting process for introduction upon approval of the 2016 Financial Plan.
2. Develop a Neighbourhoods Fund policy and application guidelines for introduction upon approval of the 2016 Financial Plan

Respectfully submitted,



Katie Hamilton
Director of Citizen Engagement and Strategic Planning



Susanne Thompson
Director of Finance

Report accepted and recommended by the City Manager:

Date:

November 27, 2015

List of Attachments

Examples and background on participatory budgeting

PARTICIPATORY BUDGETING

IN SEATTLE

HOSTED BY

COUNCILMEMBER NICK LICATA
CITY NEIGHBORHOOD COUNCIL

Participatory Budgeting is a democratic process in which community members directly decide how to spend part of a public budget. Find out how it's worked in other cities, and tell us how it could work here in Seattle!

LEARN MORE

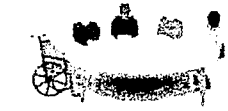
TUESDAY, JANUARY 27th
6PM - 8PM

CITY HALL
BERTHA KNIGHT LANDES ROOM
600 4th AVE

CONTACT
newell.aldrich@seattle.gov
206-386-9011



1 ASSEMBLE



Volunteers will help you and your neighbours develop ideas for improvements in your neighbourhood. To find out where your closest assembly meets, visit pbhamont.ca/participate.



PARTICIPATORY BUDGETING WARD 2

\$1 MILLION • YOUR IDEAS • YOU DECIDE

In more than a thousand cities around the world, residents like you are directly determining how their cities spend their budgets. Starting this year, if you live in Ward 2 (Downtown Hamilton) you can too.

Participatory Budgeting gives you and your neighbours the power to reshape the places you live, work, and play. It's tangible, it's empowering, and it's fun! Whether it's a bike lane, a community garden, or an addition to your local park, PBW2 offers you a chance to transform your ideas into reality. But...

HOW DOES IT WORK?

2 GENERATE IDEAS

Your idea can be any sort of one-time project needed anywhere in the ward, such as hard infrastructure (e.g. roads, sidewalks, crosswalks, waste bins) to social infrastructure (e.g. a nutrition program for students). At the end of the process, projects adding up to \$1 million will be chosen by the community and funded.



3 FEEDBACK



City staff will review the ideas submitted by the assemblies and offer advice on the time, money, and planning required to implement them.

4 SELECTING IDEAS & A DELEGATE

You and your neighbours will decide which ideas to put on the ballot, then choose someone from your assembly to advocate for those ideas.



5 COMPROMISE

The delegates from all nine assemblies will work out a compromise on which ideas should be funded, then explain their recommendation to you.

7 VOT



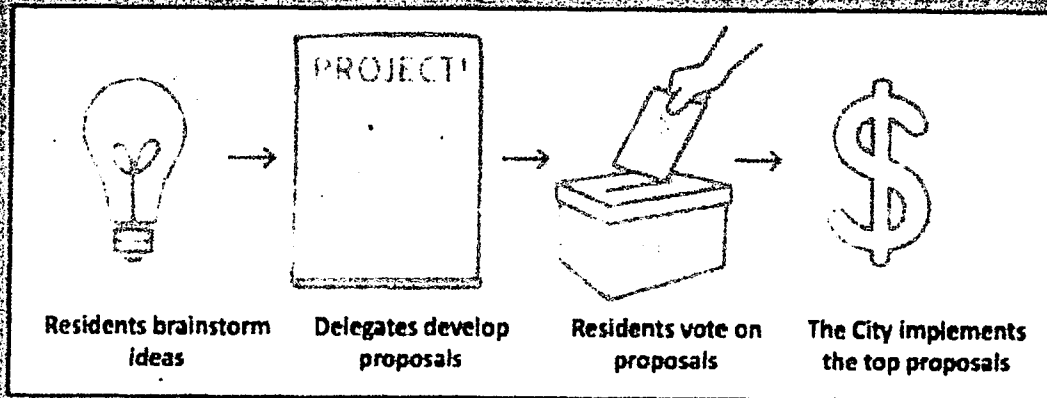
Polling stations will be in your neighbourhood for you to vote on \$1 million of your ideas, you decide.

6 EXPO

Residents from across Ward 2 will come out to learn about the ideas on the ballot.

FOR MORE INFORMATION PLEASE VISIT: WWW.PBHAMONT.CA • FACEBOOK: WWW.FACEBOOK.COM/PBW2 • TWITTER: @PBW2

What is the participatory budgeting program?



IT'S UP TO YOU!

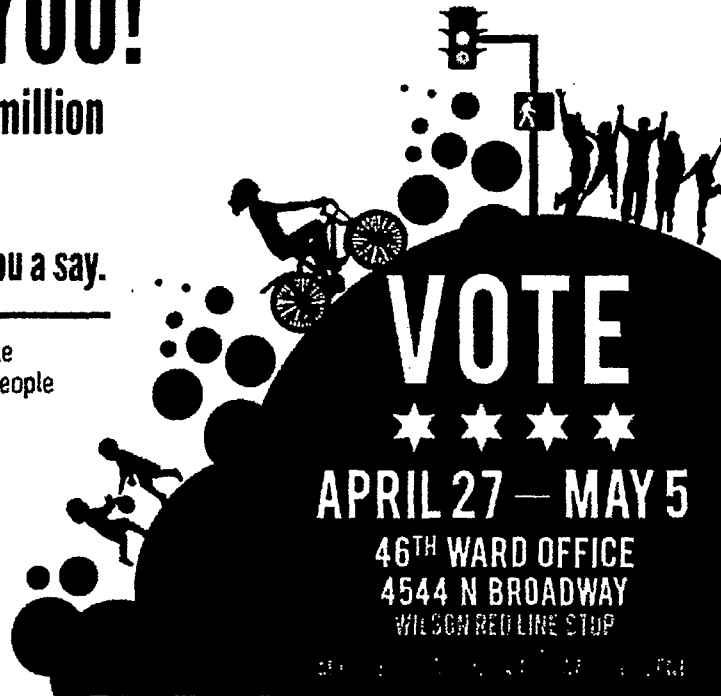
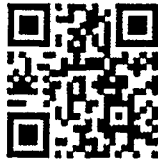
How would you spend \$1 million
in your neighborhood?

Participatory Budgeting gives you a say.

Vote on several projects designed to make
our neighborhood safer for pedestrians, people
on bikes, and drivers. See back for info!

MORE INFO

bikeuptown.org
james46.org
pbchicago.org





Governance and Priorities Committee Report

For the Meeting of September 17, 2015

To: Governance and Priorities Committee **Date:** September 4, 2015
From: Susanne Thompson, Director of Finance
 Katie Hamilton, Director of Citizen Engagement and Strategic Planning
Subject: Lessons Learned from Implementing the City's New Grant Process and Direction
 Regarding Potential Changes to the Policy

RECOMMENDATION

That Council direct staff to bring forward amendments to the grant policy to implement the following changes:

1. Require that applicants demonstrate which strategic outcome their project will achieve
2. For arts applications, reduce the eligibility to only those organizations that do not fit under the CRD's Art Fund
3. Redirect all festival applications to the Festival Investment Grant application intake
4. Implement the following limits:
 - a. Only fund one-time projects; provide no ongoing operating funding
 - b. Only fund projects that primarily benefit City of Victoria residents, not Greater Victoria
 - c. Reduce the cap for project grants from 75% to 50% of total project cost
 - d. Implement a maximum award amount of \$25,000
 - e. Require that grant requests be related to "taking action" in the community and provide clear direction to staff as to what this means
 - f. Allow only one strategic plan grant application per organization
5. Redirect projects that impact public space to a separate participatory neighbourhood funding stream
6. Improve the application form and asking applicants to:
 - a. Outline who will benefit from the project
 - b. Outline how much of the project cost is being requested
 - c. Identify and provide proof whether other funding sources have been confirmed or are pending
 - d. Outline which strategic outcome the project would achieve
7. Establish a process for addressing situations where grant requests exceed available funding:
 - a. Staff will provide options for reducing the cap imposed by the policy to a percentage that will fit the available funding.

EXECUTIVE SUMMARY

The purpose of this report is to outline lessons learned implementing the City's new grant process and seek direction regarding potential changes to the policy before the 2016 intake which is scheduled to start in September 2015.

Council approved a new grant policy for 2015 following a number of staff reports and public consultation opportunities starting in December of 2014. The new policy is intended to be implemented over a two-year period with the goal of a streamlined and consistent process for all competitive grants that provides greater flexibility for Council and increases Council involvement and oversight.

In implementing the process, a number of lessons were learned. In staff's opinion, the process worked well in achieving the goals of the new policy by inviting new applicants to apply, having consistent application and evaluation criteria, having staff involved in an objective manner only, having a goal of providing earlier approvals, not having any program undersubscribed, and having more Council involvement and oversight.

However, there are areas for improvement to make decision-making easier for Council including narrowing the scope and eligibility of the currently very broad program by adding limits such as a maximum award amount, a cap on the number of applications an organization can submit, providing project funding only, and reducing the maximum request for project grants from 75% to 50%. Also, requiring that applicants outline which strategic outcome their project will achieve rather than simply showing alignment with the very broad strategic objectives would narrow the scope.

In addition, re-directing grants that impact public space to a separate neighbourhood/placemaking funding stream, potentially with a matching funding component and a participatory budgeting opportunity is a possibility for 2016. A more detailed report will be brought forward to Governance and Priorities Committee meeting for Council's consideration on October 8.

Staff received varied feedback from applicants. Earlier consideration of applications for upcoming year, is generally seen as favourable. Some applicants appreciated the opportunity to present their application to Council, and other found it onerous. Some applicants suggest that the oversubscription will encourage applicants to seek higher amounts in future to "cushion" their application from general reductions. One intake, and consistent requirements is seen as favourable and helpful.

Based on past experience this year and prior years, it is likely that the City will continue to receive requests in excess of the funding allocated by Council. Therefore, it might be helpful for Council's decision-making to determine a process for addressing such a situation.

PURPOSE

The purpose of this report is to outline lessons learned implementing the City's new grant process and seek direction regarding potential changes to the policy before the 2016 intake.

BACKGROUND

On December 18, 2014, Council approved realigning the existing grant programs into two categories: direct award grants, and program grants consisting of Festival Investment grants and grants aligned with the 2015-2018 Strategic Plan. The primary objective was to differentiate grants that are provided to organizations who provide a service on behalf of the City (grants are directly awarded without a competitive process), and all other project or operating grants which would go through a competitive process. For the latter, staff were directed to bring back a streamlined process and evaluation criteria for Council's consideration upon completion of the 2015-2018 Strategic Plan.

On April 23, 2015, staff outlined a new policy and process for Council's consideration (report attached as Appendix A). The goal of the proposed grant program was to implement best practices and create:

1. A consistent and streamlined process that would allow new applicants to apply, have consistent evaluation and reporting back criteria, and provide for earlier approvals than prior years;
2. A grant program that would provide Council greater flexibility to allocate funding to those organizations that best assist in achieving the City's strategic objectives and avoids the historic undersubscription of some grant programs; and
3. A process with more Council involvement and oversight as identified through the public consultation on the draft strategic and financial plans

At that time, Council directed staff to seek feedback from organizations impacted by the proposed policy change. That feedback was reported to Council on June 4, 2015 (report attached as Appendix B) and Council approved the policy changes as amended based on the input received.

The 2015 application intake closed on June 26, 2015 and the eligible applications were brought to Council on July 9, 2015 followed by a Town Hall meeting on July 15, 2015 for presentations from those organizations requesting grants of \$10,000 or more.

On August 5, 2015 Council went through the process of awarding the 2015 Strategic Plan, Micro and Community Garden Volunteer grants.

At that time councillors provided feedback regarding their observations of the new process. The following groups the feedback by the themes that emerged:

Arts and Festivals

- Arts applications eligible under the CRD Arts Fund should not be eligible under the City's strategic plan grants
- Having a separate funding envelope for grass roots arts organization
- Having a separate funding envelope for arts
- Directing all festival/events applications to the Festival Investment Grant Policy

Limits

- Having fewer categories with clear envelopes of funding
- Putting a cap on how many applications an organization can put in
- Having a maximum amount for grant awards
- Requiring that grant awards be limited to projects that benefit City of Victoria residents, not Greater Victoria
- Requiring grant requests to be related to "taking action" in the community
- Grants related to social and health related projects that should be funded by the senior levels of government should not be eligible under the City's policy
- Having clearer rules around infrastructure requests
- Limiting the funding to one-time projects only; provide no ongoing funding

Policy and Process

- Update the policy to provide staff with clear principles/criteria for staff to evaluate each application against and provide recommendations for Council's consideration
- As part of the application form, ask the applicant to provide information on who is going to benefit
- Staff to provide more information to Council regarding each grant application, including how much of the total project cost is being asked for and whether any other funding the organization has applied for has been confirmed
- A desire to keep the politics out of the decisions
- Having a policy that is principle based
- Narrowing the scope of the policy since the strategic initiatives are much too broad
- Exploring options for handing the funding over to a third party such as the Victoria Foundation to adjudicate the grants on behalf of the City

ISSUES & ANALYSIS

The current policy and process aim to achieve a streamlined and consistent process that provides greater flexibility for Council, and more oversight and involvement by Council. There were a number of lessons learned from this year's process as outlined below.

Staff believe the following worked well:

1. Separating the direct-award grants from the competitive grants.

All grants for organizations that provide a service on behalf of the City (community and seniors centres, neighbourhood per capita grants, Victoria Heritage Foundation, Victoria Civic Heritage Trust, and Recreation Integration Victoria) are now directly awarded to those organizations without a competitive process. The organizations are still required to submit a report on achievements annually.

With the exception of Festival Investment grants and Fee-for-Service grants, all remaining grant programs were replaced with the new Strategic Plan grant program. The fee-for-service grants will be replaced with the Strategic Plan grants in 2016.

2. Inviting new applicants to apply

In the past some organizations were not able to apply since their projects did not fit within the City's programs, and the Fee-for-Service grants did not have a competitive process. Although

the fee for service grant were directly awarded this year to provide ample notice to those organizations, next year all organizations will have to compete for funding leveling the playing field. This saw an increase in applications from \$330,072 to \$511,499.

3. Having consistent application and evaluation criteria

In the past, the City's grant programs had inconsistent processes. Some (sustainability and neighbourhood development, greenways and arts grants) had competitive processes with extensive evaluations whereas the fee-for-service grants only required a simply request with deliverable (Maritime Museum, Tourism Victoria, and Coalition to End Homelessness).

For 2015, the application and evaluation process was the same for the first four listed above and for 2016, Council approved discontinuing the fee-for-service grants so that all competitive grants are aligned. This alignment improves the City's ability to effectively communicate the opportunity to access City grant programs

4. Staff involvement

Staff's involvement in the evaluation of eligibility was objective, and Council determined the merit of each application. The subjective evaluation of the merit of applications is not staff's role and is a matter for Council to provide direction to staff as a recommended best practice.

5. Earlier approvals

Although the 2015 grants were awarded later than typical, going forwards the intent is to have all grants awarded in the fall in the year prior. This has two benefits: it provides certainty for grant applicants earlier; and grants will be awarded prior to setting the budget for the following year, which will eliminate any potential conflicts of interest for individual councillors when approving the financial plan.

6. No program was undersubscribed

In the past, some grant programs (for example, greenways and youth outreach) were undersubscribed and funding remained unallocated after the application intake. Council awarded the entire \$207,000 budget allocated in 2015 plus an additional \$36,000 from the strategic objectives account, compared to only awarding 80% of total available funding (\$144,000 of the \$181,000 budget) in 2014.

7. More Council involvement and oversight

The new process provided Council with all applications for review and required organizations whose grant requests were \$10,000 or more to present to Council. However, it resulted in a longer process and made decision-making more difficult for Council.

8. Micro-grants and Community Garden Volunteer Coordinator grants

Council initiated two new grant programs through its strategic planning process. The application and award process worked well and Council will be able to determine if the programs achieved the intended results based on the reporting back from the organizations who received funding before the 2016 grants are awarded.

Based on the feedback from the meeting of August 5, 2015, there are a number of improvements that can be made to address the concerns expressed. Staff suggest the following improvements for Council's consideration:

1. Scope and eligibility

The current policy has a very broad scope, which results in a large number of applications. In addition, having a competitive process and inviting new applicants to apply makes decision making more difficult since all applicants are competing against each other for limited funding. However, the broader scope allows Council more flexibility to award grants for applications that demonstrate more merit than others.

Should Council wish to reduce the number of eligible applications, the scope could be reduced by requiring that applicants must achieve a stated outcome of the Strategic Plan. The applications received this year fit under the strategic plan objectives, but very few clearly stated which outcome the proposed project would achieve.

The feedback provided by some councillors suggested reducing the number of categories or having separate funding envelopes. While this might not reduce the number of applications received, it may result in fewer applicants competing within a specific envelope. To avoid undersubscribed categories as in the past, should insufficient eligible applications be received for a specific funding envelope, that funding could then be allocated to the other funding envelopes for that particular year. This way Council still obtains the flexibility objective of the policy.

2. Arts grants

A number of suggestions regarding arts grants was provided including limiting the City's funding to only grass-roots arts organizations who would not be eligible under the CRD Arts Fund, creating a separate funding envelope for arts, and redirecting all festival grants to the Festival Investment Grant intake. In 2015, the total grants awarded for arts through the Strategic Plan grants was \$20,112 plus \$156,000 through the Festival Investment Grants totalling 48.5% of the total funding available (\$176,112 out of total of \$363,000). The two festival applications (Thinklandia, and Victoria International Jewish Film Festival) received under the Strategic Plan grant category were not eligible under the Festival Investment Grant Policy since they did not have a free component.

3. Limits

The current policy includes a number of limits that are intended to ensure the City is not the sole financial support, and that the Victoria citizens benefit from the programs and projects. The limits are:

- Requests to cover the applicant's administration costs are capped at 18%
- Applicants are required to be located within the Greater Victoria area
- Requests for annual operating funding are capped at 50%
- Requests for project funding are capped at 75%
- Capital equipment, such as computers and office equipment, is ineligible

To reduce eligible applications or eligible amounts, the following changes or additional limits could be considered:

a. Limiting the funding to one-time projects only; provide no ongoing funding

This would mean that no organization would be relying on the City for ongoing operating funding. For 2015, all Strategic Plan grant applications received were for project funding so this limit would have had no impact. However, under the Fee-for-Service grants (see list on p. 12 of 14 in Appendix A) to be aligned for 2016, many are for ongoing operating funding. At this time, it is unknown what the impact to those organizations would be and if any of them would instead apply for project funding.

b. Requiring that grant awards be limited to projects that benefit City of Victoria residents, not Greater Victoria

Many organizations offer their services beyond City of Victoria borders so this limit would reduce the number of eligible applications. Alternatively, a reduced amount such as a maximum 25% of project amounts could be considered.

c. Reducing the cap for project grants to 50% and operating grants to 25% (assuming operating funding remains eligible)

This would reduce the eligible amounts.

d. Implementing a maximum grant award amount

This would potentially mean that available funding will reach more organizations. However, the grant award amounts for Strategic Plan and Fee-for-Service grants in 2015 ranged from \$850 – \$100,000 so it might be difficult to determine the appropriate maximum amount. Some of the City's previous grant programs did have maximums: Greenways had a \$25,000 maximum and Neighbourhood Development had \$10,000. In researching other communities, grant maximums vary and there doesn't appear to be a common practice. A summary is attached as Appendix C.

e. Implementing a cap on the number of applications per organization

Based on 2015, this would have reduced the number of Strategic Plan grant applications by 3 out of 55 received (Downtown Blanshard Advisory Committee-Quadra Village Community Centre; James Bay New Horizons; and Victoria Community Micro Lending Society). Should Council wish to apply this restriction to all grants the City offers including direct-award, micro and community garden volunteer grants, this would have reduced the number of Strategic Plan grant applications by 14 (11 from community and seniors centres and neighbourhood associations, two from Fee-for-Service and one that applied for both a strategic plan and a micro grant; the list is outlined in Appendix D).

f. Requiring grant requests to be related to "taking action" in the community

Implementing this limit would require a clear definition of what "taking action" means.

g. Senior government areas of responsibility

Making grants related to social and health related projects that are the responsibility of senior levels of government ineligible would reduce the number of applications received. For example, the Coalition to End Homelessness and Aids Vancouver Island would likely be deemed ineligible. This could mean that projects related to social and health issues under the objective to "Facilitate Social Inclusion and Community Wellness" in the City's Strategic Plan would no longer be an eligible.

4. Projects that impact public space

Projects in public space are eligible under the current policy. There is an opportunity to redirect these applications to a neighbourhood/placemaking funding stream, potentially with a matching fund requirement, and a participatory budgeting opportunity. A separate report will be brought to Council for consideration in October

5. Application form

To provide additional information to assist in Council's decision making, the following improvements to the application form are suggested:

- Adding information on who will benefit
- Outlining how much of the total project cost is being requested
- Identifying and providing proof that any other funding the organization has applied for has been confirmed or is still pending
- Adding which strategic outcome the project would achieve, not just which strategic objective the request fits under

6. Over-subscription of grant funding

As was experienced during this year's grant intake, similar to previous years, applications received far exceeded the funding available. In addition to imposing limits on eligibility, developing a process for addressing such a situation would help streamline the process in future years. There are a number of approaches that could be considered:

- Reduce all grants for all applications proportionately. This approach would be simple, but would assume that all applications have the same merit.
- Reducing the limits imposed by the policy, for example reducing the maximum amount of a project budget from 75% of total cost to 50%. This approach would be simple, but would assume that all applications have the same merit.
- Allocate the available budget equally between the strategic plan objectives that have applications and pro-rate the applications within each. This approach would be simple, but would assume that all applications have the same merit.
- Rate and prioritize grant requests and approve those that score highest first and when available budget is allocated, the remainder are declined. This is a complex process, but would allocate funding to those projects that have the most merit.

7. Improving the decision-making process for Council

To assist in improving the decision-making process for Council, the following process improvements could be made:

- Staff could provide a summary outlining the following for each applications:
 - Name of organization
 - Short description of what the request is for
 - The strategic outcome the project will achieve
 - Amount requested
 - Eligible amount
 - Percentage of total project cost requested
 - Other funding sources including whether confirmed or pending
 - How many people will benefit from the project

- Staff could provide options for fitting requests within allocated grant budget
 - Reduce the cap imposed by the policy to a percentage that will fit the available funding, for example, maximum 40% of total project cost. This would mean that an organization requesting 50% of project cost would see the amount reduced to 40%, but an organization requesting 25% would not be reduced.
 - Reduce all applications proportionately
 - Reduce the cap of \$25,000 (assuming Council approves this cap) to a lower amount

OPTIONS & IMPACTS

Option 1: Implement further limits and process changes

1. Require that applicants demonstrate which strategic outcome their project will achieve
2. For arts applications:
 - a. Reduce the eligibility to only those organizations that do not fit under the CRD's Art Fund
 - b. Redirect all festival applications to the Festival Investment Grant application intake
3. Implement the following limits:
 - a. Only fund one-time projects; provide no ongoing operating funding
 - b. Only fund projects that benefit City of Victoria residents, not Greater Victoria
 - c. Reduce the cap for project grants from 75% to 50% of total project cost
 - d. Implementing a maximum award amount of \$25,000
 - e. Only allow one strategic plan grant application per organization
 - f. Require that grant requests be related to "taking action" in the community and provide clear direction to staff as to what this means
4. Redirect projects that impact public space to a separate participatory neighbourhood funding stream
5. Improve the application form and asking applicants to:
 - a. Outline who will benefit from the project
 - b. Outline how much of the project cost is being requested
 - c. Identify and provide proof whether other funding sources have been confirmed or are pending
 - d. Outline which strategic outcome the project would achieve
6. Establish a process for addressing situations where grant requests exceed available funding as follows:
 - a. Staff will provide options for reducing the cap imposed by the policy to a percentage that will fit the available funding, for example, maximum 40% of total project cost. This would mean that an organization requesting 50% of project cost would see the amount reduced to 40%, but an organization requesting 25% would not be reduced.
7. In addition to the process outlined in point 6 above, to assist in improving the decision-making process for Council, staff will provide a summary outlining the following for each applications:
 - a. Name of organization
 - b. Short description of what the request is for
 - c. The strategic outcome the project will achieve
 - d. Amount requested
 - e. Eligible amount
 - f. Percentage of total project cost requested

- g. Other funding sources including whether confirmed or pending
- h. How many people will benefit from the project

This option would reduce the number of eligible applications and potentially make decision-making easier for Council.

Staff are seeking Council direction on the proposed recommended changes and seek guidance on deletions and additions.

Option 2: Do not implement any changes to the current policy

This option would not reduce the number of eligible applications and Council's decision-making difficulty would remain the same as in 2015.

2015 – 2018 Strategic Plan

The City's grant program is aligned with the City's Strategic Plan.

Impacts to 2015 – 2018 Financial Plan

The intent is for Council to consider grant requests in alignment with the financial planning process. The total amount awarded would be the budget for that year in the financial plan.

Official Community Plan Consistency Statement


Not applicable.

CONCLUSIONS

Council amended the grant process for 2015, to be phased-in over 2015 and 2016. Council also directed staff to bring forward recommendations providing options for Council's consideration to improve the process.

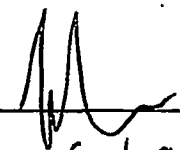
Respectfully submitted,


Susanne Thompson
Director of Finance


Katie Hamilton
Director of Citizen Engagement and Strategic Planning

Report accepted and recommended by the City Manager:

Date:


Sept. 9, 2015

List of Attachments

Appendix A: Proposed Alignment of Grants Program with City of Victoria 2015-2018 Strategic Plan

Appendix B: Summary of Public input on the Proposed Grant Process and Approval of Fee-for-Service Grants

Appendix C: Summary of Maximum Grant Award Amounts in Other Communities

Appendix D: Organizations that Applied under Multiple Grant Programs

Appendix A



Governance and Priorities Committee Report

For the Meeting of April 23

To: Governance and Priorities Committee **Date:** April 13, 2015
 Susanne Thompson, Director, Finance
 Julie MacDougall, Acting Director, Parks and
From: Recreation
 Katie Hamilton, Director, Citizen Engagement
 and Strategic Planning
Subject: Proposed Alignment of Grants Program with City of Victoria 2015-2018 Strategic Plan

Executive Summary

The purpose of this report is to propose a new grant program, with a two-phased implementation, in alignment with the 2015-2018 Strategic Plan for Council's consideration.

As directed by Council in April of 2014, a review to streamline the grant process was initiated for implementation in 2015. On December 18, 2014 Council approved grouping existing grant funding into two categories: direct award grants and grants aligned with the 2015-2018 Strategic Plan. Although festival investment grants would fall into the strategic plan grant category, Council approved festival investment grants for 2015 in December of 2014 to enable those grant recipients to apply for Federal grant funding that had a December 31 deadline. Direct award grants (community and seniors centres, neighbourhood per capita grants, Victoria Heritage Foundation, Victoria Civic Heritage Trust, and Recreation Integration Victoria) for 2015 were approved on February 26, 2015. This report addresses the remaining grants that would align with the recently approved Strategic Plan.

In developing a new program, we researched practices in other communities and although processes vary, all grants require Council's approval. Many municipalities offer different grant programs: some with criteria for the specific funding streams and some without criteria where Council determines the merit of each application individually. Some have grant review committees including citizen members and some municipalities are focussing participatory budgeting efforts on grant programs. Typically, if staff recommendations are made for Council's consideration, staff are simply recommending that an organization applying be considered as they have been confirmed as eligible for the specific grant stream. Council determines the merit of the applications.

In the past, five grant programs had a competitive application process: festival investment, neighbourhood enhancement, greenways, community arts, and sustainability. The budget for these programs totalled approximately \$327,000, of which \$156,000 was allocated to festival investment grants. The remaining grant budget of approximately \$513,000 was for "fee-for-service" grants, for which there is no application intake or opportunity for new applicants seek funding, and grants have generally been approved for the same organizations each year.

The program for festival investment grants is proposed to remain unchanged. This program has a well-established and robust policy and guidelines. It is proposed that for 2015, the fee-for-service grant process remain the same, but that the neighbourhood enhancement, greenways, community arts, and sustainability program grants be discontinued and replaced with a single new grant program aligned with the 2015-2018 Strategic Plan. The Strategic Plan has a broad scope and organizations that applied under the previous grant programs will have an opportunity to apply under the new program.

For 2016, it is proposed that the fee-for-service grant program be discontinued and incorporated into the strategic plan grant program. This phase-in is recommended for 2016, to provide organizations with ample notice, in particular those that have not previously been required to go through a competitive process. Also, as the next phase of the financial planning process, Council has directed staff to explore options for participatory budgeting for 2016. Based on experience from other communities, using a portion of the strategic plan grants could be an opportunity.

The new proposed grant program is designed to provide City Council with greater flexibility, involvement and oversight in the award of grants. It is proposed that the application and evaluation process be consistent for all strategic plan grants, including the timing of applications and awards.

The new process will provide opportunity for new applicants to apply and will be assessed using common eligibility criteria. However, the grant program itself is proposed to be broader in scope encompassing all 13 strategic objectives so that applicants are not restricted to apply for one type of grant when their project or program achieves multiple strategic objectives. Also, it is recommended that one funding envelope be created, instead of individual funding allocations for each strategic objective. This provides Council greater ability to provide funding to applications that will help meet approved strategic objectives the best and should prevent the historical experience of having some grant programs that are undersubscribed.

As part of the Strategic Plan, Council also approved the creation of a micro-grant program for volunteer coordination of commons and community gardens and added \$36,000 to the Financial Plan to fund community garden volunteer coordinators in the six neighbourhoods that currently have community gardens. The micro-grant program has been added as a separate category in the proposed grant policy. The \$6,000 for each of the neighbourhoods with community gardens will be treated as direct-award grants to those neighbourhoods.

Staff's role in supporting the proposed grant program will be to ensure that applicants are eligible. All grants that impact public space will be further assessed to determine implications on the use and function of the public space as well as budget impacts for ongoing maintenance. Adjudication of the merit of grant applications is proposed to be done by Council. It is also proposed that all applicants make a presentation to Council, at special meetings, in support of their application and will be required to report back on achievements. This is common in other municipalities as well.

It is also proposed that for future years, grant applications be due in the fall to enable review and award for the future year in alignment with the financial planning process. This has two benefits: grant applicants will know sooner if they were successful; and Council will be able to award grants prior to setting the budget for the following year, which will eliminate any potential conflicts of interest for individual Councillors when approving the financial plan. This also provides greater administrative efficiency as well as improved ability to effectively communicate the opportunity to access City grant programs.

In 2015, due to the strategic planning process that concluded earlier this month, the grant process

for 2015 is later than desired. Staff are taking steps to ensure that applicants are well informed of the new process and will be offering assistance as applicants are putting their applications together. An information session is proposed to provide opportunity for not-for-profit organizations to learn more about the process and benefit from advice on how to prepare an effective proposal and presentation.

The above changes, along with common eligibility criteria, are reflected in the proposed *Grant Policy* found in Appendix A.

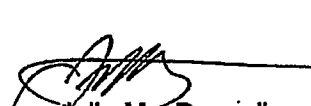
Recommendations

That Council:

1. Approve the proposed grant program and process incorporated into the *Grant Policy* as outlined Appendix A
2. Implement a phased-in approach as outlined in this report:
 - a. In 2015, fee-for service grant process will remain unchanged and neighbourhood enhancement, greenways, community arts and sustainability programs will be replaced with the new grant program aligned with the 2015-2018 Strategic Plan
 - b. In 2016, fee-for service grant process will be replaced with the grant program aligned with the 2015-2018 Strategic Plan
3. Direct staff to accept applications until May 24 and schedule two special Governance and Priorities Committee meetings the week of June 14 for presentation by eligible applicants
4. Direct staff to launch the intake for 2016 grants in September 2015 for approval by Council in November 2015 in alignment with the 2016 financial planning process
5. Direct staff to explore, as part of developing options for participatory budgeting, participatory budget opportunities for a portion of the strategic grant budget, prior to the 2016 grant process

Respectfully submitted,

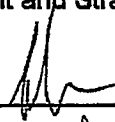

 Susanne Thompson
 Director, Finance


 Julie MacDougall
 Acting Director,
 Parks and Recreation


 Katie Hamilton
 Director, Citizen
 Engagement and Strategic Planning

Report accepted and recommended by the City Manager:

Date:


 Apr 16, 2015

Attachments:

Appendix A - Proposed Grant Policy

Appendix B - 2013 and 2014 Grants Paid

Purpose

The purpose of this report is to propose a new grant program, with a two-phased implementation, in alignment with the 2015-2018 Strategic Plan for Council's consideration.

Background

The City of Victoria has supported the community through grants for over 40 years, contributing to the quality of life of residents, businesses and visitors. Some grants are used to fund delivery of services on behalf of the City, such as community recreation programs and heritage preservation. Other grants have supported festivals, community arts, social services, community and economic development.

The *Community Charter* prohibits the City from providing grants to businesses. Therefore, the grant policy only provides for grants to registered non-profit organizations.

The City has in the past offered several grant funding streams with different application intakes. The historical process required significant staff time to review applications and provide recommendations for Council's consideration. Some grant programs were oversubscribed, such as festival investment grants, whereas others did not receive eligible applications, such as greenways, and therefore remained unallocated (for 2014 the total unallocated amount was \$35,000 for greenways and youth outreach). In addition, in some grant categories, such as economic development, social service agencies and community development, there was no opportunity for new applicants to apply.

On April 10, 2014 Council requested that staff report back on a streamlined grant process for the 2015 budget year.

On December 18, 2014 Council approved the festival investment grants for 2015 for a cash award total of \$156,000. The remaining budget for Strategic Plan grants included in the draft 2015 Financial Plan is approximately \$710,000 (including \$25,000 unspent budget carried forward from 2014). As outlined in Appendix B, historically, the different grant program envelopes varied significantly as did the individual grant awards:

- Fee for service grants (for example outreach, compost education, Community Social Planning Council, Film Commission, Tourism Victoria, Greater Victoria Coalition to end Homelessness, and Greater Victoria Bike to Work Week) have totaled approximately \$500,000 with grant awards ranging from \$2,000 to \$100,000;
- Neighbourhood enhancement grants totaled \$30,000 with grant awards ranging from \$1,900 to \$5,000;
- Greenways grants totaled \$25,000 with grant awards ranging from \$10,000 to \$15,000;
- Community arts grants totaled \$30,000 with grant awards ranging from \$7,500 to \$10,000, and;
- Sustainability grants totaled approximately \$86,000 with grant awards ranging from \$4,600 to \$10,000.

Also on December 18, 2014 Council approved realigning grants into two categories: direct award grants and program grants based on Council's strategic plan. Direct award grants are provided to organizations that provide a service on behalf of the City, such as community and seniors centres; neighbourhood per capita base grants, heritage grants and Recreation Integration Victoria. Council approved direct award grants for 2015 on February 26, 2015.

Council also directed staff to develop the program for strategic plan grants upon approval of the Strategic Plan. The City's 2015-2018 Strategic Plan has 13 objectives:

1. Innovate and Lead

2. Engage and Empower the Community; Strive for Excellence in Land Use
3. Build Financial Capacity of the Organization
4. Create Prosperity through Economic Development
5. Make Victoria More Affordable
6. Facilitate Social Inclusion and Community Wellness
7. Enhance and Steward Public Spaces, Green Spaces and Food Systems
8. Complete a Multi-modal Active Transportation Network
9. Nurture Our Arts, Culture and Learning Capital
10. Steward Water Systems and Waste Streams Responsibly
11. Plan for Emergencies Including Climate Change Short and Long Term
12. Demonstrate Regional Leadership.

As part of the Strategic Plan, Council approved the creation of a micro-grant for volunteer coordination of commons and community gardens. This has been added as a separate category in the proposed grant policy.

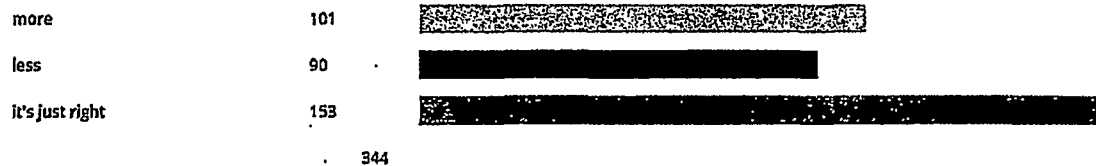
Through the public consultation on the draft strategic plan and the draft financial plan, the City received feedback regarding grants as follows:

1. Do you have any general comments on the City's investment in grants?

In response, common themes included:

- Increased oversight of grants and who gets them is needed
- Support for grants that support arts and culture
- More details of these grants are needed – the public isn't aware of how these dollars are being spent
- Too much money is directed towards grants – they should go towards City services
- Increase scrutiny around the awarding of grants

2. City spending in this area should be:



Municipalities have different processes for grants, but all require Council's approval. Many offer different programs: some with specific criteria for the specific funding streams and some without criteria where Council determines the merit of each application individually. Some have grant review committees including citizen members. Typically, if staff recommendations are made for Council's consideration, staff are simply confirming that an organization applying was eligible for the specific grant stream. Council determines the merit of the applications.

Issues & Analysis

The goal of the proposed grant program is to implement best practices and create a consistent and streamlined process where applicants outline how their project or program supports the achievement of the outcomes identified in the Strategic Plan. As outlined below, a number of considerations have been taken into account.

Streamlined and Consistent Process

Overarching criteria would apply to all strategic grant applications and the application intake period would be aligned with the financial planning process in the fall of each year. Grant applicants would know sooner if they were successful, and applicants, such as those applying for festival investment grants, will be able to leverage other funding opportunities that have December 31 deadlines. The process would also allow for new applicants for all strategic grant objectives.

Festival Investment Grants

It is recommended that the Festival Investment grants, including in-kind allocations, remain unchanged as outlined in the existing Festival Investment Grant Policy and Guidelines. This program has a well-established and robust process. Furthermore, the program is consistent with the Strategic Plan objective Nurture Our Arts, Culture and Learning Capital.

Due to the complexity of applications, specifically how the festivals fit within public space, and the required involvement from Police, Fire and other agencies, the detailed technical review process will also continue.

Greater Flexibility for Council

It is proposed that the program have a broad scope encompassing all 13 strategic objectives.

Rather than establishing individual funding allocations for each strategic objective, it is proposed to pool the entire budget and allocate funding based on applications received in any given year. As a result, grant opportunities will be maximized with no program undersubscribed and Council will be able to allocate funding to those applicants that will best assist in achieving the strategic objectives.

More Oversight and Involvement by Council

For the majority of the grants, staff's role would simply be to ensure eligibility of the applicant based on common criteria (see part 4 of Appendix A). It is proposed that applicants would make a presentation to Council and Council would determine the merit of each application.

To inform Council's decision making, grants that impact public space would be reviewed by staff to determine implications on the use and function of the public space as well as budget impacts.

Micro-grants

As part of the Strategic Plan, Council approved the creation of a micro-grant for volunteer coordination of commons and community gardens. It is proposed that the maximum amount for a micro-grant be \$500. Since the grant amounts are small, it is recommended that applicants for micro-grants not be required to present to Council; however Council will still approve each grant.

In addition, Council added \$36,000 to fund community garden volunteer coordinators in the six neighbourhoods that currently have a community garden (\$6,000 each.)

Reporting on Achievements

Organizations would be required to report on their achievements to demonstrate the result of the City's contribution.

In-kind Grants

As part of the recent financial planning process, it was identified that in-kind grants are currently handled on an ad-hoc basis using a number of already established budgets within the financial

plan. It is proposed that a policy for in-kind grants be developed and that all in-kind grants be comprehensively reported on. It is proposed that this policy be developed in 2015 for implementation in 2016.

Participatory Budgeting

As part of the financial planning process, Council has directed staff to explore options for participatory budgeting for 2016. Based on experience from other communities, using a portion of the strategic plan grants could be such an opportunity

Limits on Grant Funding

It is proposed that a number of limits be included in the policy. These limits are intended to ensure the City is not the sole financial support of the applicant, and that the citizens of Victoria benefit from the programs and projects. It is suggested that:

- Requests to cover the applicant's administration costs be capped at 18%
- Applicants be required to be located within the Greater Victoria area
- Requests for annual operating funding be capped at 50%
- Requests for project funding be capped at 75%
- Capital equipment, such as computers and office equipment, be ineligible

Over-subscription for Grant Funding

Based on past experience, the City is likely to receive funding applications totalling more than the available budget. There are a number of different ways that Council could allocate the available funding and it is recommended that Council establish a process for addressing a situation where more funding is requested than is available. Some considerations for Council are:

1. Reduce all grants for all applications so that each application receives a proportionately smaller amount
2. Rate and prioritize grant requests and approve the applications that Council expects to contribute the most toward the strategic objectives
3. Increase the grant budget

Options & Impacts

Option 1: Establish a single program with one funding envelope for all strategic objectives (recommended)

- Replace neighbourhood enhancement, greenways, community arts, and sustainability grant programs with the new grant program
- Festival investment grants remain unchanged
- Fee-for service grants remain unchanged for 2015; replaced by the new grant program in 2016

Pros:

- Provides Council with the most flexibility in that the applications with the most merit, based on the strategic objectives, could receive the most funding and not be restricted by amount in a separate funding envelope
- Provides ample notice to the organizations that have not applied under a competitive process previously

Cons:

- Could make decision-making more difficult since all applicants are competing against each other

Option 2: Establish a new program but allocate funding between all strategic objectives; festival investment grants remain unchanged; same phasing-in approach for fee-for-service grants as in option 1

Pros:

- Applicants know funding available for each category.
- Could make decision-making less difficult since applicants are only competing against other applicants in the same category.

Cons:

- Applications that have more merit than others may be declined due to limited funding for a particular strategic objective.

Option 3: Align existing programs with Strategic Plan objectives

Pros:

- Current programs are known by applicants

Cons:

- Does not address any of the shortcomings of the current programs (some oversubscribed, others undersubscribed; inconsistent processes between the grant programs, reporting requirement not consistent; for the majority of programs no opportunity for new applicants to apply)
- Not all strategic objectives would have a program and if funding envelopes remain the same there would be no funding available to create new ones

Recommendations

That Council:

1. Approve the proposed grant program and process incorporated into the *Grant Policy* as outlined Appendix A
2. Implement a phased-in approach as outlined in this report:
 - a. In 2015, fee-for service grant process will remain unchanged and neighbourhood enhancement, greenways, community arts and sustainability programs will be replaced with the new grant program aligned with the 2015-2018 Strategic Plan
 - b. In 2016, fee-for service grant process will be replaced with the grant program aligned with the 2015-2018 Strategic Plan
3. Direct staff to accept applications until May 24 and schedule two special Governance and Priorities Committee meetings the week of June 14 for presentation by eligible applicants
4. Direct staff to launch the intake for 2016 grants in September 2015 for approval by Council in November 2015 in alignment with the 2016 financial planning process
5. Direct staff to explore, as part of developing options for participatory budgeting, participatory budget opportunities for a portion of the strategic grant budget, prior to the 2016 grant process

Appendix A – Proposed Grant Policy and Application Form

1. Purpose

The purpose of the Grant Policy is to guide the City in managing grants with the exception of Housing and Festival Investment Grants which are guided under separate policies.

2. Objectives

The objectives are:

- Support not-for-profit organizations serving the City of Victoria
- Enhance the quality of life for residents, businesses and visitors
- Deliver services on behalf of the City
- Complement or extend the reach of City service
- Provide a service the City would otherwise deliver given adequate resources
- Meet evolving strategic and community priorities
- Provide opportunity to a diverse group of applicants
- Promote sound financial management
- Provide a fair, consistent, effective and efficient evaluation process
- Promote transparency and accountability

3. Grant Definitions

The City Grant Programs will consist of three grant streams: Direct Award Grants, Strategic Plan Grants and Micro Grants.

Direct Award Grants:

- For eligible organizations delivering a service or program on behalf of the City on an ongoing basis, including a service to operate City-owned facilities

Direct Award Grants are:

- a. Community and senior centre operating grants
- b. Neighbourhood base grants and insurance
- c. Heritage grants
- d. Recreation Integration Victoria
- e. Volunteer coordinators for each neighbourhood with a community garden

Strategic Plan Grants:

- For eligible organizations working on a project or program basis that supports the actions and outcomes of the City's 2015-2018 Strategic Plan Objectives

Micro Grants:

- For eligible community groups delivering a service or program for volunteer coordination of commons and community gardens

4. Eligibility Criteria

Common Criteria

The organization must meet all the following criteria to apply for a grant:

- Registered non-profit organization in good standing in the Province of BC or registered charitable organization in good standing with the Canada Revenue Agency
- Organization resides within the Capital Regional District and the services and activities benefit residents of the City of Victoria

- Complement or extend the reach of the City services
- Evidence of clear mandate and competent administration
- Evidence of ongoing, active volunteer involvement
- Not in arrears with the City of Victoria
- Not in bankruptcy or seeking creditor protection
- Demonstrate financial stability and accountability
- Evidence of diversity of funding sources and/or increasing financial self-sufficiency
- Applicants must apply for funding on an annual basis
- Projects or programs must be substantially completed within the grant time period
- Monitoring and reporting requirements

The grant must be leveraged to create additional financial value by securing one or more of the following:

- Funding from other governments
- Corporate sponsorships
- Matching funds
- In-kind contributions
- Waived fees and charges

The following activities and costs are *ineligible* for grant funding:

- Commercial activities and related costs
- Religious activities and related costs
- Land purchase and land improvements
- Activities and costs that are the responsibility of other governments
- Costs not directly associated with approved project, program or service
- Fundraising costs for the operations of the organization
- Travel costs
- Conference, workshop, training or professional development costs
- Deficit or debt repayment
- Re-investment of unused grant revenue by funded organization

Specific Criteria

Direct Award Grants:

- Fund the operation of City-owned facilities and/or
- Deliver services on behalf of the City

Strategic Plan Grants:

The grant must support the outcomes of at least one of the following City Strategic Plan Objectives:

- Innovate and Lead
- Engage and Empower the Community
- Strive for Excellence in Land Use
- Build Financial Capacity of the Organization
- Create Prosperity through Economic Development
- Make Victoria More Affordable
- Facilitate Social Inclusion and Community Wellness
- Enhance and Steward Public Spaces, Green Spaces and Food Systems
- Complete a Multi-model Active Transportation Network

- Nurture Our Arts, Culture and Learning Capital
- Steward Water Systems and Waste Streams Responsibly
- Plan for Emergencies Including Climate Change Short and Long Term
- Demonstrate Regional Leadership
- and
- administrative costs are capped at a maximum of 18% of total budget
- Organizations can be funded up to 75% of project or program costs
- Operating funding up to 50%

Micro Grant:

- Must comply with all City's food policies such as the Boulevard Gardening Guidelines and Community Garden Policy
- Organizations can be funded to a maximum of \$500 per grant

5. The Grant Review Process

There is one intake period per year. All grants are awarded using a competitive process and/or performance based process.

The process of reviewing the grants would include the following steps:

1. Applications submitted by deadline
2. Staff review applications for eligibility
3. Applications that impact public space will be vetted through appropriate departments to assess the project or program feasibility
4. Staff report eligible applications to the Governance and Priorities Committee
5. Eligible Strategic Plan Grant applicants present to Council
6. Council assesses each application
7. Council awards and approves the grants
8. Grants distributed in July (to coincide with when the City receives its annual funding through property taxes)
9. Recipients report on grant use and deliverables

6. Decision Making

Staff will review all applications and evaluate based on the eligibility requirements. All eligible grant applications will be presented to Council for review. Eligible applicants applying for the Strategic Plan Grants will be required to make a presentation to Council. City Council will decide on all the grant allocations.

7. Grant Limitations

- Not all applicants meeting the Grant Program requirements will necessarily receive a grant
- Based on the number of applications, groups may not receive the full grant that they request
- Approval of a grant in any one year is not an automatic ongoing source of annual funding

8. Monitoring and Reporting

Each grant recipient will be required to submit an annual or post-program report as specified by the City.

8. Repayment of Grant

If the grant will not be used for the stated purpose, the full amount must be returned to the City.

Appendix B: 2013 and 2014 Grants Paid

	2013 GRANTS PAID	2014 GRANTS PAID
<u>Fee-for-service</u>		
Greater Victoria Economic Development Agency	50,000	50,000
Greater Victoria Film Commission	45,000	45,000
SportHost	7,500	7,500
Tourism Victoria	47,500	47,500
Victoria Advanced Technology Association (VIATeC)	22,500	22,500
Community Social Planning Council	16,590	16,590
NEED2	20,103	20,200
St John Ambulance	2,221	2,250
Volunteer Victoria	11,439	11,500
Beacon Community Services (school crossing guards)	30,000	30,000
Compost Education Centre	13,530	13,530
Victoria Youth Council	20,000	20,000
Downtown Victoria Ambassadors	15,000	15,000
Greater Victoria Bike to Work Week	2,500	2,500
Greater Victoria School District-Bike to School Week (one time allocation)	0	3,600
Greater Victoria Coalition to End Homelessness	100,000	100,000
Maritime Museum	20,000	20,000
Victoria AM Society	2,000	2,000
Youth Empowerment Society Summer Opportunities	2,000	2,000
Burnside Gorge Community Association (Youth)	10,000	10,000
Fairfield Community Association (Youth)	15,000	15,000
James Bay Community Project (Youth)	10,000	10,000
Our Place Society (Adult)	25,000	25,000
Youth Empowerment Society - Downtown (Youth)	15,000	15,000
	502,883	506,670
<u>Program Grants</u>		
Sustainability *	86,500	86,542
Neighbourhood Development - Enhancement *	20,597	27,845
Neighbourhood Development - Greenways *	25,000	0
Community Arts *	10,000	30,000
	142,097	144,387
* Detailed listing on following pages		
Festival Investment	154,486	153,395
	799,466	804,452

Appendix B: 2013 and 2014 Grants Paid

Sustainability Grants		
Organization	Purpose	2013 Grant Paid
Bipolar Disorder Society of British Columbia	Stigma Stomp Classroom	6,500
Burnside Gorge Community Association	Youth Self Sufficiency Program	10,000
Community Social Planning of Greater Victoria	Building Resilient Neighbourhoods	10,000
Greater Victoria Cycling Coalition	Bicycles Mean Business	10,000
Healing Cities Institute Society	Living the New Economy	10,000
Oaklands Community Association	Youth Leaders in Training	10,000
Our Place Society	Extend - Our Place Society Pilot Project	10,000
Synergy Sustainability Institute	Regional Green Business Certification	10,000
Together Against Poverty Society	Volunteer Disability Peer Advocacy Project	5,000
Victoria Brain Injury Society	Community Awareness Project	5,000
		86,500
Organization	Purpose	2014 Grant Paid
Bipolar Disorder Society of British Columbia	Stigma Stomp Classroom	6,500
Burnside Gorge Community Association	Youth Self Sufficiency Program	7,500
Community Social Planning of Greater Victoria	Building Resilient Neighbourhoods	7,500
Friends Uniting for Nature Society	FUN Champs	6,000
Healing Cities Institute Society	Living the New Economy	6,000
Lifecycles Project Society	From the Ground Up	8,000
Intercultural Association of Greater Victoria	Hands On: Living Puppet Traditions	5,000
Oaklands Community Association	Oakland Market Sustainability Internship	9,000
Quadra School Parent Advisory	Create Vibrant/Sustainable Landscape - Quadra School	8,292
Society of Friends of St. Ann's Academy	Bringing Leadership to Life	7,500
Victoria Brain Injury Society	Youth Supporting Youth	5,800
Victoria Cool Aid Society	Community Volunteer Training	4,675
World Fisheries Trust	Citizens under the Sea: Mobile Seaquaria	4,775
		86,542

Neighbourhood Enhancement Grants		
Organization	Purpose	2013 Grant Paid
Fairfield Gonzales Community Association	Fairfield Community Garden	5,000
North Park Neighbourhood Association	Beautification/Information	2,678
Victoria West Community Association	Dishwasher/Community Dinners	2,800
Fernwood Neighbourhood Resource Group	Community Orchard	4,900
Oaklands Community Association	Growing Young Farmers Garden Project	3,315
Victoria West Community Association	McCaskill Street Wall Art	1,904
		20,597
Organization	Purpose	2014 Grant Paid
Burnside Gorge Community Association	Cecelia Ravine Garden	5,000
Fairfield Gonzales Community Association	Educational Awareness - Neighbourhood Resiliency	3,525
Fernwood Neighbourhood Resource Group	Commercial Kitchen Upgrades	4,125
Learning Disabilities Association of BC	School Partnership project - Youth Literacy	5,000
James Bay New Horizons Society	Honey Bee Education Garden and Beehives	4,200
North Park Neighbourhood Association	Neighbourhood Planning and Branding Exercise	3,400
Fernwood Community Association	Shape Your Future	2,495
Fernwood Community Association	Grant Street Book Box Lending Library	100
		27,845

Appendix B: 2013 and 2014 Grants Paid

Greenways Grants		
Organization	Purpose	2013 Grant Paid
Fernwood Community Association	Central Middle School Greenways Path	15,000
North Jubilee Neighbourhood Association	Fern Park Green Project	10,000
		25,000

Community Arts Grants		
Organization	Purpose	2013 Grant Paid
Open Space	Artist in Residence - Visual Arts	10,000
		10,000
Organization	Purpose	2014 Grant Paid
Fairfield Gonzales Community Association	Fairfield Gonzales Stories Mural Project	7,500
Theatre Inconnu	Family Interactive Puppet Art	7,500
Pandora Arts Collective Society	Collaborative Community Film Project	7,500
Suddenly Dance Theatre Society	Suddenly Dance WITS Residency	7,500
		30,000

Appendix B



Governance and Priorities Committee Report

For the meeting of June 4, 2015

To: Governance and Priorities Committee **Date:** May 26, 2015
 Susanne Thompson, Director, Finance
From: Katie Hamilton, Director, Citizen Engagement and Strategic Planning
 Julie MacDougall, Assistant Director of Parks
Subject: Summary of Public Input on the Proposed Grant Process and Approval of Fee-for-Service Grants

Executive Summary

The purpose of this report is to summarize the public input regarding the proposed changes to the City's grant program and recommend changes based on the feedback. This report also seeks approval of the 2015 fee-for-service grants.

At the April 23, 2015 Governance and Priorities Committee, staff outlined the proposed new process for the grant program aligned with the Strategic Plan. Subject to feedback from stakeholders, Council approved a phased approach that maintains the current process for the fee-for-service grants in 2015, and in 2016 replaces it with the grant program aligned with the 2015-2018 Strategic Plan.

Over 200 groups were invited to participate in a public information session that was held on May 12, 2015. The session included a presentation of the proposed grant process, hand-outs outlining the draft policy and previous grants paid, and a question period. Fifty people attended this session, which involved two-way conversations with questions, answers and comments; all attendees were further encouraged to submit their comments in writing. Based on early feedback received, the opportunity to submit written comments was extended to May 26 for a total of two weeks; seven written submissions were received (Appendix A).

Comments provided at the meeting included:

- Support for the proposed changes
- Desire for simple application and reporting forms
- Concern regarding reporting timeline (September is a busy time and projects may not be completed yet)
- Concern regarding the resource impact for organizations to present to Council.

The written comments favoured the implementation of the new process and also identified concerns for the City to consider when finalizing the grant process. Some organizations provided feedback that they were still not clear on exactly what was being proposed, so staff followed up with them individually to clarify. The written feedback included:

- Support for a streamlined and consistent approach and improved information about the grant program
- Support alignment to the Strategic Plan
- "Informative information session"; "questions answered fully and handouts were useful"
- Early grant cycle and award is better for organizations to budget

- One year funding commitment can be challenging
- Concern about timing of the reporting requirements since program or project might not be complete
- Support for simplified applications and reporting
- Concern that presenting to Council is time consuming and will be challenging for smaller organizations
- Concern around the timing of payment for community garden grants

Based on the feedback, there are a number of suggestions for Council's consideration:

- A simple application form with a shorter version for the micro-grants since the maximum dollar amount is small
- A streamlined reporting format
- An interim report requirement for the 2016 intake due to changing to an earlier application intake timeline
- Align the payment of the community garden volunteer coordination grants and micro grants with the growing season (March)
- Presentations to Council - possibly only requiring presentations from organizations requesting a grant above a certain amount

A terms of reference for the Community Garden Volunteer Coordinator grant has also been developed as per Council direction (Appendix C).

Council has yet to approve the individual grants in the fee-for-service category. The total 2015 fee-for-service grant request is \$503,070, which is the same amount granted in 2014.


Recommendations

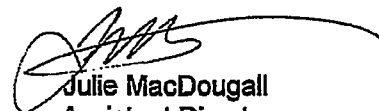
That Council:

1. Approve the Grant Policy, including amendments as a result of the feedback:
 - a. A simple application form with a shorter version for the micro-grants
 - b. A streamlined reporting form
 - c. An interim report requirement for the 2016 intake
 - d. Pay community garden volunteer coordination grants and micro-grants in March
 - e. Require presentations to Council only for grant requests over an amount determined by Council
2. Direct staff to accept applications for the 2015 Strategic Plan grants until June 26, 2015
3. Direct staff to report on eligible applications at the July 9, 2015 Council meetings (decisions on awards to be made on July 23 after presentations)
4. Direct staff to schedule two Town Hall meetings for presentations by eligible applicants the week of July 13, 2015
5. Approve the 2015 Fee-For-Service Grants as outlined in Appendix B
6. Approve the terms of reference for the Community Garden Volunteer Coordinator grant as outlined in Appendix C

Respectfully submitted,

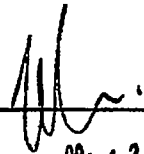

Susanne Thompson
Director, Finance


Katie Hamilton
Director, Citizen Engagement
and Strategic Planning


Julie MacDougall
Assistant Director,
Parks

Report accepted and recommended by the City Manager: _____

Date: _____


May 28, 2015

Attachments:

Appendix A – Written Feedback on the New Grant Process

Appendix B – 2015 Fee-for-Service Grant Applicants

Appendix C – Community Garden Volunteer Coordinator Grant Terms of Reference

Appendix D – April 23, 2015 Governance and Priorities Committee Report

Purpose

The purpose of this report is to summarize the public input regarding the proposed changes to the City's grant program and to seek approval of the 2015 fee-for-service grants.

Background

On December 18, 2014, Council approved a streamlined grant process that consisted of separating grants into two categories: direct award grants and program grants aligned with the Strategic Plan. At that meeting, Council also approved the 2015 festival investment grants to enable those grant recipients to apply for Federal grant funding that had a December 31 deadline. Council approved the 2015 direct award grants on February 26, 2015.

As part of the strategic planning process, Council approved a volunteer coordinator grant of \$6,000 for each of the six neighbourhoods that have community gardens focussing on food production as well as a micro-grant for commons and community gardens.

At the April 23, 2015 Governance and Priorities Committee, staff outlined the proposed grant process for the grants to be aligned with the Strategic Plan (report attached as Appendix D) and Council approved the following motion:

"That Council:

1. Approve the proposed grant program and process incorporated into the Grant Policy as outlined in Appendix A attached to the report dated April 13, 2015.
2. Implement a phased-in approach as outlined in this report:
 - a. In 2015, fee-for service grant process will remain unchanged and neighbourhood enhancement, greenways, community arts and sustainability programs will be replaced with the new grant program aligned with the 2015-2018 Strategic Plan.
 - b. In 2016, fee-for service grant process will be replaced with the grant program aligned with the 2015-2018 Strategic Plan.
3. Direct staff to launch the intake for 2016 grants in September 2015 for approval by Council in November 2015 in alignment with the 2016 financial planning process.
4. Direct staff to explore, as part of developing options for participatory budgeting, participatory budget opportunities for a portion of the strategic grant budget, prior to the 2016 grant process.
5. Direct staff to:
 - a. Engage the public, including stakeholders, to gather their input on this proposal.
 - b. Amend the dates following the receipt of stakeholder input.
 - c. Report back to Council within four to six weeks."

The goal of the proposed grant program is to implement best practices and create a consistent and streamlined process where applicants outline how their project or program supports the achievement of the outcomes identified in the Strategic Plan. The objectives of the proposed program are:

1. Flexibility
 - a. A grant program that is broader in scope with one funding envelope to provide Council with greater ability to fund applications that meet strategic objectives the best
 - b. Avoids the historical experience of having some grant programs undersubscribed
2. Consistency and opportunity
 - a. The same application and evaluation process for all strategic plan grants, including the timing of applications and awards
 - b. Opportunity for new applicants to apply and be assessed using common eligibility criteria

- c. Timing of grant awards earlier (in the fall of the previous year) to allow Council to consider grant applications before the budget is set
- 3. Involvement and oversight
 - a. Council will determine the merit of each application; staff will determine eligibility
 - b. Applicants will present their requests to Council
 - c. Formal reporting back before the following year's grant awards

Subject to feedback from stakeholders, Council approved a two phased approach that consisted of maintaining the current process for the 2015 fee-for-service grants and in 2016 replacing it with the grant program aligned with the 2015-2018 Strategic Plan. The intake period for 2016 is to be launched in September 2015 for approval by Council in November 2015, in alignment with the 2016 financial planning process. The Festival Investment Grant Policy is to remain unchanged.

A public information session that included a presentation outlining the proposed changes and a question period was held on Tuesday, May 12 at City Hall, which 50 people attended. This session was open to anyone interested in the City's grant process and over 200 invitations were sent out to past applicants, both those who have received grants and those who were unsuccessful in past intakes.

Issues & Analysis

Public Input

The in person forum held at City Hall attracted 50 participants. Staff engaged in two-way conversations explaining the new grant process and answering questions from the participants.

Written feedback was encouraged over a two-week period. The City received seven submissions commenting on the new process. Some responses included questions and staff have contacted the organizations directly to provide clarity. Overall, the comments included support for various aspects of the proposed program and also outlined some concerns to consider when finalizing the process.

The feedback is summarized as follows:

- Support for a streamlined and consistent approach and improved information about the grant program
- Support alignment to the Strategic Plan
- Informative information session; questions answered fully and handouts were useful
- Early grant cycle and award is better for organizations to budget
- One year funding commitment can be challenging
- Concern about timing of the reporting requirements since program or project might not be complete
- Support for simplified applications and reporting
- Concern that presenting to Council is time consuming and will be challenging for smaller organizations
- Concern around the timing of payment for community garden grants

All written responses received are attached in Appendix A.

Based on the feedback, there are a number of suggestions for Council's consideration:

- A simple application form with a shorter version for the micro-grants since the maximum dollar amount is small
- A streamlined reporting format
- An interim report requirement for the 2016 intake due to changing to an earlier application intake timeline
- Align the payment of the community garden volunteer coordination grants and micro grants with the growing season (March)

- Presentations to Council - possibly only requiring presentations from organizations requesting a grant above a certain amount

2015 Fee-for Service Grants

In April 2015, Council approved a two phased approach that maintains the current process for the 2015 fee-for-service grants and in 2016 implements the new grant program aligned with the 2015-2018 Strategic Plan.

The organizations requesting fee-for-service grants in 2015 are the same as in prior years. The grant requests range from \$2,000 to \$100,000 totalling \$503,070 which is equal to the grant amount approved in the prior year. The requests have been summarized by organization in Appendix B.

Community Garden Volunteer Coordinator Grant Terms of Reference

As part of the strategic planning process, Council approved a volunteer coordinator grant of \$6,000 for each of the six neighbourhoods that have community gardens focussing on food production. As per Council's direction, the Community Garden Volunteer Coordinator Grant Terms of Reference is attached in Appendix C.

Timeline

The proposed timeline is as follows:

Proposed Date	Description of Activity
June 26, 2015	Application Deadline
July 9, 2015 - Council	Report to Council of Eligible Applicants
Week of July 13, 2015 - Town Halls	Eligible Applicants Present to Council
July 23, 2015 - Council	Decision on Grant Award
September 30, 2015	2016 Grant Application Deadline
November 2015	Council Approval of 2016 Grants

Recommendations

That Council:

1. Approve the Grant Policy, including amendments as a result of the feedback:
 - a. A simple application form with a shorter version for the micro-grants
 - b. A streamlined reporting form
 - c. An interim report requirement for the 2016 intake
 - d. Pay community garden volunteer coordination grants and micro-grants in March
 - e. Require presentations to Council only for grant requests over an amount determined by Council
2. Direct staff to accept applications for the 2015 Strategic Plan grants until June 26, 2015
3. Direct staff to report on eligible applications at the July 9, 2015 Council meetings (decisions on awards to be made on July 23 after presentations)
4. Direct staff to schedule two Town Hall meetings for presentations by eligible applicants the week of July 13, 2015
5. Approve the 2015 Fee-For-Service Grants as outlined in Appendix B
6. Approve the terms of reference for the Community Garden Volunteer Coordinator grant as outlined in Appendix C

Appendix C

Summary of Maximum Grant Award Amounts in Other Communities

Nanaimo	<p>Operational Grants:</p> <ul style="list-style-type: none"> • New and emerging organizations who have applied but are not yet registered as a non-profit organization or who have not completed one full year of operation must produce letters of support or demonstrated community interest. Maximum grant for emerging groups is \$2,000. • Organizations applying for funding of \$15,000 or greater and/or three-year operating funding, must include a three-year program plan and three-year proposed budget, including detail of anticipated costs.
Saanich	<p>Community Association Operating Grants: Eligible community associations that represent a population area of less than 10,000 may receive an annual operating grant of up to \$1,100 based on expenditures. Eligible community associations that represent a population area of more than 10,000 may receive an annual operating grant of up to \$1,650 based on expenditures. All eligible community associations may receive an annual liability insurance grant of up to \$500 per year based on expenditures. The Saanich Community Association Network (SCAN) may receive funds to offset secretarial/administrative services to a maximum of \$1,500 per year based on expenses submitted.</p> <p>Small Sparks are limited to a maximum amount of \$500 per project.</p> <p>Neighbourhood Matched Projects: The maximum amount toward any one small project or event is \$3,000. Funding must be matched by the applicant.</p> <p>Sustainability Projects: Grants are available for any one project or event from \$1,000 to \$10,000. Funding requests over \$5,000 must be matched by the applicant.</p>
Kelowna (Application Based Grants)	<p>Established Grants: Funding Levels: A maximum of 50% of the establishment costs. It is the organization's responsibility to secure any additional funds necessary.</p> <p>Operational Grants: Funding Levels: A maximum of 25% of the organization's operating budget, or 10% if it receives funding from other levels of government or other agencies. It is the organization's responsibility to secure any additional funds necessary.</p> <p>Special Projects Grants: Funding Levels: A maximum of 80% of the costs of the special project. It is the organization's responsibility to secure any additional funds necessary.</p> <p>Heritage Building Grants</p> <p>Buildings "esignated" heritage are eligible for grants to a maximum of \$10,000/3 year period.</p> <p>Buildings listed on the Kelowna Heritage Register are eligible for grants to a maximum of \$5,000/ 3 year period.</p>
City of Penticton	<p>Depending on the nature of the project/program, grant assistance for that particular project/program will have a maximum duration of three years (if required) on a declining basis without re-application. Declining basis means that in the second year the maximum grant will be two thirds of the first year grant upon submission of a completed Reporting Out form for the first year. In the third year the maximum grant will be one third of the first year grant upon submission of a completed Reporting Out form for the second year. No assistance will be available for any project/program in a fourth or subsequent year.</p>
Burnaby	<p>Spots Team Grants: The maximum grant allowed per team is \$1,000.</p> <p>Neighbourhood Enhancing projects may receive grants up to \$500.</p> <p>Neighbourhood Events</p> <p>Project Budget: Up to \$10,000</p> <p>Maximum level of support: 40% of expenses up to \$4,000</p> <p>Festivals and Special Events: Small Scale</p> <p>Project Budget: Up to \$30,000</p> <p>Maximum level of support: 40% of expenses up to \$12,000</p> <p>Festivals and Special Events: Large Scale</p> <p>Project Budget: Over \$30,000</p> <p>Maximum level of support: 33% of expenses up to \$25,000</p>
City of North Vancouver (Application Based Grants)	<p>Living City Grants: A total of \$15,000 in grants is available each year, with the majority of grants awarded in the range of \$1,500 to \$5,000.</p>

Appendix C

Summary of Maximum Grant Award Amounts in Other Communities

City of North Vancouver (Council Contingency Grants)	We provide grants of \$50-\$500 to help residents, neighbourhood groups, and community groups strengthen their communities by bringing their neighbours together.
City of Richmond	Arts & Culture Project Grants: Funds may be requested for up to 50% of the total cost of the project, to a maximum of \$5,000. Health, Social & Safety and Parks, Recreation & Community Events: City grant programs will consist of two streams of grant requests, (1) \$5,000 or less and (2) over \$5,000, whereby application requirements may be streamlined for requests of \$5,000 or less.
City of Surrey	Community Grants: The total of the recommended grants shall not exceed the total grants budget funding available, and a minimum of \$10,000 of the grants budget shall remain unallocated for critical, unanticipated grant requests received after September 30th. Culture Grants: Capacity Building Grants Under this category, grants up to \$2500 are provided to qualified groups to support the organizations' development needs, including but not restricted to any of the following: •training; •workshops and conferences; •applying for registered not-for-profit status; •Board development activities; •marketing; and •strategic planning. Project Grants Under this category, grants are provided to encourage partnerships and collaborations that result in cultural programs and initiatives. The grant award contributes up to fifty percent (50%) of the program budget on a matching basis, which could include in-kind contributions. The maximum grant under this category is \$5000. Cultural Sustainability Grants Under this category, grants are provided to assist with costs for an organization to provide cultural-based servicing in the City. Such a grant would be a "one-time" grant. The applicant would need to provide a business plan as part of its application that demonstrates economic viability and includes demonstration of secured funding for at least eighty percent (80%) of the current year's budget for the organization. The grant is limited to the lesser of \$5000 or twenty percent (20%) of the organization's annual budget and could recognize the value of in-kind contributions by the organization. Neighbourhood Enhancement Grants Small Project Grants (Maximum \$3,000) Celebration & Activity Grants (Maximum \$1,000)
City of WhiteRock	Grants In Aid: The Grants-In-Aid Committee shall confine its allocation to 95% of the total grant-in-aid budget. The remaining 5% shall be held back in the event of a worthy late submission. Only one grant award will be given to an organization with a grant maximum award of \$2,000.
City of Vancouver (Social Policy Grants)	Grants will not exceed 50% of total cost of eligible expenses.

Appendix D: Organizations that Applied under Multiple Grants Programs

1. Burnside Gorge Community Association (Strategic Plan, Direct Award and Micro)
2. Community Social Planning Council (Strategic Plan and Fee-for-Service)
3. Cook Street Village Activity Centre Society (Strategic Plan and Direct Award)
4. Downtown Blanshard Advisory Committee-Quadra Village Community Centre (Strategic Plan – 2 applications - and Direct Award)
5. Fairfield Gonzales Community Association (Strategic Plan, Direct Award and Micro)
6. Fernwood Neighbourhood Resource Group (Strategic Plan and Direct Award)
7. James Bay Neighbourhood Association (Strategic Plan, Direct Award and Micro)
8. James Bay New Horizons (Strategic Plan – 2 applications - and Direct Award)
9. Oaklands Community Association (Strategic Plan and Direct Award)
10. Victoria Compost and Conservation Education Society (Strategic Plan and Fee-for-Service)
11. Victoria West Community Association (Strategic Plan, Direct Award and Micro)
12. LifeCycles Project Society (Strategic Plan and Micro Grant)

**Community and Senior Centres
2014 Expenditures**

Description	Cook Street Village Activity Centre	James Bay New Horizons	Victoria Silver Threads	Vic West Community Association	Quadra Village Community Centre	Burnside Gorge Community Centre	Fairfield Community Place	Fernwood Neighbourhood Resource	James Bay Community School Centre	Oaklands Community Association	Total
Cash Grants											
Operating	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	400,000
Youth Programming				8,063	8,063	8,063	8,063	8,063	8,063	8,063	56,441
Youth Outreach						10,000	15,000				25,000
Janitorial		19,236	14,291	33,118						16,077	82,722
Janitorial (partially to SD61)							34,982		40,433		75,415
Lease and Lease Operating Costs			99,504								99,504
Neighbourhood Development Base Grant				4,240	5,434	4,395	11,869	3,534	1,266		30,738
Neighbourhood Development Matching Grant		4,200				5,000	3,525	4,125			16,850
Strata Fees	16,533										16,533
One-time Relocation Grant			200,000								200,000
Sustainability Grant (Self Sufficiency Project)						7,500					7,500
Sustainability Grant (Oaklands Market Sustainability Internship Program)										9,000	9,000
Festival Investment Grant						3,000					3,000
Community Arts Grant (Stories Mural Project)							7,500				7,500
CAN Insurance							5,000				5,000
Subtotal Cash Grants	56,533	63,436	353,795	85,421	53,497	77,958	125,939	55,722	89,762	73,140	1,035,203
City Provided Services											
City Janitorial	38,166				61,270			53,480			152,916
Recycling							2,373			776	3,149
Repairs and Maintenance	5,407			26,787	19,119	27,529	27,723	26,170	8,262	11,836	152,833
Repairs, Maintenance, Recycling and Garbage Pick-up		15,547									15,547
Utilities	12,512	7,701	8,594	15,948	16,707	20,367	13,024	15,592		9,069	119,514
Capital Improvements	15,313	167,695		168,521	41,314	1,832	40,344	16,661		7,667	459,347
Sustotal City Provided Services	71,398	190,943	8,594	211,256	138,410	49,728	83,464	111,903	8,262	29,348	903,306
Total	127,931	254,379	362,389	296,677	191,907	127,686	209,403	167,625	98,024	102,488	1,938,509



Governance and Priorities Committee Report For the Meeting of November 19, 2015

To: Governance and Priorities Committee **Date:** November 9, 2015
From: Katie Hamilton, Citizen Engagement and Strategic Planning
Subject: Community and Seniors Centres Annual Performance Report for 2014

RECOMMENDATION

That Council direct staff to report annually in April on the performance measures for the community and seniors centres.

EXECUTIVE SUMMARY

The purpose of this report is to present the results of the Performance Measures Annual Report for the City's 10 community and senior centres. A new reporting structure was created by a Council-approved Task Force in 2013. The group consisted of representatives from each of the community and senior centres, as well as councillors and City staff. The reporting framework was approved and adopted by Council in October 2013 and staff were directed to implement the new reporting structure for 2014.

Attached are the individual centre results of such information as recreation programs, childcare spaces, special events and neighbourhood development programs. As well, qualitative data provides information on the day-to-day activity of the centres as a hub for the neighbourhood, sustainable community development and community responsiveness.

For the first time, the reports also provide the ability to calculate the leveraging impact of the City's investment. In the most basic terms, leveraging is using one funding source to attract other funding sources. Municipal funding is important to the community centres for programming purposes, as well as the credibility and oversight that City funding lends to a project or program. A leverage valuation formula was developed by the Task Force and takes into account direct grant funding from the City, the City's investment into the infrastructure of the centres, the association's operating budget and volunteer hours. Based on this formula, the results show that for every dollar the City invests, the cumulative leverage accomplished by all the centres in 2014 is 538% or \$5.38. In actual value, this translates into almost \$8.5 million.

There were some first year challenges with the data collection and reporting. The most common difficulty was distinguishing between daily users and unique users. There are also challenges in how programs are being counted. As a result, the data does not yet provide the necessary feedback of the physical impact to the facilities nor does it accurately measure the per person dollar value investment. As part of an ongoing dialogue, the City and community centres came together to share the collective results as well as collaboratively resolve the issues identified in data collection and reporting. It was agreed that definitions and guidelines for completing the report

would be created for the 2015 reporting period. This will improve the accuracy of the data and simplify the reporting process. The results from the annual reports will be compiled and presented to Council in April. Other work underway with the centres include updating all the operating agreements in 2016.

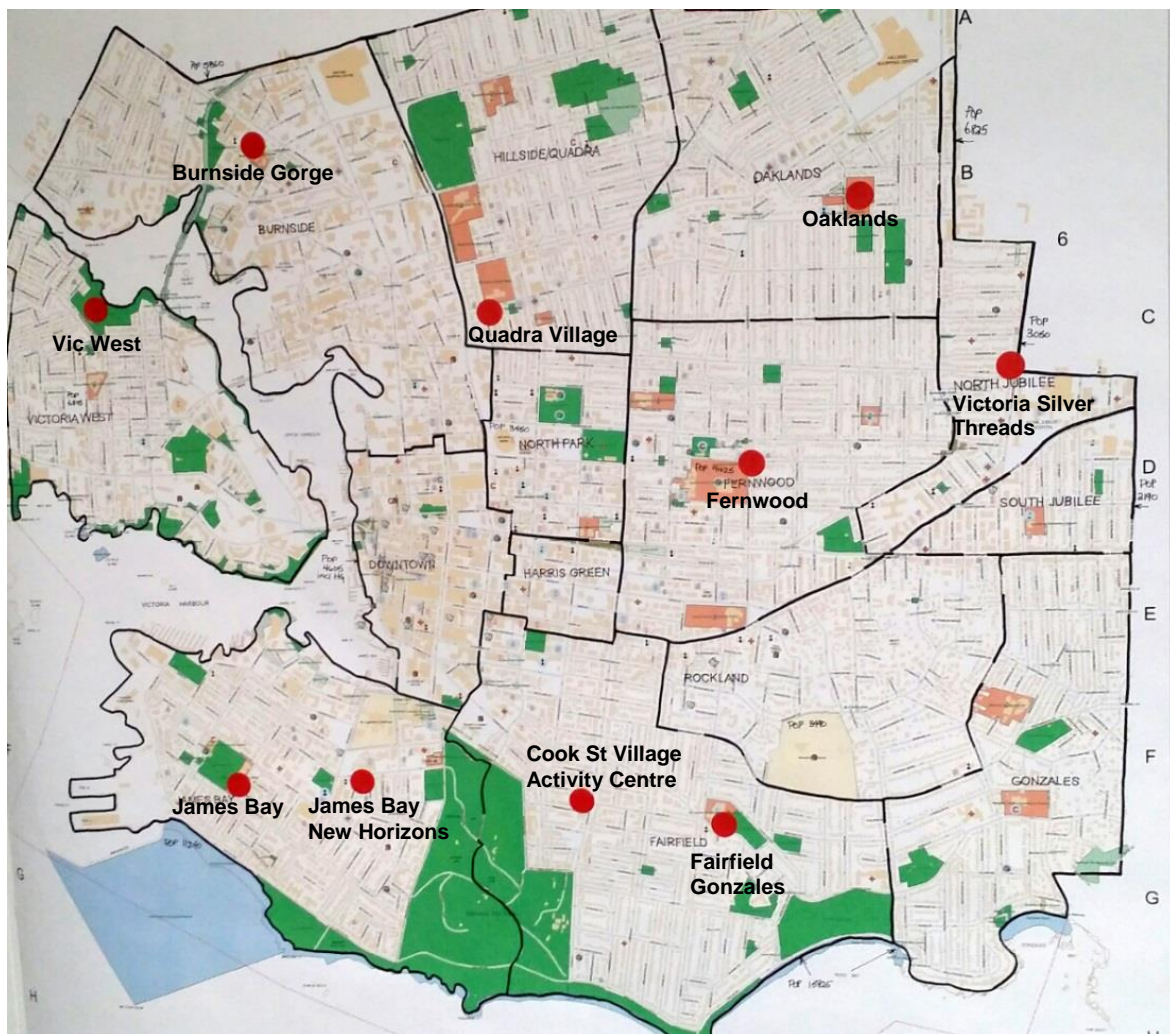
As well, the seniors centres have been collaborating on programming gaps and duplications to ensure the City's seniors recreation and social inclusion needs are being met. The results of this work are reflected in the Fall Winter 2015/16 Active Living Guide.

PURPOSE

The purpose of this report is to present the first year of results of the new Performance Measures Annual Report for the community and senior centres. On October 3, 2013, Council passed the following motion:

That Council adopt the new Community and Senior Centre annual template, as attached to the report dated October 3, 2013, in Appendix 1, and direct staff to implement it for 2014. (Council Meeting Oct 10, 2013)

BACKGROUND



The City has seven community and three seniors centres. They are operated by non-profit agencies, of which seven are neighbourhood associations. The agencies provide recreational programming on behalf of the City as well as help meet the leisure and social needs of City residents. Of the 13 neighbourhoods, eight have community centres. James Bay and Fairfield Gonzales have both a community centre and a seniors centre.

ISSUES AND ANALYSIS

The City of Victoria has a long history of partnering with non-profit agencies to deliver recreation programs through community and seniors centres. These centres also play an important role in fostering community development through their ability to respond to the evolving needs of the neighbourhood at a grassroots level. In addition to recreation programs, community centres offer a variety of health and wellness services, childcare, special events and provide a gathering space for residents. Community centres extend the reach of City programs and leverage City investment to maximize key social priorities for residents.

Performance measurement is a process of quantifying the efficiency and effectiveness of program delivery. It also helps to measure the health of the organization delivering the programs. The City's community and seniors centres have annually provided a report documenting the kinds of programs delivered, the number of people served and the level of neighbourhood development provided. The most recent changes to the annual report added a new level of consistency in reporting as well as a quantitative analysis at both the program and service levels. A leverage model was also added to assist the City in determining how much taxpayer investment into each centre has translated into more value.

The first year of reporting using the new framework showed there is room for improvement. Lack of consistency in counting visits and programs created a disparity in the data. This impacted the ability to provide a clear idea of investment per person served as well as measure the impact on the physical infrastructure. As part of an ongoing dialogue, the community centres and the City worked together to create a set of definitions and standardized methods for counting users and programs.

Each of the centres have slightly different service delivery models, facility management and ownership details. The tables below provide a synopsis of each centre.

Burnside Gorge Community Centre



Name of Centre	Burnside Gorge Community Centre
Neighbourhood	Burnside Gorge
Address	471 Cecelia Road
Operating Agency	Burnside Gorge Community Association
Building ownership	City
Land ownership	City
Green space	community garden, green roof, naturalized plantings
Service delivery model	Programming by centre staff
No of employees	28 FT; 23 PT, 27 instructors
Size of centre	15,113 sq ft
Annual operating budget	\$1,879,088
Maintenance	City
Utilities	Paid by City
Custodial	Funded by the community centre

Fairfield Community Centre



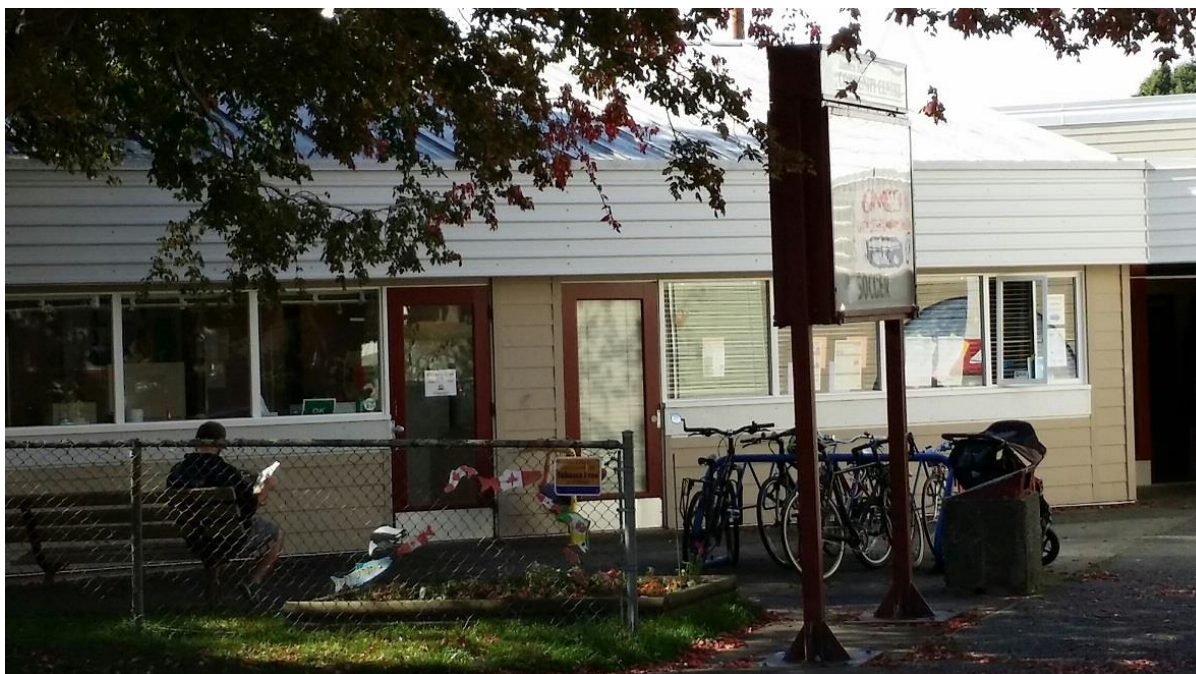
Name of Centre	Fairfield Community Centre
Neighbourhood	Fairfield
Address	1330 Fairfield Road
Operating Agency	Fairfield Gonzales Community Association
Building ownership	City
Land ownership	City and SD61
Green space	Porter Park, community garden and orchard
Service delivery model	Programming by centre staff
No of employees	21 FT, 83 PT, 8 instructors
Size of centre	9,752 sq ft
Annual operating budget	\$2,096,044
Maintenance	City
Utilities	Garry Oak Room – paid by SD61 and billed to City; main building paid by City
Custodial	Grant from City

Fernwood Community Centre



Name of Centre	Fernwood Community Centre
Neighbourhood	Fernwood
Address	1240 Gladstone Ave.
Operating Agency	Fernwood Neighbourhood Resource Group
Building ownership	City
Land ownership	City
Green space	located in Stevenson Park, community orchard
Service delivery model	Programming by centre staff
No of employees	17 FT, 16 PT, 15 instructors
Size of centre	8,579 sq ft
Annual operating budget	\$1,403,982
Maintenance	City
Utilities	Paid by City
Custodial	City staff

James Bay Community Centre



Name of Centre	James Bay Community Centre
Neighbourhood	James Bay
Address	140 Oswego Street
Operating Agency	James Bay Community School Society
Building ownership	SD61
Land ownership	City and SD61
Green space	beside MacDonald Park, school playground
Service delivery model	Programming by centre staff
No of employees	9 FT, 18 PT, 39 instructors
Size of centre	8,429 sq ft
Annual operating budget	\$822,814
Maintenance	Provided by SD61 and cost-shared with City
Utilities	Paid by SD61 and billed to City
Custodial	Provided by SD61 and billed to City

Oaklands Community Centre



Name of Centre	Oaklands Community Centre
Neighbourhood	Oaklands
Address	#1 – 2827 Belmont Ave
Operating Agency	Oaklands Community Association
Building ownership	City
Land ownership	City and SD61
Green space	school playground
Service delivery model	Programming by centre staff
No of employees	11 FT, 34 PT, 28 instructors
Size of centre	4,392 sq ft
Annual operating budget	\$1,066,588
Maintenance	City and SD61
Utilities	Paid by City
Custodial	Grant from City

Quadra Village Community Centre



Name of Centre	Quadra Village Community Centre
Neighbourhood	Hillside Quadra
Address	901 Kings Road
Operating Agency	Downtown Blanshard Advisory Committee
Building ownership	City
Land ownership	City
Green space	None
Service delivery model	Programming by centre staff
No of employees	16 FT, 18 PT
Size of centre	10,204 sq ft
Annual operating budget	\$924,996
Maintenance	City
Utilities	Paid by City
Custodial	City staff

Victoria West Community Centre



Name of Centre	Victoria West Community Centre
Neighbourhood	Victoria West
Address	521 Craigflower Road
Operating Agency	Victoria West Community Association
Building ownership	City
Land ownership	City
Green space	Located in Banfield Park, community gardens, community orchard
Service delivery model	Primarily programmed through rentals
No of employees	1 FT; 5 PT, 42 instructors
Size of centre	7,965 sq ft
Annual operating budget	\$241,682
Maintenance	City
Utilities	Paid by City
Custodial	Grant from City

Cook Street Village Activity Centre



Name of Centre	Cook Street Village Activity Centre
Neighbourhood	Fairfield
Address	1 – 380 Cook Street
Operating Agency	Cook Street Village Activity Centre Society
Building ownership	City
Land ownership	Strata
Green space	none
Service delivery model	Programming by centre staff
No of employees	1 FT, 5 PT, 21 instructors
Size of centre	9,085 sq ft
Annual operating budget	\$188,734
Maintenance	City
Utilities	Paid by City
Custodial	City staff

James Bay New Horizons



Name of Centre	James Bay New Horizons
Neighbourhood	James Bay
Address	234 Menzies Street
Operating Agency	James Bay New Horizons Society
Building ownership	City
Land ownership	City
Green space	located beside Irving Park, pollinator bee garden
Service delivery model	Programming by centre staff
No of employees	2 FT, 3 PT, 17 instructors
Size of centre	9,257 sq ft
Annual operating budget	\$266,551
Maintenance	City
Utilities	Paid by City
Custodial	City grant

Victoria Silver Threads (VST)



Name of Centre	Victoria Silver Threads (VST)
Neighbourhood	Jubilee
Address	2340 Richmond Rd
Operating Agency	Silver Threads Service Victoria
Building ownership	Private - lease
Land ownership	Private
Green space	none
Service delivery model	Programming by centre staff
No of employees	1 FT, 2 PT, 4 instructors
Size of centre	5,200 sq ft
Annual operating budget	\$106,479
Maintenance	Private – provided by Building Owner
Utilities	Paid through lease
Custodial	Funded by VST
Lease Payment	Grant from City

The following data tables provide quantitative highlights from each of the centres recreation programs, childcare spaces (where applicable), special events, social support services and neighbourhood development programs. The second set of tables shows the leverage of the City's direct and indirect investment into each centre as well as the operating budgets and volunteer valuation. Finally, attached as Appendix A is the complete report from each centre which includes the qualitative data. The qualitative data speaks to the difference the programming and presence of each centre is making in the neighbourhoods.

QUANTITATIVE HIGHLIGHTS

2014 Community Centres Performance Measures		Burnside	Fairfield	Fernwood	JBCS	Oaklands	Quadra V	Vic West
Recreation Programs								
Children								
Registered	466	16	7	4	57	22	306	54
Drop In	8	2	0	0	1	4	/	1
Unique Visits	22954	564	162	180		3444	4282	14322
Youth								
Registered	61	2	1	0	1	3	0	54
Drop In	222	4	1	2	39	4	172	/
Unique Visits	24556	604	581	250		648	2331	20142
Adult								
Registered	350	22	13	8	175	28	12	92
Drop In	290	3	1	7	19	9	245	6
Unique Visits	19252	201	846	7838		3243	3269	3855
Family								
Registered	0	0	0	0	/	0	0	/
Drop In	217	2	1	5	/	2	207	/
Unique Visits	18799	18	585	8154	/	6201	3841	/
Other								
Registered	19	0	0	1	/	/	18	/
Drop In	1	0	1	0	/	/	/	/
Unique Visits	9234	0	40	4893	3896	/	405	/
Total Programs Registered		979	40	21	233	53	336	207
Total Programs Drop In		864	10	4	59	21	704	7
Total Unique Visits		94795	1437	2214	3896	13536	14128	38319

	Total	Burnside	Fernwood	Oaklands	Quadra Village	Vic West	Cook St Village Activity Centre	James Bay New Horizons	Victoria Silver Threads
Seniors									
Registered	82	0	0	0	0	7	3	69	3
Drop In	128	1	1	3	80	/	21	14	8
Unique Visits	45165	50	493	312	336	80	29010	12732	2152

Non licensed Childcare	Total	Burnside	Fairfield	Fernwood	James Bay	Oaklands	Quadra Village	Vic West
# Spaces offered	26	0	6	0	0	0	20	0
Spaces filled	25	0	5	0	0	0	20	0
Licensed Childcare								
# Spaces offered	1021	197	222	65	83	347	20	87
Spaces filled	945	197	222	54	63	302	20	87

Special Events	Total	Burnside	Fairfield	Fernwood	James Bay	Oaklands	Quadra Village	Vic West	Cook St Village Activity Centre	James Bay New Horizons	Victoria Silver Threads
# Offered	185	15	21	9	17	28	3	13	55	17	7
# people served	46060	7118	1595	9975	4497	13280	4627	2300	1307	1145	216
Social Support Services											
# Offered	4489	444	156	10	149	68	2727	44	55	826	10
# people served	140825	8086	3459	11863	43430	983	45811	1420	1307	16047	8419
Neighbourhood Development Programs											
# Offered	140	38	22	3	0	37	28	0	3	2	7
# people served	44498	17625	13510	275	0	0	12350	0	738	0	0

LEVERAGING THE CITY'S INVESTMENT

In the most basic terms, leveraging is using one funding source to attract other funding sources. Municipal funding is important to the community centres for programming purposes, as well as the credibility and oversight that City funding lends to a project or program.

The City invests in the community centres in two ways. Direct investment is through annual core operating grants. In addition, all centres have access to the competitive Strategic Plan grants offered through the City. In the past these included Neighbourhood Enhancement Matching Funds, Greenways grants, Community Arts and Sustainability Grants. The second type of investment by the City is indirect. This is money spent on

maintenance of the facilities, payment of utilities and other things such as custodial services. This money is not given to the centres but is invested in the City-owned asset.

		Burnside	Fairfield	Fernwood	JBCS	Oaklands	Quadra Village	Vic West	Cook Street Village Activity Centre	James Bay New Horizons	Victoria Silver Threads
	\$										
Direct City Investment	664,442	\$77,958	\$125,939	\$55,722	\$49,329	\$73,140	\$53,497	\$85,421	\$40,000	\$63,436	\$40,000
Indirect City Investment	1,269,067	\$49,728	\$83,464	\$106,903	\$48,695	\$29,348	\$138,410	\$211,256	\$87,931	\$190,943	\$322,389
Total City Investment	1,933,509	\$127,686	\$209,403	\$162,625	\$98,024	\$102,488	\$191,907	\$296,677	\$127,931	\$254,379	\$362,389
Total Centre Annual Operating Revenue	8,996,959	\$1,879,088	\$2,096,044	\$1,403,982	\$822,814	\$1,066,589	\$924,996	\$241,682	\$188,734	\$266,551	\$106,479
Volunteer Opportunities		Burnside	Fairfield	Fernwood	James Bay	Oaklands	Quadra Village	Vic West	Cook St Village Activity Centre	James Bay New Horizons	Victoria Silver Threads
Programs											
# people	609	49	30	23	61	0	59	3	28	90	266
# hours	33821.5	1497.5	750	1772	1311	0	1464	918	3510	21801	798
Services											
# people	340	100	30	9	43	0	40	60	15	43	0
# hours	17649	1329	1080	2529	1566	0	2994	600	3765	3786	0
Events											
# people	1097	208	65	259	36	300	139	69	15	0	6
# hours	8358.5	819.5	585	1164	115	1800	750	2035	1072	0	18
Total volunteers	2111	357	135	291	138	300	251	132	94	133	280
Total Volunteer hours	65409	3646	2895	3217	2992	1800	6618	3553	12845	25587	2256
Total Volunteer hours (unskilled)	\$951,139	\$54,628	\$43,379	\$33,358	\$30,732	\$26,971	\$99,164	\$53,238	\$192,469	\$383,396	\$33,804
Total Volunteer hours (skilled)	\$502,707	\$43,379	\$23,160	\$7,368	\$7,528	\$14,400	\$52,944	\$28,424	\$102,760	\$204,696	\$18,048
Total Volunteer Valuation	\$1,410,457	\$54,628	\$66,539	\$40,726	\$38,260	\$41,371	\$152,108	\$81,662	\$295,229	\$588,092	\$51,842

*80% of the total hours x \$18.73 (unskilled labour) + 20% x \$40 (skilled labour)

Each centre operates with a combination of operating revenue and volunteers. In calculating the volunteer valuation, each centre tracked total volunteer hours and multiplied 80% of the total hours x \$18.73 (unskilled labour) and 20% x \$40 (skilled labour), and then totalled both calculations. Total hours recorded by all centres was 65,409 hours which on average is 31 hours per person per year.

The leverage valuation formula used in the report is as follows:

$$\frac{\text{Association Operating Revenue} + \text{Volunteer Valuation}}{\text{Direct City Investment} + \text{Indirect City Investment}} = \text{Leverage}$$

$$\frac{\$10,407,415}{\$1,933,509} = \$5.38 / 538\%$$

Leverage can be shown as either a percentage or a dollar value. For every dollar the City invests, the cumulative leverage accomplished by all the centres in 2014 is 538% or \$5.38. In actual value, this translates into an additional \$8.45 million.

Direct City Investment (grants)	\$664,442
Indirect City Investment (maintenance, utilities)	\$1,269,067
Total City Investment	\$1,933,509
Community Centre Operating Budgets	\$8,996,958
Volunteer Valuation	\$1,410,457
Total Community Investment	\$10,407,415
Additional \$ value beyond city investment	\$8,473,906

STRATEGIC PLAN AND FINANCIAL IMPACTS

This report supports the 2015-2018 Strategic Plan Objective 2 (Engage and Empower the Community), and Objective 7 (Facilitate Social Inclusion and Community Wellness).

In 2014, the City supported the community and seniors centres through a direct investment of \$664,442 for operating grants and lease payments. In 2015, Council approved a \$10,000 increase in the core operating grant for each centre. This has added an additional \$100,000 to the 2015 and ongoing financial plan. The City also paid \$1,269,067 in maintenance, janitorial and utilities. It is anticipated there will be some additional costs in this area as costs for building materials and utilities keep rising. There are currently no further identified additional impacts to the 2015-2018 Financial Plan.

The programs, services and community development the residents enjoy because of the community centres fits with the broad objectives of the Official Community Plan Section 9 (Parks and Recreation) and Section 15 (Community Well-Being).

CONCLUSION

Community centres play a key role in delivering a wide variety of valuable services and programs to the City's residents. The new reporting framework provides important data on recreation programs, community development and the ability to calculate the leveraging influence of the City's financial investment. The first year of reporting using the new framework showed there is room for

improvement. Lack of consistency in counting visits and programs created a disparity in the data. This impacted the ability to provide a clear idea of investment per person served as well as the ability to measure the impact on the physical infrastructure. As part of an ongoing dialogue, the community centres and the City worked together to create a set of definitions and standardized methods for counting users and programs. This should improve future reporting.

In 2016, staff will work with community centres to update all operating agreements. Recreation staff will take on a greater role in review of the operating agreements, and providing on-going support to Centres in the coming year. This aligns the core programming function of the City with the Centres' programming.

Respectfully submitted,



Kimberley Stratford
Community Recreation
Coordinator-Neighbourhoods



Katie Hamilton
Director, Citizen Engagement
and Strategic Planning



Terri Askham
Manager, Parks
Recreation and Facilities

Report accepted and recommended by the City Manager:



Date:

November 13, 2015

List of Attachments

1. Community and seniors centres annual reports



Community and Seniors Centres Annual Report January - December 2014

Centre: Burnside Gorge Community Centre

Address: 471 Cecelia Road

Operating Association/Society: Burnside Gorge Community Association (BGCA)

Society Registration Number: S-0027918

Registered Charitable Tax Number (if applicable): 135261972RR0001

Month of Annual General Meeting: February

Days of operation per year: 300

Total number of employees: FT 28 PT 23 **Instructors:** 27

Programs Quantitative Analysis

Recreation Programs	# Programs Offered		# Unique visits
	Registered	Drop-in	(# of programs x # people attending)
Children	16	2	564
Youth	2	4	604
Adult	22	3	201
Senior		1	50
Family		2	18
Other			
Total:	40	10	1437

	# spaces offered	# spaces filled
Non licensed Childcare		
Licensed Childcare	197	194
Total:	197	194

Services Quantitative Analysis

Services	# Offered	# People Served
Special Events (list)		
Gorge Waterway Cleanup	1	3000
Monster Mash	1	40
Magic of Christmas Gift Fair	1	315
Santa's Pancake Breakfast	1	217
Selkirk Waterfront Festival	1	3,000
Community Christmas Dinner	1	147
Summer BBQs	8	399
Thanksgiving Dinner	1	115
Rentals (total #)	127	8565
Resource Referrals (total #)	469	469
Social Support Services (list):		
Family Self Sufficiency (FSS) – Phase IV	1	66
FSS Financial Literacy Workshops	6	45
Homeless Family Outreach	1	232
C'nex Intensive Parenting	108	109
Youth & Family Outreach	1	39
Youth Self Sufficiency	1	22
Family Development Outreach	1	77
Parenting Education	3	29
Learning Through Loss	1	16
School Based Youth and Family Counselling	6 schools	593
Community Dinner	43	2571
Supported Access	1	3
Christmas hampers	83	220
Parent & Child Drop-in	72	1745
Kindergym	43	877
Mother Goose	30	559
Toddler Art	43	883
Neighbourhood Development (list):		
Community Gardens	23	55
Burnside Gorge Community News	6 issues/year	7,500
Friends of Cecelia Ravine Park	8	10,000
Cecelia Ravine Restoration Project	1	70
Total	1,093	41,978

Leverage Model

A

Direct City of Victoria Investment for 2014	Amount in cash
Operating grant	\$48,063
Youth grant (Fee for Service –Youth Outreach)	\$10,000
Custodial grant	
Neighbourhood Dev. Base grant	\$4,395
Neighbourhood Dev. Matching grant	\$5,000
Shape Your Future grant	
Community Art grant	
Greenways grant	
Sustainability (YSS)	\$7,500
Special Projects grant	
Other City grants (FIG-\$3,000)	\$3,000
Total A	\$77,958

B

Indirect City of Victoria Investment for 2014 (to be completed by City)	Value
Custodial Service	
Utilities	\$20,085
Permissive Tax Exemptions	
Maintenance & repair costs	\$22,559
Other (Capital Improvements)	\$2,000
Total B	\$44,644

C

Association Annual Operating revenue for 2014 (excluding in kind)	Amount in cash
Federal	\$29,457
Provincial	\$610,784
Municipal (City of Victoria)	\$77,958
School District #61	\$297,116
Fees – OSC/Rec/Family Drop-in/Events	\$390,964
Rentals/Leases	\$169,500
Miscellaneous Donations/Grants	\$295,018
Admin/Interest/Miscellaneous	\$8,291
Total C	\$1,879,088

D

Volunteer opportunities:	# people	X	# hours	Total Volunteer hours
Programs	49	x	30.56	1497.5
Services	100	x	13.29	1328.75
Events	208	x	3.94	819.5
Other				
Total	357	x	10.21	3645.75

Volunteer Valuation

a)Total volunteer hours (value unskilled labour)	X	80%	X	\$18.73	=	\$54,628
b)Total volunteer hours (value skilled labour)	X	20%	X	\$40.00	=	0
Total Volunteer valuation D (a+b)					=	\$54,628

Leverage Valuation

C (Association Operating Revenue)	+	D (Volunteer Valuation)	=	Leverage
A (Direct City Investment)	+	B (Indirect City Investment)		
C \$1,879,088	+	D \$54,628	=	15.72
A \$77,958	+	B \$44,644		

Per Person Valuation

C (Association Investment)	Divided by	#visits per year	=	\$ value per person served
\$1,933,716	/	43,415	=	\$44.54
A + B (Total City of Victoria investment)	Divided by	# recreation visits per year	=	\$ invested per person served
\$122,602	/	1437	=	\$85.32

Per Person Valuation

1. Please speak to your centre's day to day vitality as a hub for the neighbourhood.

The BGCA provides space for children, youth, families and seniors to access social supports and programs that enhance quality of life. From social & recreation drop-ins to intensive parenting and emergency supports for families in crisis, BGCA is a holistic centre that connects community members. BGCA is also used by those who access the Galloping Goose Trail, Bike Skills Park and Multi-use court for water, bathroom and rest breaks. Dog walkers bring their dogs in for a pat and a treat while keeping our staff informed of activity in Cecelia Ravine Park or other areas in the community.

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's programs and services.

"It helps stretch our food budget. We would have less food for the week if it wasn't for your [community] dinner." ~Community Dinner Participant

A two parent family with two children and a third child on the way was able to avoid BC Hydro disconnection with the support of the BGCA's Homeless Family Outreach program. The mother had ended her employment due to maternity leave but was awaiting employment insurance. The Homeless Family Outreach team was also able to maintain the family's housing by working with them to assist with their BC Housing application for low income housing and advocate on their behalf with BC Hydro.

"When I first arrived at the [Family Self Sufficiency] program, I had just left an abusive relationship after 15 years of marriage; I had a head injury and was asked to leave my job; I was parenting a nine-year-old boy with special needs; and I had next to no money or belongings. I was a bit glum about how to design my future on a shoe-string budget.

The program helped me bring my values and habits into alignment, trim off the fat and plug the holes on my "leakage". First, I faced the deep-seated shame that came with finding myself in an unpalatable life situation. I was so grateful for the non-judgmental and supportive attitude of my coach. It allowed me to stop punishing myself and to corral my knee-jerk purchasing (a behaviour that was soothing at the time but sabotaged my more precious goals).

Next, the program taught me to evaluate my true needs and wants. I could then find room in my monthly budget to prepare for the unexpected, [and] save for education, so that I could get beyond crisis and move into thriving.

I balance current needs with future goals. I am exceedingly grateful for the tools, workshops and coaching of the FSS program. Thank you!" ~Graduate of Family Self-Sufficiency Phase IV

One family who attends BGCA recently told one of our staff members that by accessing three local community meals a week for their family of 5, they have been able to save enough money to move from a 2 bedroom suite to a 4 bedroom house, giving all family members more space and privacy.

Health and Wellness

1. How does your centre promote health and wellness? (Please cite up to 3 examples)

The Seniors Lunch and Learn Program provides healthy homemade soup to seniors once a week followed by a presentation or led activity by a guest speaker on topics that impact seniors physical, social, emotional and mental health and wellness. Topics/activities include: arts & crafts, therapeutic yoga, financial planning, fraud prevention, local history, and energy efficiency in the home to name a few.

All child care, youth and family programming maintains a commitment to providing healthy snacks to participants. All of our programming utilizes food in some way ensuring that those involved in our programs are well nourished.

BGCA offers community workshops open to the public on topics such as financial literacy, financial planning, healthy detox, blood & geno type diets, and family nutrition.

Parent education programs include health and wellness in the curriculum to cover domains such as food and nutrition, stress management, coping skills, physical and mental health as well as areas that focus on child health and wellness addressing issues of sun safety, child focused play and activities, etc.

The Youth Self Sufficiency Program provides youth with workshops and skill building in the areas of grocery shopping, cooking and food choices that impact both physical and financial health.

BGCA sees people come to our Centre that need their basic needs met. The primary level of health and wellness is having shelter, food and clothing. Our Outreach Workers focus on meeting these basic needs before addressing secondary needs which also may impact overall health and wellness.

2. What new health and wellness initiatives have you implemented, supported and/or maintained this year?

BGCA developed a partnership with Coastal Roots Health to provide community and staff wellness programs. BGCA employees have benefitted from wellness presentations such as office ergonomics and stress release techniques as well as in-house appointments with a massage therapist. Community presentations on family health topics are delivered by local health practitioners and have been built in to drop-in family programs.

BGCA also began offering Active Start and Family Fitness programming through a partnership with the Pacific Institute for Sport Excellence. This has allowed for the provision of accessible physical literacy programming for children in our Out of School care programs.

The guest speaker component of our Seniors' Lunch & Learn program was enhanced to include a wider variety of topics related to health and wellness for an older demographic. Topics and activities included: nutrition, healthy aging, music therapy, dance, and chair massage.

The BGCA developed a partnership with a local law firm in 2014 to provide free, weekly legal clinics to members of the community. These confidential sessions are booked in 15 minute increments and all legal issues are welcome.

3. What are your community's health and wellness concerns and how are you addressing them?

Some of the most prevalent health and wellness concerns seen in our community include: poverty, violence, mental health, social isolation as well as access to adequate nutrition and safe and affordable housing. BGCA assists in addressing these concerns by providing one-on-one support services via our Community Outreach programs (Family Outreach, Youth and Family Outreach, and Homeless Family Outreach Programs), as well as by providing a healthy weekly family meal by donation. We are committed to reducing the barriers that prevent children, youth, adults and seniors from participating in activities that promote social engagement and connection with the community. Financial barriers are reduced through free programming or the allocation of subsidies for fee-based programs.

A diverse range of health and wellness programs are provided across the developmental spectrum (children, youth, adults and seniors) in order to reach and impact as much of our community as possible.

Sustainable Community Development

1. How does City funding allow you to address the sustainability of your organization?

The direct and indirect support from the City provides Burnside Gorge with the foundation to maintain the continuum of programs and services that have been created over the last 20 years but also allows us to be responsive to the community and meet changing needs by developing new initiatives, programs and services.

Direct funding through grants can be used to leverage other funders and create diversification in funding sources which proves to be a much more sustainable financial model for organizations.

The City's partnership, through the building of our Community Centre and support with its maintenance, provides staff, funders and community with a sense of stability and permanence allowing all stakeholders to have a vision for the future and set long term goals.

2. What are you doing internally to address the sustainability of your organization? (i.e. - environmental, economic, social, etc.)

The BGCA remains committed to eco-conscious business practices such as: composting of food waste for staff and participants as well as programs; eco-friendly cleaning supplies; a full recycling program.

We continue to encourage stewardship of natural areas through initiatives such as the Friends of Cecelia Ravine volunteer group. The Community Gardens contribute to food security within the neighbourhood.

We continue to diversify our funding base to ensure the long-term sustainability of our programs and services we are always seeking efficiencies in how we operate to maximize the resources we do have.

The creation and monitoring of a Strategic Plan that speaks to investment in and engagement with residents, businesses and staff ensures action that speaks to social sustainability.

To protect the longevity of the facility, BGCA is committed to an annual investment to a City-matched sustainability fund.

3. How does your centre align with the City of Victoria's Sustainability Action Plan directions?

A) Reduce - reduce waste and emissions & increase efficiency

In addition to environmentally friendly practices outlined by the facility's Gold LEED certification, we also engage in activities that recycle and reuse products within the community. For example, we have a Resource Room which contains used clothing for all ages as well as some small household items. This practice of recycling clothes and household items is both diverting from the waste stream and supporting those in need in our community.

Any surplus food cooked at our dinner program or any other program is packed up and sent home with families to ensure food isn't thrown out or wasted.

B) Transform - transformation and leadership

The BGCA is part of the Youth Program Quality Initiative (YPQI) – designed to train youth leaders and provide a process for evaluation and improvement of youth programs and services.

BGCA is a part of the Community Centre Network, working with other community centres to provide a process for sharing of ideas and resources, sharing of information on community recreation opportunities and initiatives.

The BGCA is one of many child and family-serving organizations, and a founding member) who sit on the Shared Assessment Committee (SAC). The SAC works to provide a streamlined process for referring families to support services. In 2014 the SAC was nominated for a Premier's Award Promoting Innovation and Excellence and was a finalist in the Partnership Category for the Vancouver Island Region.

C) Thrive - creating a livable city for everyone

BGCA strives to provide opportunities throughout the year for community celebration and engagement.

Community development initiatives such as anti-graffiti days and Friends of Cecelia Ravine work parties contribute to a more positive image of our neighbourhood as well as improving the feeling of safety and security in the community.

BGCA provides a wide range of programs and events that allow diverse people from in and around the neighbourhood to feel connected to the Centre and the community.

Community Responsiveness

1. How does your centre identify community need and respond to community feedback?

The needs of our community are identified in various ways. Programs incorporate surveys and evaluations to ensure they are meeting the current needs of participants and also identify new and changing needs that may require adjustments to programming.

The BGCA has an open door policy and provides support whenever possible to people in need coming through the doors. Supports can include: referrals and a cup of coffee; clerical support with photocopying and printer use; access to free clothing and toiletries; and emergency outreach to name a few.

BGCA utilizes social media to not only share information but request feedback on community issues. Social media has been used to promote community surveys on projects like the community gardens. The BGCA website also allows people to share feedback with us as well as request information.

2. What modifications or implementations have you made in response to community need in these categories?

- i. Programs (new)
- ii. Services (new)
- iii. Infrastructure (facility, neighbourhood)
- iv. Organization
- v. Accessibility
- vi. Diversity & inclusion
- vii. Demographic Diversity

Programs – increased the offerings of physical literacy programming for children and families.

Services – Removed a one year option for participation in the Family Self Sufficiency program. Feedback from program participants was that one year in this program was not enough and that the true benefit of financial coaching and asset development cannot be felt in the short term. Feedback suggested we promote a three year commitment to the program.

Infrastructure – Feedback from parents with small children required us to look at the potential danger of a hand railing configuration. Agency staff worked with City staff to create a safe solution for children which was commended by parents and staff.

Organization - In 2014 BGCA joined Youth on Boards, a partnership between Volunteer Victoria and Boards Together to recruit, train, match and effectively engage youth volunteers (aged 19-35) in decision-making on non-profit boards in Greater Victoria.

Accessibility – Feedback from parents with strollers and cyclists was that although it is easier to access the agency via a path from the Goose, the back door of the Community Centre is not left open for safety reasons. With the support of the City, we were able to install a doorbell to allow folks quick access from the Goose without compromising the security of the building.

Diversity & Inclusion – Working with agencies such as ICA to promote BGCA programs. This past year saw an increase in participants from the Latino and Chinese communities.

Demographic Diversity – A new partnership initiative with Success by Six to provide child friendly drop in space for Family run daycares, with the goal of improving quality of child care programs for children in the early years. Historically children from family run daycares have not been a part of our early childhood programming.

Volunteerism

1. What types of volunteer opportunities do you have in your centre?

Volunteer opportunities include:

- Practicum placements in the community development and human & social services fields
- Special Events – opportunities include: set-up and tear-down, volunteer coordination, food prep and service, cash and admissions, site clean-up, activity leaders, photography, etc.
- Reception & Administrative Support
- Program Support – opportunities include: family drop-in, community dinners, seniors lunch & learn, resource room, childminding, etc.

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's volunteers.

"The BGCA staff have been incredibly warm and welcoming. I have learned a great deal about the daily running of an office and improved my reception skills. I have been reminded about beneficial ways to deal with uncomfortable situations and seen amazing team work in action. I now work part time as a Facility Attendant for the BGCA and am incredibly grateful to be given this opportunity. I plan to be a part of this great community for many years to come and find additional ways to help the community." ~Reception Volunteer

Throughout 2014, volunteers put in the hourly equivalent of roughly two full-time employees.

We have accommodated a number of community groups for larger Day of Service events. In 2014 Day of Service groups have helped out with Community Cleanups of the Burnside Campus, Tree Planting events in Cecelia Ravine Park, as well as event prep and support for Selkirk Waterfront Festival and the Gorge Shoreline Cleanup.

"It is a wonderful centre with a dedicated staff who work hard every day to help people in the community of all ages. I love being a part of the team and enjoy meeting the public who use the centre. I feel that we are an integral support in the community." ~ Reception volunteer



Community and Seniors Centres Annual Report January - December 2014

Centre: Fairfield Community Place & Garry Oak Room/Corinne's Kitchen

Address: 1330 Fairfield Rd & 1335 Thurlow Rd

Operating Association/Society: Fairfield Gonzales Community Association

Society Registration Number: S-11840 (September 15, 1975)

Registered Charitable Tax Number (if applicable): 12821 0259 RR0001

Month of Annual General Meeting: October

Days of operation per year: 355

Total number of employees: FT: 5 (12 month) 16 (10 month) PT: 83 Instructors: 8

Programs Quantitative Analysis

Recreation Programs	# Programs Offered		# Unique visits
	Registered	Drop-in	(# of programs x # people attending)
Children	7		162
Youth	1	1	581
Adult	13	1	846
Senior			Our adult programs include seniors
Family		1	585
Other		1	40
Total:	21	4	2214

	# spaces offered	# spaces filled
Non licensed Childcare	6 per session (lunch and learn) 24 sessions /year	Average of 5 per session/24 sessions /year
Licensed Childcare	222	222
Total:	228	227

Services Quantitative Analysis

Services	# Offered	# People Served
Special Events (list) (add more lines as necessary)		
The Place Is Your Place	9	40
Fall Fairfield	1	800
OSC Family Fun Day	1	250
FGCA Gala Fundraiser	1	150
Spring Clean	1	50
Mural Project Art Workshops	5	200
Board Reunion	1	40
Automatic Door Celebration	1	30
Annual General Meeting	1	35
Rentals (total #)	136 (855 bookings)	75,000
Resource Referrals (total #)	1	300
Social Support Services (list):		
Youth and Family Counseling	13 FTE Counselors	1025 students served
Family Drop-Ins	78 sessions	1560
Parent Education	24 sessions	144
Lunch and Learn	30 sessions	400
Clothing Exchange	11	330
Neighbourhood Development (list):		
Moss Street Market Booth	15	1500
Sustainability Outreach Project	1	1000
Fairfield Stories Mural Project	1	500
Archive Project	1	5
Observer Newspaper	2	10,000
Community Garden	1	500
CAN Insurance	1	5
Total	336	95,064

Leverage Model

A

Direct City of Victoria Investment for 2014	Amount in cash
Operating grant	\$48,053
Youth grant	\$15,000
Custodial grant	\$27,372
Neighbourhood Dev. Base grant	\$11,869
Neighbourhood Dev. Matching grant	\$3,525
Shape Your Future grant	n/a
Community Art grant	\$7,500
Greenways grant	n/a
Special Projects grant	
Other City grants (CAN insurance- admin cost)	\$5,000
Total A	\$118,179

B

Indirect City of Victoria Investment for 2014 (to be completed by City)	Value
SD 61 Joint Use	7,610
Utilities	13,024
Maintenance & repair costs	15,327
Other (Capital Investment)	45,700
Total B	81,661

C

Association Annual Operating revenue for 2014 (excluding in kind)	Amount in cash
Municipal Government (City of Victoria)	\$118,179
Provincial Government	\$188,990
Federal Government	\$27,403
Special Event Fundraising	\$13,608
Facility Rental	\$33,810
Recreation Program Fees (including Youth program)	\$69,993
Foundations and grants	\$15,264
Donations	\$12,143
School District 61	\$1,032,808
Child care Parent fees (preschools, osc, camps)	\$583,846
Total C	\$2,096,044

D

Volunteer opportunities:	# people	X	# hours	Total Volunteer hours
Programs	30		25	750
Services	30		36	1080
Events	65		9	585
Other	10		48	480
Total				2895

Volunteer Valuation

a)Total volunteer hours (value unskilled labour)	X	80%	X	\$18.73	=	43,378.68
b)Total volunteer hours (value skilled labour)	X	20%	X	\$40.00	=	23,160.00
Total Volunteer valuation D (a+b)					=	66,538.68

Leverage Valuation

C (Association Operating Revenue)	+	D (Volunteer Valuation)	=	Leverage
A (Direct City Investment)	+	B (Indirect City Investment)		
C \$2,096,044	+	D \$66538	=	10.82
A 118,179	+	B 81,661		

Per Person Valuation

C (Association Investment)	Divided by	#visits per year	=	\$ value per person served
\$2,096,044	/	97,505	=	\$21.50
A + B (Total City of Victoria investment)	Divided by	# recreation visits per year	=	\$ invested per person served
199,840	/	2214	=	\$90.26

Per Person Valuation

Fairfield Community Place truly lives up to the FGCA tagline, “the place to connect”. We aim to provide a safe and inclusive space for all who live, work, and play here, and to provide service throughout all stages of life.

The facility itself and the excellent staff and instructors provide a stable, grounded space for residents to connect with their community. This style of place based service provision helps build a strong sense of community identity among residents.

Many of our programs also deliberately focus on peer-to-peer connections (for instance parent and tot drop-ins and youth programs) so that connections made can continue outside of the FGCA.

We provide opportunities for citizen’s voices to be heard at our Board meetings, in our Observer newspaper, through social media, and in surveys and evaluations.

As the second largest employer in Fairfield Gonzales, and a major provider of affordable childcare, we contribute to the economic well-being of the neighbourhood. In 2014 we were also able to focus on cultural and environmental sustainability through a Community Arts grant and a matching grant focused on sustainability outreach and education, both from the City of Victoria.

We are able to reach a very wide cross-section of the community through our participation in the weekly Moss Street Market and our popular Fall Fairfield: Harvest Fete, now in its fourth year.

1. Please speak to your centre’s day to day vitality as a hub for the neighbourhood.

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre’s programs and services.

“This program (parent and tot drop in) has given me a place to come, have a break, socialize, learn new skills and is a fun and educational place to go. My daughter runs right in and starts to play and is comfortable with all program facilitators. She sings the songs she learns at playgroup at home. We look forward to it every week.”

“I wanted to let you know Ben really enjoyed Youth Zone. I appreciated your enthusiasm and creativity in developing the activities. I felt that there was a good mix of fun activities and opportunities to build leadership skills and give back to the community. It was helpful to receive the emails regarding monthly schedule, return times and helpful reminders. I appreciate how accommodating you were to early dismissals at school. I think you did a great job and offered a quality after school program.”

“During the short time I worked in the FGCA youth programs for my University of Victoria second-year practicum, the mentorship and supportive presence of the FGCA staff taught me as much about the importance of respectful, supportive teamwork in youth work as my time working in their youth programs did. The FGCA staff team brought a genuine, positive energy to their daily work, and this sincerely enriched my experience of leading youth programs within a professional organization,” Nate Demetrius, practicum student in FGCA youth programs, 2014

Health and Wellness

1) We provide a number of recreation programs (e.g. Iyengar Yoga, Zumba, Zumba Toning, Zumba 15, Qi Gong, Yin Yoga, Stretch and Restore Yoga, Hand Drumming, Badminton, Spanish, and Sportball).

2) We provide quality CAPC funded family programs:

"This program (parent and tot drop in) introduced me to other parents with whom to share experiences/ideas; reduces feeling of isolation a caregiver can have from spending all day with young kids."

"It is an integral part of my toddler's social development. She absolutely loves coming to play group."

3) We provide a safe place for people to learn more and connect to the community (e.g. we have a common area with couches and dining tables with access to a common kitchen, telephone, and computer.

1. How does your centre promote health and wellness? (Please cite up to 3 examples)

2. What new health and wellness initiatives have you implemented, supported and/or maintained this year?

-we provide low cost or free space for a number of support groups (e.g. VIHA Mental Health Support Group, Chronic Pain Support Group, Narcotics Anonymous, and Youth In Care)

-Lunch Laugh and Learn program supports families weekly

-responded to a demand for different yoga by adding two new classes which accommodated seventeen new participants.

-we have partnered with the Garth Homer Society to offer a weekly felting club

3. What are your community's health and wellness concerns and how are you addressing them?

-Physical Access – door and federal grant proposal

e.g. we had an automatic door installed in our main building entrance and applied for and were awarded funding to improve access to our portable)

-Support group space/referral

e.g. we have noticed an increase in the number of requests for free space to accommodate support programs and we do our best to fit these requests in around our programming)

-Youth program expansion

e.g. we have increased the number of programs (teen leadership) and spaces (5 in our afterschool leadership).

Sustainable Community Development

1. How does City funding allow you to address the sustainability of your organization?

- the facility provided allows us to vastly stretch our resources, as we do not have to pay rent to host many of our programs. This means we can put more money toward staff and the costs of the program, retaining staff and offering many low or no cost programs
- youth and recreation dollars give us the administrative capability to host those programs and to keep our office open
- BASE grant assists with administrative costs and outreach for the organization, and allows us to communicate with the community and membership (eg. website, newsletter, events, and meetings)
- yearly project grants allow us to expand our reach by offering service outside our usual program delivery
- allows us to leverage funding from other sources (eg. Jump N' Start Program: City contributes outreach grant for staffing, MCFD provides supply costs, Youth and Family Counsellors refer youth into the program)

2. What are you doing internally to address the sustainability of your organization? (i.e. - environmental, economic, social etc.)

- each program has an allotment for professional development for staff and Board members
- ongoing assessment of waste and aiming to move toward zero waste
- we do not have an agency vehicle – program users take transit or walk
- staff participated in Bike to Work Week
- staff and volunteers receive a discount on recreation programs
- we have weekly meetings and semi-annual planning days for senior staff, which allow us to map out our resources for the year
- youth programs participate in the Youth Program Quality Initiative
- staff participate in networking opportunities to stay up to date in our fields (e.g. CCN, ROSCO, CAPC, Community Kitchen Network, Emerging Leaders Network)
- regular Health and Safety meetings
- all staff have current First Aid certification

3. How does your centre align with the City of Victoria's Sustainability Action Plan directions?

A) Reduce - reduce waste and emissions & increase efficiency

- hosting zero waste events (e.g. Fall Fairfield, Family Fun Day), partnering with ReFuse
- host a monthly clothing swap to reduce clothing waste
- plastics recycling program – 2 depots each month
- Spring Clean event – promoting reduce, reuse, and recycle
- work with Moss St Market on zero waste initiative
- permaculture community garden (education opportunities for schools and community)
- nature based preschool program

B) Transform - transformation and leadership

- leader in permaculture community garden (the only community garden in Fairfield)
- Youth Leadership program, anti-bullying videos, youth fundraising for local charities
- strong leaders and mentors in all child care programs
- sustainability project – practicing leadership through education of residents
- Fairfield Stories Mural project – allowing inclusive opportunities to contribute to public art
- Board socials prior to Board meetings with senior staff included

C) Thrive - creating a livable city for everyone

- safe community access point for information and resources, including phone and internet
- affordable childcare/access to subsidy
- provide space and resources for grassroots initiatives
- free or low cost family and youth programs
- special events, allowing for social opportunities and neighbourhood vitality
- providing a voice for residents

Community Responsiveness

1. How does your centre identify community need and respond to community feedback?

Identify:

- Board meeting have community voices segment
- Planning and Zoning meetings
- social media
- surveys and evaluations
- Moss Street Market Booth
- consult Vital Signs survey and City of Victoria Official Community Plan
- Youth and Family Counsellor reporting from area schools
- any concerns identified by program staff

Respond:

- providing advice and resources to community groups who request it
- Board may take a position on concerns or convey them to the appropriate channel
- create committees or working groups to address concerns
- use feedback to shape future programming
- refer concerns when necessary to other organizations

2. What modifications or implementations have you made in response to community need in these categories?

- i. Programs (new)
- ii. Services (new)
- iii. Infrastructure (facility, neighbourhood)
- iv. Organization
- v. Accessibility
- vi. Diversity & inclusion
- vii. Demographic Diversity

- We have increased the number of licensed child-care spaces
- We have combined our print publications and started a new monthly E-Newsletter increasing our capacity to reach the community
- We had an automatic door installed to the entrance of our main building
- We advocated for the Kipling Street crosswalk
- We have expanded our monthly clothing swap program
- We have increased the number of spaces in our registered youth leadership programs by nearly double and have started to provide programming for an older youth demographic (15yr-17yr).
- We have provided a new venue for artists to display their paintings/pictures in our foyer and have promoted monthly gallery nights

Volunteerism

1. What types of volunteer opportunities do you have in your centre?

- Board Directors
- work, practicum, and mentorship experience
- direct program (preschool, youth, Out of School Care etc)
- special event (single day and planning team)
- special projects (archives, sustainability outreach project, mural project, Observer Newspaper)
- administrative
- committees (Planning and Zoning, Streetlife, Community Garden)
- facility (toy washing, facility upkeep)
- management consultancy

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's volunteers.

"I think that positivity and support is what made my time at FGCA so special and fun and encourages me to keep volunteering in the future," – *Kiran Dusanj, event assistant volunteer*

"The work of the FCA/FGCA has taken many paths over the years – from Directors' meetings in the front room of a member's home to prepare a funding proposal to the City for community picnic ice cream, to a zoning brief to preserve the character of our neighbourhood, to community programs and a permanent community space. Congratulations to the hundreds of committed community supporters who have made Fairfield and Gonzales what it is today." – *Steve New, past Board member, on the occasion of our Board Reunion*

"Being a volunteer for FGCA on market booth is the best experience I had during my summer! Getting to know you, Pippa, Catherine and communities, exploring my academic interest here, cooperating with BCSEA and World Fisheries Trust etc. just bring me a lot of treasure to be cherished!! Thanks for giving me a chance to join :)" – *Yaqiong Wang, Sustainability Outreach Project volunteer*



Community and Seniors Centres Annual Report January - December 2014

Centre: Cook Street Village Activity Centre

Address: 1-380 Cook Street

Operating Association/Society: Cook Street Village Activity Centre Society (New Horizons)

Society Registration Number: 13946

Registered Charitable Tax Number (if applicable): 10737 1445 RR0001

Month of Annual General Meeting: February

Days of operation per year: approx. 300 (closed Sundays, all statutory holidays, and a few days between Christmas and New Years)

Total number of employees: FT 1 PT 5 Instructors 21

Programs Quantitative Analysis

Recreation Programs	# Programs Offered		# Unique visits
	Registered	Drop-in	(# of programs x # people attending)
Children			
Youth			
Adult			
Senior	3	21	(29,010 people attending) 609,210
Family			
Other			
Total:	3	21	609,210

	# spaces offered	# spaces filled
Non licensed Childcare		
Licensed Childcare		
Total:	0	0

Services Quantitative Analysis

Services	# Offered	# People Served
Special Events (list) (add more lines as necessary)		
Martin Luther King Jr. Day	1	10
Robbie Burns Day	1	86
Chinese New Year and Open House	1	Approx. 100
Valentine's Day	1	58
St. Patrick's Day	1	48
Spring Fling Tea Party	1	20
Easter	1	49
Volunteer Recognition	2	83
Mother's Day	1	26
The British Are Coming	1	44
Father's Day	1	23
Hawaiian Luau	1	39
Grandparent's Day	1	31
Welcome Back – Middle East Feast	1	39
Fall/Lumberjack Lunch	1	33
Oktober Fest	1	23
Thanksgiving	1	70
Halloween Lunch	1	21
Costume Party	1	19
Remembrance Day	1	12
Christmas Event	1	88
Birthday Socials	6	48
100 th birthday celebration	1	20
Workshops/Speakers	6	69
Coffee with Staff	12	98
Card Tournaments	6	130
Tea for Tutu (trip)	2	20
Rentals (total #)	51	5,865
Resource Referrals (total #)		
Social Support Services (list):		
Foot Care	Weekly	48
Biomagnetism	Bi-weekly	4
Hearing Clinics	2	9
Tax Preparation	March/April	185
Reflexology	Weekly	14

Diabetes Support	Bi-monthly	
Flu Shot Clinic	1	About 30
St. John Ambulance Therapy Dog		Approx. 20
Blood Pressure Clinics	12	27
Neighbourhood Development (list):		
Community Day BBQ	1 (annual event)	Approx. 300
Silent Auction and Craft Fair	1 (annual event)	321
Chili Cook Off	1 (annual event)	117
Total		8,247

Leverage Model

A

Direct City of Victoria Investment for 2014	Amount in cash
Operating grant	40,000
Youth grant	
Custodial grant	
Neighbourhood Dev. Base grant	
Neighbourhood Dev. Matching grant	
Shape Your Future grant	
Community Art grant	
Greenways grant	
Special Projects grant	
Other City grants	
Total A	40,000

B

Indirect City of Victoria Investment for 2014 (to be completed by City)	Value
Custodial Service	40,130
Utilities	12,512
Permissive Tax Exemptions	0
Maintenance & repair costs	11,553

Other (Capital Improvements)	10,300
Other (Strata fees)	16,533
Total B	91, 028

C

Association Annual Operating revenue for 2014 (excluding in kind)	Amount in cash
Grants (not including City Grant)	45,952.63
Drop-in Activities	25,050.95
Kitchen	25,189.75
Courses	10,669.50
Membership	13,215.55
Rentals	28,727.25
Donations and Fundraising	10,824.74
Events	16,617.55
Wellness Services	12,485.50
Total C	188,734.42

D

Volunteer opportunities:	# people	X	# hours	Total Volunteer hours
Programs	28	X		3,510
Services	15	X		3,765
Events	15	X		1,072
Other	36	X		4,498
Total	94	X		12,845

Volunteer Valuation

a)Total volunteer hours (value unskilled labour)	X	80%	X	\$18.73	=	12,686,952
b)Total volunteer hours (value skilled labour)	X	20%	X	\$40.00	=	35,024

Total Volunteer valuation D (a+b)	=	12,721,976
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Leverage Valuation

C (Association Operating Revenue)	+	D (Volunteer Valuation)	=	Leverage
A (Direct City Investment)	+	B (Indirect City Investment)		
C 188,734.42	+	D 12,721,976	=	98.53
A 40,000	+	B 91,028		

Per Person Valuation

C (Association Investment)	Divided by	#visits per year	=	\$ value per person served
18,734.42	/	29,010	=	0.65
A + B (Total City of Victoria investment)	Divided by	# recreation visits per year	=	\$ invested per person served
\$131,028	/	11,263	=	11.63

Per Person Valuation

1. Please speak to your centre's day to day vitality as a hub for the neighbourhood.

The Cook Street Village Activity Centre (CSVAC) believes access to recreation facilities is essential for an equitable society where everyone has opportunities to participate in meaningful activities regardless of their socioeconomic level or ability.

The neighbourhood consists of many small, local businesses and a charming area of a variety of housing options. There are heritage homes, condominiums, rental units of many sizes and varieties. In this area there are many people of senior age, but also young families and single adults. CSVAC works hard to provide recreational access to programs and activities to as many participants as possible.

The centre is open six days a week for fun, friendship and community. Each day a variety of programs and services are offered to support participants' physical, emotional and cognitive health. There are a number of fitness programs, opportunities for socialization and connection with peers and games and activities that promote brain health. The centre also makes space available to a variety of community groups such as a church and Weight Watchers. These community based groups invite people who would not normally come to the centre to enjoy the hospitality that is shared with all participants. The centre also participates in community events such as the community barbeque and Christmas silent auction as ways to connect with the Cook Street Village and Victoria neighbourhoods.

The centre also reaches out to organizations in the greater Victoria community for partnership events. These organizations include the ICA, Mustard Seed, and seniors' centres.

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's programs and services.

I enjoy coming to the Men's Coffee group because we have a unique perspective on life. It is wonderful to talk about our shared lived experiences. I learn so much from these guys. ~Alan, Men's Coffee Group Participant, CSVAC Member ~

I have been playing cards here for 16 years. I come for the people and the camaraderie and the card games are mentally stimulating. I wouldn't know what to do if the Centre was not here; I can't see myself not coming here. ~Joyce, Cribbage player and CSVAC Member~

I started coming 4 years ago for the chair yoga group. I have a disability and this is the best exercise for me because it is a good working and very relaxing. I have now expanded the activities that I participate in because the people are wonderful. I enjoy everything I do because it stimulates my brain and I have improved in some areas like my fine motor skills ~Jean, Yoga and Cribbage participant and CSVAC Member~

I came when the Centre first opened and decided to stay because it is a very friendly place ~From comments at the coffee with staff~

Health and Wellness

1. How does your centre promote health and wellness? (Please cite up to 3 examples)

Seniors are key members of the community. To ensure the vitality of our communities, we need to support and encourage active citizenship and citizen participation. With this comes the responsibility of ensuring that seniors continue to be engaged and involved. This means providing seniors with opportunities to influence and shape their communities and meet needs more effectively.

CSVAC in the past has served mainly seniors. However, efforts have been underway in recent years to encourage participation from a broader demographic. The centre has been working hard to develop programs and opportunities for the dynamic generation of baby boomers who have increased leisure time as they move towards retirement as well as programs for younger, working aged adults.

The centre hosts a wide array of fitness opportunities through classes such as Fun and Fitness, Tai Chi, and Stretch and Strength. These classes are not only good for the body but also help in reducing isolation and loneliness, the early stages of depression (increased endorphins and opportunities to socialize with others). These classes are provided with a very low fee in order to minimize any financial barrier that may prevent people from participating.

Many seniors, particularly those who live alone, find it difficult to prepare healthy meals regularly. The centre supports nutritional health with their lunch program which provides healthy meals at low cost at the centre.

The activities at the centre encourage socialization through participation. People attending activities look forward to meeting old and new friends each time they come. They support each other through life's ups and downs. Without the centre, many participants would not have a place to develop friendships and share experiences.

2. What new health and wellness initiatives have you implemented, supported and/or maintained this year?

In addition to existing programming, in the past year a group of men requested additional card game programming. The centre now hosts a Texas Hold 'Em group that has proved very successful and is looking to expand. From the initial once a week, there has been discussion about increasing this activity to two or three times per week. This opportunity for men to meet has expanded their social horizons. The men also have a daily coffee group during which they discuss a wide variety of topics, and men's billiards and all these activities promote friendship and support.

The centre continues to support and maintain all its programs for both men and women. It has maintained low member and non-member fees. The annual membership cost has been unchanged for several years in order to ensure that as many people as possible can enjoy the events and activities that are offered at CSVAC at a reduced rate.

CSVAC not only supports the mental and physical well-being of members through regular programming, but also provides opportunities to assist in medical concerns through the Foot Care clinic, diabetes support group, bio-magnetism and healthy meals programs.

2014 was an exciting year at CSVAC as we were able to bring back an active euchre group and poker group. We are looking forward to seeing the return of darts and introducing pickle ball and weekly parlour games.

3. What are your community's health and wellness concerns and how are you addressing them?

CSVAC strives to address community health and wellness concerns as they arise. Isolation and loneliness are particular concerns within the seniors' community. Providing opportunities for regular leisure activity that is cognitively, physically, and socially stimulating is good for overall health. An increase in social contact may provide enhanced emotional and instrumental support during times of crisis, illness or stress and increase quality of life.

A recent initiative has been to address the issue of senior abuse, including physical, mental and financial concerns. The program we received a grant for has finished but was so popular we have continued these discussions through the Journey Program in partnership with Silver Threads.

The community has been changing and seeing a growing younger population. We are working on ways to encourage them to the centre and the biggest challenge has been overcoming the idea that the centre only serves seniors and not the broader community. The centre has heard that additional programming is needed to provide more activities for younger seniors and other adults. There is discussion about changing hours of operation and increasing programming to meet this need.

Sustainable Community Development

1. How does City funding allow you to address the sustainability of your organization?

The City of Victoria funding is critical to the survival and development of CSVAC. Without this support the organization would not be able to provide a venue for residents to meet and participate in activities that promote their wellbeing. The City funding helps maintain current programs, initiate new opportunities and partnerships with other agencies and contributes significantly to staff wages.

2. What are you doing internally to address the sustainability of your organization? (i.e. - environmental, economic, social etc.)

We have many key partnerships with the merchants on Cook Street that we work with on community events and promoting events that we host at our Centre. We have strong partnerships with the groups that rent space from us such as a church, Buddhist meditation group, Weight Watchers, and many more. We have also maintained our partnerships with the Victoria International Exchange Centre who send us outstanding students for practicum/work study opportunities. We have maintained and strengthened our partnerships through agencies such as the ICA, Amica, the Victorian at McKenzie, and all of the sponsors for our fundraising community events.

CSVAC applies for several grants each year to help support the smooth running of the organization. We have applied for grants for multi-cultural and multi-generational and multi-cultural opportunities such as the shared stories circles, which we hope will find out our success in the spring. We were successful in applying for funding for the seniors abuse prevention program. Through this program we are going to be hosting some workshop/discussions, have a resource table at our next open house, and have information and materials available throughout the year.

3. How does your centre align with the City of Victoria's Sustainability Action Plan directions?

A) Reduce - reduce waste and emissions & increase efficiency

Part of the centre's waste management strategy is to fully participate in the City of Victoria kitchen scraps program and to recycle as much as possible.

Many participants come to the centre using public transit, cycling, walking and carpooling, which are key ways to reduce emissions.

B) Transform - transformation and leadership

A new program has been developed to partner with a local school to create a community garden as a beautification project. The concept is to match garden volunteers from the centre with youth to learn from each other and create something all can be proud of. The garden volunteers will provide leadership and experience and the youth will contribute energy and enthusiasm to transform the existing gardens into a more vibrant part of the community.

C) Thrive - creating a livable city for everyone

The centre is working hard to develop more partnerships with organizations such as the ICA, James Bay New Horizons, Goward House and Silver Threads. Programs such as the Seniors Abuse workshops will be offered to participants from these groups and the community as well as centre members in order to encourage interaction and greater knowledge among a diverse population. This initiative is seen as encouraging increased livability in the City of Victoria.

When reviewing the number of unique visits to our Centre this year through our courses, workshops, drop-in opportunities and special events we learned that we have welcomed people 29,010 times. We also know that we had approximately 600 hours of rental time with nearly 6,000 visitors from these opportunities.

Community Responsiveness

1. How does your centre identify community need and respond to community feedback?

Once a month CSVAC staff provides an open forum coffee hour at which anyone is free to share any community or centre concerns and provide input. Recently the centre has been told that the community would like to see expanded hours and programs at CSVAC to accommodate younger seniors and working adults. Their suggestions include providing fitness classes earlier in the morning so that people could participate before the start of their working day. Younger seniors are interested in more physically active opportunities. The centre is trying to respond to this feedback by investigating the potential for providing a wider variety of programs and activities such as bicycling, walking or running groups, additional dance programs, etc.

The centre has also heard that there is a need to keep fees low so that current and future members will not face a barrier to participating in activities due to financial constraints.

CSVAC is broadening its communication strategies by developing a more active social media presence. A new web site is under development and recently new Facebook and Twitter accounts have been launched as tools to engage technically knowledgeable community members. The centre is also reinvigorating the newsletter, program boards and digital signs for those who drop by or who do not have access to digital media.

2. What modifications or implementations have you made in response to community need in these categories?

- i. Programs (new)
- ii. Services (new)
- iii. Infrastructure (facility, neighbourhood)
- iv. Organization
- v. Accessibility
- vi. Diversity & inclusion
- vii. Demographic Diversity

A. Programs (new)

This year we have taken on several new initiatives that have included two new programs. We are half way through our Senior's Abuse Prevention series. This program has reached out to seniors in our community and to caregivers. Our staff and volunteers have undergone training to recognize if someone is experiencing abuse and how to support them as they move towards a safer future. We will be doing this through workshops and are in the process of planning an open house that will include information on this very important topic.

We are working with Silver Threads to offer the Journey's program. This is an outreach program that helps support seniors so they can age in their homes and communities as long as possible. This program also helps to connect seniors with services to that support being independent.

B. Services (new)

Over the years our connection with the ICA has not been as strong as it once was. This year we have rejuvenated our connection with the ICA and have started a senior to senior pen pal program. The seniors at ICA who are learning English are becoming pen pals with our members. After several weeks of writing to each other the group will meet to share a potluck meal. This relationship will continue in the New Year with joint recreational activities that both writers will enjoy.

C. Infrastructure (facility, neighbourhood)

Our building is open to centre members and the community six days a week for recreational activities, socialization, meals, and fun. We also provide low cost rental space for other members of our community searching for a warm and friendly location that is easily accessible for their clientele.

The centre is the Emergency Social Services (ESS) site for the community. ESS is the group that plans for the needs of evacuees forced to leave their home due to an emergency and need assistance. ESS provides short term (emergency) help in the way of lodging, food, clothing, and various other services. In case of an emergency the centre will be used for shelter and to provide other services as needed.

D. Organization

Our organization has undergone some significant changes in the last year. We are very pleased that we now have a full complement of staff, who will be working with the Board of Directors, Members, and the Cook Street Village community to implement exciting opportunities over the next several years. Our staff comprises of a Program Manager (part-time), two Program Assistants (both are part-time), a Kitchen Manager (part-time), and an Administrative Manager (full-time).

E. Accessibility

The Cook Street Village Activity Centre is an accessible building using mobility aids. We have washrooms that can accommodate a wheelchair and all have grab bars to assist when needed. Our members access our facility by car, public transit, bike, and by foot. We also keep our membership and drop-in fees, as well as our rental amounts low so that as many people as possible are able to participate in the programs and services that we offer.

Volunteerism

1. What types of volunteer opportunities do you have in your centre?

Volunteering keeps older adults active and engaged; positive activity is key for health aging. It is important that they are seen, and see themselves, as contributing, valued and active members in their community. They have rich experiences from their paid work and community involvement. They want a variety of ways to participate and stay involved.

Many dedicated volunteers support the operation of CSVAC through participation on the Board of Directors, student/work study opportunities, providing front desk/reception staffing, leading programs, working in the kitchen and assisting with special events.

CSVAC provides opportunities for students to volunteer and develop skills and leadership abilities. International students have hosted workshops (origami and calligraphy), given presentations about their home countries, done research, gathered statistics and supported the day to day running of the centre. They have the opportunity to improve English skills while socializing with participants and assisting them during activities.

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's volunteers.

Volunteering provides health benefits to older adults. It offers them significant physical, emotional and cognitive benefits. It also enhances social support, social inclusion and civic engagement. Volunteering helps seniors stay active and connected to their communities, helps maintain social contacts, and promotes a sense of value and self-worth.

CSVAC volunteers are the cornerstone of the organization. Volunteers greet people as they come to the centre, help create delicious meals in the kitchen, lead programs, participate on the board and help out at special events. To say they are priceless is an understatement because they are the lifeblood of CSVAC. Volunteering benefits all centre members and provides meaningful participation to the volunteers who know their contributions are appreciated. They become more connected to the centre, their fellow participants and their community.

Volunteering has given me a new interest in life and has allowed me to fill my retirement hours with something that has meaning for me. I believe that by continuing to learn through my volunteering has helped stave off dementia. I have a lot of fun learning and participating in the activities and opportunities at the Centre. ~Ivan, Board of Director, CSVAC Member, and Snooker Player.~

"I come to the Centre four days a week. This (volunteering) gives me a chance to give back. I enjoy coming and the people." ~Marilyn, Front Desk volunteer and CSVAC Member~

"I promised my sister I would do it and she retired and I stayed on. I like the groups that are here when I volunteer." ~Jane, Front Desk volunteer and CSVAC Member~

I was attracted to the Centre when I retired. I attended many special events such as Christmas dinner, summer barbeque, and craft fair. I come to the drop in painting, and enjoy the library and the jigsaw puzzle in the lounge. The staff are always very pleasant and helpful. ~Connie, Painting Group participant and CSVAC Member~



Community and Seniors Centres Annual Report January - December 2014

Centre: Fernwood Community Centre

Address: 1240 Gladstone Avenue, V8T 1G6

Operating Association/Society: Fernwood Neighbourhood Resource Group Society

Society Registration Number: S-00014959

Registered Charitable Tax Number (if applicable): 10738 0982 RR0001

Month of Annual General Meeting: October

Days of operation per year: 244

Total number of employees: FT __17__ PT __16__ Instructors __15__

Programs Quantitative Analysis

Recreation Programs	# Programs Offered		# Unique visits
	Registered	Drop-in	(# of programs x # people attending)
Children	4	0	180
Youth	0	2	250
Adult	8	7	7,838
Senior	0	1	493
Family	0	5	8,154
Other (Good Food Box)	1	0	4,893
Total:	14	16	21,808

	# spaces offered	# spaces filled
Non licensed Childcare	0	0
Licensed Childcare	45 (daycare) + 20 (out of school care)	45 (daycare) + 8 (out of school care)
Total:	65	54

Services Quantitative Analysis

Services	# Offered	# People Served
Special Events (list) (add more lines as necessary)		
FernFest	1	4000
Fernwood Bites	1	300
Vinyl Fair	2	1025
Vintage Fair	1	2064
Fox Fair	1	650
Owl Fair	1	1306
Little Owl Children's Fair	1	500
Movie Screening	1	130
Rentals (total #)	70	8018 (including 180 children)
Resource Referrals (total #)	300	300
Social Support Services (list):		
Victoria Best Babies	2 weekly	2662
Family Dinner	1 weekly	2800
Family drop-in programs	2 weekly	4250
Men's Group	1 weekly	304
Lunch 'n Play	1 weekly	1104
Youth Groups	2 weekly	250
Senior's Lunch	1 weekly	493
Neighbourhood Development (list):		
Pole Painting Day	1	100
Fernwood University	1	100
Spring Ridge Commons Meeting	1	75
Total	390	30,431

Leverage Model

A

Direct City of Victoria Investment for 2014	Amount in cash
Operating grant	\$ 44,730
Youth grant	
Custodial grant	
Neighbourhood Dev. Base grant	
Neighbourhood Dev. Matching grant	
Shape Your Future grant	
Community Art grant	
Greenways grant	
Service Grant	
Base Grant	\$ 3,333
Special Projects grant (upgrading commercial kitchen)	\$ 4,125
Other City grants	\$ 3,534
Total A	\$ 55,722.50

B

Indirect City of Victoria Investment for 2014 (to be completed by City)	Value
Custodial Service	\$ 52,800
Utilities	\$15,592
Permissive Tax Exemptions	0
Maintenance & repair costs	\$ 21,367
Other	
Total B	\$ 89,759

C

Association Annual Operating revenue for 2014 (excluding in kind) (as at March 31st, 2014)	Amount in cash
Grants (including COV cash grants)	\$ 432,381
Child Care Fees	\$ 460,370
Program fees (including Good Food Box)	\$121,897
Events & Fundraising	\$ 51,120
Rents (including affordable housing)	\$ 298,299
Other	\$ 39,915
Total C	\$ 1,403,982

D

Volunteer opportunities:	# people	X	# hours	Total Volunteer hours
Programs (Best Babies, Family Programs, Daycare, Good Food Box)	3 (BB) + 6 (FP) + 4 (DC) + 10 (GFB)		472 + 238.50 + 387 + 675	1772.50
Services (Garth Homer)	9		280.75	280.75
Events (FernFest, Fernwood Bites)	259		1164	1164
Other				
Total	134		3217.25	3217.25

Volunteer Valuation

a)Total volunteer hours (value unskilled labour)	X	80%	X	\$18.73	=	\$ 33,358.13
b)Total volunteer hours (value skilled labour)	X	20%	X	\$40.00	=	\$ 7368.00
Total Volunteer valuation D (a+b)					=	\$ 40,726.13

Leverage Valuation

C (Association Operating Revenue)	+	D (Volunteer Valuation)	=	Leverage
A (Direct City Investment)	+	B (Indirect City Investment)		
C \$1,403,982	+	D \$35,934.13	=	990%
A \$55,722	+	B \$89,759		

Per Person Valuation

C (Association Investment)	Divided by	#visits per year	=	\$ value per person served
\$1,403,982	/	30,431	=	\$46.14
A + B (Total City of Victoria investment)	Divided by	# recreation visits per year	=	\$ invested per person served
\$145,481	/	21,808	=	\$6.67

Per Person Valuation

1. Please speak to your centre's day to day vitality as a hub for the neighbourhood.

General public uses our centre for basics needs such as rest stop, computer use, office services, and for providing information about our services and activities in the neighbourhood.

Regular clients from the neighbourhood and surrounding communities come to our recreation and social programs on a weekly or biweekly basis.

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's programs and services.

1. "Best Babies is and was an invaluable community resource to me and so many other moms who have become friends through this program. At a time when there is so much pre and post natal information out there, Best Babies provides information that is given in a caring and non-judgmental manner. I honestly cannot think of any other program that is as inclusive of different lifestyles and viewpoints than Best Babies. I felt prepared going into the birthing process because of this program and feel confident as a mother with their continued support. I was so stressed when I found out I was pregnant, not knowing how I was going to cope. Very grateful that I found this program."
2. "I am in my 40's and was 4 months pregnant when I contacted the Best Babies Program. Due to my current situation I was very leery to get involved with any type of community groups for fear of being physically judged, being reported to the Ministry of Children and Families and judged on my past. I called the program several times before going in. I talked on the phone with a worker; she listened to my story of domestic violence. My shaky voice and slurred speech did not phase her. Assuming that I thought she may think I was drugged or drunk I confided to her that I had had my jaw broken and most of my teeth kicked out by the father of my baby who is now in jail and that is why my speech sounded off. I have 4 other children that live elsewhere, my story of historical abuse is textbook and many people appear to question the truth of my story. However, the women I spoke with listened on more than one occasion and gave me the option of whatever made "me" feel comfortable, invited me to come in and check the program out as though I was getting to interview them. Living in a shelter with no money, pregnant, lonely and isolated I knew I needed guidance for the sake of the baby so I went to visit the program. I felt welcome and not judged by either staff or other participants; no questions asked I received free food, vitamins, prenatal classes and community resources. The premise of this part of my story is; reaching out is difficult when you are constantly judged, when people on the other end of the phone assume things and create more barriers for you. In this case, that didn't happen like so many times before. I thank the woman on the end of the phone for her genuine compassion and honesty. My baby is due in August and I have been able to give the baby a healthy start due to all the support of the Best Babies Program."
3. "Very good support for the community in helping me raise my children. It's nice to have the dad's support group, instead of one with women."

Health and Wellness

1. How does your centre promote health and wellness? (Please cite up to 3 examples)

1. Victoria Best Babies-this program focuses on providing nutritious lunch as well as teaching and demonstrating healthy eating, child development, parenting & child safety to early post-natal/prenatal families. Specific health components to the program include a Dietician, Public Health Nurse, food cards, & Good Food Box produce, as well as guest speakers regarding housing, mental health, and car seat safety.
2. Good Food Box-this program focuses on providing wholesome fruits & vegetables at prices affordable to all income levels.
3. Daycare-this program provides healthy snacks and a weekly nutritious meal to daycare children. Physical activity is also provided with daily outdoor play and periodic walks around the neighbourhood. Also we have weekly and monthly special activities such as dance, yoga, and Sportball.

2. What new health and wellness initiatives have you implemented, supported and/or maintained this year?

Implemented- Acted as a pick-up location for clients of the Mustard Seed food hamper program clients.

- Developed new family program, Lunch n' Play, for providing healthy food and active play for children age 0-5yrs. This program is currently partnering with RBC Learn to Play Project to teach the importance of fundamental movement skills and physical literacy.
- Had PISE (Pacific Institute for Sport Excellence) come and do sessions with our youth groups, drop-in programs, and daycares.
- Partnered with Coast Capital Savings Credit Union to provide one-on-one support to youth and extend our youth support services.

Supported - Provided produce to families in need during 2014 through our Give the Gift of Good Food fundraiser, part of the Good Food Box program.

Maintained- Family Dinner continues to support clients in need of a nutritious meal and socialization.

- Daycare continues to provide daily snacks and hot lunch once a week.
- Good Food Box program providing affordable produce to twice a month.

3. What are your community's health and wellness concerns and how are you addressing them?

Food security/access to nutritious affordable food. We address this issue with the Good Food Box program as well as by providing healthy meals to our daycare (daily snacks & weekly hot lunch), Victoria Best Babies, & Family Resource program clients. We also provide free bread to clients once a week through donations from Cob's Bread.

Family & youth poverty. We address poverty by the services and resources we provide through our families, youth, and children social programs. We also connect clients with community services to get the care they need.

Affordable housing & wait lists to access services. We address these issues by building partnerships with services in the community.

Sustainable Community Development

1. How does City funding allow you to address the sustainability of your organization?

City funding is stable and secure which permits us to plan for the future with certainty. We are able to commit to events and programs far into the future knowing we will have the resources to meet those commitments. Unfortunately, the design of our building is very poor from a revenue generation point of view. The spaces are not designed to be flexible in their configuration, and there is limited programmable space for the relative footprint of the building. Without support from the City, it would not be economical to use the facility as a recreation facility at all.

2. What are you doing internally to address the sustainability of your organization? (i.e. - environmental, economic, social etc.)

Our organization has become much more financially sustainable through time. Ten years ago, we operated only out of the Community Centre and were dependent on grants for 67% of our revenue. Today that number is more like 30%, as we have added affordable housing, commercial leasing, and a large annual fundraiser to diversify our sources of funding.

We have been committed to neighbourhood sustainability since we articulated our Declaration of Principles and Values in 2005.

3. How does your centre align with the City of Victoria's Sustainability Action Plan directions?

A) Reduce - reduce waste and emissions & increase efficiency

We try to keep our facility as low waste as possible—we separate and recycle/compost wherever possible. We use a car share vehicle for errands and borrow the City's bus for field trips rather than owning our own vehicles. We obtained a matching grant from the City to upgrade our kitchen so that we could eliminate paper plates in our Family Dinner program.

B) Transform - transformation and leadership

We have supported our staff to obtain significant amounts of professional development and education over the past year. One of our management team completed the Leadership Victoria program in 2014.

C) Thrive - creating a livable city for everyone

We installed a kitchen garden in front of the Community Centre last spring which produced very well through the year. We maintained our family dinner program as a "by donation" program and have been working on a computerized ordering system for the Good Food Box so that we can greatly increase the volumes of that program.

Community Responsiveness

1. How does your centre identify community need and respond to community feedback?

In general, we listen to community members when they voice a concern or need.

Example within our programs include:

Family Dinner-there was a need for clients accessing nutritious food as well as a need to develop a stronger sense of community.

Gardens & Spring Ridge Commons-cleaned up both areas making them safe as well as viable gardens for the public to use. The front gardens at the community centre were redesigned and used for our programs.

Family Programs-we survey clients who participate in our programs.

2. What modifications or implementations have you made in response to community need in these categories?

- i. Programs (new)
- ii. Services (new)
- iii. Infrastructure (facility, neighbourhood)
- iv. Organization
- v. Accessibility
- vi. Diversity & inclusion
- vii. Demographic Diversity

- | | |
|------|--|
| i. | Family dinner has expanded to be all inclusive, open to all community members. We have added before and after school care for George Jay Elementary students. Added another youth group for older teenagers (14-17 years) to maintain continuity of social support for the kids who had aged out of our original youth group. |
| ii. | We have become a pick up location for clients of the Mustard Seed food hamper program. We are the packing centre for donations from Cobb's bakery and also distribute bread to clients in our family resource programs. We have changed the time of the Best Babies program in order to suit the schedule of the majority of clients. We have received car seat donations to the Best Babies program to help alleviate this cost for new families. |
| iii. | We have additional staff for our youth and out of school care programs. We have added out of school care to our programs and have adapted the facility to suit this program in compliance with Child Care Licensing Regulations (e.g. designated out of school care space, alteration of hot water in washrooms). |
| iv. | No changes |
| v. | We added an out of school care program to serve George Jay School which is operating out of the Community Centre. This helps us keep costs down, ensuring the program is affordable (previously, the School District charged us rents which made the program less affordable for families). |
| vi. | Our client demographic in both family programs and daycare has diversified, so we have linked families with other resources (e.g. Victoria Immigration Centre and language classes) in order to assist them in having a better understanding of Victoria's culture. We also communicate with |

Volunteerism

1. What types of volunteer opportunities do you have in your centre?

Opportunities exist in all departments (Good Food Box, daycare, kitchen, family resource programs, and Victoria Best Babies) as well as volunteering for special events, such as FernFest, Fernwood Bites, and gardening/maintenance opportunities.

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's volunteers.

1. "I have been volunteering with Fernwood NRG for nearly 5 months now, and I have enjoyed every moment. The staff are wonderful and willing to answer any questions I have, as well as giving me extra experience. I mainly work in the kitchen cleaning and helping prepare meals for the families and day care, but I have also been able to speak with families and help take down after their drop-in program. They are very open and welcoming to everybody who shows up, and make me feel welcome while I struggle with mental health issues and am not as personable as others. I have nothing but praise for all the people and programmes at Fernwood; they are one of the best experiences I have had during my years of volunteering".
2. "I volunteered with the Family Drop-in Programs at Fernwood NRG for about 8 months last year and really enjoyed my time spent helping there. The whole community centre has a very welcoming atmosphere and the staff are friendly and fun to be around. I love the community centred approach of the programs and how people of all ages and abilities are included in the day to day running of the centre. Through volunteering with the drop- in programs I was able to start volunteering with the community centre daycare and this lead to my decision to go to back to school for my Early Childhood Educator License. Now I am able to substitute as an Educator Assistant with the daycare. I am very grateful I discovered this place. It has had a fantastic impact on my life!"
3. "I have been volunteering for 5 years and like volunteering for the Good Food Box on several levels, the social aspect, I like the people I work with, I look forward to coming each time even though I have physical pain and limitations. It's a good program and it's good to know that people get the best quality produce because of me checking through it. It's a good program for the community and for farmers".



Community and Seniors Centres Annual Report January - December 2014

Centre: James Bay Community School Centre

Address: 140 Oswego Street Victoria BC V8V2B1

Operating Association/Society: James Bay Community School Society

Society Registration Number: S0013140

Registered Charitable Tax Number (if applicable): 11923 9036-BC0001

Month of Annual General Meeting: November

Days of operation per year: Full calendar year, Closed stat holidays,

Open Mon-Fri 7:30 am – 9:30 pm /Sat and Sun hrs dependent upon rental and program boo

Total number of employees: FT: 9 PT: 18 Instructors: 39

Programs Quantitative Analysis

Recreation Programs	# Programs Offered		# Unique visits (# of programs x # people attending)
	Registered	Drop-in	
Children	57	1	See bottom total
Youth	1	39	See bottom total
Adult	175	19	See bottom total
Centre registered programs allowing drop ins.	Already listed above		274 Participants dropping into a registered program
Total:	233	59	Total: 3896
Note: 1356 Registered	Participants	2540 Drop in	Participants

	# spaces offered	# spaces filled
Non licensed Childcare		
Licensed Childcare	Sept-June 83 spaces	65/83
	July-Aug 63 spaces	63/63
Total:	Max 83 spaces	

Services Quantitative Analysis

Services	# Offered	# People Served
Special Events (list) (add more lines as necessary)		People in attendance
James Bay Day Celebration	1	175
Monster Bash	1	120
Family Dances	2	219
Dickens Fair	1	1420
Holiday Concerts	2	700
Book Fair	1	225
Gallery Gala	1	325
Welcome to Kindergarten	1	40
Family Fun Night	1	65
Community Picnic	1	300
James Bay Art Walk	1	250
Remembrance Day celebration	1	75
Society AGM	1	14
Rentals (total #)		
On-going	6	3250
One offs	25	2476
Rentals no charge	5	768
Dog Licence		234
Public computer access	2 terminals	335
Resource Referrals (total #)		
Social Support Services (list):		
Seniors Dinners	71	3098
Volunteer meals served	71	327
Community dinners	4	597
Pre School	1	2438
Little waves group day care	1	4180 not hosted in community centre stat not included in total
OSC	1	12,870
Lunches eaten in café		12,000
Kindergym Strong start		1426
Neighbourhood Development (list):		

Total	202	43,697 does not include the drop in and registered program totals

Leverage Model

A

Direct City of Victoria Investment for 2014	Amount in cash
Operating grant	39,999
Youth grant	8,063
Custodial grant	
Neighbourhood Dev. Base grant (JBCSS Portion)	1,266
Neighbourhood Dev. Matching grant	
Shape Your Future grant	
Community Art grant	
Greenways grant	
Special Projects grant	
Other City grants	
Total A	49,328

B

Indirect City of Victoria Investment for 2014 (to be completed by City)	Value
Custodial Service	40,433
Utilities	
Permissive Tax Exemptions	0
Maintenance & repair costs	17,515
Other	
Total B	57,948

C

Association Annual Operating revenue for 2014 (excluding in kind)	Amount in cash
Jan –Dec all departments does not include city funds	822,813.71
Total C	822,813.71

D

Volunteer opportunities:	# people	X	# hours	Total Volunteer hours
Programs	61			1311
Services	43			1566
Events	36			115
Other				
Total	138			2992

Volunteer Valuation

a)Total volunteer hours (value 2051.00unskilled labour)	X	80%	X	\$18.73	=	30,732.18
b)Total volunteer hours (value 941.00 skilled labour)	X	20%	X	\$40.00	=	7,528.00
Total Volunteer valuation D (a+b)					=	38,260.18

Leverage Valuation

C (Association Operating Revenue)	+	D (Volunteer Valuation)	=	Leverage
A (Direct City Investment)	+	B (Indirect City Investment)		
C 822,813.71	+	D 38,260.18	=	968,349.89
A 49,328.00	+	B 57,948.00		

Per Person Valuation

C (Association Investment)	Divided by	#visits per year	=	\$ value per person served
822,813.71	/	47,593	=	17.28
A + B (Total City of Victoria investment)	Divided by	# recreation visits per year	=	\$ invested per person served
107,276	/	47,593	=	2.25

Per Person Valuation

1. Please speak to your centre's day to day vitality as a hub for the neighbourhood.

When you walk into James Bay Community Centre you experience a welcoming environment with, community centre staff, teachers, support staff and volunteers working together to provide a caring and supportive environment for a diverse community of residents, children and their families.

The community education component of the community school is managed by a non-profit Society that sets policy and oversees the operations and service delivery of all the programs over and above the Kindergarten to Grade 5 school program.

School and Community Centre staff work together to provide excellent service for community members students and parents. Staff collegiality, integration and collaboration between the school and community centre contribute to a supportive and caring environment.

There are many opportunities for volunteer experience for students, parents and community residents. For example students volunteer in the café at lunch and recess and help with community centre special events, seniors volunteer in the classroom, community members are trained to support reading in the Support-a-Reader program, adults with developmental disabilities volunteer in the café, and parents and residents help in the library. Volunteers bring resources into the school and provide thousands of hours of support to the school and community. Partnerships and collaborative work is completed with community agencies and local interest groups.

The centre is truly a hub for many community activities including rental opportunities for other not for profits and community organizations. Community Education is worthwhile and socially significant. The benefits are proven and include; using community resources, accessing additional funds for programs and services, increasing opportunities for interaction between schools and the public, enriching the lives of children, responding to community need and contributing to the economic development of the community.

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's programs and services.

on the impact of the program...

- I have seen differences in children physically and mentally. One parent has told me his child fell from quite high from a monkey bar. He just naturally used one of the falling techniques to land on the ground. He then jumped back up and continued playing. This likely has saved the boy some serious injury, if not some bruises. Parents also told me their children learned how to cooperate with other children and work as a team. Their ability to focus has also increased.

on reward of teaching here. . .

- I always feel refreshed after teaching. It's such a great satisfaction and joy to see the kids grow and learn. They are the ones that keep me coming back.

Client

- The Hatha Monday eve yoga class with Michelle has been such a blessing. It is within walking distance and at the perfect time of day giving me enough time to get home from work and transition as well as being on a Monday which sets the tone for the remainder of the week. It is a perfect blend of stretching and relaxation that has been so helpful for my recovery from an injury as well as improved sleeping. I am grateful that I can access such an amazing class in a great space without paying outrageous yoga studio fees. It has also been a great opportunity to connect with my teenage daughter who also looks enjoys the class with me.

On benefit of service...

- The social contacts the seniors get from the dinners I believe is very important to their mental and physical health. They arrive early to the centre, gathering in the lobby, talking and catching up on everyone's stories. And at 4:30 line up and press against the door until we let them in! For many of them the meals are an important part of the nutrition they get during the week. Often they're buying extra meals to take home. My wife and I also keep in contact with a few of the seniors during the summer. And I know many of them count down the days until the start of the new school year and they can get back to rekindling the friendships made over the MANY years some of them have been coming to the dinners.
- Both of our children have gone to the community centre for preschool. This was a great benefit for our children as it not only was in a very convenient location, but being attached to the school lets the kids have an early start with friendships when they begin kindergarten. As well having the community centre attached to the school brings people in automatically as they are already in the area dropping off kids or playing in the school park. Finally, I know from talking with the seniors in our building, that the seniors dinners every Tuesday and Thursday are a welcome escape from the day to day routine. They look forward to the nice home cooked meal and socializing with other seniors. In summary, the community centre adds a great service to our community and with it being part of our local school it enjoys the benefits of local traffic to be even more effective at helping our community.

Health and Wellness

1. How does your centre promote health and wellness? (Please cite up to 3 examples)

The centre primarily promotes health and wellness for adults and seniors through its wellness programming. Fitness, yoga classes etc.

Meal programs: Nutritious dinners made on site twice weekly

Community Education: BC fruit and veggie program

Programming options for vulnerable students in the form of free programs after school provided through the application of grants.

Participate in the City's Life program- Low income families seniors and adults in the neighborhood

RBC Physical Literacy Program- targeted group afterschool care students

Dash BC – After school sports and arts initiative for school population.

Girls and boys groups – program focuses on socialization and pre-teen issues, making friends, using WITTS , focus on behavior difficulties, family conflict, anger management to name a few.

2. What new health and wellness initiatives have you implemented, supported and/or maintained this year?

The centre supported the healthy habits of mind project with our grade 5 students.

Grade 4/5 students at James Bay Community School are learning about the Seven Essential Mental Activities for developing a healthy mind. The Healthy Mind Platter presents these seven activities, which are: Sleep Time, Physical Time, Focus Time, Time In, Down, Play Time, and Connecting Time.

The class used this Healthy Mind Platter to make a New Year's Resolution. They looked at all of the activities they did in a day to see how they fit in with these mental activities. When the students noticed they wanted to do more of something (ie. Sleep Time) or start something new (ie. Time In = meditation, mindfulness), they used it as a starting point for their New Year's Resolution.

Here are some of the resolutions: 1) Do more 'focus time'; 2) Sleep one hour more each night; 3) To work more 'down time' into my day; 4) Get better at wrestling; 5) Get better at gymnastics; 6) To get better at my art skills; 7) Improve my shot in hockey.

3. What are your community's health and wellness concerns and how are you addressing them?

Affordable housing for seniors and working families.

Affordable child care

Food security.

School Community: vulnerable learners, child poverty, settlement of immigrant families, blended families etc.

Sustainable Community Development

1. How does City funding allow you to address the sustainability of your organization?

City funding allows the JBCSS to sustain its programming as it is the only funding we receive to employ a recreation programmer position and youth programmer position. Without these dollars the position could not be full time, and without City dollars the Society would be forced to raise the cost of programs to residents. Custodial costs paid for by the city eliminate a significant burden which would be placed on our operational budget, again forcing us to raise the cost of programs and services. Child care fees would sky rocket as additional revenue would need to be generated to offset custodial costs.

2. What are you doing internally to address the sustainability of your organization?
(i.e. - environmental, economic, social etc.)

.Economically: applying for funding from all sources of government and private donations.

Socially: Children participate in local community and beach cleanup initiatives.

Coastal kindergarten program- focus on environmental education at an early age

3. How does your centre align with the City of Victoria's Sustainability Action Plan directions?

A) Reduce - reduce waste and emissions & increase efficiency

The center takes steps to use more digital media in its advertising etc.

Environmental-School district has installed a heat pump and new HVAC system in the building making the heating and cooling system more efficient, some windows in the community centre have been upgraded to more efficient windows. Currently- more could be done to finish up window upgrades, and replace exterior doors that leak in winter months.

Our centre and school composts all kitchen waste, in addition to blue box items and soft plastics

B) Transform - transformation and leadership

N/A

C) Thrive - creating a livable city for everyone

N/A

Community Responsiveness

1. How does your centre identify community need and respond to community feedback?

The organization will conduct surveys, and need assessments every three to five years.

The organization develops a strategic plan every 3 to 5 yrs.

The organization communicates with sister organizations in James Bay to better understand resident needs.

Feedback is welcomed on our web site, and through program evaluations.

2. What modifications or implementations have you made in response to community need in these categories?

- i. Programs (new)
- ii. Services (new)
- iii. Infrastructure (facility, neighbourhood)
- iv. Organization
- v. Accessibility
- vi. Diversity & inclusion
- vii. Demographic Diversity

Programs: The community centre offers programs that integrate school programs with special activities, support for school programs is provided by volunteers, grants and community partners.) Programs: Due to lower household income levels of some of the families in James Bay [insert stat?], we have increased the number of free programs for children after school hours. Children are able to attend an after school sports program (grades 1-2, or 3-5), choir, or an arts program sponsored by Arts Reach. Children are able to walk directly from their classes to these extracurricular activities. These free programs address many other barriers to families in the James Bay area including, but not limited to: transportation, finance, and time.

We offer a number of affordable recreation programs to the public, based on our community's needs and preferences. Many of our program prices are lower than competitive facilities or specialized places. We modify what programs we run based on community's needs. For example we started drop-in pickleball, where the program is only \$3 for two hours of leisure. We also increased flexibility around dropping into other regular fitness and health and wellness programs due to patron requests.

iii) The community centre worked with City by law enforcement and participates in the City's graffiti program, we also agreed to have the city install and we monitor a new poster pole installed in front of the community centre.

iv) Non organizational changes, the society is in the midst of a personal policy review.

v) No changes – automatic doors were installed 5 yrs ago. The entire building is wheelchair accessible, including our portable used for group child care.

Volunteerism

1. What types of volunteer opportunities do you have in your centre?

Special events	Out trip supervision
Child care Programs	
Board and Executive	
Class room support	
Support a reader.	
School meal /Seniors/community dinner support	

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's volunteers.

On benefit of volunteering...

I've been volunteering at the senior dinner for the last several years. On a personal level since I started volunteering at the dinners I've felt being more of a part to the community. I'll be walking in the neighbourhood and say hello to some of the folks we serve, learn a great deal about their past history and contributions they've made throughout their lives to others and feel I'm making their lives just a little better. I know they've contributed to mine. It's easy to see they're having a great time sitting around the tables with their friends and often getting to meet new friends or the snow birds in January.

I am a volunteer at the James Bay Community School Seniors dinner program. I feel there is a need for this program as it gets our local seniors out socializing and for a healthy meal. We sell several of them extra meals and soup to take home to have another night. We also sell any extra muffins (and they fight over who gets them!) that are left over from that day. They love to come early to chat to their friends and they REALLY appreciate all the effort that goes into making the meal and their evening a success. Many of them come up to the kitchen counter when leaving after the dinner to thank all of us for our efforts.



Community and Seniors Centres Annual Report January - December 2014

Centre: James Bay New Horizons

Address: 234 Menzies St, Victoria, B.C. V8V 2G7

Operating Association/Society: James Bay New Horizons Society

Society Registration Number:

Registered Charitable Tax Number (if applicable): 11897-2724 RR0001

Month of Annual General Meeting: February

Days of operation per year: 353

Total number of employees: FT 2 PT 3 Instructors 17

Programs Quantitative Analysis

Recreation Programs	# Programs Offered		# Unique visits (# of programs x # people attending)
	Registered	Drop-in	
Children			
Youth			
Adult			
Senior	69	14	Unique: 825 members total 10539 Drop in-134 members total 155 Non members 993 total 2038 Total Overall Attendance: 12,732
Family			
Other			
Total:	69	14	12732

	# spaces offered	# spaces filled
Non licensed Childcare		
Licensed Childcare		
Total:		

Services Quantitative Analysis

Services	# Offered	# People Served
Special Events (list) (add more lines as necessary)		
Around the World	1	75
Canada Day	1	49
CFB Dinner	1	20
Christmas Appreciation	1	68
Dress Red	1	21
Spring Summer Fashion Show	1	38
Hargrove Visit	1	52
Irish Afternoon	1	60
One World	1	21
Spring Blossom Tea	1	37
Volunteer Appreciation	1	72
40 th Anniversary	1	78
Christmas Dinner	1	101
Christmas Cracker	1	59
Puttin' on the Glitz	1	33
Fall Tea & Bazaar	1	208
Christmas Bazaar & Tea	1	<u>153</u>
		1145.
Rentals (total #)	930	31,672
Resource Referrals (total #)	385	58 members 62 drop in 265 non members
Social Support Services (list):		
Be Alive!	16	16 individual/ 94 total
Current Events	43	74 / 825
Chair Massage	20	6 / 23

Foot Care Nurse		52 / 77
Hearing Tests	4	6 / 6
50+ Women's Group	40	33 / 244
Men's Group	20	20 / 224
Computer Assistance		77 / 146
Computer Basics	3	1 / 2
IPad, iPhone, ITouch	1	3 / 5
Friendship Teas	10	158 / 298
Chili Lunch	36	64 / 171
Tuesday Lunch	46	142 / 886
Musical Potluck	20	66 / 159
Sunday Supper		150 / 495
Senior Reassurance	335	46/11,725
Legal Services	10	27 / 27
Income Tax Prep	222	222/640
Neighbourhood Development (list):		
Bee Grant		
James Bay Day (in partnership with JBCommunity Project)		
Total	1228.	1283/16312

Leverage Model

A

Direct City of Victoria Investment for 2014	Amount in cash
Operating grant	\$40,000.00
Youth grant	
Custodial grant	\$19,000.00
Neighbourhood Dev. Base grant	
Neighbourhood Dev. Matching grant	\$ 4,200.00
Shape Your Future grant	
Community Art grant	
Greenways grant	
Special Projects grant	
Other City grants	
Total A	63,200.00

B

Indirect City of Victoria Investment for 2014 (to be completed by City)	Value
Custodial Service	\$ 26,036.00
Utilities	\$ 7,701.00
Permissive Tax Exemptions	0
Maintenance & repair costs	\$177,033.00
Other	
Total B	\$210,770.00

C

Association Annual Operating revenue for 2014 (excluding in kind)	Amount in cash
Program & Activity Income	\$ 67,608.00
Annual Membership	\$ 15,786.00
Room Rentals	\$ 31,540.00
City of Victoria Grant(s)	\$ 60,247.00
YMCA Summer Student Grant	\$ 4,305.00
Industry Canada Youth Grant	\$ 10,555.00
Provincial Gaming Grant	\$ 29,247.00
CRA Small Business	\$ 376.00
Donations	\$ 17,685.00
Interest	\$ 1,560.00
Victoria Foundation Grant	\$ 1,295.00
United Way Supper Grant	\$ 7,727.00
New Horizons Grant	\$ 14,320.00
GV Harbour Authority	\$ 2,500.00
Ross Place Senior Info Tea Grant	\$ 800.00
Shell Canada Grant	\$ 1,000.00
Total C	\$266,551.00

D

Volunteer opportunities:	# people	X	# hours	Total Volunteer hours
Programs (Instructors & OPI)				
Services Sr Reas 6, Blood pressure 4, Board 9, Garden 6, Reception 24, BDay callers 4, Cards 2, Baking 3, Kitchen 9, Library 2, Pub Relations 15, Cash 4, Planning 6,	90		115 average	21801
Other ESL / Summer Students	11		280 each	3080

<u>Professional:</u>				
Counsellor (Be Alive)	1		8h/m x 10 m	80
Lawyer	1		3h/m x 12 m	35
Blood Pressure Nurse	1		6h/m x 11 m	66
Pianist	1		12h/m x 12 m	144
Pro Musicians (Musical Potluck)	3		12h/m x 6 m	3 x 72
Friday Forum Guest Speakers	20		1 h/m x 10 m	20 x 1
Sr Info & Referral	3		4h/m x 12 m	3 x 48
Total	131			25586

Volunteer Valuation

a)Total volunteer hours (value unskilled labour)	24881hrs	80%	X	\$18.73	=	\$466,021.13
b)Total volunteer hours (value skilled labour)	705 hrs	20%	X	\$40.00	=	\$28,200
Total Volunteer valuation D (a+b)					=	\$494,221.13

Leverage Valuation

C (Association Operating Revenue)	+	D (Volunteer Valuation)	=	Leverage
A (Direct City Investment)	+	B (Indirect City Investment)		
C \$266,551.00	+	D 494221.13	=	760772.62 273970.00
A \$ 63,200.00	+	B \$210770.00		1,054,742.60

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Per Person Valuation

C (Association Investment)	Divided by	#visits per year	=	\$ value per person served
\$266551.	/	61761	=	\$4.32
A + B (Total City of Victoria investment)	Divided by	# recreation visits per year	=	\$ invested per person served
273970.00	/	12732	=	\$21.52

Per Person Valuation

1. Please speak to your centre's day to day vitality as a hub for the neighbourhood.

We are an active senior's activity centre trying to meet the needs of the community.

Although we host programs and activities for seniors, our Constitution and Bylaws does not have a minimum/maximum age limit. We are open to anyone regardless of age, nationality, male, female.

We have a variety of programs and activities to meet the needs of our membership and anyone who would like to participate with our members. We now have our third generation coming to the Centre which makes it difficult to try and balance programs for people aged 40 – 100!

We make our facility available to community groups and organizations for a nominal fee. Several organizations including a Church group, People Living with Aids, Victoria Seniors Lesbian Care Society, Victoria Scrabble, James Bay Neighbourhood Ass (to name a few) use our building to hold meetings. We try to keep our costs reasonable as we are aware that some of these groups have members who live on very limited incomes also.

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's programs and services.

From Maeva (undergoing cancer treatments): Thank you so much to you and your group of volunteers for Sunday Supper. I did very well with eating and know that my Dr would be pleased. She is trying to get me eating better! I think that you do better with eating while you have company and socialize.

From Joan L (staff sat with her for 4 hours at emergency: Thank you and I can't say that enough! You were my rock to lean on in emergency.

From George (who was the recipient of a Christmas Comfort Bag): Dear Friends, My thanks to all those contributing to the above (Christmas package) I shall gorge on the cookies over Christmas, spruce myself up for the New Year with the toiletries and be toasty warm all winter with the throw. I hope your holiday is as happy as mine has been already with the great gesture of goodwill from New Horizons. Merry Christmas to you all and a great 2015 for the New Horizons!

Health and Wellness

1. How does your centre promote health and wellness? (Please cite up to 3 examples)

Our Board of Directors has realized over the past few years that there are fewer and fewer services available to our members to get advice about housing, pensions, nutritional needs in the older adult, etc.

We have tried to make available staff / volunteer resources that are available to speak to members and the frail and elderly in our community enabling people to come in and ask questions, get advice and feel that there is someone who cares and will listen.

We applied and received funding from Gaming to offer 3 general programs that supports seniors in our community. This funding has enabled us to promote and provide programs that encourage health and wellness. These programs include our Active Seniors Enjoying Life (exercise program) our Senior Reassurance Program that includes a phone call 6 days a week to our clients to ensure that they are safe and feeling ok. If they are not well or we do not get an answer when we call (within a reasonable amount of time, we will try a few times to reach) then we can take appropriate action and contact a next of kin or friend. We also have a Senior's Referral and Information program where we can sit one on one with someone and guide them through the "system" as needed. This may include filling in forms, contacting Dr's, lawyers, etc on their behalf and with their permission.

We were also able to secure funding through United Way for a Program we call Sunday Supper where people are invited to attend a supper once a week where they will have the opportunity to socialize, eat a nutritious hot meal and get treated like they are special.

2. What new health and wellness initiatives have you implemented, supported and/or maintained this year?

As stated above, we started our Sunday Supper Program in April of 2014 and have just received notice that the program will be funded for another year.

We also started a "Coffee Chat" program where we have guest speakers come and give a talk on "health" related topics including Fall Prevention, Elder Abuse, Renters Rights and Responsibilities, etc. This program is held once a month and the guest speaker is always asked to stay for coffee/tea afterwards so they can meet one on one with the attendees in case they have questions. This is an educational but also social time for the people that attend.

We have also started (at the request of some of our younger members) QiGong, Tai Chi and Flow Yoga classes. These are very popular and have had good attendance. As long as interest is maintained, we will offer these programs.

We have also found that our Zumba Gold class is very popular. We call it "gold" as the steps may be the same but they are done at a little slower pace and there may not be as many hip gyrations as a regular Zumba class.

3. What are your community's health and wellness concerns and how are you addressing them?

The major concern is isolated, frail seniors and how we can encourage them to participate in our programs and activities. As the senior seniors age, many become isolated and have less opportunities to participate in outside programs. Some of this is health related, with decreased eye sight, mobility issues but the major fear is social isolation. We are attempting to reach these people by contacting property managers and offering to do coffee parties in common areas. This allows us to tell people about programs such as Senior Reassurance and the ASEL programs that will not only help these people address health and wellness issues but will give them the chance to socialize with others in their age bracket.

Good nutrition is also important as seniors are sometimes called the tea and toast generation. We have started several "meal" programs in partnership with Beckley Farm Lodge and Grilligan's at Fisherman's Wharf.

We offer a lunch program on Tuesday and Thursdays. These meals are provided at a very reasonable cost to the members as well as a supper meal on Sundays. Again, the most important value of these programs is the opportunity to socialize as well as have a hot, nutritious meal.

Sustainable Community Development

1. How does City funding allow you to address the sustainability of your organization?

The City funding allows us the opportunity to offset costs of our staff wages. As an organization providing programs and activities to seniors living on limited income, we try to keep our fees reasonable. For example, we have not raised our membership fee since 2005. The City of Victoria LIFE program enables our members to apply for a \$40.00 credit, which is the amount of our membership fee.

By receiving the City funding, which is \$40,000.00 less that we have to fundraise in an effort to pay staff. We have minimal staff that does double duty in an effort to keep staff costs minimal. Our staff believes that the members have an opportunity to enjoy programs and activities at a fair and reasonable cost.

We work with different business in the community to get discounts for products and services for our members.

2. What are you doing internally to address the sustainability of your organization? (i.e. - environmental, economic, social etc.)

We recycle as much as we can. An ongoing fundraiser for our organization includes a weekly bottle and can pick up in some of the local apartment and condo buildings. We have a volunteer who goes around on Saturday and does the pick up and returns at the bottle depot. This fundraising effort raised almost \$1,500.00 for us last year.

We have been applying for grants available through the Provincial (Gaming) and Federal governments as well as partnering with local businesses to sponsor programs at our Centre. We have been fortunate to receive the New Horizons Grant for 2015 for a Fall Prevention Program. We also partner with Chartwell Ross Place to offer a Coffee Chat once a month that encourages the community to come and hear guest speakers talk about issues of importance to seniors. To date we have had talks about Rental Rights and Responsibilities, Fall Prevention, Hearing aid alternatives, Exercise and Good Health as well as others.

We want people to come to the Centre and feel like they are spending time with family. We like the members to have fun, make sure that they are treated equally, and always in a caring and friendly manner. We welcome groups from different cultural, racial, ethnic and social backgrounds to participate.

3. How does your centre align with the City of Victoria's Sustainability Action Plan directions?

A) Reduce - reduce waste and emissions & increase efficiency

We recycle as much as possible. We reuse paper whenever possible.

Lights are turned off whenever a room is not in use.

Rooms are kept at minimal heat requirements when not in use.

Most of the members walk or take a bus to the Centre.

B) Transform - transformation and leadership

C) Thrive - creating a livable city for everyone

By offering programs and activities to people of different ages and abilities we believe that people like coming to the Centre to participate in our programs. Many people come to the Centre for our health and wellness programs as well as programs where they can voice an opinion and not be judged. We have several programs that allow our members and community to come and hear guest speakers on a variety of topics from travel, education and political. No one is judged by their opinions and ideas and we believe that everyone is treated fairly and equitably.

We are open to various groups including People with Aids, Victoria Lesbian Care Society, Black History, Victoria Secular Society and other like groups and organizations. Some of these groups have told us that they have not been welcomed at other community centres.

We also have community organizations such as the JB Neighbourhood Ass, the JB Market Society, the JB Garden Society and many other community groups meet at our Centre. Although we charge for many of the rentals we try to keep the fees at a rate to cover staff costs. We do not want to burden these groups by charging "market rents". Many of these groups have minimal income and are also non profit organizations.

Community Responsiveness

1. How does your centre identify community need and respond to community feedback?

I believe that we respond very well to community need. We offer a variety of programs and activities geared to various ages and abilities. We know that we have a large percentage of members that live under the definition of low income/poverty levels so we accommodate their needs by our fees.

When members of the Society or community group ask that we provide an activity or if we hear about a project or program that may be of interest to a group then we investigate and ask people to let us know what they are interested in and we will offer the program if we can make it cost effective.

Several of our programs such as ASEL, Tuesday lunch, Chili Lunch, Yoga and Qi Gong all started because the members asked that we offer these programs. By taking a poll on how many people would attend, we were able to offer the program.

2. What modifications or implementations have you made in response to community need in these categories?

i. Programs (new) **Last year (2014) we introduced several new programs including; Acrylic Art Classes, Qi Gong, Tai Chi, Yoga**

ii. Services (new) **Last year we introduced; Senior Information and Referral Program, Sunday Supper, Coffee Chat**

iii. Infrastructure (facility, neighbourhood): **Many thanks to the City for installing our new HVAC system. This has enabled the different room in the facility to be kept at an even temperature. As you know with seniors they are always too hot or too cold!**

iv. Organization: **the Board of Directors worked on a new Policy and Procedures manual this year. Although this is still a work in progress, it does give some guidelines to operational procedures for the organization.**

v. Accessibility: **Our building has always been accessible. What we have done over the past year is got rid of some of the clutter. We purchased metal cabinets that are now used for storage for some of the groups (handicrafts) and special events (Silent Auction, etc.**

vi. Diversity & inclusion: **For the past several years we have partnered with the Intercultural Association and as a member of the Community Partners Network, we have hosted two community meetings at our Centre in 2014. We have made our Centre more welcoming to diverse groups by putting up signs of welcome in different languages. We have introduced 8 UVIC students from Japan as volunteers at our Centre and this past summer we hosted 2 summer students from Quebec.**

vii. Demographic Diversity: **We have diverse programs for members of all ages. We do not have an age limit for people to be members. Our Constitution states that to be a member you are to be retired, semi retired, the spouse of a retired or semi retired person of handicapped. We have never defined retired! Because some of our programs are only offered at our centre (Bells for example) we have people that come from Duncan to participate in this program.**

Volunteerism

1. What types of volunteer opportunities do you have in your centre?

Receptionists	Cookie Bakers	Kitchen helpers	Sunday Supper Servers
Cash counters	Income Tax Preparers	Birthday Callers	Special Events Committee
Choir / Entertainers		Board of Directors	Instructors
Evening Rental Supervisors		Senior reassurance Callers	
OPI (Organizers) for activities such as Bridge, Crib, Poker, Euchre and other card games			
OPI/ Facilitators for activities such as Current Events, Friday Forum, Women's Group, Men's Group, etc.			
Card senders	Attendance takers	Gardeners	Piano Players
Handicrafters	Repairman	Lawyer	Guest speakers
And many more			

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's volunteers.

aa



Community and Seniors Centres Annual Report January - December 2014

Centre: Oaklands Community Centre and Oaklands Neighbourhood House

Address: 1-2827 Belmont Ave and 2629 Victor St

Operating Association/Society: Oaklands Community Association

Society Registration Number: 882929946RR0001

Registered Charitable Tax Number (if applicable):

Month of Annual General Meeting: March

Days of operation per year: 346 (OCC) 238 (ONH)

Total number of employees: FT 11 PT 34 Instructors 28

Programs Quantitative Analysis

Recreation Programs	# Programs Offered		# Unique visits
	Registered	Drop-in	(# of programs x # people attending)
Children	22	4	3444
Youth	3	4	648
Adult	28	9	3243
Senior		3	312
Family		2	6201
Other			
Total:	53	21	13948

	# spaces offered		# spaces filled
Non licensed Childcare			
Licensed Childcare (preschool, Out of School Care, Summer Camps, Spring/Winter Camps, ProD Camps)	Daycare	40	36
	OSC	91	85
	Pro-D	54	54
	Winter camp	54	21
	Spring camp	54	38
	Summer camp	54	68 (incl. drop ins)



Services Quantitative Analysis

Services	# Offered	# People Served
Special Events (list):		
Easter Extravaganza	1	200
Neighbourhood-Wide Garage Sale Day	1	3200
Oaklands 'Local Love' Market Fundraiser	1	300
Oaklands Sunset Market	8	4300
Oaklands Sunset Market Kid Vendor Day	2	880
Oaklands Sunset Market Back-to-School Bike Fest	1	500
Oaklands Sunset Market Eco Friendly Fashion Show and Clothing Swap	1	450
Oaklands Sunset Market- Big Band	1	500
Oaklands Sunset Market FOOD FEST and family picnic	1	500
Oaklands Sunset Market Farmers Appreciation	1	450
Oaklands Sunset Market Culinary Crusaders	1	450
West Coast Winter Market	1	1000
Oktoberfest	1	100
Halloween Haunted Bus Tour	2	25
Halloween Haunted House	1	75
Seniors Christmas Dinner	1	85
Breakfast with Santa	1	90
Youth Glow Snow Ball Winter Dance	1	100
Youth Outdoor Walk-in Movie Fundraiser	1	75
Rentals (total #)	182	1000+
Resource Referrals (total #)	7 daily	2422
Social Support Services (list):		
Amazing Race – Victoria	1 (4 weeks long)	150
Running Shoe Drive (for Cool Aid)	1 (one month long)	Untallied
Diabetes Clothing Drop Off	1 (every month)	Untallied
Mustard Seed Food Drive	1 (one month long)	Untallied

Food Distribution – Good Food Box	1	30 each month
WINS Clothing Drive	1	
Big Brothers Big Sisters Coat Drive	4 pick ups	
1000 X 5 Book Exchange	1 – every month	Hundreds of kids got books & continue to
Fire Protocol Training	1	55
BCAFM Nutrition Coupon Program	16 markets	225
VEMA Vic Emergency Management Agency	1	70 on monthly average
Lansdowne Co-Op Parent Seminars	1 – every month	100
Lansdowne Co-Op Preschool Bottle Drive Fundraiser	1	100 + community at large
Assisted with fundraiser for Rene Soto (child undergoing cancer treatments)	1 – month long	Family of 3; community at large
Pedalhead's Bike Program – provided washroom access so program could continue to run in Oaklands	16 week long camps – all summer long	250
Volunteer Victoria Access Program–volunteer placement	1	
Good Food Box Fundraiser at Oaklands West Coast Winter Market (in partnership with Step-Up Youth and Hoyne brewery)	1	Over \$700+ for local families in need of fresh produce

Neighbourhood Development (list):		
Centre Coordinated Community Meetings (Land Use, Board meetings, AGM, Open Door with Councillor Marianne Alto)	Board – 10 Land Use – 7 AGM – 1 Open Door – 8	Community at large
Free Community Space Given	37	
Total	230	18685

Leverage Model

A

Direct City of Victoria Investment for 2014	Amount in cash
Operating grant	\$8451.66
Youth grant	\$7956
Custodial grant	
Neighbourhood Dev. Base grant	
Neighbourhood Dev. Matching grant	
Shape Your Future grant	
Community Art grant	
Greenways grant	
Community Recreation	\$36,780.96
Special Projects grant	\$9000
Other City grants	
Total A	\$62,188.62

B

Indirect City of Victoria Investment for 2014 (to be completed by City)	Value
Custodial Service	\$16,077
Utilities	\$9069
Permissive Tax Exemptions	0
Maintenance & repair costs	\$9836
Other – capital improvements	\$7600
Total B	\$42,582

C

Association Annual Operating revenue for 2014 (excluding in kind)	Amount in cash
Programs (adult, preschool, children, youth and senior)	\$74,009.73
Out-of-school Care	\$283,725.97
Little Acorn Child Care Centre	\$349,501.11
Rental Fees	\$14,694.00
Summer Camp 2014	\$67,943.99
Market Income	\$31,348.10
Special Events	\$8031.35
Donations	\$5228.85
Advertising	\$1410.00
Youth Leaders in Training (YLIT)	\$23,660.00
Family Resource Enhancement Grant	\$10,000.08
Provincial Funding for child care (MCFD)	\$117,339.16
Gaming	\$79,696.17
Total C	\$1,066,588.51

D

Volunteer opportunities:	# people	X	# hours	Total Volunteer hours
Programs				
Services				
Events	300		Average 6hrs	1800
Other				
Total	300			1800

Volunteer Valuation

a)Total volunteer hours (value unskilled labour)	X	80%	X	\$18.73	=	\$26,971.20
b)Total volunteer hours (value skilled labour)	X	20%	X	\$40.00	=	\$14,400.00
Total Volunteer valuation D (a+b)					=	\$41,371.20

Leverage Valuation

C (Association Operating Revenue)	+	D (Volunteer Valuation)	=	Leverage
A (Direct City Investment)	+	B (Indirect City Investment)		
C \$1,066,588.51	+	D \$41,371.20	=	10.58
A \$62,188.62	+	B \$42,582.00		

Per Person Valuation

C (Association Investment)	Divided by	#visits per year	=	\$ value per person served
\$1,066,588.51	/	32633	=	\$32.68
A + B (Total City of Victoria investment)	Divided by	# recreation visits per year	=	\$ invested per person served
\$104,770.62	/	13948	=	\$7.51

Per Person Valuation

1. Please speak to your centre's day to day vitality as a hub for the neighbourhood.

- **Hub for Out of School care**, a vital service that the community is desperate for, keeping over 100 children (age 5 – 12) safe during after school hours, enabling parents to work, offering holistic child development through cooking clubs, nature clubs, sports, arts, etc.
- **Little Acorn Childcare Centre** supports +75 families' daily childcare needs, supporting early childhood development and enabling parents to work. It supports low income families through grocery cards, clothing needs, nutritional snack/lunch, and connecting these single parents/low income families with services.
- **Playgroup drop-in** for families and caregivers 4 times per week access by approx.
- Pick up location for Good Food Box 2 times per month
- Oaklands Community Centre and Oaklands Neighbourhood House offer 75+ different recreation, health, music and arts programs/drop-ins giving people of all ages the opportunity to work and play within walking distance of their homes.

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's programs and services.

Testimonial from Neighbourhood Wide Garage Sale Day participant "On a day filled with sunshine and smiling new faces I can honestly say that I met more people from my neighbourhood in an hour than I have in 6 months of living here. The vibe was friendly and congenial, and the organizational help from the Oaklands team made hosting the garage sale effortless and fun. This is in stark contrast to the stress of hosting a single one! In all, my many thanks to the team at Oaklands, you guys represent the best of why we choose to live here!

and

"Who would have thought that a garage sale would bring our community together? Participating in this years Oaklands Garage Sale allowed my wife and I the opportunity to connect with neighbours of all ages while sharing a laugh over the "treasured" items we had for sale. Having moved to Oaklands three years ago seeking a friendly, walkable, village vibe, it's exciting to see that the community centre is spearheading events to accomplish just that!"

and

Testimonial from Little Acorn Care Centre parent: "It is community minded and it makes me and my child feel a part of the community. The staff are friendly and down to earth. My child is happy to go to daycare each day."

Health and Wellness

Comment [SR1]: Allieren?

1. How does your centre promote health and wellness? (Please cite up to 3 examples)

- Our centre offers approximately 28+ programs that promote physical activity from preschool to senior aged participants. These programs include: boot camp, children's dance classes, Sportball, yoga for kids, kickboxing for women, drop-in youth dodgeball, Zumba, etc.
- We offer opportunities for learning and self-growth with classes like French for Beginners, Floral Arrangement, Intro to Reiki, Reflexology Basics, and Seeds of Change DIY personal care products.
- Little Acorn Daycare incorporates healthy snacks once a day and healthy hot lunch once a month. Children are outside for play for a minimum of 3 hours a day and will sometimes go on neighbourhood walks to nearby parks to play.

2. What new health and wellness initiatives have you implemented, supported and/or maintained this year?

Comment [SR2]: Allieren

- **Drop-in Floor Hockey (ages 9-17):** We maintain a free drop in floor hockey program that serves as an after school activity for youth and parents for two hours every Friday.
- **Backyard Courtyard garden:** this project has engaged school-aged children in our licensed care programs and Mr. Organic who facilitated learning about planting, tending and harvesting organic vegetables and beautiful flowers
- **Nutrition coupon program:** our Sunset Markets offered a wonderful opportunity to partner with the BCAFM to offer coupons for low income families for purchase of healthy, organic vegetables and fruits from local farmers.

3. What are your community's health and wellness concerns and how are you addressing them?

- Safer and better biking infrastructure and walkability addressed through Back to School Bike Fest to promote family cycling
- Food security is a pursuit of our community; our Sunset Markets invite local farmers who are either transiting to organic or certified organic. Their produce as well as many of the vendor food products offered at our Markets support local farmers – even our food trucks need to be locally sourced food
- Both Out-of-school care and Little Acorn Care Centre offer healthy food at snack time

Sustainable Community Development

Comment [SR3]: Traci

1. How does City funding allow you to address the sustainability of your organization?

Oaklands is a diverse community with a number of families. Needs in our community vary and the funding from the City of Victoria enables us to see the majority of needs met in a multitude of ways – from programs that encourage social interaction to markets that enrich and enliven our community to services that provide needed support.

With the funding we receive from the City of Victoria, we are able to employ qualified, caring staff who provide the foundation of our services.

Our Association exists because of the needs of the community. Our sustainability is constructed on those needs as we are a part of the Oaklands community. Our daycare, out-of-school care, recreation programs and markets engage our community. Funding sustains us so we can sustain, support and enhance the lives of those in our community.

2. What are you doing internally to address the sustainability of your organization? (i.e. - environmental, economic, social etc.)

Comment [SR4]: Sandy Traci

- **Oaklands Sunset Market** has zero-waste goals. To achieve these goals a food scraps program was implemented to divert food scraps from the market to feed farmers pigs on Sayward Farm (one of the vendors), along with composting, recycling and Return-It sorting stations. Waste audits were completed every week to ensure proper sorting and improve on sorting stations for next week. All food trucks were required to switch to compostable containers.
- **Ex new paper towel composting** encourages users of paper towel to dispose of their used paper towel in containers that are then added to our compost.



3. How does your centre align with the City of Victoria's Sustainability Action Plan directions?

A) Reduce - **reduce waste and emissions & increase efficiency**

Comment [SR5]: Sandy?

- **Oaklands Sunset Market** has zero-waste goals. To achieve these goals a food scraps program was implemented to divert food scraps from the market to feed farmers pigs on Sayward Farm (one of the vendors), along with composting, recycling and Return-It sorting stations. Waste audits were completed every week to ensure proper sorting and improve on sorting stations for next week. All food trucks were required to switch to compostable containers.
- **Facilities** incorporates the daily use of compost, energy-saving measures in 2014 included switching from oil to forced air heating at Oaklands Neighbourhood House

B) Transform - transformation and **leadership**

Comment [SR6]: Nicole?

- **Youth Leaders in Training**, 15 participants in 2014 aged 14-18, program is run in partnership with City of Victoria. 2-week leadership, recreational program planning, employment and sustainability training followed by 4-week work placement in summer camps around Victoria. Teens are connected to community volunteering opportunities and out trips.
- **Market Internship Program**, leadership opportunity for team of 8 youth interns ages 14-25 to take leadership role in organizing and implementing the Oaklands Sunset Market. Roles ranged from leading weekly food literacy activities for children, facilitating a food scraps program to create a zero-waste market
- **Little Acorn Care Centre** provides opportunities for graduating Early Childhood Education students to do a practicum placement; staff are able to provide guidance and assurance thereby empowering the students to be leaders in how they interact with children.

C) Thrive - creating a livable city for everyone

- **Oaklands Sunset Market** and **West Coast Winter Market** supports over 200 local vendors including artisans, farmers, crafters, musicians, performers and local community groups. Supporting local entrepreneurs, artists and organic produce creates a strong and vibrant local green economy keeping jobs, resources and money in the community.
- **Oaklands Community Centre** offers over 75 different recreation, health, music and arts programs/drop-ins giving people of all ages the opportunity to work and play within walking distance of their homes.

Community Responsiveness

1. How does your centre identify community need and respond to community feedback?

- Sunset Markets offer a table for community feedback for recreation programs offered
- Feedback surveys are sent to daycare/out-of-school care parents/caregivers to adjust our services
- Open Houses and community events provide opportunities for the community at large to submit constructive feedback
- Board meetings are held monthly and are open to the community at large
- The Strategic Plan was completed recently and incorporated a number of community sessions to see valuable input gathered

2. What modifications or implementations have you made in response to community need in these categories?

- i. Programs (new)
- ii. Services (new)
- iii. Infrastructure (facility, neighbourhood)
- iv. Organization
- v. Accessibility
- vi. Diversity & inclusion
- vii. Demographic Diversity

- i. Programs (new) - Seeds of Change and DIY natural products workshops
- ii. Services (new) - BCAFM Nutrition Coupon Program
- iii. Infrastructure (facility, neighbourhood) - Back courtyard organic gardens
- iv. Organization - Rescheduling programs to accommodate Strike Camps in June and September
- v. Accessibility – Space was provided once a week to a group from the senior's outpatient clinic at the Royal Jubilee for a course for members of the community. The course, called 'Boost your Brain Power', supported outpatients with memory deficiencies
- vi. Diversity & inclusion – Sunset Markets are free to all who attend; Kids Vendor Days at Market once a month; rentals to multi-cultural groups (Saudi, Japanese, etc)
- vii. Demographic Diversity – Low cost affordable programs from infants (Playgroup) to youth to seniors (Journey programs and free Canasta)

Volunteerism

1. What types of volunteer opportunities do you have in your centre?

- **Special Events:** set up, take down, prep, decorating, canteen, kids activities, etc.
- **Farmers Markets:** set-up tents, assist vendors, stage management, kids' activities, take down, ticket sales, etc.
- **Marking Internship Program:** for market volunteers committed to full season, roles include Kids Food Literacy Activity Coordinator, EnviroTeam Leader, Sound Tech, Vendor Liaison, Marketing and Advertising Intern, etc.
- **Little Acorns Day Care (2.5-5 yrs old):** cleaning toys and organizing supplies, some helping with pre-school care, reading buddies, crafts, and snack prep
- **Out-of-School-Care and Summer Camp (4-11 yrs old):** helping with after school care or camps, share a skill or hobby with children, reading buddies, sports, crafts, cleaning and snack prep
- **Playgroup Drop-In:** assist with set up/down, cleaning toys, singing, crafts, snack prep and socializing with kids and caregivers.
- **Youth (9-12 yrs old):** Assist with fun drop-in activities and outings
- **Gardening:** help maintain food growing gardens, planting, weeding, watering and teaching kids food growing skills
- **Teen Floor Hockey:** set up and take down equipment and nets, referee when needed, maintain safe and fun sport environment
- **Youth Leaders in Training (YLIT):** 2-week leadership/employment training program and 4-week summer camp internship for teens 14-18 yrs old.

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's volunteers.

"Volunteering at Oaklands market was an incredible way to get involved in my community, meet my neighbours, and build great connections with farmers, local businesses, and artisans. The atmosphere was always welcoming, excited, and inviting. I am eagerly waiting for next market season to kick-off so I can get involved again." - Oaklands Sunet Market Volunteer

"I learned a lot about the field of being a sound tech – a lot of the performers, had useful insights that they were willing to share with me and those insights allowed me to improve my own performance as a sound technician. I also learned a lot about the music industry from the performer's point of view by speaking with the entertainers and performers. I gained a connection with Downtown Mischief, they offered me a position as their sound technician"-Oaklands Sunet Market Volunteer Intern/Sound Tech

"[Youth Leaders in Training] YLIT helped me gain so many skills. It helped me gain confidence and adaptability as well as teaching skills while working with large and small groups of kids. The internship helped me in receiving an on-call position at a camp this upcoming summer. Without the training period, I would not be as confident with children, as I learned through the training period about age group characteristics, games and activities. Since the internship, I have applied for multiple jobs, and going through interviews, I feel as though I have gained communication skills, and am able to express what I'm trying to say more clearly. This internship ensures success for all applicants because of the efforts of the leaders during and after the summer is over, the knowledge learned during the training period, and the skills learned during the time in the camps"- Youth Leaders In Training Participant and Summer Camp volunteer



Community and Seniors Centres Annual Report January - December 2014

Centre: Victoria West Community Centre

Address: 521 Craigflower Road Victoria BC V9A 6Z5

Operating Association/Society: Victoria West Community Association

Society Registration Number: S-8974

Registered Charitable Tax Number (if applicable):

Month of Annual General Meeting: November

Days of operation per year: 351

Total number of employees: FT 1 PT 5 Instructors 42

Programs Quantitative Analysis

Recreation Programs	# Programs Offered		# Unique visits
	Registered	Drop-in	(# of programs x # people attending)
Preschool	54	1	218 participants x 54 registered programs = 11,772 unique visits Drop-In Kindergym - 2550 participants Total: 14,322 visits
Children/Youth	54		373 participants x 54 registered programs = 20,142 unique visits
Adult	92	6	781 participants x 92 registered programs = 71,852 unique visits Drop-In Sports: 960 participants Total: 72,812 visits
Senior	7		80 registered x 7 = 560 unique visits
Total:	207	7	107,836 unique visits

Services Quantitative Analysis

Services	# Offered	# People Served
Special Events		
Easter Bunny Bonanza	1	250
Halloween Fun Fest	1	200
Vic West Fest	1	500
Vic West Corn Roast	1	200
Breakfast with Santa	1	200
Potluck Dinners	4	400
Wassail	1	100
Little Owl Children's Fair	1	200
AfricaFest Culture Days	1	200
The New Youth Launch Event	1	50
Special Events Total:	13	Total People Served: 2300 13x2300=29,900 unique visits
Ongoing Rentals		
Jazzercise	32 classes	20 participantsx32 classes=640 unique visits
Inclusion Works Day Program	16 sessions	10 participants x 16 sessions=160 unique visits
Home Learners Network	16 sessions	10 participants x 16 sessions=160 unique visits
Strike Camp	10 days	15 participants x 10 days=150 unique visits
Birthday Parties (Par-T-Perfect)	133 parties	15 participants x 133 parties=1995 unique visits
Saudi Students Association	48 bookings	30 participants x 48 bookings= 1440 unique visits
Community Living Music Program	25 bookings	20 participants x 25 bookings = 500 unique visits
Mother Goose Program	25 bookings	15 participants x 25 bookings= 375 unique visits
Mosaic Learning Society	37 bookings	20 participants x 37= 740 unique visits
Futures Club	13 bookings	20 participants x 13= 260 unique visits
Girl Guides	33 bookings	15 participants x 33 =495 unique visits
Inlingua Language School	10 days	30 participants x 10 bookings= 300 unique visits
Santa Shuffle	1 booking	300 participants

		Total Number of Participants in Rentals: 1610 Total Number of Unique Visits: 9615
Other Rentals:		
	Number of Other Rental Bookings: 136	136 rentals x 1290 participants=175,440 unique visits
Licensed Childcare:		
Before and After School Childcare	44 children registered Before School Care: 10 spaces available, 10 spaces filled After School Care: 34 spaces available, 34 spaces filled	44x190 days=8360 unique visits
Preschool	16 spaces available, 16 spaces filled, a total of 43 children registered	43x190 days=8170 unique visits
Licensed Childcare Total:	87 children registered	16,530 unique visits
Social Support Services (list):		
The New Youth Project	12 teens registered x 8 weeks in 2014	96 unique visits
Young Parent Support Network	12 sessions	20 participants x 12 sessions=240 unique visits
Community Computer Access Station	7 users per week	7x52= 364 users per year
Good Food Box	12 families, 26 weeks per year	12x26=312 users per year
Big Brothers/Sisters Donation Site	Ongoing	
Book Exchange	Ongoing	
1000x5 Early Literacy Program		400 families per year
Neighbourhood Development:		
Vic West Urban Farmers Events	14	700
VWCA Board Meetings	10	300
VWCA Land Use Meetings	10	100
VWCA Committee of the Whole Meetings	10	120
Total:	44	1420 people served

Leverage Model

A

Direct City of Victoria Investment for 2014	Amount in cash
Operating grant	\$40,000.00
Youth grant	\$8,063.00
Custodial grant	\$33,118.00
Neighbourhood Dev. Base grant	\$4,240.00
Neighbourhood Dev. Matching grant	
Shape Your Future grant	
Community Art grant	
Greenways grant	
Special Projects grant	
Other City grants	
Total A	\$85,421.00

B

Indirect City of Victoria Investment for 2014 (to be completed by City)	Value
Custodial Service	
Utilities	\$15,948.00
Permissive Tax Exemptions	
Maintenance & repair costs	\$23,129.00
Capital Improvements	\$152,733.00
Total B	\$191,810.00

C

Association Annual Operating revenue for 2014 (excluding in kind)	Amount in cash
	\$241,682.00
Total C	\$241,682.00

D

Volunteer opportunities:	# people	X	# hours	Total Volunteer hours
Programs (ESL Instructor)	1		864	864
Programs (Tennis Instructor)	1		24	24
Programs (Choral Director)	1		30	30
Services	60		10	600
Events	50		5	250
VWCA Board	13		120	1560
Volunteer Bookkeeper	1		200	200
Esquimalt High School Volunteers	5		5	25
Total	132		1218	3553

Volunteer Valuation

a) Unskilled Labour Hours 850	X	80%	X	\$18.73	=	\$12,736.40
b) Skilled Labour Hours: 2703	X	20%	X	\$40.00	=	\$21,624.00

Total Volunteer valuation D (a+b)	=	\$34,360.00
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Leverage Valuation

C (Association Operating Revenue)	+	D (Volunteer Valuation)	=	Leverage
A (Direct City Investment)	+	B (Indirect City Investment)		
C \$241,682.00	+	D \$34,360.00	=	\$553,273.00
A \$85,421.00	+	B \$191,810.00		

Per Person Valuation

C (Association Investment)	Divided by	# visits per year (programs excluded)	=	\$ value per person served
\$241,682.00	/	185,255	=	\$1.30
\$241,682.00	/	Total visits+recreation 293,091	=	\$0.82
A + B (Total City of Victoria investment)	Divided by	# recreation visits per year (programs only, other visits excluded)	=	\$ invested per person served
\$277,231.00	/	107,836	=	\$2.57
\$277,231.00	/	Total visits+recreation 293,091	=	\$0.95

1. Please speak to your centre's day to day vitality as a hub for the neighbourhood.

The Victoria West Community Centre is always a busy and vibrant place. Preschool and Before and After School Care, Home Schoolers Programs, Day Programs for Adults with Developmental Disabilities, Fitness Classes, Art Classes, and Community Events at the Centre provide opportunity for members of the community to participate in recreational, educational, and social programs.

The Centre provides family-friendly community events, including an Easter Bunny Bonanza, Halloween Funfest, Pancake Breakfast with Santa, and this year we started a "Festival of Trees" and had various community groups decorate donated Christmas trees.

The Centre is an inclusive place, and provides space for several multicultural and religious groups, including Zen Meditation, BC Muslim Association, Saudi Students Association, Connections Life Church, and provides rental space for Inlingua Language school in the summer months.

The Centre provides youth with leadership development opportunities and provides programs in partnership with Rockheights Middle School (Boys Only Program), and The New Youth Program, as well as March Break and Summer Camps.

We partner with various community organizations for fundraising activities and community events, including Highpoint Church, Victoria West Elementary School and PAC, Rockheights Middle School, Connection Church, and Boys and Girls Club.

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's programs and services.

Testimonials:

1) "Thanks are due to you and your staff for creating such a positive environment where the community can come together to learn and grow, and become healthier and happier." –Victoria West Community Centre Yoga Instructor Jenny Feick

2) To Whom it May Concern-

I am writing this letter to let you know how much I value and use the Vic West Community Centre. My son attends Thrings Little Steps PreSchool 5 days a week at the community centre, and my daughter attends The Boys and Girls Club After School program there 5 days a week.

When I moved into the Vic West area just over 2 years ago, I knew no one. Since coming to Community Centre, I have felt a sense of belonging that I had not felt anywhere else in Victoria.

I lived in the Oaklands/Hillside area for over a decade and never felt the inclusion that I feel today. From the Breakfast with Santa pancake breakfast to the Easter Egg Hunt and Annual Corn Roast. Every morning, my son (he is 4 and has Autism) and I are met with the smiling face of Johanne Thompson offering him a hand stamp. She is so kind and loving, and is always trying to find great things for our community to do. I am really excited to hear we may be able to start a community kitchen, or a daycare at the Centre, that would be awesome!!

In short I don't know what our Community would do without the tireless jobs that Johanne, Cherie, and Jamie do to make the Centre a great place to be.

Please do not hesitate to call me with any questions.

Michelle Popoff

#9-510 Dalton street

Victoria B.C

V9A-4B2

1-778-265-5766

Health and Wellness

1. How does your centre promote health and wellness? (Please cite up to 3 examples)

- The Centre has promoted Health and Wellness by offering 207 different Recreational, Educational, and Arts Programs this year, for all ages, from infant to senior.
- The Centre provides a space for Community Events, Potlucks, Craft Fairs, and Festivals and provides a space for people to come together and build a sense of community.
- The Victoria West Community Association Food Security Collective promotes local food initiatives such as Banfield Community Garden and Orchard, Community Potlucks, and other Food Security events such as seminars and education sessions. The Victoria West Community Centre provides a pick-up point for local, sustainable food with The Good Food Box and Wind Whipped Farms.
- The Centre provides subsidized rental space for various community groups, such as Young Parent Support Network, Mother Goose Program, Community Living Victoria, and Mosaic Learning Society, who provide programming for young families and those with disabilities.

2. What new health and wellness initiatives have you implemented, supported and/or maintained this year?

- The Victoria West Community Centre offered low-cost tennis courses in partnership with KATS (The Society for Kids at Tennis), providing 4 programs and tennis instruction to 42 children using the outdoor tennis courts at Banfield Park.
- Francophone Programs were offered for the first time in 2014. This partnership with the City of Victoria and Francophone Affairs Canada provided art, music and family programming for 59 children.
- We introduced the 1000x5 Early Literacy Program to the Centre.
- Food Skills for Young Families program took place at our Centre.
- SAFFE Dinner Group began using our kitchen for their program, and continued into 2015.
- The Centre provided space for Tru2U and Alternative Pride to meet in 2014.
- Continued partnership with Girl Guides.
- Continued partnership with Garderie Saute Mouton, Francophone Preschool program, and Babies to Big Kids Daycare.
- Continued partnership with Esquimalt Neighbourhood House, Mother Goose Program.
- Continued partnership with Capital Mental Health Association, and Community Living Victoria.

3. What are your community's health and wellness concerns and how are you addressing them?

The Community's health and wellness concerns include:

Food Security/Environment: The Victoria West Community Centre provides a pick-up location for The Good Food Box program, and Wind Whipped Farms. The Victoria West Community Association Food Security Collective holds information sessions, community events, and celebrations throughout the year to address this need.

Childcare: The Victoria West Community Centre provides rental space for Thring's Little Steps Preschool, and Boys and Girls Club Services Before and After School Care, both of which are at capacity. The Centre is currently (February 2015) conducting a needs assessment of childcare requirements in the Victoria West area.

Inclusiveness: The Victoria West Community Centre provides a welcoming environment for all. We provide space for several day programs for Adults with disabilities, Adapted Fitness programs, and Music Programs for those with special needs.

Sustainable Community Development

1. How does City funding allow you to address the sustainability of your organization?

The City of Victoria funding provides financial support to staff the Victoria West Community Centre with a manager, who creates the programs, oversees the rental of the facility, and manages the Centre operations. The funding also allows us to subsidize the janitorial services required for our facility and makes it a clean and sanitary environment for the community to enjoy.

2. What are you doing internally to address the sustainability of your organization?
(i.e. - environmental, economic, social etc.)

Environmental Sustainability: The Victoria West Food Security Collective, a project of the Victoria West Community Association, advocates for and supports the growing and sharing of local foods to improve personal, environmental and economic health.

The VWFSC has been managing community food production projects since 2003. Projects include Rayn or Shine and Banfield Commons Gardens, Vic West Community Tea Garden, Vic West Urban Farmers, Vic West Community Potlucks and Community Kitchens, Banfield Park, and Evans Street Community Orchards.

VWCA run events strive to be low-waste or zero waste as possible. Potluck Dinners use dishes and cutlery, cloth tablecloths and napkins to reduce our environmental impact. The Victoria West Community Centre implemented a recycling and compost program in 2014 to reduce the amount of waste going to the landfill.

Economic Sustainability: The Victoria West Community Centre continues to partner with local businesses, service providers, and organizations for their Community Events, creating strategic partnerships with groups looking to achieve common goals. The Victoria West Community Centre has seen an increase in registrations and rentals over the past year. The Victoria West Community Association is developing a Finance Committee to ensure that the Community Centre is sustainable over the long term, and exploring options for expansion of the services provided at the Community Centre.

Social Sustainability: The Victoria West Community Centre is an accessible building, and we provide several programs for those with disabilities. In the fall of 2014, we began renting space for Inclusion Works, a local day program for adults with developmental disabilities. We also provide space for Mosaic Learning Society, Capital Mental Health GROW Program, and Community Living Victoria to run their programs. The Community Centre also provides a low-cost Drop-In Adapted Fitness for adults with developmental disabilities. The LIFE Program allows those with a low income to access programs at the Victoria West Community Centre at a reduced rate and removes the barrier of income from our programming. The Centre also offered free programs through KATS Tennis, Francophone Affairs, and Coast Capital Savings in 2014.

The Centre adheres to quality assurance through midpoint program feedback forms which are given to all registered participants, and provide opportunity for programming requests and comments. Our Biweekly newsletter that is circulated to over 500 Association Members, and provides information about upcoming Community Events and Programs taking place at the Centre, and in the broader community. We strive to be responsive to the needs and requests of the community in the programs and services that we provide.

3. How does your centre align with the City of Victoria's Sustainability Action Plan directions?

A) Reduce - reduce waste and emissions & increase efficiency

- The Centre's recycling system was revamped in 2013, and we are moving towards a goal of zero waste.
- Victoria West Community Association Events are all zero waste or low waste, including Vic West Fest, and the Annual Corn Roast which serve an average of 700 people annually.
- Program Surveys were condensed to a midpoint only survey to increase efficiency and use less paper.

B) Transform - transformation and leadership

The Victoria West Community Centre Manager, Kate Longpre, departed her position in September of 2014, so the fall of 2014 was a time of transition in leadership for the Community Centre. The Victoria West Community Centre has sustained its revenue stream during this transition, and welcomed new community partners, such as Connection Church who now utilize the Centre on Sunday mornings, and Inclusion Works, an adult day program that uses the Centre twice a week. In the coming months, the Centre is striving to provide programming in-house and utilize the resources and talents of the Centre staff to provide new services and programs for the Community.

C) Thrive - creating a livable city for everyone

The Victoria West Community Centre and Community Association strive to create an environment where everyone is welcome, and to create partnerships with community groups, organizations, and individuals to provide programs and activities that everyone can enjoy.

Community Responsiveness

1. How does your centre identify community need and respond to community feedback?

The Centre identifies community need by conducting an annual survey, and conducting a midpoint survey of all participants in Centre programs.

Programming is geared to responses on these surveys, and to requests to Centre staff. An 'interested in classes' list is kept at point of sale for Centre staff to gather information on requests from members of the Community.

The Victoria West Community Association has various committees, including Harbour Committee, Food Security Collective, Communications Committee, and Community Centre Committee, and holds an open board meeting on the last Tuesday of the month where input is received from the community.

2. What modifications or implementations have you made in response to community need in these categories?

- i. Programs (new)
- ii. Services (new)
- iii. Infrastructure (facility, neighbourhood)
- iv. Organization
- v. Accessibility
- vi. Diversity & inclusion
- vii. Demographic Diversity

i. New programs in 2014 included The New Youth Program, made possible by a grant from Harbourside Rotary. This is a Youth-Leadership Program, which has 12 youth registered. They will complete a Community Mural Project with community partners by May 2015. Additional programs included: Women's Wellness Retreat, Sewing the Seeds of Change, Egoscue, the Victoria West Community Choir, which provided carols for our annual Breakfast with Santa, and cooking programs taught by a local Victoria West resident and food blogger, Amy Bronee.

ii.

iii. Thanks to the City of Victoria, a new HVAC system was installed in the summer of 2014, and our gymnasium floor was refinished in December 2014.

iv. The Victoria West Food Security Collective, a project of the Victoria West Community Association, has been active in the community since 2003, and its Projects include Rayn or Shine and Banfield Commons Gardens, Vic West Community Tea Garden, Vic West Urban Farmers, Vic West Community Potlucks and Community Kitchens, Banfield Park, and Evans Street Community Orchards. It partners with various community groups and local schools to provide educational opportunities, organizes an annual seedling sale, and a grow-a-row program to provide locally grown food to those in need.

v. The Victoria West Community Centre is an accessible building, and we provide several programs for those with disabilities. In the fall of 2014, we began renting space for a local day program for adults with developmental disabilities. We also provide space for Mosaic Learning Society, Capital Mental Health GROW Program, and Community Living Victoria to run their programs.

The Centre also provides space for several multicultural and religious groups, including Zen Meditation, BC Muslim Association, Saudi Students Association, Connections Life Church, and provides rental space for Inlingua Language school in the summer months.

vi. The Victoria West Community Centre strives to be an inclusive place where everyone is welcome. We provided 25 families with gift certificates to attend our annual Breakfast with Santa in December 2015. We provide free tennis programs through KATS each Spring/Summer, and we offer low cost English as a Second Language programs with a volunteer instructor. We offer low cost Kindergym programs twice per week (\$1 per child), and low cost Drop-In Floor Hockey, Basketball, and Adapted Fitness Program for adults with developmental disabilities.

vii. The Victoria West Community Centre provides programming for infants, children, adolescents, adults and seniors. We welcome all members of the community to our Community Events, including Vic West Fest, Annual Corn Roast, Potluck Dinners, and seasonal celebrations.

Volunteerism

1. What types of volunteer opportunities do you have in your centre?

Volunteer Opportunities include: Board Membership, Community Centre Events, (Easter Bunny Bonanza, Halloween Fun Fest, Breakfast with Santa, The New Youth Launch Event), Victoria West Community Association Events, (Vic West Fest, Annual Corn Roast) Food Security Collective Events, (Quarterly Potluck Dinners, Community Garden, Community Orchards, and seasonal events such as the Wassail). We also utilize Volunteer Program Instructors for our English as a Second Language Program and KATS Tennis.

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's volunteers.

- Thanks to our volunteer English as a Second Language instructor, 29 students received 80 hours each of English as a Second Language instruction in 2014.
- Thanks to our volunteer Choral instructor, 8 people received 10 weeks of musical instruction, and 200 people enjoyed a free Community concert.
- Thanks to our volunteer Tennis instructor, 42 children received tennis instruction at Banfield Park tennis courts in 2014.
- Thanks to dedicated VWCA volunteers, over 1200 people participated in community events, including Vic West Fest, Annual Corn Roast, Food Security Events, Community Potluck Dinners, Park and Garden Clean-Ups and Orchard Wassail.



Community and Seniors Centres Annual Report January - December 2014

Centre: Quadra Village Community Centre

Address: 901 Kings Road, Victoria, BC 8T 1W5

Operating Association/Society: Downtown Blanshard Advisory Committee

Society Registration Number: S10895

Registered Charitable Tax Number (if applicable): 101476083 RR0001

Month of Annual General Meeting: May

Days of operation per year: 339

Total number of employees: FT 16 PT 18 Instructors _____

Programs Quantitative Analysis

Recreation Programs	# Programs Offered		# Unique visits
	Registered	Drop-in	(# of programs x # people attending)
Children	306		4282
Youth		172	2331
Adult	12	245	3269
Senior		80	336
Family		207	3841
Other	18		405
			-
Total:	336	704	14 464

	# spaces offered	# spaces filled
Non licensed Childcare	20	20
Licensed Childcare	20	20
Total:	40	40

Services Quantitative Analysis

Services	# Offered	# People Served
Special Events (list) (add more lines as necessary)		
Quadra Village Day	1	4000
Halloween Carnival	1	360
Seasonal Community Dinner	1	267
Rentals (total #)	(36 groups) 1280 (individual group sessions)	8960 (individual participant attendances within each group)
Resource Referrals (total #)	2733	2733
Social Support Services (list):		
<i>Best Babies</i>	50	1107
<i>Step by Step Parenting</i>	14	88
<i>Child, Youth and Family Worker</i>	401	815
<i>The Crew (Youth Group)</i>	60	213
<i>Youth and Family Counsellors</i>	1439	7470
<i>Short-Term Solutions (Community Support Program)</i>	245	1397
<i>Clothing Exchange</i>	245	18340
<i>Food Donation Distribution</i>	147	13120
<i>Seniors Entitlement Service</i>	126	528
Neighbourhood Development (list):		
<i>Hillside-Quadra Neighbourhood Action Group</i>	14	350
<i>955 Hillside Consultation Group</i>	10	None Directly to Date
<i>Hillside-Quadra Community News</i>	4 issues	12000 (4 issue circulation)
Total	6,771	71,748

Leverage Model

A

Direct City of Victoria Investment for 2014	Amount in cash
Operating grant	40,000
Youth grant	8,063
Custodial grant	
Neighbourhood Dev. Base grant	5,434
Neighbourhood Dev. Matching grant	
Shape Your Future grant	
Community Art grant	
Greenways grant	
Special Projects grant	
Other City grants	
Total A	53,497

B

Indirect City of Victoria Investment for 2014 (to be completed by City)	Value
Custodial Service	59000
Utilities	16130
Permissive Tax Exemptions	0
Maintenance & repair costs	15319
Other (Capital Improvements)	45850
Total B	136299

C

Association Annual Operating revenue for 2014 (excluding in kind)	Amount in cash
Total C	924,996.09

D

Volunteer opportunities:	# people	X	# hours	Total Volunteer hours
Programs	59			1,464.25
Services	40			2,998.5
Events	139			750
Other	32			1,405.25
Total	251			6,618

Volunteer Valuation

a)Total volunteer hours (value unskilled labour)	X	80%	X	\$18.73	=	99,164
b)Total volunteer hours (value skilled labour)	X	20%	X	\$40.00	=	52,944
Total Volunteer valuation D (a+b)					=	152,108

Leverage Valuation

C (Association Operating Revenue)	+	D (Volunteer Valuation)	=	Leverage
A (Direct City Investment)	+	B (Indirect City Investment)		
C 924,996.09	+	D 152,108	=	5.68
A 53,497	+	B 136,299		

Per Person Valuation

C (Association Investment)	Divided by	#visits per year	=	\$ value per person served
924,996.09	/	86,212 (Rec and service visits per year)	=	\$10.73
A + B (Total City of Victoria investment)	Divided by	# recreation visits per year	=	\$ invested per person served
189,796	/	86, 212 (Rec and service visits per year)	=	\$2.20

Per Person Valuation

1. Please speak to your centre's day to day vitality as a hub for the neighbourhood.

Every day that the Quadra Village Community Centre is open there is a steady stream of community members entering through our front doors, attending our programs and events and connecting with our outreach and school based workers. Evidence of the organization's relevance is reflected in part by the 86,212 annual combined attendance/outreach to the Community Centre onsite and outreach programs and events in 2014. We help create and share the news of the neighbourhood and wider community through our coordination and publishing of 3000 issues of the 12-16 page Hillside-Quadra Community News four times a year, play a crucial role in the CALUC process through our Neighbourhood Action Group and host and contribute to Quadra Village Day and its organizing committee. Important community issues and solutions are discussed in a regular basis in our Centre, at events and through our committees and Board of Directors. We continue to be an attractive option for volunteers who wish to make a difference in the community and/or reduce isolation as underlined by the 6,618 volunteer hours that are dedicated to our operations, programs and events each year. Accessibility continues to be one of our strengths as all of our programs except 3 are free and these 3 are offered with subsidy available or with a substantial discount provided.

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's programs and services.

- Quadra Village Day was a 100% free event that included food, live entertainment, engaging children's activities and that was accessed by over 4,000 residents. This event cost over \$10,000 in cash and received \$315 in total cash funding from the City of Victoria (and no other government funding). Thanks to the work of the organizing committee, funding and support from some local businesses, support from City of Victoria and Quadra Village Community Centre staff, youth and other volunteers this event was possible.
- We were recognized on two occasions for our collaborative engagement in 2014: Our Agency was an important part of the Core Victoria Share Assessment Committee which was nominated for a Premier's Award. As well, Kelly Greenwell, Executive Director received a Leadership Victoria Award (Collaboration and Partnership).
- Testimonial from participant in Music With Joie (Free parent-child music sing-along group that is extremely popular across cultures): "....there is nothing like this music class that we could find here in Victoria. It is affordable and for us, a new family to Canada, it really matters.....The group is very active and full of positive energy and inspiration. The children are involved all the time singing, dancing, playing, listening, answering questions. Moreover, all the parents are singing too. I enjoy being part of the group together with my daughters 2 and 6 year olds".

Health and Wellness

1. How does your centre promote health and wellness? (Please cite up to 3 examples)

Quadra Village Community Centre facilitates primarily free and always low barrier opportunities to access support, opportunities for self- improvement, community building and simple poverty reduction services. We are effective at addressing social determinants of health such as:

- 1.Income and Social Status
- 2.Social Support Networks
- 3.Education and Literacy
- 5.Social Environments
- 6.Personal Health Practices and Coping Skills
- 7.Healthy Child Development•

Examples of how we promote health and wellness include:

- Quadra Village Community Centre helps prevent parental isolation and encourages healthy early childhood development through three times weekly Parent Tot Drop-in, weekly Music drop-in for families and regular Step by Step Parenting programs (all free).
- QVCC facilitates play, social skills and healthy activities along with free healthy snacks through its Youth, Family, Licensed Care and Camp programs on a daily basis.
- QVCC provides accessible recreation through the Girls group and recreation enhanced youth drop-ins. These programs are specifically designed to reach youth who are not regularly engaged in healthy activities.

2. What new health and wellness initiatives have you implemented, supported and/or maintained this year?

-QVCC has provided leadership and support while actively collaborating in the Pre-Natal to Post-Secondary Collective Impact initiative which recently merged with Healthy Kids Are Us to form the Capital Region Child and Youth Health Network. The goal of this initiative is to help every child thrive in the Capital Region and is a multi-sector initiative featuring involvement from public health, education, mental health, recreation, community centres and neighbourhood houses.

-We introduced Knowhow, an adult lifeskills group that includes child-minding that encourages participants taking the lead and to take turns sharing their knowledge such as cooking from scratch, homemade, natural spa products and environmentally safe, home- made cleaning products

-We introduced a new seniors group called Sensational Seniors which is led by volunteers and focuses on having fun doing things that the group members choose. Examples include sing- a-longs, guest speakers and crafts. It is best characterized by the group's frequent laughter and the prevention of social isolation

3. What are your community's health and wellness concerns and how are you addressing them?

- On a daily basis Quadra Village Community Centre staff field concerns from community members regarding their health and/or the health of loved ones. These concerns include a lack of access to a regular doctor, concerns about nutrition related to poverty, the need for positive activities for youth, the need for positive activities for adults, the need for healthy activities for seniors, addictions concerns and mental health concerns and the accessibility of health services. QVCC delivers direct supports in many of these areas and also makes referrals to help address the aforementioned concerns.
- QVCC offers preventative and responsive programs that promote improved mental health and overall well-being. Ranging from Parent-Tot Drop-in, to Youth and Family Outreach to the adult focused Community Support Program.
- Access to adequate nutrition continues to be a major concern for many community members. We are able to mitigate some of this challenge through providing access to free, healthy snacks in our programs, hosting a free food table and offering below market rent to Living Edge for its two day a week food distribution.

Sustainable Community Development

1. How does City funding allow you to address the sustainability of your organization?

- Core funding for positions to provide a reliable base of staffing that is key to operating a high traffic, multi faceted community centre.
- Reduced baseline operating costs through \$1 per year annual rent, custodial services and building maintenance.
- Ability to transform a base of City funding to an annual cash operating budget that exceeds \$900,000 per year.
- Ability to apply to other funders to complement City funded programs or apply City funding as potential matching funds.
- Rental income and partnership opportunities that derive from the Community Centre space.

2. What are you doing internally to address the sustainability of your organization?
(i.e. - environmental, economic, social etc.)

Environmental Sustainability

- More visible bins and labelling for recycling and composting has reduced the amount of waste going into the landfills
- We requested energy efficient lightbulbs throughout the building and the City kindly implemented that replacement
- Planted 4 fruit trees on site

Economic Sustainability

- We have increased our Centre's rental appeal and maintained our recent growth in rental revenue to help strengthen our organization's capacity
- We have improved our community fundraising outreach and increased donations substantially in each of the last two years
- We are taking advantage of opportunities for partnership with Community Centre Network members, Coalition of Neighbourhood Houses members and other like-minded agencies to share resources and in some cases make joint applications.
- We are evaluating our readiness for developing and taking on a social enterprise
- We are applying for grants on a strategic case by case basis to try to maximize the impact of time spent on
- We are taking advantage of free and subsidized training and organizational enhancement opportunities such as the Youth Program Quality Initiative that we have qualified for..
- We are working with local business to help identify possible local support and partnerships that support positive community initiatives-
- We are maximizing the potential of our staffing model by creating a full time Youth Programs Coordinator position and increasing the amount of in house payroll preparation and book keeping can be completed by existing staff.

Social Sustainability

- We continue facilitate crucial and relevant programs that address social determinants of health while engaging in community building discussions and celebrating with both the wider community and those who are most connected to our day to day community centre life. We are checking in regularly with community members about what is most needed and relevant.

3. How does your centre align with the City of Victoria's Sustainability Action Plan directions?

A) Reduce - reduce waste and emissions & increase efficiency

- More visible bins and labelling for recycling and composting has reduced the amount of waste going into the landfills
- We requested energy efficient lightbulbs throughout the building and the City kindly implemented that replacement
- We divert thousands of pounds of palatable, near expired food each year
- We facilitated the reuse of 7898 pounds of clothing and housewares this year through our clothing exchange program

B) Transform - transformation and leadership

- We have been integral in the development and formation of the Capital Region Child and Youth Health Network and have participated in Collective Impact training
- We were accepted as part of the Youth Program Quality Initiative and have developed practice innovations and grown through the mentoring, learning community and training
- We have been active in several networks, coalitions and collaborative applications and initiatives.
- We have been recognized for collaborative efforts through a Premier's nomination as part of the Core Victoria Shared Assessment Committee and through a Leadership Victoria Award for Collaboration and Partnership (Kelly Greenwell, Executive Director)

C) Thrive - creating a livable city for everyone

We continue to facilitate accessible relevant services and foster community engagement that improves the well-being of our City. We make our mark by hosting a welcoming and vibrant community centre, providing a wide range of services that address key determinants of health, engaging in important dialogues that speak to the well-being of our neighbourhoods and celebrating with fun, accessible events.

Community Responsiveness

1. How does your centre identify community need and respond to community feedback?

- Quadra Village Community Centre responds to community need by regular day to day conversations with community members, program surveys and community surveys that target particular community needs and/or opinions we are seeking
- Our Board of Directors meetings are open, our Neighbourhood Action Group (Land Use, Development and Neighbourhood Planning) Committee meetings are open and our Annual General Meeting are all well publicized opportunities to bring ideas and connect with organizational and neighbourhood leaders about challenges and solutions.
- We provide availability via reception and all our programs throughout every weekday to help match community members with needed resources, referrals, programs and support.
- We work from a community development perspective which seeks to meet people where they are at and values and supports their existing abilities while finding creative ways to enhance individual and collective capacity

2. What modifications or implementations have you made in response to community need in these categories?

i. Programs:

- Developed and facilitated Quadra Village Girls Group Program and applied for additional funding to augment the program in future years
- Developed and facilitated Youth and Social Justice Program at Central Middle School to help facilitate the empowerment of youth from marginalized backgrounds
- Increased recreational opportunities for youth who typically have limited access
- Developed and facilitated Sensational Seniors Program to help reduce isolation and increase healthy activity and enjoyment
- Provided additional weeks of summer camp and camp during the labour dispute based on community need and demand for service

ii. Services:

- Have worked with various community groups to help them access the Community Centre to provide services, supports and gathering that help enhance the overall benefit of the Community Centre to our community.

iii. Infrastructure (facility, neighbourhood):

- Have developed a strategy to transform our Youth Centre in ways to make it more appealing, welcoming and meaningful for local youth
- Have worked on several CALUC processes
- Have helped make graffiti cleanup more accessible within the neighbourhood

iv. Organization:

- Developed and passed several new bylaw resolutions that enhance the functioning of our organization and address requested ways to be able to accountable in a more responsive way to our community.

v. Accessibility:

- Free programming continues to be our preferred priority and the lion's share of what we provide. We were able to double our summer camp subsidies in the last year. We are regularly reminded by community members that they appreciate our programs and that they would not be able to attend if there were fees attached or no subsidies available. Quadra Village Day continues to be maintain where all the food, entertainment and children's activities are 100% free.
- Beyond accessibility we offer services like free fax, copying, telephone, clothing and food that help mitigate the challenges of low income and poverty.

vi. Diversity & inclusion:

- Although it is difficult to be completely representative of a community's diversity, the people who access our programs and services come from a wide variety of cultures, language groups, abilities, backgrounds, circumstances and orientations. Particularly notable are the number of aboriginal youth who access our programs and the number of immigrant families who attend our early childhood programs. We are also a valuable resource to many with mental health challenges.

vii. Demographic Diversity:

- Quadra Village Community Centre is quite simply a multi-generational community centre where we host everything from Best Babies to Sensational Seniors. The majority of our services are focused on families with children and/or youth but our largest demographic of volunteers are seniors.

Volunteerism

1. What types of volunteer opportunities do you have in your centre?

Board or Committee Member, Child-minding, Clothing Room Attendant, Cleaning, Consultant, Cooking, Decorating, Event Planning and Coordination, Event Staff, Food Sorting and Distribution, Gardening, Group Facilitation, Kitchen Lead, Kitchen Assistant and Meal Prep, Land use process work, Mentors, Newsletter Columnist or Distribution, Painting, Program Assistant, Photographer, Reception, Recycling Sorting and Removal, Senior's Advocate, Technical Support, Youth Drop-in Assistant

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's volunteers.

-Our 10 Clothing Exchange volunteers were responsible for the lion's share of work that resulted in the 7898 pounds of donated clothing and small housewares being accessed by the community free of charge. Not only do they keep the room well organized and well stocked so that it is easier for residents to find things but they also maintain a peaceful environment in the clothing room. This at times requires a great deal of that and understanding given the wide range of personalities and levels of well-being that are encountered on a day to day basis.

-One current volunteer has been struggling with homelessness and mental health issues for an extended period of time. We have been working with him over the last two years and we have gradually found him ways to engage more meaningfully in the Centre in hopes that it could be part of his journey towards wellness. He has begun to volunteer with dishes, room setup and take down for several months now. This helps support our Best Babies and Community Lunch programs. More recently he put his artistic skills to work making hundreds of 3 dimensional snowflakes and teaching others to make these wonderful creations. While his mental health issues will always be a significant factor in his life he has gained self-esteem by having a role here and being a part of the community at the Centre. Since he started volunteering he has also made progress in taking the necessary steps to secure housing.

-One of our Youth Centre volunteers weekly with youth programs, assists with coordinating the site at Quadra Village Day. and recently raised \$1300 through his recreational club to support Quadra Village Community Centre Youth programs



Community and Seniors Centres Annual Report January - December 2014

Centre: Silver Threads Service Victoria Centre

Address: 2340 Richmond Road

Operating Association/Society: Silver Threads Service

Society Registration Number: S - 00052

Registered Charitable Tax Number (if applicable): #107981037RR0001

Month of Annual General Meeting: June

Days of operation per year: 300 (Closed to relocate in 2014)

Total number of employees: FT __1.5__ PT __1__ Instructors __4__

Programs Quantitative Analysis

Recreation Programs	# Programs Offered		# Unique visits
	Registered	Drop-in	(# of programs x # people attending)
Children			
Youth			
Adult			
Senior	3	8	2152
Family			
Other			
Total:	3	8	2152

	# spaces offered	# spaces filled
Non licensed Childcare	NA	
Licensed Childcare	NA	
Total:		

Services Quantitative Analysis

Services	# Offered	# People Served
Special Events (list) (add more lines as necessary)		
Chinese New Year	1	12
Valentine's Day	1	8
St. Patrick's Day	1	6
Wine & Cheese (CNIB)	1	25
Christmas Concert	1	105
CPR Clinic	1	12
Chess Tournament	1	48
Rentals (total #)	8	5125
Resource Referrals (total #) SWAP, Experience Works	2	12,242
Social Support Services (list):		
Chinese Senior Community	96	2287
Income Tax	1	127
The Journey	3	293
Grief & Loss	16	6
Blood Pressure Clinic	1	6
We Rage We Weep	9	105
Flu Clinic	1	4
Rods & Reels	32	683
Information & Support		4500
CAPP Computers	2	408
Neighbourhood Development (list):		
As part of our relocation we have connected with a number of groups as part of our research, move to a new location and program/partnership development. All is still in progress:		
Gerontology/Senior's Outpatient Clinic		
Regional Outpatient Pain Clinic		
Victoria Hospice		
North & South Jubilee Neighbourhood Associations		
Cancer Lodge, Arthritis Society		
CNIB		
Renal Dialysis Unit		
Total	178	26,002

Leverage Model

A

Direct City of Victoria Investment for 2014	Amount in cash
Operating grant	\$39,999
Youth grant	
Custodial grant	
Neighbourhood Dev. Base grant	
Neighbourhood Dev. Matching grant	
Shape Your Future grant	
Community Art grant	
Greenways grant	
Special Projects grant	
Other City grants	
Total A	\$39,999

B

Indirect City of Victoria Investment for 2014 (to be completed by City)	Value
Custodial Service	\$14,290
Utilities	0
Permissive Tax Exemptions	0
Maintenance & repair costs	\$33,837
Other (Lease Jan to Aug)	\$43,578
Other (Lease and moving costs) includes \$200K one time grant for relocation	\$230,683
Total B	\$362,389

C

Association Annual Operating revenue for 2014 (excluding in kind)	Amount in cash
Gaming Grant	\$34,440
City of Victoria – Operating Grant	\$39,999
Vancouver Island Health	\$18,040
Arts & Craft	\$500
Membership	\$1,500
Programs	\$5,000
Rentals	\$7,000
Total C	\$106,479

D

Volunteer opportunities:	# people	X	# hours	Total Volunteer hours
Programs	266		3	798
Services				
Events	6		3	18
Other – Board of Directors	8		15 hrsx12 mo	1,440
Total				2,256

Volunteer Valuation

a)Total volunteer hours (value unskilled labour)	X	80%	X	\$18.73	=	\$12,226
b)Total volunteer hours (value skilled labour)	X	20%	X	\$40.00	=	\$46,080
Total Volunteer valuation D (a+b)					=	\$58,306

Leverage Valuation

C (Association Operating Revenue)	+	D (Volunteer Valuation)	=	Leverage
A (Direct City Investment)	+	B (Indirect City Investment)		
C \$106,479	+	D \$58,306	=	\$164,785 /\$402,388
A \$39,999	+	B \$362,389*		

- * Includes one-time \$200K grant

Per Person Valuation

C (Association Investment)	Divided by	#visits per year	=	\$ value per person served
\$164,785	/	26,002	=	\$6.33
A + B (Total City of Victoria investment)	Divided by	# recreation visits per year	=	\$ invested per person served
\$402,388	/	2152	=	\$186.

Per Person Valuation

1. Please speak to your centre's day to day vitality as a hub for the neighbourhood. "

2014 has been a year of transition for the Victoria Centre. After nine years in "temporary" space on Douglas Street downtown, the lease was not to be renewed and our doors were to be closed in September 2014. In the spring we found space at the recently sold CNIB Building across from the Royal Jubilee Hospital. Research was done and a proposal submitted to City of Victoria Mayor and Council asking for financial consideration to continue operations in a new location. Approval was granted on May 29th, 2014. Within three months we closed the Douglas Street Centre and opened our doors at the new location by September.

This past year we were not operational for a full 12 months due to the move.

During the summer and fall we completed renovations to our new centre and have plans to renovate the shared lobby and reception space. We cohabitate with CNIB and have been able to share the reception desk, as well as volunteers and clients.

As part of our move to the Jubilee neighbourhood, we have connected with the North and South Jubilee Neighbourhood Associations, the City of Victoria Senior serving centres, the Gerontology/Seniors Out Patient Clinic and others and strive to be a vibrant and active component in the neighbourhood. The new location is much more welcoming and accessible for seniors and the community.

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's programs and services.

Increasingly we are seeing more seniors who are not retiring due to finances and interest and are seeking part or full time work. Freedom 55 is not the reality for a growing number of seniors today. During this reporting year our volunteers prepared income tax returns for 127 low income senior who have an annual income of less than \$30,000.

Our **Experience Works** program provides opportunities for Seniors seeking employment to learn new skills and self-awareness that will aid in their search. Individual and group support is provided along with leads on available positions. In the last year the weekly newsletter has reached 12,044 seniors who are currently looking for employment.

"I am writing to thank you for the opportunity to sit on the Experience Works Committee. I have enjoyed the discussions and research assignments very much. Most of all I appreciate the confidence that I now have in regard to the benefits of older employees. For that reason I have decided to get more training and actively search for work."

I had a wonderful time yesterday, it was a fabulous introduction to the new location for many of the people attending. I truly feel like your place is a comfortable place for me to thrive and enjoy other members and activities in my community." Judy

In December we hosted our first special event in the new centre – a **Christmas Concert** - an afternoon of music and refreshments and 105 people attended. We distributed rack cards to the neighbours and promoted through the media and our internal communications. It received such a good response more one-time events and workshops are planned.

Health and Wellness

1. How does your centre promote health and wellness? (Please cite up to 3 examples)

According to a Vancouver Island Health Authority study on seniors' health, isolation is one of the most common factors in the decline of seniors' health (2005). A hospital stay, debilitating injury, or the death of their spouse can cause seniors to retreat into their homes, eventually fearing to go out of their house on their own. Isolation is a serious problem for seniors, especially for those over the age of 75, and a fall due to poor balance can be devastating.

Our centre promotes health and wellness in many different forms. For seniors, diabetes, heart disease and joint problems such as arthritis initiate the end of many of their physical activities. Today, we understand that activity leads to overall wellness and longevity, and health problems mean an adjustment, not an end, to enjoying favorite forms of recreation. We at Silver Threads provide physical and social interaction by providing support and wellness amongst seniors through exercise, dance, creativity and support.

We have begun to offer opportunities for continual learning through our monthly Speaker Series speaking on the many health issues that seniors encounter. We provide activities for general enjoyment and facilitate cultural integration. We offer monthly Blood Pressure clinics to help inform and educate the importance of health.

2. What new health and wellness initiatives have you implemented, supported and/or maintained this year?

The **Chinese Seniors Association** happily moved with us to the new location and is thriving in the larger space that has allowed the programs of table tennis, dance and Mah Jong and their special events to grow.

When developing programs in the new location, we have built connections and partnerships with other community serving agencies. The Gerontology/Senior's Out Patient Clinic provides rehabilitation to seniors coming out of the hospital; their intention is to keep them active so they can maintain a level of health and independence. STS has been able to develop exercise programs for their clients to transition to that are senior focused, comfortable and provide a supportive environment for the older clientele. The staff at the clinic is bringing patients to **Functional Fitness, Yoga for EveryBODY** and **Strength & Stretch**.

We offer classes designed for balance, posture, flexibility, fall prevention and muscle strength.

Functional Fitness: designed for the physically frail senior with focus on balance, range of motion, stability and capacity for exercise to help carry out daily tasks.

Yoga for EveryBODY: focuses on breathing, stretching, and relaxation to promote overall health and wellness.

Strength & Stretch: strength training with bands, tubing and free weights to tone and strengthen muscles.

Zumba GOLD: is for the more active senior performed to Latin music, a safe and effective total body workout.

3. What are your community's health and wellness concerns and how are you addressing them?

Our population is aging. More seniors are living below the poverty line. Isolation is a significant negative factor in determining the health and wellbeing as people age.

The goal of Silver Threads Service is to provide low cost, accessible programs and services and ensure seniors are connected, engaged and have the support they need to enhance their quality of life.

A program is the vehicle to build these connections and each program creates a community. For a frail elderly person the weekly scrabble group or exercise group takes on a significance one doesn't grasp when younger. It becomes something they look forward to, rest up for all week and build connections with their peers, staff and volunteers.

Sustainable Community Development

1. How does City funding allow you to address the sustainability of your organization?

2014 is a turning point for Silver Threads Service and particularly the Victoria Centre. In addition to the relocation, we have had a change in leadership with a new Executive Director, new Victoria Centre Director and an assistant.

During the last number of years membership declined in the Douglas Street location, when we closed the doors to relocate we had 61 annual members. At the end of December 2014 we had 123. The trend is going in the right direction. We are focusing on program and event development, improving marketing and media relations while providing continued excellent customer service.

This year the approval of the one-time grant has given us a new lease on life and an opportunity to be responsive to community needs, serve seniors and solidify our operations. We appreciate the support.

2. What are you doing internally to address the sustainability of your organization? (i.e. - environmental, economic, social etc.)

Silver Threads Service is developing new financial systems, staff structure and Board Governance to implement best practices, manage resources and be accountable to our funders and stakeholders.

During the next year we will:

Undergo a more intensive financial review, hiring Finance staff and recruiting a new Treasurer to the Board of Directors. Align our funding to program deliverables, implement better budget management and oversight.

Restructuring the organization staff team to improve functionality and efficiencies and provide better centre support.

Increase program and membership revenues.

3. How does your centre align with the City of Victoria's Sustainability Action Plan directions?

A) Reduce - reduce waste and emissions & increase efficiency

We recycle and are disposing of kitchen scrapes appropriately.

B) Transform - transformation and leadership

There is green space at the new location that STS would like to develop into a garden project for our seniors that would provide fresh vegetables and spin off into a community kitchen program. This is being researched.

C) Thrive - creating a livable city for everyone

Community Responsiveness

1. How does your centre identify community need and respond to community feedback?

In 2013/14 we did research and planning for relocation, we connected with a number of community serving organizations, individuals, members and current users groups. We reviewed demographic information to determine that relocation from the downtown core to the Jubilee area would be a positive step for STS. In 2014 we have had 4 month of operations during which we did renovations and opened our doors (quietly) to the community. We were pleased that 95% of our user groups, including the Chinese Seniors moved with us. We continue to connect with other organizations and develop partnerships for program and service delivery.

Our centre encourages member feedback, comments and concerns by providing a suggestion box.

We in turn will provide a response to any and all feedback by letter or meeting.

2. What modifications or implementations have you made in response to community need in these categories?

- i. Programs (new)
- ii. Services (new)
- iii. Infrastructure (facility, neighbourhood)
- iv. Organization
- v. Accessibility
- vi. Diversity & inclusion
- vii. Demographic Diversity

Silver Threads Service continues to support the variety of community groups and rentals. Establish programs from the Douglas Street Centre in the new location. Try new programs in response to opportunities and requests.

We have had good response to one time workshops and presentations recently, that are topic based or allow seniors to try new things an hour at a time. This year we have increased our external marketing through the media and this have generated much interest. Comprehensive Marketing Plans are now in place for STS that includes redesign of our website, newsletter and brochure in 2014.

This reporting year is a bench mark year for the Victoria Centre. The Board and staff are committed to building a strong and vital Victoria Centre and expect that next year the Annual Report will be significantly improved!

Volunteerism

1. What types of volunteer opportunities do you have in your centre?

Silver Threads Service is a volunteer based organization that includes the policy volunteers on the Board of Directors to program and service volunteers.

Program volunteer opportunities include Experience Works Committee Volunteers, Program Instructors and Office/Front Desk Volunteers.

Over the course of the last year we have had seniors who have a level of expertise who volunteer to teach programs to their peers, this has included language classes, Mah Jong and crafts.

2. Please provide up to 3 impact statements via testimonials, survey results or accomplishments directly related to your centre's volunteers.

Why not if it helps people, I like to meet people and find the time interesting. I have been a member since 1990 and feel if I can help why not. Lu

I like to keep busy and help others. Alma

I like to help out by donating my time and experience in life. Ellen

We live in a community that encourages seniors to 'age in place' so it is imperative that we provide a centre that has a wide range of health, education, recreation, volunteer and other social interaction opportunities. It is these activities that enhance people's lives, support independence and encourage community involvement. We know that support systems reduce loneliness and depression and play a role in the overall well-being of individuals. Marilyn



Community Centre Highlights 2014



Background

The City has seven community centres and three seniors centres located in eight of the city's neighbourhoods.

Each centre provides recreational programming on behalf of the City as well as helps to meet the leisure and social needs of residents.



Performance Measures Framework

- New framework created by Council-approved Task Force in 2013
- Implemented for the first time for 2014 reporting period
- The report collects both quantitative data (numbers of programs, people served) and qualitative data (community development activities)
- Includes a leveraging formula to capture the City's investment and the community centres ability to add more value
- First year data collection identified missing definitions which created disparity in some of the data



2014 Quantitative Highlights

Registered programs	979
Drop in programs	865
Recreation programs	
Children	474
Youth	283
Adult	640
Seniors	210
Family	217
Other	20
Total	1844



2014 Quantitative Highlights

Licensed Childcare spaces	1021
Special events	185
Social support services	4489
Neighbourhood development programs	140



2014 Quantitative Highlights

Employment

Full time	107
Part time	207
Instructors	201

Volunteer Opportunities

All centres	2111
Total hours	65,409
Total value	\$1,410,457



2014 Quantitative Highlights

Direct City Investment (grants)	\$664,442
Indirect City Investment (maintenance, utilities)	\$1,269,067
Total City Investment	\$1,933,509
Community Centre Operating Budgets	\$8,996,958
Volunteer Valuation	\$1,410,457
Total Community Investment	\$10,407,415
Additional \$ value beyond City Investment	\$8,473,906
 $\frac{\text{Total Community Investment}}{\text{Total City Investment}} = \text{Leverage}$	
Cumulative leverage	538% or \$5.38



Victoria Silver Threads



Partners in the community



James Bay New Horizons



Celebrating milestones



Cook St Village Activity Centre



Shadow Theatre

Stories by the Light of the Moon: An ICA Shadow Theatre Project for Seniors

Below are 6 edited shadow theatre vignettes that represent some of the work create seniors from the Victoria Chinese Seniors Association, the Victoria Chinese Cultural Association, Cook Street Activity Centre, James Bay New Horizons, and Gordon Hea Recreation Centre:



Socializing and learning together



Burnside Gorge Community Centre



Out of school care and
Adventure camps



James Bay Community Centre

Recreation programs
and games for all ages



Oaklands Community Centre



Gathering spaces
for community
events



Quadra Village Community Centre



Setting youth up for success



Fairfield Community Place



Growing community and building resilience



Fernwood Community Centre



Community education programs



Victoria West Community Centre



Community dinners



Areas for Improvement

Ongoing collaboration between the community centres and the City will improve future reporting

- Set of definitions
- Standardized methods for collecting data
- Understanding how data is used



Conclusion

“What is measured, improves”

Peter Drucker

- Community centres play a key role in delivering a wide variety of valuable services and programs beyond recreation
- The new reporting framework provides important data on recreation programs and community development
- The leveraging formula allows the calculation of leveraging influence of the City's financial investment into these neighbourhood hubs



Recommendations

That Council direct staff to report annually in April on the performance measures for the community and seniors centres.





Governance and Priorities Committee Report

For the Meeting of January 7, 2016

To: Governance and Priorities Committee **Date:** December 22, 2015
From: Chris Coates, City Clerk
Subject: 748 Johnson Street – Consent to Sub-let

RECOMMENDATION

That Council authorizes the Mayor and Corporate Administrator to execute an agreement consenting to the sub-letting of the premises at 748 Johnson Street to Fun Kun Lei, in a form satisfactory to staff.

EXECUTIVE SUMMARY

The City's tenant at 748 Johnson Street – Kim's Vietnamese Restaurant – has agreed to sell the business and requested that the City assign the remaining term of the lease to the purchaser Fun Kun Lei. Staff have been unable to carry out normal due diligence (credit checks, bank reference and landlord's reference) as the purchaser is newly immigrated to Canada. Therefore, staff informed Kim's it has to remain as the tenant but that Council may consider allowing it to sub-let the premises to Fun Kun Lei.

PURPOSE

The purpose of this report is to seek Council approval to allow 550269 BC Ltd., doing business as Kim's Vietnamese Restaurant, to sub-let its premises at 748 Johnson Street to Fun Kun Lei.

BACKGROUND

Kim's Vietnamese Restaurant has been a tenant of the City at 748 Johnson Street since 1997. A location plan and photograph are at Appendices A and B, respectively. Kim's has now agreed to sell the business to Fun Kun Lei and has requested that the City assign the remaining term of the lease to the purchaser. The lease expires November 30, 2017.

Because the purchaser is newly immigrated to Canada, staff have been unable to carry out normal due diligence on Fun Kun Lei as a prospective tenant. If Kim's were to remain as the tenant and sub-let the premises to Fun Kun Lei, however, then Kim's would still be responsible for paying the rent to the City even though Fun Kun Lei was in occupation of the premises. Fun Kun Lei would pay rent to Kim's as required by a sub-lease between those two parties.

Under the terms of the head lease, Kim's is required to obtain the City's consent before it can enter into a sub-lease with Fun Kun Lei.

ISSUES AND ANALYSIS

Retaining Kim's as the tenant continues an existing relationship and minimises the risk to the City. Because the numbered company, 550269 BC Ltd., could be wound up at any time, however, staff have insisted that the owners of the company be added to the head lease as personal guarantors.

In addition, 550269 BC Ltd. will provide the City with a deposit equivalent to 6 months' rent (\$8,760.00) to be held as security against remaining rents payable under the lease. Provided there is no default before May 31, 2017, then the City will apply the deposit towards the rents due in the final six months.

The City's requirements have been acknowledged by the other two parties in an amendment to their Contract of Purchase and Sale, a copy of which is attached at Appendix C. Their contract is conditional on Council consenting to the proposed sub-lease.

After November 2017, when the head lease expires, the City could consider entering into a new lease direct with Fun Kun Lei.

OPTIONS AND IMPACTS

Option 1 – Consent To The Proposed Sub-lease (Recommended)

This option allows a long-standing tenant of the City to sell its business whilst protecting the City as far as reasonably possible.

Option 2 – Allow Kim's To Assign Its Lease to Fun Kun Lei

This option is not recommended as Fun Kun Lei is newly immigrated to Canada so staff have been unable to conduct normal due diligence as a prospective tenant.

Option 3 – Decline The Proposal

The City has the option of not consenting to the proposed sub-lease as it has absolute discretion under the terms of the head lease. This would effectively prevent Kim's from selling the restaurant business.

Alignment With City Objectives

2015 – 2018 Strategic Plan

The proposal is consistent with Objective #5 of the Strategic Plan to create prosperity through economic development.

Impacts to 2015 – 2018 Financial Plan

The proposal will help protect the rental revenue predicted in the Financial Plan.

Official Community Plan Consistency Statement

The proposed use is consistent with the OCP Area Plan as commercial uses are authorized in this zone.

CONCLUSIONS

If Kim's remains as the City's tenant and sub-lets the premises to Fun Kun Lei, then Kim's would still be responsible for paying the rent to the City even though Fun Kun Lei was in occupation of

the premises. This arrangement protects the City to a large degree whilst allowing a long-standing tenant of the City to sell its restaurant business and pursue other ventures.

Respectfully submitted,



Neil Turner
Property Manager



Chris Coates
City Clerk



Jocelyn Jenkins
Deputy City Manager

Report accepted and recommended by the City Manager:



Date:

January 9, 2016

List of Attachments

- A. Location Plan.
- B. Photograph of Premises.
- C. Amendment to Contract of Purchase and Sale.

Appendix A
Location Plan



Appendix B
748 Johnson Street



Appendix C
Amendment to Contract of Purchase and Sale



AMENDMENT
PAGE ____ OF ____ PAGES

This form is to be used to change or remove clauses and conditions from the Contract of Purchase and Sale.

MLS# NUMBER 351812 DATE December 2, 2015
(MONTH/DAY/YEAR)

ATTACHED TO AND FORMING PART OF A CONTRACT OF PURCHASE AND SALE DATED November 24, 2015
(MONTH/DAY/YEAR)
TO PURCHASE THE PROPERTY KNOWN AS: 748 Johnson Street, Victoria, BC, V8W 1N1
Victoria

LEGAL DESCRIPTION: _____

BETWEEN 550269 BC Ltd. AS SELLER(S)

AND Fun Kun Lei AS BUYER(S),

THE UNDERSIGNED HEREBY AGREES AS FOLLOWS:

TO REMOVE THE FOLLOWING CONDITION FROM THE CONTRACT.

8. Subject to buyer's partner, Wai Chi Lei, viewing the business and approving the purchase, on or before December 2, 2015.
9. Seller will provide 2015 Financial Statements for Kim's Restaurant, as soon as possible, but no later than December 2, 2015. This condition is for the sole benefit of the buyer.

To amend the contract as follows:

1. "Subject to the landlord consenting, in its sole discretion, at its Council meeting of January 14, 2016 that the Seller may sublet the premises to the Buyer for the remainder of the lease, expiring November 30, 2017, on conditions required by the landlord, which may include, but are not limited to:
(a) that Roxanne Tiffany Phan, Tuan Anh Phan and Hanh Ngoc Phan be added to the lease as guarantors; and
(b) that the Seller provide the landlord with a deposit equivalent 6 months' rent as security against remaining rents payable under the lease, and, if there is no default for the remainder of the lease, the landlord will apply the deposit towards the rents in respect of the last six months of the lease term".

To amend the completion and adjustment dates, and possession date of January 4, 2016 at 5:00 p.m. to completion, adjustment and possession date of January 18, 2016 at 5:00 p.m.



Council Member Motion

For the Governance and Priorities Committee Meeting of January 7, 2016

Date: December 5, 2015

From: Councillors Isitt, Councillor Loveday and Mayor Helps

Subject: FCM Resolution - Federal Bill of Environmental Rights

Background:

The City of Victoria was the first jurisdiction on Vancouver Island to adopt a Declaration of the Right to a Healthy Environment, and helped spearhead the successful effort calling on the Union of BC Municipalities to endorse the proposal for a Provincial Bill of Environmental Rights.

Now, residents and advocacy organizations including the Blue Dot Movement are proposing that Canada's new federal government introduce a Federal Bill of Environmental Rights in Parliament.

The federal government's mandate letter to the Minister of Environment and Climate Change identifies the "overarching goal... to take the lead in implementing the government's plan for a clean environment and a sustainable economy."

Support for Environmental Rights is consistent with several components of the City of Victoria's Strategic Plan and aligns with the aspirations of residents and Council to demonstrate leadership in protecting and restoring ecological systems and the natural environment.

It is therefore proposed that Council endorse the following resolution calling for the Federation of Canadian Municipalities to support the request for a Federal Bill of Environmental Rights, and forward the resolution to member local governments requesting favourable consideration and resolutions of support.

Recommendation:

THAT Council endorse the following resolution for consideration at the 2016 Annual Convention of the Federation of Canadian Municipalities, requesting that the motion be considered by delegates at the Annual Convention in Winnipeg, rather than referred to Directors at a Board meeting, in order to encourage debate among representatives from all member local governments;

AND THAT Council direct staff to forward the resolution to all member local governments of the Federation of Canadian Municipalities, requesting favourable consideration and resolutions of support:

WHEREAS municipalities are the governments that are nearest to the people and the natural environment, and therefore share a deep concern for the well-being of the natural environment and understand that a healthy environment is inextricably linked to the health of individuals, families, future generations and communities;

AND WHEREAS federal policy affects municipalities' abilities to deliver the best environmental conditions for their citizens, including protecting natural assets such as air, water and soil, and enhancing community quality of life;

THEREFORE BE IT RESOLVED that FCM request that the Government of Canada enact federal environmental rights legislation that:

- recognizes the right of every resident to live in a healthy environment, including the right to clean air, clean water, safe food and resilient, fully functioning ecosystems;
- provides for public participation in decision-making on issues regarding the environment and access to environmental information;
- provides access to justice when environmental rights are infringed; and
- includes provisions for whistle-blower protection.

Respectfully submitted,



Councillor Isitt



Councillor Loveday



Mayor Helps



Prime Minister of Canada
Justin Trudeau

MINISTER OF ENVIRONMENT AND CLIMATE CHANGE MANDATE LETTER



Cabinet du
Premier ministre

Dear Ms. McKenna:

I am honoured that you have agreed to serve Canadians as Minister of Environment and Climate Change.

We have promised Canadians a government that will bring real change – in both what we do and how we do it. Canadians sent a clear message in this election, and our platform offered a new, ambitious plan for a strong and growing middle class.

Canadians expect us to fulfill our commitments, and it is my expectation that you will do your part in delivering on those promises to Canadians.

We made a commitment to invest in growing our economy, strengthening the middle class, and helping those working hard to join it. We committed to provide more direct help to those who need it by giving less to those who do not. We committed to public investment as the best way to spur economic growth, job creation, and broad-based prosperity. We committed to a responsible, transparent fiscal plan for challenging economic times.

I expect Canadians to hold us accountable for delivering these commitments, and I expect all ministers to do their part – individually and collectively – to improve economic opportunity and security for Canadians.

It is my expectation that we will deliver real results and professional government to Canadians. To ensure that we have a strong focus on results, I will expect Cabinet committees and individual ministers to: track and report on the progress of our commitments; assess the effectiveness of our work; and align our resources with priorities, in order to get the results we want and Canadians deserve.

If we are to tackle the real challenges we face as a country – from a struggling middle class to the threat of climate change – Canadians need to have faith in their government's honesty and willingness to listen. I expect that our work will be informed by performance measurement, evidence, and feedback from Canadians. We will direct our resources to those initiatives that are having the greatest, positive impact on the lives of Canadians, and that will allow us to meet our commitments to them. I expect you to report regularly on your progress toward fulfilling our commitments and to help develop effective measures that assess the impact of the organizations for which you are answerable.

I made a personal commitment to bring new leadership and a new tone to Ottawa. We made a commitment to Canadians to pursue our goals with a renewed sense of collaboration. Improved partnerships with provincial, territorial, and municipal governments are essential to deliver the real, positive change that we promised Canadians. No relationship is more important to me and to Canada than the one with Indigenous Peoples. It is time for a renewed, nation-to-nation relationship with Indigenous Peoples, based on recognition of rights, respect, co-operation, and partnership.

We have also committed to set a higher bar for openness and transparency in government. It is time to shine more light on government to ensure it remains focused on the people it serves. Government and its information should be open by default. If we want Canadians to trust their government, we need a government that trusts Canadians. It is important that we acknowledge mistakes when we make them. Canadians do not expect us to be perfect – they expect us to be honest, open, and sincere in our efforts to serve the public interest.

Our platform guides our government. Over the course of our four-year mandate, I expect us to deliver on all of our commitments. It is our collective responsibility to ensure that we fulfill our promises, while living within our fiscal plan.

Other issues will arise or will be brought to our attention by Canadians, stakeholders, and the public service. It is my expectation that you will engage constructively and thoughtfully and add priorities to your agenda when appropriate.

As Minister, you will be held accountable for our commitment to bring a different style of leadership to government.

This will include: close collaboration with your colleagues; meaningful engagement with Opposition Members of Parliament, Parliamentary Committees and the public service; constructive dialogue with Canadians, civil society, and stakeholders, including business, organized labour, the broader public sector, and the not-for-profit and charitable sectors; and identifying ways to find solutions and avoid escalating conflicts unnecessarily. As well, members of the Parliamentary Press Gallery, indeed all journalists in Canada and abroad, are professionals who, by asking necessary questions, contribute in an important way to the democratic process. Your professionalism and engagement with them is essential.

Canadians expect us, in our work, to reflect the values we all embrace: inclusion, honesty, hard work, fiscal prudence, and generosity of spirit. We will be a government that governs for all Canadians, and I expect you, in your work, to bring Canadians together.

You are expected to do your part to fulfill our government's commitment to transparent, merit-based appointments, to help ensure gender parity and that Indigenous Canadians and minority groups are better reflected in positions of leadership.

As Minister of Environment and Climate Change, your overarching goal will be to take the lead in implementing the government's plan for a clean environment and a sustainable economy. Your key priority will be to ensure that our government provides national leadership to reduce emissions, combat climate change and price carbon. I expect you to help restore Canada's reputation for environmental stewardship.

In particular, I will expect you to work with your colleagues and through established legislative, regulatory, and Cabinet processes to deliver on your top priorities:

- In partnership with provinces and territories, develop a plan to combat climate change and reduce greenhouse gas emissions, consistent with our international obligations and our commitment to sustainable economic growth. You will attend the Paris climate conference with me and, upon our return, we will set a date to meet with provincial and territorial leaders to develop a pan-Canadian framework for addressing climate change.
- In partnership with provinces and territories, establish national emissions-reduction targets, ensuring that the provinces and territories have targeted federal funding and the flexibility to design their own policies to meet these commitments, including their own carbon pricing policies. These targets will recognise the economic cost and catastrophic impact that a greater-than-two-degree increase in average global temperatures would represent, as well as the need for Canada to do its part to prevent that from happening. As part of this effort, support the Minister of Finance in creating a new Low Carbon Economy Trust to help fund projects that materially reduce carbon emissions under the new pan-Canadian framework.
- Treat our freshwater as a precious resource that deserves protection and careful stewardship, including by working with other orders of government to protect Canada's freshwater using education, geo-mapping, watershed protection, and investments in the best wastewater treatment technologies. Work with the Minister of Finance to fulfill our G20 commitment and phase out subsidies for the fossil fuel industry over the medium-term.
- Work in partnership with the United States and Mexico and the Ministers of Natural Resources and Foreign Affairs to develop an ambitious North American clean energy and environment agreement.
- Support the Minister of Infrastructure and Communities in protecting our communities from the challenges of climate change and supporting them in the transition toward more sustainable economic growth by making significant new investments in green infrastructure.
- Enhance protection of Canada's endangered species by responding quickly to the advice of scientists and completing robust species-at-risk recovery plans in a timely way.
- Work with provinces and territories to set stronger air quality standards, monitor emissions, and provide incentives for investments that lead to cleaner air and healthier communities.
- Supported by the Ministers of Fisheries, Oceans and the Canadian Coast Guard, and Natural Resources, immediately review Canada's environmental assessment processes to regain public trust and help get resources to market and introduce new, fair processes that will:
 - restore robust oversight and thorough environmental assessments of areas under federal jurisdiction,

- while also working with provinces and territories to avoid duplication;
- o ensure that decisions are based on science, facts, and evidence, and serve the public's interest;
- o provide ways for Canadians to express their views and opportunities for experts to meaningfully participate; and
- o require project advocates to choose the best technologies available to reduce environmental impacts.
- Develop Canada's National Parks system, as well as manage and expand National Wildlife Areas and Migratory Bird Sanctuaries.
- Develop Parks Canada programs and services so that more Canadians can experience our National Parks and learn more about our environment and heritage.
- Make admission for all visitors to National Parks free in 2017, the 150th anniversary of Confederation. Beginning in 2018, ensure that admission for children under 18 is free, and provide any adult who has become a Canadian citizen in the previous 12 months one year's free admission.
- Through an expanded Learn to Camp program, ensure that more low- and middle-income families have an opportunity to experience Canada's outdoors.
- Protect our National Parks by limiting development within them, and where possible, work with nearby communities to help grow local eco-tourism industries and create jobs.
- Work with the Ontario government to enhance the country's first urban National Park – Rouge National Urban Park – including improved legislation to protect this important ecosystem and guide how the park will be managed.
- Working in collaboration with the Minister of Fisheries, Oceans and the Canadian Coast Guard, renew our commitment to protect the Great Lakes, the St. Lawrence River Basin and the Lake Winnipeg Basin.
- Work in collaboration with the Minister of Fisheries, Oceans and the Canadian Coast Guard and the Minister of Science to examine the implications of climate change on Arctic marine ecosystems.
- Work with the Minister of Fisheries, Oceans and the Canadian Coast Guard to increase the proportion of Canada's marine and coastal areas that are protected – to five percent by 2017, and ten percent by 2020 – supported by new investments in community consultation and science.

These priorities draw heavily from our election platform commitments. The government's agenda will be further articulated through Cabinet discussions and in the Speech from the Throne when Parliament opens.

I expect you to work closely with your Deputy Minister and his or her senior officials to ensure that the ongoing work of your department is undertaken in a professional manner and that decisions are made in the public interest. Your Deputy Minister will brief you on issues your department may be facing that may require decisions to be made quickly. It is my expectation that you will apply our values and principles to these decisions, so that issues facing your department are dealt with in a timely and responsible manner, and in a way that is consistent with the overall direction of our government.

Our ability, as a government, to successfully implement our platform depends on our ability to thoughtfully consider the professional, non-partisan advice of public servants. Each and every time a government employee comes to work, they do so in service to Canada, with a goal of improving our country and the lives of all Canadians. I expect you to establish a collaborative working relationship with your Deputy Minister, whose role, and the role of public servants under his or her direction, is to support you in the performance of your responsibilities.

In the coming weeks, the Privy Council Office (PCO) will be contacting you to set up a meeting with PCO officials, your Deputy Minister and the Prime Minister's Office to further discuss your plans, commitments and priorities.

We have committed to an open, honest government that is accountable to Canadians, lives up to the highest ethical standards, and applies the utmost care and prudence in the handling of public funds. I expect you to embody these values in your work and observe the highest ethical standards in everything you do. When dealing with our Cabinet colleagues, Parliament, stakeholders, or the public, it is important that your behaviour and decisions meet Canadians' well-founded expectations of our government. I want Canadians to look on their own government with pride and trust.

As Minister, you must ensure that you are aware of and fully compliant with the *Conflict of Interest Act* and Treasury Board policies and guidelines. You will be provided with a copy of *Open and Accountable Government* to assist you as you undertake your responsibilities. I ask that you carefully read it and ensure that your staff does so as well. I draw your attention in particular to the Ethical Guidelines set out in Annex A of that document, which apply to you and your staff. As noted in the Guidelines, you must uphold the highest standards of honesty and impartiality, and both the performance of your official duties and the arrangement of your private affairs should bear the closest public scrutiny. This is an obligation that is not fully discharged by simply acting within the law. Please also review the areas of *Open and Accountable Government* that we have expanded or strengthened, including the guidance on non-partisan use of departmental communications resources and the new code of conduct for exempt staff.

I know I can count on you to fulfill the important responsibilities entrusted in you. In turn, please know that you can count on me to support you every day in your role as Minister.

I am deeply grateful to have this opportunity to serve with you as we build an even greater country. Together, we will work tirelessly to honour the trust Canadians have given us.

Yours sincerely,



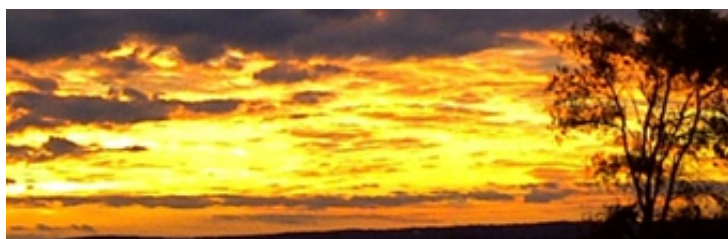
Rt. Hon. Justin Trudeau, P.C., M.P.
Prime Minister of Canada

Important Links



[Recalls and safety alerts](http://healthycanadians.gc.ca/recall-alert-rappel-avis/index-eng.php)

[\(<http://healthycanadians.gc.ca/recall-alert-rappel-avis/index-eng.php>\)](http://healthycanadians.gc.ca/recall-alert-rappel-avis/index-eng.php)



[Weather](http://www.canada.ca/en/services/environment/weather/index.html)

[\(<http://www.canada.ca/en/services/environment/weather/index.html>\)](http://www.canada.ca/en/services/environment/weather/index.html)



[Find a job](http://www.esdc.gc.ca/en/jobs/opportunities/index.page?ga=1.24195571.893274733.1442262361)

[\(<http://www.esdc.gc.ca/en/jobs/opportunities/index.page?ga=1.24195571.893274733.1442262361>\)](http://www.esdc.gc.ca/en/jobs/opportunities/index.page?ga=1.24195571.893274733.1442262361)



[Write to the troops](http://www.forces.gc.ca/en/write-to-the-troops/index.page) (<http://www.forces.gc.ca/en/write-to-the-troops/index.page>)



Governance and Priorities Committee Report

For the Meeting of January 7, 2016

To: Governance and Priorities Committee **Date:** December 16, 2015
From: Councillor Marianne Alto
Subject: Canadian Capital Cities Organization Annual Board Meeting to be held in Ottawa, Ontario from January 27 – 31, 2016

RECOMMENDATION

- That Council authorizes the attendance and associated costs for Councillor Alto to the Canadian Capital Cities Organization Board meeting to be held in Ottawa, Ontario, January 27 to 31, 2016.

The approximate cost for attending is:

Travel	\$693.00
Accommodation	\$811.00
Incidentals	\$ 60.00
Cost per person	\$1564.00

Respectfully submitted,


 Councillor Marianne Alto