



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.

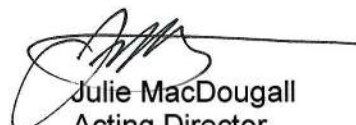
Recommendations

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:


April 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.

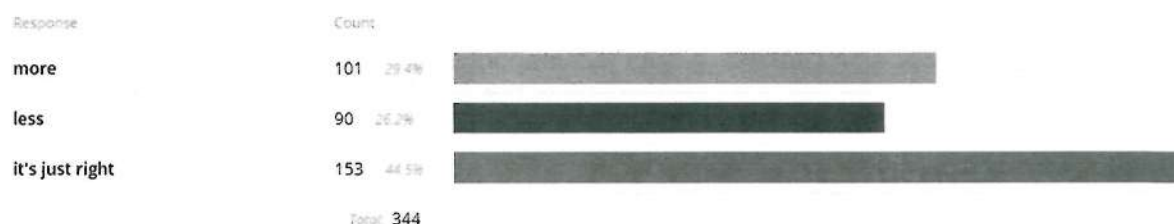
Through the public consultation on the draft strategic plan and the draft financial plan, the City received feedback regarding grants as follows:

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
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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-modal 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 |