



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).

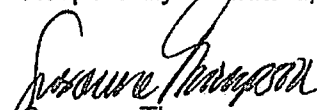
Council has yet to approve the individual grants in the fee-for-service category. The total 2015 fee-for-service grant request is \$503,070, which is the same amount granted in 2014.


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,

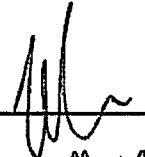

 Susanne Thompson
 Director, Finance


 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 A

-----Original Message-----

From: Dallas Gislason [mailto:DGislason@victoriachamber.ca]

Sent: Wednesday, May 20, 2015 9:33 AM

To: Susanne Thompson

Cc: Katie Hamilton; Citizen Engagement

Subject: RE: Information Session on Proposed Changes to the Annual Grant Program and Application Process

That makes sense, thanks!

Dallas Gislason

Economic Development Officer

Greater Victoria Development Agency

Web: www.gvda.ca

Email: dgislason@gvda.ca

Direct: 250-360-3478

Address: 100-852 Fort Street, VICTORIA, BC Canada, V8W 1H8

This message is intended for the named recipient. If you are not the intended recipient, note that disclosing, distributing, or taking any action in reliance on the contents of this information is prohibited.

-----Original Message-----

From: Susanne Thompson [mailto:sthompson@victoria.ca]

Sent: Wednesday, May 20, 2015 9:21 AM

To: Dallas Gislason

Cc: Katie Hamilton; Citizen Engagement

Subject: RE: Information Session on Proposed Changes to the Annual Grant Program and Application Process

If staff provide direct service delivery rather than administration for the organization, then staff salaries would be eligible. I would imagine that for a small office, the majority of staff salaries would be related to program delivery.

Susanne

-----Original Message-----

From: Dallas Gislason [mailto:DGislason@victoriachamber.ca]

Sent: Wednesday, May 20, 2015 9:17 AM

To: Susanne Thompson

Cc: Katie Hamilton; Citizen Engagement

Subject: RE: Information Session on Proposed Changes to the Annual Grant Program and Application Process

OK - does that include staffing? You may have just bankrupted the ec dev office ;-). Our program delivery is done on a shoestring as part of a \$150,000 annual budget majority of which is staff salaries.

Dallas Gislason

Economic Development Officer

Greater Victoria Development Agency
Web: www.gvda.ca
Email: dgislason@gvda.ca
Direct: 250-360-3478
Address: 100-852 Fort Street, VICTORIA, BC Canada, V8W 1H8

This message is intended for the named recipient. If you are not the intended recipient, note that disclosing, distributing, or taking any action in reliance on the contents of this information is prohibited.

-----Original Message-----

From: Susanne Thompson [<mailto:sthompson@victoria.ca>]
Sent: Wednesday, May 20, 2015 9:10 AM
To: Dallas Gislason
Cc: Katie Hamilton; Citizen Engagement
Subject: Re: Information Session on Proposed Changes to the Annual Grant Program and Application Process

Hi Dallas,

My apologies for not getting back to you yesterday as I was away from the office.

The 18% is for overhead costs, meaning anything that is not direct program delivery.

Susanne

On May 20, 2015, at 9:06 AM, Dallas Gislason <DGislason@victoriachamber.ca> wrote:
Susanne,

Can you provide me with your direct #? I didn't hear back yesterday and thus I've missed the deadline and will need to give you feedback directly based on the answer to my question below.

I'm in my office most of the day a few meetings throughout, but happy to return your call if I miss you. My digits are below.

Kind regards,

Dallas Gislason
Economic Development Officer

Greater Victoria Development Agency
Web: www.gvda.ca
Email: dgislason@gvda.ca
Direct: 250-360-3478
Address: 100-852 Fort Street, VICTORIA, BC Canada, V8W 1H8

This message is intended for the named recipient. If you are not the intended recipient, note that disclosing, distributing, or taking any action in reliance on the contents of this information is prohibited.

-----Original Message-----

From: Katie Hamilton [<mailto:khamilton@victoria.ca>]
Sent: Tuesday, May 19, 2015 9:46 AM
To: Dallas Gislason
Cc: Citizen Engagement; Susanne Thompson
Subject: Re: Information Session on Proposed Changes to the Annual Grant Program and Application Process

Hi Dallas,

I've cc'd Susanne Thompson our Director of Finance. She can answer any specific questions you may have.
Katie

On May 19, 2015, at 9:41 AM, Dallas Gislason
DGislason@victoriachamber.ca<mailto:DGislason@victoriachamber.ca>> wrote:

Good morning,

Feedback from the Greater Victoria Development Agency will be forthcoming regarding these proposed changes.

One question: what is included in the 18% administration budget that the city is suggesting cannot be exceeded? (i.e. does this include staff salaries?)

Kind thanks for letting me know,

Dallas Gislason
Economic Development Officer

Greater Victoria Development Agency
Web: www.gvda.ca<<http://www.gvda.ca>>
Email: dgislason@gvda.ca<<mailto:dgislason@gvda.ca>>
Direct: 250-360-3478
Address: 100-852 Fort Street, VICTORIA, BC Canada, V8W 1H8

This message is intended for the named recipient. If you are not the intended recipient, note that disclosing, distributing, or taking any action in reliance on the contents of this information is prohibited.

From: Citizen Engagement [<mailto:engage@victoria.ca>]
Sent: Monday, May 04, 2015 2:17 PM
To: Susanne Thompson
Subject: Information Session on Proposed Changes to the Annual Grant Program and Application Process

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 support festivals, community arts, social services, and community and economic development.

As you may have heard, the City of Victoria is considering changes to the annual grant program. These changes are intended to streamline the process and align the grants with the City's new strategic objectives and outcomes, providing greater opportunities to maximize annual grant funding. The new strategic plan outlines 13 objectives and was informed by extensive public input. Council has approved grouping grants into three categories: Direct award grants, strategic plan grants, and micro grants for commons and community gardens.

Direct award grants (a non-competitive process) are 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. Council has already approved this category of grants which include:

- i. Community and seniors centre operating grants
- ii. Neighbourhood per capita grants
- iii. Heritage grants
- iv. Recreation Integration Victoria grant

We are seeking your feedback on the other two proposed grant programs:

1. Strategic Plan grants (proposed to be a competitive process) - for eligible organizations working on a project or program that supports the actions and outcomes of the City's 2015-2018 Strategic Plan Objectives. You can read about the Strategic Plan here:

<http://www.victoria.ca/assets/City~Hall/Mayor~Council/Documents/Draft%20Strategic%20Plan%202015-2018.pdf>

2. Micro Grants - for eligible community groups delivering a service or program for volunteer coordination of commons and community gardens. Maximum \$500 per grant

>

Proposed Implementation

Changes are proposed over two years. In 2015 one grant category will be created that aligns the existing grant funding with the Strategic Plan Objectives. The following grant categories would no longer exist, however the projects under those categories would be eligible within the proposed program.

- i. Neighbourhood enhancement
- ii. Sustainability
- iii. Community arts, and
- iv. Greenways

Fee-for-service grants will remain unchanged for 2015. Festival Investment Grants have a robust intake process and will remain separate from these proposed changes.

The City will develop one common application form for all grants and there will be one intake per year. Staff will review applications for eligibility and eligible applicants will make a presentation to City Council to inform which proposals they will provide funding support for. For 2015, the total amount of funds in this grant category is \$195,000.

In 2016, all Fee-for-Service grants will be included into the proposed process. The impacted existing grant programs include

- i. Economic Development grants
- ii. Community Development grants
- iii. Inter-municipal grants
- iv. Youth and Adult Outreach grants

The total grant envelope would increase to \$684,000. Past recipients would continue to be eligible to apply for grant funding.

Before implementing changes, City Council would like to hear from past applicants, both those who have received grants, and those who were unsuccessful in the process. To learn more about the proposed changes, you're invited to attend a public information session on Tues, May 12, at 2pm in the Ante Chamber of City Hall. A brief presentation of the proposed changes will be made, after which you are invited to ask questions.

After learning more, or if you are unable to attend, we welcome your organization's input in writing, through email to engage@victoria.ca until 4:30, Tuesday May 19. An updated grant policy, based on the proposed changes, is also attached.

A summary of public input and all feedback received will be presented and considered by the Governance and Priorities Committee on June 4, 2015. We recognize that the grant intake has been delayed this year as we have developed a new strategic and financial planning process and public engagement model. Once Council approves a grant process for 2015, the application process will be expedited and, where needed, support will be provided to assist potential organizations in preparing effective submissions. If you are unable to attend the information session, please feel free to send someone from your organization in your place.

Attachment - Proposed Grant Policy

[Description: Description: cid:image001.gif@01CF3C69.A5FA2320]<<http://www.victoria.ca/>

image002.png

[Description: Description: cid:image003.gif@01CF3C69.A5FA2320]<<https://www.facebook.com/CityofVictoriaPage>

image004.gif><<https://twitter.com/cityofvictoria>

[Description: Description: cid:image005.gif@01CF3C69.A5FA2320]<<http://www.linkedin.com/company/city-of-victoria-bc?trk=biz->

Appendix A

From: VicWest Garden Project [mailto:vicwestgarden@yahoo.ca]
Sent: Tuesday, May 19, 2015 10:25 PM
To: Citizen Engagement
Subject: Feedback on proposed changes to City's grant program

Hello,
Congratulations to Mayor, Council and staff for the grant program's alignment with the progressive 2015-2018 Strategic Plan, specifically it's support for enhancing local food systems and community engagement.

I do have a concern about the application process. Requiring applicants to present to Council in addition to a written application is very time-consuming and challenging to develop the formal presentation, especially for volunteers representing community organizations. Also professional organizations with more presentation experience will have an advantage in the competitive process over volunteer-based groups who have less time and experience.

The schedule for Direct Award Grants for the volunteer coordination of community gardens must be synchronized with the garden maintenance season. Funds should be received ahead of the season, which begins in March, in order to facilitate planning and recruitment of volunteer resources. Award of funds in mid or late season will result in a less successful maintenance program and the objective of the grant will not be met.

In regards to the monitoring and reporting, grant recipients would benefit from a City standard form or template for the annual report. The City would benefit by receiving a consistent report from all groups, facilitating easier post program/project review.

Thank you for the opportunity to submit feedback. I look forward to the finalization of the program.

Patti Parkhouse

Project Coordinator
VicWest Food Security Collective - Victoria West Community Association
email: vicwestgarden@yahoo.ca
www.vicwestfoodsecurity.org

...cultivating community by growing and sharing food!

*Gardens and flowers have a way of bringing people together, drawing them from their homes.
Clare Ansberry, The Women of Troy Hill*

Appendix A

From: Joan Kotarski [mailto:executivedirector@fairfieldcommunity.ca]

Sent: Tuesday, May 19, 2015 3:28 PM

To: Citizen Engagement

Subject: Re: feedback on City of Victoria proposed new grant program

Good Afternoon,

The senior staff team at the FGCA have a number of general comments about the proposed new 'grant' process and consultation; then some specific comments about the policy as presented. Given the short turn around as a staff we have not had much time to be thoughtful or put together a cohesive commentary. The following comments may be similar and /or duplicate thoughts on the process and content.

General

- . creating and implementation of the grant policy and changes is too fast
- . one meeting for all on very short notice did not allow for some people to attend
- . very short time to respond and over a holiday week end
- . a more thoughtful timeline might have been to retain the current program for 2015 , do a proper consultation process with current grant stakeholders and then go to an open call of interested community members and groups once a more solid proposal was thought out
- . it is still not clear why a redo of the current set of grant programs is necessary
- . what problem is the new policy addressing – if it is simply to align with a new strategic plan and add 2 new categories that has been done before
- . there is no building on previous grant policy language and categories to see where they shift or need to shift
- . the language used before in applying for a city grant was to ask the grant seeker to identify how it fit with the current strategic plan or council priorities
- . many of the grant programs have unclear or duplicate or changeable titles so it is hard to know what is being replaced, reworked or new for instance with the direct award grants there is no clarity of title in my own grant files about the title the core grant for operation of community centres has been called recreation core grant, core operating grant , community and senior centres operating grant or what it is the centres are actually funded to do(provide adult and youth recreation in local areas) this grant pays a portion of the salary of a programmer
- . neighbourhood enhancement has been called neighbourhood matching grant and relied heavily on a direct match of cash grant and volunteer labour
- . along the same lines base grant is changed to neighbourhood per capita grants somewhere celebration grants of 100 dollars per neighbourhood got subsumed and added in
- . there used to be 3 year demonstration grants as well as special project grants.
- . the information about names of grants ,what the grant is suppose to be linked to is confusing
- . sorting out the existing grants first before making changes might have been a starting place for instance FGCA receives a grant from the city to negotiate and buy liability insurance for those associations who do not operate community centres –where should that grant be placed? Direct award? fee for service?
- .new ways of doing things do not seem to use any information from even the recent past for instance it was just 2 years ago when 'core' grants to community and senior centres began with a new policy announcement and short implementation and consulting process –this process seems to be following exactly that bad pattern.

. the people presenting did not seem to understand about the current state of the various grants and so lots of questions without answers around transitions

- It would be useful to have a clear understanding of what is driving these changes - what issues Council and staff had with the existing grant program, and what the community saw as problematic with the existing program.
- The consultation period is far too short to have any meaningful dialogue with previous grantees or the public
- Nomenclature of grants is inconsistent across materials. For instance we currently receive what is called a 'CORE grant', but in the proposed grant policy this seems to be a 'Community and Senior Centre Operating Grant'. Are these the same thing? Are there changes? The size of the proposed (even with increases) does not cover the full cost of operating the facilities.

Notes regarding the proposed Grant Policy:

Specific

- . concerns about elected officials micro-managing
 - . seems like the process will become politicized
 - . one year funding cycles make it challenging for programs to gain credibility – particularly youth programs
 - . it's challenging securing joint funding when there is a one year commitment (City commitment goes a long way when trying to leverage other funding)
 - . by changing and adding to the application process more money will be required for administrative purposes which will take away from the money needed for frontline delivery
 - . Youth (Outreach) seems to no longer be a priority according to the strategic plan but seems to contradict some of the findings in the Victoria Foundation Vital Signs survey.
 - How will the new Grant Policy incorporate current research and practice? Eg. investing in early years, youth, and at-risk populations can greatly reduce policing costs – but programs targeting these groups likely only hit one strategic objective and are less likely to be funded than, say, a bicycle emergency management project. Is this sound fiscal management
 - The proposed reporting period may not produce the desired results: although approval is given in November, monies are not awarded until July. Many organizations will not have the capacity to start projects until they receive actual funds. Reporting will be required in September or October, leaving a very short window for projects or programs to start (much less finish) before reporting is required.
 - The current grant program specifies amounts of grant funding in particular streams (eg. arts amount, youth outreach amount). With the new policy, how will council ensure that funding is well distributed across program and project areas without spending a tremendous amount of time every cycle on fund allocation?
 - The new policy recognizes the need for ongoing volunteer coordination of community gardens by providing funding for 6 existing neighbourhoods with gardens. How will the ongoing management of any gardens started with \$500 one-time micro-grants be supported?
 - It was suggested that the more strategic objectives that are ticked the better chances one has of securing a grant – I am not sure that is necessary an appropriate manner to decide on the awarding of project grants
 - Many projects requesting a city grant involve other parts of the city structure like parks and engineering to be completed or placed in a work schedule. It was not clear how the impact affects department workloads or how that will be managed
 - somehow artist in residence or arts grants generally got more confusing or eliminated in this current stream except for Festival Investment grants which we were told repeatedly had a robust intake and oversight process and did not need to be reviewed
- Positives about the proposed process are:**
- One grant deadline date and one application format
 - Having advance notification of grant approvals. Would suggest that approval is accompanied by a formal grant agreement so that agencies have assurance of amount and payment schedule of grant monies.
 - Inclusion of administrative dollars to grants which did not previously have them included (eg youth outreach grants, which now fall under Strategic Plan grants)

I am sorry but this is all the time we have available to comment on the new grant program.

Joan Kotarski

Executive Director



FAIRFIELD GONZALES
COMMUNITY ASSOCIATION
THE PLACE TO BELONG

1330 Fairfield Road

Victoria, BC V8S 5J1

250-382-4604 Fax 250-382-4613

executivedirector@fairfieldcommunity.ca

www.fairfieldcommunity.ca

Celebrating 40 years of community service - 1975-2015

Appendix A

From: viva youth choirs [mailto:viva@vivavoices.ca]

Sent: Tuesday, May 19, 2015 1:05 PM

To: Citizen Engagement

Subject: Strategic plan proposed grant policy

Hello, Council.

Thank you very much to the staff who organized and presented the Grant Policy Information Session. Dola Dube and I found the information presented very informative and found no challenges to the application process. Our questions were answered and we found the hand-outs very useful.

We look forward to making an application in early September and would appreciate a reminder email to this effect.

Best regards,

Diane

Diane McWilliams

GM Viva Youth Voices

Email: viva@vivavoices.ca

Http: vivavoices.ca

Office Hours: By appointment

250-472-2655 (w)

Appendix A

From: Mitchell Krieger (VS) [mailto:mitchell@victoriasymphony.ca]

Sent: Friday, May 15, 2015 3:06 PM

To: Citizen Engagement

Subject: Comments re grant policy

Thank you for the opportunity to comment on the proposed new grant policy. Here are some thoughts:

- Multi-year commitments. It was noted that a multi-year project could be applied for; however, some organizations repeat projects annually, and consistency in funding, if there were a way to do that, would be of great help.
- Granting cycle. Earlier is always better for those of us whose planning cycle has to be well in advance. The Victoria Symphony must finalize its budget six to eight months before each fiscal year begins on June 1; the planning begins several months earlier than that. By the way, this is a problem we have with all levels of government except the CRD.
- Grant criteria, Council review. This will be a very difficult process. If Council actually wants to be involved, perhaps they could adjudicate only grant applications above a certain dollar amount (\$10,000?).
- Grant application and reporting. We hope the City will remember that all nonprofits are stretched thin, and the simpler the paperwork can be kept, the more the time and energy of nonprofit's staffs and volunteers can go towards making the programs happen.

Once again, thank you for the opportunity to comment.

Yours truly,

Mitchell Krieger

Mitchell Krieger /Executive Director

Victoria Symphony /250.412.1981

mitchell@victoriasymphony.ca

www.victoriasymphony.ca





- **Thank you to all subscribers, ticket buyers, donors, volunteers, musicians and staff for making the 14/15 season a great success!**

Stay tuned for details about **Symphony in the Summer!**

- Announcing the 75th Anniversary Season: **Yannick Nézet-Séguin, Yo-Yo Ma and James Ehnes** are just a few of our guests in 15/16! Secure your seats by buying a subscription today.

Call 250.385.6515 or visit www.victoriasymphony.ca for more information.

 Facebook /  Twitter

Stay Connected to the Victoria Symphony.

Appendix A

From: Maurita Prato [mailto:maurita@lifecyclesproject.ca]
Sent: Thursday, May 14, 2015 4:00 PM
To: Citizen Engagement
Cc: Aaren Topley; Linda Geggie; All staff
Subject: LifeCycles Feedback on City's changes to Granting Application and process

Hello,

My name is Maurita Prato and I am the Executive Director of LifeCycles project Society. I commend the councils' commitment to food systems, and feel encouraged by the direction and support council is showing in increasing food production in the City.

I have a few concerns with the proposed granting criteria and process.

1. With the exception of the possibility of a micro grants, there are no grants to support new community garden creations or builds. While it is commendable to give larger grants to neighbourhood groups that already manage gardens, in most cases the costs of garden builds or garden creation is substantially higher than supporting existing garden spaces. To support council's direction to increase food production in the city, I suggest that new garden builds be included in the Direct Awards Grant.
2. I would also suggest a 'no net garden loss' support, whereby the city helps community gardeners losing their gardens due to development, to find a new suitable location and help financially with the build (possibly rolled into one of the proposed categories).
3. In terms of the application process. It is my opinion, having been through similar processes with other municipalities, it can be quite a burdensome on small organizations or groups to have to submit an application and present to council. This is a lot to ask applicants that are already resource poor.

Thanks so much for your time and consideration of these points. Again, in general, I have been very pleased with the direction of council especially as it relates to increased food systems in the city.

Please excuse delays in response as I am out of the office Tuesdays and Friday afternoons

Maurita Prato
Executive Director/Education Coordinator PEPÁKEN HÁUTW, Blossoming Place
LifeCycles Project Society

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

Appendix A

Sent: Monday, May 25, 2015 12:45 PM

To: Citizen Engagement

Cc: Rupert Downing

Subject: Grants Policy

Importance: High

Hi there, I'd 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'd 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.

Best Regards

Rupert Downing

Executive Director

Community Social Planning Council

203-4475 Viewmont Ave. Victoria, BC V8Z 6L8

Tel. 250-383-6166 ext. 107

In the Pennbridge Professional Building, Royal Oak Plaza

Tel: (250) 383-6166 | Fax: (250) 479-9411

Twitter: @CSPC_Victoria

Website: www.CommunityCouncil.ca

Facebook: Community Social Planning Council of Greater Victoria

Warning: This email is intended only for the use of the individual or organization to whom it is addressed. It may contain information that is privileged or confidential. Any distribution, disclosure, copying, or other use by anyone else is strictly prohibited. If you have received this in error, please telephone or e-mail the sender immediately and delete the message.

Appendix A



James Bay Neighbourhood Association

234 Menzies St
Victoria, B.C.
V8V 2G7

www.jbna.org

May 19th, 2015

Susanne Thompson,
Director of Finance,
City of Victoria

Dear Susanne,

Re: Draft Grant Proposals

The JBNA Board appreciates that we were able to attend your presentation about the proposed changes to the Grant program and process.

The proposed changes appear to be positive. Aligning various aspects of the grant program with the Strategic Plan is a good step. The parameters for garden micro-grants need clarification to ensure such grants serve a broader public good focus in addition to personal use. Otherwise, we have no suggestion for changes at this time.

As you move forward, we ask that you ensure that all Neighbourhood Associations be invited to participate fully. At the VCAN meeting the evening of your presentation, four people raised their hands when asked if they had NOT been invited to the afternoon grant presentation. I personally do not know all of these people, but the ones known to me were associated with stand-alone neighbourhood associations, not Centers.

JBNA looks forward to receiving more details about the application process and timing in the near future and to working with the City in ways that benefit our neighbourhood.

Sincerely,

President, JBNA

Cc: Terri Askham,
Manager, Recreation & Culture



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.

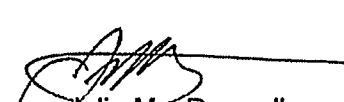
Recommendations

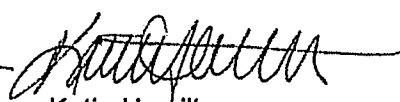
That Council:

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,

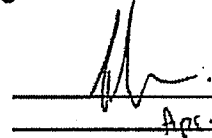

Susanne Thompson
Director, Finance


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:

Response	Count	Percentage
more	101	29%
less	90	26%
It's just right	153	45%
	100	344

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-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