

From: bboulter@beaconcs.ca [mailto:bboulter@beaconcs.ca]

Sent: Tuesday, November 3, 2015 9:44 AM

To: grants@victoria.ca

Subject: Strategic Grants policy feedback

Hi,

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

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

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

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

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

Regards,

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

Beacon
Communit y
Services

Helping People ... Improving Lives

November 16, 2015

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

Re: Proposed Strategic Grant Policy Revisions

Dear Mayor Helps and Council:

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

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

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

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

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

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

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

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

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

Proposed change:

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

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

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

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

Sincerely,



Frank Hudson, Executive Director
Greater Victoria Bike to Work Society

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

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

To: Citizen Engagement

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

Feedback from Andrea Paquette – Bipolar Disorder Society of BC

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

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

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

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

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

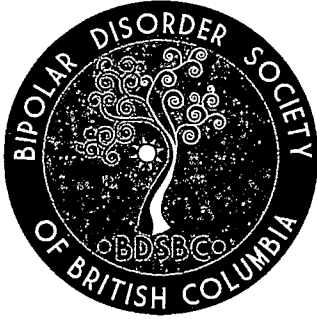
- Reduce the cap for project grants from 75% to 50% of total project cost

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

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

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

- Allow only one strategic plan grant application per organization



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

Thank you for all you do!
Andrea

Andrea Paquette, Executive Director

Phone: (778) 678-2223

E-mail: babe@bipolarbabe.com

Website: www.bipolarbabe.com



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

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

To whom it may concern,

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

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

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

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

Yours sincerely,

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

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



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

This email and any files transmitted with it are confidential and intended solely for the use of the individual or entity to whom they are addressed. If you have received this email in error, please notify the system manager. This message contains confidential information and is intended only for the individual named. If you are not the named addressee, you should not disseminate, distribute or copy this email. Please notify the sender immediately by email if you have received this email by mistake and delete this email from your system. If you are not the intended recipient, you are notified that disclosing, copying, distributing or taking any action in reliance on the contents of this information is strictly prohibited.



Burnside Gorge Community Association

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

Nov 5, 2015

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

Dear Katie,

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

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

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

Allow only one strategic plan grant application per organization

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

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

Sincerely,

Suzanne Cole
Executive Director

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

Hello

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

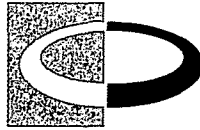
Our staff has examined the City of Victoria's proposed changes to grant policy, and we would like to share the following thoughts:

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

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

Thanks for the opportunity to respond,

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



COMMUNITY SOCIAL PLANNING COUNCIL
research·insights·solutions

October 21, 2015

Mayor and Council
City of Victoria

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

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

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

Sincerely,

Rupert E. Downing
Executive Director

Feedback Regarding the New City Grant Process*

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

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

Community Garden Volunteer Coordinator Grants:

Benefits:

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

Challenges/suggestions:

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

Community Garden Micro-Grants:

Benefits:

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

Challenges/Suggestions:

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

Strategic Plan Grants:

Benefits:

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

Challenges/suggestions:

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

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

Good evening,

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

Fund only one-time project grants; no operating funding

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

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

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

Thank you for your attention to my feedback.

Cheers,

Heidi Grantner

FED Project Co-Ordinator

--

The FED Project Team

Building a downtown district that celebrates food & sustainability.

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

www.get-fed.com

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

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

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

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

Thanks for considering my feedback,

--

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

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



greater victoria
coalition to end
homelessness
hope has found a home

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

November 2, 2015

RE: Proposed changes to the Strategic Grant Policy

City of Victoria Mayor and Council,

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

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

Highlights for 2015

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

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

Impacts of proposed changes:

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

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

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

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

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

Sincerely,

A handwritten signature in black ink, appearing to read 'K Stiles', with a small dot at the end.

Kelsi Stiles

Acting Executive Director,

Greater Victoria Coalition to End Homelessness



Greater Victoria
Development Agency

A natural place to do business

November 12, 2015

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

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

Dear Mayor and Council:

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

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

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

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

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

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

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

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

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

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

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

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

Sincerely,



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



27th October, 2015

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

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

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

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

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

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

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

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

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

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

If you have any questions please let me know.

Regards,

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

Kaye Kennish

Executive Director – James Bay Community project & Capital City Volunteers

Tel: 250 388-7844 Ext. 311

Email: kkennish@jbcp.bc.ca

Cc. Councillor Margaret Lucas

From: "Marg Gardiner, JBNA" <marg.jbna@shaw.ca>

Date: November 16, 2015 at 10:10:57 PM PST

To: Katie Hamilton <khamilton@victoria.ca>

Subject: Subject: Feedback on City of Victoria Grant Programs

Good evening Katie:

Re: Feedback on City of Victoria Grant Programs

Our comments are brief.

STRATEGIC (and Other grants):

Key issue:

~ Community groups need to know the **categories, criteria, reporting and evaluation requirements and timing** all well in advance of any application deadline. Two to three months is ideal, especially for volunteer based organizations.

~ Deadlines should not be in early fall (September) or January, due to holiday periods.

Other comments:

~ limiting grants to Victoria (as opposed to regional) organization or projects is very positive.

~ tightening up the Strategic Grants a bit will be good. However, reducing the grant to 50% may greatly limit smaller organizations especially those without staff. Perhaps continue the 75% ceiling for community groups with no staff.

~ neighbourhoods without administrative support, such as is often provided, should be permitted to include an administrative charge to cover normal administrative expenses, for any type of grant program. This is already done for some grants for community centres, but not to neighbourhoods. This would include the garden coordinator grant which should have a small (5-10% administrative component/allowance).

~ although limiting grants to one per organization, it may be useful for organizations to submit more than one application, but receive only one grant (organization to select which grant to accept after adjudication).

~ the City should send an e-mail notification to each application twice during the process: 1 - notification of receipt of the application, and 2 - notification of result of adjudication.

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

DIRECT GRANTS:

Key issue:

~ Community groups need to know the **categories, criteria, reporting and evaluation requirements and timing** all well in advance of any application deadline. Two to three months is ideal, especially for volunteer based organizations.

~ Deadlines should not be in early fall (September) or January, due to holiday periods.

Other comments:

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

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

Trust this assists,

Marg Gardiner
for JBNA Board

cc: JBNA Board

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

To whom it may concern,

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

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

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

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

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

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

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

Thanks again for your time and consideration.

Maurita

--

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

Maurita Prato

Executive Director

LifeCycles Project Society

Education Coordinator PEPÁKEN HÁUTW, Native Plants and Garden Project

P: 250.383.5800

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

E: info@lifecyclesproject.ca

W: www.lifecyclesproject.ca

F: [LifeCycles Project Society](#)

T: [@LifeCyclesPrjct](#)

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

Arundhati Roy

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

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

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

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

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

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

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

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

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

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

--

Mary

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



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

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

Thank you for considering our request.

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

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

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

Sharon Klein

From: Sharon Klein [mailto:sharlynn@telus.net]

Sent: Wednesday, October 21, 2015 7:00 PM

To: grants@victoria.ca

Cc: Sharon Klein; Bryan Wilson

Subject: changes to grant funding

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

Sharon Klein
sharlynn@telus.net

From: Anna Glenny [mailto:community@oaklandscommunitycentre.com]

Sent: Thursday, November 12, 2015 10:49 AM

To: grants@victoria.ca

Subject: Feedback on proposed changes to strategic grant policy

Dear City Representative,

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

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

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

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

Sincerely,

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



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

Hi,

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

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

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

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

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



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

Dear Colleagues:

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

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

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

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

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

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

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

Thank you for the opportunity to respond.

Yours Truly,

Helen Marzolf
Open Space Arts Society

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

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

To: Citizen Engagement

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

In response to item:

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

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

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

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

Best,

Doug Jarvis

Guest Curator

Open Space

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

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

To: grants@victoria.ca

Subject: strategic plan grant feedback

Hi there,

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

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

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

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

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

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

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

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

Sincerely,

Jon Dowdall

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

Regarding your consideration:

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

I would suggest altering the criteria to read:

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

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

Thanks
Matthew

--

Matthew Payne
Artistic Producer
skam.ca

Next- Probably a Pop-Up haunted house.

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

Dear Katie,

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

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

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

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

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

David Ferguson
Artistic co-Director/Producer
Suddenly Dance Theatre



October 30, 2015

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

RE: Changes to Strategic Plan Grant Policy

Dear Ms. Hamilton,

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

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

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

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

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

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


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

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

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

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

Kindest regards,



Mark Muldoon
Executive Director

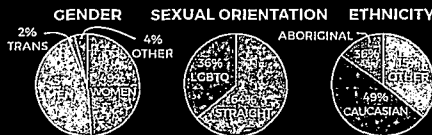
Att: Nuancing the Digital Divide (UVIC)

NUANCING THE DIGITAL DIVIDE

SOCIAL MEDIA TECHNOLOGY AND
BC STREET INVOLVED YOUTH

WHO TOOK PART?

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



WHERE WERE YOUTH STAYING?

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

20
AVERAGE AGE

HOW MANY TIMES HAVE THEY MOVED IN THE LAST YEAR?

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

40%
HAVE BEEN IN
MCFD CARE

33%
HAD BEEN DROPPED
OUT OR KICKED OUT
OF SCHOOL

HOW DO THEY RECEIVE INCOME?

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

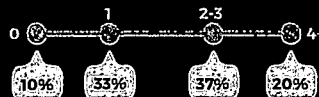


10%
OWNED A CELL
PHONE, BUT
29%
OF THE CELL PHONES
HAD NO MINUTES
17%
WERE BROKEN

36%
HAD A DATA PLAN

37%
HAD DEBTS TO AT LEAST
1 CELL PHONE PROVIDER

HOW MANY PHONES OWNED IN THE LAST YEAR



89%

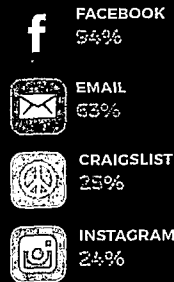
USE FREE WIFI
TO ACCESS THE
INTERNET

64%
USE THEIR PHONE TO
GO ONLINE

TOP 3 WAYS THEY ACCESSED COMPUTERS:



TOP 4 WEB APPS USED:



SOME OF THE THINGS YOUTH SAY THEY ARE DOING ONLINE



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

Feedback on City of Victoria Grant Programs

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

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

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

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

Background (Downtown Youth Outreach)

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

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

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

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

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

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

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

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

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

Current (Downtown Youth Outreach)

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

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

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

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

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

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

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

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

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

Examples of other Agency services include:

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

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

Background (Summer Opportunities Program-SOP)

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

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

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

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

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

At the outset this program was funded via the City of Victoria and what was then the beginning of the Souper Bowls of Hope fundraiser. The original Souper Bowls raised about \$15.000

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

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

Respectfully Submitted

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