CITY OF
VICTORIA

Governance and Priorities Committee Report
For the Meeting of December 18, 2014

To:	Governance and Priorities Committee	**Date:**	December 4, 2014
From:	Julie MacDougall, Acting Director, Parks and Recreation Susanne Thompson, Director, Finance		
Subject:	Grant Process Review		

Executive Summary

This report outlines proposed improvements to the City's grant process for Council's consideration.

The proposed process will re-align grants into two categories: direct-award grants to organizations that provide service on behalf of the City and grants that are awarded through an application process. All organizations receiving grants will be asked to report back on outcomes achieved.

For the grants that are awarded through an application process, it is proposed that programs aligned with Council's strategic plan be developed once that process is complete. Those programs will outline clear, objective criteria and will provide an opportunity for new applicants to apply for funding. A report outlining the proposed programs and criteria will be brought to Council for consideration.

It is proposed that the Festival Investment Grant program remains unchanged for 2015 since the intake period has already closed and applications are pending Council decision. Many of the organizations apply for Federal funding and require confirmation of City financial and in-kind support before December 31, 2014 in order to qualify.

Recommendation:

That Council rename the *Civic Investment Policy* the *Grant Policy* and approve the realignment of grant programs as follows:
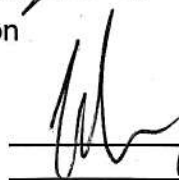   a.   Direct-award grants
    b.   Program grants (based on Council's strategic plan)

Respectfully submitted,

Julie MacDougall
Acting Director, Parks and Recreation

Susanne Thompson
Director, Finance

Report accepted and recommended by the City Manager: _____
                                                        Date: _____ December 10, 2014

Purpose

To seek Council direction on a streamlined grant process that will enable new applicants to apply for funding.

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. In 2014, Council authorized grants in the amount of $2.27 million (see appendix 1). Some grants are used to fund delivery of services on behalf of the City, such as community recreation and heritage preservation. Other grants support festivals, community arts, social services, community and economic development.

The *Community Charter* prohibits the City from providing grants to businesses. Therefore grants can only be awarded to non-profit organizations.

The City currently offers several grant funding streams which have different application intakes. The current grant program was reviewed in three phases from 2009 to 2012 with the assistance of an external consultant. The policy (attached as appendix 2) was approved by Council in March 2012. The current process requires significant staff time to review applications and provide recommendations for Council's consideration. Some grant programs are oversubscribed, such as festival investment grants, whereas others do not receive eligible applications, such as greenways, and therefore remain 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 is 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.

Issues & Analysis

The goal the proposed grant process is to create a consistent, streamlined process that will address the following three issues:

Cumbersome and inconsistent processes
Currently some grants go through an extensive evaluation process (for example sustainability grants and neighbourhood development grants) whereas others are a simple request (for example Maritime Museum, Tourism Victoria, and Coalition to End Homelessness).

The programs that require an evaluation process are often oversubscribed (for example festival investment) resulting in either applications being turned down or a reduction in the amounts awarded.

Differentiate direct-award grants from project and operating grants
There are currently numerous grant categories that are not well defined. To address this, it is proposed that grants are categorized into two groups: those that are for organizations that provide a service on behalf of the City, such as community recreation and heritage preservation, and those that provide operating or project funding for organizations, such as Coalition to End Homelessness, Tourism Victoria, City of Victoria Youth Council and Our Place Society.

New applicants

In some grant categories (for example Economic Development, Community Development and Outreach), there is no specified application period and there are no clear criteria so new applicants are not offered an opportunity to seek funding.

Options & Impacts

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. 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.

The recommended option groups the City's grants into two categories as outlined below. The category named "program grants" is proposed to be defined, including evaluation criteria, based on Council's strategic plan. Staff will bring a report back for Council's consideration once the strategic planning process is complete.

   1. Realign grants into two categories (recommended):

The *Civic Investment Policy* (proposed to be renamed *Grant Policy*), attached as appendix 2, will be updated to reflect the following realignment.

      a. Direct-award Grants
          i.   Community and senior centre operating grants
          ii. Neighbourhood base grants and insurance
          iii. Heritage grants
          iv. Recreation Integration Victoria

Direct-award grants are provided to organizations that provide a service on behalf of the City and therefore do not require annual applications. However, organizations currently report annually on the outcomes achieved.

Community and senior centres provide recreation services on behalf of the City as outlined in their operating agreements.

Neighbourhood base grants are per capita allocations provided to all neighbourhood associations for the purposes of communication and celebration.

The Victoria Civic Heritage Trust was established in 1989 by the City of Victoria and works in cooperation with the City and community heritage groups to develop, administer and financially support programs that preserve, promote, interpret and enhance the cultural and natural heritage resources of Victoria. The Victoria Heritage Foundation was established by the City in 1983 to administer a heritage preservation grants program on behalf of the City.

Recreation Integration Victoria is designed to assist people with disabilities to pursue active lifestyles and is funded in collaboration with all municipalities in the Greater Victoria region.

b. Program Grants (operating or project funding)

Program grants are proposed to be administered using a streamlined process guided by Council's strategic plan. The programs and evaluation criteria will be presented to Council for consideration once the strategic plan is complete.

2. No change to current process

Impacts: This would not address current issues of inconsistencies between current programs nor would it provide an opportunity for annual intake of new funding requests in the current "fee-for-service" category.

Recommendations

That Council rename the *Civic Investment Policy* the *Grant Policy* and approve the realignment of grant programs as follows:

    a. Direct-award grants
    b. Program grants (based on Council's strategic plan)

Appendix 1

2013 and 2014 Grant Programs and Allocations

FEE FOR SERVICE GRANTS	2013 Budget	2013 Amounts Paid	2014 Budget	2014 Amounts Paid
Economic Development				
Greater Victoria Economic Development Agency	$ 50,000	$ 50,000	$ 50,000	$ 50,000
Greater Victoria Film Commission	$ 45,000	$ 45,000	$ 45,000	$ 45,000
SportHost	$ 7,500	$ 7,500	$ 7,500	$ 7,500
Tourism Victoria	$ 47,500	$ 47,500	$ 47,500	$ 47,500
Victoria Advanced Technology Assoc (VIATeC)	$ 22,500	$ 22,500	$ 22,500	$ 22,500
Victoria Civic Heritage Trust - Building Incentive Grant	$ 420,000	$ 420,000	$ 420,000	$ 420,000
Victoria Civic Heritage Trust	$ 103,470	$ 103,470	$ 103,470	$ 103,470
Victoria Heritage Foundation	$ 189,368	$ 189,368	$ 189,368	$ 189,368
Victoria Heritage Foundation - Brochure, "This Old House"	$ 7,257	$ 4,563	$ 7,257	$ 2,253
Total	**$ 892,595**	**$ 889,901**	**$ 892,595**	**$ 887,591**
Social Service Agencies				
Community Social Planning Council	$ 16,590	$ 16,590	$ 16,600	$ 16,590
NEED2	$ 20,103	$ 20,103	$ 20,200	$ 20,200
St. John's Ambulance	$ 2,221	$ 2,221	$ 2,250	$ 2,250
Volunteer Victoria	$ 11,439	$ 11,439	$ 11,500	$ 11,500
Recreation Integration Victoria	$ 28,943	$ 28,717	$ 29,169	$ 29,435
Total	**$ 79,296**	**$ 79,070**	**$ 79,719**	**$ 79,975**
Community Development				
Beacon Community Services - Adult Crossing Guard Program	$ 30,000	$ 30,000	$ 30,000	$ 30,000
Compost Education Centre	$ 13,530	$ 13,530	$ 13,530	$ 13,530
City of Victoria Youth Council	$ 20,000	$ 20,000	$ 20,000	$ 20,000
Downtown Victoria Ambassadors	$ 15,000	$ 15,000	$ 15,000	$ 15,000
Greater Victoria Bike to Work Week	$ 2,500	$ 2,500	$ 2,500	$ 2,500
Greater Victoria School District – Bike to School Week (one-time allocation)	$ 0	$ 0	$ 3,600	$ 3,600
Greater Victoria Coalition to End Homelessness	$ 100,000	$ 100,000	$ 100,000	$ 100,000
Maritime Museum	$ 20,000	$ 20,000	$ 20,000	$ 20,000
Victoria AM Society	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Youth Empowerment Society Summer Opportunities	$ 2,000	$ 2,000	$ 2,000	$ 2,000
Total	**$ 205,030**	**$ 205,030**	**$ 208,630**	**$ 208,630**
Outreach Grants				
Burnside Gorge Community Association (Youth)	$ 10,000	$ 10,000	$ 10,000	$ 10,000
Fairfield Community Association (Youth)	$ 15,000	$ 15,000	$ 15,000	$ 15,000
James Bay Community Project (Youth)	$ 10,000	$ 10,000	$ 10,000	$ 10,000
Our Place Society (Adult)	$ 25,000	$ 25,000	$ 25,000	$ 25,000
Our Place Society (one-time grant for weekend lunches)	$ 0	$ 10,000		
Youth Empowerment Society - Downtown (Youth)	$ 15,000	$ 15,000	$ 15,000	$ 15,000
Youth Outreach (unallocated)	$ 10,000	$ 0	$ 10,000	$ 0
Total	**$ 85,000**	**$ 85,000**	**$ 85,000**	**$ 75,000**

Community and Seniors Centres Base Grants*	2013 Budget	2013 Amounts Paid	2014 Budget	2014 Amounts Paid
Cook St Village Activity Centre	$ 36,666	$ 36,666	$ 40,000	$ 40,000
James Bay New Horizons	$ 36,666	$ 36,666	$ 40,000	$ 40,000
Victoria Silver Threads	$ 36,666	$ 36,666	$ 40,000	$ 40,000
Victoria Silver Threads – one-time relocation grant	$ 0	$ 0	$ 200,000	$ 200,000
Burnside Gorge Community Centre	$ 44,729	$ 44,729	$ 48,063	$ 48,063
Fairfield Gonzales Community Centre	$ 44,729	$ 44,729	$ 48,063	$ 48,063
Fernwood Community Centre	$ 44,729	$ 44,729	$ 48,063	$ 48,063
James Bay Community School	$ 44,729	$ 44,729	$ 48,063	$ 48,063
Oaklands Community School	$ 44,729	$ 44,729	$ 48,063	$ 48,063
Quadra Village Community Centre	$ 44,729	$ 44,729	$ 48,063	$ 48,063
Vic West Community Centre	$ 44,729	$ 44,729	$ 48,063	$ 48,063
Total	**$ 423,101**	**$ 423,101**	**656,441**	**$ 656,441**
Total Grants by Benefit Areas	**$ 1,685,022**	**$ 1,682,102**	**$1,925,079**	**$ 1,907,637**
PROGRAM GRANTS				
Neighbourhood Development Program Grants				
Base Grants	$ 56,225	$ 54,512	$ 66,388	$ 65,011
Enhancement	$ 30,000	$ 20,597	$ 30,000	$ 27,845
Greenways	$ 25,000	$ 25,000	$ 25,000	$ 0
Community Arts Program Grants				
Community Arts Program	$ 15,000	$ 10,000	$ 15,000	$ 15,000
Artist In Residence	$ 15,000	$ 0	$ 15,000	$ 15,000
Festival Investment Grants	$ 156,000	$ 154,486	$ 156,000	$ 153,395
Sustainability Grants	$ 86,542	$ 86,500	$ 86,542	$ 86,542
Total Grants by Program Area	**$ 383,767**	**$ 351,095**	**$ 393,930**	**$ 362,793**
Grant Total	**$ 2,068,789**	**$ 2,033,197**	**$ 2,316,315**	**$ 2,270,430**

'* Totals for Community and Seniors Centres only include base grants, not any additional funding provided for janitorial, leases, strata fees, maintenance or capital upgrades to facilities.

City of Victoria
Civic Investment Program Grant Policy

Purpose

The purpose of the Civic Investment Program Grant Policy is to guide the City in managing its diverse grant programs and making sound investment decisions.

Primary Objectives

1. To leverage the City's operational spending power to maximize core business and achieve key social, economic and environmental priorities while minimizing the burden on taxpayers.

2. To guide Council and staff in allocating grants to eligible organizations in a fair, consistent, transparent and accountable manner.

Policies

1.0   Governance

City grant programs are used to:

- Fund the operation of City-owned facilities
- 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 corporate and community priorities
- Drive innovation and change

Every grant program is managed by a grant manager. The management of the various grant programs is distributed across departments with overall administration provided by one department. Overall administration will include budgeting, monitoring and reporting, program evaluation and communications. The administration position is referred to as the Grant Administrator.

2.0   Strategic Direction

The Civic Investment Program and grant component is closely aligned with the Corporate Strategic Plan and evolving Council and corporate key initiatives.

3.0   Grant Structure

The City provides four types of grants: project, operating, fee-for-service and capital housing grants. See Appendix 2 for the breakdown of grant programs by type.

3.1 Project Grants

- For eligible organizations working on a project basis, or needing assistance with one-time initiatives, unique or developmental projects, or small events
- Projects must be substantially completed within the grant time period
- Organizations can be funded up to 75% of project costs, to a maximum of $10,000 annually
- Projects can be funded one to three years
- Applicants must apply for funding on an annual basis
- Project grants have minimal monitoring and reporting requirements

EXCEPTION: In the case of Heritage grants, refer to program eligibility criteria.

3.2 Operating Grants

- For eligible organizations needing assistance with operating costs of a service, program or event
- Organizations can be funded up to 50% of operating costs, to a maximum of $50,000 annually
- Service, program or event may be funded for one to three years
- Operating grants have moderate monitoring and reporting requirements

3.3 Fee-for-Service

- 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. (Note: events are not eligible for fee-for-service funding)
- City negotiates a fee-for-service for up to 100% of eligible costs
- Fee-for-service agreements have robust monitoring and reporting requirements

3.4 Capital Housing Grants

- For eligible organizations and eligible residential property owners
- Used to defray the capital costs of building new rental secondary suites in single family homes or non-profit affordable rental housing units within the City of Victoria
- These are one time capital grants which have funding caps – up to $5,000 per secondary suite and up to $10,000 per rental housing unit
- Detailed cost estimates and/or statement of actual expenditures required from project proponent

Appendix 2 identifies the grant programs as they fit in the grant structure. This table will be amended by the grant administrator as necessary to accurately reflect the overall grant program. Amending this table is an administrative function and does not require Council approval.

4.0 Eligibility

4.1 Organizations

Organizations must meet *all* of the following criteria to apply for a grant:

- Registered non-profit organization in good standing in the Province of BC
- Evidence of clear mandate and competent administration

- Evidence of ongoing, active volunteer involvement
- Services and activities benefit residents of the City of Victoria
- Not in arrears with the City of Victoria
- Demonstrate financial stability and accountability
- Evidence of diversity of funding sources and/or increasing financial self-sufficiency

4.2 Activities and Costs

4.2.1 Project and Operating Grants

The following activities and costs are eligible for grant funding:
- Project costs
- Operating costs
- Administrative costs to a maximum of 18% of the total budget

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
- Administrative costs in excess of 18% of the total budget of the proposed project, program, service or event
- Activities and costs that are the responsibility of other governments
- Costs not directly associated with approved project, program, service or event
- Fundraising costs for the operations of the agency/organization
- Travel costs
- Conference, workshop, training or professional development costs
- Deficit or debt repayment
- Re-investment of unused grant revenue by funded organization

4.2.2 Fee-for-service

Fee-for-service contracts are negotiated based on deliverables. Contracts are negotiated and managed by the grant managers.

4.2.3 Capital Housing Grants

Capital housing grants are predetermined as established by the Victoria Housing Fund and the Secondary Suites Incentive Program eligibility criteria.

EXCEPTION: Specific to the Secondary Suite Incentive Program, Victoria Civic Heritage Trust and Victoria Heritage Foundation refer to specific program eligibility criteria.

5.0 Financial Management

Grant Managers submit their preliminary funding recommendations to their department Director and the Grant Administrator for review. The Grant Administrator, in conjunction with the Grant Managers and senior management, will develop a three-year proposed budget through the regular budget process. Council will approve this budget as part of the Five-year Financial Plan.

6.0   Funding Cycle

Based on the three year Corporate Grant budget and depending on funds available, Calls for Proposals are issued on the following timeframes:
- Project and operating grants (unless otherwise specified) are awarded on an annual basis.
- Fee-for-Service contracts are awarded every three years. Council will provide provisional approval for a three year term and will affirm annually through the Budget discussions.
- Capital Housing Grants have an ongoing intake and award cycle.

The grant funding cycle overlaps Council terms. The funding cycle starts in the second year of each three-year Council term. This allows the new Council to set the Corporate Strategic Plan, identify corporate funding priorities and decide whether staff will issue a Call for Proposal.

In the event a Call for Proposal is not issued, the organizations funded in the current cycle will be notified at the earliest opportunity.

Multi-year grants have clear and objective criteria that must be met on an annual basis in order to receive continued funding.

Organizations may respond to successive Calls for Proposals.

7.0   Decision Making

All grants are awarded using a competitive process and/or performance based process.

Grant Managers use this policy in its entirety, including the Common Assessment Criteria Checklist (Appendix 2), to establish a minimum standard for eligibility, adjudication and fund allocation. Each grant program has established specific criteria which is in addition to, and consistent with, this policy.

Given corporate fiscal constraints, applicants that meet all criteria may not necessarily receive a grant and/or applicants may not receive the full amount of their grant request.

8.0   Monitoring and Reporting

A performance monitoring and reporting framework linked to the Civic Investment Program logic model (see Appendix 1) is used to track outputs and achievement of outcomes at multiple levels, including:

- funded project, program, service, event
- individual grant program
- grant component
- overall Civic Investment Program

The development and implementation of the performance monitoring and reporting framework is the responsibility of the Grant Administrator, and is supported by the Grant Managers.

The Grant Administrator provides an annual report aligned with the budget cycle and a three-year summary at end of each funding cycle.

9.0   Program Evaluation

The Grant Administrator will undertake a periodic evaluation of the Civic Investment Program and the grant component and works with Grant Managers to evaluate individual grant programs. The schedule for evaluation is set by the Grant Administrator, in collaboration with Grant Managers. No grant program should go longer than six (6) years, or two funding cycles, without undergoing an evaluation.

10.0   Communication

The Grant Administrator is the first point of contact for the Civic Investment Program and maintains the program's web presence on the City website. Grant managers will be responsible for ensuring the material on the web is current and accurate.

Civic Investment Program Logic Model

Goal	Leverage the City's operational spending power to maximize core business and achieve key social, economic and environmental priorities while minimizing the burden on taxpayers
Principles	Responsiveness, fairness, capacity building, transparency and accountability

Sustainability Focus Areas	**REDUCE** Reduce waste and emissions and increase efficiency	**TRANSFORM** Transformation and leadership	**THRIVE** Creating a livable city for everyone

Inputs	Council support, community partnerships, funding, staff, external reviewers, application materials, selection criteria, and monitoring, reporting and evaluation tools

Components	**Grants**	**Permissive Tax Exemptions**	**In-Kind Contributions**

Activities & Outputs	**Activities:** - Application and selection process for grants, permissive tax exemptions and in-kind contributions - Council approval of investment recommendations - Monitoring of funded projects, programs, services, annual events, exempted properties and in-kind contributions - Monitoring of civic investment program, including components and overall program - Regular reporting to Council on civic investment program performance, including components and overall program - Ongoing collaboration with community funders - Periodic evaluation of civic investment program **Outputs:** - Application and selection information - Number and $ value of funded projects, programs, services, annual events, exempted properties and in-kind contributions - Monitoring, reporting and evaluation information - Partnerships and joint action with community funders

Program Outcomes	**City Government** ⇧ Efficiency, cost effectiveness and reach of City services ⇧ Social, economic and environmental return on City spending ⇧ Capacity to drive change and innovation in the community	**Community** ⇧ Efficiency, cost effectiveness and reach of funded organization ⇧ Opportunity for funded organization to leverage resources ⇧ Capacity to drive change and innovation in the community

Common Assessment Criteria

The following criteria establish a minimum standard for eligibility, adjudication and fund allocation across all grant programs. These criteria are in addition to the specific criteria used by individual grant programs.

All Organizations

1. Organizations must meet *all* of the following criteria to apply for a grant from the City of Victoria:

☐ Registered non-profit organizations in good standing in the Province of BC
☐ Evidence of clear mandate and competent administration
☐ Evidence of ongoing, active volunteer involvement
☐ Services and activities benefit residents of the City of Victoria
☐ Not in arrears with the City of Victoria
☐ Demonstrate financial stability and accountability
☐ Evidence of diversity of funding sources and/or increasing financial self-sufficiency

☐ **EXCEPTION**: Specific to the Secondary Suite Incentive Program, Victoria Civic Heritage Trust and Victoria Heritage Foundation refer to specific program eligibility criteria.

2. The grant must be used to promote collaborative action and strengthen community networks by demonstrating *one or more* of the following as part of the funded activities (select all that apply):

☐ Partnering with local organizations
☐ Collaborating with local subject matter experts
☐ Mentoring new or emerging local organizations
☐ Actively engaging volunteers from the broader community
☐ Sharing knowledge and lessons learned with the broader community

3. The grant must be leveraged to create additional financial value by securing *one or more* of the following (select all that apply):

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

4. The grant must be used to meet at least one of the following City objectives (select the most appropriate):

Project Grants
For eligible organizations working on a project basis, or needing assistance with one-time initiatives, unique or developmental projects, or events
☐ Meet evolving corporate and community priorities (complete A)
☐ Drive innovation and change (complete B)

Operating Grants
For eligible organizations needing assistance with operating costs of a service, program or event
☐ Complement or extend the reach of City services

□ Provide a service the City would otherwise deliver given adequate resources
□ Meet evolving corporate and community priorities (complete A)
□ Drive innovation and change (complete B)

Fee-for-Service

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
□ Fund the operation of City-owned facilities
□ Deliver services on behalf of the City

Capital Housing Grants

For eligible organizations and eligible residential property owners
□ Meet evolving corporate and community priorities (complete A)
□ Drive innovation and change (complete B)

A. To meet evolving corporate and community priorities, the grant must align with *one or more* of the following corporate strategic objectives (from the Corporate Strategic Plan):

Building a Strong Community (select the most appropriate):

□ Ensure land development patterns are compact, human-scale and efficient
□ Preserve and enhance Victoria's visual distinctiveness, character and heritage
□ Facilitate development of a wide range of housing types, tenures and prices
□ Ensure diverse and accessible opportunities to engage in arts, culture, sports and recreation
□ Build capacity to respond to critical incidents, emergencies and catastrophic events

Growing our Economy (select the most appropriate):

□ Build on Victoria's existing strengths in high technology and tourism
□ Leverage Victoria's status as the seat of provincial government
□ Create a welcoming environment for new and existing businesses
□ Promote Victoria as a capable and unique events destination
□ Enhance the vibrancy, economy and safety of downtown Victoria

Respecting our Environment (select the most appropriate):

□ Provide infrastructure for sustainable transportation and water and waste management
□ Build capacity to reduce fossil fuel consumption and greenhouse gas emissions
□ Protect the biodiversity of Victoria's urban and marine environment

B. To drive innovation and change, the grant must demonstrate *one or more* of the following:

□ Piloting new approaches based on best or promising practices
□ Maximizing triple bottom line (e.g. social, economic *and* environmental benefits)

Grant Programs by Grant Type

This table identifies the grant programs in the grant structure. This table will be amended as necessary to better accurately reflect the overall grant program. Amending this table is an administrative function and does not require Council approval.

Project Grants	Operating Grants	Fee-for-Service	Capital Housing Grants
Up to $15,000 (Each grant program has it's own maximum funding limits) Annual applications required	Up to $50,000 for 3 years maximum Annual applications required	Variable funding and Performance-Based 3 year application cycle	Variable funding Applications taken on ongoing basis
• Community Arts • Neighbourhood Development • Sustainability* • Victoria Civic Heritage Trust • Victoria Heritage Foundation *Sustainability grants can receive up to 3 years of funding to support new program development	• Festival Investment	• Community and Seniors Centres • Economic Development • Inter-municipal Social Services • Community Development (Youth and Adult Outreach) • Community Development • Adult School Crossing Guards • Compost Education Centre • Maritime Museum	• Secondary Suites (time limited program) • Victoria Housing Fund

*Heritage grants have variable grant limits based on specific criteria of program

Economic Development Agencies
VIATeC
Greater Victoria Film Commission
Greater Victoria Economic Development Agency

SportHost
Tourism Victoria

Inter-municipal Social Service Agencies
Community Social Planning Council
Volunteer Victoria
Recreation Integration

NEED2
St. John's Ambulance

Community Development
Gr. Victoria Bike to Work Week
Youth Empowerment Society Summer Options
Greater Victoria Coalition to End Homelessness

Victoria AM Society
Victoria Attractions