



ADMINISTRATIVE REPORT

Report Date: March 4, 2014
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VanRIMS No.: 08-2000-20
Meeting Date: April 2, 2014

TO: Standing Committee of Planning, Transportation and Environment
FROM: Brenda Prosken, General Manager, Community Services
SUBJECT: 2014 Cultural Grant Allocations

RECOMMENDATION

THAT Council approve Operating Grants to 95 Arts and Cultural organizations in the amount of \$6,861,400, and Project Grants to 76 Arts and Cultural organizations in the amount of \$616,500 as presented in Table 2 and detailed in Appendix A. Source of funds is the 2014 Cultural Grants Budget.

REPORT SUMMARY

This report recommends grant allocations totalling \$7,477,900 to 171 arts organizations that contribute to the diversity, innovation and artistic excellence of Vancouver's arts and cultural community. The report also details how Cultural Grants processes have changed for 2014 and will continue to adapt and align to Council's priorities for cultural sector as outlined in *Vancouver's Culture Plan: Strategic Directions for the Next Five Years*.

COUNCIL AUTHORITY/PREVIOUS DECISIONS

On October 23, 2013, *Vancouver's Culture Plan: Strategic Directions for the Next Five Years* was presented to Council providing policy directions and a framework to support our diverse, thriving cultural ecology. The plan identified five key strategic directions: further develop adaptable support programs; support increased community participation and engagement; foster artistic and cultural leadership; optimize investment in civic cultural assets; and invest in our creative economy.

On January 21, 2014, Council approved advance Operating grant installments to 83 organizations in the amount of \$1,092,240 and the first quarter grant installments for the 5 Major Exhibiting Institutions in the amount of \$988,600 in advance of their 2014 annual Operating grant review (RTS# 10363).

Approval of grant recommendations requires eight affirmative votes of Council.

CITY MANAGER'S/GENERAL MANAGER'S COMMENTS

The General Manager of Community Services recommends approval of the foregoing.

REPORT

Background/Context

Grant Program Description and Objectives

Cultural Grants support a diverse range of activity in the performing and studio arts, festivals, and community-engaged practice which reflect historic cultural traditions as well contemporary art forms and practices. The program has long supported ongoing annual activity through **Operating** assistance as well as one-time or time-limited initiatives through **Project** assistance.

Evaluation Criteria and Reconsideration Process

Eligible applications to this program are thoroughly analyzed by an Assessment Committee, comprised of community peer representatives and civic Cultural Planners, who weigh the requests against available funds and published evaluation criteria. The Committee evaluates how an organization performs against 'best practices' in specific capacities: artistic, community engagement and participation, organizational structure, governance and finances.

Every effort is made to create a fair and transparent process for the assessment of grant requests. As requests for assistance will always exceed the available budget, the process is competitive and not all requests meet the evaluation criteria to the same degree as other applicants in the competition. Not all Project requests, therefore, are being recommended for funding. The Reconsideration process ensures consistency in reconsidering grant recommendations and is outlined in Appendix C.

As recommendations are made by an Assessment Committee which cannot be re-convened, it is Council's policy *not* to reconsider requests based upon quality of programs, organizational health, community impact, and other specific evaluation criteria. Any formal requests for reconsideration will be considered by Council in a separate report at a later date. The basis for a formal request for reconsideration is outlined in Appendix C.

Assessment Process

Cultural Services invites qualified members from the arts and cultural community to participate in various cultural Assessment Committees through a nomination process. The 2014 Cultural Grants Multidisciplinary Assessment Committee consisted of artists and artistic directors, executive directors, presenters and producers from various artistic disciplines. (See Table 1.) These members bring significant experience, current knowledge and specific expertise to the adjudication.

TABLE 1 - Assessment Committee Peers Members

PROJECTS		OPERATING	
Barbara Chirinos, Executive Director	Granville Island Cultural Society	Glenn Alteen, Program Director	Grunt Gallery
David Pay, Artistic Director	Music on Main	Hanna Cho, Curator, Engagement and Dialogue	Museum of Vancouver
Donna Spencer, Artistic Producer	Firehall Arts Centre	Giorgio Magnanensi, Artistic Director	Vancouver New Music
		Heidi Taylor, Artistic Executive Director	Playwrights Theatre Centre

Operating and Project Grant Recommendations

In total, the Assessment Committee members reviewed applications from 192 organizations, and after a thorough review of all applications against specific evaluation criteria, the Committee is recommending support for 171 organizations as outlined in Tables 2 and 4. See Appendix A for a detailed list of grant recommendations.

TABLE 2 - 2014 Statistics and Recommendations - Operating and Project Grants

	# of Submissions	# Recommended	\$ Request	\$ Recommended
Operating	95	95	7,611,400	6,861,400
Project	97	76	1,172,258	616,500
Total	192	171	8,783,658	7,477,900

Pilot Online Application System

For this grant cycle, City staff piloted an online system for groups to apply for Operating grants which streamlined the administration process, saved paper, reduced costs, and improved data gathering capability. In future, the online system's survey and review capabilities will assist applicants' self-assessment analysis that may be required as part of the application processes. The online system shortened the time required for the adjudication meeting itself. In 2014, fewer peer reviewers had a higher volume of applications to review. However, they had more sophisticated tools to assess how an organization was performing against 'best practices. Patterns were quickly identified when applicants were underperforming or highly achieving in priority capacity areas and the Committee consequently recommended forms of tailored support to applicants.

Initial user response to the online system has been encouraging enough to extend the pilot to the Community and Neighbourhood Arts Development Grant Program in 2014 and potentially to Project Grants in 2015. In 2014, however, the Project Grant assessment process remained a paper-based one.

Strategic Analysis

The *Culture Plan: Strategic Directions for the Next Five Years* sets out a robust framework and a strategic approach to supporting the cultural community with an eye to sustainability, adaptability and vitality. Staff are proposing to implement the next phase of the Strategic Directions. This phase includes launching support programs that can adapt to scale processes, programs and benchmarks to the capacities, mandates, and operational scope of applicant organizations.

A proposal for a new model of support programs includes streaming groups into light, regular and focused monitoring. This is drawn from the non-profit organizational Lifecycle Stage Self-Assessment that was modelled by Susan Kenny Stevens. Cultural Services will consult with a community focus group and the author of the Non-Profit Lifecycles model to launch the local lifecycle self-assessment. This self-assessment tool will be used by organizations to identify their functional capacities (programs, management, systems, governance, finance) according to stages (idea, start-up, growth, maturity, decline, turnaround, terminal). The purpose of using the lifecycle self-assessment is to increase our collective understanding (i.e. Cultural Services staff, assessors and organizations) of the organization's capacity strengths and gaps in order to scale and tailor granting programs for greatest strategic impact. This launch is proposed to take place in May 2014 and with groups completing the assessment tool in prioritized groupings in the fall.

Table 3 shows an emerging model for proposed program changes. Once their Lifecycle stage Self-Assessment is completed, organizations will be directed into specific monitoring streams.

TABLE 3 - Example of Cultural Grants Program Approaches

Assessment	Type of Assistance	Approach
High capacity in all areas	<ul style="list-style-type: none"> ○ Core funding 	Light monitoring <ul style="list-style-type: none"> ○ multiyear assistance ○ service agreements
High capacity in all areas except governance and finances	<ul style="list-style-type: none"> ○ Core funding ○ Board development ○ Financial planning 	Regular monitoring <ul style="list-style-type: none"> ○ annual assistance
High capacity in artistic programs but low in other areas	<ul style="list-style-type: none"> ○ Project funding ○ Capacity building if intent is to grow infrastructure 	Regular monitoring <ul style="list-style-type: none"> ○ annual base level or one-time assistance
High capacity in community engagement and participation but low in other areas	<ul style="list-style-type: none"> ○ Project funding ○ Capacity building if intent is to grow infrastructure 	Regular monitoring <ul style="list-style-type: none"> ○ annual base level or one-time assistance
Low capacity in most areas	<ul style="list-style-type: none"> ○ Funding with performance targets ○ Customized sustainability or transition planning 	Focused monitoring <ul style="list-style-type: none"> ○ assistance tied to quarterly targets ○ possible move to exit funding stream

This streaming into light, regular and focused monitoring of cultural organizations fulfils a strategic approach to grant making and can adapt along with the organization's changing

needs. Furthermore, it removes the one-size-fits all approach to traditional grant-making where the same efforts, time and approaches are applied to all organizations regardless of their capacities and needs. This will create efficiencies in how Cultural Services staff work and create greater impact in the cultural community.

The 2014 Assessment Committees identified artistic and organizational trends and conditions and made suggestions to how the City could adapt its support to the sector. Several key points are summarized in Appendix B and could inform the allocation of the remaining cultural grants budget for 2014. Also, the Assessment Committee recognized the diversity of creativity in the city, and recommends first-time support for eight projects that serve a community need and focus on comic arts, electronica/intelligent dance music, and legal services for artists and arts organizations. In addition, an increase of \$10,000 has been awarded to Music on Main's operating grant to provide support for the development of the bid to host the ISCM World New Music festival in Vancouver in 2017. Finally, the Assessment Committee acknowledged Vancouver's many locally and internationally-recognized artists who have garnered awards, international residencies, touring, and training opportunities. Vancouver is renowned for producing and presenting outside the traditional spaces of the gallery, stage, and publications through offsite projects, non-traditional venues and social media platforms.

The Assessment Committee viewed the City of Vancouver as uniquely positioned to facilitate and convene knowledge-sharing amongst artists, fostering connections within the arts and cultural community and deepening engagement between the cultural sector and larger public. Some of this work is underway. Partnership programs with Vantage Point and Vancity Community Foundation are investing in Artistic and Executive Directors with workshops and leadership labs at Vantage Point. Through these programs and other customized opportunities, board members are currently accessing staff and leadership development. Staff identified possible areas for more customized financial, strategic, sustainability and/or transition planning. In addition to core or program funding, staff will offer these types of assistance to groups that demonstrated a need for further capacity development. This can be offered through the above-noted partnership programs.

Financial Implications

As listed in Appendix A, this report recommends approval of \$7,477,900 to 171 organizations.

TABLE 4 - Recommendations for 2014 Operating and Project Grants and total Cultural Grants Budget

Category	Budget	Recommendation	Unallocated Balance
Operating, Projects and Unallocated	\$7,686,100	\$7,477,900 (rec. in this report)	\$208,200
Community (CNAD)	\$462,400	May 2014	\$462,400
Theatre Rental Grants	\$2,583,300	June 2014	\$2,583,300
Arts Capacity	\$62,600	October 2014	\$62,600
TOTAL BUDGET	\$10,794,400		\$3,316,500

These recommendations include, and are not in addition to, advance Operating Grant instalments or payment schedules already approved by City Council on January 21, 2014. Approval of these recommendations leaves an unallocated balance of \$3,316,500 which will be allocated through Theatre Rental, Community and Neighbourhood Arts Development and Arts Capacity Grants throughout the year. The allocation of the remaining balance of \$208,200 will be informed by recommendations arising from the recent Assessment Committees input (see Appendix B) and will be presented to Council for consideration later in 2014.

CONCLUSION

There is a creative wealth of talent and knowledge in Vancouver. These grant recommendations reflect a thorough and thoughtful assessment process with significant input from the arts and cultural community on both grant recommendations and methods to continue to adapt our support program model. Approval of the recommendations will provide an essential contribution to support our diverse, thriving cultural ecology. The launch of the Non-Profit Lifecycles model will strengthen our strategic approach to organizational life cycles, sustainability and vitality and advance Council's priorities in the *Culture Plan: Strategic Directions for the Next Five Years*.

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2014 City of Vancouver Cultural Grants Allocations
Operating and Project

Operating Organization Name	2013 Grant	2014 Request	2014 Recomm
Alliance for Arts & Culture Soc.	45,000	55,000	45,000
Arts Club of Vancouver Theatre Soc.	155,000	165,000	160,000
Artspeak Gallery Soc.	29,000	37,000	29,000
Axis Theatre Soc.	34,000	38,000	34,000
Ballet B.C. (Pacific Ballet B.C. Soc.)	93,000	140,000	100,000
Bard on the Beach Theatre Soc.	27,500	40,000	27,500
Battery Opera Performing Arts Soc.	14,000	15,000	15,000
Boca Del Lupo Theatre Soc.	27,500	35,000	30,000
Canadian Music Centre - B.C.	26,500	30,000	26,500
Carousel Theatre Soc.	32,000	40,000	32,000
Centre culturel francophone de Vancouver	17,000	20,000	18,000
Chor Leoni Men's Choir	17,000	20,000	17,000
Cineworks Independent Filmmakers Soc.	36,000	50,000	36,000
Co. Erasga Dance Soc.	10,000	15,000	11,000
Coastal Jazz and Blues Soc.	85,000	100,000	85,000
Contemporary Art Gallery Soc.	67,000	78,000	67,000
Craft Council of B.C.	13,000	20,000	13,000
DanceHouse (Seismic Shift Arts Soc.)	20,000	25,000	21,000
Dancing on the Edge Festival Soc.	25,000	25,000	25,000
DOXA Documentary Film and Video Festival (The Documentary Media Soc.)	17,000	22,000	17,000
Early Music Vancouver (Van. Soc. for Early Music)	36,500	40,000	38,000
EDAM Performing Arts Soc.	20,000	22,000	20,000
Electric Company Theatre Soc.	35,000	39,000	35,000
Elektra Women's Choir	13,000	15,000	13,000

Operating Organization Name	2013 Grant	2014 Request	2014 Recomm
Fillip (Projectile Publishing Soc.)	12,000	21,000	15,000
Firehall Theatre Soc.	70,000	85,000	75,000
Flamenco Rosario (Rosario Ancer Flamenco Arts Soc.)	10,000	15,000	10,000
Full Circle: First Nations Performance Soc.	11,000	15,000	15,000
Gallery Gachet Soc.	19,000	19,000	19,000
Greater Van. Professional Theatre Alliance	8,000	25,000	12,000
Green Thumb Theatre for Young People (Green Thumb Players Soc.)	58,000	60,000	58,000
grunt gallery (Visible Arts Soc.)	37,500	37,500	37,500
H.R. MacMillan Space Centre	519,400	519,400	519,400
Headlines Theatre (Theatre for Living Soc.)	24,000	24,000	24,000
Health Arts Soc.	16,000	25,000	16,000
Joe Ink Performance Soc.	15,000	17,000	15,000
Karen Jamieson Dance Soc.	13,000	15,000	13,000
Kidd Pivot Performing Arts Soc.	25,000	30,000	28,000
Kokoro Dance Theatre Soc.	17,000	25,000	17,000
Malaspina Printmakers Soc.	14,000	20,000	16,000
Mascall Dance Soc.	9,000	11,000	9,000
Museum of Vancouver (Van. Museum Soc.)	758,000	773,000	758,000
Music in the Morning Concert Soc.	18,000	35,000	18,000
Music on Main	18,000	28,000	28,000
Musica Intima Soc.	21,000	29,000	21,000
Native Daughters of B.C., Post No. 1	6,000	9,000	9,000
New Performance Works Soc.	11,000	15,000	11,000
Newworld Theatre Soc.	33,000	41,000	33,000
Norman Rothstein Theatre (Van. Westside Theatre Soc.)	20,000	25,000	23,000
Or Gallery Soc.	29,000	33,000	29,000
Pacific Baroque Orchestra Soc.	17,000	20,000	17,000

Operating Organization Name	2013 Grant	2014 Request	2014 Recomm
Pacific Cinémathèque Pacifique	45,000	50,000	45,000
Pacific Theatre (First Pacific Theatre Soc.)	16,000	35,000	16,000
Pink Ink Theatre Productions Assn.	20,000	24,000	20,000
Pitt Gallery (Unit/Pitt Soc. For Arts and Critical Awareness)	16,000	20,000	16,000
Playwrights Theatre Centre	38,000	45,000	40,000
Powell St. Festival Soc.	18,000	30,000	20,000
PuSH International Performing Arts Festival Soc.	76,000	100,000	80,000
Radix Theatre Soc.	11,000	11,000	11,000
Reel to Real: Celebration of Moving Images Soc.	16,000	25,000	16,000
Ruby Slippers Productions Soc.	14,000	17,000	14,000
Rumble Productions Soc.	30,000	37,000	30,000
Satellite Video Exchange Soc.	26,000	30,000	26,000
Science World (A.S.T.C.)	96,000	121,000	96,000
The Only Animal Theatre Soc.	12,000	12,000	12,000
Théâtre la Seizième	27,500	35,000	27,500
Theatre Replacement Soc.	22,000	34,000	25,000
Touchstone Theatre Soc.	35,000	35,000	35,000
Turning Point Ensemble	27,000	35,000	29,000
Urban Ink Productions Soc.	14,000	18,000	15,000
Van. Access Artist Run Centre	15,100	15,000	15,000
Van. Art Gallery	2,181,000	2,250,000	2,181,000
Van. Cantata Soc.	16,500	20,000	16,500
Van. Centre for Contemporary Asian Art (Centre A)	37,000	40,000	37,000
Van. Chamber Choir	18,000	25,000	18,000
Van. Co-operative Radio (Community Radio Edn. Soc.)	25,000	35,000	25,000
Van. Dance Centre Soc.	73,000	85,000	78,000
Van. East Cultural Centre	110,000	132,000	115,000

Operating Organization Name	2013 Grant	2014 Request	2014 Recomm
Van. Folk Music Festival Soc.	80,000	80,000	80,000
Van. Fringe Festival (First Van. Theatrespace Soc.)	40,000	42,000	40,000
Van. Inter-Cultural Orchestra (VICO)	10,000	12,000	10,000
Van. Intl. Children's Festival Soc.	126,500	136,000	126,500
Van. Intl. Film Festival Soc.	57,500	85,000	60,000
Van. Intl. Writers Festival Soc.	62,000	68,000	62,000
Van. Latin American Film Festival (First Latin American Film Festival of Vancouver)	14,000	20,000	14,000
Van. Maritime Museum Soc.	400,000	480,000	400,000
Van. Moving Theatre Soc.	25,000	30,000	25,000
Van. New Music Soc.	32,000	36,000	32,000
Van. Opera Assn.	28,500	50,000	30,000
Van. Out on Screen Film Festival Soc.	27,500	30,500	28,000
Van. Symphony Soc.	44,000	50,000	44,000
Vetta Chamber Music and Recital Soc.	5,500	8,000	7,000
Wen Wei Dance Soc.	19,000	25,000	22,000
Western Front Soc.	46,000	65,000	46,000
Western Theatre Conspiracy (Western Theatre Conspiracy Arts Soc.)	12,000	20,000	15,000
Total Operating	6,768,500	7,611,400	6,861,400

Project Organization Name	2013 Grant	2014 Request	2014 Recomm
221A Artist Run Centre Soc.	14,000	25,000	16,000
605 Collective Dance Soc.	12,000	15,000	14,000
Aeriosa Dance Soc.	8,750	12,000	10,000
aMillion BaZillion Arts Soc.		25,000	0
Artists' Legal Outreach	0	12,000	7,000
Arts in Action Soc.	10,000	10,000	10,000
Asian Canadian Writers' Workshop Soc.	2,000	10,000	5,000
Asian-Canadian Special Events Assn.	4,500	20,000	4,500
Assn. of Book Publishers of B.C.	4,500	20,000	6,000
Awkward Stage Productions Soc.		6,000	0
Barking Sphinx Performance Soc.	3,500	8,000	5,000
Bill Reid Foundation	7,000	15,000	8,000
Blackbird Theatre	8,000	18,000	8,000
Borealis String Quartet Soc.		4,000	0
Canadian Alliance of Dance Artists - B.C. Chapter	5,000	7,500	4,000
Canadian Council of the Blind (CCB) Van. Vocaleye Chapter Soc.		10,000	5,000
Caravan World Rhythms Soc.	17,000	17,000	17,000
CARFAC BC		3,000	3,000
City Opera Van.	8,000	15,000	15,000
Cloudscape Comics Soc.		8,000	5,000
Compagnie Vision Selective Arts Soc.	0	8,000	0
Compaigni V'ni Dansi Soc.	0	13,038	5,000
Dancers Dancing Dance Soc.	0	10,000	0
Delinquent Theatre Soc.	3,000	6,000	0
Ensemble Theatre Co.		5,000	0
Fugue Theatre Soc.	6,000	10,000	6,000

Project Organization Name	2013 Grant	2014 Request	2014 Recomm
Geist Foundation	8,000	5,500	3,000
Good Noise Van. Gospel Choir Soc.		5,800	0
Hard Rubber New Music Soc.	7,000	10,500	8,000
Hong Kong Exile Arts Assn.		10,000	0
Horseshoes and Hand Grenades Theatre Soc.	10,000	18,000	8,500
Indian Summer Arts Soc.	5,000	20,000	6,000
ITSAZOO Productions		15,000	7,000
Jewish Community Centre of Greater Van.	10,000	15,000	10,000
Jewish Museum and Archives of B.C. (Jewish Historical Soc. Of B.C.)		10,000	5,000
Judith Marcuse Projects Soc.		15,000	0
Karen Flamenco Dance Soc.	0	7,000	0
Kickstart Disability Arts and Culture	9,500	25,000	10,000
Kinesis Dance Soc.	2,500	8,500	0
Leaky Heaven Performance Soc.	15,000	15,000	15,000
Les Productions Figlio Soc.	6,000	8,000	7,000
Little Chamber Music Series That Could Soc.		6,000	5,000
Live Biennial of Performance Art Soc.	24,000	20,000	15,000
MACHiNENOiSY Dance Soc.	1,500	10,000	8,000
Mandala Arts and Culture Soc.	9,000	10,000	10,000
marta marta HoP Soc.		8,000	5,000
Miscellaneous Productions Soc.	8,000	12,000	10,000
Mortal Coil Performance Soc.		5,000	4,000
Movement Enterprises Soc.	5,000	15,000	9,000
New Forms Media Soc.	10,000	21,000	11,000
New Orchestra Workshop Soc.	10,000	12,000	11,000
OCW Arts & Publishing Foundation	4,000	8,000	3,500
Out Innerspace Dance Theatre and Film Soc.		16,000	12,000

Project Organization Name	2013 Grant	2014 Request	2014 Recomm
Patrick Street Productions	0	15,000	4,000
Phoenix Chamber Choir (Phoenix Vocal and Performing Soc.)		7,000	0
Poetry is Dead Magazine		5,000	4,000
Potters Guild of B.C.		10,000	0
Pride in Art Soc.	14,000	29,000	15,000
Raven Spirit Dance Soc.	1,500	5,000	4,000
Raven Theatre Performance Soc.		15,000	5,000
Realwheels Soc.	8,000	15,000	10,000
Redshift Music Soc.	15,000	20,000	17,000
Satellite Gallery Assn.	0	25,000	0
See Seven Performing Arts Soc.	0	8,000	0
Solo Collective Theatre Soc.	11,000	14,000	11,000
Standing Wave Soc.	4,000	10,000	7,000
Sub-TERRAIN Literary Collective Soc.	7,000	9,000	7,000
Tara Cheyenne Performance (DanStaBat Performance Soc.)	9,000	10,000	10,000
The Elbow Theatre Soc.	6,000	10,000	7,000
The Frank Theatre (Screaming Weenie Productions)	8,000	10,000	8,000
The Plastic Orchid Factory Soc.	1,500	20,000	12,000
The Response Dance Soc.	6,500	8,000	7,000
Theatre in the Raw Soc.	0	10,000	0
Tomoe Arts Soc.	0	7,000	4,000
Tomorrow Collective Arts Soc.	11,000	13,000	11,000
Twenty-Something Theatre	0	15,000	4,000
Up in The Air Theatre Soc.	13,000	18,000	13,000
Van. Asian Canadian Theatre	5,000	8,240	0
Van. Asian Film Festival Soc.	6,500	10,000	6,500
Van. Asian Heritage Month Soc.		10,000	0

Project Organization Name	2013 Grant	2014 Request	2014 Recomm
Van. Chinese Instrumental Music Soc.	3,000	5,000	4,000
Van. Independent Music Centre Soc.		6,000	4,000
Van. Intl. Dance Festival Soc.	23,500	25,000	23,500
Van. Intl. Sculpture Biennale		15,000	4,000
Van. Jewish Film Festival	6,000	10,000	6,000
Van. Poetry House Soc.	2,500	7,500	4,000
Van. Pro Musica (Pro Musica Soc. of Van.)	11,500	15,000	13,000
Van. Recital Soc.	0	10,000	0
Van. Soc. of Storytelling	0	10,000	5,000
Van. Tap Dance Soc.	6,000	6,000	6,000
Van. Theatresports League	0	7,500	3,000
Van. Urban Spaces Initiative (VUSI)		20,000	4,000
Virtual Stage Arts Soc.	10,000	11,500	10,000
Western Gold Theatre Soc.	0	8,000	4,000
Word on the Street Festival (Van. Book & Magazine Fair Soc.)	18,000	21,000	18,000
Yarilo Contemporary Music Soc.		6,680	0
Zee Zee Theatre	5,000	8,000	5,000
Total Project	470,250	1,172,258	616,500

Total Operating and Project	7,238,750	8,783,658	7,477,900
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Additional Input from Cultural Grant Assessment Committee

Throughout the 2014 adjudication, staff consulted with Assessment Committee members to identify existing and emerging artistic and organizational trends and conditions. These were captured as action items that the City could take to broaden its support for the sector.

Key points are summarized below which could:

- a) inform the allocations of the remaining cultural grants budget for 2014
- b) further adapt and align grant programs to Council's priorities for the sector as outlined in the *Culture Plan: Strategic Directions for the Next Five Years*

Strategic Direction #1: Foster Cultural Leadership and Sustainability

- Facilitate dialogue with founder-led organizations around best practices in leadership transition
- Consider alternate shared administrative models to better support small to medium sized organizations
- Increase literacy around philanthropy for arts organizations
- Augment support for strategic planning processes for organizations that aspire to build longer-term infrastructure
- Facilitate board members' networking and peer learning

Strategic Direction #2: Increase Community Engagement and Participation

- Facilitate community dialogue focused on community engagement—its definition, its value, its drivers and restrainers
- Provide tools to measure the impact of community engagement for individual organizations and the wider sector
- Map key aspects of the arts and cultural sector to increase awareness of how culture is positioned and aligned with other civic strategies and stakeholders

Strategic Direction #3: Provide Adaptable, Sustainable Support Programs

- Scale core funding assessment processes and programs to align with the diversity and breadth of organizations and their related strengths and capacities

Other Guiding Principles: Support Diversity, Innovation, Artistic Excellence

- Facilitate community dialogue focused on artistic excellence to build skills and confidence in artistic self-assessment and giving and receiving critical feedback
- Conduct and disseminate research about archival best practices to preserve cultural work and legacies in Vancouver
- Build stronger mentorship support for cultural leaders to share best practices with their peers and with the next generation of leaders

APPLICATION AND DECISION-MAKING PROCESS

Assessment

Cultural Services uses a blended assessment approach whereby members of the arts and cultural community (peers) are nominated to participate in the assessment process along with a Cultural Planner from Cultural Services. Consistent feedback from participants is that this blended approach is valued as it allows for practicing artists and administrators to contribute their current and historical knowledge of a particular sector/form, and allows staff to impart a funding history and a thorough financial and organizational analysis of the applicant and overall knowledge of the cultural sector.

Staff Preparation and Distribution of Grant Applications

Prior to the application deadline, Cultural Planners ensure that the proposal meets eligibility criteria. After the deadline, the Planner may also contact applicants for clarification or further information. Staff also consult with other funders as required. The Planner assesses the application based on the published best practices criteria. Applications are made available to peer reviewers well in advance of adjudication meetings.

Composition of Peer Assessment Committee

A call for nominations is made on an ongoing basis and qualified members of the arts and cultural community are invited to be part of the multidisciplinary Assessment Committee. The nomination form and relevant policy is available on the City's website:

<http://vancouver.ca/people-programs/grant-application-and-assessment-process.aspx>

Analytical Tools and Measures

The Assessment Committee members assess all applications based on the published evaluation criteria which include artistic, community engagement and participation, organizational structure, governance and finances. They have available to them the following tools and measures:

- Annual Financial Statements with three-year budgets cycles – projected vs. actual
- Noted when organizational deficits grow past 10% of operating budgets
- Noted when high-level of reserves are not being reinvested into the society
- Review against best practices the society's governance model, level of board engagement and organizational development plans including feasibility and follow-through over time
- Track statistical trends (e.g. staffing, attendance, audience engagement) over time
- Compare like-with-like organizations while recognizing unique mandates and relationships with the City
- Track relevance, excellence and community engagement of long-standing organizations and make room for new and innovative groups
- Feedback of Committee analysis in written comments and direct contact with groups

Adjudication Meetings

Cultural Planners and Multidisciplinary Peer Assessment Committee members meet to discuss the merits of every request against the published criteria. The goal of these meetings is to hear an array of perspectives, collectively assess the applications and arrive at consensus recommendations for City Council's decision. Once the meetings are completed, Cultural Planners compile the recommendations and finalize grant levels according to a global budget.

The blended peer (three people) and staff (one person) assessment process combines staff historical knowledge, organizational development and financial acumen with community-member professional artistic and non-profit management experience. The format and process follows established Best Practices for public sector Arts and Culture funders.

When applicants are consistently not meeting evaluation measures, funding is either held, cut back or, less frequently, eliminated. When applicants are consistently excelling at evaluation measures, funding, when possible, is increased. In some cases, conditions (such as a deficit-reduction plan) may be placed on the release of funds.

Recommendations and Report to City Council

A staff report on the Assessment Committee recommendations is submitted to City Council for consideration and approval. At the same time, applicants will receive a notification letter from Cultural Services, with the scheduled Council meeting date, the Committee's grant recommendation amount and feedback. Information on the Request for Reconsideration process is also provided. The report, including Assessment Committee names, is made public on the City's website shortly before the Council meeting.

Request for Reconsideration

For applicants who do not agree with the Assessment Committee's recommendation to Council, there are two options:

1. Informal request for clarification - an applicant may contact staff to obtain further information on the assessment process (e.g. evaluation criteria, additional comments, overall budget).
2. Formal Request for Reconsideration - if still in disagreement with the recommendation and the Applicant meets specific criteria, they can make a formal submission. This is reviewed by the Manager of Grants, Awards and Support Programs, who will make a final recommendation and submission to City Council for their consideration.

Results and Grant Payment

Once Council approves the report, notification letters are sent to all applicants indicating the result. Successful applicants will receive payment, by separate post or direct deposit, usually within three weeks of the Council meeting date. This entire application process as outlined above takes approximately five months from application deadline to receipt of the grant cheque or direct deposit.