



ADMINISTRATIVE REPORT

Report Date: October 6, 2015
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Meeting Date: November 3, 2015

TO: Vancouver City Council
FROM: Acting General Manager of Community Services
SUBJECT: 2015 Culture Grants Allocations and Program Framework

RECOMMENDATION

THAT Council approve the allocation of grants for a total of \$161,000 to 35 groups in support of the City's Cultural Strategic Directions and as per the Cultural Grants program adaptive framework; this includes the re-allocation of one (1) unused Project Grant for \$7,500 (awarded in April 2015 RTS 10880). Source of funds to be the 2015 Cultural Grants Budget.

REPORT SUMMARY

This report recommends the allocation of \$161,000 of the 2015 Cultural Grants budget in support of changes to the cultural grants program framework as informed by a community member Advisory Committee.

COUNCIL AUTHORITY/PREVIOUS DECISIONS

Council approved project grants and base level operating and annual grant allocations to 188 arts organizations for a total of \$7,708,400 on April 15, 2015 (RTS 10880). This is a report back with recommendations for allocating the balance of the Cultural Grants budget targeted to cultural organizations through supplemental grants in support of changes to the Cultural Grants program framework as guided by an Advisory Committee process throughout the year.

Approval of grant recommendations requires eight affirmative votes.

CITY MANAGER'S/GENERAL MANAGER'S COMMENTS

The Acting City Manager recommends approval of the foregoing.

REPORT

Background/Context

Culture Plan Strategic Directions - Adaptable Sustainable support programs

The City's Culture Plan: Strategic Directions for the Next Five Years provides policy direction and a framework to support a diverse and thriving cultural ecology. A key strategic direction is to provide adaptable and sustainable support programs and over the past two years staff have been working with the community to make changes to the cultural grants program framework to better meet organizations where they are in their development.

To date, an online application and assessment process has been implemented, a lifecycle model lens has been employed to assist staff and grantees in understanding and assessing non-profit organizational capacity, and a new program stream Annual Assistance was introduced to fill a gap in the grants program to better support groups who fall between Project (start-up) and Operating (mature) organizations.

Advisory Committee

In 2015 a multi-disciplinary Advisory Committee was engaged and a longer assessment timeline was engaged to take a step back and view the operating sector at a higher level. The Committee was comprised of members representing groups of various scale, scope and discipline of the City's cultural operating grantees. The members were:

- Diane Blunt, General Manager, Full Circle First Nations Performing Arts Society
- Rob Gloor, Executive Director, Alliance for Arts and Culture
- Howard Jang, Director of Woodward's Cultural Unit, SFU
- Karen Love, Director of Foundation and Government Grants, Vancouver Art Gallery
- Heidi Taylor, Artistic/ED Playwrights Theatre Centre
- Jim Smith, Producer for Dance House, Vancouver New Music, Kidd Pivot and Wen Wei Dance

Over an eight-month period and during three separate meetings, the Committee reviewed directions set out in the Culture Plan, the evolution of the grants program framework to date, and the cohort of cultural organizations supported through Operating and those recently moved into Annual Assistance. They noted the wide range in mandates, scale of operations, capacities, and inconsistencies in levels of assistance and methods of core support (cash and/or subsidy). At the conclusion of the meetings, the Committee was able to provide informed guidance for further changes.

Advisory Committee Key Directions

- Establish balance in the programs by moving organizations into streams that are more suited to where they are in their organizational development, scope and scale
- Address historical imbalances in grant levels
- Invest in strategic opportunities
- Simplify and align application processes with organizations based on their program streams and grant level ranges

- Apply peer assessment practices that create the conditions for comprehensive and relevant conversations, stability, valuable input, best practices and most appropriate expertise

Strategic Analysis

Staff took the Advisory Committee directions and revised the program framework and analysed the organizations further to determine which program stream would best align with their mandate, scope and scale of operations.

Cultural Grants Program Framework

	Project	Annual	Operating	Large Institution*
Stage	Start-up	Growth	Mature	Mature
Program	Developing and establishing	Establishing or established	Established	Established
Admin	Staff/vol. driven	Staff driven	Staff/Brd driven	Staff/Brd driven
Board	Working Brd	Mainly Wkg Brd	Governance Brd	Governance Brd
Budget	Project budget	\$75 - \$300K diversified rev.	\$300 - \$1M diversified rev.	Over \$1M cash + in-kind civic
Grant	\$1-\$15K	Entry \$10-15K Max \$30K	Entry \$20K Max \$100K	\$100K+ (cash + in-kind)
Criteria Focus	Artistic dev. and/or participation through arts and culture	Artistic, org dev, artistic community impact	Artistic, org resilience, artistic and community impact	Artistic, org resilience and leadership, artistic and community impact, civic accountability in prog/assets/space and public access

*In review 2016 - 2017

Key changes to the program framework include: clearer parameters for each stream; the introduction of grant level ranges for Projects, Annual and Operating streams; the introduction of a biennial assessment for stable, high performing Operating organizations; and the preliminary introduction of a Large-scale Institution Operating stream for which recommendations will be made by 2016/17 for an optimal assessment process and support going forward.

Recommendations informed by Advisory Committee key directions

- Move 2 Operating organizations into Project-based streams
- Move 30 organizations from Operating into the Annual Assistance stream
- Move 2 Project organizations into the Annual Assistance stream
- Allocate one-time supplemental grants to some new groups in the Annual Assistance stream to support explicit strategic priorities in organizational development
11 groups for a total of \$55,000
- Rebalance (increase) grant amounts for new Annual Assistance organizations to grant levels generally starting in the range of \$10,000 - \$15,000
17 groups for a total of \$47,500

- Rebalance (increase) grant amounts for Operating organizations to grant levels starting at a min. \$20,000
11 groups for a total of \$41,000
- Increase base level grants to 3 organizations to address historically-low grant levels
3 groups for a total of \$17,500
- Move 23 Operating organizations into biennial assessment process
- Initiate research and development of optimal assessment and assistance for 16 Large-scale institutions

Projects

Two groups are recommended to move into project-based streams due to mission, scale and scope of their work. Due to the size of budgets and levels of activity, the grant levels were considered in line with their scale and impact and no further increases are being recommended.

Annual Assistance

A second cohort of thirty-two grantees (30 from Operating and 2 from Projects) is recommended to move into Annual Assistance for better program alignment and support. As a guide, several of these organizations whose grant levels were below \$10,000 were increased to a range of between \$10,000 and \$15,000. Four organizations were increased slightly higher to better align with scope, level of activity, performance and impact. Consistent with strategic one-time funding allocated to the first cohort brought into Annual Assistance in 2015, eleven organizations are being recommended for an additional one-time supplement to assist with explicit plans to grow their operational infrastructure.

As a reminder, the first cohort of thirty-two grantees were moved from the Project stream to Annual Assistance in 2014, and as many groups were emergent or considerably smaller in operations, a starting point into the program were grant levels between \$10,000 and \$15,000 depending on scale and scope of operations. The base level grant amounts to the first cohort were increased in 2014 with an expectation those levels would remain stable in 2015; therefore, no further increases are recommended for this round.

Operating

Eleven Operating organizations are recommended to receive an increase to raise their base level to a starting minimum of \$20,000 in an effort to rebalance grant level amounts and align them with similar organizations of impact, scale and performance.

In addition, staff are recommending that three organizations who have received an historically-low level of assistance and who receive no additional in-kind support from the City (such as space or Theatre Rental subsidies) receive an increase to bring their base level grants to more equitable levels consistent with other similar Operating groups. Previous assessment processes may have either recommended additional funds through project-based and time-limited programs resulting in base levels not increasing with organizational growth or discipline-specific assessments which may have been too narrow for the scope of programs/services the organization was delivering.

Biennial Assessment - pilot

In an effort to direct staff resources to where they are needed most, a biennial assessment process is being introduced as a pilot to allow invited and qualified organizations to bypass the application and review process for one year. The criteria for biennial assessment is for organizations that have ranked highly in all areas of performance in recent assessments (programs, impact, operations), are financially-stable, have no significant changes in size, scope or impact projected in the short-term and where removal from a peer assessment process, and a stable level of assistance for 2016 (same level as 2015), will not have a negative impact on the ability to deliver ongoing programs and services to the community.

Twenty-three (23) organizations have been invited to biennial assessment in 2016. These groups will complete their annual financial and statistical information (collected in CADAC) and through the online process will agree to deliver ongoing programs and services for receipt of their annual grant in 2016. Pending recommendations from the 2016 cultural grants Assessment Committee, another cohort will be invited into the biennial process for 2017. The first cohort of 23 organizations will return to a full application process for 2017.

Review of Large-scale Institutions

Sixteen organizations who are significantly larger in budget, operations and impact and who have key ongoing agreements with the City (i.e., operating a City-owned or leased space, prime user of City-owned or operated space or land, custodian of major civic assets) integral to the delivery of their programs and services, have been selected to be part of a review of what optimal assistance and assessment are for such organizations.

The annual review process as it exists may be too generic and unable to apply and focus expertise in areas that are specific to the success of these organizations and their impact in the community. Most of these organizations have interaction with more than one civic department (cultural services, civic theatres, engineering, facilities, real estate, park board) which can create inefficiencies. A review offers an opportunity to look at these organizations independently and together to renew relations that strengthen partnerships and rebalance support with an aim to maximize public benefit. It is proposed that the review span over two years for research and development and possible implementation in 2017.

Assessment Processes

Peer input will remain a key part of assessment processes and will be applied in ways that create the circumstances for comprehensive and relevant conversations, stability, valuable input, best practices and most appropriate expertise. All program streams will use peer input in ways that add the greatest value to the process. All processes will involve input from a range of expertise including artists, artistic and executive leaders, expertise in planning (business, financial, strategic, sustainability), other civic departmental expertise (real estate, engineering, finance, facilities, park board) and other community peer leaders (locally or elsewhere) where applicable and beneficial. Proposed changes to assessment processes across all support programs will be presented to the Arts and Culture Policy Council for feedback. Such was the case at the final Advisory Committee meeting, where members endorsed the final recommendations which were in turn presented to the Arts and Culture Policy Council.

Next Steps

The Advisory Committee discussed the importance of Cultural Services advancing its role in the arts funding ecology with the aim of playing to its strengths, and leveraging and complementing other investments in the sector. To carry the work forward the committee provided the following directions:

- Review optimal assistance and assessment for Large-scale institutions
- Review opportunities for assessment alignment with other key arts funders
- Research and implement a Fair Notice Policy that balances a civic commitment to sustainable support programs with an organization's lifecycle stage, organizational health and capacity to deliver its programs or services
- Consult with other key funders to better understand the City's unique role and impact in the arts funding ecology particularly as the sector evolves
- Communicate changes to the Culture Grants program framework and other key directions in support of the Culture Plan with the greater arts and culture community
- Continue to work with diverse community members to implement the Advisory Committee directions (i.e. Grant Assessment Committees or Subcommittees of the Arts and Culture Policy Council) and monitor impact of these changes.

Monitoring Impact

The goal of providing adaptable and sustainable support is being monitored as follows:

Providing adaptable and sustainable support programs	
Supporting the breadth and depth (from idea to institution)	<ul style="list-style-type: none"> ✓ Revised program framework to align support streams for groups ranging from idea/start-up (projects) to institutions (large-scale)
Support sustainable growth	<ul style="list-style-type: none"> ✓ Introduction of program parameters for type and size of support ✓ Strategic investments in growth organizations ✓ Development of Fair Notice policy
Enhance sustainability of organizations	<ul style="list-style-type: none"> ✓ Organizations and staff can identify and address capacity needs more confidently and in a proactive manner ✓ 71 grantees (138 registrants) addressed capacity needs through Vantage Pt. programs in 2014 ✓ Biennial assessment shifts focus to close monitoring of growth and transition orgs.

Organizational Data and Key Metrics

A number of key data and metrics are being gathered through the application process and through CADAC (Canadian Arts Database).

Number of Organizations by Stream from 2015 to 2016

Year	Projects	Annual	Operating	Large-Scale	Total
2015	61	32	95		188
2016	61	64	47	16	188

Organizations by Discipline (as reported in the 2015 application)

Discipline	Projects	Annual	Operating	Total
Community	1	4	1	6
Dance	9	7	14	30
Heritage	1	0	3	4
Literary	5	4	1	10
Media	0	0	8	8
Multidisciplinary	4	3	14	21
Music	14	4	20	38
Theatre	20	7	23	50
Visual Arts	7	3	11	21
Total	61	32	95	188

*Diverse Communities served by % of Funded Organizations**(as reported in the 2015 application*)*

Communities	61 Projects	32 Annual	95 Operating
Aboriginal	13%	13%	11%
Youth	16%	28%	22%
Senior	11%	6%	9%
LGBTQ2+	7%	16%	9%
Disability	8%	16%	13%
Ethno-cultural	30%	25%	20%
Language	7%	16%	8%
Women	15%	3%	11%

* Summary Context: Of the 188 organizations supported in 2015, 42% self-reported serving diverse communities.

2014 Key Metrics

Key Metric	Operating (91)	Annual (31)	Projects (53)	Total (175)
Total Artistic Works Created	1,322,148	1,596	615	1,324,359
Total Attendance	4,718,958	317,333	96,045	5,132,336
Total Number of Artists Participating	7,358	1,867	1,648	10,873
Total Number of Volunteers	14,365	2,465	1,058	17,888
Total Number of FTEs	1,893	357	N/A	2,250

Self-reported data through CADAC (Canadian Arts Database) from 175 organizations receiving cash grants from the City of Vancouver.

*Financial***2015 Cultural Grants Budget**

Program Category	2015 Budget	Approved to date	Recommended in this report	Balance remaining
Operating	\$6,851,400	\$6,851,400		
Annual	\$457,000	\$457,000		
Projects	\$400,000	\$400,000		
Project reallocated below	(\$7,500)	(\$7,500)		
Arts Capacity	\$100,000	\$100,000		
Community Arts	\$400,000	\$398,800		\$1,200
Theatre Rental	\$2,634,970	\$2,634,970		
Artists Fund	\$50,000	Dec. 2015		\$50,000
Increase to Awards	\$13,000	\$13,000		
Unallocated	\$153,930		\$153,930	
Reallocated from unused project	\$7,500		\$7,070	\$430
Total Budget	\$11,060,300	\$10,847,670	\$161,000	\$51,630

This report recommends allocating \$161,000 of the 2015 Cultural Grants budget. A report on a new Artists Award fund will be forthcoming in December 2015 and will recommend the allocation of the remaining cultural grants budget.

CONCLUSION

The current program framework better reflects the development stages of grantees and sets the criteria to more attainable levels for greater success. It allows groups to move flexibly through the system with clearer diagnostics and also sets parameters for levels of assistance to support more sustainable funding moving forward.

The revised program framework and movement of groups into new streams, support assessing like organizations with like and broaden the assessment lens beyond artistic disciplines, respect different areas of capacity in a more holistic view of organizational health that encompass artistic programs, management, governance, financial resources and systems.

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**TABLE OF 2015 CASH GRANTS RECOMMENDED
AND GRANT STREAM TO WHICH ORGANIZATIONS WILL APPLY IN 2016**

Organization	2015 Recomm. Base Grant Supplement	2015 Total Base grant	2015 Recomm. <u>One-time</u> Strategic Supplement	2015 Total Recomm. Supplement
PROJECT STREAM				
Native Daughters of B.C., Post No. 1		9,000		0
Vetta Chamber Music and Recital Society		7,000		0
ANNUAL ASSISTANCE STREAM *denotes Annual Assistance in 2016				
221A Artist Run Centre Society		16,000		0
605 Collective Dance Society		15,000		0
Access Gallery (Vancouver Access Artist Run Centre)*		15,000	5,000	5,000
Aeriosa Dance Society		15,000		0
Assn. of Book Publishers of B.C.		13,000		0
Battery Opera Performing Arts Society*	1,000	16,000		1,000
Bill Reid Foundation*	6,500	14,000	5,000	11,500
Blackbird Theatre		13,000		0
Canadian Alliance of Dance Artists - B.C. Chapter		10,000		0
Centre A (Vancouver Intl. Centre for Contemporary Asian Art)*		37,000		0
City Opera Vancouver		15,000		0
Co. Erasga Dance Society*	4,000	15,000		4,000
Community Arts Council of Vancouver		11,000		0

Organization	2015 Recomm. Base Grant Supplement	2015 Total Base grant	2015 Recomm. <u>One-time</u> Strategic Supplement	2015 Total Recomm. Supplement
Craft Council of B.C.*	2,000	15,000		2,000
Dancing on the Edge Festival Society*		25,000		0
EDAM Performing Arts Society*		20,000		0
Elektra Women's Choir*	2,000	15,000		2,000
Fight With a Stick (Leaky Heaven Performance Society)		15,000		0
Fillip (Projectile Publishing Society)*		15,000		0
Gallery Gachet Society*		19,000	5,000	5,000
Geist Foundation		10,500		0
Greater Vancouver Professional Theatre Alliance*	1,000	13,000		1,000
Hard Rubber New Music Society		15,000		0
Indian Summer Arts Society		15,000		0
ITSAZOO Productions*	1,000	12,000	5,000	6,000
Joe Ink Performance Society*		15,000		0
Karen Jamieson Dance Society*	2,000	15,000		2,000
Kokoro Dance Theatre Society*		17,000	5,000	5,000
LIVE Biennale of Performance Art Society		15,000		0
Mascall Dance Society*	6,000	15,000		6,000
Miscellaneous Productions Society		15,000		0

Organization	2015 Recomm. Base Grant Supplement	2015 Total Base grant	2015 Recomm. <u>One-time</u> Strategic Supplement	2015 Total Recomm. Supplement
Movement Enterprises Society		13,000		0
Musica Intima Society*		21,000		0
New Forms Media Society		15,000		0
New Orchestra Workshop Society		14,000		0
New Performance Works Society*	4,000	15,000		4,000
Out Innerspace Dance Theatre and Film Society		15,000		0
Pacific Baroque Orchestra Society*		17,000		0
Powell St. Festival Society*		20,000	5,000	5,000
Pride in Art Society		15,000		0
Radix Theatre Society*	4,000	15,000		4,000
Realwheels Society		15,000		0
Redshift Music Society		17,000		0
Reel to Real: Celebration of Moving Images Society*		16,000	5,000	5,000
Ruby Slippers Productions Society*	1,000	15,000		1,000
Secret Lantern Society		16,500		0
Still Moon Arts Society		15,000		0
Sub-TERRAIN Literary Collective Society		12,000		0
Tara Cheyenne Performance (DanStaBat Performance Society)		14,000		0

Organization	2015 Recomm. Base Grant Supplement	2015 Total Base grant	2015 Recomm. One-time Strategic Supplement	2015 Total Recomm. Supplement
The Frank Theatre (Screaming Weenie Productions)		15,000		0
The Only Animal Theatre Society*	3,000	15,000	5,000	8,000
Theatre Conspiracy (Western Theatre Conspiracy Arts Society)*	1,000	16,000	5,000	6,000
Theatre Terrific Society		10,000		0
Unit/Pitt Projects (Unit/Pitt Society For Arts and Critical Awareness)*		16,000		0
Up in The Air Theatre Society		15,000		0
Urban Ink Productions Society*	2,000	17,000	5,000	7,000
Vancouver Cantata Society*		16,500		0
Vancouver Inter-Cultural Orchestra (VICO)*	5,000	15,000		5,000
Vancouver Intl. Dance Festival Society		23,500		0
Vancouver Jewish Film Centre Society		10,000		0
Vancouver Latin American Film Festival (First Latin American Film Festival of Vancouver)*	2,000	16,000	5,000	7,000
Vancouver Theatresports League		10,500		0
Wen Wei Dance Society*		22,000		0
Word Vancouver Festival (Vancouver Book & Magazine Fair Society)		18,000		0
SUBTOTAL	47,500	1,018,500	55,000	102,500
OPERATING STREAM **denotes Operating Biennial in 2016				
Alliance for Arts and Culture Society		45,000		0

Organization	2015 Recomm. Base Grant Supplement	2015 Total Base grant	2015 Recomm. <u>One-time</u> Strategic Supplement	2015 Total Recomm. Supplement
Artspeak Gallery Society**		29,000		0
Axis Theatre Society**		34,000		0
Boca Del Lupo Theatre Society**		30,000		0
Canadian Music Centre - B.C.**		26,500		0
Carousel Theatre Society**		32,000		0
Centre culturel francophone de Vancouver**	2,000	20,000		2,000
Chor Leoni Men's Choir**	3,000	20,000		3,000
Cineworks Independent Filmmakers Society		36,000		0
DanceHouse (Seismic Shift Arts Society)		21,000		0
DOXA Documentary Film and Video Festival (The Documentary Media Society)	3,000	20,000		3,000
Early Music Vancouver (Vancouver Society for Early Music)**		38,000		0
Electric Company Theatre Society		35,000		0
Flamenco Rosario (Rosario Ancer Flamenco Arts Society)**	10,000	20,000		10,000
Full Circle: First Nations Performance Society	15,000	30,000		15,000
Green Thumb Theatre for Young People (Green Thumb Players Society)		58,000		0
grunt gallery (Visible Arts Society)**		37,500		0
Health Arts Society**	4,000	20,000		4,000
Kidd Pivot Performing Arts Society		28,000		0

Organization	2015 Recomm. Base Grant Supplement	2015 Total Base grant	2015 Recomm. <u>One-time</u> Strategic Supplement	2015 Total Recomm. Supplement
Malaspina Printmakers Society**	4,000	20,000		4,000
Music in the Morning Concert Society	2,000	20,000		2,000
Music on Main	2,000	20,000		2,000
Newworld Theatre Society**		33,000		0
Norman Rothstein Theatre (Vancouver Westside Theatre Society)	5,000	28,000		5,000
Or Gallery Society		29,000		0
Pacific Cinémathèque Pacifique Society**		45,000		0
Pacific Theatre (First Pacific Theatre Society)	4,000	20,000		4,000
Pink Ink Theatre Productions Assn.		20,000		0
Playwrights Theatre Centre**		40,000		0
PuSH International Performing Arts Festival Society		80,000		0
Rumble Productions Society		30,000		0
Theatre for Living Society (Headlines Theatre Society)**		24,000		0
Théâtre la Seizième	2,500	30,000		2,500
Theatre Replacement Society**		25,000		0
Touchstone Theatre Society		35,000		0
Turning Point Ensemble Society		29,000		0
Vancouver Chamber Choir	2,000	20,000		2,000

Organization	2015 Recomm. Base Grant Supplement	2015 Total Base grant	2015 Recomm. <u>One-time</u> Strategic Supplement	2015 Total Recomm. Supplement
Vancouver Co-operative Radio (Community Radio Edn. Society)		25,000		0
Vancouver Dance Centre Society**		78,000		0
Vancouver Fringe Festival (First Vancouver Theatrespace Society)**		40,000		0
Vancouver Intl. Children's Festival Society		126,500		0
Vancouver Intl. Writers Festival Society**		62,000		0
Vancouver Moving Theatre Society		25,000		0
Vancouver New Music Society**		32,000		0
Vancouver Out on Screen Film Festival Society**		28,000		0
VIVO Media Arts Centre (Satellite Video Exchange Society)		26,000		0
Western Front Society**		46,000		0
LARGE SCALE INSTITUTIONS REVIEW UNDER OPERATING STREAM				0
Arts Club of Vancouver Theatre Society		160,000		0
Ballet B.C. (Pacific Ballet B.C. Society)		100,000		0
Bard on the Beach Theatre Society		27,500		0
Coastal Jazz and Blues Society		85,000		0
Contemporary Art Gallery Society		67,000		0
Firehall Theatre Society		75,000		0
H.R. MacMillan Space Centre		519,400		0

Organization	2015 Recomm. Base Grant Supplement	2015 Total Base grant	2015 Recomm. <u>One-time</u> Strategic Supplement	2015 Total Recomm. Supplement
Museum of Vancouver (Vancouver Museum Society)		758,000		0
Science World (A.S.T.C.)		96,000		0
Vancouver Art Gallery		2,181,000		0
Vancouver East Cultural Centre		115,000		0
Vancouver Folk Music Festival Society		80,000		0
Vancouver Intl. Film Festival Society		60,000		0
Vancouver Maritime Museum Society		400,000		0
Vancouver Opera Assn.		30,000		0
Vancouver Symphony Society		44,000		0
TOTAL	58,500	6,414,400	0	58,500
TOTAL recommended for this report	106,000		55,000	161,000