



ADMINISTRATIVE REPORT

Report Date: March 1, 2016
Contact: Richard Newirth
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RTS No.: 11326
VanRIMS No.: 08-2000-20
Meeting Date: April 6, 2016

TO: Standing Committee on Policy and Strategic Priorities
FROM: General Manager, Community Services
SUBJECT: 2016 Culture Grants Allocations

RECOMMENDATION

- A. That Council approve 56 Project grants in the amount of \$402,200, 64 Annual grants in the amount of \$1,079,000 and 41 Operating grants in the amount of \$5,692,400 (Table 2 and detailed in Appendix B). Source of funds is the 2016 Cultural Grants budget.
- B. That Council approve a grant of \$100,000 to Vantage Point, for a renewed partnership to provide capacity building support for the City's cultural grantees.

Approval of these grants requires eight affirmative votes.

REPORT SUMMARY

This report recommends a total of \$7,273,600 to 162 organizations in support of the City's cultural vision of providing a diverse and thriving cultural ecology that enriches the lives of residents and visitors.

The recommendations (Table 2) have been made through a combined staff and peer assessment process, guided by a framework linked to cultural goals and strategic directions (Table 3) resulting in positive impacts for the public and economy (Table 4).

They further build upon an evolution of grant program and assessment changes aligned with the revised Culture Plan's objectives since 2013, in providing adaptable and sustainable support.

COUNCIL AUTHORITY/PREVIOUS DECISIONS

On October 23, 2013, Vancouver's *Culture Plan: Strategic Directions for the Next 5 Years* (2014-2018) was presented to Council providing policy directions and a framework in support of the City's cultural vision of supporting a diverse and thriving cultural ecology that enriches the lives of residents and visitors. On the same day, Council approved a grant and partnership with Vantage Point to implement a capacity building framework in support of the Culture Plan (RTS 10286).

On April 15, 2015 Council approved grants (RTS 10880) to 188 cultural organizations in the amount of \$7,708,400 and a grant to, and renewed partnership with, Vantage Point in the amount of \$100,000 to provide capacity building support for the City's cultural grantees.

On November 3, 2015 Council approved grants (RTS 11094) to 35 cultural organizations in the amount of \$161,000 and in support of changes to the cultural grants program framework.

On January 19, 2016 Council approved advance grants, first quarter instalments and biennial grants to 90 cultural organizations in the amount of \$2,630,000 in advance of the annual assessment committee process (which took place Feb. 9 - 17, 2016).

CITY MANAGER'S/GENERAL MANAGER'S COMMENTS

The General Manager of Community Services 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* (2014-2018) 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 for the past three years and in consultation with the community, staff have been making program changes to support this direction as follows:

- 2013 - an online application and assessment process was implemented
- 2014 - a lifecycle model lens was integrated into grant-making practice to enhance understanding of and performance in non-profit organizational capacity
- 2014 - a new Annual Assistance stream was implemented and an inaugural cohort was transitioned to the new stream supported by strategic investments
- 2015 - further revisions made to the cultural grants program framework better aligning where organizations are in their development; organizations were moved between streams and supported by strategic investments
- 2015 - a pilot biennial process was implemented providing for a streamlined application process for 23 stable operating groups
- 2016 - a review of large-scale institutions is initiated

TABLE 1 - 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

***Biennial process** - applicable to select Annual and Operating groups. This provides the same level of assistance (as the previous year) and a streamlined application process for Annual and Operating organizations that have ranked highly in all areas (programs, impact, operations) in recent assessments, are financially-stable, and have no significant changes in scope or impact projected in the short-term.

Program Information for Projects, Annual and Operating can be found in Appendices C, D, and E.

Capacity Building Partnership with Vantage Point

Vantage Point is a non-profit society with a mission to develop excellence in leadership in the non-profit sector. Since 2012 the City, through Cultural Services and Social Policy, has partnered with the society to provide capacity building support to its grantees. All cultural grantees and those who are supported with city-owned/leased space, can access existing and customized learning opportunities at no cost. Groups are eligible to participate in four workshops and one lab per year, and any customized work where needed. Details on the learning opportunities can be found on their website <http://www.thevantagepoint.ca/>.

Strategic Analysis

Recommendations

The City of Vancouver is a key partner in the funding ecology and often the first public sector grant an emerging organization will receive. The City's funding approach plays a vital and unique role in the development and provision of programs and services and ongoing operations as well as the sustainability of its grantees through capacity building support. Table 2 provides an overview of the recommendations for 2016.

TABLE 2 - Grant Recommendations

Cultural Grants	Requested		Recommended	
Projects	71	\$769,050	56	\$402,200
Annual	64	\$1,289,500	64	\$1,079,000
Operating	25	\$1,054,000	25	\$894,500
Operating Lg-scale	16	\$5,309,000	16	\$4,797,900
Cultural Grants Total	176	\$8,421,550	161	\$7,173,600
Capacity Building Grant			Recommended	
Partnership with VP			1	\$100,000
TOTAL Recommended			162	\$7,273,600

For the past few years concurrent with new strategic directions in the Culture Plan, Assessment Committees have focused on making recommendations that better meet organizations where they are in their artistic and organizational development. They have aimed to bring balance in funding levels and have paid increased attention to groups mandated to work with under-represented communities. Table 3 provides the framework used to guide the recommendations.

TABLE 3 - Recommendation Framework linked to Cultural Goals and Strategic Directions

Providing adaptable and sustainable support programs	
Supporting the breadth and diversity of artistic expression	<ul style="list-style-type: none"> ✓ Supporting ideas (projects) to institutions (large-scale operating) ✓ Ensuring adequate support to groups who are serving under-represented communities*
Support sustainable growth	<ul style="list-style-type: none"> ✓ Providing grant levels in alignment with program funding level parameters and comparable to similar organizations ✓ Providing grant levels in alignment with the scope, performance and impact of the organization ✓ Providing strategic investments to enhance artistic, organizational and public impact opportunities
Enhance sustainability of organizations	<ul style="list-style-type: none"> ✓ Providing capacity building support to increase an organization's ability to meet its mission (board and/or staff leadership development, strategic and sustainability planning)

*Ethno-cultural, Aboriginal, LGBTQ2+, disability, seniors, youth, women, language, health.

Assessment Committee

Peer members from the community are nominated to participate with staff in making recommendations. Peers provide analysis on how well projects or organizations are meeting specific criteria (artistic, public impact and organizational health), complementing staff analysis which also includes how well the grant recommendations are meeting cultural goals and strategic priorities. Fourteen members comprised of artists, executive/artistic leaders

and board members participated in three multi-disciplinary committees. Staff thanks them for their participation in the process. The 2016 members are listed in Appendix A along with input for consideration of future program changes.

Requests for assistance consistently exceed available resources therefore not all project requests or full request amounts for Annual and Operating can be met. However, the success rate is high for projects support (79%) and no decreases but several strategic increases are being recommended for Annual and Operating groups. A *Request for Reconsideration* process is available for groups who meet specific criteria and is outlined in the Program Information Guidelines appended to this report (C, D, E).

Project Recommendations

The demand is high for project assistance as this is the first point of access for new groups. Grants ranging from \$2,000 to \$13,000 are being recommended to support the development and production of emerging and established artistic programs and services. They highlight a wide range of diverse artistic expression including: a First Nations artistic residency, the development of a new Asian Canadian theatre production, presentations featuring artists with disabilities, descriptive translation services for sight-impaired patrons to access performances, the development of a new Métis dance work, and a film festival featuring women.

Annual Assistance Recommendations

This stream was introduced in 2014 and recommendations range from \$10,000 to \$37,000 for ongoing support of groups in delivering established programs and services as well as the enhancement of organizational infrastructure. The recommendations include:

- Increased base level support to organizations serving under-represented communities: Bill Reid Gallery, Indian Summer Festival, Kokoro Dance Theatre, Powell Street Festival, Realwheels, Urban Ink Productions
- Strategic investments (base level increases) to enhance artistic and public impact opportunities or align grant levels: 605 Collective Dance, Access Gallery, Itsazoo Theatre, Out Inner Space Dance Theatre and Film, Theatre Conspiracy, Unit Pitt Gallery, Vancouver International Dance Festival
- Strategic investments (one-time supplements) to enhance organizational structure: Karen Jamieson Dance, Kokoro Dance Theatre, Powell Street Festival, Theatre Terrific, Gallery Gachet, Greater Vancouver Professional Theatre Alliance, Caravan World Rhythms

Operating Assistance Recommendations

Grants ranging from \$20,000 to \$126,500 are being recommended for ongoing support of groups with established programs and services and established organizational infrastructure and include:

- Increased base-level support to organizations serving under-represented communities: Full Circle First Nations Performance Society, Green Thumb Theatre for Youth, Norman Rothstein Theatre/Chutzpah Festival, Théâtre la Seizième
- Strategic investments (base level increases) to enhance artistic and public impact opportunities: Music on Main, Pacific Theatre, Turning Point Ensemble, VIVO Media Arts Centre

- Strategic investments (one-time supplements) to enhance organizational opportunities: Music in the Morning, VIVO Media Arts Centre

Operating Large-scale Organizations Recommendations (under review)

Stable grants (same level as in 2015) are being recommended for groups who are significantly larger in scale and impact and who also have key agreements with the City in addition to their cash grant awards (e.g. operating a City-owned or leased space, custodian of civic assets). Grant recommendations range from \$27,500 to \$2,181,000. Staff presented an overview of the groups to the assessment committee for comment. They noted the following:

- A significant range and disparity of levels in City support currently exist
- A customized approach would better align with and support the varying mandates
- An expectation to demonstrate leadership in the community (i.e. through excellent programs, employment practices, support of artists and other organizations, significant public access, sustainability) should be demonstrated
- Additional criteria and support may be available for those achieving other civic priorities (e.g. greenest city, healthy city)
- Optimal levels of support may start with a minimum cash grant of \$100,000 and vary up to a specific percentage of the organization's budget

Staff will meet with the organizations and other civic departments which provide services and have agreements with the organizations. Further research will be conducted and external input will be sought through consultation. A preliminary review and rebalancing of some grant levels will take place later this year to start addressing the disparity in funding levels. Organizations within this cohort who receive the lowest City cash grant support will be the focus. A report on initial findings and additional allocations will be presented to City Council later in the year. The review process will continue into 2017.

Operating - Biennial Organizations

Twenty-three operating organizations participated in a pilot biennial process (streamlined application and review) for 2016 and were approved for the same level of grant as awarded in 2015 on January 19, 2016 (RTS 11210). These groups will return to the regular annual assessment process for 2017 when a new cohort will participate in the biennial process.

Capacity Building - 1 grant for \$100,000 to Vantage Point

Staff recommends a renewal of the partnership with and a grant to Vantage Point to continue supporting ongoing capacity building for its grantees. This grant provides year-round access to board and senior leadership development workshops and in-depth labs, as well as strategic planning sessions at no cost to the grantees. In 2015, 135 organizations participated in workshops, labs, strategic and customized planning. The grant will also support customized planning and learning opportunities for groups as identified through the annual assessment process. For 2016, 34 groups are being offered strategic planning, board development, senior staff leadership development opportunities in addition to their cash grant.

Impact

The City's investment in arts and culture makes a significant impact in the arts and culture sector through the development of new work and activities, employment of artists and administrators, and a wide range of opportunities for the general public to participate as illustrated in Table 4 and Chart A.

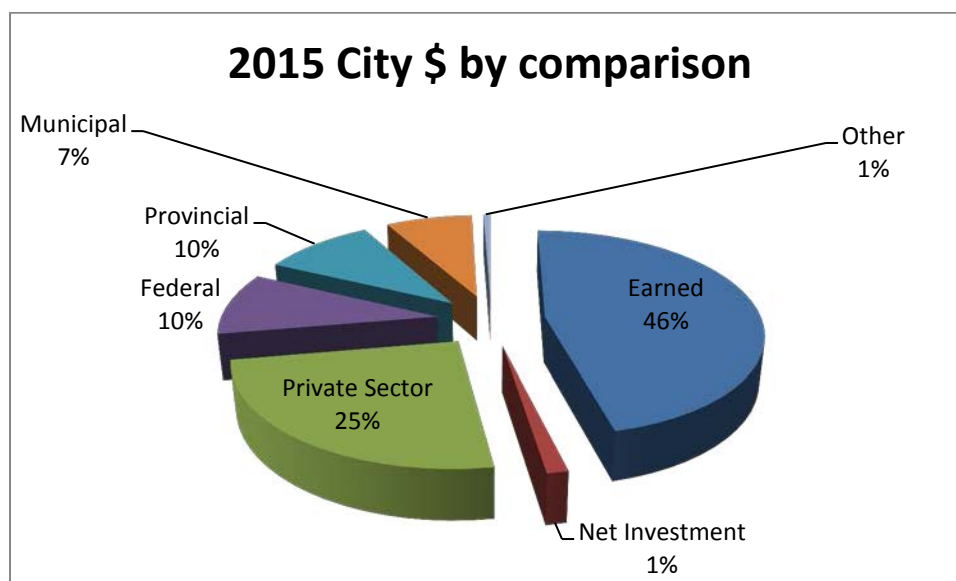
TABLE 4 - Investment Impact - 2015 KEY METRICS

2015 Key Metrics				
Key Metric	Projects (56)	Annual (59)	Operating (64)	Total (184)
Total Artistic Works & Public Activities	855	3,564	23,554	27,973
Total Attendance	97,844	505,879	4,245,198	4,848,921
Total Number of Artists Participating	1,857	2,920	7,224	12,001
Total Number of Volunteers	1,113	3,698	12,659	17,470
Total Number of Full Time Equivalents	N/A	183	918	1,101

Self-reported data through CADAC (Canadian Arts Database) and the online application for 182 organizations receiving cash grants from the City of Vancouver.

In 2015 full-time equivalent employment (FTE) was provided for over 1,100 people, over 17,000 citizens were engaged as volunteers, the public participated in 27,973 activities and artistic works, with 4.8M people attending.

CHART A - 2015 City support by comparison to other revenue



2015 City support by comparison to other revenue (cont'd)

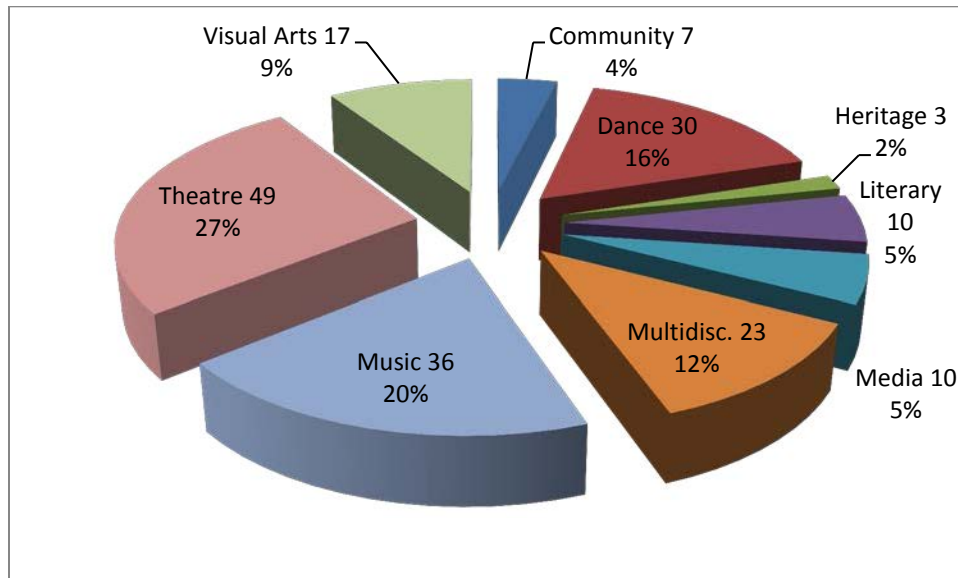
Revenue Type	Description	Amount
Earned	Admissions, tickets, fees, membership, sales, rentals	\$65,582,600
Net Investment	Interest income on trusts, endowments, investments	\$1,888,000
Private Sector	Donations, sponsorships, foundation grants, fundraising, in-kind	\$35,282,900
Federal	Canada Council, Dept. of Canadian Heritage, other	\$13,927,800
Provincial	BC Arts Council, gaming, other	\$13,825,800
Municipal	Other City grants incl. theatre rental, infrastructure	\$10,776,400
Other	Other public grants & in-kind	\$849,704
Total Revenues		\$142,133,000

Total Revenue as reported by 126 Annual and Operating groups in 2015 through CADAC

The impact is further illustrated in Chart C. The City of Vancouver is a key partner in the funding ecology helping organizations lever additional resources. In 2015, annual and operating groups reported generating close to 50% of their total revenues through self-generated activities, with the private sector being the second highest revenue source. The City's funding has, up until recently, been at par with our public arts sector colleagues such as the Province. Recent increased investments in the BC Arts Council budget of 30% for example, has resulted in more robust funding to Vancouver cultural groups. The City's funding is not far behind that of the combined Federal (Canada Council and Heritage) and combined Provincial (Gaming and BC Arts Council) support. The City support reported here are cash grants, as well as theatre rental subsidy, cultural infrastructure grants and other one-time City support.

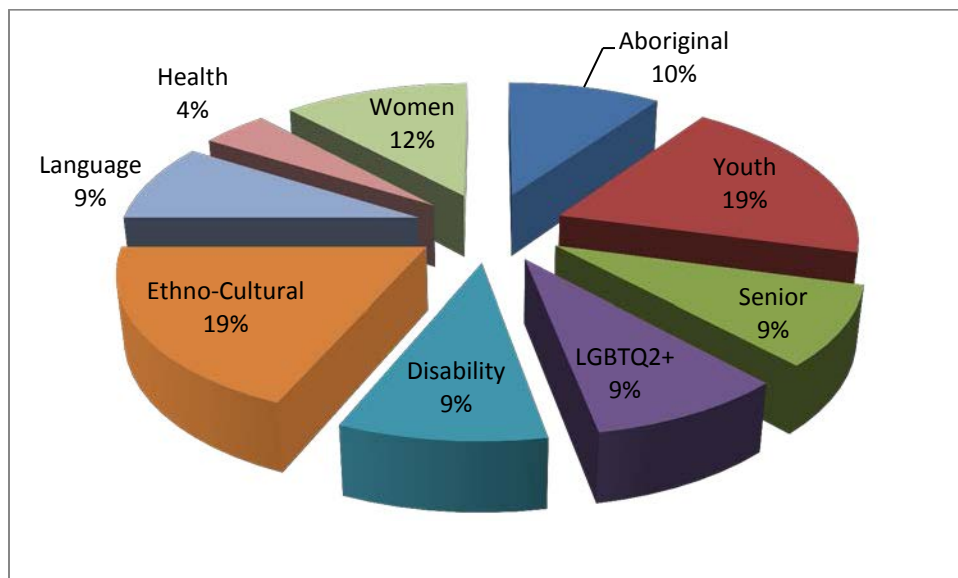
Additional Organizational Data

CHART B - Grantees by Discipline



Of the total grantees (184) the above chart indicates the number of groups and percentage by discipline as reported within the 2016 application.

CHART C - Grantees with Mandates to serve Specific Communities



Of the total grantees (184), 53 or 29% reported as having a mandate to serve specific communities. This does not take into account those organizations who work in partnership with, or who are working directly with specific communities directly outside of a specific mandate.

*Financial***TABLE 5 - 2016 Cultural Grants Budget**

Program Category	2016 Allocations	Previously Approved	Approved in this report	Balance
Operating	\$5,692,400		\$5,692,400	0
Operating (biennial)	780,000	\$780,000		0
Annual	\$1,079,000		\$1,079,000	0
Projects	\$402,200		\$402,200	0
Arts Capacity	\$100,000		\$100,000	0
Community Arts	\$400,000			\$400,000
Theatre Rental	\$2,634,970			\$2,634,970
Artists Fund	\$50,000			\$50,000
Unallocated	\$129,936			\$129,936
Total Budget	\$11,268,506	\$780,000	\$7,273,600	\$3,214,906

This report recommends allocating \$7,273,600 of the 2016 Cultural Grants budget. The recommendations include, and are not in addition to, advance Operating grant instalments or payment schedules already approved by City Council (along with the Biennial grants) on January 19, 2016 (RTS 11210). The balance of the culture grants budget will be allocated through upcoming assessment processes for Community Arts and Theatre Rental Grants, the review process this year for select Large-scale Institutions and a report-back on the Independent Artists Fund later this year.

CONCLUSION

The revised program framework facilitates the assessment of similar scale organizations and provides a holistic assessment lens that encompasses artistic programs and services, management, governance, financial resources and systems. The assessment committees' informed recommendations in this report support the breadth of diversity and artistic expression, the sustainability of organizations and sustainable growth.

No recommendations to decrease funding levels have been made for 2016. A policy to address under-performance (where organizations are no longer meeting the grant criteria or achieving their missions) and realignment (where organizations have decreased in size, scope and impact to a point where the granting level no longer aligns with their scope and impact) will be developed and implemented for the 2017 review process. This will further guide the City in investing in sustainable growth and ensure that grant levels are reflecting current circumstances in the grantee sector.

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2016 Assessment Committee Peer Members

Name	Title and affiliation
Stephen Drover	Artistic Dir., Rumble Theatre
Eileen Kage	Performer, composer
Carmen Aguirre	Actor, writer
Tarah Hogue	Curator, writer, Curatorial Resident with grunt gallery
Michal Kozlowski	Publisher, Editor in Chief, Geist
Mark Takeshi McGregor	Flutist, past co-Artistic Dir. Redshift Music, Artistic Dir. Powell St. Festival
Kristina Lemieux	Arts Administrator, contemporary dancer
Kim Nguyen	Curator, writer, Director/Curator Artspeak Gallery
Amy Nugent	Executive Dir. Inclusion BC Fdn., past Dev. Officer Western Front Gallery
James Ong	Production Manager, piano teacher, Board member Out on Screen
Heather Pawsey	Soprano, Artistic Dir. Astrolabe Musik Theatre
Claire Sakaki	Managing Dir. Bard on the Beach, former Producer and Dir. of Education Soul Pepper Theatre
Gloria Wong	Pianist, educator, arts manager, Dir. of Development and International Relations Van. Academy of Music
Julia Taffe	Artistic Dir. and choreographer, Aeriosa Dance

As per the City's Conflict of Interest policy, any committee member who declares a conflict with a grantee is removed from discussion and the decision-making process for the specific applicant(s).

Assessment Committee input

The peer members provide valuable input throughout the process and staff collect key points to bring forward to City Council and the ACPC to consider for future developments in policy and programs. Key points captured during the meetings were as follows:

- The importance of supporting grantees in increasing their ability to pay living wages for themselves and the artists they work with.
- Providing resources and tools (e.g. cultural literacy learning, cultural protocols, best practices) for grantees to better integrate diversity, inclusion and accessibility in their organizations and programs.
- Strengthening support of Aboriginal and First nations organizations and activities in the context of a City of Reconciliation.
- The importance and uniqueness of the City's focus on sustainability of its grantees and in particular through its partnership with Vantage Point.
- The high number of senior founder-lead organizations and the importance of supporting leadership transition to maintain artistic legacies in the city.

- The need for organizations to cycle-in new and younger audiences, especially as the number of older attendees decline.
- The grantees' abilities to articulate impact would be improved by providing self-evaluation tools.
- How the City can best align with international projects (e.g. by focusing on local development), while other funding partners can resource national and international presentations.
- The need for a repository of shared information (research, tools, good practices), and support (accounting, planning, general administration) to create cost and time efficiencies for the smaller to mid-size organizations.
- A gap in support for organizations making significant transition in their business models and operations as a result of being awarded city-owned/leased space (transitional and ongoing support).
- Artists' experiences in working with the grantees could be better surveyed.

2016 Cultural Grant Recommendations

Operating, Annual Assistance, Project, One-Time

Operating	2015 Grant	2016 Request	2016 Recommended
Alliance for Arts and Culture Soc.	45,000	50,000	45,000
Cineworks Independent Filmmakers Soc.	36,000	50,000	36,000
DanceHouse (Seismic Shift Arts Soc.)	21,000	35,000	21,000
DOXA Documentary Film and Video Festival (The Documentary Media Soc.)	20,000	25,000	20,000
Electric Company Theatre Soc.	35,000	42,000	35,000
Full Circle: First Nations Performance Soc.	30,000	50,000	40,000
Green Thumb Theatre for Young People (Green Thumb Players Soc.)	58,000	60,000	60,000
Kidd Pivot Performing Arts Soc.	28,000	35,000	28,000
Music in the Morning Concert Soc.	20,000	30,000	20,000
Music on Main	20,000	30,000	24,000
Norman Rothstein Theatre (Van. Westside Theatre Soc.)	28,000	38,000	30,000
Or Gallery Soc.	29,000	33,000	29,000
Pacific Baroque Orchestra Soc.	17,000	17,000	17,000
Pacific Theatre (First Pacific Theatre Soc.)	20,000	25,000	22,000
Pink Ink Theatre Productions Assn.	20,000	25,000	20,000
PuSH International Performing Arts Festival Soc.	80,000	100,000	80,000
Rumble Productions Soc.	30,000	30,000	30,000
Théâtre la Seizième	30,000	42,000	35,000
Touchstone Theatre Soc.	35,000	38,000	35,000
Turning Point Ensemble Soc.	29,000	45,000	31,000
Van. Chamber Choir	20,000	25,000	20,000
Van. Co-operative Radio (Community Radio Edn. Soc.)	25,000	32,000	25,000
Van. Intl. Children's Festival Soc.	126,500	135,000	126,500
Van. Moving Theatre Soc.	25,000	30,000	25,000
VIVO Media Arts Centre (Satellite Video Exchange Soc.)	26,000	32,000	30,000
Total	853,500	1,054,000	884,500

Operating - Large Scale	2015 Grant	2016 Request	2016 Recommended
Arts Club of Vancouver Theatre Soc.	160,000	200,000	160,000
Ballet B.C. (Pacific Ballet B.C. Soc.)	100,000	180,000	100,000
Bard on the Beach Theatre Soc.	27,500	100,000	27,500
Coastal Jazz and Blues Soc.	85,000	125,000	85,000
Contemporary Art Gallery Soc.	67,000	150,000	67,000
Firehall Theatre Soc.	75,000	80,000	75,000
H.R. MacMillan Space Centre	519,400	525,000	519,400
Museum of Vancouver (Van. Museum Soc.)	758,000	758,000	758,000
Science World (A.S.T.C.)	96,000	125,000	96,000
Van. Art Gallery	2,181,000	2,181,000	2,181,000
Van. East Cultural Centre	115,000	125,000	115,000
Van. Folk Music Festival Soc.	80,000	100,000	80,000
Van. Intl. Film Festival Soc.	60,000	80,000	60,000
Van. Maritime Museum Soc.	400,000	480,000	400,000
Van. Opera Assn.	30,000	50,000	30,000
Van. Symphony Soc.	44,000	50,000	44,000
Total	4,797,900	5,309,000	4,797,900

Annual Assistance	2015 Grant	2016 Request	2016 Recommended
221A Artist Run Centre Soc.	16,000	30,000	16,000
605 Collective Dance Soc.	15,000	30,000	17,000
Access Gallery (Vancouver Access Artist Run Centre)	15,000	21,000	17,000
Aeriosa Dance Soc.	15,000	15,000	15,000
Assn. of Book Publishers of B.C.	13,000	13,000	13,000
Battery Opera Performing Arts Soc.	16,000	17,000	16,000
Bill Reid Foundation	14,000	20,000	20,000
Blackbird Theatre	13,000	13,000	13,000
Canadian Alliance of Dance Artists - B.C. Chapter	10,000	15,000	10,000
Caravan World Rhythms Soc.	17,000	20,000	17,000
Centre A (Van. Intl. Centre for Contemporary Asian Art)	37,000	37,000	37,000
City Opera Van.	15,000	15,000	15,000
Co. Erasga Dance Soc.	15,000	18,000	15,000

Community Arts Council of Vancouver	11,000	11,000	11,000
Craft Council of B.C.	15,000	20,000	15,000
Dancing on the Edge Festival Soc.	25,000	25,000	25,000
EDAM Performing Arts Soc.	20,000	22,000	20,000
Elektra Women's Choir	15,000	20,000	15,000
Fight With a Stick (Leaky Heaven Performance Soc.)	15,000	18,000	15,000
Fillip (Projectile Publishing Soc.)	15,000	18,000	15,000
Gallery Gachet Soc.	19,000	19,000	19,000
Geist Foundation	10,500	15,500	10,500
Greater Van. Professional Theatre Alliance	13,000	13,000	13,000
Hard Rubber New Music Soc.	15,000	16,000	15,000
Indian Summer Arts Soc.	15,000	30,000	20,000
ITSAZOO Productions	13,000	13,000	13,000
Joe Ink Performance Soc.	15,000	17,000	15,000
Karen Jamieson Dance Soc.	15,000	17,000	15,000
Kokoro Dance Theatre Soc.	17,000	30,000	19,000
Live Biennial of Performance Art Soc.	15,000	23,000	15,000
Mascall Dance Soc.	15,000	20,000	15,000
Miscellaneous Productions Soc.	15,000	15,000	15,000
Movement Enterprises Soc.	13,000	15,000	13,000
Musica Intima Soc.	21,000	25,000	21,000
New Forms Media Soc.	15,000	18,000	15,000
New Orchestra Workshop Soc.	14,000	18,000	14,000
New Performance Works Soc.	15,000	20,000	15,000
Out Innerspace Dance Theatre and Film Soc.	15,000	20,000	17,000
Powell St. Festival Soc.	20,000	40,000	25,000
Pride in Art Soc.	15,000	30,000	15,000
Radix Theatre Soc.	15,000	20,000	15,000
Realwheels Soc.	15,000	20,000	17,000
Redshift Music Soc.	17,000	20,000	17,000
Reel to Real: Celebration of Moving Images Soc.	16,000	18,000	16,000
Ruby Slippers Productions Soc.	15,000	17,000	15,000
Secret Lantern Soc.	16,500	22,000	16,500
Still Moon Arts Soc.	15,000	20,000	15,000

Sub-TERRAIN Literary Collective Soc.	12,000	12,000	12,000
Tara Cheyenne Performance (DanStaBat Performance Soc.)	14,000	14,000	14,000
The Frank Theatre (Screaming Weenie Productions)	15,000	20,000	15,000
The Only Animal Theatre Soc.	15,000	15,000	15,000
Theatre Conspiracy (Western Theatre Conspiracy Arts Soc.)	16,000	20,000	17,000
Theatre Terrific Soc.	10,000	30,000	10,000
Unit/Pitt Projects (Unit/Pitt Soc. For Arts and Critical Awareness)	16,000	18,000	18,000
Up in The Air Theatre Soc.	15,000	20,000	15,000
Urban Ink Productions Soc.	17,000	30,000	27,000
Van. Cantata Soc.	16,500	18,000	16,500
Van. Inter-Cultural Orchestra (VICO)	15,000	15,000	15,000
Van. Intl. Dance Festival Soc.	23,500	30,000	25,000
Van. Jewish Film Centre Soc.	10,000	10,000	10,000
Van. Latin American Film Festival (First Latin American Film Festival of Vancouver)	16,000	18,000	16,000
Van. Theatresports League	10,500	20,000	10,500
Wen Wei Dance Soc.	22,000	30,000	22,000
Word Vancouver Festival (Van. Book & Magazine Fair Soc.)	18,000	20,000	18,000
Total	1,003,500	1,289,500	1,044,000

Operating Applicants Recommended for One-time Grant	2015 Grant	2016 Request	2016 One-Time Grant Recomm.
Music in the Morning Concert Soc.			5,000
VIVO Media Arts Centre (Satellite Video Exchange Soc.)			5,000
Annual Assistance Applicants Recommended for One-time Grant	2015 Grant	2016 Request	2016 One-Time Grant Recomm.
Caravan World Rhythms Soc.			5,000
Gallery Gachet Soc.			5,000
Greater Van. Professional Theatre Alliance			5,000
Karen Jamieson Dance Soc.			5,000
Kokoro Dance Theatre Soc.			5,000
Powell St. Festival Soc.			5,000
Theatre Terrific Soc.			5,000
Total One-Time Grants Recommended			45,000

Project	2015 Grant	2016 Request	2016 Recommended
Accordion Noir Soc.	6,000	10,000	10,000
Alley Theatre Assn.		14,000	14,000
Art Without Borders		2,000	0
Artists' Legal Outreach	6,500	15,000	5,000
Awkward Stage Productions Soc.		15,000	0
B.C. Chinese Music Assn.	3,500	4,500	3,000
Balcone Art Soc.		16,500	0
Barking Sphinx Performance Soc.	6,500	6,000	6,000
Bleeding Heart Theatre Soc.		19,000	8,000
Blueridge Chamber Music Soc.		5,000	3,000
Borealis String Quartet Soc.	2,500	5,000	4,000
Canadian Council of the Blind (CCB) Van. Vocaley Chapter Soc.	6,000	10,000	10,000
Capture Photography Festival Soc.	7,000	20,000	7,000
Cloudscape Comics Soc.	5,500	11,000	0
Creative Dominion Soc.		5,000	5,000
Delinquent Theatre Soc.	8,500	8,000	8,000
Erato Ensemble Soc.		10,000	0
Fugue Theatre Soc.	6,000	11,000	6,000
Hardline Productions Theatre Soc.	4,000	29,000	7,500
Hong Kong Exile Arts Assn.	4,000	9,400	0
Jewish Community Centre of Greater Van.	10,000	12,000	10,000
Jewish Museum and Archives of B.C. (Jewish Historical Soc. Of B.C.)	7,000	10,000	4,000
Kickstart Disability Arts and Culture	13,000	25,000	13,000
Kinesis Dance Soc.	4,000	7,000	5,000
Kwi Awt Stelmexw (KAS Cultural Soc.)		20,000	12,000
Les Productions Figlio Soc.		10,000	8,000
Little Chamber Music Series That Could Soc.		5,000	5,000
MACHiNENOiSY Dance Soc.	7,000	8,000	0
marta marta HoP Soc.	0	10,000	5,000
MOVE: the company (Movement Dance Productions Soc.)		8,000	0
OCW Arts & Publishing Foundation	6,000	9,000	8,000
Other Sights for Artists' Projects Assn.	10,000	15,000	0

Plastic Orchid Factory Soc.	6,000	15,000	12,000
Poetry is Dead Magazine	5,000	8,000	6,000
Raven Spirit Dance Soc.	6,000	8,000	5,000
Rice and Beans Theatre Soc.	3,000	9,000	6,000
Shay Kuebler Radical System Arts Soc.	3,000	6,000	5,000
Single Line Theatre		12,000	0
Solo Collective Theatre Soc.	11,000	14,000	9,000
Sophisticated Laughter Theatrical Soc.	0	10,000	0
Sound of Dragon Soc.	5,000	10,800	7,500
Staircase XI Theatre Soc.	0	4,000	3,000
Standing Wave Soc.	7,000	7,000	7,000
The Chop Theatre		20,000	12,000
The Elbow Theatre Soc.	0	10,000	8,000
Tomoe Arts Soc.	6,000	10,000	9,000
Too Fly Productions Soc		7,000	0
Turkish Canadian Soc.		10,000	0
Twenty-Something Theatre	8,000	15,000	7,000
Uzume Taiko Drum Group Soc.	4,000	5,000	4,000
Van. Asian Canadian Theatre	6,000	12,000	12,000
Van. Asian Film Festival Soc.	6,500	15,000	7,000
Van. Ballet Soc.		3,200	3,200
Van. Chinese Instrumental Music Soc.	4,000	6,000	6,000
Van. Latin American Cultural Centre Soc.		8,000	6,000
Van. Metropolitan Orchestra Soc.		5,000	0
Van. Poetry House Soc.	8,000	12,000	9,000
Van. Pro Musica (Pro Musica Soc. of Van.)	13,500	17,000	14,000
Van. Tap Dance Soc.	5,500	7,500	7,500
Van. Urban Spaces Initiative (VUSI)	3,000	6,000	2,500
Vetta Chamber Music and Recital Soc.	7,000	17,000	10,000
Virtual Stage Arts Soc.	0	15,000	13,000
VISAFF South Asian Film Festival Soc.		25,000	0
Visceral Visions	10,000	20,000	5,000
V'ni Dansi (Compaigni V'ni Dansi Soc.)	5,000	12,000	7,000
West Coast Feminist Literary Magazine Soc.		6,500	5,000

Western Gold Theatre Soc.	4,500	10,000	7,000
Women in Film and Television Vancouver Soc.		6,650	6,000
Working Spark Theatre Arts Soc.	0	2,000	2,000
Yarilo Contemporary Music Soc.	3,000	9,000	5,000
Zee Zee Theatre	0	9,000	8,000
Total	263,000	769,050	402,200

2016 CULTURAL OPERATING GRANTS PROGRAM

Deadline: Wednesday, December 9, 2015 at 4:00pm

Operating Grants is one of many programs, awards and services we offer to advance the vision and goals of the Culture Plan for Vancouver. Other programs, awards and services are detailed on the City's web page at:

<http://vancouver.ca/people-programs/arts-and-culture-grants.aspx>

CULTURE PLAN FOR VANCOUVER

<http://vancouver.ca/culture-plan>

VISION

A diverse and thriving cultural ecology that enriches the lives of residents and visitors.

GOALS

- Diversity, innovation, artistic excellence
- Community engagement and participation
- Vibrant, creative neighbourhoods and public spaces
- Dynamic robust creative economy

STRATEGIC DIRECTIONS 2014-2018

- Foster cultural leadership
- Increase participation and engagement
- Provide sustainable support programs
- Optimize city investment
- Invest in creative economy

If this guide does not help you with your content questions about the application, please contact staff well in advance of the deadline.

CONTACT INFORMATION

Staff: Cheryl Masters, Cultural Planner
Address: City of Vancouver Cultural Services
Suite 501 - 111 West Hastings Street
Vancouver, BC V6B 1H4
Tel: 604.829.2007
Hours: Monday - Friday 8:30am - 4:30pm
Email: cheryll.masters@vancouver.ca
Website: vancouver.ca/culture

CULTURAL OPERATING GRANTS PROGRAM INFORMATION GUIDE

This guide provides information about the objectives, criteria and process for the Cultural Operating Grants program. There is a companion document that provides a step by step “How to” Guide that outlines the technical process of submitting an online application.

OBJECTIVES AND DESCRIPTION

The Operating Grants program aims to provide consistent and reliable support to professional established non-profit arts and cultural organizations in their program and operational development in order for them to provide impactful, quality programs or services which contribute to a dynamic artistic community, in a healthy and sustainable manner.

Organizational Profile for Operating Grants

This program is for Vancouver-based, established professional non-profit arts and cultural organizations that have a mission to develop, create, produce, present and disseminate artistic work or who provide professional umbrella services* or space** for the benefit of the arts sector, in any artistic discipline (Aboriginal arts, community arts, dance, interdisciplinary, literary, media, multidisciplinary, music, theatre, visual arts).

The program is for organizations that have a clear and relevant mission guided by long-term goals and strategies. They generally have been incorporated for at least five years, have well-established programs or services that are developed and delivered with consistency and are artistically strong with proven impact in the community. There is full-time paid professional leadership (artistic and administrative), well-developed administrative structures, stable financial resources and planning, and an active Board of Directors with a clear governance role.

*Professional Services - the delivery of services or resources in support of artists and arts organizations in the areas of research, information, professional development, networking, administration, audience development, marketing and communications.

**Professional Space - the provision and operation of facilities for professional artists and arts organizations adequately zoned and equipped (box office, technical support) for public assembly, performance, rehearsal, meetings, etc.

Eligibility

To apply to this program the organization must:

- Be a registered non-profit society or a community service co-op registered with BC Registry Services or a registered charity with the Canadian Revenue Agency (CRA) and be registered for at least five years at the time of the application deadline
- Have a track record of receiving at minimum two consecutive grants from Cultural Services through either Projects or Annual Assistance
- Be physically located, have an active presence and have programs and services delivered within the City of Vancouver
- Have an established body of high quality work or services with a track record of consistent delivery and demand
- Have an independent Board of Directors composed of volunteers and representative of the mission and people served
 - Directors must meet the minimum articles of respective governing acts (BC Society Act, BC Cooperative Service Act for Community Service Coops, or the Canada Not-for-profit Corporations Act)
 - Directors must not be remunerated for services in their capacity as a Director (but may be reimbursed for reasonable expenses incurred) nor hold concurrent staff positions
 - Directors must function in a governance role and be active in policy, planning, legal and fiduciary responsibilities
- Have full-time professional and paid leadership (artistic and administrative) (min. 1 FTE)
- Have well-developed administrative systems (communications, financial, human resources)
- Have diverse and stable financial resources and practices
 - Sustained average annual cash budget generally of over \$300,000
 - Diversified cash resources (earned, private and public)
 - Independently-prepared financial statements (audit or review engagement)
- Compensate professional artists at standard industry rates

Ineligible Organizations and activity

- Publicly funded or private educational institutions (public schools, universities, colleges, training organizations)
- Organizations that do not have arts and cultural mandates or whose proposed activity does not meet the Program Objectives and Eligibility
- Other City of Vancouver departments, branches including community centres
- Social Service, Religious, Sports organizations or clubs
- Core artistic training
- Capital proposals
- Deficits
- Organizations and activity outside the City of Vancouver city limits
- Fundraisers
- Bursaries or scholarships

Assessment Criteria

Most of your answers in the Operating Grant application will be assessed against specific criteria which can be found in the Application Form. Criteria follow directly below the corresponding question in the Application Form. Where criteria are not listed, those questions are posed to collect information that is not already in CADAC data. Questions in the Application Form are organized into categories familiar to Operating organizations:

- History and Purpose
- Artistic Program and Services
- Participation and Impact
- Organizational Structure
- Board and Governance
- Financial Management

Criteria within each of these categories represent best practices in the arts and culture sector for established professional non-profit arts organizations as outlined in the Eligibility section of this guide. Organizations will be assessed on how well they meet the criteria according to the narrative response or additional material provided. It is understood that every organization is unique and there is no one-size-fits-all performance measure for operating organizations in the non-profit cultural sector. As a result, it is not anticipated that organizations will meet best practices in every criteria but this will provide strong indication as to how the organization is performing in specific areas.

Assessment Process

Assessment Committee Peer Review

Cultural Services uses a blended assessment approach where members of the arts and cultural community (peers) are nominated to participate in the assessment process along with a Cultural Planner from Cultural Services. This approach has been successful in that it allows for practicing artists and administrators to contribute their current and historical knowledge of a particular sector, while allowing staff to impart a funding history and a thorough financial and organizational analysis of the applicant and overall knowledge of the sector. Cultural Planners and Peer Assessment Committee members meet in person to discuss the submissions and make recommendations to City Council for consideration and approval.

For those interested in participating in an Assessment Committee or to nominate a qualified individual, please refer to the Assessment Committee Policy and Nomination Form online at: <http://vancouver.ca/people-programs/grant-application-and-assessment-process>

Recommendations and Report to City Council

A report on the Assessment Committee recommendations is written by staff and submitted to City Council for consideration and approval. At the same time, applicants will receive a Recommendation Notification from Cultural Services, with the recommendation and amount along with comments from the Assessment Committee. Information on the Request for Reconsideration process is also provided. The report is made public on the City's website shortly before the Council meeting date. Names of the Assessment Committee members are also made public in this report.

To find reports online go to:

1. vancouver.ca
2. Under “Your Government”, click on “Council meetings and decisions”
3. Click on “Upcoming Meetings”
4. Find the appropriate Regular Council or City Finance and Services meeting date and click on “Agenda and Minutes”
5. Scroll down to locate the appropriate Administrative Report - often called 20XX *Cultural Grants Allocations*

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, the applicant can make a formal submission. This is reviewed by the Director of Grants, Awards and Support Programs, who will make a final recommendation and submission to City Council for their consideration.

For specific details on the **Request for Reconsideration** policy and process, please visit <http://vancouver.ca/people-programs/request-for-reconsideration>

Results

A notification letter will be sent to all applicants indicating the funding recommendation one week prior to the Council meeting. Once Council approves the recommendations, successful applicants will receive payment usually within three weeks. Your recommendation letter is your document of record for your Auditor, if required. The entire application process as outlined above takes approximately five months from application deadline to receipt of the grant cheque or direct deposit. All grant recipients are strongly encouraged to set up direct deposit using an Electronic Funds Transfer form with the City’s Financial Services Group to expedite payment.

CONDITIONS OF ASSISTANCE

If your organization receives an Operating grant, the following conditions will apply:

- Grant funds must be applied to current expenses, not used to reduce or eliminate accumulated deficits. Activities cannot be funded retroactively.
- The Society will make every effort to secure funding from other sources as indicated in its application. It will keep proper books of accounts of all receipts and expenditures relating to its activities and, upon the City's request, make available for inspection by the City or its auditors all records and books of accounts.
- If there are any changes in the organization's activities as presented in its application, Cultural Services must be notified in writing of such changes immediately. In the event that the grant funds are not used for the organization's activities as described in the application, they are to be repaid to the City in full. If the activities are completed without requiring the full use of the City funds, the remaining City funds are also to be returned to the City.
- The Society will appropriately acknowledge the City's support in all information materials, including publications and programs related to funded activities. Such recognition must be commensurate with that given to other funding agencies. Grant recipients can contact Klodyne Rodney by email; klodyne.rodney@vancouver.ca or by phone at 604.871.6228 to receive the City's logo electronically.
- Receipt of a grant does not guarantee funding in the following fiscal year.

CONFIDENTIALITY

All documents submitted by Applicants to the City become the property of the City. The City will make every effort to maintain the confidentiality of each application and the information contained therein except to the extent necessary to communicate information to staff and peer Assessment Committee members for the purposes of evaluation and analysis. The City will not release any of this information to the public except as required under the Province of British Columbia *Freedom of Information and Protection of Privacy Act* or other legal disclosure process.

ADDITIONAL CITY RESOURCES

Capacity Building - Vantage Point

<http://www.thevantagepoint.ca/>

The City in partnership with Vantage Point offers leadership development and planning workshops and labs to grantees at no cost. Workshops and advanced learning labs in the areas of leadership development, strategic planning and non-profit lifecycles are available as needed.

Nonprofit Lifecycles: Stage-based Wisdom for Nonprofit Capacity

This book by Susan Kenny Stevens is a lifecycle approach to understanding capacity and how to increase performance. A publication and a summary PowerPoint presentation are available upon request to interested organizations. Contact staff for more information.

Financial Technical and Planning Assistance - Vancity

Financial Fitness workshops are available to grantees at a nominal fee. Technical and planning assistance is available for organizations facing significant financial challenges or opportunities. Contact staff for more information.

Cultural Infrastructure Grants

<http://vancouver.ca/people-programs/cultural-infrastructure-grant-program.aspx>

For organizations planning for or embarking on facility upgrades, renovations or development, this grant program can support both planning and implementation phases.

Access to Vancouver Civic Theatres Space

<http://vancouver.ca/people-programs/theatre-rental-grant-program.aspx>

The Theatre Rental Grants program provides access to venues owned by the City at reduced costs (Orpheum and Annex, Queen Elizabeth Theatre and Plaza, Vancouver Playhouse Theatre).

VIVA Vancouver

<http://vancouver.ca/streets-transportation/reducing-cars-on-city-streets.aspx>

In collaboration with community groups, local businesses, and regional partners, this program transforms road spaces into vibrant pedestrian spaces through short-term street closures.

Greening Your Event

vancouver.ca/doing-business/greening-your-event

Greenest City 2020 aims to position Vancouver as the greenest city in the world by 2020. The City encourages the cultural community to consider how to minimize the environmental impacts of cultural—especially outdoor—events.

Arts Event Licence

<http://vancouver.ca/doing-business/arts-event-licence.aspx>

Host pop-up performances in unconventional spaces including: studios, warehouses, factories, shops and wholesale spaces. Hold events at your location up to three days per month for up to 250 people, depending on the size of your venue. One application, one desk, one licence, and one low fee.

Permit Fee Assistance

<http://vancouver.ca/people-programs/permit-fee-assistance-for-cultural-spaces.aspx>

Cultural Services will pay up to \$1,500 towards development and building permit fees for cultural space projects. Offered on a first-come, first-served basis until the annual \$10,000 budget is spent.



2016 CULTURAL ANNUAL ASSISTANCE GRANTS PROGRAM

Deadline: Wednesday, December 9, 2015 at 4:00pm

Annual Assistance Grants is one of many programs, awards and services we offer to advance the vision and goals of the Culture Plan for Vancouver. Other programs, awards and services are detailed on the City's web page at:

<http://vancouver.ca/people-programs/arts-and-culture-grants.aspx>

CULTURE PLAN FOR VANCOUVER

VISION

A diverse and thriving cultural ecology that enriches the lives of residents and visitors.

GOALS

- Diversity, innovation, artistic excellence
- Community engagement and participation
- Vibrant, creative neighbourhoods and public spaces
- Dynamic robust creative economy

STRATEGIC DIRECTIONS 2014-2018

- Foster cultural leadership
- Increase participation and engagement
- Provide sustainable support programs
- Optimize city investment
- Invest in creative economy

Learn more about the Culture Plan and strategic directions for the next five years:

<http://vancouver.ca/culture-plan>

If this guide does not help you with your content questions about the application, please contact staff well in advance of the deadline.

CONTACT INFORMATION

Staff: Kristen Lambertson, Cultural Planner
Address: City of Vancouver Cultural Services
Suite 501 - 111 West Hastings Street
Vancouver, BC V6B 1H4
Tel: 604.829.2007
Hours: Monday - Friday 8:30am - 4:30pm
Email: Kristen.Lambertson@vancouver.ca
Website: vancouver.ca/culture

CULTURAL ANNUAL ASSISTANCE GRANTS PROGRAM INFORMATION GUIDE

This guide provides information about the objectives, criteria and process for the Annual Assistance Grants program. There is a companion document that provides a step by step “How to” Guide that outlines the technical process of submitting an online application.

OBJECTIVES AND DESCRIPTION

The Annual Assistance Grants program aims to provide consistent and reliable support to professional non-profit arts and cultural organizations in order for them to provide impactful, quality annual programs or services and build or strengthen operational infrastructure to contribute to a dynamic artistic community.

Organizational Profile for Annual Assistance Grants

This program is for Vancouver-based, professional non-profit arts and cultural organizations that have a mission to develop, create, produce, present and disseminate artistic work or who provide professional umbrella services* or space** for the benefit of the arts sector, in any artistic discipline (Aboriginal arts, community arts, dance, interdisciplinary, literary, media, multidisciplinary, music, theatre, visual arts).

The program is for organizations that have a clear and relevant mission to deliver annual artistic programs or services. They generally have been incorporated for at least three years, have impactful annual programs or services that are delivered with consistency and are artistically strong. There is paid professional leadership, emerging administrative and board structures, stabilizing financial resources, emergent longer-term planning, and an engaged Board of Directors.

*Professional Services - the delivery of services or resources in support of artists and arts organizations in the areas of research, information, professional development, networking, administration, audience development, marketing and communications.

**Professional Space - the provision and operation of facilities for professional artists and arts organizations adequately zoned and equipped (box office, technical support) for public assembly, performance, rehearsal, meetings, etc.

Eligibility

To apply to this program the organization must:

- Be a registered non-profit society or a community service co-op registered with BC Registry Services or a registered charity with the Canadian Revenue Agency (CRA) and be registered for at least five years at the time of the application deadline
- Have a track record of receiving at minimum two consecutive grants from Cultural Services through either Projects or Community Arts
- Be physically located, have an active presence and have programs and services delivered within the City of Vancouver
- Have a body of distinct and high-quality work or services with a track record of consistent delivery and demand
- Have an independent Board of Directors composed of volunteers and representative of the mission and people served
 - Directors must meet the minimum articles of respective governing acts (BC Society Act, BC Cooperative Service Act for Community Service Coops, or the Canada Not-for-profit Corporations Act)
 - Directors must not be remunerated for services in their capacity as a Director (but may be reimbursed for reasonable expenses incurred) nor hold concurrent staff positions
 - Directors must have a clear understanding of their leadership role and be willing to engage in policy, planning, legal and fiduciary responsibilities
- Have evidence of professional and paid leadership (artistic and administrative) generally between 0.5 to 2 Full Time Equivalent (FTE) staff members which may be comprised of several part-time positions
- Have growing capacity with administrative systems (communications, human resources)
- Have growing financial resource diversification
 - Sustained average annual cash budget generally between \$75,000 and \$300,000
 - Diversified cash resources (earned, private and public)
 - Independently-prepared financial statements (ideally a Review Engagement)
- Have demonstrated increasing capacity to consistently pay professional artists at standard industry rates

Ineligible Organizations and activity

- Publicly funded or private educational institutions (public schools, universities, colleges, training organizations)
- Organizations that do not have arts and cultural mandates or whose proposed activity does not meet the Program Objectives and Eligibility
- Other City of Vancouver departments, branches including community centres
- Social Service, Religious, Sports organizations or clubs
- Core artistic training
- Capital proposals
- Deficits
- Organizations and activity outside the City of Vancouver city limits
- Fundraisers
- Bursaries or scholarships

Assessment Criteria

Most questions in the Application Form have corresponding criteria displayed directly below the question. Your answers in the Annual Assistance Grant application will be assessed against specific criteria. Where there are no criteria specified for a particular question, they are posed to help you tell your organization's story and for us to collect statistical information that is not already in CADAC data. Questions in the Application Form are organized into the following categories:

- Organizational Purpose
- Artistic Programs or Services
- Participation and Impact
- Organizational Structure
- Board Structure
- Financial Management

Criteria within each of these categories represent best practices in the arts and culture sector for established professional non-profit arts organizations as outlined in the Eligibility section of this guide. Organizations will be assessed on how well they meet the criteria according to the narrative response or additional material provided. It is understood that every organization is unique and there is no one-size-fits-all performance measure for annual assistance organizations in the non-profit cultural sector. As a result, it is not anticipated that organizations will meet best practices in every criteria but this will provide strong indication as to how the organization is performing in specific areas.

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- The Society will appropriately acknowledge the City's support in all information materials, including publications and programs related to funded activities. Such recognition must be commensurate with that given to other funding agencies. Grant recipients can contact Klodyne Rodney by email; klodyne.rodney@vancouver.ca or by phone at 604.871.6228 to receive the City's logo electronically.
- Receipt of a grant does not guarantee funding in the following fiscal year.

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ADDITIONAL CITY RESOURCES

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<http://www.thevantagepoint.ca/>

The City in partnership with Vantage Point offers leadership development and planning workshops and labs to grantees at no cost. Workshops and advanced learning labs in the areas of leadership development, strategic planning and non-profit lifecycles are available as needed.

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For organizations planning for or embarking on facility upgrades, renovations or development, this grant program can support both planning and implementation phases.

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VIVA Vancouver

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In collaboration with community groups, local businesses, and regional partners, this program transforms road spaces into vibrant pedestrian spaces through short-term street closures.

Greening Your Event

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Arts Event Licence

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Host pop-up performances in unconventional spaces including: studios, warehouses, factories, shops and wholesale spaces. Hold events at your location up to three days per month for up to 250 people, depending on the size of your venue. One application, one desk, one licence, and one low fee.

Permit Fee Assistance

<http://vancouver.ca/people-programs/permit-fee-assistance-for-cultural-spaces.aspx>

Cultural Services will pay up to \$1,500 towards development and building permit fees for cultural space projects. Offered on a first-come, first-served basis until the annual \$10,000 budget is spent.



2016 CULTURAL PROJECTS GRANTS PROGRAM

Deadline: Wednesday, December 9, 2015 at 4:00pm

Projects Grants is one of many programs, awards and services we offer to advance the vision and goals of the Culture Plan for Vancouver. Other programs, awards and services are detailed on the City's web page at:

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CULTURE PLAN FOR VANCOUVER

<http://vancouver.ca/culture-plan>

VISION

A diverse and thriving cultural ecology that enriches the lives of residents and visitors.

GOALS

- Diversity, innovation, artistic excellence
- Community engagement and participation
- Vibrant, creative neighbourhoods and public spaces
- Dynamic robust creative economy

STRATEGIC DIRECTIONS 2014-2018

- Foster cultural leadership
- Increase participation and engagement
- Provide sustainable support programs
- Optimize city investment
- Invest in creative economy

If this guide does not help you with your content questions about the application, please contact staff well in advance of the deadline.

CONTACT INFORMATION

Staff: Karen Hasselfelt, Cultural Planner
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Website: vancouver.ca/culture

CULTURAL PROJECTS GRANTS PROGRAM INFORMATION GUIDE

This guide provides information about the objectives, criteria and process for the Cultural Projects Grants program. There is a companion document that provides a step by step “How to” Guide that outlines the technical process of submitting an online application.

OBJECTIVES AND DESCRIPTION

The Projects Grants program supports project initiatives in any artistic discipline (Aboriginal arts, community arts, dance, interdisciplinary, literary, media, multidisciplinary, music, theatre, visual arts), heritage or arts services sector. Projects contribute to the discourse, practice or art form and can be a one-time, single creative project, or a time-limited series or season.

Initiatives supported by City of Vancouver Projects Grants should ideally reach out to well-defined and varied public audiences through some form of dissemination or presentation (including exhibitions, performances, community-engaged events with professional artists, publications, presentations, video, film, new media, radio, audio recordings or web-based creative initiatives).

Applicants are strongly encouraged to have paid professional administration and leadership. All principal professional artists should be compensated for their participation commensurate with arts sector standards.¹

Organizational Profile for Projects Grants

This program is for Vancouver-based, professional non-profit arts and cultural organizations that have been incorporated for at least six months and have a mission to develop, create, produce, present and disseminate artistic work for the benefit of the public and the arts sector.

These organizations generally work on a project-by-project basis and are led by an arts or heritage professional who is often the founder of the organization. The organization supports artists and creative personnel, and the artistic programming is often innovative and addresses a need or opportunity in the community or the arts sector. These organizations are supported by an active working Board of Directors that often have a personal connection to the mission or the founder. Basic financial and administrative systems are in place, and duties are generally performed by one or

¹ For more information on these standards, please refer to the following organizations:
American Federation of Musicians: www.afm.org; Canadian Actors Equity Association: www.caea.com;
Canadian League of Composers: www.clc-lcc.ca; Canadian Alliance of Dance Artists: www.cadabc.org;
Professional Writers Association of Canada: www.pwac.ca; Canadian Artists Representation/Le front des artistes canadiens/CARFAC: www.carfac.ca

two paid professional staff, in combination with contract staff and volunteers, including Board members.

Eligibility

To apply to this program, the organization must:

- Be a non-profit society or a community service co-op legally registered with BC Registry Services or be a registered charity with the Canadian Revenue Agency (CRA) for at least six months at the time of the application deadline;
- Have an independent Board of Directors composed of volunteers and representative of the mission and people served
 - Directors must meet the minimum articles of respective governing acts (BC Society Act, BC Cooperative Service Act for Community Service Coops, or the Canada Not-for-profit Corporations Act
 - Directors must not be remunerated for services in their capacity as a Director (but may be reimbursed for reasonable expenses incurred) nor hold concurrent staff positions
- Be based and active in Vancouver and provide arts and cultural opportunities that are accessible to citizens of Vancouver and, when appropriate, publicized city-wide;
- Be committed to providing arts and cultural opportunities to Vancouver residents without exclusion of anyone by reason of religion, ethnicity, gender, age, sexual orientation, language, disability or income;
- Have other revenue sources for their projects;
- Provide independently prepared financial statements for the most recently completed fiscal year in the form of an un-audited Notice to Reader (with Balance Sheet and Income Statement) or a Review Engagement;
- Have completed and reported out as required on all previous projects and activities funded through Cultural Services; and
- Have no other applications for Projects, Operating or Community Arts grants for the upcoming year.

Examples of Eligible Activity

- A single production or show or a series of curated or produced arts and cultural events or programs.
- Collaborative creative initiatives that involve professional artists and community members in creatively addressing local interests and issues.
- Projects related to cultural heritage initiated through museums, archives or other professional heritage organizations.
- Projects that develop distinctive creative directions or cultural coalitions by building upon the delivery or sharing of services and resources.
- The production of arts and cultural conferences that offer significant learning and networking opportunities for artists, arts and cultural organizations and the general public.
- Artistic Residencies that facilitate learning, development and cultural exchange between professional artists and qualified Host organizations.
- Artistic or Administrative Mentorships that facilitate learning opportunities for professional artists and administrators wishing to gain experiential training with qualified professionals.
- Outdoor projects that have received civic approval from the appropriate departments. Evidence of permits or approvals may be a condition for release of grant funds.²

Ineligible Organizations and activity

- Publicly funded or private educational institutions (public schools, universities, colleges, training organizations)
- Organizations that do not have arts and cultural mandates or whose proposed activity does not meet the Program Objectives and Eligibility
- Other City of Vancouver departments, branches including community centres
- Social Service, Religious, Sports organizations or clubs
- Projects where the central focus or theme is not artistic or cultural
- Core artistic training
- Capital proposals
- Deficits
- Organizations and activity outside the City of Vancouver city limits
- Fundraisers
- Bursaries or scholarships
- Contests or competitions

² For projects taking place on city streets or plazas, contact the City's Film and Special Events Office at 604-257-8850 or email specialevents@vancouver.ca.

For projects taking place in parks contact the Park Board Special Events and Film Office at 604-257-8516 or email parkevents@vancouver.ca.

Assessment Criteria

Most of the Projects Grants application will be assessed against specific criteria that follows directly below the corresponding question in the Application Form. Where criteria are not listed, those questions are posed to collect data for reporting purposes. Questions in the Application Form are organized into the following categories:

1. City Support
2. Proposed Project
3. Participation and Impact
4. Board and Finance

Criteria within each of these categories represent standard practices in the arts and culture sector for professional non-profit arts organizations as outlined in the Eligibility section of this guide. Organizations will be assessed on how well they meet the criteria according to the written responses or attachments provided. It is understood that every organization is unique and there is no one-size-fits-all performance measure for Project organizations in the non-profit cultural sector. As a result, it is not anticipated that organizations will meet standard practices in every criteria, but the criteria provides a good indication as to how the organization is performing in specific areas.

Assessment Process

Assessment Committee Peer Review

Cultural Services uses a blended assessment approach where members of the arts and cultural community (peers) are nominated to participate in the assessment process along with a Cultural Planner from Cultural Services. This approach has been successful in that it allows for practicing artists and administrators to contribute their current and historical knowledge of a particular sector, while allowing staff to impart a funding history and a thorough financial and organizational analysis of the applicant and overall knowledge of the sector. Cultural Planners and Peer Assessment Committee members meet in person to discuss the submissions and make recommendations to City Council for consideration and approval.

For those interested in participating in an Assessment Committee or to nominate a qualified individual, please refer to the Assessment Committee Policy and Nomination Form online at: <http://vancouver.ca/people-programs/grant-application-and-assessment-process>

Recommendations and Report to City Council

A report on the Assessment Committee recommendations is written by staff and submitted to City Council for consideration and approval. At the same time, applicants will receive a Recommendation Notification from Cultural Services, with the recommendation and amount along with comments from the Assessment Committee. Information on the Request for Reconsideration process is also provided. The report is made public on the City's website shortly before the Council meeting date. Names of the Assessment Committee members are also made public in this report.

To find reports online go to:

1. vancouver.ca
2. Under “Your Government”, click on “Council meetings and decisions”
3. Click on “Upcoming Meetings”
4. Find the appropriate Regular Council or City Finance and Services meeting date and click on “Agenda and Minutes”
5. Scroll down to locate the appropriate Administrative Report - often called 20XX *Cultural Grants Allocations*

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, the applicant can make a formal submission. This is reviewed by the Director of Grants, Awards and Support Programs, who will make a final recommendation and submission to City Council for their consideration.

For specific details on the **Request for Reconsideration** policy and process, please visit <http://vancouver.ca/people-programs/request-for-reconsideration>

Results

A notification letter will be sent to all applicants indicating the funding recommendation one week prior to the Council meeting. Once Council approves the recommendations, successful applicants will receive payment usually within three weeks. Your recommendation letter is your document of record for your Auditor, if required. The entire application process as outlined above takes approximately five months from application deadline to receipt of the grant cheque or direct deposit. All grant recipients are strongly encouraged to set up direct deposit using an Electronic Funds Transfer form with the City’s Financial Services Group to expedite payment.

CONDITIONS OF ASSISTANCE

If your organization receives a Projects grant, the following conditions will apply:

- Grant funds must be applied to current expenses, not used to reduce or eliminate accumulated deficits. Activities cannot be funded retroactively.
- The Society will make every effort to secure funding from other sources as indicated in its application. It will keep proper books of accounts of all receipts and expenditures relating to its activities and, upon the City's request, make available for inspection by the City or its auditors all records and books of accounts.
- If there are any changes in the organization's activities as presented in its application, Cultural Services must be notified in writing immediately and approve changes. In the event that the grant funds are not used for the organization's activities as described in the application, they are to be repaid to the City in full. If the activities are completed without requiring the full use of the City funds, the remaining City funds are also to be returned to the City.
- The Society will appropriately acknowledge the City's support in all information materials, including publications and programs related to funded activities. Such recognition must be commensurate with that given to other funding agencies. Grant recipients can contact Klodyne Rodney by email; klodyne.rodney@vancouver.ca or by phone at 604.871.6228 to receive the City's logo electronically.
- Receipt of a grant does not guarantee funding in the future.

CONFIDENTIALITY

All documents submitted by Applicants to the City become the property of the City. The City will make every effort to maintain the confidentiality of each application and the information contained therein except to the extent necessary to communicate information to staff and peer Assessment Committee members for the purposes of evaluation and analysis. The City will not release any of this information to the public except as required under the Province of British Columbia *Freedom of Information and Protection of Privacy Act* or other legal disclosure process.

ADDITIONAL CITY RESOURCES

Capacity Building - Vantage Point

<http://www.thevantagepoint.ca/>

The City in partnership with Vantage Point offers leadership development and planning workshops and labs to grantees at no cost. Workshops and advanced learning labs in the areas of leadership development, strategic planning and non-profit lifecycles are available as needed.

Nonprofit Lifecycles: Stage-based Wisdom for Nonprofit Capacity

This book by Susan Kenny Stevens is a lifecycle approach to understanding capacity and how to increase performance. A publication and a summary PowerPoint presentation are available upon request to interested organizations. Contact staff for more information.

Financial Technical and Planning Assistance - Vancity

Financial Fitness workshops are available to grantees at a nominal fee. Technical and planning assistance is available for organizations facing significant financial challenges or opportunities. Contact staff for more information.

Cultural Infrastructure Grants

<http://vancouver.ca/people-programs/cultural-infrastructure-grant-program.aspx>

For organizations planning for or embarking on facility upgrades, renovations or development, this grant program can support both planning and implementation phases.

Access to Vancouver Civic Theatres Space

<http://vancouver.ca/people-programs/theatre-rental-grant-program.aspx>

The Theatre Rental Grants program provides access to venues owned by the City at reduced costs (Orpheum and Annex, Queen Elizabeth Theatre and Plaza, Vancouver Playhouse Theatre).

VIVA Vancouver

<http://vancouver.ca/streets-transportation/reducing-cars-on-city-streets.aspx>

In collaboration with community groups, local businesses, and regional partners, this program transforms road spaces into vibrant pedestrian spaces through short-term street closures.

Greening Your Event

vancouver.ca/doing-business/greening-your-event

Greenest City 2020 aims to position Vancouver as the greenest city in the world by 2020. The City encourages the cultural community to consider how to minimize the environmental impacts of cultural—especially outdoor—events.

Arts Event Licence

<http://vancouver.ca/doing-business/arts-event-licence.aspx>

Host pop-up performances in unconventional spaces including: studios, warehouses, factories, shops and wholesale spaces. Hold events at your location up to three days per month for up to 250 people, depending on the size of your venue. One application, one desk, one licence, and one low fee.

Permit Fee Assistance

<http://vancouver.ca/people-programs/permit-fee-assistance-for-cultural-spaces.aspx>

Cultural Services will pay up to \$1,500 towards development and building permit fees for cultural space projects. Offered on a first-come, first-served basis until the annual \$10,000 budget is spent.



2016 CULTURAL OPERATING GRANTS PROGRAM

Deadline: Wednesday, December 9, 2015 at 4:00pm

Operating Grants is one of many programs, awards and services we offer to advance the vision and goals of the Culture Plan for Vancouver. Other programs, awards and services are detailed on the City's web page at:

<http://vancouver.ca/people-programs/arts-and-culture-grants.aspx>

CULTURE PLAN FOR VANCOUVER

<http://vancouver.ca/culture-plan>

VISION

A diverse and thriving cultural ecology that enriches the lives of residents and visitors.

GOALS

- Diversity, innovation, artistic excellence
- Community engagement and participation
- Vibrant, creative neighbourhoods and public spaces
- Dynamic robust creative economy

STRATEGIC DIRECTIONS 2014-2018

- Foster cultural leadership
- Increase participation and engagement
- Provide sustainable support programs
- Optimize city investment
- Invest in creative economy

If this guide does not help you with your content questions about the application, please contact staff well in advance of the deadline.

CONTACT INFORMATION

Staff: Cheryl Masters, Cultural Planner
Address: City of Vancouver Cultural Services
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Vancouver, BC V6B 1H4
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Website: vancouver.ca/culture

CULTURAL OPERATING GRANTS PROGRAM INFORMATION GUIDE

This guide provides information about the objectives, criteria and process for the Cultural Operating Grants program. There is a companion document that provides a step by step “How to” Guide that outlines the technical process of submitting an online application.

OBJECTIVES AND DESCRIPTION

The Operating Grants program aims to provide consistent and reliable support to professional established non-profit arts and cultural organizations in their program and operational development in order for them to provide impactful, quality programs or services which contribute to a dynamic artistic community, in a healthy and sustainable manner.

Organizational Profile for Operating Grants

This program is for Vancouver-based, established professional non-profit arts and cultural organizations that have a mission to develop, create, produce, present and disseminate artistic work or who provide professional umbrella services* or space** for the benefit of the arts sector, in any artistic discipline (Aboriginal arts, community arts, dance, interdisciplinary, literary, media, multidisciplinary, music, theatre, visual arts).

The program is for organizations that have a clear and relevant mission guided by long-term goals and strategies. They generally have been incorporated for at least five years, have well-established programs or services that are developed and delivered with consistency and are artistically strong with proven impact in the community. There is full-time paid professional leadership (artistic and administrative), well-developed administrative structures, stable financial resources and planning, and an active Board of Directors with a clear governance role.

*Professional Services - the delivery of services or resources in support of artists and arts organizations in the areas of research, information, professional development, networking, administration, audience development, marketing and communications.

**Professional Space - the provision and operation of facilities for professional artists and arts organizations adequately zoned and equipped (box office, technical support) for public assembly, performance, rehearsal, meetings, etc.

Eligibility

To apply to this program the organization must:

- Be a registered non-profit society or a community service co-op registered with BC Registry Services or a registered charity with the Canadian Revenue Agency (CRA) and be registered for at least five years at the time of the application deadline
- Have a track record of receiving at minimum two consecutive grants from Cultural Services through either Projects or Annual Assistance
- Be physically located, have an active presence and have programs and services delivered within the City of Vancouver
- Have an established body of high quality work or services with a track record of consistent delivery and demand
- Have an independent Board of Directors composed of volunteers and representative of the mission and people served
 - Directors must meet the minimum articles of respective governing acts (BC Society Act, BC Cooperative Service Act for Community Service Coops, or the Canada Not-for-profit Corporations Act)
 - Directors must not be remunerated for services in their capacity as a Director (but may be reimbursed for reasonable expenses incurred) nor hold concurrent staff positions
 - Directors must function in a governance role and be active in policy, planning, legal and fiduciary responsibilities
- Have full-time professional and paid leadership (artistic and administrative) (min. 1 FTE)
- Have well-developed administrative systems (communications, financial, human resources)
- Have diverse and stable financial resources and practices
 - Sustained average annual cash budget generally of over \$300,000
 - Diversified cash resources (earned, private and public)
 - Independently-prepared financial statements (audit or review engagement)
- Compensate professional artists at standard industry rates

Ineligible Organizations and activity

- Publicly funded or private educational institutions (public schools, universities, colleges, training organizations)
- Organizations that do not have arts and cultural mandates or whose proposed activity does not meet the Program Objectives and Eligibility
- Other City of Vancouver departments, branches including community centres
- Social Service, Religious, Sports organizations or clubs
- Core artistic training
- Capital proposals
- Deficits
- Organizations and activity outside the City of Vancouver city limits
- Fundraisers
- Bursaries or scholarships

Assessment Criteria

Most of your answers in the Operating Grant application will be assessed against specific criteria which can be found in the Application Form. Criteria follow directly below the corresponding question in the Application Form. Where criteria are not listed, those questions are posed to collect information that is not already in CADAC data. Questions in the Application Form are organized into categories familiar to Operating organizations:

- History and Purpose
- Artistic Program and Services
- Participation and Impact
- Organizational Structure
- Board and Governance
- Financial Management

Criteria within each of these categories represent best practices in the arts and culture sector for established professional non-profit arts organizations as outlined in the Eligibility section of this guide. Organizations will be assessed on how well they meet the criteria according to the narrative response or additional material provided. It is understood that every organization is unique and there is no one-size-fits-all performance measure for operating organizations in the non-profit cultural sector. As a result, it is not anticipated that organizations will meet best practices in every criteria but this will provide strong indication as to how the organization is performing in specific areas.

Assessment Process

Assessment Committee Peer Review

Cultural Services uses a blended assessment approach where members of the arts and cultural community (peers) are nominated to participate in the assessment process along with a Cultural Planner from Cultural Services. This approach has been successful in that it allows for practicing artists and administrators to contribute their current and historical knowledge of a particular sector, while allowing staff to impart a funding history and a thorough financial and organizational analysis of the applicant and overall knowledge of the sector. Cultural Planners and Peer Assessment Committee members meet in person to discuss the submissions and make recommendations to City Council for consideration and approval.

For those interested in participating in an Assessment Committee or to nominate a qualified individual, please refer to the Assessment Committee Policy and Nomination Form online at: <http://vancouver.ca/people-programs/grant-application-and-assessment-process>

Recommendations and Report to City Council

A report on the Assessment Committee recommendations is written by staff and submitted to City Council for consideration and approval. At the same time, applicants will receive a Recommendation Notification from Cultural Services, with the recommendation and amount along with comments from the Assessment Committee. Information on the Request for Reconsideration process is also provided. The report is made public on the City's website shortly before the Council meeting date. Names of the Assessment Committee members are also made public in this report.

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Request for Reconsideration

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2. Formal Request for Reconsideration - if still in disagreement with the recommendation and the applicant meets specific criteria, the applicant can make a formal submission. This is reviewed by the Director of Grants, Awards and Support Programs, who will make a final recommendation and submission to City Council for their consideration.

For specific details on the **Request for Reconsideration** policy and process, please visit <http://vancouver.ca/people-programs/request-for-reconsideration>

Results

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CONDITIONS OF ASSISTANCE

If your organization receives an Operating grant, the following conditions will apply:

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- The Society will make every effort to secure funding from other sources as indicated in its application. It will keep proper books of accounts of all receipts and expenditures relating to its activities and, upon the City's request, make available for inspection by the City or its auditors all records and books of accounts.
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- The Society will appropriately acknowledge the City's support in all information materials, including publications and programs related to funded activities. Such recognition must be commensurate with that given to other funding agencies. Grant recipients can contact Klodyne Rodney by email; klodyne.rodney@vancouver.ca or by phone at 604.871.6228 to receive the City's logo electronically.
- Receipt of a grant does not guarantee funding in the following fiscal year.

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ADDITIONAL CITY RESOURCES

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The City in partnership with Vantage Point offers leadership development and planning workshops and labs to grantees at no cost. Workshops and advanced learning labs in the areas of leadership development, strategic planning and non-profit lifecycles are available as needed.

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For organizations planning for or embarking on facility upgrades, renovations or development, this grant program can support both planning and implementation phases.

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Arts Event Licence

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Host pop-up performances in unconventional spaces including: studios, warehouses, factories, shops and wholesale spaces. Hold events at your location up to three days per month for up to 250 people, depending on the size of your venue. One application, one desk, one licence, and one low fee.

Permit Fee Assistance

<http://vancouver.ca/people-programs/permit-fee-assistance-for-cultural-spaces.aspx>

Cultural Services will pay up to \$1,500 towards development and building permit fees for cultural space projects. Offered on a first-come, first-served basis until the annual \$10,000 budget is spent.



2016 CULTURAL ANNUAL ASSISTANCE GRANTS PROGRAM

Deadline: Wednesday, December 9, 2015 at 4:00pm

Annual Assistance Grants is one of many programs, awards and services we offer to advance the vision and goals of the Culture Plan for Vancouver. Other programs, awards and services are detailed on the City's web page at:

<http://vancouver.ca/people-programs/arts-and-culture-grants.aspx>

CULTURE PLAN FOR VANCOUVER

VISION

A diverse and thriving cultural ecology that enriches the lives of residents and visitors.

GOALS

- Diversity, innovation, artistic excellence
- Community engagement and participation
- Vibrant, creative neighbourhoods and public spaces
- Dynamic robust creative economy

STRATEGIC DIRECTIONS 2014-2018

- Foster cultural leadership
- Increase participation and engagement
- Provide sustainable support programs
- Optimize city investment
- Invest in creative economy

Learn more about the Culture Plan and strategic directions for the next five years:

<http://vancouver.ca/culture-plan>

If this guide does not help you with your content questions about the application, please contact staff well in advance of the deadline.

CONTACT INFORMATION

Staff: Kristen Lambertson, Cultural Planner
Address: City of Vancouver Cultural Services
Suite 501 - 111 West Hastings Street
Vancouver, BC V6B 1H4
Tel: 604.829.2007
Hours: Monday - Friday 8:30am - 4:30pm
Email: Kristen.Lambertson@vancouver.ca
Website: vancouver.ca/culture

CULTURAL ANNUAL ASSISTANCE GRANTS PROGRAM INFORMATION GUIDE

This guide provides information about the objectives, criteria and process for the Annual Assistance Grants program. There is a companion document that provides a step by step “How to” Guide that outlines the technical process of submitting an online application.

OBJECTIVES AND DESCRIPTION

The Annual Assistance Grants program aims to provide consistent and reliable support to professional non-profit arts and cultural organizations in order for them to provide impactful, quality annual programs or services and build or strengthen operational infrastructure to contribute to a dynamic artistic community.

Organizational Profile for Annual Assistance Grants

This program is for Vancouver-based, professional non-profit arts and cultural organizations that have a mission to develop, create, produce, present and disseminate artistic work or who provide professional umbrella services* or space** for the benefit of the arts sector, in any artistic discipline (Aboriginal arts, community arts, dance, interdisciplinary, literary, media, multidisciplinary, music, theatre, visual arts).

The program is for organizations that have a clear and relevant mission to deliver annual artistic programs or services. They generally have been incorporated for at least three years, have impactful annual programs or services that are delivered with consistency and are artistically strong. There is paid professional leadership, emerging administrative and board structures, stabilizing financial resources, emergent longer-term planning, and an engaged Board of Directors.

*Professional Services - the delivery of services or resources in support of artists and arts organizations in the areas of research, information, professional development, networking, administration, audience development, marketing and communications.

**Professional Space - the provision and operation of facilities for professional artists and arts organizations adequately zoned and equipped (box office, technical support) for public assembly, performance, rehearsal, meetings, etc.

Eligibility

To apply to this program the organization must:

- Be a registered non-profit society or a community service co-op registered with BC Registry Services or a registered charity with the Canadian Revenue Agency (CRA) and be registered for at least five years at the time of the application deadline
- Have a track record of receiving at minimum two consecutive grants from Cultural Services through either Projects or Community Arts
- Be physically located, have an active presence and have programs and services delivered within the City of Vancouver
- Have a body of distinct and high-quality work or services with a track record of consistent delivery and demand
- Have an independent Board of Directors composed of volunteers and representative of the mission and people served
 - Directors must meet the minimum articles of respective governing acts (BC Society Act, BC Cooperative Service Act for Community Service Coops, or the Canada Not-for-profit Corporations Act)
 - Directors must not be remunerated for services in their capacity as a Director (but may be reimbursed for reasonable expenses incurred) nor hold concurrent staff positions
 - Directors must have a clear understanding of their leadership role and be willing to engage in policy, planning, legal and fiduciary responsibilities
- Have evidence of professional and paid leadership (artistic and administrative) generally between 0.5 to 2 Full Time Equivalent (FTE) staff members which may be comprised of several part-time positions
- Have growing capacity with administrative systems (communications, human resources)
- Have growing financial resource diversification
 - Sustained average annual cash budget generally between \$75,000 and \$300,000
 - Diversified cash resources (earned, private and public)
 - Independently-prepared financial statements (ideally a Review Engagement)
- Have demonstrated increasing capacity to consistently pay professional artists at standard industry rates

Ineligible Organizations and activity

- Publicly funded or private educational institutions (public schools, universities, colleges, training organizations)
- Organizations that do not have arts and cultural mandates or whose proposed activity does not meet the Program Objectives and Eligibility
- Other City of Vancouver departments, branches including community centres
- Social Service, Religious, Sports organizations or clubs
- Core artistic training
- Capital proposals
- Deficits
- Organizations and activity outside the City of Vancouver city limits
- Fundraisers
- Bursaries or scholarships

Assessment Criteria

Most questions in the Application Form have corresponding criteria displayed directly below the question. Your answers in the Annual Assistance Grant application will be assessed against specific criteria. Where there are no criteria specified for a particular question, they are posed to help you tell your organization's story and for us to collect statistical information that is not already in CADAC data. Questions in the Application Form are organized into the following categories:

- Organizational Purpose
- Artistic Programs or Services
- Participation and Impact
- Organizational Structure
- Board Structure
- Financial Management

Criteria within each of these categories represent best practices in the arts and culture sector for established professional non-profit arts organizations as outlined in the Eligibility section of this guide. Organizations will be assessed on how well they meet the criteria according to the narrative response or additional material provided. It is understood that every organization is unique and there is no one-size-fits-all performance measure for annual assistance organizations in the non-profit cultural sector. As a result, it is not anticipated that organizations will meet best practices in every criteria but this will provide strong indication as to how the organization is performing in specific areas.

Assessment Process

Assessment Committee Peer Review

Cultural Services uses a blended assessment approach where members of the arts and cultural community (peers) are nominated to participate in the assessment process along with a Cultural Planner from Cultural Services. This approach has been successful in that it allows for practicing artists and administrators to contribute their current and historical knowledge of a particular sector, while allowing staff to impart a funding history and a thorough financial and organizational analysis of the applicant and overall knowledge of the sector. Cultural Planners and Peer Assessment Committee members meet in person to discuss the submissions and make recommendations to City Council for consideration and approval.

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A report on the Assessment Committee recommendations is written by staff and submitted to City Council for consideration and approval. At the same time, applicants will receive a Recommendation Notification from Cultural Services, with the recommendation and amount along with comments from the Assessment Committee. Information on the Request for Reconsideration process is also provided. The report is made public on the City's website shortly before the Council meeting date. Names of the Assessment Committee members are also made public in this report.

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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, the applicant can make a formal submission. This is reviewed by the Director of Grants, Awards and Support Programs, who will make a final recommendation and submission to City Council for their consideration.

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Results

A notification letter will be sent to all applicants indicating the funding recommendation one week prior to the Council meeting. Once Council approves the recommendations, successful applicants will receive payment usually within three weeks. Your recommendation letter is your document of record for your Auditor, if required. The entire application process as outlined above takes approximately five months from application deadline to receipt of the grant cheque or direct deposit. All grant recipients are strongly encouraged to set up direct deposit using an Electronic Funds Transfer form with the City's Financial Services Group to expedite payment.

CONDITIONS OF ASSISTANCE

If your organization receives an Annual Assistance grant, the following conditions will apply:

- Grant funds must be applied to current expenses, not used to reduce or eliminate accumulated deficits. Activities cannot be funded retroactively.
- The Society will make every effort to secure funding from other sources as indicated in its application. It will keep proper books of accounts of all receipts and expenditures relating to its activities and, upon the City's request, make available for inspection by the City or its auditors all records and books of accounts.
- If there are any changes in the organization's activities as presented in its application, Cultural Services must be notified in writing of such changes immediately. In the event that the grant funds are not used for the organization's activities as described in the application, they are to be repaid to the City in full. If the activities are completed without requiring the full use of the City funds, the remaining City funds are also to be returned to the City.
- The Society will appropriately acknowledge the City's support in all information materials, including publications and programs related to funded activities. Such recognition must be commensurate with that given to other funding agencies. Grant recipients can contact Klodyne Rodney by email; klodyne.rodney@vancouver.ca or by phone at 604.871.6228 to receive the City's logo electronically.
- Receipt of a grant does not guarantee funding in the following fiscal year.

CONFIDENTIALITY

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ADDITIONAL CITY RESOURCES

Capacity Building - Vantage Point

<http://www.thevantagepoint.ca/>

The City in partnership with Vantage Point offers leadership development and planning workshops and labs to grantees at no cost. Workshops and advanced learning labs in the areas of leadership development, strategic planning and non-profit lifecycles are available as needed.

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For organizations planning for or embarking on facility upgrades, renovations or development, this grant program can support both planning and implementation phases.

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<http://vancouver.ca/people-programs/theatre-rental-grant-program.aspx>

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VIVA Vancouver

<http://vancouver.ca/streets-transportation/reducing-cars-on-city-streets.aspx>

In collaboration with community groups, local businesses, and regional partners, this program transforms road spaces into vibrant pedestrian spaces through short-term street closures.

Greening Your Event

vancouver.ca/doing-business/greening-your-event

Greenest City 2020 aims to position Vancouver as the greenest city in the world by 2020. The City encourages the cultural community to consider how to minimize the environmental impacts of cultural—especially outdoor—events.

Arts Event Licence

<http://vancouver.ca/doing-business/arts-event-licence.aspx>

Host pop-up performances in unconventional spaces including: studios, warehouses, factories, shops and wholesale spaces. Hold events at your location up to three days per month for up to 250 people, depending on the size of your venue. One application, one desk, one licence, and one low fee.

Permit Fee Assistance

<http://vancouver.ca/people-programs/permit-fee-assistance-for-cultural-spaces.aspx>

Cultural Services will pay up to \$1,500 towards development and building permit fees for cultural space projects. Offered on a first-come, first-served basis until the annual \$10,000 budget is spent.



2016 CULTURAL PROJECTS GRANTS PROGRAM

Deadline: Wednesday, December 9, 2015 at 4:00pm

Projects Grants is one of many programs, awards and services we offer to advance the vision and goals of the Culture Plan for Vancouver. Other programs, awards and services are detailed on the City's web page at:

<http://vancouver.ca/people-programs/arts-and-culture-grants.aspx>

CULTURE PLAN FOR VANCOUVER

<http://vancouver.ca/culture-plan>

VISION

A diverse and thriving cultural ecology that enriches the lives of residents and visitors.

GOALS

- Diversity, innovation, artistic excellence
- Community engagement and participation
- Vibrant, creative neighbourhoods and public spaces
- Dynamic robust creative economy

STRATEGIC DIRECTIONS 2014-2018

- Foster cultural leadership
- Increase participation and engagement
- Provide sustainable support programs
- Optimize city investment
- Invest in creative economy

If this guide does not help you with your content questions about the application, please contact staff well in advance of the deadline.

CONTACT INFORMATION

Staff: Karen Hasselfelt, Cultural Planner
Address: City of Vancouver Cultural Services
Suite 501 - 111 West Hastings Street
Vancouver, BC V6B 1H4
Tel: 604.829.2007
Hours: Monday - Friday 8:30am - 4:30pm
Email: karen.hasselfelt@vancouver.ca
Website: vancouver.ca/culture

CULTURAL PROJECTS GRANTS PROGRAM INFORMATION GUIDE

This guide provides information about the objectives, criteria and process for the Cultural Projects Grants program. There is a companion document that provides a step by step “How to” Guide that outlines the technical process of submitting an online application.

OBJECTIVES AND DESCRIPTION

The Projects Grants program supports project initiatives in any artistic discipline (Aboriginal arts, community arts, dance, interdisciplinary, literary, media, multidisciplinary, music, theatre, visual arts), heritage or arts services sector. Projects contribute to the discourse, practice or art form and can be a one-time, single creative project, or a time-limited series or season.

Initiatives supported by City of Vancouver Projects Grants should ideally reach out to well-defined and varied public audiences through some form of dissemination or presentation (including exhibitions, performances, community-engaged events with professional artists, publications, presentations, video, film, new media, radio, audio recordings or web-based creative initiatives).

Applicants are strongly encouraged to have paid professional administration and leadership. All principal professional artists should be compensated for their participation commensurate with arts sector standards.¹

Organizational Profile for Projects Grants

This program is for Vancouver-based, professional non-profit arts and cultural organizations that have been incorporated for at least six months and have a mission to develop, create, produce, present and disseminate artistic work for the benefit of the public and the arts sector.

These organizations generally work on a project-by-project basis and are led by an arts or heritage professional who is often the founder of the organization. The organization supports artists and creative personnel, and the artistic programming is often innovative and addresses a need or opportunity in the community or the arts sector. These organizations are supported by an active working Board of Directors that often have a personal connection to the mission or the founder. Basic financial and administrative systems are in place, and duties are generally performed by one or

¹ For more information on these standards, please refer to the following organizations:
American Federation of Musicians: www.afm.org; Canadian Actors Equity Association: www.caea.com;
Canadian League of Composers: www.clc-lcc.ca; Canadian Alliance of Dance Artists: www.cadabc.org;
Professional Writers Association of Canada: www.pwac.ca; Canadian Artists Representation/Le front des artistes canadiens/CARFAC: www.carfac.ca

two paid professional staff, in combination with contract staff and volunteers, including Board members.

Eligibility

To apply to this program, the organization must:

- Be a non-profit society or a community service co-op legally registered with BC Registry Services or be a registered charity with the Canadian Revenue Agency (CRA) for at least six months at the time of the application deadline;
- Have an independent Board of Directors composed of volunteers and representative of the mission and people served
 - Directors must meet the minimum articles of respective governing acts (BC Society Act, BC Cooperative Service Act for Community Service Coops, or the Canada Not-for-profit Corporations Act
 - Directors must not be remunerated for services in their capacity as a Director (but may be reimbursed for reasonable expenses incurred) nor hold concurrent staff positions
- Be based and active in Vancouver and provide arts and cultural opportunities that are accessible to citizens of Vancouver and, when appropriate, publicized city-wide;
- Be committed to providing arts and cultural opportunities to Vancouver residents without exclusion of anyone by reason of religion, ethnicity, gender, age, sexual orientation, language, disability or income;
- Have other revenue sources for their projects;
- Provide independently prepared financial statements for the most recently completed fiscal year in the form of an un-audited Notice to Reader (with Balance Sheet and Income Statement) or a Review Engagement;
- Have completed and reported out as required on all previous projects and activities funded through Cultural Services; and
- Have no other applications for Projects, Operating or Community Arts grants for the upcoming year.

Examples of Eligible Activity

- A single production or show or a series of curated or produced arts and cultural events or programs.
- Collaborative creative initiatives that involve professional artists and community members in creatively addressing local interests and issues.
- Projects related to cultural heritage initiated through museums, archives or other professional heritage organizations.
- Projects that develop distinctive creative directions or cultural coalitions by building upon the delivery or sharing of services and resources.
- The production of arts and cultural conferences that offer significant learning and networking opportunities for artists, arts and cultural organizations and the general public.
- Artistic Residencies that facilitate learning, development and cultural exchange between professional artists and qualified Host organizations.
- Artistic or Administrative Mentorships that facilitate learning opportunities for professional artists and administrators wishing to gain experiential training with qualified professionals.
- Outdoor projects that have received civic approval from the appropriate departments. Evidence of permits or approvals may be a condition for release of grant funds.²

Ineligible Organizations and activity

- Publicly funded or private educational institutions (public schools, universities, colleges, training organizations)
- Organizations that do not have arts and cultural mandates or whose proposed activity does not meet the Program Objectives and Eligibility
- Other City of Vancouver departments, branches including community centres
- Social Service, Religious, Sports organizations or clubs
- Projects where the central focus or theme is not artistic or cultural
- Core artistic training
- Capital proposals
- Deficits
- Organizations and activity outside the City of Vancouver city limits
- Fundraisers
- Bursaries or scholarships
- Contests or competitions

² For projects taking place on city streets or plazas, contact the City's Film and Special Events Office at 604-257-8850 or email specialevents@vancouver.ca.

For projects taking place in parks contact the Park Board Special Events and Film Office at 604-257-8516 or email parkevents@vancouver.ca.

Assessment Criteria

Most of the Projects Grants application will be assessed against specific criteria that follows directly below the corresponding question in the Application Form. Where criteria are not listed, those questions are posed to collect data for reporting purposes. Questions in the Application Form are organized into the following categories:

1. City Support
2. Proposed Project
3. Participation and Impact
4. Board and Finance

Criteria within each of these categories represent standard practices in the arts and culture sector for professional non-profit arts organizations as outlined in the Eligibility section of this guide. Organizations will be assessed on how well they meet the criteria according to the written responses or attachments provided. It is understood that every organization is unique and there is no one-size-fits-all performance measure for Project organizations in the non-profit cultural sector. As a result, it is not anticipated that organizations will meet standard practices in every criteria, but the criteria provides a good indication as to how the organization is performing in specific areas.

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