RR-2(a)

CITY OF VANCOUVER

Report Date: September 26, 2016
Contact: Gracen Chungath
Contact No.:   604.873.8405
RTS No.:   11583
VanRIMS No.:   08-2000-20
Meeting Date: October 18, 2016

TO: Vancouver City Council

FROM: General Manager of Community Services

SUBJECT: Cultural Infrastructure Grant Program Review

RECOMMENDATION

A.   THAT Council receive for information a summary report on the 2015-16 Review of the Cultural Infrastructure Grant (CIG) Program.

B.   THAT Council authorize a new Critical Assistance Grant category within the CIG Program to assist Vancouver-based non-profit and charitable cultural organizations with unforeseen facility emergency situations and urgent life-safety improvements, as outlined in this report; and that Council hereby deems any organization meeting the criteria specified in Appendix A of this report to be to be eligible for funding because it contributes to the culture of the City.

C.   THAT Council approve a maximum of $100,000 for the new Critical Assistance Grant category to provide up to $25,000 to any single organization, source of funds being the 2017 CIG budget; to be disbursed to organizations meeting the criteria outlined in this report and specified in Appendix A, as approved by the General Manager of Community Services.

Approval of Recommendation C requires eight affirmative votes by Council.

REPORT SUMMARY

The CIG Program supports Council's goals for safe, livable neighbourhoods through community based spaces for creation, production and presentation activities, and supports economic development in the creative sector through retention and investment in cultural facilities.

Goals of the CIG Program are:

- To support a robust and diverse ecology of cultural spaces
- To enable the planning, development, renovation and acquisition of cultural spaces
- To strengthen the community's ability to develop, operate and sustain cultural spaces

Staff are submitting for Council's information an update on the CIG Program Review undertaken to determine the strengths and weaknesses of the Program and recommended improvements to ensure its continued/ increased effectiveness. This report also seeks approval of a new Critical Assistance Grant category within the CIG Program for Vancouver-based not-for-profit and charitable cultural organizations that face costs associated with unforeseen facility emergency situations and urgent life-safety improvements.

COUNCIL AUTHORITY/PREVIOUS DECISIONS

Since 1975, the City of Vancouver has offered a Capital Grants program supporting infrastructure related projects by Vancouver-based social and cultural organizations.

In 2008, Council adopted Phase I of the 2008 – 2023 Cultural Facilities Priorities Plan, which outlined strategies and tactics for enabling the sustainable creation and operation of cultural infrastructure. One of the key recommendations of the Facilities Plan was the introduction of the Cultural Infrastructure Grant (CIG) Program.

In 2013, Vancouver's Culture Plan: Strategic Directions for the Next Five Years was presented to Council providing a framework to support a diverse, thriving cultural ecology. This was further enhanced in 2014, with the 2014 – 2018 Directions for Cultural Spaces, which reaffirmed the importance of the CIG Program.

In 2015, Council approved a new Permit Fee Assistance Grant within the CIG Program, to assist Vancouver-based non-profit and charitable cultural organizations with their development and building permit fees associated with improving cultural facilities.

CITY MANAGER'S/GENERAL MANAGER'S COMMENTS

The City Manager and General Manager of Community Services support the recommendations in this Report.

REPORT

Background/Context

Established in 2009, the CIG Program supports investment in existing cultural facilities and the planning and creation of new spaces.

The Program provides a model for the delivery of capital grants that enables the arts and culture community to build capacity through the development of facility projects including leveraging investment from other sources of funding. The program is intended to support a

broad range of cultural capital projects located in Vancouver involving planning or feasibility studies, facility purchase, construction, renovation or expansion. It is not designed to provide operating support.

Currently there are four categories of Cultural Infrastructure Grants:

- Planning Projects – to a maximum of $35,000

- Minor Capital Improvements – to a maximum of $35,000

- Major Capital Improvements – to a maximum of $150,000

- Permit Fee Assistance – to a maximum of $1,500 (annual budget $10,000)

The CIG Program is one of the primary ways in which the City works with cultural not-for-profit organizations to create, maintain and improve cultural infrastructure in Vancouver.

CIG Facts 2009 - 2016: (see Appendix B)
- 251 applications received since introduction in 2009
- 195 infrastructure projects funded with 83 directed to planning /feasibility and 112 directed to minor / major capital projects including real estate purchases
- 64% of projects for improvements to existing spaces
- 36% of projects towards study and development of new spaces
- Over $7M in funds have been granted for a total of $35.7M in project activity
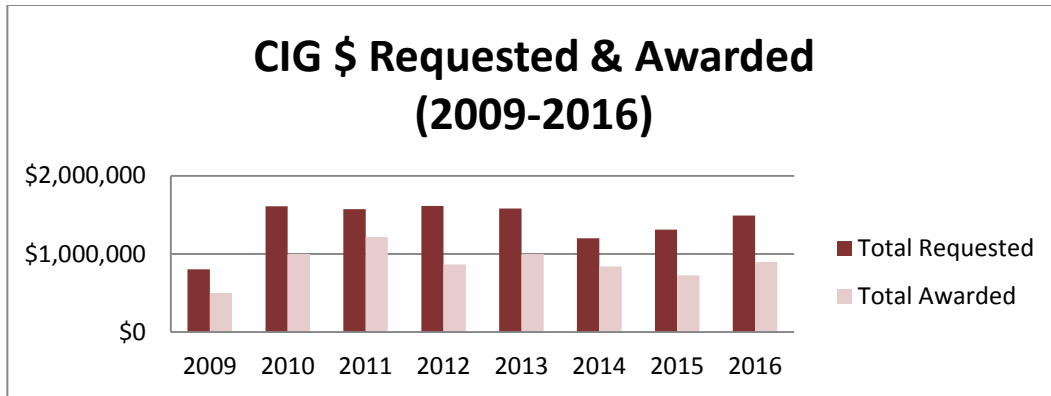- On average, CIG has leveraged a 1:4 ratio of civic investment to external resources.

After 7 years of granting funds to support the planning, renovation, upgrade and acquisition of cultural spaces, a review of the Cultural Infrastructure Program was needed. The Review began in the fall of 2015 and ran through early 2016 with improvements/ alterations to be implemented in the 2017 grant year. Details regarding the Review and associated recommended changes are outlined below.
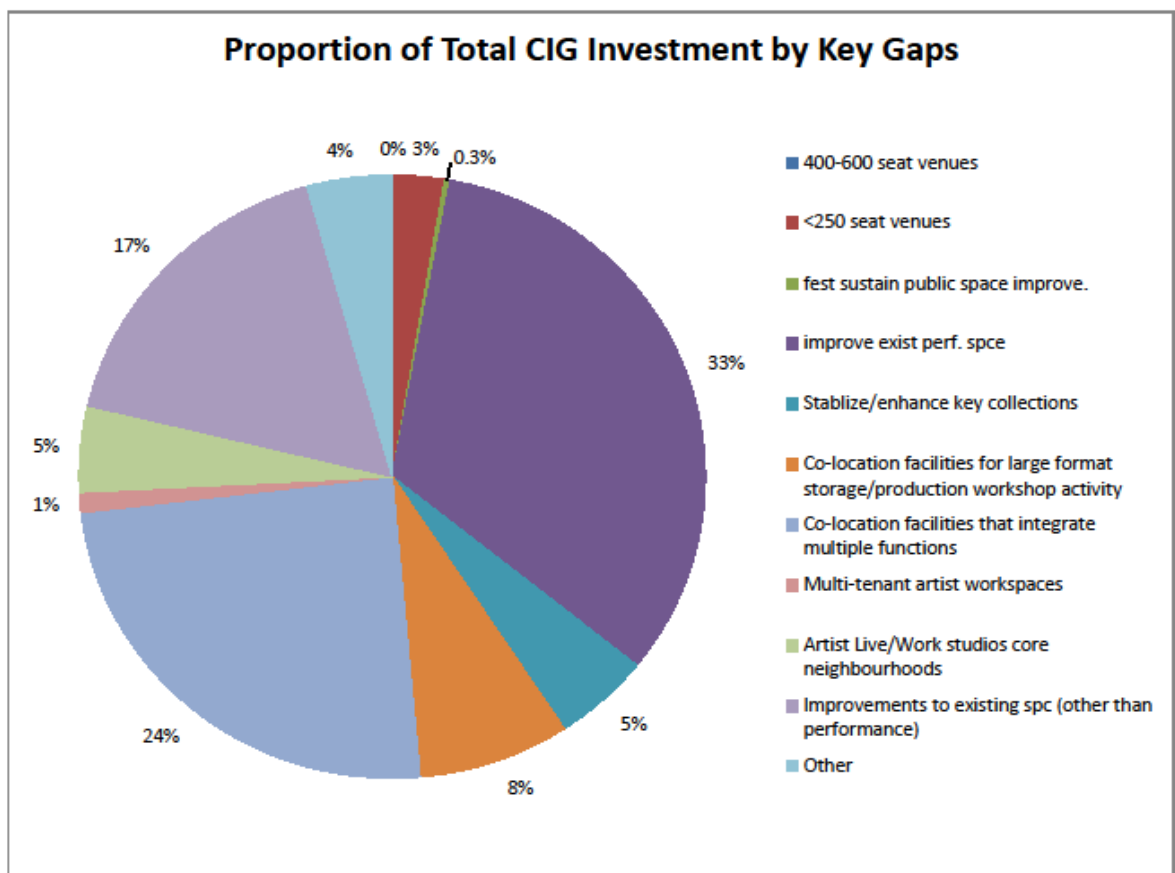
STRATEGIC ANALYSIS

2009-2016 Cultural Infrastructure Grant Program Review

Since its inception in 2009, CIG applications have generally held to the following patterns:
- Average of approximately 33 applications received per year
- Average of approximately $1.5 - $1.6M in requests annually for approximately $800,000 in available funds
- Average of 20% of requested funding for planning projects and 80% for capital projects

CIG $ Requested & Awarded (2009-2016)

(Bar chart showing Total Requested and Total Awarded from 2009 to 2016, with values ranging from $0 to $2,000,000)

While the City undertakes selected investments in cultural facilities through its Capital Plan/Budget, the annual CIG Program provides consistent and accessible funding options for arts and culture non-profits with capital needs. The Program has had a significant impact on mitigating the Key Gaps in cultural space identified in the 2008 – 2023 Cultural Facilities Plan (See below and Appendix C).

Proportion of Total CIG Investment by Key Gaps

(Pie chart showing proportions: 0%, 3%, 0.3%, 33%, 5%, 8%, 24%, 1%, 5%, 17%, 4%)

Legend:
- 400-600 seat venues
- <250 seat venues
- fest sustain public space improve.
- improve exist perf. spce
- Stablize/enhance key collections
- Co-location facilities for large format storage/production workshop activity
- Co-location facilities that integrate multiple functions
- Multi-tenant artist workspaces
- Artist Live/Work studios core neighbourhoods
- Improvements to existing spc (other than performance)
- Other

Selected projects that have benefited from CIG funding:

- Australia New Zealand Club (ANZA) – structural and other upgrades, HVAC, insulation
- Chinese Cultural Centre – new roof and renos to Hall and washrooms
- Western Front – upgrades to Luxe Hall; replacement marquee/canopy
- Carnegie Theatre - theatre and sound room improvements
- Dr. Sun Yat-Sen Chinese Garden - renos to Hall of One Hundred Rivers and kitchen
- Russian Hall - major renos to high-use community space
- St. Andrew's Wesley United Church - improvements to sanctuary
- Union St. Public Art Space (221A) – outdoor exhibition space
- Artspeak Gallery Residency/Programming Space – purchase of satellite space
- Beaumont Studios – artist studio and event spaces
- Green Thumb Theatre – conversion of Heritage Schoolhouse to rehearsal space
- Left of Main (Plastic Orchid Dance) – renovation to Chinatown space to dance rehearsal space
- O'Brien Centre – renovations to consolidate Vancouver Opera's operations
- Progress Lab 1422 – creation of collaborative performing arts hub
- Sarah McLachlan School of Music – new space for music education/training

For a list of all organizations that have received a CIG Grant since 2009, see Appendix D. For first hand testimonials from selected recipients on the impact of the CIG Program on Vancouver's cultural space ecology see Appendix E.

Cultural Infrastructure Grant Review: Fall 2015 – Summer 2016

Goals/Purpose:
The purpose of the CIG Review was to assess strengths and weaknesses of the Program and to identify and implement improvements that will ensure the program's ongoing/improved effectiveness.

Methodology:
- Research scan of 32 infrastructure grant programs across Canada and the US
- On-line survey strategically directed to over 200 arts and culture organizations in Vancouver as well as broad on-line and social media circulation
- Workshop with Federal, Provincial and local infrastructure funders including VanCity Foundation, Central City Foundation and Tides Canada
- Comments solicited from all prior CIG peer review Assessment Juries since 2009
- Workshop with Cultural Services and Social Policy and Projects staff
- Two joint Arts & Culture Policy Council and Spaces Subcommittee workshops
- Community workshop with 20 cultural organizations

The Review timeline and copy of the survey questions can be found in Appendices F and G.

Findings:
From the results of the consultations described above, high level findings included praise for the Grant Program's content and management; support for the continuation of current processes; as well as appreciation of the value CIG contributions have made to organizations and the ecology of cultural spaces in Vancouver. Satisfaction was emphasized in the following areas:

- High degree of satisfaction with the existing program
- Appreciation for the leveraging potential of the program (with other funders)
- Appreciation of the leveraging potential of Program to secure longer term leases (minimum 10-years)
- Support for evaluation criteria co-created with the community in 2008

Suggestions were received for the following:

- Increase overall budget
- Emphasize investment in existing spaces first, then strategic new spaces
- Encourage flexibility and innovation in all categories of the Program
- Address needs city-wide and in neighbourhoods
- Improve / streamline application, processing and grant payments
- Seek greater rigor from organizations and projects re: long term sustainability, public value and organizational fundraising ability

From the Review, Program Recommendations fell into three categories: a) no change, b) encouragement to improve, but not over all change and c) change.

a) & b) No Change to Existing Program:

- Program Goals
- Program Categories of "Planning" & "Minor and Major Capital"
- Evaluation Process (blended community/staff juries)
    - Emphasize diversity and capital project expertise[1]
- Assessment Criteria
    - Emphasize net benefit to community & operational sustainability
    - Tie into Update to Key Gaps / Criteria for Evaluation (study underway)
- Eligible items
    - Emphasize what is eligible/ineligible
    - Seek additional funds in 2019 - 2022 Capital Plan for an equipment component to the Grant Program
- Grant Intake Cycle (1x per year)
- Matching funding levels (50%, with 25% of project budget eligible as in-kind)

c) Changes to Existing Program:

- Add new Program Category - Critical Assistance Grant
    - Max $25,000 per grant, total annual budget $100,000
      (criteria and budget pre-approved by Council, grant assessment and

---

[1] Sub-bullets indicate encouragements offered through the consultation process.

distribution at staff discretion according to specific criteria, subject to approval by the General Manager of Community Services)

- Increase Funding levels
  - Minor Capital – from $35,000 to $50,000
  - Major Capital – from $150,000 to $250,000
- Reduce Quote Requirement
  - Projects up to $10,000 – one quote
  - Projects $10,001 –$ 50,000 – two quotes
  - Projects $50,001 - $250,000 – three quotes
- Enhance Payment Schedule
  - Grants up to $50,000 – payments in increments of 80%/20%
  - Grants $50,001 - $250,000 – payments in increments of 50%/30%/20%

These proposed changes were seen as having the greatest impact on the accessibility of funds and the ability for organizations to more effectively improve the environment for cultural space development in Vancouver.

Critical Assistance Grant

Since the inception of the Program and reaffirmed through the Review, it has been recognized that a single annual intake did not allow for time-sensitive facility-related emergency situations or urgent life-safety issues that organizations might encounter throughout the year. As such, a new Critical Assistant Grant has been recommended to be available throughout the year on a rolling intake basis, subject to criteria detailed in Appendix A, and evaluated and disbursed by staff subject to approval by the General Manager of Community Services.

Grants of up to a maximum of $25,000 will be awarded within a total maximum annual budget of $100,000. Grants will be awarded on a first-come, first-served basis until the annual budget is depleted. Evaluation of the applications will be undertaken by staff and subject to approval by the General Manager of Community Services.

With this report, staff seek Council's approval of the a new Critical Assistance Grant category and authorization to allocate $100,000 from the 2017 CIG budget to the 2017 Critical Assistance Grant.

FINANCIAL IMPLICATIONS

This report seeks approval to create a new Critical Assistance Grant category within the CIG Program to assist Vancouver-based non-profit and charitable cultural organizations with unforeseen facility emergency situations and urgent life-safety improvements.

In addition, Council approval is requested to provide grants under this new Critical Assistance Grant category to a maximum of $100,000, and up to $25,000 to any single organization.

The increase in funding levels for minor and major capital and the new Critical Assistance Grant will take effect in January of 2017 and will be funded through the 2017 Cultural Infrastructure Grant Capital Budget; the Critical Assistance Grant to be disbursed to

organizations meeting the criteria outlined in this report and specified in Appendix A, as approved by the General Manager of Community Services.

CONCLUSION

Implementation of the Cultural Infrastructure Grant Review including the new Critical Assistance Grant supports the successful continuation of the Grant Program and establishes improvements and efficiencies that will benefit the community in their goal to create relevant, sustainable cultural spaces in Vancouver.

* * * * *

CITY OF VANCOUVER

CRITICAL ASSISTANCE GRANT – ELIGIBILITY CRITERIA

1.   ORGANIZATIONAL ELIGIBILITY

To be eligible for assistance, the applicant must:

1. Be a Vancouver-based non-profit society or community service cooperative legally registered and in good standing with the BC Registry Services, or a First Nations Band Council, or a registered charity with the Canadian Revenue Agency (CRA), with an active volunteer board of directors, that has operated for at least one year and has a clear arts and culture mandate;

2. Demonstrate financial stability and sound administration and the capacity to undertake the proposed project; and

3. Own the space where the project is located, or have a minimum 10-year lease for the space.

PROJECT ELIGIBILITY

To be eligible for assistance, the project must:

1. Be unforeseen facility repairs, replacement or clean up resulting from 1) loss or failure of existing infrastructure or 2) urgent life / safety requirements, this may include water or fire damage, vandalism, post-disaster emergency cleaning, or replacement of building systems; and

2. Be sufficiently urgent that project cannot wait until the next CIG intake as failure to remediate could lead to further major system or structural failure or threaten life-safety.

INELIGIBLE PROJECTS

Funding is not available for:

1. Projects/items covered by insurance, and/or expenses for which funding has already been granted by the Cultural Infrastructure Grant;

2. Regular / scheduled maintenance;

3. Programming, operational, or administrative expenses;

4. Movable equipment repair or replacement; and

5. Legal costs

CITY OF
VANCOUVER

Cultural Infrastructure Grant

Record of Investment 2009 – 2016

251 Applications
Submitted

195 Projects Funded
100 Individual Organizations
Funded

83 Planning Grants (43%)
112 Capital Grants (57%)

Smallest Grant $1000
Largest Grant $150,000

65% of projects funded
for improvements to
existing spaces

35% of projects funded
towards **planning and
creation** of new spaces

$35.7 million
Total Project Activity

$7 million
**Total Grant Funds
Awarded**

CIG has helped leverage
$4 in external resources
for every City $1 awarded

CITY OF
VANCOUVER

NINE KEY GAPS IN CULTURAL INFRASTRUCTURE
2008-2023 Cultural Facilities Priorities Plan:

- Development of live presentation facilities that address demand in the 400-seat to 600-seat range.

- Addressing the demand for high-quality, dedicated performance spaces under 250 seats to ensure ongoing incubation of emerging organizations.

- Strategic public space improvements to address outdoor festival demand.

- Improvements to existing performance spaces including enhancements to key multi-functional facilities with potential to deliver high quality presentation opportunities.

- Stabilization and enhancement of key collections through modernized preservation, exhibition, and engagement infrastructure.

- Development of co-location facilities that are accessible, safe, and stable for large format storage/production workshop activities.

- Development of organizational co-location facilities that integrate multiple functions in one location (e.g. rehearsal/ production/administration activity).

- Development of multi-tenant, artist workspaces that provide supportive opportunities for cross-fertilization, collaboration and incubation through a mix of cultural, civic, and entrepreneurial uses and tenures.

- Maximization of opportunities to maintain and develop affordable Artist Live/Work Studios in the core neighbourhoods.

Cultural Infrastructure Grant Recipients - 2009-2016

Organization
221A Artist Run Centre Soc.
Alliance for Arts & Culture Soc.
Art Space Action Projects Society
Arts Club of Vancouver Theatre Building Soc.
Arts Club Theatre Foundation
Arts Club Theatre Society
Artspeak Gallery Soc.
ASC Arts & Sciences Centre Society (Science World)
Assn. Of United Ukrainian Canadians (AUUC)
Association of Book Publishers of B.C.
Australia New Zealand Association
Bard on the Beach Theatre Soc.
Beaumont Studios Artist Soc.
Bill Reid Foundation
Britannia Community Services Centre Soc.
Canadian Music Centre - B.C.
Carnegie Community Centre Association
Carousel Theatre Society
Children's Arts Umbrella Association
Chinese Cultural Centre of Vancouver
Cineworks Independent Filmmakers Soc.
CircusWest Performing Arts
Coastal Jazz and Blues Soc.
Collingwood Neighbourhood House
Community Lab Soc.
Contemporary Art Gallery Society
Craft Council of B.C.
Downtown Eastside Centre for the Arts Society
Downtown Eastside Women's Centre Assn.
Dr. Sun Yat-Sen Garden Society of Vancouver
Eastside Culture Crawl Society
Electric Company Theatre/ Van. Creative Space Soc. (Progress Lab 1422)

Elektra Women's Choir

Federation of Canadian Artists (B.C.)

Federation of Russian Canadians of B.C.

Firehall Theatre Soc.

First Pacific Theatre Soc.

First Vancouver Theatrespace Soc. (Vancouver Fringe Festival)

Full Circle: First Nations Performance Soc.

Gallery Gachet

Great Northern Way Scene Shop and Arts Factory

Green Thumb Players Soc. (Green Thumb Theatre for Young People)

H.R. MacMillan Space Centre

Hard Rubber New Music Society (Van. Independent Music Centre)

Historic Joy Kogawa House Society

Italian Cultural Centre Soc.

Jewish Community Centre of Greater Vancouver

Kitsilano Neighbourhood House (Assn. of Ngbd. Houses of Gr. Van.)

Kokoro Dance Theatre Society

Land conservancy of BC (Historic Joy Kogawa House)

Maison de la Francophonie de Vancouver

Malaspina Printmakers Soc.

Marpole Museum and Historical Society

Mascall Dance Society

Metropolitan Co-operative Theatre Soc.

Native Daughters of BC

Or Gallery Soc.

Pacific Cinémathèque Pacifique Soc.

Performing Arts Lodge (PAL)

Plastic Orchid Factory Soc.

Playwrights Theatre Centre

Pride in Art Soc.*

PuSH International Performing Arts Festival Society

Realwheels Soc.

Renegade Arts Soc.

Roedde House Preservation Society

Roundhouse Community Arts and Recreation Soc.

Safe Amplification Site Society

Sarah McLachlan Foundation

Satellite Video Exchange Soc. - VIVO

Society for Contemporary Works on Paper

St. Andrew's-Wesley United Church

St. James Community Square Soc.

Sunset Community Centre Association

Terminal City Glass Co-op

Theatre Under the Stars

Unit/Pitt Soc. For Arts and Critical Awareness (Pitt Gallery)

Vancouver Aboriginal Friendship Centre Soc.

Vancouver Academy of Music

Vancouver Access Artist Run Centre

Vancouver Adapted Music Soc.

Vancouver Cantata Soc.

Vancouver Centre for Contemporary Asian Art (Centre A)

Vancouver Co-operative Radio (Community Radio Edn. Soc.)

Vancouver Dance Foundation

Vancouver East Cultural Centre

Vancouver Holocaust Centre Society

Vancouver International Film Festival Soc.

Vancouver Japanese Language School

Vancouver Maritime Museum Soc.

Vancouver Museum Society

Vancouver Opera Association

Vancouver Taiko Society

Vancouver Tap Dance Society

Vancouver Theatresports League

Vancouver Latin American Cultural Centre Soc.

Vancouver Westside Theatre Society (Norman Rothstein Theatre)

Visible Arts Society (grunt gallery)

West Point Grey Community Centre Assn.

Western Front Society

Wise Social and Athletic Club

IMPACTS OF CULTURAL INFRASTRUCTURE GRANT – 2009-2016

The Cultural Infrastructure Grant is... the most important cultural space program offered by the City. CREATIVE SPACEMAKING CONFERENCE 2013

ARTSPEAK

Artspeak has had the opportunity to purchase a second space in our neighbourhood of Gastown, with the steadfast support of the Cultural Infrastructure Grant. The acquisition of the second space opens up new possibilities for our office, library and archives, and also an increased ability to diversify our programming and outreach activities in support of artistic practices in the city, as well as enabling the flexibility of our current space. Having been funded through multiple phases of this expansion plan, we are a testament to the importance and impact of the Cultural Infrastructure program.

ASSOCIATION OF BOOK PUBLISHERS OF BC

The Association of Book Publishers of BC has been working methodically for several years on a project to realize a Literary Arts Centre for Vancouver. The funds we have received through the Cultural Infrastructure Grants were absolutely crucial to focus our thinking on the purposes of the building, determine our space needs, and identify areas of the city that would be appropriate for the users of the space, among many other factors. We now feel prepared for the next stage of our project.

CONTEMPORARY ART GALLERY (CAG)

Funds secured through the [CIG] toward the renovation of the reception area, the initiation of a visitor resource area and establishment of an in-house bookstore has impacted [CAG] positively in terms of audience development, visitor numbers and engagement as well as increased our potential to secure finances through earned revenue. [Further] support from CIG helped support both a feasibility study and the repurpos[ing] of a storage room into an events space for educational activities, for families, children and donors. This has proved invaluable in gaining a greater flexibility of function, and securing a dedicated space from which to deliver key learning and educational work for a diverse breadth of Vancouver's communities.

GREEN THUMB THEATRE

With the assistance from the Cultural Infrastructure Grant program, Green Thumb Theatre was able to repurpose and renovate 2 buildings that are now our facility, housing administrative offices and 2 rehearsal halls. We have a space that is secure for the next 16 years, we have creation space that can be used not only by our organization, but also by the rest of the arts community in Vancouver and at the same time we have lowered our operating costs and increased our revenue potential.
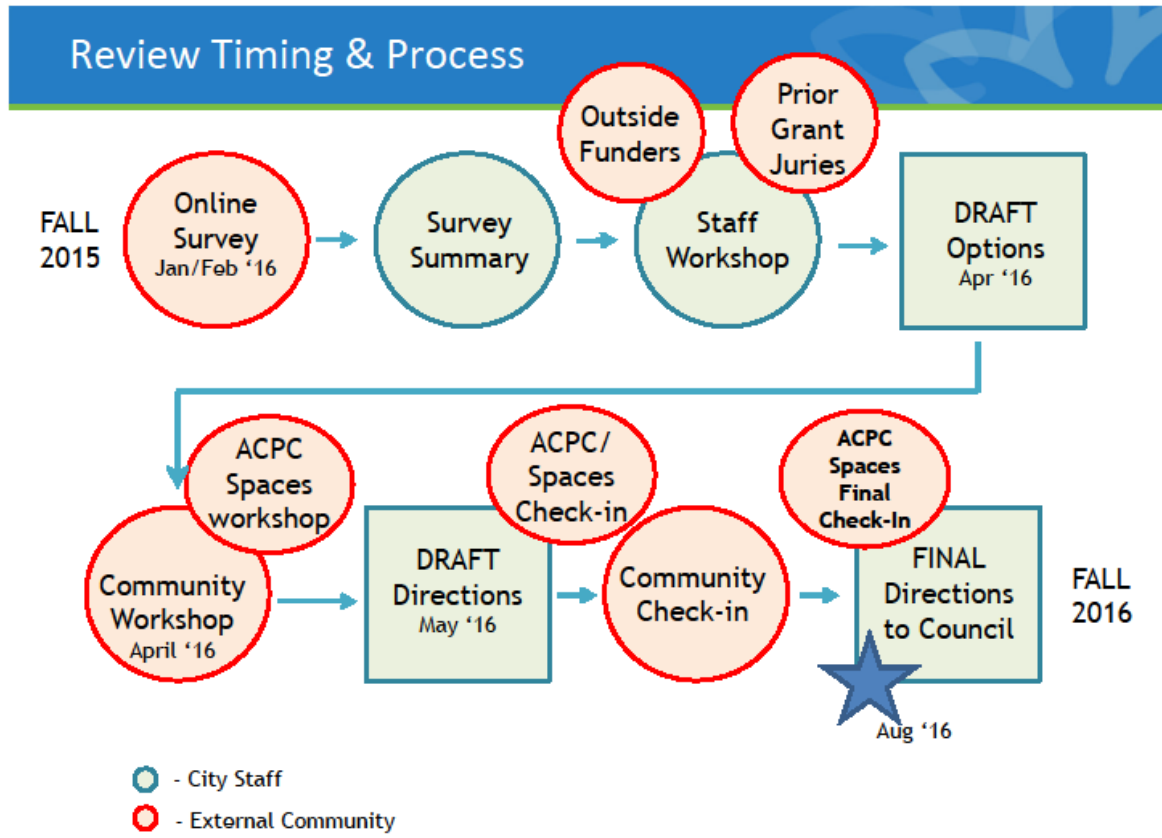
MAISON DE LA FRANCOPHONIE

The Cultural Infrastructure Grant program (CIG) give access to local infrastructure funds as well as careful listening, advice, and expertise. It's a tremendous support. With the CIG program support, we were able to carry on a feasibility study focused on implementation process, land's assemblage, and exploration of a relocation option [which] helped us to get a clear picture of each scenario and gave us guidelines and recommendations. It [also] allowed us to better coordinate collaboration and ideas exchange, therefore enhancing participation of the stakeholders.

PLAYWRIGHT'S THEATRE

CIG made it possible to transform an old pork roastery into a superbly-located 4000 sf centre for new theatre creation. With 10 theatre companies sharing the space, and over 50 studio users over the course of the year, PTC's HUB and Test Kitchen Studio have created a home for the many companies who make inventive and challenging work on a shoestring. Collaborations between companies, resource sharing, and a welcoming space for independent writers have all been made possible through investment from the City, Province of BC, and the many artists whose low cost rental fees keep the doors open.

PLASTIC ORCHID FACTORY

Support from the city of Vancouver's cultural Infrastructure Program has been immensely impactful on Plastic Orchid Factory's growth and ability to realize its mission. We have gained the confidence and knowledge needed to move our dance space project into reality. It's incredible to be able to say that after only three short years, we have taken possession of a collaboratively spirited, artist-run space and renovations are imminent! But beyond our gain as an organization, the cultural landscape of Vancouver will benefit. The dance community in particular will be transformed

Review Timing & Process

FALL 2015

Online Survey
Jan/Feb '16

→

Survey Summary

→

Outside Funders

Prior Grant Juries

Staff Workshop

→

DRAFT Options
Apr '16

ACPC Spaces workshop

Community Workshop
April '16

→

DRAFT Directions
May '16

→

ACPC/ Spaces Check-in

Community Check-in

→

ACPC Spaces Final Check-In

FINAL Directions to Council

FALL 2016

Aug '16

◯ - City Staff

◯ - External Community

Cultural Infrastructure Grant Program Program Review Survey

City of Vancouver – Cultural Services - Infrastructure Grant Program Review

The purpose of the Cultural Infrastructure Grant Program (CIG) is to provide funding to help Vancouver-based non-profit cultural organizations plan for, purchase, build, renovate, or expand a cultural space. Since 2009, the Cultural Infrastructure Grant has provided 173 organizations with $6.3M in funding to secure and improve arts and culture spaces in Vancouver. This year, the City of Vancouver is exploring how this Grant Program can be improved to better serve arts and culture organizations. We anticipate streamlining processes, increasing efficiencies and transitioning to an online application. Changes to the program will be geared towards the 2017 funding cycle.

Your feedback is vital to allow us to improve this Program and its processes. This survey may take up to 30 minutes to complete and is completely anonymous. You have the ability to save your work and return to it later if necessary.

Grab a coffee and take a break from your daily routine! Help us improve CIG!

1. ## General Questions about the Cultural Infrastructure Grant Program

To start, we would like to get a sense of our effectiveness reaching the arts and culture community.

How familiar are you with the Cultural Infrastructure Grant Program?
- ☐ 1- Very familiar
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 -Not familiar at all

How did you hear about the Cultural Infrastructure Grant Program?
Select all that apply

- ☐ VanCulture Listserve
- ☐ Alliance for Arts and Culture

- ☐ City of Vancouver Website
- ☐ Social media
- ☐ Referred through another organization
- ☐ This survey
- ☐ Other (please specify) _____

2. Tell us about your organization

Is your organization based in the City of Vancouver?

- ○ Yes
- ○ No

Our organization is:

Please check all that apply

- ○ A Registered non-profit society
- ○ A Registered charity
- ○ A Registered non-profit cooperative
- ○ Other, please specify... _____

Please indicate the primary arts/culture discipline to which your organization belongs.

Select one.

- ○ Performance
- ○ Visual Arts
- ○ Media Arts
- ○ Literary Arts
- ○ Interdisciplinary
- ○ Multidisciplinary
- ○ Educational
- ○ Arts service

○   Other (please specify) _____

What is the range of your organization's operating budget?
○   under $100,000

○ $100,000 - $300,000

○ $300,000 – 500,000

○ $500,000 - $1M

○   Over $1M

How many staff work at your organization?
○   0 (volunteer based)

○   1-5

○   6-10

○   11-25

○   26-50

○   51-100

○   +100

How many volunteers does your organization have?
○   0

○   1-10

○   11-20

○   21-50

○   +50

3. Tell us about your space

Does your organization currently operate a cultural facility?
○   Yes

○   No

In this question we'd like to find out more about the space(s) your organization operates, and some details about each of them.

	What is the type of space?	Currently we...	Square footage of space	How long do you have this space secured for?
1	○ Office ○ Presentation/Performance ○ Rehearsal ○ Creation/Production ○ Multi-Functional ○ Other	○ Rent month-to-month ○ Lease ○ Own ○ Other		
2	○ Office ○ Presentation/Performance ○ Rehearsal ○ Creation/Production ○ Multi-Functional ○ Other	○ Rent month-to-month ○ Lease ○ Own ○ Other		
3	○ Office ○ Presentation/Performance ○ Rehearsal ○ Creation/Production ○ Multi-Functional ○ Other	○ Rent month-to-month ○ Lease ○ Own ○ Other		
4	○ Office ○ Presentation/Performance ○ Rehearsal ○ Creation/Production ○ Multi-Functional ○ Other	○ Rent month-to-month ○ Lease ○ Own ○ Other		

5
- O Office
- O Presentation/Performance
- O Rehearsal
- O Creation/Production
- O Multi-Functional
- O Other

- O Rent month-to-month
- O Lease
- O Own
- O Other

6
- O Office
- O Presentation/Performance
- O Rehearsal
- O Creation/Production
- O Multi-Functional
- O Other

- O Rent month-to-month
- O Lease
- O Own
- O Other

If you are looking to renovate/upgrade your current space, please indicate the type of work that is needed.

Select all that apply.

- ☐ Major elements of our building require replacement/upgrade (e.g. roof, building envelope)
- ☐ Re-configuration of interior space for more efficient / appropriate use
- ☐ Replacement/upgrade of mechanical or electrical systems
- ☐ Upgrade washroom facilities
- ☐ Upgrade kitchen facilities
- ☐ Accessibility upgrades
- ☐ Cosmetic improvements (e.g. refreshment of the walls - painting, carpet replacement, etc.)
- ☐ Other (please specify) _____
- ☐ Not looking to renovate/upgrade our current space(s)

Is your organization currently looking for new or additional space?

- O Yes
- O No

What type of new/additional space does your organization require?

Select all that apply.

○ Office

○ Presentation/Performance

○ Rehearsal

○ Creation/Production

○ Multi-Functional

○ To be determined

○ Other (please specify) _____

Why is your organization looking for new/additional space?

Select all that apply.

☐ We are a new organization looking for space

☐ We are an established organization and have been planning for space and will (soon) be ready to acquire a facility for our operations

☐ We cannot afford our current space and are looking for something more affordable

☐ We have outgrown our current space

☐ Our current facility is in poor condition and we seek better facilities

☐ Tenure in our space is not secure for the long term (e.g. Month-to-month renting; lease is up; landlord is re-developing)

☐ Other (please specify) _____

About the City of Vancouver Cultural Infrastructure Grant Program

4. Organizational Eligibility

Currently the CIG program restricts granting to Vancouver-based non-profit societies/charities/cooperatives with a strong cultural mandate. How strongly do you agree /disagree with this restriction?

5. Project Categories

There are three project categories currently available for Infrastructure Grant funding:

Planning Projects (Funds of up to $35,000):

Planning funds support the development or acquisition of cultural facilities. Grants may be used for feasibility studies, demand or needs assessment, building program plans, master planning, architectural planning, short term consultancies, and fundraising or capital campaign assessment.

Minor Capital Improvement or Building-Based Projects (Funds of up to $35,000) and

Major Capital Improvement or Building-Based Projects (Funds from $35,001 to $150,000):

Capital funds are available to support the acquisition, renovation, expansion, and construction of cultural facilities. Improvements must be of a "built-in" or "permanent" nature and specific to the space.   For detailed project eligibility, please visit: http://vancouver.ca/files/cov/Culture-Grants-Infrastructure-Guidelines.pdf

How much do you agree or disagree that...?

The project categories (Planning, Minor Capital, Major Capital) effectively support your Infrastructure development needs.
- ○ Strongly Agree
- ○ Agree
- ○ Neither agree or disagree

○ Disagree

○ Strongly Disagree

Comments

[   ]

Looking forward, to the next 5 years, is your organization likely to consider applying for a Cultural Infrastructure Grant?

○ Yes

○ No

Which of the following project types in the Planning Category might your organization seek funding for through the CIG program?

Select all that apply.

☐ Feasibility study

☐ Demand or needs assessment

☐ Building program plan/functional plan (assessment of space use requirements and square footage)

☐ Master planning

☐ Fundraising or capital campaign planning

☐ Renovation planning

☐ Real estate assessment/planning

☐ Design concepts

☐ Engineering consultations

☐ Other planning studies (please specify) _____

☐ Would not apply for funding under the Planning category

Which of the following project types in the Capital Projects category might your organization seek funding for through the CIG program?

Select all that apply.

☐ Acquisition of space

- ☐ Renovation
- ☐ Expansion
- ☐ Construction of a new facility
- ☐ Electrical upgrades
- ☐ Plumbing upgrades
- ☐ Mechanical upgrades/replacement
- ☐ Roof replacement
- ☐ Health/safety improvements
- ☐ Sound or lighting upgrades
- ☐ Other Capital improvements/building-based projects (please specify) _____
- ☐ Would not apply for funding under the Capital Projects category

The following project types are not currently offered but are being considered. Would your organization be likely to apply to any of the following if they were included as possible eligible projects?

Select all that apply.

- ☐ Emergency grants (fire/flood/unforeseen breakdowns, etc.)
- ☐ Innovation-type grant for unique or unusual projects that do not fit the regular criteria (please specify) _____
- ☐ Ownership support (higher funding amounts for purchasing space)
- ☐ Capital-related equipment (i.e. not admin-related)
- ☐ Other (please specify) _____
- ☐ None of the above

5. Funding Levels

The CIG program contributes up to $35,000 for planning and minor capital projects, and up to $150,000 for major capital projects, to a maximum of 50% of the total project budget. Since 2009, grant requests have ranged from $1500 to $150,000.

Yes/No   Comment

For Planning Projects, do you feel that $35,000 maximum grant amount is adequate?

○ Yes

○ No

For Minor Capital Projects, do you feel that $35,000 maximum grant amount is adequate?

○ Yes

○ No

For Major Capital Projects, do you feel that $150,000 maximum grant amount is adequate?

○ Yes

○ No

The CIG program currently funds up to 50% of the project budget. Do you agree or disagree that this funding model is an appropriate model for this program?

○ Strongly Agree

○ Agree

○ Neither agree or disagree

○ Disagree

○ Strongly Disagree

The CIG program allows up to 25% of the project budget to be in in-kind contributions. Do you agree or disagree that this level (25%) of in-kind contribution is adequate?

○ Strongly Agree

○ Agree

○ Neither agree or disagree

○ Disagree

○ Strongly Disagree

The CIG program requires your organization to contribute and/or raise matching funds equal to or greater than the amount of funds awarded by the City.

If the CIG program increased funding levels beyond the current maximum of $150,000, would your organization have the capacity to raise the required matching funding?

○ Yes

○ No

○ Not sure

6. Assessment Criteria and Process

The CIG program uses a jury composed of a blend of arts and culture community experts and Cultural Services planning staff to assess grant applications. The jury evaluates each submission based on the following criteria: Vision, Impact and Key Gaps (15%) Organizational Capacity and Sustainability (15%) Scope of Work, Procurement Process and Project Management (25%) Fundraising: Capacity, Diversity and Partnerships (10%) Stakeholder Support, Engagement and Demand (15%) Environmental, Adaptable, Accessible, Public Health and Safety (20%)

How much do you agree or disagree with the following statements about this process?

	Strongly Agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
The assessment criteria for evaluation of submissions are clear and appropriate.	○	○	○	○	○
A blended peer/staff jury evaluation process is fair and appropriate.	○	○	○	○	○

Do you have any comments regarding the Assessment Criteria or the Jury Process?

7. Your Experience Submitting a Grant Proposal to the Cultural Infrastructure Grant Program

Which of the following describes your organization's relationship to the Cultural Infrastructure Grant?

○ We have received funding through the Cultural Infrastructure Grant

○ We have applied for an Cultural Infrastructure Grant before but did not receive funding

○ We have considered applying but have not applied to the Cultural Infrastructure Grant

○ We have never considered applying for a Cultural Infrastructure Grant

If you have applied, what type of project did you apply for? And how many of these resulted in funding?

Type of Project	Applied (select if yes)	(# CIG grants awarded)
Planning	☐	
Minor capital	☐	
Major capital	☐	

If you received a grant, was the amount awarded sufficient enough to satisfactorily complete your intended project?

○ Yes

○ No

Comments

8. Application Process

The following questions are concerned with the CIG application process.

How much do you agree or disagree with the following statements about the CIG application process/procedure?

	Strongly Agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
The application process is clear and straightforward.	○	○	○	○	○
The Cultural Infrastructure Grant application deadline date of early April, is appropriate and convenient for preparation and submission of the CIG application.	○	○	○	○	○
The length of time between the initial CIG Program announcement in January to the application deadline in April is adequate for the application process.	○	○	○	○	○
The meeting with City Staff is helpful and valuable in shaping a successful application.	○	○	○	○	○

Comments

The optional CIG Group Information Session is helpful and valuable in shaping a successful application.

○ Strongly Agree

○ Agree

○ Neither agree or disagree

○ Disagree

○ Strongly disagree

○   Did not attend

9. Application and Support Materials

There are a series of materials and tools provided on the CIG website to assist applicants in the preparation of their submissions. We'd like to know what you think of these materials and tools. How much do you agree or disagree with the following? <link>

The following materials provided on the CIG website are clear and easy to use.

	Strongly Agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
Checklist	○	○	○	○	○
Application form	○	○	○	○	○
Budget form	○	○	○	○	○

The following tools provided on the CIG website are valuable /helpful to the application process.

	Strongly Agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
Guidelines document	○	○	○	○	○
Scope of Work guidelines	○	○	○	○	○
Memorandum of Understanding guidelines	○	○	○	○	○
Self-Assessment Checklist	○	○	○	○	○
Organizational Readiness Checklist	○	○	○	○	○
Other sources of funding resources document	○	○	○	○	○

The materials required for submission include: application form, budget form, lease, operating budget, financial statements, letters of support, scope of work, quotes, other relevant materials such as Memorandum of Understanding if applicable to your project.

Relative to the size of your project and the requested grant amount, how much do you agree or disagree that the amount of materials required for submission is manageable and appropriate for each project category?

	Strongly Agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Have not applied to this category
Planning (requires 2 quotes)	○	○	○	○	○	○
Minor Capital (requires 2 quotes)	○	○	○	○	○	○
Major Capital (requires 3 quotes)	○	○	○	○	○	○

Regarding the application and submission process, do you have any comments?

[   ]

10. Grant payments

The grant is disbursed in two payments. The first is 50% of the award once all other funds are confirmed and required conditions (e.g. building permit; Subject To) are met. The final payment is disbursed at the end of the project after submission of a final report. Does this payment schedule suit your project cash flow?

○   Yes

○   No

If no, please select options on how this might be improved.

Select all that apply

☐ A single payment for small grants under $10,000 with a 20% holdback pending final report

☐ Two or more equal installments with a 20% holdback pending final report

☐ Three equal installments (final installment amount pending final report)

☐ A payment schedule for large projects based on project phases with a 20% holdback pending final report

☐ Other/Comments _____

11. Reconciliation/Final Reporting

To receive final payment, a final report is required outlining the project and detailing the financial accounting. Copies of occupancy or other permits are required where applicable. A copy of the planning study is required for planning grants. To what extent do you agree or disagree with the following statements?

	Strongly Agree	Agree	Neither agree or disagree	Disagree	Strongly Disagree	
The final reporting requirements are fair and achievable.	○	○	○	○	○	○
The final report template is clear and easy to use.	○	○	○	○	○	○

Do you have comments about the final reporting process?

The program provides "up to 50%" of the total actual infrastructure project costs to a maximum of $35,000 or $150,000. Grant recommendations are based on the estimated total project budget, however, the grant amount is adjusted at the end of the project to reflect the actual project costs. For example, for a project with an estimated total budget of $50,000, the maximum grant recommended (at 50%) would be "up to" $25,000.   If on completion of the project, the actual costs were $40,000, the City grant would be adjusted to $20,000.

How much do you agree or disagree that this formula is adequate for your purposes?
○ Strongly Agree

○ Agree

○ Neither agree or disagree

○ Disagree

○ Strongly Disagree

12. Non-City Funding Sources

Which of the following resources has your organization used to provide the matching funds required to secure other funding under the Cultural Infrastructure Grant program?
☐ Canada Cultural Spaces Fund (Canadian Heritage – Federal Government)

☐ BC Creative Spaces (Province of BC)

☐ Foundation

☐ Private donations

☐ Operating budget

☐ Reserve funds

☐ Fundraising events specifically for the project

☐ Bank loan/mortgage

☐ Other (please specify) _____

You've said that you've never applied for an Infrastructure Grant. What are the reasons you haven't applied?

Select all that apply

☐ Not a non-profit society with a cultural mandate

☐ Not Vancouver-based

☐ Too difficult/time consuming process

☐ Timing of the deadline date is not convenient for our organization (conflicting with other priorities)

☐ Do not have the capacity to complete a submission

☐ Heard about it too late to apply

☐ Do not have the capacity to raise matching funds

☐ Do not have the capacity to undertake an infrastructure project at this time

☐ CIG program requirements are too restrictive for our organization

☐ Other (please specify) _____

How would you rate the Cultural Infrastructure Grant Program overall?

○ Very poor

○ Poor

○ Fair

○ Good

○ Excellent

○ Don't know

Do you have any other comments or suggestions regarding the Cultural Infrastructure Grant program or its processes?

[   ]