



CITY OF VANCOUVER

ADMINISTRATIVE REPORT

Report Date: November 10, 2005
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TO: Vancouver City Council
FROM: Managing Director, Cultural Services
SUBJECT: 2005 Arts Partners in Organizational Development

RECOMMENDATION

THAT Council approve an Arts Partners in Organizational Development (Arts POD) grant of \$15,000 to the Centre for Sustainability for subsequent distribution to seven cultural organizations, source of funds to be the Organizational Development component of the 2005 Cultural Grants budget.

GENERAL MANAGER'S COMMENTS

The General Manager recommends approval of the recommendation.

COUNCIL POLICY

Council approved the allocation of \$15,000 for the cultural component of the Technical Assistance program (TAP) in 1990. In 1997 the program evolved into the Arts POD program.

Approval of the recommendation requires eight affirmative votes.

PURPOSE

This report recommends approval of the City's contribution to the Arts POD program for seven cultural organizations based in Vancouver.

DISCUSSION

This province-wide program provides technical expertise in planning and organizational development to non-profit arts and heritage organizations in BC to assist their organizational stability and effectiveness. Although the program is province-wide, City funds are allocated to Vancouver-based groups only, while other funds contribute to organizations in Vancouver and throughout the province. The program partners and funding contributions for the 2005/2006 fiscal year are as follows:

BC Arts Council	\$ 40,000
Capital Regional District	10,000
City of Vancouver	15,000
Columbia Basin Trust	3,000
Ministry of Community, Aboriginal and Women's Services - Heritage Branch	25,000
Vancouver Foundation	30,000
TOTAL	\$123,000

There are three components to the Arts Pod program:

- Problem Definition (defines and addresses critical, time-sensitive, organizational issues that are presenting challenges to an organization)
- Organizational Assessment (assesses organizational health and capacity and identifies priority issues for future strategic development)
- Planning (development of strategic plans in priority areas)

Program guidelines are appended to this report.

Of the twenty-three grant requests received for all of BC, 9 were from Vancouver organizations requesting a total of \$50,950. Of these requests, 7 were recommended for support. Those not recommended for support did not fully meet eligibility criteria or were not priorities for funding at this time.

Table 1 presents the Arts POD requests and recommendations for funding for the Vancouver organizations.

TABLE 1

Organization	Purpose	Request	Approved
Aboriginal Arts & Culture Celebration Society	Strategic Plan	\$5,000	\$3,000
CirKids School of Circus Arts	Strategic Plan	10,000	7,500
Full Circle: First Nations Performance Society	Planning	10,000	10,000
Goh Ballet	Organizational Assessment	3,000	2,500
New Forms Media Society	Planning	5,000	5,000

Reel to Real: Celebration of Moving Images Society	Marketing Plan	5,000	0
Satellite Video Exchange Soc.	Planning	10,000	0
Western Theatre Conspiracy	Strategic Plan	3,000	3,000
Women in Film and Video Vancouver	Organizational Assessment	2,700	2,700
Total		\$50,950	\$33,700

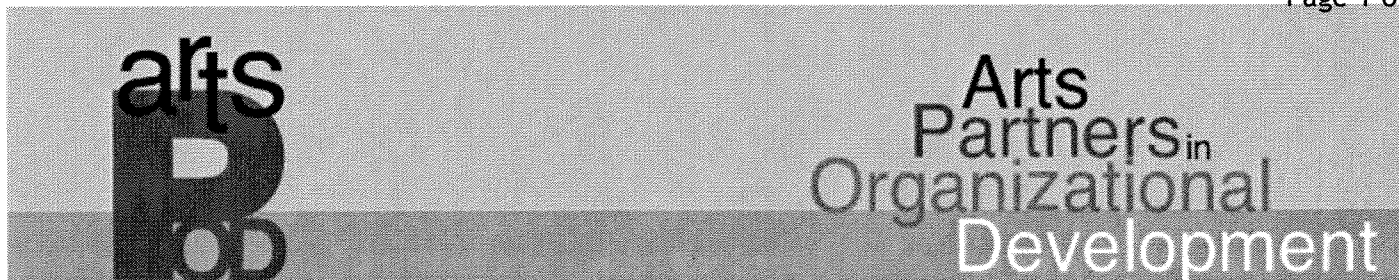
FINANCIAL IMPLICATIONS

The 2005 Organizational Development component of the Cultural Grants budget is \$15,000. Approval of this recommendation leaves no unallocated balance in the Organizational Development component of the Cultural Grants budget.

CONCLUSION

The Managing Director, Cultural Services, recommends approval of the Recommendation which will assist several Vancouver arts organizations with organizational and strategic development and planning capacity.

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Program Details

Program Goals

To assist arts and heritage organizations in BC to achieve long-term organizational sustainability by:

- Strengthening governance and management practices
- Assessing organizational strengths, weaknesses, challenges and opportunities
- Increasing planning capacity and building planning into ongoing operations
- Developing strategies to address identified needs

Program Components

A. Problem Definition

Provides support to help define and address **critical, emergency organizational issues** that are having an immediate and adverse effect on the organization.

Funding through this component allows an organization to engage a consultant for up to two days of problem definition work. The project must be completed within 60 days of application.

Note: there is no application deadline for this component

Financial limit: generally up to \$1,000

B. Organizational Assessment

Helps organizations obtain a clearer picture of their overall health and capacity through facilitated completion of a comprehensive assessment process. Organizational Assessment improves the effectiveness of future planning work by identifying priority issues and areas for strategic development.

Funding through this component allows an organization to engage a consultant for up to three days to facilitate the assessment process. **Completion of the ArtsPOD Organizational Assessment Guide is a required element of the project.** The project must be completed within one year of application.

Financial limit: generally a range of \$1,000 to \$3,000, depending on organization's geographic location and budget size.

C. Planning

For organizations that have identified their development priorities through completion of the *ArtsPOD Organizational Assessment Guide* or a strategic plan, using an outside consultant,

within the last three years.

Funding through this component allows an organization to engage a consultant to assist with creation of the following:

- Strategic plans
- Business plans
- Marketing plans
- Fundraising/development plans
- Plans to address diversity issues
- Governance plans
- Human resources plans

The project must be completed within a year of application.

Financial limit: grant amounts vary depending upon the proposal and the organization's budget, and are awarded up to a maximum of \$10,000.

Reporting

All ArtsPOD grant recipients are required to submit an evaluation report, and to provide a copy of the completed *Organizational Assessment Guide* or other report generated by the planning process. Reporting guidelines are provided to successful applicants upon the approval of their ArtsPOD grant.

ArtsPOD Funding

ArtsPOD provides grants to engage planning consultants for short-term organizational development assistance.

Funding covers only the consultant's professional fee and travel costs for out-of-town consultants. No other expenses are eligible for ArtsPOD support.

Approved grants for components A and B are reimbursed after the organization has paid the consultant, and upon receipt of the paid invoice and required reporting.

Approved grants for component "C" are disbursed as follows: 50% upon approval of the grant, and 50% upon completion of the project and receipt by ArtsPOD of required reporting.

Organizations with an annual budget of \$1 million or more will be expected to contribute at least 50% of total project costs.

Full payment of a grant follows review and acceptance of required reporting by the ArtsPOD management committee. Failure to follow the reporting guidelines, or completion of a project other than that for which ArtsPOD funding has been approved, will result in grant payments being held back or denied.

Eligibility

Funding is available to arts and heritage organizations incorporated as non-profit societies in the province of British Columbia. Organizations must have been in existence for at least two years. The following organizations are not eligible: Professional Organizations, Foundations, Universities, Colleges or School Districts.

ArtsPOD assistance is intended to support the development of plans and planning capacity in arts and heritage organizations in BC. Activities related to the implementation of existing plans are generally ineligible for ArtsPOD assistance. However, there may be some exceptions depending upon the context and intended outcomes of the planning process.

Therefore, it is critical that you speak to a funding representative prior to completing your application to ensure that all aspects of your project are eligible.

Funding is NOT available for:

- Planning initiatives receiving support from other organizational development grant programs, such as the Capacity-Building Program of Canadian Heritage
- Ongoing operational costs
- Board retreats
- Mentoring individual artists
- Retroactive projects
- Capital projects
- Facility planning projects

How to Apply

1. **Applicants MUST discuss eligibility with a funding representative prior to making an application.** (See Contact Us). This will save you time and assist in making your case effectively.

2. Download the application form or request a hard copy by calling the Centre for Sustainability at (604) 331-0366.

Submit the **original and 5 copies** of the completed application and necessary attachments, **postmarked by the deadline date**, to:

ArtsPOD
c/o The Centre for Sustainability
1200 – 555 W. Hastings Street
Box 12132, Harbour Centre
Vancouver, BC V6B 4N6

Please note that we cannot accept faxed, e-mailed, late, or incomplete applications.

Contact Us

Please contact one of the following funding representatives to discuss your proposed application.

All Areas of BC (excluding Capital Regional District)

- **British Columbia Arts Council**
Tel: 250-356-1718
Fax: 250-387-4099
E-mail: bcartscouncil@gems2.bc.ca
- **Valerie Hunter, Vancouver Foundation**
Tel: 604-688-2204
Fax: 604-688-4170
E-mail: valerie@vancouverfoundation.bc.ca

Vancouver Only

- **Cherryl Masters, Office of Cultural Affairs, City of Vancouver**
604-871-6498

Fax: 604-871-6048

E-mail: cherryl_masters@city.vancouver.bc.ca

Capital Regional District (Greater Victoria) Only

- **James Lam, Arts Development Office**

Tel: 250-360-3205

Fax: 250-360-3023

E-mail: jlam@crd.bc.ca

Application Deadlines for 2005/06 Program Year

- **September 16, 2005**
- **March 3, 2006**

Other Funding Programs

ArtsPOD is not the only Organizational Development funding program available to arts and heritage organization in BC. Some other funding programs worth investigating are:

ArtsNow Catalyst Program

Flying Squad

Canadian Arts and Heritage Sustainability Program