



CITY OF VANCOUVER

ADMINISTRATIVE REPORT

Report Date: October 24, 2006
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Meeting Date: November 14, 2006

TO: Vancouver City Council

FROM: Margeret Specht, Assistant Director, Office of Cultural Affairs

SUBJECT: 2006 Arts Partners in Organizational Development

RECOMMENDATION

THAT Council approve an Arts Partners in Organizational Development (ArtsPOD) grant of \$15,600 to the Centre for Sustainability for subsequent distribution to five Vancouver cultural organizations, source of funds to be the Organizational Development component of the 2006 Cultural Grants budget.

GENERAL MANAGER'S COMMENTS

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

COUNCIL POLICY

Council approved the allocation of \$15,600 for the cultural component of the Technical Assistance program (TAP) in 1990. In 1997, the program evolved into the ArtsPOD program.

Approval of the recommendations requires eight affirmative votes.

PURPOSE

This report recommends approval of a grant to the Centre for Sustainability as the City's contribution to the ArtsPOD grant program. This funding contributes to a larger pool which is subsequently distributed to arts and heritage organizations throughout BC, to assist with their

organizational development and planning. The City's grant is directed to Vancouver cultural organizations.

BACKGROUND

The ArtsPOD program was established in 1989 as a jointly funded partnership of, at the time, the City of Vancouver, the Vancouver Foundation, the United Way and the Federal Department of the Secretary of State. In 1997, funding partners grew to include the BC Arts Council and the Federal Department of Canadian Heritage. The Capital Regional District (Victoria, Oak Bay, Esquimalt, Saanich) joined the program in 2002 and the Columbia Basin Trust, a regional Crown corporation which provides economic, social and environmental benefits to the residents of the Columbia Basin, joined in 2004.

Administration of the program and management of the grant funds was provided by the Vancouver Arts Stabilization Team (VAST) up until 2003, when the society concluded its stabilization program and mission. The expertise from that program was transferred to a newly established Centre for Sustainability in the same year. The Centre for Sustainability (CFS) is a non-profit organization with the mission to increase the capacity and effectiveness of people and organizations engaged in British Columbia's not-for-profit sector.

CFS administers other programs in addition to ArtsPOD which include Social ServicesPOD, EnviroPOD, and a new Technical Assistance Program for Aboriginal Not-for-Profits. It also provides consultation services to non-profit groups and on-line tools, resources and information in the areas of organizational capacity in the not-for-profit sector.

DISCUSSION

ArtsPOD is a province-wide program which provides technical expertise in planning and organizational development to non-profit arts and heritage organizations in BC to assist their organizational stability and effectiveness. The CFS administers the program, among others, on behalf of the funding partners listed in the table below. Although the program is province-wide, City funds are allocated to Vancouver-based groups only, while other funds also contribute to organizations in Vancouver and throughout the province.

TABLE 1
ArtsPOD Funding Partners and Budget for 2006/2007

BC Arts Council	\$60,000
Capital Regional District	\$10,000
City of Vancouver	\$15,600
Columbia Basin Trust	\$3,000
Ministry of Tourism, Sport and the Arts (Heritage Branch)	\$25,000
Vancouver Foundation	\$30,000
Total	\$143,600

The program budget was increased in 2006/07 by 14% due to an increased contribution from the BC Arts Council (\$20,000). This will greatly increase the program's capacity to assist organizations seeking organizational development and strategic planning.

There are three components to the program as follows:

- **Problem Definition;** provides support to help define and address issues that are having an immediate and adverse effect on an organization. Funding through this component allows an organization to engage a consultant for up to two days of work. Up to \$2,000 is available in this category.
- **Organizational Assessment;** assists organizations in obtaining a clearer picture of their overall health and capacity through facilitated completion of a comprehensive assessment process (using the organizational assessment guide). This improves the effectiveness of future planning by identifying priority issues for strategic development. Funding through this component allows an organization to engage a consultant for up to three days of work. Up to \$3,000 is available in this category.
- **Planning;** this component is for organizations that have identified their development priorities through completion of an organizational assessment 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 the creation of plans including: strategic, business, marketing, fundraising, governance, human resources, etc. Up to \$10,000 is available in this category.

The 2006 Program Description and Guidelines are appended to this report.

There are two grant deadlines for the ArtsPOD program; one in the spring and fall. The City's grant contributes to the fall applications only and is the subject of this report. For the Sept. 15th deadline, the CFS received 30 applications from groups around the province. The total request was \$155,666, with an available budget of approximately \$70,000.

A Program Advisory Committee comprised of staff from the CFS as well as representatives of each funding partner organization reviewed and approved grant requests. Of the 30 applications, 8 of these groups were from Vancouver, of which 5 were approved for support. Those not approved for support did not fully meet the program objectives or criteria. Table 2 presents a summary of the ArtsPOD requests and approvals for the Vancouver organizations.

TABLE 2
ArtsPOD requests by Vancouver Organizations and recommendations

Organization	Purpose	Request	Recommendation	City portion
Centre A (Van Ctre. for Contemporary Asian Art)	Strategic Plan	\$7,000	\$7,000 approved	\$3,200
PAL Vancouver (Performing Arts Lodge)	Organizational Assessment	\$3,000	\$3,000 approved	\$1,500
PuSh International Perf Arts Festival	Strategic Plan	\$7,000	\$7,000 approved	\$3,200
Urban Ink Productions	Strategic Plan	\$9,000	\$9,000 approved	\$4,200
Vancouver Recital Society	Strategic Plan	\$10,000	\$8,000 approved	\$3,500
Total		\$36,000	\$34,000	\$15,600

In order to ensure the ArtsPOD program is meeting the needs of the community it serves, periodic program reviews have been undertaken by outside consultants. The program was

reviewed in 1993, 2000, and most recently in 2005/06. The program was evaluated by members of the Research & Evaluation Unit in the department of Continuing Studies at Simon Fraser University. Stakeholders consulted considered the program to be valuable and some components unique, while at the same time a number of issues were identified and suggestions were recommended for improvements. Full details of the results of the evaluation can be found on the CFS's website under the ArtsPOD program (www.centreforsustainability.ca). The Advisory Committee of the program is in the process of reviewing the recommendations. Cultural Affairs staff will review in the context of the larger grant program review currently underway.

FINANCIAL IMPLICATIONS

The 2006 Organizational Development component of the Cultural Grants budget is \$15,600. Approval of this recommendation leaves no unallocated balance in this component of the budget.

CONCLUSION

The Assistant Director of Cultural Services recommends approval of the recommendation which will assist several Vancouver arts organizations with their organizational and strategic development.

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Arts Partners in Organizational Development (ArtsPOD)
2006 Program Description and Guidelines

A Program of:

the Centre for
SUSTAINABILITY

Building Effective Not-for-Profit Organizations in B.C.
1200 – 555 West Hastings Street Vancouver BC V6B 4N6
Tel. 604.331.0366 Fax. 604.331.0388
www.centreforsustainability.ca

Funded by:

BC Arts Council, Capital Regional District, City of Vancouver,
Columbia Basin Trust, Ministry of Tourism, Sport and the Arts & Vancouver Foundation

Deadline: Friday September 15th, 2006

➤ **What is Arts Partners in Organizational Development (ArtsPOD)?**

ArtsPOD, a program of the Centre for Sustainability, provides grants to arts and heritage not-for-profit organizations in British Columbia to help them achieve long-term organizational sustainability. ArtsPOD funding enables groups to work with an experienced consultant or resource person to enhance organizational effectiveness 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

ArtsPOD offers short-term support to achieve long-term organizational stability.

➤ **Program rationale**

ArtsPOD responds to the need for arts and heritage not-for-profit organizations to strengthen their practices and adapt to an increasingly complex environment. Challenged by financial uncertainty, demographic shifts, heightened competition and growing service demands, it is vital for arts and heritage groups to have strong governance and management practices and the ability to adapt to ongoing change and diversity.

ArtsPOD helps organizations address such questions as:

- **Are our programs and mission relevant?**
- **Do we have clear goals and strategies?**
- **Do board and staff have a common understanding of their roles and responsibilities?**
- **Does our fundraising plan meet our current and future needs?**

➤ **Who can apply?**

ArtsPOD is available to arts and heritage organizations that are registered not-for-profit societies in good standing in the Province of British Columbia. Organizations must have been in existence for at least two years. Organizations must deliver the majority of their services in the province. It is very important that you correctly provide your organization's society registration number on your application, as this number will be verified.

➤ **Who is NOT eligible?**

Professional Associations, Foundations, Universities, Colleges and School Districts are not eligible for ArtsPOD funding.

➤ **What does an ArtsPOD grant cover?**

ArtsPOD funding can only be directed towards the professional fees of a consultant and travel costs for out-of-town consultants. No other expenses are eligible. Organizations with an annual budget of \$1 million or more will be expected to contribute at least 50% of total project costs.

➤ **Can an organization receive ArtsPOD funding more than once?**

Yes, with the following restriction: no more than 3 times in a 5-year period.

➤ **What activities are funded?**

ArtsPOD assistance is intended to support the development of plans and planning capacity in arts and heritage organizations in BC. There are 3 funding components: A. Problem Definition, B. Organizational Assessment and C. Planning.

A. Problem Definition

Provides support to help define and address issues that are having an immediate and adverse effect on the organization. Funding for Board development would be considered under this category.

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.

Financial limit: generally up to \$2,000

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.** It is important in your application to let us know how you intend using the Organizational Assessment Guide. The project must be completed within one year of application.

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

C. Planning

Organizations that have identified their development priorities through completion of an organizational assessment or a strategic plan, using an outside consultant, within the last three years will be given priority. We strongly encourage organizations to conduct an organizational assessment prior to embarking on planning of any kind.

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

- 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 one 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.

➤ What activities are NOT eligible for ArtsPOD funding?

- Ongoing operational costs
- Board retreats
- Mentoring individual artists
- Capital projects
- Facility planning projects
- Implementation activities arising from planning
- Retroactive requests

In addition, incomplete or late applications will not be considered for ArtsPOD funding.

➤ **What are the reporting requirements?**

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.

➤ **How are grants disbursed?**

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.

Full payment of a grant follows review and acceptance of required reporting by ArtsPOD. 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.

➤ **How is our application assessed?**

Organizations will be assessed on the basis of the information contained in the application form and attachments. The Program Advisory Committee, made up of representatives of the program's funding organizations, will look in particular for the following in their assessment of each application:

- A clear and compelling expression of the organization's need to embark on the organizational development project for which it has requested funding;
- Indication that the project's activities will be inclusive and involve Board, staff and other stakeholders;
- A good understanding of how the project's expected outcomes will serve to strengthen the organization;
- Indication that a reasonably comprehensive selection process has been or will be used to select the project consultant;
- A budget that is appropriate for the project's size and scope.

In the case where a choice must be made between two equally qualified organizations, preference may be given to the organization that would be unable to engage in organizational development activities without the support of ArtsPOD.

➤ **How does an organization apply?**

Interested organizations are encouraged to obtain a copy of the application package with as much lead time as possible prior to the deadline. Please ensure that you carefully read the Program Description and Guidelines and Frequently Asked Questions documents.

We strongly encourage you to discuss eligibility with the Centre for Sustainability prior to making an application.

This will help ensure your project is a match with the program, save you time and assist in making your case effectively.

Please ensure that you complete all sections of the application, include all attachments and make your submission by the application deadline. Applications may be submitted by mail, courier or hand delivered; those sent by mail or courier should be postmarked by the application deadline.

Application deadlines are as follows:

Fall: Friday September 15th, 2006

You can download an application package from our website www.centreforsustainability.ca/programs or request one by contacting Juliet Correia, Programs Director at programs@centreforsustainability.ca or (604) 331-0366.

If you have questions about the suitability of your project or about the application process in general, please contact the Centre for Sustainability at (604) 331-0366.