



## CITY OF VANCOUVER

### ADMINISTRATIVE REPORT

Report Date: 3 April 2007  
Author: Cherryl Masters  
Phone No.: 604.871.6498  
RTS No.: 6654  
VanRIMS No. 03-1200-11  
Meeting Date: April 17, 2007

TO: Vancouver City Council

FROM: Assistant Director, Office of Cultural Affairs: Grants, Awards & Support Programs

SUBJECT: Award of Contract for RFP PS06127 Cultural Grants Program Review

#### RECOMMENDATION

- A. THAT, subject to the conditions set out in Recommendations B, C and D, the General Manager of Community Services be authorized to enter into a contract with Ference Weicker & Company to provide consulting services for a comprehensive review of the City's current arts and cultural grants and support programs administered through the Office of Cultural Affairs, at an estimated cost of \$75,000 plus GST, with funding to be provided by the 2007 Cultural Budget;
- B. THAT the Director of Legal Services be authorized to execute and deliver on behalf of Community Services all legal documents required to implement Recommendation A;
- C. THAT all such legal documents be on terms and conditions satisfactory to the General Manager of Community Services and the Director of Legal Services; and
- D. THAT no legal rights or obligations will be created or arise by Council's adoption of Recommendations A, B and C above unless and until such legal documents are executed and delivered by the Director of Legal Services.

#### GENERAL MANAGER'S COMMENTS

The General Manager of Community Services recommends approval of A through D.

## **CITY MANAGER'S COMMENTS**

The City Manager recommends approval noting that while individual cultural grant program reviews have been undertaken in the past, this is the first comprehensive review of all the City's cultural grants and support programs.

## **COUNCIL POLICY**

Consultant agreements exceeding \$30,000 require Council authorization. Contracts are awarded on the basis of an established proposal review process which evaluates proponents according to a number of criteria, including best overall value to the City.

## **PURPOSE**

The purpose of this report is to seek Council authority to engage Ference Weicker & Company to provide consulting services for the comprehensive review (the "Review") of the City's current arts and cultural grants and support programs at a maximum cost of \$75,000 plus GST.

## **BACKGROUND**

The City's cultural grant and support programs are designed to address various needs of non-profit arts and cultural organizations and the public they serve. In total there are 14 grants and support programs included in this review. These include: the Operating grant and Major Institutions grant programs which support the operations of established organizations and institutions whose stability and artistic achievements are essential for a healthy cultural community; Project grants which support new and emerging groups to develop and experiment or those groups who are operating on a project basis; Diversity Initiatives grants which support artistic development of artists and arts organizations from distinct communities; Theatre rental grants which assist organizations with venue costs at the Civic Theatres; Celebration grants which assist the development and implementation of community-based cultural festivals, celebrations and major parades; Capital grants which provide assistance for facility upgrades to support spaces where artists can create and share their work with the public; and Transit Shelter Advertising which provides opportunities for non-profit arts, culture, and community service organizations to access transit shelter advertising space without charge.

Grants and support programs are administered by a small staff team in the Office of Cultural Affairs. In 2006, Office of Cultural Affairs staff administered over 350 applications received through 16 deadlines, plus some ongoing intakes, and made recommendations to Council for \$8.9 million in cultural grants.

Office of Cultural Affairs staff developed comprehensive terms of reference for the Review (synopsis attached as Appendix A; full copy on file with the City Clerk). The purpose of the Review is to assess the effectiveness and impact of the City's current cultural grants and support programs and make recommendations for more effective and measurable programs in the context of the needs of the arts & cultural community, best practices identified in the sector and resources available to administer those programs. The consultant shall also provide an implementation plan to support application of the recommendations going forward.

The process will include a review of the City's current arts and cultural grants and support programs, a review of the City's legislative and budget framework, policies and procedures, a review of best practices as well as extensive staff and stakeholder consultation.

The outcome will be a comprehensive final report and presentation which will provide the context of current needs and trends identified in the community, an understanding of best practices to support development of arts and cultural organizations, evaluation of existing programs impacts, and recommendations for effective grant programs, program structure, management, administration, evaluation, communications and implementation strategies.

## DISCUSSION

In January 2007, the Assistant Director of the Office of Cultural Affairs: Grants, Awards and Support Programs and the Manager of Materials Management sought proposals through an RFP (PS06127). The RFP was posted on the City's website, BC Bid, and circulated to many consultants and through the City's Vanculture listserv and the Alliance for Arts and Culture faxnet service.

Five proposals were received and reviewed by a staff team using a comparative and consistent evaluation matrix format. Using the matrix, the staff team assessed and compared proponents' past experience with cultural grant review programs, knowledge of the Vancouver arts and culture sector, proposal content, methodology, and cost, among other criteria. Proponents were scored out of a total of 100 points. One candidate best met all evaluative criteria and program requirements and was interviewed. Based on a thorough review of the proposals and the outcome of the interview, staff recommended that the consulting firm of Ference Weicker & Company be retained for the Review.

Subject to Council approval, the Review will commence in late April and be completed by the fall of 2007.

This Review will be undertaken in the context of the Creative City Task Force strategic planning process currently underway. The strategic planning process will provide the overall strategic directions to inform the development of the grants and support program recommendations going forward.

### Cultural Planning Initiatives 2007

2007	April				May				June				July				Aug				Sept				Oct				Nov							
Creative City Strategic Plan																																				
Public Consultation																																				
Plan Development																																				
Implementation Plan																																				
Grant Program Review																																				
Public Art Review																																				
Facilities Priorities Plan																																				

### FINANCIAL IMPLICATIONS

In July 2006, Council approved an allocation of resources for one-time support initiatives which included up to \$75,000 for independent reviews of current cultural grants programs and the development of new programs. In an effort to accommodate grant cycle schedules, the Creative City Task Force consultation process, and to best support the Grant Review process, the initiative commenced in early 2007. The Request for Proposals was posted in January and closed on February 27, 2007.

Approval of these recommendations will expend the allocated resources of \$75,000 carried forward from the 2006 Cultural Operating Budget for the Council-approved grant program review.

### PERSONNEL IMPLICATIONS

The Review will be led by the Assistant Director, Office of Cultural Affairs: Grants, Awards and Support Programs assisted by key grants staff and supported by an interdepartmental Steering Committee comprised of Cultural Services staff (OCA and Civic Theatres) with representation from Social Planning, Park Board, and the Budgets Office. Input into the Review process will also be provided by an independent Advisory Committee comprised of key stakeholders in the community including those with expertise and knowledge of public and private arts funding programming and policy development and knowledge of the arts & cultural community in Vancouver. This committee will provide valuable input throughout the Review process.

## CONCLUSION

A review of the arts and cultural grants & supports programs provides an extraordinary opportunity for the City to engage the community in developing a more comprehensive approach to providing assistance to the arts & cultural community. The Review will put forward recommendations and an implementation strategy that will respond to identified needs, gaps and trends in the cultural community and requirements for efficient administration of those programs. The Review will also be undertaken in the context of and be informed by the strategic cultural and planning process already underway through the Creative City Task Force.

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## REQUEST FOR PROPOSAL PS06127

### CONSULTING SERVICES FOR CULTURAL GRANT PROGRAM REVIEW

#### 1.0 Purpose

The purpose of the external review is to assess the City's current arts and cultural grant programs administered through the Office of Cultural Affairs. The Consultant shall make recommendations for changes to these programs which balance granting support to the community and the efficient administration of programs within existing staffing and resources.

#### 2.0 Scope of Work / Project

2.1 The successful proponent's review will build on existing quantitative indicators and data and will include, but not be limited to, the following:

- a) Establish the context for a "Cultural Grant Program Review" through a review of the current programs, including current goals, policies, priorities, practices, procedures, and guidelines. The review will provide an overview and analysis of all pertinent background materials including:
  - the City's legislative framework, policies and procedures;
  - current resources, including funding mechanisms, program budgets and staffing, as well as any projects and initiatives related to the City's cultural grant programs;
  - comparisons to cultural grant programs in other relevant jurisdictions (other municipalities, province of BC, foundations, Canada Council for the Arts, etc.), including comparison of policies, procedures, funding and implementation resources; and
  - current trends in funding.
- b) Consult stakeholders such as the Grants Assessment Committee Members, professional artists, administrators, board representatives, the Creative City Task Force, Office of Cultural Affairs and Cultural Services staff, as well as other City departments, representatives from other cultural funding agencies, art consultants and organizations (as necessary). In particular, ensure that the following persons/parties are consulted:
  - those that have received support in the past through one or more of the grant programs;
  - those that have applied for support through one or more of the grant programs but have not been successful;

- those that have not known about the grant programs but are seeking public support for arts and cultural initiatives; and
  - those that have not yet applied for support because they have not yet met the eligibility criteria.
- c) Evaluate the effectiveness and management of the current cultural grants programs.
- d) Make recommendations for effective new or restructured grant programs, which meet the current needs of the community, based on best practice review and consultation findings.
- e) Present a comprehensive “Cultural Grant Program Review and Implementations Strategy Report” to the Office of Cultural Affairs. This report will recommend strategies, policies, procedures and resources for implementation, including detailed recommendations, based on existing resources that include but are not limited to funding mechanisms, staffing and administration, program structure, project management, and internal and external communications.
- f) If requested, make presentations to the Creative City Task Force and City Council.

2.2 The Project will be structured as follows:

**PHASE 1 - Cultural Grant Program Review Development**

- Project plan development;
- “Best Practice” review;
- Review of existing grant programs (history, structure, administration, grant recipients, impacts, etc.); and
- Analysis of any previous grant program reviews.

**PHASE 2 - Information Gathering and Interviews with Stakeholders**

- Stakeholder and Public consultation;
- Staff interviews;
- Analysis of program performance and impact in addressing program objectives and needs of the community;
- Gap analysis to identify constituency served and those not currently being served; and
- Prepare Draft Report on findings.

The Consultant will be responsible for ensuring public awareness and participation in the consultation process and events. Consultation should extend into the community that is already served through existing programs, groups who have been unsuccessful applicants to the grant programs in recent years, as well as groups that have not previously accessed City cultural grants.

The Consultant will be responsible for all aspects of the review, including public engagement process (i.e. coordinating the meetings, facilitating all sessions and gathering and publishing the public input).

### **PHASE 3 - Synthesis of Information and Draft Report Preparation**

- Prepare recommendations for effective and measurable grant programs going forward which meet current needs in community;
- Technical Feasibility; and
- Report back to community.

Based on the draft findings, the Consultant will then make recommendations for a series of revised grant programs and processes. Working with City staff, the Consultant will assess the draft recommendations for technical feasibility and report back on the recommendations to the community.

### **PHASE 4 - Final Report and Report Presentation**

Prepare "Final Report", which shall include but not be limited to:

- context of current needs and trends identified in the cultural community;
- understanding of best practices to support development of arts & cultural organizations;
- evaluation of past performance and impacts of existing cultural grant programs;
- recommendations for effective grant programs based on context, evaluation and needs of the community;
- recommendations for appropriate grant program structure, management, administration, evaluation and communication strategies; and
- implementation strategy.

The Consultant will deliver the final report to the Assistant Director (Grants, Awards and Support Programs), Office of Cultural Affairs for review and adjustments. The final report will be presented to the Creative City Task Force for information and feedback and to City Council for consideration.

- 2.3 The grant program review will include a survey of each of the current grant programs to review program history and impacts, as well as extensive consultation with successful, unsuccessful and potential applicants. The grant program review should also survey best practices from other communities and make recommendations for new or restructured program parameters including number, type and budget of grant programs which best support the current needs of the community within the anticipated 2007 budget and can be most efficiently administered by the existing staff resources. Furthermore, the Consultant will be required to develop, with staff, eligibility criteria, guidelines, performance measures and resources required for assessment and administration for each of the recommended grant programs.
- 2.4 Evaluating existing programs will also identify gaps in services as well as duplication of efforts. The grant program review will provide an opportunity to



streamline existing grant programs and recommend new grant programs for Council's consideration in 2007 and beyond.