



## CITY OF VANCOUVER

### ADMINISTRATIVE REPORT

Report Date: November 6, 2007  
Author: Cherryl Masters  
Phone No.: 604.871.6498  
RTS No.: 06872  
VanRIMS No.: 05-5000-10  
Meeting Date: November 27, 2007

TO: Vancouver City Council  
FROM: Margeret Specht, Co-Director, Office of Cultural Affairs  
SUBJECT: 2007 Arts Partners in Organizational Development

#### RECOMMENDATION

THAT Council approve an Arts Partners in Organizational Development (ArtsPOD) grant of \$15,900 to the Centre for Sustainability for subsequent distribution to seven Vancouver cultural organizations, source of funds to be the Organizational Development component of the 2007 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 funds for a 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

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.

ArtsPOD 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 non-profit organizations. 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.

There are three components to the ArtsPOD 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 2007 Program Description and Guidelines are appended to this report.

The program underwent an extensive review in 2005/06, conducted by the Research and Evaluation Unit in the department of Continuing Studies at Simon Fraser University. A number of recommendations for future directions arose out of the evaluation and are being considered by staff at the Centre for Sustainability along with funding partners. These recommendations will be considered in the context of the Grants and Support Programs review currently being undertaken by the Office of Cultural Affairs. New directions for the CFS and its programs may emerge in the coming year.

## DISCUSSION

The total budget for ArtsPOD awards and administration for the 2007/08 fiscal is \$123,900. The funding partners and their respective contributions are listed in Table 1 below. Approximately 13% of the budget below is expended on administering the program while the balance is allocated to the awards. The City's contribution is directed to Vancouver-based groups only, while other funding partners contribute to organizations in Vancouver and throughout the province.

**TABLE 1**  
**ArtsPOD Funding Partners and Budget for 2007/2008**

BC Arts Council	\$40,000
Capital Regional District	\$10,000
City of Vancouver	\$15,900
Columbia Basin Trust	\$3,000
Ministry of Tourism, Sport and the Arts (Heritage Branch)	\$25,000
Vancouver Foundation	\$30,000
<b>Total</b>	<b>\$123,900</b>

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. 28<sup>th</sup> deadline, the CFS received 36 applications from groups around the province. The total requests were \$178,850, with an available budget of just over \$58,000 for this deadline.

A Program Advisory Committee comprised of staff from the CFS as well as representatives of the funding partner organizations reviewed and made decisions on grant requests. Of the 36 applications, 14 of these groups were from Vancouver, of which 7 were approved for support. Table 2 presents a summary of the ArtsPOD requests and approvals for the Vancouver organizations only.

**TABLE 2**  
**ArtsPOD requests by Vancouver Organizations and recommendations**

Organization	Purpose	Request	Recommendation	City portion
Canada Ice Dance Theatre	Organizational Assessment	\$2,000	\$2,000 approved	\$1,350
Realwheels Society	Organizational Assessment	\$3,000	\$3,000 approved	\$2,050

Miscellaneous Productions Society	Organizational Assessment	\$8,000	\$3,000 approved	\$2,050
Greater Vancouver Alliance for Arts and Culture	Organizational Assessment	\$3,000	\$3,000 approved	\$2,050
Public Dreams Society	Organizational Assessment	\$3,000	\$3,000 approved	\$2,050
Pro Musica Society of Vancouver	Problem Definition	\$2,000	\$2,000 approved	\$1,350
Documentary Media Society	Planning	\$7,500	\$7,500 approved	\$5,000
<b>Total</b>		<b>\$28,500</b>	<b>\$23,500</b>	<b>\$15,900</b>

### FINANCIAL IMPLICATIONS

The 2007 Organizational Development component of the Cultural Grants budget is \$15,900. Approval of this recommendation leaves no unallocated balance in this component of the budget.

### CONCLUSION

The Co-Director of the Office of Cultural Affairs 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)**

Fall 2007 Program Description and Guidelines

A Program of:

the Centre for  
**SUSTAINABILITY**

Building Effective Not-for-Profit Organizations in B.C.  
902 - 938 Howe Street Vancouver BC V6Z 1N9  
Tel. 604.331.0366 Fax. 604.331.0388  
[www.centreforsustainability.ca](http://www.centreforsustainability.ca)

Funded by:

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

**Application Deadline: Friday September 28<sup>th</sup>, 2007 (NOT 21<sup>st</sup>)**

### ➤ 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

Financial uncertainty, demographic shifts, heightened competition and growing service demands have made it vital for BC's arts and heritage organizations 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 and 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, as follows (Choose one only):

#### 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 approval of the grant.

*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 approval of the grant.

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

#### C. Planning

Priority will be given to 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. 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 the creation of items such as 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 one year of approval of the grant.

*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, applications that are incomplete or late 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 (Problem Definition) and B (Organizational Assessment) are reimbursed after the organization has paid the consultant, and upon receipt of the paid invoice and acceptance of the required reporting.

Approved grants for component C (Planning) are disbursed as follows: 50% upon approval of the grant, and the balance after completion of the project, and acceptance of the required reporting.

Full payment of a grant follows review and acceptance of required reporting by The Centre for Sustainability. 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 can obtain a copy of the Program Description and Guidelines, Application Form and Frequently Asked Questions documents from our website:

[www.centreforsustainability.ca/programs](http://www.centreforsustainability.ca/programs) (click on “ArtsPOD” and look for the “How to Apply” section)

They can also be requested by contacting [programs@centreforsustainability.ca](mailto:programs@centreforsustainability.ca) or (604) 331-0366.

Before proceeding with your application, please 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 submitting 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 that are required for the grant component for which you are applying.
- Include all required attachments.
- Provide 6 collated copies as indicated on the application form.
- Make your submission by the application deadline of **Friday, September 28<sup>th</sup>, 2007 (NOT 21<sup>st</sup>)**.

Applications may be submitted by mail or courier and should be postmarked by the application deadline.

***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***

***or by email to [programs@centreforsustainability.ca](mailto:programs@centreforsustainability.ca)***