



CITY OF VANCOUVER

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POLICY REPORT CULTURE

Report Date: June 13, 2008
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Meeting Date: June 26, 2008

TO: Standing Committee on City Services and Budgets

FROM: Co-Director, Office of Cultural Affairs (Grants, Awards and Support Programs)

SUBJECT: Culture Plan Implementation Phase 1 - Review of Grant Programs (Report 2 of 5)

RECOMMENDATIONS

- A. That Council adopt a new policy framework for the City's Cultural Grants and Support Programs as outlined in this report, to re-align programs with the City's strategic cultural priorities, and streamline programs and administration.
- B. That Council direct staff to align all Cultural Grants and Support Programs guidelines and criteria with City's Culture Plan values and strategic directions, commencing with the 2009 Cultural Grants applications with full integration to be complete by 2010 when the new Cultural Grants Program is launched, through integrating the following grant programs (Operating, Project, Major Exhibition Institutions Operating, Theatre Rental Operating and Project, Diversity Initiatives, Celebration Grants, Community Public Art and GetOut!) into a new single Cultural Grants Program with two access streams:
 - i. Artistic-driven initiatives (large and small budget categories);
 - ii. Community-driven cultural initiatives (large and small budget categories).
- C. That Council direct staff to expand program eligibility criteria when implementing the new Cultural Grants Program :
 - i. To consider applications from unincorporated ad-hoc arts and cultural groups as permitted under the Vancouver Charter;

- ii. To encourage partnerships with non-arts groups which reflect strategic priorities within program guidelines;
 - iii. To consider activities which offer significant professional development opportunities such as conferences, training, residencies, cultural exchanges, and mentorships as eligible activities within program guidelines; and
 - iv. To consider touring initiatives of Vancouver-based organizations as eligible activities within program guidelines.
- D. THAT Council approve in principle a further increase of \$575,000 annually to support the expanded mandate of the new Cultural Grants Program to be phased in over 2009 (as supplemental funding in 2009) and then as ongoing funding starting in 2010 and subject to Council approval of annual budgets; source of funds to be the unallocated portion of the Cultural Budget.
- E. THAT Council approve an award budget of \$50,000 to support cash awards of \$2,500 each to be given to:
 - i. the winners of the Mayors Arts Awards in ten artist categories to be chosen by a jury of peers in recognition of significant contribution in their fields as well as to Vancouver's position as a Creative City; and
 - ii. ten emerging artists to be chosen by the recipients of the Mayors Arts Awards;source of funds to be the unallocated portion of the Cultural Budget commencing in 2009.
- F. THAT Council establish an ad-hoc Program Design Working Committee comprised of representatives of other funding agencies, community members and staff to provide input and expertise into the development of program structure, application, assessment processes, multi-year funding criteria, delivery and evaluation mechanisms and direct staff to report back in June 2009 with final program details for the new Cultural Grants Program.
- G. THAT Council approve the new Strategic Cultural Partnerships Program as outlined in this report and including:
 - i. Organizational/Individual Professional Development - Authorize staff to enter into a partnership and execute agreements to the satisfaction of the Director of Legal Services, with the Centre for Sustainability for the delivery of a renewed Arts Partners in Organizational Development program (APOD) and a pilot New Arts Leadership Program (supporting emerging and mid-career leadership development) at an estimated annual cost of \$44,000; source of funds to be the unallocated portion of the Cultural Budget;
 - ii. Artistic Development - Authorize staff to enter into negotiations and execute agreements to the satisfaction of the Director of Legal Services with our Arts Partners in Creative Development partners to renew the program beyond the initial pilot phase;
 - iii. New Partnership opportunities - seek new opportunities where significant benefits can be gained for the community in alignment with strategic cultural priorities.

- H. THAT Council direct staff to work with the Collections-based Major Exhibiting Institutions to restructure the funding relationship to:
- i. Separate collection management support from operating support for collections-based Major Exhibiting Institutions;
 - ii. Enter into collections service agreements on such terms and conditions acceptable to the Director of Legal Services; and
 - iii. Include all Major institutions in the new Cultural Grants Budget program and the annual peer review process.
- I. That Council approve the creation of terms of reference for an ad-hoc Working Committee on Arts and Cultural Diversity comprised of community members and staff to guide a community consultation and comprehensive review of diversity as it relates to the City's cultural grants programs to arrive at a common understanding of its current context, definition and intent in the context of its role in arts and cultural development with a report back with findings and proposal to integrate diversity into the new Cultural Grants and Support Programs with a one-time project cost of \$10,000; source of funds to be the unallocated portion of the Cultural Budget.
- J. THAT Council approve the implementation of an outreach strategy to increase access and inclusiveness to the Cultural Grants and Support Programs including grant-writing workshops, technical assistance in support of the CADAC initiative, and peer learning as outlined in this report at an estimated annual cost of \$20,000 (\$10,000 prorated for fiscal 2008); source of funds to be the unallocated portion of the Cultural Budget.
- K. THAT Council authorize staff to streamline administration of Cultural Grants Programs as outlined in this report and include:
- i. Enter into a partnership with Canadian Arts Data/Données sur les arts au Canada (CADAC) a national partnership to support common financial and statistical web-based database and application forms for organizations receiving funds from tri-level or bi-level arts funding agencies with an estimated annual cost of up to \$20,000 commencing in 2009; source of funds to be the unallocated portion of the Cultural Budget.
 - ii. Work with the Information Technology department to assess the Cultural Services internal databases needs including those which will support the new Cultural Grants Program and the new CADAC initiative at a one-time cost of \$10,000 and report back on any implementation plans and new funding requirements; source of funds to be the unallocated portion of the Cultural Budget.
- L. THAT Council approve, subject to classification by the General Manager of Human Resources, the reallocation of a vacant Cultural Analyst position to a Cultural Planner position in support of the design, implementation and delivery of the new electronic grant database/application program (CADAC) at an estimated incremental annual cost including fringe benefits of \$16,300 (\$5,300

prorated for fiscal 2008); source of funds to be the unallocated portion of the Cultural Budget;

- M. THAT Council thank the community representatives on the Cultural Grants Review Advisory Committee, members of the Steering Committee, participants in the workshops, interviews and surveys, and the consultants for their input, time and commitment to this review.

CITY MANAGER'S COMMENTS

The City Manager recommends approval of recommendations A through M.

COUNCIL POLICY

City Council established the annual civic grant programs, including Cultural Grants, in March 1978. The current Operating and Project categories were approved on Dec. 14, 1989. In 1994 Council approved the Request for Reconsideration Policy whereby groups may dispute recommendations if they meet specific criteria. The City has been providing support to the major exhibiting institutions since 1971. Capital grants support has been provided since 1975. The Theatre Rental Operating Grant program was established in 1979 and the Project program was introduced in 2005 to replace the Donald Alexander Baxter Fund (established in 1984) which was retired when the principal of the fund was expended. The Diversity Initiatives program was established as the Cross-Cultural Initiatives program in 1989. Arts Partners in Organizational Development (APOD) was established as the Technical Assistance Program in the same year. Community Public Art grants have been provided since 1994. The Celebration grants program was introduced in 2002. The Opportunity Initiatives program was established as a pilot from 2002 to 2006. The Arts Partners in Creative Development program (APCD) was established as a pilot commissioning program in 2006 (delivered by the City) and evolved into a tri-level program delivered through 2010 Legacies Now/Arts Now in 2007. The Get Out! Youth Legacy program was delivered as a pilot program from 2004 - 2006.

In 2007, Council directed staff to conduct a review of the City's Cultural Grants Programs. The recommendations contained herein are integrated with the implementation strategy of the *Culture Plan for Vancouver, 2008 - 2018*, adopted by Council in January 2008.

SUMMARY AND PURPOSE

This report summarizes a comprehensive review of the Cultural Grants & Support Programs undertaken by independent consultants in consultation with key stakeholders in the arts and cultural community and presents the findings and subsequent recommendations as well as an implementation plan for a new Cultural Grants Program and related support services.

BACKGROUND

For close to 40 years, the City has provided assistance to the cultural community through structured cultural grants and support programs. What commenced as a single civic grants

program around the early 1970's progressed over the years into specific categories and new programs in an effort to respond to needs and trends identified within the community. The programs evolved into fifteen, each with its own unique set of criteria, application forms, deadlines and systems and processes.

The programs range from project-based assistance for small community-driven celebrations to core operating assistance for established organizations. The programs are Operating, Project, Major Exhibiting Institutions, Diversity Initiatives, Celebrations, Theatre Rental Operating & Project, Opportunity Initiatives, Arts Partners in Creative Development, Get Out! Youth Legacy, Arts Partners in Organizational Development, Capital, Community Public Art, Transit Shelter Advertising, and Video Screen Advertising. (A summary of current grant programs and funding levels is attached to this report as Appendix D.)

With this expansion, growth within the creative sector, significant increases to the Cultural budget starting in 2006, and a strategic cultural planning process underway, the need to review this growth and understand best how to re-align resources to continue to have an impact in the sector was necessary.

In 2006, Council directed staff of Cultural Services to undertake a number of reviews as part of the larger strategic cultural planning process towards the development of the new Culture Plan 2008 - 2018. The review of the cultural grants and support programs is one of four current reviews and implementation strategies for the Culture Plan.

In April 2007, Council approved the award of contract to Ference Weicker & Company to undertake the review with the purpose of measuring the effectiveness of the 15 programs administered through the Office of Cultural Affairs and to propose changes to best meet the needs of the arts and cultural community, in the context of best practises in the sector and available internal resources to deliver such programs.

To oversee the process, an internal Steering Committee comprised of staff representatives from Cultural Services, Social Planning, Budgets Office, Park Board, and Vancouver Civic Theatres, was created to guide the process. An external Advisory Committee was established comprised of 24 key community stakeholders representing the broad arts and culture sector (including cultural industries, heritage, cultural policy, arts funding agencies, artists, community arts, various artistic disciplines, cultural diversity, arts administrators, etc.) See Appendix A for membership of both committees and Appendix C for Terms of Reference.

The consultants initiated the review with an examination of the history and nature of the City's cultural grants programs, a review of various departmental and civic policy contexts, conducted interviews with all staff personnel responsible for the support and delivery of the programs as well as those from related civic departments. A broad stakeholder list was assembled and interviews were conducted with current and past grant recipients, those who are not funding recipients (unsuccessful or ineligible applicants and those unaware of our programs), other arts funding agencies, artists, and past assessment committee members. An on-line survey was developed to allow for further constituents to respond. In total, over 300 people were consulted this way. Two public workshops were also held to refine preliminary input and formulate recommendations for going forward. In total 90 people participated in the workshops. A final opportunity for public input was presented on May 12, 2008, at the 2nd annual Creative City Conversation, in the context of the overall Culture Plan and concurrent planning initiatives. Approximately 250 people attended.

The community contributed a significant amount of time and energy and thoughtful ideas throughout the process which is captured, along with the research and analysis in the full consultant's report which is on file at the City Clerk's office and available online at www.vancouver.ca/oca.

DISCUSSION

OPPORTUNITIES AND CHALLENGES

The following strengths and opportunities were identified through the consultation process:

- There is an accomplished and resilient creative community in Vancouver;
- There is a strong commitment by City Council to the creative sector;
- There is a committed, experienced and capable staff; and
- There is a high level of satisfaction and awareness of the cultural grants programs amongst established groups.

The City was recognized as a key source of funding for arts and culture and that the existing programs were seen as effective in supporting the sector. However, there are as many challenges impeding the City's ability to stimulate cultural excellence due to the constraints of existing guidelines, criteria and policy, as well as long established administrative structure and resources.

In order to effect a greater impact in the cultural community, many public funding agencies are evolving towards more adaptable and flexible funding models, embarking on initiatives to reduce administrative workloads in the sector, placing focus on developing emerging and mid-career leadership, and increasing collaboration with other funding partners. Further, recent thinking on how to encourage excellence in the creative community through public sector assistance is by putting priorities such as innovation, risk-taking and diversity at the forefront of our thinking when developing and delivering programs. This review is an opportunity to consider and adopt some of these current best practices.

COMMUNITY INPUT

Through a comprehensive consultation process, it became apparent that the City's cultural grant programs needed to be aligned with the City's cultural strategic priorities and values and that administration of the programs has to be streamlined to create efficiencies for organizations and City staff. A number of key themes and priorities emerged from the community consultation, reinforcing the input from the Culture Plan process. These included:

- Opportunities for innovation, creativity and learning (such as cross-sectoral collaboration, creative exchanges, residencies, and touring initiatives).
- Encourage greater risk-taking (avoid funding limits, support ambitious projects that take a risk).

- Raise a higher profile of the cultural community and engage and develop audiences (free access, innovative marketing, city-led initiatives to encourage media coverage and higher profile of cultural community).
- Organizational and professional development (such as mid-career development, mentorships, succession planning).
- Cultural neighbourhood development (accessible cultural resource centres, support to community-based artists, developing neighbourhood identity).
- Increase support for emerging artists and diverse groups (support to ad-hoc groups, increase inclusion in programs and systems, language translation).
- Expand cultural learning opportunities (emphasis on heritage and museums, educational program incentives, development of online resources, partnerships with learning institutions)

RECOMMENDATIONS FOR CHANGE

Based on the input received through the consultations, subsequent feedback from both the Steering and Advisory Committees, input from the Creative City Conversation, and in the context of current practices, below is a summary of the key recommendations.

1) Align program objectives with City's cultural strategic priorities and values

This allows the City to be clearer with its program goals and purposes and be able to evaluate all requests and initiatives against the new Culture Plan values and strategic priorities. These priorities and values will be reflected in the application forms and processes commencing with the 2009 funding requests and will be fully integrated into the program by 2010.

2) Restructure and streamline Cultural Grants and Support Programs

- Integrate the following grant programs (Operating, Project, Diversity, Celebrations, Major Exhibiting Institutions Operating, Theatre Rental Operating and Project, Get Out!, and Community Public Art) into one Cultural Grants Program with the following access streams:
 - Artistic-driven initiatives (large and small budget categories)
 - Community arts-driven initiatives (large and small budget categories)
- Establish an ad-hoc Program Design Working Committee comprised of representatives of other funding agencies, community members and staff to provide input and expertise into the development of program structure, application, assessment processes, multi-year funding criteria, delivery and evaluation mechanisms

This new structure will consider a wide range of initiatives and goals including those contained in the existing programs (i.e. youth-driven artistic projects, small community or large festivals or celebrations, arts-based community development, major exhibitions or performances etc.). The new structure will allow mobility for organizations among programs as they evolve and not restrict them to a single category such as Projects or Celebrations.

Depending on the nature of work at any given time, the City will be able to respond in a much more flexible way.

This also allows staff to incorporate consistent objectives throughout all programs. It will create efficiencies for both the community and the staff in that it will have one common application form and will drastically reduce the number of deadlines. This change will also integrate all current grant applicants into the annual review process whereby a more comprehensive discussion and analysis of the sector will be held. It will also place all groups on equitable footing with respect to the assessment process.

Staff will report back with program criteria, guidelines and budgets in early 2009.

3) Expand the new Cultural Grants Program eligibility

- Consider applications from unincorporated ad-hoc arts and cultural groups as permitted under the Vancouver Charter.
- Encourage partnerships with non-arts groups which reflect strategic priorities within program guidelines.
- Consider activities which offer significant professional development opportunities such as conferences, training, residencies, cultural exchanges, and mentorships as eligible activities within program guidelines.
- Consider touring initiatives of Vancouver-based organizations as eligible activities within program guidelines.

The above recommendations increase the potential for the City to consider innovative opportunities it has not been able to consider before and respond to some of the gaps that we heard from the community. It also allows the City to respond to artists who are choosing not to structure themselves as non-profit societies because of the ongoing administrative obligations and/or the implication of permanence. Increasingly young and emerging artists are organizing themselves around an initiative which may have a very specific life span. This recommendation is also designed to increase access to the many artists, particularly individuals who have recently immigrated to Vancouver, who do not organize themselves as non-profit societies. This would enable the City to contribute to initiatives without having to tie up resources long-term by supporting an ever increasing number of newly formed non-profit societies. It further addresses the need expressed by the community to provide assistance to emerging and diverse groups and to support innovation and cultural exchange through touring opportunities.

4) Expand the Cultural Grants Budget

The Cultural Grants Budget, proposed for 2009 at \$10.15 million has increased significantly since 2004 (\$7.4 million) in response to Council's ongoing commitment to the Creative City Task Force and as a catalyst for implementing the new Culture Plan.

Increases to grants have been staged as follows:

- In 2005, Council approved a \$1 million increase to the Cultural Budget of which \$50,000 was allocated to the Diversity Initiatives budget, and \$75,000 to supplemental Projects, and \$825,000 to supplemental Operating.

- In 2006, Council approved a second increase to the Cultural budget of which a further \$150,000 was allocated to Projects, \$150,000 to the Opportunities program to extend the pilot for one year, \$115,000 for a new Commissioning program (Arts Partners in Creative Development) and \$20,000 to the Theatre Rental Grants Project program.
- In 2007, Council approved the third increase to the Cultural budget of which \$200,000 was allocated to the Operating budget to accommodate the transfer of several Project recipients into that program, and one-time supplemental allocations of \$300,000 to the Operating budget, \$100,000 for Projects and \$250,000 to Major Exhibiting Institutions Operating grants budget.

The allocation of the increases over the period of 2005 - 2007 was designed to provide immediate support for the community while retaining flexibility for Council to consider all of the recommendations arising from the new Culture Plan - Phase 1 Implementation as outlined in this report and the companion reports.

With the completion of the Grants Review and in the context of the recommendations outlined in this report to expand the program scope and eligibility criteria for a new Cultural Grants Program, staff are recommending a further increase of \$575,000 to be phased in over 2009 as supplementary allocations and with final allocations in 2010.

5) Approve new Strategic Cultural Partnerships

- *Organizational/Individual Professional Development* - enter into a partnership with the Centre for Sustainability for the delivery of a renewed Arts Partners in Organizational Development program (APOD) as well as a New Arts Leadership Program (supporting emerging and mid-career leadership development).
- *Artistic Development* - enter into negotiations with Arts Partners in Creative Development partners to explore the opportunity to renew the program beyond the initial pilot phase to assist the development and creation of new artistic work.
- *New Partnership Opportunities* - working through the new Cultural Services branch outlined in the companion report (RTS #07313) consider new partnerships which reflect the strategic cultural priorities and needs of the community.

The City currently works with the Centre for Sustainability (CFS) in the delivery of Arts Partners in Organizational Development (APOD) on behalf of joint funding agencies. The recommended partnership considers broader methods of assisting organizational growth. Recently the CFS has been undergoing its own review and based on recent consultation and research, is introducing a pilot program that will target mid-career or new leadership because these types of organizations are often incubators for the creation of new works and play a vital role in the development and employment of artists and administrators. They also have fewer resources available to them than their longer established colleagues in the community. The program will look at a combination of peer leadership, customized learning opportunities and information sharing as a means to developing growth management plans for participating organizations. It provides a more targeted approach to professional development that looks to the leaders to assist in its design. Staff recommend leveraged participation in this program as a way to support further innovation in the community.

Through Strategic Cultural Partnerships there are further opportunities to support innovation through direct assistance for the development and creation of new work (APCD) and the potential for further community cultural development through new partnership opportunities.

6) Civic Collections-based Major Exhibiting Institutions

- Separate collection management support from operating support for Major Exhibiting Institutions.
- Enter into collections service agreements on such terms and conditions acceptable to the Director of Legal Services.
- Include all Major institutions in the new Cultural Grants Budget program including the annual review process.

The recommendations propose to separate out the 'collections-based' activities from annual programming and operations for the three institutions which hold the City's collections of art and artefacts. Staff will meet with the collecting institutions over 2009 and report back to Council with a final proposal for collection services agreements as well as recommended funding levels in the context of the report back on new Culture Grants.

This recommendation also seeks to include the five Major Exhibiting Institutions in the annual review and adjudication process including a community advisory process, thereby enabling a more comprehensive analysis and review of the cultural sector.

7) Ad-hoc Working Committee on Arts and Cultural Diversity

- Draft terms of reference for a Working Committee on Arts and Cultural Diversity comprised of community members and staff to guide a community consultation and comprehensive review of diversity as it relates to the City's cultural grants programs to arrive at a common understanding of its current context, definition and intent in the context of its role in arts and cultural development with the intent to integrate diversity into the new Cultural Grants and Support Programs.

In order to provide assistance to emerging artists and diverse groups, a clearer definition of diversity in the context of arts and cultural development needs to be explored. The Diversity Initiatives program was successful in many ways, however equally restrictive due to outdated criteria and definitions. A broader and current understanding of the concept of diversity and the application of such criteria in assessing ideas and requests to the City will only serve to strengthen arts and culture development.

The diversity of Vancouver is where great potential for innovation rests. A multiplicity of ideas, approaches to art-making, values and traditions, contribute to a richer dialogue and creative environment. This is an opportunity to create an environment that encourages innovation through diversity.

By placing the concept of cultural diversity at the forefront of its programs, the City aims to place great value on the exploration of a wide range of artistic and cultural diversity represented in Vancouver, to encourage the creation and presentation of work that resonates with a varied public.

8) Implementation of an Outreach Strategy

- Approve the implementation of an outreach strategy to increase access and inclusiveness to the Cultural Grants and Support Programs.

In an effort to increase support for emerging artists and diverse groups, to create opportunities for innovation and creativity and to support creative exchanges, the City must assist creative individuals and groups who may be experiencing challenges to accessing resources which may assist their development. Working through the new Cultural Services branch outlined in the companion report (RTS #07313), staff propose to develop and embed a formal outreach strategy within all aspects of Cultural Services work to assist staff from all branches in reaching all groups and providing the support they require to access the full range of City services. This may include offering services in other languages, workshops, helping individuals translate project concepts into practical implementation plans, and facilitating peer-learning or mentoring opportunities.

9) Streamline administration of programs

- Enter into a partnership with Canadian Arts Data/Données sur les arts au Canada (CADAC) a national partnership to support common financial and statistical web-based database and application forms for organizations receiving funds from tri-level or bi-level arts funding agencies.
- Work with the Information Technology department to update the Office of Cultural Affairs internal database to support the new Cultural Grants Program and the new CADAC initiative.

One of the most beneficial changes the City can make to ease administrative burden on cultural organizations is to move towards a common application form and process for granting. Changing application forms will be the start to the process through the CADAC initiative, where common financial and statistical forms will be created with the BC Arts Council and other local or provincial arts funders who choose to join the initiative. Streamlining our programs into one common application process will also give us the opportunity to change application forms to increase clarity of language and adopt very clear strategic themes and goals as per the Cultural Plan.

The CADAC project was initiated by arts funding agencies in Ontario and has grown to a national membership. The build phase of the databases will be complete this summer and the program will be launched in late summer/early fall. To participate, a group will be applying for assistance or in receipt of funding from more than one level of government or arts funding agency. Financial and statistical information is completed on line and once submitted, is entered into an overall database where reports can be generated offering comparative financial and statistical data.

Due to the scope of this work, it will be necessary to assign appropriate human resources to assist the project; therefore a Cultural Planner I position is recommended to support the design, implementation and delivery of the CADAC initiative as well as support the research and implementation of any internal database initiative. This is the reclassification of a vacant Cultural Analyst position. The higher level of duties reflects the complexity of the multi-funder database project and ongoing support to the community as the project is rolled out.

IMPLEMENTATION PLAN

The implementation of these recommendations will be phased over the next 20 months. Subject to Council approval of these recommendations, staff will establish the Cultural Grants and Support Programs Implementation Committee to oversee the development, transition and implementation of the new Cultural Grants and Support Programs. Concurrently, a Working Committee on Cultural Diversity will be established to review what cultural diversity is in the current context, what the goals will be in so far as cultural development and how this will manifest in Program guidelines and criteria. Research will also be initiated for the CADAC national database project and our internal database. Transition plans with the Major Exhibiting Institutions will be developed and the Majors will be included in the annual review process. Lastly, an outreach strategy and plan will be developed to provide increased access to our programs and resources from the sector.

A detailed implementation timeline is appended to this report as Appendix B.

FINANCIAL IMPLICATIONS

In 2005 Council approved a series of increases to the City's cultural investment - a total of \$2.7 million over three years plus an additional \$1.5 million towards the development of a Cultural Tourism Strategy - as a signal to the creative sector and as leverage to prospective investment partners in support of a new strategic direction and recommendations arising from the Creative City Task Force consultation and strategic planning process.

The allocation of the increases over the period of 2005 - 2007 was designed to provide immediate support for the community while retaining flexibility for Council to consider all of the recommendations arising from the new Culture Plan - Phase 1 Implementation as outlined in this report and the companion reports.

This report seeks Council approval for the recommendations shown in the summary of funding requirements and sources in Table 1 below. In 2008, one-time costs of \$20,000 and prorated on-going costs of \$59,300 will be funded from the unallocated portion of the Cultural Budget. In 2009 and thereafter, there will be annual on-going costs of \$930,300.

Table 1 Funding Requirements and Sources

Recommendation	2008 One-Time Cost	2008 Prorated Portion of Annual Cost	2009 & Thereafter Annual On-going Cost	Source of Funds
D - Further annual support for expanded mandate of the new Cultural Grants program			\$575,000 (Supplemental and then ongoing starting in 2010)	Unallocated portion of Cultural Budget
E - Awards to artists associated with the annual Mayors Arts Awards			\$50,000	Unallocated portion of Cultural Budget

Gi - Enter new partnership with Centre for Sustainability and the delivery of a pilot New Arts Leadership initiative		\$44,000	\$44,000	Unallocated portion of Cultural Budget
I - Consultation and review of cultural diversity within the Cultural Grants program	\$10,000			Unallocated portion of Cultural Budget
J - Implementation of outreach strategy		\$10,000	\$20,000	Unallocated portion of Cultural Budget
Ki - Annual participation in CADAC initiative			\$20,000	Unallocated portion of Cultural Budget
Kii - Review of internal database needs	\$10,000			Unallocated portion of Cultural Budget
L - Incremental cost incl. fringe benefits of reallocation of vacant Cultural Analyst position to new Cultural Planner I position, subject to classification by the General Manager of Human Resources		\$5,300	\$16,300	Unallocated portion of Cultural Budget
TOTAL	\$20,000	\$59,300	\$725,300	

CONCLUSION

The proposed recommendations contained in this report reflect the extensive input from a wide range of the arts and cultural community. Subject to Council approval, these new tools and approaches will encourage and support innovation and excellence in the creative sector. The changes are proposed to be phased over two years to ensure good planning, a smooth transition and community time to adapt and respond to the new funding context.

The recommendations mark a fundamental shift in the approach the City has taken in assisting arts and cultural development over the past several years. Consistent with the new Culture Plan, the proposed programs provide a higher level of flexibility and are more open to the full range of the creative sector. They allow for the City to take on more of a leadership role in cultural development, create a conducive environment for innovation and risk-taking, place cultural diversity at the forefront of all grants and support programs and provide a more flexible and adaptable environment to respond to changing needs over time.

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Advisory & Steering Committees for Cultural Grants & Support Programs Review

ADVISORY COMMITTEE

Andrew Wilhelm-Boyles	Alliance for Arts and Culture
Bill Black	UBC Faculty Law
Carmen Rosen	Renfrew Ravine Moon Festival
Cathi Charles Wherry	First Peoples' Heritage, Language and Culture Council
Deborah Meyers	Canadian Heritage
Dugg Simpson	Former Artistic Director, Vancouver Folk Festival
Erin Robinson	VanCity Foundation
Henry Daniel	Associate Professor of Dance and Performance Studies, SFU
Ian Forsyth	District of North Vancouver/Cultural Affairs
James Saunders	Realwheels
Jeff Alexander	Vancouver Symphony Orchestra
Jeremy Berkman	Turning Point Ensemble
Jonathan Middleton	Or Gallery
Joyce Rosario	Made in BC - Dance on Tour
Jun Ing	Festival organizer
Katherine Lee	Video In
Manjot Baines	Vancouver International Bhangra Festival
Margaret Reynolds	Association of Book Publishers of BC
Matt Hern	Commercial Drive Festival
Paul Larocque	Vancouver Art Gallery
Richard Brownsey	BC Film
Rose Spahan	visual artist/curator
Sherry Yoon	Boca del Lupo
Tracy Cromwell	H.R. MacMillan Space Centre

STEERING COMMITTEE

jil weaving	Park Board
Todd Ayotte	Vancouver Civic Theatres
Annette Klein	Budget Office
Mary Clare Zak	Social Planning
Sue Harvey	Cultural Services
Margeret Specht	Cultural Services
Cherryl Masters	Cultural Services
Karen Hasselfelt	Cultural Services

APPENDIX B: Cultural Grants & Support Program Implementation Plan

2009
 June J A S O N D Jan F M A M J J A S O N D Jan
 2010

Adopt New policy Framework

Report to Council

Restructure & Streamline Cultural Grants and Support Programs

Cultural Grants

Introduce strategic priorities into criteria

Establish Program Design Working Committee and develop new program

Conduct research (structure, apps, assessment, multi-yr, delivery, evaluation)

Report back to Council with detailed program proposal

Announcement to community

Launch & implement new Cultural Grants program

Strategic Cultural Partnerships

Organizational/Individual Professional Development

- enter into agreement with Centre for Sustainability & MOU

- consult with CFS re. APOD and New Arts Leadership programs

- implement revised and pilot programs

Artistic Development

- Enter into negotiations with tri-level partners for renewed APCD beyond term

Arts & Cultural Promotion

- Review partnership with CBS Outdoor/JC Decaux for renewal of TSA

- Report back to Council with outcomes

- Launch Video Screen Advertising and Promotions program

Expand Program Eligibility Criteria

Review Vancouver charter in consideration of support to un-incorporated groups

Research opportunities within community to support ad hoc grps

Consider prof. dev. opps, non-arts grps & touring activities in context of

Program Design Working Committee

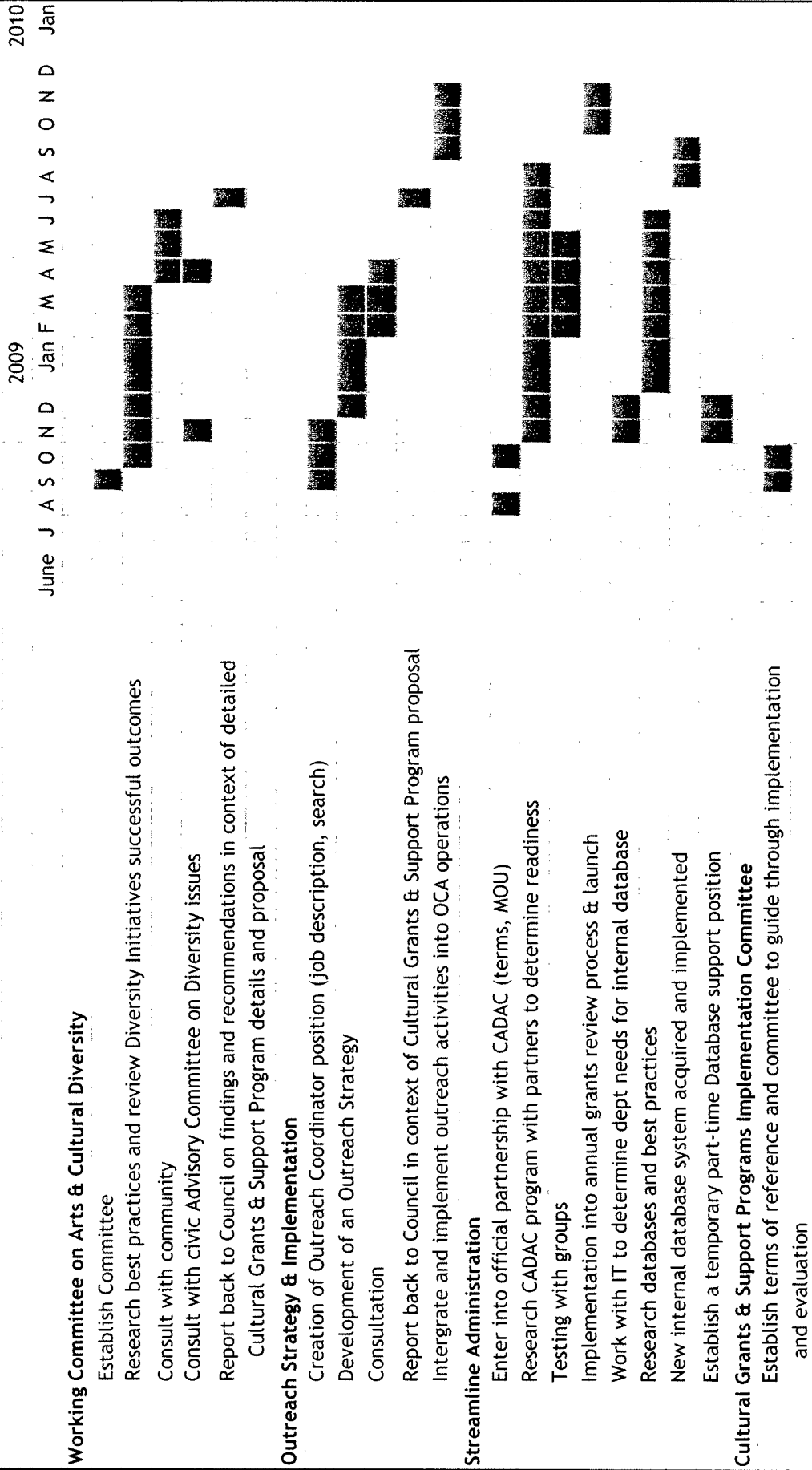
Civic collections-based major exhibiting institutions

Consult with majors and establish transition plan to separate collections & ops

Enter into collections service agreements with VAG, VMM and VM

Include all majors in annual review Cultural Grants budget

APPENDIX B: Cultural Grants & Support Program Implementation Plan



Grants and Support Program Review - Overview

PURPOSE

To review 15 grants and support programs administered through the Office of Cultural Affairs (OCA) to measure the effectiveness of those programs and propose changes to best meet the needs of the arts and cultural community, in the context of best practises in the sector and available internal resources to deliver such programs. The review will also produce an implementation strategy to apply recommendations.

The programs under review are: Operating, Projects, Major Exhibiting Institutions, Diversity Initiatives, Celebrations, Theatre Rental Operating, Theatre Rental Projects, Opportunities, Commissioning/Arts Partners in Creative Development, Get Out!, Arts Partners in Organizational Development, Capital, Community Public Art, Transit Shelter Advertising, and Video Screens. The budget for all these programs in 2007 is just over \$10M of which 40% is allocated to the Major Exhibiting Institutions.

SCOPE OF WORK

Context

- Analysis of current grants & support program context; Internal: legislative framework, policy, procedures, goals & objectives, guidelines, previous program reviews, processes. External: compare to similar programs in other jurisdictions (cities, prov., federal, foundations, etc)
- Identifying current trends in funding

Consultation (interviews, open house, workshops)

- Advisory Committee, Steering Committee & Staff, Creative City Task Force (CCTF)
- Past & current Assessment Committee members
- Artists, administrators, board members
- Representatives from other funding agencies
- Other civic departments
- Consultants
- Arts organizations

Evaluation

- Program performance and impact
- Gap analysis

Final Report & Implementation Strategy

- Recommendations for effective grant programs which balance community needs and internal resources
- Implementation strategy
- Report back to staff & City Council

STRUCTURE

Consultants

Ference Weicker is one of the leading authorities on program reviews in Canada with over 400 program review assignments performed to date. Previous experience includes

reviews of the Theatre and Music programs at the BC Arts Council, studies for the DTES Vancouver Agreement, several program reviews for Western Economic Diversification, review of the First Citizens Fund for the Ministry of Aboriginal Relations and Reconciliation. A staff team of 5 personnel have been assigned to the project. The consultants will work closely with staff, the steering and advisory committees throughout the process.

Staff Team

The staff team will manage the program review process working with the consultants and in consultation with the Steering and Advisory Committees. Members of the team are Sue Harvey (Managing Director/Cultural Services), Margeret Specht (Co-Director/OCA), Cherryl Masters (Cultural Planner/OCA), and project support will be provided by Jenny Fung, Tania de Santis and Krisztina Kassay.

Steering Committee

The Steering Committee works with the Staff team to oversee the Grants and Support Program review process. Members of the team are: Sue Harvey, Marg Specht, Cherryl Masters, Karen Hasselfelt, Jill Weaving (Arts & Culture Coordinator/Park Board), Mary Clare Zak (Director/Social Planning), Annette Klein (Manager/Budgets Office), Todd Ayotte (Deputy Director/Civic Theatres).

Terms of reference:

- To work with the Staff team and provide leadership and direction to Consultants and Advisory Committee
- To approve decisions and directions that are recommended by the Consultant team and Advisory Committee
- To assist with the design and implementation of the Program review including the framework, consultation, recommendations and implementation plan.
- To provide expertise in areas relevant to the program review and process
- To meet 3 - 4 times throughout the process

Advisory Committee

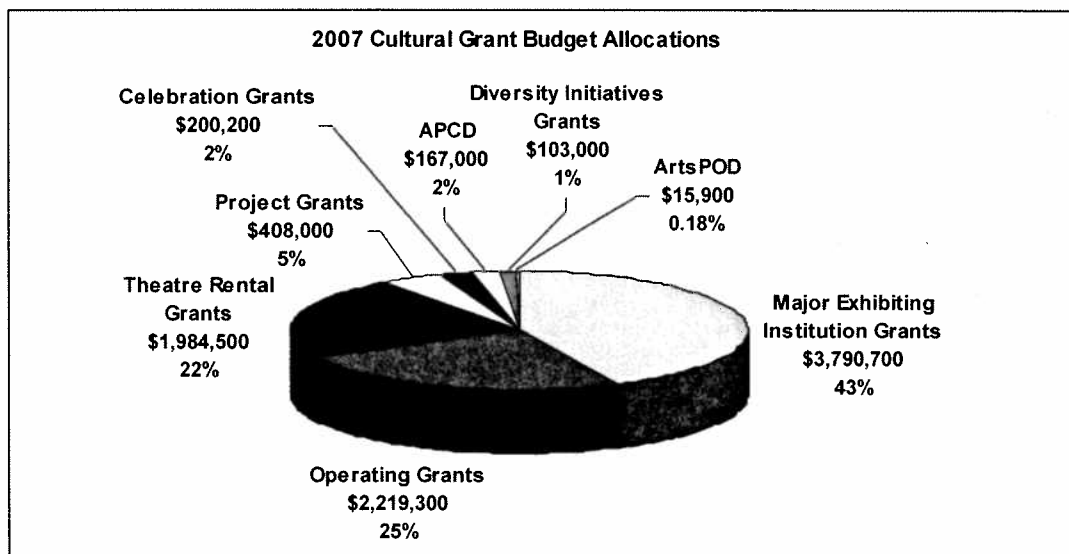
The Advisory Committee provides advice and expertise to the Staff team, Steering Committee and the Consultants on the Grants and Support Program Review.

Terms of reference:

- Provide knowledge, experience, context and perspective on cultural grants and support programs (within the City of Vancouver and external)
- Provide input and advice into the review process including framework, preliminary findings, recommendations for future programs and implementation plan
- Provide advice to City Council on final program review recommendations and implementation plan
- To meet 3 - 4 times throughout the review process

2007 Cultural Grants and Support Programs and Funding Levels

The City of Vancouver disbursed approximately \$10 million in grants in 2007 to close to 250 non-profit arts and cultural organizations. Approximately 43% of the funding is allocated to five of the Major Exhibiting Institutions (Vancouver Art Gallery, Vancouver Museum, Vancouver Maritime Museum, A.S.T.C. Science World and MacMillan Space Centre). A further 22% of the cultural grants budget is awarded as Theatre Rental grants to 18 organizations. The remaining 35% is allocated to approximately 225 organizations for Operating, Project, Celebration, Arts Partners in Creative Development (APCD), Diversity Initiatives, and Arts Partners in Organizational Development (APOD) grants. A breakdown of the City's 2007 Cultural grants budget is provided in the following chart.



The above chart does not include all the cultural grants and support programs. The Capital grants program has been delivered with the Social Planning department and in 2007 had a budget of approximately \$100,000 for both cultural and social groups (of which close to \$7,000 was awarded to cultural groups). The Transit Shelter Advertising and the Video Screen Advertising programs provide free access to advertising space and are not awarded as grants. Funding for community public art was not recommended to continue as part of the Public Art review but in 2005 just over \$60,000 was awarded to 4 organizations. The Get Out! Youth Legacy pilot program disbursed \$168,000 in 2005 to 37 groups. The Opportunity Initiatives pilot program disbursed \$150,000 to 9 organizations in 2006.