



## ADMINISTRATIVE REPORT

Report Date: January 6, 2009  
Contact: Cherryl Masters  
Contact No.: 604.871.6498  
RTS No.: 7766  
VanRIMS No.: 08-2000-20  
Meeting Date: January 20, 2009

TO: Vancouver City Council  
FROM: Director of Cultural Services, Grants, Support and Awards Programs,  
SUBJECT: 2008 ArtsPOD and NEXT Generation Arts Leadership Pilot Program

### *RECOMMENDATION*

THAT Council approve a grant of \$60,200 to the Centre for Not-for-Profit Sustainability (CFS) for the management and delivery of the Arts Partners in Organizational Development program (ArtsPOD) and the NEXT Generation Arts Leadership Pilot program, the source of funds to be the 2008 Cultural Grants budget.

### *GENERAL MANAGER'S COMMENTS*

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

### *COUNCIL POLICY*

Approval of grants require eight affirmative votes.

### *SUMMARY & PURPOSE*

This report recommends approval of a grant to the Centre for Sustainability for the management and delivery of the ArtsPOD and NEXT Generation Arts Leadership programs.

### *BACKGROUND*

Council approved the allocation of funds for a cultural component of the Technical Assistance program (TAP) in 1990. This component evolved into Arts Partners in Organizational Development (ArtsPOD) in 1989 as a jointly funded initiative which today includes the City of Vancouver, the Vancouver Foundation, the BC Arts Council and the Capital Regional District (Victoria, Oak Bay, Esquimalt, Saanich).

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.

Administration of the program and management of the grant funds was provided by the Vancouver Arts Stabilization Team (VAST) up until 2003, when the VAST concluded its stabilization program and mission. The expertise from that program was transferred to a newly established Centre for Not-for-Profit Sustainability (CFS) in the same year. The 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.

The CFS currently manages and delivers three types of organizational development programs: Social Services, ArtsPOD and EnviroPOD. They also provide a Technical Assistance Program for Aboriginal Not-For-Profits (TAP). In 2008 they launched a new program called the NEXT Generation Arts Leadership Pilot program. In addition to these programs, the CFS provides a number of tool kits and resources on organizational and leadership development on their website and through workshops.

## *DISCUSSION*

The City of Vancouver has been making contributions exclusively for the ArtsPOD program by providing grants to the CFS until 2008 at which time program changes were implemented based on a Cultural Grants Program Review (RTS 7236). One of the recommendations approved by Council as a part of this Review was a new strategic cultural partnership with the CFS, supporting organizational/individual professional development. Council pursuant to this Review on June 26, 2008, authorized staff to enter into an agreement with the CFS for the delivery of a renewed ArtsPOD program and a pilot New Arts Leadership Program (now called NEXT Generation Arts Leadership Pilot program) to better respond to organizational development and foster true capacity-building in non-profit arts, culture and heritage organizations.

The Agreement negotiated by City staff, as per the aforementioned Council authorization, between the City of Vancouver and the Centre for Not-for-Profit Sustainability is in the form of a Letter of Agreement (the "Agreement"), attached as **Appendix A**.

A detailed description of the programs is provided in **Appendix B**.

The grant recommended for release to the CFS is for the management and delivery of the programs to assist Vancouver-based arts and cultural organizations with organizational development and capacity building. A separate Memo to Council will be issued prior to the end of the term of the "Agreement", announcing the successful recipients of these grants.

The budgets and other contributing funders to the programs are listed in tables below.

**TABLE 1**  
**ArtsPOD Contributing Funders and Budget for 2008/2009**

BC Arts Council	\$40,000
Capital Regional District	\$10,000
City of Vancouver	\$16,200
Vancouver Foundation	\$40,000
<b>Total</b>	<b>\$106,200</b>

**TABLE 2**  
**NEXT Generation Arts Leadership Pilot Contributing Funders and Budget for 2008/2009**

BC Arts Council	\$38,000
Centre for Sustainability	\$32,000
City of Vancouver	\$44,000
Vancouver Foundation	\$44,000
<b>Total</b>	<b>\$158,000</b>

### *FINANCIAL IMPLICATIONS*

The source of funds for this grant of \$60,200 to the Centre for Sustainability for the management, delivery and distribution of the grant money for the ArtPOD and NEXT Generation Arts Leadership Pilot programs is the 2008 Cultural Grants budget. Approval of this recommendation will leave no unallocated funds in the 2008 Cultural Grants budget.

### *CONCLUSION*

The Director of Grants, Awards and Support Programs, Cultural Services recommends approval of the recommendation in the Report including the proposed grant to CFS and entering into the "Agreement" (Appendix A) with the CFS regarding the management and delivery of the programs described in this report. The grant responds to the needs communicated to the City from the arts and cultural community through consultation undertaken during the Cultural Grants Review. It provides increased support to groups for their professional organizational development and a more comprehensive approach to capacity building and development which recognizes and responds to specific life cycles of arts and cultural organizations.

\* \* \* \* \*

## LETTER OF AGREEMENT

Between

The City of Vancouver  
453 West 12<sup>th</sup> Ave., Vancouver, BC V5Y 1V4

And

The Centre for Not-for-Profit Sustainability  
902 - 938 Howe St., Vancouver, BC V6Z 1N9

DATE: \_\_\_\_\_

### PURPOSE:

The purpose of this Letter of Agreement (the "Agreement") is to establish the framework for collaboration between the City of Vancouver, as represented by Cultural Services, and the Centre for Not-for-Profit Sustainability (CFS) for the effective management and delivery of programs detailed in this Agreement.

### TIME FRAME:

The Agreement shall be in effect for one year commencing on January 30, 2009 and terminates on January 29, 2010.

### ORGANIZATIONS:

#### The Centre for Not-for-Profit Sustainability (CFS)

The Centre for Sustainability is a not-for-profit organization which was established in 2003 with the mission to increase the capacity and effectiveness of people and organizations engaged in British Columbia's not-for-profit sector. The CFS is governed by a Board of Directors consisting of representatives of those organizations contributing to and collaborating with the CFS in the programs the CFS delivers. The CFS is managed by an Executive Director and a Program Director.

#### City of Vancouver/Cultural Services

The Cultural Services Division of the City of Vancouver exists to develop, enliven, enhance and promote arts, culture and cultural diversity in the City of Vancouver for the benefit of its citizens, the creative community, the business sector and its visitors. The Division, based upon the directions and approval of Council, manages and distributes a number of grants, awards and support programs, as well as develops policy, planning, promotion and research in an effort to advance the arts and cultural community.

DESCRIPTION OF PROGRAMS:

Arts Partners in Organizational Development (ArtsPOD)

The ARTSPOD program provides grants to non-profit arts and heritage organizations in BC to help them develop their leadership and achieve true capacity. ArtsPOD funding enables groups to work with an experienced facilitator, consultant or mentor, obtain training or attend workshops, and free up senior management's time to enhance organizational effectiveness. See program description in Appendix B.

NEXT Generation Arts Leadership Pilot

The NEXT Generation pilot program assists small and mid-sized arts organizations that have moved out of start-up and that now envision a longer term strategic course of action to accomplish growth. The aim of the program is to integrate improved leadership capabilities, to increase organizational balance, and gain a community of arts leadership practice. An initial cohort of six arts organizations will participate in a facilitated development process shaped around the individual leadership, organization and shared challenges of the group. See program description in Appendix B.

In consideration of the sum of \$1.00, now paid by each party to the other, and other good and valuable consideration the receipt and sufficiency of which is hereby acknowledged, and the covenants, premises and agreements made herein, the parties agree as follows:

ROLES AND RESPONSIBILITIES OF THE CFS:

The CFS shall manage and deliver the Arts Partners in Organizational Development program and the NEXT Generation Arts Leadership Pilot program as follows:

- Manage, deliver and distribute grant funds for the ArtsPOD and NEXT Generation Arts Leadership Pilot programs.
- Consult with staff from the City of Vancouver/Cultural Services for input into the selection of candidates and recipients for the programs and into program development and evaluation.
- Manage and maintain a website for communication and resource sharing purposes.
- Administer all communications and promotions for the programs.
- Consult with arts, cultural and heritage organizations on the programs.
- Conduct adjudication processes with input from consultants, staff from Cultural Services and collaborating organizations
- Produce an annual report on the programs which will include information on the groups supported, financial statements, analysis of the outcomes, and other pertinent information as required.
- Meet with staff from the City/Cultural Services on an ongoing basis to discuss organizational development trends and issues, share information, and present the annual report.
- Should any portion of the grant monies not be used or needed for the purposes as described in the "Agreement", the CFS shall notify the City in writing and return that portion of the grant monies to the City.

ROLES AND RESPONSIBILITIES OF THE CITY:

- The City, based upon Council's approval, has approved and shall provide a grant of \$60,200 to the CFS, with a maximum of 15% or \$9,030 of the grant to be used for the purposes of administering the programs, and the balance of the grant money is to be disbursed to the recipient Vancouver-based organizations in accordance with this "Agreement" and City approval.
- The staff of the City/Cultural Services will provide ongoing input and engage in discussion with the CFS about the potential candidates for and recipients of support under both programs as well as general trends, issues and shared information and outcomes throughout the term of the "Agreement".

Funds totalling \$60,200 will be granted to the CFS upon signing of the "Agreement" and approval from City Council of the grant.

By endorsement of this "Agreement" in the spaces indicated below, the organizations agree to the terms of the "Agreement".

---

Kathleen Speakman  
Executive Director, Centre for Sustainability

---

Margeret Specht  
Director, Grants, Awards & Support Programs,  
Cultural Services Division, City of Vancouver

---

Date

The **NEW** BC Centre for Not for Profit Sustainability:  
Revitalized Arts Partnerships 2008/09: Description of Programs

## Renewed Arts Partners in Organizational Development

### a) Organizational Assessment: Getting the Picture

For: organizations in start-up and/or growth stages.

**Profile:** There may be high energy provided by the vision of a founder, and there will be a board of directors that is loosely formed, occasionally providing informal advice and sometimes, one-off technical expertise.

Other groups in this segment may be characterized by having begun to establish a presence in the marketplace but lacking an organizational structure and resource capacity to meet demand; the board of directors may be beginning the transition to a committed, objective group who understand they are responsible for the entity.

#### Organizational Assessment

A first step toward *managing* rather than *experiencing* evolution at this stage is to gather the group of primary stakeholders - (this will include at least the managerial leader and a minimum of two board members who care that the organization develops) - and carry out a facilitated organizational assessment process.

The Organizational Assessment offers organizations a simple benchmarking tool that guides them through an analysis of their programs, management, governance, resources, and systems.

Grants can be used for the costs:

- Of a facilitator to help the group work through the assessment, evaluate the resulting picture, choose one or more areas to strengthen and outline a short term plan of action.
- Of travel for out-of-town facilitators

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

**Successful completion:** a written short term action plan outlining what will be done, by whom and by when.

**General eligibility:**

Organizations must:

- Have been in existence for a minimum of two years
- Deliver the majority of their services in British Columbia
- Have a minimum of five Board members

**b) Intensive Planning Consultancy: Getting in Sync**

**For:** organizations at any other lifecycle stage - growth, established, decline, turnaround - that have become aware of the need for a focused planning process.

**Profile:** organizations will have identified the value of aligning their infrastructure dimensions to better fit the stage they are in to or to help shift them to a stage that better fits their emerging scope and scale.

Organizations will have engaged in planning activity within the past two years and demonstrate clear motivation and readiness to enter into a strategic thinking process.

Intensive Planning Consultancy

This program supports strategic, financial, governance, human resources (including succession and diversity), fundraising, marketing, communications and systems - *planning* - or any combination thereof.

Consultancies are also encouraged to facilitate planning for collaborations or mergers, significant reduction or expansion of services and leadership transitions or significant changes in management structure.

Specifically, organizations will need to present:

- A clear and compelling expression of their rationale for engaging in the process.
- Evidence that the process will be inclusive and involve the relevant stakeholders.
- Anticipated outcomes that will strengthen the organization.
- Evidence of a reasonably comprehensive selection process for the consultant.
- A budget that is appropriate for the project's size and scope.

Grants can be used for the costs:

- Of qualified consultants and/or mentors to provide expertise to and facilitate the process
- Of travel for out-of-town consultants/mentors
- For board and/or staff to attend training or participate in workshops directly related to the project
- Of management time devoted to the project (up to 25% of the total grant amount)

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

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

**Successful completion:** a written plan outlining issues to be addressed, the strategies that will be employed, timelines, budget and accountabilities.



**General eligibility:**

Organizations must:

- Have been in existence for a minimum of three years
- Deliver the majority of their services in British Columbia
- Have a minimum of five Board members

**2. The *NEXT* Generation Arts Leadership Pilot Cohort**

**For:** small and mid-sized arts organizations that have moved out of start-up and that now envision a longer term strategic course of action to accomplish growth.

**Profile:**

These organizations are the primary incubators for the creation and/or presentation of new work in the local cultural environment. They also play a vital role in the development and employment of artists, administrators, and production staff.

They are the animators of new and alternative public spaces, and their energy brings renewal and excitement to communities.

These groups produce within quite flexible management/administrative frames; the artistic leaders and managers are entrepreneurial and each individual combines many roles to connect the work to an audience.

At the same time these groups may be experiencing organizational fatigue and some may already be developing strategic divisions of labour. Funding sources may be insecure to some degree and managers may be hampered by unsophisticated operating and/or financial systems.

Program Approach

The *NEXT* Generation program aims to assist these organizations to integrate improved leadership capabilities, to increase organizational balance, and gain a community of arts leadership practice.

An initial cohort of six arts organizations will be invited to participate in a facilitated development process shaped around the individual leadership, organization and shared challenges of the group.

Each organization will also invest up to \$20,000<sup>1</sup> in their organization's operational structure - i.e. in general management and administration, human resource management, governance and board development, financial management, revenue diversification and development or marketing and audience development - to build a more solid platform for the organization's leadership and innovation.

---

<sup>1</sup> This is provided as a grant from the Centre and there is NO matching requirement.

## Program Components

### **1. Participate in an 11 month cohort process**

Each organization will be asked to assemble a team of three individuals: the paid managerial leader, a member of the board and a non-board, non-staff supporter or stakeholder, all of whom can commit to participating in the cohort.

The cohort will meet six times, beginning in mid-November, 2008 and every other month thereafter, through September 2009. Each session will run from 9:00 a.m. - 3:00 p.m. and will be facilitated by an experienced not-for-profit executive coach. Sessions will include case presentation and peer analysis, targeted training modules, small group interaction and full cohort enquiry and exchange.

The objective of the facilitated process is to support the development of individual leaders, of their organizations and of a community of arts leadership practice.

### **2. Make use of organizational development funding**

The program will also offer each organization in the cohort, a grant in the amount of at least 5% of operating revenues in the most recent fiscal year, up to a maximum of \$20,000 to complete an organizational development project; this plan will be developed by each team following the first facilitated session.

## Anticipated Outcomes

For individuals:

- Increased ability to facilitate and lead in their organizations

For organizations:

- Increased clarity about how decisions are made in the organization
- Increased comfort with goal setting and accountability
- An improvement in the balance of resources devoted to advancing the organization's mission.

For the community:

- Increased ability to partner and share resources

## Program Communications

At the completion of the program, participants will be asked to present in-person summaries of their organizational experiences and gains, to stakeholders of the Centre for Not for Profit Sustainability.

## Inaugural Cohort

The Electric Company, Newworld Theatre, Out on Screen, Gallerie Gachet, musica intima, Turning Point Ensemble