



ADMINISTRATIVE REPORT

Report Date: November 29, 2010
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Meeting Date: December 16, 2010

TO: Standing Committee on City Services and Budgets
FROM: Managing Director of Cultural Services
SUBJECT: 2010 Cultural Infrastructure Grant Allocations

RECOMMENDATION

THAT Council approve twenty-six (26) Cultural Infrastructure Grants totalling \$1,000,000 as outlined in this report and noted in the attached appendices; source of funds to be the 2010 Cultural Infrastructure Grants Program Capital Budget.

GENERAL MANAGER'S COMMENTS

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

COUNCIL POLICY

Since 1975, the City of Vancouver has offered a Capital Grants program supporting infrastructure related projects by Vancouver-based social and cultural organizations in non-civic owned properties.

In 2008, Council adopted a new 2008 - 2018 Culture Plan which outlines five strategic themes: innovation; learning; connecting people, ideas and communities; neighbourhoods; and valued and valuable.

In 2008, Council also adopted Phase I of a new 2008 - 2023 Cultural Facilities Priorities Plan which outlines strategies and tactics for enabling the sustainable creation and operation of cultural infrastructure. One of the key recommendations of the 2008 Facilities Plan was a revised infrastructure grant program that separated social and cultural grants and opened eligibility to include tenants in city-owned spaces.

Approval of Grants requires eight affirmative votes.

PURPOSE

This report seeks Council's approval of the 2010 Cultural Infrastructure Grants to twenty-six (26) Vancouver-based not-for-profit cultural organizations. Recommendations for these grant awards were made by a blended staff/peer review Assessment Committee and juried evaluation process. A summary of the assessment process is included in this report and the Assessment Committee recommendations are included in the organizational narratives in Appendix A. For application guidelines see Appendix B, for Grant Award Conditions see Appendix C.

BACKGROUND

The 2008 - 2023 Cultural Facilities Priorities Plan provides a new policy framework for enabling cultural space development and responding to investment opportunities and funding requests. One of many strategies contained within the Plan, the Cultural Infrastructure Grant Program is critical to empowering the cultural community in its respective activities regarding cultural space planning, acquisition, and development.

The Cultural Infrastructure Grant Program provides the following:

- Funding amounts to a maximum of 50% of project support from all civic sources;
- One intake for all cultural infrastructure funding requests including civic and non-civic properties owned, rented, or leased by not-for-profit cultural organizations;
- A comprehensive assessment criteria, which was developed through the 2008 Cultural Facilities Priorities Plan and includes the five Culture Plan strategic priorities, as well as consideration of key cultural facility gaps as identified through the Priorities Plan. These criteria have been adapted into a "Self Assessment Checklist" (Appendix D) providing a series of layered questions for self-assessment by organizations to prepare themselves both for facility development and application to the Infrastructure Program. The Assessment Criteria provides a values-based transparent instrument for evaluating capital funding requests;
- Blended staff/peer review adjudication process;
- Expanded project eligibility including: emergency and other repairs, facility upgrades, new project acquisition and development expenses, pre-planning and feasibility assessments.

The Cultural Infrastructure Grant Program provides a model for the delivery of capital grants that enables the cultural community to build capacity through the development of facility projects and the leveraging of investment from other sources of funding. The program is intended to support a broad range of cultural capital projects located in Vancouver involving pre-planning or feasibility studies, facility purchase, construction, renovation or expansion.

Registered not-for-profit societies that are Vancouver-based and provide cultural services to Vancouver residents are eligible to apply for Cultural Infrastructure grants. The cultural space must be owned by, or on a long term (ten year minimum) lease to the not-for-profit.

Cultural Infrastructure grants are discretionary and are only provided for projects which meet high standards of quality and excellence in the provision of service to the residents of, and visitors to, Vancouver. Applications are evaluated by a blended staff/peer review Assessment Committee using the detailed evaluation criteria as outlined in the Self-Assessment Checklist. The Assessment Criteria cover six broad dimensions of evaluation:

- *Vision*: The facility project is rooted in a strong, shared vision.
- *Capacity*: The proposed facility project team has the capability to deliver the project.
- *Sustainability*: The proposed facility project fills a demand or gap in the existing facility ecology, and is environmentally, organizationally, and financially sustainable.
- *Impact*: The proposed facility project will make a contribution to the achievement of one or more of the strategic directions identified in the City of Vancouver 2008 - 2018 Culture Plan.
- *Funding Diversity*: The proposed facility project draws on a diverse range of funding sources that match or exceed the amount requested from the Cultural Infrastructure Grant program.
- *Key Gaps*: The proposed facility project addresses one or more of the nine infrastructure key gaps outlined in the Cultural Facilities Priorities Plan.

The Cultural Infrastructure Grant program is one way in which the City works with cultural not-for-profit organizations to maintain and improve cultural infrastructure in Vancouver. Of particular significance is the cost-sharing nature of these grants, which ensures that the projects are developed on a partnership basis, leveraging significant support from other funding sources including the organizations themselves, senior levels of government and the private sector. The Cultural Infrastructure Grant program became effective in June 2008 with approval of the Cultural Facilities Priorities Plan.

DISCUSSION

Changes to the Grant Program for 2010

The 2010 Cultural Infrastructure Grant Program reflects a fine-tuning of process as recommended by staff and the 2009 Assessment Committee. Changes enabled a more focused assessment of comparable projects and clearer application guidelines and criteria for the proponents, and included separation of the application into two categories of grant awards a) Pre-Planning (maximum of \$35,000) and b) Minor and Major Capital (minor maximum of \$35,000 and major maximum of \$150,000).

Cultural Infrastructure Grant Assessment Process

In advance of the September 24, 2010 deadline, widespread notice of the upcoming infrastructure grant opportunity was sent to Vancouver-based cultural organizations via electronic distribution lists, print ads in two newspapers, two information sessions and Cultural Services web site updates. Thirty-three submissions were received by the deadline. Prior to adjudication, one organization withdrew its application due to an unforeseen change in their lease terms.

All applications were reviewed by City staff for eligibility and then forwarded to Assessment Committees comprised of independent community peer representatives and Cultural Planners Marcia Belluce or Julie Smith [temporary]. The Committees were chaired by Jacqueline Gijssen, Senior Planner, Cultural Services. Assessment Committee members brought considerable experience, up-to-date knowledge and specific expertise to the assessment process. We thank these individuals for their willingness to participate, their hard work, and their thoughtful deliberations. This process was augmented by City staff communication and discussions with applicant organizations.

The independent community peer representatives were:

- Skooker Broome: Exhibition Designer/Production, UBC Museum of Anthropology
- James Coverdale: B.Arch, Planning & Design Consultant; Director, Coastal Jazz & Blues Society
- Howard Jang: Executive Director, Arts Club Theatre Company
- Nancy Noble: CEO, Museum of Vancouver; Cultural Facilities Implementation Team member
- John McFarlane: Associate Director, Facilities, SFU School for the Contemporary Arts; Technical Manager, SFU Woodward's Project
- Jonathan Middleton: Director/Curator, Or Gallery; Vice-President, Pacific Association of Artist Run Centres; artist, Cultural Facilities Implementation Team member

As noted above, grant applications and Assessment Committees were divided into two categories: a) planning/feasibility projects and b) renovation/construction projects (minor and major). A thorough analysis of each application was made by the Assessment Committees against the Cultural Infrastructure Grant program goals and evaluation criteria. Applications were ranked based on the correlation between the criteria and the project proposal.

Assessment Committees operate on a consensus based approach and where a juror may be in conflict of interest with the review of an application, they are required to abstain from discussion on the specific application.

For the 2010 Cultural Infrastructure Grant intake, thirty-three submissions were received and one withdrawn. The thirty-two applications reviewed by the Assessment Committees had a combined total project budget of **\$10,170,283** and a combined grant request to the City of **\$1,612,044**. Total funds available for this allocation were \$1,000,000. Grant requests exceeded the available budget and therefore, the adjudication process was highly competitive and not all requests could be funded.

The 2009-2011 Capital Plan includes \$5,250,000 for Cultural Facilities Reinvestment. This investment includes \$3,000,000 for the Cultural Infrastructure Grant program with \$500,000 expensed in 2009, \$1,000,000 allocated for 2010 and \$1,500,000 remaining for 2011.

Summary of Assessment Committee Discussion and Recommendations

Twenty-six Vancouver-based, not-for-profit cultural organizations are being recommended by the Assessment Committees for grant awards totalling \$1,000,000.

Not all organizations met the evaluation criteria to the same level as their peers and several proposals lacked the necessary and relevant information for the Assessment Committees to adequately evaluate their projects. Six requests are not being recommended for support at this time, however all were seen as important projects and are encouraged to re-submit to the 2011 Infrastructure Grant intake.

Overall, the Assessment Committees found the proposed projects demonstrated important and necessary aspects of planning for, and upgrades to, Vancouver's cultural facility inventory. In spite of a challenging economic climate and sector funding cuts by other agencies, the Assessment Committees were pleased to see organizations continuing to engage in and pursue a wide range and scale of proposed infrastructure projects. They also appreciated the continued optimism and affirmative activities demonstrated by creating meaningful collaborations to share spaces and resources, seeking unique and innovative financial partnerships, and engaging in strategic and thoughtful cultural space planning.

As a result of broadening program criteria and project eligibility, approximately 45% of submitted applications involved pre-planning or feasibility studies. This is a similar percentage to the 2009 Program, reflecting continued awareness and diligence by the cultural community for comprehensive and strategic pre-planning of facility-related projects.

The Cultural Infrastructure Grant application requests and recommendations are listed below in TABLE 1.

TABLE 1: 2010 CULTURAL INFRASTRUCTURE GRANT REQUESTS & RECOMMENDATIONS

Organization	Project Budget	Request	Recommendation
Arts Club of Vancouver Theatre Soc. - Granville Island Stage	132,881	66,440	60,000
Arts Club of Vancouver Theatre Soc. - Stanley Theatre	63,898	31,949	22,000
Arts Club of Vancouver Theatre Soc. - Space Utilization Study	8,400	4,200	0
Artspeak Gallery Soc.	2,000	1,000	1,000
Bard on the Beach Theatre Soc.	2,157,120	150,000	150,000
CircusWest Performing Arts Soc.	47,320	23,660	23,600
Eastside Culture Crawl Soc.	40,000	20,000	14,000
Electric Company Theatre Soc.	375,429	84,017	84,000
Federation of Russian Canadians of B.C.	47,936	23,000	23,000
Green Thumb Theatre for Young People (Green Thumb Players Soc.)	47,215	19,000	19,000
grunt gallery (Visible Arts Soc.)	181,933	57,118	52,600
Hard Rubber New Music Soc.	10,000	5,000	5,000
Interurban Community Artistic Soc.	312,816	148,420	0
Italian Cultural Centre Soc.	103,816	35,000	0
Jewish Community Centre of Greater Van. (Diane Wosk Theatre)	84,672	35,000	20,000
Light House Sustainable Building Centre Soc.	45,724	20,224	0
Museum of Vancouver (Van. Museum Soc.)	43,000	21,750	21,500

Musqueam First Nation Band	2,294,191	150,000	0
Norman Rothstein Theatre (Van. Westside Theatre Soc.)	15,865	7,940	7,900
Or Gallery Soc.	452,159	150,000	100,000
Pacific Cinémathèque Pacifique	120,000	35,000	19,000
Performing Arts Lodge (PAL)	99,845	49,845	44,500
Sarah McLachlan Foundation	2,204,400	150,000	100,000
Science World (A.S.T.C.)	149,996	74,998	60,000
Theatre Under the Stars	877,653	127,653	100,000
TLC The Land Conservancy of B.C.	79,904	35,000	25,000
Van. Access Artist Run Centre	9,962	4,900	4,900
Van. Centre for Contemporary Asian Art (Centre A)	12,000	6,000	6,000
Van. Dance Foundation	34,860	17,430	14,500
Van. Taiko Soc.	15,288	7,500	7,500
Western Front Soc.	30,000	15,000	15,000
William Vince Non-Profit Housing Soc.	70,000	35,000	0
Total	10,170,283	1,612,044	1,000,000

Conditions for Receipt of the Grant Funding:

A number of conditions related to the expenditure of funds are attached to the awarding of the Cultural Infrastructure Grants. Please see Appendix C for those conditions. In addition, a number of the recommended projects have added conditions as suggested by the Assessment Committees; please see individual narratives (Appendix A) for further details.

FINANCIAL IMPLICATIONS

The 2010 Capital Budget includes \$1,400,000 for Cultural Infrastructure, including the Cultural Infrastructure Grants program. Approval of recommendations in Table 1 totalling \$1,000,000 will complete the allocation of the 2010 Cultural Infrastructure Grants program portion of the 2010 Capital Budget for Cultural Infrastructure.

CONCLUSION

Based on the recommendations from the blended peer/staff Assessment Committee review process, staff recommend approval of twenty-six (26) Cultural Infrastructure grants totalling \$1,000,000 as outlined in this report. The City's Cultural Infrastructure Grant program provides an important contribution to the creation and operation of cultural infrastructure in Vancouver. Approval of the recommended Cultural Infrastructure Grants will support the community's undertaking of approximately \$7,335,336 worth of renovations, upgrading, planning and new construction of cultural facilities.

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RECOMMENDED CULTURAL INFRASTRUCTURE GRANTS - 2010

Arts Club of Vancouver Theatre Society - Granville Island Stage **\$60,000**

Founded in 1964, the Arts Club Theatre Company is a professional theatre company operating three stages in Vancouver. The Arts Club is part way through a four-phase project to renovate and upgrade their Granville Island facilities. This request is for replacement of a 15 year old HVAC system to improve the air quality and temperature to the theatre seating area, backstage, rehearsal hall, and balance of the building. The HVAC replacement project also provides enhanced environmental impacts as the new system will not require running 24 hours per day as is the case with the existing system.

The Assessment Committee appreciated the comprehensive strategic planning that has gone into the proposed project, and noted that the project is part of a larger phased renovation that has demonstrated sound management to date. The Committee felt the upgrade would make a substantial contribution to environmental concerns as well as to the comfort of artists, audiences and user groups. The Committee noted that the project did not demonstrate significant collaboration or partnerships but acknowledged the organizational capacity to accomplish the project independently and the net benefit to the community. Recommendation is for a grant of up to \$60,000 to replace the HVAC system at the Granville Island facility.

Arts Club of Vancouver Theatre Foundation - Stanley Theatre **\$22,000**

The Arts Club of Vancouver Theatre Foundation was incorporated in 2002 to solicit funding in support of The Arts Club Theatre Company's mandate to stage and develop stimulating, quality theatre for the enrichment of the community. The Foundation owns the 640-seat Stanley Industrial Alliance Stage which opened in 1999 as the Arts Club's major subscription house offering a wide-range of work each year. The Stanley Theatre requires renewal to preserve the quality of this designated heritage building; their proposal is to replace the carpet in the lobby, on the staircases, and seating area of the Theatre and to clean and paint the façade of the building.

The Assessment Committee expressed respect for the uniqueness of the Stanley Theatre as a cultural facility and heritage building within the City of Vancouver and noted that the project partially addresses one of the key gaps in the Cultural Facilities Plan—to upgrade existing infrastructure. Recommendation is for up to \$22,000 to replace the carpet in the Stanley Theatre.

Artspeak Gallery Society **\$1,000**

Artspeak is a non-profit artist-run centre, established in 1986 to exhibit contemporary art and to encourage an interdisciplinary dialogue between visual art and writing. The proposal is to hire a Commercial Real Estate Analyst to determine the real estate options available to the organization. The report will provide Artspeak with clear direction on how to best leverage their primary asset to achieve the goal of securing a larger facility to meet current and future programming and staff needs.

The Assessment Committee commended Artspeak on their proposed project, application, and strategic work. The project represents the first logical step toward Artspeak assessing and attaining its future space needs. Recommendation is for a grant of up to \$1,000 to hire a commercial real estate analyst.

Bard on the Beach Theatre Society

\$150,000

Incorporated in 1991, Bard on the Beach presents an annual Shakespeare Festival and number of education and artistic outreach programs. Bard is undertaking a two phase project that includes replacement of two performance tents and infrastructure improvements to Vanier Park, both included in the current request.

The Assessment Committee found the application demonstrated strong need and recognized its importance to the Bard's future development and growth. The Committee also acknowledged the thoughtful and diligent planning process for the project, the significant benefits that the venue upgrades would have to other users of Vanier Park and the support of the Vancouver Park Board. Recommendation is for a grant of up to \$150,000 for replacement of the main stage tent, stage and ancillary systems.

CircusWest Performing Arts Society

\$23,600

Established in 1984, CircusWest Performing Arts Society provides circus arts training and performance to the Vancouver community. Its mission is to develop skills, build confidence, and inspire passion through training, education, community engagement, and audience development. CircusWest is developing a long term facility plan that will address the idiosyncratic space needs required by the art form to better serve Vancouver's growing circus community. The proposed feasibility study will determine the organization's current and future space needs and evaluate the long-term viability of its current location, the Garden Auditorium at the PNE.

The Assessment Committee commended the organization on their strong application and recognized the unique nature of their space needs. The Committee also noted that a strong project management team is in place. Recommendation is for a grant for a feasibility study of up to \$23,600 towards understanding the organization's space requirements and suitability of its current location in meeting those needs SUBJECT TO:

- Space needs analysis to be developed so as to be applicable to other potential sites should the organization not be able to secure long-term access to the Garden Auditorium or if the Auditorium is deemed to be unsuitable for the needs of the organization.

Eastside Culture Crawl Society

\$14,000

The Eastside Culture Crawl Society (ECCS) is dedicated to the promotion of artists and their work. The Society is best known for producing the annual "Culture Crawl" along with other events that draw attention to the shrinking number of artist spaces in east Vancouver. The proposal is to conduct a feasibility study to identify the needs and demand for artist studio space in Vancouver, explore potential governance and operational models for such a facility, consider site development options, and establish preliminary capital and operating costs.

The Assessment Committee recognized the merit of the proposal and the very significant need to preserve and create artist creation spaces in Vancouver. The Committee was concerned with a lack of clarity regarding the study scope and range and encourages the ECCS to clarify the project by defining who ECCS's constituents are geographically (and therefore the study breadth), evaluating the organizational capacity of ECCS to operate as a space broker, and connecting with other similar studies currently being conducted in Vancouver. Committee recommends a grant of up to \$14,000 for a feasibility study on artist studio space.

Electric Company Theatre Society **\$84,000**

The Electric Company Theatre Society is the lead applicant of a collective of four independent theatre companies that include Boca del Lupo, Newworld Theatre, and Rumble Productions. In 2008, the partners co-located administrative offices and pooled resources to open a new, collaborative arts hub in East Vancouver – Progress Lab 1422. The facility, which includes shared rehearsal, creation, storage, and administrative space, required an initial renovation to achieve a minimum standard to house administrative offices. The collective is now proposing to undertake the remaining renovations to achieve standards required for public assembly events and rentals.

The Assessment Committee members valued the collaborative nature of Progress Lab 1422 and recognized this space as a new cultural anchor in the neighbourhood. The Committee found that the application demonstrated a definite need for the remaining construction work and appreciated the diverse distribution of revenue sources. Additionally, efforts made by the collaborative to address regulatory requirements were applauded by the Committee. Recommendation is for grant of up to \$84,000 for the completion of the renovation at Progress Lab1422.

Federation of Russian Canadians of B.C. **\$23,000**

The Federation of Russian Canadians of Vancouver (FRC Vancouver) has been active since 1947 and has managed the Russian Hall in Strathcona since that time. The FRC Vancouver is committed to a cultural mandate and to fostering cultural activity through capital investment in the Hall. In 2006, the Federation of Russian Canadians of B.C. (FRC BC) was created to reinforce the commitment of the local chapter to cultural activity and to take on aspects of fundraising and financial management of the revitalization initiative. The proposal is for a feasibility study to undertake the renovation and strategic renewal of the Russian Hall in Strathcona. The study will integrate an assessment of the current use and cultural legacy, a strategic plan, a building plan, and a phased development plan that assesses the nature and scope of infrastructure needs.

The Assessment Committee commended the Federation on the project and quality of the application. Noted was the importance of the Hall to a number of arts and cultural groups and the demonstrated commitment of these groups to the facility. The proposal demonstrated a logical sequence of events and a strongly crafted vision that articulated realistic and substantive outcomes. The Committee also noted the importance of multi-use spaces that serve a mix of cultural and ethno-cultural communities and how this project directly addresses one of the key facility gaps—

upgrading existing facilities. Recommendation is for a grant of up to \$23,000 to develop a feasibility study for the renovation of the Russian Hall.

Green Thumb Theatre

\$19,000

Founded in 1975, Green Thumb Theatre creates and produces plays that explore social issues relevant to the lives of children, youth, and young adults. The organization is seeking a permanent creation/administration home to facilitate further growth and sustainability. The proposed study will explore the feasibility of a capital campaign that includes sourcing initial donor prospects and securing a start-up donor to act as campaign chair. The project will consider previous feasibility studies prepared for the organization and research local and national capacity for support of the campaign.

The Assessment Committee recognized the importance of providing a space for youth cultural activities and commended the organization on the clearly stated organizational need and the potential partnership with Vancouver School Board. The Committee appreciated the organization's goal to undertake a rigorous fundraising plan and encourages Green Thumb to maximize the opportunity by seeking as wide an input as possible. Recommendation is for a grant of up to \$19,000 for a capital campaign feasibility study.

grunt gallery (Visible Arts Soc.)

\$52,600

The Visible Arts Society, known as grunt gallery, is an artist-run centre founded in 1984 with a mandate to further Canadian contemporary art practices. Widely recognized for its engagement with First Nations communities, over the past decade the grunt has increased its focus on education including conferences, websites and DVD's, and activities with Aboriginal youth. The grunt gallery is proposing a renovation of their self-owned space that will transform the back areas into a New Media Lab for the development and presentation of new media artworks, live content streaming, educational programming and adjunct programming of exhibitions and performance programs.

The Assessment Committee felt the application provided a compelling demonstration of community support and found the project to be guided by strong strategic goals. The Committee acknowledged the value of a new media space although it had questions about the applicability of certain revenue funds to the capital project as well as concerns regarding finding alternate funding sources if required (they did note significant diversity of revenue sources, which was appreciated). Recommendation is for a grant of up to \$52,600 towards eligible expenses of the New Media Lab renovation project.

Hard Rubber New Music Society

\$5,000

The Hard Rubber New Music Society, established in 1992, provides a non-profit environment for the performance, production, and creation of music and multi-media arts. The proposal is to support a needs assessment study for a music centre for world, jazz, folk, and chamber music in Vancouver accessible to independent music presenters, artists, ensembles, and diverse audiences.

The Assessment Committee noted that a needs assessment would clarify how the independent music sector is defined and the niche that would be filled by a music

centre as proposed. The Committee felt any needs assessment must include a 'supply' analysis of existing multi-purpose performing arts spaces in the City as well as music focused spaces, and should address possible collaborations and partnerships. Recommendation is for a grant of up to \$5,000 for a music centre needs assessment.

Jewish Community Centre of Greater Vancouver - Dena Wosk facilities **\$20,000**

Since 1928 the Jewish Community Centre of Greater Vancouver (JCC) has provided quality programs to the Vancouver Community. Within the JCC, the Dena Wosk School of Performing Arts (DWSPA) was founded in 1998 to provide youth and adults with educational and performance opportunities in the performing arts. In response to considerable growth of dance classes at the DWSPA, the proposed project would renovate several spaces in the building and adapt them to professional requirements of dance, art, and music studios.

The Assessment Committee recognized the importance of upgrades to the facility, noting the challenge of creating cultural specific spaces within a multi-use facility and the positive impact the project would have on a range of art forms. The organization demonstrated strong capacity to accomplish the project but the Committee noted some items in the budget were not eligible for support. Recommendation is for a grant of up to \$20,000 for cultural space upgrades within the JCC.

Museum of Vancouver (Vancouver Museum Society) **\$21,500**

Through exhibitions and public programs, the Museum of Vancouver (MoV) interprets, presents, and archives Vancouver's history and its transformations. With the re-branding of the Museum in June 2009, services and exhibitions have been revitalized but the lobby and commercial areas of the facility have not. Visitor and stakeholder feedback has indicated that these areas are viewed as outdated and uninspiring, and that re-designing the lobby area will improve revenue-generating opportunities, provide better visitor amenities, and feature improved way-finding for both the Museum and the its collaborator the HR MacMillan Space Centre. The Museum proposal is to undertake a planning study to determine design solutions for the lobby and revenue generating areas of the facility.

The Assessment Committee was impressed by the quality of the application recognizing the positive changes at MoV and the growing in-house partnership with HR McMillan Space Centre. The Committee acknowledged the challenges of securing funding for support spaces but recognized the importance to the venue overall and its tenant organizations. Recommendation is for up to \$21,500 to conduct a feasibility study and develop a corresponding design plan for the MoV lobby spaces.

Norman Rothstein Theatre (Van. Westside Theatre Soc.) **\$7,900**

The Norman Rothstein Theatre (NRT), located in the Jewish Community Centre of Greater Vancouver, was founded in 1994 by its operator the Vancouver West Side Theatre Society. The NRT is a fully equipped 318 seat performing arts venue for the presentation of dance, music, theatre, film, and literary events. The project will upgrade electrical, rigging, and lighting infrastructure, and create a concession in the lobby of the facility to enhance production values and better serve NRT's clients.

The Assessment Committee noted that the request was modest and important for upgrading the theatre, but was unclear if the project was part of a more robust strategic plan for the NRT's future sustainability, which it strongly recommends. Recommendation is for a grant of up to \$7,900 for theatre upgrades.

Or Gallery Society

\$100,000

The Or Gallery was established in 1983 in a small gallery space with an adjacent apartment to operate as a curatorial residency. Guest curators produce exhibitions, performances, off-site projects and books ensuring the on-going rotation and presentation of different curatorial viewpoints and approaches. Following recent strategic planning, three central concepts emerged: curatorial innovation, idea-based practices, and residencies. In order to accommodate the residencies, the Or Gallery is seeking to purchase an apartment/studio to be used for artist residencies, visiting artists and curators, and as an auxiliary programming space. Request to the Cultural Infrastructure Grant program was for a contribution towards purchase of a residency space.

The Assessment Committee appreciated this project as a valuable addition to the City's facility ecology and Or Gallery's strategic work. There was concern about lack of diversity of funding, interim financing and whether the proposed budget was sufficient to satisfy the project's needs. The Committee also noted possible issues with regards to anticipated multiple uses of residencies and public assembly. The application demonstrated tremendous support from the community and the Committee appreciated Or's proactive efforts to position themselves to respond to real estate opportunities. The Committee strongly recommends that Or immediately begin to investigate if a residency space with multiple uses as anticipated is possible and what regulatory conditions may limit their activities. Recommendation is for a grant of up to \$100,000 towards the acquisition of a residency space SUBJECT TO:

- Confirmation that any acquired space complies with zoning and building use by-laws as they may relate to planned activities.

Pacific Cinémathèque Pacifique

\$19,000

Founded in 1972, Pacific Cinémathèque provides public access to films that have made significant contributions to the history and/or current practice of cinema, maintains a current library and archive, provides educational programming, and promotes Canadian film and filmmakers. In 2009, Pacific Cinémathèque undertook a visioning session that identified the conditions of the existing facility as cramped and inadequate for the current and future needs of the organization. The project proposal is for a feasibility study to determine the viability of renovating and expanding the existing space. The study would provide guidance for design, construction and cost of the expansion.

The Assessment Committee found this to be a large project given the broad scope of work and recommended the organization separate the project into phases to assess the viability of expansion in the current location in the context of the changing nature of film and media organizations, prior to design and costing at that site. The Committee was concerned with participation of other co-tenants of the space in the project, various approvals that might be necessary to proceed at this site, and with the mixing of Board members and consultants and encourages the organization to

utilize Board expertise to advise on management of the project and outside consultants. Recommendation of up to \$19,000 for feasibility assessment of site renovation SUBJECT TO:

- submission of a written MOU with the existing co-tenant Cineworks that outlines roles and responsibilities of both tenants in the planning process and potential outcomes;
- addressing requirements by approving bodies to support project prior to advancement to design phases (City of Vancouver, Strata Council, etc.)

Performing Arts Lodge (PAL)

\$44,500

Created in 2002, the Performing Arts Lodge, owned and operated by PAL Vancouver, is a residence for people with low income, disabilities, or the elderly who work or have worked in the performing arts industry. The PAL building includes a small theatre that is managed and operated by a separate non-profit society, PAL Studio Theatre. The goal of PAL Studio Theatre is to operate as a performing arts centre to further the development of local artists and performing arts in the community. Sparsely built, PAL Studio Theatre was initially designed as a flexible performance space. The focus of the grant application is continued development and retrofitting, including the installation of motorized collapsible seating and risers; improvements to sound and lighting; security upgrades; and a new awning and marquee to improve entry protection and visibility.

The Assessment Committee commended PAL for their rigor in preparing the application and the diverse funding already in place. The Committee saw the improvements as a valuable upgrade that will help extend the usability of the theatre. The Committee further noted the strong support from the community. After the removal of one ineligible expense from the total project budget, the Committee recommends a grant of up to \$44,500 for the continued retrofit of the PAL Studio Theatre.

Sarah McLachlan Foundation

\$100,000

The Sarah McLachlan Foundation (SMF) was created in 1999 solely to provide financial support to the Sarah McLachlan Music Outreach (SMMO). Dedicated to helping young people find their voice, SMMO provides free music education annually to 240 students from thirteen vulnerable schools identified by the Vancouver School Board. Students receive free private and group lessons taught by professional musicians and music educators and participate in workshops led by renowned artists from the music industry and other artistic disciplines. SMMO currently turns away approximately 100 students per year due to space restrictions. In partnership with SMF, the Wolverton Foundation is providing SMMO with a 16,000sf space at no cost to operate their programs. This space more than doubles their current space, enabling increased access to children and youth. The application requests support for the development of the new space.

The Assessment Committee recognized the valuable programming and educational work delivered by SMMO and saw the project as a valuable addition to cultural spaces in the city. The application would have been strengthened by a longer lease term and some additional clarity in the budget, however, the unique public/private partnership and approach to funding was seen as an asset. The Committee questioned the aggressive project timeline and noted that should the space be used for public

assembly, seismic upgrades will likely be required and should be figured into the project budget. Recommendation is for funding up to \$100,000 towards the development of the SMMO music education space SUBJECT TO:

- Confirmation that the re-zoning for the space has been approved;
- Consideration of by-laws and guidelines for assembly uses.

Science World (A.S.C. Arts and Sciences Centre Society) \$60,000

Established in 1977, Science World's mission is to introduce scientific principles, technology and innovation to children, youth, and families through creative engagement. Using exhibitions, media, live shows, community outreach programs and online resources, Science World provides an interactive environment for learning and inspiration in science, technology and creativity. Science World is currently undertaking a major building renovation. The current application is for a portion of that larger project: a new information desk in the lobby, flooring in the new West Wing Gallery, sound proofing upgrades to the Science Theatre, and a new humidifier in the Omnimax projection room.

The Assessment Committee found the application demonstrated a clear need and strong vision within their strategic plan and larger renewal project. The Committee applauded Science World for its strong focus and commitment to environmental sustainability. The Committee noted that the application would have been strengthened by a stronger demonstration of community support and that one portion of the funding request was not supported due to high contingencies. The Assessment Committee is recommending a grant of up to \$60,000 towards eligible costs of the building renovation.

Theatre Under the Stars Musical Society \$100,000

Theatre Under the Stars (TUTS) has been presenting performances in the open-air setting of Malkin Bowl for over sixty years. Located in Stanley Park, Malkin Bowl is the oldest outdoor performance venue in Vancouver and, each summer, is attended by over 35,000 audience members seeking a unique musical theatre experience. In partnership with the Vancouver Park Board, TUTS is undertaking an extensive renovation of Malkin Bowl, including 'winterizing' the space to expand potential use of the theatre.

The Assessment Committee commended TUTS for the partnership model and diversified funding. The improvements were seen as logical steps for extending the life of an important facility. The Committee noted a lack of supporting documentation as well as demonstrated access by other arts and culture organizations, however, acknowledged the significant value the proposed renovations would have on the building and its long term use. Recommendation is for a grant of up to \$100,000 towards building improvements to the Malkin Bowl performance space.

TLC The Land Conservancy (Joy Kogawa House) \$25,000

The Land Conservancy of BC (TLC) is a land-trust who, since 1977 has protected B.C.'s natural areas, heritage sites, cultural landmarks, and agricultural lands. The TLC purchased Joy Kogawa House in 2006, and operates the property primarily as a cultural space with a writers-in-residence program, literary events, and workshops that build on themes of hope, healing, and reconciliation. In order to better accommodate these

cultural activities the proposal is to renovate the main front living area of the house for the safety and benefit of users.

The Assessment Committee commended the project for addressing the intersections of the creative literary arts, historic spaces, social justice, and the place of Joy Kogawa House in the Marpole neighbourhood. The Committee noted that the House provides important opportunities for writers-in-residence and community access evidenced by letters of support. The project also deals with important life safety issues for public access. The Committee noted some concern with the budget and the ongoing sustainability of the organization. Recommendation is for a grant of up to \$25,000 for renovations to the Joy Kogawa House SUBJECT TO:

- A clearly defined source of matching funds dedicated specifically for the Joy Kogawa House renovation as documented through a TLC Board motion or other such means.

Vancouver Access Artist-Run Centre (Access Gallery) \$4,900

Access Gallery was founded in 1991 to provide a venue for the dissemination of contemporary ideas and practices in the arts, with a focus on experimental art activity in emerging arts communities and public engagement through outreach and educational initiatives. The proposed capital project is to upgrade and seal the existing concrete floor in the second phase of the renovation to the new gallery space.

The Assessment Committee noted that the request was modest and reasonable, has a strong environmental impact, and is part of a larger renovation strategy. Recommendation is for a grant of up to \$4,900 for gallery renovations SUBJECT TO:

- Written approval of Landlord to upgrade the floor.

Vancouver Centre for Contemporary Asian Art (Centre A) \$6,000

Founded in 2000, Centre A provides a platform for contemporary Asian art that, in its current location, also plays an important role in the creative and inclusive development of the Downtown Eastside. Centre A is currently without a permanent home or a stable lease. The proposal is to conduct a planning exercise with a consultant to develop a functional program that builds on the recent strategic plan and helps the organization move forward toward their long-term vision of an appropriate and a stable location.

The Assessment Committee recognized the importance of this project and application and commended Centre A for undertaking this important phase of planning work. The proposal to assess their space needs and the suitability of their current location in the context of future priorities is a logical next step in the growth of the organization. The Committee commended the organization's thorough RFP process. Recommendation is for a grant of up to \$6,000 for space planning and assessment.

Vancouver Dance Foundation \$14,500

The Dance Foundation was founded in 1995 to develop and build the Scotia Bank Dance Centre, considered by many to be Canada's flagship dance facility. The Foundation has created several endowment funds directed towards The Dance Centre's operations, special projects, performance, and educational outreach programs. The proposed project is for support towards the purchase and installation of an HVAC

compressor and improvements related to the security and monitoring systems for the building.

Noting that the project addressed key life safety and environmental upgrades, the Assessment Committee commended the Foundation for the project. The Committee recognized the importance of the facility to the dance community and encouraged the Foundation to develop a global plan for future investment in the building. Items not eligible for funding were removed leaving a recommendation for a grant of up to \$14,500 for an HVAC compressor and upgrade of the fire and security systems.

Vancouver Taiko Society

\$7,500

An umbrella organization for Vancouver-area Japanese drumming groups, the Vancouver Taiko Society was founded in 2003 to foster collaboration between taiko groups and to promote cross-cultural understanding through taiko. The proposed study will review options for shared rehearsal, workshop, drum-making, storage, and production space for five local taiko groups.

The Assessment Committee noted that co-location of cultural groups in one facility and the emphasis on collaboration are both strongly supported by the Cultural Facilities Priorities Plan. The Committee also acknowledged the difficult acoustics of taiko, which may warrant a purpose-built or purpose-renovated space. The Committee encourages Vancouver Taiko to ensure their selected consultants deliver the skill sets required for this important project. Recommendation is for a grant of up to \$7,500 for a planning study into shared production space.

Western Front Society

\$15,000

The Western Front is Canada's oldest and largest artist-run centre. Founded in 1973 as a space for the broad exploration of contemporary art, the Front presents the work of professional artists reflecting diversity, innovation, and experimentation. The Western Front Lodge, built in 1922, is in need of life safety upgrades to the fire safety system for the entire building—the subject of their application to the Grant program.

The Assessment Committee recognized the value of the building as an artist-run centre and commended the organization for tackling important life safety issues for the benefit of artists, audiences, and residents. The Committee noted that the application was strongly rooted in a strategic plan and that the project would be accomplished in partnership with the City's cultural regulatory review for live performance venues. Recommendation is for a grant of up to \$15,000 toward life safety building upgrades at the Western Front.

PROJECTS NOT RECOMMENDED FOR FUNDING

The Assessment Committees found the following proposals all addressed important cultural facility needs and opportunities and noted that all were potentially worthy of funding. These projects, however, did not rank as highly as the recommended projects primarily due to a lack of information directly related to the evaluation criteria. Each of the projects is encouraged to re-submit to the 2011 Cultural Infrastructure Grant Program.

Arts Club of Vancouver Theatre Society

Founded in 1964, the Arts Club Theatre Company is a professional theatre company operating three stages in Vancouver. The Arts Club has developed a focused strategic and business plan that has at its core four main objectives: sustainability, facilities improvement, artistic development, and community engagement. A space utilization study was proposed to review facilities owned and leased by the Arts Club and to determine how to best utilize these facilities to obtain savings and operational advantages for the benefit of Vancouver's performing arts community.

Interurban Community Artistic Society

Since its inception in 2003, the Interurban Community Artistic Society has worked to facilitate creative cultural exchange, healing, and sustainability within the Downtown Eastside in order to enrich the community's cultural identity, amplify marginal voices, and increase self-determination through the production of art in a wide range of forms. Working collaboratively with the Portland Hotel Society (PHS), the proposal was to expand the second floor of their existing space into a multi-discipline art centre that would create three new spaces for media arts, pottery/ceramics arts, and an archive with lecture theatre.

Italian Cultural Centre

Founded in 1977, the Italian Cultural Centre promotes Italian culture, values and heritage and shares these with diverse communities. A planning and feasibility study was proposed to develop an operational and business model for the creation of a 250-seat theatre at the Italian Cultural Centre.

Light House Sustainable Building Centre Society

Founded in 2005, Light House Sustainable Building Centre Society acts as a green building resource and advisory centre. The proposed project sought to undertake a pre-planning process for the creation of cultural infrastructure for Vancouver's design community through realization of a Vancouver Design Centre.

Musqueam First Nation

The Musqueam Indian Band's vision is to work as a self-governing nation to ensure enhanced quality of life for all generations. Their mission is to develop a sustainable, self-reliant, vibrant community built upon historical and traditional values. Through community engagement and planning, a need was identified for a language and art/culture space to host activities such as exhibitions, language and culture camps, youth mentorship and cultural exchange programs. The proposal submitted by Musqueam was for renovations to the 2010 Winter Olympics Aboriginal Pavilion (now relocated to Musqueam) to create a cultural centre with a gallery, research centre, and learning centre.

William Vince Non-Profit Housing Society

The William Vince Non-Profit Housing Society promotes the revitalisation of the City of Vancouver through the creation of affordable housing and mixed-use property developments that incorporate space for community-based arts organizations. The proposal submitted was to conduct a feasibility study to build a film-based cultural amenity for a proposed development site in the Main/Cordova corridor.

Cultural Infrastructure Grant Program Guidelines

A new Cultural Infrastructure Grant Program has been created as part of the 2008 to 2023 Cultural Facilities Priorities Plan with increased levels of support for a greater variety of projects. Projects can now include pre-planning and feasibility studies as well as acquisition, renovation and development of cultural spaces. The maximum level of support from all City of Vancouver sources is 50% of the total project cost. Vancouver-based, non-profit cultural organizations in good standing may apply. The cultural space must be owned by the organization, or secured through a long term lease (minimum 10 years which may include renewable terms totalling ten years).

Deadline: September 24, 2010, 4:30 p.m.
Award: December 2010 (pending date of City Council Approval)
Project Window: Projects may start after the date of City Council Approval and may run for up to three years from that date

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Context

Cultural facilities (places and spaces) are essential to any community. They serve residents, attract tourists, enhance the business environment and add to quality of life. Ensuring access to appropriate and affordable facilities in Vancouver's rapidly-developing real estate market requires a committed effort and strategic focus. To catalyze this effort, the 2008 to 2023 Cultural Facilities Priorities Plan proposes an enabling environment for developing and animating creative places and spaces in Vancouver.

The new Cultural Infrastructure Grant Program provides for: increased levels of support; a greater breadth in project eligibility; consistent assessment criteria to evaluate all requests for capital funding; and a blended staff peer review adjudication process.

Vision & Goals

The Cultural Infrastructure Grant Program is intended to enable arts and culture organizations to thoughtfully consider and plan for the creation of successful places and spaces and produce sustainable, affordable facilities that support the work of Vancouver's arts and culture community. Non-profit arts and culture organizations—in good standing and with a strong record of cultural excellence—that are intending to plan for, purchase, construct, renovate, expand, or partner in a cultural space, can apply for funding in support of their facility project.

We encourage innovative and best practices, and the leveraging of strong collaborative partnerships with funders, developers, cultural groups, and other local stakeholders in creative space development. For example, cultural facility projects may result in (but not be limited to):

- **Improved inventory:** protected and increased number of creation, production, presentation, preservation, and living spaces;
- **Facility renewal and preservation:** improved quality and standards of cultural facilities and infrastructure;
- **Organization sustainability:** greater investment in community-owned/operated facilities;
- **Facility lifecycle planning:** enhanced long-term capital planning and facility reinvestment.

Project Categories

There are three categories of Cultural Infrastructure Grants:

A. Planning Projects

Pre-planning or planning projects for the development or acquisition of cultural facilities to a maximum of \$35,000. This includes pre-planning and feasibility studies, building program plans, master planning, and fundraising and capital campaign assessment.

B. Minor Capital Improvements

Building-based projects involving the purchase, construction, renovation, or expansion of a cultural facility to a maximum of \$35,000. This includes projects involving the purchase or installation of

equipment that is essential to the existence of the facility. *(See notes regarding eligible equipment.)*

C. Major Capital Improvements

Building-based projects involving the purchase, construction, renovation, or expansion of a cultural facility over \$35,000 to a maximum of \$150,000. This includes projects involving the purchase or installation of equipment that is essential to the existence of the facility. *(See notes regarding eligible equipment.)*

Eligibility Requirements

The Cultural Infrastructure Grant Program is administered through an annual open call for applications. All applicants must meet minimum eligibility requirements in order to have their application forwarded for adjudication. *Please read the eligibility requirements carefully.*

Applicant Eligibility

At minimum, all applicants must:

- Be registered non-profit societies that are Vancouver-based and have an independent, active governing body composed of volunteers (i.e. the Board of Directors). Voting members of the Board of Directors of a society receiving funds from the City of Vancouver may not concurrently hold a paid staff position with the society, and may not be paid for services to the society (excluding reimbursement for expenses).
- Be in good standing with the B.C. Registrar of Companies.
- Provide cultural services to Vancouver residents; and may not exclude anyone by reason of religion, ethnicity, gender, age, sexual orientation, language, disability or income.
- Have a clear cultural focus in their vision or mandate that is reflected in the by-laws or other governance documents.
- Be financially stable with sound administration and have the organizational capacity necessary to carry out the project.
- Demonstrate a proven track record of public service and excellence in their programming and cultural production.
- Demonstrate strong community ties and relationships.

Partnerships & Collaborations

The City of Vancouver encourages the creation of meaningful, intentional partnerships and collaborations to enable the development of sustainable, affordable cultural spaces and places.

Non-profit organizations

Non-profit cultural organizations applying in partnership or as a collaborative with other non-profits should designate one organization as the lead applicant. A detailed memorandum of understanding or partnership agreement between the non-profit organizations with clearly defined roles, responsibilities and relationships must be provided. Evidence must also be provided that the proposed project is vital to the activities and mandates of both organizations, as well as the wider arts and culture community.

Private/Commercial Cultural Facilities

The City of Vancouver acknowledges the value of private/commercial cultural facilities. We also recognize the need for networking and partnerships between private/commercial and non-profit organizations to develop meaningful, collaborative relationships that enhance and improve cultural practice and activity.

Applications submitted by non-profits on behalf of private/commercial organizations working in the creative sector are eligible. However, a detailed memorandum of understanding or partnership agreement between the non-profit organization and the private/commercial cultural organization, with clearly defined roles, responsibilities and relationships must be provided. Evidence that the private/commercial facility is vital to the wider arts and culture community must also be provided.

Who Is Not Eligible?

- Non-profit organizations that are **not** based in Vancouver and whose primary purpose or activity is the provision of health care, educational, sport, recreational, or religious programs and services are **not** eligible. (Non-profit organizations providing social, child care, or other services are referred to the [City's Social Planning Department](#).)
- Organizations currently being considered or recently approved for a City cultural amenity space are **not** eligible. (A period of twelve months' residency within the amenity space is required prior to application to the Cultural Infrastructure Program.)

PROJECT CATEGORIES:

A. PLANNING PROJECTS
UP TO \$35,000

B. BUILDING-BASED
PROJECTS UP TO \$35,000

C. BUILDING-BASED
PROJECTS OVER \$35,000
TO A MAXIMUM OF
\$150,000

BE SURE TO INCLUDE THE
REQUIRED SUPPORT
MATERIAL FOR YOUR
PROJECT CATEGORY
(LISTED ON CHECKLIST)

Project Eligibility

Cultural capital projects located in Vancouver that involve planning or feasibility studies, or the purchase, construction, renovation, or expansion of a facility, are eligible to apply for a Cultural Infrastructure Grant. Proposed projects are evaluated on the applicant's vision for the facility using value-based assessment criteria. (See *Assessment Criteria* on page 9).

A. Planning Projects

Funds of up to \$35,000 are available for pre-planning or planning projects for the development or acquisition of cultural facilities. Grants may be used for overall plan development or specific components such as feasibility studies, building program plans, master planning, short term consultancies, and fundraising or capital campaign assessment. Projects can be focused on pre-design (site selection, building systems assessment, operational/business model, needs assessment, master plan, etc.) or later planning stages (site massing and analysis, design concepts, engineering consultations, etc.). All proposals for planning projects must include a detailed terms of reference or scope of work.

B. & C. Capital Improvement or Building-Based Projects

There are two categories for Capital Improvement or Building-based projects support: up to \$35,000 and from \$35,001 up to \$150,000. Funds are available to support the acquisition, renovation, expansion, and construction of—or other capital improvements to—cultural facilities. Improvements must be of a “built-in” or “permanent” nature and/or specific to the space. Examples include:

- Upgrades or improvements that extend the life of—or increase the capacity or quality of—a new or existing facility (disabled access improvements; electrical or plumbing upgrades for improved functionality, safety and comfort; sprung flooring; soundproofing; lighting grids; expansion of existing spaces; etc.).
- Purchase of a new facility for arts and culture use (down payment; costs associated with conversion of the facility to be purchased; independent valuation; closure costs; etc.).

You must provide evidence that the renovation/expansion/acquisition is vital to the continuation or advancement of your organization’s cultural activities and adds to/enhances the City’s existing inventory of cultural spaces.

For capital improvements to new or existing facilities, the cultural space must be owned by, or on a long term (ten year minimum) lease to the non-profit. Organizations with multi-year, renewable leases that total a minimum of ten years are also eligible. Organizations with less than ten years remaining on their lease must provide a letter signed by both the tenant and the landlord indicating commitment and intent to renew the lease for the minimum period (ten years).

Cultural facilities that are owned by organizations must be used continually with no plans to sell. Applicants are expected to maintain the facility for cultural purposes for a period of not less than ten years.

Equipment that is essential to the operation of the facility and integral to the cultural space is also eligible. Examples include: heating, ventilation, and air-conditioning systems; boiler systems; plumbing and electrical systems; etc.

What We Do Not Fund

- Equipment that is presentation or exhibition-related (lights, sound systems, projectors, etc.) or that is artifact-related (historical objects or antiques, monuments, works of art, etc.).
- Furniture and other depreciable assets.
- Projects that are considered to be regular or routine repair and maintenance or part of ongoing, day-to-day operations.
- Any work that is already underway or completed.
- Administrative costs **not** directly related to the project.
- Operating expenses.
- Deficit coverage or reduction, or start-up/seed money for new organizations.
- Renovation or construction projects **not** located in Vancouver.

Assessment Process & Criteria

Assessment Process

Applications will be assessed when all required documents are submitted and the application is deemed to be complete. Announcement of grant awards may take up to five months from the application deadline.

Complete applications are assessed through the following process:

1. Application Eligibility

Applications are checked by City staff for eligibility. Incomplete or ineligible applications will not be forwarded to the Assessment Committee.

2. Application Review

Eligible applications are forwarded to an Assessment Committee of city staff and cultural community peers for review. Peers are independent arts and culture and facility planning/design professionals in various disciplines and fields specifically engaged to assess Cultural Infrastructure Grant applications. Assessment Committee members change each year; their names remain confidential until grants are approved by City Council.

3. Funding Recommendations

Based on an evaluation of the applications, the Assessment Committee makes recommendations for project funding and grant amounts.

THE [SELF-ASSESSMENT CHECKLIST](#) HAS A SERIES OF LAYERED QUESTIONS THAT ENABLE SELF-ASSESSMENT BY ORGANIZATIONS THINKING ABOUT OR PREPARING FOR CULTURAL FACILITY DEVELOPMENT. IT CAN BE FOUND ON THE CULTURAL SERVICES WEBSITE AT VANCOUVER.CA/COMMSVCS/CULTURAL/.

4. City Council

Assessment Committee recommendations are subject to approval by City Council and require eight affirmative votes. Recommendations are presented to City Council by staff in the form of a report.

5. Notification

A copy of the recommendations will be sent to all applicants, along with a notice of the City Council meeting at which the grants will be considered. Those applicants wishing to speak to the recommendations in the report may contact the City Clerk's office. Following the City Council meeting, all applicants will be notified of City Council's decision. The report can be accessed through the City's website by going to the [Council meetings page](#).

Request for Reconsideration

Under specific conditions, applicants may appeal the Assessment Committee recommendation to Council through a two-step process:

6. An applicant may contact Cultural Services staff for an informal request for clarification and to obtain further information on the assessment process (e.g. evaluation criteria, additional comments, ranking).
7. If still in disagreement with the recommendation, an applicant may make a formal request for reconsideration. The request must meet specific criteria and is then subject to a formal review. Details of the criteria and the decision-making authority will be available in late fall.

Assessment Criteria

Cultural Infrastructure Grants are discretionary and will only be awarded to projects that meet high standards of quality and excellence in the provision of services to the residents of Vancouver. The criteria used to evaluate infrastructure proposals were developed in collaboration with the arts and culture community in 2008 and serve as a tool for the City in the evaluation and prioritization of all infrastructure project funding. These criteria have been adapted into a Self-Assessment Checklist which may be used to assist organizations in planning capital projects as well as preparing for this grant.

The City of Vancouver is committed to an open and honest assessment process. Eligible applications are assessed against four broad assessment criteria and two additional evaluation measures, some of which are broken down into more detailed considerations. The Assessment Committee uses its expertise and judgement and the evidence presented in the application to assess the degree to which the projects meet or exceed the following criteria:

A. Vision

The facility project is rooted in a strong, shared vision.

B. Capacity

The team for the proposed project has the capability to deliver the project as exemplified by:

- demonstrated, effective leadership;

- partnership and collaboration playing a role in the development, funding, and delivery of the project;
- evidence of effective and realistic project management;
- a realistic fundraising plan.

C. Sustainability

The proposed project is environmentally, organizationally and financially sustainable and fills a demand or gap in the existing cultural facilities ecology, as shown by:

- demonstrated support and engagement from the specific arts and culture sector that the project intends to serve;
- demonstrated demand and/or engagement from the wider community and potential audiences;
- the project being developed by an established, stable and sustainable organization;
- realistic projections of capital costs and operating revenues and expenses;
- a positive contribution to environmental sustainability;
- the capacity to adapt to changing needs and changing practices;
- increased access to and participation in arts and culture at all levels and across all areas of practice for Vancouver's diverse communities;
- the project addresses public health and safety issues.

D. Impact

The proposed facility project will make a contribution to the achievement of one or more of the strategic directions identified in the City of Vancouver's 2008 to 2018 Culture Plan:

- Innovation
- Learning
- Connecting People, Ideas, Communities
- Neighbourhoods
- Valued and Valuable

In addition to the assessment criteria, cultural facility projects are evaluated against two additional measures:

E. Funding Diversity

The project demonstrates multi-partner and/or a diverse range of financial support.

F. Addressing Key Gaps

The project addresses one or more of the nine key gaps identified in the 2008 - 2023 Cultural Facilities Priorities Plan:

- Development of live presentation facilities that address demand in the 400-seat to 600-seat range.
- Addressing the demand for high-quality, dedicated performance spaces under 250 seats to ensure ongoing incubation of emerging organizations.
- Strategic public space improvements to address outdoor festival demand.
- Improvements to existing performance spaces including enhancements to key multi-functional facilities with potential to deliver high quality presentation opportunities.

- Stabilization and enhancement of key collections through modernized preservation, exhibition, and engagement infrastructure.
- Development of co-location facilities that are accessible, safe, and stable for large format storage/production workshop activities.
- Development of organizational co-location facilities that integrate multiple functions in one location (e.g. rehearsal/production/administration activity).
- Development of multi-tenant, artist workspaces that provide supportive opportunities for cross-fertilization, collaboration and incubation through a mix of cultural, civic, and entrepreneurial uses and tenures.
- Maximization of opportunities to maintain and develop affordable Artist Live/Work Studios in the core neighbourhoods.

Application Process

Complete the Cultural Infrastructure Grant Application Form and the Application Narrative. The application form is in Microsoft Word format and can be completed on your computer using MS Word.

If you are unable to use the electronic form, you can print it out and complete it with a typewriter, or write legibly in block letters in black ink.

The application must be signed by two signing officers on your Board of Directors.

Preparing your Application

1. Read through the guidelines and make sure that both your organization and your project meet all of the eligibility requirements.
2. Contact the City staff representative to discuss your project well in advance of the application deadline date.
3. Review the Assessment Criteria before drafting the Application Narrative. Ensure that you provide adequate detail and context about your project and enough information to address each of the criteria.
4. In addition to the Application Form and Narrative, applicants must provide all the necessary support material—with the requested number of copies, in the order indicated—as required by the Application Checklist. The type of project and amount of funding you are requesting determines which Application Checklist to use. Submit the Application Checklist as your cover sheet.
5. The Application Narrative allows you to describe your proposed project. Assessment Committee members may not be familiar with your organization or project so provide detailed and thorough information. The Application Narrative Guide uses questions to assist you. Please adhere to the maximum length limitations.

6. The Assessment Committee carefully reviews all budget information. The following points will assist with providing the necessary information to evaluate your proposal:
 - a. Project budgets should not project a deficit. If a surplus is projected, provide an explanation.
 - b. Be as detailed as possible in the budget notes and explain how numbers were arrived at. For example, a budget note for a line item on consultant fees can explain the number of hours of consultant work and at what cost per hour or per deliverable.
 - c. On the Project Budget Form, each line item is numbered. Please ensure that the numbers of the budget notes correspond with the line item numbers on the Project Budget form.
 - d. If a significant in-kind support is shown, discuss this in your budget notes. (*See notes re: In-kind support page 13*).
 - e. Indicate plans and source for obtaining additional support (indicate “secured,” “pending,” or “to apply”). Enclose letters from other funding sources indicating secured or pending funding.
7. Changes or updates, including further developments in project design, updates about pending funds, changes in personnel, etc., must be reported to City staff.
8. Once the Application Checklist, Application Form, Application Narrative, Budget and support material are complete, submit the signed original plus four (4) copies to Cultural Services. All applications must be received by Cultural Services by 4:30 p.m. on the day of the deadline.
Be sure to keep a copy for your records.

Confidentiality

All documents submitted to the City become the property of the City. The City will make every effort to maintain the confidentiality of each application and the information contained within except to the extent necessary to communicate information to staff and peer assessment committee members for the purposes of evaluation and analysis. The City will not release any of this information to the public except as required under the Province of British Columbia *Freedom of Information and Protection of Privacy Act* or other legal disclosure process.

Funding

The maximum level of support from all City sources is 50% of total project costs. However, as the Cultural Infrastructure Grant program is expected to be in high demand, projects that demonstrate multi-partner and diverse financial support will have a competitive advantage. Payment of Cultural Infrastructure Grants will be contingent on securing all project revenues including funding from other sources.

- Organizations may receive Cultural Infrastructure Grants for—at most—three consecutive years after which they must sit out one year before applying for another grant.
- Organizations should be in good standing with any previous or current grant from the City of Vancouver. If a grant has been defaulted, the applicant must include an explanation of that default.
- Applicants receiving funds from multiple City of Vancouver grant programs or departments towards the same project must ensure the total City contribution does not exceed 50% of eligible project costs. This includes support from Vancouver Park Board and any programs of the City of Vancouver.
- Applicants may submit more than one application for multiple projects in the same year (e.g. a feasibility study and a renovation project), but they must clearly indicate which project is the priority.
- In-kind contributions are permitted but may not exceed 25% of the total project budget.
- Only those administrative costs directly related to the project are eligible to a maximum of 5% of total project budget.

Fiscal Responsibility

Organizations are expected to demonstrate fiscal responsibility. Any accumulated surpluses or deficits must be explained in budget notes detailing how the surplus/deficit developed and plans for addressing it. Organizations with outstanding loans or who have defaulted on loans must provide budget notes which detail the terms of the loan repayment or circumstances of the default.

Award of Grants

Terms & Conditions

All organizations awarded a Cultural Infrastructure Grant must agree to the following terms and conditions and provide as appropriate, required documentation in order to receive grant funds.

- Confirmation of total project funding received and in place prior to release of City funding (civic funding from all sources not to exceed 50% of the project budget).
- Written approval by landlord, where applicable, to undertake renovations or work on the premises.
- The organization is to keep proper accounts of all receipts and expenditures relating to the project and make available for inspection by the City or its auditors all records and books of accounts of the organization upon request of the City.

- Any changes in the funding of the project as presented in the application, to be discussed with Cultural Services staff in advance of implementation.
- The organization may not represent projects as City projects or hold themselves out as an agency of the City in any way.
- Appropriate acknowledgement of the City of Vancouver's support in all information materials, including publications and programs related to infrastructure project activities. Such recognition to be commensurate with the value of the grant given and with that of other funding agencies. If the logos of other funders are used in an acknowledgement, the City should be similarly represented.

It is the responsibility of the applicant to ensure their project has all the required permits and approvals in place (for example zoning and building). The award of an Infrastructure Grant may in no way be construed as providing for other City approvals beyond the jurisdiction of the grant program.

Payment

Cultural Infrastructure Grant payments will be based on a pre-authorized budget subject to confirmation of total project financing and all necessary approvals. Council has also outlined additional conditions that all grant recipients must fulfill:

- City funding to be released in two payments: the first 50% of the Infrastructure grant upon project start up and fulfillment of relevant conditions; the remaining 50% of Infrastructure grant upon receipt of project final report including financial accounting and copies of relevant invoices and, where applicable, occupancy or other permits.
- Grant recipients are required to report back by the following year's Cultural Infrastructure Grant application deadline on any outstanding work including a timeline for completion.
- In situations where grants have been approved but where conditions have not been met and therefore, City funds not advanced within three years from the original application deadline, the grant will be rescinded.
- In situations where grants have been approved but the proposed project has not commenced or not completed and City funds remain on hand within three years of approval date, or if the project is completed without requiring full use of the City funds, such funds to be returned to the City of Vancouver.

Important Notes

It is the applicant's responsibility to ensure that they have read, understood and responded to the application criteria material and that all sections of the application are complete and all supporting documentation is attached. Incomplete applications or applications missing supporting documentation will not be forwarded to the assessment committee.

Applicants are cautioned that entering into contractual agreements or beginning infrastructure projects before receiving written confirmation of grant award is at the applicant's own risk. Even if funding for a project is awarded, the Cultural Infrastructure Grant Program does not fund expenses incurred before the award announcement date.

Contact

We are anticipating a high demand for Cultural Infrastructure Grants with an extremely competitive selection process. Potential applicants should contact, well in advance, a staff member to discuss their project.

- Marcia Belluce at: 604.871.6875, or marcia.belluce@vancouver.ca

Deadline and Address

The deadline for Cultural Infrastructure Grant applications is **Friday, September 24, 2010 by 4:30 p.m.** In fairness to others, **late and substantively incomplete applications will not be accepted.**

Include the completed Application Checklist, Application Form, Application Narrative, Budget and support material. Submit the signed original, plus four copies.

Submit by mail, courier or drop-off in person

Attention: Cultural Infrastructure
Cultural Services, City of Vancouver
5th Floor, Woodward's Heritage Building
501 - 111 West Hastings Street
Vancouver, BC
V6B 1H4

City Council has placed conditions on all infrastructure grants, namely:

- Confirmation of total project funding received and in place prior to release of City funding (Civic funding from all sources not to exceed 50% of the project budget);
- City funding to be released in two payments: the first 50% of civic grant upon project start up and fulfilment of relevant conditions; the remaining 50% of civic grant upon receipt of project final report including financial accounting and copies of relevant invoices and, where applicable, occupancy or other permits;
- Confirmation that the cultural space is owned by, or on a long term (ten year minimum) lease to the non-profit;
- Written approval by landlord, where applicable, to undertake renovations or work on the premises;
- Any changes in the funding of the project as presented in the application, to be discussed with Cultural Services staff in advance of implementation and, if the project proposed is not commenced or not completed and City funds remain on hand within three years of approval date, or if the project is completed without requiring full use of the City funds, such funds to be returned to the City of Vancouver;
- The Organization to keep proper accounts of all receipts and expenditures relating to the project and make available for inspection by the City or its auditors all records and books of accounts of the Organization upon request of the City;
- Grant recipients to report back to the Managing Director of Cultural Services, by the following year's Cultural Infrastructure Grant application deadline (or end of the calendar year), on any outstanding work including a timeline for completion;
- Project not to be represented as a City project with requirement that the Organization does not hold itself out as an agency of the City in any way, the only relationship being that the City has approved and granted financial assistance to the Organization;
- Appropriate acknowledgement of the City of Vancouver's support in all information materials, including publications and programs related to infrastructure project activities. Such recognition to be commensurate with the value of the grant given and with that of other funding agencies. If the logos of other funders are used in an acknowledgement, the City should be similarly represented.



Cultural Facility Planning & Development Self-Assessment Checklist

This self-assessment checklist was created in collaboration with the Vancouver arts and cultural community as part of the development of the 2008 - 2023 Cultural Facility Priorities Plan. Community members and the facility study consultants recommended new criteria for the evaluation of cultural facility projects seeking City support. Those Assessment Criteria have been adapted into this Self Assessment Checklist, which is available to non-profit organizations and individuals to assist with their facility planning and development projects. It may be considered a pre-planning guide to “what to consider” when planning for cultural facility development.

Each project regardless of scale must consider some of the basic questions contained herein. The extent of the project—its scope, size, complexity and capital cost will dictate the applicability of the Checklist’s questions. Some projects will require deeper exploration than suggested here, others less.

Requests to reproduce the Checklist beyond personal and individual arts/cultural organizational use may be directed to the Cultural Services Department, City of Vancouver. 453 West 12th Ave. Vancouver, BC, V5Y 1V4, 604.871.6000. For further information on the City’s Cultural Facilities Priorities Plan, please go to www.vancouver.ca/creativecity.

Self Assessment Checklist - Vision	
Criteria	Details
<p><i>Vision</i></p> <p>The proposed facility project is rooted in a strong, shared vision.</p>	<ul style="list-style-type: none"> ◆ Is there a clearly articulated vision for the project? ◆ Is the project consistent with, and critical to, advancing the mission, vision and values of the organization? Are these clearly articulated? ◆ Does the organization have a strategic plan? Is the project critical to achieving

	<p>the goals of this plan?</p> <ul style="list-style-type: none"> ◆ Does the organization have a long-range facilities master plan? Is the project critical to that master plan? ◆ Does the project contribute to the development of artistic cultural practice? <p>Does the project contribute to Vancouver's wider cultural ecology (of facilities and resources)?</p>
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Self Assessment Checklist - Capacity

Criteria	Details
<p><i>Capacity</i></p> <p>The proposed facility project team has the capability to deliver the project.</p> <ul style="list-style-type: none"> ▪ Leadership: the facility project demonstrates effective leadership necessary to deliver the project. ▪ Partnership and Collaboration: partnership and collaboration play a role in the development, funding and delivery of the facility project. ▪ Project Management: the facility project demonstrates evidence of effective and realistic project management. 	<ul style="list-style-type: none"> ◆ Does the project have the leadership team in place to manage and deliver the project? ◆ Does this leadership team have the necessary skills and experience to manage and deliver the project? ◆ Does the leadership team have the relationships and connections to support the realization of the project? ◆ Can the project demonstrate the support and involvement of the creative and the wider community it intends to serve? ◆ Does the project have the support of partners in the public, private, philanthropic and corporate sectors? How is this demonstrated? Are there clear expressions of commitment from partners? ◆ Do partnerships and/or collaboration play a role in the development and implementation of the project? ◆ Has the organization completed a building program (forecast of space needs)? How does the project fit into that plan? ◆ Does the project team have the skills, experience and necessary qualifications to manage and deliver the project and/or is willing to hire such expertise onto the team?

<ul style="list-style-type: none"> ▪ Fundraising: the facility project has a realistic fundraising plan in place. 	<ul style="list-style-type: none"> ◆ Does the organization have a clear plan for completing the construction process? ◆ Do the technical aspects of the project match or exceed industry best practice benchmarks for similar facilities? ◆ Does the organization have a successful record of completing projects within budget and scheduling parameters? ◆ Has the project leadership team developed a fundraising strategy and/or undertaken a fundraising feasibility study? Does the strategy / feasibility study indicate a viable campaign? ◆ Has the project leadership team explored funding from a range of public (various levels of government), philanthropic and private / corporate sector sources? Does the project leverage funding from multiple partners? ◆ Does the project team have the skills, experience and relationships necessary to undertake the fundraising campaign? ◆ Is there evidence of local community fundraising commitments from the Board, leadership team, staff, volunteers, members and stakeholders?
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Self Assessment Checklist - Sustainability

Criteria	Details
<p><i>Sustainability</i></p> <p>The proposed facility project fills a demand or gap in the existing facility ecology, and is environmentally, organizationally, and financially sustainable.</p> <ul style="list-style-type: none"> ▪ Sector Support and Engagement: the facility project demonstrates support from the arts and cultural community it is intended to serve. 	<ul style="list-style-type: none"> ◆ Does the project have the support of the primary arts / cultural / creative community it will serve? How is this demonstrated? ◆ Does the project have the wider support of the arts / cultural / creative community? How is this demonstrated? ◆ Is the project artist-run or artist-initiated? Are independent artists and arts and cultural organizations involved with project development, planning and delivery?

<ul style="list-style-type: none"> ▪ Audience / Public Engagement and Demand: the facility project demonstrates evidence of support and/or demand from the wider community and potential audiences. ▪ Organizational Sustainability: the facility project is being developed by an established, stable and sustainable organization. ▪ Financial Sustainability: the facility project sets out realistic projections of capital costs and operating revenues and expenses. 	<ul style="list-style-type: none"> ◆ Is there a clear and compelling demonstration of audience / public need / demand for the project? Has a demand analysis been completed? ◆ Does the project serve an immediate unmet need? How has this been assessed? ◆ Has the project team market tested the proposed facility development? ◆ Is there a pre-existing base of support for the project, based on an engagement or other public process? ◆ Is the project being undertaken by an organization with established, consistent and effective governance? ◆ Does the organization have an effective, stable staff team? ◆ Will completion of the project increase / improve the organization's sustainability? ◆ Does the organization developing the project have the staffing and volunteers appropriate to the project's scale? ◆ Will the project result in the need for new governance structures / models? Is there a plan for addressing this need? ◆ Will the project result in the need for new staffing structures / resources? Is there a plan for addressing this need? ◆ Has an independent capital cost analysis been undertaken for the project? Is the total capital cost realistic for the project and for the size / capacity of the organization? ◆ Does the organization have a Business Plan that includes projected operating costs that will result from the facility project? ◆ Does the Business Plan set out realistic projections for operating revenues and expenses based on industry benchmarks for similar facilities? ◆ Have long-term maintenance considerations and required resources been identified? Are they included in the Business Plan? ◆ Will the project generate new revenues upon completion or result in future cost savings?
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<ul style="list-style-type: none"> ▪ Environmental Sustainability: the facility project makes a positive contribution to environmental sustainability. ▪ Adaptability: the facility project has the capacity to adapt to changing needs and changing practice. ▪ Diversity: the facility project makes a contribution to increasing access to and participation in arts and culture at all levels and across all areas of practice for Vancouver's diverse communities. 	<ul style="list-style-type: none"> ◆ Does the project achieve a balanced budget over a 5 - 10 year period? ◆ Does the project support / enhance environmental goals (LEED, etc.)? ◆ Is the project easily accessible by public transit? ◆ Will long-term operating costs be reduced as a result of the build / renovation? ◆ Does the project replace or rehabilitate buildings or infrastructure (necessary for essential service delivery) that are at or past their useful life, thereby resulting in a new or significantly extended useful life? ◆ Is there a flexibility or adaptability imbedded in the project that will accommodate changing audience needs and/or creative practice? ◆ Can the project accommodate future innovations? ◆ Will the project support spaces that are fit for purpose for today's creation, performance and exhibition and for future needs? ◆ Does the project enable increased accessibility across many forms and levels? ◆ Does the project increase access for audiences, participant, staff, technicians and artists with disabilities? ◆ Does the project serve particularly underrepresented or underserved arts, cultural and/or creative communities? ◆ Does the project serve a particularly underrepresented audience and/or community? ◆ Does the project's management / leadership reflect the audience / community served? ◆ Does the project include a plan for developing the size and diversity of its audience? How will this project assist this ambition?
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<ul style="list-style-type: none"> ▪ Public Health and Safety: the facility project addresses public health and safety issues. 	<ul style="list-style-type: none"> ◆ Does the project provide essential upgrades to buildings or infrastructure components that are critically necessary for the life, safety and health of presenters, audiences and other stakeholders? ◆ Does the project meet the local zoning, development and building code by-laws? If not, what changes or processes need to be undertaken for the project to succeed?
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Self Assessment Checklist - Impact

Criteria	Details
<p><i>Impact</i></p> <p>The proposed facility project will make a contribution to the achievement of one or more of the strategic directions identified in the City of Vancouver 2008 - 2018 Culture Plan</p> <ul style="list-style-type: none"> ▪ Innovation: recognize Vancouver - locally, nationally and internationally - as a city of creative innovation, a city of ideas, a city that leverages the unique and authentic voices of the diverse, young and growing cultural community, a city that realizes its full creative potential, a city on the leading edge of cultural activity and development. ▪ Learning: build on Vancouver's reputation as a city of learning, a city that embeds cultural exchange, cultural curiosity and cultural development as part of lifelong learning - from the very young to the elderly - to ensure that 	<ul style="list-style-type: none"> ◆ Will the project and spaces enable innovative practice? ◆ Will the project be delivered in an innovative way (for example through partnerships, funding, construction, and operation)? ◆ Does the project leverage the unique and authentic voices of the diverse, young and growing cultural community in Vancouver? ◆ Will the project provide spaces that support new innovative interactions and opportunities for participation and engagement? ◆ Will the project provide access to new technologies or other infrastructure that enables innovation? ◆ Do the project spaces support creative and cultural exchange? ◆ Does the project support access to and participation in arts and cultural activities? ◆ Does the project support professional development and/or development of new

<p>all our citizens have the opportunity to engage with and participate in cultural education throughout their lives and to ensure that every citizen has the opportunity to develop his or her expressive capacities.</p> <ul style="list-style-type: none"> ▪ Connecting People, Ideas and Communities: take advantage of Vancouver's position as a creative city where connectivity is a hallmark of our cultural system and the inter-relationship between artists, creative industries, institutions, communities, and neighbourhoods. Vancouver is a city engaged in a dynamic conversation, an ongoing dialogue and an exploration of cultural enterprise and opportunity on a regular and consistent basis, connecting people and communities, sharing innovative ideas and programs. ▪ Neighbourhoods: highlight Vancouver as a city of vibrant creative neighbourhoods by showcasing the talent, enterprise and diversity of our artists, communities and neighbourhoods for our citizens and visitors. Build on the unique identity of our neighbourhoods - engaging local residents, artists and businesses - to ensure that the rich culture, creativity, diversity and innovation of Vancouver is accessible to all. 	<p>practice?</p> <ul style="list-style-type: none"> ◆ Does the project extend access to and/or the breadth of formal learning opportunities? Does it address informal learning opportunities? ◆ Does the project connect audiences and practitioners from different sectors and disciplines, e.g. health, science, technology / environment / public / private? ◆ Will the project connect with people and/or communities not necessarily involved in the arts? ◆ Will the project enable the creation of new physical, conceptual, virtual communities of practice and the potential for new practice and/or new communities? ◆ Will the project support shared facilities for creation, production and/or administration within and across disciplines? ◆ Does the project contribute to a balance of arts and cultural facilities across the city by supporting spaces that serve identifiable geographic communities and/or underserved neighbourhoods? ◆ Does the project demonstrate knowledge of and relevance to the neighbourhood's identity and intrinsic character - its values, assets, people, needs, and expectations? ◆ Does the project have potential for growth and the flexibility to respond to neighbourhood change? ◆ Does the project make use of currently under-utilized community / neighbourhood spaces? ◆ Does the project support neighbourhoods
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<ul style="list-style-type: none"> ▪ Valued and Valuable: ensure that citizens and taxpayers of Vancouver experience in real and concrete ways the value that arts and culture bring to the city and their lives, families and businesses; promote our growing reputation as an international cultural tourism and entertainment destination known as a place where culture is vibrant and happening and where we value and celebrate the rich multicultural and intercultural expression that is unique to Vancouver. 	<p>by ensuring that arts and culture can take place in accessible traditional and non-traditional venues?</p> <ul style="list-style-type: none"> ◆ Does the project support local neighbourhood building? ◆ Does the project contribute to local neighbourhood centre vitality? ◆ Does the project have the potential to deliver positive economic benefits for the neighbourhood community and/or make a unique contribution to the area's economic development? ◆ Will the project create spaces of various types and scales that support the production, creation and presentation of arts and cultural activity, ensuring Vancouver's growing global reputation engages with a vibrant and secure arts and cultural community? ◆ Will the project contribute to, encourage cultural civic pride, and raise Vancouver's international reputation as a culturally vibrant city? ◆ Will the project reflect and enhance the character, ambiance and vibrancy of Vancouver and its neighbourhoods? ◆ Will the project contribute to the quality of the built environment in the city? ◆ Does the project support the recognition and understanding of Vancouver's unique tangible and intangible cultural heritage and promote intercultural expression and understanding? ◆ Does the project support local community development goals? ◆ Does the project contribute to Vancouver's economic development? ◆ Is the project structured to deliver value to Vancouver citizens?
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