

Supports Item No. 2  
CF&S Committee Agenda  
April 17, 2012



ADMINISTRATIVE REPORT

Report Date: April 2, 2012  
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RTS No.: 09452  
VanRIMS No.: 08-2000-20  
Meeting Date: April 17, 2012

TO: Standing Committee on City Finance and Services  
FROM: Director of Grants, Awards and Support Programs  
SUBJECT: 2012 Cultural Operating and Project Grant Allocations

***RECOMMENDATION***

THAT Council approve Operating Grants for 100 organizations at \$6,840,500, Project Grants for 64 organizations at \$521,800, and 13 additional one-time grants at \$106,800 for special requests, as summarized in Table 3 and listed in Appendix A; source of funds is the 2012 Cultural Grants budget.

***COUNCIL AUTHORITY/PREVIOUS DECISIONS***

On June 26, 2008, Council approved the recommendations arising from the Review of Grant Programs (RTS# 7236) and adopted a new policy framework for the City's Cultural Grants Programs which were originally established by Council in 1978. Programs were realigned with the City's strategic cultural priorities and administration was streamlined. Since 2009, Council has reaffirmed its support of the new policy framework and the implementation of program recommendations.

On January 17, 2012 Council approved advance Operating grant installments to 90 cultural organizations in the amount of \$2,091,340, in advance of their 2012 annual operating review (RTS# 9400).

Approval of grant recommendations requires eight affirmative votes.

***CITY MANAGER'S/GENERAL MANAGER'S COMMENTS***

In 2011, the financial and organizational health of many organizations continued to be impacted by the economic downturn and reductions in public and private sector funding. The Cultural Grants Program assessment process will need to increasingly balance the needs of existing organizations with supporting new societies and initiatives, in order to be inclusive, foster innovation and support a wide spectrum of arts and cultural activity in the City. Moving forward, Cultural Grants will be part of a corporate-wide Granting Strategy that will include, among other things, strategies to leverage other grants and types of support, where possible.

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

## **REPORT**

### ***Background/Context***

#### **Grant Program Description and Objectives**

This grant program is intended to support a diverse range of activity including literary, visual, media, dance, theatre, music, multi-disciplinary, inter-disciplinary, Aboriginal, and community-based arts, reflecting historic cultural traditions as well contemporary art forms and practices. The program has two categories: grants to support ongoing annual activity through **Operating** assistance, and one-time or time-limited initiatives through **Project** assistance. Applicants must be Vancouver-based and registered as a non-profit society in good standing with the Province of BC among other eligibility criteria. Within these two categories, organizations also have the opportunity to request additional support for **Special Requests** such as audio recordings, media-based and online initiatives, literary publications, conferences, mentorships and artistic residencies.

#### **Evaluation Criteria**

Applications to this program are considered based on a thorough analysis by an Assessment Committee, comprised of independent community peer representatives and Cultural Planners from Cultural Services, against the evaluation criteria (see Appendix B), including:

- Artistic merit as demonstrated through activities and services, clear vision/mandate, distinctiveness of activities for artists and the public.
- Organizational competence as evidenced through competent administration and governance, financial stability and accountability, achievable budgets, financial practices and planning.
- Community impact as demonstrated through accessibility by the public (including Vancouver's diverse communities), community support, promotion and outreach.

#### **Request for Reconsideration Process**

Every effort is made to create a fair and transparent process for the assessment of grant requests. As requests for assistance will always exceed the available budget, the process is competitive and not all requests meet the evaluation criteria to the same degree as other applicants in the competition. The Reconsideration process ensures consistency in reconsidering grant recommendations and is outlined in Appendix C.

As recommendations are made by an Assessment Committee which cannot be re-convened, it is Council's policy *not* to reconsider requests based upon quality of programs, organizational competence, community impact, and other specific evaluation criteria. Any formal requests for reconsideration will be considered by Council in a separate report at a later date. The basis for a formal request for reconsideration is outlined in Appendix C.

## Assessment Process

Cultural Services invites qualified members from the arts and cultural community to participate in various cultural Assessment Committees through a nomination process. The 2012 Cultural Grants Assessment Committee consisted of artists and administrators representing a variety of sectors in the community including: literary, theatre, festivals, visual and media arts, music, dance, arts facilities, galleries, museums, and arts education. Details on the Assessment Process are outlined in Appendix C.

**Table 1: 2012 Cultural Grants Assessment Committee Peer Members**

Visual Arts, Museums, New Media & Literary	Dance	Music	Theatre	Festivals, Interdisciplinary, Arts Facilities
Clint Burnham	Barbara Clausen	Richard Kurth	Diane Brown	Diane Blunt
Cindy Mochizuki	Kathryn Ricketts	Rachel Iwaasa	Eric Rhys Miller	George Laverock
Reid Sheir	Ziyian Kwan	Jeffrey Ryan	Howard Jang	Minna Schendlinger
Henry Tsang				

These members bring significant experience, current knowledge and specific expertise to the discussion which adds value to the process. Along with Cultural Planners, this Assessment Committee evaluated all requests against the explicit evaluation criteria and proposed consensus recommendations. This process augments City staff's ongoing consultation with organizations, attendance at their events, as well as meetings with their staff and Board members.

## Assessment Committee Recommendations

### *Operating and Project Grant Recommendations*

In total, the 2012 Assessment Committee members reviewed applications from 199 organizations, and after a thorough review of all applications against very specific evaluation criteria, the Committee is recommending support for 164 organizations as outlined in Table 2. See Appendix A for a summary of grant recommendations.

**Table 2: Application Statistics and Recommendations for 2012 Operating and Project Grants**

	# of Applicants	# Recomm.	# Special Requests	# Special Requests Recomm.	# of 1 <sup>st</sup> time Requests	# 1 <sup>st</sup> Time Requests Recomm.
Operating (incl. Majors)	100	100	36	12	9	2
Project	99	64	2	1	15	6
<b>Total</b>	<b>199</b>	<b>164</b>	<b>38</b>	<b>13</b>	<b>24</b>	<b>8</b>

The five Major Exhibiting Institutions were fully integrated into the annual peer review process four years ago and are included in the Operating grant information and statistics. These institutions are the H.R. MacMillan Space Centre, Museum of Vancouver, Science World, Vancouver Art Gallery, and Vancouver Maritime Museum. The intent was to move away from a purely staff-driven assessment and include them into a peer assessment process and in the national CADAC (Canadian Arts Data/Données sur les Arts du Canada) database, which allows registered Operating clients to submit financial and statistical information electronically into a national database that can be accessed by all three levels of government. The process respects the important role these organizations play in the community, and in particular those institutions that are custodians of civic art collections, and is consistent with other key public sector arts funding assessment processes (BC Arts Council and Canada Council).

The Theatre Rental grant program is another form of operating support to many of the City's arts and cultural organizations. Theatre Rental grants totalling \$2,583,300 to 21 organizations were approved for productions and presentations in the civic theatres and adjacent spaces (e.g. Orpheum Annex, QE Plaza) in a separate report to Council (RTS# 9411) on January 17, 2012. Operating grants can provide additional support for Theatre Rental grant recipients such as the Vancouver Chamber Choir, Vancouver Opera and Vancouver Symphony for activities situated outside of the civic theatres such as education and outreach initiatives.

### *Special Request Recommendations*

As a result of the Cultural Grants review and the new program framework approved by Council in 2008, staff broadened program criteria to allow special requests for additional assistance in the areas of audio recordings, media-based and online initiatives, literary publications, as well as conferences, mentorships and artistic residencies. Thirteen one-time grants are being recommended to support special initiatives.

The conferences, mentorships and artistic residencies allow for building individual and organizational capacity while also providing direct support to individual artists. This year sixteen artists are being recommended for film projects, audio recordings, and mentorships and residencies hosted by cultural organizations in Vancouver. In addition, artists and cultural administrators will also receive professional development and valuable networking support through a conference presented by the Greater Vancouver Professional Theatre Alliance.

As is consistent with every review process, the total amount requested exceeds the available budget, and therefore in a competitive process, some requests are not being recommended for support. In other cases, this was due to significant transition evident within an organization, or not meeting the evaluation criteria at the same level as other organizations.

### **Strategic Analysis**

The economic downturn that began in 2008 combined with reductions in provincial arts funding continue to present challenges for many arts and cultural organizations. The Assessment Committee noted that the ongoing support of the City with cultural grants provides a significant and critical contribution to public sector revenues for local arts organizations.

While the City is recognized as a stable funding source for a sector that has been seriously destabilized over the past four years, the lack of any increase in the grants budget over last year prevented the Assessment Committee's ability to make new strategic investments in core organizations that are performing well and to recommend new organizations into the

Operating or Project grant pool. The Special Requests component of the grant program supports one-time initiatives, but was also significantly over subscribed as indicated by the number of requests (38) versus the number of conferences, artistic residencies, mentorships, media and recording projects that could be supported (13).

The cumulative effects of less public and private support over time in British Columbia has resulted in some organizations posting significant deficits, and several others, who had previously accumulated surpluses, using up their working capital reserves. More and more organizations are pooling their limited resources to collaborate and work in partnership with other organizations on specific projects, while others have decreased programming levels to maintain artistic integrity within existing budgets. Several organizations are developing more effective models to achieve their goals by revisiting their mission and refocusing operations, and in some cases this has led to reductions in staffing levels. Artistic integrity has been maintained, but fewer human and financial resources are challenging long-term organizational sustainability.

Overall, the sector is maturing and organizations that own their own facilities are in a much stronger financial position to weather changing economic cycles. In the summer of 2011, the Vancouver Opera's move to a new "all-inclusive" space in an East Vancouver neighbourhood will allow them to streamline operations with potential overhead savings of \$1 million over the next five years. New models involving subleasing and social enterprise have strengthened some organizations' financial base. Several organizations are realizing milestone anniversaries in 2012 including Musica Intima's 20<sup>th</sup>, Artspeak's 25<sup>th</sup>, Elektra Women's Choir' 25<sup>th</sup>, Vancouver Writers Festival's 25<sup>th</sup>, Firehall Art Centre's 30<sup>th</sup>, New Orchestra Workshop's 35<sup>th</sup>, and Vancouver Folk Festival's 35<sup>th</sup>. New societies being recommended for City funding for the first time include City Opera Vancouver, Craning Neck Theatre, Indian Summer Arts Society, On Main (On the Cutting Edge Productions Society), Rough House Productions, and TigerMilk Collective.

Staff would like to thank the peer committee members for the enormous contribution of their time and expertise to the assessment process. The members also provided clear input on how the program and assessment process could be improved and this input will be taken forward as we consider our review process in the next year.

### **Towards Sustainability**

In order to ensure a healthy and diverse arts and cultural ecology, the City needs to support a sustainable vision of what we want Vancouver's cultural landscape to be in five, ten and twenty years. It needs to reflect Vancouver's future demographics and diversity. Working with the new Arts and Culture Policy Council, and in conjunction with the corporate-wide Granting Strategy, staff are working on new approaches.

For example, in late 2011 Cultural Services and Social Policy staff began working in partnership with Vantage Point to provide workshops in board development, performance management, human resources, as well as longer-term support in organizational capacity and financial stability. Moving forward, staff will develop strategic analysis tools that can be used by organizations, staff and assessment committees. This will include developing organizational health assessment tools such as benchmarking and notional targets for working capital, debt, subscriptions and attendance, etc. Provincial and federal funding trends will also be considered to assess the City's role in organizational sustenance and to provide clear indicators of when other levels of government and/or the private sector should be providing a more significant contribution to an organization's sustainability. Planning will include trend

analysis on the changing demographics of our City with respect to age, ethno-cultural background, and participation in cultural activities.

Currently, the peer review process includes five separate Assessment Committees that review specific disciplines. This structure does not provide an opportunity for a broader discussion that would allow for a sector-wide strategic lens on how to best sustain an evolving healthy creative community.

Moving forward, a broader strategic approach would include, amongst other things, providing for a sector-wide review that takes into consideration current trends and how support is allocated across disciplines, by organizational maturity, relationship to the City and role in the cultural ecology of Vancouver. For example, some organizations have unique relationships with the City (such as those that hold civic collections, resident companies of the Civic Theatres and those housed in City-owned buildings) in which there is a direct mutual benefit to one another. Institutions such as the Vancouver Art Gallery, the Museum of Vancouver, the Vancouver Maritime Museum, and the Contemporary Art Gallery hold in trust significant and important City-owned collections and provide public access, care and maintenance. Resident companies of Vancouver's Civic Theatres pose multiple challenges in tough financial times as evidenced by the loss of the Vancouver Playhouse Theatre Company. These companies animate our theatres, provide high quality cultural offerings to residents and visitors and employ Civic Theatre workers. Organizations housed within facilities that are either owned or leased by the City also have a special relationship with the City where we act both as landlord as well as funder. These companies are major cultural employers that contribute to the City's economy and their health has a ripple effect on many other organizations in the community.

In the coming year, we will continue to encourage the use of shared services by our cultural institutions for functions such as storage, conservation, accounting, and back of house activities. We will start to more fully articulate the role that organizations of each size and type contribute in their own way to a healthy cultural ecology in the City. And, we will continue to encourage partnerships between larger organizations and smaller organizations to help build the latter's organizational capacity and sustainability.

### *Financial Implications*

As listed in Appendix A, this report recommends approval of 164 grants to Operating and Project groups, including 13 one-time grants for special requests for a total amount of \$7,469,100. A summary of the total grant amounts requested and the total grant awards recommended are indicated in Table 3.

**Table 3: Recommendations for 2012 Operating and Project Grants**

	# of Applicants	Total Request \$	# Recomm.	Base Grant Recomm. \$	Special Request Recomm. \$	Total Recomm. \$
Operating (incl. Majors)	100	7,724,451	100	6,840,500	104,300	6,944,800
Project	99	1,218,260	64	521,800	2,500	524,300
<b>Total</b>	<b>199</b>	<b>8,942,711</b>	<b>164</b>	<b>7,362,300</b>	<b>106,800</b>	<b>7,469,100</b>

The recommendations include, and are not in addition to, any advance Operating Grant instalments or payment schedules (RTS# 9400) already approved by Council on January 17, 2012. Advance payments of \$2,091,340 were approved at that date, leaving \$5,377,760 to be paid from the current recommendation (\$7,469,100 - \$2,091,340 = \$5,377,760).

The 2012 Cultural Grants budget is \$10,554,400. Approval of these recommendations totalling \$7,469,100 leaves an unallocated balance of \$502,000 in the Cultural Grants budget. This balance will be allocated through other programs including Community and Neighbourhood Arts Development and Arts Capacity grants which will be reported to Council in separate reports later this year.

**Table 4: 2012 Budget Detail**

	<b>Amount</b>
2012 Cultural Grants budget	\$10,554,400
2012 Theatre Rental Grants (approved RTS# 9411)	2,583,300
2012 Operating and Project Grants (recommended in this report)	7,469,100
<ul style="list-style-type: none"> <li>• Advance Grant Instalments to Cultural Operating Organizations (RTS# 9400)      \$2,091,340</li> <li>• Remaining Payments to be Paid to Cultural Organizations for Operating and Project Grants      \$5,377,760</li> </ul>	
<b>Remaining 2012 Cultural Grants Budget</b>	<b>\$ 502,000</b>

### ***CONCLUSION***

The recommendations reflect a careful and considered assessment process with significant input from the arts and cultural community. Approval of the recommendations will provide an essential contribution to, and build upon the City's strategic investment in, those organizations that develop, enliven, enhance and promote arts, culture and cultural diversity in the city that benefit its citizens, creative community, and visitors.

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## 2012 City of Vancouver Cultural Grants Allocations

### Operating and Projects

Organization Name	2011 Grant	2012 Request	2012 Recomm.	2012 Special Request	2012 Special Recomm.
<b>OPERATING</b>					
Alliance for Arts & Culture Soc.	45,000	45,000	45,000		
Arts Club Of Vancouver Theatre Soc.	155,000	200,000	155,000		
Artspeak Gallery Soc.	29,000	35,000	29,000	10,000	0
Axis Theatre Soc.	34,000	38,000	34,000		
Ballet B.C. (Pacific Ballet B.C. Soc.)	93,000	93,000	93,000		
Bard on the Beach Theatre Soc.	22,000	50,000	27,500		
Battery Opera Performing Arts Soc.	13,000	20,000	14,000		
Boca Del Lupo Theatre Soc.	27,000	35,000	27,000		
Canadian Music Centre - B.C.	22,000	40,000	23,000	6,960	6,950
Carousel Theatre Soc.	30,000	40,000	32,000		
Centre culturel francophone de Vancouver	18,000	22,000	18,000		
Chor Leoni Men's Choir	17,000	20,000	17,000		
Cineworks Independent Filmmakers Soc.	36,000	40,000	36,000	10,000	10,000
Co. Erasga Dance Soc.	10,000	20,000	10,000		
Coastal Jazz and Blues Soc.	85,000	100,000	85,000		
Contemporary Art Gallery Soc.	67,000	74,000	67,000	10,000	0
Craft Council of B.C.	13,000	21,613	13,000		
DanceHouse (Seismic Shift Arts Soc.)	20,000	30,000	20,000		



Organization Name	2011 Grant	2012 Request	2012 Recomm.	2012 Special Request	2012 Special Recomm.
<b>OPERATING</b>					
Dancing on the Edge Festival Soc.	25,000	30,000	25,000		
DOXA Documentary Film and Video Festival (The Documentary Media Soc.)	17,000	20,000	17,000		
Early Music Vancouver (Van. Soc. for Early Music)	34,000	38,000	34,000		
EDAM Performing Arts Soc.	20,000	25,000	20,000		
Electric Company Theatre Soc.	35,000	42,000	35,000		
Elektra Women's Choir	13,500	15,000	13,500	5,000	0
Fillip (Projectile Publishing Soc.)	7,000	17,500	15,000		
Firehall Theatre Soc.	70,000	70,000	70,000	5,000	0
Flamenco Rosario (Rosario Ancer Flamenco Arts Soc.)	10,000	18,000	10,000		
Full Circle: First Nations Performance Soc.	11,000	11,000	10,000	10,000	0
Gallery Gachet Soc.	19,000	25,000	19,000		
Greater Van. Professional Theatre Alliance	6,500	15,000	6,500	10,000	6,000
Green Thumb Theatre for Young People (Green Thumb Players Soc.)	58,000	65,000	58,000		
grunt gallery (Visible Arts Soc.)	35,000	40,000	37,000	15,000	0
Hard Rubber New Music Soc.	8,000	9,500	7,000		
Headlines Theatre (Theatre for Living Soc.)	24,000	26,000	24,000		
Health Arts Soc.	17,000	30,000	17,000		
H.R. MacMillan Space Centre	524,400	534,888	519,400		
Joe Ink Performance Soc.	15,000	15,000	15,000	14,000	0
Karen Jamieson Dance Soc.	13,000	15,000	13,000		

Organization Name	2011 Grant	2012 Request	2012 Recomm.	2012 Special Request	2012 Special Recomm.
<b>OPERATING</b>					
Kidd Pivot Performing Arts Soc.	24,000	30,000	25,000		
Kokoro Dance Theatre Soc.	17,000	20,000	17,000		
Leaky Heaven Performance Soc.	17,000	24,000	17,000		
Malaspina Printmakers Soc.	13,000	14,000	13,000		
Mascall Dance Soc.	11,000	20,000	9,000		
Museum of Vancouver (Van. Museum Soc.)	758,000	795,000	758,000		
Music in the Morning	20,000	20,000	19,000		
Music on Main		25,000	15,000	12,000	11,000
Musica Intima Soc.	21,000	28,000	21,000		
Native Daughters of B.C., Post No. 1	6,000	10,200	6,000		
New Orchestra Workshop Soc.	12,000	17,000	11,000	3,000	0
New Performance Works Soc.	11,000	12,000	11,000	14,000	7,000
NewWorld Theatre Soc.	32,000	39,000	32,000		
Norman Rothstein Theatre (Van. Westside Theatre Soc.)	20,000	30,000	20,000	10,000	9,000
Or Gallery Soc.	29,000	33,500	29,000		
Pacific Baroque Orchestra Soc.	19,500	25,000	18,000		
Pacific Cinémathèque Pacifique	45,000	50,000	45,000		
Pacific Theatre (First Pacific Theatre Soc.)	14,000	25,000	16,000		
Pink Ink Theatre Productions Assn.	20,000	25,000	20,000		
Pitt Gallery (Unit/Pitt Soc. For Arts and Critical Awareness)	17,500	22,000	17,500		

Organization Name	2011 Grant	2012 Request	2012 Recomm.	2012 Special Request	2012 Special Recomm.
<b>OPERATING</b>					
Playwrights Theatre Centre	38,000	42,000	38,000	14,580	0
Powell St. Festival Soc.	18,000	22,000	18,000	4,000	0
Public Dreams Soc.	17,500	25,000	17,500	10,000	0
PuSH International Performing Arts Festival Soc.	76,000	110,000	76,000	15,000	10,000
Radix Theatre Soc.	11,000	15,000	11,000	10,000	0
Ruby Slippers Productions Soc.	14,000	20,000	14,000	15,000	9,350
Rumble Productions Soc.	30,000	35,000	30,000		
Satellite Video Exchange Soc.	26,000	30,000	26,000	8,025	5,000
Science World (A.S.T.C.)	96,000	165,000	96,000		
The Only Animal	12,000	18,000	12,000		
Théâtre la Seizième	27,500	32,500	27,500		
Theatre Replacement Soc.	22,000	25,000	22,000	10,000	0
Theatre Terrific Soc.	10,000	15,000	10,000		
Touchstone Theatre	35,000	38,000	33,500	8,000	0
Turning Point Ensemble	25,000	35,000	25,000	10,000	10,000
Urban Ink Productions Soc.	14,000	20,000	14,000		
Van. Access Artist Run Centre	13,600	18,000	13,600	9,000	0
Van. Art Gallery	2,181,000	2,268,000	2,181,000		
Van. Cantata Singers	18,000	25,000	17,000		
Van. Centre for Contemporary Asian Art (Centre A)	37,000	40,000	37,000	10,000	0

Organization Name	2011 Grant	2012 Request	2012 Recomm.	2012 Special Request	2012 Special Recomm.
<b>OPERATING</b>					
Van. Chamber Choir	18,000	18,000	18,000	5,000	0
Van. Co-operative Radio (Community Radio Edn. Soc.)	22,000	25,000	25,000		
Van. Dance Centre Soc.	73,000	98,000	73,000		
Van. East Cultural Centre	110,000	120,000	110,000	15,000	0
Van. Folk Music Festival Soc.	80,000	90,000	80,000		
Van. Fringe Festival (First Van. Theatrespace Soc.)	40,000	42,000	40,000	10,000	10,000
Van. Intl. Children's Festival Soc.	126,500	136,500	126,500		
Van. Intl. Dance Festival Soc.	23,500	25,000	23,500		
Van. Intl. Film Festival Soc.	50,000	60,000	50,000		
Van. Intl. Writers Festival Soc.	62,000	68,000	62,000		
Van. Latin American Film Festival (First Latin American Film Festival of Vancouver)	14,000	20,000	14,000		
Van. Maritime Museum Soc.	400,000	440,000	400,000		
Van. Moving Theatre	25,000	25,000	25,000	10,000	10,000
Van. New Music Soc.	33,000	36,000	32,000		
Van. Opera Assn.	30,000	45,000	26,000	25,000	0
Van. Out on Screen Film Festival Soc.	27,500	30,250	27,500	10,000	0
Van. Summer Festival Soc.	33,000	40,000	33,000		
Van. Symphony Soc.	50,000	55,000	44,000		
Vetta Chamber Music and Recital Soc.	7,000	7,000	6,000		
Wen Wei Dance Soc.	19,000	23,000	19,000		

Organization Name	2011 Grant	2012 Request	2012 Recomm.	2012 Special Request	2012 Special Recomm.
<b>OPERATING</b>					
Western Front Soc.	44,500	52,000	44,500	12,500	0
Western Theatre Conspiracy (Western Theatre Conspiracy Arts Soc.)	10,000	20,000	12,000		
<b>Sub-total OPERATING</b>	<b>6,825,500</b>	<b>7,724,451</b>	<b>6,840,500</b>	<b>346,065</b>	<b>104,300</b>

Organization Name	2011 Grant	2012 Request	2012 Recomm.	2012 Special Request	2012 Special Recomm.
<b>PROJECT</b>					
221A Artist Run Centre Soc.	6,000	15,000	14,000		
605 Collective Dance Soc.	8,000	13,000	10,550		
Aeriosa Dance Soc.	9,000	11,000	8,750		
Animals of Distinction	7,500	10,000	0		
Artists' Legal Outreach	0	12,000	0		
Arts in Action Soc.	10,000	10,000	10,000		
Asian-Canadian Special Events Assn.	5,000	10,000	5,000		
Assn. of Book Publishers of B.C.		5,000	0		
B.C. Chinese Music Assn.		6,000	4,000		
Balcone Art Soc.	5,000	9,000	0		
Barking Sphinx Performance Soc.	4,000	8,000	4,000	8,500	0
Bill Reid Foundation		15,000	0		
Blackbird Theatre	7,000	16,000	8,000		
Caravan World Rhythms Soc.	13,000	13,000	13,000		

Organization Name	2011 Grant	2012 Request	2012 Recomm.	2012 Special Request	2012 Special Recomm.
<b>PROJECT</b>					
Children's Arts Umbrella Assn.	10,000	12,000	0		
Chinese Cultural Centre of Vancouver	0	20,000	0		
City Opera Van.		2,500	2,500		
Community Arts Council of Vancouver	6,000	10,000	6,000		
Compagnie Vision Selective Arts Soc.	6,000	9,000	0		
CONTACT Van. Photography Festival Soc.		25,000	0		
Craning Neck Theatre		15,000	7,000		
Creative Collaborations Soc.		22,000	0		
Dancers Dancing Dance Soc.	0	7,000	0		
Fugue Theatre Soc.	8,000	9,000	6,000		
Horseshoes and Hand Grenades Theatre Soc.	12,000	10,000	8,000		
Indian Summer Arts Soc.		20,000	5,000		
International Arts Initiatives Assn.		15,000	0		
ITSAZOO Productions	0	10,000	5,000		
Jewish Community Centre of Greater Van.	10,000	15,000	10,000		
Judith Marcuse Projects Soc.		10,000	5,000		
Kinesis Dance Soc.	0	10,000	0		
Les Productions Figlio Soc.		10,000	7,000		
Link Dance Foundation		5,000	0		
Live Biennial of Performance Art Soc.	25,000	25,000	12,000	10,000	0

Organization Name	2011 Grant	2012 Request	2012 Recomm.	2012 Special Request	2012 Special Recomm.
<b>PROJECT</b>					
Made in BC (Dance on Tour Soc.)		6,000	4,000		
Mandala Arts and Culture Soc.	8,000	9,000	9,000		
marta marta HoP Soc.	3,000	10,000	7,000		
Miscellaneous Productions Soc.	10,000	20,000	10,000		
Monster Creative Productions		15,000	0		
Mortal Coil Performance Soc.	5,000	15,000	5,000		
Movement Enterprises Soc.		12,000	5,000		
New Forms Media Soc.	10,000	20,000	10,000	15,000	0
On Main (On The Cutting Edge Productions Soc.)		15,000	7,000		
Original Costume Museum Soc.		10,000	0		
Other Sights for Artists' Projects Assn.		18,000	18,000		
Out Innerspace Dance Theatre and Film Soc.	7,500	15,000	8,000		
Pacific Assn. of Artist-Run Centres (P.A.A.R.C.)	9,000	25,000	25,000		
Pacific BookWorld News Soc.		5,000	0		
Palme's Performing Soc.		6,000	0		
Pound of Flesh Theatre Soc.		14,000	12,000		
Pride in Art Soc.	11,600	25,000	13,000		
Realwheels Soc.	10,000	15,000	10,000		
Redshift Music Soc.	10,000	18,000	12,500	8,500	2,500
Reel to Real: Celebration of Moving Images Soc.	16,000	25,000	16,000		

Organization Name	2011 Grant	2012 Request	2012 Recomm.	2012 Special Request	2012 Special Recomm.
<b>PROJECT</b>					
Restless Productions Soc.		5,600	0		
Rough House Productions (VIEW, The Performing Arts Soc.)		11,000	7,000		
Screaming Weenie Productions	10,000	10,000	5,000		
See Seven Performing Arts Soc.		10,070	0		
Solo Collective Theatre Soc.	10,000	14,000	11,000		
Some Assembly Arts Soc.		15,000	0		
South Asian Arts Soc.		10,000	0		
Standing Wave Soc.	8,000	10,000	8,000		
Sub-TERRAIN Literary Collective Soc.	7,000	10,000	9,000		
Tara Cheyenne Performance (DanStaBat Performance Soc.)		15,000	10,000		
The Plastic Orchid Factory Soc.	6,500	4,000	2,000		
The Response Dance Soc.	5,000	6,000	0		
Theatre Melee Soc.		7,000	5,000		
Tigermilk Collective Soc.		10,000	5,000		
Tomoe Arts Soc.	4,500	7,000	5,000		
Tomorrow Collective Arts Soc.	11,000	15,000	11,000		
True North Performance Soc.		2,000	0		
Twenty-Something Theatre	4,000	5,000	2,500		
Up in The Air Theatre Soc.	10,000	17,500	15,000		
Urban Crawl Performance Soc.		15,000	0		



Organization Name	2011 Grant	2012 Request	2012 Recomm.	2012 Special Request	2012 Special Recomm.
<b>PROJECT</b>					
Uzume Taiko Drum Group Soc.	6,000	7,000	6,000	3,000	0
Van. Asian Canadian Theatre	0	12,331	6,000		
Van. Asian Film Festival Soc.	7,000	12,000	7,000		
Van. Asian Heritage Month Soc.	4,000	10,000	0		
Van. Cantonese Opera	0	7,500	4,000		
Van. Cherry Blossom Festival Soc.		25,000	0		
Van. Chinese Instrumental Music Soc.	5,000	8,000	5,000		
Van. Community Gamelan Soc.		6,000	4,000		
Van. Inter-Cultural Orchestra (VICO)	8,000	15,000	8,000		
Van. Intl. Improv Festival (Van. Improv Festival Soc.)		4,500	0		
Van. Intl. Mountain Film Festival Soc.		21,000	0		
Van. Intl. Song Institute Soc. For Innovation in Song Studies (VISI)	10,000	14,000	6,500		
Van. Jewish Film Festival	7,500	12,000	6,500		
Van. Metropolitan Orchestra Soc.		32,259	0		
Van. Pro Musica (Pro Musica Soc. of Van.)		12,500	10,000		
Van. Soc. of Storytelling	5,000	10,000	4,500		
Van. Tap Dance Soc.	3,000	8,500	6,000		
Van. Theatresports League	5,000	12,000	5,000		
Virtual Stage Arts Soc.	9,000	9,500	7,500		
W2 Community Media Arts Soc.		20,000	0		

Organization Name	2011 Grant	2012 Request	2012 Recomm.	2012 Special Request	2012 Special Recomm.
<b>PROJECT</b>					
Women in Film and Television Vancouver Soc.	0	5,000	0		
Word on the Street Festival (Van. Book & Magazine Fair Soc.)	18,000	22,000	18,000		
Working Spark Theatre Arts Soc.		9,000	0		
Yarilo Contemporary Music Soc.		6,500	0		
Yayoi Theatre Movement Soc.		5,000	0		
<b>Sub-total PROJECT</b>	<b>415,100</b>	<b>1,218,260</b>	<b>521,800</b>	<b>45,000</b>	<b>2,500</b>
<b>Grand TOTALS</b>	<b>\$7,240,100</b>	<b>\$8,942,711</b>	<b>\$7,362,300</b>	<b>\$391,065</b>	<b>\$106,800</b>

<b>TOTAL GRANT RECOMMENDATIONS</b>	<b>Base Grant</b>	<b>\$7,362,300</b>
	<b>Special Requests</b>	<b>\$106,800</b>
		<b>\$7,469,100</b>

## Assessment Criteria for Operating Grants

There are three key areas of evaluation which are weighted equally: artistic merit, capacity and impact. The organization's recent activities as well as proposed activities are taken into consideration when assessing the application.

### Artistic Merit

- Quality of the organization's creation, production, presentation, dissemination and service activities (strength of the creative intention, effectiveness of how it is put into practice, degree to which it enhances or develops an art form, practice, process or service, and impact on the creative personnel involved).
- Clear articulation of mandate/vision and degree to which the proposal supports the mandate/vision.
- Distinctiveness of the society's activities in relation to comparable activities in Vancouver; degree to which the society provides innovative, creative and learning opportunities for artists, arts organizations and the public.

### Capacity

- Evidence of competent administration, Board governance, and organizational structure in place to support the goals and objectives of the society.
- Evidence of financial stability and accountability as demonstrated through prior financial performance, achievable and balanced budgets, and sound financial structures, practices and planning.
- Evidence of planning in place to support the proposal and/or ongoing organizational capacity (as per realistic schedules, timelines, planning practices).

### Impact

- Level of public access to the work, activities or services by all members of Vancouver's diverse<sup>1</sup> communities.
- Level of engagement with other arts organizations, artists and community groups from all of Vancouver's diverse communities.
- Evidence of promotional, marketing, distribution, and outreach strategies in place to encourage wide public participation, awareness and engagement.
- Demonstrated support from the community as demonstrated through partnerships, collaborations, sponsorships, in-kind support, projected audience figures and/or levels of participation, and volunteers.

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<sup>1</sup>Diversity is defined as ethnicity, gender, age, ability, sexual orientation, socio-economic status, religious beliefs and other forms of self-identification, for the purposes of this program.

## Assessment Criteria for Project Grants

There are three key areas of evaluation which are weighted equally.

### Artistic Merit

- Quality of the proposed project (strength of the creative intention and rationale, effectiveness of how it is put into practice, degree to which it enhances or develops an art form, practice, process, or service, and impact on the creative personnel involved).
- Clear articulation of the society's mandate/vision and degree to which the project and its objectives support the mandate/vision.
- Distinctiveness of the proposed project in relation to comparable projects in Vancouver; degree to which the project provides innovative, creative and learning opportunities for artists, arts organizations and the public.

### Capacity

- Evidence of appropriate Board governance, administrative structure and personnel involved to support the particular objectives and outcomes of the project.
- Evidence of financial stability and accountability as demonstrated through prior financial performance, achievable and balanced budgets, and financial planning to support the project.
- Evidence of sound logistical planning in place to support the project (as demonstrated by realistic schedules, timelines, planning practices).

### Impact

- Level of public access to the work, activities or services by all members of Vancouver's diverse communities.
- Level of engagement with other arts organizations, artists and community groups from all of Vancouver's diverse communities.
- Evidence of promotional, marketing, distribution, and outreach strategies in place to encourage wide public access, awareness, participation and engagement.
- Demonstrated support from the community through partnerships, collaborations, sponsorship support, in-kind support, projected audience figures and/or levels of participation, and volunteers.

## APPLICATION PROCESS

### Assessment

Cultural Services uses a blended assessment approach whereby members of the arts and cultural community (peers) are nominated to participate in the assessment process along with a Cultural Planner from Cultural Services. This approach has been successful in that it allows for practicing artists and administrators to contribute their current and historical knowledge of a particular sector/form, while allowing staff to impart a funding history and a thorough financial and organizational analysis of the applicant and overall knowledge of the sector.

### Assessment Committee Peer Review

A call for nominations is made on an ongoing basis and qualified members of the arts and cultural community are invited to be part of the Assessment Committee. Assessment Committees are often formed around the disciplines of Dance, Visual/Media Arts and Museums, Theatre, Music, Festivals and Special Events, Literary Arts. The Assessment Committee peer members receive copies of all eligible applications well in advance of the meetings and will assess the application based on the specific assessment criteria.

Members of the arts and cultural community are highly encouraged to participate in the assessment process. To nominate oneself or another qualified peer in the community please refer to the Assessment Committee Policy and Nomination Form online at <http://vancouver.ca/culture>.

### Cultural Planner Review

Cultural Planners undertake a preliminary check to ensure a) the proposal meets eligibility criteria and b) there is no missing or unclear information. The Planner will contact the applicant if there is any missing or unclear information and/or to discuss the application further. The applicant is given a deadline to submit any requested revised or missing information. This deadline will be strictly adhered to. The Planner will assess the application based on the specific assessment criteria.

### Analytical Tools

- Annual Financial Statements with three - year budgets cycles - projected vs. actual
- Noted when organizational deficits grow past 10% of operating budgets
- Noted when high - level of reserves are not being reinvested into the society
- Track statistical trends (e.g. attendance) over time
- Compare like-with-like organizations while recognizing unique mandates and relationships with the City
- Track relevance, excellence of activities of long - standing organizations and make room for new and innovative groups
- Feedback of Committee analysis in written comments and direct contact with groups

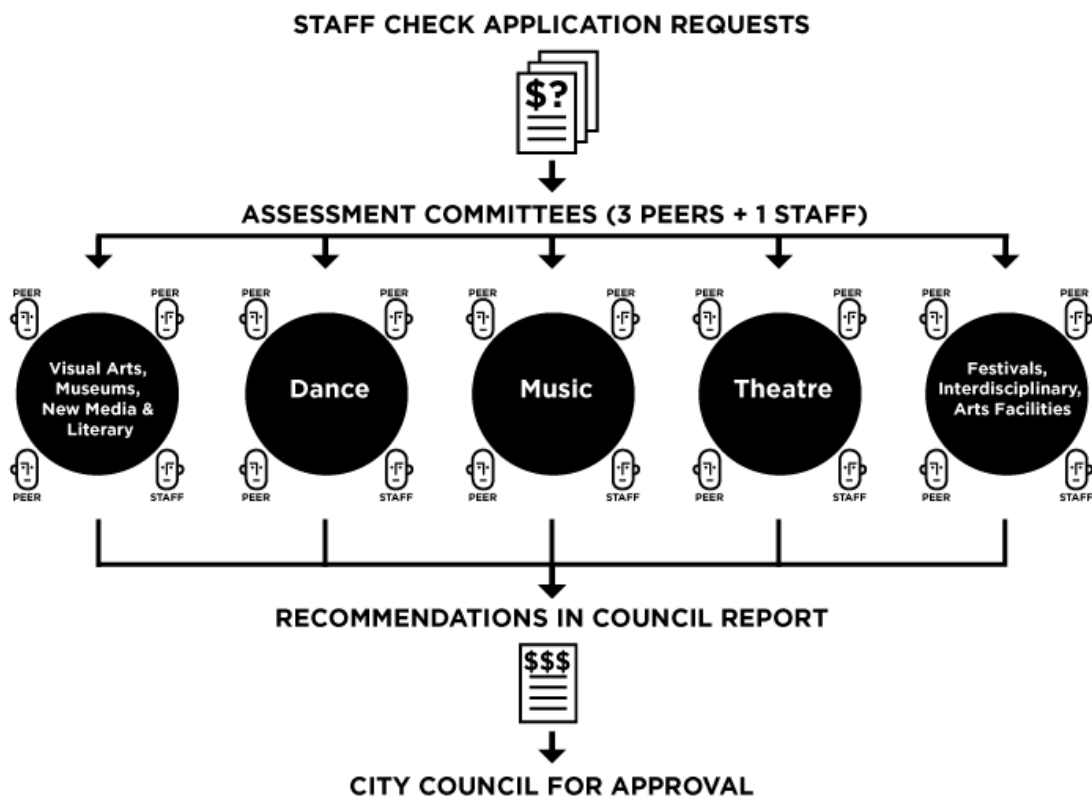
### Assessment Committee Meetings

Cultural Planners and Peer Assessment Committee members meet by discipline to discuss the merits of the proposal and their individual recommendations. The goal of these meetings is to hear all perspectives, collectively assess the applications and arrive at a consensus around the Committee's recommendations. Once the meetings are completed, Cultural Planners compile the recommendations from all the Assessment Committee meetings and finalize numbers according to a global budget.

### Peer Assessment Process

- Combines staff historical knowledge and financial acumen with community-member professional artistic and non-profit management experience
- Three community members + one staff member form Assessment Committee panel to make consensus-based recommendations for City Council's decision
- Follows Best Practices for public sector Arts and Culture funders and consults with other funders

### PEER ASSESMENT PROCESS



## Recommendations and Report to City Council

A report on the Assessment Committee recommendations is written by staff and submitted to City Council for consideration and approval. At the same time, applicants will receive a "Recommendation Letter" from Cultural Services, with the recommendation and amount along with comments from the Assessment Committee. Information on the Request for Reconsideration process is also provided. The report is made public on the City's website shortly before the Council meeting date. Names of the Assessment Committee members are also made public in this report.

## Request for Reconsideration

For applicants who do not agree with the Assessment Committee's recommendation to Council, there are two options:

1. Informal request for clarification - an applicant may contact staff to obtain further information on the assessment process (e.g. evaluation criteria, additional comments, overall budget).
2. Formal Request for Reconsideration - if still in disagreement with the recommendation and the Applicant meets specific criteria, they can make a formal submission. This is reviewed by the Manager of Grants, Awards and Support Programs, who will make a final recommendation and submission to City Council for their consideration.

## Results

Once Council approves the report, notification letters are sent to all applicants indicating the result. Successful applicants will receive payment, by separate post, usually within three weeks of the Council meeting date. This entire application process as outlined above takes approximately five months from application deadline to receipt of the grant cheque or direct deposit.

- In any given year applicants that have one or more gaps in their planning or have stated goals which may not be viewed as realistic, conditions may be placed on the release of funds. e.g. if an organizations if financially struggling with and accumulated deficit exceeding 10% the release of their grant may be conditional upon the presentation of annual cash flow statements and/or deficit reduction plan.
- When applicants are consistently not meeting evaluation measures, funding is held, then cut back and, less frequently, eliminated.
- When applicants are consistently excelling at evaluation measures, funding, when possible, is increased.