



ADMINISTRATIVE REPORT

Report Date: September 18, 2012  
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Meeting Date: October 17, 2012

TO: Standing Committee on Planning, Transportation and Environment  
FROM: Managing Director of Cultural Services  
SUBJECT: 2012 Cultural Infrastructure Grant Allocations

**RECOMMENDATION**

THAT Council approve twenty-three (23) Cultural Infrastructure Grants totalling \$866,320 as outlined in this report and noted in Table 1 and Appendix B; source of funds to be the 2011 and 2012 Capital Budgets for Cultural Infrastructure Grants.

**CITY MANAGER'S COMMENTS**

The City Manager recommends approval of the foregoing.

**COUNCIL AUTHORITY**

In 2008, Council 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 Cultural Infrastructure Grant Program.

Approval of Grants requires eight affirmative votes.

**REPORT SUMMARY**

This report seeks Council's approval of the 2012 Cultural Infrastructure Grants to 23 Vancouver-based not-for-profit and charitable cultural organizations. The Grants support investment in existing cultural facilities, planning and creation of new spaces as well as the maintenance of some City owned facilities. These Grants are funded from the city's Capital

budget and are intended to provide support to enhance facilities for the benefit of the entire arts community and are not designed to provide operating budget support.

### ***BACKGROUND/CONTEXT***

The 2008 - 2023 Cultural Facilities Priorities Plan provides a 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 strengthening the cultural community in cultural space planning, acquisition, and upgrading and repair, and leveraging additional capital investment. Infrastructure Grants are awarded within the context of the City's work to create a new overarching cultural strategy that will address the dissemination of funds and ability to leverage additional funding.

There are three categories of Cultural Infrastructure Grants:

- A. Planning Projects - to a maximum of \$35,000
- B. Minor Capital Improvements - to a maximum of \$35,000
- C. Major Capital Improvements - to a maximum of \$150,000

Registered not-for-profit societies and registered charitable organizations that are Vancouver-based and provide cultural services to Vancouver residents are eligible to apply for Cultural Infrastructure Grants. Existing cultural spaces must be owned by the City or the non-profit organization or be secured through a long term (ten year minimum) lease to the organization. Multiple applications in one category are not permitted; however, organizations may submit an application for both a planning and capital project, as long as the two are distinct projects.

A summary of the assessment process is included in Appendix A and the Assessment Committee recommendations are included in Appendix B. For Application Guidelines please see Appendix C, and for Grant Award Conditions please see Appendix D.

### ***STRATEGIC ANALYSIS***

The Grant Program supports Council's goals for safe, livable neighbourhoods (through community based spaces in neighbourhoods for creation, production and presentation activities), and jobs, creativity and finance (through retention and investment in cultural facilities including in partnership with Park Board and the Vancouver School Board, the addition of new spaces in creative zones, and development of studio/creation spaces.

The Cultural Infrastructure Grant Program is one of the key ways in which the City supports the preservation, upgrading and development of cultural spaces. 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.

Additionally, of the nine key gaps identified in the 2008 Facilities Plan, improvements to existing performance spaces and co-location facilities that integrate multiple functions, have been the focus of the highest proportion of grant requests/funding since 2009, followed by

incubator performance spaces under 250 seats, exhibition, education and preservation spaces for key collections and co-location of large format production activities.

<b>2012 Intake &amp; Recommendations</b>
<ul style="list-style-type: none"> <li>• 31 applications</li> <li>• 23 projects recommended for funding</li> </ul>
<ul style="list-style-type: none"> <li>• grant requests = \$1,612,566</li> <li>• recommended total grant awards = \$866,320</li> </ul>
<ul style="list-style-type: none"> <li>• total value of recommended projects = \$2.9 million</li> </ul>

Applications are evaluated by blended staff/peer review Assessment Committees using the detailed evaluation criteria as outlined in the Grant Criteria. The Assessment Criteria cover six broad dimensions of evaluation *defined in detail in Appendix E*.

Not all organizations met the evaluation criteria to the same level. Eight (8) 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 2013 Infrastructure Grant intake.

Despite the ongoing challenging economic climate, the Assessment Committees were pleased to see efforts continuing with regard to thoughtful space planning, collaborations to share spaces and resources, and innovative financial partnerships.

The 2012 intake showed an approximate 50/50 split between planning and capital projects, a slight drop in planning from 2011. Of the applications submitted to the Program since its inception in 2009:

- approximately 65% have been for improvements to existing infrastructure;
- approximately 35% toward new space (planning for, acquisition, renovation) The high percentage of reinvestment in existing spaces demonstrates a high regard for sustainable practices and a pragmatic approach to space development, adaptive reuse and prudent use of limited resources.

Pending Council approval of the 2012 recommendations, the Cultural Infrastructure Grant Program will have invested, over its four years of existence, \$3.58 million in grant funding to 92 projects leveraging \$19.9 million total investment in cultural space creation and improvements.

**TABLE 1: 2012 CULTURAL INFRASTRUCTURE GRANT REQUESTS AND RECOMMENDATIONS**

<b>Organization</b> <i>*Denotes city owned or controlled space; grant is made to the nonprofit for improvements to the space not covered by city capital budgets</i>	<b>Project Budget</b>	<b>Request</b>	<b>Recommendation</b>
Art Space Action Projects Society	\$51,869	\$25,934	\$25,930
Association of Book Publishers of B.C.	\$19,404	\$9,500	\$9,500
Bard on the Beach Theatre Society	\$212,336	\$106,000	0
Carnegie Community Centre Association*	\$18,865	\$7,900	\$7,900
Carousel Theatre Society	\$346,145	\$150,000	\$150,000
Children's Arts Umbrella Association	\$63,503	\$30,000	\$23,000
Circus West Performing Arts Society*	\$34,199	\$17,000	\$17,000
Contemporary Art Gallery Society*	\$12,432	\$6,200	\$6,200
Downtown Eastside Centre for the Arts Society	\$6,000	\$3,000	\$3,000
First Vancouver Theatrespace Society (Vancouver Fringe Festival)	\$21,000	\$10,500	\$10,500
Green Thumb Players Society (Green Thumb Theatre for Young People)	\$304,603	\$75,000	\$75,000
Italian Cultural Centre Society	\$187,999	\$90,196	0
Jewish Community Centre of Greater Vancouver	\$302,096	\$150,000	0
Kokoro Dance Theatre Society	\$23,500	\$10,000	\$9,250
Marpole Museum and Historical Society*	\$6,250	\$3,125	\$3,120
Playwrights Theatre Centre	\$15,340	\$7,525	\$7,530
PuSH Intl. Performing Arts Festival Society	\$43,806	\$15,000	\$15,000
Safe Amplification Site Society	\$23,333	\$11,667	0
St. Andrew's-Wesley United Church	\$605,000	\$150,000	\$150,000
Sunset Community Centre Association*	\$35,000	\$16,540	\$15,580
Vancouver Aquarium Marine Science Centre	\$339,339	\$150,000	0
Vancouver Design Nerds Society	\$38,920	\$18,460	0
Vancouver East Cultural Centre*	\$17,494	\$7,810	\$7,810
Vancouver Holocaust Centre Society	\$61,437	\$30,718	\$30,710
Vancouver Maritime Museum Society*	\$70,000	\$35,000	\$35,000
Vancouver Museum Society*	\$27,377	\$13,441	0
Vancouver Opera Association	\$444,453	\$150,000	\$150,000
Vancouver Tap Dance Society	\$499,408	\$75,000	\$28,500
W2 Community Media Arts Society*	\$715,209	\$150,000	0
Western Front Society	\$32,000	\$16,000	\$14,740
Wise Social and Athletic Club	\$161,800	\$71,050	\$71,050
<b>Total</b>	<b>\$4,740,117</b>	<b>\$1,612,566</b>	<b>\$866,320</b>

## **Conditions for Receipt of the Grant Funding**

All Cultural Infrastructure Grants have general conditions that must be met before disbursement of grant funds (Appendix D). In some cases the Assessment Committee will recommend additional “Subject To” conditions that must also be met prior to release of funds (please see Appendix B). Grants will not be awarded where tenure in the space (through ownership or long term lease) is less than 10 years.

## ***FINANCIAL IMPLICATIONS***

The 2012-2014 Capital Plan includes \$2,400,000 for Cultural Infrastructure Grants which is to be allocated equally in each of the three years of the Capital Plan (2012, 2013 and 2014). The 2012 portion of the 2012-2014 Capital Plan was \$800,000. The remaining \$1,600,000 will be allocated over the 2013 and 2014 capital budgets.

Additional funding of \$66,320 was available for the 2012 grant recommendations from funds carried forward from the 2011 Capital Budget for Cultural Infrastructure Grants. Unallocated funds from past grant years (either unused by the awardees or not awarded) have been returned to the Program for allocation in the following years.

Approval of recommendations in Table 1 totalling \$866,320 completes the allocation of the 2012 Cultural Infrastructure Grants.

## ***CONCLUSION***

The City’s Cultural Infrastructure Grant program provides an important contribution to the creation and operation of cultural infrastructure in Vancouver. Approval of the 2012 recommended Cultural Infrastructure Grants will support the community’s undertaking of approximately \$2.9 million worth of renovations, upgrading, planning and new construction of cultural facilities in Vancouver.

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## Cultural Infrastructure Grant Process

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.

The Cultural Infrastructure Grant Program provides the following:

- Funding amounts to a maximum of 50% of project support from all civic sources;
- One annual intake for all cultural infrastructure funding requests including civic and non-civic properties owned, rented, or leased by Vancouver-based 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 E) 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 provide 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 expenses, pre-planning and feasibility assessments.

The Cultural Infrastructure Grant program became effective in June 2008 with approval of the Cultural Facilities Priorities Plan.

## 2012 Cultural Infrastructure Grants

In advance of the May 4, 2012 deadline, widespread notice of the upcoming Infrastructure Grant opportunity was sent to Vancouver-based cultural organizations via electronic distribution lists and the Cultural Services’ web site updates. The number of inquiries into the Infrastructure Grant program rose this year by 56% from 57 in 2011 to 89 in 2012, suggesting that the program is gaining in profile and interest in the cultural community. Thirty-one (31) Infrastructure Grant applications were ultimately received, with a total grant request of \$1,612,566 roughly consistent with the 2011 program.

All applications to the Infrastructure Grant program were reviewed by City staff for eligibility and then forwarded to Assessment Committees comprised of independent community peer representatives plus Cultural Planner Debra Bodner and Auxiliary Planner, Derek Simons. The Committees were chaired by Jacqueline Gijssen, Senior Planner and Marnie Rice, Cultural Planner, both of 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, hard work, and thoughtful

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deliberations. This process was augmented by City staff communication and discussions with applicants.

The independent community Assessment Committee members were:

**Dawn Brennan** - General Manager, Actsafe BC

**Jay Dodge** - Artistic Producer, Boca Del Lupo

**Rob Gloor** - Executive Director, Alliance for Arts and Culture

**Doug Hamming** - Architect, Senior Associate, Stantec Inc.

**Brian McBay** - Executive Director, 221A Artist Run Centre

**Sidney Sawyer** - Manager (retired), Community Leadership, Vancity Credit Union

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

Grant applications and Assessment Committees were divided into planning/feasibility projects and 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.



## RECOMMENDED CULTURAL INFRASTRUCTURE GRANTS - 2012

### MAJOR CAPITAL - UP TO \$150,000

#### Carousel Theatre Society - Major Capital

**\$150,000**

Established in 1976, Carousel Theatre is a professional theatre company dedicated to main stage programming for young people aged 3 to 17 years, in addition to a teen Shakespeare Program and a year-round theatre school. Each season, 40,000 young people benefit from Carousel's diverse programming and activities. Following on a 2011 planning grant, Carousel's request is to undertake improvements to their facility including the addition of a third rehearsal hall and expansion of the costume workshop area.

The Assessment Committee noted Carousel's outstanding role with emerging young actors and felt that the proposed building upgrades will significantly improve the functionality of their current building and contribute to the organization's long-term sustainability and success. The Committee recommends a grant of up to \$150,000 for Carousel's capital renovations SUBJECT TO securing a 10-year (minimum) lease arrangement between the organization and landlord.

#### Green Thumb Theatre - Major Capital

**\$75,000**

Founded in 1975, Green Thumb Theatre creates and produces plays that explore social issues relevant to the lives of children, youth and young adults. Their programs reach 40,000 Vancouver youth each year in addition to extensive provincial and national outreach. Green Thumb's request is to undertake site improvements as part of the final phase in their overall capital project to convert two heritage buildings on the Sir Guy Carleton School site into accessible dual rehearsal halls, green room and administration offices.

The Assessment Committee commended Green Thumb on their continued thoughtful, strategic and pragmatic approach to developing their space and recommended support for the final stage of this innovative project. The project is important not only for the valuable rehearsal space that will be added to the existing stock, but the accessibility and partnership opportunities with the education/student community and the local neighbourhood. It was noted that the project has been highly supported through diverse funding providing stability to the organization. The Committee recommends a grant of up to \$75,000 in support of the site improvements associated with the Sir Guy Carleton School project.



**St. Andrew's Wesley United Church - Major Capital**

**\$150,000**

St. Andrew's Wesley United Church serves a dual role as a place of worship as well as a major venue for cultural programming including rehearsals and performances in theatre, spoken word and multiple musical forms. The project request by the church is for building upgrades to improve its functionality as a cultural venue, including improvements to lighting, additional washrooms and storage, and acoustically treating stained glass windows and some transept and sanctuary walls.

The Assessment Committee acknowledged the unique cultural role played by St. Andrew's-Wesley and the compelling case for project support documented in the thorough and clear application. Strong community support for the project was also noted. The upgrades proposed will result in significant improvements to an important space in the city's cultural ecology and the Assessment Committee recommends a grant of up to \$150,000 for building improvements at St. Andrew's Wesley.

**Vancouver Opera Association - Major Capital**

**\$150,000**

Since 1960, Vancouver Opera has been actively producing operatic performances featuring world-class singers from Canada and abroad with a fully professional resident orchestra and chorus. The Opera's mission is to share the power of opera through performances and educational outreach programs for all ages. Vancouver Opera recently consolidated its operations in a new space at 1945 McLean Drive accommodating the orchestra, chorus and staging rehearsals, costume and property shops, scenery storage, workshops, as well as a box office, listening room/library, community meeting room and administrative office space. Opera's request is for the third phase of renovations at the new site to install an elevator, upgrade rehearsal spaces and add storage.

The Assessment Committee commended Vancouver Opera on the establishment of their new facility and co-location of their various program and support spaces. The committee was particularly impressed by the use of the spaces by other groups and individuals from the cultural community and schools and encourages Vancouver Opera to maintain this community access as a high priority. The Committee recommends a grant of up to \$150,000 in support of Vancouver Opera's third phase of renovations at their new site.

**Vancouver Tap Dance Society - Major Capital**

**\$28,500**

Vancouver Tap Dance Society (VTDS), formed in 1995, is the only organization in Vancouver dedicated solely to tap dance. The VTDS educates all ages and skill levels in the art of tap dance. In August of 2011, VTDS purchased the building they have been operating in for 12 years. Vancouver Tap's request is for funding to implement Phase 1 of a three-phase plan (the planning for which, was funded through a 2011 Cultural Infrastructure Grant), and to undertake functional and safety upgrades to the building.

The Assessment Committee commended Vancouver Tap for the acquisition of their facility; however, it was concerned that the new asset would require significant commitment by the organization towards facility operations and planning and that phasing the work would be essential to advancing successfully. The Committee was

struck by the urgency of some life safety needs at the site and felt that these should be addressed as an immediate priority, with other functional improvements phased over time as funds are secured. Vancouver Tap is encouraged to access expertise through the City's Cultural Services Regulatory Program and other agencies such as Act Safe BC. The Committee recommends a grant of up to \$28,500 SUBJECT TO prioritizing the implementation of life safety/emergency upgrades and confirmation of the long-term mortgage arrangements.

**WISE Social and Athletic Club - Major Capital**

**\$71,050**

Founded in 1958, the WISE Club is a heritage social organization with a mission to foster and facilitate cultural, artistic, sporting and social endeavours in partnership with a diverse community in a fiscally responsible and socially respectful manner. The WISE Club offers a wide array of music events and other programs, and is a rental venue for various dance, music and other cultural events. The WISE Hall application is for building improvements including upgrades to the roofing, electrical system, cold storage and bar.

The Assessment Committee appreciated the rigor with which this application was prepared, the strong community support, and the project's contribution to improving existing cultural infrastructure. The Committee expressed some concern with staff capacity and the need for strong project management, and noted the low contingency allowance which could prove challenging. The WISE Hall is encouraged to consider prioritizing and fully completing each stage of the project to ensure that each aspect is fully funded and satisfactorily completed. The Committee recommends a grant of up to \$71,050 for WISE Hall's roofing and other building upgrades.

**MINOR CAPITAL - UP TO \$35,000**

**Carnegie Community Centre Association - Minor Capital**

**\$7,900**

Operating as a Community Centre since 1980, under a partnership between the City of Vancouver, Carnegie Community Centre Association, Vancouver Public Library and Capilano University, Carnegie is often referred to as the Living Room of the Downtown Eastside. With a growing emphasis on community arts as an important tool for individual and group expression, Carnegie's programs have engaged and developed the capacity and confidence of many participants over the years. Carnegie's proposal to the Cultural Infrastructure Grant Program is to implement theatre and sound room improvements recommended in a planning study undertaken in 2011, funded through the Cultural Infrastructure Grant Program.

The Assessment Committee commended the Carnegie Association for its ongoing commitment and work, providing well-respected and important services to the Downtown Eastside. The Committee noted that the small investment in this project will bring about a major impact for residents. However, it recommends that the organization ensure that staff operating in the new space have the appropriate training (i.e. theatre electrical certificate). While the Committee felt that the application could have been better detailed, it recommends a grant of up to \$7,900 to undertake the upgrades to the Carnegie theatre and sound room.

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**Sunset Community Centre Association - Minor Capital**

**\$15,580**

Established in 1950, the Sunset Community Centre is one of the oldest operating community centres in Vancouver, managing Sunset Community Centre, Moberly Arts and Cultural Centre and Sunset Rink. SCCA is requesting funding to upgrade Moberly Arts and Cultural Centre with a professional standard sprung dance floor in order to ensure the safety and comfort of the many emerging and mid-career dance artists and recreational dancers that regularly rehearse and perform in the space.

The Assessment Committee commended Sunset/Moberly on the high level of support from the dance community for this project. While questioning whether a sprung floor actually might reduce the flexibility of the space, they appreciated the commitment to the health and safety of the users. This project was recognized as a good example of a non-profit association working to improve an existing community space for enhanced cultural use. The Committee recommends a grant of up to \$15,580 for the installation of a sprung dance floor in the Moberly Arts and Cultural Centre.

**Vancouver East Cultural Centre - Minor Capital**

**\$7,810**

Opening in 1973, the Cultch is one of Vancouver's most diverse and innovative arts and cultural institutions, offering programming in theatre, dance, music, and the visual arts. The Cultch is applying for funding to re-furbish the seating in the Historic Theatre.

While the Assessment Committee would like to have seen a higher level of fundraising diversity and stakeholder support for this project, it was acknowledged as a logical, focused project with good impact for value. The Committee applauded the sustainable approach to retention and refurbishing of the seats and noted that refurbishment would significantly improve audience enjoyment of the programming. Recommendation is for a grant of up to \$7,810 towards the refurbishment of the seating in the Vancouver East Cultural Centre historic theatre.

**Western Front Society - Minor Capital**

**\$14,740**

Western Front is one of Canada's oldest and largest artist-run centres. Founded in 1973 as a space for the broad exploration of contemporary art, the Front presents work of professional artists reflecting diversity, innovation and experimentation. Western Front's request to the Grant Program is to install a contemporary welcoming marquee/canopy over the front entrance to the building, in the manner of the original removed due to disrepair in 1986.

Although the Assessment Committee felt that the application did not evidence substantive community support for the project, it did note the importance of the Western Front to the cultural community and ecology of cultural spaces in the City. The Committee commended the organization for undertaking and implementing a new strategic plan, which outlines ways to augment its visibility in the community. The canopy project relates well to these objectives as well as the historical context of the building. The Front is encouraged to consult with the neighbourhood, with particular focus on the lighting of the structure, to ensure community support for the project. The Assessment Committee recommends a grant of up to \$14,740 to install an entrance canopy on the Western Front facility.

## PLANNING - UP TO \$35,000

### Art Space Action Society - Planning

**\$25,930**

Founded in April 2010, ASA was formed by an ad hoc group of artistic and real estate oriented individuals with the intent of addressing the looming crisis of artistic space in Vancouver. Having undergone a strategic development process and solidified a diverse network of allies and partners, ASA is poised to launch their first building project. Their proposal to the Grant Program is for two related projects—to undertake preparation of a development/business proposal for conversion of an existing building into artist studios, and to create an operating business plan for a possible second, separate space. Both of these related activities share the goal of creating much needed artist studios.

The Assessment Committee commended the Society for its commitment to the establishment of creation space in Vancouver and appreciated the clear and thoughtful application, which aligned clearly with the organization’s vision and goals. Combining two projects (although related) in one application did lead to some confusion; and while the expertise within the group is strong, additional competitive quotes would have strengthened the application. The Committee encourages ASA to undertake both pieces of work in such a manner as to have the broadest possible applicability to a variety of possible sites. The Committee recommends a grant of up to \$25,930 for Art Space Action pre-planning studies related to the provision of artist studio space in Vancouver.

### Association of Book Publishers of B.C. - Planning

**\$9,500**

The Association of Book Publishers of BC is a provincial association of book publishing companies and is the largest regional affiliate of the Association of Canadian Publishers. Founded in 1974, the Association currently has over 40 members representing BC-owned and controlled companies from across the province. The Association’s objective is to encourage a healthy book publishing industry through liaison with government and industry-related organizations, professional development and cooperative efforts. The proposal to the Grant Program is for a feasibility and needs assessment to be undertaken with Arsenal Pulp Press and The Tyee for a proposed new literary hub/centre that could address multiple needs in the literary community for event, incubator, creation, education and housing space.

The Assessment Committee appreciated the exceptional application, firm partnership base and demonstrated community support for the project. The proposed study was felt to be a very solid step in developing a literary hub for Vancouver, which would be an important addition to the cultural ecology of the city. The value and importance of a feasibility study was strongly endorsed. The Committee recommends a grant to the Association of Book Publishers of BC for a space planning study of up to \$9,500 SUBJECT TO submission of a signed memorandum of understanding between the project partners.

### Children’s Arts Umbrella Association - Planning

**\$23,000**

Since its inception in 1979, Arts Umbrella has become a national leader in children’s art education, delivering programming in visual arts, theatre, digital arts, dance, and music. Because demand for Arts Umbrella’s services has outgrown what can be

achieved in the current facility, the organization has been engaged in a Core Facility Study over the past three years. The next step in their planning process is to undertake a Capital Campaign Feasibility Study to evaluate Arts Umbrella's ability to raise the funds necessary for an expansion or relocation within Vancouver.

The Assessment Committee applauded the Society for continuing their due diligence in preparation for their future facility needs and saw the capital campaign feasibility study as a logical next step. While the Committee noted the strong leadership and partnerships involved, it had concerns with limited diversity in revenue sources and in particular with regard to the high percentage of expenses for staff, which is not eligible under the Program. The Committee recommends funding up to \$23,000 towards Arts Umbrella's capital campaign feasibility study.

**Circus West Performing Arts Society - Planning**

**\$17,000**

Established in 1984, Circus West Performing Arts Society provides circus arts performances and training to the Vancouver community. Its mission is to develop skills, build confidence, and inspire passion through training, education, community engagement and audience development. Circus West recently completed a feasibility study that indicated the best facility option for the Society is to refurbish their existing space in the Garden Auditorium at the PNE/Hastings Park and to consider an annex addition to the Auditorium. The Society's request to the Grant program is for support towards undertaking a capital campaign feasibility study, which would assess the Society's abilities and needs for undertaking a campaign in support of the capital project.

The Assessment Committee recognized the strong contribution made by the Society to Vancouver's cultural ecology generally and the Hastings Park area in particular, and felt the proposed project was a logical next step in meeting the Society's facility needs. The Committee noted that the project falls outside of staff expertise and urged the Society to carefully structure the consultant's work in a manner that helps build organizational capacity while realizing a project that delivers maximum benefit. The limited quotes were seen as a weakness, and therefore the Committee recommends funding up to \$17,000 for Circus West's capital campaign feasibility study SUBJECT TO attaining at least one other quote to verify pricing by the proposed consultants.

**Contemporary Art Gallery - Planning**

**\$6,200**

The Contemporary Art Gallery is a free public art gallery dedicated to the presentation of local, national and international contemporary visual art. Their request to the Grant Program is for support towards a feasibility study and plan to re-purpose storage space into an events room for community engagement, workshops and other programs.

The Assessment Committee appreciated the Gallery's initiative to improve their educational programming capabilities through the alteration of their space, and the project's relationship to the Gallery's strategic positioning. The Committee noted that although some details were lacking in the proposal, the project principles were sound and therefore recommends funding up to \$6,200 towards the Contemporary Art Gallery's feasibility study for space re-purposing.

**Downtown Eastside Centre for the Arts Society - Planning** **\$3,000**

Founded in 2009, the Downtown Eastside Centre for the Arts is a not-for-profit organization with a mandate to provide accessible opportunities for creative exploration, engagement and expression in the heart of the city. In 2011, the Society conducted a Listening Campaign—informal yet structured conversations with over 100 residents—to gather information about creative needs, priorities, experiences and resources in the community. Based on the results of that campaign, the Society is proposing to undertake a feasibility study for an arts material recycling and workshop centre in a storefront space in the Downtown Eastside.

The Assessment Committee was impressed by the innovative social enterprise being proposed and the good track record in the community that the Society has achieved in a short time. There was concern that the Society may have conflated the feasibility of the proposed social enterprise with the feasibility of specific spaces. The Committee encourages the DTES Centre for the Arts to ensure the feasibility clearly addresses space issues including need for space, specifics on what type of space, possible space partners, and the financial implications (expenses/revenues) of operating a space. The Committee recommends funding of up to \$3,000 for the DTES Centre for the Arts space feasibility study.

**First Vancouver Theatrespace Society - Planning** **\$10,500**

Founded in 1983, the First Vancouver Theatrespace Society (Fringe) provides opportunities for Vancouver's theatre community to create self-produced works. Since 1985 the society has produced the Fringe Festival, annually involving between 80 and 100 performing groups presenting un-juried, uncensored content in a variety of venues throughout the city. The Fringe proposal to the Grant Program is to engage a consultant to assess their current facility needs, the potential addition of a rehearsal/performance space, as well as the possibility of co-locating with a similar arts organization.

The Assessment Committee commended the Fringe for its timely search for improved and expanded infrastructure and strongly supported the work to assess possible co-location with a complementary organization. Although the proposal did not demonstrate community or stakeholder support, it was strong and outlined a viable case for support. As the Fringe works through the project, stakeholder and community consultation in the planning will be important and beneficial to the outcomes. The Committee recommends a grant to the First Vancouver Theatrespace Society of up to \$10,500 towards a space needs and opportunities study.

**Kokoro Dance Theatre Society - Planning** **\$9,250**

Kokoro Dance was formed in 1986 and has since created over 160 dance works and given over 1,000 performances across Canada and internationally. In 2000, Kokoro initiated the annual Vancouver International Dance Festival. The Society is using the necessity of finding new premises as an opportunity to assess the feasibility of integrating its various activities in one location.

The Assessment Committee noted the contribution the Society has made to the dance community despite financial challenges, and supported the proposal to co-locate all of the Society's activities, which has the potential to make the Society more

sustainable and accessible. The Committee felt some of the organizational consultant's proposed work fell outside of the scope of the Cultural Infrastructure Program and therefore recommends a grant of up to \$9,250 for Kokoro's space feasibility assessment.

**Marpole Museum and Historical Society - Planning**

**\$3,120**

The Marpole Museum and Historical Society operates the City-owned 1912 historic Colbourne House. As part of its five-year strategic plan, the Society would like to increase the number of cultural events it hosts through improvements to its presentation area. The project request is to undertake a plan for the construction of a new presentation space adjacent to the historic house.

The Committee recognized the Museum's value as an important community cultural organization in Vancouver, and its strong, positive impact on the Marpole neighbourhood. The project is a responsible step on the path towards the implementation of a new performance/exhibition space for the Marpole area. The Assessment Committee commended the Society for their work since the 2011 submission, including engagement with the Musqueam First Nation. With a site such as this, and strong historic and contemporary interests, the Committee encouraged the Society to ensure that the process to achieve the new space continues to encompass the Musqueam and other community voices and interests. The Committee recommends a grant of up to \$3,120 for the planning of a new presentation space at the Marpole Museum.

**Playwrights Theatre Centre - Planning**

**\$7,530**

This dramaturgically focused centre, founded in 1973, nurtures and advances Canadian playwrights, brokers relationships with producing theatres, and offers dramaturgical expertise in traditional and non-traditional contexts. Following a Needs Assessment and Feasibility Study (funded through the Infrastructure program in 2011) the organization is requesting funds for an assessment of potential partnerships, a financial plan, a building search and preliminary designs for a new space.

The Assessment Committee recognized Playwrights Theatre as filling a critical role in the cultural ecology of the city and expressed support for the possibilities that co-location with other partners could engender, and this logical next step in the Centre's planning. Some concern was expressed with the limited diversity in funding and the application, which did not outline the project as strongly as it might have. It recommends that the organization ensure a detailed scope of work including the feasibility of organizational co-location be agreed to before proceeding with the project. The Committee recommends a grant of up to \$7,530 in support of the Playwrights Theatre planning study.

**PuSH International Performing Arts Festival Society - Planning**

**\$15,000**

PuSH International Performing Arts Festival has been produced over three weeks in January every year since 2003. It presents international and local multidisciplinary performances in traditional and non-traditional venues throughout Vancouver. After experiencing considerable growth, the Society and partner organization Touchstone Theatre are proposing a planning study to assess opportunities for co-locating four

complementary organizations within a single facility in the Grandview-Woodlands neighbourhood.

The Assessment Committee was impressed by the innovative thinking, strong articulation of partnership contributions and consideration of broad cultural concerns in this exemplary application. The proposed project has the potential to realize a new sustainable space for performing arts organizations in a central neighbourhood. Some concern was expressed regarding the need for/availability of construction management expertise, and the Society is encouraged to detail this prior to the commencement of the project. The Committee recommends a grant of up to \$15,000 for PuSH's feasibility analysis for a performing arts co-location.

**Vancouver Holocaust Centre Society  
for Education and Remembrance - Planning**

**\$30,710**

Founded in 1994, the Vancouver Holocaust Education Centre relates the Holocaust to broad issues in human rights, social justice and genocide awareness. The Holocaust Centre teaches about the causes and consequences of discrimination, racism and anti-Semitism through education and remembrance. The Society, building on a strategic plan prepared by the Centre's board in 2010, is proposing a detailed planning study, including a needs assessment and feasibility study, for a permanent core exhibit space and related temporary exhibition and collection spaces devoted to a comprehensive history of the Holocaust.

The Assessment Committee commended the Holocaust Centre on the strength of their organization and its work, the proposed project and the application, which clearly outlined the scope of work and community support for the Holocaust Centre. It was felt the project has the potential to address an important key gap in stabilizing and enhancing a significant collection in Vancouver; as such the Committee recommends a grant of up to \$30,710 for the Holocaust Centre's planning study toward new exhibition and collection spaces.



**Vancouver Maritime Museum Society - Planning**

**\$35,000**

The Vancouver Maritime Museum (VMM) has been located in Hadden Park on Kits Point since 1959 and has been considering its options for a new facility for many years. After much deliberation and a decision to not proceed with the new National Maritime Centre on the North Shore, the Maritime Museum is looking towards renewal in its current location. Building on a Facilities Analysis Report prepared by the City of Vancouver in 2011 and a strategic plan currently underway by the board of trustees, the Society is proposing to prepare a Building Program Plan for the physical framework for its activities at the current site.

The Assessment Committee appreciated the renewed energy at the Maritime Museum and the logical progression of the proposed program study to help guide decisions at the site in the future. Some concern was expressed that some expenses as proposed are not eligible under the Grant Program, and that the scope of work is perhaps too large to deliver quality for each of the key areas. It recommends, with multiple partners involved in the site (City's maritime collection and building), that all partners be in agreement on the scope, goals and process to be undertaken. The Committee also felt it essential that the Society's strategic planning process be completed prior to, and form the foundation for, any building master/program plans, and that the consultants chosen match the specific phases/skills required. The Committee recommends a grant of up to \$35,000 for the Maritime Museum building program plan SUBJECT TO confirmation of agreement on the project scope of work by relevant site partners.

## PROJECTS NOT RECOMMENDED FOR FUNDING

The Assessment Committees noted that the following proposals addressed important cultural facility needs and opportunities and all were potentially worthy of funding. These projects however, did not rank as highly as the recommended projects primarily due to insufficient information directly from which to evaluate the application. All of the organizations are encouraged to re-submit to the 2013 Cultural Infrastructure Grant Program.

### **Bard on the Beach Theatre Society - Major Capital**

Incorporated in 1991, Bard on the Beach presents an annual Shakespeare Festival and a number of educational and artistic outreach programs. They are currently working through a phased plan to improve the infrastructure that supports their annual program in Vanier Park. The 2012 request was to purchase new base and risers for the Studio Stage to match that of the Main Stage.

### **Italian Cultural Centre - Major Capital**

Founded in 1977 the Italian Cultural Centre promotes Italian culture, values and heritage and shares these with diverse communities. The Centre's request was for multiple improvements to increase access for performance, theatre, art and music groups to *il Museo*, the Cultural Wing and the Ballroom.

### **Jewish Community Centre - Major Capital**

Founded in 1928 the JCC has a long track record of providing high quality cultural, recreational, educational and social programming while most recently enhancing the arts and cultural offerings to the larger community. The Centre's request was to implement major renovations to the Wosk Auditorium including upgrades to the sound and lighting systems.

### **Safe Amplification Site Society - Planning**

Safe Amplification Site Society is an organization dedicated to establishing a permanent all-ages space for music and other arts events in Vancouver. Their proposal to the Grant program was to conduct a financial plan and real estate analysis in pursuit of that goal.

### **Vancouver Aquarium Marine Science Centre - Major Capital**

First opening in 1956, the Aquarium has become the largest aquarium in Canada with a mission dedicated to the conservation of aquatic life through display, communication, public programming and education, research and direct action. The Aquarium's request was to undertake the physical development of a multi-purpose outdoor plaza as part of their overall expansion and revitalization project.

### **Vancouver Design Nerds Society - Planning**

The Vancouver Design Nerds is a network of collaborating designers and artists who share a desire to engage design opportunities with a spirit of creative play and to challenge the normative environment of the city. Their partner for this project is Gen Why Media, a youth-led production group that collaborates across disciplines to create media, events, workshops, public art and intergenerational dialogue that engages in new forms of civic engagement. Together they proposed a planning study for a Civic Renewal Lab, a community hub centred on facilitating, promoting and supporting civic engagement.

**Vancouver Museum Society (Museum of Vancouver) - Minor Capital**

Through exhibitions and public programs, the Museum of Vancouver interprets, presents and archives Vancouver's history and its transformations. With the re-branding of the Museum beginning in June 2009, services and exhibitions have been revitalized. The Museum requested support to complete the re-branding work through implementation of indoor signage and way finding.

**W2 Community Media Arts Society - Major Capital**

W2 Community Media Art Society is a community media arts centre in Vancouver's inner-city that promotes cross-cultural dialogue, social inclusion, and breaking the digital divide. The Society operates an 8,000 square foot facility in the Woodward's complex where they provide access to gear, training, multi-platform production and distribution, with a special focus on marginalized communities. W2 requested funding for multiple improvements to their facility to make it more accessible and productive, including upgrades to the technical infrastructure for performance, data systems, finishes, acoustics and work spaces.

# Cultural Infrastructure Grant Program

## D. Guidelines

In 2008, the City of Vancouver Cultural Services completed a long range master plan for cultural spaces in Vancouver. The 2008 - 2023 Cultural Facilities Priorities Plan includes a number of strategies and tactics for improving the climate for cultural spaces creation and operation. One of the key strategies is the Cultural Infrastructure Grant Program. This Program provides for support for **cultural space planning, acquisition, renovation and development**. Grants are made to Vancouver-based non-profit cultural groups to undertake projects that strengthen their ability for space development and operation.

The maximum level of support from all City of Vancouver sources (including sources such as the Park Board) is 50% of total project cost. Vancouver-based, registered, non-profit cultural societies in good standing with the Province of British Columbia Registrar of Companies may apply. Societies must have been in existence delivering programs and services for a minimum of one fiscal year. Existing cultural space, as applicable, must be owned by the organization, or secured through a long term lease (minimum 10 years which may include renewable terms totalling 10 years).

**Deadline:** May 04, 2012, 4:30 pm  
**Award:** October 2012 (pending date of City Council Approval)  
**Project Window:** Projects cannot begin until after the date of City Council Approval and must be completed within three years of approval.

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## Context

Cultural facilities (places and spaces) are essential to every community. They serve a community's 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 - 2023 Cultural Facilities Priorities Plan provides a strategic framework for developing and operating creative places and spaces in Vancouver.

As part of the Facilities Plan, the Cultural Infrastructure Grant Program provides for: increased levels of support; a greater breadth in project eligibility; consistent assessment criteria to evaluate all requests for planning and capital funding; and a blended staff peer review adjudication process.

THE 2008 - 2023  
CULTURAL FACILITIES  
PRIORITIES PLAN PROVIDES  
A STRATEGIC FRAMEWORK  
FOR DEVELOPING AND  
ANIMATING CREATIVE  
PLACES AND SPACES IN  
VANCOUVER.

## 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 to produce sustainable, affordable facilities that support the work of Vancouver's arts and culture community. Non-profit arts and culture societies – in good standing with the Registrar of Companies of British Columbia – that are intending to plan for, purchase, construct, renovate or expand a cultural space can apply for funding in support of their facility project. Organizations must have existed and delivered programs and services for one full fiscal year and have demonstrated a strong record of cultural excellence.

The Cultural Infrastructure Grant Program encourages innovative best practices and the leveraging of strong collaborative partnerships with funders, developers, cultural groups, and other 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 cultural creation, production, presentation, preservation, and living spaces;
- **Facility renewal and preservation:** improved quality and standards of existing cultural facilities and infrastructure;
- **Organization sustainability:** greater investment in community-owned/operated facilities;
- **Facility lifecycle planning:** enhanced long-term capital planning and facility reinvestment.
- **Space development:** organizations committed to multi-tenanted spaces for the purposes of arts and culture activities.

### TIP

FOR TOOLS DESIGNED TO HELP YOU SUBMIT AN EFFECTIVE APPLICATION PLEASE VISIT THE [CULTURAL SERVICES INFRASTRUCTURE GRANT WEBSITE](#).

## Project Categories

There are three categories of Cultural Infrastructure Grants:

### Planning Projects

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

### 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 integral to the existence of the facility. *(See notes regarding eligible equipment.)*

### 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 integral to the existence of the facility. *(See notes regarding eligible equipment.)*



### TIP

POTENTIAL APPLICANTS MUST CONTACT A STAFF MEMBER TO DISCUSS THEIR PROJECT, WELL IN ADVANCE OF SUBMISSION. APPLICANTS WHO DO NOT CONSULT WITH STAFF PRIOR TO SUBMISSION WILL BE DEEMED INELIGIBLE.

THE PERFORMING ARTS LODGE (PAL)—INSIDE THE THEATRE

## 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). \* *First Nations Band Councils interested in applying for an Infrastructure Grant should contact Cultural Services Staff to discuss eligibility.*

Non-profit societies must be in good standing with the B.C. Registrar of Companies and have operated for at least one fiscal year prior to application deadline.

Provide cultural services to Vancouver residents without exclusion to anyone by reason of religion, ethnicity, gender, age, sexual orientation, language, disability or income.

Have a clear cultural focus in their vision and mandate that is reflected in the by-laws or other governance documents.

Be able to demonstrate financial stability, sound administration and the organizational capacity necessary to carry out the project.

Demonstrate a proven track record of public service and excellence in 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 (MOU) or partnership agreement between the non-profit organizations with clearly defined roles, responsibilities and relationships must be provided with the application. Evidence must also be provided that the proposed project is vital to the activities and mandates of each partner organization.

### Private/Commercial Cultural Facilities

The City of Vancouver acknowledges the value of private/commercial cultural facilities and supports partnerships between private/commercial and non-profit organizations that result in meaningful, collaborative relationships that enhance and improve cultural practice, activity and spaces.

Applications submitted by non-profits on behalf of private/commercial entities working in the creative sector are eligible. However, a detailed memorandum of understanding (MOU) or partnership agreement between the non-profit organization and the private/commercial cultural entity, 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.

## TIP

MULTI-PURPOSE SPACES (I.E. SPACES THAT ARE USED FOR MULTIPLE FUNCTIONS AND DISCIPLINES, INCLUDING CULTURAL) MUST DEMONSTRATE 50% OR GREATER USE FOR CULTURAL PURPOSES IN ORDER TO BE ELIGIBLE FOR THE CULTURAL INFRASTRUCTURE GRANT.



## Project Eligibility

Cultural capital projects located in Vancouver that involve planning 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 a values-based assessment criteria. (See *Assessment Criteria* on page 9).

### A. Planning Projects

Funds of up to \$35,000 are available for 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, demand or needs assessment, 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.). Please note that organizational development may be eligible only if it is directly related to cultural space creation or operation. Please contact staff for confirmation. All proposals for planning projects **must** include a copy of the detailed Scope of Work as presented to prospective consultants and a minimum of **two (2)** comparative and competitive quotes from prospective consultants or contractor. If a "sole source" consultant or contractor (architect, structural engineer, etc.) has been chosen, an explanation and rationale for why and how they have been chosen must be included. Quotes and/or explanations must clearly list: itemized costs related to the Scope of Work; total cost of study; timeframe for study; expertise of consultants or contractors. Help with writing a Scope of Work can be found online on the [Cultural Services Infrastructure Grant page](#).

### B. Minor Capital Improvement or Building-Based Projects and C. Major Capital Improvement or Building-Based Projects

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

Upgrades or improvements that extend the life of—or increase the capacity or quality of—an existing facility (e.g. accessibility improvements; electrical or plumbing upgrades for improved functionality, safety and comfort; sprung flooring; soundproofing; lighting grids; expansion of existing spaces; etc.).

## TIP

PROJECT CATEGORIES & MAXIMUM GRANT AWARDS:

A. PLANNING PROJECTS UP TO \$35,000

B. MINOR CAPITAL PROJECTS UP TO \$35,000

C. MAJOR CAPITAL PROJECTS OVER \$35,000 TO A MAXIMUM OF \$150,000

BE SURE TO INCLUDE THE REQUIRED SUPPORT MATERIAL FOR YOUR PROJECT CATEGORY (SEE CHECKLIST).

## TIP

QUOTES RELATED TO THE SCOPE OF WORK ARE REQUIRED WITH EACH APPLICATION. IF A "SOLE SOURCE" CONSULTANT, CONTRACTOR, ARCHITECT, CONSTRUCTION TEAM ETC., BEEN CHOSEN, APPLICANTS MUST PROVIDE AN EXPLANATION OF THE SELECTION PROCESS AND RATIONALE FOR THE SELECTED CONSULTANT. PROJECTS REQUIRING SERVICES FROM OUTSIDE CONSULTANTS, ARCHITECTS, OR SUPPLIERS MUST INCLUDE A DETAILED SCOPE OF WORK USED TO SOLICIT BIDS ON THE WORK TO BE UNDERTAKEN.

Purchase of a new facility for arts and culture use (e.g. down payment; costs associated with conversion of the facility to be purchased; independent valuation; closure costs; etc.).

All proposals for capital projects **must** include a copy of the detailed Scope of Work as presented to prospective consultants or contractors and a minimum of **two (2)** (for minor capital) or **three (3)** (for major capital) comparative and competitive quotes from prospective consultants or contractors. If a “sole source” consultant or contractor (architect, structural engineer, etc.) has been chosen, an explanation and rationale for why and how they have been chosen must be included. Quotes and/or explanations must clearly list itemized costs related to the scope of work; total cost of the project; timeframe for the project; and expertise of consultants or contractors. Help with writing a Scope of Work can be found online on the [Cultural Services Infrastructure Grant page](#).

For capital improvements to existing facilities, the cultural space must be owned by, or on a long term (ten year minimum from the date of application) lease to the non-profit. Organizations with multi-year, renewable leases that total a minimum of ten (10) 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 of ten years from the date of application.

Applicants are expected to maintain the facility for future cultural purposes for a period of not less than ten (10) years from the date of application.

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

### What We Do Not Fund

Equipment that is presentation or exhibition-related (individual lights, sound systems, projectors, etc.) or that is artifact-related (historical objects or antiquities, monuments, works of art, etc.).

Furniture and other depreciable assets; appliances; light fixtures; curtains or other transportable objects.

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.

### TIP

ORGANIZATIONS SHOULD DEMONSTRATE INTENT TO USE THE FACILITY FOR CULTURAL PURPOSES FOR THE LONG TERM (MINIMUM OF TEN YEARS).

### TIP

CONTINGENCIES ARE ELIGIBLE BUT MUST BE REALISTIC AND ACCOMPANIED BY A CLEAR EXPLANATION AND RATIONALE.

- 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

Note that announcement of grant awards may take up to five (5) months from the application deadline. Projects cannot begin before awards have been approved by City Council.

Completed applications are assessed through the following process:

#### Application Eligibility

Applications are checked by City staff for eligibility and completeness.

**NOTE: Incomplete or ineligible applications will not be forwarded to the Assessment Committee.**

#### 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.

#### Funding Recommendations

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

#### City Council

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

#### Notification

Each organization's jury recommendation will be sent to them, along with

### TIP

THE CULTURAL SERVICES [SELF-ASSESSMENT CHECKLIST \[PDF\]](#) HAS A SERIES OF 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/](http://VANCOUVER.CA/COMMSVCS/CULTURAL/).

### TIP

THE CULTURAL PLANNER ASSIGNED TO YOUR APPLICATION IS AVAILABLE TO ASSIST YOUR ORGANIZATION IN CLEARLY OUTLINING YOUR PROJECT FOR ASSESSMENT. THEY ARE NOT AVAILABLE TO PREPARE APPLICATIONS OR SOLICIT INFORMATION ON BEHALF OF YOUR ORGANIZATION. INCOMPLETE OR INELIGIBLE APPLICATIONS WILL NOT BE FORWARDED TO THE ASSESSMENT COMMITTEE. PLEASE ENSURE THAT YOUR INFORMATION IS COMPLETE AND WELL-SUPPORTED UPON SUBMISSION.

a notice of the City Council meeting at which the grants will be considered. Those applicants wishing to speak to the recommendations in the Council 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 visiting the [Council meetings page](#).

### **Request for Reconsideration**

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

1. 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).

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 (see [Reconsideration Process](#)).

### **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 cultural 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 developing capital projects as well as preparing for this grant.

The City of Vancouver is committed to an open and transparent assessment process. Eligible applications are assessed against six broad assessment criteria that are weighted and broken down into more detailed considerations. The Assessment Committee applies 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:

#### **VISION, IMPACT & KEY GAPS (15%)**

**Vision:** the proposed facility project is rooted in a strong organizational vision and a larger shared vision that contributes to Vancouver's cultural space ecology. The project should be consistent with the organization's mission and strategic plan.

**Impact:** The project addresses the City’s Cultural Strategic Directions of Innovation; Learning; Connecting People Ideas and Communities; Neighbourhoods; Valued and Valuable. (see [2008-2018 Culture Plan](#))

**Addressing Key Gaps:** The project addresses one or more of the nine key gaps identified in the 2008-2023 Cultural Facilities Priorities Plan or presents a compelling rationale for a cultural space not listed here by way of demonstrated and substantiated need/demand.

- 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.

## TIP

WE ENCOURAGE YOU TO ARTICULATE A ROBUST DEMONSTRATION OF NEED FOR YOUR PROJECT - HOW DOES THE PROJECT SERVE THE WIDER COMMUNITY AS WELL AS YOUR OWN ORGANIZATION?

## ORGANIZATIONAL CAPACITY & SUSTAINABILITY (15%)

**Leadership:** the facility project demonstrates effective organizational leadership necessary to deliver the project.

**Organizational Sustainability:** the facility project is being developed by an established, stable and sustainable organization with active involvement of relevant board and staff.

**Financial Sustainability:** the facility project sets out realistic projections of project capital costs and operating revenues and expenses and is viable in relation to the organization's financial capacity.

## SCOPE OF WORK, PROCUREMENT PROCESS, & PROJECT MANAGEMENT (25%)

**Scope of Work:** The overall project is guided by a detailed and methodical Scope of Work that outlines the full complexity of the project and its phases (as appropriate).

**Procurement Process:** procedures to recruit suppliers, consultants and contractors are fair, open and directly related to the project objectives, and are clearly articulated by the applicant. Details of the procurement process (tendering and selection) for goods and services are clear, transparent and directly related to the overall project. Potential suppliers/contractors/consultants have been provided a **Scope of Work for the Procurement of Goods and Services** in order to solicit quotes. Competitive and comparative quotes and explanations have been provided based on this Scope of Work.

**Project Management and Project Schedule:** the facility project demonstrates evidence of effective and knowledgeable project management. There is a solid rationale for the selection of the identified project leader/manager. The project schedule is realistic; the start date is scheduled after City Council Approval, and can be completed within 3 years of that date.

**Project Expense Budget:** the project expense budget is realistic and related to the Scope of Work, procurement process and pricing provided in quotes. Contingencies are realistic and accompanied by a detailed explanation. Administration costs do not exceed 5% of budget.

**Project Revenue Budget:** City funding from all sources (including, for example, Vancouver Parks Board) does not exceed 50%. In-kind contributions are itemized, documented and determined at fair market value and do not exceed 25%). Confirmed funding sources are documented.

## FUNDRAISING CAPACITY, FUNDING DIVERSITY, & FUNDING PARTNERSHIPS (10%)

**Fundraising:** the facility project has a realistic fundraising plan in place and the expertise to undertake fundraising for the project.

**Funding Diversity:** the project demonstrates multi-partner funding and/or a diverse range of financial support.

### TIP

INFORMATION ON HOW TO WRITE A SCOPE OF WORK FOR PROCUREMENT PURPOSES CAN BE FOUND AT THIS [LINK](#).

### TIP

DEMONSTRATION OF SIGNIFICANT COMMUNITY SUPPORT IS AN ASSET IN THE EVALUATION OF A PROJECT. CONSIDER QUALITY VERSUS QUANTITY WHEN SUBMITTING LETTERS OF SUPPORT FOR YOUR PROJECT.

## STAKEHOLDER SUPPORT, ENGAGEMENT & DEMAND (15%)

**Partnership and Collaboration:** the application demonstrates the extent to which partnership and collaboration play a role in the development, funding and delivery of the facility project.

**Sector Support and Engagement:** the facility project demonstrates support from the arts and cultural community it is intended to serve.

**Audience/Public Engagement and Demand:** the facility project demonstrates, or intends to demonstrate through the planning process, evidence of support and/or demand from the wider community and potential audiences through surveys, demand analysis, etc.

## ENVIRONMENTAL, ADAPTABLE, ACCESSIBLE & PUBLIC HEALTH AND SAFETY (20%)

**Environmental Sustainability:** the facility project makes a positive contribution to environmental sustainability.

**Adaptability:** the facility project is fit for current needs and has the capacity to adapt to changing audience/cultural needs and changing cultural practice in the future.

**Diversity (Access):** 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, including audience, staff, technicians and artists with disabilities and underserved communities.

**Public Health and Safety:** the facility project addresses public health and safety issues, including adherence to Federal, Provincial and Civic legislation including but not limited to City zoning and development by-laws, fire and building codes, and Provincial guidelines for safety (WorkSafe BC requirements).

### TIP

ASSESSMENT COMMITTEE MEMBERS MAY NOT BE FAMILIAR WITH YOUR ORGANIZATION OR PROJECT SO BE SURE TO PROVIDE DETAILED AND COMPLETE INFORMATION.

## Application Process

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

The application must be signed by **two (2)** signing officers of 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. Applications from organizations who do not contact City staff prior to submission will be deemed ineligible.
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.

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](#). Submit the Application Checklist as your cover sheet.

The Application Narrative allows you to describe your proposed project. Please adhere to the maximum length limitations.

The Assessment Committee carefully reviews all budget information. The following points will assist with providing the necessary information to evaluate your proposal:

- a. Facility Projects must show a balanced budget, that is, revenues must equal expenses.
- b. Be as detailed as possible in explanatory notes attached to your budget 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.

### TIP

**INCOMPLETE APPLICATIONS WILL NOT BE FORWARDED TO THE ASSESSMENT COMMITTEE. BE SURE TO THOROUGHLY PREPARE YOUR APPLICATION. INCLUDE ALL REQUIRED SUPPORT MATERIAL AS LISTED ON THE APPLICATION CHECKLIST.**



- c. On the Project Budget Form, each line item is numbered. Please ensure that the numbers of your Budget Notes correspond with the line item numbers on the Project Budget form.
- d. If in-kind support is shown, discuss this in your Budget Notes. Sources of in-kind contributions must be itemized and documented at the time of application. (*See notes re: In-kind support - page 15*).
- e. Indicate plans and sources for obtaining additional financial support for the project (indicate “requested,” “pending,” or “confirmed”). Enclose letters of confirmation from funding sources indicating confirmed or pending funding.

Once the Application Checklist, Application Form, Application Narrative, Budget and support material are complete, submit the **signed original plus THREE (3) 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.*

Changes or updates, including further developments in project design, updates about pending funds, changes in personnel, etc., must be reported to City staff.

### **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.

### **TIP**

PLACE THE APPLICATION CHECKLIST AS THE FIRST PAGE OF YOUR SUBMISSION. DO NOT BIND OR STAPLE YOUR APPLICATION. CLIP EACH COPY TOGETHER.

## 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 Infrastructure Grant.

Organizations must 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 and resolution of any outstanding issues.

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 not submit more than one application to A/ Planning or B/C Capital Program in any given program year. Two separate applications, one each to Planning and Capital are permissible.

In-kind contributions are permitted but may not exceed 25% of the total project budget. Itemized in-kind contributions must include the following information: name of person or organization making the in-kind contribution; description of goods and services donated; fair market value of the in-kind contribution, including a total value of the goods and services, amount to be donated, and the basis for the determination of the value of the contribution.

We allow a maximum of 5% of the total project budget for miscellaneous administrative costs such as photocopying, telephone, room rental, support staff, etc.

### TIP

IN-KIND CONTRIBUTIONS MAY NOT EXCEED 25% OF THE TOTAL PROJECT BUDGET. ITEMIZED IN-KIND CONTRIBUTIONS MUST INCLUDE THE FOLLOWING: NAME OF CONTRIBUTOR; DESCRIPTION OF GOODS AND SERVICES DONATED; FAIR MARKET VALUE OF THE CONTRIBUTION, INCLUDING A TOTAL VALUE OF THE GOODS AND SERVICES; AMOUNT TO BE DONATED AND THE BASIS FOR THE DETERMINATION.

## Fiscal Responsibility

Organizations are expected to demonstrate fiscal responsibility. Any accumulated surpluses or deficits must be explained in audited statements or operating budget notes detailing how the surplus/deficit came to be, 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, the required documentation in order to receive grant funds.

Confirmation of total project funding received and in place prior to release of City funding.

Written approval by landlord, where the existing space is not owned by the applicant, 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 represent itself publicly 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 and meets all Federal, Provincial and Municipal legislation, guidelines and by-laws. The award of a Cultural Infrastructure Grant may in no way be construed as providing for other City approval beyond the jurisdiction of the Grant Program.

### TIP

ASK STAFF FOR A REPORTING TEMPLATE WHEN REQUESTING YOUR FINAL PAYMENT AT COMPLETION OF YOUR PROJECT.

## Payment & Reporting

Cultural Infrastructure Grant payments will be based on an approved grant application subject to confirmation of total project financing and completion of project “subject to”s as applicable.

In addition to the previous terms and conditions, City Council requires the following of all civic capital grant recipients:

City funding to be released in two payments: the first 50% of the Grant upon project start up and fulfillment of relevant conditions; the remaining 50% of 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 Grant application deadline on any outstanding work including a timeline for completion.

In situations where Grants have been approved but where “subject to” 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 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 APPROVAL DATE.

## Contact

We are anticipating a high demand for Cultural Infrastructure Grants with an extremely competitive selection process. Potential applicants **must** contact a staff member to discuss their project, well in advance of submission. Applicants who do not consult with staff prior to submission will be deemed ineligible.

Please contact Debra Bodner, Cultural Planner  
604-873-7211 or [debra.bodner@vancouver.ca](mailto:debra.bodner@vancouver.ca)

## Deadline and Address

Cultural Infrastructure Grant applications must be received by **May 4, 2012 by 4:30 p.m.** In fairness to others, **late and/or incomplete applications will not be accepted.**

Include the completed Application Checklist, Application Form, Application Narrative, Budget and Support Materials. **Submit the signed original, plus THREE (3) copies.**

### **Submit by mail\*, courier or drop-off in person:**

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

\* Applications must be received by, not postmarked by, 4:30 pm, May 4, 2012.



## General Conditions

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 including confirmation of all funding from sources other than City of Vancouver Cultural Infrastructure Grant; the remaining 50% of civic grant upon receipt of a final report outlining the project and detailing the financial accounting including copies of paid invoices/receipts for eligible expenses, and, where applicable, copies of 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. In cases where the City of Vancouver is the landlord, grant recipients are required to contact Debra Bodner, Cultural Planner who will facilitate a meeting with the City's Facilities Design and management Department from whom approval is required;
- 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 (designate), 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 12<sup>th</sup> 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](http://www.vancouver.ca/creativecity).

Self Assessment Checklist - Vision	
Criteria	Details
<p><b><i>Vision</i></b></p> <p>The proposed facility project is rooted in a strong, shared vision.</p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Is there a clearly articulated vision for the project?</li> <li><input type="checkbox"/> Is the project consistent with, and critical to, advancing the mission, vision and values of the organization? Are these clearly articulated?</li> <li><input type="checkbox"/> Does the organization have a strategic plan? Is the project critical to achieving the goals of this plan?</li> <li><input type="checkbox"/> Does the organization have a long-range facilities master plan? Is the project critical to that master plan?</li> <li><input type="checkbox"/> Does the project contribute to the development of artistic cultural practice?</li> <li><input type="checkbox"/> Does the project contribute to Vancouver’s wider cultural ecology (of facilities and resources)?</li> </ul>

Self Assessment Checklist - Capacity	
Criteria	Details
<p><b><i>Capacity</i></b></p> <p>The proposed facility project team has the capability to deliver the project.</p> <ul style="list-style-type: none"> <li>• <b>Leadership:</b> the facility project demonstrates effective leadership necessary to deliver the project.</li>   <li>• <b>Partnership and Collaboration:</b> partnership and collaboration play a role in the development, funding and delivery of the facility project.</li>   <li>• <b>Project Management:</b> the facility project demonstrates evidence of effective and realistic project management.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Does the project have the leadership team in place to manage and deliver the project?</li> <li><input type="checkbox"/> Does this leadership team have the necessary skills and experience to manage and deliver the project?</li> <li><input type="checkbox"/> Does the leadership team have the relationships and connections to support the realization of the project?</li>   <li><input type="checkbox"/> Can the project demonstrate the support and involvement of the creative and the wider community it intends to serve?</li> <li><input type="checkbox"/> 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?</li> <li><input type="checkbox"/> Do partnerships and/or collaboration play a role in the development and implementation of the project?</li>   <li><input type="checkbox"/> Has the organization completed a building program (forecast of space needs)? How does the project fit into that plan?</li> <li><input type="checkbox"/> 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?</li> <li><input type="checkbox"/> Does the organization have a clear plan for completing the construction process?</li> <li><input type="checkbox"/> Do the technical aspects of the project match or exceed industry best practice benchmarks for similar facilities?</li> <li><input type="checkbox"/> Does the organization have a successful record of completing projects within budget and scheduling parameters?</li>   <li><input type="checkbox"/> 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?</li> <li><input type="checkbox"/> Has the project leadership team explored</li> </ul>



<ul style="list-style-type: none"> <li>• <b>Fundraising:</b> the facility project has a realistic fundraising plan in place.</li> </ul>	<p>funding from a range of public (various levels of government), philanthropic and private / corporate sector sources? Does the project leverage funding from multiple partners?</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Does the project team have the skills, experience and relationships necessary to undertake the fundraising campaign?</li> <li><input type="checkbox"/> Is there evidence of local community fundraising commitments from the Board, leadership team, staff, volunteers, members and stakeholders?</li> </ul>
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Self Assessment Checklist - Sustainability	
Criteria	Details
<p><b>Sustainability</b></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"> <li>• <b>Sector Support and Engagement:</b> the facility project demonstrates support from the arts and cultural community it is intended to serve.</li> <li>• <b>Audience / Public Engagement and Demand:</b> the facility project demonstrates evidence of support and/or demand from the wider community and potential audiences.</li> <li>• <b>Organizational Sustainability:</b> the facility project is being developed by an established, stable and sustainable organization.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Does the project have the support of the primary arts / cultural / creative community it will serve? How is this demonstrated?</li> <li><input type="checkbox"/> Does the project have the wider support of the arts / cultural / creative community? How is this demonstrated?</li> <li><input type="checkbox"/> Is the project artist-run or artist-initiated? Are independent artists and arts and cultural organizations involved with project development, planning and delivery?</li> <li><input type="checkbox"/> Is there a clear and compelling demonstration of audience / public need / demand for the project? Has a demand analysis been completed?</li> <li><input type="checkbox"/> Does the project serve an immediate unmet need? How has this been assessed?</li> <li><input type="checkbox"/> Has the project team market tested the proposed facility development?</li> <li><input type="checkbox"/> Is there a pre-existing base of support for the project, based on an engagement or other public process?</li> <li><input type="checkbox"/> Is the project being undertaken by an organization with established, consistent and effective governance?</li> <li><input type="checkbox"/> Does the organization have an effective, stable staff team?</li> <li><input type="checkbox"/> Will completion of the project increase / improve the organization's sustainability?</li> <li><input type="checkbox"/> Does the organization developing the</li> </ul>





Self Assessment Checklist - Impact	
Criteria	Details
<p><b><i>Impact</i></b></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"> <li>• <b>Innovation:</b> 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.</li> <li>• <b>Learning:</b> 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 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.</li> <li>• <b>Connecting People, Ideas and Communities:</b> 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</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Will the project and spaces enable innovative practice?</li> <li><input type="checkbox"/> Will the project be delivered in an innovative way (for example through partnerships, funding, construction, and operation)?</li> <li><input type="checkbox"/> Does the project leverage the unique and authentic voices of the diverse, young and growing cultural community in Vancouver?</li> <li><input type="checkbox"/> Will the project provide spaces that support new innovative interactions and opportunities for participation and engagement?</li> <li><input type="checkbox"/> Will the project provide access to new technologies or other infrastructure that enables innovation?</li>   <li><input type="checkbox"/> Do the project spaces support creative and cultural exchange?</li> <li><input type="checkbox"/> Does the project support access to and participation in arts and cultural activities?</li> <li><input type="checkbox"/> Does the project support professional development and/or development of new practice?</li> <li><input type="checkbox"/> Does the project extend access to and/or the breadth of formal learning opportunities? Does it address informal learning opportunities?</li>   <li><input type="checkbox"/> Does the project connect audiences and practitioners from different sectors and disciplines, e.g. health, science, technology / environment / public / private?</li> <li><input type="checkbox"/> Will the project connect with people and/or communities not necessarily involved in the arts?</li> <li><input type="checkbox"/> Will the project enable the creation of new physical, conceptual, virtual communities of practice and the potential for new practice and/or new communities?</li> <li><input type="checkbox"/> Will the project support shared facilities for creation, production and/or administration within and across disciplines?</li>   <li><input type="checkbox"/> 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</li> </ul>

<p>consistent basis, connecting people and communities, sharing innovative ideas and programs.</p> <ul style="list-style-type: none"> <li>• <b>Neighbourhoods:</b> 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.</li> <li>• <b>Valued and Valuable:</b> 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.</li> </ul>	<p>neighbourhoods?</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Does the project demonstrate knowledge of and relevance to the neighbourhood's identity and intrinsic character - its values, assets, people, needs, and expectations?</li> <li><input type="checkbox"/> Does the project have potential for growth and the flexibility to respond to neighbourhood change?</li> <li><input type="checkbox"/> Does the project make use of currently under-utilized community / neighbourhood spaces?</li> <li><input type="checkbox"/> Does the project support neighbourhoods by ensuring that arts and culture can take place in accessible traditional and non-traditional venues?</li> <li><input type="checkbox"/> Does the project support local neighbourhood building?</li> <li><input type="checkbox"/> Does the project contribute to local neighbourhood centre vitality?</li> <li><input type="checkbox"/> 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?</li> </ul> <ul style="list-style-type: none"> <li><input type="checkbox"/> 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?</li> <li><input type="checkbox"/> Will the project contribute to, encourage cultural civic pride, and raise Vancouver's international reputation as a culturally vibrant city?</li> <li><input type="checkbox"/> Will the project reflect and enhance the character, ambiance and vibrancy of Vancouver and its neighbourhoods?</li> <li><input type="checkbox"/> Will the project contribute to the quality of the built environment in the city?</li> <li><input type="checkbox"/> Does the project support the recognition and understanding of Vancouver's unique tangible and intangible cultural heritage and promote intercultural expression and understanding?</li> <li><input type="checkbox"/> Does the project support local community development goals?</li> <li><input type="checkbox"/> Does the project contribute to Vancouver's economic development?</li> <li><input type="checkbox"/> Is the project structured to deliver value to Vancouver citizens?</li> </ul>
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