



ADMINISTRATIVE REPORT

Report Date: February 27, 2013  
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VanRIMS No.: 08-2000-20  
Meeting Date: April 10, 2013

TO: Standing Committee on City Finance and Services  
FROM: General Manager, Community Services  
SUBJECT: 2013 Cultural Operating and Project Grant Allocations

**RECOMMENDATION**

- A. THAT Council approve Operating Grants for 98 organizations at \$6,809,000, Project Grants for 67 organizations at \$527,300, and 15 additional one-time grants at \$109,800 for Special Requests, as summarized in Tables 2 and 3 and detailed in Appendix A; source of funds is the 2013 Cultural Grants budget;
- B. THAT Council endorse the use of the \$200,000 increase to Cultural Grants for funding priority Cultural organizations as part of a transition strategy to a revised cultural grants and support model. Source of funds to be Council Resolution C dated December 11, 2012 of the 2013 Capital and Operating Budget indicating that the 2013 grants should be indexed to the Consumer Price Index, an approximate 2% increase based on CPI is detailed below in Table 4). A report with detailed allocations will be brought forward for Council's approval later in 2013.

**COUNCIL AUTHORITY/PREVIOUS DECISIONS**

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

On January 16, 2013 Council approved advance Operating grant installments to 82 Operating organizations and five Major Exhibiting Institutions in the amount of \$2,029,840, in advance of their 2013 annual operating review (RTS# 9866).

Approval of grant recommendations requires eight affirmative votes.

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

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

### ***REPORT***

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

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

Cultural Grants support a diverse range of activity in the performing and studio arts, festivals, and community-engaged practice which reflect historic cultural traditions as well contemporary art forms and practices. The program supports ongoing annual activity through **Operating** assistance as well as one-time or time-limited initiatives through **Project** assistance. Organizations also have the opportunity to request additional support for **Special Requests** such as audio recordings, conferences, mentorships for cultural administrators and residencies for individual artists.

#### **Evaluation Criteria and Reconsideration Process**

Eligible applications to this program are thoroughly analysed by an Assessment Committee, comprised of community peer representatives and civic Cultural Planners, who weigh the requests against available funds and published evaluation criteria which include Artistic Merit, Community Impact and Organizational Health. For more detail, see Appendix B.

Every effort is made to create a fair and transparent process for the assessment of grant requests. As requests for assistance will always exceed the available budget, the process is competitive and not all requests meet the evaluation criteria to the same degree as other applicants in the competition. Not all Project requests nor all Special Requests, therefore, are being recommended for funding. The Reconsideration process ensures consistency in reconsidering grant recommendations and is outlined in Appendix C.

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

#### **Assessment Process**

Cultural Services invites qualified members from the arts and cultural community to participate in various cultural Assessment Committees through a nomination process. The 2013 Cultural Grants Assessment Committee consisted of artists and administrators representing a variety of sectors in the community including: literary, theatre, festivals, visual and media arts, music, dance, arts facilities, galleries, museums, and community-engaged social practice.

**Table 1: 2013 Cultural Grants Assessment Committee Peer Members**

<b>Visual Arts, Museums, New Media and Literary</b>	<b>Dance</b>	<b>Music</b>	<b>Theatre</b>	<b>Festivals, Multi- disciplinary, Cultural Facilities and Service Organizations</b>
Liane Davison	Judith Marcuse	Dorothy Chang	Kenji Maeda	Sarah Ballantyne
Chris Dikeakos	Tiffany Tregarthen	Randy Raine-Reusch	Kent Martin	Victor Aja Martinez
Melanie O'Brian	Jeff Sadowsky	Ramona Luengen	Linda Quibell	David Mann
Kristin Cheung				

These members bring significant experience, current knowledge and specific expertise to the discussion which adds value to the process. Along with Cultural Planners, this Assessment Committee evaluated all requests against the published evaluation criteria and proposed these consensus recommendations. This process augments City staff's ongoing sectorial research, consultation with non-profit staff and board members, and event attendance.

### ***Operating and Project Grant Recommendations***

In total, the Assessment Committee members reviewed applications from 191 organizations, and after a thorough review of all applications against very specific evaluation criteria, the Committee is recommending support for 165 organizations as outlined in Tables 2 and 3. See Appendix A for a detailed list of grant recommendations.

**Table 2: Application Statistics and Recommendations for 2013 Operating and Project Grants**

	Total # of Applicants	# Grants Recomm.	# Special Requests*	# Special Requests Recomm.	# of First time Requests**	# First Time Requests Recomm.
Operating (incl. Majors)	104	98	33	14	5	2
Project	87	67	1	1	20	10
<b>Total</b>	<b>191</b>	<b>165</b>	<b>34</b>	<b>15</b>	<b>25</b>	<b>12</b>

\* Number of Special Requests are included in—not in addition to—the total number of applicants

\*\* Number of First-time Requests are included in—not in addition to—the total number of applicants

## ***Strategic Analysis***

Vancouver City Council continues to be acknowledged by grant seekers and Assessment Committee members for its consistent and critical municipal investment into the non-profit cultural sector. That stable support has helped organizations, on the whole, weather significant financial adversity that began in 2008 with the economic downturn and was compounded by decreased corporate contributions, labour disruptions and cuts to public sector funding at the provincial—and to a lesser degree, federal—level. While the Province historically lags behind the national per capita cultural spending average, in spring 2012 the BC's Gaming Branch did re-open limited access for arts organizations to grants in spring 2012. More recently, in February 2013, the BC Arts Council announced a significant increase to its budget including a \$5.25 Million investment for a new program, BC Creative Futures. Staff will monitor the impact of this new investment into the local non-profit sector.

While the cultural sector has experienced some high-profile closures in 2012/13 of a small number of venue-based and programming-based institutions, the financial and organizational well-being of the sector overall remains sound with evidence of long-term strategic planning and attention to investment in human capital and working capital reserves. The CADAC national database shows that amongst the 104 organizations requesting civic operating support in 2013, their recent financial records show:

- 47% have posted increases to their working capital reserves in FY 2012 over FY 2011;
- 25 % have year-ends that have not yet been reconciled for FY 2012 and so the change ratio of working capital from FY 2011 reserves is unavailable;
  - Among that 25%, more than half had surpluses in FY 2011 which are projected to be maintained at a healthy ratio;
- 28% had decreases to their working capital reserves in FY 2012, a good portion of which were invested into major productions or exhibitions, anniversaries or facility development and still stay within a healthy ratio.

As in previous years, there are outliers to this mostly positive financial picture. Those organizations grappling with significant financial pressures and organizational capacity issues continue to be closely monitored by staff and are directed to organizational development and planning support via the City's strategic partners at Vantage Point.

Attendance and levels of programming have understandably levelled or decreased in the period after the high profile special projects opportunities created by the Olympic Games in 2010 and Vancouver125 in 2011. The local, provincial and national cultural sector now operates in an environment of collaboration and sustainability rather than growth. Therefore, assessment measures now gauge how organizations are developing infrastructure for their own sustainability and adaptability to this new environment of decreased resources. As a result, the City of Vancouver is playing a larger role in supporting local board and staff capacity-building and deepening citizen engagement in the years to come. This development is in addition to the grants specific to this report: Operating and Project Grants. It is also in addition to other mechanisms of existing support available to the sector through Cultural Services such as new facility development, nominal leases for city-owned facilities, infrastructure grants, grants in lieu of rent to access the Civic Theatres, arts-based community-development grants, arts awards programs, , regulatory reviews, public art planning and community planning inclusive of the cultural sector. Last, it is in addition to the

access to parks and civic spaces for special events available to the sector through Parks and Streets Engineering.

Several organizations are reaching milestone anniversaries in 2013: Out on Screen, Radix Theatre, Joe Ink, and Dancing on the Edge Festival—25<sup>th</sup>; Vancouver New Music, VIVO, Vancouver East Cultural Centre, Western Front, Playwrights Theatre Centre (PTC), and Craft Council of BC—40<sup>th</sup>; the Arts Club Theatre—50<sup>th</sup>. Both PTC and the Craft Council are commemorating their 40<sup>th</sup> anniversary with one-time conferences which have been supported through the Special Request fund. The Arts Club launches its 50<sup>th</sup> anniversary season this spring with a special event to unveil a Vancouver Heritage Foundation's *Places That Matter* plaque (a project funded by Vancouver125) at its original location on Seymour Street. Societies being recommended for Operating funding for the first time include Reel to Real: Celebration of Moving Images Society and the Vancouver Inter-Cultural Orchestra. Societies being recommended for Project funding for the first time include the Association of BC Book Publishers, Vancouver Poetry House, OCW Arts & Publishing Foundation, Canadian Alliance of Dance Artists - BC Chapter, Delinquent Theatre, Alley Theatre and Astrolabe Musik Theatre.

For 2013, increased grant requirements of Operating organizations to provide clearer evidence of board engagement, organizational/financial planning, change management planning and performance measurements for their own external impact has led to greater consensus amongst Assessment Committees about where an organization sits on its lifecycle continuum (i.e. from Idea and Start Up through Maturity and/or Decline) and how the City's grant funds and other support mechanisms could best support those particular life-stage needs.

In 2013, the Assessment Committee recommends changes for a total of 32 Operating organizations: two new organizations would receive first-time Operating grants and three organizations would shift from Operating into a Project-based fund; 11 organizations would receive cuts to their grant and 16 would receive increases.

Approximately \$33,000 in Operating funds was redirected amongst the applicants. Grant seekers typically interpret any change in grant dollars or fund category as a strong statement from funders and from their peers when they are in receipt of either a cut or an increase, even when the dollar amounts are not high in either direction. The overall proposed change to the sector is minimal at 0.5% of total Operating Grants recommended, however. Using the 2008-2018 Culture Plan as a foundation, the Cultural Strategy will drive a diverse and thriving cultural economy and address shifts that the creative sector is experiencing. Emanating from the Strategy, the Civic Theatres' business and strategic plan will be reviewed and updated and proposals for new strategic investment will strengthen the Public Art Program. Under the strategy, grant programs will continue to support arts and cultural organizations whose performance measures remain relevant and sustainable.

For this reason, staff propose to report back later in 2013 with proposed changes to the Cultural Grant and support program model which is more aligned with the Cultural Strategy review that is underway. The re-visioning process will reflect and incorporate the entire suite of cultural grant and support programs (theatre rental grants, capital grants, transit shelter advertising, etc.) in order to create greater administrative efficiency in program delivery and additional flexibility in responding to shifts in the cultural sector. Further, it gives a robust framework and a strategic approach to supporting organizational life cycles, sustainability, adaptability and vitality. Other mechanisms of support—outside the scope of grants and

support programs—will continue to be addressed through such plans as the Facilities Priorities Plan, the Public Art Strategy and the Civic Theatres Business and Strategic Plan.

The \$200,000 increase directed by Council as part of the 2013 Operating Budget (approximately a 2% increase, aligned with 12 months average change in the Consumer Price Index for Cultural Grants) will be allocated in 2013 as part of a transition strategy for priority Operating organizations impacted by a revised cultural grant and support program model. The funding will assist in building transition time for organizations to prepare for and adapt to change to the grant program that was established by Council in 1978 and has been operating in its current form since 2008. A report with detailed grant allocations will be brought forward for Council's approval later in 2013.

Staff will undertake an engagement strategy to be informed by the Arts and Culture Policy Council, previous Assessment Committee members, other government and foundation funders and key stakeholders amongst the City's grant recipients before returning to Council with specific recommendations.

### ***Financial Implications***

As listed in Appendix A, this report recommends approval of 165 grants to Operating and Project groups, including 15 one-time grants for special requests for a total amount of \$7,466,100. A summary of the total grant amounts requested and the total grant awards recommended are indicated in **Table 3**.

**Table 3: Recommendations for 2013 Operating and Project Grants**

	Total # of Applicants	Total Request \$ Before Adjudication	Total # Applicants Recomm.	Base Grant Recomm. \$	Special Request Recomm. \$	Total Recomm. \$
Operating (incl. MEI)	104	8,167,495	98	6,809,000	105,300	6,914,300
Project	87	1,047,670	67	527,300	4,500	531,800
<b>Total</b>	<b>191</b>	<b>9,215,165</b>	<b>165</b>	<b>7,336,300</b>	<b>109,800</b>	<b>7,446,100</b>

The recommendations include, and are not in addition to, any advance Operating Grant instalments or payment schedules already approved by City Council on January 16, 2013. The current recommendation includes \$7,446,100 (budget) - \$2,029,840 (advanced payments: RTS# 9866) = \$5,416,260 (remaining grants payable).

The 2013 Cultural Grants budget is \$10,754,400. Approval of these recommendations totalling \$7,446,100 leaves an unallocated balance of \$939,845 in the Cultural Grants budget. This balance will be allocated through other programs including Community and Neighbourhood Arts Development, Arts Capacity grants and a second intake of Theatre Rental Grants all of which will be presented for Council's approval in separate reports later this year.

**Table 4: 2013 Cultural Grants Budget/Actual Summary**

<b>Category</b>	<b>Budget 2013</b>	<b>Remaining to be Allocated in 2013 after approval of this report</b>
Operating and Project Grants (subject of this report)	7,446,100	0
Theatre Rental Grants (first of two intakes approved on RTS# 9888)	2,583,300	214,845
Capacity Grants	62,600	62,600
Community and Neighbourhood Arts Development	462,400	462,400
2% budget increase aligned with 12 months average change in the 2013 CPI (per Appendix 1 of RTS# 9783)	200,000	200,000
<b>2013 Cultural Grants Total</b>	<b>10,754,400</b>	<b>939,845</b>

**CONCLUSION**

These grant recommendations reflect a careful and intensive assessment process with significant input from the arts and cultural community on both grant recommendations and methods to optimize our own program objectives. Approval of the recommendations will provide an essential contribution to, and build upon the City's strategic investment in, those organizations that develop, enliven, enhance and promote arts, culture and cultural diversity in the city that benefit its citizens, creative community, and visitors.

A renewed cultural grant and support program model that is aligned with the City's overall Cultural Strategy will build upon these strong foundations and increase flexibility to respond to shifts in the cultural sector with a strategic approach to organizational life cycles, sustainability and vitality.

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## 2013 City of Vancouver Cultural Grants Allocations

### Operating and Projects

Organization Name	2012 Grant	2013 Request	2013 Recomm.	2013 Special Request	2013 Special Recomm.
<b>OPERATING</b>					
Alliance for Arts & Culture Soc.	45,000	45,000	45,000	10,000	10,000
Arts Club of Vancouver Theatre Soc.	155,000	200,000	155,000		
Artspeak Gallery Soc.	29,000	35,000	29,000		
Axis Theatre Soc.	34,000	38,000	34,000		
Ballet B.C. (Pacific Ballet B.C. Soc.)	93,000	120,000	93,000		
Bard on the Beach Theatre Soc.	27,500	40,000	27,500		
Battery Opera Performing Arts Soc.	14,000	17,000	14,000		
Boca Del Lupo Theatre Soc.	27,000	35,000	27,500	10,000	0
Canadian Music Centre - B.C.	23,000	30,000	26,500	15,000	10,000
Carousel Theatre Soc.	32,000	40,000	32,000		
Centre culturel francophone de Vancouver	18,000	25,000	17,000		
Chor Leoni Men's Choir	17,000	20,000	17,000		
Cineworks Independent Filmmakers Soc.	36,000	40,000	36,000	12,500	10,000
Co. Erasga Dance Soc.	10,000	20,000	10,000		
Coastal Jazz and Blues Soc.	85,000	100,000	85,000		
Contemporary Art Gallery Soc.	67,000	74,000	67,000	10,000	0
Craft Council of B.C.	13,000	13,000	13,000	5,500	5,000
DanceHouse (Seismic Shift Arts Soc.)	20,000	25,000	20,000		
Dancing on the Edge Festival Soc.	25,000	25,000	25,000		
DOXA Documentary Film and Video Festival (The Documentary Media Soc.)	17,000	20,000	17,000		



Organization Name	2012 Grant	2013 Request	2013 Recomm.	2013 Special Request	2013 Special Recomm.
<b>OPERATING</b>					
Early Music Vancouver (Van. Soc. for Early Music)	34,000	40,000	36,500		
EDAM Performing Arts Soc.	20,000	22,000	20,000		
Electric Company Theatre Soc.	35,000	50,000	35,000		
Elektra Women's Choir	13,500	20,000	13,000		
Fillip (Projectile Publishing Soc.)	15,000	12,000	12,000		
Firehall Theatre Soc.	70,000	80,000	70,000		
Flamenco Rosario (Rosario Ancer Flamenco Arts Soc.)	10,000	15,000	10,000		
Full Circle: First Nations Performance Soc.	10,000	15,000	11,000		
Gallery Gachet Soc.	19,000	20,000	19,000		
Greater Van. Professional Theatre Alliance	6,500	8,000	8,000	8,000	4,500
Green Thumb Theatre for Young People (Green Thumb Players Soc.)	58,000	60,000	58,000		
grunt gallery (Visible Arts Soc.)	37,000	40,000	37,500	10,000	0
H.R. MacMillan Space Centre	519,400	524,400	519,400		
Headlines Theatre (Theatre for Living Soc.)	24,000	24,000	24,000		
Health Arts Soc.	17,000	30,000	16,000		
Joe Ink Performance Soc.	15,000	15,000	15,000		
Karen Jamieson Dance Soc.	13,000	15,000	13,000	9,500	9,500
Kidd Pivot Performing Arts Soc.	25,000	30,000	25,000		
Kokoro Dance Theatre Soc.	17,000	25,000	17,000		
Leaky Heaven Performance Soc.	17,000	17,000	15,000		
Malaspina Printmakers Soc.	13,000	20,000	14,000	10,000	0
Mascall Dance Soc.	9,000	11,000	9,000		

Organization Name	2012 Grant	2013 Request	2013 Recomm.	2013 Special Request	2013 Special Recomm.
<b>OPERATING</b>					
Museum of Vancouver (Van. Museum Soc.)	758,000	845,000	<b>758,000</b>		
Music in the Morning Concert Soc.	19,000	20,000	<b>18,000</b>		
Music on Main	15,000	28,000	<b>18,000</b>	12,000	<b>5,000</b>
Musica Intima Soc.	21,000	25,000	<b>21,000</b>		
Native Daughters of B.C., Post No. 1	6,000	13,745	<b>6,000</b>		
New Performance Works Soc.	11,000	12,500	<b>11,000</b>	9,500	<b>0</b>
Newworld Theatre Soc.	32,000	40,000	<b>33,000</b>	15,000	<b>0</b>
Norman Rothstein Theatre (Van. Westside Theatre Soc.)	20,000	30,000	<b>20,000</b>	12,000	<b>0</b>
Or Gallery Soc.	29,000	33,500	<b>29,000</b>		
Pacific Baroque Orchestra Soc.	18,000	22,000	<b>17,000</b>		
Pacific Cinémathèque Pacifique	45,000	50,000	<b>45,000</b>		
Pacific Theatre (First Pacific Theatre Soc.)	16,000	35,000	<b>16,000</b>		
Pink Ink Theatre Productions Assn.	20,000	24,000	<b>20,000</b>	10,000	<b>0</b>
Pitt Gallery (Unit/Pitt Soc. For Arts and Critical Awareness)	17,500	22,000	<b>16,000</b>		
Playwrights Theatre Centre	38,000	42,000	<b>38,000</b>	5,000	<b>5,000</b>
Powell St. Festival Soc.	18,000	22,000	<b>18,000</b>		
Public Dreams Soc.	17,500	30,000	<b>17,500</b>		
PuSH International Performing Arts Festival Soc.	76,000	110,000	<b>76,000</b>	15,000	<b>10,000</b>
Radix Theatre Soc.	11,000	15,000	<b>11,000</b>		
Reel to Real: Celebration of Moving Images Soc.	16,000	25,000	<b>16,000</b>		
Ruby Slippers Productions Soc.	14,000	16,000	<b>14,000</b>		
Rumble Productions Soc.	30,000	35,000	<b>30,000</b>	10,000	<b>0</b>

Organization Name	2012 Grant	2013 Request	2013 Recomm.	2013 Special Request	2013 Special Recomm.
<b>OPERATING</b>					
Satellite Video Exchange Soc.	26,000	31,000	26,000	11,000	0
Science World (A.S.T.C.)	96,000	175,000	96,000		
The Only Animal Theatre Soc.	12,000	14,000	12,000		
Théâtre la Seizième	27,500	32,500	27,500		
Theatre Replacement Soc.	22,000	30,000	22,000	10,000	9,400
Theatre Terrific Soc.	10,000	15,000	8,000		
Touchstone Theatre Soc.	33,500	35,000	35,000	6,000	6,000
Turning Point Ensemble	25,000	27,500	27,000		
Urban Ink Productions Soc.	14,000	20,000	14,000	36,100	8,600
Van. Access Artist Run Centre	13,600	20,000	15,100	6,000	0
Van. Art Gallery	2,181,000	2,250,000	2,181,000		
Van. Cantata Soc.	17,000	20,000	16,500		
Van. Centre for Contemporary Asian Art (Centre A)	37,000	37,000	37,000		
Van. Chamber Choir	18,000	25,000	18,000		
Van. Co-operative Radio (Community Radio Edn. Soc.)	25,000	30,000	25,000		
Van. Dance Centre Soc.	73,000	83,000	73,000		
Van. East Cultural Centre	110,000	110,000	110,000	10,000	6,300
Van. Folk Music Festival Soc.	80,000	80,000	80,000		
Van. Fringe Festival (First Van. Theatrespace Soc.)	40,000	42,000	40,000		
Van. Inter-Cultural Orchestra (VICO)	8,000	15,000	10,000		
Van. Intl. Children's Festival Soc.	126,500	136,500	126,500		
Van. Intl. Film Festival Soc.	50,000	85,000	57,500		

Organization Name	2012 Grant	2013 Request	2013 Recomm.	2013 Special Request	2013 Special Recomm.
<b>OPERATING</b>					
Van. Intl. Writers Festival Soc.	62,000	70,000	62,000		
Van. Latin American Film Festival (First Latin American Film Festival of Van.)	14,000	20,000	14,000	10,000	0
Van. Maritime Museum Soc.	400,000	480,000	400,000		
Van. Moving Theatre Soc.	25,000	27,500	25,000		
Van. New Music Soc.	32,000	34,000	32,000		
Van. Opera Assn.	26,000	50,000	28,500		
Van. Out on Screen Film Festival Soc.	27,500	30,250	27,500	11,500	0
Van. Symphony Soc.	44,000	50,000	44,000	9,000	0
Vetta Chamber Music and Recital Soc.	6,000	8,000	5,500		
Wen Wei Dance Soc.	19,000	25,000	19,000		
Western Front Soc.	44,500	52,000	46,000	8,000	6,000
Western Theatre Conspiracy (Western Theatre Conspiracy Arts Soc.)	12,000	20,000	12,000	10,000	0
<b>Sub-total OPERATING</b>	<b>6,790,000</b>	<b>7,731,395</b>	<b>6,809,000</b>	<b>316,600</b>	<b>105,300</b>

Organization Name	2012 Grant	2013 Request	2013 Recomm.	2013 Special Request	2013 Special Recomm.
<b>PROJECT</b>					
221A Artist Run Centre Soc.	14,000	25,000	14,000		
605 Collective Dance Soc.	10,550	14,000	12,000		
Aerosa Dance Soc.	8,750	13,000	8,750		
Alley Theatre Assn.		12,000	10,000		
Artists' Legal Outreach	0	20,000	0		
Arts in Action Soc.	10,000	15,000	10,000		
Asian Canadian Writers' Workshop Soc.		5,000	2,000		
Asian-Canadian Special Events Assn.	5,000	15,000	4,500		
Assn. of Book Publishers of B.C.	0	15,000	4,500		
Astrolabe Musik Theatre		12,735	3,000		
Balcone Art Soc.	0	15,000	0		
Barking Sphinx Performance Soc.	4,000	5,500	3,500		
Bill Reid Foundation	0	15,000	7,000		
Blackbird Theatre	8,000	18,000	8,000		
Canadian Alliance of Dance Artists - B.C. Chapter		10,000	5,000		
Capture Photography Festival Soc.	0	30,000	0		
Caravan World Rhythms Soc.	13,000	17,000	17,000		
City Opera Van.	2,500	12,750	8,000		
Compagnie Vision Selective Arts Soc.	0	10,000	0		
Compaigni V'ni Dansi Soc.		5,000	0		
Craning Neck Theatre	7,000	13,500	7,000		
Creative Cultural Collaborations Soc.	0	12,000	7,000		

Organization Name	2012 Grant	2013 Request	2013 Recomm.	2013 Special Request	2013 Special Recomm.
<b>PROJECT</b>					
Dancers Dancing Dance Soc.	0	7,000	0		
Delinquent Theatre Soc.		7,000	3,000		
Erato Ensemble Soc.		4,825	0		
Fugue Theatre Soc.	6,000	15,000	6,000		
Geist Foundation		10,000	8,000		
Greater Van. Historical Performance Soc. of B.C.		2,350	0		
Hard Rubber New Music Soc.	7,000	12,000	7,000		
Horseshoes and Hand Grenades Theatre Soc.	8,000	20,000	10,000		
Indian Summer Arts Soc.	5,000	12,000	5,000		
Jewish Community Centre of Greater Van.	10,000	15,000	10,000		
Karen Flamenco Dance Soc.		11,610	0		
Kickstart Disability Arts and Culture		25,000	9,500		
Kinesis Dance Soc.	0	6,500	2,500		
Les Productions Figlio Soc.	7,000	10,000	6,000		
Link Dance Foundation	0	6,000	0		
Live Biennial of Performance Art Soc.	12,000	35,000	24,000	12,000	0
MACHiNENOiSY Dance Soc.		8,000	1,500		
Made in BC (Dance on Tour Soc.)	4,000	8,000	5,000		
Mandala Arts and Culture Soc.	9,000	12,000	9,000		
Miscellaneous Productions Soc.	10,000	12,000	8,000		
Movement Enterprises Soc.	5,000	10,000	5,000		
New Forms Media Soc.	10,000	20,000	10,000	10,500	0

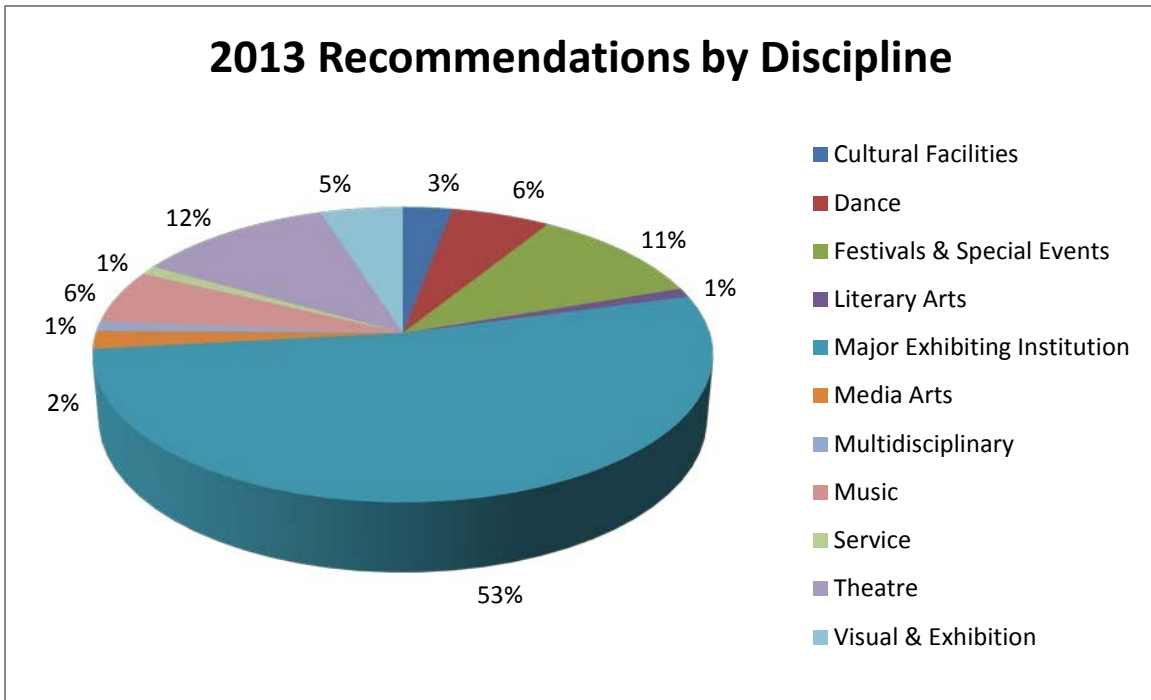
Organization Name	2012 Grant	2013 Request	2013 Recomm.	2013 Special Request	2013 Special Recomm.
<b>PROJECT</b>					
New Orchestra Workshop Soc.	11,000	15,000	10,000		
OCW Arts & Publishing Foundation		10,000	4,000		
On Main (On The Cutting Edge Productions Soc.)	7,000	14,600	0		
Other Sights for Artists' Projects Assn.	18,000	15,000	14,000		
Pangaea Arts Soc.		15,000	10,000		
Patrick Street Productions		21,000	0		
Pride in Art Soc.	13,000	26,000	14,000		
Raven Spirit Dance Soc.		5,000	1,500		
Realwheels Soc.	10,000	10,000	8,000		
Redshift Music Soc.	12,500	17,500	15,000	7,500	4,500
Satellite Gallery Assn.		5,000	0		
Screaming Weenie Productions	5,000	15,000	8,000		
See Seven Performing Arts Soc.	0	10,000	0		
Shameless Hussy Production Soc.		7,500	4,000		
Solo Collective Theatre Soc.	11,000	14,000	11,000		
South Asian Arts Soc.	0	8,800	0		
Standing Wave Soc.	8,000	8,000	4,000		
Sub-TERRAIN Literary Collective Soc.	9,000	12,000	7,000		
Tara Cheyenne Performance (DanStaBat Performance Soc.)	10,000	10,000	9,000		
The Chop Theatre		8,000	6,000		
The Elbow Theatre Soc.		9,000	6,000		
The Plastic Orchid Factory Soc.	2,000	6,000	1,500		

Organization Name	2012 Grant	2013 Request	2013 Recomm.	2013 Special Request	2013 Special Recomm.
<b>PROJECT</b>					
The Response Dance Soc.	0	10,500	6,500		
Theatre in the Raw Soc.		10,000	0		
Tomoe Arts Soc.	5,000	7,000	0		
Tomorrow Collective Arts Soc.	11,000	13,000	11,000		
True North Performance Soc.	0	5,000	0		
Twenty-Something Theatre	2,500	15,000	0		
Up in The Air Theatre Soc.	15,000	18,500	13,000		
Van. Asian Canadian Theatre	6,000	10,500	5,000		
Van. Asian Film Festival Soc.	7,000	10,000	6,500		
Van. Cantonese Opera	4,000	6,000	0		
Van. Chinese Instrumental Music Soc.	5,000	5,000	3,000		
Van. Community Gamelan Soc.	4,000	5,000	3,000		
Van. Intl. Dance Festival Soc.	23,500	25,000	23,500		
Van. Jewish Film Festival	6,500	12,000	6,000		
Van. Poetry House Soc.		7,500	2,500		
Van. Pro Musica (Pro Musica Soc. of Van.)	10,000	12,000	11,500		
Van. Recital Soc.		9,000	0		
Van. Soc. of Storytelling	4,500	7,000	0		
Van. Tap Dance Soc.	6,000	6,000	6,000		
Van. Theatresports League	5,000	20,000	0		
Virtual Stage Arts Soc.	7,500	12,000	10,000		
Western Gold Theatre Soc.		12,000	0		



Organization Name	2012 Grant	2013 Request	2013 Recomm.	2013 Special Request	2013 Special Recomm.
<b>PROJECT</b>					
Women in Film and Television Vancouver Soc.	0	5,000	0		
Word on the Street Festival (Van. Book & Magazine Fair Soc.)	18,000	22,000	18,000		
Working Spark Theatre Arts Soc.	0	9,000	0		
Yayoi Theatre Movement Soc.	0	15,000	3,050		
Zee Zee Theatre		6,000	5,000		
<b>Sub-total PROJECT</b>	<b>432,800</b>	<b>1,137,170</b>	<b>527,300</b>	<b>30,000</b>	<b>4,500</b>
<b>Grant TOTALS 7,222,800 8,868,565 7,336,300 346,600 109,800</b>					

<b>TOTAL GRANT RECOMMENDATIONS</b>	<b>Base Grant</b>	<b>7,336,300</b>
	<b>Special Requests</b>	<b>109,800</b>
		<b><u>7,446,100</u></b>



Category	Recommended Grant Amount
Cultural Facilities	206,300
Dance	415,800
Festivals & Special Events	789,500
Literary Arts	33,500
Major Exhibiting Institution	3,954,400
Media Arts	142,000
Multidisciplinary	80,500
Music	486,000
Service	77,000
Theatre	895,500
Visual & Exhibition	365,600
<b>Total</b>	<b>7,446,100</b>

## ASSESSMENT CRITERIA FOR OPERATING GRANTS

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

### Artistic Merit

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

### Community Impact

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

### Organizational Health

- Evidence of strong Executive Leadership and management of organizational structure to support the vision, mission, values and goals of the society.
- Evidence of financial stability and accountability as demonstrated through prior financial performance, achievable and balanced budgets, and sound financial structures, practices and planning.
- Evidence of strategic and operational planning in place to support the proposal and/or ongoing organizational capacity (as per realistic schedules, timelines, planning practices).
- Evidence of an active and engaged Board of Directors with a strong governance structure in place to support the vision, mission, values and goals of the society.

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

## ASSESSMENT CRITERIA FOR PROJECT GRANTS

There are three key areas of evaluation: artistic merit, community impact and organizational health. Each category receives equal weighting:

### Artistic Merit

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

### Community Impact

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

### Organizational Health

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

## APPLICATION AND DECISION-MAKING PROCESS

### Assessment

Cultural Services uses a blended assessment approach whereby members of the arts and cultural community (peers) are nominated to participate in the assessment process along with a Cultural Planner from Cultural Services. Consistent feedback from participants is that this is a valued approach that allows for practicing artists and administrators to contribute their current and historical knowledge of a particular sector/form, and allows staff to impart a funding history and a thorough financial and organizational analysis of the applicant and overall knowledge of the wider cultural sector.

### *Staff Preparation and Distribution of Grant Applications*

Cultural Planners undertake a preliminary check to ensure that the proposal meets eligibility criteria. The Planner may also contact applicants if there is any missing or unclear information and/or to discuss the application further in advance of the adjudication meetings. Staff do consult with other funders as required. The Planner assesses the application based on the published assessment criteria. Applications are grouped by artistic discipline and sent to three peer reviewers well in advance of adjudication meetings.

### *Composition of Peer Assessment Committee*

A call for nominations is made on an ongoing basis and qualified members of the arts and cultural community are invited to be part of one of five discipline-specific Assessment Committees. The nomination form and relevant policy is available on the City's website at: <http://vancouver.ca/people-programs/grant-application-and-assessment-process.aspx>

### *Analytical Tools and Measures*

The Assessment Committee members assess all applications based on the published evaluation criteria which include Artistic Merit, Community Impact and Organizational Health. They have available to them the following tools and measures:

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

### *Adjudication Meetings*

Cultural Planners and Peer Assessment Committee members meet according to artistic discipline to discuss the merits of every request against the published criteria. The goal of these meetings is to hear an array of perspectives, collectively assess the applications and arrive at consensus recommendations for City Council's decision. Once the meetings are completed, Cultural Planners compile the recommendations and finalize grant levels according to a global budget.

The blended peer (three people) and staff (one person) assessment process combines staff historical knowledge, organizational development and financial acumen with community-member professional artistic and non-profit management experience. The format and process follows established Best Practices for public sector Arts and Culture funders.

When applicants are consistently not meeting evaluation measures, funding is either held, cut back or, less frequently, eliminated. When applicants are consistently excelling at evaluation measures, funding, when possible, is increased. In some cases, conditions (such as a deficit-reduction plan) may be placed on the release of funds.

### **Recommendations and Report to City Council**

A staff report on the Assessment Committee recommendations is submitted to City Council for consideration and approval. At the same time, applicants will receive a notification letter from Cultural Services, with the scheduled Council meeting date, the Committee's grant recommendation amount and feedback. Information on the Request for Reconsideration process is also provided. The report, including Assessment Committee names, is made public on the City's website shortly before the Council meeting.

### *Request for Reconsideration*

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

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

### *Results and Grant Payment*

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