



## ADMINISTRATIVE REPORT

Report Date: September 30, 2013  
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Meeting Date: October 8, 2013

TO: Vancouver City Council  
FROM: General Manager of Community Services  
SUBJECT: 2013 Cultural Infrastructure Grant Allocations

### ***RECOMMENDATION***

THAT Council approve thirty-three (33) Cultural Infrastructure Grants totalling \$1,000,000 as outlined in this report and noted in Table 1 and Appendix B; source of funds to be from the 2013 Capital Budget - Cultural Infrastructure Grants.

### ***REPORT SUMMARY***

This report seeks Council's approval of the 2013 Cultural Infrastructure Grants to 33 Vancouver-based not-for-profit and charitable cultural organizations. These grants support investment in existing cultural facilities, planning and creation of new spaces, as well as capital upgrades to some City-owned facilities. These grants are intended to provide support to enhance facilities for the benefit of the entire cultural community and are not designed to provide operating budget support.

Recommendations for these grant awards were made by blended staff/external peer review Assessment Committees and juried evaluation process. A summary of the assessment process is included in this report as Appendix A and the Assessment Committee recommendations are included in the organizational narratives in Appendix B. For application guidelines please see Appendix C, and for Grant Award Conditions please see Appendix D.

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

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

## ***COUNCIL AUTHORITY***

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

In 2008, Council adopted Phase I of the 2008 - 2023 Cultural Facilities Priorities Plan which outlined 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 new Cultural Infrastructure Grant Program. Currently in development is a renewed Cultural Strategy (an update of the 2008-2018 Culture Plan) which will support strengthening Vancouver's cultural sector particularly in the context of the challenging financial environment in the creative non-profit sector in Canada and British Columbia.

Council approval of Grant Recommendations requires eight affirmative votes.

## ***REPORT***

### ***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 empowering the cultural community in cultural space planning, acquisition, and development

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.

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, or on a long term (ten year minimum) lease, to the organization. Organizations may apply for multiple grants over a three year period in order to move their projects through the planning to capital phases. In any given year, however, the maximum applications that will be accepted is two--one under Category A) Planning and one under Category B) and C) Capital.

Cultural Infrastructure Grants are discretionary and are only provided for projects which meet high standards of quality and excellence in the provision of service to the residents of, and visitors to, Vancouver.

## *Strategic Analysis*

The Cultural Infrastructure Grant program is one way in which the City works with cultural not-for-profit organizations to maintain and improve cultural infrastructure in Vancouver. The Grant Program supports Council's goals for safe, livable neighbourhoods (through community based spaces in neighbourhoods for creation, production and presentation activities), and for economic development in the creative sector (through retention and investment in cultural facilities including leveraging innovative partnerships with Park Board and Vancouver School Board, the addition of new spaces in creative zones, and development of studio/creation 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.

For the 2013 Cultural Infrastructure Grant intake, thirty-eight (38) applications with a total project budget of \$3,814,971 and a total grant request to the City of \$1,582,906, were reviewed by the Assessment Committees. Thirty-three (33) Vancouver-based, not-for-profit cultural organizations are being recommended by the Assessment Committees for grant awards totalling \$1,000,000.

<b>2013 Intake &amp; Recommendations</b>
<ul style="list-style-type: none"> <li>• 38 applications</li> <li>• 33 projects recommended for funding</li> </ul>
<ul style="list-style-type: none"> <li>• Grant Requests = \$1,582,906</li> <li>• Recommended total grant awards = \$1,000,000</li> </ul>
<ul style="list-style-type: none"> <li>• Total value of recommended projects = \$3,001,191</li> </ul>

Not all organizations met the evaluation criteria to the same level as their peers and several proposals lacked the necessary and relevant information for the Assessment Committees to adequately evaluate their projects. Five (5) requests are not being recommended for support at this time; however, all were seen as important projects and proponents are encouraged to re-submit to the 2014 Infrastructure Grant intake.

The 2013 intake demonstrated an approximately 35/65 split between planning and capital requests, with a drop in planning requests from 2012. This is a reflection of organizations previously in the planning stages of their projects now moving into their capital phases. Seven (7) applications were 2<sup>nd</sup> or 3<sup>rd</sup> phase projects that had received previous funding from the Cultural Infrastructure Program.

Of the applications submitted to the Cultural Infrastructure Grant program since its inception in 2009, sixty-five percent of grant awards have been for improvements to existing infrastructure and thirty-five percent towards consideration of new space (planning, acquisition, renovation to a new space or adaptive reuse of an existing space for new purposes). The percentage of reinvestment in existing spaces demonstrates a high regard for sustainable practices and a pragmatic approach to space development, adapting and upgrading existing spaces to a better functionality and quality. Staff note that, pending approval of the 2013 recommendations, the impact from five years of Program investment will have resulted in just under \$24 million worth of activity in cultural space development in Vancouver, with an investment from the City of just under \$4.6 million.

Of the nine key gaps identified in the 2008 Facilities Plan, the following have received the highest levels of investment since the inception of the Program in 2009: existing performance spaces; co-location of multi-function uses; incubator performance spaces under 250 seats; exhibition, education and preservation spaces for key collections; and co-location of large format production activities.

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

Organization	Project Budget	Project Budget (funded only)	Request	Recommendation
Alliance for Arts & Culture Society*	\$33,615	\$33,615	\$15,000	\$15,000
Arts Club of Vancouver Theatre Building Society	\$151,000	\$151,000	\$72,750	\$68,880
Bard on the Beach Theatre Society	\$463,850	\$463,850	\$150,000	\$95,000
Britannia Community Services Centre Society*	\$436,000	\$436,000	\$150,000	\$85,500
Chinese Cultural Centre of Vancouver*	\$136,126	\$136,126	\$66,533	\$63,210
Cineworks Independent Filmmakers Society*	\$20,000	\$20,000	\$10,000	\$9,400
Collingwood Neighbourhood House	\$30,000	\$30,000	\$15,000	\$14,200
Community Lab Society	\$45,860	\$45,860	\$22,930	\$20,690
Contemporary Art Gallery Society*	\$137,600	\$137,600	\$68,000	\$47,500
Craft Council of B.C. (Capital)	\$40,575	\$40,575	\$20,025	\$20,030
Craft Council of B.C. (Planning)	\$23,070	\$23,070	\$11,405	\$10,050
Dr. Sun Yat-Sen Garden Soc. of Vancouver*	\$39,638	\$39,638	\$19,819	\$19,820
Eastside Culture Crawl Society	\$44,000	\$44,000	\$18,000	\$8,000
Electric Co. Theatre/ Van. Creative Space Society (Progress Lab 1422)	\$123,470	\$123,470	\$61,000	\$47,500
Federation of Canadian Artists (B.C.)	\$12,097	\$12,097	\$5,741	\$5,740
Firehall Theatre Society*	\$35,000	\$35,000	\$17,500	\$17,500
First Nations Performance Society (Full Circle)	\$10,500	\$10,500	\$5,000	\$5,000
Hard Rubber New Music Society*	\$70,000	\$70,000	\$35,000	\$34,200
Historic Joy Kogawa House Society	\$142,255	\$142,255	\$34,500	\$34,500
Italian Cultural Centre Society	\$130,827	\$130,827	\$65,163	\$21,780
Jewish Community Centre of Greater Vancouver	\$213,654	\$213,654	\$106,500	\$80,280
Latincoover Business & Cultural Society	\$36,750		\$18,000	\$0
Malaspina Printmakers Society	\$200,000	\$200,000	\$100,000	\$95,000
Performing Arts Lodge Society (PAL)	\$14,900	\$14,900	\$7,450	\$7,450

Plastic Orchid Factory Society	\$26,000	\$26,000	\$13,000	\$12,200
PuSH International Performing Arts Festival	\$45,320	\$45,320	\$15,000	\$15,000
Renegade Arts Society	\$70,000		\$35,000	\$0
Satellite Video Exchange Society - VIVO	\$54,145	\$54,145	\$27,000	\$21,200
Société de la Maison de la Francophonie de Vancouver	\$29,645	\$29,645	\$14,000	\$14,000
Unit/Pitt Society For Arts and Critical Awareness	\$94,710	\$94,710	\$35,000	\$35,000
Van. Aboriginal Friendship Centre Society	\$240,071		\$96,029	\$0
Van. Aquarium Marine Science Centre	\$428,100		\$150,000	\$0
Van. Cantata Society*	\$38,559	\$38,559	\$19,280	\$15,000
Vancouver Centre for Contemporary Asian Art (Centre A)	\$6,945	\$6,945	\$3,470	\$3,470
Vancouver Dance Foundation	\$38,859		\$19,429	\$0
Vancouver Japanese Language School	\$6,930	\$6,930	\$3,382	\$3,370
Vancouver Museum Society (Museum of Vancouver)*	\$92,200	\$92,200	\$35,000	\$34,400
Vancouver Westside Theatre Society (Norman Rothstein Theatre )	\$52,700	\$52,700	\$22,000	\$20,130
<b>TOTAL</b>	<b>\$3,814,971</b>	<b>\$3,001,191</b>	<b>\$1,582,906</b>	<b>\$1,000,000</b>

\*Indicates City of Vancouver owned/leased facility

### Conditions for Receipt of the Grant Funding

All Cultural Infrastructure Grants have general conditions for disbursement of grant funds (Appendix D). Some grant recommendations may have additional specific conditions as noted by the Assessment Committees (Appendix B).

### **FINANCIAL**

The 2013 Capital Budget includes \$800,000 for the 2013 allocation of Cultural Infrastructure grants.

In some circumstances, grant awards made in previous years are not always fully utilized. In cases where a project was cancelled or the project costs come in under budget, these funds are not spent and remain in the grant program to be awarded in future years. For 2013, \$200,000 of such funding is included in the recommended 2013 grant allocation for a total of \$1,000,000.

## *CONCLUSION*

Based on the recommendations from the blended peer/staff Assessment Committees, staff recommend approval of thirty-three (33) Cultural Infrastructure grants totalling \$1,000,000 as outlined in this report. The City's Cultural Infrastructure Grant program provides an important contribution to the creation and operation of cultural infrastructure in Vancouver. Approval of the recommended Cultural Infrastructure Grants will support the community's undertaking of approximately \$3 million worth of renovation 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.

The Assessment Criteria cover six broad dimensions of evaluation:

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

## 2013 Infrastructure Grant Program

In advance of the May 3, 2013 deadline, widespread notice of the Infrastructure Grant opportunity was sent to Vancouver-based cultural organizations via electronic distribution lists and the Cultural Services website. Inquiries for the Infrastructure Grant program decreased slightly from 2012. Thirty-eight (38) Infrastructure Grant applications were ultimately received with requests to the Program totalling \$1,582,906: remarkably consistent with the past four years of requests which have averaged \$1.59M annually.

All Infrastructure Grant applications 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 Cultural Planner. Assessment Committee members brought considerable experience, up-to-date knowledge and specific expertise to the assessment process. We thank these individuals for their willingness to participate, their hard work, and their thoughtful deliberations. This process was augmented by City staff communication and discussions with applicants.

The independent community Assessment Committee members were:

- **Mary Louise Albert** - Artistic and Managing Director, Norman and Annette Rothstein Theatre
- **Glenn Alteen** - Director, Grunt Gallery
- **Michael Heeney** - Principal, Bing Thom Architects
- **Scott Hughes** - Principal, Capacity Build Consulting
- **Stuart Lyons** - Principal, GBL Architects
- **Camilla Tibbs** - Executive Director, Vancouver International Writer's Festival and Member, Cultural Facilities Implementation Team
- **Sarah Todd** - Media Arts Curator, Western Front

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.



### RECOMMENDED CULTURAL INFRASTRUCTURE GRANTS - 2013

Cultural Infrastructure Grants are discretionary and are only provided for projects which meet high standards of quality and excellence in the provision of service to the residents of, and visitors to, Vancouver.

\*denotes society is located in a City-owned or leased facility/ground

#### MAJOR CAPITAL - up to \$150,000

##### **Arts Club of Vancouver Theatre Building Society - Major Capital           \$68,880**

Founded in 1964, the Arts Club Theatre Company is a professional theatre company operating three stages in Vancouver. The Company's mandate is to develop, produce and present stimulating, quality theatre for the enrichment of the community. The Arts Club has developed a focused strategic and business plan that has at its core four main objectives: sustainability, facilities improvement, artistic development, and community engagement. The Arts Club is requesting funding to replace the roof and the HVAC system of their Production Studio at their Granville Island location.

The Assessment Committee noted the ongoing stability and organizational strength of this theatre company and their efforts to address basic facility due diligence such as safety and comfort through the grant request - all of which are important to the quality of the ultimate product - excellence in theatre production. A grant of up to **\$68,880** (46% of the total budget) is recommended to replace the roof and HVAC system of the Production Studio.

##### **Bard on the Beach Theatre Society\* - Major Capital                               \$95,000**

Incorporated in 1991, Bard on the Beach produces an annual Shakespearian Festival in Vanier Park and a number of related educational and artistic outreach programs. Bard has applied to cover costs incurred in replacing their secondary stage tent and its attendant flooring and seating as the final phase of a five-year facilities upgrading project. The Society had intended to wait until after the announcement of the Infrastructure Grant Program funding to replace the tent and seating; however, the old tent suffered critical structural failure, forcing its immediate replacement. In light of this emergency situation, staff allowed the application to go forward to the Assessment Committee for consideration (retroactive funding) on a one-time without prejudice basis.

The Assessment Committee noted the crucial role Bard on the Beach serves in Vancouver's cultural ecology, and commented favourably on Bard's strong support for local artists. The Committee supported the emergency request to upgrade the tent infrastructure, and recommends funding up to **\$95,000** towards the cost of tent and seat replacement (20% of the total budget).

##### **Britannia Community Services Centre Society\* - Major Capital               \$85,500**

Britannia Centre is a partnership of the City of Vancouver, Vancouver School Board, Vancouver Public Library and Vancouver Park Board. A non-profit Society (Britannia Community Services Centre Society) acts as a manager of the overall facility to

develop, coordinate and support a wide range of programs and services for the Grandview-Woodland and Strathcona neighbourhoods. The proposed project has as its objective to construct a purpose-built carving pavilion to promote cultural awareness of the rich heritage that the First Peoples offer in their traditional practices. The intent is to create a multi-use facility that will act as a cultural bridge to the community at large and build pride in culture and sharing within Britannia's student community.

The Assessment Committee noted the positive impact an animated east-side hub for aboriginal culture could potentially have on the Grandview Woodland neighbourhood. The Society must, however, be proactive going forward in its engagement with the Aboriginal community and School Board. The Committee recommends funding of up to \$85,500 (21% of the revised budget after ineligible items were removed) SUBJECT TO the signing of an MOU between Britannia, School Board and the Parks Board; and evidence of aboriginal partnership in facility and program planning. The Committee also encourages the School Board to commit to the project in the form of a financial or in-kind contribution; and encourages the partners to maximize the "cultural" opportunities that this facility should engender.

**Chinese Cultural Centre of Vancouver\* - Major Capital** **\$63,210**

The Chinese Cultural Centre is a non-profit community organization that exists to promote and facilitate cross-cultural awareness and sharing through programming and community outreach. The scope of the proposed project is to replace the roof on the north and northwest section of David Lam Multi-Purpose Hall, and to install two operable partitions in the Multi-Purpose Room in the Museum.

The Assessment Committee noted the value of the Centre as an important cultural resource, and commended the demonstration of strong community support in this complete and articulate submission. While the Committee noted the challenges facing the Society during this time of organizational change, it supported the organization's desire to undertake basic structural maintenance and to augment the usability of interior space. The Committee recommends an award of up to \$63,210 (46% of the total budget) for this project SUBJECT TO phasing the work by prioritizing the roofing component; confirmation of involvement by the landlord (City of Vancouver) in the review and approval of quotes and work to be undertaken; and the hiring of a professional roofing consultant to oversee the roofing component.

**Contemporary Art Gallery Society\* - Major Capital** **\$47,500**

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 funding to re-purpose an under-used storage space into an events room for community engagement, workshops and other programs.

The Assessment Committee commended the thorough and professionally prepared application. Community engagement and other planned uses for the new space were carefully considered and presented, and demonstrated strong community support. However, while the Committee appreciated the often-complicated nature of renovations, it felt the contingencies were very high for a small construction project in a relatively new building. The Committee consequently recommends an award of up

to **\$47,500** (35% of the project budget) towards the creation of a programming space SUBJECT TO approval from City of Vancouver Facilities Department.

**Electric Company Theatre Society (Progress Lab 1422) - Major Capital \$47,500**

Progress Lab 1422 is a collaborative arts hub in East Vancouver operated by four independent theatre companies: Electric Company Theatre Society, Boca del Lupo, Newworld Theatre, and Rumble Productions. Progress Lab 1422 was developed in stages: the primary redevelopment of the building, formerly a garment factory, was done first, followed by upgrades to the space for health and safety issues as well as better functionality. Electric Company, on behalf of all the tenant operators of Progress Lab 1422, has applied for funding to “green” the building, increase fire safety and improve functionality.

The Assessment Committee noted that Progress Lab 1422’s co-location project has been very successful for the four resident companies and moreover has been an exemplary facility development model for the entire cultural community. The Committee appreciated the clear and well thought out application and recommends funding up to **\$47,500** (35% of the total budget) SUBJECT TO confirmation of a minimum 10 year lease remaining on the building in which Progress Lab 1422 is tenanted.

**Italian Cultural Centre - Major Capital \$21,780**

Founded in 1977 the Italian Cultural Centre promotes Italian culture, values and heritage and shares these with diverse communities. The Centre’s request is for multiple improvements to infrastructure and equipment. The proposed work would increase the Centre’s functionality for cultural programming in various areas of the Centre.

The Assessment Committee appreciated the Italian Cultural Centre’s strategic commitment to cultural programming and efforts to evolve and change. The Committee found, however, much of the request was for ineligible items per the Grant Program Guidelines. The Committee recommends an award of up to **\$21,780** (47% of the revised total budget after ineligible items were removed) and encourages the Centre to more rigorously match any future infrastructure-related applications to Cultural Infrastructure Program eligibility guidelines.

**Jewish Community Centre Society (JCC) - Major Capital \$80,280**

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 proposes to augment the Wosk Auditorium’s multi-functional potential to a higher quality of artistic and cultural presentation by installing and upgrading audio/visual and lighting equipment along with enhancing storage capacity under the stage.

The Assessment Committee recognized the valuable contribution the JCC makes to the cultural community, particularly to amateur cultural activities. While noting that the application was overall an articulate and thorough one, the Committee found many of the items to be ineligible for funding and encourages the JCC to more rigorously match the criteria laid out in the Grant Program in future applications. Recommendation is for a grant of up to **\$80,280** (47% of the total revised budget after ineligible items

were removed) towards upgrades to audio/visual/lighting equipment and storage capacity.

**Malaspina Printmakers Society - Major Capital**

**\$95,000**

Incorporated in 1975 by a group of printmaking students and instructors, Malaspina Printmakers Society is a nonprofit artist-run centre dedicated to the development, exploration, exhibition and preservation of contemporary print-based visual arts. Its Granville Island location provides studio facilities and technical support to print media artists along with exhibitions, sales and outreach programs directed towards the public. The proposed project includes significant re-organization and renovation of the interior space to improve functionality and allow more public engagement activities as well as improved ventilation for the artists themselves.

The Assessment Committee commended the Society on the submission of a thorough and well-articulated application and noted the recently improved strength in the organizational leadership as well as the strong support letters from the artistic community. Improvements to the various internal multi-purpose working spaces and public gallery will help to maximize use of the relatively small space. The Committee recommends funding of up to **\$95,000** (48% of the total budget) for internal space and ventilation improvements SUBJECT TO a 10-year lease commitment from the landlord, Canada Mortgage and Housing Corporation; a letter from the landlord providing permission to undertake the project; and written documentation of all other funding in place.

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

**Alliance for Arts and Culture\* - Minor Capital**

**\$15,000**

Founded in 1986, the Alliance serves over 300 arts and culture member organizations and individuals by providing a range of services for the arts and culture community throughout Metro Vancouver in the areas of advocacy, membership and services, and communicating and networking. Situated in a City amenity space, the Alliance is seeking funds to upgrade and improve the lighting and sound-insulation in their two public meeting rooms as well as painting the facility's interior walls.

The Assessment Committee commended the Alliance for its work in support of local and regional arts and culture organizations and felt that the proposed renovations were straightforward and made good sense in light of the importance of affordable, comfortable room rentals to the community. The Committee encouraged co-tenants in this shared space consider their role in supporting the project. A contribution of up to **\$15,000** (45% of the project budget) is recommended for lighting and sound-insulation upgrades and painting SUBJECT TO approval from the City of Vancouver's Facilities Department.

**Community Laboratory (CoLab) - Minor Capital**

**\$20,690**

CoLab was formed in 2010 to offer affordable semi-private studios and accessible shared workshop space for artists and makers of all types, including welders, woodworkers, machinists, blacksmiths and electronic artists. CoLab multiplies its community impact through partnerships with other arts and culture organizations and

through quarterly exhibitions of the work produced under its auspices. CoLab has applied for Infrastructure funding to upgrade electrical, safety and security, recycling and storage systems in their building to improve functionality, sustainability and safety.

The Assessment Committee commended CoLab's dynamic "Do It Yourself" entrepreneurial approach to meeting the difficult needs of creative makers. The Committee also remarked on CoLab's strong volunteer support base. CoLab was, however, urged to keep better records of the cultural uses of their facility versus commercial and other non-cultural uses to help strengthen their applications for funding in the future. After removal of an ineligible budget item, the Committee recommends funding up to **\$20,690** (50% of the eligible budget) for facility upgrades.

**Craft Council of BC - Minor Capital**

**\$20,030**

The Craft Council is an arts service organization supporting and promoting crafts in BC since 1973 through a variety of means including exhibitions, the provision of workshops and mentorship programs, and the management of annual grant and scholarship programs. The Society has submitted both Planning and Minor Capital applications. The capital project requests exterior and interior renovations to the Craft House on Granville Island with the intention to increase the profile of the public face of the facility and expand the interior gallery space.

The Assessment Committee commended the Craft Council organization, and the clear and articulate application for the reasonable renovation project. An award of up to **\$20,030** (49% of total budget) is recommended to provide the facility with an upgraded exterior facade and an expanded exhibition gallery SUBJECT TO the signing of a 10-year lease agreement with landlord Canada Mortgage and Housing Corporation.

**Dr. Sun Yat-Sen Garden Society of Vancouver\* - Minor Capital**

**\$19,820**

Established in 1981, the Dr. Sun Yat-Sen Garden Society has provided creative and performance space for many disciplines over the years. To enhance their vision of becoming an important small performance venue in Vancouver's arts and cultural community, the proposal is to implement phase one of a four-phased approach to address deficiencies in the Hall of One Hundred Rivers (as identified in a 2011 Planning Report). Phase one includes soundproofing improvements and upgrades to the functionality of the adjacent kitchen.

The Assessment Committee noted the stable nature of the organization and the importance of the cultural space in the heart of the Downtown Eastside. The Committee was also supportive of the Society's thoughtful facility planning and phased upgrading that will improve the organization's cultural programming and audience enjoyment. Although this well-considered request is for basic improvements, it was appreciated that sustainability issues were considered in tandem with the upgrades. Funding of up to **\$19,820** (50% of the total budget) is recommended to solve acoustic issues and improve the kitchen functions.

**Federation of Canadian Artists - Minor Capital**

**\$5,740**

The Federation is a longstanding support organization for visual artists, offering exhibitions, workshops and seminars on a range of topics related to the visual arts. The Federation has been housed for many years on Granville Island and is now facing a

number of issues due to the age of its building. It has applied to replace the broken heating system, the replacement of which is not covered by CMHC, the Federation's landlord.

The Assessment Committee appreciated the contribution the Federation has made for many years to Vancouver's visual arts scene and noted the number of sincere letters of support from the local community. The Federation submitted a clear and straightforward application, and the Committee recommends supporting replacement of the heating system to an amount of up to **\$5,740** (47% of the total budget) SUBJECT TO confirmation of a minimum ten year lease agreement with the Landlord Canada Mortgage and Housing Corporation.

**Firehall Theatre Society\* - Minor Capital** **\$17,500**

The Firehall Theatre, operating since 1983, is an important performing arts venue in the Downtown Eastside, presenting often cutting edge work from various disciplines, including the work of emerging artists and communities otherwise often under-represented in the professional arts sector. The Firehall also provides important visual arts programming. The Firehall Theatre Society has applied for funding to undertake remedial renovations to the theatre's dressing room, public amenity areas, a storage area and exterior lights. These changes will increase the health and safety of users and improve functionality.

The Assessment Committee noted the Firehall's many years of programming, the very concise and well-organized application, and the clear need for the requested infrastructure improvements. The Committee recommends awarding up to **\$17,500** (50% of the total budget) for proposed renovations SUBJECT TO approval by the City of Vancouver Facilities Department.

**Historic Joy Kogawa House Society - Minor Capital** **\$34,500**

Purchased in 2006 by the Land Conservancy of BC (TLC), Joy Kogawa House has been operated primarily as a cultural space with a writers-in-residence program, literary events, small performances, and workshops that build on themes of hope, healing, and reconciliation. The Historic Joy Kogawa House Society seeks to purchase the House from the Land Conservancy in order to secure its retention and preservation as a public facility. The request is for funds to pay out the mortgage currently held by the TLC, thus transferring ownership of the Historic House to the Society.

The Assessment Committee noted the importance of supporting a literary venue among the diversity of small cultural spaces in the City including the geographic distribution amongst various neighbourhoods. The Committee commended the modest yet good work of the writers' residency program and the organization's important connections to the playwrights community. The Committee recommends a grant of up to **\$34,500** (24% of the total budget) towards the purchase of the Historic Joy Kogawa House.

**Société Maison de la Francophonie de Vancouver - Minor Capital** **\$14,000**

Société Maison, a not-for-profit society incorporated in 1988, acts as the general partner to La Maison de la Francophonie de Vancouver, a limited partnership of 11 not-for-profit organizations. Société Maison owns the building housing the 11 partners and manages the partnership. The Société has applied to upgrade its heavily-used

Studio 16 facility by replacing the current linoleum floor with a plywood subfloor with masonite topping and replacing the risers.

The Committee noted the growing importance of Studio 16 as an affordable and centrally-located rehearsal and performance venue serving the Francophone and other communities. The application clearly articulated the need and value of the impact in improving the rehearsal/presentation space. The Committee recommends awarding up to \$14,000 (47% of the budget) towards flooring upgrades.

**Unit / Pitt Gallery - Minor Capital**

**\$35,000**

Unit/Pitt Projects (formerly the Helen Pitt Gallery) is an artist-run centre dedicated to the promotion of experimental contemporary art that addresses social, political, cultural and critical issues. It aspires to be an incubator for emerging practices and new careers. Partnering with 221A Artist Run Centre Society, Unit/Pitt seeks funds to upgrade a new creative space at 236 East Pender, improving its suitability and safety as an incubator facility housing a gallery, studios and organizational offices.

The Assessment Committee appreciated the project re-purposing of an aging building in the Downtown Eastside and commended 221A and Unit/Pitt on their solid and mutually beneficial partnership. With 221A contributing experience in facility management and links to the Chinese community, and Unit/Pitt contributing a new approach to organization and space needs, the Committee saw the project as a win-win situation for both societies and the broader cultural community.

Recommendation is for a grant of up to \$35,000 (37% of the total budget) to fund renovations to 236 East Pender with an encouragement to elicit more meaningful letters of support in future applications.

**Vancouver Cantata Society\* - Minor Capital**

**\$15,000**

The Vancouver Cantata Society is housed along with other cultural organizations (including Early Music Vancouver, Vancouver Chamber Choir) in Hodson Manor, one of very few late-19<sup>th</sup> century houses remaining in Fairview. The building, owned by the City, has had few significant upgrades to its interior since the 1970's. The Cantata Society, on behalf of the tenant organizations of the building, has applied for funding to remove the badly stained carpeting on the main floor and replace it with soundproofed hardwood floors, to resize doors to accommodate the new floors, and to upgrade a shared kitchen.

The Assessment Committee noted Hodson Manor's architectural importance in the Fairview neighbourhood and the important cultural work being done by resident cultural groups. The Committee felt that the Society made a good case for upgrading the floor, however, felt there was a lack of information available to prioritize the kitchen upgrade amongst all the requests to the Grant Program. The Committee recommends funding of up to \$15,000 (39% of a revised budget that excluded the kitchen renovations) SUBJECT TO approval by the City of Vancouver Facilities Department.

**Vancouver Centre for Contemporary Asian Art (Centre A) - Minor Capital** \$3,470

Founded in 1999, Centre A showcases contemporary Asian art. After operating for several years with little security of tenure, Centre A has obtained a long-term lease for a new facility on East Georgia Street in Chinatown. Centre A has applied for

funding to replace the retail lighting system currently in place with lighting more suitable to a professional art gallery.

The Assessment Committee noted Centre A is playing a pivotal role in the creative presentation to Vancouver audiences of important Asian art and appreciated the care with which the Centre put together the modest and realistic project application. Funding of up to \$3,470 (50% of the total budget) is recommended.

**Vancouver Westside Theatre Society (Norman Rothstein Theatre) - Minor Capital \$20,130**

The Norman and Annette Rothstein Theatre, located in the Jewish Community Centre, is operated by the Vancouver West Side Theatre Society. It is a fully equipped 318-seat performing arts rental facility that presents dance, music, theatre, film and literary events and festivals. The project request is to improve accessibility to the dressing rooms and upgrade the audio and lighting systems.

The Westside Theatre Society's Norman Rothstein Theatre is a well- and broadly-used facility and the Assessment Committee noted the venue's value as part of Vancouver's cultural ecology. After removal of several ineligible budget items, the Committee recommends funding of up to \$20,130 (42% of the total budget after removal of ineligible items) for theatre upgrades.

**PLANNING - up to \$35,000**

**Cineworks Independent Filmmakers Society\* - Planning \$9,400**

Cineworks is an artist-run production and exhibition centre that supports independent filmmakers and media artists. Cineworks, along with Pacific Cinematheque, has been a tenant in the City-owned cultural amenity at 1131 Howe Street since 1983. Cineworks has outgrown its current space, renting additional space since 2009. Recognizing changes potentially coming to the shared space on Howe Street, Cineworks has applied for funding to undertake a functional planning process to guide next steps for the organization as it evaluates its space needs.

The Assessment Committee noted that Cineworks is an organization operating in a quickly-changing media environment with evolving space needs. The Committee supports the organization's efforts to anticipate its future facility requirements and recommends funding up to \$9,400 (47% of the total budget) for functional planning.

**Collingwood Neighbourhood House Society\* - Planning \$14,200**

Collingwood Neighbourhood House Society is a multi-service organization serving Renfrew-Collingwood through a variety of community programs. Their request is to conduct a cultural infrastructure feasibility plan in order to assess the current cultural infrastructure assets and future needs of the Renfrew-Collingwood community, to guide future development in the neighbourhood with regards to cultural facilities.

The Assessment Committee recognized the organization's unique position to identify current Renfrew-Collingwood cultural infrastructure and future needs and commended the Society's commitment to in-depth community collaboration and consultation. The Committee was encouraged by the thoroughness of the application and the detail outlined in the scope of work and urges the Society to ensure that the scope is



followed and that they retain the most appropriate expertise for the best project possible. The Committee recommends a grant of up to **\$14,200** (47% of the total budget) for a Cultural Infrastructure Plan for Renfrew-Collingwood SUBJECT TO clarification of the in-kind expenses.

**Craft Council of BC - Planning**

**\$10,050**

The Craft Council is an arts service organization supporting and promoting crafts in BC since 1973 through the a variety of means including the exhibition of works, the provision of workshops and mentorship programs and the management of annual grant and scholarship programs. The Society has submitted both Planning and Minor Capital applications. The Craft Council's planning proposal is to develop a functional program/building plan to determine the space needs for a proposed satellite craft gallery with studio and community spaces.

Although the Assessment Committee noted some concern regarding the capacity required to undertake significant long-term space development projects, the proposed co-location project does address important key gaps in Vancouver's cultural ecology. The Committee encourages the Craft Council to ensure that the right consultant(s) are engaged for the various elements of the functional plan and recommends funding of up to **\$10,050** (46% of the revised budget, after an ineligible budget item was removed).

**Eastside Culture Crawl Society - Planning**

**\$8,000**

The Eastside Culture Crawl Society (ECCS) is dedicated to the promotion of artists and their work. The Society is well known for producing the annual "Culture Crawl" as well as advocating for an expansion of artist spaces in East Vancouver. The ECCS's request is to support a governance and operational capacity assessment to determine the Society's ability to undertake the development of a non-profit owned/operated multi-artist studio space in East Vancouver. The drafting of an associated business plan is proposed as an adjunct to the above.

The Assessment Committee expressed some concern with scope and rationale of various components of the project, however, commended the Society for its plan to undertake a governance and operational capacity assessment. The recommendation is for funding of up to **\$8,000** (18% of the total budget) SUBJECT TO focusing the assessment on organizational and governance capacity; and the clarification of consultant and legal quotes per the scope of work.

**First Nations Performance Society (Full Circle) - Planning**

**\$5,000**

Full Circle is an Aboriginal performing and producing arts organization that was established in 1992. For the last twelve years it has produced The Talking Stick Festival, a premier Aboriginal performing arts festival. Full Circle is also strongly committed to fostering through education and training the development of artists at all stages of their careers. Due to redevelopment of the Great Northern Way Campus, the Society will be forced to vacate its current offices and studio, probably by the spring of 2014. It is applying for Infrastructure funding to undertake a demand analysis and feasibility study for an Aboriginal performing arts and resource centre.

The Assessment Committee acknowledged the important role the Society has played in showcasing Aboriginal work, and commended the quality of the application

demonstrating the need for facility planning. The Committee urges the Society to ensure that the consultant engaged to do the work has the appropriate qualifications and experience to deliver the best possible project. The Committee recommends funding of up to \$5,000 (48% of the total budget) for a demand analysis and feasibility study.

**Hard Rubber New Music Society - Planning**

**\$34,200**

The Hard Rubber New Music Society, established in 1992, supports the performance, production, and creation of music and multi-media arts. Hard Rubber's proposal builds on a 2010 Needs Assessment Study undertaken on behalf of the Vancouver Music Centre Project to investigate the demand for a dedicated music centre in Vancouver for world, jazz, folk and chamber music, and a 2011 Feasibility Study for this new space. Anticipating the release of the Feasibility study, the Society is applying to undertake a fundraising and financing plan.

The Assessment Committee appreciated the clarity of the application, which demonstrated the need and strong community support for the proposed music centre. The Committee, however, expressed concern with the scope of the project which seemed very ambitious and urges the Society to prioritize and phase the project, and ensure that the most appropriate expertise is engaged for each element. The Committee recommends funding of up to \$34,200 (49% of the budget) towards a fundraising and financing plan.

**PAL Vancouver (PAL) - Planning**

**\$7,450**

Created in 2002, the Performing Arts Lodge, owned and operated by PAL Vancouver, is a residence for people with low income, disabilities, or the elderly who work or have worked in the performing arts industry. The PAL building includes a small theatre located on the 8<sup>th</sup> floor that is managed and operated by a separate non-profit society, PAL Studio Theatre. The theatre has received some upgrades since opening. The Society is applying for support for an architectural study of a possible new phase of upgrades that will include enhancements to improve the experience of theatre patrons. These upgrades could include better exterior signage and lighting, better access to the theatre and an expanded exterior terrace.

The Assessment Committee appreciated the vital role PAL serves for many senior artists in the performing arts community. The theatre fills an important gap in the city's cultural facilities and is well used and supported by the cultural community. The Committee agrees with the Society that the proposed upgrades would be very beneficial to the long-term sustainability of the PAL Studio Theatre. The Committee recommends funding of \$7,450, (50% of the total budget) SUBJECT TO re-submission of the budget for in-kind expenses and revenue.

**Plastic Orchid Factory Society (POFS) - Planning**

**\$12,200**

Currently without a dedicated space, the Plastic Orchid Factory Society (POFS) is a Vancouver-based contemporary ballet company exploring visually compelling and innovative dance. The Factory is requesting funds to undertake a facility planning needs assessment and feasibility study towards the acquisition of a shared dance-suitable creation/production/office space in Vancouver.

The Assessment Committee commended the organization for the strong application, reasoned timeline and careful project budgeting. The proposal did not, however, make evident why existing dance facilities cannot fulfill the need for the space proposed. Nevertheless, the Committee concluded that the study was a worthwhile undertaking, and encourages the Society to obtain a thorough understanding of the supply/demand/gaps in the community and effectively demonstrate the need for a new shared dance-suitable creation/production/office space in Vancouver. The Society is also encouraged to ensure that the selected consultant has the appropriate expertise to deliver a successful project. A grant of up to \$12,200 (47% of the total budget) is recommended.

**PuSH International Performing Arts Festival Society - Planning \$15,000**

PuSH International Performing Arts Festival has been producing a three week multi- and cross-disciplinary festival annually since 2003. It presents international and local multi-disciplinary 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. This study follows an earlier study that examined co-location opportunities in the CBC campus downtown.

The Assessment Committee commended PuSH for its clear and thoughtful application, noting the vital role the organization plays in Vancouver's cultural ecology and the merits of the proposed co-location project. The Committee recommends funding of up to \$15,000 (33% of the total budget) for a co-location study.

**Satellite Video Exchange Society (VIVO) - Planning \$21,200**

Founded in 1973, VIVO is an artist-run collective supporting and responding to the needs of independent media artists. VIVO promotes Canadian work in an international context, provides affordable access to video and digital production technology, develops new audiences, and produces non-mainstream, innovative works. VIVO also houses an extensive international collection of significant media archives. VIVO was recently notified that it will have to vacate its current location as soon as the spring of 2014. VIVO sees this challenge as an opportunity to explore purchasing a space and has applied for support to engage an architect and a project manager to undertake the studies that would make purchase possible, including functional planning, needs assessment, real estate analysis, capital planning, design, and construction project management.

The Assessment Committee noted the urgency of the situation the Society finds itself in and felt that—given the Society's respected track record, its importance to media artists locally and nationally, and the vulnerability of the cultural sector in the Mount Pleasant neighbourhood in which VIVO operates—support for this planning initiative was important. The application included too many varied components including several ineligible items; thus, the Committee recommends funding up to \$21,200 (39% of the revised budget after an ineligible component was removed) SUBJECT TO re-submission of a revised budget with priority for functional planning, building search and design work.

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**Vancouver Japanese Language School - Planning** **\$3,370**

Situated in a City-designated heritage building in the Japantown area of the Downtown Eastside, the Vancouver Japanese Language School and Japanese Hall (VJLS-JH) provides a focus for the Japanese community's cultural activities as well as Japanese language instruction for children. The VJLS-JH seeks to retain a theatre consultant to evaluate the Japanese Hall in order to create a prioritized plan and cost estimates for improvements to the sound and lighting systems and acoustic environment in order to make the hall more suitable as a performance venue in the DTES, while maintaining flexibility as a multi-use space.

The Assessment Committee noted the straightforward and modest approach to the project and the importance of the facility project for the DTES and beyond. The Committee recommends funding of up to **\$3,370** (49% of the budget) towards the planning for improvements to this 400-600 seat performance space in the DTES, SUBJECT TO the engagement of a theatre/music specialist and consultation with current and potential theatre/music user groups to ensure improvements adequately meet the needs of future cultural users.

**Vancouver Museum Society (Museum of Vancouver)\* - Planning** **\$34,400**

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 is requesting funds to undertake Phase 2 of a relocation plan. This follows Phase 1, which involved the development of a 2011 Functional Program Plan. Phase 2 will evaluate various buildings and sites in Vancouver to determine an optimal setting for relocation, using the Functional Program Plan as a guide.

The Assessment Committee was encouraged by the recently completed 3-year Business Plan and Facility Plan that provide a solid foundation for the next phase in the Museum's long term plans. This thorough and articulate proposal demonstrated the ongoing challenges of the Museum's current location. The Committee recommends funding of up to **\$34,400** (37% of the budget) towards a real estate study for the Museum of Vancouver.

**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 2014 Cultural Infrastructure Grant Program.

**Latincouver Cultural and Business Society - Planning**

Latincouver Cultural and Business Society, registered as a non-profit society in 2010, aims to strengthen and celebrate Latin American culture in Vancouver. Latincouver organizes a number of cultural events throughout the year, including Carnaval Del Sol, the Inspirational Latino Award, and ExpoPlaza Latina. The Society aspires to animate an outdoor space similar to "la plaza" in Latin American towns, creating a place where

diverse people can meet, socialize and do business. The Society has applied for planning funding for a needs assessment, a five-year strategic plan and a feasibility study toward realizing their plaza concept.

**Renegade Arts Society - Minor Capital**

Renegade Arts Society (RAS) was formed in 2012, in part, to allow Renegade Productions Inc. (RPI) to acquire the prop collection formerly owned by the Vancouver Playhouse Theatre Company. RPI rents rehearsal space and props to Vancouver theatre companies at below-market rates. RPI, through RAS, is applying for funding assistance to renovate its theatre rehearsal and production studios.

**Vancouver Aboriginal Friendship Centre - Major Capital**

The Vancouver Aboriginal Friendship Centre has been providing a variety of services to Vancouver's urban aboriginal community for 57 years in the areas of housing, food, shelter, skills development, employment and cultural activities. This year's request is for the replacement of the Centre's roof, emergency doors and 2,171 square feet of interior flooring.

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

Since first opening in 1956 the Aquarium has become the largest in Canada, with a mission dedicated to conserving aquatic life through display, communication, public programming and education, research, and direct action. The Aquarium's request is to develop a multi-purpose outdoor plaza and a flexible performance venue and exhibition space as part of a larger expansion and revitalization of the Aquarium's facilities.

**Vancouver Dance Foundation - Minor Capital**

The Dance Foundation was founded in 1995 to develop and build the Scotia Bank Dance Centre, considered by many to be Canada's flagship dance facility. The Foundation has created several endowment funds directed towards the Dance Centre's operations, special projects, performance, and educational outreach programs. The Centre's application is for support towards the purchase and installation of a dimmer switch and light board for the Birmingham Studio.

# Cultural Infrastructure Grant Program 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 03, 2013, 4:30 pm  
**Award:** September 2013 (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:

## A. Planning Projects

Planning projects for the development or acquisition of cultural facilities may be granted 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.

## B. Minor Capital Improvements

Building-based projects involving the purchase, construction, renovation, or expansion of a cultural facility may be granted 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.)*

## C. Major Capital Improvements

Building-based projects involving the purchase, construction, renovation, or expansion of a cultural facility **over \$35,000** may be granted 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 a registered non-profit society\* or charitable organization that is Vancouver-based and has an independent, active governing body composed of volunteers (i.e. the Board of Directors).\*\* Voting members of the Board of Directors of a society or charitable organization 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).

*\* Society must be in good standing with the B.C. Registrar of Companies*

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

- Must have operated for at least one fiscal year prior to the 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 (PA) 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

GUIDELINES ON HOW TO WRITE AN MOU/PA CAN BE FOUND ON THE [CULTURAL SERVICES INFRASTRUCTURE GRANT WEBSITE](#)

### 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 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, space needs assessment, master plan, etc.) or later planning stages (site massing and analysis, design concepts, engineering consultations, etc.). Please note that organizational/business 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 for the Procurement of Goods or Services* as presented to prospective consultants and a minimum of **two (2)** 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 study; timeframe for study; expertise of consultants or contractors.

### 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 IMPROVEMENT PROJECTS UP TO \$35,000**

**C. MAJOR CAPITAL IMPROVEMENT 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 A STRONG RATIONALE FOR THE SELECTED CONSULTANT. PROJECTS REQUIRING SERVICES FROM OUTSIDE CONSULTANTS, ARCHITECTS, OR SUPPLIERS MUST INCLUDE A DETAILED SCOPE OF WORK FOR THE PROCUREMENT OF GOODS OR SERVICES 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 for the Procurement of Goods or Services* 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 strong 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..

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

CONSIDER THE ADVANTAGES OF PHASING LARGE CAPITAL PROJECTS.

## TIP

HELP WITH WRITING A SCOPE OF WORK FOR THE PROCUREMENT OF GOODS AND SERVICES CAN BE FOUND ON THE [CULTURAL SERVICES INFRASTRUCTURE GRANT WEBSITE](#).

## TIP

INCREASE CONFIDENCE OF THE JURY THAT YOU ARE GETTING THE BEST VALUE FROM YOUR CONSULTANT OR CONTRACTOR. EVEN A SOLE SOURCE PROJECT BENEFITS FROM TWO QUOTES. SOLE SOURCE SELECTION **MUST** HAVE A STRONG RATIONALE.

## 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:

#### 1. 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.**

#### 2. Application Review

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

#### 3. Funding Recommendations

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

#### 4. 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.

#### 5. Notification

Each organization's jury recommendation will be sent to them, along with a notice of the City Council meeting at which the grants will be considered.

### 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.

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).
2. 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 six 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 (by percentage) and broken down into more detailed considerations. The Assessment Committee applies its expertise and judgement and the evidence presented in the application to assess and evaluate the degree to which the projects meet or exceed the following six criteria:

### 1. 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.

## TIP

THE CULTURAL SERVICES SELF-ASSESSMENT CHECKLIST HAS A SERIES OF QUESTIONS THAT ENABLE SELF-ASSESSMENT BY ORGANIZATIONS THINKING ABOUT OR PREPARING FOR CULTURAL FACILITY DEVELOPMENT. YOU CAN FIND THE CHECKLIST ON THE [CULTURAL SERVICES INFRASTRUCTURE GRANT WEBSITE](#).

**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?

## 2. 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.

### 3. 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% of the total budget. In-kind contributions are itemized, documented and determined at fair market value and do not exceed 25% of the total budget). Confirmed funding sources are documented.

### 4. 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

GUIDELINES ON HOW TO WRITE A SCOPE OF WORK FOR PROCUREMENT PURPOSES CAN BE FOUND ON THE [CULTURAL SERVICES INFRASTRUCTURE GRANT WEBSITE](#).

## 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.



## 5. 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.

## 6. 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.
4. In addition to the Application Form and Narrative, applicants must provide all the necessary support material—with the requested number of copies, in the order indicated—as required by the *Application Checklist*. Submit the Application Checklist as your cover sheet.
5. The Application Narrative allows you to describe your proposed project. Please adhere to the maximum length limitations.
6. The Assessment Committee carefully reviews all budget information. The following points will assist with providing the necessary information to evaluate your proposal:
  - a. 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.

## TIP

THE APPLICATION CHECKLIST CAN BE FOUND ON THE [CULTURAL SERVICES INFRASTRUCTURE GRANT WEBSITE](#).

- 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.
7. 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 another copy for your records.**
8. 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.

### Funding

The maximum level of support from all City sources is 50% of total project costs. 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.

### TIP

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

### 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.

- 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. **NOTE: If a sole source consultant or contractor offers an in-kind contribution of services, a second quote from a different consultant or contractor is required to substantiate the original quote.**
- We allow a maximum of 5% of the total project budget for miscellaneous administrative costs such as photocopying, telephone, room rental, support staff, etc.

## 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 must be received and in place prior to release of any City funding.
- Confirmation that the cultural space is owned by, or on a long term (ten year minimum) lease to the on-profit.
- Written approval by landlord, where the existing space is not owned by the applicant, must be provided to undertake renovations or work on the premises.
- The organization must 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 variation of more than 15% of the proposed budget, or any changes in the funding of the project as presented in the application, must be discussed with Cultural Services staff in advance of implementation.
- The organization must 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 is required in all information materials, including publications and programs related to infrastructure project activities. Such recognition is 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

City funding will be released in two payments:

- The first 50% of grant amount will be released upon project start up and fulfilment of the following:
  - confirmation of funding from all sources other than City of Vancouver Cultural Infrastructure Grant;
  - copies of building permits where applicable;
  - “subject to” stipulations satisfied where applicable.
  
- The remaining funds will be released upon completion of the project and submission of the following to Cultural Services:
  - a final report (please contact us for template) outlining the project and detailing the financial accounting including final budget details and receipts for eligible expenses;
  - copies of occupancy or other permits where applicable.
  
- Given that your final actual budget is likely to be somewhat different from your proposed budget, (ie you may be over or under budget) the total grant to be paid (all installments) will be based on the final actual budget and shall not exceed:
  - the original percentage awarded
  - the amount of the grant as awarded by City Council

Scenarios	Proposed Budget	Awarded Grant \$	% of Proposed Budget (max. 50%)	First Installment (50% of award)	Final Budget	Final Payment	Final Grant Award \$	% of Final Budget
A	\$120,000	Up to \$50,000	42%	\$25,000	\$130,000	\$25,000	\$50,000	42%
B	\$120,000	Up to \$50,000	42%	\$25,000	\$80,000	\$16,400	\$33,600	42%

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 shall 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 Infrastructure 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 3, 2013 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 3, 2013.

## CULTURAL INFRASTRUCTURE GRANT - 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 (confirmation of all funding from sources other than City of Vancouver Cultural Infrastructure Grant; satisfaction of applicable SUBJECT TOs; copies of applicable permits); the remaining funds will be released 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 project or 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>Capacity</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>   <li>▪ <b>Fundraising:</b> the facility project has a realistic fundraising plan in place.</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 funding from a range of public (various levels of government), philanthropic and private / corporate sector sources? Does</li> </ul>

	<p>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>
<b>Self Assessment Checklist - Sustainability</b>	
Criteria	Details
<p><b><i>Sustainability</i></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 project have the staffing and volunteers appropriate to the project's scale?</li> <li><input type="checkbox"/> Will the project result in the need for new governance structures / models? Is there a plan for addressing this need?</li> <li><input type="checkbox"/> Will the project result in the need for new</li> </ul>

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

Criteria	Details
<p><i>Impact</i></p> <p>The proposed facility project will make a contribution to the achievement of one or more of the strategic directions identified in the City of Vancouver 2008 - 2018 Culture Plan</p> <ul style="list-style-type: none"> <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</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</li> </ul>

<p>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.</p> <ul style="list-style-type: none"> <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 consistent basis, connecting people and communities, sharing innovative ideas and programs.</li> <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> </ul>	<p>development and/or development of new practice?</p> <ul style="list-style-type: none"> <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 neighbourhoods?</li> <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>
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<ul style="list-style-type: none"><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>	<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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