



## ADMINISTRATIVE REPORT

Report Date: June 10, 2014  
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Meeting Date: July 9, 2014

TO: Standing Committee on City Finance and Services  
FROM: General Manager of Community Services  
SUBJECT: 2014 Cultural Infrastructure Grant Allocations

### ***RECOMMENDATION***

THAT Council approve eighteen (18) Cultural Infrastructure Grants totalling \$384,440 as outlined in this report and noted in Table 1 and Appendix B; source of funds the 2014 Capital Budget - Cultural Infrastructure Grants.

### ***REPORT SUMMARY***

This report seeks Council's approval of the 2014 Cultural Infrastructure Grants to eighteen (18) 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 a juried evaluation process. A summary of the assessment process and criteria is included in this report as Appendix A and the Assessment Committee recommendations are included in Appendix B. For application guidelines please see Appendix C, and for Grant Award Conditions please see Appendix D.

### ***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, confirmed as part of the 2013 Strategic Directions for Culture which strengthens Vancouver's creative economy by working with community partners to retain, enhance and develop affordable, sustainable cultural spaces. Most recently, Council approved the awarding of a \$4.5 million Rize Alliance cultural community amenity contribution to four Vancouver-based arts and cultural non-profits in the form of major cultural capital grants to secure, enhance and expand artist production spaces in or adjacent to Mount Pleasant.

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. Strategic Directions 2013-2018, presented to Council in October 2013, aims to enhance, promote and support Vancouver's diverse and thriving cultural ecology. One of the key objectives of the plan is to invest in Vancouver's creative economy by working with community partners to retain, enhance and develop affordable, sustainable cultural spaces. The Infrastructure Grant program is an important part of this Strategy.

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 number of applications that will be accepted from a single organization is two--one under Category A) Planning and one under Category B) or 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 partnerships with other agencies including the Park Board and Vancouver School Board. Of particular significance is the cost-sharing nature of these grants, which ensures that the projects are developed on a partnership basis, leveraging significant support from other funding sources including the organizations themselves, senior levels of government and the private sector. The average leveraging ratio in the five years of operation of the Grant Program has been 1:4, with every City dollar invested leveraging four dollars in external resources.

<b>2014 Spring Intake and Recommendations</b>
<ul style="list-style-type: none"> <li>• 21 applications</li> <li>• 18 projects recommended for funding</li> </ul>
<ul style="list-style-type: none"> <li>• Grant Requests = \$484,854</li> <li>• Recommended total grant awards = \$384,440</li> </ul>
<ul style="list-style-type: none"> <li>• Total value of recommended projects = \$997,267</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. Three (3) 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 future Infrastructure Grant intakes.

The 2014 intake demonstrated an approximately 38/62% split between planning and capital requests, which is basically unchanged from 2013. 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, 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 improve functionality and quality.

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	Type of Grant	Submitted Project Budget	Revised Project Budget	Grant Request	Recommendation	% of Project Budget
221A Artist Run Centre Society	Capital	60,000	57,400	28,700	20,000	35%
Association of Book Publishers of B.C.	Planning	19,425	19,425	8,213	8,210	42%
Community Lab Society	Capital	41,046	41,046	20,523	20,520	50%
Federation of Russian Canadians of B.C.	Capital	116,235	116,235	35,000	26,000	22%
Federation of Russian Canadians of B.C.	Planning	83,475	83,475	35,000	26,000	31%
Hard Rubber New Music Society	Planning	72,400	72,400	35,000	35,000	48%
Italian Cultural Centre Society	Capital	108,450	54,874	22,437	4,000	7%
Native Daughters Post #1 (Old Hastings Mill Store Museum)	Capital	13,493	13,493	6,750	6,750	50%
Playwrights Theatre Centre	Capital	83,400	83,400	34,900	34,900	42%
Renegade Arts Society	Capital	76,000	76,000	35,000	20,000	26%
Roundhouse Community Arts and Recreation Society	Capital	150,000	150,000	75,000	75,000	50%
Roundhouse Community Arts and Recreation Society	Planning	24,000	24,000	12,000	12,000	50%
Safe Amplification Site Society	Planning	10,000	10,000	5,000	0	0%
Science World (A.S.T.C.)	Planning	12,975	12,975	6,485	0	0%
Vancouver Access Artist Run Centre	Capital	3,938	3,938	1,969	1,800	46%
Vancouver Centre for Contemporary Asian Art (Centre A)	Capital	16,695	16,695	8,348	8,340	50%
Vancouver Dance Foundation	Capital	100,578	100,578	50,289	50,280	50%
Vancouver International Film Festival Society*	Capital	10,000	10,000	5,000	5,000	50%
Vancouver Latin American Cultural Centre Society	Planning	32,023	32,023	16,000	16,000	50%
Vancouver Opera Association	Planning	57,200	57,200	28,600	0	0%
Visible Arts Society (grunt gallery)	Capital	48,840	42,285	14,640	14,640	35%
<b>TOTAL</b>		<b>\$889,595</b>	<b>\$1,077,442</b>	<b>\$484,854</b>	<b>\$384,440</b>	

## **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 2014 Capital Budget includes \$800,000 for the 2014 allocation of Cultural Infrastructure grants, of which \$384,440 is recommended for funding through the Spring intake. The remaining \$415,560 will be available for the Fall 2014 intake.

Pending approval of the 2014 recommendations, the impact from six years of Program investment will result in approximately \$25 million worth of activity in cultural space development in Vancouver, with an investment from the City of \$4.6 million. Groups have up to three years to complete their projects. To date, approximately \$2.6M has been paid out from the approved \$4.6M.

## ***CONCLUSION***

Based on the recommendations from the blended peer/staff Assessment Committees, staff recommend approval of eighteen (18) Cultural Infrastructure grants totalling \$384,440 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 \$1 million worth of renovation and new construction of cultural facilities in Vancouver.

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## CULTURAL INFRASTRUCTURE GRANT PROCESS & CRITERIA

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.

## 2014 Infrastructure Grant Program

In advance of the April 11, 2014 deadline, widespread notice of the Infrastructure Grant opportunity was sent to Vancouver-based cultural organizations via electronic distribution lists and the Cultural Services website.

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 Planners Debra Bodner and Doug Durand. 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:

- Greg Bellerby - Former Director/Curator, Charles H. Scott Gallery
- Diane Blunt - General Manager, Full Circle Performance
- Gregory Borowski - Architect, Merrick Architecture
- Jane Fernyhough - Director, Arts, Culture & Heritage Services, City of Richmond
- Sharman King - Musician; Arts & Culture Policy Committee, Spaces Committee
- Kathleen Speakman - Kathleen Speakman & Associates, Consultant

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 - 2014

“\*” denotes society is located in a City-owned or leased facility

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

#### **Roundhouse Community Arts and Recreation Society \*** **\$75,000**

The Roundhouse Community Arts and Recreation Society jointly operates the Roundhouse Community Arts and Recreation Centre with the Vancouver Board of Parks and Recreation. The mandate of the Roundhouse is to be a centre for community cultural development and a community source for recreational activities for all ages. The proposed project is to install a larger, longer and higher set of bleachers, with improved seats, at the Roundhouse Performance Centre, increasing the seating capacity to 200, improving comfort and sightlines for audiences and improving access to the catwalk area by the technical team.

The Assessment Committee acknowledged the place that the Roundhouse Performance Centre holds as a valued community resource. The Committee commended the Society for submitting a strong application that responds well to the Cultural Infrastructure Grant Program’s criteria. The application demonstrated good research and due diligence to gain support from user groups, with the project balancing the needs of user groups, their audiences and the performance centre’s technical staff. The Committee noted a missing provision in the budget for expenses related to the seating system’s electrical hookup. The Assessment Committee recommends a grant of **up to \$75,000 (50%)** to upgrade the seating at the Roundhouse Performance Centre.

#### **Vancouver Dance Foundation** **\$50,280**

The Dance Foundation was founded in 1995 to develop and build the Scotiabank 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 Foundation’s application is for support towards a fully redesigned Davie Street entrance to the Scotiabank Dance Centre to allow for disability access, and to rewire the facility for introduction of LED lighting fixtures throughout the 32,000 sq. ft. facility. Both projects also contribute towards environmental sustainability through increased energy conservation.

The Assessment Committee commends the Society for its leadership in the development and sustainability of the Scotiabank Dance Centre. The proposal, supported by a strong application, improves the facility’s accessibility and environmental sustainability. The Committee encourages the Society to consider the complexity of electrical upgrades and to ensure that appropriate expertise is used to advise and incorporate the latest technical advances into the project, i.e. “future proofing”, to derive maximum benefit. The Assessment Committee recommends a grant of **up to \$50,280 (50%)**.



**MINOR CAPITAL - up to \$35,000**

**221A Artist Run Centre Society \$20,000**

221A is an artist-run centre located in Chinatown that was formed in 2005 by a group of students from Emily Carr interested in creating an interdisciplinary learning environment that supports dialogue between contemporary art and design. Projects are presented in the form of exhibitions, talks, workshops and publications and address design in its widest sense. 221A is requesting funding for upgrades for a new outdoor public art site at 271 Union Street. The 3000 square foot surface lot is to become a site for an annual installation of works by contemporary artists. Proposed upgrades include site grading and ground cover, electrical work and lighting, security gates, a perimeter wall and site signage.

The Assessment Committee felt that this was a provocative and innovative proposal for the use of vacant land in an area of the city that is burgeoning with community and artistic collaborations. It was concerned, however, around issues of ongoing security of the site itself and the long-term tenure of the land. The Committee also felt that there was a lack of detail for them to adequately assess the completeness of the project. 221A is encouraged to further consider items such as permitting, electrical work and ongoing security arrangements for the site. Recommendation is for funding **up to \$20,000 (35%)** for upgrades to the site, SUBJECT TO the signing of a minimum 10-year lease commitment with the landlord.

**Community Laboratory Society \$20,520**

Vancouver's Community Laboratory Society (CoLab) was formed in 2010 as a non-profit organization that offers affordable, semi-private and accessible shared workshop space for over 60 local artists and makers yearly. CoLab functions as a community arts resource providing education, tools, and related services for fostering ingenuity and resourcefulness. CoLab provides complete facilities for welding and woodworking, with additional equipment for machining, electronics, sewing, blacksmithing, etc. to accommodate fabrication, repair, and unique mixed-media projects. The proposed project is to purchase and install welding fume extraction and dust extraction units, and air filtration systems key to ensuring a safe and healthy environment for artist members, visitors and neighbours.

The Assessment Committee recognized the value of this organization and facility in meeting the needs of mixed-media artists working with wood and metal on a large scale. The Committee was supportive of this project, noting the application demonstrated strong community support from the arts community and a good diversity of revenue. While CoLab members may have experience in managing projects of this scope, Committee members were concerned that the expertise to install these systems was not evident in the proposal. The Society is encouraged to seek out the appropriate professionals to carry out this work. The Assessment Committee recommends a grant of **up to \$20,520 (50%)** for the proposed units.

**Federation of Russian Canadians of BC (Russian Hall) \$26,000**

The Federation of Russian Canadians of BC operates the Russian Hall as a space dedicated to carrying on the cooperative spirit of its founders by hosting professional performing arts activities including rehearsals, meetings, workshops and performances by a variety of long-standing arts and cultural organizations. A recently completed Feasibility Study funded in 2010 through the Cultural Infrastructure Program identified critical and optional upgrades to the Hall that will in turn augment their principles of fostering culture, particularly the

performing arts, community activity and social exchange. The request is for funding to complete washroom upgrades as per the recommendations identified in the Feasibility Study.

The Committee recognized the Russian Hall as an important affordable venue for community and professional cultural activities and noted that upgrades to the facility identified in the Feasibility Study align with the key gaps identified in the Cultural Facilities Priorities Plan, including support for the expansion of the range of user groups. The Committee encourages the Federation to ensure the appropriate expertise for the position of project manager. Recommendation is for funding up to **\$26,000 (22%)** towards the washroom upgrades, SUBJECT TO submission of a job description and fee schedule for the project manager.

**Italian Cultural Centre Society**

**\$4,000**

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 was encouraged by the Italian Cultural Centre's commitment to cultural programming and efforts to engage in proactive outreach and collaboration. The Committee found, however, that the application did not provide adequate evidence to support the minimum requirement of 50% cultural use of the spaces to be renovated. Further, the proposal lacked detail and clarity around policies and programs for community cultural use of and access to the Centre's facilities, including any allowance made for non-profit rental rates. The Committee encourages the Society to do a needs assessment based on consultation with current and potential user groups to inform future facility improvements. Notwithstanding the above, the Assessment Committee was supportive of the proposal to double pane the windows of Il Museo (the museum) and recommends a grant of up to **\$4,000 (7%)** to carry out this work.

**Native Daughters of BC, Post No. 1 (Old Hastings Mill Store Museum ) \***

**\$6,750**

The Native Daughters of BC was formed in 1919 to perpetuate the memory of BC's pioneers and to preserve the historical relics and records of the province. Since 1930, the Museum has been housed in the Old Hastings Mill Store, Vancouver's oldest building. Entirely volunteer run, the Native Daughters have maintained the building for many years, however, upgrades to the heating/ventilation system are now warranted. The grant request is for replacement of the 50 year-old furnace and ductwork with a high efficiency HVAC system.

The Committee commended the Native Daughters on the submission of this request, given the volunteer nature of their organization and its limited human resources. Although short on the demonstration of sector and community support, the Committee recognized the practicality and importance of such a request. The Committee encouraged the Native Daughters to consider developing a long-term maintenance/conservation plan for the Museum.

Recommendation is for up to **\$6,750 (50%)** to install a high efficiency HVAC system in the Old Hastings Mill Store Museum.

**Playwrights Theatre Centre Society**

**\$34,900**

Playwrights Theatre Centre (PTC) is a dramaturgically-focused theatre company that finds, nurtures and advances the Canadian playwright. PTC's capital request is to improve the flooring, electrical systems, insulation, washroom and lighting for its new 4000 square foot facility currently housing six cultural organizations and short term studio users.

Although there was some concern regarding the lack of diversity of funding for the upgrades, the Assessment Committee recognized the substantial community and user support for this new co-location space in Chinatown. The strong application effectively outlined the sensible functionality of the improvements that will increase the usability of the space, and addressed the safety and environmental benefits of the upgrades. Recommendation is for a grant of **up to \$34,900 (42%)** for renovations to Playwrights Theatre Centre.

**Renegade Arts Society**

**\$20,000**

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.

The Assessment Committee acknowledged the contribution of Renegade Arts Society to Vancouver's performing arts community by operating centrally-located and affordable rehearsal space. This need was amply demonstrated by the many letters of support for the renovation project. However, Committee members were concerned by a lack of clarity around the relationship between Renegade Productions Inc. and Renegade Arts Society. A fundamental gap in this proposal is that the space in question is not currently secured by the required minimum 10-year lease. The proposed project timeline, scheduling of renovation work, evidence of project management and ability to adequately mitigate the sound issues were unclear.

The Assessment Committee, however, found value in improving the physical conditions that artists are to work in and recommends a grant of **up to \$20,000 (26%)**, SUBJECT TO the signing of a minimum 10-year lease agreement, confirmed permission from the landlord to proceed with the renovation work, a revised budget and description of key work to be carried out that focuses resources on critical capital improvements that will maintain and enhance the functionality of the space.

**Vancouver Access Artist Run Centre**

**\$1,800**

Access Gallery was founded in 1991 to provide a venue for the dissemination of contemporary ideas and practices in the arts, with a focus on experimental art activity in emerging arts communities and public engagement through outreach and educational initiatives. The Society is requesting funding to upgrade their space by installing directional track lighting and more electrical outlets, wiring for future outdoor signage, façade painting and entrance accessibility improvements.

Although the submission lacked documented evidence of stakeholder support, the Committee supported the proposal for minor upgrades to this relatively new space. It noted that the implementation of facility upgrades was named as one of three priorities identified in the Society's new Strategic Plan, and also addressed some of the key gaps identified in the Cultural Facilities Priorities Plan. After the removal of ineligible items, the Committee recommends a grant of **up to \$1,800 (46%)** for a variety of improvements to the space, and encourages the Society to access the expertise required to choose a commercial grade lighting system that will meet their needs for longevity and functionality.

**Vancouver International Centre for Contemporary Asian Art (Centre A) \$8,340**  
Established in 1999, and newly located in Chinatown's East Georgia Gallery Cluster, Centre A is Canada's only public gallery devoted to contemporary art of the Asia-Pacific. Centre A works with artists, curators and other cultural producers from throughout the region to facilitate critical inquiry and provide a platform for conversation and artistic experimentation. Centre A's request is for electrical and plumbing upgrades to their new space to ensure code compliance and adequate program facilitation.

The Committee commended Centre A for the positive steps proposed to upgrade their new facility to meet code compliance. It did express concern with the financial sustainability and capacity of the organization, however, is encouraged by the hiring of new professional staff and the commitment to new partnerships. The Committee recognized the need for these modest yet important facility upgrades and encourages Centre A to step back and think comprehensively about future facility work informed through strategic planning. Recommendation is for a grant of **up to \$8,340 (50%)** for electrical and plumbing upgrades with a focus on items requiring code compliance.

**Vancouver International Film Festival Society (Vancouver International Film Centre and Vancity Theatre) \* \$5,000**  
Operating three distinct and inter-dependent entities within a City facility, the Vancouver International Film Festival (VIFF)'s programming intent is to offer Vancouver audiences the highest quality presentation of the best contemporary cinema from around the world by programming culturally diverse, meaningful, innovative and risk-taking films that entertain and educate. VIFF's request is for funds to repair or replace the centre's existing LED external promotional marquee sign.

The Committee commended the VIFF for its strong application and complete addressing of the application criteria as they related to the project request. Recommendation is for **up to \$5,000 (50%)** towards the repair or replacement of the marquis.

**Visible Arts Society (grunt gallery) \$14,640**  
grunt gallery is an artist-run centre that has been serving the artistic community since 1948. It is widely recognized for its strong collaborations including those with contemporary First Nations artists. The society is requesting funding to upgrade their self-owned strata unit by installing a new HVAC system, custom video presentation blinds, new gallery lighting and built-in storage units.

Although the Assessment Committee felt that this was generally a strong application, it was noted that some of the application criteria were not addressed and that funding diversity was weak. It did, however, recognize the strong community support provided the gallery and that the proposed improvements will not only augment the asset value of this self-owned space, they will allow for the better presentation of art for the benefit of the gallery's audiences. Recommendation is for **up to \$14,640 (35%)** for a variety of capital improvements to grunt gallery specific to this location.

**PLANNING - up to \$35,000****Association of Book Publishers of B.C.****\$8,210**

The Association of Book Publishers of BC is a provincial association of book publishing companies and is the largest regional affiliate of the Association of Canadian Publishers. Founded in 1974, the Association currently has over 40 members representing BC-owned and controlled companies from across the province. The Association's objectives are to encourage a healthy book publishing industry through liaison with government and industry-related organizations, professional development and cooperative efforts. The proposal to the Grant Program follows on a recently completed Space Needs Feasibility Analysis for the Literary Arts Sector. The project proposes to undertake a more thorough analysis of organisations not identified in the first report, review elements in regards to non-administrative space and to consider new geographic locations in relation to new potential partners, as well as to research other literary arts centre models, and outline next steps.

The Assessment Committee acknowledged the strong application, diverse and growing partnership base including both established and emerging literary organizations, and demonstrated support for this project from the literary community. The Committee felt the proposed literary hub fills an obvious void in the cultural ecology and that this proposal was the right next step in developing a potentially important addition to the cultural make-up of Vancouver. The Committee recommends funding of **up to \$8,210 (42%)** for further planning for a new literary arts hub.

**Federation of Russian Canadians of BC (Russian Hall)****\$26,000**

The Federation of Russian Canadians of BC operates the Russian Hall as a space dedicated to carrying on the cooperative spirit of its founders by hosting professional performing arts activities including rehearsals, meetings, workshops and performances by a variety of long-standing arts and cultural organizations. A recently completed Feasibility Study funded in 2010 through the Cultural Infrastructure Grant program identified critical and optional upgrades to the Hall that will in turn augment their principles of fostering culture, particularly the performing arts, community activity and social exchange. The Planning request is for the completion of the design work required for the identified critical upgrades. The Federation has also submitted an application for a Capital Grant to upgrade the washrooms, which are not dependent upon and are separate from this planning request.

The Committee acknowledged the value of this existing and well-used facility and noted that the proposed work addresses an important key gap as identified in the Cultural Facilities Priorities Plan. While the Committee felt some concern at the lack of diversity in the project funding, it acknowledged financial strength of the organization. There was concern with the project management aspects of the project including expertise and fee levels and encourages the Society to ensure they access project management expertise suitable to the project. The Committee also commented that there may be items missing in the scope of work and advised that costs be carefully monitored to avoid "cost creep". Recommendation is for a grant of **up to \$26,000 (31%)** to undertake design work for the critical upgrades to the Russian Hall.

**Hard Rubber New Music Society on behalf of Vancouver Independent Music Centre Society (VIMCS) \$35,000**

The Hard Rubber New Music Society (HRNMS), established in 1992, has a mandate to educate Canadians and introduce a wider audience to contemporary music and multi-media art. The Vancouver Independent Music Centre Society (VIMCS) was formed in 2011 for the purpose of developing and operating the first music centre dedicated to the presentation of world, jazz, traditional and contemporary chamber music in Vancouver. HRNMS supports this initiative and the proposed acoustics study by submitting applications for funding and providing administration of and responsibility for the project until the Vancouver Independent Music Centre Society is able to assume such responsibilities. The current proposal builds on a 2010 Needs Assessment Study that investigated 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. The proposed project is to conduct a comprehensive acoustics study and develop performance-based specifications to help direct the design of the centre to achieve maximum performance capabilities and excellent acoustics and make recommendations for adjunct spaces in the proposed facility.

The Assessment Committee was impressed with the solid, credible vision for this proposed music venue, supported by research, thoughtful planning and due diligence on the part of the project's leadership. The application provided a thorough, detailed scope of work and demonstrated strong community support. The Committee, however, was concerned with the limited diversity of revenue to realize this project. The Committee encourages the Vancouver Independent Music Centre Society to take on a stronger leadership role as the project builds momentum and to consider opportunities for organizational capacity-building through a program of subsidized workshops available through Vantage Point. The Assessment Committee recommends a grant of **up to \$35,000 (48%)**.

**Roundhouse Community Arts and Recreation Society \$12,000**

The Roundhouse Community Arts and Recreation Society jointly operates the Roundhouse Community Arts and Recreation Centre with the Vancouver Board of Parks and Recreation. The mandate of the Roundhouse is to be a centre for community cultural development and a community source for recreational activities for all ages. The project seeks to investigate the feasibility of audiences entering the facility's performance centre through the highly visible glass-walled Engine Pavilion on the north side of the building at the corner of Davie Street and Pacific Boulevard. The Engine Pavilion would continue its function to display Engine 374, but would also become the lobby area for the performance centre.

The Assessment Committee was supportive of this project, noting the number of key cultural infrastructure gaps that it addresses. The project also makes a positive contribution to environmental sustainability through conservation of heat and energy costs and has the demonstrated endorsement from members of the arts and cultural community it is intended to serve. The Assessment Committee recommends a grant of **up to \$12,000 (50%)**.

**Vancouver Latin American Cultural Centre Society \$16,000**

The Vancouver Latin American Cultural Centre Society (VLACC) was established in 2012 to address the need for a central facility in Vancouver to plan and host events and activities with a Latin American focus. Since its founding, the society has completed an initial strategic planning process, providing an action plan as the organization moves forward. VLACC is seeking support to undertake a study to determine the feasibility and parameters of creating a space to celebrate and share Latin American arts and culture in Vancouver. The scope of the

study includes market research, defining the centre in more specific terms and analyzing the financial viability of multiple operational models that might be applied to VLACC.

The Assessment Committee commends the Society for taking on the work of planning for a facility to address a gap for a particular cultural community, and acknowledges the Board's leadership in particular for their cash contributions to the project. The application provided evidence of substantial community endorsement and support for the project. However, the Committee expressed concern with the organizational capacity, financial sustainability and revenue generation of such a young society. While the project has demonstrated substantial community support from stakeholders, Committee members found the audience demand analysis could be strengthened. The Assessment Committee recommends a grant of **up to \$16,000 (50%) SUBJECT TO** providing a scope of work with a strengthened focus on demand analysis, which will help to assess future support and what the next phase of the project should be.

#### NOT RECOMMENDED FOR FUNDING

##### **Safe Amplification Site Society**

**\$0**

Safe Amplification was formed with a vision to provide an all-ages music performance venue that is legal, sustainable, affordable and accessible in order to foster a thriving music and visual arts scene for the independent music community. Following on a recently completed Feasibility study, Safe Amp proposed to undertake a Real Estate Analysis that would identify where in Vancouver's current real estate market their vision for a venue might land. The proposal sought to identify and collect information on properties either currently or potentially available for sale or lease and begin to analyze the financial and special/operational implications.

##### **Science World (A.S.T.C) BC Society**

**\$0**

Science World BC is a not-for-profit organization that engages British Columbians in science and inspires future science and technology leadership throughout the province. Science World's geodesic dome was originally constructed as a temporary structure for the 1986 World Expo and because of this, Science World has had a historical problem with water ingress through the dome structure and extensive ongoing maintenance has been required. Science World's requested funding to conduct an evaluation of current maintenance procedures as well as to research, test, and evaluate alternative long-term and cost-effective rehabilitation strategies for the geodesic dome.

##### **Vancouver Opera Association**

**\$0**

Since 1960, Vancouver Opera has been actively producing operatic performances featuring world-class singers from Canada and abroad with a fully professional resident orchestra and chorus. The Opera's mission is to share the power of opera through performances and educational outreach programs for all ages. Vancouver Opera recently consolidated its formerly disparate operations in a new space at 1945 McLean Drive (O'Brian Centre). Vancouver Opera requested funding for a planning study to inform a forthcoming capital campaign that makes use of the O'Brian Centre as leverage in raising funds for the company's programming, educational initiatives and community accessibility, as well as potentially yielding revenue to procure additional rehearsal, production and administrative spaces at the Mclean Drive facility.

# 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 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 to develop and operate cultural spaces.

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).

<b>Deadline:</b>	<b>April 11, 2014, 4:30 pm</b>
<b>Award:</b>	<b>End of July 2014 (TBC) (pending date of City Council Approval)</b>
<b>Project Window:</b>	<b>Projects cannot begin until after the date of City Council Approval and must be completed within three years of approval.</b>

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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 our 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.

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

# Cultural Infrastructure Grant Program

The Cultural Infrastructure Grant Program is intended to enable arts and culture organizations to thoughtfully consider and plan successful places and spaces 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 excellence in cultural programming.

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 creating and operating spaces for others.

## 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 and in-eligible equipment.)*

## C. Major Capital Improvements

Building-based projects involving 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 and in-eligible equipment.)*

## NOTE

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.

## TIP

CHECK OUT THE [CULTURAL SERVICES INFRASTRUCTURE GRANT WEBSITE FOR A LISTING OF GRANTS AWARDED THROUGH THE PROGRAM SINCE 2009. YOU MAY FIND USEFUL INFORMATION HERE FOR PLANNING YOUR PROJECT.](#)

## 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 spaces and places.

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](#)

## NOTE

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.

### 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 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, renovation planning, 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 planning projects **must** include 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 supplier. If a “sole source” consultant or supplier 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 study; timeframe for study; expertise of consultants or suppliers.

### 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).

## NOTE

QUOTES RELATED TO THE SCOPE OF WORK ARE REQUIRED WITH EACH APPLICATION.

PROJECTS REQUIRING SERVICES FROM CONSULTANTS OR SUPPLIERS MUST SUBMIT A DETAILED “SCOPE OF WORK FOR THE PROCUREMENT OF GOODS OR SERVICES”.

IF YOUR PROJECT WISHES TO “SOLE SOURCE” A CONSULTANT OR SUPPLIER, YOUR APPLICATION MUST PROVIDE AN EXPLANATION OF THE SELECTION PROCESS AND A STRONG RATIONALE FOR THE SELECTED CONSULTANT /SUPPLIER.

- 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 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 suppliers. If a “sole source” consultant or contractor 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 suppliers.

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 exhibition cases, etc.) or that is artifact-related (storage systems for historical objects or antiquities, archives, monuments, works of art, etc.). Note: integral hard-wiring for equipment is eligible, however, movable equipment is not.
- Furniture and other depreciable assets; appliances; light fixtures; curtains or other movable/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.

### TIP

CONSIDER THE ADVANTAGES OF PHASING LARGE CAPITAL PROJECTS AND ENSURE YOUR APPLICATION CLEARLY DESCRIBES ANY PHASING.

### 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

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

- Administrative costs **not** directly related to the project.
- Operating expenses.
- Deficit coverage or reduction, or start-up/seed money for new organizations.
- Organizational strategic planning.
- Renovation or construction projects **not** located in Vancouver.

## Assessment Process & Criteria

### Assessment Process

Note that approval 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, facility planning, design and construction professionals, and cultural community peers for review. 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.

### NOTE

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 APPLICATION IS COMPLETE AND WELL-SUPPORTED UPON SUBMISSION.

## 5. Notification

Each applicant will receive a notice of the City Council meeting at which the grants will be considered along with the Assessment Committee's recommendation. Those applicants wishing to speak to the recommendations at Council 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 and Council decision 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. The 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 their grant application. This Checklist is available on the Cultural Services website.

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 judgment to the evidence presented in the application in order to assess and evaluate the degree to which the projects meet or exceed the following six criteria:

## 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](#).



## 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.

**Impact:** The project addresses the City’s overarching 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. PROJECT DESCRIPTION/SCOPE, PROCUREMENT PROCESS, & PROJECT MANAGEMENT (25%)

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

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

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

## TIP

GUIDELINES ON HOW TO PREPARE A "SCOPE OF WORK FOR THE PROCUREMENT OF GOODS OR SERVICES" CAN BE FOUND ON THE [CULTURAL SERVICES INFRASTRUCTURE GRANT WEBSITE](#). THIS DOCUMENT, BASED ON THE PROJECT DESCRIPTION/SCOPE IN YOUR NARRATIVE IS USED TO SOLICIT QUOTES AND MUST BE ATTACHED TO YOUR SUBMISSION.

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

## 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 project.

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

**Audience/Public Engagement and Demand:** the 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 project makes a positive contribution to environmental sustainability.

**Adaptability:** the 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 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 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).

# 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.

## 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.

## TIP

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

## NOTE

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.

## 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.
  - 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*).

## TIP

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

## NOTE

BUDGET NOTES ARE MANDATORY.

PLEASE ITEMIZE AND DETAIL ANY IN-KIND CONTRIBUTIONS INCLUDING ANY STAFF TIME ALLOCATED TO THE PROJECT.

- e. Indicate plans and sources for obtaining additional financial support for the project. Enclose letters of confirmation from funding sources indicating confirmed or approved funding. If additional funding is being sought, indicate source and status of the request, ie. “submission to be made”, “request pending” or “confirmed”.
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 a copy for your records.**
  8. Changes or updates to the project, including further developments in project design, updates about pending funding, changes in personnel, etc., should be reported to City staff as soon as possible.

## Confidentiality

All documents submitted to the Cultural Infrastructure Grant Program 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.

- 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 goods or services, a second quote from a different consultant or contractor must be included 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.

## NOTE

IF A SOLE SOURCE CONSULTANT OR CONTRACTOR OFFERS AN IN-KIND CONTRIBUTION OF GOODS OR SERVICES, A SECOND QUOTE FROM A DIFFERENT CONSULTANT OR CONTRACTOR MUST BE INCLUDED TO SUBSTANTIATE THE ORIGINAL QUOTE.

## Fiscal Responsibility

Organizations are expected to demonstrate fiscal responsibility. Any accumulated surpluses or deficits must be explained in audited statements or 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 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.

## TIP

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

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.

## 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 Staff 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, the total grant to be paid (all installments) will be based on the final actual budget and shall not exceed:
  - the original percentage (to total project budget) as approved by City Council
  - and the amount of the grant as awarded by City Council

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 the proposed project has not commenced or not been completed and City funds remain on hand after three years of the Council approval date, or if the project is completed without requiring full use of City funds, such remaining funds shall remain in the Cultural Infrastructure Grant Program for use in future years.

## 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)

## NOTE

ORIGINAL MUST CONTAIN ALL APPLICABLE SUPPORTING MATERIALS. THE THREE (3) COPIES SHOULD EXCLUDE THE FOLLOWING: LEASE, CERTIFICATE OF INCORPORATION , PERMISSION LETTER FROM LANDLORD



## Deadline and Address

Cultural Infrastructure Grant applications must be received by **April 11, 2014 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 (please note exceptions on the Checklist).**

### **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, April 11, 2014.

## Letter of Cultural Infrastructure Grant Acceptance/Award Conditions

City Council has placed the following conditions on all Infrastructure Grants:

- 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;
- Grant recipients must report back to the Managing Director of Cultural Services (or 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 must not be represented as a City project; the Organization may 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 must be provided 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;
- Civic funding from all sources is not to exceed 50% of the project budget;
- Any variation of more than 15% of the proposed budget, or any change in funding or scope of the project as presented in the application, must be discussed with Cultural Services staff in advance of project implementation or in advance of the proposed change;
- 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 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;
- 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 request template from staff) 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.

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

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As a recipient of a Cultural Infrastructure Grant, our organization agrees to meet all the conditions and criteria for the Cultural Infrastructure Grant Program and to ensure that our project meets all applicable local, provincial and federal regulatory guidelines including City By-Laws and permit requirements. We understand that approval of this grant does not waive our obligation to seek City permits and approvals from the relevant civic departments as applicable. We further declare that funds will be used for facility planning or capital project only and will not be used to fund projects related to exhibitions, movable equipment or day-to-day operating expenses.

\_\_\_\_\_  
Organization Name

\_\_\_\_\_  
Project Name

\_\_\_\_\_  
Organization Representative (Printed Name)

\_\_\_\_\_  
Organization Representative (Signature)

\_\_\_\_\_  
Date

***Please return a signed copy of this letter to:***

***Debra Bodner, Cultural Planner  
Cultural Services, City of Vancouver  
Woodwards Heritage Building  
Suite 501-111 West Hastings Street  
Vancouver, BC V6B 1K4***