



ADMINISTRATIVE REPORT

Report Date: December 15, 2015
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Meeting Date: January 19, 2016

TO: Vancouver City Council
FROM: Acting General Manager of Community Services
SUBJECT: 2016 Advance Grants to Cultural Organizations

RECOMMENDATION

- A. THAT Council approve advance grant installments to 35 cultural operating organizations listed in appendix A of this report, in the amount of \$672,000 in advance of their 2016 review.
- B. THAT Council approve advance grant installments to 27 cultural annual assistance organizations listed in appendix A of this report in the amount of \$189,400 in advance of their 2016 review.
- C. THAT Council approve the first quarter grant installments in the amount of \$988,600 to the 5 major institutions listed in appendix A of this report in advance of their 2016 review.
- D. THAT Council approve grants to 23 cultural operating organizations in the amount of \$780,000 as per the pilot 2016 Biennial assessment process.

Source of funds for A through D is the 2016 Cultural Grants budget. Approval of these recommendations requires eight affirmative votes

REPORT SUMMARY

This report recommends advance grants, first installments and biennial grants to 90 cultural organizations for a total allocation of \$2,630,000.

COUNCIL AUTHORITY/PREVIOUS DECISIONS

Since February 5, 1998, City Council has awarded an advance installment of 40% of the previous-year grant to eligible not-for-profit Cultural Operating Grant recipients. The installments are timed to accommodate the operating cash flow needs of the organizations

and to mitigate risk of financial challenges during a time period where public sectors grants are not commonly awarded. The criteria are as follows:

- The recipient has received an Operating grant for at least three consecutive years.
- The recipient's Operating Grant in the previous year was over \$7,500.
- An initial review of an organization's current application indicates no critical concerns about the applicant's finances, organizational sustainability or overall performance in the past year.

For several years the City has disbursed Operating grants to the five major institutions in quarterly installments throughout the year. The installments are timed to accommodate the operating cash flow requirements of these organizations.

On November 3, 2015 Council approved the allocation of the balance of the 2015 Cultural Grants budget and changes to the Cultural Grants Program Framework (RTS 11094) which included a pilot biennial assessment and application process. The criteria for biennial assessment are for organizations:

- that have ranked highly in all areas of performance in recent assessments (programs, operations, impact)
- that are financially stable
- that have no significant changes in size, scope or impact projected in the short-term
- where removal from a peer-assessment process, and with a stable level of assistance (same grant level as in 2015), will not have a negative impact on the ability to deliver ongoing programs and services to the community

Last year Council approved advance grants and first quarterly installments to 90 cultural organizations for a total of \$2,128,600.

CITY MANAGER'S/GENERAL MANAGER'S COMMENTS

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

REPORT

Background/Context

The City of Vancouver invests over \$10 million in grants to local arts and culture not-for profit organizations through various grant streams including operating, annual assistance, project, community arts, and theatre rental subsidies.

For the past two years, staff have been working with the community to make changes to the Cultural Grants program framework to better meet organizations where they are in their artistic and organizational development. This work has been in support of a key strategic direction in the City's Culture Plan — providing adaptable and sustainable support programs. *Please see Appendix B for the Cultural Grants Program Framework.*

To date the changes include the implementation of an online application and assessment process and the integration of a lifecycle capacity model into grant-making practices to assist staff and grantees in understanding and assessing non-profit organizational capacity, to align program streams more closely with where organizations are in their development and to

provide ongoing organizational development opportunities for grantees to strengthen their capacity in partnership with Vantage Point - a society with a mandate to enhance leadership in the non-profit sector.

In addition, a review of large-scale institutions has been initiated to determine optimal assessment and assistance for organizations of significant scale, scope and impact and who, in addition to receiving core operating support, have agreements with the City which are integral to the delivery of their mandates (e.g., operating or use of a city-owned/leased facility or space). This review will take at minimum two years.

Well in advance of the deadline for 2016 assistance, several groups were directed into streams that would better align with their scale, scope and impact. Groups who were directed from operating to annual assistance and who had received an advance grant prior will continue to receive advance grants as long as they continue to meet the criteria.

A biennial assessment process was also implemented to allow stable and mature organizations a streamlined application and assessment process. Staff reviewed several organizations that had received consistently high-ranking peer assessment committee evaluations and who met the biennial assessment criteria, and invited twenty-three (23) organizations to participate in the Biennial assessment process.

The advance grants, quarterly installments and biennial assessment create efficiencies in cash flow at a time when cash flow is low - particularly due to grants from other funders not being awarded until much later in the year. The practice reduces the risk of financial challenges and allows the grantees to maintain healthy financial operations. This is key for the City in support of sustainable growth in the cultural sector and enhancing the sustainability of cultural organizations.

Strategic Analysis

Advance grants

Upon a preliminary staff review of 35 operating and 27 annual assistance applicants, staff are recommending that these organizations receive 40% of their total 2015 core operating grant, for a total of \$672,000 and \$189,400 respectively, in advance of a peer assessment committee review. Once the peer assessment process is complete and Council approves the recommendations brought forward by the committee in early April, the balance of grant payments will be made.

Major Institutions

Upon a preliminary staff review of 5 major institutions, staff are recommending first quarter installments to these organizations, for a total of \$988,600, in advance of their annual review. Once the initial stage of the review is complete and Council approves the recommendations brought forward, the balance and any adjustments (as required) will be made for the major institutions and disbursed in the next three quarterly installments in 2016.

A more comprehensive review of these organizations will commence in early 2016 and extend over at least two years with a goal to renew civic and organization relations and agreements, strengthen partnerships and rebalance support to maximize public benefit of these institutions.

Biennial Assessment

Upon a staff review and informed by recent, consistent, and high-ranking assessment committee evaluations, staff are recommending that 23 organizations, invited to participate in Biennial assessment process, receive their full 2016 grants for a total of \$780,000. These organizations are financially stable, mature, have no significant changes planned for the short-term and where a stable grant (same level as 2015) and removal from peer-assessment committee process for one year, will not have a negative impact on their program or service delivery to the community.

These groups completed their annual financial and statistical information (collected in CADAC - Canadian Arts Database) and through the application process have agreed to deliver ongoing programs and services for receipt of their annual grant in 2016. These organizations will return to a full application process for 2017 and another cohort will be recommended through the 2016 assessment process for 2017.

Financial Implications

This report recommends advance grants, first quarterly installments and biennial grants to 90 cultural organizations for a total allocation of \$2,630,000 as per Table 1 below.

Table 1 - Summary of Advance Grants, Quarterly Installments and Biennial Grants

# Groups	Program Stream	\$ Amount
35	Operating advance grants	\$672,000
27	Annual Assistance advance grants	\$189,400
5	Major Institutions 1st quarter installments	\$988,600
23	Biennial grants	\$780,000
90	TOTAL	\$2,630,000

A complete list of advance grants, first quarter installment and biennial grants is provided in Appendix A.

Table 2 - 2016 Cultural Grants Budget

Program Category	2016 Budget	Recommended in this report	Balance remaining
Operating (incl. Major, Biennial)	\$6,909,900	\$2,440,600	\$4,469,300
Annual	\$540,000	\$189,400	\$350,600
Projects	\$400,000	-	\$400,000
Community Arts	\$400,000	-	\$400,000
Arts Capacity	\$100,000	-	\$100,000
Theatre Rental subsidy	\$2,634,970	-	\$2,634,970
Artists Fund	\$50,000	-	\$50,000
Unallocated*	\$233,630	-	\$233,630
TOTAL	\$11,268,500	\$2,630,000	\$8,638,500

Approval of these recommendations will allocate \$2,630,000 of the 2016 Cultural Grants budget. The balance of allocations will be determined through forthcoming review processes and in support of the Culture Plan strategic direction of providing adaptable and sustainable support.

CONCLUSION

Vancouver's cultural grantees continue to emphasize the value of the City's ongoing investment and support at a time when cash flow needs are high particularly in the new year. The Advance grants policy and Biennial assessment process helps maintain healthy financial positions for the groups to continue to contribute to a diverse and thriving cultural economy.

In 2016 staff will review the Advance grants policy to ensure it aligns with the Cultural Grants Program framework as it is finalized.

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Advance grants, installments and grants to 2016 Cultural Operating and Annual Grantees

	Operating Organizations	2015 Grant	2016 Advance Grant
1	Alliance for Arts and Culture Society	\$45,000	\$18,000
2	Arts Club of Vancouver Theatre Soc.	\$160,000	\$64,000
3	Ballet BC (Pacific Ballet BC Soc.)	\$100,000	\$40,000
4	Bard on the Beach Theatre Soc.	\$27,500	\$11,000
5	Cineworks Ind. Filmmakers Soc.	\$36,000	\$14,400
6	Coastal Jazz and Blues Soc.	\$85,000	\$34,000
7	Contemporary Art Gallery Soc.	\$67,000	\$26,800
8	DanceHouse (Seismic Shift Arts Soc.)	\$21,000	\$8,400
9	DOXA Documentary Film & Video Fest.	\$20,000	\$8,000
10	Electric Company Theatre Soc.	\$35,000	\$14,000
11	Firehall Theatre Soc.	\$75,000	\$30,000
12	Full Circle: First Nations Perf. Soc.	\$30,000	\$12,000
13	Green Thumb Theatre for Young People (Green Thumb Players Soc.)	\$58,000	\$23,200
14	Kidd Pivot Perf. Arts Soc.	\$28,000	\$11,200
15	Music in the Morning Concert Soc.	\$20,000	\$8,000
16	Music on Main	\$20,000	\$8,000
17	Norman Rothstein theatre (Van. Westside Theatre Soc.)	\$28,000	\$11,200
18	Or Gallery Soc.	\$29,000	\$11,600
19	Pacific theatre (First Pacific Theatre Soc.)	\$20,000	\$8,000
20	Pink Ink Theatre Prod. Assn.	\$20,000	\$8,000
21	Push Intl. Perf. Arts Fest. Soc.	\$80,000	\$32,000
22	Rumble Prod. Soc.	\$30,000	\$12,000
23	Theatre la Sezieme	\$30,000	\$12,000
24	Touchstone Theatre Soc.	\$35,000	\$14,000
25	Turning Point Ensemble Soc.	\$29,000	\$11,600
26	Van. Chamber Choir	\$20,000	\$8,000
27	Van. Co-operative Radio (Com. Radio Edn. Soc.)	\$25,000	\$10,000
28	Van. East Cultural Centre	\$115,000	\$46,000
29	Van. Folk Music Festival Soc.	\$80,000	\$32,000
30	Van. Intl. Childrens Festival Soc.	\$126,500	\$50,600
31	Van. Intl. Film Festival Soc.	\$60,000	\$24,000
32	Van. Moving Theatre Soc.	\$25,000	\$10,000
33	Van. Opera Assn.	\$30,000	\$12,000
34	Van. Symphony Soc.	\$44,000	\$17,600
35	VIVO Media Arts Centre (Satellite Video Exchange Soc.)	\$26,000	\$10,400
	Total	\$1,680,000	\$672,000

	Annual Assistance Organizations	2015 Grant	2016 Advance Grant
1	Access Gallery (Van. Access Artist Run Ctre.)	\$15,000	\$6,000
2	Battery Opera Perf. Arts Soc.	\$16,000	\$6,400
3	Centre A (Van. Intl. Ctre. For Contemporary Asian Art)	\$37,000	\$14,800
4	Co Erasga Dance Soc.	\$15,000	\$6,000
5	Craft Council of BC	\$15,000	\$6,000
6	Dancing on the Edge Festival Soc.	\$25,000	\$10,000
7	EDAM Performing Arts Soc.	\$20,000	\$8,000
8	Elektra Women's Choir	\$15,000	\$6,000
9	Gallery Gachet Soc.	\$19,000	\$7,600
10	Greater Van. Prof. Theatre Alliance	\$13,000	\$5,200
11	Joe Ink Perf. Soc.	\$15,000	\$6,000
12	Karen Jamieson Dance Soc.	\$15,000	\$6,000
13	Kokoro Dance Theatre Soc.	\$17,000	\$6,800
14	Mascall Dance Soc.	\$15,000	\$6,000
15	Musica Intima Soc.	\$21,000	\$8,400
16	New Perf. Works Soc.	\$15,000	\$6,000
17	Pacific Baroque Orchestra Soc.	\$17,000	\$6,800
18	Powell Street Festival Soc.	\$20,000	\$8,000
19	Radix Theatre Soc.	\$15,000	\$6,000
20	Ruby Slippers Prod. Soc.	\$15,000	\$6,000
21	The Only Animal Theatre Soc.	\$15,000	\$6,000
22	Theatre Conspiracy (Western Theatre Conspiracy Arts Soc.)	\$16,000	\$6,400
23	Unit/Pitt Projects (Unit/Pitt Soc. for Arts and Critical Awareness)	\$16,000	\$6,400
24	Urban Ink Prod. Soc.	\$17,000	\$6,800
25	Van. Cantata Soc.	\$16,500	\$6,600
26	Van. Latin American Film festival (First Latin American Film Fest. Van.)	\$16,000	\$6,400
27	Wen Wei Dance Soc.	\$22,000	\$8,800
		\$473,500	\$189,400

	Major Institutions	2015 Grant	2016 Advance Grant
1	ASTC Science World Soc.	\$96,000	\$24,000
2	HR MacMillan Space Centre Soc.	\$519,400	\$129,850
3	Van. Art Gallery Assn.	\$2,181,000	\$545,250
4	Van. Maritime Museum Soc.	\$400,000	\$100,000
5	Van. Museum Soc.	\$758,000	\$189,500
	Total	\$3,954,400	\$988,600

	Biennial Organizations	2015 Grant	2016 Advance Grant
1	Artspeak Gallery Society	\$29,000	\$29,000
2	Axis Theatre Society	\$34,000	\$34,000
3	Boca del Lupo Perf. Arts Soc.	\$30,000	\$30,000
4	Canadian Music Ctre. BC	\$26,500	\$26,500
5	Carousel Theatre Society	\$32,000	\$32,000
6	Centre culturel francophone de Vancouver	\$20,000	\$20,000
7	Chor Leoni Men's Choir	\$20,000	\$20,000
8	Early Music Vancouver (Van. Soc. for Early Music)	\$38,000	\$38,000
9	Flamenco Rosario (Rosario Ancer Flamenco Arts Soc.)	\$20,000	\$20,000
10	grunt gallery (Visible Arts Soc.)	\$37,500	\$37,500
11	Health Arts Society	\$20,000	\$20,000
12	Malaspina Printmakers Society	\$20,000	\$20,000
13	Newworld Theatre Society	\$33,000	\$33,000
14	Pacific Cinematheque	\$45,000	\$45,000
15	Playwrights Theatre Centre	\$40,000	\$40,000
16	Theatre for Living Soc.	\$24,000	\$24,000
17	Theatre Replacement Society	\$25,000	\$25,000
18	Van. Dance Centre Society	\$78,000	\$78,000
19	Van. Fringe Festival (First Van. Theatrespace Soc.)	\$40,000	\$40,000
20	Van. International Writer's Festival Soc.	\$62,000	\$62,000
21	Van. New Music Society	\$32,000	\$32,000
22	Van. Out on Screen Film Festival Society	\$28,000	\$28,000
23	Western Front Society	\$46,000	\$46,000
	Total	\$780,000	\$780,000
	Total Recommendations in this Report		\$2,630,000

Cultural Grants Program Framework

	Project	Annual	Operating	Large Institution*
Stage	Start-up	Growth	Mature	Mature
Program	Developing and establishing	Establishing or established	Established	Established
Admin	Staff/vol. driven	Staff driven	Staff/Brd driven	Staff/Brd driven
Board	Working Brd	Mainly Wkg Brd	Governance Brd	Governance Brd
Budget	Project budget	\$75 - \$300K diversified rev.	\$300 - \$1M diversified rev.	Over \$1M cash + in-kind civic
Grant	\$1-\$15K	Entry \$10-15K Max \$30K	Entry \$20K Max \$100K	\$100K+ (cash + in-kind)
Criteria Focus	Artistic dev. and/or participation through arts and culture	Artistic, org dev, artistic community impact	Artistic, org resilience, artistic and community impact	Artistic, org resilience and leadership, artistic and community impact, civic accountability in prog/assets/space and public access

*In review 2016 - 2017

Key changes to the program framework include: clearer parameters for each stream; the introduction of grant level ranges for Projects, Annual and Operating streams; the introduction of a biennial assessment for stable, high performing Operating organizations; and a review of Large-scale institutions (2016-2017) to determine optimal assistance and assessment for these groups.