



## ADMINISTRATIVE REPORT

Report Date: December 16, 2016  
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Meeting Date: January 24, 2017

TO: Vancouver City Council  
FROM: General Manager of Community Services  
SUBJECT: 2017 Advance Grants to Cultural Organizations

### *RECOMMENDATION*

- A. THAT Council approve the first quarter grant instalments to the 5 major institutions in the amount of \$990,850 in advance of their 2017 review.
- B. THAT council approve advance grant instalments to 51 cultural operating organizations in the amount of \$936,120 and 18 cultural annual assistance organizations in the amount of \$130,600 in advance of their 2017 review.
- C. THAT Council approve grants to 9 cultural operating organizations in the amount of \$296,000 and 15 cultural annual assistance organizations in the amount of \$254,500 as part of the 2017 Biennial assessment process.

All organizations and recommendations are listed in Appendix A of this report.

Source of funds for the above recommendations is the 2017 Cultural Grants budget.

Approval of these recommendations requires eight affirmative votes

### *REPORT SUMMARY*

This report recommends advance grants, first instalments and biennial grants to 98 cultural organizations for a total allocation of \$2,608,070.

The advance grants, quarterly instalments 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 enhancing the sustainability of cultural organizations.

### *COUNCIL AUTHORITY/PREVIOUS DECISIONS*

Since February 5, 1998, City Council has awarded an advance instalment of 40% of the previous-year grant to eligible not-for-profit Cultural operating grant recipients. The instalments 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 operating assistance (operating or annual) for at least 3 consecutive years.
- The recipient's operating grant in the previous year was at minimum \$10,000.
- 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 5 major institutions in quarterly instalments throughout the year. The instalments are timed to accommodate the operating cash flow requirements of these organizations.

On November 3, 2015 (RTS 11094) Council approved the allocation of the balance of the 2015 Cultural Grants budget and changes to the Cultural Grants Program Framework 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 2016), will not have a negative impact on the ability to deliver ongoing programs and services to the community.

Last year Council approved advance grants, first instalments and biennial grants to 90 cultural organizations for a total allocation of \$2,630,000.

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

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

## **REPORT**

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

The City of Vancouver invests over \$11 million in cash 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.

Since 2013, 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
- the integration of a lifecycle capacity model into grant-making practices to assist staff and grantees in understanding and assessing non-profit organizational capacity, 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.
- a review initiated in 2016 of large-scale institutions to understand the various ways (e.g., operating or use of a city-owned/leased facility or space etc)the City supports these organizations of significant scale, scope and impact. Staff will continue the review in 2017.
- a biennial assessment process implemented in 2016 to allow stable and mature organizations a streamlined application and assessment process.

### ***Strategic Analysis***

#### **Major Institutions**

Upon a preliminary staff review of 5 major institutions, staff are recommending first quarter instalments to these organizations, for a total of \$990,850, 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 instalments in 2017.

#### **Advance grants**

Upon a preliminary staff review of 51 operating and 18 annual assistance organizations, staff are recommending that these organizations receive 40% of their total 2016 core operating grant, for a total of \$936,120 for operating and \$130,600 for annual assistance 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 late March, the balance of grant payments will be made.

#### **Biennial Assessment**

Upon a staff review and informed by recent and consistent positive assessment committee evaluations, staff are recommending that 9 operating organizations (total of \$296,000) and 15 annual assistance organizations (total of \$254,500) , receive their full 2017 grants as part of

the biennial assessment process. These organizations are financially stable, have no significant changes planned for the short-term and where a stable grant (same level as 2016) 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 2017.

### *Financial*

This report recommends advance grants, first quarterly instalments and biennial grants to 98 cultural organizations for a total allocation of \$2,608,070 as per Table 1 below.

**Table 1 - Summary of Recommendations**  
For Advance Grants, Quarterly Instalment and Biennial Grants

# of Groups	Program Stream	\$ Amount
51	Operating advance grants	\$936,120
18	Annual Assistance advance grants	\$130,600
5	Major Institutions 1st quarter instalments	\$990,850
9	Operating Biennial	\$296,000
15	Annual Assistance Biennial	\$254,500
<b>98</b>	<b>TOTAL</b>	<b>\$2,608,070</b>

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

**Table 2 - 2017 Cultural Grants Budget**

Program Stream	2017 Budget	Recommended in this Report	Balance Remaining
Operating + Major Institutions	\$6,582,700	\$2,222,970	\$4,359,730
Annual	\$1,089,000	\$385,100	\$703,900
Projects	\$402,200		\$402,200
Community Arts	\$422,697		\$422,697
Arts Capacity	\$100,000		\$100,000
Theatre Rental Subsidy	\$2,634,970		\$2,634,970
Ind. Artist Fund	\$50,000		\$50,000
Unallocated	\$225,570		\$225,570
<b>TOTAL</b>	<b>\$11,507,137</b>	<b>\$2,608,070</b>	<b>\$8,899,067</b>

Approval of these recommendations will allocate \$2,608,070 of the 2017 Cultural Grants budget. The balance of allocations will be determined through forthcoming review processes.

*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.

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Advance grants to 2017 Cultural Operating and Annual grantees

	Major Institutions	2016 Grant	2017 1st Installment
1	H.R. MacMillan Space Centre	\$519,400	\$129,850
2	Museum of Vancouver (Van. Museum Soc.)	\$758,000	\$189,500
3	Science World (A.S.T.C.)	\$105,000	\$26,250
4	Van. Art Gallery	\$2,181,000	\$545,250
5	Van. Maritime Museum Soc.	\$400,000	\$100,000
	<b>Total</b>	<b>\$3,963,400</b>	<b>\$990,850</b>

	Operating Organizations	2016 Grant	2017 Advance
1	Alliance for Arts and Culture Soc.	\$45,000	\$18,000
2	Arts Club of Vancouver Theatre Soc.	\$160,000	\$64,000
3	Artspeak Gallery Soc.	\$29,000	\$11,600
4	Axis Theatre Soc.	\$34,000	\$13,600
5	Ballet B.C. (Pacific Ballet B.C. Soc.)	\$100,000	\$40,000
6	Bard on the Beach Theatre Soc.	\$60,000	\$24,000
7	Boca Del Lupo Theatre Soc.	\$30,000	\$12,000
8	Canadian Music Centre - B.C.	\$26,500	\$10,600
9	Carousel Theatre Soc.	\$32,000	\$12,800
10	Centre culturel francophone de Vancouver	\$20,000	\$8,000
11	Chor Leoni Men's Choir	\$20,000	\$8,000
12	Cinémathèque (Pacific Cinémathèque Pacifique Soc.)	\$45,000	\$18,000
13	Coastal Jazz and Blues Soc.	\$95,000	\$38,000
14	Contemporary Art Gallery Soc.	\$70,000	\$28,000
15	DanceHouse (Seismic Shift Arts Soc.)	\$21,000	\$8,400
16	DOXA Documentary Film and Video Festival (The Doc. Media Soc.)	\$20,000	\$8,000
17	Early Music Vancouver (Van. Soc. for Early Music)	\$38,000	\$15,200
18	Electric Company Theatre Soc.	\$35,000	\$14,000
19	Firehall Theatre Soc.	\$75,000	\$30,000
20	Flamenco Rosario (Rosario Ancer Flamenco Arts Soc.)	\$20,000	\$8,000
21	Full Circle: First Nations Performance Soc.	\$40,000	\$16,000
22	grunt gallery (Visible Arts Soc.)	\$37,500	\$15,000
23	Health Arts Soc.	\$20,000	\$8,000
24	Kidd Pivot Performing Arts Soc.	\$28,000	\$11,200
25	Kokoro Dance Theatre Soc.	\$19,000	\$7,600
26	Malaspina Printmakers Soc.	\$20,000	\$8,000
27	Music in the Morning Concert Soc.	\$20,000	\$8,000

	Operating Organizations	2016 Grant	2017 Advance
28	Music on Main	\$24,000	\$9,600
29	Newworld Theatre Soc.	\$33,000	\$13,200
30	Pacific Theatre (First Pacific Theatre Soc.)	\$22,000	\$8,800
31	Pink Ink Theatre Productions Assn.	\$20,000	\$8,000
32	Playwrights Theatre Centre	\$40,000	\$16,000
33	PuSH International Performing Arts Festival Soc.	\$80,000	\$32,000
34	Theatre for Living Soc. (Headlines Theatre Soc.)	\$24,000	\$9,600
35	Theatre Replacement Soc.	\$25,000	\$10,000
36	Touchstone Theatre Soc.	\$35,000	\$14,000
37	Van. Dance Centre Soc.	\$78,000	\$31,200
38	Van. East Cultural Centre	\$115,000	\$46,000
39	Van. Folk Music Festival Soc.	\$80,000	\$32,000
40	Van. Fringe Festival (First Van. Theatrespace Soc.)	\$40,000	\$16,000
41	Van. Intl. Children's Festival Soc.	\$126,500	\$50,600
42	Van. Intl. Dance Festival Soc.	\$25,000	\$10,000
43	Van. Intl. Film Festival Soc.	\$69,800	\$27,920
44	Van. Intl. Writers Festival Soc.	\$62,000	\$24,800
45	Van. Moving Theatre Soc.	\$25,000	\$10,000
46	Van. New Music Soc.	\$32,000	\$12,800
47	Van. Opera Assn.	\$50,000	\$20,000
48	Van. Out on Screen Film Festival Soc.	\$28,000	\$11,200
49	Van. Symphony Soc.	\$70,000	\$28,000
50	VIVO Media Arts Centre (Satellite Video Exchange Soc.)	\$30,000	\$12,000
51	Western Front Soc.	\$46,000	\$18,400
	<b>Total</b>	<b>\$2,340,300</b>	<b>\$936,120</b>

	Operating Organizations - Biennial	2016 Grant	2017 Grant
1	Cineworks Independent Filmmakers Soc.	\$36,000	\$36,000
2	Green Thumb Theatre for Young People (Green Thumb Players Soc.)	\$60,000	\$60,000
3	Norman Rothstein Theatre (Van. Westside Theatre Soc.)	\$30,000	\$30,000
4	Or Gallery Soc.	\$29,000	\$29,000
5	Rumble Productions Soc.	\$30,000	\$30,000
6	Théâtre la Seizième	\$35,000	\$35,000
7	Turning Point Ensemble Soc.	\$31,000	\$31,000
8	Van. Chamber Choir	\$20,000	\$20,000
9	Van. Co-operative Radio (Community Radio Edn. Soc.)	\$25,000	\$25,000
	<b>Total</b>	<b>\$296,000</b>	<b>\$296,000</b>

	Annual Assistance Organizations	2016 Grant	2017 Advance
1	Access Gallery (Vancouver Access Artist Run Centre)	\$17,000	\$6,800
2	Centre A (Van. Intl. Centre for Contemporary Asian Art)	\$37,000	\$14,800
3	Co. Erasga Dance Soc.	\$15,000	\$6,000
4	Craft Council of B.C.	\$15,000	\$6,000
5	Elektra Women's Choir	\$15,000	\$6,000
6	Gallery Gachet Soc.	\$19,000	\$7,600
7	Greater Van. Professional Theatre Alliance	\$13,000	\$5,200
8	New Performance Works Soc.	\$15,000	\$6,000
9	Powell St. Festival Soc.	\$25,000	\$10,000
10	Reel to Real: Celebration of Moving Images Soc.	\$16,000	\$6,400
11	Ruby Slippers Productions Soc.	\$15,000	\$6,000
12	The Only Animal Theatre Soc.	\$15,000	\$6,000
13	Theatre Conspiracy (Western Theatre Conspiracy Arts Soc.)	\$17,000	\$6,800
14	Unit/Pitt Projects (Unit/Pitt Soc. For Arts and Critical Awareness)	\$18,000	\$7,200
15	Urban Ink Productions Soc.	\$27,000	\$10,800
16	Van. Cantata Soc.	\$16,500	\$6,600
17	Van. Inter-Cultural Orchestra (VICO)	\$15,000	\$6,000
18	Van. Latin American Film Festival (First Latin Amer. Film Festival)	\$16,000	\$6,400
	<b>Total</b>	<b>\$326,500</b>	<b>\$130,600</b>

	Annual Assistance Organizations - Biennial	2016 Grant	2017 Grant
1	Battery Opera Performing Arts Soc.	\$16,000	\$16,000
2	Dancing on the Edge Festival Soc.	\$25,000	\$25,000
3	EDAM Performing Arts Soc.	\$20,000	\$20,000
4	Fight With a Stick (Leaky Heaven Performance Soc.)	\$15,000	\$15,000
5	Hard Rubber New Music Soc.	\$15,000	\$15,000
6	Joe Ink Performance Soc.	\$15,000	\$15,000
7	Karen Jamieson Dance Soc.	\$15,000	\$15,000
8	Mascall Dance Soc.	\$15,000	\$15,000
9	Musica Intima Soc.	\$21,000	\$21,000
10	Radix Theatre Soc.	\$15,000	\$15,000
11	Redshift Music Soc.	\$17,000	\$17,000
12	Still Moon Arts Soc.	\$15,000	\$15,000
13	Van. Theatresports League	\$10,500	\$10,500
14	Wen Wei Dance Soc.	\$22,000	\$22,000
15	Word Vancouver Festival (Van. Book & Magazine Fair Soc.)	\$18,000	\$18,000
	<b>Total</b>	<b>\$254,500</b>	<b>\$254,500</b>



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

*\*Under review - not in place*