


2024 CULTURAL GRANTS PROGRAM FRAMEWORK

July 25, 2023 - RTS 15658



Photo: Chris Sun - Vancouver Street Dance Festival DJs



What is now known as Vancouver is located on the traditional, unceded territories of the $x^w m \theta k^w \text{ə} y \text{ə} m$ (Musqueam), $s k _ w x _ w \acute{u} 7 m e s h$ (Squamish), and $s \acute{e} l i l w \acute{e} t \acute{a} \text{ł}$ (Tsleil-Waututh) Nations, who have lived throughout the region for thousands of years. Their ancient continuity on these lands is reflected in their oral histories, arts and culture practices, and deep relationships with the lands and waters.

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Photo: Caleigh Mayer - Indian Summer Festival

A. Context

A. Context & Background

- Arts and culture play a significant role in elevating a city's identity, and contributing to quality of life, economic prosperity, and social connection.
- Major cities across the world and Canada provide local support for the arts and culture sector.
- The City has a long history of supporting arts and culture through policy, grants, and space.
- Council-approved cultural policy - informed by the community and aligned with City goals – has guided the City's investments in arts and culture.



Photo: August Studios – ArtStarts in Schools at River Market

Cultural Grants Budget (Operating) with *Culture/Shift* investments

	2018	2019	2020	2021	2022	2023
Base*	\$12,074,020	\$12,315,500	\$12,561,810	\$13,297,545	\$13,657,547	\$13,657,547
C S	\$0	\$300,000**	\$475,000	\$275,000	\$300,000**	\$0

*Includes annual increases (2% each year except 0.6% in 2022 and 0% in 2023)

**One-time: Van. Music Fund from Innovation Fund 2018, for general C/S from operating funds 2022

Culture/Shift: Blanketing the City in Arts and Culture

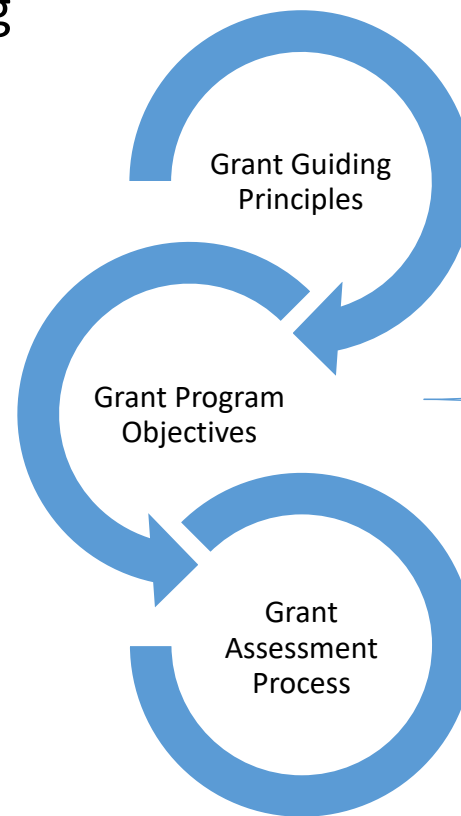
Change	Community Need	Outcome	Governance
Policy	Investments that reflect the diversity of creative voices in the city	Culture Shift, 10-yr Culture Plan	Council
Program	Programs that center under-represented artists, groups, and the public	New Cultural Equity, Cultural Indigenous grants programs, and Vancouver Music Fund	Operational
Process	Decision-making frameworks that are welcoming to, and informed by diverse arts and culture communities	Over 50% diverse representation on committees, equity integrated into eligibility and assessment criteria, established priority groups	Operational

The outcome of this shift to date has been the addition of 90 new groups to the portfolio: 13 new equity-serving groups, 9 new Indigenous groups, 45 new project groups, 23 new operating groups.

B. Proposed 2024 Cultural Grants Framework

1. Policy Direction and Alignment

- Art at the Centre of City-Building
- Reconciliation & Decolonization
- Cultural Equity & Accessibility
- Making Space for Arts & Culture
- Collaboration & Capacity



Equity Framework and
Accessibility Strategy

Reconciliation Framework and
UNDRIP Strategy

Healthy City Strategy

COVID-19 Economic and Business
Recovery program

1. Policy Direction: Cultural Grants Program Guiding Principles

To celebrate, elevate, and support a range of creative people, and projects, who contribute to Vancouver's diverse creative stories. The arts and culture investments will:

- Celebrate and reflect the diversity of the unique creative people who live here;
- Uphold and support Musqueam, Squamish, Tsleil-Waututh and Urban Indigenous artists;
- Elevate underrepresented racialized artists and cultural workers;
- Provide accessible opportunities for diverse public participation in arts activities;
- Build reciprocal and meaningful relations;
- Are informed by and led by community and draw from the depth of local knowledge;
- Centre the artists and people whose stories are being told;
- Compensate artists and creative people involved; and,
- Build leadership, knowledge and resources for artists and cultural leaders in the sector.

1. Policy Direction: Public Benefit and Sector Development

Grants enable Vancouver's Arts and Culture NPOs to achieve the following outcomes:

- Connect the diversity of communities through their own artistic expression and culture and foster a sense of belonging
- Activate the public realm with activities that make Vancouver a vibrant and distinct place to live
- Advance Reconciliation by centering the voices of Indigenous artists and leaders, while increasing opportunities for their expression
- Equitably increase opportunities for underrepresented artists to thrive
- Provide employment and career development for artists
- Build capacity and collaboration for artists and arts organizations
- Secure affordable, accessible arts and cultural space to live, work and present their work

1. Policy Direction: Implementation

Policy – key direction

- Cultural Equity and Accessibility

Assessment

- Program Goal: Provide accessible opportunities for diverse public participation in activities
- Question: How do you provide safe accessible spaces for public participation?
- Criteria: Level of commitment to develop or engage audiences and participants that reflect the diversity of Vancouver, and resourced accessibility plans are in place

2. Program Streams and Allocations

Type	Description and Streams	Budget	Grant Ranges
Operating	Ongoing funds for operations, programs and services: Institutions, Annual, Multiyear, Equity, Indigenous	58% \$9,242,705	\$15K - \$200K and \$100K - \$2.1M (Institutions)
Projects	One-time funds for creative projects, capacity building, partnerships, affordable spaces	10% \$1,568,256	Up to \$20K Up to \$50K (spaces)
Theatre Rental	One-time funds to off-set costs to perform at the civic theatres (Orpheum/Annex, Playhouse, Queen Elizabeth)	18% \$2,846,586	\$1500 - \$30K \$30K - \$2M (seasonal users)
Cultural Spaces	One-time funds for planning, small/major capital projects, critical assistance, facility purchases (Capital budget)	14% \$1,500,000	\$25K - \$250K

Note: All programs prioritize groups underrepresented in the overall portfolio

2. Program Streams and Allocations – Detailed Budget

PROPOSED OPERATING BUDGET

Program Grants Stream	2024 Budget*
ONGOING	
Institution	\$3,880,080
Annual	\$3,095,925
Multiyear	\$1,670,700
Indigenous	\$280,000
Equity & Accessibility	\$316,000
PROJECT-BASED	
Projects (CASC)	\$1,000,000
Cultural Learning & Sharing	\$200,420
Individual Artists Fund	\$60,000
Affordable Spaces	\$307,836
THEATRE RENTAL	\$2,846,586
TOTAL Operating (base)	\$13,657,547
2% Inflationary increase*	\$273,151
TOTAL Operating (with 2%)	\$13,930,698

CAPITAL BUDGET

Program Grants Stream	2024 Budget
CULTURAL SPACES	
Infrastructure, Small Grants	\$1,500,000
TOTAL Capital	\$1,500,000

TOTAL ALL GRANTS	\$15,430,698*
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*Includes a 2% inflationary increase pending Council approval of the 2024 Operating budget

2. Program Streams & Allocations: Continuous Improvement

Administrative Modifications Underway

Change	Outcome
Lowering Barriers to Access and Creating Efficiencies	
Increase groups in Multiyear	Streamlined process, reduced wait time for funds, predictable levels of funding for the continuation of quality programs and services
Pilot a Multiyear project stream	New ongoing support for recurring projects, streamlined process, reduced wait time for funds, predictable levels of funding for recurring events
Addressing Growth in Demand and Equitable Allocation	
Lower max. Project Grant amounts	Increase success rates and address demand for finite funds
Review of Grant Agreements	Align type and level of support with scope and impact of programs and services
Increase Economic Conditions for Artists and Cultural Workers	
Explore Options to Support Individual Artists and Workers	Review of current options (grants, commissions, awards, partnerships) could increase economic conditions and reduce barriers to access City support

3. Application Process: Lifecycle

Call	Assessment	Report	Decision	Report back
Communications and outreach	Peer assessment	Staff drafts, legal, financial, GM/CM review	Council approves individual grants and payments disbursed	Final report and follow up
6 weeks	4 weeks	4 weeks	3 weeks	Within 1 year

3. Application Process: Eligibility Criteria & Approach

Eligibility Criteria

- Non-profit society, charity, local First Nations Band Council
- Located or have an active presence/audience in Vancouver
- Arts and culture mandate or dedicated arts and culture programs
- Contribute to the visibility of cultural diversity
- Board of directors supportive of mission and representing people served
- Healthy/respectful workplace environments
- Equitable access to a diverse public
- Compensate artists at industry rates

Approach

- Open call (majority), invitation, strategic award

Assessment Criteria

- **Artistic Purpose:** clearly defined, responds to current needs, commitments to equity
- **Artistic Contributors and Programs:** artists have appropriate experience, are provided meaningful opportunities, access for diverse community participation
- **Participation, Access and Impact:** audiences and participants reflect the diversity of the city, accessibility plans in place, demand for the programs
- **Leadership and Administration:** have appropriate experience and knowledge, healthy workplace, appropriate human resources, equity plans, active board advancing the mission and work
- **Financial Management:** healthy position, diversified revenues, balanced budget, demonstrated need for assistance

Peer Assessment

- Nationally accepted model of peer assessment to guide grant recommendations
- Members of the arts community self-nominate or nominate their colleagues
- Contribute unbiased artistic and administrative expertise from the sector
- More than 50% of committee members must be from priority groups
- Up to 20 members are involved in assessment each year
- Compensated fairly for their time
- Review and rank applications independently, in line with program priorities
- Join staff to collectively make recommendations using consensus model
- Recommendations are brought to City Council for approval

5. Accountability Measures

- Staff and peer assessment of applications
- Final reports in order to be eligible for future grants
- Grant agreements outlining terms and conditions
- Healthy/Respectful workplace policies and practices
- Independently-prepared and board signed financial statements
- Accessibility and Equity plans and practices
- Incorporation documents and good standing status

An internal grants audit was conducted in 2022 with guidance from KPMG which satisfied that effective internal controls are in place to ensure grants are managed through an accountable and objective process.

In 2024, the City's Office of the Auditor General will conduct another community grants audit which will examine the process supporting the approval and monitoring of grants.

6. Impact Assessment

Current data collected indicates that investing in arts and culture in Vancouver:

- Provides over 27,000 activities in Vancouver to audiences of 7.5M
- Engages 13,000 artists and employing 1200 FTEs
- Pays artist fees and salaries over \$47.5M
- Engages over 16,000 volunteers for an estimated total of over 450,000 hours
- Attracts over \$168M in other resources beyond City support
- Supports 360+ unique arts and cultural grantees serving Vancouver's 22 neighbourhoods
- Supports small (\$75K budgets & volunteer-run) to large (\$19M budget & 140 FTEs)
- Maintains over 400 cultural spaces (+ 3.4M square feet) with 108 City-owned or leased

For 2024, staff plan to collect further data from recipients, such as disaggregated equity related data where feasible, and data to demonstrate impact and outcomes beyond output metrics

Recommended Approach (Appendix E)

- Focus on communication and conduct that is discriminatory, harassing, intimidating, or threatening
- Consistent with other City services
- Implemented as an eligibility criterion and an agreement term
- Follow-up is on an “as aware” basis
- Similar investigation process for any complaints to other operations
- Provision for appeal of decisions or recommendation

C. Considerations

In addition to the proposed program, Council could direct staff to:

1. Create and implement a festivals and special events Fund and Program (*assessment underway*)
2. Invite Council to be part of the Grants assessment
3. Report back on the potential for expanding delegated authority for granting
4. Review alternative models for delivery of cultural services

1. Consideration: Festivals and Special Events Fund and Program

In response to Community and Council interest to grow support for destination and special events, staff are researching a new Fund and Program that could:

- Leverage resources from the business and tourism community
- Strengthen internal resources and coordination to support such events
- Grow and attract a portfolio of events that amplify local cultural experiences and bring international opportunities to the city
- Deliver economic and social benefits to the community

2. Consideration: Council Involvement with Grants Assessment

Council can consider their involvement in the adjudication process:

- *Witness*: Council could attend an assessment meeting at any time to hear adjudication discussions
- *Liaison*: Council could appoint members of Council to join adjudication committees and be a part of the adjudication process
- *Council Committee*: Council could take on adjudication of grants

Please note:

- Grant Adjudication is a time-consuming process that requires review of hundreds of submissions
- Considerations include power imbalance on adjudication committees, perceptions of political impartiality in granting
- Council engagement in adjudication is not a model used in cities across Canada

3. Consideration: Delegated Authority for Granting

For greater efficiencies in the granting process, Council could direct staff to report back on expanding delegated authorities for granting that could:

- Build on existing examples (procurement, Cultural Services programs) to consider piloting the projects grants stream (grants under \$20K)
- Streamline process and expedites response time in addressing community needs and opportunities
- Lower barriers in doing business with the City
- Expedites response time in addressing urgent needs that may impact an NPO's ability to deliver integral services to the community

4. Consideration: Review Alternative Models for Granting

Council can consider directing staff to undertake an updated review of other municipal models of grant administration:

- Models range from internal departments such as Cultural Services at CoV to the establishment of independent bodies
- Costs to administer grants will vary based on model and should be assessed before a decision is made (e.g., internal approaches like COV are financially leaner than starting up an independent body)

Please note:

- Review would be conducted by a third-party consultant
- Any significant alteration to the fundamental model will take time to implement so any changes would not likely be implementable until 2025+

Thank You