

Supports Item No. 4
Special CS&B Committee Agenda
March 1, 2010



ADMINISTRATIVE REPORT

Report Date: February 11, 2010
Contact: Cherryl Masters
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RTS No.: 08560
VanRIMS No.: 08-2000-20
Meeting Date: March 1, 2010

TO: Special Standing Committee on City Services and Budgets
FROM: Director of Grants, Awards and Support Programs, Cultural Services
SUBJECT: 2010 Cultural Grants Allocations: Operating, Major Exhibiting Institutions, and Project

RECOMMENDATION

THAT Council approve 94 Operating Grants for \$2,849,950, 5 Operating grants to the Major Exhibiting Institutions for \$3,933,200, and 67 Project Grants for \$516,950, for a grand total of \$7,300,100, including 5 conditional grants and 20 additional one-time grants for expanded criteria, as listed in Appendix A, source of funds to be the 2010 Cultural Grants budget (Operating, Projects, Major Exhibiting Institutions).

GENERAL MANAGER'S COMMENTS

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

COUNCIL POLICY

City Council established the annual civic grant programs, including Cultural Grants, in March 1978. The current Operating and Project Grant categories were approved on December 14, 1989.

On November 22, 1994, Council approved the two-step grant approval process for Operating and Project Grants, whereby undisputed recommendations are approved first (and are the subject of this report), while applications eligible for reconsideration are given a second review and are presented to Council at a later date.

Pursuant to the June 26, 2008 report Culture Plan Implementation Phase One - Review of Grant Programs (RTS# 07236), Council adopted a new policy framework for the City's Cultural Grants and Support Programs, which initiated the first phase of an implementation plan to realign programs with the City's strategic cultural priorities and streamline programs and administration.

Approval of grant recommendations requires eight affirmative votes.

SUMMARY and PURPOSE

As listed in Appendix A, this report recommends approval of 166 grants to Operating, Project and Major Exhibiting Institution groups, including five conditional grants, along with 20 expanded criteria grants to Operating and Project groups for a total amount of \$7,300,100.

The recommendations include, and are not in addition to any, advance Operating Grant instalments or payment schedules already approved by Council on January 19, 2010. Appendix B includes the 2010 Cultural Grants Information Guidelines.

BACKGROUND

Program Description and Objectives

This program is intended to support a range of artistic and cultural activity including literary, visual, media, dance, theatre, music, multi-disciplinary, inter-disciplinary, Aboriginal, and community-based arts, reflecting different historic cultural traditions as well contemporary art forms and practises. The program provides grants to support ongoing annual activity through Operating assistance as well as one-time or time-limited initiatives through Project assistance. Applicants must be Vancouver-based and registered as a non-profit society in good standing with the Province of BC among other eligibility criteria.

Evaluation Criteria

Applications to this program are considered based on a thorough analysis by an Assessment Committee, comprised of independent community peer representatives and Cultural Planners, from Cultural Services, against the evaluation criteria (see Appendix B), including:

- Artistic merit as demonstrated through merit of activities and services, clear vision/mandate, distinctiveness of activities for artists and the public.
- Organizational competence as evidenced through competent administration and governance, financial stability and accountability, achievable budgets, financial practices and planning.
- Community impact as demonstrated through accessibility by the public (including Vancouver's diverse communities), community support, promotion and outreach.
- Alignment and support of the City's cultural vision and strategic cultural priorities.

Request for Reconsideration Process

Every effort is made to create a fair and transparent process for the assessment of grant requests. As requests for assistance will always exceed the available budget, the process is competitive and not all requests meet the evaluation criteria to the same degree as other applicants in the competition. The Reconsideration process, approved by Council in 1994, ensures consistency in reconsidering grant recommendations.

1. *Informal Request for Clarification:* the applicant may discuss the concerns with staff in order to gain a fuller understanding of the recommendation and the process. Additional information can be provided such as Assessment Committee comments, the overall demand and available budget.

2. *Formal Request for Reconsideration*: a formal application will be permitted in two instances only:
- a) if the nature of the request for reconsideration claims that eligibility criteria have not been properly applied; and/or
 - b) if the nature of the request for reconsideration claims that financial information from the applicant has not been accurately assessed.

Assessment of grant applications is made by a Peer Assessment committee and since that committee cannot be re-convened, it is Council's policy *not* to reconsider requests based on questions of evaluation made by the Assessment Committee. The evaluation is based upon quality of programs, organizational competence, community impact, and other criteria listed in the Program Information Guide.

Information on this policy and the process is provided to applicants at the time they receive written notice of recommendations going forward to Council. The deadline for Request for Reconsideration is March 1st, 2010. Any requests for reconsideration will be considered by Council in a separate report and at a future date.

DISCUSSION

Assessment Process

Cultural Services encourages qualified members from the arts and cultural community to participate in various cultural Assessment Committees through a nomination process. The 2010 Cultural Grants Assessment Committee consisted of artists and administrators representing a variety of sectors in the community including: literary, theatre, festivals, visual and media arts, music, dance, arts facilities galleries/museums, and arts education.

2010 Cultural Grants Assessment Committee Peer Members

Patrik Andersson	Cheryl Prophet	Paul Gravett	Alex Ferguson	Qju Xia He
Lee Henderson	Joyce Rosario	Miko Hoffman	Heather Redfern	Francois Houle
Vanessa Kwan	Grant Strate	Julie Smith	Marcus Youssef	Colin Miles
Helga Pakasaar				

These members bring significant experience, current knowledge and specific expertise to the discussion which adds value to the process. Along with Cultural Planners, this Assessment Committee evaluated all requests against the explicit evaluation criteria and propose these consensus recommendations. We thank these individuals for their generosity and time they offer to the City. This process augments City staff's ongoing consultation with organizations, attendance at their events, as well as meetings with their staff and board members.

Assessment Committee Recommendations

In total, the Assessment Committee members reviewed requests from 183 groups, of which 13 were new requests. After a thorough review of all applications, the Committee is recommending support for 166 groups including 7 new organizations. Five recommendations

are conditional grants and 20 one-time grants are being recommended for special requests from the organizations as a result of expanding criteria in the Cultural Grants program. As is consistent with every review process, not all organizations meet the criteria at the same level as their peers and therefore, in a highly competitive process with a stable budget (same levels as 2009), 16 requests are not being recommended for support.

The majority of the proposed recommendations reflect stable assistance for the core operating groups, on account of a stable Cultural Services grants budget, with some adjustments to grant levels reflective of how well they met the evaluation criteria. The recommendations also reflect contributions to a few new organizations and some innovative projects that will take place throughout 2010 which include two emerging dance groups, initiatives from two literary publications, one new music organization and two new theatre companies.

Special Requests

As a result of broadening the program criteria in 2009, the Committee is also recommending funding for twenty special requests which will support eleven artists in all disciplines in residency and mentorship opportunities to advance their professional and artistic skills, two conferences in theatre and dance being offered to the community, and the support of a few artists and administrators to attend conferences which will provide vital networking and professional development opportunities. Further, three audio recordings are being recommended for support to assist musicians in promoting their compositions to a broader audience.

See Appendix A for a summary of Grant recommendations.

Assessment Committee Observations

The Assessment Committee noted that 2009 was an unprecedented year for the arts and cultural sector as it responded to the sudden and significant changes to provincial arts funding through BC Gaming and the current global and local economic crisis. The importance of stable, even increasing, civic funding in the face of shrinking corporate sponsorship, reduced Foundation support, decreasing admission revenues, and the withdrawal of Provincial arts and culture funding through BC Gaming could not be overstated. Arts and cultural organizations are reacting to the funding climate through a re-alignment of operations to meet new revenue realities by adjusting staff levels, decreasing public hours, reducing programming, increasing ticket prices and in one case, vacating a physical space and partnering with other organizations to continue operations. Financial information captured from the new online database, CADAC, indicates that Vancouver arts and cultural organizations who receive operating assistance from the City of Vancouver (approximately 100), reported a total of \$2.571M in gaming and lottery revenues alone in 2008/09.

Despite these challenging times, the Committee was encouraged to see a sector with a strong collective voice as demonstrated through highly visible advocacy efforts. They further noted organizations actively implementing new fundraising initiatives (individual donor campaigns, special events), and collaborating in creative ways to share resources (space, staff, and equipment). They also observed a sector that was continuing to improve its capacity, building upon the three-year increased investment in the arts and cultural community by the City.

Cultural Grants Program Changes

As a result of the new policy framework and changes to the program, some previous stand-alone programs were integrated into a more comprehensive Cultural Grants Program, application and assessment processes were streamlined and the Major Exhibiting Institutions were fully integrated into the annual assessment process. Further, program criteria was expanded to respond to needs within the cultural community as expressed through the Cultural Grants Review public consultation process which included support of conferences, mentorships and residency components as well as alternate dissemination forms (publications, film, video, audio recordings, web-based initiatives).

The goal of these changes are to better respond to needs and opportunities within the creative community, to increase consistency in the assessment process across all programs, to create efficiencies in the application process for organizations, and to decrease administration in delivering the programs.

Major Exhibiting Institutions

The five Major Exhibiting Institutions were fully integrated into the annual peer review process, allowing the Assessment Committee to make recommendations on levels of support (rather than comments only) for the institutions, and allowing for their inclusion in the CADAC online database. The purpose of this integration was to move away from a purely staff-driven assessment process and introduce a peer assessment process for these groups but also to enrich the annual review discussion with the inclusion of these important cultural institutions. Cultural Services aims to apply this approach in the decision-making of all cultural grants, which is in keeping with other public sector arts funding processes (BC Arts Council, Canada Council). Staff will continue to work with those institutions holding civic collections on developing collection service agreements with the City.

Theatre Rental Grants Program

The Theatre Rental applicants were integrated into the application process and were asked to request assistance for Theatre Rental grants as well as Operating and Project grants (for those who receive funding through both streams) within the same application thus reducing the number of applications they are required to make to the City. In keeping with other Cultural grants programs, they were also asked to request assistance for a calendar year rather than a season. Further changes to the Theatre Rental Grants program will be considered in the context of the upcoming strategic planning review of the Civic Theatres.

CADAC online database

For the 2009 deadline, the CADAC forms were launched with a revised application form meant to create efficiencies in the grant application process. Operating groups were asked to input their statistical and financial data into common forms held in a national online database. While this presented a learning curve for the groups, they demonstrated extreme competence and were able to input a large amount of data in a short amount of time. Once the data is entered the first time, subsequent applications will be easier as they only need to enter the data once for three public sector arts funders (Canada Council, BC Arts Council and the City of Vancouver), no longer requiring completion of three different sets of forms. CADAC enables Cultural Services staff to run comparative data reports to analyze the arts and cultural sector.

New application forms and deadline

Application forms were revised to create efficiencies for the applicants and to incorporate the new CADAC statistical and financial forms. Due to the Olympics and the re-deployment of all Cultural Planners and support staff in Grants, Awards and Support Programs to Host City Team duties, the December deadline was advanced by one month. This created some challenges for the community who were grappling with several other application deadlines and news of funding cuts. The earlier deadline was to allow Cultural Services to process the funding requests in a timely fashion avoiding any delay to the organizations. The Olympic period is when staff would normally hold their adjudication meetings.

New Community Arts-Driven component of Cultural Grants Program

Staff also continue to develop a more robust community arts-driven program stream reflecting a more city-wide, comprehensive approach to community arts development and engagement which is reflective of the City's strategic cultural priorities, goal of the integrated programs, and other civic neighbourhood and community engagement priorities. Due to the condensed workload of staff as a result of the Olympics, a final Celebrations grant deadline will be available on March 8th and a pilot program will be introduced either this fall or in the spring of 2011.

FINANCIAL IMPLICATIONS

As listed in Appendix A, this report recommends approval of 166 grants to Operating, Project and Major Exhibiting Institution groups, including five conditional grants and twenty one-time expanded criteria grants to groups for a total amount of \$7,300,100.

The recommendations include, and are not in addition to any, advance Operating Grant instalments or payment schedules already approved by Council on January 19, 2010. Appendix B includes the 2010 Cultural Grants Information Guidelines.

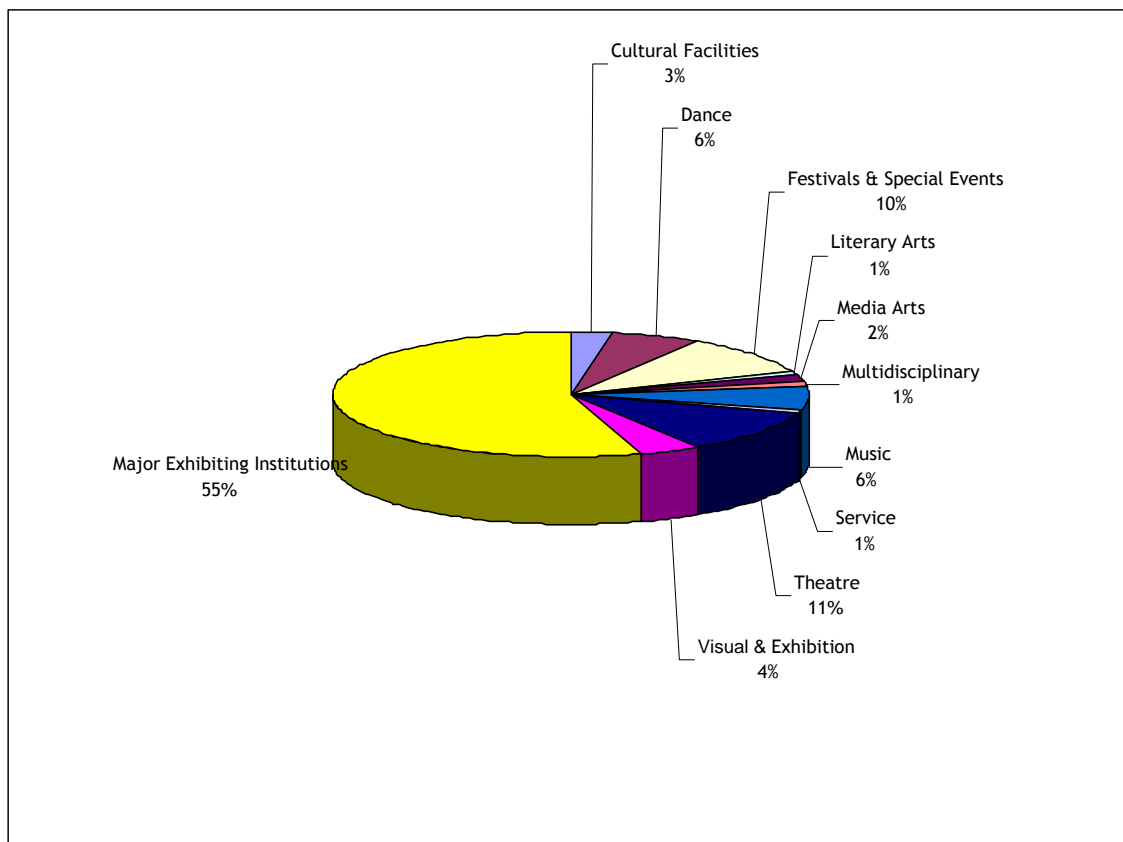
The total requested amount and the total recommended amount are indicated in Table 1.

Table 1
Recommendations for 2010 Operating, Project and Major Exhibiting Institution Grants

	# of Applicants	Total Requested	# of Grants Recomm.	# of Grants Not Recomm.	Recomm. \$
Operating	94	3,833,172	94	0	2,849,950
Major Exhibiting Institutions	5	4,179,508	5	0	3,933,200
Project	83	1,165,382	67	16	516,950
Total	182	9,178,062	166	16	7,300,100

The 2010 Cultural Grants budget is \$10,099,400. Approval of these recommendations, a total of \$7,300,100, leaves an unallocated balance of \$2,799,300 in the Cultural Grants budget which will be allocated through other programs including Theatre Rental Grants, Celebrations, a revised community arts-driven stream and Arts Capacity Award, and reported to Council in separate reports later this year.

Chart 1: Recommendations by Discipline



CONCLUSION

The recommendations reflect a careful and considered assessment process with significant input from the arts and cultural community. Approval of the recommendations will provide an essential contribution to, and build upon the City's strategic investment in, those organizations that develop, enliven, enhance and promote arts, culture and cultural diversity in the city that benefit its citizens, creative community, and visitors.

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2010 City of Vancouver Cultural Grants Allocations
Operating, Major Exhibiting Institutions, Projects

Organization Name	2010 Request	2010 Recomm.	2009 Grant	2010 Expanded Criteria Request	2010 Expanded Criteria Recomm.
OPERATING					
1 Alliance for Arts & Culture Soc.	50,000	45,000	45,000		
2 Arts Club of Vancouver Theatre	200,000	155,000	155,000		
3 Artspeak Gallery Soc.	27,000	27,000	27,000	10,000	10,000
4 Axis Theatre Soc.	35,000	34,000	34,000		
5 Ballet B.C. (Pacific Ballet BC Soc.)	115,000	93,000	93,000		
6 Bard on the Beach Theatre Soc.	40,000	22,000	25,000		
7 Battery Opera Perf. Arts Soc.	15,000	10,500	10,500		
8 Boca Del Lupo Theatre Soc.	30,000	27,000	27,000	7,210	0
9 Canadian Music Centre - B.C.	18,000	17,000	17,000		
10 Carousel Theatre Soc.	35,000	30,000	30,000		
11 Centre culturel francophone de Vancouver	20,000	16,000	17,000		
12 Children's Arts Umbrella Assn.	18,500	12,500	12,500		
13 Chor Leoni Men's Choir	20,000	16,500	16,500		
14 Cineworks Independent Filmmakers	36,000	34,000	34,000	14,060	7,000
15 Co. Erasga Dance Soc.	15,000	7,500	7,500		
16 Coastal Jazz and Blues Soc.	100,000	82,500	82,500		
17 Contemporary Art Gallery Soc.	70,000	65,000	65,000		
18 Craft Council of B.C.	15,000	13,000	13,000		
19 Dancing on the Edge Festival Soc.	25,000	25,000	25,000		
20 DOXA Documentary Film and Video Festival	20,000	15,000	15,000		
21 Early Music Vancouver (Van. Soc. for Early Music)	36,000	30,500	30,000		
22 EDAM Performing Arts Soc.	25,000	20,000	20,000		
23 Electric Company Theatre Soc.	40,000	35,000	35,000	23,950	8,750
24 Elektra Women's Choir	13,500	13,500	14,000		
25 Firehall Theatre Soc.	70,000	65,000	65,000		
26 Flamenco Rosario (Rosario Ancer Flamenco Arts Soc.)	10,000	10,000	10,000		
27 Full Circle: First Nations Performance Soc.	15,000	11,000	11,000		
28 Gallery Gachet Soc.	50,000	19,000	19,000	5,000	0
29 Greater Van. Prof. Theatre Alliance	9,000	6,500	6,500	3,500	0

30	Green Thumb Theatre for Young People (Green Thumb Players Soc)	60,000	55,000	55,000		
31	grunt gallery (Visible Arts Soc.)	40,000	33,000	29,000		
32	Hard Rubber New Music Soc.	12,000	8,000	8,000		
33	Headlines Theatre (Theatre for Living Soc.)	25,300	22,000	22,000	1,300	0
34	Holy Body Tattoo Soc.	30,000	30,000	30,000		
35	Joe Ink Performance Soc.	20,000	15,000	15,000		
36	Karen Jamieson Dance Soc.	15,000	10,000	10,000		
37	Kidd Pivot Performing Arts Soc.	28,000	24,000	22,000		
38	Kokoro Dance Theatre Soc.	18,000	16,000	16,000		
39	Leaky Heaven Performance Soc.	18,000	17,000	17,000		
40	Malaspina Printmakers Soc.	15,000	13,000	11,000		
41	Mascall Dance Soc.	20,000	11,000	11,000		
42	Mortal Coil Performance Soc.	15,000	7,000	7,000		
43	Music in the Morning Concert Soc.	20,000	20,000	20,000		
44	Music on Main	40,000	19,000	17,000		
45	Musica Intima Soc.	42,667	19,000	18,500		
46	Native Daughters of B.C., Post #1	6,500	5,000	5,000		
47	New Orchestra Workshop Soc.	15,000	10,000	13,000		
48	New Performance Works Soc.	15,000	10,000	8,000		
49	Newworld Theatre Soc.	34,000	30,000	30,000	15,000	10,000
50	Norman Rothstein Theatre (Van. Westside Theatre Soc.)	18,000	18,000	18,000	7,000	5,000
51	Or Gallery Soc.	30,000	27,700	23,000		
52	Pacific Baroque Orchestra Soc.	22,500	19,500	19,500		
53	Pacific Cinémathèque Pacifique	50,000	43,000	43,000		
54	Pacific Theatre (First Pacific Theatre Soc.)	20,000	14,000	14,000		
55	Pink Ink Theatre Productions Assn.	24,000	20,000	20,000	6,250	0
56	Pitt Gallery (Unit/Pitt Soc. For Arts and Critical Awareness)**	20,000	17,500	17,500		
57	Playwrights Theatre Centre	50,000	35,000	35,000		
58	Powell St. Festival Soc.	25,000	16,000	16,000	5,500	4,000
59	Public Dreams Soc.**	25,000	17,500	17,500	15,000	0
60	PuSh International Performing Arts Festival Soc.	100,000	70,000	70,000	20,000	10,000
61	Radix Theatre Soc.	12,000	11,000	10,000		
62	Ruby Slippers Productions Soc.	20,000	14,000	14,000	10,000	0
63	Rumble Productions Soc.	30,000	26,000	26,000	15,000	0
64	Satellite Video Exchange Soc.	27,000	24,000	24,000		
65	The Only Animal Theatre Soc.	14,500	12,000	10,000	10,000	10,000

66	Théâtre la Seizième	32,500	27,500	27,500		
67	Theatre Replacement Soc.	25,000	20,000	20,000	15,100	7,500
68	Touchstone Theatre Soc.	40,000	35,000	35,000	13,000	0
69	Turning Point Ensemble	30,000	20,000	19,000		
70	Urban Ink Productions Soc.	30,000	14,000	14,000	12,500	0
71	Uzume Taiko Drum Group Soc.	10,000	8,000	8,000		
72	Van. Access Artist Run Centre	12,500	12,500	12,500	27,500	7,500
73	Van. Cantata Soc.	18,000	17,000	16,500		
74	Van. Centre for Contemporary Asian Art (Centre A)	41,000	35,000	35,000		
75	Van. Chamber Choir	20,000	16,000	16,000	10,000	5,000
76	Van. Chinese Instrumental Music Soc	10,000	7,000	7,000		
77	Van. Co-operative Radio (Community Radio Edn. Soc.)	22,000	20,000	20,000	7,040	2,000
78	Van. Dance Centre Soc.	88,000	73,000	63,000		
79	Van. East Cultural Centre	150,000	110,000	110,000		
80	Van. Folk Music Festival Soc.	85,000	80,000	80,000	19,460	0
81	Van. Fringe Festival (First Van. Theatrespace Soc.)	42,000	38,000	38,000	5,000	0
82	Van. Intl. Children's Festival Soc.	136,500	126,500	126,500	2,085	0
83	Van. Intl. Film Festival Soc.	50,000	48,000	48,000		
84	Van. Intl. Writers Festival Soc.	63,000	60,000	60,000		
85	Van. Moving Theatre Soc.	20,000	15,000	15,000		
86	Van. New Music Soc.	33,000	29,000	29,000		
87	Van. Opera Assn.	60,000	29,000	29,000		
88	Van. Out on Screen Film Festival	35,000	25,000	25,000	4,250	3,000
89	Van. Summer Festival Soc.	30,000	30,000	30,000		
90	Van. Symphony Soc.	55,000	50,000	50,000	32,500	8,000
91	Vetta Chamber Music and Recital Soc	7,000	7,000	7,000		
92	Wen Wei Dance Soc.	20,000	18,000	18,000		
93	Western Front Soc.	50,000	40,000	40,000	15,000	4,500
94	Western Theatre Conspiracy Soc.	25,000	10,000	10,000	10,000	10,000
	Sub-Total OPERATING	3,390,967	2,737,700	2,713,000	342,205	112,250

MAJORS

1	H.R. MacMillan Space Centre	524,398	524,400	524,400
2	Museum of Vancouver	768,900	746,500	746,500
3	Science World (A.S.T.C.)	170,000	94,800	94,800
4	Van. Art Gallery	2,305,500	2,167,500	2,167,500
5	Van. Maritime Museum Soc.	410,710	400,000	410,700
	Sub-Total MAJORS	4,179,508	3,933,200	3,943,900

PROJECTS				
1	605 Collective Dance Soc.	8,000	5,000	
2	Aeriosa Dance Soc.	18,000	8,000	8,000
3	Arts in Action Soc.	10,000	8,000	8,000
4	Asian Canadian Special Events Assn.	30,000	0	
5	Assn. of Book Publishers of B.C.	2,420	0	
6	B.C. Book Prizes (West Coast Book Prize Soc.)	5,000	1,000	2,000
7	Barking Sphinx Performance Soc.	8,000	2,000	2,000
8	Bill Reid Foundation	20,000	7,000	
9	Blackbird Theatre	20,000	7,000	9,000
10	Canadian Soc. for Asian Arts	5,000	0	
11	Caravan World Rhythms Soc.	11,000	11,000	11,000
12	Community Arts Council of Vancouver	44,400	0	8000
13	Compaigni V'ni Dansi Soc.	10,000	3,000	5,000
14	DanceHouse (Seismic Shift Arts Soc.)	30,000	20,000	20,000
15	Dancers Dancing Dance Soc.	7,000	3,000	5,000
16	Felix Culpa (Grinning Dragon Theatre Soc.)	10,000	10,000	
17	Fillip (PRile Publishing Soc.)	12,000	10,000	
18	First Weekend Club Film Soc.	15,000	0	
19	Fugue Theatre Soc.	7,000	4,000	5,000
20	Geist Foundation	6,750	2,500	
21	Health Arts Soc.	20,000	15,000	15,000
22	Horseshoes and Hand Grenades Theatre Soc.	12,000	7,000	
23	ITSAZOO Productions	10,000	7,000	0
24	Jewish Community Centre of Greater Van.	12,000	9,000	8,000
25	Jewish Museum and Archives of BC (Jewish Historical Soc. of BC)	13,400	0	7000
26	Judith Marcuse PRs Soc.	18,000	0	
27	Les Productions Figlio Soc.	8,000	6,000	6,000
28	Link Dance Foundation	10,000	0	3000
29	Live Biennial of Performance Art Soc.	25,000	5,000	20,000
30	MACHiNENOiSY Dance Soc.	8,000	4,200	
31	Made in BC (Dance on Tour Soc.)	6,000	4,000	4,000
32	Mandala Arts and Culture Soc.	9,000	2,000	
33	Miscellaneous Productions Soc.	12,000	12,000	12,000
34	Mothership Stories Soc.	8,000	0	

35	MOVE: the company (Movement Dance Productions Soc.)	5,000	2,000	3,000		
36	Movement Enterprises Soc.	15,000	8,000	10,000		
37	New Forms Media Soc.**	15,000	9,000	9,000		
38	Olio Festival Soc.	30,000	0			
39	Other Sights for Artists' PRs Assn.	18,450	15,000			
40	Out Innerspace Dance Theatre and Film Soc.	10,000	3,000			
41	Patrick Street Productions	24,000	15,000	13,000		
42	Pride in Art Soc.	25,000	8,000			
43	Proximity Arts Soc.	10,000	0	5000		
44	Raven Spirit Dance Soc.	6,000	4,000	4,500		
45	Realwheels Soc.	29,000	15,000	15,000	4,000	750
46	Redshift Music Soc.	11,000	9,500	8,000	4,000	4,000
47	Reel to Real: Celebration of Moving Images Soc.	14,000	14,000	11,000		
48	Screaming Weenie Productions	15,000	5,000	7,000		
49	Sista'hood (Working Arts Soc.)	6,000	5,000	6,000		
50	Soc. for Disability Arts and Culture	25,000	16,000	22,200		
51	Solo Collective Theatre Soc.	16,000	10,500	14,000	4,000	0
52	St. James Community Square Soc.	5,000	0			
53	Standing Wave Soc.	7,000	3,500	3,500		
54	Sub-TERRAIN Literary Collective Soc.	10,000	5,000	7,000		
55	Tara Cheyenne Performance (DanStaBat Performance Soc.)	15,000	9,000	9,000		
56	The Response Dance Soc.	9,000	3,000	3,000		
57	Theatre in the Raw Soc.	7,000	0			
58	Theatre Melee Soc.	7,000	5,000			
59	Theatre Terrific Soc.	30,000	12,000			
60	Theatre Under the Stars	20,000	0	0		
61	Tomorrow Collective Arts Soc.	12,000	8,000	9,000		
62	Up in The Air Theatre Soc.	12,500	7,000	6,000	2,500	0
63	Urban Crawl Performance Soc.	10,000	10,000			
64	Van. Asian Canadian Theatre	10,000	0			
65	Van. Asian Film Festival Soc.	10,000	7,000	7,000		
66	Van. Asian Heritage Month Soc.	10,000	4,000	5,000		
67	Van. Cantonese Opera	8,000	6,000	7,500		
68	Van. Community Gamelan Soc.	9,000	3,000	3,000	11,662	4,500
69	Van. Drawing Festival Soc.	8,000	0		7,000	0
70	Van. Inter-Cultural Orchestra	10,000	6,000	6,000		
71	Van. Intl. Dance Festival Soc.	23,000	22,000	20,000		

72	Van. Intl. Song Institute Soc. For Innovation in Song Studies (VISI)	10,000	5,000			
73	Van. Jewish Film Festival**	12,000	7,500	7,500		
74	Van. Latin American Film Festival	12,000	11,000	9,000		
75	Van. Pro Musica (Pro Musica Soc. of Van.)	16,000	8,000	12,000		
76	Van. Review Publication Soc.	25,000	11,000	12,000		
77	Van. Soc. of Storytelling**	15,000	5,000			
78	Van. Tap Dance Soc.	5,500	2,000	4,000	1,500	1,500
79	Van. Theatresports League	15,000	5,000			
80	Women in Film and Television Vancouver Soc.	25,000	10,000	8,500		
81	Word on the Street Festival (Van. Book & Magazine Fair Soc.)	20,000	16,000	15,000		
82	Working Spark Theatre Arts Soc.	2,300	1,500			
83	Yayoi Theatre Movement Soc.	15,000	2,000			
	Sub-total PROJECTS	1,130,720	506,200	439,700	34,662	10,750
	*Denotes a Conditional Grant					
	Total Operating, Majors, Projects	8,701,195	7,177,100	7,096,600	376,867	123,000
	Grand Total Recommendation	7,300,100				

CULTURAL GRANTS PROGRAM - INFORMATION GUIDE FOR 2010

This guide is updated annually to provide current information on the Cultural Grants program and application process. Please read through carefully before you make an application.

This information and other relevant information on our programs and services is also available on our website:

<http://vancouver.ca/culture>

If this is the first time you are making an application to the City of Vancouver, or if you require further assistance, we encourage you to speak or meet with a staff member of Cultural Services to ensure that your proposal is eligible and to ask any questions which may assist you in putting an application together.

phone: 604.871.6434

hours: Monday - Friday 8:30 am - 4:30 pm

You may also register for an information session to learn more about Cultural Services and the Cultural Grants program. The next available session will be held:

Information Session:

Friday, October 2nd, 3:00 - 5:00 pm
Queen Elizabeth Theatre Salons
650 Hamilton Street, Vancouver

To register: Please contact Jenny Fung at jenny.fung@vancouver.ca

CONTENTS

INTRODUCTION TO CULTURAL SERVICES	3
CULTURE PLAN FOR VANCOUVER	4
CULTURAL GRANTS PROGRAM OBJECTIVES AND DESCRIPTION	5
Eligibility Criteria	5
Eligible Activities	6
Assessment Criteria	7
APPLICATION PROCESS.....	9
Application Forms and Assistance.....	9
Assessment	10
Recommendations and Report to Council	11
Request for Reconsideration.....	11
Results.....	11
CONDITIONS OF ASSISTANCE.....	12
CONFIDENTIALITY	12
CONTACT INFORMATION	12
APPENDICES	
Specific Eligibility Criteria for Facilities and Service Organizations	A
Artistic Residencies	B
Mentorships.....	C

INTRODUCTION TO CULTURAL SERVICES

Cultural Services is a department of the City of Vancouver within the Community Services Group, which delivers cultural programs and services on behalf of the City and in collaboration with the community. Some of the areas in which Cultural Services engages are as follows:

Policy Development - staff work with other civic departments, City Council and the community to ensure cultural priorities are embedded in civic policy wherever possible. The Culture Plan 2008 - 2018, which sets out the City's policy and goals on culture, is a recent example of this work.

Public Art - is a program that aims to incorporate contemporary art practices into city planning and development. The program provides opportunities to commission artists for work to be placed in civic buildings, greenways, parks and other City-owned public places as well as in private locations through rezoning processes.

Facilities - staff work to develop and sustain cultural infrastructure through the provision of City-owned or leased land and buildings, live/work studio spaces, access to venues through community use agreements, delivers a cultural infrastructure grant program, and develops new space through zoning incentives with a density bonus program.

Grants, Awards and Support Programs - programs of assistance are offered to the community through Cultural Grants to support both operational and special project initiatives of arts and cultural organizations, an Arts Awards program which includes the Mayor's Arts Awards, Poet Laureate, Artist Live/Work Studios and the Vancouver Book Award; and advertising opportunities through Transit Shelters and Video Screens.

Vancouver Civic Theatres - operates three major City-owned performing arts venues: Vancouver Playhouse, Queen Elizabeth Theatre and the Orpheum. These are venues for live entertainment, performing arts and public assembly and are home to some of the city's principal non-profit performing arts organizations.

Special Projects - Hastings Park/PNE Planning. Cultural Services provides project management oversight for the long-term future development of Hastings Park as a major new urban park which will see the comprehensive use of green space, an annual summer fair, seasonal amusement activities and a mix of community and commercial activities within the Park and buildings.

For more information on Cultural Services please visit our website at:

<http://vancouver.ca/culture>

CULTURE PLAN FOR VANCOUVER

With significant input from the local community and leadership from the Creative City Task Force, the Culture Plan 2008 - 2018 was created and adopted by City Council in June of 2008. The Plan outlines a renewed vision for how the City will enhance and expand the City's role and relationship with the creative sector.

VISION

The City of Vancouver, through Cultural Services, aims to develop, enliven, enhance and promote arts, culture and cultural diversity in the City in ways that benefit its citizens, creative community, cultural entrepreneurs, business sector and visitors.

STRATEGIC PRIORITIES

Innovation - To recognize Vancouver locally, nationally and internationally as a city of creative innovation, a city of ideas, a city which leverages the unique and authentic voices of the diverse, young and growing cultural community, a city which realizes its full creative potential, a city on the leading edge of cultural activity and development.

Connecting People, Ideas and Community - To take advantage of Vancouver's position as a creative city where connectivity is a hallmark of our cultural system – artists, creative industries, institutions, communities, and neighbourhoods. It is a city engaged in a dynamic conversation, an ongoing dialogue and an exploration of cultural enterprise and opportunity on a regular and consistent basis, connecting people and communities, sharing innovative ideas and programs.

Learning - To build on Vancouver's reputation as a city of learning, a city that embeds cultural exchange, cultural curiosity and cultural development as part of lifelong learning - from the very young to the elderly - to ensure that all our citizens have the opportunity to engage with and participate in cultural education throughout their lives and to ensure that every citizen has the opportunity to develop his or her expressive capacities.

Neighbourhoods - To highlight Vancouver as a city of vibrant creative neighbourhoods by showcasing the talent, enterprise and diversity of our artists, communities and neighbourhoods for our citizens and visitors. To build on the unique identity of our neighbourhoods - engaging local residents, artists and businesses - to ensure that the rich culture, creativity, diversity and innovation of Vancouver lives and is accessible to all.

Valued and Valuable - To ensure that citizens and taxpayers of Vancouver experience in real and concrete ways the value that arts and culture bring to the city and their lives, families and businesses; to promote our growing reputation as an international cultural tourism and entertainment destination known as a place where culture is vibrant and happening and where we value and celebrate the rich multicultural and intercultural expression that is unique to Vancouver.

CULTURAL GRANTS PROGRAM OBJECTIVES and DESCRIPTION

The program is intended to support a range of artistic and cultural activity including literary, visual, media, dance, theatre, music, multi-disciplinary, inter-disciplinary, Aboriginal, and community-based arts, reflecting different historic cultural traditions as well contemporary art forms and practises. The program provides grants to support ongoing annual activity through Operating assistance as well as one-time or time-limited initiatives through Project assistance.

Eligibility Criteria

- **Operating Assistance:** for established organizations that have an ongoing presence in Vancouver and a track record of quality public programs and services. Applicants must be registered as a non-profit society in good standing with the Province of BC, having been established legally and in operation for at least 2 years prior to the application deadline and have recently received and successfully completed two City Project grants.
- **Project Assistance:** for new and/or developing organizations, or organizations working on a project basis or undertaking a special one-time initiative. Applicants must be registered as a non-profit society in good standing with the Province of BC, having been established legally and in operation for at least 6 months at the time of the application deadline.
- Applicants should be based and must be active in Vancouver and provide programming and services that are open to the public and publicized city-wide.
- All principal professional artists should be compensated for their participation commensurate with industry standards. For more information on these standards, please refer to the following organizations:
 - American Federation of Musicians: www.afm.org
 - Canadian Actors Equity Association: www.caea.com
 - Canadian League of Composers: www.clc-lcc.ca
 - Canadian Alliance of Dance Artists: www.cadadance.org
 - Professional Writers Association of Canada: www.pwac.ca
 - Canadian Artists Representation/Le front des artistes canadiens/CARFAC: www.carfac.ca
- Applicants should have professional paid administration and artistic leadership; this is a requirement for Operating assistance, and strongly encouraged for Project assistance.
- Applicants must have other revenue sources for their activity which may include self-generated revenue (ticket sales, concession, memberships), funding from other levels of government (provincial, federal) and private sector support (fundraising, foundations, sponsorship, cash and in-kind donations).
- Applicants must provide independently prepared financial statements for the most recently completed fiscal year. Operating: review engagement or audit. Project: an un-audited statement (with balance sheet and income statement at minimum), review engagement or audit.
- Applicants must demonstrate a real need for public sector assistance from the City of Vancouver.

Examples of Eligible Activity

- The development of arts and cultural activity which reflect cultural traditions or contemporary artistic practices which will ideally result in some form of dissemination or presentation to a broad public audience. Public dissemination may include exhibitions, performances, publications, presentations, video, film, new media, radio, or web-based initiatives (not the development of organizational/program websites).
- Collaborative and creative initiatives between professional artists and community members that will result in some form of public presentation and which clearly express community interests and issues and demonstrate a strong collaborative process.
- Service Organizations: the delivery of services and resources (research, information, professional development, administrative services, audience development, umbrella marketing) to Vancouver-based professional artists and/or non-profit arts and cultural organizations. Please see Specific Eligibility Criteria for Service Organizations appended to this guide.
- Arts and Cultural Facilities: the provision of facilities for professional artists and arts and cultural organizations zoned for public assembly and equipped with professional services (box office, technical support, mentoring opportunities), along with a series of curated and presented arts and cultural programming. Please see Specific Eligibility Criteria for Facilities appended to this guide.
- Theatre Rental: for access to Vancouver's Civic Theatres, this provides assistance to off-set rental costs for established organizations who are regular users of the civic theatres and for new and emerging groups, particularly those from Vancouver's diverse¹ communities. A separate Booking Request Form is required and will be provided to applicants seeking assistance for theatre rental.
- Special requests for audio recordings, publications, film, video or web-based initiatives (for Operating applicants, this must be outside of regular operations).
- Arts or Cultural Conferences (production or attendance) that offer significant learning and networking opportunities for artists, arts and cultural organizations and the general public.
- Artistic Residencies that facilitate learning, development and cultural exchange between professional artists and qualified Host organizations. See Artistic Residencies appended to this guide.
- Artistic or Administrative Mentorships that facilitate learning opportunities for professional artists and administrators wishing to gain experiential training with qualified professionals. See Mentorships appended to this guide.

¹ Diversity is defined as ethnicity, gender, age, ability, sexual orientation, socio-economic status, religious beliefs and other forms of self-identification.

Ineligible Organizations or Activity

- Organizations which do not meet eligibility requirements
- Activity that is not artistic or cultural
- Other City of Vancouver departments or branches
- Social Service, Religious or Sports organizations
- Clubs
- Bursaries or scholarships
- Contests or competitions
- Fundraisers
- Deficits
- Activity outside of Vancouver
- Activity which has started prior to the application deadline
- Capital projects (please refer to the NEW Cultural Infrastructure Grant Program; vancouver.ca/culture)
- Individual artists cannot apply on their own but may make an application in partnership with a qualifying organization for artistic or skill development through a Residency or Mentorship opportunity

Assessment Criteria

There are three key areas of evaluation: artistic merit, organizational competence, and community impact. Each area is given equal weighting. In addition to these three areas, the City's new strategic cultural vision and priorities inform additional assessment criteria. Although weighted lower, this area has significant value. The organization's recent activities as well proposed ones are taken into consideration when assessing an application.

Artistic Merit (30%)

- Merit of the organization's creation, production, presentation and/or dissemination activities (strength of the intention, effectiveness of how it is put into practice, degree to which it enhances or develops a form, practice, or process and impact on the creative personnel involved)
- Clear articulation of mandate/vision and degree to which the activity supports the mandate/vision
- Distinctiveness of the organization's activities in relation to comparable activities in Vancouver. Does it provide unique opportunities for artists, other arts organizations and the public?

Organizational Competence (30%)

- Evidence of competent administration, functional board and an appropriate administrative and governance structure
- Evidence of financial stability and accountability as demonstrated through prior financial performance, achievable and balanced budgets, and financial management practices and plans
- Evidence of planning in place to support the proposal and/or ongoing organizational capacity (as per realistic schedules, timelines, planning practices, etc.)

Impact (30%)

- Level of public access to the work, activities or services by all members of Vancouver's diverse communities
- Evidence of growing interest and attendance
- Level of engagement with other arts organizations, artists and community groups from all of Vancouver's communities
- Evidence of promotional and/or outreach strategies in place to encourage wide public participation, awareness and engagement
- Demonstrated support from the community as evidenced through partnerships, collaborations, sponsorship support, in-kind support, volunteers, etc.

Strategic cultural vision and priorities (10%)

- Degree to which the organization's mandate and objectives or the project's aims and objectives support some or all of the City's cultural vision and priorities (as outlined in the Culture Plan on page 4 of this guide).

APPLICATION PROCESS

Application Forms and Assistance

NEW applicants are encouraged to read through the Information Guide first to obtain a general understanding of the program and then contact staff at Cultural Services to discuss your proposal, confirm your eligibility and request an application form. If eligible, staff will forward you the appropriate application forms and guidelines electronically (or in hard copy format if requested).

Organizations who received an Operating grant from the City in the previous fiscal year are sent application forms and guidelines automatically. Organizations who received a Project grant from the City in the previous fiscal year, and who have completed the project, are sent application forms and guidelines automatically.

You may contact any Cultural Planner at Cultural Services; however, staff have certain areas of knowledge and experience which you may find helpful in discussing your proposal and/or putting an application together.

- Cheryl Masters
visual arts, media arts, theatre rental
604.871.6498
cheryl.masters@vancouver.ca
- Karen Hasselfelt
visual arts (including major exhibiting institutions), music
604.871.6045
karen.hasselfelt@vancouver.ca
- Douglas Durand
dance, theatre rental
604.871.6007
douglas.durand@vancouver.ca
- Marnie Rice
theatre, literary, community festivals and celebrations
604.871.6634
marnie.rice@vancouver.ca

Assessment

Cultural Services uses a blended assessment approach whereby members of the arts and cultural community (peers) are nominated to participate in the assessment process along with one Cultural Planner from Cultural Services. This approach has been successful in that it allows for practicing artists and administrators to contribute their current and historical knowledge of a particular sector/form, while allowing staff to impart a funding history and a thorough financial and operational analysis of the applicant based on data collected from the groups over the years.

Assessment Committee Peer Review

A call for nominations is made well in advance of the deadline and qualified members of the cultural community are invited to be part of the Assessment Committee. Assessment Committees are often formed around the categories of Dance, Visual/Media Arts and Museums, Theatre, Music, Festivals and Special Events, Literary Arts. The Assessment Committee Peer members will receive copies of all eligible applications well in advance of the meetings and will assess the application based on the assessment criteria.

Members of the arts and cultural community are highly encouraged to participate in the assessment process. To nominate yourself or another qualified peer in the community please refer to the Assessment Committee Policy and Nomination Form online at <http://vancouver.ca/culture>.

Cultural Planner Review

Applications are received and assigned to a Cultural Planner. Cultural Planners undertake a preliminary check to ensure a) the proposal meets eligibility and b) there is no missing or unclear information. The Planner will contact the applicant if there is any missing or unclear information and/or to discuss the application further, either in person or by phone. The applicant is given a deadline to submit any requested revised or missing information. The Planner will assess the application based on the assessment criteria.

Assessment Committee Meetings

Cultural Planners and Peer Assessment Committee members meet by category to discuss the merits of the proposal and their individual recommendations. The goal of these meetings is to hear all perspectives, collectively assess the applications and arrive at a consensus around the whole Committee's recommendations. Once the meetings are complete, Cultural Planners compile the recommendations from all the Assessment Committee meetings and finalize numbers according to a global budget.

Recommendations and Report to City Council

A report on the Assessment Committee recommendations is written and submitted to City Council for their consideration and approval. At the same time, applicants will receive a “Recommendation Letter” from Cultural Services, announcing the recommendation and comments from the Assessment Committee deliberations will be provided for feedback. Information on the Request for Reconsideration process is also provided. The report is made public on the City’s website shortly before the Council meeting date. The Assessment Committee members are also made public in this report.

To find reports online go to:

- <http://vancouver.ca>
- Click on “Mayor and Council”
- Under Meeting Schedule and Minutes choose “upcoming” or “previous meetings”
- Find the appropriate Regular Council or City Services and Budgets meeting date and click on “Agenda and Minutes”
- Scroll down to locate the appropriate Administrative Report - often called “20XX Cultural Grants Recommendations”

Request for Reconsideration

For applicants who want to contest the Assessment Committee recommendation to Council, there are two options:

1. Informal request for clarification - an applicant may contact staff to obtain further information on the assessment process (e.g. evaluation criteria, additional comments, ranking).
2. Formal Request for Reconsideration - if still in disagreement with the recommendation, an applicant may make a formal submission, meeting specific criteria, which is reviewed by Management and submitted to Council for consideration and approval.

For specific details on the Request for Reconsideration policy and process, please visit <http://vancouver.ca/culture>.

Results

Once Council approves the report, notification letters are sent to all applicants indicating the result. Successful applicants will receive payment, by separate post, usually within 3 weeks of the Council meeting date.

This entire application process as outlined above takes approximately four months.

CONDITIONS OF ASSISTANCE

Please note that if your organization receives a civic grant, the following conditions will apply:

- Grant funds must be applied to current expenses, not used to reduce or eliminate accumulated deficits. Activities cannot be funded retroactively.
- The Society will make every effort to secure funding from other sources as indicated in its application. It will keep proper books of accounts of all receipts and expenditures relating to its activities and, upon the City's request, make available for inspection by the City or its auditors all records and books of accounts.
- If there are any changes in the organization's activities as presented in this application, Cultural Services must be notified in writing of such changes immediately. In the event that the grant funds are not used for the organization's activities as described in the application, they are to be repaid to the City in full. If the activities are completed without requiring the full use of the City funds, the remaining City funds are also to be returned to the City.
- The City of Vancouver requires cultural organizations receiving a civic grant to appropriately acknowledge the City's support in all their information materials, including publications and programs related to funded activities. Such recognition must be commensurate with that given to other funding agencies. If the logos of other funders are used in an acknowledgement, the City should similarly be represented. Successful applicants can request a password to download the City's emblem by contacting Klodyne Rodney by email; klodyne.rodney@vancouver.ca or by phone at 604.871.6228.
- Receipt of a grant does not guarantee funding in the following fiscal year.

CONFIDENTIALITY

All documents submitted by Proponents to the City become the property of the City. The City will make every effort to maintain the confidentiality of each application and the information contained within except to the extent necessary to communicate information to staff and peer assessment committee members for the purposes of evaluation and analysis. The City will not release any of this information to the public except as required under the Province of British Columbia *Freedom of Information and Protection of Privacy Act* or other legal disclosure process.

CONTACT INFORMATION

Mailing Address
Cultural Services
City of Vancouver
453 West 12th Ave.
Vancouver, BC V5Y 1V4

Office Location
#310 - 555 West 12th Ave.
East Tower, City Square Mall
Vancouver, BC

Tel/Fax/Email/Web
604.871.6434
604.871.6005
oca@vancouver.ca
vancouver.ca/culture



Specific Eligibility Criteria - Facilities and Service Organizations

Specific guidelines apply to Facilities and Service Organizations in addition to the general eligibility criteria.

Facilities

Professionally-equipped facilities zoned for public assembly and managed by independent, non-profit arts and cultural organizations may qualify for funding. Clubs, schools, churches and community centres are ineligible. To qualify, a facility must:

- Provide a professional level of facility services (e.g., box office, technical).
- Provide a balance of curated arts programming and presentations that involve multiple users, not just one or two resident companies.
- Provide equitable rental access to Vancouver's artists and arts organizations at reasonable rates.
- Primarily serve professional artists and arts and cultural organizations.
- Engage in ongoing umbrella marketing.

Service Organizations

Organizations whose primary objective is to support the development of one or more art forms through a range of services to professional artists and/or non-profit arts organizations may qualify for assistance. Guilds, trade unions, and professional associations are not eligible. To qualify, an organization must:

- Have designated administrative staff and a high standard of professionalism in its operations.
- Have a membership that is broadly representative of its mandate which includes artists and/or non-profit organizations based in Vancouver.
- Consistently provide a range of services and resources for members, including a number of the following:
 - research;
 - information;
 - professional development;
 - administrative services;
 - audience development; and
 - marketing.



Artistic Residencies

To facilitate learning, development and cultural exchange opportunities between professional artists and qualified Host organizations.

- Residency candidates must be Vancouver-based professional artists. The City's definition of a professional artist is one that has:
 - completed basic training (university or college graduation or the equivalent in specialized training, such as two or three years of self-directed study or apprenticeships)
 - is recognized as such by peers
 - is committed to devoting time to artistic activity, if financially feasible
- Applications may be made by a non-profit organization to either:
 - host a residency, or
 - sponsor a Vancouver-based artist to be hosted by another organization (which may or may not be a non-profit but where the residency supports the program objectives and the City's strategic cultural priorities).
- Applicants may apply to host consecutive residencies; however, priority will be given to new applicants each year. An applicant may sponsor more than one artist at a time.
- The residency period shall be a minimum of one month up to a maximum of twelve months.
- Applicants must be able to demonstrate the capacity to host or sponsor a residency and must meet the General Eligibility criteria.
- There must be clear artistic development objectives for both the artist and Host organization.
- The residency should provide opportunities for development and creation of the artist's work and if possible, some form of presentation of the artist's work either in progress or at completion.
- There should be some public engagement component of the work during the residency which would offer learning opportunities for the artist, related staff, the arts and cultural community and the general public.
- The residency and work created therein, must be in addition to the regular activities of the Host organization.

- The grant is applicable to artist fees, materials, presentation costs and administration costs born by the Host organization.

A Residency Agreement should be included addressing the points below:

4 pages max., 8½ x 11, min. 11 pt font

- Artist Letter of Intent demonstrating the residency objectives and how it will further the development of the artist or artistic practice,
- Organization Letter of Intent indicating the residency objectives,
- A work plan (including timelines, activities, milestone dates, etc.),
- Financial obligations of both parties,
- How the project will be evaluated,
- A contingency plan (addressing potential changes, conflict or non-compliance),
- Signatures of all parties involved agreeing to the terms,
- Separate budget of revenues and expenses.



Mentorships

To facilitate learning opportunities for professional artists and administrators wishing to gain experiential training with qualified professionals.

- Mentorship candidates must be Vancouver-based professionals. The City's definition of a professional artist and administrator is one that has:
 - completed basic training (university or college graduation or the equivalent in specialized training, such as two or three years of self-directed study or apprenticeships)
 - is recognized as such by peers
 - is committed to devoting time to artistic activity, if financially feasible
- Applications may be made by a non-profit organization to either:
 - host a mentorship, or
 - sponsor a Vancouver-based individual to be mentored by another organization (which may or may not be a non-profit but where the mentorship supports the program objectives and the City's strategic cultural priorities).
- Applicants may request assistance to host consecutive mentorships; however, priority will be given to new applicants each year. An organization may sponsor more than one individual at a time.
- Applicants must be able to demonstrate the capacity to host or sponsor a mentorship and provide the necessary training, and must meet the General Eligibility criteria.
- The mentorship period shall be a minimum of one month up to a maximum of twelve months.
- The grant is applicable to artist/administrator fees, materials, and training costs of the Host organization.

A Mentorship Agreement should be included addressing the points below:

4 pages max., 8½ x 11, min. 11 pt font

- Mentee's Letter of Intent demonstrating the need for the mentorship and how it will develop the mentee's area of work,
- A work plan addressing those objectives (including timelines, specific types of training, tasks, mentors),
- Financial obligations of both parties,
- How the project will be evaluated,
- A contingency plan (addressing potential changes, conflict or non-compliance),
- Signatures of all parties involved agreeing to the terms,
- Separate budget of revenues and expenses.