

# AGENDA

## *COMMITTEE OF THE WHOLE*

**Monday, September 28, 2015**

**6:00 p.m.**

**Committee Room, Municipal Hall**

**355 West Queens Road,**

**North Vancouver, BC**

**Council Members:**

Mayor Richard Walton

Councillor Roger Bassam

Councillor Mathew Bond

Councillor Jim Hanson

Councillor Robin Hicks

Councillor Doug MacKay-Dunn

Councillor Lisa Muri



NORTH VANCOUVER  
DISTRICT

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## COMMITTEE OF THE WHOLE

6:00 p.m.  
Monday, September 28, 2015  
Committee Room, Municipal Hall,  
355 West Queens Road, North Vancouver

### AGENDA

#### 1. ADOPTION OF THE AGENDA

##### 1.1. September 28, 2015 Committee of the Whole Agenda

*Recommendation:*

THAT the agenda for the September 28, 2015 Committee of the Whole be adopted as circulated, including the addition of any items listed in the agenda addendum.

#### 2. ADOPTION OF MINUTES

#### 3. REPORTS FROM COUNCIL OR STAFF

##### 3.1. North Vancouver Recreation & Culture Commission Arts and Culture Grants Review p. 7-13 File No.

*Recommendation:*

THAT it be recommended to Council:

THAT

1. Council adopt a single policy for arts and culture grants with the following grant funding categories: Operating Assistance, Program & Project Assistance, Community Public Art Assistance and Events & Celebrations Assistance;
2. Authority to approve grants in accordance with Council approved policy be delegated to the North Vancouver Recreation & Culture Commission; and,
3. Multi-year funding be provided where feasible to increase efficiency for grant recipients, staff, the Grants Review Committee and the Commission.

##### 3.2. Council Procedures File No.

Continuation of Discussion: David Stuart, Chief Administrative Officer

**4. PUBLIC INPUT**

(maximum of ten minutes total)

**5. RISE AND REPORT**

*Recommendation:*

THAT the September 28, 2015 Committee of the Whole rise and report.

## REPORTS

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AGENDA INFORMATION	
<input checked="" type="checkbox"/> Committee of the Whole	Date: <u>September 28, 2015</u>
<input type="checkbox"/> Finance & Audit	Date: _____
<input type="checkbox"/> Advisory Oversight	Date: _____
<input type="checkbox"/> Other:	Date: _____



## The District of North Vancouver REPORT TO COMMITTEE

September 18, 2015

File:

**AUTHOR:** John Rice, Cultural Services Officer, North Vancouver Recreation & Culture Commission

**SUBJECT:** NORTH VANCOUVER RECREATION & CULTURE COMMISSION ARTS AND CULTURE GRANTS REVIEW

### RECOMMENDATIONS:

**THAT** the Committee of the Whole recommend to Council that:

1. Council adopt a single policy for arts and culture grants with the following grant funding categories: Operating Assistance, Program & Project Assistance, Community Public Art Assistance and Events & Celebrations Assistance;
2. Authority to approve grants in accordance with Council approved policy be delegated to the North Vancouver Recreation & Culture Commission; and that
3. Multi-year funding be provided where feasible to increase efficiency for grant recipients, staff, the Grants Review Committee and the Commission.

### REASON FOR REPORT:

The recommendations in this report require approval by City and District Councils and a new grants policy will require adoption by both Councils. If Councils support the recommendation to delegate grant decision-making authority to the North Vancouver Recreation & Culture Commission (NVRC), the delegation Bylaw for the Commission will need to be amended.

### BACKGROUND:

In 2008, the North Vancouver Office of Culture Affairs (the Arts Office) was mandated by the City and District of North Vancouver to administer all arts and culture grants. The grants are funded on a 50%-50% cost-share basis by the two municipalities. The current grant

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AND CULTURE GRANTS REVIEW**

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categories are outlined in Appendix A. In June 2014, through the consolidation of the Arts Office and the Recreation Commission, the NVRC assumed responsibility for arts and culture grants.

In 2013, a review of these grant programs was initiated to address a number of challenges. Ference, Weicker & Company was contracted to conduct a "Municipal Grants Policy and Program Review". The grants review included stakeholder input, a best-practices review and discussions between the Consultants and applicable staff. The Consultants presented early findings to both City and District Councils in April 2014. Completion of their final report was delayed in part by the consolidation of recreation and culture into the NVRC. Their final report was submitted to staff in December 2014.

Staff has considered the Consultants' findings and recommendations in the context of the new NVRC mandate and direction. This report provides recommendations from staff for changes relevant to the arts and culture grants policies and programs. The North Vancouver Recreation & Culture Commission endorsed these recommendations at their meeting on September 17, 2015.

**DISCUSSION:**

Municipal arts and culture grants support the impact that arts and culture organizations and initiatives have on the vibrancy of community life and preservation of North Vancouver's unique identity. Both District and City Official Community Plans include recognition of the role of arts and culture in creating the kind of communities in which residents wish to work, live and play.

The District and City of North Vancouver have been providing arts and culture grants since 1982; in 2000 the District established an events and festivals grant fund and the City did the same in 2003. While the grant programs have been relatively successful in achieving the intended benefits, the following issues were identified through the review process:

- Arts and culture grants are managed as one bi-municipal program but are governed by five separate policies, some District and some City. These policies have inconsistent and conflicting content.
- Grant policies and funding criteria are not aligned with the Official Community Plans.
- Authority to approve grants lies with the two Councils which compromises a joint grant program and exposes Councils to lobbying and criticism by applicants.
- Application and reporting procedures, especially for small grants, are too cumbersome and time consuming for applicants, reviewers and staff.
- Multi-year funding is desirable and provided by both the District and City for Community Grants but has not been applied in the arts and culture grant programs.



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The recommendations in this report address the above challenges. Staff propose the following recommendations and rationale:

- 1. Replace the existing policies with one policy for arts and culture grants, approved by both Councils and administered by the Commission. The policy language and grant criteria would be aligned with the relevant portions of the two Official Community Plans and the mandate of the NVRC.**

Rationale: There are currently five policies guiding the arts and culture grant program. These policies contain conflicting statements and create confusion for applicants and also for staff. There is a need for one policy that ties funding to District and City objectives and provides clear direction for decision-making and priority setting.

- 2. Authority to approve grants in accordance with Council approved policies be delegated to the NVRC. The NVRC would receive advice from a Commission appointed Grants Review Committee and would inform Councils annually on the allocation of grant funding.**

Rationale: At present, each Council considers and approves the grants as recommended by a grants jury. Members of the jury are invited by staff to participate on an intake-by-intake basis. The NVRC, an entity of the District and City and comprised of Council and citizen appointees from both municipalities plus a School Trustee, has proven to be a successful vehicle for the two municipalities to collaborate. Delegating grant approval authority to the Commission would create efficiencies and would eliminate the risk of the two Councils differing in their decisions regarding funding for a group or event. Many municipal Councils have successfully delegated grant decision-making authority to committees or commissions in order to ensure decisions are based on policy and to create some arms-length distance between the Councils and granting decisions.

As an arms-length, independent peer approach to grant application review is the preferred and standard approach in most municipalities; the Commission would establish and appoint representatives to a Grants Review Committee to provide advice on grant allocations. The Grants Review Committee would be advisory to the Commission, comprised of impartial and qualified individuals with experience and expertise in appropriate areas of arts, cultural and community-based practices.

- 3. Revise the grant categories into the following:**

- a. Operating Assistance:**

This category is for not-for-profit arts and culture organizations that have an ongoing year-round presence in North Vancouver and have a proven track record for delivering quality arts and culture programs and services. Eligible organizations further the interests of artists, creators and/or arts organizations in North Vancouver and have stable administrative and artistic leadership. Organizations receiving operating assistance would be eligible to apply for one Program &

Project Assistance grant per calendar year for a project outside of the scope of their normal operation.

b. Program & Project Assistance:

This category is to support the delivery of arts and culture programs and projects in North Vancouver or for the benefit of North Vancouver residents. Applicants must be not-for-profit arts and culture organizations that operate on a project or program basis or that do not qualify for operating assistance.

c. Community Public Art Assistance:

Community Public Art Assistance is available to community organizations collaborating with artists to engage the public in the creation of small to medium sized public art projects. This component of the public art program will be moved from Public Art to the Arts and Culture Grants Program in order to consolidate all arts related grant programs.

d. Events & Celebrations Assistance:

This category has two components: events and celebrations. The celebrations portion is to support major celebrations and festivals that have an arts and culture focus and have a significant impact on North Vancouver residents. The events portion is to support neighbourhood and community events that foster community connections and may or may not have an arts and culture focus.

**4. Support the provision of multi-year funding where feasible to increase efficiency for grant recipients, staff, the Grants Review Committee and the Commission.**

Rationale: At present, approximately 85% of grants awarded go to organizations that have historically been funded every year. The amount of time required for applicants to apply and report annually, and for volunteers and staff to assess applications is onerous and unnecessary.

Multi-year funding (up to a maximum of three years), as provided through the existing core funding policies of both the District and the City, would provide stability to organizations eligible for Operating Assistance and for established Celebrations. Organizations in receipt of multi-year funding would be required to report annually and would, if required, be subject to a change in their approved grant within the multi-year funding period.

Two other recommendations were proposed by the Consultants and supported by staff for implementation. The first is that the application and follow-up reporting requirements need to be simplified. Staff will revise the requirements in an effort to reduce duplication of information while still ensuring accountability for funding. Best practices from other grant providers have been identified through the review and will be implemented where possible.



The second is regarding inclusion of a “sunset clause” to limit the number of years for which an organization can receive assistance. While there have been circumstances where applicants have requested or Councils have recommended funding for a limited number of years, the inclusion of a sunset clause is not recommended to be included as a hard and fast policy statement. However, more definitive eligibility criteria will be established for the Grants Review Committee and the Commission; including the need for the applicants to, within a reasonable time frame, reduce reliance on municipal funding for programs, projects, festivals and events. This will send a clear message to applicants within these grant categories that funding is to support initiation and development, and they are expected to become more self-sufficient over time.

The changes outlined in this report will not result in significant shifts in funding to established arts and culture organizations who are serving North Vancouver. Staff are preparing a policy for consideration by Councils and will formulate an implementation plan which includes advising the arts and culture community of the changes to the program and processes. The main changes are targeted to come into effect for the 2016 grant programs and the administrative changes will be phased in over the next year.

## **ANALYSIS:**

### **Timing/Approval Process:**

In order to implement the changes for the 2016 grant program, approval in direction is required by early November. The policy requires Council approval and is being drafted by staff in accordance with the recommendations for consideration by both Councils by early November.

### **Concurrence:**

The Consultants, in preparing their recommendations, spoke with stakeholders in the arts and culture community, reviewed best practices in other municipalities and had numerous conversations with appropriate Commission, City and District staff.

The Commission is supportive of the recommended changes.

### **Financial Impacts:**

The recommendations in this report do not have budget implications. The 2015 NVRC operating budget includes \$781,430 for arts and culture grants; \$390,715 from the City and \$390,715 from the District. The annual budgets for Community Public Art grants (approximately \$15,000 for the City and \$7,500 for the District) reside in the capital programs of the City and District and would likely be incorporated into the NVRC budget.

Additional municipal support to arts and culture groups comes in two forms; approximately \$130,000 in facility grants in lieu of rent of municipal facilities (District portion \$20,000) and \$105,000 in permissive tax exemptions (District portion \$43,212).

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**Conclusion:**

A review of the existing Arts and Culture Grants Program was undertaken in 2014. Ference, Weicker & Company was hired to conduct a review and provide suggestions for change. Staff have considered the Consultant's report and have presented a set of recommendations appropriate for North Vancouver. The most significant changes are delegation of authority for decision-making to the Commission, slight changes to the funding categories, targeting only arts and culture organizations for Operating and Program & Project Assistance, provision of multi-year funding to eligible organizations, and simplified application and reporting requirements.

Respectfully submitted,



John Rice  
Cultural Services Officer

REVIEWED WITH:		
<input type="checkbox"/> Sustainable Community Dev. _____	<input type="checkbox"/> Clerk's Office _____	External Agencies:
<input type="checkbox"/> Development Services _____	<input type="checkbox"/> Communications _____	<input type="checkbox"/> Library Board _____
<input type="checkbox"/> Utilities _____	<input type="checkbox"/> Finance _____	<input type="checkbox"/> NS Health _____
<input type="checkbox"/> Engineering Operations _____	<input type="checkbox"/> Fire Services _____	<input type="checkbox"/> RCMP _____
<input type="checkbox"/> Parks _____	<input type="checkbox"/> ITS _____	<input type="checkbox"/> Recreation & Culture Com. _____
<input type="checkbox"/> Environment _____	<input type="checkbox"/> Solicitor _____	<input type="checkbox"/> Museum & Arch. _____
<input type="checkbox"/> Facilities _____	<input type="checkbox"/> GIS _____	<input type="checkbox"/> Other: _____
<input type="checkbox"/> Human Resources _____	<input type="checkbox"/> Real Estate _____	

## **Appendix A**

### **2015 Arts and Culture Grants Funding Categories**

In 2015 the total level of support for arts and culture as well as events and festivals grants administered by the NVRC was budgeted at \$781,430. This amount breaks down as follows:

- Core Funding: \$516,430

Core Funding supports four major non-profit organizations that manage, operate or program municipally owned or leased facilities and that play a unique, strategic role in contributing to the municipalities' social, economic and community development objectives through arts activities. Core Funding is administered under two separate policies, one at the City and the other at the District. While the broader objectives of the two policies are similar, many of the actual policy mechanisms are very different.

- Arts Assistance Grants: \$150,000

Arts Assistance Grants support 20–30 eligible not-for-profit organizations annually through a mix of operating and project grants. This program is guided by one single bi-municipal policy adopted by both City and District Councils. However, the policy was developed by and designed to be administered by the now defunct Arts Commission and requires significant updates.

- Events and Festivals Grants: \$115,000

Typically, Events and Festival Grants support 15–20 community events and festivals through project grants of different sizes. Events and Festivals Grants are guided by separate policies at the City and District Councils.

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### **Council Procedures**

Continuation of Discussion: David Stuart, Chief Administrative Officer

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