

NO: **R238**

COUNCIL DATE: **November 5, 2012**

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## REGULAR COUNCIL

TO: **Mayor & Council**

DATE: **October 31, 2012**

FROM: **General Manager, Parks, Recreation and Culture**

FILE: **1850-01**

SUBJECT: **Surrey Cultural Grants Program**

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## RECOMMENDATION

The Parks, Recreation and Culture Department recommends that Council:

1. receive this report as information; and
2. approve the Surrey Cultural Grants Program as generally described in this report including the Program Guidelines attached as Appendix I to this report and authorize staff to proceed with all necessary actions as generally documented in this report toward the issuance of the first annual grants under the Program.

## INTENT

The purpose of this report is to provide an up-date on the establishment of a Cultural Grants Program for the City of Surrey and to seek approval to implement the Program.

## BACKGROUND

On May 28<sup>th</sup>, 2012 Council adopted a cultural plan for Surrey titled "Surrey Cultural Plan: Enhancing Urbanization through Arts and Heritage". There are six (6) key enhancement goals in the Plan. Goal D of these six is entitled "Enhance Community Involvement Potential" and recommends the establishment of a Cultural Grants Program. The 2012 approved operating budget included an allocation of \$75,000 in support of a Cultural Grant Program.

A Culture Development Advisory Task Force was formed with a mandate to research and develop a Cultural Grants Program for the City. The members of this Task Force include community members (Cora Li-Leger, Bob McMurray, Carol Girardi and Barbara Cooper) along with the Manager of the Surrey Museum and the Manager of Arts Services.

## DISCUSSION

The Task Force studied five (5) other cities that have a Cultural Grant Program as the basis for developing a similar Program for Surrey. These cities included the City of Richmond, the City of North Vancouver, the City of Vancouver, the City of Victoria and the City of Mississauga. The Task Force engaged local arts and heritage groups in the development of the Grant Program. In this regard a Cultural Grant Program Development Workshop was held on Wednesday,

September 26, 2012 at the Surrey Arts Centre with over fifty (50) participants. The participants were asked about their funding needs and priorities and the research related to the draft Surrey Cultural Grants Program Guidelines was shared. The workshop participants received a draft set of Guidelines related to the Cultural Grant Program that the Task Force had developed in advance of the workshop. The input from the workshop was used to further refine the draft Program Guidelines. A brief summary of the community feedback from the workshop is attached as Appendix 2.

### Cultural Grant Program Benefits

The participants at the workshop identified the following benefits of a Surrey Cultural Grants Program:

1. Provides stability and funding predictability for local arts and heritage organizations;
2. Supports board development for arts and heritage organizations;
3. Builds the arts and heritage community in Surrey, thereby improving the quality of life and making Surrey a more liveable city;
4. Assists in retaining and drawing cultural assets into the city;
5. Stimulates new programs and activities that will contribute to Surrey's reputation as a cultural destination;
6. Encourages intercultural projects and promotes diversity and cultural sharing; and
7. Leverages resources (other grants, sponsorships, etc.) and creates opportunities to strengthen the local cultural economy.

### Community Needs and Priorities

The workshop participants identified the following cultural community needs and priorities:

1. Support for new projects and initiatives as well as existing programs and operating services;
2. Organizational development, including mentorship and succession planning;
3. Volunteer recruitment and development;
4. Collaborative and networking opportunities;
5. "Show and tell" sharing opportunities among groups with leadership from the City;
6. Creation of a database to help groups connect with one another;
7. Documenting and archiving experiences, oral histories and group histories; and
8. Creating affordable space and facility rentals.

### Proposed Cultural Grants Program

#### Grant Categories

The proposed Cultural Grants Program addresses most of the above-listed needs by offering grants in each of three categories of activity as described below:

1. Capacity Building Grants: Under this category grants up to \$2,500 will be provided to qualified groups to support the organizations' development needs, including but not restricted to any of the following:

- training;
  - workshops and conferences;
  - applying for registered not-for-profit status;
  - Board development activities;
  - marketing; and
  - strategic planning.
2. Project Grants: Under this category grants will be provided to encourage partnerships and collaborations that result in new cultural programs and initiatives by existing cultural-focused organizations. Such a grant would contribute up to fifty percent (50%) of the program/initiative budget on a matching basis, which could include in-kind contributions. The maximum grant under this category would be \$5,000.
  3. Start-up Grants: Under this category grants will be provided to assist with start-up costs for an organization that is being established to provide cultural-based programming in the City. Such a grant would be a “one time” grant. The applicant would need to provide a business plan as part of its application that demonstrates economic viability and includes a demonstration of secured funding for at least 80% of the first year’s budget for the organization. The grant would be limited to the lesser of \$5,000 or twenty percent (20%) of the organization’s annual budget and could recognize the value of in-kind contributions by the organization.

### Guidelines

Appendix I attached to this report documents in more detail the Program Guidelines including eligibility criteria, exclusions, application procedures and maximum grant amounts.

### Implementation Tasks and Timelines

Grants under the Program will typically be awarded once a year. A call for applications would be issued in the fall of each year and will follow the procedures documented in Appendix I. The following is the intended schedule for the Program for the 2013 grants:

- November 2012 – Promote the Program and issue an invitation for interested parties to submit expressions of interest.
- January 2013 – Evaluate submissions, host an information meeting for eligible applicants, develop evaluation templates, and receive applications.
- February 2013 – Evaluate applications and make recommendations to Council for approval.
- March 2013 – Award and distribute grants.
- Summer 2013 – Program cycle begins for 2014 grants.

Although this timeline is constrained, the hosting of the Cultural Grant Community Workshop this past September has increased community awareness of the Program and given organizations time to start preparing an expression of interest.

Approximately 15% of the annual budget allocation for this grant program (i.e., \$10,000) will not be allocated during the annual granting process but rather will be reserved for grants that will be made on an extemporaneous basis to applicants who could not reasonably foresee the need to

make an application as part of the annual grant process subject to such applications being evaluated as having merit. Any funds not expended during the course of any year from this holdback amount will be rolled into the grant awards budget in the next year.

### Application Evaluation Process

A staff evaluation committee will oversee the application evaluation process. The committee will include a representative from each of the Arts Section, the Heritage Section, Surrey Libraries, the Economic Development Division and the Finance Department. The Committee will forward its recommendations regarding the Program's annual grants to Council for approval.

### Funding

The 2012 budget includes \$75,000 in support of the recommended Program.

### Legal Services Review

Legal Services has reviewed this report and the attached Program Guidelines and has no concerns.

## **SUSTAINABILITY CONSIDERATIONS**

Surrey's Sustainability Charter states: *"Surrey has a network of widely accessible community health and social services, parks, recreation, library and cultural opportunities that promote wellness and active living. The City embraces its cultural diversity and promotes tolerance, social connections and a sense of belonging."*

The Charter further states: *"Cultural activities are recognized as an important way for individuals to contribute to their communities. Culture is an essential tool in understanding the values, shared meanings and goals of residents in a community. Wide, inclusive participation in cultural activities contributes to community vitality and supports sustainability."*

The implementation of the Program will support the socio-cultural objectives in the City's Sustainability Charter through:

- the introduction of celebratory programs, exhibitions and events of our multicultural heritage and traditional arts (Scope Action SC4: Cultural Awareness in the Community);
- the encouragement of citizen engagement with City planning activities to build community capacity (SC5: Plan for the Social Well Being of Surrey Residents);
- the provision of a range of accessible and affordable cultural services (Goal SC6: Accessible and Appropriately located Services within the City);
- support for local service organizations, in the non-profit sector for actions that are within the City's mandated responsibilities (Goal SC6: Accessible and Appropriately located Services within the City);
- promotion of arts and heritage in Surrey (SC4: Cultural Awareness in the Community and SC8: Municipal Outreach, Public Education and Awareness); and
- education and awareness building initiatives that will encourage all sectors of the city to assist in building sustainable cultural components in Surrey (SC8: Municipal Outreach, Public Education and Awareness).

The Charter recognizes that cultural groups engage local artists and cultural workers who create the art and heritage exhibitions, festivals and programs that generate the energy and ambiance that are the hallmark of a vibrant city.

## CONCLUSION

Based on the above discussion, it is recommended that Council approve the Surrey Cultural Grants Program as generally described in this report including the Program Guidelines attached as Appendix I to this report and authorize staff to proceed with all necessary actions as generally documented in this report toward the issuance of the first annual grants under the Program.

Laurie Cavan  
General Manager  
Parks, Recreation and Culture

Appendix 1: Surrey Cultural Grants Program - Guidelines  
Appendix 2: Community Workshop – Additional Feedback

## Surrey Cultural Grants Program - Guidelines

### SURREY CULTURAL GRANTS PROGRAM

#### GUIDELINES

1. The vision of the Cultural Grants Program (the “Program”) is to support and enhance arts and heritage in Surrey through:
  - building organizational capability and sustainability in each of existing and new local cultural organizations;
  - investing in community-based cultural activities that promote awareness, access, participation and appreciation of arts and heritage; and
  - encouraging collaborative opportunities and partnerships.
2. General guidelines for the Program include:
  - Organizations may submit one application per grant cycle;
  - Grants will be awarded based on number of eligible applicants and available funding in each year;
  - Up to 20% of available grant funding for the Program may be retained as a contingency for extemporaneous grants and as a contingency; and
  - City enhancement goals and cultural investment strategies as contained in City plans, including Surrey’s Cultural Plan, may be considered in the awarding grants.
3. The following will not be eligible in relation to grants under the Program:
  - educational institutions;
  - religious, political, and business groups;
  - fundraisers;
  - travel (more than 200 kilometres outside the Lower Mainland);
  - deficit reduction; and
  - capital projects.
4. Grants will be awarded in each of the following three noted categories:
  - Capacity Building Grants: Under this category grants up to \$2500 will be provided to qualified groups to support the organizations’ development needs, including but not restricted to any of the following:
    - training;
    - workshops and conferences;
    - applying for registered not-for-profit status;
    - Board development activities;

- marketing; and
  - strategic planning.
- Project Grants: Under this category grants will be provided to encourage partnerships and collaborations that result in new cultural programs and initiatives. The grant award would contribute up to fifty percent (50%) of the program budget on a matching basis, which could include in-kind contributions. The maximum grant under this category is \$5,000.
  - Start-up Grants: Under this category grants will be provided to assist with start-up costs for an organization that is being established to provide cultural-based programming in the City. Such a grant would be a “one time” grant. The applicant would need to provide a business plan as part of its application that demonstrates economic viability and includes demonstration of secured funding for at least 80% of the first year’s budget for the organization. The grant would be limited to the lesser of \$5,000 or twenty percent (20%) of the organization’s annual budget and could recognize the value of in-kind contributions by the organization.
5. The following documents the eligibility criteria under each of the above-referenced categories:

#### Capacity Building Grants

To be eligible under this category, the applicant must be:

- a not-for-profit organization (registered or non-registered);
- principally based in Surrey; and
- requesting a grant to address the organizations’ development needs, including but not restricted to:
  - attendance at training, workshops and conferences;
  - registering for not-for-profit status;
  - Board development; and/or
  - strategic planning.

#### Project Grants

To be eligible under this category, the applicant must be:

- a not-for-profit organization (registered or non-registered) or individuals partnering with a not-for-profit organization (registered or non-registered);
- principally based in Surrey;
- proposing a project that has a duration of no more than 16 months; and
- having matching funds and/or in-kind contributions equivalent to the amount of the grant that is being requested.

### Start Up Grants

To be eligible under this category, the applicant must:

- be a not-for-profit organization (registered);
- be principally based in Surrey;
- have developed a sustainable business plan for the on-going operation of the organization with diverse revenue sources; and
- limit the application to the lesser of \$5,000 or 20% of the annual budget of the organization with the remainder of the budget being reasonably secured.

### Application Processing Procedures

6. The following is a description of the procedure for interested parties to make application under the Program:
  - Interested parties are required to submit a one page expression of interest to the City that describes the reason that an application is being made and a demonstration that the related eligibility criteria are met.
  - Staff will review the submissions and short-list those that appear to be fully eligible to make application.
  - Eligible applicants will be invited to an information session where application forms will be distributed, information will be provided about how to fill out the application form, and questions will be answered.
  - The deadline for applications in the first year will be January 31<sup>st</sup>. All applications received by that date will be evaluated with the results of the evaluation and the related grants announced in March, 2012. The objective would be for grants to be distributed in April, 2012. In future years the grant cycle will start in the summer months with the awarding of funds taking place in January of each year.
  - Each application will be reviewed by City staff to ensure that it is complete and meets the Program criteria. Each complete and eligible application will then be evaluated by a staff Grant Evaluation Committee comprised of representatives from: Arts, Heritage, Library, Economic Development and Finance. The Committee will recommend the grant amount for each eligible applicant that will then be forwarded to Council for approval.
  - City staff will notify all applicants of Council's decision, and will advise them of the Appeal Procedure.
    - Appeal Procedure:

Appeals will be considered from organizations that have been denied funding and where significant new information is presented that was not available during the original review process.



Appellants must notify City staff in writing of their intention to appeal within ten business days of the date that they receive notification of the City's decision regarding their application. The appellant must clearly identify the additional information that they view as being important to their appeal of the decision. The Evaluation Committee will review such appeals and where a change in the original recommendation is considered warranted will forward an appropriate recommendation to Council. If the appeal is denied, the applicant will be informed.

- Where a grant is awarded, 80% of the grant amount will be forwarded to the applicant once Council has approved the grant. The remaining 20% will be forwarded to the applicant upon receipt by the City of a final report from the applicant that demonstrates that the initiative for which the grant was awarded has been fully and properly completed.
  - The preparation and submission of a final report related to each grant is a prerequisite for the applicant to be eligible for any future grants under the Program.
  - Every organization that receives a grant under the Program is expected to acknowledge the City's support using the City's guidelines for City logo use.
  - Organizations may be required to give progress reports and/or offer site visits upon request to demonstrate that the grant is being used for the purpose for which it was awarded.
7. The Program is intended to be flexible in order to meet needs demonstrated by local arts and heritage organizations. A review of the Program will be undertaken after the first two years of its operation and a report will be submitted to Council complete with recommendations.

## Community Workshop – Additional Feedback

### Surrey Cultural Grants Program Community Workshop

#### Additional Participant Feedback from Forms

- Great opportunity to meet other arts groups and hear about what they are doing. Thank you to Surrey for putting the focus on arts and culture. Thank you for the opportunity to vet the grant guidelines for plain language and clarity with definitions/examples. Appreciated our knowledgeable facilitator and expert note takers: Barbara & Jean!
- This was a very interesting and productive workshop and clarified many aspects of the grant proposals.
- Thank you for this opportunity. Good job to those who have pushed this initiative with the City. It is so necessary. We cannot continue to produce work in this city as the cost of facilities makes it impossible. We need help or we will have to move to another community.
- Love this! Thank you for all the hard work you've put into this....and in the future. Can't wait to see it come to fruition.
- My concern is that the amount of money will have to be divided between so many groups that the actual amounts will be too small to matter to each group. Perhaps an agreement could be reached that would provide theatre or other facility space at a reduced rate rather than actual cash. The cost of renting city theatres is prohibitively expensive and constitutes well over half of our production budget.
- I think the criteria with the guidelines could be clearer. For Project Funds even though it says organizations may apply for up to 50% maybe it could be stated that organizations may receive less than 50%.
- It is great to see a program like this launched. I think it is important to devise criteria around the allocation of funding that will support the vision of building capacity and more importantly sustainability in local organizations.
- On the City's website, there should be a page that lists all groups involved in arts and heritage (groups or projects), with their name, website (link) and their project to encourage groups to partner with other groups to build capacity or work together. More groups can get funding if the grant is not just about getting cash. For example – one group might get \$2000 worth of in-kind marketing from the City and facility use at no charge (instead of getting money to give back to the City to rent space.)
- Vision statement highlights sustainability and capacity building – but the budget allocation must support that vision to a basic level. 75K spread among 60 groups = \$1,250. It's an amount that most likely doesn't address capacity or sustainability. It's a good start, but the program must have a 5 to 10 year funding envelope to account for growth. By year 5 the pot is at 200k, by year 10 it's at 400K – as demand grows and new groups emerge for funding, the pot must grow to be able to support new groups and further support existing groups already getting funding. IE: The Canada Council syndrome of operating

companies who got early funding precluded later groups from getting funding because there was no new money in the pot (and nobody wanted to decrease funding to existing organizations to free up money).

- I applaud the initiative of this fund. It is a start – language needs work, amount needs more. Keep moving forward.
- Excellent opportunity to meet with other arts/cultural groups to share stories, ideas.
- Wonderful opportunity to have input into grant proposal guidelines. Makes it easier/more clear to know how to apply. Establishing a cultural grants program is a great way to embrace the social development of this fast growing city and to recognize the arts/heritage groups in this development.
- Excellent way to get feedback re program. Good facilitation. Thoroughly enjoyed the process. Hope to get more clarification re the appropriateness of applying to the 3 categories.
- City needs a database of umbrella cultural organizations so we can communicate and support each other, build one “village” and communities; access to information and ease of access for all above; marketing support for all groups (webs or billboards, flyer distribution or other info....)