



CITY OF VANCOUVER

ADMINISTRATIVE REPORT

Report Date: July 5, 2005
Author: S. Harvey
Phone No.: 604.871.6001
RTS No.: 05277
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Meeting Date: July 19, 2005

TO: Vancouver City Council

FROM: Managing Director, Cultural Services

SUBJECT: City Creative Task Force Planning Process &
Allocation of Increase to 2005 Cultural Grants Budget

RECOMMENDATION

- A. THAT Council receive for INFORMATION the terms of reference and public consultation plan for the City Creative Task Force as outlined in this report; AND
- B. THAT Council approve funding allocations of the \$1 million increase to the 2005 cultural grants budget as follows:
 - a. Up to \$50,000 increase to the Diversity Initiatives grants program;
 - b. Up to \$75,000 for a third fall deadline for Project Grants for new projects and as supplemental grants to rebalance funding levels for 2005 Project Grant recipients;
 - c. Up to \$50,000 towards the cost of administering these new programs including outreach, evaluation and advisory panel costs;
 - d. The balance of funds, approximately \$825,000, to be allocated as supplemental grants to rebalance funding levels to 2005 Operating Grant recipients generally as outlined in this report, with reports on specific grant allocations at the conclusion of the grant review process; source of funds to be the 2005 Cultural Grants Operating Budget; AND
- C. THAT Council approve the re-allocation of \$75,000 from the unallocated 2005 Grants Equal to Theatre Rental Grant program within the 2005 Cultural Grants Budget to fund a new grants equal to theatre rental program for occasional, new and diverse non-profit arts and cultural organizations for the use of the Vancouver Civic Theatres and as outlined in this report.

CITY MANAGER'S COMMENTS

The launch of the City Creative Task Force and the related increase to the 2005 Cultural Grants Budget supports Council's vision of Vancouver as a creative city. The City Creative Task Force has now set out its mandate and review process, and as a first step has concluded consultation with the arts and cultural community on proposed increases to the Cultural Grants Budget which are reflected in this report. The City Manager provides for Council INFORMATION item A and recommends APPROVAL of B and C.

COUNCIL POLICY

In 1987 City Council approved a series of goals for cultural development, attached as Appendix A.

Since 1991 the City's stated policy objective has been "to ensure our future as a creative city, open and accessible to artists, to the broadest range of artistic expression, and to the widest participation."

In 2004 Council approved the creation of a Task Force to undertake a stakeholder consultation process to identify strategic goals, directions and priority objectives together with recommendations for the City's role in the development of the arts, culture, community celebrations, and special events.

In March 2005 Council approved an increase of \$1 million to the 2005 cultural grants budget and approved in principle a further million increase in each of 2006 and 2007 subject to the City's annual grant process and the community consultation process for the City Creative Task Force.

PURPOSE

This report outlines the City Creative Task Force membership, mandate, policies, procedures and process for public consultation to review the City's future role in arts and culture; and further, reports on the Task Force's initial consultation process and recommendations for the allocation of the \$1 million increase to the 2005 cultural grants budget.

BACKGROUND

Vancouver's broad range of cultural activities provides a vigorous expression of people and place. Throughout the city, performances and exhibitions celebrate the diversity of those who live within our constantly evolving urban environment and give our art its unique identity.

The current level of activity in the City is substantial - last year more than 3 million people enjoyed live performances, screenings, exhibitions, festivals and special events. Festivals alone presented more than 1,700 performances; music, dance, theatre and multidisciplinary organizations accounted for over 750 live productions, featuring 3,200 performances; and the city's museums, media arts, and visual arts organizations featured over 500 exhibits. More than 16,000 artists live and work in the Vancouver census area - one of the highest concentrations of artists in the country.

The City fosters, encourages and supports arts and cultural activities, celebrations and special events through an array of programs and services administered through various City departments.

The Office of Cultural Affairs (OCA) delivers a full complement of grant programs - project, operating, diversity, organizational development and capital grants programs to non-profit arts and cultural organizations. In addition, OCA manages the civic, private and community public art programs, is responsible for assistance to the community in facility planning and development, support through communications programs such as the transit shelter program, oversight of the relationships with the major exhibiting institutions that hold the City's collection of fine art and artefacts in trust for the people of Vancouver, and finally, policy and program development in support of the whole spectrum of arts and cultural development.

Cultural services are also delivered through the Vancouver Civic Theatres (VCT), which operates the Queen Elizabeth Theatre, the Vancouver Playhouse, and the Orpheum. Engineering Services co-ordinates and provides civic services to special events and filming in addition to managing the street banner program.

The Vancouver Public Library and Vancouver Archives also directly provide invaluable cultural services to the public. The Vancouver Park Board with a community arts mandate provides for a range of creative activities, events, classes and programs through its parks and community facilities city-wide. The City has also recently acquired the Pacific National Exhibition which, in addition to the annual summer fair, operates on behalf of the City several major sport and concert facilities within Hastings Park.

Vancouver's arts and cultural community has tremendous strengths including:

- an accomplished creative community with enormous potential;
- culturally diverse resident and visitor populations with appetite for inter-cultural awareness, exploration, and local cultural product; and
- strong publicly declared political leadership and support for the arts.

But there are also significant weaknesses and unmet challenges including:

- an under-resourced non-profit creative community;
- civic grant programs under-resourced and under-funded; and
- aging and limited investment in cultural facilities over the past 25 years.

Notwithstanding these challenges, the arts and cultural sector has the potential to create and capture a new energy which will come from the local, national and international focus arising from a number of extraordinary opportunities over the next 6 - 10 years including the World Urban Forum (2006), World Peace Forum (2006) and the 2010 Winter Olympics and its related arts programs.

The first step in realizing this potential is a collective and strategic approach to harness the opportunities; a plan for the future setting a clear vision and a process to achieve that vision.

DISCUSSION

City Creative Task Force

To that end, in December of 2004, City Council announced the creation of a Task Force to:

- Review the City's current approach to cultural development and service delivery;
- Undertake an extensive stakeholder consultation process; and
- Identify strategic goals, directions and priority objectives for the City's role in strengthening Vancouver's cultural community.

Council nominated three City Councillors to the Task Force, and invited the Alliance for Arts and Culture, an umbrella service organization representing the arts and cultural sector to nominate community representatives to join with the appointed Councillors and senior City staff with responsibilities for the City's arts and cultural interests. Council also directed that the Task Force be Co-chaired by a City Councillor and the City's Managing Director of Cultural Services. A list of Task Force members is attached to this report as Appendix A.

The Task Force, at its first meeting confirmed its mandate, membership, roles and responsibilities, and scoped out a proposed public consultation process. The complete terms of reference and public consultation plan for the Task Force are attached to this report as Appendix B.

In summary the Task Force will provide advice on the strategic planning process including the public consultation process; draft a new 10-year strategic plan for the City's role in arts and culture, and provide continuity and advice on the implementation of the new plan. The Task Force is not intended to take the place of, or fetter either the arts and culture community or the general community inputs into the contents of a new plan.

A two-part planning process is proposed for the creation of a new strategic plan. The first phase is the development of a Cultural Strategic Plan, lead by the *City Creative Task Force*. The second phase will be an implementation phase guided by an *Implementation Task Force*, which will take the City Creative Task Force's approach and make tangible plans to realize this vision.

The Task Force began its work in May and it is anticipated that the public consultation phase will be launched later this year. The process to develop a new Plan will take some time and will afford many opportunities to explore new ideas and opportunities. It is anticipated that the final plan will be reported to Council in late 2006.

Increase to 2005 Cultural Grants Budget

As a catalyst to the Task Force planning process, and in recognition of the importance of investment in strengthening the cultural sector, in March of this year Council approved a \$1 million increase to the 2005 cultural grants budget, and approved in principle further increases of \$2 million in 2006 and \$3 million in 2007 and thereafter, subject to the City's annual budget process.

The recommendations contained in this report are a result of community consultation regarding the 2005 cultural grants process only. The community was very clear that these proposed allocations will begin to address challenges in the arts and culture sector but look

forward to more discussion through the future City Creative public consultation process on long-term or systemic adjustments to the City's programs and services.

The City currently provides \$7.3 million in grants to approximately 200 non-profit arts and cultural organizations which provide broadly accessible programs and services within the City of Vancouver. Approximately 50% of the current funding is allocated to the 5 major exhibiting institutions - the Vancouver Art Gallery, Vancouver Museum, Vancouver Maritime Museum, Science World and MacMillan Space Centre. A further 25% of the cultural grants budget is awarded to 15 organizations which are regular users of the Vancouver Civic Theatres including the Vancouver Symphony, Vancouver Opera, Vancouver Playhouse Theatre Company, Ballet British Columbia, and Vancouver Chamber Choir. The remaining 25%, or \$1.88 million, is allocated to 180 organizations for Operating, Projects, Diversity Initiatives, Celebration, Opportunities, and organizational development (APOD) grants. A full description of the City's current grant programs and a comprehensive list of all cultural grants awarded in 2004 is available on line at www.vancouver.ca/oca.

While all City civic grants programs and services will be reviewed in the context of the upcoming City Creative Task Force planning process, the Task Force, at its first meeting struck a sub-committee to explore options and consult with the community on the immediate challenge and opportunity of allocating the approved \$1 million increase to the 2005 Cultural grants budget prior to the end of 2005.

On June 13th the Task Force hosted a public meeting to seek community feedback. Invitations were sent to 1,000 artists and non-profit arts and cultural organizations. With more than 80 people attending, and a mix of current civic grant recipients and new artists and arts and cultural organizations, the group provided valuable feedback to the Task Force on key questions and options for the allocation of the additional grant funds. The same questions were posed to the full membership of the Alliance for Arts and Culture and the Office of Cultural Affairs' mailing lists through an on-line survey. 65 responses were received.

In summary, the community advised that the most important factors to weight in considering how to allocate the additional funds were that the funds be used to:

- Build on the community's artistic and organizational strengths;
- Respond to an increasingly diverse population;
- Address historic civic funding imbalances; and
- Focus on existing Operating and Project clients.

The community was asked to review three draft options for the allocation of the additional funds within 2005 which had been crafted by the Task Force Subcommittee. The three options were:

1. Pro-rata allocation - 2005 Operating and Project grant recipients would be awarded a 2005 supplemental grant based on an equal percentage allocation;
2. Reopen 2005 Grants - 2005 Operating and Project grant applications would be revisited by staff and, where appropriate, a supplemental grant recommended to rebalance funding levels and correct historic funding imbalances;
3. Strategic Investments - where grants would be targeted into four strategic streams:
 - 3.1. Supplemental grants to 2005 Operating and Project grant recipients to enable them to build on their artistic and organizational strengths as articulated by each organization;
 - 3.2. Increase the funds available for Diversity Initiatives grants;

- 3.3. Assist with access to affordable venues; and
- 3.4. Increase audience participation.

The general consensus of both the public meeting participants as well as the online survey respondents was that the funds be allocated on a strategic basis. However, all groups modified the draft option. In reviewing the community inputs the Task Force concluded that the most support for a modified four-stream strategic investment options summarized below and outlined in more detail following:

Modified Strategic Investment Option:

- Supplemental grants to existing (2005) Operating Clients;
- Funds for additional Project Grants as well as supplemental grants to existing (2005) Project clients;
- Increase the funding envelope for 2005 Diversity Initiatives Grants; and
- Provide funds for a theatre rental program to replace the Baxter Grants fund.

While the other options and opportunities for investment were deemed worthy, the Task Force felt that these four streams reflected the input of the majority of the community, were achievable within the tight timeframe, and would provide the most benefit broadly to the non-profit arts and cultural community.

Operating Grants (proposed budget increase of balance of approximately \$825,000):

The City supports the ongoing activities of many of Vancouver's cultural not-for-profit arts organizations through the annual Operating Grants program. These grants are available to large and small organizations in the performing, visual, media, or literary arts. Operating grants are awarded once annually with a December deadline for the following year.

In 2005 the City awarded 78 Operating Grants ranging in size from \$2,500 to \$116,500. On average, the City's support represents 2.2% of the organizations' operating budgets. While the sector continued to grow, the City's contribution, for the most part, has been limited to modest inflationary increases over the past ten years which has limited both increases to existing operating grant recipients and the ability to bring on and grow new organizations. Through the public consultation process the Task Force heard very clearly the concern of these core operating organizations and their concern for their ability to sustain and grow their organizations. Collectively the group was seeking to increase core operating funding - to enable them to build on their existing artistic and organizational strengths.

The Task Force therefore recommends that the majority of the \$1 million increase to the 2005 cultural grants budget be allocated to the existing (2005) Operating Grants clients through supplemental grants. Each company will have the option of, but not be required to write a 2 page supplemental request outlining their case for increased funding. Staff will review the 2005 grant application received last December as well as any supplementary information provided prior to September 7, 2005 and an Advisory Panel will review and make recommendations to City Council.

Project Grants (proposed budget increase of up to \$75,000):

Project grants are awarded for one time initiatives, new or emerging groups, or groups that work on a project-by-project basis. The grants contribute to a broad range of art forms and activities based in different cultural traditions and artistic practice. The program has had two annual deadlines - December and May.

Historically the level of support for Project Grants has been modest with average grants of \$3,000 representing on average 2.4% of the total organization's budget. Through the public consultation process there was a high level of support for both increasing the size and number of Project Grants to provide a more meaningful contribution. The Task Force recommends up to \$75,000 be allocated to a 3rd 2005 Project grant intake for projects planned for the period November 15, 2005 - March 31, 2006 and under the same eligibility criteria and guidelines as the current program. Concurrently, the Task Force recommended that all 2005 Project grant recipients from the previous deadlines (December 2004 and May 2005) be invited to submit a two-page request for supplemental funds. Staff will review the new and supplemental Project grant requests and an Advisory Panel will review and make recommendations to City Council. The proposed deadline for submissions is September 7th, 2005.

Diversity Initiatives (proposed budget increase of up to \$50,000):

The current Diversity Initiatives program has been in existence for more than 10 years. The program is designed to support projects that contribute to the artistic development of a professionally-led non-profit arts group from one or more distinct communities and to support cross-cultural artistic residencies where artists from distinct communities are hosted by a cultural organization from another community (distinct or mainstream) with artistic development objectives for both the artist and host organization.

The program has provided needed support to new arts organizations and emerging artists through mentorship opportunities. Each year more worthy applications are received than there are funds available. Given the public feedback which sought to respond to the increasingly diverse population, the Task Force recommends an increase of up to \$50,000 to the current Diversity Initiatives program. Diversity Initiatives applications are evaluated by staff and an Advisory Panel which makes recommendations to City Council. The next deadline for applications is October 3, 2005.

Access to Vancouver Civic Theatres (proposed budget increase of up to \$75,000):

Since 1986 new and occasional users of the Vancouver Civic Theatres have been assisted by the Donald Alexander Baxter Fund. This fund was held by the Vancouver Foundation and administered by the City, provided grants equal to the theatre rental for occasional, new and diverse non-profit arts and cultural organizations. In March of this year the Baxter Fund's capital was depleted. There is currently no program to assist groups to access the theatres. The ability to present work in a professional venue is key to any organization. Through the public consultation process we heard of the need to access affordable venues for all art forms. While the Task Force reviewed a grant program to access a variety of venues, given time constraints it recommended that as a first step that up to \$75,000 be allocated to a new Grants Equal to Theatre Rental program to be administered by staff generally in the same manner as the former Baxter Fund with a submission deadline of October 3, 2005.

Because there are unallocated uses within the Grants Equal to Theatre Rental Grants 2005 budget arising from a reallocation of uses from the fall of 2005 to the spring of 2006 by the regular users of the Civic Theatres, staff are recommending that Council approve the reallocation of the unused portion of the 2005 Theatre Rental Grants Budget for the purpose of funding the 2005 program of access for new, emerging and occasional users of the civic theatres. (See July 19 Administrative Report *2005/2006 Theatre Rental Grants*).

Administration (proposed budget increase of \$50,000):

The community outreach, application and evaluation process will tax the City's current resources. Additional staff with specialized expertise will be required to augment the work of staff to complete the necessary review in a very compressed timeframe.

Further, to ensure that new groups know about and access the Diversity Initiatives, Theatre Rental and Project grants, staff recommend that an outreach coordinator be engaged commencing August 1st. The estimated cost of additional resources to process and review all grants is estimated at \$50,000.

Advisory Panels:

Many of the civic cultural grants are evaluated first by City staff and then by an Advisory Panel. Diversity, Celebration, Opportunities and Community Public Art grant programs are all evaluated through this process. To date Operating and Project grants have not been.

The Task Force is recommending that the rebalancing of Operating and Project grants be undertaken by an Advisory Panel. To ensure representation from all artistic disciplines staff recommend that the disciplinary umbrella organizations (Theatre Alliance, Pacific Artist Run Centres, Music Alliance, Festival Organizers' Committee etc.) be invited to nominate three candidates which have broad knowledge of the arts and culture community in Vancouver and are not currently involved as staff or board members of 2005 Operating Grant applicants. From the nominees recommended by the community staff will select one representative from each disciplinary sector to ensure a balanced Panel.

Timeline:

The proposed plan to allocate the increased cultural grants budget is extremely compressed. Subject to Council's approval of the proposed programs, staff will engage the necessary technical assistance and communicate broadly with the arts and cultural community to ensure awareness of the opportunities including outreach to new and diverse arts organizations.

Proposed program deadlines are:

Operating Grants (2005 supplemental)	September 7, 2005
Project Grants (new and 2005 supplemental)	September 7, 2005
Diversity Initiatives	October 3, 2005
Theatre Rental Grants for New Users	October 3, 2005

Recommendations for grant allocations in all streams will be reported to Council Committee on City Services and Budgets in November.

FINANCIAL IMPLICATIONS

On March 17, 2005 Council approved a \$1 million increase to the 2005 Cultural Grants Operating Budget. This report sets out the programs and a mechanism to allocate these new funds. Following grant submissions in early fall, review by staff and Advisory Panels, staff will prepare grant recommendations for each grant program in a series of separate reports to Council in November. The source of funds for Recommendations B is the \$1 million increase to the 2005 Cultural Grants Budget.

The source of funds for Recommendation C is the 2005 Theatre Rental Grants Budget. The approved Theatre Rental Grant Budget for 2005 is \$1,892,000 out of which \$100,000 is allocated to the VSO office rent. To date, \$901,545 has been allocated for spring 2005 uses, leaving an unallocated balance of \$890,455 to cover the \$748,275 requested fall 2005 uses which are the subject of a separate Council report (see July 19 Administrative Report *2005/2006 Theatre Rental Grants*). Subject to Council approval of the recommendations contained in that report there will be an unallocated balance of \$90,695 which staff are recommending as the source of funds for Recommendation C.

CONCLUSION

The launch of the City Creative Task Force and the related increase to the 2005 Cultural Grants Budget supports Council's vision of Vancouver as a city internationally recognized for its creativity, its cultural diversity and vitality, for its global quality, and its community participation. Council has also made clear its appreciation of the creative sector for both the social and economic benefits it generates. The Task Force has been charged with guiding the creation of a new cultural vision for the City of Vancouver and the creation of a new cultural strategic plan which will set out the City's role and services to the cultural sector over the coming 10+ years.

Finally, the recommendations contained in the report sets out a series of increases to the Cultural Grants Budget which will bring the City's investment up to a level that will not just maintain but grow the creative sector.

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City Creative Task Force

Membership

On December 14, 2004 City Council nominated three City Councillors to the Task Force, and invited the Alliance for Arts and Culture, an umbrella service organization representing the arts and cultural sector to nominate five community representatives to join with the appointed Councillors and senior City staff with responsibilities for the City's arts and cultural interests. Council also directed that the Task Force be Co-chaired by a City Councillor and the City's Managing Director of Cultural Services.

Vancouver City Council:	Cllr Jim Green, Co-Chair
	Cllr. Raymond Louie
	Cllr. Ellen Woodsworth
Alliance of Arts and Culture:	Lorna Brown
	Camyar Chai
	Rob Egan
	Robert Gardner
	Heather Redfern
	Pascal Spothelefer
	Major Exhibiting Institutions (vacant)
City Staff:	Rae Ackerman
(Implementation Team)	Ken Bayne
	Sue Harvey, Co-Chair
	Jim Lowden
	Peter Judd
	Valerie Overgaard
	Paul Whitney

City Creative Task Force Adopted Terms of Reference

Section 1.01 Background:

Arts and Culture in Vancouver:

Vancouver's broad range of cultural activities provides a vigorous expression of people and place. Throughout the city, performances and exhibitions celebrate the diversity of those who live within our constantly evolving urban environment and give our art its unique identity.

Art animates the city and brings citizens together in a shared experience. Public Dreams Society creates large-scale, outdoor celebrations, such as *Illuminares*, that attract Vancouverites from different neighbourhoods. SWARM, an evening of co-ordinated art gallery openings hosted by the city's artist-run centres, is an example of the outreach activities that encourage everyone— including young people, senior citizens, and those new to the arts—to attend a wide range of cultural events.

Some Vancouver artists are able to bring attention and insight to important local and global issues. Through workshops and interactive performances conducted in secondary schools, Headlines Theatre has helped young people consider the problem of bullying and explore possible solutions. Through a series of public events, Opera Speaks, Vancouver Opera has encouraged community dialogue about social issues.

Our artists also serve us well when they create knowledge of and passion for the city's past. In Coal Harbour, Liz Magor's *Light Shed* public art project provides tangible evidence of earlier times with an installation reflecting back to earlier times and activities in the harbour. Residents and visitors alike enjoy the five wooden barrels that artist Alan Storey has transformed into an unusual musical instrument at *Coopers Mews* in False Creek North.

Sometimes, art and the city come together in surprising ways. Our outdoor festivals combine the worlds of music and theatre and with the world of natural beauty: Bard on the Beach presents Shakespeare in an open-ended tent that gives audiences a glimpse of our stunning North Shore mountains; the Vancouver International Folk Music Festival presents the best of world music in a setting by the sea.

As much as the city shapes the arts and culture that are created within it, arts and culture contribute to the essence of the city. Quality of life is a key civic asset, with the "people climate" as crucial as the "business climate" in achieving an energetic, attractive, and exciting place to live, work, and visit. Art that builds relationships between people from different communities contributes to the health and vitality of all.

Section 1.02 Statistical Overview:

The current level of activity in the City is substantial - last year more than 3 million people enjoyed live performances, screenings, exhibitions, festivals and special events. Festivals alone presented more than 1,700 performances; music, dance, theatre and multidisciplinary

organizations accounted for over 750 live productions, featuring 3,200 performances; and the city's museums, media arts, and visual arts organizations featured over 500 exhibits.

In 2002/03, over 297,000 students attended performances by Vancouver arts organizations in their schools; 34.4% of these students were in Vancouver schools, 34.3% were in schools in other Lower Mainland municipalities, and 31.3% were in schools in the rest of British Columbia. In 2002/03, just over 304,000 students visited the major exhibiting institutions on school trips or participated in the institutions' school outreach activities.

In 2003, over 14,100 volunteers contributed 435,000 hours of service to these not-for profit cultural organizations.

More than 15,000 artists live and work in the Vancouver census area - one of the highest concentration of artists in the country. Vancouver's artists earn on average \$26,200 per year - 23% below the average earnings of all labour force workers; and well below the averages for artists living and working in Montreal and Toronto.

For every \$1 the City invests in our non-profit arts and cultural originations, an additional \$12.76 is leveraged from other sources - earned revenues as well as private and public support. This would not happen without the City's support - funders look to the City to provide leadership in supporting our own.

From a purely economic perspective, this is low cost / high impact investment. The City's funding and the millions of dollars leveraged into the community from other sources each year are disbursed locally - among hundreds of artists, organizations, suppliers and services right across the City.

We also know the relationship between a healthy and active arts community and a community's ability to attract and retain knowledge-based employees - the "Creative Class"; to attract tourists giving them another reason to stay and visit; to incubate and support our cultural industries such as film, TV and new media.

And we know that the diversity, depth and breadth of the arts and cultural activity enlivens the whole City and contributes to quality of life in Vancouver.

Section 1.03 City's Current Support of Arts and Cultural Activities:

The City fosters, encourages and supports arts and cultural activities, celebrations and special events through an array of programs and services in support of arts and cultural activities, celebrations and special events. These programs and services are administered through various City departments.

The Office of Cultural Affairs (OCA) delivers a full complement of grant programs - project, operating, diversity, organizational development and capital grants programs. In addition, OCA manages the civic, private and community public art programs, is responsible for assistance to the community in facility planning and development, support through communications programs such as the transit shelter program, oversight of the relationships with the major exhibiting institutions that hold the City's collection of fine art and artifacts in trust for the people of Vancouver, and finally, policy and program development in support of the whole spectrum of arts and cultural development.

Cultural services are also delivered through the Vancouver Civic Theatres (VCT), which operates the Queen Elizabeth Theatre, the Vancouver Playhouse, and the Orpheum Theatre. Engineering Services co-ordinates and provides civic services to special events and filming in addition to managing the street banner program.

The Vancouver Public Library and Vancouver Archives also directly provide invaluable cultural services to the public. The Vancouver Park Board with a community arts mandate provides for a range of creative activities, events, classes and programs through its parks and community facilities city-wide. The City has also recently acquired the Pacific National Exhibition which, in addition to the annual summer fair, operates on behalf of the City several major sport and concert facilities within Hastings Park.

Section 1.04 Current Issues and Opportunities:

Vancouver's arts and cultural community's existing strengths include:

- an accomplished creative community with enormous potential
- culturally diverse resident and visitor populations with appetite for inter-cultural awareness, exploration, and local cultural product
- basic cultural infrastructure
- a range of development and support programs
- encouragement of events and celebrations
- strong publicly declared political leadership and support for the arts
- nationally recognized policy, planning, and program leadership from staff
- excellent delivery of services by City staff

But there are also significant weaknesses and unmet challenges including:

- a under-funded creative community with potential significantly under-delivered
- some existing civic policies and grant programs under-resourced and under-funded
- strategic investment in additional cultural facilities as well as reinvestment in existing stock required
- extraordinarily high real estate costs
- extraordinary policing costs for festivals, special events and filming
- staffing challenges within community and City limit the ability to respond to current opportunities, ability to maximize strategic planning and partnerships or to capitalize on Olympic-related and/or other new opportunities
- civic cultural programs and support services divided among a number of civic departments and service groups.

But notwithstanding these challenges, the arts and cultural sector has the potential to create and capture a new energy which will come from the local, national and international focus arising from a number of extraordinary opportunities over the next 6 - 10 years including:

- Legacies Now (Arts Now)
- 2006-2010 Cultural Olympiad
- 2006 World Urban Forum
- The international context and resources of 2010 Olympic Games
- New Provincial funding initiatives such as the Arts Renaissance Fund
- Federal Cities Strategy (culture being 1 of 4 pillars of urban sustainability)

The first step in realizing this potential is a collective and strategic approach to harness the opportunities; a plan for the future setting a clear vision and a process to achieve that vision.

Section 1.05 Creation of the City Creative Task Force:

To that end, in December of 2004, City Council announced the creation of a Task Force to oversee the development of a new Strategic Plan for the City's role in the arts and culture. Council recognized that the City should take a leadership role, working with the community, to build creative and cultural depth, strong cultural infrastructure, civic and community leadership, public support, targeted, stable and effective grants programs, and initiate new strategic relationships with other stakeholder partners.

Section 1.06 City Creative Task Force Mandate:

To lead the creation of that new vision, City Council has approved the creation of the *City Creative Task Force* with a mandate to:

- Review the City's current approach to cultural development and service delivery;
- Undertake an extensive stakeholder consultation process; and
- Identify strategic goals, directions and priority objectives for the City's role in strengthening Vancouver's cultural community.

Without prejudging public inputs to the consultation process, Council also directed that through the planning process, at a minimum, the following initiatives should be addressed in a new strategic plan:

- Funding needs for the development of a sustainable not-for-profit creative sector;
- Engaging senior governments in process to plan for cultural development in the region over the next 10 years - placing the 2010 Games in context and ensuring that all are planning for post-Games legacies and success;
- Engaging private sector and individual donors in endowment and other capital fund-raising initiatives;
- City staffing and resources required to support existing programs as well as any new programs and initiatives arising from the public consultation process;
- Co-ordination among the civic departments providing cultural development and support services, for strategic effect and efficiencies;
- Creation of a program plan for civic Olympic cultural interests and provide complementary fund for Olympic-related strategic investment, programs and activities; and
- Addressing event security needs and service issues including police costs for festival, celebrations and special events.

Section 1.07 City Creative Task Force Membership:

Council nominated three City Councillors to the Task Force, and invited the Alliance for Arts and Culture, an umbrella service organization representing the arts and cultural sector to nominate five community representatives to join with the appointed Councillors and senior City staff with responsibilities for the City's arts and cultural interests. Council also directed that the Task Force be Co-chaired by a City Councilor and the City's Managing Director of Cultural Services.

Section 1.08 Members of the City Creative Task Force:

Vancouver City Council:	Cllr Jim Green, Co-Chair
	Cllr. Raymond Louie
	Cllr. Ellen Woodsworth
Alliance of Arts and Culture:	Lorna Brown
	Camyar Chai
	Rob Egan
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	Major Exhibiting Institutions (vacant)
City Staff:	Rae Ackerman
(Implementation Team)	Ken Bayne
	Sue Harvey, Co-Chair
	Jim Lowden
	Peter Judd
	Valerie Overgaard
	Paul Whitney

Section 1.09 City Creative Task Force Roles and Responsibilities:

The *City Creative Task Force* will:

- Provide advice on the strategic planning process including the public consultation process noting that this group is not intended to take the place of, or fetter the broad community input into the content of a new plan;
- Ensure that adequate time, attention and resources are dedicated to the initiative by all potential stakeholders;
- Actively participate in all aspects of the strategic planning process - listening, learning, providing input, prioritizing, debating and collaborating;
- Consult with the broader community;
- Reach consensus where possible on the strategic plan;
- Issue a final report to City Council;
- Communicate broadly to the community the final recommendations;
- Advocate and promote strategic partnerships identified in the strategic plan; and
- Provide advice for continuity to the Implementation Task Force.

The Task Force will be supported by City staff as well as consultants and other external supports. The Managing Director of Cultural Services will be responsible for:

- Design and co-ordination of all aspects of the Strategic Planning Process
- Support services to the Task Force
- Logistical support to the planning process
- Coordinating and managing supporting staff and consultants
- Managing the communications plan
- Managing the Council-approved planning budget
- Co-chairing the Task Force
- Drafting the final recommendations with input from the Task Force

A variety of consultants will be retained to provide advice on communications and public consultation as well as to facilitate both Task Force meetings as well as public meetings. Independent experts with a range of experiences in cultural planning and policy development will be also be invited to participate in and support the strategic planning process.

Section 1.10 City Creative Task Force Procedures:

The *City Creative Task Force* will meet monthly. There will be subcommittees which will meet more frequently. Task Force members will be invited to participate in public meetings in addition to Task Force and subcommittee meetings.

Every attempt will be made to provide advance material for timely consideration before each meeting.

Meetings will be co-chaired by Councillor Jim Green and Sue Harvey, Managing Director of Cultural Services and facilitated by an independent consultant. Brian Johnston, of Context Research Ltd. has been retained to facilitate the first Task Force meeting.

Meetings will be held at a time to be determined by the majority of the group at the first meeting and will include refreshments.

The Task Force does not have to come to consensus on any issues. Different advice from different members will be valuable to the process. However, if there is broad-based agreement on issues of process or content, that agreement will be noted and will be even more helpful to the process.

Opportunities within the project for individual input will be sought and will be welcome. The Task Force is not meant to replace or to limit or fetter in any way input to the process and content of the project provided individually by any group or individual.

Section 1.11 City Creative Strategic Planning Process:

A two-part planning process is proposed for the creation of a new strategic plan. The first, is the development of a Cultural Strategic Plan, lead by the *City Creative Task Force*. The second phase will be an *Implementation Task Force*, which will take the City Creative Task Force's approach and make tangible plans to realize this vision.

Section 1.12 The Strategic Plan

The Strategic Plan will document and guide the City's future role in the arts and culture in Vancouver. It will articulate a mission statement, a description of the City's long-term goals and objectives, and strategies or means that the City can use to achieve these general goals and objectives. The Strategic Plan should also identify external factors that could affect achievement of long-term goals and set out strategies where possible to influence these factors. The purpose of the plan is to provide direction which will enable the City to best align its programs, services, infrastructure, processes, organizational structure and budgets with the identified priorities, mission and objectives. The Plan should set out a vision for the coming 10 to 20 years.

The process to develop the Plan is designed to provide opportunities for input, for dialogue, for learning and debate. There are dual outcomes of the proposed process - the medium (the process) and the message (the Plan). How we develop the Plan will influence the quality, efficacy and acceptance of the Plan itself.

The process will also need to be supported by an extensive communications strategy to support the work of the Task Force, ensure a broad public participation, and to increase general awareness in the benefits and potential of a strong arts and cultural community.

The work of the Task Force is proposed to be broken into phases:

The Planning Phase

The Task Force will first meet to confirm its mandate, membership, and terms of reference as well as review and comment on the overall project plan and schedule and confirm the way in which it will work together as well as with the larger community.

Because the work of the Task Force will take some months to complete, and because there are ongoing issues and opportunities affecting the City's role and arts and cultural support, there will be periodic and time sensitive decisions which the Task Force will be invited to review and provide comment. To most effectively manage the Task Force's time, Sub Committees should be struck on an as needed basis.

The Learning Phase

Task Force members will come to the process with varying levels of familiarity with the myriad of aspects of the arts and cultural sector locally, nationally and internationally. In order to develop common language, context and base knowledge, a learning phase is recommended. A series of briefing sessions will be designed to review contextual data, the objectives and outcomes of the previous 1993 Vancouver Arts Initiative, relevant cultural plans from other Cities and broad trends in cultural policy.

The Framing Phase

At the conclusion of the Learning Phase, the Task Force will identify a series of themes for in-depth study and discussion. The purpose of this phase is not to narrow options but rather to create broad categories which capture the full spectrum of issues and opportunities. The intent of creating broad categories is to focus the next phase - the Community Discussion Phase, so that the public, with limited time and resources can maximize their participation. By way of example only, themes which might emerge from the Framing Phase could include:

- Developing Community Access/Maximizing Participation
- Raising Awareness/Promoting Artistic and Cultural Contributions
- Building Capacity and Artistic Excellence/Fostering Creation and Innovation
- Investing in Cultural Infrastructure/Creating a Cultural Environment

But prior to reaching conclusions on high-level themes, the Task Force will first need explore and answer some fundamental questions:

- Is it primarily an arts plan? Or is it a culture plan?
- How shall we define culture in Vancouver?
- What do we want our core cultural values to be?

Clarity in answering these core questions are critical to the success of the plan and will influence the planning process.

The Community Discussion Phase

A series of “community discussions” will be facilitated based on the high-level themes set out by the Task Forces. In addition to more traditional forms of public consultation including public meetings and the submission of written briefs, the purpose of this phase is to provide sufficient opportunities and time for extended dialogue among artists, citizens, cultural workers and supporters as well as international colleagues. Through dialogue, ideas, strategies and directions can be shared and where consensus develops, collectively shaped and put forward for review along with other inputs.

It is proposed that smaller groups of Task Force members be “assigned” to each theme to gain more in-depth understanding of the public inputs, and at the same time Task Force members will be encouraged to participate in as many of the Community discussion events as possible.

The Synthesizing Phase

The Task Force will review and consider all inputs received to date and group like ideas into a series of strategic directions. Implementation ideas and recommendations will be recorded and carried forward for consideration in the Implementation Plan. The Task Force will create a first draft of a Strategic Plan for technical assessment.

The Technical Assessment Phase

In order to understand the costs and benefits of any proposed new direction, and make informed choices for the future, it will be necessary to commission technical analysis. This quantitative information will test, balance, inform and validate the qualitative inputs which have been grouped by the Task Force into the draft Strategic Plan. Once the technical analysis is complete, the Task Force will review and amend the Draft Plan prior to seeking final public input and feedback.

The Public Feedback Phase

This phase will invite the public to review the draft strategic plan and provide feedback on the recommended strategic directions. In addition to public meetings, surveys and questionnaires will be used to gauge levels of support for the proposed strategic directions.

The Concluding Phase

With the benefit of final public feedback, the Task Force will review and adjust the strategic plan and make a series of recommendations for consideration by City Council.

Section 1.13 The Implementation Plan

Following Council's consideration and approval of a Strategic Plan, an *Implementation Task Force* will be convened to develop an Implementation Plan, which will make tangible operating and business plans including target dates and performance measures to realize the Task Force's vision.

