

## CITY OF VANCOUVER

### ADMINISTRATIVE REPORT



Report Date: October 14, 2005  
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Phone No.: 604.871.6498  
RTS No.: 05392  
CC File No.: 2051  
Meeting Date: November 1, 2005

TO: Vancouver City Council  
FROM: Managing Director, Cultural Services  
SUBJECT: 2005 Cultural Operating and Project Grants Rebalancing

#### RECOMMENDATION

THAT Council approve 70 Operating supplemental grants amounting to \$825,000, and 15 Project supplemental grants amounting to \$66,000, as listed in Appendix A, for a total of \$891,000. Source of funds to be the 2005 Cultural Grants Budget.

#### 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. A second deadline for Project grants was established in 1999.

Approval of grant recommendations requires eight affirmative votes.

#### PURPOSE

This report outlines the recommendations of an independent Advisory Committee for 85 supplemental grants to Operating and Project grant recipients for 2005. **Appendix A,**

summarizes the 2005 approved recommendations as well as the recommended supplemental grants. As not all applicants chose to submit supplemental requests, and to provide context for Council, **Appendix B (Limited Distribution to Council members only)** provides the front pages of each 2005 grant recipient as was provided in the initial reports to Council on March 29, and July 19, 2005 (RTS #04856 & #05006).

## BACKGROUND

Operating grants are designed to assist large and small organizations in achieving a level of stability required to provide ongoing quality programming or services. To be considered for an Operating grant, an organization must be a non-profit, professional arts organization with an artistic mandate. Organizations will have received civic Operating or Project grants for at least the past two consecutive years. They must also meet other criteria related to artistic merit, organizational competence and community impact. Project grants are designed to support new and developing arts organizations, established organizations that work on a project basis, and for organizations undertaking special one-time initiatives. These groups must also be professional, non-profit arts organizations.

In December 2004 Council approved the creation of the City Creative Task Force with a mandate to review the City's roles and responsibilities in arts and culture. As a catalyst to the Task Force planning process, and in recognition of the importance of investment in strengthening the cultural sector, Council approved a \$1 million increase to the 2005 cultural grants budget on March 17, 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.

On June 13th, the Task Force hosted a public consultation meeting where more than 80 representatives from the arts and cultural community attended and provided valuable feedback on priorities and options for the allocation of the \$1 million increase to the 2005 Cultural grants budget. In addition, an on-line survey was delivered and additional input was gathered via the net.

From the input gathered from the community, the City Creative Task Force recommended that the most important factors to weigh 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 rebalancing existing Operating, Project and Diversity programs (but not including operating grants to Major Exhibiting Institutions).

Using this input, the City Creative Task Force proposed the following funding allocations which they concluded reflected the majority of the community input and would provide the widest benefit to the arts and cultural sector. On July 19, 2005, Council approved the proposed funding allocations which included \$825,000 to be allocated as supplemental grants to the 2005 Operating grant recipients and up to \$75,000 for supplemental grants to the 2005 Project grant recipients and for new project grant requests (\$9,000 was recommended to assist new project requests and is detailed under a separate report RTS #5393). In addition,

up to \$50,000 was allocated to the Diversity Initiatives program budget (detailed in a separate report RTS #5394), and \$50,000 towards costs of administration of the advisory process and outreach initiatives.

The Task Force further recommended that the supplemental funding requests be reviewed by an Independent Advisory Committee.

## DISCUSSION

An independent, multi-disciplinary Advisory Committee comprised of representatives of the artistic and cultural community was assembled. Staff sought nominations from disciplinary umbrella service organisations for individuals who had a broad knowledge of the arts and cultural sector, but were not currently in positions of authority (either as Board members or paid staff) with organizations seeking City funding. The following representatives from the music, visual arts, theatre, dance, and festivals community formed the committee:

- Peter Hannan
- Karen Love
- Laara Sadiq
- Nicola Norberg Follows
- Frances Wasserlein

As all committee members have some indirect relationships within the client community, they were required to declare these conflicts and remove themselves from consideration as appropriate.

All 2005 City Operating and Project recipients were automatically considered for supplemental funding. Organizations were invited, but not required, to submit a two page letter providing a rationale for increased or supplemental assistance to their organization, no later than Sept. 7, 2005. The Advisory Committee assessed each organization in the context of existing program guidelines as well as the guiding factors established by the community through the consultation process.

The Committee, based on the feedback from the community consultation, focused on strategic investments - with resources targeted to those organizations which they considered best demonstrated exceptional artistic vision, organizational capacity and/or who were responding to an increasingly diverse population. In cases where the current funding level was already considered high in comparison to other organizations, or if the organization was not meeting all program criteria, they were not considered by the Committee to be a high priority for an increase.

Project organizations were carefully reviewed and given the limited amount available (\$66,000 for 51 organizations), larger grants to fewer groups was considered by the Committee to have a greater impact within the community as a whole. Therefore, the Committee recommended increased support to 15 organizations.

Please see Appendix A for the list of the 2005 Operating and Project supplemental grant recommendations.

As reported to Council in July, because of the compressed timeframe available to solicit submissions, review, evaluate and report on recommendations, no request for reconsideration process is possible. The recommendations arise from a carefully considered review process undertaken by an independent Advisory Committee, comprised of experts representing the arts and culture sector.

#### **Advisory Committee Comments:**

Following advisory committee adjudication processes, staff seek feedback from committee members on the review process as well as issues of concern affecting the grant recipients. The Operating and Project rebalancing committee identified the following issues which they felt should be considered for future processes.

The Advisory Committee felt that to rebalance a grant that had been previously determined by a staff committee was challenging - it was suggested that future adjudications be undertaken completely by one or the other.

Recognizing that the community had asked for a very simple application process, the committee would have liked more material from the project organizations to help inform their recommendations.

The Advisory Committee felt that with future increases, additional resources ought to be allocated to Projects as this was felt to be where much innovative work is occurring. This was also considered to be where the younger artists were and there appeared to be a huge gap between funding for the established groups and funding of the younger artists and organizations.

A clearer definition around the Operating vs. Project grant program was needed.

Too many organizations are struggling with management issues. Encouraging or assisting with professional management was deemed to be a high priority.

Succession planning was considered to be a priority as well and there are models that can be shared with those groups facing this.

#### **FINANCIAL IMPLICATIONS**

Approval of 70 Operating supplemental grants amounting to \$825,000, and 15 Project supplemental grants amounting to \$66,000, as listed in Appendix A, for a total of \$891,000, leaves no unallocated balance in the Operating and Project Grants budget.

## CONCLUSION

Approval of the Advisory Committee's recommendations will start the process to rebalance City cultural grant funding levels, and provide much needed resources to build on artistic and organizational strengths of the core non-profit arts and cultural organizations in the City.

The Managing Director of Cultural Services notes the value and importance of the independent Advisory Committee's expertise, insight, and carefully balanced recommendations and recommends their approval.

\* \* \* \* \*

City of Vancouver Cultural Grants 2005  
Operating and Project Applications, Alphabetical List

|    | Organization Name  | Grant Type | 2005 Approved<br>Mar. 29<br>July 19 | 2005 Supp.<br>Recomm.<br>Nov. 1 | 2005 Total | 2004 Other Civic Support |
|----|--|------------|-------------------------------------|---------------------------------|------------|--------------------------|
| 1  | Aboriginal Art and Culture Celebration Soc.                          | PR         | 5,000                               | 5,000                           | 10,000     |                          |
| 2  | Alliance for Arts & Culture Soc.                                     | OP         | 40,000                              | 0                               | 40,000     | VS                       |
| 3  | Arts Club of Vancouver Theatre Soc.                                  | OP         | 95,000                              | 20,000                          | 115,000    | VS                       |
| 4  | Artspeak Gallery Soc.  | OP         | 13,500                              | 10,500                          | 24,000     |                          |
| 5  | Axis Theatre Soc.  | OP         | 14,000                              | 15,000                          | 29,000     | VS                       |
| 6  | B.C. Book Prizes (West Coast Book Prize Soc.)                        | PR         | 1,000                               | 0                               | 1,000      |                          |
| 7  | Ballet B.C. (Pacific Ballet B.C. Soc.)                               | OP         | 83,000                              | 20,000                          | 103,000    | TR \$91,025              |
| 8  | Bard on the Beach Theatre Soc.                                       | OP         | 10,000                              | 5,000                           | 15,000     | CAP \$5,600;<br>VS       |
| 9  | Barking Sphinx Performance Soc.                                      | PR         | 1,000                               | 0                               | 1,000      |                          |
| 10 | Battery Opera Performing Arts Soc.                                   | OP         | 4,500                               | 5,000                           | 9,500      |                          |
| 11 | Boca Del Lupo Theatre Soc.   | OP         | 7,000                               | 10,000                          | 17,000     |                          |
| 12 | Canadian Music Centre - B.C.   | OP         | 11,000                              | 5,000                           | 16,000     | VS                       |
| 13 | Caravan World Rhythms Soc.   | PR         | 7,000                               | 0                               | 7,000      | BAX \$4,350              |
| 14 | Carousel Theatre Soc.  | OP         | 20,000                              | 5,000                           | 25,000     | CAP \$2,200;<br>VS       |
| 15 | Centre culturel francophone de Vancouver                             | OP         | 8,500                               | 5,000                           | 13,500     | BAX \$2,300;<br>VS       |
| 16 | Chamber Music Festival (Van. Recital Soc.)                           | OP         | 13,500                              | 5,000                           | 18,500     |                          |
| 17 | Children's Arts Umbrella Assn.                                       | OP         | 7,500                               | 5,000                           | 12,500     |                          |
| 18 | Children's Festival (Can. Institute of the Arts for Young Audiences) | OP         | 116,500                             | 0                               | 116,500    | VS                       |
| 19 | Chor Leoni Men's Choir   | OP         | 5,000                               | 10,000                          | 15,000     |                          |
| 20 | Cineworks Independent Filmmakers Soc.                                | OP         | 15,000                              | 18,500                          | 33,500     | VS                       |
| 21 | Coastal Jazz and Blues Soc.  | OP         | 15,000                              | 30,000                          | 45,000     | TR \$17,400;<br>VS       |
| 22 | Contemporary Art Gallery Soc.  | OP         | 43,000                              | 32,000                          | 75,000     | VS                       |
| 23 | Crafts Assn. of B.C.   | PR         | 2,250                               | 4,000                           | 6,250      |                          |
| 24 | Dancers Dancing Dance Soc.   | PR         | 1,500                               | 0                               | 1,500      |                          |

Note: The numbers in the left column correspond to the order of the front pages of the 2005 applications.

BAX = Baxter, CAP = Capital, CELEB = Celebration, CPA = Community Public Art, DI = Diversity Initiatives, FIN = Finance Other, TR = Theatre Rental, POD = ArtsPOD, OP = Operating, PR = Project, VS = Venue Support (bonused amenity, rental subsidy, park use, or property tax exemption)

|    | Organization Name   | Supp. Grant Type | 2005 Approved | 2005 Supp. | 2005 Total | 2004 Other Civic Support     |
|----|---|------------------|---------------|------------|------------|------------------------------|
| 25 | Dancing on the Edge Festival Soc.                               | OP               | 9,000         | 10,000     | 19,000     | TR \$4,600; VS               |
| 26 | DanStaBat Performance Soc.                                      | PR               | 4,500         | 0          | 4,500      |                              |
| 27 | DOXA Documentary Film and Video Festival                        | PR               | 1,500         | 4,000      | 5,500      |                              |
| 28 | Dragon Boat Festival (Can. Intl. Dragon Boat Festival Soc.)     | OP               | 5,000         | 0          | 5,000      | VS                           |
| 29 | Early Music Vancouver (Van. Soc. for Early Music)               | OP               | 14,000        | 6,000      | 20,000     | VS                           |
| 30 | EDAM Performing Arts Soc.                                       | OP               | 12,000        | 10,000     | 22,000     |                              |
| 31 | Electric Company Theatre Soc.                                   | OP               | 12,500        | 27,000     | 39,500     |                              |
| 32 | Elektra Women's Choir   | OP               | 3,000         | 12,000     | 15,000     |                              |
| 33 | Felix Culpa (Grinning Dragon Theatre Soc.)                      | PR               | 3,000         | 0          | 3,000      |                              |
| 34 | Firehall Theatre Soc.   | OP               | 40,000        | 20,000     | 60,000     | CPA \$20,000; VS BAX \$2,300 |
| 35 | Flamenco Rosario (Rosario Ancer Flamenco Arts Soc.)             | PR               | 3,000         | 0          | 3,000      |                              |
| 36 | Full Circle: First Nations Performance Soc.                     | PR               | 4,500         | 0          | 4,500      |                              |
| 37 | Greater Van. Professional Theatre Alliance                      | PR               | 1,000         | 0          | 1,000      |                              |
| 38 | Green Thumb Players Soc. (Green Thumb Theatre for Young People) | OP               | 31,000        | 12,000     | 43,000     |                              |
| 39 | Grunt Gallery (Visible Arts Soc.)                               | OP               | 12,500        | 7,500      | 20,000     |                              |
| 40 | Hard Rubber New Music Soc.                                      | OP               | 3,500         | 5,000      | 8,500      |                              |
| 41 | Headlines Theatre (Theatre for Living Soc.)                     | OP               | 11,000        | 6,000      | 17,000     |                              |
| 42 | Holy Body Tattoo Soc.   | OP               | 13,500        | 15,000     | 28,500     |                              |
| 43 | Jewish Community Centre of Greater Van.                         | PR               | 1,500         | 0          | 1,500      | CELEB \$2,000                |
| 44 | Joe Ink Performance Soc.  | OP               | 6,500         | 10,000     | 16,500     |                              |
| 45 | Judith Marcuse Projects Soc.                                    | OP               | 18,000        | 5,000      | 23,000     |                              |
| 46 | Karen Jamieson Dance Soc.                                       | OP               | 5,000         | 2,000      | 7,000      |                              |
| 47 | Kidd Pivot (Crystal Pite Dance Soc.)                            | PR               | 7,500         | 5,000      | 12,500     |                              |
| 48 | Kokoro Dance Theatre Soc.                                       | OP               | 11,500        | 5,000      | 16,500     |                              |
| 49 | Leaky Heaven Performance Soc.                                   | PR               | 6,000         | 0          | 6,000      | DI \$6,500; POD \$1,250      |
| 50 | Little Chamber Music Series That Could Soc.                     | PR               | 1,000         | 0          | 1,000      |                              |
| 51 | Live Biennial of Performance Art Soc.                           | PR               | 2,500         | 0          | 2,500      |                              |
| 52 | Lola MacLaughlin Dance Soc.                                     | OP               | 11,000        | 6,000      | 17,000     |                              |
| 53 | MainDance Projects Soc.   | OP               | 2,500         | 5,000      | 7,500      |                              |

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|----|---|------------------|---------------|------------|------------|--------------------------|
| 54 | Malaspina Printmakers Soc.                                    | OP               | 4,500         | 2,000      | 6,500      | VS                       |
| 55 | Mandala Arts and Culture Soc.                                 | PR               | 2,500         | 0          | 2,500      | BAX \$2,300              |
| 56 | Mascall Dance Soc.  | OP               | 6,500         | 2,000      | 8,500      |                          |
| 57 | Miscellaneous Productions Soc.                                | PR               | 1,500         | 0          | 1,500      |                          |
| 58 | Mortal Coil Performance Soc.                                  | PR               | 4,500         | 0          | 4,500      |                          |
| 59 | Movement Enterprises Soc.                                     | PR               | 2,000         | 0          | 2,000      |                          |
| 60 | Music in the Morning Concert Soc.                             | OP               | 8,800         | 5,000      | 13,800     | TR \$11,150              |
| 61 | Musica Intima Soc.  | OP               | 7,500         | 27,000     | 34,500     |                          |
| 62 | Native Daughters of B.C., Post No.                            | OP               | 3,500         | 0          | 3,500      | VS                       |
| 63 | New Forms Media Soc.  | PR               | 3,500         | 5,000      | 8,500      |                          |
| 64 | New Orchestra Workshop Soc.                                   | OP               | 2,500         | 7,500      | 10,000     |                          |
| 65 | New Performance Works Soc.                                    | PR               | 1,000         | 0          | 1,000      |                          |
| 66 | NeWorld Theatre Soc.  | OP               | 9,500         | 27,000     | 36,500     |                          |
| 67 | Norman Rothstein Theatre (Van. Westside Theatre Soc.)         | PR               | 8,500         | 0          | 8,500      | VS                       |
| 68 | Or Gallery Soc.   | OP               | 10,000        | 10,000     | 20,000     |                          |
| 69 | Pacific Baroque Orchestra Soc.                                | OP               | 4,000         | 37,000     | 41,000     |                          |
| 70 | Pacific Cinémathèque Pacifique                                | OP               | 22,500        | 18,500     | 41,000     | VS                       |
| 71 | Pacific Theatre (First Pacific Theatre Soc.)                  | OP               | 7,500         | 7,500      | 15,000     | VS                       |
| 72 | Pink Ink Theatre Productions Assn.                            | OP               | 9,500         | 8,500      | 18,000     |                          |
| 73 | Pitt Gallery (Unit/Pitt Soc. For Arts and Critical Awareness) | OP               | 7,000         | 4,000      | 11,000     |                          |
| 74 | Playwrights Theatre Centre                                    | OP               | 15,500        | 20,000     | 35,500     | VS                       |
| 75 | Powell Street Festival Soc.                                   | OP               | 6,500         | 5,000      | 11,500     | VS                       |
| 76 | Proximity Lab Soc.  | PR               | 1,500         | 4,000      | 5,500      | VS                       |
| 77 | Public Dreams Soc.  | OP               | 14,000        | 11,000     | 25,000     |                          |
| 78 | Radix Theatre Soc.  | PR               | 3,500         | 5,000      | 8,500      |                          |
| 79 | Reel to Real: Celebration of Moving Images Soc.               | PR               | 1,500         | 0          | 1,500      |                          |
| 80 | Ruby Slippers Productions Soc.                                | OP               | 8,000         | 5,750      | 13,750     |                          |
| 81 | Rumble Production Soc.  | OP               | 14,000        | 10,000     | 24,000     |                          |
| 82 | Satellite Video Exchange Soc.                                 | OP               | 16,000        | 5,000      | 21,000     |                          |
| 83 | Shameless Hussy Production Soc.                               | PR               | 1,000         | 0          | 1,000      |                          |
| 84 | Sista'hood (Working Arts Soc.)                                | PR               | 1,500         | 0          | 1,500      |                          |
| 85 | Soc. for Disability Arts and Culture                          | PR               | 3,000         | 5,000      | 8,000      |                          |

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|     | Organization Name  | Supp.<br>Grant<br>Type | 2005<br>Approved | 2005<br>Supp. | 2005<br>Total | 2004 Other<br>Civic<br>Support |
|-----|--|------------------------|------------------|---------------|---------------|--------------------------------|
| 86  | Solo Collective Theatre Soc.   | PR                     | 2,500            | 0             | 2,500         |                                |
| 87  | Standing Wave Soc.   | OP                     | 2,500            | 2,500         | 5,000         |                                |
| 88  | Taiwanese Cultural Festival (Taiwanese<br>Canadian Cultural Soc.)                      | PR                     | 5,000            | 0             | 5,000         |                                |
| 89  | Théâtre la Seizième  | OP                     | 8,000            | 11,000        | 19,000        | VS                             |
| 90  | Theatre Replacement Soc.   | PR                     | 4,000            | 5,000         | 9,000         |                                |
| 91  | Touchstone Theatre Soc.  | OP                     | 18,000           | 15,000        | 33,000        | DI \$4,500                     |
| 92  | Turning Point Ensemble   | PR                     | 3,500            | 0             | 3,500         |                                |
| 93  | Up in The Air Theatre Soc.   | PR                     | 2,000            | 0             | 2,000         |                                |
| 94  | Uzume Taiko Drum Group Soc.  | OP                     | 6,500            | 5,000         | 11,500        |                                |
| 95  | Van. Access Artist Run Centre  | OP                     | 5,000            | 4,000         | 9,000         |                                |
| 96  | Van. Asian Film Festival Soc.  | PR                     | 1,000            | 4,000         | 5,000         |                                |
| 97  | Van. Asian Heritage Festival Month Soc.  | PR                     | 7,500            | 0             | 7,500         |                                |
| 98  | Van. Bach Choir  | PR                     | 1,000            | 4,000         | 5,000         |                                |
| 99  | Van. Cantata Soc.  | OP                     | 13,000           | 2,000         | 15,000        | VS                             |
| 100 | Van. Centre for Contemporary Asian Art<br>(Centre A)                                   | OP                     | 9,500            | 32,000        | 41,500        | DI \$5,500                     |
| 101 | Van. Chinese Instrumental Music Soc.   | PR                     | 2,500            | 5,000         | 7,500         |                                |
| 102 | Van. Co-operative Radio (Community Radio<br>Edn. Soc.)                                 | OP                     | 10,000           | 10,000        | 20,000        |                                |
| 103 | Van. Dance Centre Soc.   | OP                     | 25,000           | 45,000        | 70,000        | DI \$5,000                     |
| 104 | Van. East Cultural Centre  | OP                     | 72,000           | 20,000        | 92,000        |                                |
| 105 | Van. Folk Music Festival Soc.  | OP                     | 55,000           | 25,000        | 80,000        | BAX \$2,300;<br>VS             |
| 106 | Van. Fringe Festival (First Van. Theatrespace<br>Soc.)                                 | OP                     | 32,000           | 5,000         | 37,000        | VS                             |
| 107 | Van. Inter-Cultural Orchestra (VICO)   | PR                     | 600              | 0             | 600           |                                |
| 108 | Van. Intl. Comedy Festival Soc.  | OP                     | 7,000            | 0             | 7,000         | VS                             |
| 109 | Van. Intl. Dance Festival Soc.   | PR                     | 6,000            | 1,000         | 7,000         |                                |
| 110 | Van. Intl. Film Festival Soc.  | OP                     | 17,500           | 7,500         | 25,000        |                                |
| 111 | Van. Intl. Writers Festival Soc.   | OP                     | 22,000           | 27,000        | 49,000        | VS                             |
| 112 | Van. Jewish Film Festival  | PR                     | 1,000            | 0             | 1,000         |                                |
| 113 | Van. Latin American Film Festival (First Latin<br>American Film Festival of Vancouver) | PR                     | 750              | 0             | 750           |                                |
| 114 | Van. Moving Theatre Soc.   | OP                     | 4,500            | 6,000         | 10,500        |                                |
| 115 | Van. New Music Soc.  | OP                     | 24,000           | 5,000         | 29,000        | TR \$4,600;<br>VS              |

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|---|------------------------|------------------|----------------|------------------|--------------------------------|
| 116 Van. Opera Assn.  | OP                     | 18,000           | 10,000         | 28,000           | TR \$321,600                   |
| 117 Van. Out on Screen Film Festival Soc.                           | PR                     | 6,000            | 0              | 6,000            |                                |
| 118 Van. Soc. of Storytelling                                       | PR                     | 2,500            | 0              | 2,500            |                                |
| 119 Van. Summer Festival Soc.                                       | PR                     | 9,000            | 0              | 9,000            | TR \$8,700                     |
| 120 Van. Symphony Soc.  | OP                     | 40,000           | 10,000         | 50,000           | TR 726,720;<br>VS              |
| 121 Van. Tap Dance Soc.   | PR                     | 2,000            | 0              | 2,000            |                                |
| 122 Van. Youth Theatre Soc.   | OP                     | 4,000            | 0              | 4,000            |                                |
| 123 Vetta Chamber Music and Recital Soc.                            | OP                     | 3,000            | 5,750          | 8,750            |                                |
| 124 Wen Wei Dance Soc.  | PR                     | 3,000            | 5,000          | 8,000            |                                |
| 125 Western Front Soc.  | OP                     | 22,500           | 0              | 22,500           |                                |
| 126 Western Theatre Conspiracy Arts Soc.                            | PR                     | 4,000            | 0              | 4,000            |                                |
| 127 Wild Excursions Productions Soc.                                | PR                     | 2,000            | 0              | 2,000            |                                |
| 128 Word on the Street Festival (Van. Book &<br>Magazine Fair Soc.) | PR                     | 3,500            | 5,000          | 8,500            | VS                             |
| <b>Totals</b>   |                        | <b>1,498,400</b> | <b>891,000</b> | <b>2,389,400</b> |                                |

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