



## CITY OF VANCOUVER

### ADMINISTRATIVE REPORT

Report Date: 14 June 2007  
Author: Jacqueline Gijssen  
Phone No.: 604.871.6843  
604.871.6229  
RTS No.: 6834  
VanRIMS No.:  
Meeting Date: October 2, 2007

TO: Vancouver City Council  
FROM: Managing Director of Cultural Services  
SUBJECT: Cultural Facilities Priorities Plan - Award of Contract

#### RECOMMENDATION

- A. THAT, subject to the conditions set out in B, C, and D, Council authorize a consultancy contract with Toronto Artscape for the development of a comprehensive long-range Cultural Facilities Priorities Plan at a cost of \$91,250 plus GST and disbursements to a maximum of \$110,000; source of funds to be:
  - 2006 Capital Grants Budget Unallocated Balance - \$40,000
  - 2007 Capital Grants Budget - \$30,000
  - Allocation from the \$1 million increase for cultural programs and services included in the 2007 Operating Budget - \$40,000
- B. THAT the Director of Legal Services be authorized to execute and deliver on behalf of the City all legal documents required to implement Recommendation A.
- C. THAT, all such legal documents be on terms and conditions satisfactory to the Managing Director of Cultural Services, the Director of Legal Services, and the Manager, Materials Management.
- D. THAT no legal rights or obligations will be created by Council's adoption of Recommendation A, B, and C above unless and until such legal documents are executed and delivered by the Director of Legal Services.

## GENERAL MANAGER'S COMMENTS

The General Manager of Community Services RECOMMENDS approval of A, B, C and D.

## COUNCIL POLICY

In 1987 City Council adopted Cultural Goals including the goal to ensure the existence of adequate facilities for the creation and presentation of the arts in Vancouver.

Council approval is required for consultancy contracts over \$30,000. Contracts are to be awarded on the basis of best overall value for the City.

## PURPOSE

The purpose of this report is to seek Council authority to award a consultancy contract for the development of a new Cultural Facilities Plan to guide the community and the City's arts and cultural facility planning and investment considerations for the coming 10-15 years.

## BACKGROUND

Vancouver is home to a wide range of cultures and a vibrant arts scene, from Aboriginal and Asian dance to classical opera and avant-garde theatre, modern art to state-of-the art animation technology. Some of Canada's best performers and most creative minds live and work in our community.

Vancouver is alive with arts and cultural events. More than three million people attend live performances, screenings, exhibitions, festivals and special events every year in the City. Festivals in our parks and community centres present more than 1,800 performances. Music, dance and theatre groups present more than 540 different live productions and the city's numerous galleries and major museums feature more than 600 exhibitions.

With a rich cultural history, Vancouver is now changing and redefining its cultural expression. Recognizing that artistic and cultural activities play a vital role in the community, Council endorsed the creation of a coordinated, strategic and pro-active approach to planning for the City's services to the arts, culture, celebrations, and events under the guidance of the Creative City Task Force.

The Task Force has concluded an extensive community consultation process and has put forward for Council's information draft strategic themes and directions for arts and culture in the city for the coming ten years (October 2, 2007 RTS # 06931). The Cultural Facilities Priorities Plan will be guided by these new strategic directions. In order to be ready to build on the momentum and begin to develop implementation plans for directions which arise through the new Culture Plan, staff have launched a series of related topic-specific planning process including the development of a Cultural Facilities Priorities Plan.

The City of Vancouver adopted its first Cultural Facilities Priorities Plan in 1990. It articulated broad directions for facility development – many of which has been since

realized. A summary report updating the results of the 1990 Cultural Facilities Priorities Plan is attached to this report as Appendix B.

## DISCUSSION

In May 2007 the Managing Director of Cultural Services and the Manager of Materials Management sought proposals for consultant services related to the creation of a long-range cultural facilities priorities plan through an RFP (PS07083). The RFP was posted on the City's website, BC Bid, and circulated to the cultural community through the City and Alliance for Arts and Culture email distribution lists.

Five proposals were received and reviewed by the interdepartmental staff team using a comparative and consistent matrix format. The matrix compared the proponents' teams past experience with large complex public art programs, proposal content, methodology, and cost. Proponents were scored out of a total of 100 points.

The review team short-listed two of the proponent teams for further consideration. Following input from references and the interdepartmental staff team ranked the proposal from Toronto Artscape as superior to the other proposals. The Toronto Artscape team proposed a project budget of \$91,250 plus GST and disbursements.

Subject to Council approval, the program review will commence October 15, 2007 and be completed by March 31, 2008. The result of the review, along with the implementation planning reports, will be reported back in June 2008.

The Cultural Facility Priorities Plan will be developed by the consultants working with a Steering Committee comprised of the Managing Director of Cultural Services (Chair), the Co Director, Office of Cultural Affairs (Policy Planning & Infrastructure), the Director of Financial Planning & Treasury, the Assistant Director, Vancouver Civic Theatres, the Senior Cultural Planner, the Senior Social Planner and the Directors of Planning and Facilities Design and Management.

An Advisory Committee with representation from arts and culture organizations will be convened to provide advice on community input and process, as well as recommended outcomes. Additional public engagement will take the form of a surveys, interviews, discipline-based and cross-discipline focus groups, as well as public open houses. The goal is to create a plan that reflects community input and develops consensus-based criteria for prioritizing in outcomes. The full scope of work for the Cultural Facility Plan is contained in Appendix A.

## FINANCIAL IMPLICATIONS

Approval of the long-range facility infrastructure plans to guide the City of Vancouver's investment and support of social and cultural facilities will enhance the strategic allocation of City and development-generated resources.

The development of a comprehensive long-range Cultural Facilities Priorities Plan will cost \$91,250 plus GST and disbursements to a maximum of \$110,000; source of funds is outlined below:

- 2006 Capital Grants Budget Unallocated Balance - \$40,000
- 2007 Capital Grants Budget - \$30,000
- Allocation from the \$1 million increase for cultural programs and services included in the 2007 Operating Budget (RTS#5277) - \$40,000

In the past, the capital grants budgets have not always been allocated in any given year. The program is currently under review as part of the larger Cultural grants review process. Staff recommend that allocation of the 2006 and 2007 unspent funds which will not impact the ongoing needs of the community and will assist in a more strategic alignment and prioritisation of civic investments in the future.

## CONCLUSION

Cultural infrastructure is vital to maintaining the vibrancy, diversity and inclusivity which has contributed to Vancouver's recognition as one of the most liveable and creative cities in the world. The City of Vancouver has and can continue to invest in this infrastructure through the strategic application of land-use policies and targeting of Capital Plan and other financial resources. The creation of a Cultural Facilities Priorities Plan will enable the City to set long-term priorities for capital investment and support and identify strategic opportunities for effective development and use of creative places and spaces.

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# BACKGROUND CULTURAL FACILITIES PRIORITIES PLAN

June 2007

## Purpose

To create a Cultural Facilities Priorities Plan that will articulate the goals, objectives and tools for cultural facility development for the City of Vancouver 2007 - 2022.

## Outcomes

The City of Vancouver envisions the Plan will deliver the following outcomes:

- Be a “priorities” or “strategic” plan that highlights key arts and culture infrastructure priorities (at a global level), not just a wish list of desires.
- Be both a guide for priority setting (with criteria for decision-making), as well as provide policy recommendations for ways in which the City can/should leverage and maximize cultural facility development.
- Have a built in flexibility to enable the City to respond to opportunities as they arise and change over time.
- Envision cultural infrastructure and facilities as they are understood today, and as they may be understood (and realized) in the future.
- Enable maximized use of the array of tools for cultural facility development including civic planning, new development, rezoning, community fundraising, etc.
- Enable maximized upgrading and upkeep of existing City cultural facilities and assist where possible for non City arts and culture facilities.
- Facilitate strategic new spaces for presentation, production, administration, rehearsal and storage and additions to artist live/work studios (light and industrial).
- Enable access to facility-related information and resources by artists, arts and culture organizations and the public.
- Facilitate collaboration and consensus in the arts and culture community on facility priorities and decision-making criteria.
- Encourage an appropriate balancing of responsibility and ownership by the community and the City for facility solutions.

## Context

The Cultural Facilities Priorities Plan forms one of the key components of the City of Vancouver new Cultural Plan currently in development under the auspices of the Creative City Task Force.

## Project Governance

Steering Committee with representation from City Departments such as Planning, Finance, Facilities, Social Planning and Cultural Services.

Advisory Committee with representation from the arts and culture community (over 30 members from various arts disciplines and representative groups).

Project Coordination by Senior Cultural Planner, Office of Cultural Affairs, Cultural Services Dept.

## Public Participation

Community Advisory Committee (as above)

Creative City Task Force

Broad-based Public Survey

One-on-one interviews

Discipline Based and Cross Discipline Focus Groups

Public Open Houses

Presentations/Forums

## Background Information / Cultural Objectives

The City of Vancouver is home to a vibrant artistic and cultural community reflecting a broad range of disciplines, institutions and organizations. From small artist collectives to large specialized facilities, the City boasts a rich cultural foundation upon which to grow and prosper.

The City's Cultural Objectives are 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. To achieve this, The City strives:

- To promote a high level of creativity and excellence in the cultural life of Vancouver.
- To promote diversity in the artistic life of the community, including the professional and non-professional, the traditional and the innovative, the established and the aspiring.

- To encourage financial managerial efficiency in the operation of Vancouver's cultural organizations.
- To ensure the existence of adequate facilities for the creation and presentation of the arts in Vancouver.
- To ensure that all Vancouver residents and visitors, including senior citizens, youth, low-income people, members of ethnic minorities and other distinct groups, have opportunities to enjoy and participate in cultural activities.

In December 2004, Vancouver City Council approved the creation of a Creative City Task Force (CCTF), comprised of Councillors, community representatives and City staff to undertake a planning process, including extensive stakeholder consultations, to identify strategic goals, directions and priority objectives for the City's role in development of the arts and culture.

The Cultural Facilities Priorities Plan will be directly tied into the new Culture Plan and will form a subset of the Plan's implementation strategy.

### **Cultural Infrastructure and Facilities in Vancouver**

Matching the richness in cultural activity and organizations is a plethora of cultural facilities—large and small—serving the needs of artist creators, arts and culture organizations and audiences. Vancouver features a major symphony hall, art and history museums as well as intimate smaller theatres, film centres, art galleries and artist live/work studios. Cultural facilities for creation, production, presentation, administration and more recently artist housing are a key aspects of the facility portfolio.

Appropriate cultural facilities are essential to any community and key to the economic health of our cities. These facilities serve residents, attract tourists, maintain businesses, and enhance our quality of life. However, ensuring access to appropriate and affordable facilities is challenging, especially in Vancouver's rapidly developing real estate market.

To ensure that artists and arts organizations can afford to remain part of our city, Cultural Services works to sustain and enhance Vancouver's cultural and social infrastructure through the following:

- Operations of the Civic Theatres (Queen Elizabeth, Orpheum, Playhouse)
- City-owned land and buildings, which are leased at nominal rent to not-for-profit arts and cultural organizations (Firehall Arts Centre, Contemporary Art Gallery, Science World and Pacific Cinecentre, HR MacMillian Space Centre, Roedde House and others).
- Artist Live/Work Studio spaces including a 30-unit CORE Artists Live/Work Co-op and two studios that are part of the City's artist residency awards.

- A capital grants program that allows not-for-profit social service and cultural organizations to apply for funds to assist in planning, purchasing or renovating/refurbishing facilities not owned by the City.
- Long range facility development working with the City's Planning Department and developers through the Amenity Bonus program and Community Amenity Contribution Policy (which in the last 25 years has been instrumental in creating over ten arts and culture facilities such as the Alliance for Arts and Culture, Vancouver International Film Centre, and ArtStarts in Schools).
- Securing Community Use arrangements for selected public plazas or other resources of benefit to the arts and cultural community and audiences (UBC at Robson Square, Plaza of Nations and Wall Centre Plaza).
- Assistance with facility planning and upgrading (Vancouver Museum Revitalization Project).
- Property tax exemption for non-profit organizations within City facilities.

Many of Vancouver's cultural facilities are well appointed, high quality assets. Others require infrastructure work on both minor and major scales. And in other situations, no facilities exist and there are gaps in the arts and cultural facility asset portfolio.

Factors of use, ownership, age, purpose or non-purpose built, maintenance and design contribute to the character and variety of spaces, as well as the complexity of their suitability and long-term maintenance and operation. While Vancouver has a multitude of arts and culture facilities, many are aging, inappropriately suited to their functions and too small to sustain growing operations.

The City and the arts and culture communities are evolving at lightening speed, providing enormous challenges for keeping pace with effective and appropriate infrastructure and facilities. Additional pressure from Vancouver's real estate market places organizations, and artists themselves, in tenuous positions as they struggling to retain access to inexpensive but well suited and well-situated spaces.

In 1990, the City created its first Cultural Facilities Priorities Plan. Although previous work had identified cultural facilities needs and some priorities, the 1990 plan was the first formal articulation of this nature. This plan guided Council for ten years in establishing priorities for the performing and visual arts, exhibiting institutions, education and resource centres, film/media, and housing.

The 2007 - 2022 Cultural Facilities Priorities Plan will build on the work of the new Culture Plan, and the earlier Facilities Plan to capture a vision and strategy for cultural infrastructure and facility development for the next fifteen years.



## Consultants Scope of Work

### PHASE I

#### Background Research

Review existing studies and information in the following context:

- Geographic - City of Vancouver (as defined by its geographic borders) set within the context of the Greater Vancouver Regional District
- Thematic - full range of arts and culture disciplines and activities requiring facilities, space and/or infrastructure
- Temporal -15 year horizon from 2007 to 2022
- Community / Professional - recognize the full spectrum of all arts and cultural facility activities—the continuum of 'community based to professional' activities and audiences—with emphasis on professional.
- Commercial / Non Profit - focus on not-for-profit arts and cultural, but recognize the context and impact of commercial operations (from commercial galleries to restaurants where artists perform, etc).

#### Trends Research

Conduct research trends that address the following:

- Emerging Models and Trends (needs, solutions, mechanisms)
- Vancouver/other municipal policy frameworks, facility development tools
- Comparison with facility development in relevant jurisdictions including:
  - Best practices, i.e. What tools work best for what opportunity? What is the ideal municipal role?
  - Benchmarks vis a vis types and scale of institutions for comparable cities

#### Inventory Existing Assets

- Identification of existing cultural facility assets

### PHASE 2

#### Community Consultation #1 -- Needs Assessment & Input on Criteria for Decision Making

- a) broad based survey
- b) discipline-based focus groups
- c) Advisory Committee input
- d) Information exchange (i.e. sharing info on best practices)
- e) market comparison of rental and operating rates for cultural facilities
- f) post occupancy sampling of artist live/work studios (to evaluate success of current artist live/work policies)

### PHASE 3

#### Gap Analysis / Criteria for Decision Making

Establish "Priority" Criteria for Decision Making i.e. demonstrated need; clear vision; organizational capacity; community support; long range impact; financial viability; serves professional arts/culture; integration with other community and industry arts/culture resources

**Synthesis Information / Draft Recommendations**

Prepare summary reports on research findings, community consultations and draft recommendations for all work either covered or completed in previous phases.

**PHASE 4**

**Community Consultation #2 -- Recommended Priorities**

- check back on recommendations vis a vis short term “fixes” and long term investments / operational solutions versus capital investment
- Timing to follow after CCTF Cultural Plan strategies approved by Council

**PHASE 5**

**Final Report Preparation and Presentation**

Prepare final report on completed project with presentations to relevant parties (Mayor and Council, Creative City Task Force, City staff, umbrella arts and cultural organizations).



## **Cultural Facilities Priorities Plan (1990)**

**Update for City Creative Task Force**  
September 2005

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## Background

Access to appropriate, affordable facilities is critical to the success of artists, arts organizations and creative cities. They provide an environment in which artists and arts organizations can create and present the best possible work to the community. They must be dependable, accessible, dedicated spaces where the public knows they can consistently go to find a reliable level of quality arts programming.

A community also needs access to a full range of facilities suited to each art form. Just as cities have a full array of sport venues – rinks, pools, soccer pitches, golf courses, for example, arts activities require an array of specialized, purpose-built facilities. These range from creation venues, such a production and rehearsal facilities, to presentation venues as physically and technically varied as an art gallery and an opera house. We would not expect to host a professional golf tournament in a community swimming pool; nor should we expect a professional dance company to showcase their work in inappropriate facilities.

Cultural facilities also perform additional roles within communities. They draw people from across the City, regional and province and create positive economic impacts on surrounding businesses. Cultural facilities often contribute to changing or enhancing neighbourhoods. They are critical to a vibrant downtown and a sense that there is lots to do in a city – critical to attracting and retaining a young and educated workforce. They also provide a meeting ground for citizens to experience live interactions, and to explore, challenge and learn about ourselves and the world.

Stable, affordable cultural infrastructure for the creation and production of art ensures the vitality and longevity of our cultural institutions. This includes artist studios, live/work studios and incubator spaces which also enables new and emerging artists to focus on the creation of art instead of their rent, and helps to retain artists who might otherwise be forced to relocate to less expensive communities. The presence of artists in our community is the largest single driver in our success as a “creative city”.

The City has long recognized the importance of cultural infrastructure. One of the City’s key cultural goals adopted by City Council in 1987 is:

*“...To ensure the existence of adequate facilities for the creation and presentation of the arts in Vancouver.”*

Since its founding, the City of Vancouver has provided leadership in the development of cultural facilities. The City has initiated and or been a key contributor in the creation and renovation of the Queen Elizabeth Theatre, the Vancouver Playhouse and Orpheum Theatre, the Vancouver Museum and Planetarium facility in Vanier Park, the Vancouver Maritime Museums, the Firehall Arts Centre, the Vancouver East Cultural Centre, and the Vancouver Art Gallery, among many others. This is in addition to funding the construction and operations of a full complement of civic libraries.

More recently, the City has provided financial as well as non-monetary support through zoning incentives to the Stanley Theatre, CORE Artist Co-op, the Contemporary Art Gallery, Chief Dan George Centre, Canadian Music Centre, Vancouver International Film Centre and ArtStarts in Schools. As part of the redevelopment of the EXPO lands, the City secured a new community centre, the Roundhouse Community Arts Centre with an arts and culture mandate.

Notwithstanding this long history of support, Vancouver also has a history of challenges with cultural infrastructure. Unlike many large cities in Canada, Vancouver is not a provincial capital. Where Torontonians enjoy the provincially-created and funded Art Gallery of Ontario, the Royal Ontario Museum and Ontario Science Centre, Vancouver has no provincial cultural institutions. And while other regional municipalities such as Halifax or Montreal share the capital costs of their cultural infrastructure across a regional tax-base, Vancouver provides arts and cultural services and programs enjoyed by the regional population but without the same regional financial support. Private giving to the arts is also underdeveloped in Vancouver. With few corporate head offices located in Vancouver, corporate support is also limited.

Without regional, provincial and private support, it is challenging to attract the support of the federal government. Yet residents and visitors alike seek the same level of cultural activities and facilities as these other Canadian cities. Over the years, this has placed the burden on both the City of Vancouver and the not-for-profit community to manage within this growing cultural infrastructure deficit.

## **The 1990 Cultural Facilities Development Priorities Plan**

Over the past 15 years, and in consultation with the community, the City has made a priority to identify and respond to the cultural facilities needs of the community. In 1990, City Council adopted a report on cultural facilities which identified gaps, needs and priorities and directed staff to work with the community to explore a full range of funding tools. Specifically, Council approved the cultural facilities development priority list set out in the report, subject to the presentation of feasible proposals for realization. Council also requested Federal and Provincial government support. The Plan has served as a guide over the past 15 years and is summarized below along with observations extracted from the original 1990 Council Report:

### **Performing Arts**

- 1200-1500 seat performance hall
  - acoustically excellent mid-sized hall to bridge the gap between the Queen Elizabeth Theatre (2800-seats) and the Vancouver Playhouse (700 seats); and
  - to serve primarily local music organizations as well as touring music and dance groups.
- 700-900 seat theatre
  - to relieve the pressure on and free up the heavily booked Vancouver Playhouse; and
  - provide opportunities for extended runs and to hold-over successful shows.
- Rehearsal/production/administration facilities
  - to support groups in co-locating into one shared facility; and
  - Anticipated as a first project a joint initiatives of the Dance Centre, the Vancouver Opera and Ballet British Columbia.

### **Young People**

- Arts Centre
  - Production and presentation including outdoor presentations; and
  - Focus on professional companies providing cultural programming for children and youth but also some direct children's activities.

### **Visual Arts**

- Artist live/work studios
  - Implement civic policy, by-laws and regulations that support safe, legal, affordable and accessible access.
- Visual art studios
  - Implement civic policy, by-laws and regulations that support safe, legal, affordable and accessible access; and
  - Encourage the concentration of co-located studios.

### **Exhibiting Institutions**

- Maritime Centre
  - To rationalize Parks Canada operations of the St. Roch and the Vancouver. Maritime Museum into a single Maritime Centre
- Gallery of Contemporary Art
  - To exhibit emerging and international contemporary artists in a professional quality environment
- Vancouver Museum
  - In recognition of the needs for the existing facility to better reflect Vancouver's population through its exhibitions and galleries.

The Facilities Strategic Plan set out a 15-year plan for the development of the City's cultural infrastructure but at the same time noted that needs and opportunities would require a flexible approach. Staff also noted at that time that the Facilities Strategic Plan was not a Capital Plan. Like all cultural infrastructure in Canada it was anticipated that capital infrastructure would be funded through a partnership between the various levels of government and the community. Council directed staff to explore a variety of mechanisms to support the creation of cultural facilities including capital grants, the use of City-owned land, as well as zoning and development incentives to realize the Plan.

Through ongoing consultation with the arts community and involvement in the City's planning and development processes, Cultural Affairs staff have worked to match facilities needs with resources and opportunities in meeting the objectives set out in the plan.

## Update on 1990 Council Priorities

### *Performing Arts*

#### • **1200 - 1500 Seat Performance Hall**

Arts Complex: As part of the Marathon/Coal Harbour rezoning, the City secured a site and funding of \$7.5 million towards the construction of an arts complex containing two mid-sized theatres and an outdoor performance plaza. An independent not-for-profit society was formed with the aim to fund, construct and operate the new facility but could not proceed until such time as private development commenced on the adjacent sites. In 2003 the Vancouver Convention Centre project was launched on the adjacent site. To facilitate the Convention Centre, Council released its interest in the arts complex site and directed staff to work with the Society to review and report back on alternate site options. This process concluded that the site which best met their criteria was the City-owned site at Dunsmuir and Georgia Streets.

The Arts Complex Society has recently formed a partnership with the Bill Reid Foundation. Formed in 1999, the Foundation's mandate is the creation of a permanent national gallery of contemporary aboriginal art.

In July 2005, Council endorsed a coordinated planning approach to the redevelopment of the Queen Elizabeth Theatre Complex and the proposed arts complex and aboriginal art gallery, and approved repayable grants to the Coal Harbour Arts Complex Society (\$175,000) and the Bill Reid Foundation (\$75,000) for the development of planning and funding studies. Council also approved in principle the inclusion of these cultural projects in the development of the City-owned land at Dunsmuir and Georgia Street, subject to the confirmation within nine months of secured capital and operating funding commitments from senior governments to complete and sustain these projects. Council directed that without this confirmation, the City will make alternate arrangements for the site and direct staff to report back on the allocation of the Arts Complex Reserve Funds (approx. \$19.6 million) towards alternate cultural capital projects arising from the City Creative Task Force strategic facilitates planning process.

#### • **700 - 900 Seat Theatre**

**Stanley Theatre:** In 1995, Council approved a heritage and cultural density bonus valued at \$2.6 million for the heritage restoration of the Stanley Theatre on Granville Street. In addition, Council approved a capital grants in the amount of \$200,000 to the Stanley Theatre Society. The 650-seat theatre re-opened in 1996.



• **Rehearsal/Production/Administration Facilities**

**Vancouver Dance Centre:** The City first approved a capital grant to the Dance Centre for planning studies towards the creation of a joint rehearsal, and administrative facility. In 1999, Council approved heritage density bonus valued at \$756,000 for the restoration of the Granville Street bank façade. In addition, Council approved a series of capital grants totaling \$1.06 million to the Dance Centre Foundation. The Dance Centre opened in 2001.

**Main Dance:** In 1994, Main Dance (Main Street) burned down leaving the dance school homeless. The City provided technical assistance and support in locating a new home and a capital grant in the amount of \$20,000 towards the renovation of their new home on East Hastings Street.

**Public Dreams Production Studio:** As condition of rezoning an artist live/work building at Scotia and 5th Avenue, the City secured a ground floor studio valued at \$265,000. The studio is leased to Public Dreams Society for nominal rent for use as a production/administrative studio and requires the society to provide access to not-for-profit users in Brewery Creek neighbourhood.

**Vancouver Playhouse Production Centre:** In 1994, City Council approved a capital grant of \$50,000 and endorsed the Society's application to the Canada/BC Infrastructure Program for the relocation of the Playhouse production and administrative facilities from 8th Avenue to 1st Avenue.

**Festival House:** In 1995, Council approved a capital grant of \$20,000 and endorsed the Society's application to the Canada/BC Infrastructure Program towards the creation of a home for the Granville Island festivals as well as a production/rehearsal/performance venue for the New Playwrights Centre.

**St. James Community Square:** In 1996, and again in 2000, City Council approved grants totaling \$18,000 to support a capital renovation project which created rehearsal and performance space in this converted church.

**By-law Amendments:** In 1995, Council approved changes to the Zoning and Development By-law to define a new use – "Production and Rehearsal Studio" and amended the Zoning District Schedules to ensure that this use could locate legally in appropriate areas of the City.

The City has also included specific provisions in the South East False Creek Official Development to encourage the replacement of the Vancouver Playhouse Production Centre and is currently working with the Society and developers.

**Community Use Agreements:** The City has also secured occasional community use of rehearsal space at nominal rates in private development through community use agreements including use of the Fraser Academy, the Elks' Lodge Community Room at 2177 West 42nd Avenue, a lecture theatre at Women's and Children's Hospital, as well as the Judge White Theatre, Board Room and classrooms at UBC Robson Square.

- **Young People's Art Centre**

**Carousel Theatre:** In 1994, Council approved a capital grant of \$15,000 and endorsed the Society's application to the Canada/BC Infrastructure Program for the renovation of its new rehearsal and administrative facility on Granville Island.

**Arts Umbrella:** In 1996, Council approved a capital grant of \$69,000 and endorsed the Society's application to the Canada/BC Infrastructure Program towards the expansion of their school on Granville Island.

**ArtStarts in Schools:** In 2003, Council approved a sublease of an amenity bonus facility to ArtsStarts in Schools. The building is currently under construction and scheduled to open in 2006. The value of the facility is estimated at \$559,060.

## Visual Arts

- **Artist live/work studios and artists studios:**

In 1995, the City approved a rezoning at Gore Avenue and Alexander Street, for mixed industrial and artist live/work studio use. As a condition of rezoning, the City secured 22 artist live/work studios at no cost to taxpayers. The market value of the 22 studios at the time of rezoning was estimated to be \$2.3 million. After further negotiations, the City purchased an additional 8 studios for \$760,000 plus fees and taxes. The 30 units are leased to CORE, an co-operative of artists who have previously lived and worked in the Downtown Eastside.

As a condition of certain rezonings, the City has secured artists live/work studios and artists studios. At the time of the rezoning, the studio at 272 East 4th Avenue was valued at \$118,700. It is awarded at no cost to Vancouver artist, selected by a jury, for a three-year term. An artist live/work studio at 428 West 8th Avenue was secured in 1999 for a term of fifteen years and is leased at nominal rent for a term of three-years to a Vancouver artist, selected by a jury. A third artist live/work studio at 455 West 8th Avenue is currently under construction; once completed, it will be suitable for artists with a family. A studio at 1220 East Pender Street, valued at \$200,000 is currently vacant. City staff are currently reviewing proposals to lease this artist studio space.

As part of the 1996 policy review, Council approved a series of zoning, development and building by-law amendments which reduce cost associated with the conversion and renovation of artist live/work studios and artist studios.

### ***Exhibiting Institutions***

- **Gallery of Contemporary Art**

In 1999, Council approved an amenity bonus, valued at \$1.4 million which is subleased to the Contemporary Art Gallery at nominal rent.

The City has also approved capital grants to the Grunt Gallery and I.E. Artspeak Gallery towards facility purchases.

- **The Interurban**

In 1999 City Council approved a capital grant in the amount of \$75,000 in support of a new community arts centre in the Downtown Eastside, a joint initiative of the Portland Hotel Society and Arts in Action.

## **Capital Projects in Addition to the Facilities Priorities Plan**

When Council approved the Cultural Facilities Priorities in 1990 it was with the understanding that needs and opportunities would arise which would require flexibility. Since 1990, in response to opportunities and initiatives from the community, the City has also facilitated the following cultural capital projects:

### ***Education and Resource Centres***

- **Chief Dan George Centre for Advanced Education**

In 2003, Council approved the sublease of an amenity bonus facility at 639 Hornby Street (formerly the Canadian Craft Museum) to Simon Fraser University for the purpose of the Chief Dan George Centre for Advanced Education.

- **Volunteer Vancouver**

In 2003, Council approved a sublease of an amenity bonus facility to Volunteer Vancouver. The building is currently under construction and scheduled to open in 2006. The value of the facility is estimated at \$1.5 million.

- **Canadian Music Centre**

In 2000, Council approved the sublease of an amenity bonus facility at 837 Davie Street (formerly the Community Arts Council) to the Canadian Music Centre for a music library and resources centre.

- **Vancouver Symphony School of Music**

In 2005, Council approved an amenity bonus and sublease of a portion of the amenity facility to the VSO for a school of music adjacent to the Orpheum Theatre. This approval is subject to future development approval processes. The value of the amenity (including the Orpheum stage expansion, a rehearsal room and VSO School of Music) is estimated at \$15.8 million.

### ***Film / Media***

- **Vancouver International Film Centre**

In 2001, Council approved an amenity bonus facility including a 125-seat cinema, as well as production and administrative space valued at \$3.5 million, to be the home of the Vancouver International Film Festival. The facility opened September 2005.

- **Pacific Cinematheque**

In 1998 and 1999, Council approved capital allocations totaling \$57,500 for upgrades to the lobby of this City-owned facility.

- **Co-op Radio**

In 1999, City Council approved a capital grant in the amount of \$10,000 to assist Co-op radio to move to new premises on East Hastings Street.

### ***Performance Venues***

- **Vancouver Civic Theatres**

In 1994, the City completed a Capital Plan Master Plan to guide the reinvestment in the three civic theatres – the 2,929-seat Queen Elizabeth Theatre, the 2,780-seat Orpheum and the 688-seat Playhouse. The Capital Master Plan calls for the upgrade of all three venues to current theatre and life/safety standards. Presenters, including all of the resident performing arts companies, were consulted extensively during the plan's feasibility study. This capital plan is structured on a modular concept. As funding becomes available, projects can be assembled for implementation in a progressive, coordinated manner. When each project or block of projects is completed, the theatres are in a fully operational state and ready for future work to be undertaken. The need to close the theatres during reconstruction is minimized. Since 1990, the City has invested \$12 million in upgrades and improvements to the Civic Theatres through the Civic Theatres Capital Reserve, with revenues coming from a ticket surcharge and parking fees. The City Capital Plan also supports the Civic Theatres by covering the costs associated with building maintenance.

In July 2005, Council approved an amenity bonus for the expansion of the Orpheum stage as well as a rehearsal room and school of music associated with the Vancouver Symphony Orchestra. The total value of the amenity is estimated at \$15 million.

- **Outdoor Performance Venues**

The City has secured occasional community use of the Plaza of Nations, Wall Centre Plaza (with portable stage and risers) and Trade and Convention centre (under construction) at nominal rates in private development through Community Use Agreements.

- **Venues under 600 seats**

**Vancouver East Cultural Centre:** In 1995, Council approved a capital grant of \$98,000 and endorsed the Society's application to the Canada/BC Infrastructure Program for the replacement of the theatre seats. In 2005 Council also approved a capital grant of \$750,000 towards Phase 1 of the VECC's capital expansion project and approval in principle of another \$750,000 for Phase 2 and \$1 million for Phase 3, a total contribution in principle of \$2.5 million.

**Firehall Arts Centre:** In 1993, Council approved a capital grants of \$ \$75,238 and endorsed the Society's application to the Canada/BC Infrastructure Program for the renovation of the theatre. Since 1993, the City has invested a further \$241,000 in building upgrades as well as assistance with exterior signage and public art installations.

**Bard on the Beach and Children's Festival:** In 1996, 1998, 2000 and in 2004, Council approved capital grants totaling \$50,600 for the purchase of tents and seating for shared use between the two societies in Vanier Park.

**Arts Club Theatre:** In 2000, Council approved a capital grant in the amount of \$50,000 towards the renovation of the 400-seat main-stage theatre. Construction has not yet commenced.

**Studio 16:** In 1998, City Council approved a capital grant in the amount of \$25,000 towards the renovation of Studio 16 within La Maison de la Francophonie de Vancouver.

**Chinese Cultural Centre:** In 1999, Council approved a capital grant in the amount of \$50,000 towards the construction of a new 240-seat theatre. Construction has not yet commenced.

**Roundhouse Community Arts Centre:** In the late 1980's, City Council secured as a public amenity the renovation and new construction of the Roundhouse Community Arts Centre. The Vancouver Park Board launched the first community centre with a community arts and culture development mandate in 1997. The cost of renovation and new construction for the new Roundhouse Community Arts Centre was \$9 million. The facility includes a 116-seat performance venue as well as a dance studio, exhibition hall and outdoor performance venue.

**Norman Rothstein Theatre:** In 1996, Council approved a capital grant in the amount of \$48,000 towards the construction of a new 318-seat theatre.

**Pantages Theatre:** In 2003, Council approved a capital grant of \$48,000 to the Pantages Preservation Society for repairs to this heritage theatre on East Hastings Street.

**Coal Harbour Arts Complex:** In addition to the proposed 1800-seat lyric hall, the Arts Complex Building Program also proposes a 450-seat hall suitable for music, dance and theatre.

- **Rehearsal and Performance Directory**

In 2001, the City published a directory of performance and rehearsal venues which is available on line at [http://vancouver.ca/facility\\_wac/facility.exe](http://vancouver.ca/facility_wac/facility.exe) or in hard copy at the Alliance for Arts and Culture, the Vancouver Public Library Main Branch and the Office of Cultural Affairs.

### ***Major Exhibiting Venues***

- **Vancouver Art Gallery**

In 2000, the City entered into an agreement with BC Buildings Corporation, the head landlord for the art gallery building to provide 4 years during which the Art Gallery could propose expansion plans at Robson Square; the agreement was extended until June 2005 and has since expired. The City has provided \$50,000 towards a comprehensive Master Plan for the Arts gallery's long term facilities need.

- **Vancouver Maritime Museum**

The City has implemented a number of steps to assist the Vancouver Maritime Museum Society, an independent not-for-profit organization which holds the City's collection of maritime art and artefacts to either upgrade or relocate the facility. In 1994, the City included a requirement for \$1 million in the Central Port Lands Waterfront Policy Statement towards a maritime interpretive centre, although to date no development has occurred. The City accepted the transfer of the St. Roch, the showcase exhibit at the Maritime Museum, from the federal government to ensure its ongoing presence in Vancouver and increased the operating grant to VMM accordingly. The City has funded a series of organisational studies, site studies and feasibility studies, the most recent of which is to be concluded in the fall of 2005.

- **Vancouver Museum**

In 1995 the City initiated a review of the Vancouver Museum operations and initiated a series of steps to revitalize the facility and the galleries including a \$3 million allocation through the City's 1994-96 Capital Plan. The revitalization project has been phased to ensure that the facility remains open to the public. It is 75% complete with the final four galleries currently in development.

- **MacMillan Space Centre**

In 1995 Council endorsed the Society's application to the Canada/BC Infrastructure Program for the renovation of a wing of the City-owned building as well as exhibition infrastructure upgrades.

In addition, since 1990, the City has invested a further \$9,529,378 in ongoing maintenance and repairs of these four facilities.

## ***Housing***

- **Performing Arts Lodge**

In 1991 as part of the Bayshore Gardens redevelopment, the City secured a non-market housing site adjacent to the Bayshore Hotel. In 2003, in response to an open proposal call, Council selected the Performing Arts Lodge of Vancouver (PAL Vancouver) as the sponsor for the Bayshore Gardens' affordable housing project. PAL's priority is to provide housing for seniors and the disabled from the performing arts industry who cannot afford market rents with 60% of the 111 units to be rented to core-need households at rents equal to 30% of their income (50% shallow core and 10% deep core-need households). Council subsequently approved a capital grant of \$500,000 to PAL to match a grant of \$500,000 from BC Housing. The balance of the funds are to be raised by PAL through private sector donations.



## The Next 15 Years

While much has been accomplished over the past 15 years, there remain gaps in the City's cultural infrastructure. A new Facilities Strategic Plan for 2005-2020 is necessary and should be undertaken in concert with the City Creative Task Force planning processes.

Without prejudging the outcome of that planning process, we can anticipate some outstanding issues. This is not an exhaustive list but rather an example of some of the new challenges for the next 15 years:

- The biggest challenge is to secure the attention and resources of senior government and develop a meaningful partnership with the community and City to reinvest in our cultural infrastructure. With past funding programs limited in scope and budget, few projects have been realized and no large projects possible. The gap in our cultural infrastructure continues to grow.
- There is a need for attention to upgrading and adding to the complement of smaller venues. Many of the small performance venues have been lost to redevelopment (Arts Club Seymour Street), to fire (Glass Slipper, Main Dance, Sugar Refinery) or because independent leaseholders have moved or lost their leases (The Cavern, Vancouver Little Theatre, Station Street Theatre).
- There is a strong need for incubator spaces and shared resources centres. These spaces provide a safe starting point for emerging artists and nascent arts and cultural organizations. Common administrative, rehearsal, exhibition, studio and shop facilities available on a short-term basis can foster the development of cultural groups in the City, and permanent shared facilities support a stable creative community.
- There remains a need for affordable artist studio spaces. While there are more than 1,000 live/works studios in the City there remain very few safe, affordable, legal and secure studios.
- We could do much more to support the infrastructure necessary to product outdoor events. Special events, festivals and celebrations are an important part of the City attracting hundreds of thousands of participants each year. We need to review how best to support their infrastructure needs within civic parks in environmentally sensitive ways.
- We continue to lose single screen cinemas in the City, critical to a successful festival and to the demand for independent films by Vancouverites. The new Vancouver International Film Centre is but one step to address this problem.
- Beyond bricks and mortar, new cultural facilities must be carefully planned. A new facility alone cannot solve all problems. The relationship between an organization's capital assets (the facility and capital reserves), its mandate (and artistic offerings), and its organizational capacity (human and financial) is critical. If these three factors are not in balance,

organizations cannot be successful. Future cultural capital projects will need careful review to ensure that the proposed facilities are well planned, are within an organization's reach, and include the creation of endowments and operating reserves to support the maintenance and operations of capital assets into the future, weathering the inevitable and changing economic conditions.

These are but initial staff observations. The City Creative Task Force will need to commission a new Facilities Strategic Plan starting with a comprehensive inventory of venues in the City and in consultation with the community, an assessment of current utilization as well as future needs. From that, a new set of priorities as well as an Implementation Plan for the next ten to 15 years can be recommended to City Council.