



## CITY OF VANCOUVER

### ADMINISTRATIVE REPORT

Report Date: September 11, 2007  
Author: Sue Harvey  
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VanRIMS No.:  
Meeting Date: October 2, 2007

TO: Vancouver City Council

FROM: Creative City Task Force

SUBJECT: A New Culture Plan for Vancouver, 2008 - 2018, Draft Strategic Directions and Plan Development Process

#### INFORMATION

- A. THAT Council receive for INFORMATION the *Creative City Task Force Draft Strategic Directions for a New Culture Plan for Vancouver 2008-2018*;

#### RECOMMENDATION

- B. THAT Council refer the *Creative City Task Force Draft Strategic Directions for a New Culture Plan for Vancouver 2008-2018* to the Park Board, Library Board and Vancouver School Board for comment; AND
- C. THAT Council approve the consultation process and budget of up to \$50,000 for community feedback on the *Creative City Task Force Draft Strategic Directions for a New Culture Plan for Vancouver 2008-2018*, and direct staff to report back with the final *Culture Plan for Vancouver 2008-2018* including 2007 budget allocations by the end of 2007; source of funds to be the 2007 Cultural Budget.

#### GENERAL MANAGER'S COMMENTS

The General Manager recommends APPROVAL of B, and C.

## COUNCIL POLICY

Since 1987 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." Council has approved and implemented a series of policies, grants programs, facilities development initiatives and other cultural programs and strategies to achieve those objectives.

In December 2005 City Council approved the creation of a Creative City 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 development of policy, programs and other initiatives related to the arts and cultural sector.

In 2005, 2006 and 2007 Council approved an increased level of cultural investment of \$1 million in 2005, \$700,000 in 2006, and a further \$1 million in 2007 as a signal to the creative sector and as leverage to prospective investment partners in support of a new strategic direction and recommendations arising from the Creative City Task Force consultation and strategic planning process.

## PURPOSE

This report provides for Council's information the draft Strategic Directions arising from the Creative City consultation and strategic planning process, recommends referral of the draft Task Force report for final community feedback and comment on the strategic directions for report back to Council by the end of the year.

## BACKGROUND

### Vancouver's Creative Sector

Vancouver is home to a wide range of cultures, 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 and a burgeoning creative industries sector. Some of Canada's best performers, most creative minds and most successful creative entrepreneurs 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. Throughout the City, performances and exhibitions and other activities celebrate the diversity and vitality of our unique and evolving City.

Vancouver is home to the highest concentration of artists (on a per capita basis) in Canada. With a flourishing arts and cultural sector, film and television production, new media and new technology sectors, the creative workforce is both large and diverse. And the sector continues to grow. Cultural employment in the Vancouver CMA has been increased at a significant rate - 23.7% over the period 1996 to 2001, compared to the general Labour Force rate of 5.3%.

With a rich cultural history, Vancouver is now changing, expanding and redefining its cultural identity. There is a growing awareness and celebration of the Coast Salish cultures, of the traditions of the many immigrant populations that have chosen to live together in Vancouver and of the unique artistic voice that is now emerging from these now entwined roots.

### **City's Current Role**

The City has supported the sector since providing a grant in support of the police band in 1886. In addition to grants, over the years the City has acquired important collections of arts and artefacts, built and renovated cultural facilities, launched new festivals and events and provided services and programs through numerous civic departments including the Vancouver Public Library, Vancouver Park Board, Vancouver Archives, Engineering, Planning, Social Planning, Facilities Design and Development, Real Estate and Cultural Services.

The City currently:

- Awards \$10.1 million (2007) to non-profit arts and cultural organizations annually through 13 grants programs;
- Develops public art through civic, private sector and community arts programs, street banner programs and graffiti programs;
- Supports a range of parades, celebrations and special events and supports the film industry through the Film Office;
- Participates in the planning of our City to ensure places for arts and cultural activities and creative industries;
- Supports the creation of new cultural facilities through planning and development incentives;
- Is landlord to more than 36 arts and cultural organizations who receive rent-free and tax-free occupancy of public facilities;
- Owns and operates the Queen Elizabeth Theatre, the Vancouver Playhouse and the Orpheum Theatre;
- Owns an extensive collection of art and artifacts in the stewardship of the Vancouver Art Gallery, Vancouver Museum and Maritime Museum, independent non-profit societies; and
- Owns the Pacific National Exhibition, our largest annual festival in the stewardship of the PNE, an independent non profit society.

The City also; provides extensive community cultural programs and services through our Parks and Recreation Department and has an extensive network of public libraries across the City.

The City of Vancouver is considered a leader in the area of municipal cultural planning in Canada for its integrated and interdepartmental approach which recognises artistic and cultural activities as critical components of City building. The Office of Cultural Affairs founded and launched a national association of municipal cultural planners, the Creative City Network in 2003. The City of Vancouver won the first national Cultural Capitals of Canada Award for excellence in cultural planning in the large city category.

### **The Opportunities Ahead**

With a rich cultural history, and long tradition of support, Vancouver is now looking to the future. The City is changing, growing and redefining its cultural identity. In recognition of the strengths and challenges in the sector as well as the upcoming opportunities of the 2010 Olympic and Paralympic Winter Games and the City's 125<sup>th</sup> Anniversary, City Council launched

the Creative City planning initiative - a process to address the potential of the sector in the years ahead.

## DISCUSSION

### Creative City Task Force

To lead the Creative City process, Vancouver City Council struck a task force with a mandate to:

- review the City's current programs and services;
- undertake an extensive community and stakeholder consultation process; and
- report back on strategic goals, directions and priority objectives - a New Culture Plan for Vancouver.

The Creative City Task Force is comprised of representatives from City Council, the cultural sector - artists, administrators, board members, and professional associations as well as representatives from Tourism Vancouver, the Vancouver Board of Trade, the Vancouver Economic Development Commission, the Vancouver School Board, the Vancouver Park Board, and post secondary education institutions (a complete list of Task Force members is attached to this report as Appendix "C".)

In July 2005 Council approved the Task Force's Terms of Reference, which includes its mandate, roles and responsibilities, procedures, consultation and strategic planning process. In summary the process was intended to maximize the sharing of ideas and the involvement of all sectors of the community - profit and non-profit, all levels of government, business, tourism, arts practitioners, and the general public.

The planning process was extensive and benefited from the guidance and advice of the Task Force, our facilitation and planning consultants, and most importantly from the generous input and participation of the community. The Task Force designed a multi-pronged approach to community consultation and input through focus groups, discussion groups, a Creative City "public hot line", an online quiz and an interactive online survey.

The community consultation culminated in April of 2007 with the *Creative City Conversation* - a forum on culture, creativity and our community - which brought together 485 artists, arts administrators, other creative sector workers, and members of the public with local, national and international guest speakers to share experiences and discuss the future of arts and culture in Vancouver.

Copies of the guest speakers' presentations from the Creative City Conversation Day are available online at [www.vancouver.ca/creativecity](http://www.vancouver.ca/creativecity) as is the Creative City Quiz and the Creative Survey results.

The Creative City Task Force planning process has been recognized in an Arthur D. Little report, *Clever Practices to Boost the Creative and Innovative Potential of Regions* commissioned by the Creativity World Forum of Ghent, Belgium. The report commended the Task Force for a "carefully-honed process with maximal stakeholder input" and "Vancouver's overall cross departmental approach to the creativity agenda".

**Draft Strategic Directions:**

From the hundreds of pages of ideas generated through the various consultations, strong themes have emerged. These themes have been synthesized by the Task Force working with strategic planning consultants into strategic directions, goals and initial action items which are summarised below and outlined in detail in the *Creative City Draft Strategic Directions for a New Culture Plan for Vancouver 2008-2018* attached to this report as Appendix "B".

***Innovation***

Recognize Vancouver - locally, nationally and internationally - as a city of creative innovation, a city of ideas, a city, which leverages the unique and authentic voices of the diverse, young and growing cultural community, a city which realizes its full creative potential, a city on the leading edge of cultural activity and development.

***Learning***

Build on Vancouver's reputation as a city of learning, a city that embeds cultural exchange, cultural curiosity and cultural development as part of lifelong learning - from the very young to the elderly - to ensure that all our citizens have the opportunity to engage with and participate in cultural education throughout their lives and to ensure that every citizen has the opportunity to develop his or her expressive capacities.

***Connecting People, Ideas and Communities***

Vancouver is a creative city where connectivity is a hallmark of our cultural system - artists, creative industries, institutions, communities, neighbourhoods - and a city engaged in a dynamic conversation, an ongoing dialogue and an exploration of cultural enterprise and opportunity on a regular and consistent basis, connecting people and communities, sharing innovative ideas and programs and supporting an integrated, systemic approach that includes all the partners in the City's cultural life.

***Neighbourhoods***

Vancouver is a city of vibrant creative neighbourhoods showcasing the talent, enterprise and diversity of our artists, communities and neighbourhoods for our citizens and visitors. Our goal is to build on the unique identity of our neighbourhoods - engaging local residents, artists and businesses - to ensure that the rich culture, creativity, diversity and innovation of Vancouver lives and thrives in our neighbourhoods and is accessible to all.

***Valued and Valuable***

The citizens and taxpayers of Vancouver experience in real and concrete ways the value that arts and culture brings to the city and their lives, families and businesses; our growing reputation as an international cultural tourism and entertainment destination known as a place where culture is vibrant and happening; and where we value and celebrate the rich multicultural and intercultural expression that is unique to Vancouver.

**Next steps:**

The Task Force has now concluded the community consultation phase of its work and has synthesised the extensive and diverse community inputs into the attached draft strategic directions that will guide the City's roles and responsibilities for the creative sector over the coming ten years.

The original planning timeframe provided for public feedback on the draft strategic plan in advance of reporting to Council. Because of job action at the City, the Task Force did not

meet over the summer and were unable to conclude the planned public feedback consultations. The report is therefore presented to Council for information with a recommendation that final public feedback be sought in the fall with a report, incorporating comments presented to Council by the end of 2007.

A number of companion initiatives are currently underway in order to move forward quickly once a new Culture Plan is approved. These development plans are essential to realigning current programs and services and refocusing on Council's new strategic directions. The plans already in development include:

*Grant Program Review:* A comprehensive review of the City's 13 arts and cultural grants, awards and support programs is currently underway. Subject to Council approval of the final strategic themes, grant programs will be refocused and aligned with the strategic directions in the new Culture Plan. Operational processes which minimize administrative burden on City staff and applicants and clear guidelines and performance measures will also be recommended as part of the grant program review.

*Public Art Review:* A review of the City's three current public art programs - Civic, Private Sector, and Community Public Art Programs to ensure that art in the public realm reflects the finest in contemporary art practises; improve operational process; minimize administrative burden on City staff and artists; and establish a sustainable funding formula for the future. The Public Art Plan will also be aligned with the Council approved Culture Plan to ensure resources are targeted at priority areas and initiatives.

*Cultural Tourism Strategy:* In 2006 in recognition of the economic benefits that can accrue from large scale cultural events, City Council directed staff to develop a coordinated eight month planning process with other key stakeholders to develop a strategy to maximise the benefits and added value of tourists looking for unique cultural experiences. The Cultural Tourism strategy is intended to leverage resources to support the City's initial investment in a manner that is aligned with the new strategic directions.

#### *Facilities Priority Plan*

The Facilities Priorities Plan is the subject of a companion report RTS #06834. It is a road map to bring up to date Vancouver's aging and incomplete inventory of space and places for the creation, production, exhibiting and enjoyment of art making. The *Cultural Precinct Plan* is a subset of the Facilities Priorities Plan and seeks to develop, in collaboration with the Province of British Columbia, a plan to address the gaps in our major cultural institutions which serve a regional, provincial, and in many cases, national audiences.

Additional plans have been identified through the strategic planning process including:

*Neighbourhood Cultural Development Plan:* A Neighbourhood Cultural Development Plan will, working with the CityPlan Visioning teams and communities as well as Park Board and Libraries staff and volunteers, review existing activities which support culture, identify opportunities for the future development of cultural activities, programs and events in our neighbourhoods and working with neighbourhood artists, residents, businesses, institutions - to develop their own cultural plans, and program

cultural activities, festivals and events which highlight the unique cultures of Vancouver's neighbourhoods.

*Cultural Awareness and Participation Plan:* The Cultural Awareness and Participation Plan will raise the profile of the sector in the general public positioning Vancouver as a creative city on the cutting edge of an exciting new and diverse cultural renaissance. The Plan will identify ways to disseminate readily available information and promotion of "what's on", support major marketing initiatives associated with collaborative or themed programming, and recommend ways to increase engagement and participation.

*Economic Partnerships Plan:* Working in partnership with the Vancouver Economic Development Commission, and coordinating with the Cultural Tourism Strategy, develop a plan to catalyze activities and collaborations between business and the arts; strategies to ensure Vancouver increases its economic potential through the creative sector; strategies to increase investment and new sources of financial support to support and grow the non-profit cultural sector.

Staff will report out on the resources required to support each of these additional plans along with the final strategic directions document, *A New Culture Plan for Vancouver 2008 -2018*, by the end of 2007 along with 2007 budget allocations in support of plan directions and one-time Implementation Planning.

Subject to Council approval of the Plan, these development planning processes and reviews will be focused by the approved strategic directions and aligned and integrated into a single Implementation Plan. Staff will use the consolidated Implementation Plan to identify operational actions for the City which can then be incorporated into annual workplans.

A timeline indicating the relationships and flow between the Creative City Task Force Strategic Planning Process, the individual plans outlined above and the Creative City Implementation Plan is attached as Appendix "A". The process has been designed to move quickly through the plan development to the Implementation Plan to program and services delivery. One of the lessons that the Task Force learned from other City's planning processes was the need to plan in advance for implementation and the need to move quickly following on the adoption of the new plan to build on the momentum of the public consultation.

Finally, detailed development plans and a consolidated Implementation Plan are essential to inform the allocation of the City's new investments in the sector as well as the overall cultural budget over the term of the new Culture Plan. These plans will also identify partners and other mechanism to leverage and extend the City's support for the benefit of the sector.

## FINANCIAL IMPLICATIONS

In December 2005 Council approved a budget of \$75,000 to cover the Task Force planning process. A further \$20,000 grant was received from ArtsNow, (2010 Legacies Now) in support of the planning process. All funds have now been fully allocated on planning and facilitation consultants, the Conversation Day, website design, public information and communications costs. Recommendation B seeks Council approval of a further \$50,000 to conclude the public

consultation and to publish a final *Culture Plan for Vancouver 2008 - 2018* document and website as outlined below:

<b>Consultation (to 31 Dec 2007)</b>		
Facilitation & Coordination	\$	30,000
Consultation costs	\$	5,000
Communications/Printing	\$	15,000
<hr/>		
Total:		\$ 50,000

In May 2007 Council approved an increase of \$1 million to the Cultural Operating Budget. This is the third year in a three-year increase intended to facilitate the strategic directions approved by Council as well as leverage funds in support of a new Culture Plan for Vancouver.

To date, from the increase to the Cultural budget in 2007, Council has approved \$51,667 in support of the City’s participation in the multi-funder Arts Partners in Creative Development commission grant program and a further \$93,068 for 2007 Theatre Rental Grants.

Staff will report back in November with the final strategic directions document, *A New Culture Plan for Vancouver 2008 -2018* along with 2007 budget allocations in support of plan directions and one-time Implementation Planning.

**CONCLUSION**

This report provides for Council’s information the draft Strategic Directions arising from the Creative City consultation and strategic planning process, recommends referral of the draft Task Force report for final community feedback and comment on the strategic directions for report back to Council by the end of the year along with 2007 budget allocations aligned with the final Culture Plan direction to ensure strategic use of Council’s increased investment in the cultural community.

\* \* \* \* \*



**DEPARTMENTAL APPROVAL AND REPORT CONCURRENCES**

**General Mgr./Dept. Head:**

**Report Date:** Sept 11, 2007

**Author:** S. Harvey

**Date:**

**Phone No.:** 604.871.6001

This report has been prepared in consultation with the departments listed to the right, and they concur with its contents.

**Concurring Departments:**  
Budgets - Ken Bayne

# Creative City Task Force Planning Timeframe

	2005		2006				2007				2008				2009			
	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec
Council Report - Terms of Reference	■																	
Learning Phase		■	■	■	■													
Framing Phase					■	■												
Community Discussion Phase							■	■	■									
Conversation Day								■										
Synthesizing Phase									■									
Council Report - Draft Strategic Directions									■									
Public Feedback										■								
Council Report - Final Culture Plan										■								
Plan Development																		
Grant Program Review										■	■	■						
Public Art Review										■	■	■						
Cultural Tourism Strategy										■	■	■						
Facilities Priority Plan										■	■	■						
Creative Learning Plan										■	■	■						
Regional Cultural Plan										■	■	■						
Community Cultural Development Plan										■	■	■						
Cultural Economy Plan										■	■	■						
Awareness and Participation Plan										■	■	■						
Implementation Plan																		
Council Report													■					
Ongoing Implementation														■	■	■	■	■



DRAFT  
CULTURE PLAN FOR VANCOUVER  
2008-2018



CREATIVE CITY TASK FORCE  
September 2007

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## 1.0 EXECUTIVE SUMMARY

In July 2005 Vancouver City Council approved the terms of reference for the Creative City Task Force, comprised of Councillors, community representatives and City staff and mandated the group to undertake a stakeholder consultation process to identify strategic goals, directions and priority objectives for the City's long-term role in support of arts and culture.

The planning process was extensive; a multi-pronged approach to research, plan development and community consultation through focus groups, discussion groups, a Creative City "public hot line", an online quiz and an interactive online survey.

The community consultation culminated in April of 2007 with the *Creative City Conversation* - the City's first forum on the power of culture, creativity and community -- brought together 485 artists, arts administrators, other creative sector workers, and members of the public to the Vancouver Playhouse for the day. This free, public event was part of a larger consultation process which included focus groups, feedback discussion groups, a creative "hot line" and online survey in addition to the Creative Conversation Day which was conducted by the City's Creative City Task Force to help develop a long-term Culture Plan to guide the City's role in arts and culture in Vancouver.

Over the next ten years, the central vision of the Culture Plan is to promote and enhance the culture and creative diversity of the City of Vancouver to the benefit of our citizens, to our creative community, to our visitors. Our vision for the City of Vancouver is one that sees our city offering an exciting and diverse entertainment experience, a new dynamism and pride in our cultural life.

The strategic themes and key goals which have been distilled from the extensive community input and outlined in this Culture Plan are summarized below.

### *Innovation*

Recognize Vancouver - locally, nationally and internationally - as a city of creative innovation, a city of ideas, a city which leverages the unique and authentic voices of the diverse, young and growing cultural community, a city which realizes its full creative potential, a city on the leading edge of cultural activity and development.

### *Learning*

Build on Vancouver's reputation as a city of learning, a city that embeds cultural exchange, cultural curiosity and cultural development as part of lifelong learning - from the very young to the elderly - to ensure that all our citizens have the opportunity to engage with and participate in cultural education throughout their lives and to ensure that every citizen has the opportunity to develop his or her expressive capacities.

### *Connecting People, Ideas and Communities*

Vancouver is a creative city where connectivity is a hallmark of our cultural system - artists, creative industries, institutions, communities, neighbourhoods - and a city engaged in a dynamic conversation, an ongoing dialogue and an exploration of cultural enterprise and opportunity on a regular and consistent basis, connecting people and communities, sharing innovative ideas and programs and supporting an integrated, systemic approach that includes all the partners in the City's cultural life.

## *Neighbourhoods*

Vancouver is a city of vibrant creative neighbourhoods showcasing the talent, enterprise and diversity of our artists, communities and neighbourhoods for our citizens and visitors. Our goal is to build on the unique identity of our neighbourhoods - engaging local residents, artists and businesses - to ensure that the rich culture, creativity, diversity and innovation of Vancouver lives and thrives in our neighbourhoods and is accessible to all.

## *Valued and Valuable*

The citizens and taxpayers of Vancouver experience in real and concrete ways the value that arts and culture bring to the city and their lives, families and businesses; our growing reputation as an international cultural tourism and entertainment destination known as a place where culture is vibrant and happening; and where we value and celebrate the rich multicultural and intercultural expression that is unique to Vancouver.

There is a growing awareness among people all over the world that creativity - that impulse and ability to think, feel, express and generate something new, original and meaningful are important concepts to harness in the future.

For cities it is the awareness of the value and richness that we reap when artists and creative thinkers help shape our physical spaces and structures; our systems and processes; and the value creative expression and participation brings to the lives of our residents and visitors. The workers required for a knowledge-based economy will want to live in communities that stimulate their creative interests and reflect their cultural values. A community climate that nurtures and celebrates artistic creation, experimentation and presentation creates a fertile ground for inspiring innovation on a broader economic and social scale.

Vancouver is poised to establish itself as a city on the leading edge, the cutting edge of art, culture, education, creative industries and entertainment. The vision and strategy that is articulated in this Culture Plan will enable the city to move forward over the next ten years for the benefit of our creative sector, our citizens and our visitors.

**The Creative City Task Force**  
*September 2007*

## 2.0 BACKGROUND

Vancouver is a dynamic, multicultural city set in a spectacular natural environment. Hailed as one of the most livable cities in the world, Vancouver is the gateway to the Pacific Rim. With a total population of about 600,000, the City of Vancouver lies in a metropolitan region of more than 2 million people.

Vancouver is home to a varied and layered cultural heritage. It is important to begin by recognizing the history and richness of indigenous heritage to the area and to acknowledge the importance of this heritage to citizens and visitors alike. Since the influx of non-native settlement to the area over a century ago, Vancouver has been a city of newcomers, with immigrants from all corners of the world settling here and calling the city home. The 2001 census found that 46% of Vancouver residents are immigrants, and that more than two-thirds of all recent immigrants have come from Asian countries. The city also has a relatively young population compared to other municipalities. It is anticipated that our population and diversity will continue to grow in the coming years as world attention focuses on Vancouver as an extraordinary place to live, work and play.

Vancouver is Host City for the 2010 Olympic and Paralympic Winter Games and is committed to supporting a Games rich in sporting and cultural memories; the City of Vancouver is working with our partners to ensure an inclusive Games, one that will enable both Vancouverites and visitors to share in the memories and create legacies for the future.

### 2.1 *What sets Vancouver apart?*

Vancouver is internationally recognized as a great place to live, work and visit. While we share many of the challenges of large and growing cities, Vancouver has a number of distinct attributes, aspirations and initiatives that set us apart.

#### *Livability*

Vancouver is consistently rated one of the most livable cities in the world. We have accomplished this by recognizing that livability is affected by many aspects of life in the community - including cultural and creative vitality.

#### *Sustainability*

Vancouver, known world-wide as a leader in sustainability practices, takes a holistic approach to creating a sustainable city that balances the environmental, economic, cultural and social needs of the community.

#### *Innovation*

Vancouver is known as a city on the leading edge of public policy and planning. We have won numerous awards for urban and cultural planning innovation, including the city's unique cultural amenity bonusing program.

#### *Inclusivity*

Vancouver is a city with many diverse communities. The City supports and encourages

all citizens to celebrate the wide array of distinct cultures that contribute to the creative life of the City.

## **2.2 Arts, Culture and Entertainment in Vancouver Today**

Vancouver is home to a wide range of cultures, 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 and a burgeoning creative industries sector. Some of Canada's best performers, most creative minds and most successful creative entrepreneurs live and work in our community.

Vancouver is alive with arts and cultural events with a wide spectrum of entertainment experiences for citizens and tourists. 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. Throughout the City, performances and exhibitions and other activities celebrate the diversity and vitality of our unique and evolving city.

Vancouver is home to the highest concentration of artists (on a per capita basis) in Canada. With a flourishing arts and cultural sector, film and television production, new media and new technology sectors, the creative workforce is both large and diverse. And the sector continues to grow. Cultural employment in the Vancouver CMA has been increased at a significant rate - 23.7% over the period 1996 to 2001, compared to the general Labour Force rate of 5.3%.

With a rich cultural history, Vancouver is now changing, expanding and redefining its cultural identity. There is a growing awareness and celebration of the Coast Salish cultures, of the traditions of the many immigrant populations that have chosen to live together in Vancouver and of the unique artistic voice that is emerging from these now entwined roots.

## **2.3 The Creative City Conversation**

In July 2005 Council approved the Task Force's Terms of Reference, which includes its mandate, roles and responsibilities, procedures, consultation and strategic planning process. In summary the process was intended to maximize the sharing of ideas and the involvement of all sectors of the community - profit and non-profit, all levels of government, business, tourism, arts practitioners, and the general public.

The planning process was extensive and benefited from the guidance and advice of the Task Force, our facilitation and planning consultants, and most importantly from the generous input and participation of the community. The Task Force designed a multi-pronged approach to community consultation and input through focus groups, discussion groups, a Creative City "public hot line", an online quiz and an interactive online survey.



The community consultation culminated in April of 2007 with the *Creative City Conversation* - a forum on culture, creativity and our community - which brought together 485 artists, arts administrators, other creative sector workers, and members of the public with local, national and international guest speakers to share experiences and discuss the future of arts and culture in Vancouver.

Copies of the guest speakers' presentations from the Creative City Conversation Day are available online at [www.vancouver.ca/creativecity](http://www.vancouver.ca/creativecity) as is the Creative City Quiz and the Creative Survey results.

From the hundreds of pages of ideas generated through the various consultations, strong themes have emerged and synthesized by the Task Force into the strategic directions outlined in this report.

## **2.4 Defining Art, Culture and Creativity**

Our concepts of art, culture and creativity have evolved in recent years. All are part of an interwoven system. When we speak of *culture*, we are speaking about the expression and celebration of the values and aspirations of a community, country or group.

When speaking of *art*, we are describing the use of the imagination and skill by an artist to express unique ideas or feelings that have meaning. Art also refers to a medium of expression, such as music, dance, sculpture, painting, drawing, photography, writing, film-making etc.

*Creativity* is the ability to imagine, conceptualize, and realize meaningful new ideas, forms, methods, concepts or associations. Creativity is key to art, education, science... and city-making.

*Entertainment* generally is used to describe films, television, performances or activities that engage people. While art, culture and creativity can be entertaining... and entertainment can also be creative, we are focused on original, locally-created art, culture and entertainment rather than mass-produced imported cultural products.

The terms *creative economy* or *creative industries* are often used to describe those local industries which have their origin in individual creativity, skill and talent and which create wealth through the commercialization of their intellectual property. Increasingly, as we shift from industrial to knowledge-based economies, the creative industries are growing engines of development, recognized for their role in the larger city economies. It is important to recognize that the cultural industries are populated by creative individuals - many are artists trained in our post secondary arts education institutions and often working across sectors and disciplines. Without a strong arts sector, there can be no creative industries.

The *creative sector* encompasses all aspects of the non profit and for profit arts, culture, entertainment and creative industries. Our *cultural ecology* extends even further, as an interconnected system of community, educational, recreational, arts, cultural and entertainment individuals, organizations, institutions, and businesses that, through individual and collaborative ideas, activities, and programs make up the creative fabric of the city.

## **2.5 Vancouver's Strengths, Challenges and Opportunities**

The City of Vancouver recognizes the importance of the creative sector - to the city's livability, to citizen health and well-being and to our economic future. A healthy, welcoming and inclusive creative sector helps the City attract knowledge-based businesses, workers and tourists - all of which boosts the local, regional and provincial economies.

Vancouver's creative sector's existing strengths include:

- an accomplished and resilient creative community with enormous potential
- the highest number of artists per capita in Canada
- culturally diverse resident and visitor populations with appetite for inter-cultural awareness, exploration, and local cultural products
- internationally recognized post-secondary arts education institutions
- an extraordinary range and amount of arts, cultural and entertainment activity available year-round
- a well developed infrastructure of non-profit arts and cultural arts organizations and cultural industries
- a number of major, well-established cultural institutions that are recognized locally, nationally and internationally

The City of Vancouver's existing cultural strengths include:

- an extensive range of development and support programs
- the highest per capita municipal spending on cultural grants in Canada
- integration of cultural policy into City plans and planning processes
- long-standing political leadership and support for arts and culture
- nationally recognized policy, planning and programs
- investment in civic facilities throughout the city

However, through our consultation process, we also heard of some significant challenges and areas of concern including:

- little connection among the various disciplines, communities and individual members of the creative sector
- perception of limited scope of the sector by the general public
- concerns about audience safety in the downtown core may be limiting attendance
- lower than average income for artists compounded by higher than average real estate costs
- Vancouver is not home to any provincial or national cultural institutions - the very institutions that often provide employment, programs and services in other major centres
- nominal contribution from regional taxpayers and less than average per capita spending by provincial and federal governments
- under-funded creative community, missed opportunities and significantly under-delivered potential
- a limited number of corporate head offices located in Vancouver making private sector fundraising particularly challenging
- aging cultural facilities and gaps in the type and size of cultural facilities
- loss of affordable downtown facilities to redevelopment

- perception that permitting and approval processes stifles special events, temporary exhibitions and incubator spaces
- civic policing costs for festivals, special events and filming are seen as unaffordable

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

- New Provincial funding initiatives such as the Arts Renaissance Fund and 2010 Legacies Now;
- 2008-2010 Cultural Olympiad and 2010 Olympic and Paralympic Arts Festivals;
- The City's 125<sup>th</sup> Anniversary in 2011.

Our task is to build on our strengths, address the challenges we face and take advantage of the opportunities before us.

## **3.0 VISION AND VALUES TO GUIDE US TO 2018**

### **3.1 *Our Vision***

Over the next ten years, the core vision of the Culture Plan is to develop, enliven, enhance and promote arts, culture, creative diversity and industries in the City of Vancouver to the benefit of our citizens, our creative community, our business sector and our visitors.

Our vision recognizes that Vancouver's creative sector already makes a significant contribution to the economic and social life of the city and the region. It helps to shape our collective identity, it defines who we are as citizens of this urban landscape, and as a city in a global culture.

We see the growing array of cultural activities and offerings in Vancouver as a valuable resource - a resource that needs to be nurtured, managed, and renewed - much like our natural environment. Culture is the cornerstone in developing vibrant, attractive, resilient, competitive and creative communities and neighbourhoods throughout our city.

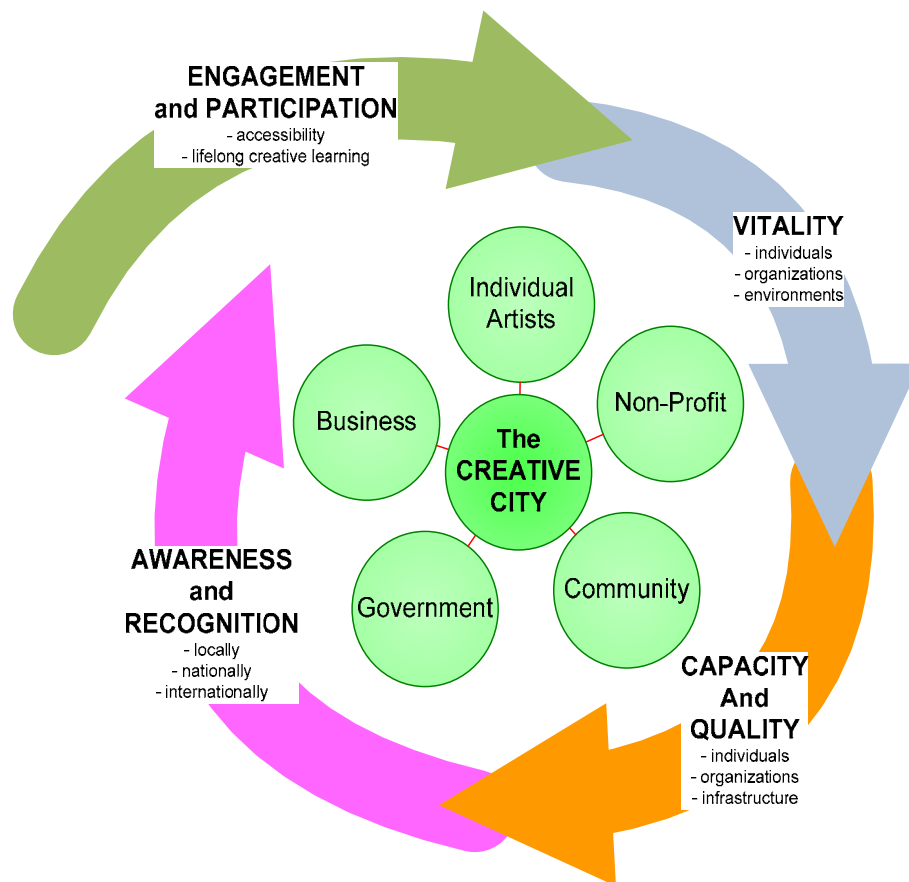
This vision for Vancouver as a creative city is an inclusive one where our cultural diversity is a source of strength and inspiration to our artists and celebrated by our citizens. And we will include and recognize not just individual artists and the non-profit arts and cultural groups, but also the creative industries and cultural consumers who contribute to an integrated and diverse cultural ecosystem.

This vision recognizes that culture and creativity have become key factors in the development of cities. City-making in Vancouver is not only shaped by economic growth, a sustainable environment and educated citizenry, but is also underpinned by cultural awareness and understanding. In Vancouver culture will be seen as a dimension of development, a benchmark of maturity, sophistication and tolerance that other cities aspire to and a measure of the health of our great city.

In Vancouver today, a large number of creative people, places and organizations all have converged to form a unique cultural ecosystem. To achieve greater success in the future, our vision seeks to improve the connections among all of the elements of this ecosystem - supporting new and enhanced partnerships and strategic alliances, supporting new ideas and innovations, and leveraging our civic investments and assets to help the community realize its full creative potential. The dynamics of this connectivity must, in the long run, motivate, maintain, reinforce and consolidate existing networks to involve and include the growing number of players in our cultural system.

Our vision connects and includes all contributors to the cultural vitality of our city - individual artists, business, government, the non-profit sector, the for-profit creative sector and the community - all integral parts of our cultural ecosystem; contributors to a value chain of cultural engagement and activity that begins with accessibility and learning and ends with a renewed and heightened recognition of the value of our creative city - locally, nationally and internationally.

This chain of activities is a continuous cycle of renewal - with increased engagement, there is greater participation; greater participation provides the community of support and resources to invest in the vitality of the endeavor; which results in increased quality and recognition. Awareness and recognition increases engagement and participation and the cycle continues.



This means paying careful attention to all aspects of the cycle - in community engagement, in building a broad base of audiences and support, and in strengthening the organizations and systems which support artists and creators, all of which will drive the quality and perception of cultural value.

It also means embedding cultural considerations and development in all aspects of city-making - in our economic development, land use, transportation and facilities planning. And it means working with our civic partners - our libraries, community centres, neighbourhood houses and social systems to ensure that cultural events of all kinds are accessible and affordable for our citizens.

### **3.2 A Shared Responsibility – Defining the City’s Role**

It is important to recognize that the City government is a key, but by no means the only player contributing to the cultural vitality of Vancouver. Culture is a necessarily collaborative enterprise involving many partners each with their own unique role to play and contribution to make. The City is proud of the role it plays with its policies, programs and services, with its investment in cultural facilities and the development of public art throughout the city. However, with revenues limited to Vancouver’s property tax base, the City, like other municipalities, seeks to use its investment to leverage support from regional, provincial and federal governments as well as the private sector.

Over the next ten years, this collaborative enterprise must expand beyond the traditional arts community to include other partners - educational institutions, the business community, the tourism industry, knowledge-based businesses and other levels of government - to galvanize support and action to realize the vision set forth in this plan. To be successful, it is critical that the responsibility for cultural development is understood fundamentally as a shared responsibility - the City welcomes and embraces its role and responsibility, particularly as a facilitator of cultural events, festivals and activities, but recognizes that future success will be predicated on supporting the creative capacity of the community and sharing responsibility with other key players in concrete and practical ways.

Individual artists, arts and cultural administrators, volunteers, audiences, associations and businesses will all need to embrace their roles - not just in driving our cultural vitality but in connecting to and supporting the larger community’s needs and aspirations.

By working together with all sectors in defining their role and confirming with them their responsibility, we can achieve this renewed vision as a Creative City.

### **3.3 Our Values**

It is important at the outset to acknowledge the values which underlie this Culture Plan and which have guided the community consultation leading to its presentation.

#### ***Creativity***

Creativity, innovation and risk-taking are necessary ingredients in fostering cultural expression in Vancouver, and an adaptive and resilient workforce and citizenry.

#### ***Excellence***

Vancouver's enhanced status as an international city of culture and as a cultural tourism destination are inextricably linked to the pursuit of excellence in the creation and presentation of art and culture and the development of internationally recognized exhibitions, festivals and facilities.

#### ***Diversity***

The richness of our cultural diversity and heritage is a defining characteristic of our city and one which embeds tolerance, understanding, appreciation and shares cross-cultural expression in the daily lives of our citizens and provides our diverse artists rich opportunities for cross-cultural experimentation and fusion.

#### ***Openness***

Vancouver values the spirit of openness and inquiry recognizing that this is essential to innovation and diversity - openness to new ideas, openness to new people, to experimentation, to creating and exhibiting culture in new and different ways.

#### ***Accessibility***

Vancouver seeks to ensure that all Vancouverites have the opportunity to participate in and share in the benefits of the city's cultural life. Access to affordable spaces and places for the creation of art, the ability to earn a living from the creative process and retention of our accomplished artists are all prerequisites to our city's cultural vitality.

#### ***Collaboration***

Culture in Vancouver cannot exist in isolation from other aspects of city life and business. A creative city is a cultural collaboration by necessity, by design and by desire - a collaboration enhanced by innovative, creative new ideas, resources, planning and partnerships.

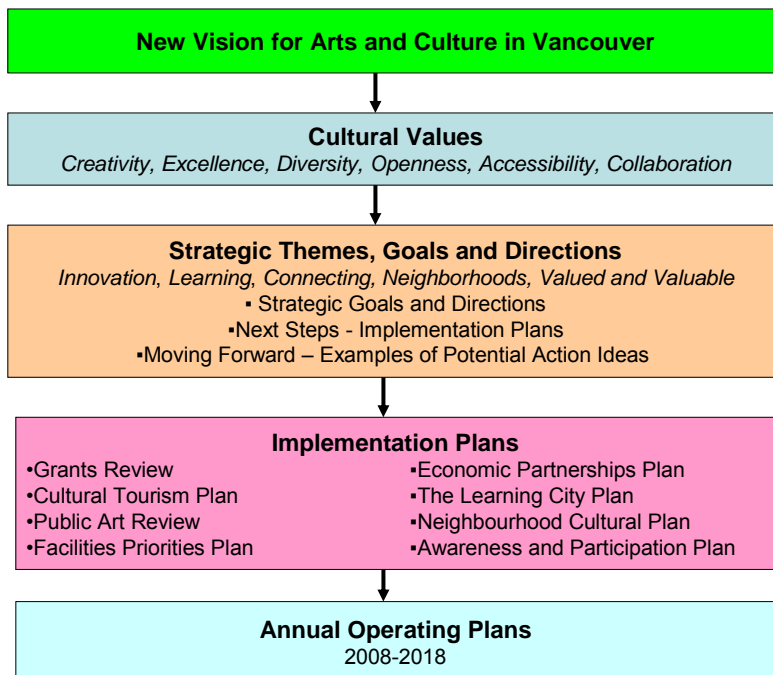
## 4.0 THE PLANNING FRAMEWORK

The planning method the Creative City Task Force used to develop the new Culture Plan builds on a clear vision and our core values. The community input received through the extensive consultation process have been synthesized into *strategic themes*, areas of focus and interest for the future. For each of the five strategic themes, goals, directions, next steps and possible action items for moving forward have been identified.

*Strategic directions* capture the major areas of change necessary to move from our present state to the future vision. *Strategic goals* are statements of the future results, the long term outcomes that will demonstrate accomplishment of that future vision in 2018.

In order to realize these goals we have identified as *next steps*, the need for clear and detailed *implementation plans* which will identify the roles, responsibilities, partners and resources needed to reach our strategic goals and which will inform the City’s annual business or *operating plans*.

We have also provided some examples of ideas or action items for *moving forward*. This is not meant to be an exhaustive list of all potential ideas, but rather it provides examples of the type of action items and ideas that have come from our community consultation and from the Task Force and which describe some of the ways we might move forward towards realizing the new *Culture Plan for Vancouver 2008-2018*.



## 5.0 STRATEGIC THEMES

### 5.1 *Vancouver – A Creative City: Innovation*

Vancouver is home to a growing and dynamic creative community. Our city can boast significant accomplishment in the fields of the performing and visual arts, film and television, new media, literature and publishing, among others. Many artists make Vancouver their home. They have established international reputations and have helped draw attention to the creative energy and outpouring of talent emerging from our city. Our task is to build on their success and ensure that Vancouver is a platform that launches the works and careers of a new generation of artists and creators.

**Goal:**

Vancouver is recognized locally, nationally and internationally as a city of creative innovation, a city of ideas, a city which leverages the unique and authentic voices of the diverse, young and growing cultural community, a city which realizes its full creative potential, a city on the leading edge of cultural activity and development.

**Strategy:**

The City of Vancouver will collaborate with our partners in the community and work internally within our own organization to take actions which foster innovation in all aspects of our cultural policies, programs and services supporting the incubation of cultural ideas and expression.

**Next Steps:**

- *Grant Review:* A comprehensive review of the City's arts and cultural grants, awards and support programs is currently underway. The purpose of the review is to ensure that the City's grant policies are aligned with the strategic themes in the Culture Plan. Improved operational processes, a minimal administrative burden on applicants and staff and the development of clear guidelines and performance measures are key goals of this review.
- *Facilities Priorities Plan:* A roadmap to begin to map and plan for ways to work with the community and partners to address the gaps, needs and opportunities for the retention, renovation, restoration and construction of facilities, spaces and places for the creation, production, exhibition and experience and enjoyment of artistic expression in all its forms.
- *Public Art Review:* A review of the City's current public art programs - Civic, Private Sector and Community Public Art Programs - to ensure that art in the public realm reflects the finest in contemporary art practices, leads to improved operational processes, minimizes the administrative burden on artists and staff and establishes a sustainable funding formula for the future.



## Moving Forward:

A sampling of ideas from the community has been reviewed and prioritized for action by the Task Force. More ideas will arise from the next steps planning outlined above.

- Review the permitting and approval processes for cultural events, festivals and temporary activities to ensure that civic processes support innovation and cultural expression by creating an “enabling” climate - providing clear information on processes which are focused on life/safety issues only and by empowering organizers to work with property owners, neighbours and the broader community to ensure successful events;
- Review City policies, by-laws and guidelines to facilitate the renovation of affordable spaces for artists and creators with an emphasis on incubator studio and production facilities requiring access to industrial land;
- In the context of the Grant Review, prioritize grant programs to make innovation, the creation and development of new work, and the incubation of authentic and unique creative activities - innovation in cultural expression, exhibition, processes as well as innovation in the use of public space and to offer greater public access to art and culture;
- Seek out and work with partners in the creative industries, the arts and educational institutions to implement initiatives that support cultural incubation, cultural cross-fertilization and build mutually beneficial collaborations;
- Encourage closer collaboration between architecture, design and public art by creating two new positions for an artist and architect to sit on both the Urban Design Panel and the Public Art Committee;
- Position Vancouver as a city on the leading edge of culture, as a modern city which is known locally, nationally and internationally for its support and promotion of cultural innovation and excellence;
- In the context of the Grant Review, review all cultural grant programs to ensure that program delivery is responsive to the needs of new, emerging and innovative artists and organizations working in non-traditional structures;
- Ensure that our Civic arts facilities have the technological resources and flexibility to accommodate traditional and emerging forms of presentation and exhibition;
- Explore various artists in residence opportunities to bring innovation and creativity to our civic facilities and processes;
- Collaborate with our partners - in the business community, in the tourism industry, in cultural institutions and the non-profit sector - to create an innovative online

information portal that is user-friendly, affordable, current and comprehensive for the every day use our citizens and visitors alike;

- Encourage creativity in our built form by celebrating excellence in architecture as part of the Vancouver Art Awards;
- Seek sponsors and partners to increase the value of commissions to new and emerging artists through the Vancouver Arts Awards;
- Partner with other funders to enhance the City's investment in the commissioning of new work, maximizing our investment in "creative research and development".

## **5.2 Vancouver - A Creative City: Learning**

Vancouver is a dynamic city of cultural and inter-cultural learning. With the educational resources, educators and institutions in our community - the K-12 school system, private and public post-secondary institutions, museums and libraries - we have a remarkable array of resources which enable us to seize the opportunity to enhance and expand cultural awareness, expression and creativity and maximize the assets available to us.

### **Goal:**

Building on "The Learning City" initiative, Vancouver is a city that embeds cultural exchange, cultural curiosity and cultural development as part of lifelong learning - from the very young to the elderly - to ensure that all our citizens have the opportunity to engage with and participate in cultural education throughout their lives and to ensure that every citizen has the opportunity to develop his or her expressive capacities.

### **Strategy:**

The City of Vancouver will collaborate with our partners in the community and work internally within our own organization to embed cultural awareness, instruction and programming within all our institutions and systems to support the goal of life long learning for all the citizens of Vancouver.

### **Next Steps:**

- *Grant Review*
- *Facilities Priorities Plan*
- *Public Art Review*

### **Moving Forward:**

A sampling of ideas from the community has been reviewed and prioritized for action by the Task Force. More ideas will arise from the next steps planning outlined above.

- Support the leadership of the Vancouver Public Library and the Vancouver School Board's work with "The Learning City" initiative ensuring that artists and all forms of arts and cultural learning are integrated into future plans;
- In the context of our Grants Review, explore grant programs that support artist, administrator and board learning - formal and informal; such as training, mentorships, artists-in residencies, adopt-a-class, study sabbaticals, etc.;
- In the context of our Grants Review, review our cultural grants programs to prioritize support to arts, cultural and heritage organizations for professional, quality programs and programming for children and youth;
- Collaborate with the Vancouver Public Library to develop programs and services that integrate libraries fully with the cultural and artistic community and, in so doing, attract even more citizens to our libraries;
- Engage with the Vancouver School Board to develop programs which will ensure that Vancouver schools are leaders in community-based artist training;
- Collaborate with post-secondary arts training institutions to develop mutually beneficial services - enhancing the retention of graduates in Vancouver, providing human resources, skills and training, as well as access to facilities and services;
- Work with our Social Planning and Park Board colleagues to seek partners to enhance and build on the pilot "Get Out" programs providing participatory and leadership experience through arts and culture for youth-at-risk;
- Support arts and cultural organizations in developing youth engagement strategies to attract and retain younger artists, audiences and participants;
- Support the development of entrepreneurial skills and review best practices and programs in other jurisdictions to strengthen educational initiatives in this area;
- Work with the artists throughout the community and in our neighbourhoods to develop mentorship programs to nurture and support new generations of creators and to build bridges between established and emerging artists;
- Acknowledge and learn from our past by supporting our heritage and museums programs and activities.

### **5.3 Vancouver - A Creative City: Connecting People, Ideas and Communities**

In Vancouver, a large number of creators, groups, associations, research groups, public and private facilities, festivals and celebrations, businesses, government, communities and many others have converged to form our unique cultural system. Our city is fertile ground for creativity, collaboration and entrepreneurship - and also for an energized commitment to

connecting people, ideas and communities in new and innovative ways to leverage this wealth of talent and opportunity to realize our vision in the years ahead.

**Goal:**

Vancouver is a creative city where connecting people, ideas and communities - the ability to make and sustain multiple connections - is a hallmark of our cultural system; where artists, institutions, creative industries, communities, neighbourhoods and the City are engaged in a dynamic conversation, an ongoing dialogue and an exploration of cultural enterprise and opportunity on a regular and consistent basis, connecting people and communities, sharing innovative ideas and programs and supporting an integrated, systemic approach that includes all the partners in the City's cultural life.

**Strategy:**

The City of Vancouver will play a leadership role and will work with our cultural partners to plan practical ways to create an environment of collaboration, to create the opportunities for continuing dialogue among the cultural partners and to invite citizens to engage and participate in cultural directions and activities.

**Next Steps:**

- *Economic Partnerships Plan*: Working in partnership with the Vancouver Economic Development Commission, and coordinating with the Cultural Tourism Strategy, develop a plan to catalyze activities and collaborations between business and the arts; strategies to ensure Vancouver increases its economic potential through the creative sector; strategies to increase investment and new sources of financial support to support and grow the non-profit cultural sector.
- *Grant Review*
- *Facilities Priorities Plan*
- *Public Art Review*

**Moving Forward:**

A sampling of ideas from the community has been reviewed and prioritized for action by the Task Force. More ideas will arise from the next steps planning outlined above.

- In the context of the Grants Review, ensure that grant programs support significant artistic, administrative and/or marketing collaborations;
- As a legacy to the Creative City Task Force and the first Creative Conversation, sponsor an annual Creative City Conversation which brings together local, national, and international leaders in the cultural sector to share and explore new ideas, foster collaborations and raise awareness;

- Work with partners to convene informal quarterly networking meetings to which we will welcome direct and open exchange of ideas and issues among those in the cultural sector with city politicians and staff;
- In the context of the Grants Review, ensure that opportunities for national and international arts and cultural collaborations and exchanges are supported;
- Increase our efforts with the creative industries and the cultural sector to build bridges among business people, artists, and institutions, to maximize our artistic and entrepreneurial talent and skills and to foster improved relationships within our cultural system;
- Focus our public art resources on public gathering places and public service systems (i.e. transit, greenways) where people can experience and connect with art in their daily lives;
- Support capacity building among organizations by encouraging the use of a shared resource model and by finding ways for organizations to offer skill enhancement opportunities to their staff and volunteers;
- Facilitate arts and cultural organizations in finding new opportunities for partnerships and/or strategic alliances that can enhance long-term viability;
- Explore support for a community cultural reuse and recycling facility as well as collaborative support systems (bulk buying) etc. to ensure resources are inventoried and made available for shared benefit;
- Enhance our online capacity to receive feedback, invite suggestions, and create an online cultural networking community to provide information on resources and activities and share ideas and exchanges on a regular basis.

#### **5.4 Vancouver - A Creative City: Neighbourhoods**

Vancouver's neighbourhoods are a treasured resource in our city. It is in our neighbourhoods that our citizens live, work and play. As our neighbourhoods have grown and adapted to change, they have shown resiliency and a willingness to embrace new communities and new challenges. More importantly, our neighbourhoods have developed their own unique identities that define their character and their contribution to the city and the region. Our neighbourhoods are the foundation of safe, sustainable communities - a foundation upon which we can build in the future.

##### **Goal:**

Vancouver is a city of vibrant creative neighbourhoods showcasing the talent, enterprise and diversity of our artists, communities and neighbourhoods for our citizens and visitors. Our goal is to build on the unique identity of our neighbourhoods - engaging local residents, artists and businesses - to ensure that the rich culture, creativity, diversity and innovation of Vancouver lives and thrives in our neighbourhoods and is accessible to all.

### Strategy:

We will collaborate with and support neighbourhoods in developing their own cultural plans in seeking new partnerships and collaborations and in encouraging new initiatives and activities that will lead to neighbourhood cultures becoming a central facet of Vancouver's cultural life.

### Next Steps:

- *Neighbourhood Culture Plan:* We will work with the Planning and Social Planning Department as well as the Parks and Recreation and Vancouver Public Library staff to integrate cultural planning into our community and interdepartmental initiatives such as CityPlans Community Visioning, EcoDensity and Social Development Plans. We will explore opportunities to integrate cultural planning into neighbourhood-based civic facilities, programs and systems, and research best practices in developing the unique cultural identities of city neighbourhoods. The Neighbourhood Cultural Plan should begin by developing, with the community, culture plans for the Downtown Eastside, Strathcona, Mount Pleasant and Grandview-Woodlands communities where the City's largest concentration of artists currently live and work.
- *Grant Review*
- *Facilities Priorities Plan*
- *Public Art Review*

### Moving Forward:

A sampling of ideas from the community has been reviewed and prioritized for action by the Task Force. More ideas will arise from the next steps planning outlined above.

- Support information sharing capacity building among neighbourhood cultural organizations by encouraging shared resources, and regular information sessions;
- Take steps to ensure that festivals, special events and exhibits can take place in accessible traditional and non-traditional venues in our neighbourhoods;
- Work with neighbourhoods to support and facilitate the sharing and coordination of programs, services and resources to support those neighbourhood festivals that have a strong arts and cultural mandate, are open and accessible to the general public and are representative of our rich diversity;
- Work with our neighbourhoods to introduce cultural "pods" or forums to bring together local artists, businesses, residents, community associations, institutions and others to explore new ways in which culture can be rooted and developed in the City's neighborhoods and to take advantage of the diversity of cultures which reside in our neighbourhoods;

- Support neighbourhoods to undertake cultural mapping - to inventory the existing cultural and community assets including artists, organizations, festivals, facilities, institutions, and business interests (BIAs);
- Assess the role and opportunity associated with the City's neighbourhood assets - libraries, parks, school, community centres - for the potential and opportunity to utilize these assets as future cornerstones of neighbourhood cultural planning and activity;
- Support the development of cultural clusters, or precincts which bring together arts and cultural activities along with complementary restaurants, shops and services to create a vibrant, safe and complete audience experience;
- Support neighbourhoods in developing their own cultural plans, by integrating a Cultural Planner into neighbourhood planning processes and by facilitating planning and the implementation of cultural activities, programming and events.

### **5.5 Vancouver - A Creative City: Valued and Valuable**

We know that culture is an important aspect of the quality of life which Vancouverites enjoy and take pride in. As a modern city, a city on the leading edge and a city with a growing international reputation it is increasingly apparent that culture is a valuable contributor to our social cohesion, to the overall health and well-being of our citizens and to our economic development. As talent, creativity and culture are nurtured and supported over the next ten years, culture will become an increasingly valued and valuable resource - valued by our citizens for the enrichment it brings to their lives and their families and valuable to our citizens for the economic impact that will be realized as Vancouver becomes increasingly recognized as a cultural tourism destination - and valued as a city that offers an exciting palate of entertainment experiences to residents and visitors.

#### **Goal:**

The citizens and taxpayers of Vancouver experience in real and concrete ways the value that arts and culture brings to the city and their lives, families and businesses; our growing reputation as an international cultural tourism and entertainment destination known as a place where culture is vibrant and happening; and where we value and celebrate the rich multicultural and intercultural expression that is unique to Vancouver.

#### **Strategy:**

Recognizing that increased public participation means increased financial viability for quality cultural experiences, we will work with our partners in the non-profit arts and cultural sector, cultural industries, business and public sector communities to develop new and innovative ways to promote and profile the creative sector to the citizens of Vancouver and will collaborate on a strategy to further enhance Vancouver's reputation as a Creative City.

### Next Steps:

- *Cultural Tourism Strategy:* In 2006, in recognition of the economic benefits that can accrue from large scale cultural events, City Council directed staff to develop a coordinated eight month planning process with stakeholders to develop a strategy to maximize the benefits and add value for tourists looking for unique cultural experiences. This process to formulate a sharply focused Culture Tourism Strategy is underway.
- *Awareness and Participation Plan:* A strategy to raise the profile of the sector in the general public positioning Vancouver as a creative city on the cutting edge of an exciting new and diverse cultural renaissance. The Plan will identify ways to work with the community to disseminate information and promotion of “What’s On in Vancouver”, support major marketing initiatives associated with collaborative or themed programming, and working in partnership with key stakeholders including the arts and cultural sector, Tourism Vancouver, the Vancouver Economic Development Commission, the Vancouver Board of Trade and others to raise the local, national and international profile and awareness of the arts, culture and creative industries in Vancouver and to ensure access to information about civic and community arts and cultural programs, services and activities.
- *Economic Partnerships Plan*

### Moving Forward:

A sampling of ideas from the community has been reviewed and prioritized for action by the Task Force. More ideas will arise from the next steps planning outlined above.

- Work with our key partners to develop a Cultural Tourism Strategy building on our unique competitive advantages, including the rich cultural tradition of First Nations, the cultural diversity of the city and artistic excellence of the creative sector to build awareness internationally of our cultural assets to attract visitors, businesses and investment to Vancouver;
- Continue to utilize the City’s unique planning and development tools to integrate arts and cultural facilities into all major downtown developments to showcase our culture to our citizens and visitors;
- Work with our neighbouring municipalities to encourage the GVRD to implement equitable cultural development support for the creation, development and distribution of arts and culture as well as access to and participation in arts and culture in the region;
- Work with other levels of government - regional, provincial and federal - to leverage civic investment to attract investment of additional resources, financial and non-financial in support of the non profit cultural sector;



- Work to strengthen Vancouver as a destination for national and international touring exhibitions and performances;
- Develop cultural indicators to benchmark the sector, enabling us to assess progress and measure changes to our cultural landscape and vitality over time;
- Build a strong relationship with public and private individuals and funding bodies and explore joint funding opportunities, risk capital and micro-loan initiatives;
- Seek to increase financial support of the creative sector by increasing public participation in events and activities and increasing opportunities for the sale and distribution of cultural products and services;
- Ensure that our public spaces, places and buildings are valued over time by investing appropriately in quality - quality design and quality materials that stand the test of time;
- Work with our Social Planning, Communications and community partners to enhance all Vancouverites' awareness of and participation in the wide array of diverse cultural activities - from heritage, multicultural, and intercultural to new forms of cultural fusion;
- Foster a stronger sense of philanthropy among Vancouver's citizens and businesses to support the vision articulated in this Culture Plan;
- Encourage the Provincial Government to adopt "Status of the Artist" legislation to recognize the significant contribution that artists make to the creative economy and build a better financial environment for our artists to live and work.

## **6.0 MONITORING OUR PROGRESS**

As we move forward, it will be important to measure our effectiveness and progress on the elements adopted in the Culture Plan both in the short and long-term.

Subject to Council approval of the Creative City Strategic Directions and finally, the new Culture Plan 2008-2018, staff will, working with partners identified complete the implementation plans including program reviews by June 2008. These plans will then be integrated into a single Implementation Plan which will then inform the City's Cultural Services annual operating plans. We will develop a feedback mechanism which will include indicators and performance measures to ensure that we keep the Plan alive and moving forward towards 2018.

## 7.0 STEWARDSHIP

To maximize the contribution of all partners in the community and to ensure the ongoing dialogue between the City Council and the community, the Creative City Task Force recommends that Council appoint a Council Advisory Committee on the Creative Sector to advise Council on trends and issues within the community.

The Advisory Committee would be comprised of cultural sector representatives and partners - and would serve as a legacy to the work of the Creative City Task Force.

The mandate and role of the Advisory Committee on the Creative Sector is proposed to be:

- Develop and sustain relationships among cultural sector partners;
- Support and provide advice on the City's role in regional cultural policy and programs;
- Review and provide feedback to Council on an annual basis on progress against the Culture Plan using the indicators outlined in the Implementation Plan; and,
- Liaise with other Council Advisory Committees including:
  - Vancouver Civic Theatres Board
  - Public Art Committee
  - Vancouver Heritage Commission
  - Advisory Committee on Diversity Issues
  - Urban Design Panel
  - Vancouver Economic Development Commission
  - Vancouver Heritage Foundation Board
  - Vancouver Public Library Board

## 8.0 CONCLUSION

There is a growing awareness among people all over the world that creativity - that impulse and ability to think, feel and generate something new, something original and something meaningful - are important concepts to harness in the future.

For cities it is the awareness of the value and richness that we reap when artists and creative thinkers help shape our physical spaces and structures; our systems and processes; and the value creative expression and participation brings to the lives of our residents and visitors.

Vancouver is poised to establish itself as a city on the leading edge, the cutting edge of art, culture, education, creative industries and entertainment. The vision and strategy that is articulated in this Culture Plan will enable the city to move forward over the next ten years for the benefit of our creative sector, our citizens and our visitors.

## Creative City Task Force

### Vancouver City Council:

- Cllr. Elizabeth Ball
- Cllr. Heather Deal

### Community Representatives:

- Russell Brink, Vancouver Board of Trade
- Lorna Brown, Artist
- Camyar Chai, Founder and Artistic Director, NeWorld Theatre
- Bob D'Eith, Executive Director, Pacific Music Industry Association
- Robert Gardiner, Professor of Design and Head of the Department of Theatre, Film, and Creative Writing at the University of British Columbia
- Sarah Kirby-Yung, Director of Marketing & Corporate Sponsorships, Tourism Vancouver
- Morris Nord, Board member of the Stanley Theatre Society
- Nancy Noble, Chief Executive Officer, Vancouver Museum
- Valerie Overgaard, Associate Superintendent for Learning Services, Vancouver School Board
- Andrew Wilhelm-Boyles, Executive Director, Alliance for Arts and Culture

### City Staff:

- Rae Ackerman, Director, Vancouver Civic Theatres
- Sue Harvey, Managing Director of Cultural Services
- Peter Judd, Deputy City Engineer
- Jim Lowden, Director of Stanley District
- Margeret Specht, Co Director, Office of Cultural Affairs
- Brent Toderian, Director of Planning
- Paul Whitney, City Librarian