



CITY OF VANCOUVER

CITY OF VANCOUVER

POLICY REPORT CULTURE

Report Date: May 25, 2008
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Meeting Date: June 26, 2008

TO: Standing Committee on City Services and Budgets

FROM: Managing Director of Cultural Services

SUBJECT: Culture Plan 2008-2018: Phase 1 Implementation (Report 1 of 5)

RECOMMENDATION

- A. THAT Council approve Phase 1 of the Culture Plan Implementation as outlined in this report, and subject to approval of the recommendations contained in the following four companion reports:
- i. Grant Program Review (RTS#07236);
 - ii. Public Art Planning (RTS#07314);
 - iii. Facilities Priorities Plans (RTS#07315); and
 - iv. Cultural Tourism Strategy (RTS#07316).
- B. THAT Council direct staff to report back by June 2009 with Phase 2 Implementation of the new Culture Plan Implementation including recommendations for:
- i. Annual Performance Measures;
 - ii. A Neighbourhood Cultural Development Framework and Neighbourhood Culture Plan for the Downtown Eastside;
 - iii. A Partnerships Plan; and
 - iv. A Cultural Awareness and Participation Plan
- at a one-time project cost not to exceed \$20,000; source of funds to be \$20,000 from the unallocated portion of the 2008 Cultural Budget.
- C. THAT Council approve:
- i. three new full time positions within the Cultural Services Division as outlined in Table 1, subject to classification by the General Manager of Human Resources, at an estimated annual cost including fringe benefits of \$260,400 (\$84,800 prorated for fiscal 2008), plus a one-time cost of \$18,000 for computers, software, and office equipment; source of funds for 2008 to be the unallocated portion of the Cultural Budget; and

- ii. a new full time position shared between Cultural Services and Social Development as outlined in Table 1, subject to classification by the General Manager of Human Resources, at an estimated annual cost including fringe benefits of \$52,600 (\$17,600 pro-rated for fiscal 2008); source of funds to be \$8,800 from the unallocated portion of the Cultural Budget in 2008; \$8,800 from the existing Community Services Operating Budget and thereafter \$26,300 from the unallocated portion of the Cultural Budget and \$26,300 from the existing Community Services Operating Budget.
- D. THAT Council approve an annual allocation of \$30,000 (\$15,000 prorated for fiscal 2008) in support of promotion, consultation and community engagement initiatives in support of the work of the Cultural Services Division including the continuation of the annual Creative City Conversation Day and Mayor's Arts Awards, as well as ongoing community consultation, program publications (i.e. public art walking tour guides), and website support (ongoing changing information on events, facilities, grants and public art); source of funds to be the unallocated portion of the Cultural Budget.

GENERAL MANAGER'S COMMENTS

The General Manager recommends A through D and noting the interconnection between this context report and the four companion reports outlined in Recommendation A.

CITY MANAGER'S COMMENTS

The City Manager recommends APPROVAL of this and the four companion reports outlining the Culture Plan Phase 1 Implementation. These reports provide a comprehensive approach to realizing the first phase of Council's direction for the City's roles and responsibility in respond to the tremendous growth in the City's creative sector.

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 January 2008, Council adopted the New Culture Plan 2008-2018 including a new vision, core cultural values and five strategic directions to guide the City's roles, responsibilities and investments in the creative sector.

PURPOSE

This report sets the context for our companion reports:

- Grant Program Review (RTS#07236);
- Public Art Planning (RTS#07314);

- Facilities Priorities Plans (RTS#07315); and
- Cultural Tourism Strategy (RTS#07316)

which contain detailed recommendations with respect to Phase 1 of the implementation of the New Culture Plan approved by Council in January 2008.

This report also seeks Council's approval of the workplan, resources and timeframe to initiate and report back by June 2009 on the second and final phase of the new Culture Plan implementation.

BACKGROUND

In July 2005, 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 and directions for the City's long-term role in support of arts and culture.

Council also approved a series of increases to the City's cultural investment - a total of \$2.7 million over three years plus an additional \$1.5 million towards the development of a Cultural Tourism Strategy - 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.

The planning process was extensive; a multi-pronged approach to research, plan development and community consultation was accomplished 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 - that 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 the larger consultation process noted above and, in conjunction with the hard work of the City's Creative City Task Force, informed the creation of a long-term Culture Plan to guide the City's role in arts and culture in Vancouver for the next decade.

With the adoption of the new Culture Plan in January 2008, Council set the stage for both a new approach and new opportunities in the creative sector. The City is poised to establish itself as a city on the cutting edge of art, culture, education, entertainment, and support of the creative industries. The vision and strategy articulated in the Culture and Implementation Plans outlined in this report will provide both momentum and concrete actions for the City and community to move forward together over the next ten years by harnessing this creativity for the benefit of all.

DISCUSSION

When Council approved the new Culture Plan in January, Council also directed staff to report back by June 2008 with an Implementation Plan to identify actions and resource requirements for the restructuring of the City's cultural programs, services and support systems as informed by the Plan. A summary of the new Culture Plan is attached to this report as Appendix A. A copy of the full Plan is available for viewing from City Clerk or online at www.vancouver.ca/creativecity.

In order to effectively address the needs of the community and align our resources with the strategic directions set out in the new Plan, in depth consultation, analysis and recommendations were developed through a series of Implementation Plans including:

Grant Review - A comprehensive review of the City's arts and cultural grant and support programs to align with the new vision, values, and strategic directions as well as to improve operational processes, minimize administrative burden on applicants and staff, and develop clear guidelines and performance measures.

Cultural Facilities Priorities Plan - A roadmap to plan and prioritize ways to work with the community and partners to identify gaps, needs, and opportunities for the retention, renovation, restoration, and construction of facilities, spaces and places for the creation, production, exhibition, 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 - to ensure that art in the public realm reflects the finest in contemporary art practices, improved operational processes, minimized administrative burden on artists and staff and establishes a sustainable funding formula for the future.

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.

Each of these plans was developed with extensive community input. Each plan benefited from the advice of a Community Advisory Committee as well as guidance from an interdepartmental Steering Committee. The final recommendations for all four Plans were presented to the community for further review and conversation as part of the second Creative Conversation Day on May 12, 2008.

The recommendations and resource requirements arising from the Phase 1 Plans and outlined in four companion reports will begin the process to realize the new Culture Plan. While each report contains detailed recommendations specific to each subject area and to align with the vision, values and strategic direction of the new Culture Plan, there are common implementation themes that have emerged including:

- Expanding the City's roles from "provider" to "enabler" and "catalyst";
- Focusing our programs and services in alignment with the Culture Plan;
- Open to the full range of opportunities in the creative sector;
- With flexibility to adapt to changing needs and evolving practises;
- Enhancing our communications with emphasis on outreach and inclusion;
- Enhancing our role in the provision of support services;
- Leveraging City resources through partnerships; and
- Involving the community in decision-making.

Recommendation A of the report seeks Council approval of Phase 1 of the Culture Plan implementation as outlined in this report and subject to approval of the recommendations in the companion reports.

The second and final phase of the Implementation Plan to be undertaken in the coming year includes:

Partnerships Plan - Working with a wide range of partners to catalyze activities and collaborations among business, education, and the arts with a view to increasing the benefits of growth in the creative sector investment as well as identifying new sources of financial support to grow the sector.

Awareness and Participation Plan - A strategy to raise the profile of the sector in the general public, positioning the rich and authentic diversity of Vancouver's arts, culture and entertainment at the forefront of residents and visitors experience of our city and ensure access to information about civic and community arts and cultural programs, services and activities.

Neighbourhood Cultural Plans - Working through the City's existing planning processes, staff will include art and cultural planning into community and interdepartmental initiatives such as CityPlans Community Visioning and EcoDensity, exploring opportunities to integrate cultural planning into neighbourhood-based civic activities, programs and systems. The Neighbourhood Cultural Development Plan will be a framework for future plans. It will also develop, with the community, and begin to implement a culture plan for the Downtown Eastside in the context of the Great Beginnings project.

The Learning City - Under the leadership of the Vancouver Public Library, staff will also continue their involvement in *The Learning City Plan*, integrating arts and cultural learning objectives of the new Culture Plan into the larger Vancouver Learning City initiative.

In addition staff will develop a series of concrete performance measures to be used to review on an annual and ongoing basis on the progress of both the sector and the City's programs and services in support of the creative sector.

Recommendation B outlined in this report seeks Council approval to proceed and report back within 12 months with the second and final phase of implementation.

Recommendations C and D seek Council approval for the resources necessary to implement the Phase 1 recommendations as outlined in the companion reports as well as the ongoing communications and outreach and to complete the planning and delivery of the Phase 2 plans. No external resources are proposed for the development of the Phase 2 plans.

Table 1 outlines the staffing positions requested in Recommendation C.

Table 1 New Positions

Recommendation # and Position	2008 One-Time Cost	2008 Prorated Portion of Annual Cost	Annual On-going Cost	2008 Source of Funds	2009 & Thereafter Source of Funds
Rec Ci - Cultural Planner III - support new partnerships, promotions and community engagement (incremental to existing vacant PT position)	\$6,000	\$26,800	\$80,400	Unallocated portion of Cultural Budget	Unallocated portion of Cultural Budget
Rec Ci - Cultural Planner II, - support community outreach	\$6,000	\$30,200	\$93,700	Unallocated portion of Cultural Budget	Unallocated portion of Cultural Budget
Rec Ci - Cultural Planner I, - support Phase II implementation and performance measures	\$6,000	\$27,800	\$86,300	Unallocated portion of Cultural Budget	Unallocated portion of Cultural Budget
Total Recommendation Ci	\$18,000	\$84,800	\$260,400		
Rec Cii - Administrative Ass't -support Managing Director of Cultural Services and Managing Director of Social Development		\$17,600 (Cultural Services portion \$8,800)	\$52,600 (Cultural Services portion \$26,300)	50% fr. Unallocated portion of Cultural Budget 50% from Community Services budget	50% fr. Unallocated portion of Cultural Budget 50% from Community Services budget
Total Recommendations Ci & ii	\$18,000	\$102,400	\$313,000		

The Process of Change:

This change process will take time. In some areas there are significant changes in direction and focus. The intent is to phase changes over time, to communicate clearly and consistently about changes and to embed in our processes ongoing community interaction and

participation - through annual events such as the Creative City Conversation, ongoing Working Committees and through community input in grants Advisory Committees.

The new Culture Plan has set out the City's role in support of the creative sector as that of a facilitator and catalyst. Through the community input received during the development of the Implementation Plans, it is also critical to add to that role "enabler" -- providing support and opportunities rather than rules and restrictions. In striving to implement the new Culture Plan through both Phase 1 and Phase 2, we will therefore use the following principles as a compass:

Enabling People - Artists, audiences, entrepreneurs, residents, visitors and staff - all have a stake in our success as a creative city. And all must be involved and engaged in a meaningful and ongoing basis. But it is our artists that are the creative impetus for our creative ecosystem and we must work to support opportunities for our artists - from the young and emerging, to the well established - to ensure that they can live, work and prosper in our city.

Enabling Creativity - Creativity must be fostered and supported if we are to enable creativity to flourish in our community and in how we do our work. Along with supporting creativity comes an element of risk taking. Not every new artwork will be perfect; for some people a street festival may be too loud. But if we are to welcome and enable creativity in our community we need to find a balanced approach with a shift in civic mindset from "enforcer" to "enabler". And with that shift comes a shift in responsibility to the community to ensure that they manage the needs and expectations of the larger community.

Enabling Flexibility - No matter how well each of the Implementation Plans has been researched and developed, we live in a rapidly evolving City and there will be new information, opportunities or ideas that arise over the life of these plans that may require a change of approach. We will need to be flexible to achieve the best possible outcomes while remaining consistent with the vision, values and strategic directions of the new Culture Plan.

Enabling Shared Responsibility - The City is but one partner in a complex cultural ecosystem. Success will be entirely dependant on sharing responsibility. The City cannot solve all problems nor drive all initiatives. But the City can partner with the community, with business and with other levels of government to create an enabling environment in which creativity can flourish.

FINANCIAL IMPLICATIONS

In 2005 Council approved a series of increases to the City's cultural investment - a total of \$2.7 million over three years plus an additional \$1.5 million towards the development of a Cultural Tourism Strategy - 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.

In 2005, Council approved a \$1 million increase to the Cultural Budget of which \$50,000 was allocated to the Diversity Initiatives budget, and \$75,000 to supplemental Projects, and \$825,000 to supplemental Operating.

In 2006, Council approved a second increase to the Cultural budget of which a further \$150,000 was allocated to Projects, \$150,000 to the Opportunities program to extend the pilot for one year, \$115,000 for a new Commissioning program (Arts Partners in Creative Development) and \$20,000 to the Theatre Rental Grants Project program.

In 2007, Council approved the third increase to the Cultural budget of which \$200,000 was allocated to the Operating budget to accommodate the transfer of several Project recipients into that program, and one-time supplemental allocations of \$300,000 to the Operating budget, \$100,000 for Projects and \$250,000 to Major Exhibiting Institutions Operating grants budget.

The allocation of the increases over the period of 2005 - 2007 was designed to provide immediate support for the community while retaining flexibility for Council to consider all of the recommendations arising from the new Culture Plan - Phase 1 Implementation as outlined in this report and the companion reports.

This report as well as the four companion reports sets out the programs and a mechanism to allocate the balance of these funds. A spreadsheet which outlines all of the recommendations which have financial implications for the five reports is attached to this report as Appendix C. Subject to Council approval of the recommendations contained in all five reports, there will be an unallocated balance in the 2008 Cultural Budget of \$136,730 which provides Council flexibility in considering these recommendations and to deal with additional opportunities and challenges that may arise over the rest of 2008.

Subject to Council approval of the recommendations contained in this and the companion reports, as well as the 2009 operating budgets, the allocation between grants and services/administration will be:

- 85% grants
- 15% services/administration

excluding capital, cultural tourism and Civic Theatres and support through other departmental budgets (Facilities Design & Development, Parks, Libraries, Engineering etc.).

PERSONNEL IMPLICATIONS

Adequate human resources will also be critical to realizing the new Culture Plan. The staffing recommendations in this report (Table 1), along with the four companion reports set out the necessary human resources and structure to deliver the recommendations and actions outlined in these first four Implementation Plans.

In summary, these five reports collectively recommend both the reorganization of roles and responsibilities within the Cultural Services Division to clarify and to streamline operations, as well as the addition of new positions in support of new programs and services.

The branches of Cultural Services will be:

- Civic Theatres;
- Cultural Grants, Support and Awards Programs;
- Partnerships and Promotions;
- Projects (Cultural Precinct, 2010 Live Sites, Hastings Park Planning);
- Public Art, Cultural Planning and Facilities Development.

This report seeks Council approval for the incremental budget to support the new consolidated partnership and promotion function across all branches of the Cultural Services Division.

This report, as well as the four companion reports, calls for the creation of a total of 6.5 new positions of which two are reclassified positions (a total net increase of 4.5 positions) in a restructured Cultural Services Division as outlined above, all subject to Council approval and classification by the General Manager of Human Resources. All of the new positions would be co-located and have been budgeted to be included in the new Cultural Services and Social Development space at West 8th Avenue. The Civic Theatres staff will remain located at 649 Cambie Street.

An organizational chart outlining proposed and current positions is attached to this report as Appendix D.

CONCLUSION

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 adoption of the Phase 1 Implementation Plan in support of the New Culture Plan for Vancouver 2008-2018 as well as the related allocations in support of grants, services and administrative support will further Council's vision of Vancouver as a city internationally recognized for its creativity, its cultural diversity and vitality, its global quality and its community participation, and makes real the City's plan to move forward over the next ten years for the benefit of our creative sector, our citizens and our visitors.

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**CULTURE PLAN FOR VANCOUVER
2008-2018**



CREATIVE CITY TASK FORCE
January, 2008

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Why a new Culture Plan?

The creation of this strategic cultural plan signals that the City of Vancouver has made support of and investment in the creative sector a priority. The economic impact - the return on every dollar spent - of support of the arts, culture, and cultural tourism has been well documented. It must be noted, however, that the intrinsic value of the arts and culture cannot and should not be underestimated. Arts and culture are prerequisites for healthy individuals, neighbourhoods, communities, and society. There is a correlation between exposure to the arts and enhanced cognitive development and the reduction of rehabilitation costs of those who are ill. Cultural participation also provides positive alternatives for our youth. Vancouver's investment is thus strategic and is requisite for a city of international distinction. Whether an individual is a practicing artist, an audience member, volunteer for a cultural institution or a worker in the cultural sector, he or she is part of building community and contributing to the economic and social health of the City.

Please help us save trees by sharing this copy of the Culture Plan with your friends and colleagues.

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 and directions 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 was accomplished 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 - that 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 the larger consultation process noted above and, in conjunction with the hard work of the City's Creative City Task Force, informed the creation of a long-term Culture Plan to guide the City's role in arts and culture in Vancouver for the next decade.

The central vision of this ten year Culture Plan is to promote and enhance the culture and creative diversity of the City of Vancouver to the benefit of our citizens, our creative community, and our visitors. We will build upon Vancouver's current diverse and plentiful artistic and entertainment offerings to create 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 listed below.

- **Innovation**
- **Learning**
- **Connecting People, Ideas and Communities**
- **Neighbourhoods**
- **Valued and Valuable**

People all over the world are increasingly aware that creativity - that impulse and ability to think, feel, express and generate something new, original and meaningful are necessary for a city to thrive.

Our physical spaces and structures richly benefit from the input of artists and creative thinkers, as do our systems and processes; the value creative expression and participation bring to the lives of our residents and visitors is immeasurable. The workers required for a knowledge-based economy 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 cutting edge of art, culture, education, entertainment, and support of the creative industries. The vision and strategy that is articulated in this Culture Plan will provide momentum for the city to move forward over the next ten years by harnessing this creativity for the benefit of all.

The Creative City Task Force
January, 2008

2.0 INTRODUCTION

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 almost 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 and valuing the history and richness of the indigenous heritage to the area. Since the influx of non-native settlement 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 with 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 Our Vision

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

Because culture is the cornerstone upon which vibrant resilient, competitive and creative industries are built, the City is committed to supporting the growth and diversity of cultural activities and offerings in Vancouver.

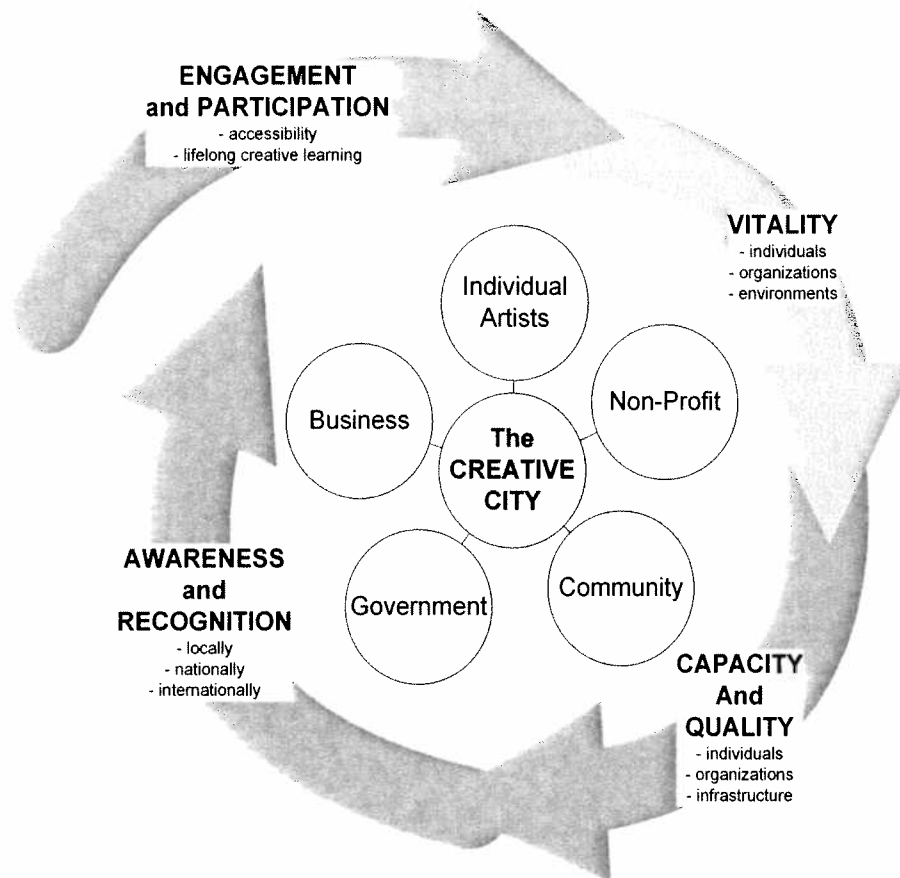
Like any healthy ecosystem, our cultural ecosystem will continue to flourish because of the diversity and interdependence of its players, including individual artists, the not-for-profit sector, the creative industries and a wide range of cultural consumers. This diversity will serve as source of strength and inspiration for artists and creators and be respected and celebrated by Vancouver citizens.

Cultural awareness and understanding will be the hallmark of city-making in Vancouver; culture will be seen as a critical dimension of development, a benchmark of maturity, sophistication and tolerance.

A number of important elements make up a vital and functioning ecosystem: individual artists, business, government, the creative not-for profit and for-profit sectors, visitors and citizens at large. One way to begin understanding the complex set of relationships between all these players is by looking more closely at the Cycle of Engagement and Activity (see fig 2.1). This cycle typically begins with individuals and groups accessing and participating in cultural activities and ends in a renewed and heightened recognition of the value of creativity in our city that is experienced first locally and is followed by possible national and international reverberations.

This chain of activities is part of 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 endeavour. Awareness and recognition increases engagement and participation, continuing the cycle.

CONCEPTUAL MODEL (fig. 2.1)



This means we must pay 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.

2.2 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 from 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 respective roles and confirming with them their responsibility, we can achieve this renewed vision as a Creative City.

2.3 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.

3.0 CULTURE PLAN

3.1 Vancouver – A Creative City: Innovation

Vancouver is home to a growing and dynamic creative community. There are a multitude of vibrant, active and plentiful individuals and organizations engaged in the performing and visual arts, film and television, new media, literature and publishing. Vancouver artists have established international reputations and have helped draw attention to the creative energy and outpouring of talent in our city. We must 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:

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.

Strategy:

The City of Vancouver will collaborate with our partners in the community to take actions which foster innovation in all aspects of our cultural policies, programs and services that support the incubation of cultural ideas and expression.

3.2 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 will enable us to enhance and expand cultural awareness, expression and creativity.

Goal:

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.

Strategy:

The City of Vancouver will support the goal of lifelong learning for all the citizens of Vancouver by collaborating with our partners in the community to embed cultural awareness, instruction and programming within all our institutions and systems.

3.3 Vancouver - A Creative City: Connecting People, Ideas and Communities

In Vancouver, a large number of creators, organizations, festivals and celebrations, businesses, government, and communities have converged to form our unique cultural system. Our city is fertile ground for creativity, collaboration and entrepreneurship which allows us to leverage our wealth of talent towards a new and energized commitment to connecting people, ideas and communities.

Goal:

Take advantage of Vancouver's position as a creative city where connectivity is a hallmark of our cultural system - artists, creative industries, institutions, communities, and neighbourhoods. It is 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.

Strategy:

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

3.4 Vancouver - A Creative City: Neighbourhoods

Vancouver's neighbourhoods are a treasured resource. 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 changing demographics 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.

Goal:

Highlight Vancouver as a city of vibrant creative neighbourhoods by showcasing the talent, enterprise and diversity of our artists, communities and neighbourhoods for our citizens and visitors. 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 is accessible to all.

Strategy:

We will support neighbourhoods to develop their own cultural plans by seeking new partnerships and collaborations and by encouraging new initiatives and activities that make neighbourhood cultures a central facet of Vancouver's cultural life.

3.5 Vancouver - A Creative City: Valued and Valuable

Culture is an important aspect of the quality of life which Vancouverites enjoy and take pride in. 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 resulting from Vancouver's increasing importance as a cultural tourism destination, and valued as a city that offers a rich and varied choice of arts and entertainment experiences to residents and visitors.

Goal:

Ensure that 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; promote 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:

Increased public participation means increased financial viability for quality cultural experiences. Therefore, we will work with our partners in the non-profit arts and cultural sector, cultural industries, business and public sectors to develop new and innovative ways to highlight and profile the creative sector to the citizens of Vancouver and promote Vancouver's reputation as a Creative City.

4.0 NEXT STEPS

In order to effectively address the needs of the community and align our resources with the strategic directions identified above, further analysis and information is needed. Many of these next steps are already underway; other assessments and plans will be initiated in the coming months. Those processes already underway include:

4.1 Grant Review

A comprehensive review of the City's arts and cultural grants, awards and support programs will result in improved operational processes, minimal administrative burden on applicants and staff, and the development of clear guidelines and performance measures.

4.2 Facilities Priority Plan

A roadmap to begin to plan and prioritize ways to work with 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.

4.3 Public Art Review

A review of the City's current public art programs - Civic, Private Sector, and Community - to ensure that art in the public realm reflects the finest in contemporary art practices, improved operational processes, minimized administrative burden on artists and staff and establishes a sustainable funding formula for the future.

4.4 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.

Additional analysis and plans to be conducted include:

4.5 Partnerships Plan

Working in partnership with a range of partners including the Vancouver Economic Development Commission, the Board of Trade, post secondary education institutions and others, and coordinating with the Cultural Tourism Strategy, develop a plan to catalyze activities and collaborations between business, education, 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.

4.6 Awareness and Participation Plan

A strategy to raise the profile of the sector in the general public, positioning of Vancouver as a creative city undergoing a diverse cultural renaissance. This 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 work in partnership with key stakeholders 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.

4.7 Neighbourhood Cultural Plans

We will work with the Planning and Social Planning Departments 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 and EcoDensity. We will explore opportunities to integrate cultural planning into neighbourhood-based civic activities, 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, home to the City's largest concentration of artists currently live and work.

4.8 The Learning City Plan

The Vancouver Learning City (VLC) initiative began in 2003 when representatives of the City's five sectors (civic, private sector, education, public and voluntary) began to explore the development of a learning city model for Vancouver. In 2005 the VLC received a National Literacy Secretariat project grant which resulted in the development of a Lifelong Learning Strategy. Vancouver was proclaimed a Learning City by Mayor Sam Sullivan in June 2006. This initiative has received leadership from the Vancouver Public Library and the Vancouver School Board. The Vancouver Public Library will take a

lead role in integrating the arts and cultural learning objectives of this plan into the larger Vancouver Learning City initiative.

5.0 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 New Culture Plan for Vancouver 2008-2018 a comprehensive Implementation Plan will wrap together the program reviews currently underway as well as the additional plans and studies identified in this document by the end of June 2008. The integrated Implementation Plan 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 through 2018.

6.0 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 establish and appoint a Council Advisory Committee on the Creative Sector to advise Council on trends and issues within the community.

The Advisory Committee should be comprised of cultural sector representatives and partners - and will 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;
- 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, Boards and Commissions with an interest in arts and cultural matters.

7.0 CONCLUSION

Creativity - that impulse and ability to think feel and generate something new, something original and something meaningful - is critical to our future.

In our city, this is manifest by the awareness of the value and richness that we reap when artists and creative thinkers help shape our physical spaces and structures and our systems and processes and by the value creative expression and participation bring to the lives of our residents and visitors.

Vancouver is poised to establish itself as a leader on the cutting edge of art, culture, and education. The vision and strategy that are 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, BC
January 2008

APPENDIX A: 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 professionals, organizations, institutions, and businesses that, through individual and collaborative ideas, activities, and programs make up the creative fabric of the city.

APPENDIX B: VANCOUVER TODAY

B.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.

B.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 annually. 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 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.

B.3 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 creates a risk of the exodus of artists from the community
- 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
- 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 125th Anniversary in 2011.

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

APPENDIX C: 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.

C.1 The Creative City Conversation Day

The community consultation culminated in April of 2007 with the *Creative City Conversation* - a forum on culture, creativity and our community - which brought together 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. A full day event held at the Vancouver Playhouse, The Creative City Conversation was followed by a meeting of the guest speakers and the Task Force.

485 people attended the event. Ads were placed in community newspapers and notices distributed through libraries, community centres. As well, invitations were posted on the Creative City website and links sent to the 800-member VanCulture distribution list, to the membership of the Alliance for Arts and Culture and was broadly distributed by the members of the Task Force.

As a follow up to the Creative Conversation day three focus groups sessions were held for those participants interested in a more in depth discussion and in ongoing dialogue on the issues.

C.2 The Creative City Quiz

The Creative City Quiz was a 13 question online survey designed to test users' knowledge about the creative sector in Canada, and in Vancouver in a fun and interactive format. Answer provided context and background on information such as size of the creative sector in Vancouver, relative price of tickets to events, comparison of spending on arts and culture vs. sporting events. The purpose of the report was to ensure online users had access to factual information prior to the Creative Conversation Day and/or providing input through the online survey.

C.3 The Creative City Online Surveys

The Creative City Task Force hosted two major online surveys as well as a feedback survey following the Creative Conversation Day. Surveys were posted on the Creative City website and links sent to the 800-member VanCulture distribution list, to the membership of the Alliance for Arts and Culture and was broadly distributed by the members of the Task Force.

697 people completed the first online survey, of which 65% identified themselves as Creative Producers, 23% as Creative Consumers and 13% as "General Public". This survey was designed to gather information on participation rates, to seek input into a vision for arts and culture in Vancouver for 2018. a copy of the survey results are available online at www.vancouver.ca/creativecity

A second survey was used to test the draft Strategic Directions. This survey was done both in hard copy and online. Of the 81 people who responded, 76% indicated that they had not participated in early consultations but all confirmed a very high level of support for the five strategic directions.

C.4 Creative City Final Open House

An open house was held on December 10, 2007 at the Main Branch of the Vancouver Public Library. Ads were placed in community newspapers and notices distributed through libraries, community centres. As well, invitations were posted on the Creative City website and links sent to the 800-member VanCulture distribution list, to the membership of the Alliance for Arts and Culture and was broadly distributed by the members of the Task Force.

Approximately 50 people attended the open house, viewed boards outlining the strategic directions and spoke with Task Force Members.

Copies of presentations from the Creative City Conversation Day are available online at 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 been synthesized by the Task Force into the strategic directions outlined in this report.

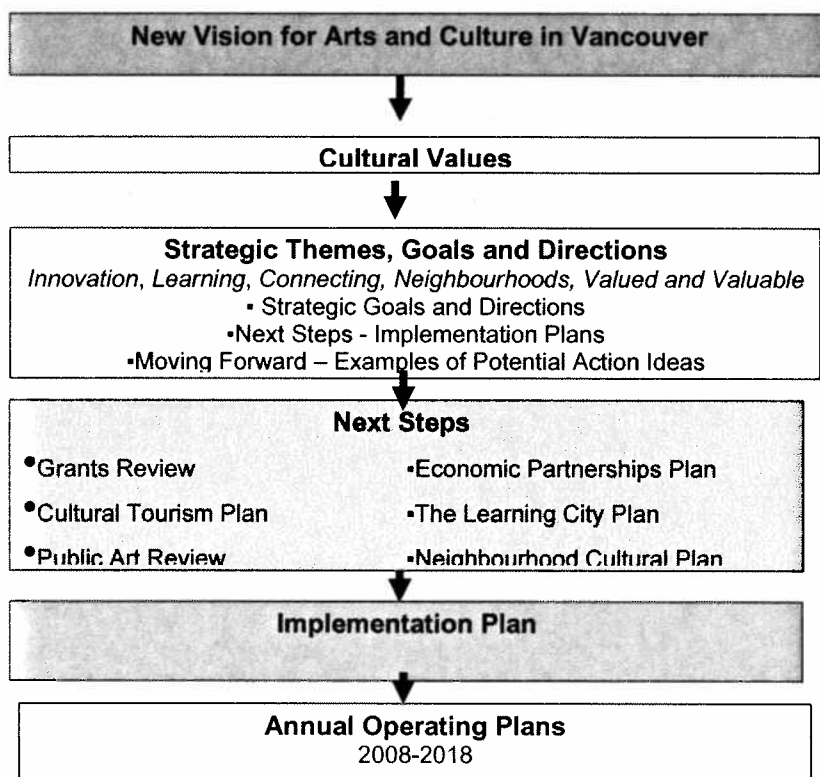
APPENDIX D: THE PLANNING FRAMEWORK

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 throughout the extensive consultation process has 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 a clear and detailed **implementation plan** 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 **suggested action steps arising out of the community consultation** and from the Task Force itself. This is not an exhaustive list, nor will all of these ideas be implemented. Rather, these describe some of the ways we might move forward towards realizing the new **Culture Plan for Vancouver 2008-2018**.



APPENDIX E: SUGGESTED ACTION STEPS FROM THE COMMUNITY

The following are a *sampling* of ideas for actions steps brought forward by the community through the Creative City Conversation and online surveys. These have not been prioritized for action by the Task Force as additional ideas will arise from the next steps and will be under consideration through the Implementation Planning process.

E.1 Innovation

- Review and revise the permitting and approval processes for cultural events, festivals and temporary activities to ensure that civic processes support innovation and cultural expression - providing clear information on processes which are focused on life/safety issues only and by delegating authority to organizers to work with property owners, neighbours and the broader community to ensure successful events;
- Review City policies, by-laws and guidelines to maximize the creation and renovation of affordable spaces by artists and creative entrepreneurs;
- Prioritize grant programs to emphasize innovation and the creation and development of new work. Support innovation in both cultural expression, exhibition, and processes as well in the use of public space offering greater public access to art and culture;
- Implement initiatives that support cultural incubation, cultural cross-fertilization and build mutually beneficial collaborations with our partners in the arts, education and creative industries;
- Encourage closer collaboration between architects, designers and public artist by creating two new positions on the Urban Design Panel and the Public Art Committee, one to be filled by an artist, one an architect.;
- 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
- Collaborate with our partners - in the business, tourism, non-profit sector and arts communities to create an online information portal that is user-friendly, affordable, current and comprehensive for the everyday use by our citizens and visitors alike;
- Encourage creativity in our built form by celebrating excellence in architecture as part of the Vancouver Art Award;
- Increase the value of commissions to new and emerging artists through the Vancouver Arts Awards;
- Maximizing our investment in “creative research and development” by partnering with other funders to enhance the City’s investment in the commissioning of new work.

E.2 Learning

- Support the leadership of the Vancouver Public Library and the Vancouver School Board's work with "The Learning City" initiative to ensure that artists and all forms of arts and cultural learning are integrated into all future plans;
- Prioritize grant programs that support artist, administrator and board learning - formal and informal - such as training, mentorships, artists-in-residencies, adopt-a-class, and study sabbaticals;
- 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 more citizens to our libraries and deepen existing relationships;
- Engage with the Vancouver School Board to develop programs to ensure that Vancouver schools are leaders in community-based artist training;
- Collaborate with post-secondary arts training institutions to enhance the retention of graduates in Vancouver by providing human resources, skills and training, as well as access to facilities and services;
- Partner with our Social Planning and Park Board colleagues to enhance and build on the pilot "Get Out" programs that provide 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;
- Review best practices and programs in other jurisdictions that support the development of entrepreneurial skills and strengthen educational initiatives in this area;
- Develop mentorship programs to nurture and support new generations of creators and to build bridges between established and emerging artists by working with the artists throughout the community and in our neighbourhoods;
- Support our heritage and museums programs and activities by acknowledging and learning from our past.

E.3 Connecting People Ideas and Communities

- Ensure that grant programs support significant artistic, administrative and/or marketing collaborations;
- 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;
- Convene informal quarterly networking meetings with partners for a direct and open exchange of ideas and issues between those in the cultural sector with city politicians and staff;
- Support opportunities for national and international arts and cultural collaborations and exchange;
- Increase our efforts with the creative industries and the cultural sector to build bridges among business people, artists, and institutions and to maximize our artistic and entrepreneurial talent;
- Allocate our public art resources to focus on public gathering places and public service systems (e.g., transit, greenways) where people can experience and connect with art in their daily lives;
- Support capacity-building among organizations by encouraging the use of shared resource models and by finding ways for organizations to offer skill enhancement opportunities to their staff and volunteers;
- Facilitate finding new opportunities for partnerships and/or strategic alliances that can enhance long-term viability for arts and cultural organizations y;
- Explore viability of a community cultural reuse and recycling facility as well as collaborative support systems (e.g., bulk buying) to ensure resources are inventoried and made available for shared benefit;
- Enhance our online capacity for feedback and suggestions and create an online cultural networking community to provide information on resources and activities and exchange ideas on a regular basis.

E.4 Neighbourhoods

- Support information-sharing and capacity-building among neighbourhood cultural organizations by encouraging shared resources and regular information sessions;
- Ensure that festivals, special events and exhibits can take place in accessible traditional and non-traditional venues in our neighbourhoods;
- 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;
- 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 neighbourhoods 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 improvement associations (BIAs);
- Assess the opportunity to use the City’s neighbourhood assets - libraries, parks, schools, community centres - for their potential as future cornerstones of neighbourhood cultural planning and activity;
- Support the development of cultural clusters or precincts which bring together arts and cultural activities with complementary restaurants, shops and services that create vibrant, safe and complete audience experiences;
- Support neighbourhoods in developing their own cultural plans, by integrating a Cultural Planner into neighbourhood planning processes and by facilitating planning and implementation of cultural activities, programming and events.

E.5 Valued and Valuable

- 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;
- Utilize the City's unique planning and development tools to integrate arts and cultural facilities into all major downtown developments;
- Encourage, with neighbouring municipalities, the GVRD to implement equitable cultural development strategies for the region that support the creation, development and distribution of arts and culture as well as access to and participation in arts and culture;
- 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;
- Establish 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 individuals and public and private funding bodies to explore joint funding opportunities, risk capital and micro-loan initiatives;
- Increase financial support of the creative sector by increasing public participation in cultural 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 by investing appropriately in quality design and quality materials that stand the test of time;
- Enhance all Vancouverites' awareness of and participation in the wide array of diverse cultural activities, including heritage and traditional art forms as well as multicultural, intercultural and cultural fusion forms of expression;
- Foster a strong sense of philanthropy among Vancouver's citizens and businesses to support the implementation of this Culture Plan;
- Encourage the Provincial Government to adopt "Status of the Artist" legislation that recognizes the significant contribution that artists make to the creative economy and foster a better financial environment for our artists to live and work.

APPENDIX F CREATIVE CITY TASK FORCE MEMBERS

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 Arts Club Theatre Society
- Nancy Noble, Chief Executive Officer, Vancouver Museum
- Valerie Overgaard, Associate Superintendent for Learning Services, Vancouver School Board
- Heather Redfern, Executive Director, Alliance for Arts and Culture (2005 - 2006)
- Andrew Wilhelm-Boyles, Executive Director, Alliance for Arts and Culture (2007 - 2008)

City Staff:

- Rae Ackerman, Director, Vancouver Civic Theatres
- Sue Harvey, Managing Director of Cultural Services
- Peter Judd, Deputy City Engineer
- jil p weaving, Co-ordinator, Arts and Culture, Vancouver Park Board
- Margeret Specht, Co-Director, Office of Cultural Affairs
- Brent Toderian, Director of Planning
- Paul Whitney, City Librarian

Consultants and Staff Support:

- Dan McFaul, and April English, The YES Resolution Group
- Alicia Maluta
- Rob Egan, RE Consulting Ltd.
- Rich Newirth, Rich Newirth Arts Management Inc
- Krisztina Kassay, Planning Analyst, Office of Cultural Affairs
- Debra Carmont, Executive Assistant, Cultural Services

Summary of the Allocation of the Three-Phased Strategic Increase to the Culture Budget

On March 17, 2005 Council approved a \$1 million increase to the 2005 Operating Budget for cultural programs and services. On March 23, 2006 Council approved a further increase of \$700,000 and on March 13, 2007 a further \$1 million increase as well as \$300,000 per year for 5 years in support of a Cultural Tourism Strategy. In total a permanent increase to the cultural operating budget of \$2.7 million as well as \$1.5 million over five years in support of Cultural Tourism.

This increased investment was seen as a demonstration of commitment to the community, a catalyst to the Task Force planning process, recognition of the importance of investment in strengthening the cultural sector, and an incentive to leverage additional resources from other sources.

To begin to plan for the allocation of increased support, staff consulted with the Creative City Task Force and convened a community meeting. In summary, the community advised that the most important factors to weigh in considering how to allocate the first year's increase were to:

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

Based on that feedback, in July 2005 Council approved recommendations for the 2005 \$1 million increase with the bulk of the increase allocated to rebalancing the levels of Operating and Project Grants through supplemental grants review, a doubling of the Diversity Initiatives grant program, a Theatre Rental Projects grant program, outreach initiatives and support to provide for community input into the grant assessment processes.

In 2006 Council approved an increase of \$700,000 which was allocated to further increases to Project Grants, the creation of a new Commissioning Grants program (now Arts Partners in Creative Development [APCD]) as well as one-time support for Opportunities Grants and a series of one-time planning, communications and service improvements.

In 2007 Council approved an additional \$1 million strategic investment allocation to the Cultural Budget contained within the 2007 Operating Budget. Due to the delay in Council considering the new Culture Plan as a result of the 2007 civic strike, the funds were not disbursed until January 2008. These allocations included a permanent increase to the Operating Grants category, supplemental increases to Operating, Major Institutions Operating and Project grants, and an allocation for the second Creative City Conversation.

This phased approach to investment has included both permanent and strategic supplemental investments in order to provide stability and certainty in some areas while allowing flexibility for Council to consider, in the context of annual Operating Budgets, the recommendations arising from the new Culture Plan specially, the Implementation Plans outlined in this and the four companion reports.

Summary Table of Increases since 2005

	2005	2006	2007
Grants:			
Diversity	\$ 50,000		
Projects	\$ 75,000	\$ 150,000	\$ 100,000
Operating	\$ 825,000		\$ 500,000
Major Institutions			\$ 250,000
Opportunities		\$ 150,000	
Commissioning		\$ 115,000	
Theatre Rental - Project		\$ 20,000	
	\$ 950,000	\$ 435,000	\$ 850,000
As a % of increase	95%	62%	85%
Services:			
Peer review	\$ 50,000		
Grant Review		\$ 75,000	
How Tos		\$ 50,000	
Creative Conversation Day			\$ 50,000
Website		\$ 50,000	
	\$ 50,000	\$ 175,000	\$ 50,000
As a % of increase	5%	25%	5%
Admin:			
Research			
Planning Assts			
Training	\$ -	\$ 90,000	\$ 100,000
	\$ -	\$ 90,000	\$ 100,000
As a % of increase	0%	13%	10%
<hr/>			
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TOTAL	\$ 1,000,000	\$ 700,000	\$ 1,000,000

New Costs (Consolidated June 2008 Reports)		2008	2009	
Operating Budget	One time	Ongoing (Prorated)		
Staffing (inc benefits & one-time overhead)				
Administrative Asst (.5FTE shared with Social Development)		x	\$8,800	\$26,300
Cultural Planner III Promotions and Partnerships*		x	\$26,806	\$80,400
Cultural Planner II Outreach		x	\$30,200	\$93,700
Cultural Planner I Implementation/Perf. Measures		x	\$27,800	\$86,300
Cultural Planner I CADAC*		x	\$5,300	\$16,300
Cultural Planner III (Civic Public Art)		x	\$35,100	Capital
Cultural Planner I (Project Manager)		x	\$27,800	Capital
Cultural Planner II Facilitator		x	\$30,200	Capital
Cultural Planner I Facilities		x	\$27,800	Capital
One-time costs (computers, desks etc.)	x		\$42,000	\$0
* incremental to existing/vacant positions			\$261,806	\$303,000
Grants Review				
Outreach/Diversity Review (project funding from 2008)	x		\$10,000	\$0
Workshops - Outreach Strategy		x	\$10,000	\$20,000
IT Review	x		\$10,000	\$0
CADAC Fee		x	\$0	\$20,000
			\$30,000	\$40,000
Facilities Plan				
VCT Strategic Plan	x		\$65,000	\$0
Workshops		x	\$30,000	\$30,000
Feasibility for entity	x		\$50,000	\$0
Feasibility for Housing site	x		\$10,000	\$0
Feasibility for Market studios	x		\$10,000	\$0
			\$165,000	\$30,000
Public Art				
Workshops		x	\$15,000	\$30,000
Cultural Services				
Implementation Project Budget (2 yrs)	x		\$20,000	\$0
Promotions and Partnership Budget		x	\$15,000	\$30,000
			\$35,000	\$30,000
Grants				
APOD		x	\$44,000	\$44,000
Arts Awards		x	\$0	\$50,000
Cultural Tourism Product Investment Pilot Grant Fund (3yrs)	x		\$600,000	\$0
Further Increase to Cultural Grants Budget		x		\$575,000
			\$644,000	\$669,000
Total			\$1,150,806	\$1,102,000
Unallocated 2008 and 2009 subject to inflationary increase			\$1,281,536	\$ 1,102,620
Balance			\$130,730	\$620

New Costs By Report (Consolidated June 2008 Reports)

Operating Budget	One time	Ongoing	2008	2009
Implementation report RTS 07313 (Report 1 of 5)				
Staffing (inc benefits & one-time overhead)				
Administrative Asst (.5FTE shared with Social Development)		x	\$ 8,800	\$ 26,300
Cultural Planner III Promotions and Partnerships*		x	\$ 26,800	\$ 80,400
Cultural Planner II Outreach		x	\$ 30,200	\$ 93,700
Cultural Planner I Implementation/Perf. Measures		x	\$ 27,800	\$ 86,300
One-time costs (computers, desks etc.)	x		\$ 18,000	\$ -
* incremental to existing/vacant positions			\$ 111,600	\$ 286,700
Services				
Implementation Project Budget	x		\$ 20,000	\$ -
Promotions and Partnership Budget		x	\$ 15,000	\$ 30,000
			\$ 35,000	\$ 30,000
SUBTOTAL			\$ 146,600	\$ 316,700

Review of Grants Programs report RTS 07236 (Report 2 of 5)

Staffing (inc benefits & one-time overhead)				
Cultural Planner I CADAC*		x	\$ 5,300	\$ 16,300
One-time costs (computers, desks etc.)	x		\$ -	\$ -
* incremental to existing/vacant positions			\$ 5,300	\$ 16,300
Services				
Outreach/Diversity Review	x		\$ 10,000	\$ -
Workshops - Outreach Strategy		x	\$ 10,000	\$ 20,000
IT Review	x		\$ 10,000	\$ -
CADAC Fee		x	\$ -	\$ 20,000
			\$ 30,000	\$ 40,000
Grants				
APOD		x	\$ 44,000	\$ 44,000
Arts Awards		x		\$ 50,000
Further Increase to Cultural Grants Budget		x		\$ 575,000
			\$ 44,000	\$ 669,000
SUBTOTAL			\$ 79,300	\$ 725,300

Public Art Review RTS 07314 (Report 3 of 5)

Staffing (inc benefits & one-time overhead)				
Cultural Planner III (Civic Public Art)		x	\$ 35,100	Capital

Cultural Planner I (Project Coordination)		x	\$ 27,800	Capital
One-time costs (computers, desks etc.)	x		\$ 6,000	\$ -
			<u>\$ 68,900</u>	<u>\$ -</u>
Services				
Workshops		x	\$ 15,000	\$ 30,000
SUBTOTAL			\$ 83,900	\$ 30,000

Facilities Priorities Plan RTS 07315 (Report 4 of 5)

Staffing (inc benefits & one-time overhead)				
Cultural Planner II Facilitator		x	\$ 30,200	Capital
Cultural Planner I Facilities		x	\$ 27,800	Capital
One-time costs (computers, desks etc.)	x		\$ 12,000	\$ -
			<u>\$ 70,000</u>	<u>\$ -</u>
Services				
VCT Strategic Plan	x		\$ 65,000	\$ -
Workshops		x	\$ 30,000	\$ 30,000
Feasibility for entity	x		\$ 50,000	\$ -
Feasibility for Housing site	x		\$ 10,000	\$ -
Feasibility for Market studios	x		\$ 10,000	\$ -
			<u>\$ 165,000</u>	<u>\$ 30,000</u>
SUBTOTAL			\$ 235,000	\$ 30,000

Cultural Tourism Strategy RTS 07316 (report 5 of 5)

Services				
Leverage Funds for Strategy Implementation				previously approved
Grants				
Juno Awards				previously approved
Pilot Cultural Tourism Product Investment Pilot Grant Program * (payment distributed over 3 years)			\$ 600,000	\$ -
SUBTOTAL			\$ 600,000	\$ -

TOTAL **\$ 1,144,800** **\$ 1,102,000**

* Cultural Tourism Product Investment Pilot Grant Program Carryforward **\$ 600,000** **\$ 400,000**

Cultural Services

New Position from Operating Budget
New Position from Capital Budget
Reclassified Position
Temporary FT, made permanent FT
No plans to fill at this time

