CULTURE PLAN
STRATEGIC DIRECTIONS
FOR THE NEXT 5 YEARS

RICHARD NEWIRTH
CULTURAL SERVICES
OCTOBER 23, 2013
RTS 10309
Culture Plan to Strategic Directions

**2008 Culture Plan**
- Public Engagement and Consultation
- Grants Review
- Public Art Plan
- Facilities Plan
- Cultural Tourism Strategy

**2008-2013 Highlights**
- Arts and Culture Policy Council
- Increased Grant Support
- Artist-Initiated and Olympic Public Art
- $4.6M Infrastructure Grants
- Vancouver 125: Cultural Capital of Canada

**2014-2018 Strategic Directions**
- Foster Cultural Leadership
- Increase Participation and Community Engagement
- Provide Sustainable Support Programs
- Optimize City Investment
- Invest in Creative Economy
How and to what degree we engage with cultural activities impacts our individual and collective well-being¹

- Participation in arts and culture has a strong connection with better health, more volunteering and greater satisfaction with life!²
- Celebrates community values and aspirations
- Critical to building a vibrant, livable and healthy city

¹ City of Vancouver Healthy City Strategy
² Arts & Well-Being, Hill Strategies 2010
Vision: A diverse and thriving cultural ecology that enriches the lives of residents and visitors

- Diversity, innovation, artistic excellence
- Community engagement and participation
- Vibrant, creative neighbourhoods & public spaces
- Dynamic robust creative economy
Creative Economy (Metro Vancouver)

- $5.24B Creative Sector GDP (2009)$^{1}$
- 2.9% of Provincial GDP
- $1,065 average household spending on arts and culture in 2005$^{2}$
- 25,000 Cultural Workers$^{2}$
- 7.7% of all jobs$^{2}$
- 64% of BC cultural workers live in Metro$^{2}$

---

$^{1}$ Compiled from Statistics Canada data
$^{2}$ Hill Strategies
Creative People and Organizations

• 8200 Artists\(^1\)
• Highest concentration of artists per capita in Canada\(^1\)
• 16,000 volunteers\(^2\)
• 6,400 arts and culture events & performances \(^2\)
• Over 5 million in attendance at arts and cultural performances and events\(^2\)
• 400 arts and cultural non-profits \(^3\)

\(^1\) Hill Strategies
\(^2\) Canadian Arts Database
\(^3\) City of Vancouver Cultural Assets List 2012
Creative Places and Spaces

- 173 galleries & museums
- 106 other exhibition/performance spaces
- 131 artist studios/workshops
- 26 media studios
- 333 public artworks
- 11 educational institutions

Source: City of Vancouver Cultural Assets List 2012
Vancouver is #1 in grants ($28) and #2 in cultural investment ($47) per capita compared to Montréal, Ottawa, Toronto and Calgary¹

### Grants and Awards
- Cultural Grants and Awards
  - $11.4M
- In-Kind Outdoor Advertising
  - $4.7M

### Public Art and Civic Collections
- Public Art Program
  - Civic Commissions $83K
  - Private Sector $2.45M
  - Maintenance $100K
- Civic Collections
  - Public Art
  - VAG, CAG, MOV, Maritime, Roedde House, Clerk’s/Protocol

### Other Programs
- Park Board Arts Programs
- Engineering Film & Events, VIVA Vancouver
- Library, Archives, Police Museum
- Heritage, Cemetery, Carnegie Centre, Great Beginnings

¹ Hill Strategies, 2009
Current Context

Economy

• Less discretionary income
• Space is expensive, affordable older spaces being redeveloped
• Senior government funding changes
• Shift has at times resulted in crisis – NPOs shutting doors

Demographics

• Aging audiences and cultural leaders retiring
• New younger audiences more selective and diverse
• Need to keep in step with rapid societal changes
• Shift to suburbs: population and infrastructure

Digital and Social Media

• Impact on art production, supply and consumption
“Successful organizations will more deeply recognize and engage with the creativity and artistic potential of the larger community, and the dominant organizational model will change to one that is porous, open and responsive.”

Richard Evans
Entering upon Novelty, Policy and Funding Issues for a New Era in the Arts
Keynote Speaker
Arts Summit Vancouver
June 22, 2013
Paradigm Shifts Needed

- Growth
- Provide
- Consume
- Singular Vision
- Closed

- Sustainable Growth
- Enable
- Engage
- Community Impact
- Porous
The Next Five Years | Strategic Directions

Achieving our ambitious goals requires

- Innovation
- Engagement
- Resilience
- Transformation
Foster cultural leadership
• Celebrate artistic excellence
• Recognize outstanding leadership
• Expand support to emerging, innovative artistic practices

Underway
• Mayor’s Arts Awards
• Artist studios
• Broaden Public Art artist opportunities
• Support incubator spaces for artistic innovation

Planned
• Support peer mentorships
• Establish VSB Liaison on ACPC
Increase public participation and community engagement in arts and culture

- Promote local arts and culture
- Improve arts access for new and under-served communities

Underway

- Promotion on transit shelters, video screens, Twitter and Facebook
- VPL Inspiration Pass
- VIVA Vancouver
- Online mapping of cultural spaces
- Mayor’s Engaged City Task Force

Planned

- Develop neighbourhood-led art plans
- Foster cultural inclusion through support
- Audit cultural spaces for accessibility
Provide adaptable sustainable support programs
• Support the breadth of diversity and artistic expression—from ideas to major facilities
• Support sustainable growth
• Enhance sustainability of organizations

Underway
• 2013 Cultural Grants budget indexed to inflation
• Capacity workshops for NPOs
• Partnering with NPOs on sustainability plans
• Streamline City support
• Pilot online grants
• Self-assessment tools

Planned
• Support proactive sustainability planning
Adaptable Sustainable Support | NPO Lifecycle

- Start Up or Idea
  - Focused Involvement
    - Expertise
    - Mentorships
    - Promotion
    - Capacity Building

- Growth
  - Regular Monitoring
    - Annual Grant
    - Capacity Building
    - Spaces
    - Promotion

- Maturity
  - Light Monitoring
    - Multi-Year Funding
    - Agreements
    - Spaces

- Turnaround or Decline
  - Focused Involvement
    - Capacity Building
    - Sustainability Planning
    - Governance
    - Exit Strategy

Adapted from Susan Kenny Stevens PhD, Non-Profit Lifecycles
Multi-Pronged Approach for Success

ASSETS
- Grants Awards Promotion
- Procure Public Art
- Enable Creative Spaces
- Enable Creative Financing

SERVICES IN-KIND
- Capacity Building
- Enabling Policies Expertise

CASH
- City Support

December 11, 2013
Optimize City investment in cultural assets

• Arts and culture integrated in community plans and city-wide strategies
• Innovative approaches to maximize community benefits and care for City facilities and assets

Underway

• City-wide cultural amenity strategy
• New plan for Vancouver Civic Theatres
• York Theatre – 365 seats
• Performing arts production centre at 162 West 1st
• Howe St artist studios – 10,800 sf

Planned

• Encourage shared services
### Invest in Vancouver’s creative economy
- Expand and leverage strategic partnerships
- Partner to retain and develop affordable, sustainable spaces
- Cut red tape for arts and cultural activities
- Commission new public artworks city-wide

### Underway
- New Vancouver Art Gallery
- Arts Factory
- Arts Event License pilot
- Artist Studios in Industrial Zones
- Support Mt Pleasant artist production space (Rize)

### Planned
- Enhance Public Art Program
Looking Ahead

- CBC and Woodward’s Non-profit Tenants
- 162 West 1st – Performing Arts Production Centre
- Mt Pleasant Artist Production Space (Rize)
- Vancouver Civic Theatres Business Review and Plan
- Public Art Investment
- Grants for Capacity Building