



AMENDED AGENDA
GOVERNANCE & PRIORITIES COMMITTEE
MEETING OF FRIDAY, DECEMBER 18, 2015, AT 9:00 A.M. ~~11:00~~
A.M.
COUNCIL CHAMBERS
CITY HALL, 1 CENTENNIAL SQUARE

Page

CALL TO ORDER

APPROVAL OF THE AGENDA

ADOPTION OF MINUTES

1. **Late Item**: Minutes from the Meeting held November 19, 2015

WORKSHOP

2. Cultural Planning 3 - 28
--J. Jenkyns, Deputy City Manager

Presentations providing Committee with information on the Arts & Culture Master Plan and cultural planning.

ADJOURNMENT



Purpose

To build a common understanding of the current model of cultural service delivery and the roles and responsibilities of stakeholders.

Review the current level of cultural investment by the City and how funding is allocated.

To further our understanding about cultural planning, the various approaches, and why local governments undertake culture plans.

To provide an opportunity for sharing and discussion.



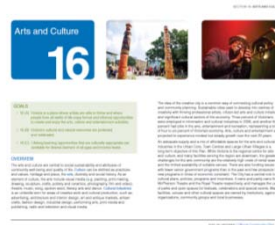
Official Community Plan

Chapter 16: Arts and Culture

Cultural Planning

16.9 Provide direction for cultural planning through the development and regular update of a Cultural Plan, that:

- 16.9.1 Establishes a vision and action plan for arts and culture in Victoria;
- 16.9.2 Seeks opportunities for partnership with the public, private and non-profit sectors;
- 16.9.3 Maintains, develops and enhances the delivery of City arts and culture programs;
- 16.9.4 Enhances support to local, non-profit groups engaged in arts or culture programs;
- 16.9.5 Sets targets for future cultural spaces, including new or upgraded civic, institutional and private facilities; and,
- 16.9.6 Identifies tools to secure new cultural spaces, including: senior government funding; land donations; developer contributions, private donations; and, changes to regulations.



Strategic Plan 2015-2018

2016 Action Items:

- Develop Arts and Culture Master Plan
- Fund an Economic Impact Study linked to an Arts and Culture Master Plan
- Identify scope and develop budget strategy for a new Central Library and for a library branch at Capital Park in James Bay



Current Role of the City of Victoria

Funders Capital Regional District, Royal and McPherson Theatres, Heritage, Strategic Planning, and Festival Investment Grants

Facilitator and catalyst for arts, culture and heritage initiatives including partnerships with businesses, art organizations and educational institutions

Planner and steward for public art, public realm and urban design

Regulator for the use of public space for events, films and festivals

Communicator and promoter of arts, culture, and heritage programs

Advisor to arts organizations, community groups and individuals

Manager outdoor performance spaces

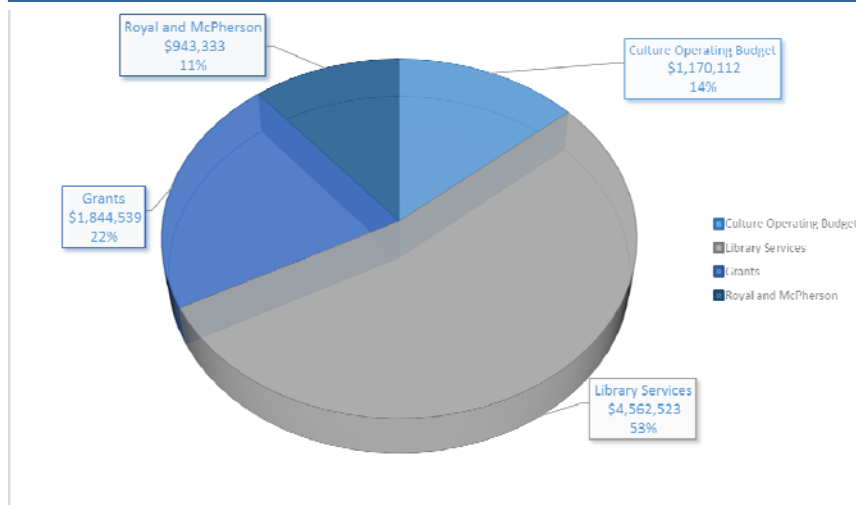


Milestones: City of Victoria

- 1978:** Began direct grant to heritage homeowners through a system of tax rebates
- 1982:** First municipality in BC to establish an arms length society to administer City grants for Heritage Designated Buildings.
- 1989:** Establishes Victoria Civic Heritage Trust to fund restoration of downtown designated heritage buildings
- 1992:** Public Art Policy is adopted
- 1996:** Begins supporting arts and culture festivals
- 1997:** Establishes outdoor summer concert program in Centennial Square
- 1999:** Festival Investment Program was initiated
- 2005:** Victoria declared Cultural Capital of Canada
- 2009:** Victoria Arts Scan Cultural Mapping Project completed
- 2010:** Council approves a new policy for Art in Public Places and increases funding
- 2015:** Arts, Culture and Events Office is created and new grant streams based on Strategic Plan



Cultural Investment 2015



Total Investment: **\$8,520,507** (Excluding Library Funding): **\$3,957,984**



City Support for Arts and Culture



7 Employees:
FTE City of Victoria staff members

Contracted



117
Bands

7

Employed for production
and technical support

10

Artists for public
art projects

10

writers and poets



CityVibe Event and Festival Guide
Distributed **40,000** copies regionally



94
Film permits



Public Art
\$4.3 million value of
80 public art pieces



**City of Victoria
Butler Book Prize:**
32 submissions received



234
Special Event
Permits

Loaned festival
equipment to
112 Organizations

Cameron Band Shell

44 Concerts
Attendance **17,775**



Centennial Square

58 special event permits issued
107 events including
60 concerts
85,400 Total attendance



**Canada Day
Celebration**
45,000
Attendees



Social and Community Impact

- Access to events, festivals, performances, concerts, exhibits, books, media, and literary programs
- Creates community vitality and social cohesion
- Improves quality of life
- Creates animated and lively public spaces
- Sense of place and history



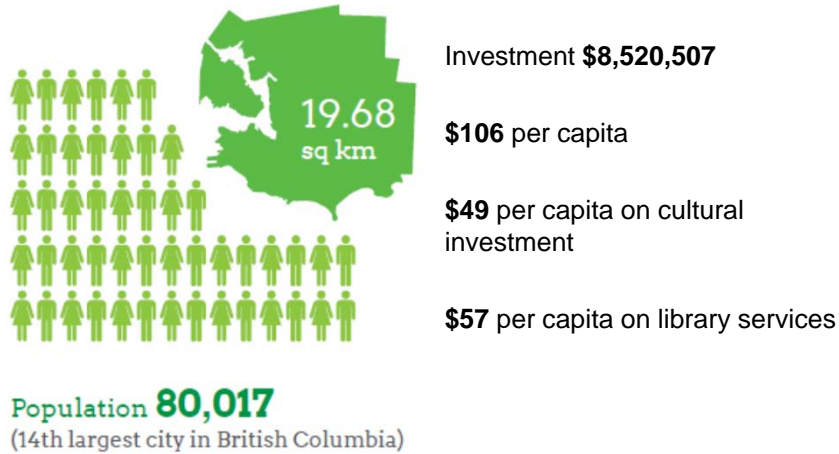
Economic Impact



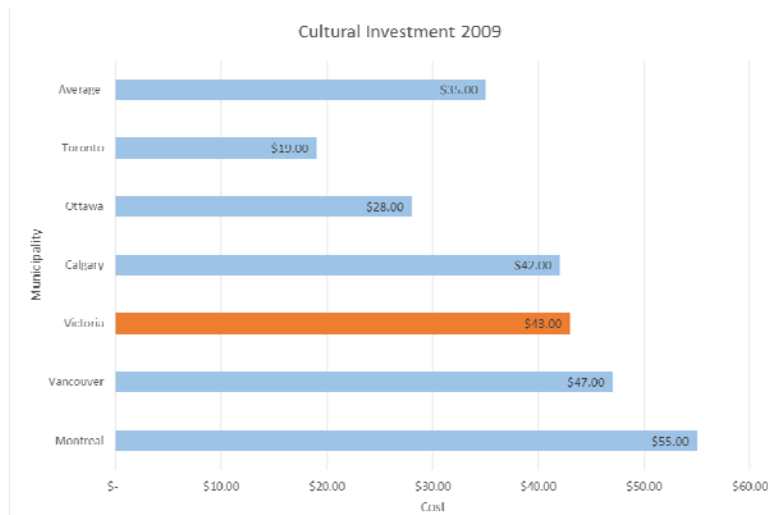
"Victoria works because of its combination of restaurants and beer and coffee and music and culture mixing with innovators, disruptors and creators. It is the magic formula." Dan Gunn, ViaTec



Culture Investment Per Capita 2015



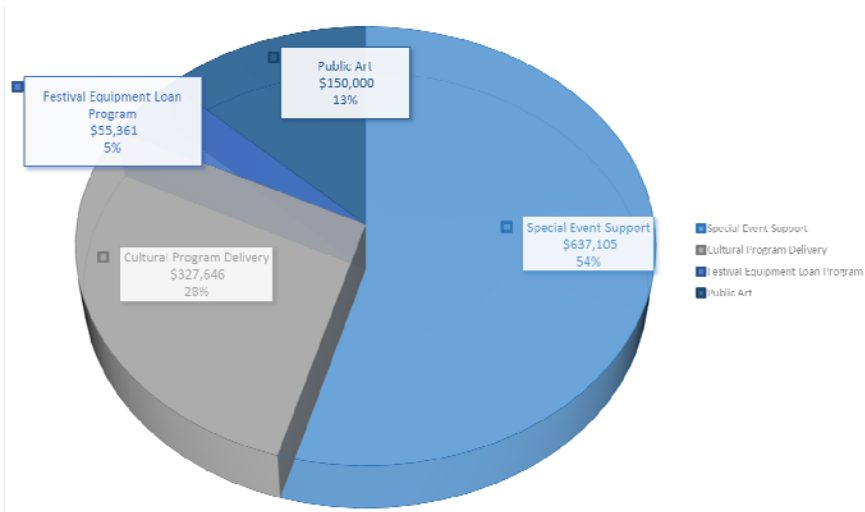
Comparative Analysis Canadian Cities 2009



Source: Hills Strategy Municipal Cultural Investment in Five Large Canadian Cities 2009



City of Victoria Direct Service Delivery



City of Victoria Cultural Service Delivery

Special Event and Film Support

- Arts, Culture and Events Office
- Public Works
- Parks
- Police and Fire
- Finance: Grants and reporting
- Economic Development, Tourism and Victoria Conference Centre
- Citizen Engagement and Strategic Planning Department

Arts and Culture Programming

- Arts, Culture and Events Office
- Parks and Facilities
- Citizen Engagement and Strategic Planning Department

Public Art

- Arts, Culture and Events Office
- Public Works
- Parks
- Citizen Engagement and Strategic Planning Department
- Sustainable Planning and Community Development

Heritage

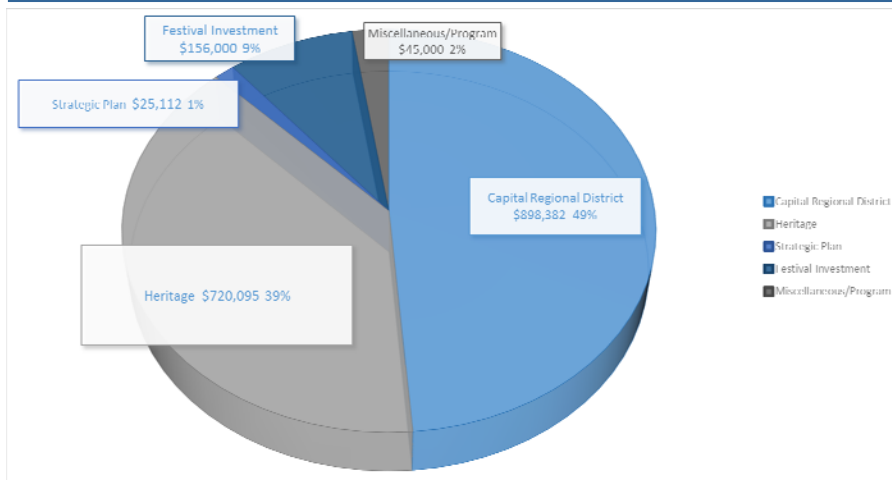
- Sustainable Planning and Community Development

Grants

- Finance
- Arts, Culture and Events Office
- Citizen Engagement and Strategic Planning



Arts, Culture and Heritage Grants 2015



Total Grant Funding 2015: \$1,844,539

Total organizations funded through grants: 71



City Support for Arts and Culture Grants

Festival Investment Grant Program



29
organizations received
\$156,000 in cash and
\$97,250 in kind support

4,000+
volunteers contributing
62,590 hours of service
for events

Leverages roughly
2 million
in cash and in-kind
sponsorship and provincial
and federal funding.

Employs
196
full and part time positions
Attracts 728,075 people



Heritage Grants

In 36 years Victoria Heritage
Foundation contributed to
1,234 projects for the
rehabilitation and
maintenance of **361**
Heritage Designated and
Covenant houses.



For every \$1,000 in Victoria
Heritage Foundation grants to
owners of protected Heritage
houses, a minimum* of
\$2,857 in private investment
is leveraged.

Capital Regional District Grants

The City's collects levies on behalf of the Capital Regional District
Arts Development Fund.

Supports: **32** organizations
Artists employed: **562**

Number of Events: **2,285**
Attendance: **599,793**



Permissive Tax Exemptions

Through an annual tax exemption program, the City of Victoria
provides arts and cultural facilities a 100% tax exemption.
In 2015, this amount totaled **\$280,062**.



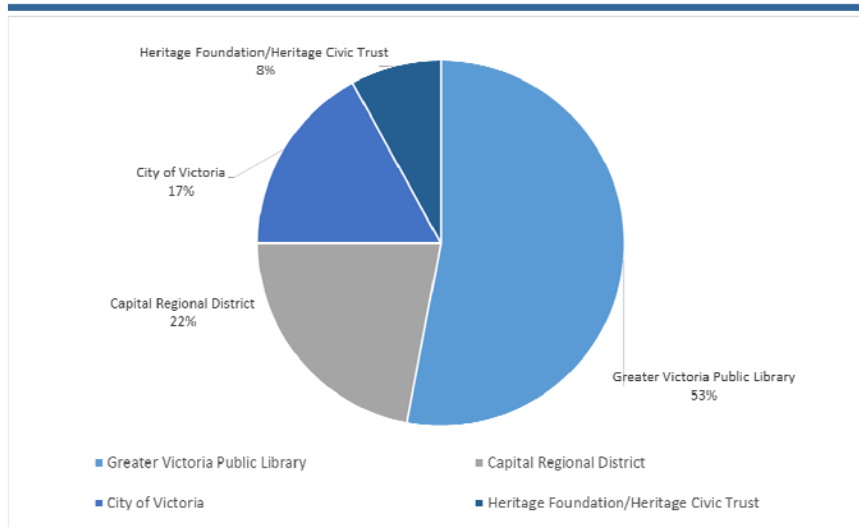
Shared Responsibility

Community Stakeholders

- Capital Regional District Arts Development Office
- Greater Victoria Public Library
- Heritage Civic Trust and Heritage Foundation
- Non-profit and commercial arts, culture and heritage organizations
- Community Centres and Associations
- Artists, musicians, writers, performers.



Percentage Stakeholder Responsibility



History: Regional Context

- 1958:** Esquimalt, Oak Bay, Saanich and Victoria established the Greater Victoria Intermunicipal Committee
- 1988:** The Intermunicipal Committee developed an arts policy for Greater Victoria to establish clear guidelines for public support of arts activities
- 1989:** Arts Policy adopted and included 29 recommendations
- 1989:** As recommended in the policy, the first Arts Manager is hired and a 12-member Arts Committee was appointed as an advisory body to the Intermunicipal Committee
- 1991:** Arts Committee commissioned a report to study the need for arts facilities in Greater Victoria
- 1999:** The Arts Committee and Intermunicipal Committee made a joint recommendation that member councils support the transfer of all functions to the Capital Regional District
- 1999:** CRD Bylaw 2685 *"establishes a local service for all facilities and concessions associated with the McPherson Playhouse"*
- 2001:** CRD Bylaw 2884 established the Art Service and CRD Bylaw 2973 established the Arts Advisory Council
- 2002:** Regional Arts Strategic Plan is completed and adopted by CRD Arts Committee and Arts Advisory Council
- 2002 - Present:** CRD administers three grant programs 1) Operating 2) Project 3) IDEA grants to professional arts organizations on behalf of eight municipalities in the region and manages the Royal and McPherson Theatre Society



Arts and Culture Master Plan



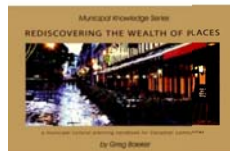
Introduction of Dr. Greg Baeker

35 years of experience working in cultural development

Senior leadership positions in Canada as a policy maker, cultural planner and academic.

Authored:

Municipal Cultural Planning: A Toolkit for Ontario Municipalities



*Rediscovering the Wealth of Places:
A Municipal Cultural Planning Handbook
for Canadian Communities*



Next Steps

Project Plan to Council in January 2016

Outlining the following to complete an Arts and Culture Master Plan:

- Scope
- Deliverables
- Timeline
- Budget





Cultural Planning Workshop

City of Victoria

Presented by Greg Baeker, Director of Cultural Development

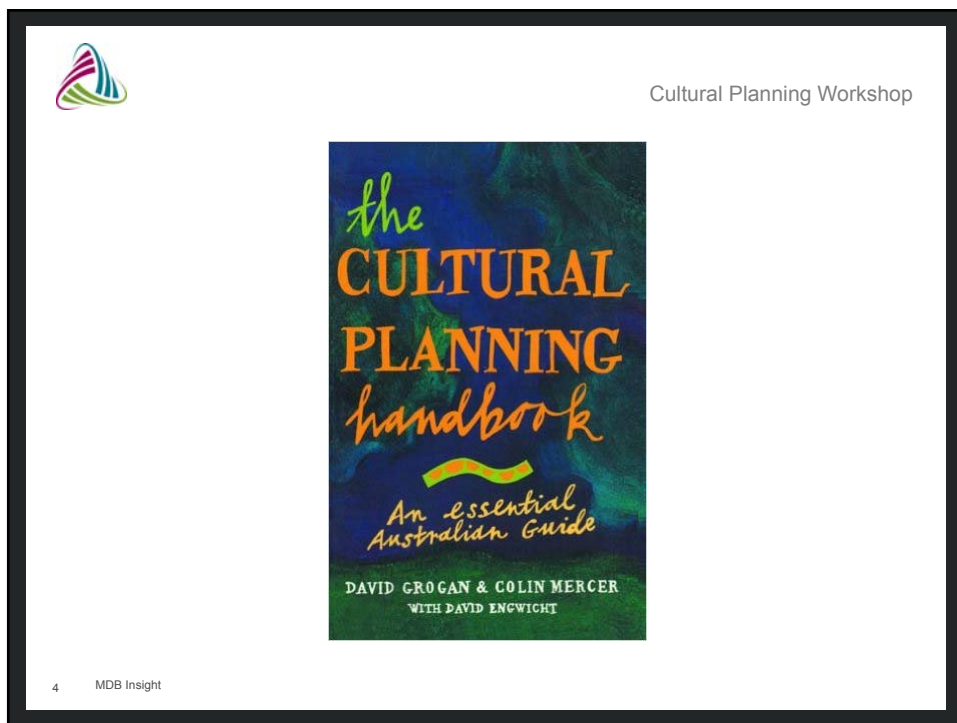
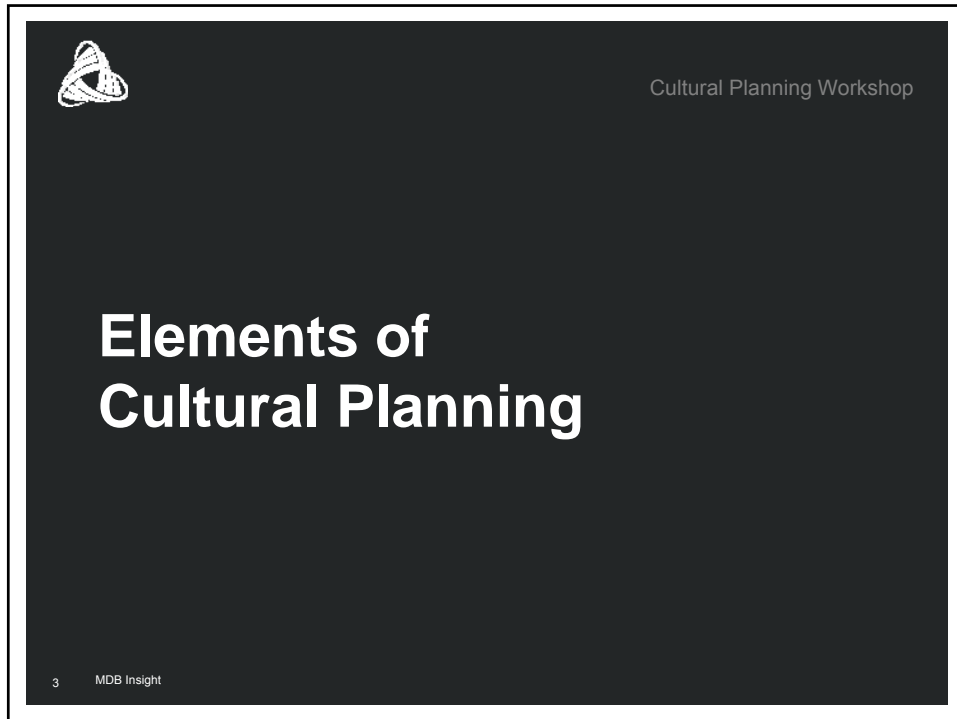
December 18, 2015




Cultural Planning Workshop

Contents


1. Elements of Cultural Planning
2. Cultural Resources and Cultural Mapping
3. Why Bother?
4. Questions and Discussion



 Cultural Planning Workshop

Municipal Knowledge Series


REDISCOVERING THE WEALTH OF PLACES



a municipal cultural planning handbook for Canadian communities

by Greg Baeker

5 MDB Insight

 Cultural Planning Workshop

Cultural Planning

- Developing a shared vision and framework for action
- Integrating culture into municipal planning and decision-making
- Anchoring a new mindset on culture
- Building networks and capacity to realize opportunities
- Establishing strategies to sustain community engagement



6 MDB Insight



Cultural Planning Workshop

Cultural Planning Definition

- Cultural planning is a government-led process for
 - Identifying and leveraging a community's cultural resources
 - Strengthening the management of those resources,
 - Integrating cultural resources across all facets of local government planning and decision making.
- Cultural planning is part of an integrated, place-based approach to development that takes into account four pillars of sustainability: *economic prosperity, social equity, environmental responsibility and cultural vitality.*

7 MDB Insight

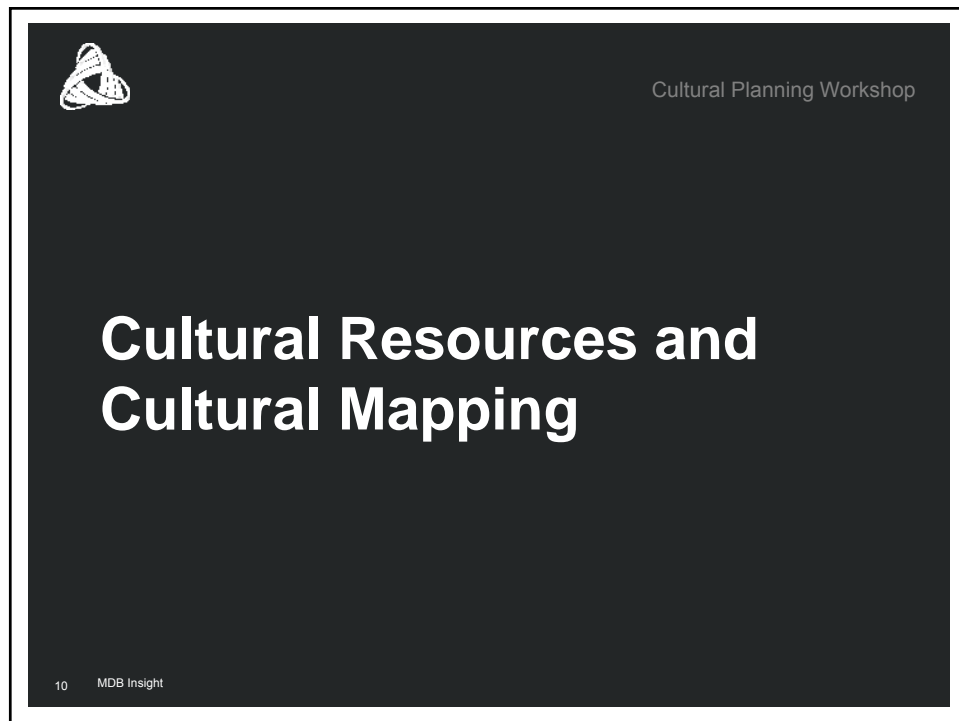
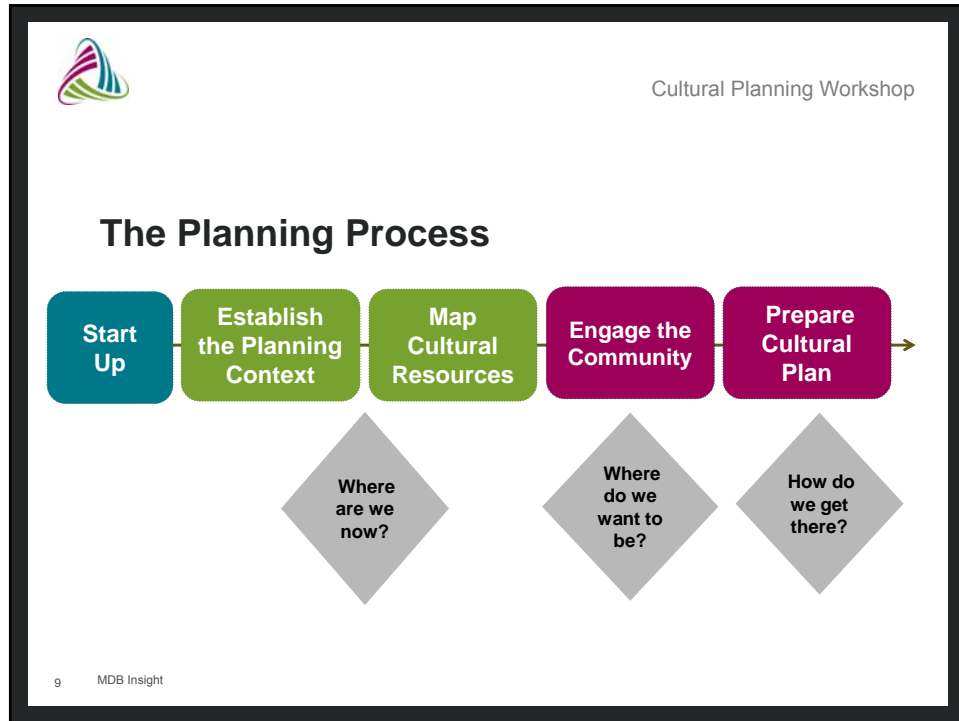



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Sample Cultural Plans

- **Small Rural:** Prince Edward County, Minto, Springwater; East Gwillimbury, Dysart/Haliburton, Midland, Gravenhurst, Stony Plain (Alberta), Kawartha Lakes, Mississippi Mills, Minto, Mississippi Mills
- **Mixed Rural/Urban:** Oxford County, Orillia, Region of Niagara, Chatham-Kent, Hastings County and Quinte Region, Aurora, West Kelowna (BC), Coquitlam (BC), Wood Buffalo (AB)
- **Larger Urban:** Toronto, Hamilton, Oshawa, Oakville, Richmond Hill, Vaughan, Mississauga, Saskatoon, Regina, Calgary

8 MDB Insight







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What is Cultural Mapping

- A systematic approach to identifying, recording, classifying and analyzing a community's cultural assets



11 MDB Insight

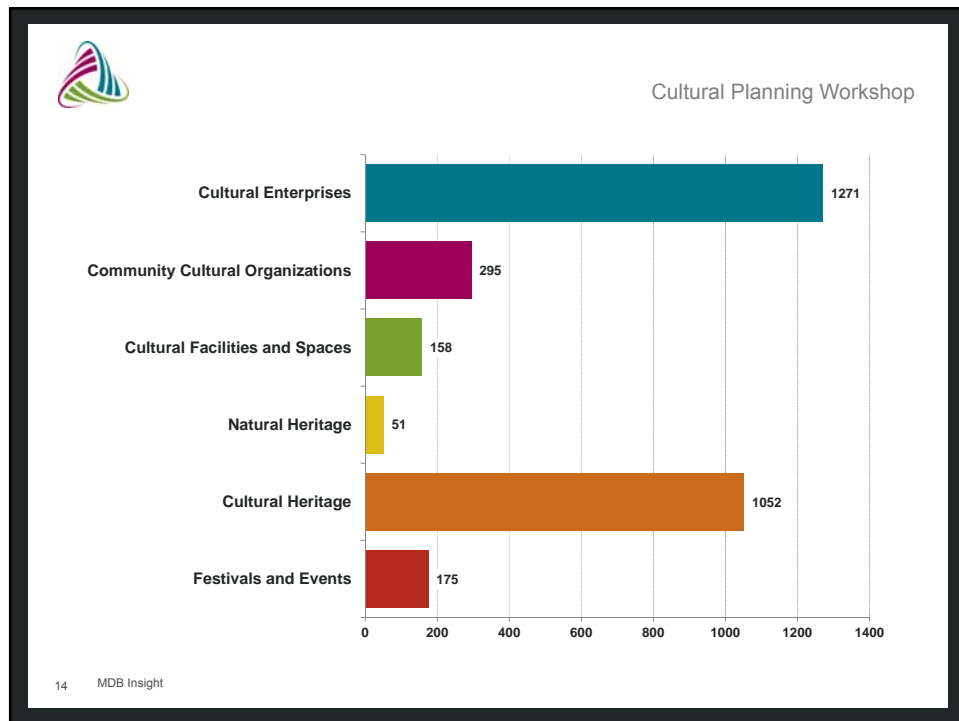
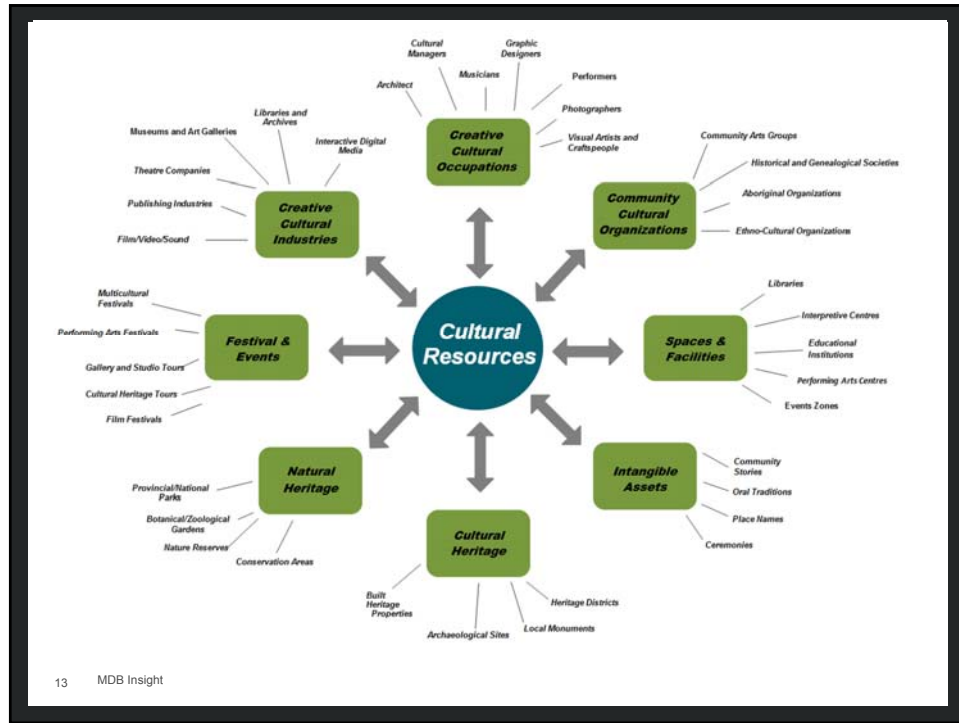


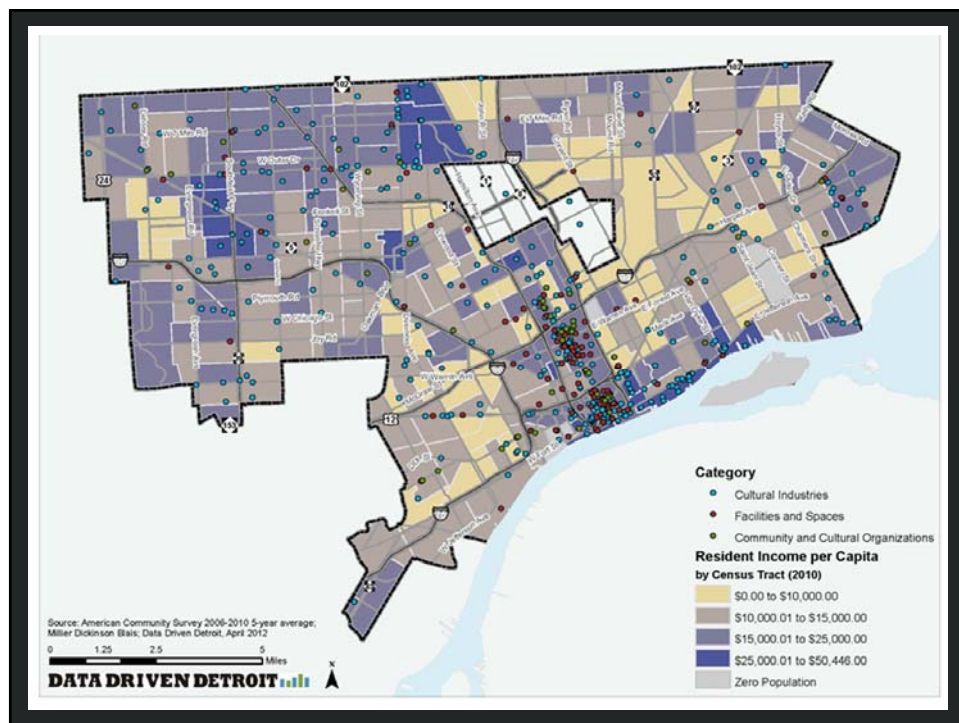
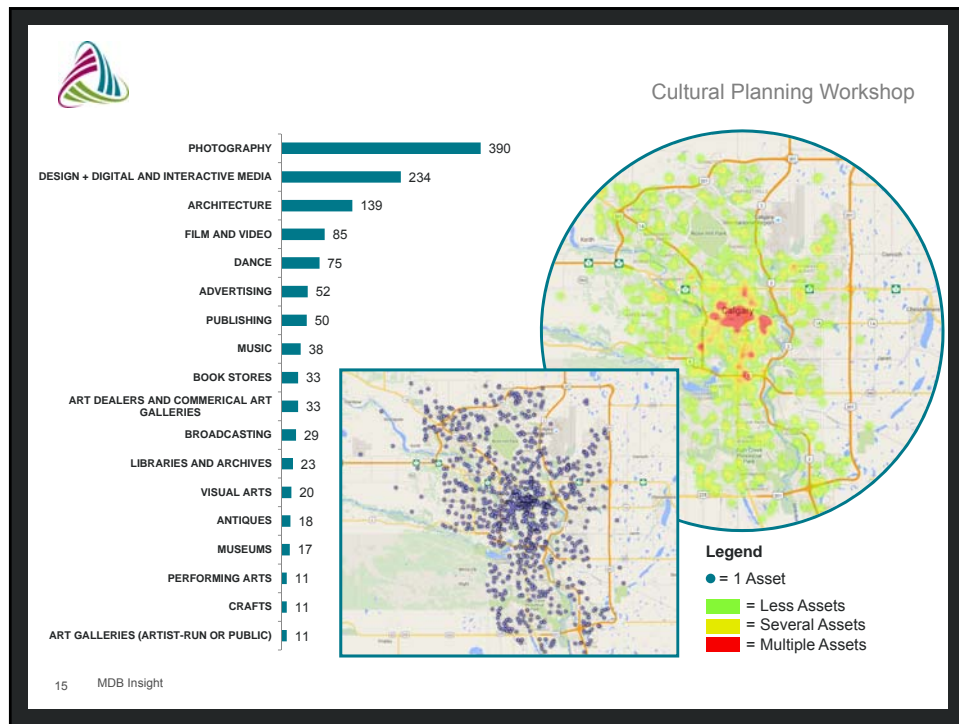
Cultural Planning Workshop

The Cultural Resource Framework

- The Cultural Resource Framework identifies a broad set of assets in the public, private and not-for-profit sectors that are understood as being cultural resources.
- Adopted from Statistics Canada's Framework for Cultural Statistics

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Mapping Intangible Cultural Resources

- Widest definition includes community stories, oral traditions, customs, traditions, social practices, rituals, songs, music, celebrations, skills and crafts, among others
- Community stories represent authentic intangible cultural resources while stimulating community engagement
- Stories can honour the past, celebrate the present or envision the future

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Cultural Planning Workshop



18 MDB Insight



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Establish the Planning Context

- Part of cultural planning is developing a clear picture of the wider planning and policy context within which the Cultural Plan is being developed.
- The Municipal Framework Review identifies opportunities where cultural resources can contribute to advancing a planning goal in another area of municipal governance.

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Municipal Framework Review - Example

There is strong support for the principles of cultural development in the current policy framework, however the treatment of culture is fractured, and tends to be vague. Examples include:

- The uses of the term culture varies among the documents. Culture is often associated with sports, and the arts, but sometimes, as in the Municipal Development Plan, with places of worship
- Heritage, public art, and community spaces are all treated separately, in silos.
- The potential role of culture in supporting immigrants to Calgary, or in ensuring the city is reaching its commitment to the social bottom line, as defined in the Fair Calgary Policy, is limited.


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Why Bother ?

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Cultural Planning Workshop

Culture-Led Economic Development

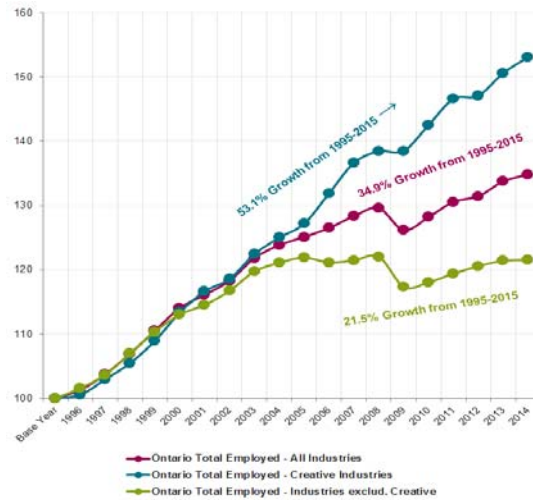
- Quality of place
 - Cultural assets and amenities attract people and talent
 - Culture and heritage help define a community's unique identity
- Expanding Creative Cultural Industries
 - One of the fastest growing economic sectors → growing 2.5 times faster than the general economy globally
 - In Canada rapid growth in cultural occupations and industries/enterprises → low barriers to entry
- Cultural tourism
 - \$ 8 billion Canadian industry
 - Place-based not attractions based

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Creative Economies On The Rise



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Cultural Planning Workshop

Cultural Economy - Industries

NAICS	Definition	NAICS	Definition
3152	THEATRICAL SUPPLIES AND COSTUMES	5191	LIBRARIES AND ARCHIVES
3231	PRINTING AND RELATED SUPPORT ACTIVITIES	5413	ARCHITECTURAL SERVICES
3271	CLAY PRODUCT AND REFRACTORY MANUFACTURING	5414	SPECIALIZED DESIGN SERVICES
3346	SOUND RECORDING, FILM & VIDEO SUPPORT (MAIN)	5415	COMPUTER SYSTEMS DESIGN AND RELATED SERVICES
4144	BOOK, PERIODICAL AND NEWSPAPER DISTRIBUTORS	5418	ADVERTISING AND RELATED SERVICES
4512	BOOK, PERIODICAL AND MUSIC STORES	5419	PHOTOGRAPHY
4533	ANTIQUES	6116	SCHOOLS AND INSTRUCTION (DANCE, MUSIC, VISUAL ARTS, THEATRE)
5111	PUBLISHING (EXCEPT OVER THE INTERNET)	7111	PERFORMING ARTS COMPANIES
5112	SOFTWARE PUBLISHERS	7113	PROMOTERS (DISTRIBUTORS) OF ARTS EVENTS OR SIMILAR EVENTS
5121	FILM AND VIDEO INDUSTRIES	7114	AGENTS AND REPRESENTATIVES OF ARTISTS
5122	SOUND RECORDING INDUSTRIES	7115	ARTISTS, AUTHORS AND INDEPENDENT PERFORMERS
5151	RADIO BROADCASTING AND TELEVISION BROADCASTING	7121	HERITAGE INSTITUTIONS AND SITES (& PUBLIC ART GALLERIES)
5161	INTERNET PUBLISHING AND BROADCASTING		

24 MDB Insight



Cultural Economy - Occupations

NOCS	Definition	NOCS	Definition
Literary Arts		Technical and Operational Occupations	
F021 5121	Authors and Writers	B551 1451	Library clerks
F022 5122	Editors	B552 1452	Correspondence, publication and related clerks
F022 5123	Journalists	C125 2225	Landscape and horticultural technicians and specialists
Visual Arts and Design		C151 2251	Architectural technologists and technicians
C051 2151	Architects	C153 2253	Drafting technologists and interpreters
C052 2152	Landscape architects	F024 5124	Professional occupations in public relations and communications
C152 2252	Industrial designers	F025 5125	Translators, terminologists and interpreters
F036 5136	Painters, sculptors, and other visual artists	F111 5211	Library and archive technicians and assistants
F121 5221	Photographers	F112 5212	Technical occupations related to museums and galleries
F141 5241	Graphic designers and illustrators	F122 5222	Film and video camera operators
F142 5242	Interior designers	F123 5223	Graphic arts technicians
F143 5243	Theatre, fashion, exhibit and other creative designers	F125 5225	Audio and video recording technicians
F144 5244	Artisans and craft persons	F124 5224	Broadcast technicians
Performing Arts		F126 5226	Other technical occupations in motion pictures, broadcasting, and the performing arts
F035 5135	Actors and comedians	F127 5227	Support and assisting occupations in motion pictures, broadcasting and the performing arts
F031 5131	Producers, directors and choreographers	F131 5231	Announcers and other broadcasters
F032 5132	Conductors, composers and arrangers	F145 5245	Patternmakers - textile, leather and fur products
F033 5133	Musicians and singers	Manufacturing Occupations	
F034 5134	Dancers	H018 7218	Supervisors, printing and related occupations
F132 5232	Other performers	H521 7381	Printing press operators
Heritage Occupations		J181 9471	Printing machine operators
F011 5111	Librarians	J182 9472	Camera, plate making and other pre-press occupations
F011 5111	Conservators and curators	J184 9474	Photographic and film processors
F011 5111	Archivists		
Cultural Management			
A341 0511	Library, archive, museum and art gallery managers		
A342 0512	Managers in publishing, motion pictures, broadcasting and performing arts		
B413 1213	Supervisors, library, correspondence and related information clerks		



Culture as the 4th Pillar of Sustainability

- Brundtland Commission (1987) – 3 pillars of sustainability
 - Integrated planning taking into account social, economic and environmental impacts outcomes
 - Culture understood as part of social
- Culture as the Fourth Pillar of Sustainability – Jon Hawkes (2001)
 - Integrated Community Sustainability Plans
 - Quadruple bottom-line

