

North Vancouver Cultural Plan

Phase I

Goals & Strategies



*Vision without action is merely a dream
Action without vision just passes the time:
Vision with action can change the world.*

*James Christensen,
Visual Artist - Author*



Prepared by the Cultural Plan Steering Committee
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Birdhouse Project - Kings Mill Walk

"An artist is a nourisher and a creator who knows that during the act of creation there is collaboration. We do not create alone."

- Madeleine L'Engle
Author

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Section A

Introduction



North Vancouver Community Arts Council - Wild Lights Lantern Festival

Introduction

A Cultural Plan For Building Community

Think ART. You may think of beauty, inspiration, creativity, innovation or the Muses. But also, when you think of art, think of community building - the capacity of art to express who we are and to bring people together to celebrate and mark those significant people, places or events that distinguish our neighbourhoods and our lives.

North Vancouver has a remarkably robust and diverse arts and cultural community. It is made up of more than 300 commercial arts businesses, over 80 not-for-profit arts organizations and a thriving community of individual artists. Almost 5,000 residents are directly employed in the arts and culture sector. Local spending on cultural products and services - an estimated \$232 million annually - indirectly supports many more jobs in North Vancouver. (*Economic Impact of the Arts, Culture and Heritage Sectors-August 2001*).

The region's cultural expression is reflected in its heritage buildings and walking tours, in its outdoor community concerts and festivals, in its commercial film productions, in local theatre, dance and music performances, in its community art galleries, in school and recreation art classes, in public art that beautifies our streets and parks and urban spaces. It is conservatively estimated that 322,000 residents and visitors participated in cultural activities in 2000.

In North Vancouver, the arts are recognized as essential public activities that contribute to personal satisfaction, to economic growth, and to the liveability of a place. Coordinated municipal investment in the arts can be traced back to 1989 and the formulation of the first Cultural Plan out of which came the establishment of the Arts and Culture Commission of North

Vancouver (formerly the North Shore Arts Commission) and the Arts Assistance Grants Program. Using the Cultural Plan as a guide, municipal action has continued through strategies to upgrade and dedicate facilities for cultural performance and exhibition, to create a cultural district in Lower Lonsdale, to revitalize neighbourhood town centres around cultural themes, to support the growth of the film industry, to integrate public art in development projects and to embed arts and culture into official community plans and economic objectives.

The key question is how can we build on what has been achieved? Where do we go from here in adapting, enriching and entrenching support for arts and culture in North Vancouver?

81% of respondents to a recent public survey (March 2001) indicated that arts and culture was either important or very important to them personally

This document sets out key strategic directions that will increase the personal, social and economic benefits derived from an ever more vibrant arts community. The recommendations have

emerged from our consultations with community stakeholders and other municipal jurisdictions: through interviews, surveys, community workshops and regular meetings of the volunteer-driven Cultural Plan Steering Committee. This plan is a road map for future development priorities that will mobilize and sustain a healthy, flourishing arts sector in North Vancouver.



Photo courtesy of North Vancouver Museum & Archives

Section B

Cultural Vision
Guiding Principles
& Scope



Glass Art by Karen Ireland

Vision, Principles & Scope →

As a first step in developing this plan, a cultural vision along with guiding principles were established by the Cultural Plan Steering Committee in consultation with the community. The recommended goals and strategies cited in this report were developed and measured against these ideals.

Cultural Vision

North Vancouver strives to achieve an enabling environment where:

- ☞ The community has a **distinctive cultural identity** which is derived from its vibrant and diverse range of artistic expressions and attractions;
- ☞ Citizens, especially children and youth, have the opportunity to **experience art** in their daily lives;
- ☞ The arts community is strengthened by **collaboration and partnerships**;
- ☞ Artists of all disciplines can realize their **creative potential**;
- ☞ The social and economic **value of culture** is recognized and stimulated.



Street Banner - Philip & Kirsty Robbins

Guiding Principles

The Cultural Plan:

- ☞ Responds to expressed community values;
- ☞ Reflects the diversity and scope of artistic practices in the community;
- ☞ Builds on the strengths, knowledge and resources of the community;
- ☞ Enables opportunities for all ages to participate in local arts and cultural activities;
- ☞ Recommends achievable, sustainable and measurable strategies;
- ☞ Encourages a cooperative and coordinated approach to cultural planning, development and promotion;
- ☞ Articulates a clear role for municipal leadership and community partnerships;
- ☞ Ensures equitable distribution of benefits.

Scope

In this document, the Cultural Plan Steering Committee refers to culture in the broadest sense. Culture is meant to include all aspects of the arts (visual arts, performing arts, media arts and literary arts). It is also meant to include heritage issues (museums and archives), knowledge services (libraries) and cultural industries (film, music, publishing). Culture also refers to anything that could contribute to developing a unique sense of community identity, spirit and culture on the North Shore. It certainly includes cultural services directed at all levels of individual expertise from the youngest child first exploring creativity to professionals earning their livelihood in the arts.

Section C

Strategic
Directions



Joe Bustamente Trumpet - Richard Wojciechowski

Summary of Strategic Directions →

Goal 1

To Strengthen Alliances and Partnerships for Effective Management and Growth of the Arts and Cultural Sector

Outcomes:

- ☞ An arts and culture community in North Vancouver enlivened by opportunities for ongoing learning and exchange
- ☞ A community that partners creatively sharing resources to deliver quality creative products and services to residents and visitors
- ☞ Greater visibility for artists and organizations through publication of an annual directory of cultural programs, services, facilities and suppliers
- ☞ A bi-municipal cultural team that is positioned at the forefront of cultural trends and able to take advantage of new opportunities

Goal 2

To Expand Opportunities for Young People to Experience the Arts

Outcomes:

- ☞ Aware, engaged and involved youth who are contributing members of the local art scene, both as audience and artist
- ☞ Greater youth participation in a wide range of arts and cultural experiences in the community and schools
- ☞ Youth motivated to pursue career options in arts and arts-related industries
- ☞ Heightened community awareness of youth arts initiatives

Goal 3

To Increase the Variety and Diversity of Arts and Cultural Experiences

Outcomes:

- ☞ A richer mix of arts and cultural offerings
- ☞ Greater visibility and participation in local events
- ☞ Recognition of the artistic and cultural diversity in North Vancouver
- ☞ A strong sense of community identity, spirit & pride

Goal 4

To Provide Spaces for Cultural and Artistic Activities

Outcomes:

- ☞ Proactive planning for facility needs and issues
- ☞ Greater usage of existing and non-traditional venues
- ☞ Cultural precincts established
- ☞ Escalation of public art program and developer participation

Goal 5

To Improve Communication and Information Resources for the Arts Community

Outcomes:

- ☞ A dynamic, well-managed web site promoting North Vancouver artists, events, festivals & cultural attractions to draw local and international audiences
- ☞ An informed arts community, able to plan for future growth based on current research of the North Vancouver market

Goal 6

To Expand the Market for Arts and Culture

Outcomes:

- ☞ Community and tourist recognition of the thriving arts scene in North Vancouver
- ☞ Greater exposure and attendance as a result of joint advertising and marketing initiatives
- ☞ Stronger media relations and arts media coverage

Goal 7

To Further Develop and Sustain a Thriving Cultural Economy

Outcomes:

- ☞ Heightened awareness of the unique role that arts practices and processes can play in local economic development and community animation
- ☞ New business and residents attracted to the cultural opportunities and synergies in North Vancouver
- ☞ Annual economic statistics to measure cultural sector growth and guide future economic development planning

Goal 1



Birdhouse - Graham Eagle

To Strengthen Alliances and Partnerships for Effective Management and Growth of the Arts and Cultural Sector

Arts and cultural activity is an integral part of all aspects of community life. Cultural choices affect social development, education, economic health, urban environments, political development, personal growth and the development of community.

The citizens of North Vancouver will be best served by a collaborative effort of the two municipalities providing leadership in combination and partnership with the breadth of our expansive, vital arts community.

This goal and its related strategies and actions are all related to capacity building - to mobilize all available resources so that the public and private sector organizations and individuals can expand and extend their knowledge, and apply it strategically in a variety of settings.

The agencies and groups listed here provide a small snapshot of the capacity and extent of arts resources available here in North Vancouver.

Municipal Agencies / Programs

Arts & Culture Commission of NV
NV Museum & Archives
Heritage Commission
NV Recreation Commission
DNV Tourism, Arts Culture & Film Services
CNV & DNV Public Art Programs
Library Services

Educational Institutions

School District 44
Artists for Kids Trust
Capilano College
NS Continuing Education

Community Umbrella Organizations

NV Community Arts Council
Not-For Profit Groups
13 Theatre
10 Visual Arts
13 Dance
25+ Music
102 Annual Festivals
1 Literary Arts

First Nations

Tsleil Waututh Nation
Squamish Nation

Business & Commercial

NV Chamber of Commerce
Lions Gate Studios &
54 Film Related Business
42 + Written Media
1 Broadcasting
10 Music Related
108 Visual Arts
27 Arts Instructional
64 Design
28 Photography

1,000's of Individual Artists

Goal 1 - Strategies

How can we strengthen alliances?

How do we maximize the full potential of the community and its players?

How do we achieve new levels of sophistication of services for our community?

Strategy 1.1: Strengthen inter-municipal alliances on the North Shore

Priority Actions:

1.1a Convene an annual forum to bring together cultural staff and direct providers of cultural services in other departments such as film, recreation, heritage, library, school board, youth services, Arts Councils, seniors' network and tourism to:

- ♦ develop a culture of shared resources and ideas
- ♦ identify opportunities for collective action
- ♦ coordinate schedules

1.1b Present an annual report to Council that reflects the full scope of arts investment, activities and economic impact.

Strategy 1.2: Strengthen alliances between the business community and the cultural sector

Priority Actions:

1.2a Encourage involvement of cultural businesses and arts groups in Chamber of Commerce networking activities, to communicate and to stimulate joint initiatives.

1.2b Recommend a cultural representative be appointed to the Chamber and Tourism agency boards.

1.2c Develop a cooperative advertising and marketing program that promotes local culture, artists, products and services (through ads, directories, visitor guides and other collateral materials)

1.2d Recognize business contributions to the arts through the annual FANS event.



Ribbons - Douglas Senft

Strategy 1.3: Develop, build & strengthen cross-sectoral partnerships, especially with emerging growth sectors as well as community and government services.

Priority Actions:

1.3a Ensure that the Arts Assistance Grant Program guidelines are broad enough to include innovative arts proposals from organizations whose usual focus is not the arts.

1.3b Create an Artist in Communities granting program to encourage partnerships between arts practitioners and agencies whose usual focus is not the arts. Develop an Artist in Residence program supporting the presence of artists in non-traditional venues.

1.3c Support cross-sectoral community workshops in common subject areas such as volunteerism, evaluation, economic/social trends, and diversity.

Goal 1 - Strategies

Strategy 1.4: Strengthen alliances between and among arts organizations, both not-for-profit and for-profit

Priority Actions:

1.4a Formalize and expand the existing Arts Network monthly forums to include all cultural service providers and/or agencies. First session to be a planning meeting to define agenda themes, ensuring a balance of professional development and peer sharing opportunities.

1.4b Electronically disseminate monthly bulletins to the arts community, focussing on key issues/news items from the monthly forums.

1.4c Explore opportunities for providing arts organizations with a "matchmaking" service, linking agencies that should be talking with each other.

Strategy 1.5: Strengthen regional alliances in GVRD and elsewhere

Priority Actions:

1.5a Set up communications mechanisms to ensure coordinated bi-municipal approach to cultural planning with other Lower Mainland municipalities and the GVRD

1.5b Require continuing staff representation to regional and national cultural planning/discussion groups (e.g. Regional Cultural Steering Committee of GVRD, Union of BC Municipalities Arts & Culture Committee, Alliance for Arts and Culture, Canadian Conference of the Arts, Tourism Vancouver inter-municipal marketing group; Arts & Business Coalition).



Backstage @ Centennial Theatre

Goal 2



Phot courtesy of North Vancouver Museum & Archives

To Expand Opportunities for Young People to Experience the Arts

Both the public and those involved in arts, culture and education, recognize the school system must foster positive attitudes to the arts and provide every student with a foundation of basic arts skills. The North Vancouver School District has strong visual and performing arts programs in schools. Interest in developing new skills in teaching the arts at the elementary level has been elevated in recent years as educators have responded to new curricular demands.

The arts are being recognized both within the education system and from external sources as a vital engine to economic growth teaching creativity and expression. This is evidenced by the fact that the BC Ministry of Education now requires students from Kindergarten through Grade 10 have a mandatory program in the fine arts.

Despite the strong roles our schools play in the development of arts knowledge in young people, the community and other partners can also play a role in advocating and supporting these programs.

With the recognition of the importance of arts programs in education, more resources, including financial, need to be provided to the School District to meet parental and community aspirations. While Artists For Kids, the Band and Strings Program and Learning through the Arts are currently providing art enrichment opportunities in schools, they can be more widely recognized and expanded to meet the needs of North Vancouver youngsters. More innovative programs could also be put into place to serve the needs of schools and students if additional resources were available to sustain them.

Outside of curricular and extra-curricular school programs, courses at community centres, the North Vancouver Arts Council, Artists For Kids Trust, the Studio in the City Program and classes provided by private tutors, there are limited opportunities for young people to learn new skills in the arts or have meaningful experiences with practicing artists.

Young people are also keen to find places for performance and participation that are youth friendly. Spaces are needed that would be available on a more impromptu basis, and would provide facilities and equipment catering to a wide range of arts activities and interests.

"The imagination is, fundamentally, an important dimension of human consciousness and primarily, the engine of social and cultural progress"

*Elliott W. Eisner
Professor of Education & Art
Stanford University*

Goal 2 - Strategies

How do we create more arts opportunities for our young people?

2.1 Ensure that Arts and Culture are an integral part of school experiences for young people

Priority Actions:

2.1a Establish a granting program to support school or school district based arts program innovation. An example would be school residency programs for local artists and performers.

2.1b Develop advocacy strategies with educators and community leaders to support/promote fine arts programs in schools programs to the community at large.

2.1c Establish formal links between the Arts & Culture Commission and School District #44 Trustees to ensure the initiatives are understood and shared for any future Culture and Heritage strategy development.

2.2 Build on opportunities for youth to be exposed to a wide range of arts and cultural experiences in the community

Priority Actions:

2.2a Work with youth offices, existing youth drop-in centres and secondary school student councils to develop and support youth-driven arts programs and encourage the creation of new places for performances and/or exhibitions.

2.2b Provide youth art spaces in any renovations to community centres that occur over the next five years.

2.2c Work with City staff to ensure youth oriented arts programming is planned for in the new cultural facilities slated for the

Lower Lonsdale Cultural Precinct. Further, explore the potential for youth street performances and youth street vending within the Cultural Precinct.

2.2d Take advantage of discount fees to improve access to Centennial Theatre for youth.

2.2e Expand opportunities to showcase youth in public places and civic buildings.

2.2f List arts opportunities on Youthnet.

2.2g Generate a youth focus in the Arts Alive publication.

Strategy 2.3: Create more connections between North Vancouver's artists and its young people

Priority Actions:

2.3a Encourage employment program and apprenticeship opportunities with local arts industries, including film and new media.

2.3b Continue to develop and encourage active relationships with the School Board and the arts faculties at Capilano College.

2.3d Develop an active list of artist studios, career preparation and job shadow opportunities for youth.

2.3e Develop funding mechanisms to support career and apprenticeship opportunities in the arts for youth.

Goal 3



Puppet Parade from CityScape Community Art Space 2001

To Increase the Variety and Diversity of Arts and Cultural Experiences

For a community of its size, North Vancouver has much to offer in the way of arts and cultural events. In fact it is home to over 110 festivals and events annually that attract visitors and spending to the community. This is certainly an impressive amount of activity for our suburban community; however, participants in the planning process indicated that they wanted more events to happen in North Vancouver.

A review of the existing events shows that a majority of the events currently programmed are scheduled for the spring and summer months when the weather is fair. Further, it was identified that a greater diversity of activity could be encouraged. The challenge is to develop a balance between community based experiences and experiences that bring tourists to North Vancouver.

The increase in variety can be brought about by varied strategies. For instance, there could be a focus on:

- ❧ The places where art can occur (infusing art everywhere, more settings, public art, art in unusual places)

- ❧ The activities (mixing art forms, combining local with major events)
- ❧ The people (connecting the amateur with the professional, the student with the mentor)
- ❧ The timing of when events should or could occur
- ❧ Whose culture is being presented (events staged by ethnic or multicultural organizations, school groups, senior groups)

In considering new events, the following categories can be explored:

- ❧ Local - connected to a distinct local identity (landscape, heritage, demographics)
- ❧ External - features higher profile artists who will attract people to events
- ❧ Signature - big arts and culture event that can give a community a more recognizable name.

Sample of North Vancouver Events & Estimated Attendance in 2000

Caribbean Days Festival -25,000
Canada Day - 20,000
Summer Community Concerts -13,000
Under the Volcano - 8,000
Deep Cove Daze -7,500
Vancouver Mountain Film Fest -4,700
Folk Festival -4,900
Art In the Garden - 1,850
Heritage Weekend - 3,000
Visions of the North Shore - 12,000

Goal 3 - Strategies



How can we improve the variety and availability of performances and exhibitions?

Strategy 3.1: Expand existing events.

Priority Actions:

3.1a Encourage the City of North Vancouver to adopt a parallel funding structure to enable bi-municipal event initiatives, modelled on the DNV Community Investment Program.

3.1b Evaluate the expanding role and function of the North Vancouver Recreation Commission's Special Events Office in order to adequately resource and plan for the future. Investigate the potential for promoting the coordinator's role as a planning resource for the community, expanding parks event planning, and coordinating municipal ceremonies and unveilings.

3.1c Identify new sites for the popular Community Concert Series.

Strategy 3.2: Encourage and support new events.

Priority Actions:

3.2a Assist in coordinating programming and use of public spaces to achieve a four-season festival program.

3.2b Convene a meeting of community associations to discuss and design a neighbourhood arts program, criteria and funding.

3.2c Work collaboratively with BC Touring Council and other Lower Mainland municipalities and promoters to bring major touring events to North Vancouver.

3.2d Work with established Lower Mainland festival operators to develop satellite activities on the North Shore.

3.2e Develop a North Shore cultural component to the 2010 Winter Olympics bid.

3.2f Work with North Vancouver's dedicated tourism agency to develop and implement cultural tourism initiatives that bring people and activities to the North Shore.

Strategy 3.3: Recognize and support diverse artistic practice.

Priority Actions:

3.3a Institute annual analysis of AAGP grant distribution by discipline. Develop strategies for better serving under-represented disciplines. (e.g. dance/literary arts).

3.3b Begin conversations with other municipalities, government agencies and not-for-profit organizations that deliver cross-cultural programs, for the purpose of developing an inventory of diverse arts practices in North Vancouver and to identify opportunities for collaboration/partnerships.

Goal 4



Centennial Theatre

growth, and a more dynamic, creative urban environment. The idea of creating cultural precincts was laid out in the first Cultural Plan for the North Shore and as a result Lower Lonsdale has been targeted for the development of just such a precinct with planning well underway. Enhancing and encouraging similar initiatives in other key urban areas will only bring added value to the overall North Vancouver experience, both for artists and citizens at large.

To Provide Spaces for Cultural and Artistic Activities

Arts can be mainstream and arts can be on the fringe. How much do we value the right to artistic expression? How can we protect and support existing facilities? How can we plan for, encourage, and support new or alternate places for art to emerge?

If the arts are to flourish in North Vancouver, we must ensure that there are places for art and artists. And if we want art to be infused into our daily lives, then we have to consciously plan to include art and encourage its integration into the community. This can happen by nurturing existing facilities, encouraging public art, developing new spaces and thinking in new and imaginative ways about where art can live, breathe and grow.

Arts happen everywhere, but clustering performance and spectators, as well as different arts and culture disciplines, creates a critical mass that feeds on itself. The result is faster

North Vancouver's Community Arts & Cultural Facilities

Centennial Theatre
Presentation House Theatre
Birch Theatre, Capilano College
Hendry Hall Theatre
Shaw Theatre, Deep Cove
2 outdoor amphitheatres
Anne MacDonald Studio
CityScape Community Art Space
Presentation House Gallery
Christie House, Arts & Heritage Centre
Artists For Kids Gallery
Seymour Art Gallery
Museum & Archives
4 Municipal Libraries
7 Recreation Centres
Outdoor Parks

Goal 4 - Strategies

How do we ensure that arts has a home in North Vancouver?

Strategy 4.1: Maximize the use of existing traditional and non-traditional venues.

Priority Actions:

4.1a Prepare five-year capital plans with cultural facility managers, identifying projects, timelines and potential resourcing.

4.1b Evaluate current usage of facilities inventory and investigate program enhancements that will improve the usage during off-peak periods. Coordinate scheduling within the arts community.

4.1c Develop a booking policy and facility rental subsidies to improve access for local not-for-profit groups using municipal facilities.

4.1d Encourage joint use of municipal and school board facilities.



Studio in the City

4.1e Encourage shopping centres and other commercial entities to bring arts exhibits, performances and other cultural events into their environments.

4.1f Develop ways to better utilize libraries, churches, parks and other potential arts-related spaces.

4.1g Add the cultural facility inventory into Phase II of the cultural website.

Strategy 4.2: Develop the concept of neighbourhood cultural precincts

Priority Actions:

4.2a Support the capital development of cultural facilities in Lower Lonsdale, where this work is well underway.

4.2b Encourage artist live-work studios in commercial districts, particularly in cultural precincts, through OCP policy and zoning bylaw provisions.

4.2c Develop criteria to identify other locations in North Vancouver which would be suitable for development as cultural precincts.

Cultural Precinct

A Cultural Precinct is a designated part of the community where arts flourish through specialized urban planning, which allows for a clustering of cultural facilities, programmed street activities, arts markets, and public art. All of which works together to create a vibrant arts hub that is attractive to citizens and tourists alike.

Goal 4 - Strategies

Strategy 4.3 Develop new spaces for arts exhibitions/performances.

Priority Actions:

4.3a Conduct a needs assessment survey to identify priorities and opportunities.



Cathedral - Douglas Senft

4.3b Utilize existing legislation to provide bonus density options to reserve accessible cultural spaces in new development projects.

4.3c Encourage the assignment of community amenity contributions for cultural capital projects.



Banners - Joan Elliot

4.3d Respond positively to partnership proposals, which will expand the inventory of art and cultural facilities in North Vancouver.

4.3e Assist not-for-profit groups in identifying potential funding partners.

Strategy 4.4: Expand the Public Art Programs

Priority Actions:

4.4a Increase existing funding allocations to fully integrate Public Art into capital improvement projects.

4.4b Review the voluntary Developer Public Art Program to determine if further incentives should be provided to encourage developer participation.

4.4c Map the Public Art inventory on the culture web site (using GIS technology) to promote self-guided tours.

4.4d Include an artist representative on civic planning and design teams for development of any new community spaces.

4.4e Expand the Art in Public Places Exhibitions Program in civic buildings to include libraries, recreation centres, youth centres, etc., and temporary installations in private facilities.



Your Ancient Scribe- Kevin Head

Goal 5



Freddie Fudpucker's Band - Puppet Parade

To Improve Communication and Information Resources for the Arts Community

Participation is the key to a successful and thriving arts community. How do we ensure that the events, exhibits, classes and festivals enjoy the full participation of interested artists, citizens and tourists. How do we ensure that artists know about all the opportunities available to them? How do we collect information back from the community to track information and meet growing demands?

Participants in the community consultations, focus groups and visioning workshops cited isolation as the main issue facing practicing artists. Actions can be taken to improve exchange of information, open channels of communication, build audiences and link artists with resources in the community.

The municipalities can play a vital role in improving the situation for artists in North Vancouver by serving as a place for central data collection. By coordinating audience surveys and disseminating the results, the community can be empowered to meet the current, growing or changing demands for arts and cultural activity within North Vancouver.

Strategies

How do we improve communications?

Strategy 5.1: Create a North Vancouver arts and culture web site (www.northvanarts.com)

Priority Actions:

5.1a Conceive a dedicated North Shore cultural web site to include a coordinated calendar of events, registry of artists and arts groups, arts funding sources, resource library, mapping of arts facilities, public art, heritage sites and other cultural amenities. Establish links with existing cultural networks.

5.1b Provide technical assistance to individual artists and arts groups in Internet and new media applications.

5.1c Invite artists and other experts in these areas to suggest opportunities for improvement.

Strategy 5.2: Establish baseline data about audience attendance & motivation

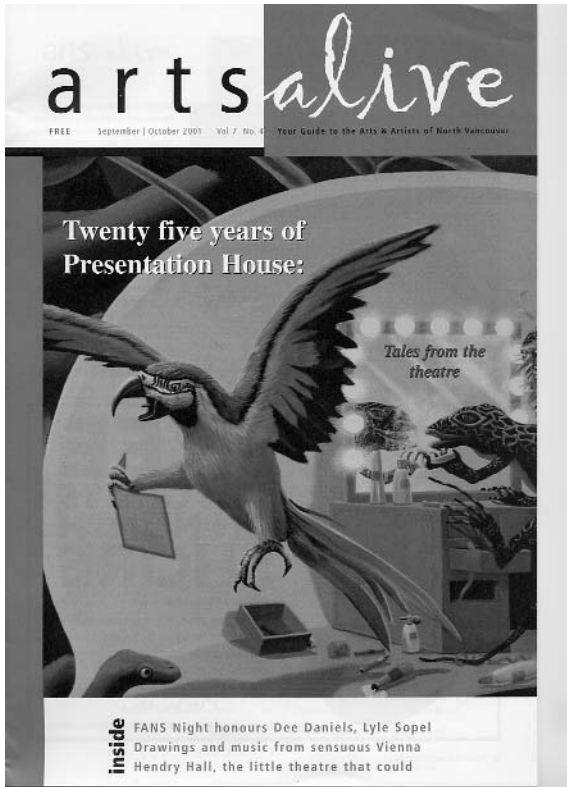
Priority Actions:

5.2a Create a universal audience survey template for distribution at cultural events/festivals staged in North Vancouver.

5.2b Conduct entry point surveys to assess visitor interest/participation in cultural offerings.

5.2c Disseminate findings to arts organizations, government officials and media.

Goal 6



Major events - big name concerts or theatre productions - that occur in Vancouver are well advertised, and North Vancouverites attend those. However, they customarily attend community arts and culture events in large numbers as well, and those are what require more visibility. While there is broad satisfaction with the quality of arts and culture in North Vancouver, there is less satisfaction with the quantity and variety, which may, in part be attributed to the public not knowing what's available.

The public survey showed better advertising of arts and cultural events ranked third among factors that might increase respondents' attendance or participation.

To Expand the Market for Arts and Culture

Arts and culture events are very important to North Vancouver residents, and they want more of them. However, there's a two-way communication challenge involved with marketing arts and culture: 1) artists and arts organizations need to get their work or information before the public and 2) the public needs to know where to find information about arts and culture. Furthermore, there are multiple media each party can turn to.

North Vancouver is fortunate in having local newspapers, as well as being covered in the suburban section of the Vancouver papers. The North Shore News is currently the number one source (80%) from which survey respondents generally learn about local arts and cultural events. Word of mouth is a close second (68%) and the Vancouver Sun a distant third (40%). *Arts Alive* a publication geared specifically to the arts in North Vancouver is seen by (20%) of the respondents, an impressive number given its circulation.

Goal 6 - Strategies

How can we expand the market?

Strategy 6.1: Identify and promote those features that make North Vancouver cultural experiences unique.

Priority Actions:

6.1a Develop a comprehensive inventory, marketing strategy and imagery that sets North Vancouver apart from other communities.

6.1b Support the recommendations of the Community Tourism Development Plan that seek to attract visitors or touring presentations to the region.

6.1c Work with the Regional Cultural Steering Committee to develop regional cultural tourism opportunities.

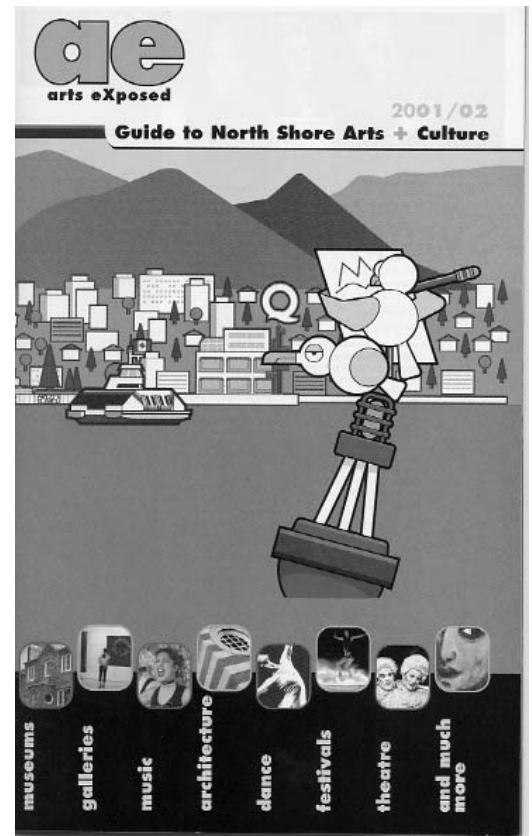
Strategy 6.2 Use existing channels to promote arts and culture.

Priority Actions:

6.2a Cultivate stronger relationships with local media contacts.

6.2b Encourage cooperative, joint or cross-promotional marketing efforts amongst arts organizations.

6.2c Investigate ways of redirecting existing resources and grant criteria to spur audience development.



Goal 7



VSO @ Centennial Theatre

To Further Develop and Sustain a Thriving Cultural Economy

There is a growing recognition that arts and culture make a significant contribution to the economy of North Vancouver. In an Economic Impact Study conducted in 2000, it was estimated that 4,900 residents are primarily employed in the arts and culture sector, and many more jobs are indirectly supported through local spending by cultural workers and businesses. In 2000, total direct spending by 89 sampled not-for-profit and commercial operations amounted to \$232 million. The municipalities have taken a leadership role in responding to this growing economic opportunity by preparing strategies for specialized markets (e.g. film industry, cultural tourism) and by developing plans for a major cultural precinct in Lower Lonsdale as the principal tourism gateway to our community. It is clear from the survey feedback that the full scope of activities that form the arts and cultural sector, and the associated economic impact that is generated by this activity, is not well understood or appreciated. The strategies proposed aim to track, enhance and broadcast the economic benefits culture contributes to the local economy.

**Refer to the appendix report
on Economic Impact**

In 2000

Lions Gate Studios employed 13,281 people for an annual payroll of \$120,002,608.

City and District Libraries total annual payroll was \$4,234,000

Capilano College contracted over 100 art instructors for an annual payroll of \$3,753,000

NV School District employed 65 art educators for an annual payroll of \$3,510,000.

Almost 2,500 volunteers contribute over 87,115 hours to provide cultural services to the community. (estimated value of \$697,000)

110 festivals attracted over 133,900 participants

45,700 people participated in cultural programs offered through community recreation centres

In 2000, the District and City of North Vancouver invested more than \$16.8m in arts, cultural, heritage and library services and facilities

Goal 7 - Strategies

How do we encourage and enhance the cultural economy?

Strategy 7.1: Develop a program for monitoring growth and change in the economic performance of the cultural sector.

Priority Actions:

7.1a Determine economic information to be collected on a regular basis and develop a data management program. Explore the opportunity to coordinate this regionally.

7.1b Collect more information on economic activity from not-for-profit organizations when they are reporting on funding support.

7.1c Amend visitor surveys to include more information on arts and culture related activities and interests.

7.1d Track and monitor film industry statistics: including annual production activity, employment figures and spending.

7.1e Amend and standardize business license application forms to include more information on cultural economic activity.

Strategy 7.2: Raise the profile of arts and culture as an economic generator.

Priority Actions:

7.2a Include economic impact statistics and studies for the cultural sector on the City, District and Chamber of Commerce web sites.

7.2b Profile cultural business "success stories".

7.2c Prepare an annual report to Councils on economic activity and growth in the cultural sector, and the community benefits derived from this activity.

7.2d Include cultural indicators as part of the quality of life measures for North Vancouver.



Street Banner - Philip & Kirsty Robbins

Strategy 7.3: Create a supportive environment for arts and culture businesses.

Priority Actions:

7.3a Review City and District bylaws with respect to home-based businesses.

7.3b Develop an award recognition program for acknowledging cultural businesses that have created new jobs and brought new business to the community.

Section D

Priority Actions Chart

The Cultural Plan for North Vancouver has been prepared as a working document which sets out a five year plan of action. As such, the Priority Actions have been attached to a specific time frame within the chart using the following guidelines.

- Ongoing – ongoing
- Short Term – year one
- Mid Term – years two and three
- Long Term – years four & five

North Vancouver Cultural Plan

	GOAL 1 TO STRENGTHEN ALLIANCES & PARTNERSHIPS FOR EFFECTIVE MANAGEMENT & GROWTH OF THE ARTS & CULTURAL SECTOR				
1.1	<i>Strengthen inter-municipal alliances on the North Shore</i>	On-going	Short Term	Mid Term	Long Term
1.1a	Convene an annual forum to bring together cultural staff and direct providers of cultural services in other departments such as film, recreation, heritage, library, NV Community Arts Council, school board, youth services, seniors network and tourism to: <ul style="list-style-type: none"> • develop a culture of shared resources and ideas • identify opportunities for collective action • coordinate schedules 		✓		
1.1b	Present an annual report to Council that reflects the full scope of arts investment, activities and economic impact		✓		
1.2	<i>Strengthen alliances between the business community and the cultural sector</i>	On-going	Short Term	Mid Term	Long Term
1.2a	Encourage involvement of cultural businesses and arts groups in Chamber of Commerce networking activities to communicate and to stimulate joint initiatives.			✓	
1.2b	Recommend a cultural representative be appointed to the Chamber and Tourism agency boards.		✓		
1.2c	Develop a cooperative advertising and marketing program that promotes local cultural artists, products and services (through ads, directories, visitor guides and other collateral materials)			✓	
1.2d	Recognize business contributions to the arts through the annual FANS event.		✓		
1.3	<i>Develop, build and strengthen cross-sectoral partnerships, especially with emerging growth sectors as well as community and government services</i>	On-going	Short Term	Mid Term	Long Term
1.3a	Ensure that the Arts Assistance Grant Program guidelines are broad enough to include innovative arts proposals from organizations whose usual focus is not the arts.			✓	
1.3b	Create an Artist in Communities granting program to encourage partnerships between arts practitioners and agencies whose usual focus is not the arts. Encourage Artist in Residency opportunities supporting the presence of artists in non-traditional venues.				✓
1.3c	Support cross-sectoral community workshops in common subject areas such as volunteerism, evaluation, economic trends & diversity.			✓	
1.4	<i>Strengthen alliances between and among arts organizations, both not-for-profit and for-profit</i>	On-going	Short Term	Mid Term	Long Term
1.4a	Formalize and expand the existing Arts Network monthly forums to include all cultural service providers and/or agencies. First session to be a planning meeting to define agenda themes, ensuring a balance of professional development and peer sharing opportunities.		✓		
1.4b	Electronically disseminate monthly bulletins to the arts community, focussing on key issues/news items from the monthly forums.		✓		
1.4c	Explore opportunities for providing arts organizations with a “matchmaking” service, linking agencies that should be connecting.				✓
1.5	<i>Strengthen regional alliances in GVRD and elsewhere</i>	On-going	Short Term	Mid Term	Long Term
1.5a	Set up communications mechanisms to ensure coordinated bi-munic	✓			

North Vancouver Cultural Plan

	ipal approach to cultural planning with other municipalities & GVRD.				
1.5b	Require continuing staff representation to regional and national cultural planning/discussion groups (e.g. Regional Cultural Steering Committee of GVRD, Union of BC Municipalities Arts & Culture Committee, Alliance for Arts and Culture, Canadian Conference of the Arts, Tourism Vancouver inter-municipal marketing group; Arts & Business Coalition.	✓			
	GOAL 2 TO EXPAND OPPORTUNITIES FOR YOUNG PEOPLE TO EXPERIENCE THE ARTS				
2.1	<i>Ensure that Arts and Culture are an integral part of school experiences for young people</i>	On-going	Short Term	Mid Term	Long Term
2.1a	Establish a granting program to support school or school district based arts program innovation. An example would be school residency programs for local artists and performers.			✓	
2.1b	Develop advocacy strategies with educators and community leaders to support/promote fine arts programs in schools programs to the community at large.			✓	
2.1c	Establish formal links between the Arts & Culture Commission and School District #44 Trustees to ensure the initiatives are understood and shared for any future Culture and Heritage strategy development.		✓		
2.2	<i>Build on opportunities for youth to be exposed to a wide range of arts and cultural experiences in the community</i>	On-going	Short Term	Mid Term	Long Term
2.2a	Work with youth offices, existing youth drop-in centres and secondary school student councils to develop and support youth-driven arts programs and encourage the creation of new places for performances and/or exhibitions.			✓	
2.2b	Provide youth art spaces in any renovations to community centres that occur over the next five years.				✓
2.2c	Work with City staff to ensure youth oriented arts programming is planned for in the new cultural facilities planned for the Lower Lonsdale Cultural Precinct. Further, explore the potential for youth street performances and youth street vending within the Cultural Precinct.		✓		
2.2d	Create greater access to Centennial Theatre for youth with discount fees.			✓	
2.2e	Expand opportunities to showcase in public places and civic buildings.		✓		
2.2f	List arts opportunities on Youthnet.		✓		
2.2g	Generate a youth focus in the Arts Alive publication.		✓		
2.3	<i>Create more connections between North Vancouver's artists and its young people</i>	On-going	Short Term	Mid Term	Long Term
2.3a	Encourage employment program and apprenticeship opportunities with local arts industries, including film and new media.			✓	
2.3b	Continue to develop and encourage active relationships with the School Board and the arts faculties at Capilano College.	✓			
2.3c	Develop an active list of artist studios, career preparation and job shadow opportunities for youth.			✓	
2.3d	Develop funding mechanisms to support career and apprenticeship opportunities in the arts for youth.		✓		

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	GOAL 3 TO INCREASE THE VARIETY AND DIVERSITY OF ARTS AND CULTURAL EXPERIENCES				
3.1	<i>Expand existing events</i>	On-going	Short Term	Mid Term	Long Term
3.1a	Encourage the City of North Vancouver to adopt a parallel funding structure to enable bi-municipal event initiatives, modelled on the DNV Community Investment Program.			✓	
3.1b	Evaluate the expanding role and function of the North Vancouver Recreation Commission's Special Events Office in order to adequately resource and plan for the future. Investigate the potential for promoting the coordinator's role as a planning resource for the community, expanding parks event planning, and coordinating municipal ceremonies and unveiling.			✓	
3.1c	Identify new sites for the popular Community Concert Series.		✓		
3.2	<i>Encourage and support new events</i>	On-going	Short Term	Mid Term	Long Term
3.2a	Assist in coordinating programming and use of public spaces to achieve a four-season festival program.				✓
3.2b	Convene a meeting of community associations to discuss and design a neighbourhood arts program, criteria and funding.				✓
3.2c	Work collaboratively with BC Touring Council and other Lower Mainland municipalities and promoters to bring major touring events to North Vancouver.	✓			
3.2d	Work with established Lower Mainland festival operators to develop satellite activities on the North Shore.	✓			
3.2e	Develop a North Shore cultural component to the 2010 Winter Olympics bid.			✓	
3.2f	Work with North Vancouver's dedicated tourism agency to develop and implement cultural tourism initiatives that bring people and activities to the North Shore.				✓
3.3	<i>Recognize and support diverse artistic practice</i>	On-going	Short Term	Mid Term	Long Term
3.3a	Institute annual analysis of AAGP grant distribution by discipline. Develop strategies for better serving under-represented disciplines. (e.g. dance/literary arts).		✓		
3.3b	Begin conversations with municipalities, other govt. agencies and not for profit organizations that deliver cross-cultural programs, for the purpose of developing an inventory of diverse arts practice in North Vancouver and to identify opportunities for collaboration/partnerships.			✓	

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	GOAL 4 TO PROVIDE SPACES FOR CULTURAL ACTIVITIES				
4.1	Maximize the use of existing traditional and non-traditional venues	On-going	Short Term	Mid Term	Long Term
4.1a	Prepare five-year capital plans with cultural facility managers, identifying projects, timelines and potential resourcing.		✓		
4.1b	Evaluate current usage of facilities inventory and investigate program enhancements that will improve the usage during off-peak periods. Coordinate program scheduling within the arts community.		✓		
4.1c	Develop a booking policy and facility rental subsidies to improve access for local not-for-profit groups using municipal facilities.			✓	
4.1d	Encourage joint use of municipal and school board facilities.			✓	
4.1e	Encourage shopping centres and other commercial entities to bring arts exhibits, performances and other cultural events into their environments.		✓		
4.1f	Develop ways to better utilize libraries, churches, parks and other potential arts-related spaces.			✓	
4.1g	Add the cultural facility inventory in Phase II of cultural web-site		✓		
4.2	Develop the concept of neighbourhood cultural precincts	On-going	Short Term	Mid Term	Long Term
4.2a	Support the capital development of cultural facilities in Lower Lonsdale, where this work is well underway.	✓			
4.2b	Encourage artist live-work studios in commercial districts, particularly in cultural precincts, through OCP policy and zoning bylaw provisions.				✓
4.2c	Develop criteria to identify other locations in North Vancouver which would be suitable for development as cultural precincts.				✓
4.3	Develop new spaces for arts exhibitions/performances	On-going	Short Term	Mid Term	Long Term
4.3a	Conduct a needs assessment survey to identify priorities and opportunities.			✓	
4.3b	Utilize existing legislation to provide bonus density options to reserve accessible cultural spaces in new development projects.	✓			
4.3c	Encourage the assignment of community amenity contributions for cultural capital projects.				✓
4.3d	Respond positively to partnership proposals, which will expand the inventory of art and cultural facilities in North Vancouver.	✓			
4.3e	Assist not-for-profit groups in identifying potential funding partners.				✓
4.4	Expand the Public Art Programs	On-going	Short Term	Mid Term	Long Term
4.4a	Increase existing funding allocations to fully integrate Public Art into capital improvement projects.		✓		
4.4b	Review the voluntary developer public art program to determine if further incentives should be provided to encourage developer participation.		✓		
4.4c	Map the Public Art inventory on the culture web site (using GIS technology) to promote self-guided tours.		✓		
4.4d	Include an artist representative on civic planning and design teams for development of any new community spaces.	✓			
4.4e	Expand the Art in Public Places Exhibition Program in civic buildings to include (libraries, recreation centres, youth centres, etc.) and temporary installations in private facilities.			✓	

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	GOAL 5 TO IMPROVE COMMUNICATION AND INFORMATION RESOURCES FOR THE ARTS COMMUNITY				
5.1	Create a North Vancouver arts and culture web site (www.northvanarts.com)	On-going	Short Term	Mid Term	Long Term
5.1a	Conceive a dedicated North Shore cultural web site to include a coordinated calendar of events, arts funding sources, resource library, and mapping of arts facilities, public art, heritage sites and other cultural amenities. Establish links with existing cultural networks		✓		
5.1b	Provide technical assistance to individual artists and arts groups in Internet and new media applications.			✓	
5.1c	Invite artists and other experts in these areas to suggest opportunities for improvement.		✓		
5.2	Establish baseline data about audience attendance & motivation	On-going	Short Term	Mid Term	Long Term
5.2a	Create a universal audience survey template for distribution at cultural events/festivals staged in North Vancouver.			✓	
5.2b	Conduct entry point surveys to assess visitor interest/participation in cultural offerings.			✓	
5.2c	Disseminate findings to arts organizations, government officials and media.			✓	
	GOAL 6 TO EXPAND THE MARKET FOR ARTS AND CULTURE				
6.1	Identify and promote those features that make North Vancouver cultural experiences unique	On-going	Short Term	Mid Term	Long Term
6.1a	Develop a comprehensive inventory, marketing strategy and imagery that set North Vancouver apart from other communities.				✓
6.1b	Support the recommendations of the Community Tourism Development Plan that seek to attract visitors or touring presentations to the region.		✓		
6.1c	Work with the Regional Cultural Steering Committee to develop regional cultural tourism opportunities.				✓
6.2	Use existing channels to promote arts and culture	On-going	Short Term	Mid Term	Long Term
6.2a	Cultivate stronger relationships with local media contacts.	✓			
6.2b	Encourage cooperative, joint or cross-promotional marketing efforts amongst arts organizations.				✓
6.2c	Investigate ways of redirecting existing resources and grant criteria to spur audience development.			✓	

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	GOAL 7 TO FURTHER DEVELOP AND SUSTAIN A THRIVING CULTURAL ECONOMY				
7.1	<i>Develop a program for monitoring growth and change in the economic performance of the cultural sector</i>	On-going	Short Term	Mid Term	Long Term
7.1a	Determine economic information to be collected on a regular basis and develop a data management program. Explore the opportunity to coordinate this regionally.			✓	
7.1b	Collect more information on economic activity from not-for-profit organizations when they are reporting on funding support.		✓		
7.1c	Amend visitor surveys to include more information on arts and culture related activities and interests.			✓	
7.1d	Track and monitor film industry statistics: annual production activity, employment figures and spending.	✓			
7.1e	Amend and standardize City and District business license application forms to include more information on cultural economic activity.			✓	
7.2	<i>Raise the profile of arts and culture as an economic generator</i>	On-going	Short Term	Mid Term	Long Term
7.2a	Include economic impact statistics and studies for the cultural sector on the City, District and Chamber of Commerce web sites.			✓	
7.2b	Profile cultural business "success stories".		✓		
7.2c	Prepare an annual report to Councils on economic activity and growth in the cultural sector, and the community benefits derived from this activity.			✓	
7.2d	Include cultural indicators as part of the quality of life measures for North Vancouver.				✓
7.3	<i>Create a supportive environment for arts and culture businesses</i>	On-going	Short Term	Mid Term	Long Term
7.3a	Review City and District bylaws with respect to home-based businesses involved in providing cultural goods and services.				✓
7.3b	Develop an award recognition program for acknowledging cultural businesses that have created new jobs and brought new business to the community.		✓		

Section G →

Economic Impact
of the
Arts, Culture
& Heritage Sectors

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EXECUTIVE SUMMARY

This Economic Impact Report was prepared as part of the City and District of North Vancouver's new Cultural Plan.

The purpose of the report is to identify the economic benefits of arts and culture in North Vancouver and to recommend strategies for enhancing these benefits. The study process included surveys, literature review, public workshops, interviews, and input from the Cultural Plan Steering Committee.

Economic Benefits

The study found that arts and culture makes a major contribution to economic development in the City and District:

- ♦ An estimated **4,900 North Vancouver residents** are primarily employed in activities associated with arts and culture.
- ♦ **Volunteers** are a very important part of arts and culture and their contribution of time greatly enhances the economic performance of the sector.
- ♦ A total of **423 commercial and not-for-profit (including public sector) organizations** have been identified as primarily involved in arts and culture activities, including 336 commercial enterprises and 87 not-for-profit organizations.
- ♦ **In the commercial sector**, the largest number of businesses (although not the largest businesses in terms of employment) is found in **visual arts and crafts**, which account for almost one-third of cultural businesses. The **design, film and written media** sectors together account for nearly 50% of commercial businesses and are where the majority of jobs and spending activity on the commercial side is concentrated.
- ♦ **In the not-for-profit sector**, over 50% of the organizations are found in the **stage performance and music** sectors, with **arts and culture education and cultural associations** accounting for another 25%.
- ♦ The 89 commercial and not-for profit organizations participating in the study's survey employed **15,253 people**, mostly part-time, in arts and cultural activities in North Vancouver in 2000. Of these, 13,281 (87%) were employed at **Lions Gate Studios**.
- ♦ Total direct spending for payroll and goods and services for the 89 sampled not-for-profit and commercial organizations was **\$231.8 million**. Highlights of this spending include:
 - ⇒ A payroll figure of **\$144.5 million**.
 - ⇒ For many of the sampled not-for-profit organizations, only total expenditure estimates were available, covering both payroll and goods and services spending. These expenditures totaled almost **\$2.9 million**.

⇒ The businesses that provided information on goods and services expenditures estimated that they spent about **\$84.4 million**. The film industry is a particularly strong spender.

⇒ For the sectors where surveyed organizations provided an estimate of their **spending in North Vancouver**, the proportion ranged considerably, from 27% to 94%.

- ♦ Many **more jobs are indirectly supported** in North Vancouver through local spending by cultural workers and businesses.
- ♦ The principal **trade area** for most of the surveyed businesses is North Vancouver, followed by the rest of the Lower Mainland. Film is the most notable exception, with large national and international markets, although the visual arts and crafts and photography sectors also appear to have relatively diverse markets.
- ♦ The **festivals, events, performances, displays and other cultural activities** in North Vancouver are conservatively estimated to have attracted **322,000 participants** in 2000, including residents of the community and visitors. This made both a social and economic contribution to North Vancouver.
- ♦ **Municipal investment** in arts and culture is budgeted at **\$16.8 million** for 2001, including for purposes such as libraries, heritage, and cultural programs. This investment enhances the community's **quality of life** and helps attract new residents, businesses and visitors to North Vancouver.

Opportunities and Strategies

Two of the most significant cultural economic development opportunities for North Vancouver are **cultural tourism** and the **film industry**. Another significant area of opportunity, tied in part to the tourism sector, is **festivals and events**.

Beyond these specific areas of opportunity for cultural economic development is a broader area of opportunity that encompasses all cultural sectors. This is Goal #7 of the Cultural Plan: **Building and Sustaining a Thriving Cultural Economy**. It includes:

- ♦ **Developing a program for monitoring economic performance** of the cultural sector.
- ♦ **Raising the profile of the cultural sector** and its significant contribution to the local economy.
- ♦ **Creating a supportive environment for cultural businesses** that meets their diverse needs.

Cultural economic development can also be enhanced by **strengthening the linkages** between sectors in marketing cultural products and services, as well as between the cultural sector and the general business community.

North Vancouver is competing for cultural economic development opportunities against other communities in the region. **Partnerships and collaboration** within and between the not-for-profit and commercial sectors are a critical part of maximizing the benefits.

The City and District can play a **leadership role** in identifying opportunities, facilitating collaborations, and **creating an environment that is supportive** of cultural economic development. However, it is ultimately the businesses and not-for-profit organizations themselves that must respond to the opportunities available to them.

I. INTRODUCTION

The City and District of North Vancouver have a long and rich history of involvement in arts and culture. Significant municipal investment in cultural planning can be traced back to 1989, when the first Cultural Plan was jointly prepared by the two municipalities and the North Shore Arts Commission and Arts Assistance Grants Program were established. Since then, there have been many arts and culture initiatives undertaken by both the City and District and more are proposed.

One of the initiatives presently underway is updating of the Cultural Plan to ensure that the arts and culture community in North Vancouver is well-served and that the right strategies are in place to allow culture to continue to thrive in the community.¹

A Steering Committee composed of individuals representing a wide variety of cultural organizations and interests was appointed to oversee preparation of the Cultural Plan (see Appendix A). Yates, Thorn & Associates was retained by the City and District as the lead consultant to prepare the updated Cultural Plan under the direction of the Steering Committee.

Eric Vance & Associates was retained by the City and District to prepare this Economic Impact Report as part of the Cultural Plan.

A. Study Purpose

For many residents of the community, arts and culture is viewed as providing social and recreational benefits. However, there is growing recognition that culture also plays an important role in North Vancouver's economic development, supporting a wide range of businesses, jobs and other forms of economic activity. This has led to, for example, the preparation of a Film and Television Industry Production Study and Film Industry Marketing Communications Strategy by the District, a North Vancouver Community Tourism Development Plan (currently in draft form) that includes strategies for enhancing arts and cultural heritage tourism, and plans by the City to make Lower Lonsdale the predominant cultural precinct on the North Shore.

The District's Economic Development Strategy also recognizes the importance of culture to the local economy and established as one of its six strategic objectives: "To further capitalize upon the District's strengths in arts, culture and education."²

The District's Official Community Plan (OCP) has four objectives directly relevant to culture: "7.5 - To maintain support for the North Shore arts and cultural environment", "7.6 - To support the preservation of our cultural heritage", "7.7 - To maintain a high standard of library service to District residents", and "13.2 - Protect and conserve buildings and sites of value to the cultural heritage of the community."³

¹ Where reference is made only to culture, it is meant in its broadest sense and includes arts and heritage.

² Prepared for the District of North Vancouver by Harris Hudema Consulting Group and Eric Vance & Associates, October 1998.

³ District of North Vancouver, *Official Community Plan*, Bylaw No. 6401, Adopted November 18, 1991.

The City does not have an economic development strategy, but it makes reference to culture in its OCP, including it as part of one of the seven goals of the plan: “To preserve areas and features, natural and manmade, which are of cultural, historic and aesthetic importance.”⁴

Economic development was not addressed in the previous Cultural Plan and the City and District wish to ensure that the ways in which arts and culture can contribute to North Vancouver’s economy are an integral part of the new plan.

This Economic Impact Report has been prepared as a separate document from the Cultural Strategic Plan, but the recommended strategies and actions contained in the report are also referenced in the Cultural Plan.

The key objectives established for this Economic Impact Report include:

- ♦ to identify and quantify the economic activity associated with both the not-for-profit and for-profit (ie, commercial) sectors of arts and culture in North Vancouver;
- ♦ to identify North Vancouver’s competitive position and opportunities for arts and culture from an economic development perspective;
- ♦ to identify linkages between sectors of arts and culture that can be strengthened to provide greater benefits, both to the individual sectors and to North Vancouver’s economy overall;
- ♦ to recommend strategies and actions for pursuing opportunities and overcoming constraints to growth; and
- ♦ to recommend ways in which outcomes and benefits can be measured and monitored.

This report has been prepared with these objectives in mind.

B. Study Process

Work on the Economic Impact Report began in February 2001. The process followed in preparing the report included:

- ♦ meetings with the Steering Committee to gain input and direction;
- ♦ participation in a Visioning Workshop for the Cultural Plan held on May 24;
- ♦ review of pertinent City and District documents;
- ♦ review of economic impact studies undertaken on arts and culture in other communities and regions;

⁴ City of North Vancouver, *Official Community Plan*, Bylaw No. 6288, Adopted August 10, 1992.

- ♦ review of the economic development plans and strategies of other communities;
- ♦ interviews with the City and District mayors;
- ♦ interviews with City and District staff;
- ♦ interviews with cultural industry and business representatives, both in North Vancouver and elsewhere;
- ♦ a survey mailed to 336 businesses in North Vancouver identified through municipal business license records as being involved in some form of arts and culture-related activity; and
- ♦ an email survey sent to the over 700 members of the North Vancouver Chamber of Commerce.

Further details on the study process are contained in the appropriate sections of this report. Appendix A contains a list of individuals interviewed for the study.

II. ARTS AND CULTURE'S CONTRIBUTION TO ECONOMIC DEVELOPMENT

Numerous studies have been conducted in recent years on the contribution of arts and culture to the economy of communities and regions across North America, including Greater Vancouver. This section of the report looks at what some of these studies have found and discusses the relevance to North Vancouver's cultural economic development.

It should be noted that most of the studies that have quantified the economic impact of arts and culture are for larger communities and regions because of data availability. For smaller communities, the information tends to be more qualitative and anecdotal in nature. In any event, the findings of the studies of larger communities are more pertinent to the North Vancouver context given that it is a community of 130,000 residents set within a region of nearly two million people and North Vancouver is an integral part of this larger economic unit.

A. Other Regions

There is no commonly accepted definition of the activities that form part of the arts and culture sector (a definition of the sectors that are included in this study for North Vancouver is provided later in this section of the report). Many of the studies that have examined the effects of culture on the economies of communities have looked only at not-for-profit activities and organizations, ignoring the important role of cultural businesses, as well as the linkages between the not-for-profit and for-profit sectors.

The studies also use different forms of measuring economic effects. Some look only at direct spending activity while others estimate the multiplier (ripple) effects through the economy of the direct spending activity. Some focus on employment as the key indicator and others look at income or overall economic effects (commonly measured as Gross Domestic Product or value-added).

Regardless of how the sector is defined or measured, the studies all show is that arts and culture is an important part of the economy of many regions and communities throughout North America.

Employment

Studies undertaken for Canadian metropolitan regions have generally found that arts and culture activities employ between five and ten percent of the labour force. The proportion tends to increase with community size since larger communities can support a broader range of cultural activities.

For example, a study of Toronto's cultural sector concluded that nearly one in ten jobs in the city are related to the cultural sector.⁵ Analysis by Statistics Canada found that, in 1998, an average of 7.1% of the employed labour force in Canada's 25 largest

⁵ *The Economic Importance of Culture to Toronto*, prepared by the Culture Division, Economic Development, Culture and Tourism, City of Toronto, June 1999.

metropolitan areas was employed in cultural industries.⁶ In BC, Vancouver was estimated to have 10.6% of its employment in cultural industries and Victoria had 6.9%.

Linkages

As important as the jobs supported in arts and culture are the linkages between the cultural sector and other sectors of the economy.

The most often-cited example of a linkage is cultural tourism. The previously referenced Toronto study found, for example, that 982,000 people, or 77.4%, of same-day visitors from the US to Toronto in 1997 reported attending a cultural event. A study in Montreal concluded that, "A feature of cultural events, such as festivals, is that they attract a large number of tourists who would not otherwise be here."⁷

In Oregon, regarded by many as a strong centre of arts and culture-related activities, a recent study noted that, "Cultural heritage tourism is an important component of Oregon's economy. In addition to direct spending at festivals (such as \$32 million in direct spending reported at the Oregon Shakespeare Festival), cultural heritage activities are integrated into tourism efforts throughout Oregon and attract affluent visitors to activities throughout the state."⁸

The film industry, which is the fastest growing area of the cultural sector, is widely recognized for its linkages to other sectors of the economy. The industry has a national employment multiplier of 2.6, meaning that for each job in the film industry, there are 1.6 jobs supported elsewhere in the economy. A study of the film industry recently undertaken for the District of North Vancouver noted that film studios tend to attract a wide range of complementary businesses.⁹

Examples of these complementary businesses include mobile dressing rooms, set construction and supplies, wardrobe rentals, equipment rentals, catering, transportation and security, as well as meeting facilities and hotel accommodation. All these sectors have benefited in North Vancouver from the presence of Lions Gate Studios, suggesting that the employment multiplier for the film industry in North Vancouver may be higher than the national average.

There are also strong and growing linkages between the arts sector and high technology, where applications such as computer animation and new media draw heavily on the talents of artists as part of product development. It is no coincidence that many of the largest concentrations of high technology activity are in communities that also have strong arts and culture sectors. Portland has been a leader in capitalizing on its arts and culture strengths to grow its high technology and creative services sectors.

⁶ Statistics Canada, *Cultural Industries in Canadian Metropolitan Areas – Special Tabulation*, 1999.

⁷ *Economic Impact of Activities in the Cultural Sector in the Five Regions of Greater Montreal*, Ministry of Culture and Communications, Government of Quebec, 2000.

⁸ *The Economic Impact of Oregon's Nonprofit Arts Sector*, prepared for the Oregon Arts Commission et al by the Western States Arts Federation, January 2001.

⁹ PricewaterhouseCoopers, *The Film and Television Production Industry: A Study for the District of North Vancouver*, May 2000.

Culture can also be used as an economic development tool to help revitalize neighbourhoods and communities, high profile examples being Granville Island in Vancouver, Toronto's Harbourfront and, on a more modest scale, places like Nelson in the BC interior and Chemainus on Vancouver Island. A recent article on the role of arts and culture in revitalizing communities noted that, "...a growing number of success stories are making it hard to ignore the impact of a vibrant arts program and healthy cultural infrastructure on community renewal – including the ability to attract new businesses as well as improved quality of life, increased tourism and more."¹⁰

The importance of arts and culture to quality of life is well understood by Greater Vancouver residents. In a public attitudes survey undertaken last year for the Regional Cultural Plan Steering Committee, 89% of Greater Vancouver residents considered arts and culture to be important to the quality of life in their communities, regardless of whether or not they use them regularly.¹¹ Residents also perceived arts and culture as having wider community benefits, including a positive effect on local economies.

What is clear from these and many other studies is that arts and culture not only makes a significant economic contribution in its own right but also has the ability to enhance the performance of other sectors of the economy through linkages.

The Role of Not-for-Profit Organizations and Volunteers

In examining the relationship between arts and culture and economic development, the vitally important role of not-for-profit organizations and groups, including volunteers, must be kept in mind from several perspectives.

First, the not-for-profit sector (including the public sector) accounts for a significant share of the employment and spending activity in arts and culture. The money spent by employees in the not-for-profit sector and the money spent on goods and services by not-for-profit organizations ripples through the economy in the same way as if it were coming from businesses.

Second, the not-for-profit organizations produce a significant share of the talent that feeds into the commercial sector. Many of those working in cultural businesses began on the not-for-profit side or benefited from the programs and services provided by not-for-profit organizations. Some artists also move along the continuum, working in both the not-for-profit and for-profit sectors. Without the not-for-profit cultural sector, many types of enterprises within the commercial sector could not thrive. Similarly, the activities of the commercial sector benefit the not-for-profit sector, bringing fresh ideas and approaches. North Vancouver's Youth in Film Program, which provides a means for young people to learn about the film industry and employment opportunities, is an excellent example of bridging the gap between the not-for-profit and for-profit sectors.

¹⁰ Karen Joan Watson, *The Art of Revitalizing Communities*, Forum, May/June 2000.

¹¹ Canadian Facts, *Survey of Public Attitudes Towards a Regional Cultural Plan for Greater Vancouver – Phase III, Executive Summary*, August 2000.

Third, volunteers are an integral part of the cultural sector. Their involvement enhances the scale of activities in the not-for-profit sector, which in turn benefits the commercial sector. Simply because volunteers are not compensated financially does not make their contribution valueless from an economic perspective. One of the fundamental principles of economics is that any resource, including people's time, has value.

The level of volunteerism by Canadians was examined in a 1997 National Survey by Statistics Canada.¹² The survey found that 31.4% of the Canadian population aged 15 and over volunteered over the course of the year. Applying this figure to North Vancouver's population aged 15 and over suggests that about 32,000 people in the community volunteer time, a significant share of which is quite likely in the areas of arts, culture and heritage.

B. Greater Vancouver

The Regional Cultural Plan Steering Committee, an inter-municipal group composed of municipal cultural managers, has been involved over the past five years in developing strategies and plans for how Greater Vancouver communities can work cooperatively on a number of arts and culture initiatives that offer region-wide social and economic benefits. The City and District of North Vancouver have been participants in this process.

The studies undertaken on behalf of the Committee include an analysis of the economic impact of arts and culture in the region and identification of ways in which arts and culture can make an even larger contribution Greater Vancouver's economy in the future. The key finds of these studies are summarized here, along with commentary on their implications specifically for North Vancouver.

Economic Impact of Arts and Culture

A 1997 study on the economic impact of arts and culture in Greater Vancouver identified and analyzed fifteen sectors that make up the arts and culture, including not-for-profit cultural activities and commercial businesses (also referred to as cultural industries).¹³ These sectors are:

- ♦ Written Media
- ♦ Film
- ♦ Broadcasting
- ♦ Music Industry
- ♦ Stage Performances
- ♦ Heritage, Museums
- ♦ Libraries
- ♦ Visual Arts and Crafts
- ♦ Festivals
- ♦ Arts and Culture Education
- ♦ Design
- ♦ Photography
- ♦ Government Cultural Agencies
- ♦ Cultural Associations
- ♦ Multi-Disciplinary Activities

¹² *Caring Canadians, Involved Canadians: Highlights of the 1997 National Survey of Giving, Volunteering and Participating*, Catalogue No. 71-542-XIE.

¹³ The Chancellor Partners, *The Economic Importance of the Arts and Cultural Activities to Greater Vancouver*, March 1997.

By analyzing each of the fifteen sectors, the study found the direct economic effects of cultural activity in Greater Vancouver on an annual basis to include:

- ♦ a workforce of about 65,000, which is 7% of the region's total employment; and
- ♦ wages and salaries of \$1.1 billion.

The cultural sector's economic impact is even greater when the indirect and induced effects are considered. For example, it is estimated that for every direct job in the cultural sector, there is the equivalent of 0.64 of a job supported in other sectors of the regional economy. This means that there are about 42,000 additional jobs supported in Greater Vancouver's economy by spending activity in the arts and culture sector.

The estimates produced by the study are now four years old and it can be reasonably assumed that the contribution of arts and culture to the regional economy has increased given growth in sectors such as film and television.

The concepts of indirect and induced economic activity are very important to understanding the full effects of arts and culture on the North Vancouver economy:

- ♦ ***Indirect economic activity*** occurs in a community when a business or other organization that receives money re-spends that money on goods and services provided by other businesses and organizations in the community. A prime example in North Vancouver is the film industry, which spends money on a wide range of goods and services provided by local businesses.
- ♦ ***Induced economic activity*** occurs in a community when people who earn income spend that income on goods and services provided locally. Where they earn the money (ie, from within the community or outside of it) is irrelevant. The important consideration for the local economy is that they spend as much of their money locally as possible.

As the share of money earned by organizations and individuals that is spent locally increases, the multiplier effects and benefits to the local economy also increase. Hence, by strengthening the linkages (ie, transactions) between segments of the North Vancouver cultural sector, as well as between the cultural sector and other sectors of the North Vancouver economy, the economy can grow even without any new businesses entering the market (although attracting new businesses and investment is also an important part of a well-rounded economic development strategy).

Greater Vancouver's Cultural Economic Development Opportunities

A 1999 study undertaken for the Regional Cultural Plan Steering Committee concluded that arts and culture has the potential to make an even larger contribution to Greater

Vancouver's economic development in the future.¹⁴ Five areas of opportunity were identified as being particularly significant for the region:

- ♦ **Cultural tourism** is one of the fastest growing sectors of the tourism market world-wide. Effective marketing of existing cultural products in the region and development of new products is needed for Greater Vancouver to increase its share of the market. This is an opportunity where the cultural and tourism sectors can benefit from each other. Cultural tourism is attractive as a revenue enhancement opportunity for some of the region's not-for-profit organizations.
- ♦ **The film and television industry**, which spent \$1.18 billion in BC in 2000, still has significant potential for growth in Greater Vancouver. There is heavy competition from other regions for this opportunity and an environment supportive of the industry is needed to ensure the potential is fully realized.
- ♦ **New media**, defined as interactive applications that combine moving pictures and/or sound with graphics or text (e.g., video games, CD ROMs, e-mail, electronic commerce and services delivered over the Internet) is an emerging area of opportunity that blends the creative skills of the arts and culture sector with high technology. It is one of the fastest growing sectors of the Canadian economy and Greater Vancouver is well positioned to take a major share of this growth.
- ♦ **Creative services**, defined as film and video, new media, graphic design, software, public relations and advertising, is another opportunity that blurs the line between culture and other areas of the economy. By helping businesses in these sectors work together in areas such as product development and marketing, there is significant potential to tap into new markets and position Greater Vancouver as a centre of excellence in the creative services field.
- ♦ **Overall sector performance** pertains to the identified need for many sectors of culture, profit and non-profit, to become more effective, efficient and competitive through improved business, planning and marketing skills, all of which are critical underpinnings to successful economic development. It was the opportunity most frequently mentioned by stakeholders during the consultation process for the PricewaterhouseCoopers study.

The study concluded that the benefits to the region of securing the opportunities will be in many forms, some quantitative, such as job creation, and others more qualitative, such as contribution to quality of life. Examples of some of the quantifiable benefits include:

- ♦ a significant contribution by cultural tourism to the projected 1,700 to 2,500 new jobs per year in the region's tourism industry if current growth rates continue;

¹⁴ PricewaterhouseCoopers and Eric Vance & Associates, *Realizing the Potential: An Economic Development Strategy for Greater Vancouver's Arts and Culture Sector*, August 1999.

- ♦ potential spending by cultural tourists in Greater Vancouver of upwards of \$1 billion annually, a share of which will be generated by not-for-profit cultural events and attractions;
- ♦ as many as 2,400 to 3,300 new jobs in the film and television industry each year if current growth rates continue; and
- ♦ the potential for new media to double in size annually, to as many as 3,600 employees by 2001.

These are the areas of arts and culture anticipated to experience above average growth rates, but all areas of culture will expand in the future as the region's population grows and there is greater demand for cultural facilities, services and programs. The aging population will also stimulate demand as a larger share of Greater Vancouver residents retire and have more time available to participate in arts and cultural activities as consumers and, in some cases, producers.

The PricewaterhouseCoopers study emphasizes, however, that there is *potential* for growth in arts and culture's economic contribution, but no guarantees that the growth will occur. Many other regions are competing for these same opportunities, both in BC and elsewhere in North America. A proactive, focused approach is needed to pursue the opportunities and ensure that the region remains attractive for investment, businesses and skilled workers.

North Vancouver's challenge is to focus on those areas of arts and culture where it has competitive advantages from an economic development perspective. Other communities in Greater Vancouver are also considering how culture can be used as an economic development tool and will be competing for many of the same opportunities as North Vancouver would like to secure, particularly in the high growth areas of film and cultural tourism.

Focusing on a few selected areas where North Vancouver has key strengths will yield better results than spreading scarce resources too thin in pursuit of too many opportunities.

Facilitating Cultural Economic Development Initiatives

The importance of arts and culture from an economic development perspective was recognized by the Regional Cultural Plan Steering Committee, which made it one of three recommended strategic directions for regional arts and cultural development in its 1999 plan.¹⁵ The strategic direction - *Facilitating Cultural Economic Development Initiatives* - included eight actions, five of which are primarily tied to cultural tourism in recognition of its large growth potential and largely revolve around product enhancement and marketing initiatives. Other recommended actions involve standardizing the permitting and approval process for the film industry, more support for the new media sector and examining ways in which creative service providers can be brought together to pursue

¹⁵ *Strategies for Regional Arts and Cultural Development in Greater Vancouver*, September 1999.

opportunities. In all cases, the emphasis is on building partnerships between all levels of government, not-for-profit organizations and commercial enterprises.

In short, the groundwork has been laid – the challenge now is for Greater Vancouver municipalities, working in partnership where appropriate to leverage resources and maximize the benefits, to take a leadership role in responding to the opportunities.

III. ARTS AND CULTURE'S ROLE IN THE NORTH VANCOUVER ECONOMY

This section of the report examines the economic activity associated with arts and culture in North Vancouver. The information has come from a variety of sources, including databases maintained by the City and District, publications and directories, interviews with key industry representatives and municipal staff, and input collected through surveys of both not-for-profit organizations and businesses in North Vancouver.

A. North Vancouver Residents Employed in Arts and Culture

The 1996 Census recorded 3,235 North Vancouver residents whose primary occupations were in arts, culture, recreation and sport (no breakdown is available for arts and culture alone). This was 4.6% of North Vancouver's resident labour force (both employed and unemployed) of 71,030 people in 1996. However, this is only a partial picture of the total number of North Vancouver residents employed or seeking employment in cultural activities because the definition of arts and culture occupations is relatively narrowly defined by the Census.

The previously cited Chancellor Partners report, which drew on a variety of sources to estimate the size of the cultural sector, estimated that about 7% of Greater Vancouver's labour force is primarily employed in arts and cultural activities on a full or part-time basis. It can reasonably be assumed that North Vancouver has a similar share of its residents employed in arts and culture, particularly given the large number of cultural businesses, organizations and activities based in the community.

Applying the figure of 7% to the City and District's combined employed resident labour force, estimated to be about 70,000 for 2000, suggests that about 4,900 North Vancouver residents are primarily employed in activities associated with arts and culture.

This number should not be confused with the number of residents who derive supplemental income from arts and culture activities. This latter number, while not easily quantified, is considerably higher than the estimated 4,900 residents whose primary source of income is arts and culture. There are many more North Vancouver residents who work in arts and culture on a part-time or seasonal basis. Examples are the film industry, where a number of residents work as extras, and visual arts and crafts, where people have tuned their hobbies into part-time businesses to supplement their primary sources of employment income.

It should also be recognized that not all the North Vancouver residents employed in arts and culture work in North Vancouver. A significant share likely work outside the community given that there are more North Vancouver residents in the labour force than there are jobs in the community. However, as discussed earlier in this report, the more important consideration is that they spend the money they earn in their home community, regardless of where they make it.

The Chancellor Partners report contains estimates of the number of jobs in Greater Vancouver in each of the key sectors of arts and culture. If the distributions are assumed to be the same for the estimated 4,900 North Vancouver residents employed in arts and culture as for the region as a whole, the results would be as shown in Table 1.

It cannot be stated with certainty that this is the actual distribution or number of jobs in the cultural sector held by North Vancouver residents, but it can be viewed as a reasonable approximation given that the characteristics of North Vancouver's labour force are similar to those of the region as a whole.

Table 1: North Vancouver Residents Employed in Arts and Culture by Sector*

Sector	Employment	
	Greater Vancouver Distribution (%)	North Vancouver Residents (#)
Written Media	13.1	640
Film	18.6	905
Broadcasting	3.2	155
Music	10.0	490
Stage Performances	11.4	560
Heritage and Museums	2.1	105
Libraries	5.8	285
Visual Arts and Crafts	7.5	370
Festivals/Events	1.2	60
Arts and Culture Instruction and Education	3.6	175
Design	5.5	270
Photography	5.5	270
Government Cultural Agencies	1.1	55
Cultural Associations	0.4	20
Multi-Disciplinary	11.0	540
Total	100	4,900

*Assumes North Vancouver's cultural labour force characteristics are similar to the GVRD as a whole.

Note: See Section D for a description of the activities included in each sector.

B. The Role of Volunteers

As discussed earlier, volunteers are an integral part of the cultural sector and the time they devote to supporting arts and culture has value, even if it is uncompensated financially.

The survey of North Vancouver not-for-profit organizations found that, for 32 organizations, there were an estimated 2,489 volunteers who devoted time. The amount of time these volunteers provided in total is unknown. However, if an average of just 35 hours (ie, one work week) per volunteer for the year were assumed (which in the case of some not-for-profit organizations and activities would be a considerable underestimation), the 2,489 volunteers would have devoted 87,115 hours.

Assigning a value of \$8 per hour to this time (the standard value currently used in Social Cost Benefit Analysis for uncompensated personal time), the volunteers provided about \$697,000 of value to the arts and culture sector. Again, it needs to be emphasized that this is likely a very conservative estimate. It does not include all the not-for-profit organizations and it assumes what is quite possibly a low estimate of the average time devoted annually by each volunteer. However, it does show that the value of arts and culture to North Vancouver's economy goes beyond that which can be measured simply by jobs and spending.

C. Number of Not-For-Profit and Commercial Arts and Culture Organizations in North Vancouver

A total of 423 commercial and not-for-profit (including public sector) organizations have been identified as primarily involved in arts and culture activities in North Vancouver (Table 2). This includes 336 commercial enterprises and 87 not-for-profit organizations.

It must be emphasized that the figure of 336 commercial enterprises came from City and District business license records and is a conservative estimate. There are many small, predominantly home-based arts and culture businesses that do not have business licenses and therefore do not show up in the two municipalities' business license records.

The fact that a number of the businesses in arts and culture are home-based does not mean that they are necessarily small in terms of income and their contribution to the North Vancouver economy. There were some very successful home-based businesses that responded to the survey, some of which are generating six-figure incomes for their owners and a few of which have a number of employees (not all of whom work at the same location).

There are some significant differences between the commercial and not-for-profit organizations in terms of their sectors of concentration. As the table shows, just over 50% of the 87 not-for-profit organizations are found in the stage performance and music sectors, with arts and culture education and cultural associations accounting for another 25%.

On the commercial side, the largest number of businesses (although not the largest businesses in terms of employment) is found in visual arts and crafts, which accounted for almost one-third of the total of 336 cultural businesses. The design, film and written media sectors together account for nearly 50% of commercial businesses and are where the majority of jobs and economic activity on the commercial side is concentrated.

Table 2: North Vancouver Arts and Culture Organizations by Sector

Sector	Number of Organizations		
	Commercial	Not-for-Profit*	Total
Written Media	42	1	43
Film	54	1	55
Broadcasting	1	0	1
Music	10	18	28
Stage Performances	1	26	27
Heritage and Museums	0	5	5
Libraries	0	2	2
Visual Arts and Crafts	108	8	116
Festivals/Events	0	2	2
Arts and Culture Instruction and Education	27	10	37
Design	64	0	64
Photography	28	1	29
Government Cultural Agencies	0	3	3
Cultural Associations	0	10	10
Multi-Disciplinary	1	0	1
Total	336	87	423

* Includes public sector organizations.

Note: See Section D for a description of the activities included in each sector.

D. North Vancouver Arts and Culture Sector Profiles

The key sectors of North Vancouver's arts and culture community are profiled here in terms of their contribution to North Vancouver's economy. Further information on the activities of the not-for-profit organizations operating in North Vancouver is provided in

the Cultural Plan. The definitions of the activities included in each sector have been taken from the previously cited Chancellor Partners report.

As part of the information gathering process, a survey was mailed to the 336 businesses in North Vancouver identified through business municipal business license records as being involved in arts and culture activities. They were asked for information about their business activities and how the City and District could help their sectors grow. A copy of the survey is in Appendix B.

Follow-up telephone calls were made to the businesses about two weeks after the mailing encouraging those who had not yet responded to do so. This was followed about a week later by telephone calls where those who had not yet responded were asked to answer the questions over the telephone, with the telephone surveyor completing the form.

In the end, 50 of the 336 businesses provided at least some information, a response rate of 15%, which is not a large enough sample size to extrapolate the data obtained to each sector as a whole, particularly given that some sectors had very low response rates compared to others.

A survey was sent by Yates, Thorn & Associates to all the known not-for-profit arts and culture organizations located in North Vancouver. The response to this survey, combined with other information collected by the consulting team, led to the identification of 87 not-for-profit organizations in North Vancouver. This includes government organizations and teaching institutions. Yates, Thorn & Associates was able to gain information for 32 of the organizations, with Eric Vance & Associates collecting information for another seven of the larger not-for-profit organizations in the public sector through direct telephone contact, resulting in a total response rate of 45%.

The information provided through the surveys for 89 commercial and not-for-profit organizations, when combined with information from other sources, helps build a more complete picture of the economic activity associated with arts and culture in North Vancouver and demonstrates that the benefits to the local economy are significant.

Written Media

The written media sector includes publishing, printing and wholesale and retail sales of books, magazines and other reading matter. There are 43 organizations in this sector in North Vancouver, including 42 commercial enterprises and one not-for-profit group.

Ten organizations in the written media sector responded to the survey. They employ 118 people full-time and 15 part-time (124 FTE positions), with an annual payroll of \$4,168,000.

Expenditures for goods and services (excluding payroll) totaled \$530,000 for the businesses that provided information, of which \$194,000 (37%) was spent in North Vancouver.

For the businesses responding to the survey, North Vancouver is their primary market, followed by the rest of the Lower Mainland. Only one does business elsewhere in BC and Canada.

Film

This sector includes film and video production, distribution, wholesaling and retail sales, and motion picture theatres. Film is the largest arts and culture sector in North Vancouver in terms of both employment and average business size and has been at the forefront of integrating itself into the local economy.

A total of 55 organizations have been identified in this sector in North Vancouver, all but one of which are commercial enterprises. Four businesses provided information for the survey.

The most high profile business in the sector is Lions Gate Studios, which is the largest full-service film studio in Western Canada. Its presence in North Vancouver has helped attract many other film-oriented businesses to the community, some of which serve not only Lions Gate Studios, but also other studios in Greater Vancouver and elsewhere.

There were 20 productions shot at Lions Gate Studios in 2000, as shown in Table 3.

Table 3: Lions Gate Studio Productions - 2000

Production	Type	Production	Type
Sixth Day	Feature	Blacktop	MOW
Antitrust	Feature	Take My Life Please	MOW
Along Came a Spider	Feature	Faithful Travellers	MOW
See Spot Run	Feature	Once Upon a Christmas	MOW
Josie and The Pussycats	Feature	Christy	MOW
Higher Ground	Series	Hostage Negotiator	MOW
Mysterious Ways	Series	Ultimate Christmas Present	MOW
Dark Angel	Series	PC and The Web	MOW
Rocky Times	MOW*	Lone Gunmen	Pilot
Wednesday Woman	MOW	Flight of the Reindeer	Pilot

* Movie of the Week

Source: Lions Gate Studios

TVD Televector Inc, a North Vancouver company that manages the payroll for most film productions in BC, identified 13,281 people who worked on these productions in 2000 at Lions Gate Studios (excluding Wednesday Woman and Once Upon a Christmas, which were not handled by TVD). These people were predominantly Greater Vancouver residents and TVD's analysis excluded any Americans who worked on the productions.

Some of these 13,281 people worked only a few hours as extras and others were employed on a number of the productions as part of film crews. Lions Gate Studios management estimates that there are approximately 1,000 people working at the studio at any given time. The total payroll for these 13,281 people was \$120,002,608 in 2000, an average of \$9,035 per person. This was cash compensation and excludes benefits.

Lions Gate Studios estimates that the production companies using its facilities spend up to \$200 million annually, including on payroll. Hence, expenditures on goods and services would be about \$80 million (ie, excluding the \$120 million in payroll).

The three other businesses in the film sector participating in the survey employ 114 people, including four full-time employees and 110 part-time employees (29 FTE positions), with a payroll of \$2,070,000. The three businesses estimated their annual expenditures on goods and services at \$900,000, of which \$400,000 (44%) was spent in North Vancouver.

The US is the primary market for the four companies responding to the survey. One, which produces television commercials, also has a share of its market elsewhere in BC and the rest of Canada.

A review just completed by the District of North Vancouver has identified approximately 850 businesses working in North Vancouver that either currently provide goods and services to the film industry or are in sectors that the film industry uses. This is believed to be a conservative estimate of the number of local businesses participating in the industry. Additional research is planned that will obtain information from a variety of sources to build a more complete picture of the level of participation.

The film industry employs many North Vancouver residents. The film industry spent nearly \$1.2 billion in BC in 2000 and directly employed 35,000 people. Most of this activity took place in Greater Vancouver, with North Vancouver businesses and residents receiving a share of these benefits. Data obtained through the BC Film Commission indicates that over 2,600 North Vancouver residents were employed either full or part-time as actors, technicians, and production staff in the film industry in 2000, with a payroll of about \$63 million (an average of \$24,230 per person). This is considered a conservative estimate since not all people employed in the film industry are covered by these payroll figures.

The film industry's local presence has also resulted in the creation of the Professional Film Studies Program at Capilano College, which gives students an introduction to the film industry and the wide variety of jobs available in film production. Students who complete the program receive a certificate and can either apply for entry-level positions in the film industry or continue their education and training. This is a unique program in BC.

Broadcasting

This sector includes radio and television broadcasting and cable television. There is only one licensed business, Shaw Cable, in this sector in North Vancouver. No information was provided for the survey.

Music

The music sector is a broad category encompassing musicians and singers, sound recording, production and wholesale of musical instruments, sheet music and recordings, and retail sales of records, tapes and CD's. This is one of the sectors where business license records capture only a small share of the activity since most musicians working in North Vancouver do not hold business licenses. Professional music associations in BC do not have any geographic breakdown of their memberships and, in any case, most musicians do not belong to these associations.

A total of 28 organizations were identified in this sector in North Vancouver, including 10 businesses and 18 not-for-profit organizations. Of eight organizations for which information was available, all in the not-for-profit sector, there were only two full-time employees, but 33 part-time employees.

Expenditures by these eight not-for-profit organizations totaled \$398,000, including payroll and goods and service purchases.

Examples of the level of participation in this sector are: the Summer Community Concert series, with 20 concerts that drew 13,000 people; BC Boys Choir, which visited 22 North Vancouver schools last year; Deep Cove Chamber Soloists, which held five Pro-Nova Concerts averaging 100 people per concert; Laudate, which undertook three full concerts and a children's concert averaging 242 people per concert; the Summer Pop Youth Orchestra's Edgemont Concert, which drew 1,200 people; and, Deep Cove Chamber Society, which held five concerts at Mount Seymour United Church attracting between 40 and 90 members to each concert..

Stage Performances

This sector includes production, promotion and performing in live theatrical or other staged entertainment, as well as related activities such as booking, advertising, ticket sales, costume and set design. There were 27 organizations identified in this sector, all but one of which are in the not-for-profit sector.

Most employment in the sector is part-time. Data for eleven of the not-for-profit organizations showed four full-time employees and 73 part-time employees.

Expenditures by these eleven not-for-profit organizations totaled \$370,000, including for payroll and goods and services.

Examples of the level of participation in the sector are Presentation House Theatre, which staged 17 productions during the 2000/2001 season and RNB Dance, which undertook two productions averaging an audience of 700 per show. At Centennial Theatre, there were 92,500 patrons and performers recorded for the Fall 1999 to Summer 2000 period.

Heritage and Museums

This sector includes museums, nature parks, historic sites, archives, aquariums, zoos, halls of fame, exhibition centres and botanical gardens. There are five not-for-profit organizations in this sector in North Vancouver. Information on employment was obtained for two of the organizations, showing a total of 13 jobs - six full-time and 7 part-time.

The North Vancouver Museum and Archives (NVMA) is the largest organization in the sector, employing 12 people (7.5 FTE positions), of whom eight are regular employees and four work on a casual basis. Of the eight regular employees, four live in North Vancouver. NVMA's annual payroll is \$407,000.

NVMA spends about \$196,000 annually on goods and services, of which an estimated \$69,000 (35%) is with North Vancouver businesses.

There were approximately 18,700 visitors and program participants at the museum and archives in 2000. Of this total, NVMA estimates that roughly 1,900 (10%) were tourists.

Libraries

The District and City public libraries together employ 152 people, including 54 full-time positions and 98 part-time positions (93 FTE jobs), with a total payroll of \$4,234,000.

The libraries estimate that 112 (74%) of their 152 employees live in North Vancouver, which means that the majority of the payroll remains in the community.

The libraries also estimate that they spent at least \$115,000 last year on goods and services purchased in North Vancouver. Examples of the types of items purchased include reading material, videos, landscaping, janitorial and maintenance services, office supplies, printing, advertising and public relations.

Visual Arts and Crafts

This sector includes sculpting, drawing, painting and engraving, commercial galleries and dealers, and the design, production and sale of craft objects such as jewelry, pottery, ornamental objects and woven fabrics. This is the largest sector in North Vancouver in terms of number of organizations that have been identified. It includes 108 licensed businesses and eight not-for-profit groups, for a total of 116 organizations.

The three not-for-profit organizations for which information was available had four part-time employees and spent \$196,000 on both payroll and goods and services.

Sixteen of the commercial organizations were surveyed, showing 17 full-time employees and 9 part-time workers, with a payroll of \$272,000.

These 16 businesses spent \$300,500 on goods and services, of which \$111,000 (37%) was in North Vancouver.

This sector is also the most diverse in terms of markets served. Most have a significant share of their market in North Vancouver, but many also sell into the rest of the Lower Mainland, BC and Canada, with a few also having markets in the US. It is also the only sector where a number of the respondents to the survey indicated that tourism accounts for a share of business, although it is minor in most cases.

A good example of community participation in this sector is Presentation House Gallery, with an estimated 6,650 visitors last year and 30 special groups using the gallery, with about 980 people involved. There were another 104,100 visitors to Presentation House Gallery exhibitions on tour, which gave the gallery and North Vancouver arts community additional exposure.

Seymour Art Gallery had 16,960 visitors in 2000, with 2,250 people participating in programs.

Festivals and Events

The City and District of North Vancouver host approximately 110 festivals and events annually that attract visitors and spending to the community. For example, events organized through the North Shore Recreation Commission attracted an estimated 133,900 participants 2000.

Examples of some of the larger events and their estimated attendance are:

- ♦ Caribbean Days Festival - 25,000
- ♦ Canada Day celebrations - 20,000
- ♦ Summer Community Concert series (20 concerts) - 13,000
- ♦ Annual Under the Volcano Festival - 8,000
- ♦ Deep Cove Daze - 7,500
- ♦ Vancouver International Mountain Film Festival - 4,700
- ♦ Folkfest Craft Fair - 3,000
- ♦ Folk Festival - 1,900
- ♦ Lantern Making Workshops - 1,900
- ♦ Art in the Garden - 1,850

These festivals and events attract participants from not only North Vancouver, but also other Lower Mainland communities. Some of the events also draw participants from further away, resulting in over-night stays in the community. These visitors to North Vancouver, whether staying for a few hours or a few days, help support local businesses, particularly in the hospitality, entertainment and food and beverage sectors.

Hosting festivals and events in North Vancouver also helps keep money in the community since residents have less need to go elsewhere for entertainment and cultural experiences.

Arts and Culture Instruction and Education

This sector includes academic or technical training to students in all areas of arts and culture. A total of 37 organizations have been identified in this sector, including 27 businesses and 10 not-for-profit groups.

The largest organization in the sector is Capilano College, which employs over 100 people on a full and part-time basis in programs directly related to arts and culture. This includes many professionals in the arts and culture field who teach part-time. The College estimates that it has 66 FTE jobs in arts and culture programs, with an annual payroll of \$3,753,000.

The programs covered by these figures for the College fall within two major divisions: the Media Division of Science and Technology and the Visual and Performing Arts Division of Arts. The arts and culture-related departments included in the two divisions are shown in Table 4.

Table 4: Arts and Culture Departments at Capilano College

Media Division	Visual and Performing Arts Division
Aboriginal Film and Television	Arts and Entertainment
Animation	Bachelor of Music
Communications	Jazz
Digital Animation	Private Music Instruction
Film	Studio Art
Graphic Design	Theatre
Illustration Design	Textiles
Infotech	
Media Program	
On-Line Publishing	

Capilano College estimates that there were 1,175 full and part-time students who took at least one course in the two divisions over the past year (Summer and Fall 2000 and Spring 2001 terms).

The second largest organization in this sector is the North Vancouver School District, which employs 65 teachers who are primarily involved in arts and culture education,

including in programs such as arts, music and theatre. The estimated annual payroll for these teachers is \$3,510,000.

The other groups involved in arts and culture education are smaller in size and include, for example, acting, dance and music studios, as well as numerous home-based music teachers. Five for-profit groups responded to the survey, indicating that they had eight full-time jobs and 10 part-time positions (14 FTE jobs), with a payroll of \$236,000.

These five businesses also estimated that they spent \$317,000 on goods and services, of which \$297,000 (94%) was spent in North Vancouver.

The surveyed businesses are focused on the North Vancouver market, with only one having a small share of its market elsewhere in the Lower Mainland.

Design

This sector includes interior, industrial and graphic design. It is a large sector in North Vancouver, with 64 licensed businesses.

Eleven businesses indicated that they employed a total of 34 full-time and 11 part-time positions, with a payroll of \$841,000. These businesses also estimated that they spent \$218,000 on goods and services, of which \$95,000 (44%) was in North Vancouver.

The businesses responding indicated that their market was predominantly North Vancouver and other areas of the Lower Mainland. Only one did a modest amount of work internationally.

Photography

This sector includes portrait and commercial photography, as well as wholesale and retail sales of photographic equipment and supplies. A total of 29 organizations have been identified in this sector in North Vancouver, of which all but one are commercial enterprises.

Only three businesses provided information to the survey. They employ a total of 67 people, but many appear to be jobs located outside North Vancouver. A payroll figure of \$180,000 was provided by one of the respondents.

The businesses estimated that they spent \$126,000 on goods and services, of which \$34,000 (27%) was in North Vancouver.

The responding businesses in this sector have very diverse markets. Only one is focused on the North Vancouver market, with the other two doing most of their business elsewhere in the Lower Mainland, BC and internationally.

Government Cultural Agencies

Three government agencies provide cultural services in North Vancouver that are based in the community, including the North Shore Recreation Commission (NSRC), the Arts and Culture Commission of North Vancouver (ACCNV) and the District of North Vancouver's Tourism, Arts and Cultural Services Department.

NSRC employs 66 people who work in the cultural area, including managing and maintaining Centennial Theatre and providing arts and culture programs. Three of these employees are full-time and the remaining 63 are part-time employees. The number of FTE positions is 9.4 and the total annual payroll is about \$514,000.

For the one-year period of October 1, 1999 to September 30, 2000, NSRC had an estimated 45,700 people who participated in Dance, Performing Arts and Visual Arts programs.

ACCNV employs five people on a part-time basis (FTE of 2.5 positions), with a payroll of \$103,000. The Commission spends about \$7,000 for contract services, bringing its total annual payroll to \$110,000. ACCNV spends about \$144,000 annually for goods and service, of which virtually all goes to North Vancouver businesses.

The District of North Vancouver's Tourism, Arts and Cultural Services Department employs has two full-time employees, with a 2001 budget of \$164,000. The District Film Liaison Office, which employs one person part-time, has a 2001 budget of \$39,000.

Cultural Associations

This sector includes community, professional and commercial associations with an arts and culture focus.

There are 10 organizations, all not-for-profit, in this sector in North Vancouver. Information collected for six of the organizations indicates four full-time positions and 67 part-time jobs. This figure of 67 part-time jobs appears high and, if there are actually this many people receiving compensation, it is likely on a stipend basis for services performed rather than true employment income.

The six organizations surveyed had total expenditures of \$509,000 for payroll and goods and services.

Multi-Disciplinary

This sector includes the manufacture of audio and video equipment, blank tapes and musical instruments. One licensed business, a guitar maker, has been identified in this sector in North Vancouver

Summary of Direct Sector Activity

The 89 not-for profit and commercial organizations participating in the survey employed 15,253 people, mostly part-time, in arts and cultural activities in North Vancouver in 2000.¹⁶ Of these, 13,281 (87%) were employed at Lions Gate Studios.

Total direct spending for payroll and goods and services for the 89 sampled not-for-profit and commercial organizations was about \$231.8 million. Highlights of this spending include the following:

- ♦ A payroll figure of \$144.5 million was reported. However, this payroll figure is not directly tied to the employment estimate because not all organizations that provided employment data also provided payroll information. Hence, the payroll figure is conservative even for the sample.
- ♦ For many of the sampled not-for-profit organizations, only total expenditure estimates were available, covering both payroll and goods and services spending. These expenditures totaled almost \$2.9 million.
- ♦ The businesses that provided information on goods and services expenditures estimated that they spent about \$84.4 million. The film industry is a particularly strong spender.
- ♦ For the sectors where surveyed organizations provided an estimate of their spending in North Vancouver, the proportion ranged considerably, from 27% to 94%.

In terms of geographic markets, the principal trade area for most of the surveyed businesses is North Vancouver, followed by the rest of the Lower Mainland. Film is the most notable exception, with large national and international markets, although the visual arts and crafts and photography sectors also appear to have relatively diverse markets that extend beyond the Lower Mainland.

The festivals, events, performances, displays and other cultural activities in North Vancouver in 2000 are conservatively estimated to have attracted 322,000 participants, including residents of the community and visitors. This made both a social and economic contribution to North Vancouver.

E. Indirect and Induced Economic Activity

As discussed in Section II, the local spending by cultural organizations and businesses on goods and services and the income earned by North Vancouver residents employed in the cultural sector generates indirect and induced economic activity in the community. As well as helping support many local businesses, municipal government also benefits in the form of taxes and other revenue received as the economy prospers.

¹⁶ It is possible that there is some double counting in the figure of 15,253 people since many of the jobs are part-time and some people likely held more than one job in the cultural sector.

The cultural sector employment multiplier of 1.64 estimated in the Chancellor Partners report is a region-wide figure and will vary by community, depending on the size of their cultural sector. In the case of North Vancouver, the multiplier may be higher than the regional average given the significant presence of the film industry in the local economy. The film industry has a relatively high employment multiplier (2.6 nationally) because of its large spending on payroll, goods and services. The industry's production spending multiplier is even higher than the employment multiplier. According to the PricewaterhouseCoopers film industry study for North Vancouver, Statistics Canada has historically applied a multiplier of 3.17 to production spending in Canada.¹⁷ This means that every dollar spent on production results in \$3.17 in total economic activity in the country.

Since there is not a complete picture of the number of direct jobs in the North Vancouver arts and culture sector due to the limited survey response, it is not possible to generate a reasonable estimate of the number of indirect and induced jobs supported locally by the sector. However, it is clear that the number is certainly significant based just on the employment and spending information that has been obtained for this study.

F. Cultural Tourism

As discussed in Section II, cultural tourism is one of the fastest growing sectors of tourism and is a major economic development opportunity for Greater Vancouver. This opportunity has prompted the District to prepare a North Vancouver Community Tourism Development Plan (currently in draft form) that includes strategies for enhancing arts and cultural heritage tourism.

A 1997 survey by Tourism Vancouver found that 37% of the visitors to Vancouver were here to experience a cultural event or festival and that these visitors spent 8.7% more per trip than the average tourist.

The North Vancouver Chamber of Commerce collects data on visitors to the community through its Visitor Information Centres. These recorded visitors represent only a portion of total visitors to the community since many tourists do not visit the centres. Nevertheless, where they come from and why they are visiting the community provides some insights into the role of culture in North Vancouver's tourism industry.

There were nearly 23,000 people who visited the centres in 2000. Of these visitors, 25% were there to obtain information on attractions (the number one reason for visiting the centres), with another 5% wanting information on events and conferences and 1% seeking information on First Nations. These are all areas where this is a high likelihood that arts and culture of strong interest to the visitors.

How long these visitors are staying in North Vancouver and how much they are spending while in the community is unknown, but 79% of the visitors to the centres were from outside the local area. This suggests that they are likely to be spending at least some

¹⁷ PricewaterhouseCoopers, *The Film & Television Production Industry: A Study for the District of North Vancouver*, May 2000.

money in North Vancouver since they are on vacation or business travel, even if their stay is for less than a day.¹⁸

G. Municipal Investment in Arts and Culture

The City and District's investment in the arts and culture sector is substantial. For 2001 alone, the total budget is about \$16.8 million, as summarized in Table 5.

Table 5: Municipal Investment in Arts and Culture

Area	Combined City and District Budget – 2001 Capital and Operating
Core Funding	\$927,500
Grants (Operating and Project)	\$472,900
Programs	\$318,900
Council Committees (Arts and Heritage)	\$42,800
Municipal Agencies	\$6,500,100
Capital Investments	\$8,562,800
In-Kind Support	\$9,000
Total	\$16,834,000

Analysis undertaken for the Regional Cultural Plan Steering Committee concluded that every \$1 invested at the regional level is estimated to lever an increase of approximately \$11 in expenditures in the regional economy.¹⁹

Since this estimate is for the regional economy, it cannot be directly applied to the North Vancouver economy. However, the concept of municipal investment having a leverage effect on local economic activity is valid and occurs in a variety of ways beyond triggering indirect and induced spending activity.

For example, the tourism sector benefits from the presence of municipally supported arts and cultural facilities, such as the museum and archives, theatres and galleries, all of which attract visitor spending that would otherwise not take place. The not-for-profit organizations receiving municipal funding provide a talent pool drawn upon by the for-profit sector, allowing it to grow and thrive, thereby drawing even more investment into the community. The presence of film liaison staff members in the City and District creates an environment supportive of the industry and attracts filming activity that would otherwise go elsewhere.

Public libraries are another good example of the way in which public investment in arts and culture yields economic benefits. In a study of the Pennsylvania public library system, it was concluded: "Small businesses, entrepreneurs and the self-employed are

¹⁸ Tourism Vancouver research for 1999 indicates that the average length of stay for visitors to Greater Vancouver was 3.44 days and the average visitor spent \$134 per day. However, the research did not include identification of the individual communities in which visitors were spending their time or money.

¹⁹ Ference Weiker & Company, *Strategies For Regional Arts and Cultural Development – Summary Business Plan*, June 2000.

eager recipients of public library services and resources...”²⁰ A survey of public library users throughout the state found that 19% of users reported that library services assisted them in learning about new jobs or business opportunities, 14% said that library services assisted them in locating and/or using a local business, 10% said that library services promoted their use of a local business, 6% used library services in starting their own business, and 6% said that library services helped them find a new job.

Municipal investment in cultural facilities, services and programs also enhances the quality of life in North Vancouver. This too has an economic benefit. It attracts new residents to the community, which means more spending power to support local businesses. It also attracts business owners for whom quality of life is a factor in where they locate. Hence, as well as municipal investment in culture providing social benefits to the community, it also provides numerous economic benefits.

²⁰ Dr. Charles McClure, *Libraries Change Lives – Economic and other Impacts of Public Libraries: The Pennsylvania Experience*, reported in *Libraries as Leaders in Community Economic Development*, Proceedings of a Conference held June 16 – 17, 1998, Victoria, BC.

IV. NORTH VANCOUVER'S CULTURAL ECONOMIC DEVELOPMENT OPPORTUNITIES

This section of the report addresses North Vancouver's competitive position and economic development opportunities in arts and culture. This includes opportunities to strengthen the linkages between sectors within arts and culture and also between arts and culture and other areas of the North Vancouver economy.

A. North Vancouver's Competitive Position

North Vancouver has some key strengths that can help it in using arts and culture to enhance economic development. It also has some challenges that need to be recognized and addressed. The points listed here are not the community's only strengths and challenges, but they are the most pertinent in terms of the competitiveness of the arts and culture sector.

Strengths

- ♦ North Vancouver has a large number and diverse range of arts and culture activities in both the not-for-profit and commercial sectors. This includes many opportunities for artists to exhibit and perform. While new businesses and investment are to be encouraged, assisting existing organizations to grow and prosper should be the priority.
- ♦ North Vancouver is part of a growing region of over two million people. This gives the community a large local market to draw upon in promoting arts and culture, including attracting more visitors to the community.
- ♦ North Vancouver is in close proximity to downtown Vancouver, the primary tourist hub of the region, with SeaBus providing a quick and convenient link.
- ♦ North Vancouver's natural setting, particularly its mountain backdrop, helps create a distinctive image for the community that can be used in marketing it to visitors, including those seeking cultural experiences.
- ♦ North Vancouver is very supportive of the film industry, which is the largest cultural sector in the community. BC Film Commission staff consider the District's film permitting and approval process to be among the best in Greater Vancouver and the community is well positioned to secure a larger share of film industry business.

Challenges

- ♦ North Vancouver's location is not central to the majority of the Lower Mainland market. This makes it difficult to attract certain businesses to the community that rely upon a large population base in close proximity.

- ♦ There is currently not a strong central cultural precinct in North Vancouver that can act as the focal point for cultural tourism and as a place of interaction and collaboration for the artistic community.
- ♦ North Vancouver's public transit system makes it a challenge to move people, particularly tourists, between cultural attractions and events in different areas of the community in an effective manner.
- ♦ North Vancouver's arts and culture sector is not cohesive. It is made up of many players spread across many forms of cultural activity and there is a lack of communication and common interests, particularly in the commercial sector. This makes it a challenge to create partnerships and forge stronger linkages between some sectors.
- ♦ North Vancouver is operating in a highly competitive environment where more communities in the region are starting to recognize the role that culture can play in economic development and are creating strategies for pursuing opportunities.
- ♦ Local government, not-for-profit cultural organizations and many cultural businesses are working with limited resources, particularly financial, and are faced with demands from many sources for the resources that they do have available. The primary focus of cultural economic development needs to be doing more with existing resources through partnerships and collaboration.

B. What Arts and Culture Businesses Need

The businesses responding to the survey indicated a number of areas where they believe that assistance and collaborations would be beneficial as they pursue opportunities and work to improve their competitiveness. The areas most frequently mentioned include:

- ♦ **Marketing assistance.** Many of the surveyed cultural businesses indicated that market expansion is a priority. This includes expansion into new geographic markets (ie, outside North Vancouver) and expansion into new market segments within the local area (ie, broadening their customer base).
- ♦ **Support for home-based businesses.** A significant number of cultural businesses are home-based. Their resources are limited and they are seeking networking and other support that will assist them in remaining viable and growing. Some are also seeking more flexibility in municipal regulations governing home-based businesses so that they can, for example, retail items out of their home studios.
- ♦ **Festivals and events.** Some of the cultural businesses believe that more festivals and events in North Vancouver will directly or indirectly help them in selling their products and services. There is also some interest in directly participating in the events as sponsors or organizers. Many of the festivals and events held in North Vancouver are undertaken by the not-for-profit organizations and there appear to be opportunities to attract more involvement by the business sector.

- ♦ **Shared studio space.** A number of the smaller businesses, particularly in the visual and performing arts sectors, are seeking shared studio space because they cannot afford the space on their own. Shared space also presents opportunities for more collaboration and networking, as well as cooperative marketing of products and services.
- ♦ **Municipal patronage of local businesses.** Some of the businesses believe that the two municipalities should have stronger buy-local policies when it comes to procurement of cultural products and services. This may be more a matter of the buyers not always being aware of what is available locally from cultural businesses and the sellers not always knowing what cultural products local government is seeking or how to market themselves to local government.

C. Opportunities

Several specific areas of opportunity for cultural economic development that have been identified for North Vancouver. Two of the most significant opportunities – cultural tourism and the film industry – have recently been addressed through other studies, including the Film Industry Marketing Communications Strategy prepared by the District and the North Vancouver Community Tourism Development Plan (currently in draft form).

Another significant area of opportunity, tied in part to the tourism sector, is festivals and events. The strategies and actions for this area of opportunity are addressed in the Cultural Plan through Goal #5: **Broadening the Event Base**.

Beyond these specific areas of opportunity for cultural economic development is a broader area of opportunity that encompasses all cultural sectors. This is included in the Cultural Plan as Goal #7: **Building and Sustaining a Thriving Cultural Economy**. It includes:

- ♦ **Developing a program for monitoring economic performance** of the cultural sector.
- ♦ **Raising the profile of the cultural sector** and its significant contribution to the local economy.
- ♦ **Creating a supportive environment for cultural businesses** that meets their diverse needs.

The specific ways in which these opportunities can be achieved are addressed in Section VII of this report, which deals with strategies and actions.

V. PARTNERS AND RESOURCES

The Cultural Plan addresses partnerships as part of Goal #2: **To Strengthen Alliances and Partnerships for Effective Management and Growth of the Cultural Sector.**

However, some general observations are important to make here in the context of committing resources to cultural economic development in North Vancouver.

Successful implementation of the cultural economic development strategies will require the commitment and resources of many stakeholders. The City and District cannot make it happen in the absence of participation by the business sector. Rather, the primary role of local government is as a catalyst, by providing direction and focus for the vision, and as a facilitator, by ensuring that the right climate is maintained in North Vancouver to allow businesses to respond to the vision. This will require sufficient resources dedicated by the City and District to cultural economic development.

There must be not only buy-in to the strategies by the business community, but active participation. This is likely to be a challenge in many sectors, as evidenced by the low rate of participation by businesses in the cultural business survey and the Cultural Plan Visioning Workshop. At the same time, it is understandable that many in the business community will only want to participate if they can see tangible benefits emerging.

The larger players in the North Vancouver, who are predominantly in the film sector, are certainly an important part of the economic development equation, but they should not be looked upon as the main source of support for the initiatives. Small businesses must also come to the table as active participants for the proposed initiatives to succeed.

The not-for-profit arts and cultural organizations also have a vital role to play in the process. There must be strong coordination and communication between the arts and culture community, the business community and the City and District in pursuing opportunities and implementing initiatives, as elaborated upon in the Cultural Plan.

The North Vancouver Chamber of Commerce will be an important partner in helping promote North Vancouver, including to visitors, as well as in continuing to offer programs and information needed by businesses as they plan for growth.

Other communities in the region may also be potential partners in pursuing certain economic development opportunities, especially in the area of cultural tourism, that are beyond the resources or scope of the City and District to pursue on their own, as is proposed in the Regional Cultural Plan.

Finally, it must again be emphasized that it is ultimately the market that must respond to the Cultural Plan's vision for recognizing and stimulating the economic value of culture. This will not be a quick process. A long-term perspective and committed partners are needed.

VI. PERFORMANCE MONITORING

As North Vancouver's cultural sector grows, a variety of economic benefits will be generated. Measurement of these benefits is an important part of evaluating how well North Vancouver is doing in achieving its goal of building and sustaining a thriving cultural economy.

The anticipated benefits, the ways in which they can be measured, and existing or potential sources of information (in brackets) are as follows:

Job Creation

- ♦ Labour force data (Statistics Canada).
- ♦ Business license records (City and District).
- ♦ Survey of cultural sector employers, including businesses and not-for-profit organizations.
- ♦ Annual grant forms, which need to be revised to break out employment, payroll and goods and services expenditure figures and make the reporting of this information mandatory (not-for-profit organizations).

Expansion of Existing Businesses

- ♦ Business license records (City and District).
- ♦ Survey of cultural business sector.

Attraction of New Businesses and Investment

- ♦ Business license records (City and District).
- ♦ Survey of cultural business sector.

Increased Cultural Tourism

- ♦ Annual visitor statistics (Chamber of Commerce Visitor Information Centres).
- ♦ Survey of participants in cultural events and attractions.
- ♦ Survey of accommodation sector and cultural tourism attraction operators.

Increased Participation/Volunteerism

- ♦ Participants in festivals and events (NSRC and ACCNV records).

- ♦ Annual grant forms, which need to make the reporting of volunteer and attendance figures mandatory (not-for-profit organizations).

Expansion of Tax Base

- ♦ Building permit data (City and District).
- ♦ Survey of cultural business sector.

More Film Industry Activity

- ♦ Film permits issued annually (permit records).
- ♦ Filming days in North Vancouver (permit records).
- ♦ Businesses in film sector (business license records).
- ♦ North Vancouver residents employed in film sector and annual payroll (BC Film Commission).
- ♦ Productions at Lions Gate Studios (Lions Gate Studios).
- ♦ People employed on productions at Lions Gate Studios and total payroll (TVR).

More Partnerships and Collaborations

- ♦ Survey of cultural business sector and not-for profit organizations.

Only some of the information needed to measure these benefits is presently collected and analyzed in North Vancouver. There are also differences between the City and District information collection systems. A common approach is needed in order to develop a clear and comprehensive picture of cultural economic development activity and performance.

Detailed employment and industry data at the municipal level is only collected by Statistics Canada every five years as part of the Federal Census. City and District business license records offer a good opportunity to collect information on employment, as well as other forms of economic activity (eg, types of goods and services provided), not just in the arts and culture sector but all sectors. This would require modification of the City and District's existing business license forms to collect more information. Compatibility of the two municipalities' license record keeping systems would also be desirable to allow easy amalgamation and tracking of information. Policies tying business license fees to number of jobs should be reviewed because they discourage accurate reporting of employment information.

Where possible, surveys and other data collection techniques should be standardized to allow easy tracking of data and amalgamation of information gathered for various events, activities and sectors of arts and culture.

VII. STRATEGIES AND ACTIONS

The Cultural Plan has established seven goals in support of the Cultural Vision and Guiding Principles. Goal #7 is **Building and Sustaining a Thriving Cultural Economy**. The strategies and actions presented here (beginning on the following page) support this goal.

Where reference is made to potential partners, these are meant as partners in addition to the City and District.

Strategy #1 – Develop a program for monitoring growth and change in the economic performance of the cultural sector.						
Actions	Potential Partners	Results Expected	Timing			
			2002	2003	2004	2005
Determine economic information to be collected on a regular basis and develop data management program. Explore opportunity to coordinate this regionally.	Other Greater Vancouver municipalities.	Data collection and management system established.	X			
Amend and standardize City and District business license application forms to include more information on economic activity.	None required.	Amended and standardized business license application forms.	X			
Collect more information on economic activity from not-for-profit organizations when they are submitting applications for funding support and filing final reports. Include standardized deadline to coincide with budget cycle.	ACCNV.	More economic information collected from all not-for-profit organizations.	X	X	X	X
Conduct regular telephone or mail-out surveys of cultural businesses and public sector organizations on their economic activity and plans for growth.	Chamber of Commerce. Merchants Associations.	More economic information gained from businesses and public sector organizations.	X	X	X	X
Amend Visitor Information Centre surveys to include more information on arts and culture related activities and interests.	Chamber of Commerce.	More detailed visitor profiles on cultural activities and interests.	X	X	X	X

Conduct surveys of participants in cultural events and activities to determine origin and spending activity in North Vancouver.	NSRC. Event organizers.	More detailed participant profiles on origins and spending patterns.	X	X	X	X	X
Collect information annually from film industry on film related activity in North Vancouver.	Lions Gate Studios. TVR Televector. BC Film Commission.	More detailed profile of local film industry activity.	X	X	X	X	X

Strategy #2 – Raise the profile of arts and culture as an economic generator.						
Actions	Potential Partners	Results Expected	Timing			
			2002	2003	2004	2005
Include economic impact statistics and studies for the cultural sector on the City, District and Chamber of Commerce websites.	Chamber of Commerce.	Information posted on websites and regularly updated.	X	X	X	X
Profile cultural business “success stories” in North Vancouver through a variety of means, including City and District publications and websites, community newspaper stories and local business publications.	Chamber of Commerce. Merchants Associations.	Local cultural businesses and sectors regularly featured through variety of media channels.	X	X	X	X
Develop an employer recognition program for annually acknowledging cultural businesses and not-for-profit organizations that have created new jobs and brought new business to the community.	Chamber of Commerce. Merchants Associations. ACCNV.	Awards presented annually, with high level of interest and participation by cultural community.	X	X	X	X
Prepare and present annual report to City and District Councils on economic activity and growth in the cultural sector.	None required.	Annual report produced and presented to Councils.	X	X	X	X
Include cultural sector indicators (eg, number of jobs, volunteers, participants, events, etc) as part of the quality of life measures for North Vancouver.	None required.	Cultural sector indicators included in quality of life measures.	X	X	X	X
Promote the idea that everyone in the community benefits from the cultural sector and can be part of it as a volunteer or participant.	Not-for-profit organizations. Program and event organizers.	Higher levels of volunteerism and participation.	X	X	X	X

Strategy #3 – Create an environment supportive of arts and culture businesses.						
Actions	Potential Partners	Results Expected	Timing			
			2002	2003	2004	2005
Review City and District bylaws with respect to home-based businesses involved in providing cultural goods and services (eg, studios).	None required.	Bylaws amended as appropriate.	X			
Encourage artist live-work studios in commercial districts, particularly desired cultural precincts, through OCP policy and zoning bylaw provisions.	None required.	OCP policy and zoning bylaw provisions amended as appropriate.	X			
Encourage co-op/shared studio space for the production, display and sale of artistic goods as part of planning the Lower Lonsdale cultural precinct development.	Cultural businesses. Not-for-profit cultural organizations.	Shared studio space planned, as appropriate, for precinct.	X	X		
Review policy of charging business license fees based on number of employees for certain business categories in order to encourage more accurate provision of information by businesses.	None required.	Business license fee policies reviewed and revised as appropriate.	X	X		
Increase awareness of programs available to assist cultural businesses in research and development, export marketing, financing, etc.	Chamber of Commerce. Capilano College. Public libraries. Provincial and Federal government agencies.	More involvement by cultural businesses in available programs.	X	X	X	X

VIII. CONCLUSION

North Vancouver's arts and culture sector, including both for-profit and not-for-profit organizations, makes a significant contribution to the local economy, directly and indirectly supporting thousands of jobs and injecting millions of dollars into local businesses. These economic benefits should be broadly communicated to the community as part of raising the profile of the cultural sector. To do so effectively, a program should be developed for routine monitoring of the economic performance of the community's cultural sector.

North Vancouver has a number of strengths that it can capitalize upon in attracting even more cultural economic development. The opportunities are particularly strong in the areas of cultural tourism and film, which are two of the fastest growing sectors of the regional economy. Cultural economic development can also be enhanced by strengthening the linkages between sectors in marketing cultural products and services, as well as between the cultural sector and the general business community.

North Vancouver is competing for opportunities against other communities in the region who are also preparing cultural economic development strategies. Partnerships and collaboration within and between the not-for-profit and commercial sectors are a critical part of maximizing the benefits. The City and District can play a leadership role in identifying opportunities, facilitating collaborations and creating an environment that is supportive of cultural economic development. However, it is ultimately the businesses and not-for-profit organizations themselves that must respond to the opportunities available to them.

Other communities in the region may also be potential partners in pursuing certain economic development opportunities, especially in the area of cultural tourism, that are beyond the resources or scope of the City and District to pursue on their own, as is proposed in the Regional Cultural Plan.

APPENDIX A – CONTACTS

Steering Committee Members and /Alternates

- ♦ Michael Conway Baker, Music Composer
- ♦ Heather Cairns, North Vancouver Community Arts Council
- ♦ Feri Demehri, O'Shihan Cultural Society
- ♦ Margo Gram, North Vancouver Recreation Commission
- ♦ Robin Inglis, North Vancouver Museum and Archives
- ♦ John Kennedy, North Vancouver resident
- ♦ Bill MacDonald, Artists for Kids Trust
- ♦ Laura MacMaster, District of North Vancouver
- ♦ Lori Phillips / Mary Ann Anderson, Arts and Culture Commission of North Vancouver
- ♦ Richard White / Cheryl Kathler, Karen Russell, City of North Vancouver

Other Contacts

- ♦ Judi Ainsworth, North Vancouver Chamber of Commerce
- ♦ Noreen Ballantyne, North Vancouver District Public Library
- ♦ Mayor Don Bell, District of North Vancouver
- ♦ Valerie Biggin, Mushroom Studios
- ♦ George Caetano, BC Film Commission
- ♦ Michelle Cirone, City of Palm Springs
- ♦ Francis Cosette, City of North Vancouver
- ♦ Mark DesRochers, BC Film Commission
- ♦ Debbie Grant, District of North Vancouver
- ♦ Gordon Hardwick, BC Film Commission
- ♦ Dorothy Jantzen, Capilano College

- ♦ Patti Larivee, City of North Vancouver
- ♦ Peter Leitch, Lions Gate Studios
- ♦ Shannon Less, North Vancouver Recreation Commission
- ♦ Marjorie Mapleton, North Vancouver District Public Library
- ♦ Carol McCandless, Capilano College
- ♦ Nancy Morris, Capilano College
- ♦ Mimi Northcott, Canadian Recording Studios
- ♦ Tyler Pearson, Deep Cove Music
- ♦ Ron Pound, North Vancouver School District
- ♦ Mayor Barbara Sharp, City of North Vancouver
- ♦ Beatrice Schreiber, Bel Art Gallery
- ♦ Richard Walker, TVD Televector Inc.
- ♦ Jane Watkins, North Vancouver City Public Library
- ♦ Jim Westwell, TVD Televector Inc.

APPENDIX B – BUSINESS SURVEY FORM



NORTH VANCOUVER CULTURAL PLAN

Input from the Business Community and Cultural Industries

The CITY and the DISTRICT OF NORTH VANCOUVER are working together to prepare a new five year Cultural Plan for North Vancouver that builds on the previous Cultural Plan (1989), facility plans (1992 and 1994) and specific studies that have looked at film and public art sectors.

The input of the business community is critical to the Plan. Arts and culture build community life and help to make North Vancouver a vibrant place. This contributes to the business community's bottom line such as by attracting customers and making it a great place for employees to live and work.

We want to gather information from both the business community generally and from those businesses involved in the arts and cultural sector.

Part One of this survey should be completed by businesses that are not directly part of the cultural industries. Part Two is for those businesses directly involved in the cultural industries.

Please be assured that all information provided to the consulting team will be treated in the strictest confidence. Only summary results will be published.

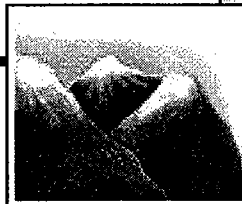
We really want to hear from you. Please submit your completed survey by APRIL 30th to the project consultants or to the North Shore Arts Commission.

North Shore Arts Commission Office
fax (980-3565) or mail to: 335 Lonsdale Avenue,
North Vancouver, B.C. V7M 2G3.
Contact: Lori Phillips (telephone 980-3559)

Yates, Thorn and Associates
fax (250-598-3575) or mail to: 50 Beach Drive,
Victoria, B. C. V8S 2L4
Contact: Bob Yates (telephone 250-598-3525)

For further information, please call Bob Yates or Lori Phillips.

The Arts and Culture sector encompasses a full range of non-profit, volunteer and commercial activities in every artistic and cultural discipline – whether it is amateur, professional or avocational, and whether it occurs in independent artists' studios or cultural or recreation centres. In developing this Cultural Plan we want to consider the artists who create the cultural practices of our community; the programs, facilities and services that support their work, and the audiences that encounter, experience or participate in local arts activities.



Do you consider that your business is part of North Vancouver's cultural industries? _____

No Yes
☐ ☐

If **no**, complete **Part One** of this questionnaire.

If **yes**, complete **Part Two** of this questionnaire.

Cultural industries are those businesses that derive economic benefits through some aspect of arts and culture – film production, book publishing, commercial galleries, new media, music recording are examples.

Part One: General Views of the Business Community

1. How important are the arts and culture in North Vancouver to your business? _____
- | Very Important | Important | Unimportant | Very Unimportant | No Opinion |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

What are your reasons for this?

2. Does your business currently support the cultural sector (such as financially, through the provision of goods and services, or in some other way)? _____
- | Yes | No |
|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> |

If 'yes', please specify. _____

3. What actions in the area of arts and culture would you like to see the City and District Councils taking that would be mutually beneficial to both the business environment for your firm and to North Vancouver's cultural environment?

4. What else can be done to build partnerships between business and the cultural sector?

5. We really would like to hear more about your ideas. Would you be interested in participating in a ninety minute focus group to explore these ideas further? _____
- | Yes | No |
|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> |

If 'yes': Name _____

Telephone _____ e-mail _____

We will contact you with details of the focus group location, date and time.

Thank You

Part Two: A Profile of the Cultural Industries

Cultural industries are those businesses that derive economic benefits through some aspect of arts and culture – film production, book publishing, commercial galleries, new media, music recording are examples.

1. What is the primary art / cultural focus of your business?

- | | |
|---|---|
| • Theatre <input type="checkbox"/> | • Film <input type="checkbox"/> |
| • Dance <input type="checkbox"/> | • Photography <input type="checkbox"/> |
| • Music <input type="checkbox"/> | • Heritage, Museums <input type="checkbox"/> |
| • Visual Arts & Crafts <input type="checkbox"/> | • Education <input type="checkbox"/> |
| • Design <input type="checkbox"/> | • Cultural Association <input type="checkbox"/> |
| • Literary <input type="checkbox"/> | • Multi-Disciplinary <input type="checkbox"/> |
| • Festivals <input type="checkbox"/> | • Other <input type="checkbox"/> |

(please specify)

2. What are the major types of products or services your business provides?

3. Approximate number of years that your business has been in North Vancouver: _____ years

4. How many employees do you have?

Full Time _____

Part Time _____

Contract _____

If you have part-time or contract employees, approximately what would the number be if expressed on a full-time equivalent basis? _____

5. What is the approximate average annual income per employee (full-time equivalent)?

\$

7. What are your geographical markets, as an estimated share of total annual revenue:

North Shore _____ %

Rest of Lower Mainland _____ %

Rest of B.C. _____ %

Rest of Canada _____ %

United States _____ %

Other International _____ %

6. What is the estimated number or percentage of your employees who live in North Vancouver City or District?

8. If tourists visiting North Vancouver are part of your market, what do you estimate they would be as a share of your total annual revenue? _____ %

Part Two: A Profile of the Cultural Industries (cont'd)

9. What are your estimated annual expenditures on products and services (excluding payroll)?

\$ _____

10. What is the estimated share of these expenditures on products and services (excluding payroll) made in North Vancouver?

_____ %

11. Are there certain products or services you would like to see available in North Vancouver that your business currently has to obtain elsewhere?

12. Are there competitive advantages to North Vancouver as a location for your business?

13. Are there particular weaknesses or drawbacks of North Vancouver as a location for your business?

14. What are your business' top three priorities for the next five years?

1) _____

2) _____

3) _____

Part Two: A Profile of the Cultural Industries (cont'd)

15. Name three barriers that stand in the way of achieving these goals?

1) _____

2) _____

3) _____

16. Are there specific municipal initiatives or programs that could assist your business in achieving its goals?

17. What would assist you in reaching a larger market for your products?

18. Are there ways in which your business could work more closely with the not-for-profit arts and cultural sector?

19. Do you have any other suggestions for improving the cultural industry environment in North Vancouver?

20. We really would like to hear more about your ideas. Would you be interested in participating in a ninety minute focus group to explore these ideas further? _____

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

If 'yes': Name _____

Telephone _____ e-mail _____

We will contact you with details of the focus group location, date and time.

Thank You

North Vancouver Cultural Plan

MUNICIPAL GRANTING REVIEW THE CORPORATION OF THE DISTRICT OF NORTH VANCOUVER THE CITY OF NORTH VANCOUVER

I EXECUTIVE SUMMARY

This report presents the findings of a review of municipal arts granting in The Corporation of the District of North Vancouver (The District) and The City of North Vancouver (The City). The review was commissioned concurrent with the development of a long-term cultural plan and an economic profile and impact study of the arts in both municipalities.

The front-end goals of the review were to determine:

- stakeholders's expectations for municipal funding of the arts
- stakeholders's priorities for action
- levels at which these priorities should be supported
- current and potential sources of funding available to support the identified priorities

Goals which emerged during the preliminary research phase of the project were to provide:

- a preliminary "mapping" of the current arts granting landscape
- an integrated framework and rationalization for current funding streams
- a set of possible development directions for arts granting in North Vancouver

The report describes the local context for this enquiry and positions it relative to larger national and international trends in cultural granting and planning. It provides summary profiles of existing policies and procedures with respect to the following five funding avenues:

- Arts Assistance Grant Program
- Core Funding for Operations
- Direct requests to Council for one-time grants outside of existing programs
- Community Investment Program
- In-kind contributions of goods and services

Research methodologies included a local literature review, focus groups and interviews with community stakeholders, interviews with staff in BC municipalities, electronic communications and telephone interviews with staff in selected Canadian municipalities, a focused literature review of Canadian and international arts funding and cultural planning

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documentation, and participation in a Canadian Cultural Research Network workshop on cultural policy and cultural diversity.

Community consultations with stakeholders were central to the research process. The report identifies themes emerging from these consultations, with a particular emphasis on opportunities. It gives a broadly defined comparative view of arts granting models in other municipalities, and proposes a set of possible next steps that can enable both municipalities to build on their significant successes in supporting the arts and culture in North Vancouver.

These next steps are grouped within the following broad development directions:

Development Direction One Bi-municipal coordination

In order for North Vancouver to take a macro view of cultural development, to plan for growth and support new players and new ways of doing arts business, an integrated, bi-municipal approach is required. Recommendations include:

- developing a bi-municipal framework for arts and culture funding.
- developing a bi-municipal arts and culture mapping system.
- creating regular and timely channels for consultation between staff responsible for arts and culture at The District and The City.

Development Direction Two Link to larger municipal goals

For purposes of advocacy and accountability, as well as the judicious use of resources of many kinds, all arts funding programs and streams should be linked to larger municipal goals. Recommendations include:

- embed the objectives of arts and culture funding programs and streams in Official Community Plans, linking these objectives to larger municipal goals.
- produce a joint City/District publication profiling arts clients and other arts and culture support streams and position them within non-arts civic objectives.
- develop tracking systems which utilize a range of qualitative and quantitative indicators that can be used as analytical tools by funders and clients.

Development Direction Three Identify community priorities for the Arts and Culture Commission of North Vancouver

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The Arts and Culture Commission of North Vancouver (formerly the North Shore Arts Commission) is the most visible and longstanding outcome of the first North Shore Cultural Plan, a shared cost municipal agency established by three acts of councils in 1988 and significantly re-structured in 1997 when West Vancouver withdrew from the tri-municipal alliance. The landscape in which the ACCNV operates has changed considerably in the past 13 years, with many new players in the field. A re-consideration of bi-municipal and community priorities for action is timely. Recommendations include:

- clarify the relationship between the ACCNV and the North Vancouver Community Arts Council.
- clarify the position of the ACCNV relative to the newly established Cultural Tourism development position in the District.
- consider whether the ACCNV's current broad mandate best serves the community's interests.
- restore the ACCNV's unique facilitational and developmental role with its clients and in the larger community.
- develop rigorous criteria against which the ACCNV can consider new programs and projects.

Development Direction Four

Build community capacity through partnerships

Recommendations include:

- new partnerships with the business community.
- new industry sponsored partnerships.
- support for organizations working to diversify their revenue streams and lessen reliance on public sector funding.
- programs that encourage new partnerships (artist-in-residence, artists and community, diversity initiatives).
- an awards program to recognize innovative community partnerships.

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II CONTEXT

Local

Municipal arts funding in North Vancouver comprises single council and bi-council programs under the auspices of The City and The District. Each municipality is distinct and their roles complementary, with The City's significant business tax base and capital assets, use of urban planning models and cohesive Council; and The District animated by strong, active ratepayers associations and neighbourhood planning models, and governed by a Council of considerable diversity.

Municipal support for arts and culture organizations in North Vancouver has grown significantly in the past ten years, with the largest jump in available funding in 1999, when the Arts Assistance Grant Program (administered by the Arts and Culture Commission of North Vancouver) was increased from \$0.50 to \$1.00 per capita. (See appendix for dollar summary of all arts and culture spending by The District and The City.)

Current population figures for North Vancouver are 85,812 in the District, 44,944 in The City, for a total population of 130,756 (BC Statistics). Defining variables, shared to some degree by both municipalities, include increasing demographic diversity of all kinds, the emergence of a strong cultural industries sector (anchored by a significant foreign and domestic film and television production industry), and a growing number of arts agencies, particularly community-based organizations.

Still, the real differences that characterize the two municipalities must be foregrounded in any planning exercise. The City is engaged in a 10-year capital plan with major dollars committed to cultural facilities clustered in the Lower Lonsdale and old shipyards areas (City staff refer to this redevelopment as a "mini Yaletown"); most of its residential development is multi-unit complexes. The District's largely suburban citizen base is heavily recreation-oriented as befits the spectacular geography of the North Shore.

National

This arts granting review process takes place within a national environment of widespread cultural planning activity. National trends in arts and culture granting and planning at the municipal level include:

- amalgamation of municipalities (often driven by provincial governments), and with it the need to integrate, streamline and rationalize arts funding
- the creation of advisory bodies

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- the creation of foundations and endowments
- the creation of cultural districts and precincts
- alliances with non-arts sectors (sports, tourism, crime prevention, business)
- building cross-sectoral community competencies for the enrichment of all sectors
- an interest in new indicators and assessment tools for determining the relationship between local investment in the arts and community impact

International

Cultural planning trends in jurisdictions outside Canada are the broader framework for this review. Taking time to consider the conceptual context in which practical choices are made makes sense; it ensures that municipal decision-making around arts funding links to other planning imperatives, both in and beyond the cultural sector. A literature search isolates the following tendencies and possibilities:

- cultural planning as a balancing act, which must take into account competing visions of the role of culture in society: Culture as the arts or culture as a way of life? Art as subsidy or art as investment? Culture as prestige or culture as everyday and local? Culture as self-justifying value or culture as development? Where do the District and City of North Vancouver sit on these continuums, actually and ideally?
- a recognition that local level arts support may be the most important and least resourced level of cultural development.
- thinking about diversity in its broadest sense, not just ethno-diversity. This means providing opportunities for citizens who may be discouraged from cultural participation for reasons of income, age, gender, sexual orientation or disability, as well as ethnic origin.

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III PROGRAM PROFILES

ARTS ASSISTANCE GRANT PROGRAM (AAGP)

SUMMARY PROFILE

- administered on behalf of The City and The District by Arts and Culture Commission of North Vancouver (AACNV), a shared cost municipal agency established by acts of three councils in 1988 and significantly re-structured in 1997 when West Vancouver withdrew from the tri-municipal alliance.
- proportionally funded on a per capita basis (\$1.00/capita) by both Councils.
- 2001 grants budget \$130,756 distributed to 24 clients; 2000 budget \$130,149 distributed to 23 clients.
- January 31 deadline for applications.
- AACNV strikes Grants Committee annually. Grants Committee appoints AAGP jury. AACNV Executive Committee approves juror roster.
- AAGP jury consists of five community members who have "experience in the arts" and are "knowledgeable about the work of arts organizations on the North Shore".
- AAGP program comprises Operating Grants ("to defray a portion of operating or program costs for established cultural organizations that serve the North Shore") and Project Grants ("to assist special initiatives which would increase the level of service to the North Shore").
- applicants may apply for either an Operating Grant or a Project Grant but not both.
- process consists of AAGP jury reviewing all grant applications and then the Commission making final recommendations to Councils.
- AAGP application form was amended in November 2000 to strengthen accountability.

CORE FUNDING FOR OPERATIONS

SUMMARY PROFILE

- awarded directly by Councils as separate budget line items.
- usually proportional District/City funding based on population (66%/34%).
- intended to support operating, not capital costs.
- no specific cultural criteria.
- eligible clients must have received \$10,000 or more per year in community grant (AAGP) funding for three consecutive years.
- currently three longstanding core funded arts clients: Presentation House Cultural Society (Presentation House Theatre), BC Photography and Media Art Society (Presentation House Gallery) and North Vancouver Community Arts Council, and one new

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(2001) client, the Seymour Art Gallery, funded only by The District at this point.

- core funded clients can also apply to the AAGP for project funding if they can demonstrate that the project is new and not part of an ongoing program.
- April 2001 draft Core Funding Policy for Community Agencies (The District) proposes bringing all core funded clients in line with those funded under the Outreach Youth Services Funding Policy (December 1994) for the purposes of ensuring that all agencies are subject to the same "efficiency criteria as municipal departments" and "increase administrative efficiencies for staff." Proposal includes specific accountability measures.

DIRECT REQUESTS TO COUNCILS SUMMARY PROFILE

- requests are historically for festivals and special events.
- with adoption of Community Investment program by The District (April 2001, effective 2002), all direct requests for District festivals and special events will be channelled through the new program.
- at District level, only remaining direct request venue is through Council Reserve (\$50,000/annum).
- City funding is through Council Special Events budget line item (\$8,500 in current year); most clients are long-term. City Council may in extraordinary circumstances draw on its General Council Contingency.

COMMUNITY INVESTMENT PROGRAM SUMMARY PROFILE

- policy adopted by The District (November 2000), with \$55,000 base funding awarded April 2001.
- designed to provide consistent, equitable process for responding to community event and festival requests.
- creates integrated program for events and festivals previously supported through many separate avenues: Council Reserve, District Municipal Grant Program, Community Millennium Projects (2000), Outdoor Event Funding (NV Recreation Commission), Arts Assistance Grant Program (ACCNV).
- September deadline for January – June events in following year; January deadline for July – December events in same year.
- "investment" reflects emphasis on public accountability; program guidelines define how municipality should be acknowledged and require careful tracking of audience and media participation.

IN-KIND CONTRIBUTIONS SUMMARY PROFILE

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- Parks Events Division of North Vancouver Recreation Commission, jointly funded by The District and The City, sees itself as a facilitator of outdoor park events coordinated by the Commission and those coordinated by community groups.
- City provides services in the form of set-up, on-site support and takedown, police (crowd control) and fire services, as well as some goods (copies, tables, chairs), though they are moving away from providing goods in-kind and towards billing-out, particularly for District events.
- District provides minimal services (such as clean-up).
- total event support in 2000 through NVRC amounted to \$10,000 (community listings, set-up and clean-up crews, entertainment, miscellaneous supplies, sound equipment). Does not include staff costs of approximately \$38,000 (two and a half positions).
- over 100 events in North Vancouver in 2000, which received some form of in-kind support through the NVRC.
- community events are frequently examples of private/not for profit partnerships in action; role of municipality is to “fill in the gaps”.

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IV ISSUES AND OPPORTUNITIES

Issues and opportunities relative to the five funding avenues under review emerged from community consultations with City and District staff, staff of the Arts and Culture Commission of North Vancouver, the North Vancouver Community Arts Council and the North Vancouver Recreation Commission, the Grants Committee of the ACCNV, longstanding and new AAGP clients, and core funded clients. A complete list of community consultations is included in an appendix to this report.

Consultations provided a complex, thoughtful, sometimes contradictory matrix of information. In addition to proposing creative strategies with respect to the five funding streams, stakeholders also made recommendations about larger macro issues and opportunities. The sum of this information is a set of infrastructure recommendations, which comprises section VII of this report.

ARTS ASSISTANCE GRANT PROGRAM ISSUES

- original purpose of AAGP was to establish a coordinated arts granting program for the North Shore (and for North Vancouver only since 1996), but complementarity with Core Funding and other streams has not been articulated.
- arm's length principle and peer review system are undermined when AAGP monies are moved arbitrarily to Core Funding budget or when clients by-pass established programs and processes by going directly to Councils. Even more critically, the ACCNV's role as a shared-cost agency of The District and The City is compromised when one Council moves unilaterally.
- AAGP needs to be responsive to a broader range of requests, including partnered projects and programs that include a non-arts player.
- need for updated tracking system which will be user-friendly for clients and allow AACNV to track outcomes over time on behalf of Councils.
- need for greater clarity between operating and project funding: when does a project become a program?
- should there be a ceiling on AAGP grant amounts (such as \$20,000)?
- rationalization is required to justify further per capita program increases. Recommended increases should not be arbitrary but

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linked to actual investment and returns as well as new programming needs. Is \$1/capita increase per annum a reasonable rate of increase relative to the new five-year cultural plan?

OPPORTUNITIES

- clarify parameters for project requests. With event and festival requests now directed to the Community Investment Program in The District, project funding should support groups that operate on a project-by-project basis or support designated activities of organizations whose overall operations do not qualify for operating funding.
- while groups should be eligible to receive project grants any number of years in a row, a new application should not be considered before the most recently funded project is completed.
- where an organization requests funding for the same project in a consecutive year, support should be contingent on the client demonstrating what they have learned from the previous year and how that learning will be applied in the subsequent year. The client should also demonstrate the project's continued responsiveness to the community it serves.
- institute interview system for all AAGP and core funded clients, to be conducted several months before grant application deadline. AAGP clients meet with AACNV representatives, core funded clients meet with municipal staff. AACNV representatives and municipal staff meet prior to identify shared priorities, themes and responses for the year.
- arm's length principle is important, but only works if all players do due diligence. Special interests can reign no matter where funding is seated. Expand notion of "peer" on juries to ensure both professional expertise and community engagement.
- reality of arts community in North Vancouver is that it is largely community-based, with a few professional organizations. It is appropriate that professional organizations with paid staff meet stricter criteria and be held to a higher level of accountability than volunteer-run organizations. At the same time, professional organizations which meet criteria and are accountable should have a higher grant ceiling than their community-based counterparts.
- a cap on AAGP grants discourages growth and does not allow for real community needs to assert themselves. Encourage clients to

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apply for what they need and monitor program demand annually and on a multi-year basis.

- make eligibility criteria more flexible to reflect the fact that art is being made in many sectors.

CORE FUNDING FOR OPERATIONS ISSUES

- lack of program rationalization; core funded clients all manage and animate District and City owned facilities, but this focus is not articulated in program guidelines.
- no mechanism at present for Councils to measure the relationship between investment in core funded clients and outcomes (April 2, 2001 policy recommendation attempts to address this by applying performance measurements to all core funded clients in The District).
- divergence of opinion on specific arts criteria for arts and culture core funded clients versus common criteria for all core funded clients, with a focus on sustainability and capacity building across sectors.
- some believe that core funding is more stable and less changeable than other funding; others see it as vulnerable due to three-year municipal cycles, which change the composition of Councils.
- concern that while core funding provides organizations with stability it can also create complacency when no specific expectations are expressed.

OPPORTUNITIES

- AAGP clients may apply for either an operating grant or a project grant but not both. Core funded clients are eligible for project grants, leading to a perception of “double dipping” and inequity. Review the kinds of requests core funded clients are making under the project grant program; do they belong here, or should they be built into their core funding requests?
- develop a bi-municipal rationale, which establishes that the aims and purpose of the Core Funding programs are to ensure good stewardship of City and District owned arts and culture facilities through fee for service agreements. Include all existing and new facilities in the program (Centennial Theatre, CityScape, Christie House, Lower Lonsdale precinct developments) and tie all

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accountability measures to multi-year operating plans and budgets to be developed in accordance with municipal templates.

- provide municipal support (staff or consultant) to Core Funded clients in the drafting of these plans, through community workshops and /or in-house consultation.

DIRECT REQUESTS TO COUNCILS ISSUES

- need for policy that makes it straightforward for Councils to direct all but legitimately “extraordinary” requests back to AAGP, Core Funding Programs or the Community Investment Program/Council Special Events.

OPPORTUNITIES

- define what constitutes an “extraordinary” direct request.
- devise alternative vehicles for providing Councils with a sense of ownership and connection to the arts and culture organizations and events they support through all programs, such as a bi-municipal annual publication.

COMMUNITY INVESTMENT PROGRAM ISSUES

- new program applies a proactive, investment-oriented approach to integrating events and festival funding.

OPPORTUNITIES

- explore opportunities for a coordinated program with The City.
- map goals of Community Investment Program with those of the Arts Assistance Granting Program and Core Funding Programs to ensure complementarity, equitable levels of funding and the ability to tie investment to outcomes and to larger municipal goals.

IN-KIND CONTRIBUTIONS ISSUES

- there are territorial tensions around who is providing the support and who is deriving the benefit. In The City’s view it provides disproportionate support as District residents make heavy use of City facilities.

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- how is in-kind defined? The City defines in-kind more broadly than The District, including in this category its capital and operating investment in cultural facilities.

OPPORTUNITIES

- explicit cost sharing agreements between the City and District that consider in-kind support as it integrates with other forms of direct support. Strategies include an integrated inventory of in-kind City/District support and tools for tracking facility use so that user numbers can be linked with billing levels.
- integrated framework linking in-kind support for festivals and special events to Community Investment Program/Council Special Events for purposes of accountability and tracking.
- festivals need equipment, but because of tensions between The District and The City over who owns what, festival organizers can't access what exists. One bi-municipal contact person for equipment and one inventory of equipment for both municipalities could address this.

V Comparative Overview

In looking comparatively at other municipalities issues of scale and character become critical. An exact point of comparison would be an independent suburban bi-municipality which exists in close proximity to a large urban centre. But amalgamation has swallowed up most such local governments. The communities profiled here are wide ranging in order to cast a net over as wide a territory of approaches and ideas as possible.

It is beyond the scope of this enquiry to provide a comprehensive analysis of municipal approaches to arts funding. Such an analysis would take into account population figures, the size of cultural budgets, demographics, proximity to other urban/rural municipalities, the composition of the cultural community, the nature and extent of diversity within the municipality, and other social, economic, geographic and historical factors. Nonetheless, an awareness of the impact of these variables should inform any reading of these brief summaries.

This section of the report is not intended to propose models but to describe a range of scenarios and ideas. It is qualitative and introductory, and gives rise to the following observations:

- many municipalities fund facilities, and organizations running facilities, separately or differently from other operating clients, with a move towards lease agreements, fee for service arrangements and business plans.
- many municipalities recognize facilitation as an essential step towards community capacity building, and explicitly support this function through a municipal staff position, through a staff person in an arm's length municipal agency, or through designated programs.
- many municipalities are re-positioning their arts and culture support as investment and looking for ways to track the outcomes of that investment.
- many municipalities are linking their arts and culture investment to larger municipal goals for purposes of efficiency, sustainability and public advocacy.
- many municipalities are funding new programs with new dollars: trusts, foundations and private or cross-sector partnerships are among the strategies.

Selected BC Municipalities

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City of Coquitlam, population 120,000

The City of Coquitlam spends approximately \$1 million annually on culture, with the majority going to facilities, specifically the recently re-developed Place des Arts through a master lease agreement, and the Evergreen Cultural Society which operates the City-owned Evergreen Cultural Centre. Prior to 2000 the City issued grants to these facilities; they are now part of the base budget each year. Other grants are reviewed by staff and go to Council for approval; Council has not approved any new grants for the past five years. Other arts clients of Council are the Coquitlam Heritage Society, Festival du Bois, Festival Coquitlam Society and the ARC Arts Council (which serves the tri-cities of Coquitlam, Port Coquitlam and Port Moody.) Arts granting in Coquitlam falls under the auspices of Leisure and Parks Services.

City of Port Moody, population 24,000

Port Moody has recently adopted the motto "City of the Arts" as well as a cultural services committee of Council (approved April 2001) with an annual budget of \$200,000. A recent municipal strategic plan focuses on private/public sector partnerships. For example, the Port Moody Arts Centre, housed in a renovated 1913 heritage building, is operated by a not-for-profit society on a fee for service arrangement with City. The City defines its role as the steward of the facility, with a public trust responsibility. The City has no direct or arm's length arts granting program, but rather focuses on providing facilitation services, with self-sufficiency as the goal. It supports groups by providing professional development workshops, economic development information and strategic planning support. The City's position is that arts organizations can get dollars from the private sector in ways municipalities cannot, but municipalities can help facilitate those partnerships. Port Moody's recent cultural strategic plan identifies cultural precincts, areas of development for cultural activity. Arts funding in Port Moody falls under the Cultural Services division of the Leisure Services and Operations Department.

City of Surrey, population 335,000

Surrey's civic grant process is run through its Finance Department, with one Parks, Recreation and Heritage staff person sitting on the grants committee. All decisions are made by civic staff, with the bulk of funding going to grand fathered agreements, mainly supporting sports. \$40,000 is spent on arts and social agencies. Surrey's recent Cultural Strategic Plan includes a recommendation to review grants, in-kind and amenity contributions to the arts. But at the moment there is no political will to move on this. Grants are seen as handouts, not investments. Staff pushing for 2002 Mayor's Task Force on Investment in Culture, to coincide with opening of Surrey Arts Centre after \$7.5 million City funded capital re-development project and Surrey's hosting of the 2002 BC Festival of the Arts. The Cultural Strategic Plan isolates four strategic

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directions, and this has provided a framework within which staff can develop 3-year operational plans based on those directions.

City of Kelowna, population 100,000

Kelowna's arts funding includes the arm's length Kelowna Arts Foundation, put in place to de-politicize the granting process. Current budget of the foundation is \$163,000, with \$83,000 open to all applicants and \$80,000 targeted only at professional organizations. The money targeted to professional organizations links to larger strategic goals, namely, to create more cultural product to enhance Kelowna's cultural district and increase cultural tourism. The City also has separate, directly funded public art and festivals funds, and not-for-profit societies operating large cultural facilities are funded directly, with "limited accountability." A new arts centre in Kelowna, scheduled for completion in 2002, will be run on a fee for service basis. Since the Cultural Services Department was created two years ago, all monies spent on the arts and culture are tracked through a "multi-pronged" mapping system. Work has also been done to build arts and business partnerships; all arts organizations are encouraged to be members of the Downtown Kelowna Association and the Chamber of Commerce, and current municipal figures estimate that for every \$1 the City spends on the arts, \$1.13 comes back in direct returns.

City of Kamloops, population 80,000

The City of Kamloops has hosted the BC Festival of the arts twice, and with its legacy monies created the BCFA Legacy Fund. Each year 75% of the interest income is distributed to arts organizations, with the remaining 25% going back into principal to continue to grow the fund. Last year \$7,900 was distributed through the fund to groups and individuals, for travel, professional development and special projects. The City has an Arts Commission, created in 1995, with commissioners with a broad general interest in the arts appointed by Council. The community arts council has a standing seat on the committee. The Arts Commission reviews and recommends grants, with the City giving final approval. The City also provides operating grants directly to the Community Arts Council of Kamloops, the Kamloops Arts Gallery and the Western Canada Theatre Company (which operates Sagebrush Theatre.) These organizations enter into 5-year operating agreements with the City, which include the provision of capital and programming operating plans. The City also has a \$30,000 Community Arts Grants program, which supports partnerships between not-for-profit organizations whose usual focus is not the arts and artists. Kamloops sees the mandate of its Parks and Recreation Department in arts development as facilitational, with City staff participating in the visioning processes of organizations so it can determine what the appropriate City role is in each case. The City does not have a cultural plan but is guided by a four-part statement written at the time the Arts Commission was founded.

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Inter-Municipal Council of Victoria, Saanich, Oak Bay and Esquimalt, population 250,000

The Inter-Municipal Council has an Arts Commission appointed by the IMC, which serves as an advisory body to both the IMC and the Arts Development Office, which employs an Arts Development Manager. The Arts Commission (or Citizen Advisory Committee) also acts as the jurying body for grants. There are two arts granting programs: operating (currently 24 clients and total annual budget of \$835,000) and special projects (total annual budget \$40,000). Each municipality contributes commensurate with population base and property assessment revenues. Cultural facilities are funded directly through the Cultural Regional District, a regional body comprising 14 municipalities including those of the IMC. The ownership of flagship cultural facilities (MacPherson Playhouse, Royal Theatre) is now or is in the process of being transferred from individual municipalities to the CRD. A sub-committee of the CRD decides on granting levels to facilities. The structure, mandate and staffing of the Arts Manager's office and the Arts Commission are now under review as the IMC moves to transfer responsibility for arts services to the CRD. The current Arts Manager believes it is imperative that all parties "take the time to have the necessary conversations" to ensure that the model adopted will be able to address community needs and respond to community opportunities.

Selected Canadian Municipalities

The intent here is to flag selected municipal governments across the country that have undergone arts granting review processes during the last five years. Again, an analysis of these processes and their resulting policies and programs is beyond the scope of this study. What this section aims to do is to point to municipalities with which follow-up conversations may be useful.

City of Toronto

The City of Toronto reviewed all its grants programs, including arts and culture grants, following the amalgamation of seven former municipal governments on January 1, 1998. The result of the review was a city-wide arts and culture grants policy, effective 1999. In 1997 the former municipalities made grants totalling \$11.1 million to over 430 organizations and 130 individual artists. A discussion paper produced in June 1998 as part of the grants program review process includes useful definitions of peer review and arm's length principles (concepts which are frequently used interchangeably), different models of arts granting (arts commission, arm's length arts council, peers advising city departments, grants review committee, staff review) and asserts that arts granting policy "should set out the objectives that the City is pursuing by making arts and culture grants."

City of Edmonton

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The Edmonton Arts Council, an arm's length agency, was created as a result of a Mayor's Task Force in 1995 and operates under a three-year service agreement with the City. The City gives the arts council broad directives (percentage to arts, percentage to festivals) and also has final approval on all grants awarded. One agency, the Edmonton Art Gallery, opted out of the EAC and has its own budget line item and a separate operating agreement with the City. The City also has direct rental and tax agreements with other not-for-profits operating City-owned facilities. A 2000 amendment stipulates that the annual City budget allocation to the EAC be paid each January for the term of the agreement. Since then the EAC has placed the annual allocation of approximately \$1.65 million in a short-term investment, and has created two new grant programs funded by interest income (approximately \$25,000/annum): project grants for new work, and an emergency fund to assist organizations in special need.

City of Ottawa

Ottawa's Cultural Assistance Program has developed an approval process which ensures full arm's length peer assessment principles for the newly amalgamated City of Ottawa (from 12 municipalities to one). A new Office of Cultural Affairs is part of the Innovation, Development and Partnerships Branch of People Services. Council has authority over the total cultural funding envelope, while peer juries make funding allocation decisions within a fully articulated and integrated set of guidelines. Cultural funding allocation decisions do not go back to Council for approval. According to staff, the new process is working well for Ottawa, and politicians have been relieved to be removed from the allocation process while still having ultimate decision-making over the total cultural funding budget. A final report on allocation of cultural funding is sent as information only to elected representatives. Ottawa has just begun the process of developing an overall arts and heritage plan tied into the Official Community Plan; as part of the planning process, a cultural funding policy is being developed for completion by the end of September 2001.

City of Halifax

In 1996 four municipalities representing 33% of Nova Scotia's population were amalgamated into Halifax Regional Municipality. At the same time staff began a process of review and consolidation of heritage and cultural services. In 1999 staff were brought together from planning and museum branches and charged with mobilizing the community to develop an arts and heritage strategy that met three goals: to improve public efficiency, to reduce dependency on municipal government, to enhance sustainable opportunities. The resulting 14-month process focused on community strengths, national tourism opportunities and public service gaps. One of the key elements of the resulting strategy is a "Standards of Excellence" principle to ensure that grants and incentives provided by Council become, over time, linked to the development of specific

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community capacities. This extends to the organizations that manage facilities on behalf of the municipality.

VI Development Directions

The municipal granting review process has established a context and points of comparison, assembled data on current programs, identified key issues relative to those programs, and through community consultation identified possible strategies for addressing those issues. The process can be seen as a broad preliminary mapping of arts granting realities and possibilities in The District and The City.

Where do the bi-municipalities go from here in adapting, enriching and entrenching support for the arts and culture in North Vancouver? Because this review is taking place within the larger envelope of a cultural planning exercise involving both municipalities, any changes to arts granting policies and programs will be considered within the context of the 2001 cultural plan and its strategic paths.

Specific opportunities relative to the five funding avenues under review are listed in Section IV of this report. This concluding section sketches broad development directions and recommendations relating to larger infrastructure issues. Recommendations listed here should be read as possible next steps.

DEVELOPMENT DIRECTION ONE BI-MUNICIPAL COORDINATION

There is rationale for a two-tiered arts funding system in North Vancouver with both arm's length (AAGP) and direct (core funding for facilities) points of access, but in order for the community to take a macro view of cultural development, to plan for growth and support new players and new ways of doing arts business, an integrated, bi-municipal approach is called for.

- Develop a coordinated and integrated, bi-municipal framework for arts and culture funding in North Vancouver based on a set of principles to which all programs will adhere, including transparency, consistency, accountability, and measurable contribution to the overall ecology of the sector.
- Consider the Council of Europe's *Balancing Act: 21 strategic dilemmas in cultural policy* (Francois Matarasso and Charles Landry, Council of Europe Publishing) as a tool for articulating a shared conceptual framework.
- Consider the City of Kelowna's "multi-pronged mapping system" as a possible model.

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- Create regular and timely channels for consultation between District and City staff on arts and culture funding issues: a monthly working lunch, a quarterly review of the bi-municipal work plan, and other communications strategies as appropriate.

DEVELOPMENT DIRECTION TWO

LINK TO LARGER MUNICIPAL GOALS

One of the most important criteria to be applied when considering new funding programs should be how that program will complement others within an integrated framework, and how the various funding streams work together to meet larger municipal goals.

- Link all arts funding programs and streams to larger municipal goals – including Official Community Plans -- for purposes of accountability and advocacy. Convene a joint council, facilitated forum for the purposes of articulating these goals.
- Publicize arts granting programs better and advocate for them with citizens, through a single annual publication that profiles funded organizations and events in both municipalities. Consider a jointly produced City/District publication modelled on the City of Vancouver's *Creative City*, which profiles all arts clients and other support streams and positions these within non-arts civic objectives. Benefits include arts advocacy with NV residents, program exposure for potential arts granting program clients, sense of ownership, pride and profile for Councils. ACCNV may be most appropriate publisher.
- There is utility in organizations and institutions self-evaluating their effectiveness, but tracking audience numbers is not enough. Develop tracking systems which utilize a range of qualitative and quantitative indicators and can be used as analytical tools by both funders and clients. The District's Youth Services performance assessment tools may be a model to look at – focus on outcomes, provided on diskette, monthly e-mail reports.

DEVELOPMENT DIRECTION THREE

IDENTIFY COMMUNITY PRIORITIES FOR THE ARTS AND CULTURE COMMISSION OF NORTH VANCOUVER

The Arts and Culture Commission of North Vancouver is being pulled in many directions: arm's length funding body, service organization, programming entity, development agency. While the ACCNV commissioners and staff took part in an internal planning retreat in July 2000, community consensus is that other stakeholders need regular forums for offering feedback and identifying priorities.

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- Continue to act on key recommendations from July 2000 NSAC retreat: ACCNV to meet with the North Vancouver Community Arts Council to review the respective mandates of the two groups (specifically what are their respective goals, and to what degree are they currently able to achieve them), and seek clarification from Councils of The District and The City on the position of the ACCNV in relation to the newly established Cultural Tourism development position within the District.
- Is the ACCNV's current mandate sufficiently focused, achievable and measurable? Does it make sense to identify annual priorities within the current broad mandate, or to emerge a narrower and more directed mandate? Which option is most likely to give the ACCNV the means that it needs to respond effectively? Seek input from key stakeholders on this issue.
- ACCNV to develop rigorous criteria for considering new programs and projects relative to existing or renewed mandate.
- In emerging priorities for the ACCNV, consider the merits of strengthening the organization's unique facilitational and developmental role with its clients and in the larger community, and how that role enhances or inhibits its administration of the AAGP.

DEVELOPMENT DIRECTION FOUR

BUILD COMMUNITY CAPACITY THROUGH PARTNERSHIPS

Any investment in new arts and culture programs, initiatives or staff should demonstrably build community capacity through partnerships. Areas for possible action include:

- New partnerships with the business community are essential for arts organizations that are being pushed to diversify their budgets. The District and City could facilitate these partnerships through a business and the arts joint committee, or fee for service to a charitable not-for-profit charged with facilitating such partnerships, by specifically mandating the ACCNV in this area, or by creating a new joint City/District staff position targeted at seeding and growing cross-sectoral partnerships.
- Studio in the City and the Youth in Film program are examples of innovative North Vancouver partnerships bringing new dollars into the sector and/or maximizing existing resources, and supporting young and emerging artists. Are there opportunities for similar programs in book publishing, sound recording, new media and other cultural industries?

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- Provide targeted support for arts organizations that are engaged in organizational renewal and revenue base diversification. Strategies include community-wide workshops, closed workshops for groups grappling with similar issues, or a designated program which enables organizations to engage consultants to assist with organizational change issues. (Models include the City of Vancouver's Arts Partners in Organizational Development program and the Canada Council for the Arts's Flying Squad program in theatre/dance.)
- Invest in vocational and professional training for organization managers across sectors, as well as vehicles that provide opportunities for networking and information exchange (electronic and in-person forums).
- Consider artist in residence, artist and community, and diversity programs in light of their ability to increase community capacity.
- Institute an awards program for innovative community partnerships.

Resource all new initiatives through pooled bi-municipal sources, through corporate sponsorship and/or community foundation support of a charitable organization identified as the delivery vehicle for services, and through applicable arts and non-arts programs at other levels of government.

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