

NORTH VANCOUVER CULTURAL PLAN

PHASE TWO: DELIVERY AND MANAGEMENT PLAN



PREPARED BY DEBORAH MEYERS CONSULTING
FOR THE CITY AND DISTRICT OF NORTH VANCOUVER

JULY 2002

NORTH VANCOUVER CULTURAL PLAN

PHASE TWO: DELIVERY AND MANAGEMENT PLAN



PREPARED BY DEBORAH MEYERS CONSULTING
FOR THE CITY AND DISTRICT OF NORTH VANCOUVER

TABLE OF CONTENTS

NORTH VANCOUVER CULTURAL PLAN

PHASE TWO: DELIVERY AND MANAGEMENT PLAN

EXECUTIVE SUMMARY	3
BACKGROUND.....	5
NEW & RECENT CULTURAL INITIATIVES.....	7
Facilities Management and Capital Development.....	7
Events Management.....	8
Cultural Industries Management	9
Cultural Tourism Management.....	9
Economic Impact Tracking	9
Communications Management.....	10
CULTURAL PLAN IMPLEMENTATION STRATEGY	11
Cultural Plan Management Team.....	12
Project Teams - Year One (2003)	14
Project Teams - Years Two through Five (2004-07)	15
Reporting Schedule	15
Table One: Annual Meeting and Reporting Schedule.....	16
Annual Work Plan.....	16
Community Roles & Responsibilities.....	17
Table Two: Reporting Schematic.....	18
Next Steps: Cultural Management Plan Timelines, 2002-03.....	21
APPENDIX ONE: PROJECT TEAM CHARTERS.....	22
Annual Reporting System.....	22
Development of Art & Culture Programs Targeted at Youth.....	25
Coordinated Marketing Initiative.....	28
APPENDIX TWO: MAY 2/02 WORKSHOP SESSION PARTICIPANTS	31

NORTH VANCOUVER CULTURAL PLAN

PHASE TWO: DELIVERY AND MANAGEMENT PLAN

JULY 2002

EXECUTIVE SUMMARY

This Delivery and Management Plan (Phase Two) describes how the Goals and Strategies identified in the North Vancouver Cultural Plan (Phase One) will be translated into concrete actions and achievable, measurable outcomes.

This document gives a brief summary of the Phase One planning process. It reviews the May 2002 Cultural Planning Workshop that determined the structures, partnerships and processes central to this management plan. It also provides some background on current trends in cultural planning research.

This Delivery and Management Plan has been developed on strong foundations, as it both builds on and gives shape to a series of new and recent cultural initiatives in North Vancouver. The plan highlights these initiatives in the areas of:

facilities management and capital development • events management •
cultural industries management • cultural tourism management • economic
impact tracking • and communications management.

Guided by a set of key principles (outlined and approved in Phase One), North Vancouver community leaders have devised a workable structure for implementing the Cultural Plan. This structure builds around a number of Project Teams, each with its own charter, reporting to a Cultural Plan Management Team made up of community members and representatives of stakeholder organizations. Project Team Charters define the purpose, outcomes, organizational participants and timeline for each team project.

In Year One (2003) Project Teams will focus on three areas:

- ❖ Annual Reporting System
- ❖ Expanding Opportunities for Youth
- ❖ Coordinated Marketing Initiative

This Delivery and Management Plan articulates the complementary roles and responsibilities of the District of North Vancouver and City of North Vancouver municipal governments, the Arts and Culture Commission of North Vancouver, and other key delivery organizations in implementing the Cultural Plan. Additionally, it provides a timeline for Next Steps in 2003, plus a reporting mechanism and an Annual Implementation Schedule for determining resource requirements in Years Two through Five (2004 – 2007).

BACKGROUND

Municipal councils for the District of North Vancouver (DNV) and the City of North Vancouver (CNV) adopted Phase One of the North Vancouver Cultural Plan in April 2002. More than 12 months in preparation, the plan replaces North Vancouver's original 1989 Cultural Plan. The 2002 plan describes a cultural vision and set of guiding principles, defines the scope of arts and culture within the framework of the plan, and details strategic directions, goals and outcomes.

Phase One of the plan was prepared by a Cultural Plan Steering Committee, representing broad, bi-municipal community interests, and was informed by a consultative process with key stakeholders and community representatives.

Phase Two of the cultural planning process focuses on identifying the appropriate structures, partnerships and processes for fulfilling the recommendations of the North Vancouver Cultural Plan. On May 2, 2002 community leaders met in a **Working Session** designed to:

- ❖ Identify a set of prioritized, concrete, **achievable accomplishments** that can be realized over time.
- ❖ Identify and/or invent the appropriate **partnerships** required to advance the strategic directions and deliver the goals.
- ❖ Identify a set of **performance indicators** to measure the progress of each accomplishment.

At the May 2 Working Session participants agreed that the key to success lies in integrating the best intentions of the planning community with the ability of the delivery agencies to implement the plan.

Key questions identified by participants were: What is the current reality? How can the community build on existing initiatives? How can regular opportunities to scan the environment for opportunities and challenges be built into the implementation process? How can results-based management tools be used to demonstrate, on a year-by-year basis, that investment in the arts and culture in North Vancouver is producing compelling results that benefit all DNV and CNV citizens? This delivery and management plan is designed to answer those questions.

The boards of the stakeholder organizations and agencies named in this document met in June and July 2002 to review a draft version of the implementation plan. Their input has been incorporated in this draft of the plan (July 2002).

Phase Two of the North Vancouver Cultural Plan is unfolding at a time when the role of culture in shaping communities is being debated with rigour. Researchers and practitioners agree that the arts and culture enhance the quality of life in communities and contribute to the urban economy, both as an industry and by creating a culture of creativity and innovation. But to what degree? And how can we measure the results?

The most balanced Canadian study to date, *Culture and Economic Competitiveness: An Emerging Role for the Arts in Canada* (Canada West Foundation, March 2002) asserts that municipal investment in the arts and culture brings wide-ranging benefits to communities, including but not limited to: **citizen well being** and **quality of life**, **social cohesion**, **community revitalization**, and **economic impact**.

“Arts and culture may be a tool for western Canada’s cities to improve quality of life, and to enhance creativity and innovation in their economies”, writes the study’s author, senior policy analyst, Jason J. Azmier. “Arts and culture may also be a tool for western Canada’s cities to brand themselves, to attract skilled workers, and to increase global competitiveness.”

Not least, the arts and culture are intrinsically valued in healthy communities. As writer Jeanette Winterson puts it in her *Art Objects* (Alfred A. Knopf Canada, 1995), “(n)either art (n)or beauty are optional in a sane society.”

It is in this spirit of accountability and opportunity that stakeholders in North Vancouver have conceived the delivery and management component of the 2002 North Vancouver Cultural Plan. Resource requirements will be linked to measurable indicators of success, and the planning/implementation cycle will be maintained throughout the five years of the plan through a dynamic community-based reporting mechanism.

NEW & RECENT CULTURAL INITIATIVES

An overview of new arts and cultural initiatives recently completed or ongoing in North Vancouver reveals a network of existing and emerging alliances. While the cultural planning process may not have been the direct catalyst for all of these initiatives, it has provided a reference point and a framework for integrated cultural efforts. Most significantly, it has focused a wide-angle lens on the arts and culture sector in North Vancouver. This perspective reveals opportunities for maximizing resources and returns.

The following inventory highlights initiatives already underway. The management and delivery plan is designed to build on these initiatives.

FACILITIES MANAGEMENT AND CAPITAL DEVELOPMENT

- ❖ School District 44, North Vancouver Recreation Commission, DNV Planning and Parks Departments are in the process of developing a facility inventory and needs assessment in preparation for implementing the joint use agreement.
- ❖ CNV's capital development of the Lower Lonsdale cultural precinct is well underway; KPMG has been commissioned to study the potential of a 38,000 square foot shed at Versatile Shipping as a museum and science centre.
- ❖ Presentation House Theatre is engaged in a feasibility study for the future use and development of the venue.
- ❖ Presentation House Gallery is looking for a new home; the gallery has presented a business plan to CNV Council and CNV staff is reviewing the plan.
- ❖ CNV is studying the development of Block 62, including a new library facility.
- ❖ New Lynn Valley Library and Civic Square are expected to emerge as a cultural centre and gathering space for the Lynn Valley community.
- ❖ DNV and School District #44 have approved locating the Heritage Services Centre in the 1920 Lynn Valley heritage school building.

- ❖ Christie House Arts and Heritage Centre, a new DNV owned facility managed by the Community Arts Council of North Vancouver, opened its doors May 2002 with Phase One restoration complete.
- ❖ Artists for Kids Trust is working with School District #44 and CNV to have a gallery built on School District land at 8th and Chesterfield.
- ❖ North Vancouver Recreation Commission is undertaking a bylaw review of the Centennial Theatre and its operations, with community input.
- ❖ DNV and CNV have had a Municipal Public Art Policy in place since 2000 which includes a voluntary program for developers to include public art in private sector development.

EVENTS MANAGEMENT

- ❖ CNV and North Shore Neighbourhood House (supported by multiple agencies) partnered to coordinate the Studio in the City program in summer 1999, an arts mentorship program for youth at risk that was deemed very successful.
- ❖ North Vancouver Recreation Commission, in consultation with Parks, has initiated a study to look at the growth and management of outdoor events in DNV and CNV parks.
- ❖ DNV Festivals & Special Events Fund (Community Investment Program) is spawning new activities such as the satellite Jazz Festival and new partnerships with tourism attractions.
- ❖ Municipally-sponsored Community Concert Series produced by the North Vancouver Recreation Commission will be expanded to Lynn Valley and City of North Vancouver sites.
- ❖ North Vancouver Writers Festival, in existence for three years, partnered with all three North Shore libraries to deliver last year's festival.
- ❖ Presentation House Theatre has approached high school drama teachers about resurrecting a secondary school drama festival in North Vancouver.
- ❖ DNV staff, Arts and Culture Commission staff, Artists for Kids Trust, School District #44 Superintendent and representatives of private school

advisory group met in early May 2002 to discuss opportunities for coordinated action.

CULTURAL INDUSTRIES MANAGEMENT

- ❖ DNV, in partnership with Capilano College and BC Film Commission, is creating a digital photo library for location filming.
- ❖ DNV has developed a film permit case to track film revenues, production activity, employment figures and spending patterns.

CULTURAL TOURISM MANAGEMENT

- ❖ Cultural staff from the DNV and ACCNV have represented North Vancouver interests in regional tourism meetings and regional cultural planning meetings.
- ❖ DNV is developing a standard visitor survey with Capilano College co-op placement (Summer 2002).
- ❖ The North Shore Community Tourism Strategy, developed and funded by the DNV in consultation with the tourism industry, has been adopted by all three North Shore municipalities. Culture and heritage opportunities are emphasized. A tri-municipal steering committee is currently developing operating guidelines for a new North Shore regional partnership model. Its primary focus, initially, will be tourism marketing initiatives.

ECONOMIC IMPACT TRACKING

- ❖ Arts and Culture Commission of North Vancouver (ACCNV) is making recommended changes in its Arts Assistance Grant Program, based on the August 2001 Municipal Granting Review (a component of Phase One of the cultural planning process).

- ❖ DNV is developing a standard reporting template to track production and economic activity generated by not-for-profit groups receiving municipal grants.

COMMUNICATIONS MANAGEMENT

- ❖ A bi-municipally funded cultural website has been launched serving North Vancouver artists, arts groups and arts patrons. Phase Two (facility inventory and newsletter) is scheduled to be launched in Fall 2002; phase Three (an arts and culture e-business directory) slated for 2003.
- ❖ ACCNV produced second edition of *Arts Exposed* directory, targeting tourism market.

This inventory of cultural initiatives demonstrates that North Vancouver is launching the implementation phase of this new Cultural Plan from a position of strength. Most significant are a range of new and innovative strategic alliances. These alliances reflect a climate of cooperation and coordination, principles that are interwoven throughout the 2002 North Vancouver Cultural Plan.

This inventory should be read as the context for the Cultural Plan Implementation Strategy that follows.

CULTURAL PLAN IMPLEMENTATION STRATEGY

The Cultural Plan Implementation Strategy is about translating the goals and strategic directions outlined in Phase One of the North Vancouver Cultural Plan into action. It outlines the creation of specific steps that will be taken to ensure the plan gets implemented, and identifies who will take charge of the task and provide leadership.

North Vancouver community leaders have determined that the Cultural Plan Implementation Strategy should:

- ❖ Be developed and implemented by bi-municipal stakeholders to ensure that its recommendations will be acted upon.
- ❖ Employ results-based management so that funding requirements in Years Two through Five can be linked to measurable outcomes.
- ❖ Ensure relevancy and accountability by building in a regular and timely community reporting mechanism.

Municipal cultural plans from cities across Canada were collected as part of Phase Two of the North Vancouver cultural planning process. Many cultural plans do not include implementation strategies. Those that do vary greatly in their longitudinal range, the assignment of roles and responsibilities, the way resources are sourced and budgeted, and levels of accountability.

Community stakeholders agreed this implementation plan should select specific strategies (or intentions) from Phase One and create the working alignments to realize them. They considered the goals and strategic directions outlined in Phase One and how they can be realized by means of specific and concrete actions. While forward vision is an integral part of all planning, there was consensus that planning too far ahead can limit the community's ability to respond in a timely and appropriate manner as the cultural environment changes. Responsiveness and flexibility were considered priorities of the Cultural Plan Implementation Strategy.

This Implementation Strategy recommends the establishment of a community and stakeholder-based **Cultural Plan Management Team**, working together with a series of on-the-ground **Project Teams** (representing a broad cross-section of bi-

municipal community knowledge, experience and connections), to implement selected priority actions from the Cultural Plan.

CULTURAL PLAN MANAGEMENT TEAM

Phase One of the Cultural Plan includes as one of its outcomes “a bi-municipal cultural response team that is positioned at the forefront of cultural trends and able to take advantage of emerging opportunities.” A new Cultural Plan Management Team will provide the coordinating and networking framework for project teams charged with implementing the plan.

Composition

The Cultural Plan Management Team will be a representational body of key stakeholders. Its composition will include but not be limited to Board or other elected representatives from:

- ❖ Arts and Cultural Commission of North Vancouver (Chair)
- ❖ North Vancouver Community Arts Council
- ❖ North Vancouver Recreation Commission
- ❖ CNV / DNV Library Commissions (shared seat)
- ❖ North Vancouver Museum and Archives
- ❖ North Vancouver School District 44
- ❖ Capilano College
- ❖ Two (2) Practising Artists from the Community (of which one should be a Youth Representative under 25 years)

plus CNV / DNV Municipal staff responsible for culture (ex-officio)

plus Project Team Chairs (or designated representatives) will report on progress and outcomes.

Composition of the Cultural Plan Management Team will be reviewed annually, with an emphasis on inclusivity consistent with the Cultural Plan’s broad definition of culture.

Mandate

The Cultural Plan Management Team is mandated to:

- ❖ Oversee the efficient and **effective implementation** of the Cultural Plan.
- ❖ Facilitate **communication and cooperation** among Project Teams representing diverse community stakeholders.
- ❖ Ensure that a **broad range of possible strategies is considered**, within the framework of the cultural vision and guiding principles articulated in the Cultural Plan.
- ❖ Coordinate the **Annual Report to Councils**.

Scope

The Cultural Plan Management Team will:

- ❖ Set annual implementation priorities and strike appropriate project teams in consultation with cultural delivery agencies.
- ❖ Carry out regular review and analysis of the implementation process.
- ❖ Monitor the activity of Project Teams relative to strategic actions in the Cultural Plan, regularly identifying gaps, overlaps and new opportunities.
- ❖ Identify new resource streams and funding strategies.
- ❖ Undertake research required in relation to implementation of the Cultural Plan.

Coordination

It is recommended that the Cultural Plan Management Team be constituted as a committee of the Arts and Culture Commission of North Vancouver. The ACCNV will update its Establishment Agreement with Councils to reflect this new committee. The terms should stipulate that the Cultural Plan Management Team is an autonomous committee with decision-making authority, reporting to Councils through the ACCNV.

The ACCNV will provide coordinating services for the Cultural Plan Management Team, including convening regularly scheduled meetings, compiling and distributing meeting reports, and arranging for facilitation as required. The ACCNV will build these costs into its annual budget.

PROJECT TEAMS - YEAR ONE (2003)

One of the key guiding principles embedded in the Cultural Plan states that **any strategy adopted must be achievable, measurable and sustainable.**

Year One Project Teams have chosen to move forward on initiatives that meet this criterion at this time. Consequently, founding Project Teams reflect the current environment and interested stakeholders. The focus and membership of Project Teams may change from year to year. Founding team members may also engage in community recruitment in Year One as a means of widening the stakeholder and knowledge/resource base.

The following projects (Project Teams) have been identified for Year One:

- ❖ Annual Reporting System
- ❖ Development Of Arts & Culture Programs Targeted At Youth
- ❖ Coordinated Marketing Initiative

Each team is guided by a **Project Charter** that articulates short and longer-term outcomes (see: pages 23-31). Project Teams are responsible for developing concrete action plans to achieve their respective outcomes. Each team includes a project co-ordinator(s) who is responsible for ensuring that work program priorities are met within agreed timelines.

Specific outcomes outlined by the Project Teams are designed to complement the Cultural Plan timelines: from short-term (12-18 months) to mid-term (24-36 months).

PROJECT TEAMS - YEARS TWO THROUGH FIVE (2004 - 07)

The Project Teams recognize that “planning” and “doing” are not discrete activities, but rather concurrent and integrated. An **Annual Reporting System** will ensure that “planners” and “doers” are in sync, and that the plan remains an evolving, living document that integrates the intentions stated in the Cultural Plan with current realities. It will also ensure that outcomes can be articulated, measured and built upon.

The identification of benchmarks for success is one of the important features of this implementation plan. Community stakeholders have taken responsibility for moving the plan forward in Year One. Project Teams are charged with identifying benchmarks for success and resource requirements for subsequent years on a year-by-year basis as part of an annual planning/implementation cycle.

Project Teams may vary in composition and purpose from year to year. This flexibility ensures that Project Teams continue to act as an expression of the will and resource commitment of all North Vancouver stakeholders to move forward on specific Cultural Plan goals.

REPORTING SCHEDULE

The Cultural Plan Management Team will meet quarterly as per the **Annual Meeting & Reporting Schedule** (Table One, page 16). As part of this schedule, the CPMT will convene a Community Forum at the ACCNV Annual Symposium, to enable North Vancouver citizens to provide input to the Cultural Plan and for the Cultural Plan Management Team to report out on achievements and challenges.

Project Teams will report to the quarterly meetings of the Cultural Plan Management Team, who will submit an Annual Report to CNV and DNV Councils to coincide with the annual budget review process. The Annual Report will include information on deliverables achieved as well as a projected work plan and budget for the coming year. The first Annual Report to Councils will be September 2003, which will include costing requests for Year Two (2004).

Table One: Annual Meeting & Reporting Schedule

TEAM	JAN	APRIL	JULY	NOVEMBER
CULTURAL PLAN MANAGEMENT TEAM meets quarterly	ACCNV FORUM: Community Feedback & Input	FACILITATED SESSION: Establish Action Priorities for Next Year	REPORT TO COUNCIL: Annual Report / Work Plan (to coincide with Annual Budget Review)	PROFESSIONAL DEVELOPMENT
PROJECT TEAMS: meet 8 – 10 times as required	ACCNV FORUM: Report to CPMT Community Workshops Ongoing Team Work	FACILITATED SESSION: Report To CPMT Identify Actions & Costs for next year Ongoing Team Work	REPORT TO CPMT Budgets submitted to CPMT for next year Ongoing Team Work	REPORT TO CPMT Ongoing Team Work

ANNUAL WORK PLAN

To achieve greater efficiencies and community impact, the North Vancouver Cultural Plan advocates bi-municipal development and delivery of cultural services. Accordingly, annual work program priorities will be developed by consensus of a Cultural Plan Management Team, working together with the Project Teams. As such it is intended that annual work program recommendations be based on shared and complementary agendas, and determined through consultation with the local arts community. Annual recommendations to Councils will be supported by a statement of commitment from the respective agencies involved in implementation of the proposed cultural initiatives.

While joint approval of both Councils is required for the Annual Work Plan, it is recognized that under specific, extraordinary circumstances Councils may elect to pursue independent cultural initiatives. In such cases, it is recommended that any single municipal cultural initiative:

- i first consider all opportunities for coordinated delivery
- ii be solely managed and funded by the sponsoring municipality.

Any involvement of the ACCNV in single municipality initiatives will require supplemental funding and resources provided by the sponsoring municipality.

Annual Reports to Councils will ensure that measurable results are tracked and analyzed, and that realistic work plans/budgets are established for the subsequent years. As a result, CNV and DNV Councils will be able to:

- ❖ respond to arts and cultural development opportunities cooperatively and within municipal budget allocation cycles.
- ❖ chart, over time, the relationship between arts and culture investment and community benefits.

COMMUNITY ROLES AND RESPONSIBILITIES

All citizens of North Vancouver have a stake in this Cultural Plan. Its successful implementation is the responsibility of a wide range of players which includes the District and City of North Vancouver, the Arts and Culture Commission of North Vancouver, and several other key agencies delivering arts and culture, heritage, education, knowledge, cultural industries and other services that “contribute to developing a unique sense of community identity, spirit and culture on the North Shore.” (North Vancouver Cultural Plan 2002 Phase One).

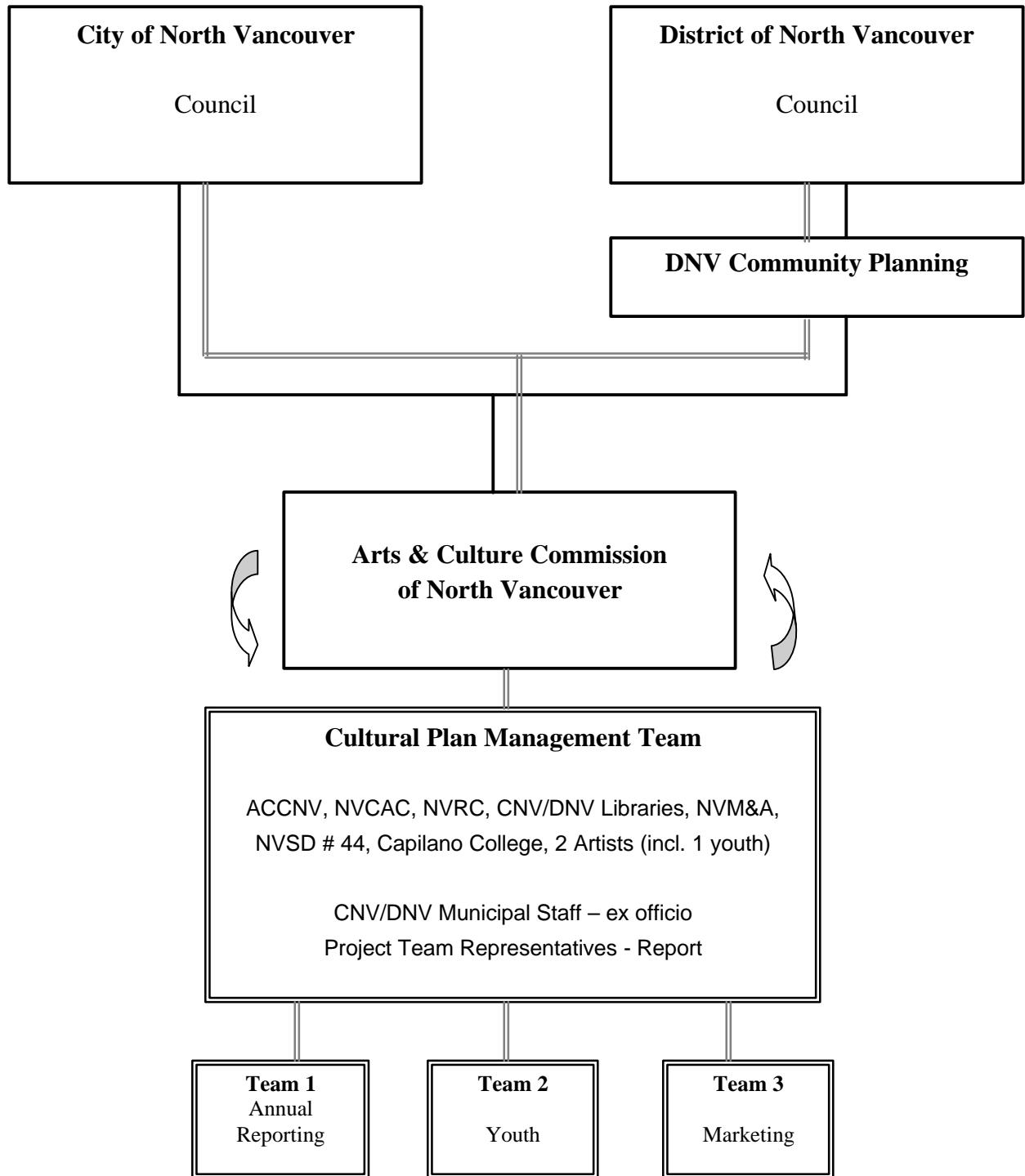
See Table Two: Reporting Schematic (page 18).

City and District of North Vancouver municipal governments

The municipal governments of the City of North Vancouver and the District of North Vancouver will undertake:

- ❖ To work cooperatively with other community stakeholders to achieve the goals set out in the 2002 North Vancouver Cultural Plan.
- ❖ To employ a bi-municipal approach to Cultural Plan implementation wherever feasible.
- ❖ To delegate staff to play a facilitative role in project teams as well as on the Cultural Plan Management Team (“ex-officio”).

Table Two: Reporting Schematic



- ❖ Because the goals in the Cultural Plan inform larger municipal goals, and vice versa, to encourage and enact inter-departmental awareness and coordinated implementation of municipal arts policies, planning, programming and community services.
- ❖ To consider economic activity and growth in the cultural sector and community benefits derived from this activity when allocating resources.
- ❖ To consider health and well-being, social cohesion and community identity, and other quality of life benefits derived from the arts and culture when allocating resources.
- ❖ To consider the intrinsic value of the arts in a healthy community when allocating resources.
- ❖ In partnership with the Arts and Culture Commission of North Vancouver and delivery agencies, to source/create new revenue streams as appropriate to meet the goals set out in the Cultural Plan.
- ❖ With AACNV, to develop strategies to promote the Cultural Plan and its achievements to North Vancouver citizens.
- ❖ To demonstrate leadership by providing funding and other forms of support, as resources permit, to enable implementation of the recommendations cited in the Cultural Plan and to ensure arts and culture remain a viable resource in the community. When allocating resources, to consider economic, health/well-being, and social cohesion impacts, as well as the intrinsic value of the arts.

The Arts and Culture Commission of North Vancouver

The Arts and Culture Commission of North Vancouver will undertake:

- ❖ To update their Establishment Agreement with Councils to accommodate the Cultural Plan Management Team as an autonomous sub-committee
- ❖ To provide coordinating services for the newly constituted Cultural Plan Management Team.
- ❖ To participate actively in project teams as well as on the Cultural Plan Management Team.

- ❖ To respond to recommendations in the Cultural Plan relative to the mandate, policies and programs of the ACCNV.
- ❖ To continue to support, through its programs and services, the broad definition of culture articulated in the Cultural Plan.
- ❖ Through the Cultural Plan Management Team, to ensure that strategies brought forward to Councils as part of the annual report are achievable, measurable and sustainable.
- ❖ Through the Cultural Plan Management Team, to link requests to Councils for new resources with innovative resource development strategies.
- ❖ With municipal governments, to develop strategies to promote the Cultural Plan and its achievements to North Vancouver citizens.

Delivery Organizations

Delivery Organizations who support this Management Plan will undertake:

- ❖ To participate actively in project teams/Cultural Management Plan Response Team.
- ❖ To maximize returns on public/private resources by working cooperatively with other delivery agencies to meet the goals of the Cultural Plan.
- ❖ To ensure short and long-term accountability by participating in the creation of community-wide tracking and benchmarking tools, and using these tools across organizations.
- ❖ To consider the larger objectives of the Cultural Plan in determining organizational/institutional policies and programs.

NEXT STEPS: CULTURAL MANAGEMENT PLAN TIMELINES, 2002-03

JUNE 2002	Each project team meets to review/revise charters and develop action plan to achieve short-term outcomes <input checked="" type="checkbox"/>
SEPTEMBER 2002	Workshop Presentation: Delivery and Management Plan to City & District Councils
OCTOBER 2002	Cultural Plan Management Team Report to Councils: 2003 resource requirements
JANUARY 2003	Cultural Plan Management Team Meeting: Chart progress, identify issues/opportunities
FEBRUARY 2003	Cultural Plan Management Team Forum at ACCNV 2003 Arts Symposium
APRIL 2003	Cultural Plan Management Team Meeting: Facilitated Session to identify 2004 priorities
JULY 2003	Cultural Plan Management Team Report to Councils: 2003 Outcomes and 2004 Work Plan/Budget
NOVEMBER 2003	Cultural Plan Management Team Meeting: Research and/or Professional Development (tbd)

APPENDIX ONE PROJECT TEAM CHARTERS

PROJECT TEAM ONE: ANNUAL REPORTING SYSTEM

PURPOSE

To collect consistent quantitative and qualitative data, in order to monitor the scope and development of arts and culture in North Vancouver.

SHORT-TERM OUTCOMES:

- ❖ Standardized management reporting system for tracking economic and production information on municipally funded arts and culture organizations.
- ❖ Common language for entry and reporting.
- ❖ Training session(s) conducted for users in all reporting groups.
- ❖ Full participation of all reporting groups.
- ❖ Baselines established for all agreed upon measures.
- ❖ Comprehensive annual report, detailing municipal investment in the arts and benefits for the community.

LONGER-TERM OUTCOMES

- ❖ Statistical benchmarks to guide years two through five of the Cultural Plan.
- ❖ Regional conformity of reporting systems to enable comparative benchmarking measurements.
- ❖ Comprehensive North Vancouver attendance tracking system (e.g. central database of box office sales from various venues, producers and user groups.)
- ❖ Tracking system for artist services/needs (modelled on library inquiry tracking system or community information forum.)

- ❖ Entry/exit surveys for tourists visiting North Vancouver, isolating cultural goods and services and their role in decision making and overall experience.
- ❖ Analytical tools to inform programming, marketing and organizational development.

IMPORTANT PEOPLE AND PROCESSES

- ❖ Funding bodies
- ❖ Facility managers
- ❖ Other agencies providing arts and culture services
- ❖ Presenters/producers
- ❖ Multicultural organizations
- ❖ BC Recreation and Parks Association (benchmarking model)
- ❖ G.V.R.D. (survey on arts and culture services)
- ❖ Youth performance indicators (CNV/DNV)
- ❖ Demographic surveys
- ❖ Tourism statistics
- ❖ North Vancouver Cultural Plan Steering Committee

TIMELINE

Collection, analysis and report preparation – September 2003.

CULTURAL PLAN GOALS ADDRESSED

- | | |
|----------|--|
| Goal 1.0 | To strengthen alliances and partnerships for effective management and growth of the arts and culture sector. |
| Goal 5.0 | To improve communication and information resources for the arts community. |
| Goal 7.0 | To further develop and sustain a thriving cultural economy. |

PROJECT TEAM ONE MEMBERS

PROJECT COORDINATION: DNV – Tourism, Arts, Culture & Film

TEAM MEMBERS:

- North Vancouver Recreation Commission
- Arts & Culture Commission of North Vancouver
- North Vancouver Community Arts Council
- Presentation House Gallery
- Presentation House Theatre
- CNV Public Library
- CNV Municipal Staff

TEAM ADVISORS:

- Office of Cultural Affairs, City of Vancouver
- DNV Public Library
- DNV Youth Development Worker
- CNV Youth Development Worker

PROJECT TEAM TWO: DEVELOPMENT OF ARTS & CULTURE PROGRAMS TARGETED AT YOUTH*

PURPOSE

To expand opportunities for young people* to experience the arts and/or culture in North Vancouver.

(* “youth” and “young people” refer to the age range: 10 – 25 years)

SHORT-TERM OUTCOMES

- ❖ Establish baselines for:
 - i youth choosing arts and culture career paths.
 - ii youth attending arts and culture events/classes.
 - iii youth involvement in arts creation/production.
 - iv youth involvement on delivery organization boards & youth advisory committees
- ❖ Youth actively involved as members of this project team.
- ❖ Increased presence of arts and cultural events in May 2003 Youth Week.

LONGER-TERMS OUTCOMES

- ❖ Two new arts and culture activities (events, projects, programs) for youth in North Vancouver, actively supported by multiple players.
- ❖ A North Vancouver wide arts and cultural event (possibly linked to Youth Week).
- ❖ Percentage increase in youth choosing arts & culture career paths: 2 – 5% in Years Two through Five.
- ❖ Percentage increase in youth attending arts and culture events and/or classes: 2 – 5% in Years Two through Five.

- ❖ Higher registration in cultural career training programs (mentor-ships, post-secondary/college programs, industry sponsored programs).
- ❖ Increase in youth participating on boards of organizations involved in the delivery of arts and culture in North Vancouver.
- ❖ Increase in number of arts and culture organizations with youth advisory committees.

IMPORTANT PEOPLE AND PROCESSES

- ❖ Youth workers
- ❖ Youth agencies
- ❖ Schools
- ❖ Parent Advisory Councils
- ❖ Colleges
- ❖ Other educational institutions
- ❖ Continuing education departments
- ❖ Libraries
- ❖ R.C.M.P.
- ❖ Student governments
- ❖ City and District youth development officers
- ❖ Churches
- ❖ Career counsellors
- ❖ Existing services/programs for youth
- ❖ Artists for Kids Trust
- ❖ Studio in the City
- ❖ Youth and Film

TIMELINE

Establish baseline data by September 2003.

May 2003 Youth Week to include arts and culture component.

Percentage targets met in Years Two through Five (2004 –07).

CULTURAL PLAN GOALS ADDRESSED

- Goal 1.0 To strengthen alliances and partnerships for effective management and growth of the arts and cultural sector.
- Goal 2.0 To expand opportunities for young people to experience the arts.

PROJECT TEAM TWO MEMBERS

PROJECT COORDINATION: DNV – Youth Development Worker
North Vancouver Community Arts Council

TEAM MEMBERS: CNV Youth Development Worker
Arts & Culture Commission of North Vancouver
Community School Coordinators
North Shore Neighbourhood House
North Vancouver Recreation Commission
North Vancouver School District 44
North Vancouver Museum & Archives
NorVan Boys and Girls Club
Presentation House Theatre
Teens MAD
Terrain Vague
Youth in Film
CNV Public Library
DNV Public Library
DNV – Tourism, Arts, Culture & Film

TEAM ADVISORS: Artists for Kids Trust
DNV – Tourism, Arts, Culture & Film
Capilano College

PROJECT TEAM THREE: COORDINATED MARKETING INITIATIVE

PURPOSE

To expand the market for arts and culture in North Vancouver.

SHORT-TERM OUTCOMES

- ❖ Research initiated to identify market profiles.
- ❖ Identified needs and opportunities for coordinated marketing.
- ❖ Inventory and assessment of existing marketing vehicles.
- ❖ Coordinated scheduling of events and activities.
- ❖ Website widely promoted.
- ❖ Greater value for marketing dollars.
- ❖ Establish Baselines for:
 - i Audiences
 - ii Website hits
 - iii Media coverage
 - iv “Offshore” ticket sales.

LONGER-TERM OUTCOMES

- ❖ Arts and culture marketing materials distributed as part of new library card member package in DNV and CNV libraries, with numbers tracking system.
- ❖ Increased circulation of marketing materials.
- ❖ More articles on the arts and culture in local newspaper, measured by increase in column inches.

- ❖ More visual archives of arts events, through shared use of digital and video cameras.
- ❖ More public visual arts and culture marketing displays.
- ❖ Website utilized as central resource for arts and culture event information.
- ❖ Joint advertising for more effective use of marketing dollars.
- ❖ Comprehensive visitor guide with both tourist attractions and arts and culture information.
- ❖ Coordinated poster and flyer distribution service.
- ❖ Ongoing market profile resource and analysis.
- ❖ Regular surveys at both ticketed and non-ticketed events.
- ❖ 5% increase for audiences realized annually.
- ❖ 20% increase for website hits annually.
- ❖ 10% increase for media coverage annually.
- ❖ 5% increase in “offshore” ticket sales annually.

IMPORTANT PEOPLE AND PROCESSES

- ❖ Local media.
- ❖ Marketing managers.
- ❖ Schools.
- ❖ Libraries (“welcome wagon” program).
- ❖ Hotels/motels.
- ❖ Chamber of Commerce (visitor information centre).
- ❖ Tourism Vancouver surveys and other existing surveys.
- ❖ ACCNV cultural web-site.
- ❖ Arts Promotion Committee – ACCNV.

TIMELINE

Short-term goals met by August 2003.

Longer-term goals met by December 2004.

CULTURAL PLAN GOALS ADDRESSED

- Goal 1.0 To strengthen alliances and partnerships for effective management and growth of the arts and cultural sector.
- Goal 5.0 To improve communication and information resources for the arts community.
- Goal 6.0 To expand the market for arts and culture.

PROJECT TEAM THREE MEMBERS

PROJECT COORDINATION: Arts & Culture Commission of North Vancouver

TEAM MEMBERS:

- DNV Public Art Advisory Committee
- Capilano College
- DNV Tourism, Arts, Culture & Film
- North Vancouver Museum & Archives
- CNV Public Library
- North Vancouver Community Arts Council
- North Vancouver Recreation Commission
- DNV Youth Development Worker
- DNV Tourism, Arts, Culture & Film
- CNV Youth Development Worker
- Presentation House Theatre

TEAM ADVISORS: DNV Public Library

APPENDIX TWO: MAY 2, 2002 WORKSHOP SESSION PARTICIPANTS

ARTS AND CULTURE COMMISSION OF NORTH VANCOUVER

Lee Barnes (Chair)

Mary Ann Anderson (Cultural Services Director)

Lori Phillips (Cultural Services Director)

COMMUNITY VOLUNTEER

John Kennedy

GALLERIES/THEATRES

Val Mason (Presentation House Theatre)

NORTH VANCOUVER COMMUNITY ARTS COUNCIL

Linda Feil (Executive Director)

NORTH VANCOUVER LIBRARIES

Jane Watkins (City of North Vancouver Library)

Teresa James (District of North Vancouver Library)

NORTH VANCOUVER MUSEUM AND ARCHIVES

Shirley Sutherland (Assistant Director)

NORTH VANCOUVER RECREATION COMMISSION

Margo Gram (Cultural Services Coordinator)

Anne Mooi (Recreation Coordinator)

NORTH VANCOUVER SCHOOL DISTRICT/CONTINUING EDUCATION

Joan Fleischer (NSCE, Community/Vocational Education)

NORTH VANCOUVER YOUTH PROGRAMMING

Lisa McCarthy (CNV Youth Development Workers)

Annie Maboules (DNV Youth Development Worker)

CITY OF NORTH VANCOUVER

Richard White (Director of Planning)

Sandra Dent (CNV Public Art Program)

DISTRICT OF NORTH VANCOUVER

Laura MacMaster (Tourism, Arts, Culture and Film)

John Rice (Tourism, Arts, Culture and Film)

CONSULTANT/FACILITATOR

Deborah Meyers

John Baker