

**AGENDA
CULTURAL COMMITTEE MEETING
BOWEN PARK COMPLEX CONFERENCE ROOM
WEDNESDAY, 2009-JUL-08, COMMENCING AT 4:15 P.M.**

1. **CALL THE REGULAR CULTURAL COMMITTEE MEETING TO ORDER:**

2. **INTRODUCTION OF LATE ITEMS:**

3. **ADOPTION OF AGENDA:**

(Motion required to adopt the agenda.)

4. **ADOPTION OF MEETING NOTES:**

- (a) Notes of the Regular Cultural Committee Meeting held Wednesday, 2009-MAY-06 at 4:15 p.m. in the Conference Room of the Bowen Park Complex. *Pgs. 99-103*

(Motion required to adopt the meeting notes as circulated)

5. **DELEGATIONS:** (None.)

6. **COMMISSION REPORT:**

(Motion required to receive verbal report.)

7. **REPORTS OF PROJECT COMMITTEES:**

(a) **Cultural Award Committee.**

(Motion required to receive verbal report.)

(b) **Art in Public Places Project Committee.**

- (i) Bad Boys Mosaics – discussion.

(Motion required to receive verbal report.)

(c) **Cultural Forum Project Committee.**

Report dated 2009-JUL-02.

Pg. 104

(Motion required to receive report.)

8. **STAFF REPORTS:** (None.)

9. **INFORMATION ONLY ITEMS** (Staff reports): (None.)

10. **CORRESPONDENCE:** (Action) (None.)

CORRESPONDENCE: (Information)

- (a) Thank you card received 2009-JUN-09, from the Crimson Coast Dance Society, thanking the Cultural Committee for their support of the Society. Pgs. 105-106
- (b) Letter dated 2009-JUN-05 from Mr. Michael Wright, Crimson Coast Dance Society, regarding the 2008 Cultural Event Grant and providing a report on the "Wings" event and thanking the Cultural Committee for their support. Pgs. 107-109
- (c) Letter dated 2009-JUN-16 from Mr. Michael Wright, Crimson Coast Dance Society, regarding the 2009 Arts and Cultural Events Grant and providing their report and financial statement for "Body Talk 2009" and thanking the City of Nanaimo for their support. Pgs. 110-114

(Motion required to receive correspondence.)

11. **NOTICE OF MOTION:**

12. **CONSIDERATION OF OTHER BUSINESS:**

(Motion required if there is other business.)

13. **BUSINESS ARISING FROM DELEGATIONS:**

14. **UNFINISHED BUSINESS:**

- 14.1 E.J. Hughes – Copyright and image production.
14.2 Cultural Strategy – verbal update by Staff.

Pgs.
115-160

Motion to remove Item 14.1 and Item 14.2 from "Unfinished Business".

15. **QUESTION PERIOD:**

16. **ADJOURNMENT:**

(Motion required to adjourn with next meeting to be held on Wednesday, 2009-SEP-02, commencing at 4:15 p.m. in the Bowen Park Complex Conference Room.)

**NOTES OF THE REGULAR CULTURAL COMMITTEE MEETING
HELD IN THE CONFERENCE ROOM, OF THE BOWEN PARK COMPLEX,
ON WEDNESDAY, 2009-MAY-06, COMMENCING AT 4:15 P.M.**

PRESENT: Eveline O'Rourke, Chair

Members: Commissioner Diana Johnstone
Commissioner Fred Pattje
Commissioner Lynda Avis
Ms. Joanne Husband
Ms. George McGladrey
Ms. Gerda Hofman
Mr. Simon Schachner

Regrets: Ms. Lynne Fraser

Staff: S. Samborski K. MacDonald R. Tweed, recording

1. CALL THE OPEN MEETING TO ORDER:

The Regular Meeting of the Cultural Committee was called to order at 4:15 p.m.

2. INTRODUCTION OF LATE ITEMS:

(a) Notice Boards for Arts & Cultural Events – Mr. Simon Schachner.

It was moved and seconded that Notice Boards for Arts & Cultural Events be addressed under "Other Business". The motion carried unanimously.

3. ADOPTION OF AGENDA:

It was moved and seconded that the Agenda, as amended, be adopted. The motion carried unanimously.

4. ADOPTION OF MEETING NOTES:

(a) Meeting Notes of the Regular Cultural Committee Meeting held Wednesday, 2009-MAR-04 at 4:00 p.m. in the Conference Room of the Bowen Park Complex.

It was moved and seconded that the meeting notes adopted. The motion carried unanimously.

5. DELEGATIONS:

It was moved and seconded that the Delegations be permitted to address the Cultural Committee. The motion carried unanimously.

(a) Ms. Odette Laramée and Ms. Lauren Sabine on behalf of the Nanaimo Arts Council, 259-4750 Rutherford Road, Nanaimo, BC V9T 4K6, presenting Phase 1 of the Arts-Based Community Development Project.

Staff's Recommendation: That the Cultural Committee receive the delegation.

Ms. Laramée provided a brief history and background on the Nanaimo Arts Council and advised that all members were invited to attend workshops being put on by the Council with regard to the Arts-Based Community Development project – Phase I. Workshops can also be audited by those interested.

- (b) Mr. Klaus Joehle, of Bad Boys Mosaics, on behalf of Musical & Dance Heritage of Vancouver Island, 426 Fitzwilliam Street, Nanaimo, BC V9R 3A9, regarding a Mosaic Mural Proposal in the Gusola Block, downtown Nanaimo. (*Supporting documentation – letter to Mayor Ruttan dated 2009-MAR-02 attached.*)

Mr. Joehle advised that the purpose of the mosaics is to beautify the downtown core and also to attract tourists. Mr. Joehle requested that the project be viewed as a celebration of the people that come from Nanaimo, rather than as simply an art project. Bad Boys would sponsor one-half (\$60,000) of the project costs with the remainder to come from other sources, possibly the downtown core, or, businesses through commissioning of a mosaic. The locations shown for placement are proposals only and could be changed as required. Repairs that may be required over a five-year period will be provided at no cost by Bad Boy Mosaics. The mosaic will be a replica of the painting that will be chosen from a range of individual artists and will feature a sole individual. There could also be a group of individuals considered for a mosaic. City contributions would be by way of support, agreement to placements, advertising, etc. Mr. Joehle advised that he would like to have a mosaic in place by the end of the year. The marble used in the projects comes from all over the world.

6. COMMISSION REPORT:

- (a) Commissioners Pattje provided a verbal overview of the meeting of the Parks, Recreation and Culture Commission meeting held Wednesday, 2009-APR-22.

It was moved and seconded that the verbal report be received. The motion carried unanimously.

7. REPORTS OF PROJECT COMMITTEES:

- (a) Cultural Award Committee. Chair O'Rourke mentioned that the Cultural Awards evening on 2009-MAR-11 went very well and was well-attended. Future award evenings are to be the second Thursday in March every year. The Committee needs to ensure that the RSVP date is shown on the invitations for the Monday prior to the Cultural Awards Presentation and reception. The deadline date for the nomination for the Cultural Awards is the first Friday in October every year for the March event.

It was moved and seconded that the verbal report be received. The motion carried unanimously.

- (b) Art in Public Places Project Committee. (None.)
- (c) Cultural Forum Project Committee. No report.

8. STAFF REPORTS:

(a) Western Edge Theatre Society / Society Act Conflict Guidelines.

Staff's Recommendation: That the Cultural Committee send a letter of apology to Mr. Frank Moher, of Western Edge Theatre Society, explaining that, after further review, the Society Act, while prohibiting payment for carrying out related Board member duties, does allow reimbursement to individuals for services rendered to the Society outside of Board Member duties.

Discussion by the Cultural Committee resulted in the following motion:

It was moved and seconded that Cultural Committee send a letter of clarification to Mr. Frank Moher regarding the Cultural Committee's position relating to the conflict of interest of Board Members being paid staff, and that, while there is not a BC Society Act or Charitable Status clause that disallows Board Members being paid as staff, based on City of Nanaimo practice, the City does not give funding to organizations where Board Members get paid in staff positions as part of adhering to sound standards of corporate governance, and further, that the letter be drafted and vetted through the Chair and then sent to Linda Murray for legal opinion prior to posting. The motion carried unanimously.

9. INFORMATION ONLY ITEMS (staff reports):

(a) Community Plan for Public Art & the installation of the Spirit Eagle, MacGregor Park and the Harbourfront Plaza Public Art Project - Kirsty MacDonald.

Ms. MacDonald provided a verbal update on the status of the above. One spirit eagle has arrived – Patricia Banks' eagle – has been installed in MacGregor Park. The first major event in the Spirit Square will be the Children's Festival and the second eagle will be installed prior to that event.

The Community Plan for Public Art will be coming to Committee for the June meeting.

(b) Art in the Park 2009 – Suzanne Samborski.

The PRC budget did not provide for funding for Art in the Park 2009. Art in the Park, as a program, appears to align well with the Nanaimo Arts Council's mandate. It will be suggested that in future years, if the Arts Council continues to see value in the program, the Arts Council should include Art in the Park as part of their overall operational program and reflect these costs in their annual operating funding requests. There will be transitional funding provided this year to the Nanaimo Arts Council. PRC is trying to ensure consistency for all funding being provided to groups.

It was moved and seconded that the information only items be received. The motion carried unanimously.

10. CORRESPONDENCE: (Action) (None.)

CORRESPONDENCE: (Information)

- (a) Vancouver Island Arts Festival Society Progress Report to Funders dated March 2009 and Financial Statements dated 2008-JUL-31, submitted on 2009-MAR-31 by Ms. Kathleen Darby, Interim Director, Vancouver Island International Children's Festival.
- (b) Letter dated 2009-MAR-14, from Ms. Carmella Luvisotto, Band Director, Wellington Secondary School, to Ms. Eveline O'Rourke, Chair, Nanaimo Cultural Committee, expressing her thanks to the Committee for honouring her with the Nanaimo Excellence in Culture Award.

It was moved and seconded that the Correspondence be received. The motion carried unanimously.

11. NOTICE OF MOTION: (None.)

12. CONSIDERATION OF OTHER BUSINESS:

- (a) Notice Boards for Arts & Cultural Events

Mr. Simon Schachner brought this item forward for discussion by the Cultural Committee. There are a number cylindrical events boards downtown; however, they are not located in other areas of Nanaimo. Problems with this are partially due to the land being private land. Maintenance may be an issue, so placement with maintenance would be preferred. Ms. George McGladrey suggested that a document "Poster Etiquette" be prepared and taken to the Sign Committee and also placed on the cylinders. Commissioner Johnstone will take to Transit Select Committee to determine if they would allow placement of the cylinders. Commissioner Pattje will take the matter to the Sign Committee for information.

13. BUSINESS ARISING FROM DELEGATIONS:

- (a) Ms. Odette Laramée on behalf of the Nanaimo Arts Council, 259 - 4750 Rutherford Road, Nanaimo, BC V9T 4K6, presenting Phase 1 of the Arts-Based Community Development Project.

It was moved and seconded that the Cultural Committee receive the delegation. The motion carried unanimously.

- (b) Mr. Klaus Joehle, of Bad Boys Mosaics, on behalf of Musical & Dance Heritage of Vancouver Island, 426 Fitzwilliam Street, Nanaimo, BC V9R 3A9, regarding a Mosaic Mural Proposal in the Gusola Block, downtown Nanaimo. (*Supporting documentation – letter to Mayor Ruttan dated 2009-MAR-02 attached.*)

It was moved and seconded that the Cultural Committee recommend that the Parks, Recreation and Culture Commission recommend that Council support a single mosaic from the "Musical & Dance Heritage of Vancouver Island & Heroes and Heroines Mosaic Murals" in principal, with support by way of ongoing maintenance and provision of installation location, with location to be determined at a later date dependant on the subject matter, in lieu of cash funding being provided by the City of Nanaimo. The motion carried unanimously.

14. UNFINISHED BUSINESS:

- (a) E.J. HUGHES - Copyright and Image Production – verbal update by Staff.

An Agreement between the City of Nanaimo and Archives is now being finalized. Both the City and the Archives can utilize the image for very specific items with monies to be shared between the two principals. There are very strict guidelines from the Estate with regard to the use of the image. Monies from the City are to go to Art in Public Places.

- (b) Cultural Strategy – verbal update by Staff.

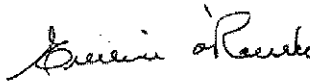
Staff will return to Committee with the final Cultural Strategy at the June meeting and the implementation stages can then occur.

It was moved and seconded that Items 14.(a) and 14.(b) be removed from "Unfinished Business". The motion carried unanimously.

15. QUESTION PERIOD: (None.)

16. ADJOURNMENT:

It was moved and seconded at 5:47 p.m. that the meeting adjourn, with the next Meeting of the Cultural Committee to be held Wednesday, 2009-JUN-03, commencing at 4:15 p.m. in the Bowen Park Complex Conference Room. The motion carried unanimously.



Eveline O'Rourke, Chair
Cultural Committee

CERTIFIED CORRECT:



S. Samborski, Senior Manager
Recreation and Culture Services
Parks, Recreation and Culture

APPROVED FOR DISTRIBUTION:



R. Harding, Director
Parks, Recreation and Culture

**Report to Cultural Committee
Cultural Forum Project Committee
Dated: 2009-JUL-02**

Background:

In the past several years, the Cultural Committee has funded and facilitated a number of annual seminars/workshops. The forums were developed in response to a need expressed by the members of our cultural community. The format has varied; half-day, full day, special guest speakers, concurrent workshops on a variety of topics. From these discussions, a number of innovations have emerged, i.e. three-year funding and the development of consistent financial reporting. The last Cultural Forum that was planned (2008) was cancelled due to lack of registrations.

Action:

In early 2009, the Cultural Committee struck a committee of three to review and discuss the concept of Cultural Forums and to liaise with the Nanaimo cultural community to determine if future workshops would be of value.

Current:

This Committee has corresponded by email and has done individual research in the community. Speaking with our peers, we do not have a clear sense that future workshops are required at this time. However, this is a very preliminary response, and the Committee requests more time be allowed to meet, discuss, and set a plan for going forward.

Respectfully submitted,

Joanne Husband, Simon Schachner, and Lynne Fraser
Cultural Forum Project Committee

GARTNER
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Photo by Jane and John

RECEIVED

JUN 09 2009

DEPARTMENT OF
PARKS RECREATION AND CULTURE

Crimson Coast Dance Society
CIBC Centre For The Arts
150 Commercial Street 10B
Nanaimo, BC V9R 5G6

Thank you so
much for
your help!
It was so
much fun putting
this whole thing
together.

- Simonetta
Whomock
"Saxas"

This was
a huge
successful
event
Thank you
Alex & Dorian!

Hey! Thanks
so much for your
help! this was
inspiring and I
learned so much.
- Gabriella
Bossin

Thank you for supporting a
great community event. Your
support brought together
teens, adults, families and
artists to dance
together!!!
Alex & Dorian

Thank You
City of Nanaimo!

CITY OF NANAIMO!!
Thanks alot for
funding, and making
this experience fun happen.
It was really fun.
- Dorian "Zuma" Sport



Cultural Commission
City of Nanaimo
500 Bowen Road
Nanaimo, BC
V9R 1Z7

June 5 2009

Dear Sirs,

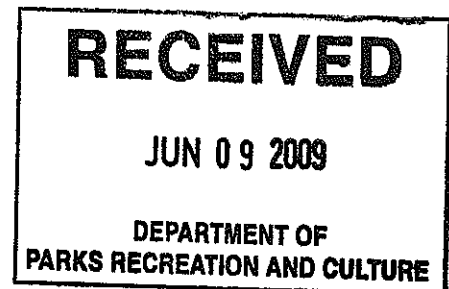
Cultural Event Grant 2008: Wings

Please find enclosed our report on this event. We are once again most grateful to the Cultural Committee for recognizing the importance of the event, and agreeing to assist in it's creation by your generous grant.

Yours truly,



Michael Wright
Crimson Coast Dance Society



The Crimson Coast Dance Society
CIBC Centre For The Arts Nanaimo
150 Commercial Street, Nanaimo, B.C. V9R 5G6
(250)-716-3230 dance@crimsoncoast.org

REPORT TO CITY OF NANAIMO
ARTS AND CULTURAL EVENT GRANT, 2008

WINGS

DECEMBER 6, 2008

SUBMITTED BY CRIMSON COAST DANCE SOCIETY

This event took place as planned, as a co-production between the playwright, Liza Potvin, and Crimson Coast Dance Society. This was the world premier of the play, presented at the Malaspina Theatre at VIU, on the anniversary of the Montreal massacre on December 6 1989.

Whilst actively involved with the entire production as co-producers, Crimson Coast Dance Society was fully responsible, under the guidance of the play director Eliza Gardener, for the creation and performance of the dance element within the production. Crimson Coast Artistic Director, Holly Bright and Vancouver-based dance professional Daelik both created and performed the piece.

Artistically, the performance was a great success. This was Liza Potvin's first writing for the stage to have been performed, and the play fully explored the subject of domestic violence, and its effects. The dance component was fully integrated into the action and the production.

Haven House, which was the chosen beneficiary of the proceeds of the event, agreed to take on the publicity and promotion roles for the production. Their results were somewhat disappointing, as the total attendance at the performance was only 79 people. However, the production was extremely well received, and many audience members took part in the after-show Forum on domestic violence. This will undoubtedly have increased the awareness of the participants.

It is entirely due to the generous support of the City of Nanaimo that Crimson Coast Dance Society was enabled to take part in this culturally and socially important event. On behalf of the Society, and our co-producer, we thank the City for the continued support of Arts And Cultural events.

Crimson Coast Dance Society
Wings December 2008

REVENUE

GRANT REVENUES

Municipal Government	3,100.00
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TOTAL GRANT REVENUES	3,100.00
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PRIVATE SECTOR REVENUES

Donations	58.00
Co-Producer's investment	3,439.91
In kind donations	1,880.00

TOTAL PRIV. SECTOR REVENUES	5,377.91
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EARNED REVENUES

Workshop Intensive Master Classes	170.00
Production Ticket Sales	1,465.00

TOTAL EARNED REVENUES	1,635.00
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TOTAL REVENUE	10,112.91
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EXPENSES

ADMINISTRATIVE EXPENSES

Rent Expense	100.00
Support Staff	2,000.00
Office Supplies	100.00
Telephone	50.00

TOTAL ADMIN EXPENSES	2,250.00
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PRODUCTION EXPENSES

Advertising Costs inc printing	252.15
Artists' Accommodation	441.27
Artists' Fees	2,700.00
Artists' Per Diem	450.00
Artists' Travel Expenses	167.70
Director	1,000.00
Lighting Designer	500.00
Technical Expense	452.76
Stage manager	500.00
Venue Rental	1,740.00
Studio Rental/Community Dance Class	130.00
Rehearsal Rental	120.00
Videography	200.00
Donation	1,058.00

TOTAL PRODUCTION EXPENSES	9,711.88
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TOTAL EXPENSE	11,961.88
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NET INCOME (LOSS)	-1,848.97
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Cultural Committee
City of Nanaimo
500 Bowen Road
Nanaimo, BC
V9R 1Z7

June 16, 2009

Dear Sirs,

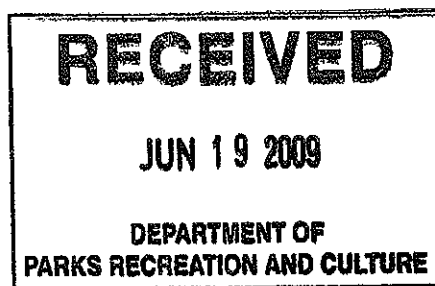
2009 Arts and Cultural Events Grant

Please find enclosed our completed report and financial statement for Body Talk 2009. The contribution of this grant was of enormous importance in ensuring the financial success of the event, and the assistance of the City of nanaimo is much appreciated.

Yours truly,

A handwritten signature in black ink, appearing to read "Michael Wright".

Michael Wright
Crimson Coast Dance Society



The Crimson Coast Dance Society
CIBC Centre For The Arts Nanaimo
150 Commercial Street, Nanaimo, B.C. V9R 5G6
(250)-716-3230 dance@crimsoncoast.org

CRIMSON COAST DANCE SOCIETY

BODY TALK PROJECT 2009

As planned, the Project comprised three parts:

1. The Body Talk Cru
2. Teen and intergenerational workshops and performance
3. Season travel subsidy for Cru members

The Body Talk Cru is a youth facilitation team focused on event organization, promotion and community outreach through creating the Body Talk Project. The Body Talk Cru was this year formed of four young people between the ages of 12 and 16. Two of the Cru members were from First Nations heritage.

The Body Talk Project is a contemporary dance workshop residency in two parts: one for teens/young adults, one for everyone else. The workshops are open to the community, culminating in a performance by the participants and the facilitators/artists.

The Cru members were recruited from the participants in Body Talk in 2008, and the four members became involved in learning about the presentation of contemporary dance, helping to select the artists/facilitators, marketing, publicity, classes, workshop and performance. They had the opportunity for career exploration in all aspects of dance arts.

The Cru, under the guidance of Crimson Coast Dance Society Artistic Director, Holly Bright, and Cru Facilitator Kxx Citton, directed all the aspects of the Project. The workshop facilitators/artists chosen by the Cru members were Urban Spirits Dance of Edmonton AB. The Cru members were very committed, and the majority regularly attended the weekly after-school meetings to determine the direction of the Project. Word of the Project was disseminated by newspaper ads and articles, Facebook groups and Facebook ads, posters, flyers, word of mouth, and a live radio interview.

The Body Talk Cru attended other Crimson Coast events and hosted an information table at our presentation of Josh Beamish and MOVE: the Company, where they talked to audience members about Body Talk, gave a presentation about the Body Talk Project on stage prior to the performance and attended the post-show dialogue. Each Cru member was provided with complimentary tickets for that event, for themselves and a friend. Three out of the four Cru members had never previously attended a contemporary dance performance.

We had ads and articles in the Nanaimo News Bulletin, and a two-page spread in the May 2009 issue of More Living magazine, a premier lifestyle magazine serving Central Vancouver Island. Body Talk was also featured on the cover along with a full page article in The Mind's Eye, Nanaimo's youth newspaper, distributed to all the high schools in the district. The Body Talk Cru created the artwork for the posters and flyers that were circulated to local businesses and organizations.

The workshops and performance took place over the period of 6 days in May. The Body Talk workshops attracted 45 participants and the Body Talk performance and audience of over 70. The participants attended the entire 5 days of workshops and the majority were eager to display their new dance skills at the performance. The artists were enthusiastic teachers and able to engage all the different ages and abilities to help participants feel successful. The youth organizers on the Body Talk Cru were really engaged and excited to see all their hard work come to fruition. Having families take part in the workshops/performance as well as teens and young adults was really exciting. The audience saw all ages dancing together on stage. The Cru members were very enthusiastic in their attempts to recruit their peers to join them. They were given free access to the workshops and one complimentary ticket each to bring a friend to the performance.

As planned, each Body Talk Cru member will be awarded a modest honorarium in recognition of their commitment to the Project, when Cru meetings wind down at the end of June. Their travel expenses relating to their attendance at the Project will be reimbursed, and they will be offered ongoing opportunities to attend upcoming Crimson Coast Dance Society events with a ticket subsidy.

Overall, the event was a success. In the current financial recession, we found that we were unable to raise the amounts of cash sponsorships which we had hoped for. This resulted in our having to curtail some aspects of the event, to achieve a balanced budget. These included limiting the numbers of Cru members recruited, and having the Cru take over many of the roles which would normally be allocated to a publicist or a graphic designer. However, this also had many positive benefits for the Cru members. We are still learning how to best develop the Project, and Body Talk Project 2010 will incorporate further refinements. One of these is to increase the size of the Body Talk Cru, and this year's Cru members have already identified some of their peer group who are keen to join them next season.

The following comments from both some of the Cru members and participants in the workshops may be of interest:

A mom who danced in the show: "What an amazing experience to get out of my comfort zone and gain self-confidence to get up there. Inspirational!! Makes me want to dance more!!"

From Felicity: "When I was dancing I thought I'd mess up and be nervous, but I didn't mess up and I wasn't nervous."

Workshop participant: "It was neat to see them do breakdancing in real life."

Andrew: "You should do that again because that was amazing. The best dancing I have ever seen in my entire life."

Susan: "Performing was kind of scary and I wish I had prepared more, but overall it was lots of fun."

The Body Talk Project would not have been possible without your financial support. This was acknowledged in all our promotional materials, and we are most grateful for your continued assistance to Crimson Coast Dance Society.

Body Talk Project 2009
Crimson Coast Dance Society / Nanaimo

EXPENSES

Artist Fees	3000
Artist Accommodation	768
Artist Per Diem	490
Artist Travel	841
Project and Cru facilitator fees	2500
Venue Rental Workshop	450
Performance Venue rental	206
Lighting design/ equipment/ operation	500
Crew & tech expense	295
Marketing and advertising	1303
Graphic Design	88
Publicist	60
Office Staff	900
Office expenses, insurance	550
Administration costs	550
Subsistence for Cru	480
Honoraria for Cru	800
Travel for Cru	20
Event ticket subsidies	280
TOTAL	14081

REVENUE

Canadian Heritage	2750
BC Arts Council	2000
City of Nanaimo events grant	3200
Gaming Direct Access	2000
Telus	3000
Performance ticket sales	508
Workshop fees	155
In Kind	200

TOTAL 13813

profit/(loss) -268

Nanaimo Cultural Strategy 2008



Executive Summary

Nanaimo is a dynamic, maturing city which is continually growing and changing. In the 2005 Parks, Recreation and Culture Master Plan, the desire for increased opportunities in recreation, sport and cultural expression and experience was expressed by residents.

As our community's cultural resources grow and mature the positive impact on our city increases dramatically. Cultural organizations, in partnership with the City of Nanaimo, will be instrumental in further developing an aesthetic environment and cultural opportunities. This Nanaimo Cultural Strategy sets community vision and direction for future cultural planning and development.

Cultural planning is vital for realizing the cultural amenities that attract a vibrant workforce to live, work, and play in our community. Nanaimo is moving from a resource-based to an information-based economy and creativity is becoming one of the most sought after commodities. The City of Nanaimo recognizes that what were once "amenities" are now "necessities" and that culture and creativity are an essential part of sustainable municipal planning.

The City's response to these needs has resulted in significant additions to Nanaimo's cultural scene such as:

1. The Nanaimo Cultural Strategy
2. The adoption of the "Art in Public Places Guidelines and Procedures"
3. The creation of an "Arts District" in the downtown core
4. Notable increases in funding to arts organizations
5. Increased cultural activities and new and expanded festivals
6. Significant budget allocation to public art
7. Expanded arts and cultural programming

By meeting these needs and developing programs to support arts and culture within Nanaimo, a strong and vibrant culture will be fostered.

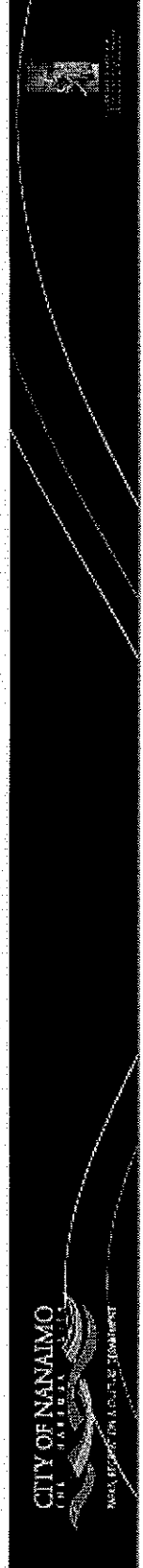


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1.0 BACKGROUND

1.1 Arts and Culture in Nanaimo

Nanaimo is among British Columbia's most livable cities, having a favorable balance of lifestyle, employment and investment opportunities. Its central location on Vancouver Island attracts visitors and residents from cities all over the world, diversifying Nanaimo's cultural heritage.

The growing Nanaimo arts scene has truly come into its own, attracting art lovers and artists alike. Artists choose to live and work in Nanaimo because "it's beautiful and un-crowded, and the lively up-front culture in Nanaimo affords a comfortable setting for expression."

Vancouver Island University adds to the art and culture community, attracting many international students, as well as producing theatre, music, and visual arts events which are shown and performed on and off campus throughout the year.

In downtown Nanaimo, affordable rent and the creation of a designated arts district has enabled artists and musicians to gain a foothold where retail and financial operations might otherwise dominate the space. Here, a wide variety of art galleries and music venues share the street with bookstores, hip cafés, and fine boutiques.

Nanaimo's designation as a Cultural Capital of Canada in 2008 has enabled the City to increase investment in arts and culture, and promote, increase and improve cultural services. The investment will strengthen our economy, improve quality of life for residents and visitors, and enhance community identity and reputation. It gives the City an opportunity to celebrate arts and cultural achievements and build a legacy of cultural development.

1.2 Demographic Trends in Nanaimo

Nanaimo has grown from an industrial resource-based town to a diverse, metropolitan city. The growth of Nanaimo has increased over the past few years, increasing from a population of 70,000 in 1996 to a population of over 78,000 in 2006 (Statistics Canada). Along with this growth is the increase of immigrants to Nanaimo, influencing the cultural atmosphere in Nanaimo. Currently 15 percent of Nanaimo residents have immigrated from outside of Canada bringing their culture, heritage and language with them.

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According to 2006 Census data, 21.8 percent of the population is 65 or older, and another 10,000 residents will be over the age of 65 by 2010. This number may increase as Nanaimo is sought out as an ideal place to retire. Retirees often have more time to support and enjoy arts events that take place within the city. However, the Arts are enjoyed by people of all ages and abilities and it is often through the arts that culture and heritage are shared among family and community members.

As our cultural demographics change, diversity in the arts will increase.

1.3 Benefits of Arts and Culture



There are health, social and economic benefits in developing opportunities and participation in arts and cultural activities. The arts enrich communities in Nanaimo by helping people relate to their neighbours, their history and their environment. Creative art experiences also help to "increase self-esteem, self confidence, and attention span; enhance cognitive and fine motor skills..." (Hereford et al 1998). These skills are beneficial for the enhancing and retaining of cognitive and fine motor skills in young and old. Art also allows people to express and share their cultures and ideas with members of the community.

Arts and Culture is one of the fastest growing economic drivers in British Columbia. Nanaimo's Downtown Arts district is just one example of a neighbourhood brought back to life by galleries and performance spaces. John Naisbitt, author of *Megatrends* states that a vibrant arts community is critical when people decide where to work and live and where corporations decide where to locate (Megatrends and Megatrends 2000, John Naisbitt). This sector stimulates growth in restaurants, retailers and new residents, stabilizing neighborhoods while creating jobs and social awareness.

1.4 Cultural Planning and Development

Cultural Development is widely recognized across Canada and in Nanaimo to be of vital importance to the quality of community life and for its economic and social benefits. Cultural planning and development is an important role local government must play in the growth of our community to ensure that we have a creative and livable city.

Cultural planning and development requires collaboration from all City Departments and partners, in particular:

1. Planning and Development (Plan Nanaimo and the Official Community Plan)
2. The Economic Development Office (Cultural industries, such as film and video, cultural tourism and destination marketing etc. and the Economic Development Strategy)
3. Engineering and Public Works (integrating public art and ensuring an aesthetic City infrastructure)
4. Tourism Nanaimo
5. The Downtown Nanaimo Partnership Society
6. Private Partners

The City also actively seeks input from the cultural sector, business and citizens. All partners need a clear understanding of why public investments are integral to cultural development. The cultural sector provides more than economic prosperity to Nanaimo; it defines who we are as a society and community.

2.0 STRATEGY DEVELOPMENT

2.1 Purpose of the Cultural Strategy

The purpose of the Cultural Strategy is to direct planning for cultural development in Nanaimo. The Cultural Strategy includes a Vision Statement, Policies, Goals, and Strategies for identified key areas of cultural development.

The Cultural Strategy for Nanaimo includes goals and actions to be implemented in the following areas:

1. Administration
2. Investment
3. Art in Public Places
4. Facilities
5. Marketing
6. Cultural Tourism
7. Economic Development
8. Programming/Education



2.2 Process and Methodology

The City of Nanaimo has grown, increasing and diversifying cultural activities and organizations. This growth is driving the need for effective cultural policy, goals and strategies to direct future cultural development.

In the early 1990s the Nanaimo Cultural Committee was formed to advise the Parks, Recreation and Culture (PRC) Commission and City Council on issues regarding arts and cultural development. Since then, the City has been committed to develop common goals and civic strategies for future cultural development in our community. In June 2001, a "Nanaimo Cultural Strategy" was adopted by Council as a guideline for cultural development in Nanaimo. In 2007 a process to update the 2001 Cultural Strategy was implemented by Staff and members of the Cultural Committee in the following 5 phases:

Phase 1—External Research

Best practices and cultural strategies in other municipalities around Canada were researched on the internet and by phone interview. It was found that many Canadian cities have existing Cultural strategies or policies that could serve as a model in Nanaimo.

Phase 2—Strategy Drafting

Staff and members of the Cultural Strategy Review Project Committee used the information obtained from the external research and the previous Cultural Strategy and drafted a revised Cultural Strategy.

Phase 3 – Stakeholder Review

Arts and cultural organizations were given the opportunity to review the draft and provide feedback to the project committee either in written form or at the public open house.

Phase 4—Public Review

A public open house took place on February 21, 2008 at the Oliver Woods Community Centre. Members of the public who attended the event provided feedback to the plan and participated in discussion with the Review Committee. Input was also sought from cultural organizations around Nanaimo which led to further development of the plan.

Phase 5—Report Back and Final Strategy

The final strategy draft was presented to the Cultural Committee in the fall of 2008 with a recommendation that the newly appointed 2009 Parks Recreation and Culture Commission recommend adoption of the strategy to City Council.

3.0 Vision

Nanaimo will be a city that recognizes the integral contribution generated by arts and cultural activities to the City's social and economic progress, as well as the value of artistic and cultural expression and enjoyment by its citizens and will have an ongoing commitment to encourage, support and celebrate an active and successful arts and culture sector within the community.

This vision will:

1. Ensure that Arts and Culture will be widely recognized as a significant contributor to the life and soul of our community.
2. Encourage artists to live, create and sell their work in Nanaimo.
3. Allow Nanaimo citizens and visitors to encounter art in public places as part of their daily experiences in our city.
4. Ensure that a variety of programs, activities, events, festivals, attractions, entertainment, arts and craft products and displays will be available year round for residents and visitors to enjoy.
5. Encourage conferences, conventions, trade shows and other major events to select Nanaimo because of its uniqueness, cultural attractions and its natural beauty.
6. Enable residents of all ages and abilities to explore their individual creativity through a wide variety of arts and cultural opportunities.
7. Ensure that cultural organizations will have excellent facilities and meaningful funding based on identified community needs and long range plans.
8. Ensure that our heritage will be preserved and presented in an engaging and informative manner for residents and visitors to experience and enjoy.
9. Promote Nanaimo as a popular cultural tourism destination.
10. Ensure that Arts and Culture will be a valuable marketing tool for Nanaimo's Economic Development Strategy.
11. Ensure that Nanaimo will have a strong and vibrant culture which evolves with a coordinated and collaborative effort leading to greater popularity as a place to visit, live, work and play.

As our community's cultural resources grow and mature the positive impact on our city increases dramatically. Cultural organizations, in partnership with the City of Nanaimo, will be instrumental in further developing the aesthetic environment and cultural activities.

In the Official Community Plan, it is stated that Nanaimo "will be a city of social and economic opportunity that has a diverse economy and a wide range of social, recreational, cultural and artistic amenities and services". This Cultural Strategy for Nanaimo sets community vision and direction for future cultural planning and development.

4.0 Goals and Implementation Strategies

An implementation plan to achieve the goals of the Nanaimo Cultural Strategy follows.



ADMINISTRATION:

To facilitate cultural awareness and education in the community, staff works through the Parks, Recreation and Culture Commission with the Culture Committee to develop a strong cultural development program in Nanaimo.

Goal	Action	Responsibility	Resources	Timeframe	Measuring Stick
To develop an effective and efficient administrative structure that will foster cultural development	Ensure an effective relationship between Council, the Parks, Recreation and Culture Commission (PRC) and the Cultural Committee.	PRC Commission Cultural Committee	Staff	Ongoing	Communication Support for initiatives
	To maintain a Cultural Committee of the PRC Commission that is comprised of nine members whose mandate is outlined in Appendix 2.	PRC Commission	Staff	Every three years	
To ensure that the Nanaimo Cultural Strategy is implemented and reviewed regularly.	Develop and distribute information regarding the Nanaimo Cultural Strategy and the process for providing feedback and suggestions regarding cultural development to the City.	Staff	PRC Marketing Media	Ongoing	Information out Communication Plan developed
	Carry out a regular review (at least every five years) of Nanaimo's Cultural Strategy, to ensure its effectiveness, efficiency, integration with all City departments and the evolving needs of the community.	Staff Cultural Committee	Community CCN of Canada City Departments	Five years	Plan reviewed
	Develop specific objectives and action plans that will be instrumental in accomplishing the goals of the Nanaimo Cultural Strategy.	Staff Cultural Committee	Arts and Culture Organizations City Departments	Ongoing	Plan fully implemented
To move towards the creation of a "Cultural Division" of the Parks, Recreation and Culture Department	Actively promote partnerships with community and business groups in the development of cultural programs and services.	Manager of Recreation and Culture Culture Coordinator PRC Director Senior Manager, Recreation and Culture	Chamber of Commerce Economic Development	Ongoing	Two new partnerships per year

INVESTMENT:

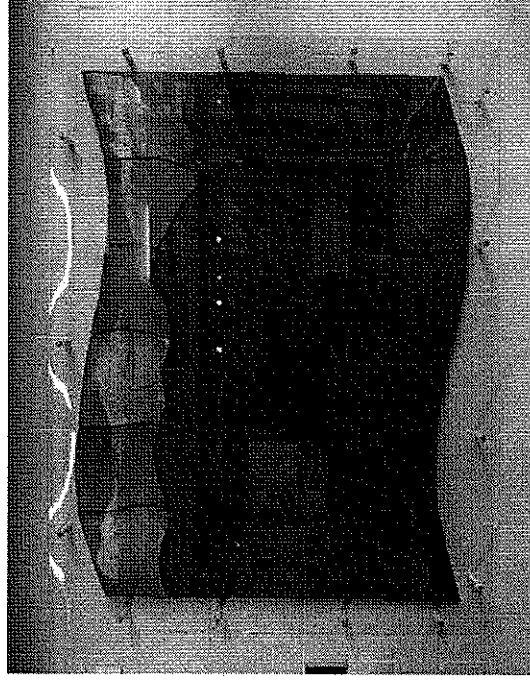
There are practical examples of success in Nanaimo and other communities as well as academic research (e.g. Dr. Richard Florida "The Rise of the Creative Class") that have convinced municipalities that it pays to invest in arts and cultural development and make it an essential part of its core business. Investing in arts and culture will strengthen our economic base, improve quality of life for residents and visitors and enhance community identity and reputation.

Goal	Action	Responsibility	Resources	Timeframe	Measuring Stick
To stimulate cultural and economic growth through increased investment	Identify cultural planning and development priorities to facilitate the growth and economic impact of arts and culture in Nanaimo.	PRC Staff Economic Development	Economic Development Community Arts and Culture Organizations	Annually	Priorities developed
	Provide, through municipal operating grants to cultural groups, the annual financial investment of two dollars per capita (based on Provincial statistics). This investment is to facilitate funding from other government and private sources which in turn provides net financial benefit to the community. All grants outlined in Appendix 3.	City Council PRC Commission Cultural Committee	Operating Budgets	Annually	Dollars in Budget
	Provide annual funding to assist groups in the production and growth of arts and cultural events.	City Council PRC Commission Cultural Committee	Operating Budgets	Annually	Dollars in Budget
	Refer all applications for cultural operating and event funding to the Cultural Committee of the PRC Commission for recommendations to the PRC Commission and Council for the distribution of municipal grants.	Cultural Committee Staff	Grant Guidelines Staff	Annually	Grants continue to be awarded.
	Encourage good financial management and accountability within cultural organizations and maximize a variety of revenue sources including grants, donations, sponsorships and earned revenue.	Cultural Committee Staff	Finance Department Chamber of Commerce Volunteer Nanaimo	Ongoing	
	Facilitate the financial support from other levels of government, foundations and corporate donors.	Cultural Committee Staff	Finance Department	Annually	Receive grants annually

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	Increase funding levels when appropriate, to ensure that the goals of this strategy are being realized and make recommendations to the PRC Commission in that regard.	City Council PRC Commission Cultural Committee Staff		Annual Review	
	Review extraordinary funding requests and make recommendations to Council through the PRC Commission.	Cultural Committee Staff		As needed	



ART IN PUBLIC PLACES:

For the purposes of the Nanaimo Cultural Strategy, public art is defined as: two and three-dimensional work such as sculptures, murals, paintings, installation, environmental and infrastructure art.

Goal	Action	Responsibility	Resources	Timeframe	Measuring Stick
To make Nanaimo a place where citizens and visitors will encounter various forms of visual arts as part of their daily experience	Strive to integrate public art into city infrastructure where feasible and consult the Cultural Committee regarding all projects where it would be appropriate to include art in public places.	Staff	Public Works Development Service	Ongoing	Art incorporated
	Develop the Community Plan for Public Art as part of the Culture Capital of Canada legacy.	Staff	Community	2009	Plan adopted by Council
	Follow the City of Nanaimo's Community Plan for Public Art.	Staff		Ongoing	Plan followed
	Use art to enhance public spaces and plazas as active and attractive, people-friendly places.	Staff		Ongoing	
	Review and revise the Community Plan for Public Art document (in consultation with artists, other city departments and the cultural sector) at least every three years.	Staff	Artists Community	Every three years	
To administer a Public Art Reserve Fund for the purpose of purchasing and/or commissioning and staging public art	Maintain a "public art reserve fund" to be used to purchase and/or commission, maintain, document and catalogue works of public art for display in municipal and/or public places.	City Council PRC Commission Staff		Ongoing	
	Policy A minimum of \$100,000 will be added to the Public Art Reserve Fund on an annual basis from the Parks, Recreation and Culture Budget.				
To encourage public art in appropriate private developments within the City	Encourage private contributions to public art.	Development Services PRC Staff			

FACILITIES: Arts and cultural facilities (including redeveloping old buildings for new creative uses) bring economic prosperity and revitalization to neighborhoods and in particular the downtown core.

Arts and cultural facilities (including redeveloping old buildings for new creative uses) bring economic prosperity and revitalization to neighborhoods and in particular the downtown core.

Goal	Action	Responsibility	Resources	Timeframe	Measuring Stick
To ensure that excellent facilities are available for the creation, preservation and presentation of arts and culture within the City.	Conduct a cultural facilities needs assessment every three to five years.	Staff	CCNC	3-5 years	Assessment completed
	Create and maintain a Cultural Facilities Development Plan to be integrated into the Parks, Recreation and Culture Department Five Year Capital Plan.	Staff	Consultant	2010	Plan completed
	Maintain and keep current a Cultural Facilities Resources Inventory.	Staff	IT	ongoing	Inventory up to date
	Continue to facilitate the growth of the downtown "Cultural District". This will be accomplished by locating new facilities, or re-developing facilities suited for cultural purposes.	Staff Downtown Businesses Centre for Arts, Nanaimo			
	Explore innovative solutions to accommodate building uses that include the arts and artists.	Staff Development Services			
To encourage live / work spaces for artists in the city with an emphasis on the downtown core.	Be proactive in taking advantage of acquiring cultural spaces that may become available.	City Staff Downtown Businesses Centre for Arts, Nanaimo			
	Actively encourage property owners and developers to include artist live / work spaces in the Downtown core.	Staff Economic Development			
	Develop partnerships with the private and non-profit sectors and with other levels of government to develop artist live / work spaces.	Staff			

MARKETING:

The City and the cultural sector will work collaboratively to develop a coordinated marketing strategy that will ensure the best exposure possible for cultural programs and services in our community.

Goal	Action	Responsibility	Resources	Timeframe	Measuring Stick
To develop coordinated marketing strategies that will increase exposure for cultural organizations, programs and services	Assist local cultural organizations in developing collaborative strategies to increase marketing efficiencies, audience awareness and participation in cultural activities.	Staff Cultural Committee	PRC Marketing Media	Ongoing	
	Maintain a Cultural Resources Inventory and Information Service. This will be updated regularly with information on all cultural organizations and facilities available online and in printed form.	Staff	Arts and Cultural Organizations	Complete 2009 Ongoing	List online and up to date
	Maintain a current "Community Media Guide" online and in print form.	Staff	PRC Marketing	Ongoing	List online and up to date
	Work cooperatively with relevant organizations to maintain a comprehensive arts and cultural calendar of events.	Staff	Harbour Living Tourism Nanaimo	Ongoing	
	Encourage all cultural groups to promote their programs and services through ads in the Parks, Recreation and Culture "Leisure Guide".	Staff	PRC Marketing	Ongoing	Increased use of Leisure Guide
	Maintain an annual Cultural Awards program (see Appendix 4).	Staff Cultural Committee		Annually	Award given out annually

CULTURAL TOURISM:

Tourism based around arts and cultural events, festivals, museums, art galleries and heritage attractions has a profound economic impact on the community.

Goal	Action	Responsibility	Resources	Timeframe	Measuring Stick
To develop Nanaimo as a cultural tourism destination.	Develop a coordinated marketing strategy for increased tourism potential through community partnerships between City Departments, arts and cultural groups, business and Tourism Nanaimo.	Staff Economic Development Tourism Nanaimo	Downtown Businesses Chamber of Commerce Media		
To encourage arts and cultural organizations to plan events and festivals by removing barriers and providing financial investment and other support.	Maintain an Arts and Cultural Event Fund (\$26,000 in 2009) to assist groups in planning and running of events and to provide seed money for new events. The amount of this fund should be reviewed annually with recommendations for increases based on needs.	Staff PRC Commission		Annual	Funding reviewed annually and increase by 2010
	Maintain a Festivals Fund separate from a Tournament Fund to assist groups in planning and running of arts and cultural festivals. The amount of this fund should be reviewed annually with recommendations based on needs.	Staff PRC Commission		2010	Funding split
	Provide support by the way of logistics, equipment (Community Event Equipment Loan / Rental Program), administration, and information support to event and festival organizers (The City and Tourism Nanaimo).	Staff Tourism Nanaimo		Ongoing	
	Update and maintain a "Community Events Resource Manual" online and in print form.	Staff		2009	Manual up to date

ECONOMIC DEVELOPMENT:

"Cities will attract new business and investment, and see job growth if 'creativity' is a component of economic and strategic plans. Creativity is the engine of the new economy" (Creative City News, Special Edition # 1).

"Cultural industries create job growth, turn ordinary cities into 'destination cities,' create interconnections between arts and business, revitalize urban areas, attract skilled workers and create spin-off businesses." (Creative City Network of Canada, 2005; Culture as an Economic Engine, Making the Case for Culture).

Goal	Action	Responsibility	Resources	Timeframe	Measuring Stick
To develop a process that educates the community and funders as to the value of arts and culture as a driver for the City's economic prosperity.	Recognize and measure the economic impact of investing in cultural planning and development in the City of Nanaimo by conducting an economic impact study.	Staff	Development Services Chamber of Commerce Economic Development	2010	Study complete
	Foster closer ties between local business and the arts in order to generate profitable arts and cultural industries and beneficial partnerships.	Staff Economic Development Chamber of Commerce		Ongoing	
	Promote the benefits of investing in arts and culture through the City's website, workshops, forums, and press releases.	Staff	PRC Marketing Media IT	Ongoing	
To include cultural facilities, cultural spaces, arts and cultural programming and public art in neighborhood and downtown revitalization strategies	Include arts, culture and heritage in Nanaimo's planning (The Official Community Plan) and economic strategies.	Staff Development Services Economic Development	EDG	Ongoing	

PROGRAMMING / EDUCATION:

To promote and develop opportunities for all Nanaimo residents and visitors to become involved in a wide range of cultural programs, courses, activities and special events.

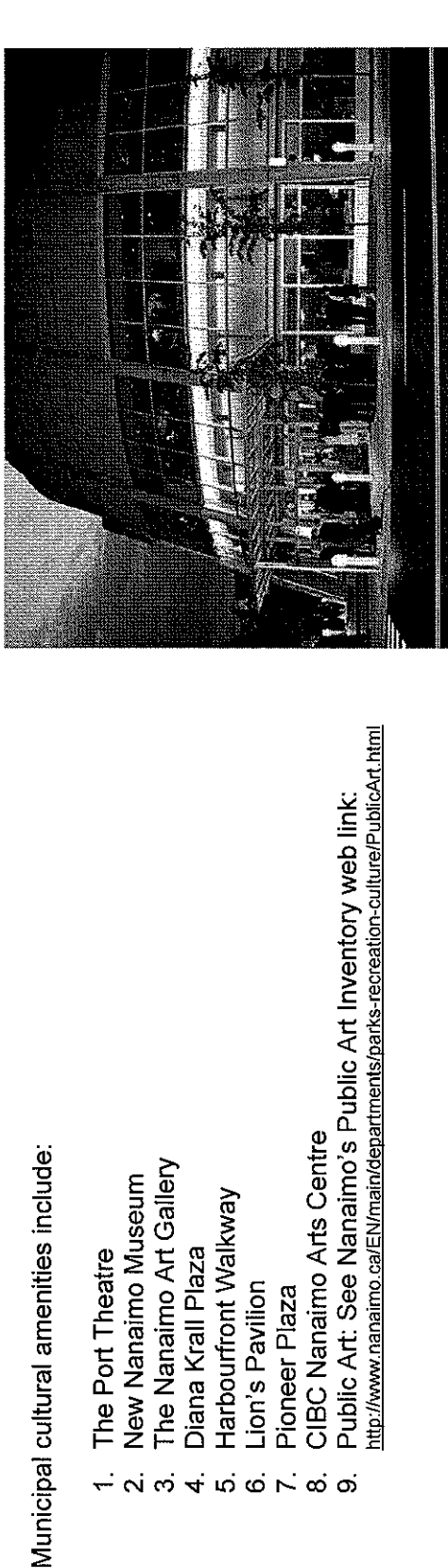
Goal	Action	Responsibility	Resources	Timeframe	Measuring Stick
To promote and develop opportunities for all Nanaimo residents and visitors to become involved in a wide range of cultural programs, courses, activities and special events.	Co-ordinate the provision of educational and recreational cultural programs and activities to ensure that a full range of opportunities are reasonably available at all stages of a person's life, regardless of socio-economic status, in accordance with community needs and initiatives.	Arts and Culture Coordinator		Ongoing	
	Maintain a staff position (Arts and Cultural Coordinator reporting to the Manager of Arts and Culture Development) responsible for arts and cultural programming/community development and liaising with arts and cultural groups.	Manager Recreation and Culture		Ongoing	
	Develop community arts programs (arts, crafts, dance, music, theatre) that engage youth, build self esteem, facilitate learning and leadership development opportunities, and provide positive use of leisure time for youth.	PRC Department Staff		Ongoing	
	Encourage and support new and established festivals that promote the celebration of civic identity and pride and the awareness of cultural diversity.	Staff		Ongoing	
To promote awareness about the benefits derived from a vibrant arts and culture aspect to the community	Affirm the importance of the provision of art and cultural programming and education at all levels.	Staff	PRC Marketing Media	Ongoing	
	Inform and educate the community about the benefits of participation in the arts (including recreational arts).	Staff	PRC Marketing Media	Ongoing	

5.0 Future

Nanaimo's current ability and interest in facilitating art and cultural events has increased over the past few years. The city has several new facilities with a focus on arts and or culture, and several events take place around Nanaimo each year highlighting the diversity of arts and culture within Nanaimo.

Municipal cultural amenities include:

- 
1. The Port Theatre
 2. New Nanaimo Museum
 3. The Nanaimo Art Gallery
 4. Diana Krall Plaza
 5. Harbourfront Walkway
 6. Lion's Pavilion
 7. Pioneer Plaza
 8. CIBC Nanaimo Arts Centre
 9. Public Art: See Nanaimo's Public Art Inventory web link:
<http://www.nanaimo.ca/EN/main/departments/parks-recreation-culture/PublicArt.html>



The City collaborates with businesses, neighborhoods and various organizations, cultural and otherwise, to develop the cultural component of major events. Many of these events are listed through the Tourism Nanaimo website <http://www.tourismnanaimo.com/calendar/>

With the completion of the Cultural Strategy, Nanaimo's community will grow in appreciation, participation, and encouragement for art and cultural events allowing Nanaimo to celebrate its multicultural, multitalented community.

As the implementation of the plan moves forward, it will be important to measure the short-term and long-term effectiveness and progress on the elements adopted in Nanaimo's Cultural Strategy Plan. Two reviews should be created to monitor the development on the plan- a five and a 10-year review of the Cultural Strategy.

Definitions

Definitions

The following terms are defined for the purposes of this document

CULTURE (CULTURAL):

Culture is the artistic, intellectual and spiritual characteristics that reflect the heritage of our community.

ART:

Art, in its broadest meaning, is the expression of creativity or imagination, and is a reflection of our society.

Art stimulates an individual's thoughts, emotions, beliefs or ideas. (e.g. Fine or applied art, music, drama, literature and dance).

RECREATIONAL ART:

Recreational art is any creative endeavour that people participate in for lifelong learning, social networking and leisure, and not for financial gain.

PUBLIC ART:

Public art is art such as sculptures, murals, paintings, installation, environmental and infrastructure art that is encountered by the public free of charge

INSTALLATION ART:

Installation art uses sculptural materials and other media (sound/performance / computers/ fabric etc) to modify the way we experience a particular space. Installation art can be site specific and not necessarily confined to gallery spaces nor is it time restrictive.

CULTURAL POLICY OR POLICY STATEMENTS:

Cultural Policy is a statement that defines the course and methods of action selected to guide and determine present and future decisions or practices regarding cultural development in Nanaimo.

CULTURAL DISTRICT:

For the purpose of this document "The Nanaimo Cultural District" includes the "Arts District", the "Old City Quarter", the Harbourfront Walkway, and the areas encompassing the "Downtown Heritage Walk".

GOALS:

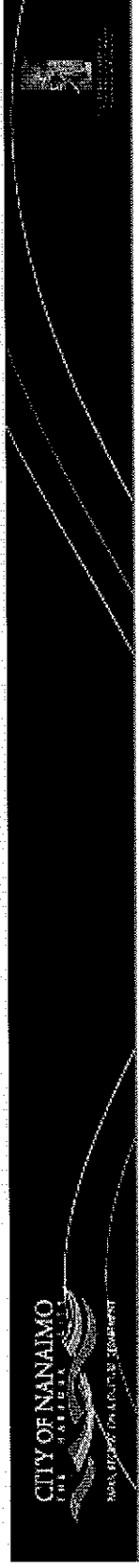
Goals are statements of what the City wants to achieve regarding cultural development. Goals precede strategies.

STRATEGIES:

Strategies are actions or means to be used to attain goals.

OBJECTIVES:

Objectives are specific tasks or projects intended to be accomplished by a specified date. Objectives must be measurable and are used to implement strategies and accomplish goals.



Appendix 2 Culture Committee Roles and Responsibilities

Parks Recreation and Culture Cultural Committee Structure and Roles

The Cultural Committee is a Committee of the Parks, Recreation and Culture Commission (PRCC) comprised of nine members as follows:

- Three members appointed from the PRC Commission, and
- Six members-at-large selected and recommended from applications submitted to the PRC Commission.

The Cultural Committee is responsible for coordinating the City's Arts and Culture Initiatives by:

- Overseeing the implementation of cultural strategy and conducting regular cultural strategy reviews (every three years).
- Advising the Commission and Council on cultural issues.
- Reviewing all applications for funding and making recommendations to the PRCC, based on criteria and guidelines established regarding the distribution of cultural operating grants and arts and cultural event grants (see Investment Section).
- Investigating all sources of funds available to the City of Nanaimo for the purpose of supporting arts and cultural organizations and cultural planning, development and infrastructure initiatives.
- Developing new cultural initiatives for Nanaimo's cultural development in close cooperation with all City Departments, Nanaimo's cultural groups, businesses, School District 68, Post Secondary Institutions and Tourism Nanaimo.
- Developing and maintaining a current awareness of artistic and economic trends, opportunities and status regarding Arts and Culture both locally and in other municipalities, and recommending initiatives which could be of value to Nanaimo economically, socially and aesthetically.
- Ensuring a close cooperation, more formal networking and sharing of resources among all Nanaimo Cultural groups in pursuing the aims and objectives of this strategy.
- Promoting public awareness of cultural organizations and cultural activities in our community, and maintaining an annual cultural awards program.
- Identifying gaps or overlaps in City support programs that relate to arts and culture.
- Maintaining an ongoing liaison with Federal, Provincial and Regional agencies relating to arts and culture including groups such as The BC Arts Council, Canadian Heritage and the Creative City Network.
- Coordinates commissioning of works of art for display in municipal public spaces and buildings.
- Helping cultural organizations and individual artists to become strong and effective.
- Sponsoring annual educational opportunities for arts and cultural organizations.

Appendix 3 Cultural Grants

Arts and Cultural Events

Grant Guidelines

General Information.

Many cities across North America are including arts and cultural events to attract both residents and visitors. Groups can access these funds for the purpose of putting on events that will encourage residents and visitors to participate in Nanaimo events and promote and showcase community arts and cultural talent.

The City of Nanaimo works with community groups to attract visitors to our City. Tourism is a major economic generator for Nanaimo.

Nanaimo Parks, Recreation and Culture had a budget of \$26,010 for 2008 grants to assist groups hosting arts and cultural events. Our objective is to assist as many groups as possible.

Application Timeline.

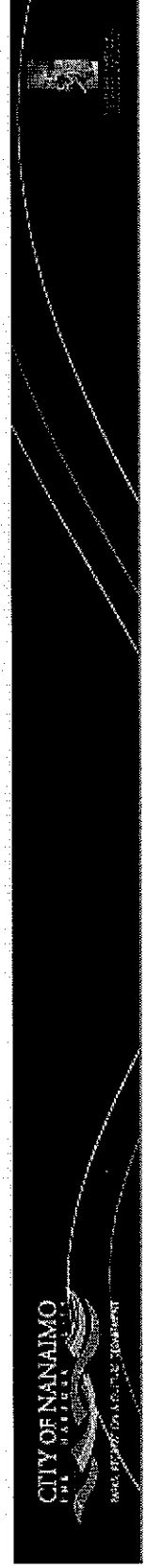
Applications for the following year must be received by November 1st of the current year.

Applicants will receive written notification of Council's decision within 90 days of the application deadline date. Applications received following the submission deadline will be considered in the next evaluation review. In exceptional or unforeseen circumstances, the Cultural Committee will determine if late requests warrant special consideration.

Applications after this date will only be considered if there are unused funds.

Application Criteria.

- The event will have a good potential for attracting both residents and visitors to participate in Nanaimo events and will promote Nanaimo as an arts and cultural centre.
- The event must showcase local arts and cultural talent.



- The event should demonstrate a good potential for an economic impact on Nanaimo.
- Preference will be given to activities or events that will be ongoing and have potential as a good long-term investment for the City (i.e. - a yearly cultural event that has good potential for growth).
- This grant is designed specifically to assist arts and cultural events that utilize services and facilities within the City of Nanaimo.
- The applicant must adhere to sound standards of corporate governance.

Organizations will not be eligible for funding if they have received other funding assistance through the City of Nanaimo for this event.

Who Can Apply?

1. Generally, organizations requesting funding will be established non-profit organizations with experience in organizing events and managing funds. Groups or individuals that do not fit these criteria have an opportunity to receive funding at the discretion of the Cultural Committee.
2. Applicants must be able to demonstrate a broad community participation or significant potential audience.
3. Applications will be considered on the following criteria:
 - Evidence of benefit to the community.
 - Evidence of financial need by the sponsoring organization.
 - Demonstration of community support for the arts and cultural event as measured by volunteer participation, membership, and/or audience participation.
 - Evidence of competent management and fiscal responsibility (i.e. proven track record, business and marketing plan, sound financial controls and performance).
 - Secured commitment from other funding sources.
 - Potential financial impact (i.e. jobs created, spending, number of visitor days created and how this information might be tracked).
 - Public recognition of the municipal contribution.
 - Level of event profile and media exposure.
 - Funding for capital expenditures will not be considered.

How Funds are Distributed.

- Any unallocated grants in a given year will be carried over to the next budget year.

Review Process.

The Cultural Committee screens applications and makes recommendations to the Parks, Recreation and Culture Commission which then makes recommendations to City Council for the distribution of funds.

What Do Organizations Need to do to Apply for Funds?

- Organizations need to complete an application form.
- For an application to be considered, it cannot be longer than 10 pages in length, including the application form.
- All pages must be single sided with a font size of at least 10.
- The application will be photocopied for the committee members.

Appeals.

Statement of Purpose: The mandate of the Grants Advisory Committee is to review appeals for process issues only. That is, to determine whether the original Advisory Committee had all the correct information and used the appropriate criteria to make their recommendation. **The Grants Advisory Committee will not revisit actual decisions, i.e. amount of grant.**

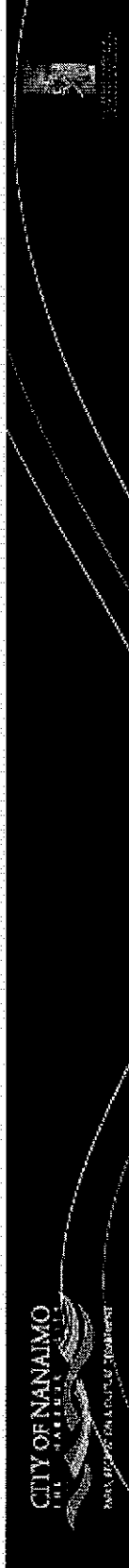
Criteria for Allowing an Appeal:

- Was the original advisory committee's decision based on the application not meeting certain criteria or submitting incomplete or incorrect information? Did the advisory committee misinterpret some of the information submitted?
- Did the original committee notify the applicant of its recommendations two weeks before it was sent to the next level (either to Council or to the Parks, Recreation and Culture Commission), thereby giving the applicant time to respond?
- Does the applicant believe that the recommendation was based on incorrect or incomplete information? Does the applicant believe its information was misinterpreted?
- Did the original advisory committee determine the application should be reconsidered based on this new/different information?

Cultural Operating Grant Grant Guidelines

General Information

1. These grants are only open to arts and cultural organizations registered as non-profit societies in British Columbia in good standing with the registrar and based in Nanaimo.
2. Grants are intended for arts and cultural organizations, not for religious, sports, or social service groups; nor for groups whose primary purpose is to educate through course work, and/or training, as distinct from those that educate through community outreach and programming.
3. Only activities related to arts and culture are eligible – these activities must have a high standard of artistic quality, be open to the public and publicized city-wide. The following activities are not eligible: club or community centre programs, conferences, tours, or any form of staff training. Grant funds may not be applied to scholarships or bursaries, capital expenses, nor to reduce or eliminate existing accumulated deficits.
4. Grants are given to defray a portion of the expenses of organizations that also receive revenue from other sources (ticket or membership sales, donations from private sector, and support from foundations and other levels of government.) The applicant must have completed at least one full year of operation, provide an audited or independently prepared financial statement for the organization's most recently completed fiscal year and firm program proposals and budget forecast for the following year.
5. New and Emerging Organizations who have applied but are not yet registered as a non-profit organization or who have not completed one full year of operation must produce letters of support or demonstrated community interest.
6. Organizations applying for funding of \$15,000 or greater and/or three-year operating funding must include a three-year program plan and three-year proposed budget, including detail of anticipated funding from Canada Council, BC Arts Council and other funding sources.
7. Grants are to be applied to annual operating expenses and will not be given to assist with a specific event or festival. (Event and festival funding is available through the Arts and Cultural Events Fund)



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8. To be considered for a grant, an organization must complete the application form and provide all documents requested.
9. The applicant must adhere to sound standards of corporate governance.
10. The organization must acknowledge the contribution from the City of Nanaimo in any brochures or pamphlets.

Please note: The term of a Cultural Fund Grant is 12 months, and only one application per category per year will be accepted. **Not all organizations meeting the above criteria will automatically receive a grant.**

Three-Year Operating Funding.

Three-Year Operating Funding is available to established not-for-profit professional arts organizations that have been in existence for at least four (4) years. In order to be eligible, applicants must have received at least one annual grant through the City of Nanaimo's Cultural Funding Program. The organization must have an arts mandate, be recognized for excellence in their artistic discipline, provide annual programming to the community, demonstrate long-range financial stability and be able to articulate long-term artistic visioning and planning.

Definition of Professional Organization: Those organizations that employ professional artists and pay industry standard artist fees and that have paid competent artistic and administrative leadership.

Evaluation Guidelines.

In addition to demonstrated financial need, the following considerations are used to assess requests for grants:

1. **Quality of Programs:** This includes artistic achievement, unique contribution to the city's cultural life, innovation, and in the case of new organizations, potential for development. Qualifying organizations will be recognized for the highest level of artistic quality in their presentations and programs.
2. **Organizational Competence:** Benchmarks include general administrative competence, a functional board, clear mandate and policies, strategic planning, good personnel management, artist remuneration appropriate to the art-form and fundraising effectiveness.



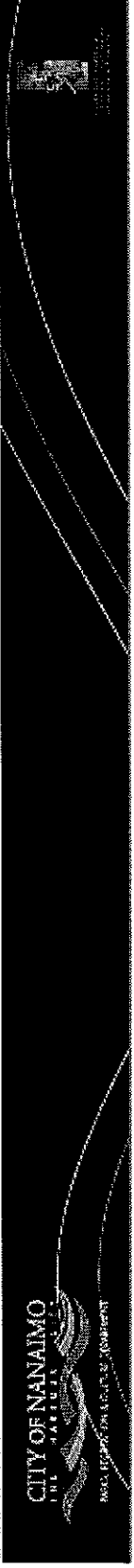
3. **Financial Management:** Accountability, financial track record, current financial status, and ability to secure revenue from sources other than the City are evaluated.
4. **Community Relevance:** In addition to an assessment of general community access and levels of participation, consideration is given to cooperation with other artists, arts organizations, and community agencies: responsiveness to cultural diversity; involvement with priority groups and neighborhoods.
5. **Economic Impact:** Benefits to the community's economy through employment, rentals, purchases and sales stimulated by your organization's activity/project will be considered. Please ensure to provide specific details including ticket sales, out of town attendees, funds spent locally for employment, supplies and venue rentals.
6. **Audience Development:** Applicants' initiatives in marketing and promotion, school and community outreach, and strategic programming are considered. Please highlight the achievements of last year's programs.
7. **Accountability:** Organizations successful in obtaining a City grant for the preceding year will be asked to complete a final report on the previous year's activity or project and to enclose it with the current application. Please use the grant eligibility and evaluation guidelines when completing your report. Applicants will not be considered for any future grant request until this report has been submitted.

Adjudication process.

The Cultural Committee screens applications according to eligibility and makes recommendations to the Parks, Recreation and Culture Commission which then makes recommendations to City Council for the distribution of grants from the City of Nanaimo Cultural Fund. Council decisions are final.

Appeals.

Statement of Purpose: The mandate of the Grants Advisory Committee is to review appeals for process issues only. That is, to determine whether the original Advisory Committee had all the correct information and used the appropriate criteria to make their recommendation. **The Grants Advisory Committee will not revisit the actual decisions, i.e. amount granted.**



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Criteria for Allowing an Appeal:

- Was the original advisory committee's decision based on the application not meeting certain criteria or submitting incomplete or incorrect information? Did the advisory committee misinterpret some of the information submitted?
- Did the original committee notify the applicant of its recommendations two weeks before it was sent to the next level (either to Council or to the Parks, Recreation and Culture Commission), thereby giving the applicant time to respond?
- Does the applicant believe that the recommendation was based on incorrect or incomplete information? Does the applicant believe its information was misinterpreted?
- Did the original advisory committee determine the application should be reconsidered based on this new/different information?

- Was the original advisory committee's decision based on the application not meeting certain criteria or submitting incomplete or incorrect information? Did the advisory committee misinterpret some of the information submitted?
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- Did the original advisory committee determine the application should be reconsidered based on this new/different information?

Appendix 4

Cultural Awards

The Nanaimo Cultural Committee invites organizations to nominate either an organization or an individual for the "Excellence in Culture" or the "Honour in Culture" Awards. This is our arts and culture community's chance to pay recognition to people and groups that have made a significant contribution to Nanaimo's cultural sector. The awards offer an opportunity to honor an organization or individual who have achieved regional and/or national recognition in the field of arts and culture, or an organization or individual who have been extremely dedicated and supportive of the development of the cultural fabric which identifies this City.

The "Excellence in Culture" Award is to be given to an individual or group for outstanding achievement in a cultural or arts field (e.g. a local artist with national or international recognition). The recipient of this award would be well recognized as a "Nanaimo Artist", having demonstrated excellence in their field, and as being a significant inspiration to others. Previous recipients of this prestigious award have been music teacher Brian Stovel; the award winning Nanaimo Concert Band; internationally acclaimed jazz pianist / singer Diana Krall, author / historian Lynne Bowen, Jazz trumpet player Ingrid Jensen, Vancouver Island Symphony Conductor Marlin Wolfe, visual artist Sandra Good, the Kirkwood Academy of the Performing Arts; internationally acclaimed singer / performer Joelle Rabu and the Vancouver Island Children's Festival.

The "Honour in Culture" Award is awarded to an individual, group or corporation for outstanding service, dedication or support to the development of arts and culture in our City. Previous recipients of this prestigious award have been arts administrator / volunteer Joyce Horner, theatre supporter Gordon Kirby, arts in the schools proponent and community theatre supporters Alastair and Isabel Hight, performing arts supporter Roger Desprez; literary arts supporter Thora Howell, the Nanaimo Theatre Group; the Upper Island Music Festival; the Coastal Community Credit Union and the Arts Alive Summer School of the Fine Arts.

The Cultural Committee reviews nominations for both awards with recommendations to the Parks, Recreation and Culture Commission for their endorsement. The awards will be presented by City Council, in the form of a framed photograph of the recipient that will be displayed in the Margaret Strongitharm Gallery at the Port Theatre. The Nanaimo Cultural Committee gratefully acknowledges the generous donation of professional photographic services by local photographer Gary Peters.

Appendix 5 Open House Responses

Open House Responses

A Cultural Strategy for Nanaimo - Feedback from Arts and Cultural Organizations

OVERALL

1. Develop Index.
2. Needs consistent headings, numbering, etc.
3. Put "City of Nanaimo Community Vision", "A Community Vision for Nanaimo's Cultural Development" and "City of Nanaimo Cultural Policy Statement" first in the current document.
4. Bold venture – hopes that it will come into being with funds to support it.
5. With growth in retired population, the ground is fertile with people to enjoy the arts.
6. Well laid out in explaining the various aspects of the program.
7. What are cultural policies for City of Nanaimo? Why are there not more policies?
8. Doesn't like first sentence "In the early 90s Nanaimo began a process of cultural development." Process of cultural development began long before the City got involved.
9. Only pressing need is year-round, long-term, planning calendar of events to alert groups to potential conflicts to collaborate with each other's events.
10. Who is responsible for goals/strategies?
11. Identify who is assigned and who measures each strategy.
12. Public relations needed to ensure buy-in from key organizations.
13. Private/public partnerships – develop specific tasks/outputs to achieve this.
14. 3-year operating grants – kudos!
15. "Creative Class" recognition would be good. Boston has "business incubators" that include dance companies, graphic designers, theatre groups, game designers, marketers, etc. The synergy of these groups is excellent and has created new economic drivers.
16. Art Gallery not listed in first section as being integral part of enhancing the cultural environment in Nanaimo.
17. Nanaimo needs civic public art gallery to bring all galleries responsibilities under one roof.
18. A strong civic art gallery needs to be a priority in strategy discussions as key building block in Nanaimo's cultural infrastructure.
19. Since TheatreOne cancelled half their season, what will happen to their operating grant?

INTRODUCTION AND TERMS OF REFERENCE

1. Line 3 – "The City has been committed....." How are they presently showing commitment beyond funding this Committee?
2. Paragraph 2, line 5 – "requires that the City be committed....." Absolutely! Hasn't happened yet – go to page 5 – Cultural Policy Statement. This suggests that the City of Nanaimo has a Cultural Policy Statement....???

GOALS, STRATEGIES, POLICIES

1. Not all goals have policies or strategies attached.
2. Difficult to isolate policies from action plans or strategies.
3. Clearer concept and definition of terminology required in area of culture per capita (\$2).

RELATIVITY OF DRAFT CONTENT

1. Parks, Recreation and Culture five-year/ten-year plan.
2. Expansion of title to Manager of Recreation and Culture.
3. Increased profile of Cultural Committee as committee of Parks, Recreation and Culture Commission.
4. Coming into force of the Community Charter.
5. City Bylaw 2007 No. 7060 relating to Sec. 124 of Community Charter.
6. Development of plan for Public Art under Cultural Capitals of Canada committee.

QUESTIONS RE: WORDING

1. Appendix A, definitions need to be reviewed – specifically definitions for Art and Culture.

REMOVAL OF SPECIFICS FROM DRAFT

1. Don't include specific dollar amounts in general strategy – put details in supporting documents.
2. Leave mandate of Cultural Committee out of strategy. It should be sufficient to outline the establishment of the Cultural Committee as reporting to the PRC Commission with involvement of the Committee to items related to the general subject indicated by the name of the Committee (as is done for the Parks and Recreation Committees of the PRC Commission), and as per City of Nanaimo by-law 2007 No. 7060, Sec. 39.1. (a).

CITY OF NANAIMO
THE HARBOR
A PLACE TO LIVE AND GROW

MAYOR'S OFFICE DEPARTMENT

NANAIMO CITY
COUNCIL
OFFICE

- [illegible]

[illegible]

- [illegible]

[illegible]

- [illegible]

INVESTMENT

1. \$2 per capita very low for support for operating grants. This should be reviewed regularly and pressure applied at political level to achieve reasonable increases.
2. Oliver Woods looks good, too bad floor is rubber – can't dance on it. Double gym not suitable for dancing. Which purposes were considered for this "multi-purpose" facility?

GUIDELINES FOR MUNICIPAL CULTURAL OPERATING GRANTS

1. Be careful not to sacrifice arts for financial gain.
2. New movements in cultural field often not understood or popular at first. They may not get much return at first. Don't want to stymie new development.
3. Para 2 – This effectively eliminates professional arts organizations (not for profit) that have not applied for or received an annual grant from the City's cultural funding program i.e. Nanaimo Chapter, Federation of Canadian Artists – has been in existence in Nanaimo for over 30 years – meets all other criteria.

ART IN PUBLIC PLACES

1. Consider staff of Nanaimo Art Gallery as a resource for Art in Public Places.
2. Initiative is laudable and should really be encouraged strongly.

FACILITIES

1. Excellent start.
2. To encourage development of downtown arts core business tax incentives or rebates could reduce risk.
3. Create arts centre to house artists' studios/sales space with small theatre, art gallery, coffee house, etc. examples of "cultural hubs" on Creative City's website.
4. Create civic public art gallery.
5. Many new facilities for sports, but nothing for culture.
6. Need focus on dance floor – hardwood, sprung if possible – accessible at affordable rate.

7. City should be proactive in acquiring cultural space available e.g. former dance hall with sprung floor that has not been accessible for decades that is now available.
8. No mention of arts and cultural facilities outside of the downtown core.
9. Only one purpose built cultural facility in Nanaimo.
10. Lacking small performance space, rehearsal facilities, Art Gallery, ballroom dance facility (for less than \$300 per night).
11. Of utmost importance!

MARKETING

1. Important to work with cultural sector to collaboratively develop coordinated marketing strategy for arts and cultural activities.
2. Strategy 4 – Isn't this already being done very efficiently by HarbourLiving.ca? Why duplicate their effort?
3. Strategy 6 – Who will decide on awards? Will there be any public input? For cultural awards to have any credibility, or value, the process will have to be transparent and fair.

CULTURAL TOURISM

1. Proposal for financial and other support is good. Kamloops uses formula per head for funding and pays in advance of event.
2. A new civic art gallery – "The building itself should be of interest, and should be placed in an attractive setting in the heart of the city. By offering traveling exhibitions of interest, an opportunity to see the permanent collection, and the work of local and regional artists, we believe it will become a destination point for visitors to the city."
3. Include dance events in Nanaimo in plan as example of why people come to Nanaimo.
4. Difficult for Nanaimo Ballroom Dance Society to obtain information on requests(?) to facilitate tours to Nanaimo.
5. Include Newcastle (Pavilion) as part of cultural strategy.
6. Incorporate "international" into culture in Nanaimo.
7. Sister cities can be developed for cultural and business ties.
8. International biennial (??) that welcome sister city culture participation enhance both culture and tourism.

ECONOMIC DEVELOPMENT

1. Business involvement is essential in a cultural program because of ever rising costs. The program could not be viable without their support.

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PROGRAMMING / EDUCATION

1. Least developed strategy.
2. Concern of all groups.
3. How groups measure their success and are judged by others, especially funding bodies.
4. City needs to host annual cultural symposium where information can be shared among organizations and programming responsibilities can be identified and discussed.
5. Some facilities are not affordable.
6. Implied strategy is to make groups go elsewhere for lower rent e.g. the cost of an evening at Bowen Park Auditorium is now \$300. The strategy needs to include an explicit policy to keep costs low enough to be affordable to non-profit groups.

Appendix 6 Endnotes and References

Endnotes and References

1. BCStats, (2007). 2006 Census Profile: Nanaimo, CD.
2. BCStats, (2007). Profile of Immigrants in BC Communities 2006: Nanaimo City.
3. Hereford, N, Schall, J., and Bos, B. 1998. Learning Through Play: Art: A Practical Guide for Teaching Young Children, Teaching Resources/Scholastic. New York, NY
4. Naisbitt, J., and Aburdene, P. 1990. Megatrends 2000: Ten New Directions for the 1990's. William Morrow. New York.

The City's continued investment in arts and cultural organizations will ensure their stability and growth in the community

CITY OF NANAIMO

