

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 24, 2014

Item 13, Report No. 26, of the Committee of the Whole, which was adopted without amendment by the Council of the City of Vaughan on June 24, 2014.

13 CULTURAL FRAMEWORK AND CITY-WIDE PUBLIC ART PLAN

The Committee of the Whole recommends:

- 1) That the recommendation contained in the following report of the Executive Director, Office of the City Manager and the Commissioner of Planning, dated June 3, 2014, be approved;**
- 2) That staff provide a minimum of one status update to the Vaughan Metropolitan Centre Sub-Committee in 2015; and**
- 3) That the deputation of Mr. Marco Coletta, Elgin Mills Road W., Richmond Hill, be received.**

Recommendation

The Executive Director, Office of the City Manager and the Commissioner of Planning, in consultation with the Directors of Economic Development, and Recreation and Culture, recommends:

1. That the Terms of Reference for a Cultural Framework and City-Wide Public Art Plan (Attachment 1) be approved;
2. That staff be authorized to prepare and release a Request For Proposal (RFP) to retain a consultant to develop the Cultural Framework and City-Wide Public Art Plan with a priority focus on the Vaughan Metropolitan Centre (VMC) and intensification areas; funded from the approved Capital Budget Project PL-9530-13; and to report back to a future Committee of the Whole with recommendations for awarding the contract;
3. That staff form a working group, co-chaired by the Director of Economic Development and VMC Project Manager, Planning, to lead the development of the Cultural Framework and City-Wide Public Art Plan; and
4. That the Progress Report – Creative Together Cultural Plan (Attachment 2) be received.

Contribution to Sustainability

Green Directions Vaughan embraces a Sustainability First principle and states that sustainability means we make decisions and take actions that ensure a healthy environment, vibrant communities and economic vitality for current and future generations. The VMC and other primary centres are fundamental building blocks of the City's growth management strategy and are essential to the long-term economic vibrancy of the City. This report is consistent with Green Directions Vaughan, specifically, Goal 4: To create a vibrant community where citizens, business and visitors thrive:

Objective 4.1: To foster a city with strong social cohesion, an engaging arts scene, and a clear sense of its culture and heritage.

Objective 4.2: Ensure that the City of Vaughan attracts businesses and investment that will result in well-paying jobs for Vaughan citizens, a sustainable tax base and continuing prosperity into the 21st Century.

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 24, 2014

Item 13, CW Report No. 26 – Page 2

Economic Impact

Staff was directed to explore funding options in order to initiate the funding requirements for the cultural framework. In reviewing options, staff identified some common objectives with the VMC Secondary Plan's requirement for a Cultural Facilities and Public Art Framework for the VMC. By reframing the cultural facilities component of the project to be inclusive of cultural programs and initiatives, the project could be accomplished without additional budget requirements.

Therefore there is no economic impact associated with the retention of a consultant as funding for the Cultural Framework and City-Wide Public Art Plan was previously approved in the Capital Budget (project PL-9530-13): \$199,820, inclusive of consultant fees, HST, contingencies and an administrative recovery fee.

Communications Plan

The Request for Proposal will be advertised in accordance with current City policy.

Through the course of developing the Cultural Framework and Public Art Plan for the VMC, and City-Wide Public Art Plan, it is anticipated that staff and the consultant would engage in a consultative process with stakeholders including, but not limited to the VMC landowners, Vaughan Chamber of Commerce, the York Region Arts Council, McMichael Canadian Art Collection, Central Counties Tourism, cultural organizations and members of the public to discuss placemaking opportunities and to gain feedback and insight into the challenges and opportunities for attracting creative and cultural industries, developing cultural facilities and implementing a public art policy in the VMC.

Purpose

The purpose of this report is to respond to Council's direction (Item 2, Report No. 9 of the Committee of the Whole (Working Session) adopted by Council on February 18, 2014) to provide an update on the current *Creative Together* Cultural Plan and to identify a plan to proceed with retaining a consultant to develop a Cultural Framework and City-Wide Public Art Plan with an accelerated deliverable being a strategy for the VMC as well as to set out guiding principles to establish a city-wide public art policy. This project will provide guidance on how to achieve public art investments as well as build a rich, cultural base that supports placemaking and the attraction of creative and knowledge-based industries in the VMC.

Background - Analysis and Options

Policy Context

Vaughan Official Plan 2010 (VOP 2010) supports the enhancement of creativity and culture in the City by encouraging the provision of arts, cultural programs, events and facilities in communities. VOP 2010 expresses the need for a cultural hub within the VMC. Section 7.4.1 of the VMC Secondary Plan states the City will undertake a public art and cultural facilities plan for the VMC to:

- Identify appropriate and feasible cultural facilities for the VMC;
- Develop an implementation strategy for priority cultural facilities;
- Identify sites for major public art installations in the VMC;
- Inform the development of a city-wide Public Art Program.

Council approved modifications to Section 37 policies in the VOP 2010 during the fall of 2013, which set out draft implementation guidelines for density bonusing. These draft guidelines provide more detailed direction on how the Section 37 policies will be applied in the City of Vaughan. Staff

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 24, 2014

Item 13, CW Report No. 26 – Page 3

is mindful of these draft guidelines and how they may impact Section 37 policies related to a city-wide Public Art Policy.

Supporting public art and cultural development is woven into the City's *Creative Together* Cultural Plan and the Economic Development Strategy: *Building a Gateway to Tomorrow's Economy*. Goal 4 of the Economic Development Strategy speaks to growing Vaughan's dynamic quality of place and creative economy as a means of supporting the broader incubation and development agenda, as well as taking a "hub and spokes" approach to cultural, tourism and creative industries linkages that connect other assets throughout the City to the VMC.

Vaughan Metropolitan Centre Context

The City of Vaughan's new downtown, the VMC, is evolving from a suburban centre to a highly urbanized Urban Growth Centre with a diverse mix of uses, pedestrianized and transit-supportive environments and dynamic quality of place. The vision for the VMC is of a vibrant, energetic place that attracts residents, businesses and visitors to engage and interact in its sensory-rich public and private realms.

Pivotal to achieving this vision is to have beautiful and stimulating places that encourage people engagement, exchange of ideas, knowledge and innovation. Culture and heritage helps to breathe life and soul in these places, drawing people to return again and again and essentially what makes one place unique from another. Public art within the context of arts, design and cultural programming is an integral part of the VMC's animation. Together, a cultural framework and public art policy will be key drivers of creative placemaking in the VMC and will advance economic development in Vaughan's new downtown. For these reasons, staff has identified the need for a priority focus on the VMC for a Cultural Framework and Public Art Plan, accompanied by a higher-level city-wide public art strategy.

Advancing Arts, Culture and Design in the VMC

Over the past decade there has been a paradigm shift in site selection. Real estate decisions once driven by location of markets and suppliers, are now focused on workforce affinities. Organizations are making location decisions based on where they can find or retain talent. Thus creating a vibrant downtown that is attractive to the next generation of workforce, also becomes a driver for office tenant attraction. The VMC needs to demonstrate that lifestyle, social and cultural amenities are in place, in order to attract the new generation of workers and their employers. Additionally as the City embarks on its marketing strategy for the VMC, authenticity of place and experience are part of the branding of the VMC.

To inform the City's efforts in establishing a creative and cultural hub in the VMC, staff has consulted with a number of the country's leading urban design, cultural planning and social enterprises experts. On February 11, 2014, Gail Lord, of Lord Cultural Resources, made a presentation to Committee of the Whole Working Session, providing an overview of best practices in cultural planning. Mrs. Lord spoke about options for creating a cultural framework for the VMC that is grounded by a solid understanding of the cultural ecology of the community and which can be economically sustained.

Arising from the February 11, 2014 Committee of the Whole (Working Session) meeting, staff was directed to:

1. Circulate the existing Cultural Plan to Council members to review immediately; and
2. Prepare a report identifying a plan to develop a nurturing and supportive cultural framework for the VMC.

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 24, 2014

Item 13, CW Report No. 26 – Page 4

The *Creative Together* Cultural Plan was circulated to all members of Council in March 2014. Attachment 2 provides a progress update on the initiatives identified in the Cultural Plan.

Staff reviewed opportunities to develop a cultural framework and build on Vaughan's existing Cultural Plan. This report provides a recommendation to move forward with a Cultural Framework for the VMC, concurrently with the development of a City-Wide Public Art Plan. These two pieces are co-dependent as the Public Art Plan feeds into the City's cultural and economic development. The tactics identified in the updated cultural plan for the VMC will be essential to effectively direct the form and location of public art initiatives. Conversely, the Public Art Plan will contribute to cultural placemaking in the VMC. There will be significant overlap in the resources, processes, visioning and community engagement tools required to complete these two plans and efficiencies can be found by streamlining their development and ensuring their alignment.

What Constitutes Public Art

Public art, an important subset of cultural planning, has been identified as a significant component in creating attractive and sustainable communities. Arts and culture have become one of the driving forces in municipal planning with respect to quality of life, enabling the development of distinctive communities and establishing a strong sense of place. Municipalities across Canada, and internationally, have developed strategic public art policies to support their planning framework.

The Association for Public Art in Philadelphia defines public art not as an art "form" but as an expression, abstract or realistic, that can be site-specific or stand in contrast to surroundings. Placed in public sites, this art is for everyone and forms part of the collective community expression. It expresses community values or is a reflection how we view the world. Public art is part of the city's public history, part of its evolving culture and its collective memory, adding meaning to the city.

Public art is widely recognized for its ability to boost economic development and tourism by making destinations for visitors and local residents. In new developments or greenfield sites where there has been no previous permanent community, public art offers an immediate topic of conversation and is an instant place-maker. Thus public art forms part of the community's shared experiences and culture.

A Cultural Framework and Public Art Plan for the VMC on an Accelerated Timeframe

As arts and cultural expert, Gail Lord described, the cultural framework is a tool for:

- Planning and delivering arts and heritage services/resources.
- Responding to the growing cultural/creative sector.
- Addressing the diversity of the community.
- Placemaking and creating community identity.

Further, Mrs. Lord explained that a framework for culture will seek to address gaps in cultural service delivery and seek to expand cultural participation, broaden the impact of culture, identify new opportunities and define the City's identity through cultural expression. The development of a public art policy articulates a set of shared principles (with funders, art contributors and community), a systematic approach and funding strategy for achieving a significant portion of the City's cultural identity.

A cultural framework for the VMC will provide a set of visions, goals and tactics to guide cultural development in Vaughan's new downtown. It will identify opportunities for the City of Vaughan to use cultural resources for creative placemaking, particularly in early phases, and to advance economic development in the community.

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 24, 2014

Item 13, CW Report No. 26 – Page 5

There is urgency to proceed with this project, and in particular the Public Art Plan for the VMC, as development applications which are coming forth in the VMC are also subject to public art provisions as referenced in Section 7.4.4 of the Council-endorsed VMC Secondary Plan. The City is at a critical point in the VMC's transition from a suburban business park to a major urban centre and transportation hub, and it is important to ensure the policies are in place to address future growth. With the development taking place in the VMC, there is a need to push forward with a cultural framework as well as a public art policy in order to secure private financial contributions and cultural opportunities envisaged by the VMC Secondary Plan.

Completion of the project will also require an analysis of under-utilized infrastructure assets to understand how to transition these into the highest and best use. It is a process that will take stock of existing resources in the VMC and throughout Vaughan in order to set a vision for how these assets can be maintained, enhanced and developed to contribute towards the livability and vibrancy of the new downtown.

What the Cultural Framework and City-Wide Public Art Plan will Achieve

The primary goals will be:

1. Develop a cultural framework to guide development of creative and cultural industries; provide cultural service delivery options and suggest cultural programming to expand community participation.
2. Develop a public art plan for the VMC as the first deliverable, which takes into account current and future private and public realm development opportunities.
3. Develop a city-wide Public Art Plan to guide the development and/or acquisition of public art and cultural products to enhance the City's image and identity across its communities, intensification areas and heritage districts.

A successful Cultural Framework and City-Wide Public Art Plan achieves social, cultural and economic development goals, attracting residential and business investment; expanding community participation in cultural assets, and creating a cultural identity and sense of pride for Vaughan.

The economic development objectives below constitute broader intentions; however the proposed strategy should also make recommendations on smaller scale projects or activities that may be undertaken, within the scope of city budgets and influence.

- 1) Attract and retain businesses in the creative sector.
 - a. The creative sector is defined as businesses operating in industries concerned with generating new knowledge and information. In this industry, creativity, skill and talent contribute to the generation of intellectual property. Examples of industry sub-sectors include advertising, architecture, design, software, digital media, broadcasting and performing arts.
 - b. The city as the incubator; a nurturing environment for creative sector businesses.
 - c. Leadership in advocating culture as the city's identity.
- 2) Enrich neighbourhoods through expanded cultural assets.
 - a. Create sense of pride for Vaughan's heritage, diversity and unique identity.
 - b. Build vibrant neighbourhoods that are unique to Vaughan.
- 3) Foster creativity and innovation.
 - a. Establish vibrant, interesting, unique and aesthetically pleasing spaces.
 - b. Develop a forum for culture and arts to be translated in economically viable businesses.

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 24, 2014

Item 13, CW Report No. 26 – Page 6

- 4) Address physical space needs for artists and creative professionals.
 - a. Cultural industries often have different facility needs.
 - b. Urban and architectural design to benefit all citizens in Vaughan.
- 5) Identify a funding model to develop and sustain cultural facilities in the VMC with the use of:
 - a. Section 37 of the Planning Act.
 - b. Public-private partnerships.
 - c. Social enterprises.

The public art policy will provide a long term strategic framework for defining public art as it applies to the City of Vaughan, and more specifically the VMC. With two distinct objectives, it will:

1. Provide a set of policies and processes to arrive at an understanding of what public art means in the context of Vaughan and how it can contribute to cultural placemaking in the new downtown; and
2. Identify the annual costs required to support the public art program, and develop a funding policy to ensure that resources for donation, installation, maintenance, archival and de-accessioning of public art are available and sustainable over the long term. Funding strategies should also identify opportunities for supporting educational programs, events and the ongoing promotion of public art in the community.

Landowners, community participation and consultation will be key to achieving success for the study, as the project strives to translate Vaughan's cultural needs, public art objectives, assets and priorities into an identity for the VMC and broader community.

Process for Developing a Cultural Framework and City-Wide Public Art Plan

Staff recommends retaining a consultant to develop a cultural framework for the VMC, and utilizing a combination of in-house expertise and an external consultant to develop a public art policy for the City. The capital budget has been previously approved for the development of the Cultural Framework and Public Art Plan. With the contribution of in-house expertise, the Strategy study can be completed within the anticipated budget.

The process of developing a cultural framework for the VMC shares many similarities with the development of a Public Art Policy. Staff anticipates that the study will be divided in two phases and scales, with Phase 1 covering the works required for the VMC, and Phase 2 covering the city-wide public art policy, roughly as set out below.

PHASE 1 – CULTURAL FRAMEWORK AND PUBLIC ART PLAN FOR THE VMC

Task 1: Research, Policy Review and Analysis

- What constitutes public art;
- What will support the enhancement of creativity and culture in the City and provide a framework for the provision of arts, cultural programming, and facilities, particularly in the VMC as a primary destination;
- What are the intersections between public art, culture, cultural assets and facilities;
- Current municipal practices and policies in cultural planning and public art; and
- Best practices in cultural planning and public art.

Task 2: Public Engagement and Visioning

- Stakeholder interviews: dialogue about the future of arts and culture in the city;
- Determine community needs and local priorities that culture can address; and
- Integrated approach to public consultation, providing opportunity for input from all voices in the community.

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 24, 2014

Item 13, CW Report No. 26 – Page 7

Within the scope of defining some early stage projects that the City, landowners and private partners could be engaged in, the Consultant should also undertake consultations with the Vaughan Chamber of Commerce, York Region Arts Council and other groups to consider:

- Type of projects which would be feasible;
- Proposed funding and funding options/tools; and
- Partnership opportunities.

As part of Task 2, a presentation summarizing the findings from the public engagement and visioning sessions will be brought to the VMC Sub-Committee of Council or Committee of the Whole.

Task 3: Direction Setting

- Set priorities in public art and cultural planning;
- Opportunities to capitalize on key assets that are currently on-site;
- Develop a set of goals and tactics for achieving the articulated priorities; and
- Develop a branding/communications plan to promote culture and public art in the downtown, including social media, website and public realm tools.

Task 4: Draft Strategy Development

- Form recommendations and priorities for cultural planning and programming;
- Develop a public art plan for the VMC including site selection, recommendations for art installations; creative funding solutions; legal considerations; maintenance and conservation programs; etc.
- Form recommendations for early-stage creative and cultural projects that could animate the VMC; contribute to development of social enterprises or fulfill economic development objectives related to creative and knowledge-based industries;
- Identify implementation approaches;
- Prepare public art policy boiler-plate language for conditions of development and clauses for development agreements; and
- Prepare performance metrics for public art and cultural planning initiatives in the VMC.

At the conclusion of Phase 1, the consultant team will present findings to the Senior Management Team, followed by a briefing at Committee of the Whole.

PHASE 2 – CITY-WIDE PUBLIC ART PLAN

Phase 2 of the project can begin once draft strategy development in Phase 1 is substantially advanced. At this point, there should be sufficient direction from Phase 1 to inform the development of city-wide policies as defined for Phase 2.

Task 1: Review of Communities, Intensification Corridors and Heritage Areas vis-a-vis Public Art Policy

- SWOT analysis; and
- Understanding differentiation factors, e.g. historical background; natural and built heritage; distinct identity; ethnic diversity; and economic clusters.

Task 2: Defining Products & Locations

- Public art selection criteria;
- Establish artists eligibility criteria; and
- Establish site selection criteria.

Task 3: Development of Governance Model (including administration/management, funding, communications, and performance measurements)

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 24, 2014

Item 13, CW Report No. 26 – Page 8

- Develop terms of reference for a Public Art Steering Committee;
- Develop an implementation strategy; and
- Develop a marketing and communications strategy.

Task 4: Develop Funding Options and Recommended Funding Model for Public Art

- Review best practice models in other municipalities on how public art is funded to achieve long-term sustainability;
- Identify key costs in a public art program, including construction, installation, insurance and maintenance costs.
- Identify potential funding sources and contribution guidelines, taking into account lifecycle or maintenance costs; and
- Recommend a public art funding model that can be sustained by the municipality and includes opportunities for private-public partnerships, growth/development-related funding, etc.

Task 5: Community Engagement

- Presentation of findings and proposed implementation strategies to stakeholders; and
- Seek input for ongoing community engagement, including art competitions; high school programs; social enterprise development; arts business development supports; tie-ins to festivals and events; etc.

Task 6: Finalize Public Art Plan

- Develop performance metrics for public arts programs;
- Draft public art policy boiler-plate language for draft plan and/or site plan agreements; and
- Submission of a final report on a city-wide public art policy for Council adoption.

Strategy Development Timelines

To achieve the goal of completing the Cultural Framework and City-Wide Public Art Plan, the project timelines are below.

Action	Timeline
RFP Preparation	June 2014
RFP Issuance	July 2014
Consultant Interviews	August 2014
Consultant Selection	August 2014
Contract Award / Project Planning	September 2014
Phase 1 Work Completion	Q3 2015
Phase 2 Work Completion	Q4 2015
Final Report / Project completed	Q1 2016

Next Steps

Under the guidance of the Purchasing Department, City staff will proceed to finalize the Terms of Reference and issue an RFP. The staff project team will evaluate and recommend a successful proponent, bringing a report to a Committee of Whole meeting in September 2014.

Relationship to Vaughan Vision 20|20/Strategic Plan

This report is consistent with the priorities previously set by Council. Specifically, this report addresses Vaughan Vision 20|20:

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 24, 2014

Item 13, CW Report No. 26 – Page 9

Goal: Preserve our heritage and support diversity, arts and culture. The cultural framework and city-wide public art policy will contribute to Vaughan's social, cultural and economic development goals, and expand community participation in cultural assets, while creating a cultural identity and sense of pride for our community.

Goal: Manage growth and economic well-being. The cultural framework and city-wide public art policy will enrich neighbourhoods through expanded cultural assets, ultimately contributing to the attraction of residential and business investment in the VMC.

Furthermore, this report is consistent with the City's Economic Development Strategy, specifically:

Goal 2: Develop Vaughan as an incubator of entrepreneurial and economic activity for the region.

Goal 4: Growing Vaughan's dynamic quality of place and creative economy.

Regional Implications

The Region of York's Official Plan outlines that part of comprehensive secondary plans for Regional Centres should include policies that encourage the inclusion of public art in all significant private sector developments and that require the dedication of one percent of the capital budget of all major Regional and local municipal buildings to public art (Section 5.4.4.6 k). Thus the development of a Cultural Framework and City-Wide Public Art Plan is aligned with Regional policies.

Conclusion

To achieve objectives identified in the Official Plan, VMC Secondary Plan, Creative Together Cultural Plan and the Economic Development Strategy, staff recommends moving forward with the development of a cultural framework and city-wide public art plan with an accelerated deliverable of a public art strategy for the VMC in late 2015, as well as city-wide public art policy to follow in 2015. Progress has been made on goals identified in Creative Together, and the City is now presented with an opportunity to efficiently guide placemaking and cultural development in the VMC, an important growth node.

The completion of this work informs the City and its stakeholders on early stage cultural initiatives and programming that are feasible, while the capital intensive cultural facilities are being planned and funding models established. This work will compliment objectives set out in the VMC Secondary Plan, align with the broader context of placemaking in Vaughan's new downtown; and it will provide a tool to ensure a holistic view when considering options for culture.

Funding to develop a Cultural Framework for the VMC and a City-Wide Public Art Plan in the amount of \$199,820 is already allocated in the Capital Budget under project PL-9530-13.

Attachments

1. Terms of Reference - Cultural Framework and City-Wide Public Art Plan
2. Progress Report - Creative Together Cultural Plan

Report prepared by:

Melissa Bauman, AMCTO Municipal Management Intern
Michael Launslager, Economic Development Officer
Amy Roots, Project Manager, VMC
Angela Palermo, Manager of Cultural Services

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF JUNE 24, 2014

Item 13, CW Report No. 26 – Page 10

Rob Bayley, Manager of Urban Design
Shirley Kam, Senior Manager of Economic Development
Mary Reali, Director of Recreation and Culture
Jennifer Ladouceur, Director of Economic Development

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)

COMMITTEE OF THE WHOLE MEETING - JUNE 3, 2014

CULTURAL FRAMEWORK AND CITY-WIDE PUBLIC ART PLAN

Recommendation

The Executive Director, Office of the City Manager and the Commissioner of Planning, in consultation with the Directors of Economic Development, and Recreation and Culture, recommends:

1. That the Terms of Reference for a Cultural Framework and City-Wide Public Art Plan (Attachment 1) be approved;
2. That staff be authorized to prepare and release a Request For Proposal (RFP) to retain a consultant to develop the Cultural Framework and City-Wide Public Art Plan with a priority focus on the Vaughan Metropolitan Centre (VMC) and intensification areas; funded from the approved Capital Budget Project PL-9530-13; and to report back to a future Committee of the Whole with recommendations for awarding the contract;
3. That staff form a working group, co-chaired by the Director of Economic Development and VMC Project Manager, Planning, to lead the development of the Cultural Framework and City-Wide Public Art Plan; and
4. That the Progress Report – Creative Together Cultural Plan (Attachment 2) be received.

Contribution to Sustainability

Green Directions Vaughan embraces a Sustainability First principle and states that sustainability means we make decisions and take actions that ensure a healthy environment, vibrant communities and economic vitality for current and future generations. The VMC and other primary centres are fundamental building blocks of the City's growth management strategy and are essential to the long-term economic vibrancy of the City. This report is consistent with Green Directions Vaughan, specifically, Goal 4: To create a vibrant community where citizens, business and visitors thrive:

Objective 4.1: To foster a city with strong social cohesion, an engaging arts scene, and a clear sense of its culture and heritage.

Objective 4.2: Ensure that the City of Vaughan attracts businesses and investment that will result in well-paying jobs for Vaughan citizens, a sustainable tax base and continuing prosperity into the 21st Century.

Economic Impact

Staff was directed to explore funding options in order to initiate the funding requirements for the cultural framework. In reviewing options, staff identified some common objectives with the VMC Secondary Plan's requirement for a Cultural Facilities and Public Art Framework for the VMC. By reframing the cultural facilities component of the project to be inclusive of cultural programs and initiatives, the project could be accomplished without additional budget requirements.

Therefore there is no economic impact associated with the retention of a consultant as funding for the Cultural Framework and City-Wide Public Art Plan was previously approved in the Capital Budget (project PL-9530-13): \$199,820, inclusive of consultant fees, HST, contingencies and an administrative recovery fee.

Communications Plan

The Request for Proposal will be advertised in accordance with current City policy.

Through the course of developing the Cultural Framework and Public Art Plan for the VMC, and City-Wide Public Art Plan, it is anticipated that staff and the consultant would engage in a consultative process with stakeholders including, but not limited to the VMC landowners, Vaughan Chamber of Commerce, the York Region Arts Council, McMichael Canadian Art Collection, Central Counties Tourism, cultural organizations and members of the public to discuss placemaking opportunities and to gain feedback and insight into the challenges and opportunities for attracting creative and cultural industries, developing cultural facilities and implementing a public art policy in the VMC.

Purpose

The purpose of this report is to respond to Council's direction (Item 2, Report No. 9 of the Committee of the Whole (Working Session) adopted by Council on February 18, 2014) to provide an update on the current *Creative Together* Cultural Plan and to identify a plan to proceed with retaining a consultant to develop a Cultural Framework and City-Wide Public Art Plan with an accelerated deliverable being a strategy for the VMC as well as to set out guiding principles to establish a city-wide public art policy. This project will provide guidance on how to achieve public art investments as well as build a rich, cultural base that supports placemaking and the attraction of creative and knowledge-based industries in the VMC.

Background - Analysis and Options

Policy Context

Vaughan Official Plan 2010 (VOP 2010) supports the enhancement of creativity and culture in the City by encouraging the provision of arts, cultural programs, events and facilities in communities. VOP 2010 expresses the need for a cultural hub within the VMC. Section 7.4.1 of the VMC Secondary Plan states the City will undertake a public art and cultural facilities plan for the VMC to:

- Identify appropriate and feasible cultural facilities for the VMC;
- Develop an implementation strategy for priority cultural facilities;
- Identify sites for major public art installations in the VMC;
- Inform the development of a city-wide Public Art Program.

Council approved modifications to Section 37 policies in the VOP 2010 during the fall of 2013, which set out draft implementation guidelines for density bonus. These draft guidelines provide more detailed direction on how the Section 37 policies will be applied in the City of Vaughan. Staff is mindful of these draft guidelines and how they may impact Section 37 policies related to a city-wide Public Art Policy.

Supporting public art and cultural development is woven into the City's *Creative Together* Cultural Plan and the Economic Development Strategy: *Building a Gateway to Tomorrow's Economy*. Goal 4 of the Economic Development Strategy speaks to growing Vaughan's dynamic quality of place and creative economy as a means of supporting the broader incubation and development agenda, as well as taking a "hub and spokes" approach to cultural, tourism and creative industries linkages that connect other assets throughout the City to the VMC.

Vaughan Metropolitan Centre Context

The City of Vaughan's new downtown, the VMC, is evolving from a suburban centre to a highly urbanized Urban Growth Centre with a diverse mix of uses, pedestrianized and transit-supportive environments and dynamic quality of place. The vision for the VMC is of a vibrant, energetic place

that attracts residents, businesses and visitors to engage and interact in its sensory-rich public and private realms.

Pivotal to achieving this vision is to have beautiful and stimulating places that encourage people engagement, exchange of ideas, knowledge and innovation. Culture and heritage helps to breathe life and soul in these places, drawing people to return again and again and essentially what makes one place unique from another. Public art within the context of arts, design and cultural programming is an integral part of the VMC's animation. Together, a cultural framework and public art policy will be key drivers of creative placemaking in the VMC and will advance economic development in Vaughan's new downtown. For these reasons, staff has identified the need for a priority focus on the VMC for a Cultural Framework and Public Art Plan, accompanied by a higher-level city-wide public art strategy.

Advancing Arts, Culture and Design in the VMC

Over the past decade there has been a paradigm shift in site selection. Real estate decisions once driven by location of markets and suppliers, are now focused on workforce affinities. Organizations are making location decisions based on where they can find or retain talent. Thus creating a vibrant downtown that is attractive to the next generation of workforce, also becomes a driver for office tenant attraction. The VMC needs to demonstrate that lifestyle, social and cultural amenities are in place, in order to attract the new generation of workers and their employers. Additionally as the City embarks on its marketing strategy for the VMC, authenticity of place and experience are part of the branding of the VMC.

To inform the City's efforts in establishing a creative and cultural hub in the VMC, staff has consulted with a number of the country's leading urban design, cultural planning and social enterprises experts. On February 11, 2014, Gail Lord, of Lord Cultural Resources, made a presentation to Committee of the Whole Working Session, providing an overview of best practices in cultural planning. Mrs. Lord spoke about options for creating a cultural framework for the VMC that is grounded by a solid understanding of the cultural ecology of the community and which can be economically sustained.

Arising from the February 11, 2014 Committee of the Whole (Working Session) meeting, staff was directed to:

1. Circulate the existing Cultural Plan to Council members to review immediately; and
2. Prepare a report identifying a plan to develop a nurturing and supportive cultural framework for the VMC.

The *Creative Together* Cultural Plan was circulated to all members of Council in March 2014. Attachment 2 provides a progress update on the initiatives identified in the Cultural Plan.

Staff reviewed opportunities to develop a cultural framework and build on Vaughan's existing Cultural Plan. This report provides a recommendation to move forward with a Cultural Framework for the VMC, concurrently with the development of a City-Wide Public Art Plan. These two pieces are co-dependent as the Public Art Plan feeds into the City's cultural and economic development. The tactics identified in the updated cultural plan for the VMC will be essential to effectively direct the form and location of public art initiatives. Conversely, the Public Art Plan will contribute to cultural placemaking in the VMC. There will be significant overlap in the resources, processes, visioning and community engagement tools required to complete these two plans and efficiencies can be found by streamlining their development and ensuring their alignment.

What Constitutes Public Art

Public art, an important subset of cultural planning, has been identified as a significant component in creating attractive and sustainable communities. Arts and culture have become one

of the driving forces in municipal planning with respect to quality of life, enabling the development of distinctive communities and establishing a strong sense of place. Municipalities across Canada, and internationally, have developed strategic public art policies to support their planning framework.

The Association for Public Art in Philadelphia defines public art not as an art “form” but as an expression, abstract or realistic, that can be site-specific or stand in contrast to surroundings. Placed in public sites, this art is for everyone and forms part of the collective community expression. It expresses community values or is a reflection how we view the world. Public art is part of the city’s public history, part of its evolving culture and its collective memory, adding meaning to the city.

Public art is widely recognized for its ability to boost economic development and tourism by making destinations for visitors and local residents. In new developments or greenfield sites where there has been no previous permanent community, public art offers an immediate topic of conversation and is an instant place-maker. Thus public art forms part of the community’s shared experiences and culture.

A Cultural Framework and Public Art Plan for the VMC on an Accelerated Timeframe

As arts and cultural expert, Gail Lord described, the cultural framework is a tool for:

- Planning and delivering arts and heritage services/resources.
- Responding to the growing cultural/creative sector.
- Addressing the diversity of the community.
- Placemaking and creating community identity.

Further, Mrs. Lord explained that a framework for culture will seek to address gaps in cultural service delivery and seek to expand cultural participation, broaden the impact of culture, identify new opportunities and define the City’s identity through cultural expression. The development of a public art policy articulates a set of shared principles (with funders, art contributors and community), a systematic approach and funding strategy for achieving a significant portion of the City’s cultural identity.

A cultural framework for the VMC will provide a set of visions, goals and tactics to guide cultural development in Vaughan’s new downtown. It will identify opportunities for the City of Vaughan to use cultural resources for creative placemaking, particularly in early phases, and to advance economic development in the community.

There is urgency to proceed with this project, and in particular the Public Art Plan for the VMC, as development applications which are coming forth in the VMC are also subject to public art provisions as referenced in Section 7.4.4 of the Council-endorsed VMC Secondary Plan. The City is at a critical point in the VMC’s transition from a suburban business park to a major urban centre and transportation hub, and it is important to ensure the policies are in place to address future growth. With the development taking place in the VMC, there is a need to push forward with a cultural framework as well as a public art policy in order to secure private financial contributions and cultural opportunities envisaged by the VMC Secondary Plan.

Completion of the project will also require an analysis of under-utilized infrastructure assets to understand how to transition these into the highest and best use. It is a process that will take stock of existing resources in the VMC and throughout Vaughan in order to set a vision for how these assets can be maintained, enhanced and developed to contribute towards the livability and vibrancy of the new downtown.

What the Cultural Framework and City-Wide Public Art Plan will Achieve

The primary goals will be:

1. Develop a cultural framework to guide development of creative and cultural industries; provide cultural service delivery options and suggest cultural programming to expand community participation.
2. Develop a public art plan for the VMC as the first deliverable, which takes into account current and future private and public realm development opportunities.
3. Develop a city-wide Public Art Plan to guide the development and/or acquisition of public art and cultural products to enhance the City's image and identity across its communities, intensification areas and heritage districts.

A successful Cultural Framework and City-Wide Public Art Plan achieves social, cultural and economic development goals, attracting residential and business investment; expanding community participation in cultural assets, and creating a cultural identity and sense of pride for Vaughan.

The economic development objectives below constitute broader intentions; however the proposed strategy should also make recommendations on smaller scale projects or activities that may be undertaken, within the scope of city budgets and influence.

- 1) Attract and retain businesses in the creative sector.
 - a. The creative sector is defined as businesses operating in industries concerned with generating new knowledge and information. In this industry, creativity, skill and talent contribute to the generation of intellectual property. Examples of industry sub-sectors include advertising, architecture, design, software, digital media, broadcasting and performing arts.
 - b. The city as the incubator; a nurturing environment for creative sector businesses.
 - c. Leadership in advocating culture as the city's identity.
- 2) Enrich neighbourhoods through expanded cultural assets.
 - a. Create sense of pride for Vaughan's heritage, diversity and unique identity.
 - b. Build vibrant neighbourhoods that are unique to Vaughan.
- 3) Foster creativity and innovation.
 - a. Establish vibrant, interesting, unique and aesthetically pleasing spaces.
 - b. Develop a forum for culture and arts to be translated in economically viable businesses.
- 4) Address physical space needs for artists and creative professionals.
 - a. Cultural industries often have different facility needs.
 - b. Urban and architectural design to benefit all citizens in Vaughan.
- 5) Identify a funding model to develop and sustain cultural facilities in the VMC with the use of:
 - a. Section 37 of the Planning Act.
 - b. Public-private partnerships.
 - c. Social enterprises.

The public art policy will provide a long term strategic framework for defining public art as it applies to the City of Vaughan, and more specifically the VMC. With two distinct objectives, it will:

1. Provide a set of policies and processes to arrive at an understanding of what public art means in the context of Vaughan and how it can contribute to cultural placemaking in the new downtown; and
2. Identify the annual costs required to support the public art program, and develop a funding policy to ensure that resources for donation, installation, maintenance, archival and de-accessioning of public art are available and sustainable over the long term. Funding strategies should also identify opportunities for supporting educational programs, events and the ongoing promotion of public art in the community.

Landowners, community participation and consultation will be key to achieving success for the study, as the project strives to translate Vaughan's cultural needs, public art objectives, assets and priorities into an identity for the VMC and broader community.

Process for Developing a Cultural Framework and City-Wide Public Art Plan

Staff recommends retaining a consultant to develop a cultural framework for the VMC, and utilizing a combination of in-house expertise and an external consultant to develop a public art policy for the City. The capital budget has been previously approved for the development of the Cultural Framework and Public Art Plan. With the contribution of in-house expertise, the Strategy study can be completed within the anticipated budget.

The process of developing a cultural framework for the VMC shares many similarities with the development of a Public Art Policy. Staff anticipates that the study will be divided in two phases and scales, with Phase 1 covering the works required for the VMC, and Phase 2 covering the city-wide public art policy, roughly as set out below.

PHASE 1 – CULTURAL FRAMEWORK AND PUBLIC ART PLAN FOR THE VMC

Task 1: Research, Policy Review and Analysis

- What constitutes public art;
- What will support the enhancement of creativity and culture in the City and provide a framework for the provision of arts, cultural programming, and facilities, particularly in the VMC as a primary destination;
- What are the intersections between public art, culture, cultural assets and facilities;
- Current municipal practices and policies in cultural planning and public art; and
- Best practices in cultural planning and public art.

Task 2: Public Engagement and Visioning

- Stakeholder interviews: dialogue about the future of arts and culture in the city;
- Determine community needs and local priorities that culture can address; and
- Integrated approach to public consultation, providing opportunity for input from all voices in the community.

Within the scope of defining some early stage projects that the City, landowners and private partners could be engaged in, the Consultant should also undertake consultations with the Vaughan Chamber of Commerce, York Region Arts Council and other groups to consider:

- Type of projects which would be feasible;
- Proposed funding and funding options/tools; and
- Partnership opportunities.

As part of Task 2, a presentation summarizing the findings from the public engagement and visioning sessions will be brought to the VMC Sub-Committee of Council or Committee of the Whole.

Task 3: Direction Setting

- Set priorities in public art and cultural planning;
- Opportunities to capitalize on key assets that are currently on-site;
- Develop a set of goals and tactics for achieving the articulated priorities; and
- Develop a branding/communications plan to promote culture and public art in the downtown, including social media, website and public realm tools.

Task 4: Draft Strategy Development

- Form recommendations and priorities for cultural planning and programming;

- Develop a public art plan for the VMC including site selection, recommendations for art installations; creative funding solutions; legal considerations; maintenance and conservation programs; etc.
- Form recommendations for early-stage creative and cultural projects that could animate the VMC; contribute to development of social enterprises or fulfill economic development objectives related to creative and knowledge-based industries;
- Identify implementation approaches;
- Prepare public art policy boiler-plate language for conditions of development and clauses for development agreements; and
- Prepare performance metrics for public art and cultural planning initiatives in the VMC.

At the conclusion of Phase 1, the consultant team will present findings to the Senior Management Team, followed by a briefing at Committee of the Whole.

PHASE 2 – CITY-WIDE PUBLIC ART PLAN

Phase 2 of the project can begin once draft strategy development in Phase 1 is substantially advanced. At this point, there should be sufficient direction from Phase 1 to inform the development of city-wide policies as defined for Phase 2.

Task 1: Review of Communities, Intensification Corridors and Heritage Areas vis-a-vis Public Art Policy

- SWOT analysis; and
- Understanding differentiation factors, e.g. historical background; natural and built heritage; distinct identity; ethnic diversity; and economic clusters.

Task 2: Defining Products & Locations

- Public art selection criteria;
- Establish artists eligibility criteria; and
- Establish site selection criteria.

Task 3: Development of Governance Model (including administration/management, funding, communications, and performance measurements)

- Develop terms of reference for a Public Art Steering Committee;
- Develop an implementation strategy; and
- Develop a marketing and communications strategy.

Task 4: Develop Funding Options and Recommended Funding Model for Public Art

- Review best practice models in other municipalities on how public art is funded to achieve long-term sustainability;
- Identify key costs in a public art program, including construction, installation, insurance and maintenance costs.
- Identify potential funding sources and contribution guidelines, taking into account lifecycle or maintenance costs; and
- Recommend a public art funding model that can be sustained by the municipality and includes opportunities for private-public partnerships, growth/development-related funding, etc.

Task 5: Community Engagement

- Presentation of findings and proposed implementation strategies to stakeholders; and
- Seek input for ongoing community engagement, including art competitions; high school programs; social enterprise development; arts business development supports; tie-ins to festivals and events; etc.

Task 6: Finalize Public Art Plan

- Develop performance metrics for public arts programs;

- Draft public art policy boiler-plate language for draft plan and/or site plan agreements; and
- Submission of a final report on a city-wide public art policy for Council adoption.

Strategy Development Timelines

To achieve the goal of completing the Cultural Framework and City-Wide Public Art Plan, the project timelines are below.

Action	Timeline
RFP Preparation	June 2014
RFP Issuance	July 2014
Consultant Interviews	August 2014
Consultant Selection	August 2014
Contract Award / Project Planning	September 2014
Phase 1 Work Completion	Q3 2015
Phase 2 Work Completion	Q4 2015
Final Report / Project completed	Q1 2016

Next Steps

Under the guidance of the Purchasing Department, City staff will proceed to finalize the Terms of Reference and issue an RFP. The staff project team will evaluate and recommend a successful proponent, bringing a report to a Committee of Whole meeting in September 2014.

Relationship to Vaughan Vision 20|20/Strategic Plan

This report is consistent with the priorities previously set by Council. Specifically, this report addresses Vaughan Vision 20|20:

Goal: Preserve our heritage and support diversity, arts and culture. The cultural framework and city-wide public art policy will contribute to Vaughan's social, cultural and economic development goals, and expand community participation in cultural assets, while creating a cultural identity and sense of pride for our community.

Goal: Manage growth and economic well-being. The cultural framework and city-wide public art policy will enrich neighbourhoods through expanded cultural assets, ultimately contributing to the attraction of residential and business investment in the VMC.

Furthermore, this report is consistent with the City's Economic Development Strategy, specifically:

Goal 2: Develop Vaughan as an incubator of entrepreneurial and economic activity for the region.

Goal 4: Growing Vaughan's dynamic quality of place and creative economy.

Regional Implications

The Region of York's Official Plan outlines that part of comprehensive secondary plans for Regional Centres should include policies that encourage the inclusion of public art in all significant private sector developments and that require the dedication of one percent of the capital budget of all major Regional and local municipal buildings to public art (Section 5.4.4.6 k). Thus the development of a Cultural Framework and City-Wide Public Art Plan is aligned with Regional policies.

Conclusion

To achieve objectives identified in the Official Plan, VMC Secondary Plan, Creative Together Cultural Plan and the Economic Development Strategy, staff recommends moving forward with the development of a cultural framework and city-wide public art plan with an accelerated deliverable of a public art strategy for the VMC in late 2015, as well as city-wide public art policy to follow in 2015. Progress has been made on goals identified in Creative Together, and the City is now presented with an opportunity to efficiently guide placemaking and cultural development in the VMC, an important growth node.

The completion of this work informs the City and its stakeholders on early stage cultural initiatives and programming that are feasible, while the capital intensive cultural facilities are being planned and funding models established. This work will compliment objectives set out in the VMC Secondary Plan, align with the broader context of placemaking in Vaughan's new downtown; and it will provide a tool to ensure a holistic view when considering options for culture.

Funding to develop a Cultural Framework for the VMC and a City-Wide Public Art Plan in the amount of \$199,820 is already allocated in the Capital Budget under project PL-9530-13.

Attachments

1. Terms of Reference - Cultural Framework and City-Wide Public Art Plan
2. Progress Report - Creative Together Cultural Plan

Report prepared by:

Melissa Bauman, AMCTO Municipal Management Intern
Michael Launslager, Economic Development Officer
Amy Roots, Project Manager, VMC
Angela Palermo, Manager of Cultural Services
Rob Bayley, Manager of Urban Design
Shirley Kam, Senior Manager of Economic Development
Mary Reali, Director of Recreation and Culture
Jennifer Ladouceur, Director of Economic Development

Respectfully submitted,

Tim Simmonds
Executive Director
Office of the City Manager

John MacKenzie
Commissioner of Planning

CULTURAL FRAMEWORK AND PUBLIC ART PLAN FOR THE VAUGHAN METROPOLITAN CENTRE AND CITY-WIDE PUBLIC ART PROGRAM

1. STUDY AREA

The project will be comprised of two scales and phases of study, each with corresponding scope components.

The first phase of the project will focus on the Vaughan Metropolitan Centre (VMC) as a priority project area to establish a Cultural Framework and Public Art Plan. The VMC is the City's new downtown which is evolving from a suburban centre to a highly urbanized Urban Growth Centre with a diverse mix of uses, pedestrianized and transit-supportive environments and dynamic quality of place. The vision for the VMC is a vibrant, energetic place that attracts residents, businesses and visitors to engage and interact in its sensory-rich public and private realms.

Pivotal to achieving this vision is to create beautiful and stimulating places that encourage the engagement of people, exchange of ideas, knowledge and innovation. Culture and heritage are important elements that help to breathe life and soul into these places, drawing people to return again and again. The provision of cultural facilities and public art within the context of arts, design and cultural programming is an integral part of the VMC's animation. With rapid development and infrastructure improvements taking place in the VMC, there is a need to establish a cultural framework and public art plan as a catalyst for placemaking, economic regeneration and investment.

As a second phase of work, the study will also address the establishment of a public art policy at the city-wide scale. Besides the VMC, there are several other areas in the City of Vaughan that have been identified as locations for growth and development, including those designated as regional intensification corridors, primary centres and local centres which are similarly being planned as transit supportive and pedestrian oriented environments. Along with special heritage areas, the introduction of public art to these areas will play an important role in enhancing the urban experience, contributing to the quality of the private and public realm, and creating a sense of identity for the City as a whole.

2. SERVICES REQUIRED

The City of Vaughan is seeking the services of a multi-disciplinary consultant team with specialized experience in cultural planning and programming, public art, urban design, public consultation and facilitation, fiscal planning, and project management to develop a Cultural Framework and Public Art Plan for the VMC as a first phase priority project, along with a second phase, a city-wide Public Art policy that will run concurrently.

The intent of phase 1 of the study is to set the framework for the investment and provision of cultural features/amenities and public art early on in the development of the new downtown to support Council's strategic priority of building a dynamic Vaughan Metropolitan Centre. The successful consultant team will be responsible for providing guidance on how to achieve public art investments and build a rich, cultural base that supports the attraction of creative and knowledge industries in the VMC. Part of Phase 1 work will also recommend early-stage cultural initiatives that could be used to animate the VMC, providing quick win placemaking and demonstrating that there is commercial and private sector viability.

As part of the broader phase 2 city-wide public art study, the selected consultant team will also be responsible for developing a program for the implementation of related policies which encompass

such matters as administration and operations, funding, stakeholder involvement, area specific program development and selection and acquisition.

It is essential that the consultant have experience operating in an environment shaped by the Ontario Planning Act and other legislation pertinent to land development in Ontario. This study will take into consideration strategic guiding documents previously produced by the City, such as the Vaughan Official Plan 2010; Creative Together: A Cultural Plan for the City of Vaughan; the Economic Development Strategy: Building a Gateway to Tomorrow's Economy; the Vaughan Metropolitan Centre Secondary Plan; and the draft Vaughan Metropolitan Centre Streetscape and Open Space Plan. It is also considered an asset for the selected consultant to have broader international experience.

Cultural planning and public art and are highly specialized fields. Given the nature of the assignment, it is recognized that some Proposals may include multi-firm team structures that represent a number of disciplines. Therefore, the term "Consultant" in the Terms of Reference also means "Consulting Team" and includes any combination of individuals, firms, companies or corporations party to the Proposal.

3. BACKGROUND

3.1 Purpose

A cultural framework for the VMC will provide a set of visions, goals and tactics to guide cultural development in Vaughan's new downtown. As a tool to help Council identify where priorities for cultural development should be set, this framework will identify opportunities for the City of Vaughan to use cultural resources for creative placemaking in early stages to advance economic development. Completion of the project will also require an analysis of under-utilized infrastructure assets to understand how to transition these into the highest and best use. It is a process that will take stock of existing resources in the VMC and throughout Vaughan in order to set a vision for how these assets can be maintained, enhanced and developed to contribute to the livability and vibrancy of the new downtown.

The framework for culture, of which public art is an important subset, will seek to address gaps in cultural service delivery, expand cultural participation, broaden the impact of culture, identify new opportunities for its introduction and define the City's identity through cultural expression. In doing so, the cultural framework will serve as a tool for:

- Responding to the growing cultural/creative sector;
- Planning and delivering arts and cultural services/resources;
- Addressing the diversity of the community; and
- Placemaking and creating community identity.

Public art has been identified as a significant component in creating attractive and sustainable communities

Arts and culture have become one of the driving forces in municipal planning with respect to quality of life, enabling the development of distinctive communities that embody a unique sense of place. Increasingly, municipalities across Canada and internationally, have developed strategic public art policies to support their planning framework.

The Association for Public Art in Philadelphia defines public art not as an art "form" but as an expression, abstract or realistic, temporary or permanent, that can be site-specific or stand in contrast to surroundings. Placed in publicly accessible sites, this art is for everyone and forms part of the collective community expression and character of place. It can be used to express

community values or reflect a certain world view. Public art is part of the city's public history, part of its evolving culture and its collective memory, adding meaning to the city.

Public art is widely recognized for its ability to boost economic development and tourism by creating destinations for visitors and local residents. In new developments or greenfield sites where there have been no previous permanent community, public art offers an immediate topic of conversation and is an instant placemaker. Thus public art forms part of the community's shared experiences and culture.

A “made in Vaughan” approach is required to define what public art means to the local community

The vision for the project is to support the enhancement of creativity and culture that is unique to the City of Vaughan by providing a framework for the provision of arts, cultural programming, and facilities in its many communities, and particularly in the VMC as a primary destination.

A strategic framework and policy structure is needed to help establish an effective mechanism to ensure that arts and culture become engrained in the built environment in an appropriate and sustainable manner, and to ensure that local cultural programming requirements are met. A thorough understanding of the value of culture and public art is an important factor in unlocking the city-building and community enhancement potential it holds for the future growth of Vaughan as a world class city. The proposition for cultural and public art initiatives in the VMC needs to have landowner buy-in as well as commercial or community value. Recommended projects needs to be realistic, and therefore financial and implementation mechanisms are a necessary part of the business model.

A comprehensive consultation process that engages City staff, members of Council, and stakeholders including, but not limited to the VMC landowners, Vaughan Chamber of Commerce, the York Region Arts Council, McMichael Canadian Art Collection, Central Counties Tourism, cultural organizations and members of the public will be a critical component of the study. The consultation process will be tailored to support the creative and imaginative visioning of the role of culture and public art in Vaughan, and will help identify specific areas of public and stakeholder interest which will support the success and long term sustainability of a cultural plan for the VMC and public art program for the City.

3.2 Policy Context

Several of the City's strategic guiding documents support the development of a cultural plan for the VMC and public art strategy for Vaughan.

To inform and coordinate the objectives of implementing a public art program as defined in many of the City's guiding policies and documents, the City requires the preparation of a City-Wide Public Art Program to direct the creation and facilitation of public art initiatives in Vaughan.

The Ontario Planning Act

Section 37 of the Ontario Planning Act permits municipalities to authorize increases in permitted height and/or density through the zoning bylaw in return for community benefits, provided that there are enabling policies in the Official Plan. The term “community benefits” is meant to reflect each city's priorities on providing public benefits to the local community. The increase in height and/or density is an incentive to the developer to provide these benefits at no cost to the City. Current City of Vaughan policies and guidelines include reference to cultural facilities, public art and conservation of heritage resources, among other initiatives.

Vaughan City Council approved modifications to Section 37 policies in the VOP 2010 during the fall of 2013, which set out draft implementation guidelines for density bonusing. These draft guidelines provide more detailed direction on how the Section 37 policies will be applied in the City of Vaughan. Staff are mindful of these draft guidelines and how they may impact Section 37 policies related to the city-wide Public Art Policy.

Section 10.1.2.9 of the City of Vaughan Official Plan 2010 references Section 37 and states that “The community benefits shall consist of capital facilities and or cash contributions toward specific capital facilities, above and beyond those that would otherwise be required by this Plan or provided through Development Charges, including but not limited to”:

- a. affordable housing, land for affordable housing, or cash-in-lieu of affordable housing;
- b. the provision of social housing;
- c. conservation of heritage resources that are designated under the Ontario Heritage Act, and/or listed on the City’s Heritage register;
- d. fully furnished and equipped day care facilities including start-up funding;
- e. public art contributions;
- f. non-profit arts, cultural or community or institutional facilities;
- g. parkland and/or parkland improvements, or cash-in-lieu of parkland or parkland improvements;
- h. public access to privately owned natural heritage features, to be secured through an easement registered on title;
- i. building or site features that decreases the environmental impact of the building or site with respect to water use, water contamination, energy use, carbon emissions or other environmental impacts;
- j. streetscape improvements to the public boulevard not abutting the site;
- k. below-grade connections to public transit facilities;
- l. land for municipal purposes;
- m. other community benefits that may be identified in Secondary Plans, Area Specific Policies or Site Specific Policies as contained in Volume 2 of this Plan; and, other community improvements that may be identified through the development approval process.

Vaughan Official Plan 2010 and York Region Official Plan

The Vaughan Official Plan (VOP 2010) was adopted by Council on September 7, 2010 and partially approved by the Ontario Municipal Board on July 23, 2013, December 2, 2013 and February 3, 2014. VOP 2010 identifies a number of areas in the City that will experience intensification in accordance with the requirements of the Provincial Growth Plan for the Greater Golden Horseshoe, *Places to Grow* and the York Region Official Plan.

The York Region Official Plan projects that population and employment figures will grow in the City of Vaughan to approximately 416,600 people and 266,100 jobs by 2031. To accommodate this planned growth, approximately 30,000 residential units will be required within the City’s existing urban area as of 2006.

VOP 2010 recognizes the need for place making and development in association with this managed growth, and distinguishes the need for a special cultural hub in Vaughan. The Official Plan also seeks to attract and support the growth and expansion of creative cultural industries throughout Vaughan as an important and growing sector in the local economy.

As part of the planned growth strategy, the VMC has been identified as an area of major intensification in connection with the Spadina Subway Extension, York Region rapid transit construction and emerging mixed use development context. VOP 2010 indicates the VMC site area

as a key location for investment in cultural and public art enhancement, where examples of cultural expression are showcased in signature public spaces.

Section 9.1.1.9 of the Official Plan supports the development of public art throughout the public realm, both in the VMC and other communities in Vaughan, by establishing a Public Art Master Plan that shall:

- a. identify key sites and opportunities for public art throughout Vaughan;
- b. require the inclusion of public art in all new public sector developments;
- c. establish partnerships with utility providers to integrate public art with utility infrastructure;
- d. establish partnerships with local schools, institutions and community groups to initiate neighbourhood-based public art projects;
- e. establish a policy for public art contribution from private development; and
- f. establish a public art review panel to review and evaluate public art proposals and make recommendations with respect to location, scale and purpose.

In accordance with Policy 5.4.6(k) of the Regional Official Plan, VOP 2010 outlines policies that encourage the inclusion of public art in all significant private sector developments and that require the dedication of 1% of the capital budget of all major regional and local municipal buildings to fund the requisition of public art (Section 10.1.1.4.k).

Creative Together: A Cultural Plan for the City of Vaughan (2010)

The Vaughan Cultural Plan adopted in May of 2010 sets out guidelines to support the vision for cultural programming in the City of Vaughan. The Cultural Plan defines vision, creativity and culture as instrumental elements in helping Vaughan transform into a distinctive, vibrant and sustainable urban municipality. The Cultural Plan supports the development of projects that enhance the quality of space, celebrate diversity and create beautiful, culturally rich places through a commitment to urban design, investment in public art and place making.

Expanding creative cultural industries and enforcing a strong cultural sector are major drivers in providing a diversified and leading regional economy. The Cultural Plan identifies that a sustainable and attractive cultural and urban environment is one which includes public art as part of the broader cultural planning process.

Economic Development Strategy: Building a Gateway to Tomorrow's Economy

The attraction of creative and cultural industries and the development, promotion and marketing of the VMC are significant goals of the Economic Development Strategy. The VMC as the City's downtown presents opportunities to attract knowledge-based industries that benefit from the clustering of activities centered around areas of high interaction. The combination of energy, activity and human interaction that will be generated by the community and cultural facilities and programming in the VMC reinforces and fuels the attraction of residents and thus business investment.

As evidenced by Toronto's office real estate activities of recent years, the attraction of major office tenancies have been driven in large part by businesses following the migration of young and talented workers to the urban core. The paradigm shift of this generation of workers to more urban and amenity-rich locations, and low-reliance on private automobiles, has replaced land-intensive suburban typologies of the past. Thus the importance of placemaking in the VMC becomes more critical than ever, to achieve its full potential as places of residences, work, leisure and recreation. Public art, cultural facilities and programming play an integral part in this placemaking.

The Vaughan Metropolitan Centre Secondary Plan

The Vaughan Metropolitan Centre Secondary Plan was originally adopted on September 7, 2010, with the modified plan adopted on December 11, 2012. Public art and public squares are identified as key opportunities for enhancing creativity and culture in the VMC as an Urban Growth Centre.

Section 7.4.1 states that the City should undertake a Cultural Facilities and Public Art Plan for the VMC to:

- identify appropriate and feasible cultural facilities for the VMC;
- develop an implementation strategy for priority cultural facilities;
- identify sites for major public art installations in the VMC;
- inform the development of a city-wide Public Art Program.

The Region's Official Plan also calls for the preparation and implementation of secondary plans for Regional Centres that include public art policies.

The draft Vaughan Metropolitan Centre Streetscape and Open Space Plan

The draft Vaughan Metropolitan Centre Streetscape and Open Space Plan defines a vision and series of strategic public realm and open space design principles to create identity and promote high quality placemaking in the VMC. The Plan also supports the incorporation of cultural features, public art, temporary installations, experimental landscapes, wayfinding, community identifiers, branding strategies and design competitions in publicly accessible places within the downtown to enhance the character of the emerging urban environment. With anticipated finalization of the Plan by Q3 2014, this document outlines a public art strategy that focuses on the public open spaces and streets and considers their integration with publicly-accessible private spaces.

4. STUDY GOALS AND OBJECTIVES

When complete, the Cultural Framework and Public Art Plan for the VMC will recommend a vision, goals and set of tactics to guide cultural development and public art in the downtown and ensure that it is aligned with the evolving requirements of residential, commercial and retail development gaining momentum. It will also be necessary to align the strategies identified in the Cultural Framework with the VMC Secondary Plan and Vaughan's Economic Development Strategy, and builds on the goals set out in the Creative Together Cultural Plan. The completed study should suggest some early projects that the City, landowners and private partners can embark on, i.e. early phase animation projects, that could be demonstrated to be economically feasible. For example, new approaches associated with the trend of tactical urbanism could be explored, where small-scale improvements affect large-scale, long-term change and demonstrate the urban design possibilities of placemaking.

The economic development objectives of the cultural framework identified below constitute broader intentions, however the proposed strategy should also make recommendations on smaller scale projects or activities that may be undertaken, within the scope of city budgets and influence.

1. Attract and retain businesses in the creative sector
 - a. The creative sector is defined as businesses operating in industries concerned with generating new knowledge and information. In this industry, creativity, skill and talent contribute to the generation of intellectual property. Examples of industry sub-sectors include advertising, architecture, design, software, digital media, broadcasting and performing arts.
 - b. The city as the incubator; a nurturing environment for creative sector businesses.
 - c. Leadership in advocating culture as the city's identity.

2. Enrich neighbourhoods through expanded cultural assets
 - a. Create sense of pride for Vaughan's heritage, diversity and unique identity.
 - b. Build vibrant neighbourhoods that are unique to Vaughan.
3. Foster creativity and innovation
 - a. Vibrant, interesting, unique and aesthetically pleasing spaces.
 - b. Forum for culture and arts to be translated in economically viable businesses.
4. Address physical space needs for artists and creative professionals.
 - a. Cultural industries often have different facility needs.
 - b. Urban and architectural design to benefit all citizens in Vaughan.
5. Identify a funding model to develop and sustain cultural facilities in the VMC with the use of:
 - a. Section 37 of the Planning Act
 - b. Public-private partnerships
 - c. Social enterprises

The public art policy will provide a long term strategic framework for defining public art as it applies to the City of Vaughan. With two distinct objectives, it will:

1. Provide a set of policies and processes to arrive at an understanding of what public art means in the context of Vaughan and how it can contribute to cultural placemaking in the new downtown; and
2. Identify the annual costs required to support the public art program, and develop a funding policy to ensure that resources for donation, installation, maintenance, archival and de-accessioning of public art are available and sustainable over the long term. Funding strategies should also identify opportunities for supporting educational programs, events and the ongoing promotion of public art in the community.

Landowners, community participation and consultation will be key to achieving success for the study, as the project strives to translate Vaughan's cultural needs, assets and priorities into an identity for the VMC and broader community.

5. STUDY COMPONENTS

The successful consultant will be expected to fulfill the study goals and objectives in undertaking the Phase 1 Cultural Framework and Public Art Plan for the Vaughan Metropolitan Centre, and the Phase 2 City-Wide Public Art Program. The following section is intended to give an overview of the project scope but is not intended to be an exhaustive list of the work and activities associated with each phase of the project.

The consultant team is required to develop a work plan prior to beginning the project that identifies a comprehensive strategy for meeting the target project timelines and completing the tasks and deliverables outlined below. This work plan will define a strategic communications and reporting structure for the study that provides a platform for feedback from Council and will be submitted to the City's Project Team Lead for review and discussion prior to commencement.

Phase 1 - Cultural Framework and Public Art Plan for the Vaughan Metropolitan Centre

Task 1: Research, Policy Review and Analysis

The consultant team will be required to complete a background research/literature review and analysis to provide a foundation for the project which outlines the benefits of public art and cultural planning for the community and defines goals specific to the VMC.

The summary of the literature review will provide a high level understanding of the following:

- What constitutes public art;
- What will support the enhancement of creativity and culture in the City and provide a framework for the provision of arts, cultural programming, and facilities, particularly in the VMC as a primary destination;
- What are the intersections between public art, culture, cultural assets and facilities;
- Current municipal practices and policies in cultural planning and public art; and
- Best practices in cultural planning and public art.

In preparation for the study, Staff will compile and provide the consultant with a document outlining municipal best practices related to public art programs, policy, implementation, funding, and public art acquisition/selection at the broader scale that is completed in-house. This document will outline legislative framework and funding options (including provisions of Section 37 of the Planning Act).

The results of the background review will provide the context prior to advancing to the next stage of the study.

Task 2: Public Engagement and Visioning

The consultant team will develop an innovative communications structure, public engagement plan which encourages an open dialogue about the future of public art in the City and culture in the VMC, leading to the definition of guiding principles and high level design considerations. A key component of the study framework and engagement process is to conduct visioning workshops to help define guiding principles and set design parameters for the cultural and public art program. Visioning workshops will be led by the consultant team, with support from the City's Project Team Lead. The consultation strategy should also identify appropriate methods of generating public awareness and participation in the study process.

The goals and objectives defined through the visioning process will be brought forward in consultation meetings and will include participation by the public, City staff and other agencies, members of Council, stakeholders and private developers. The goal of this process is to define a vision for what culture and public art means in the context of the City of Vaughan inclusive of all interested parties.

The consultant team should identify questions which help frame interviews to understand what culture and public art means to the residents and businesses of Vaughan. Public consultation may take the form of public meetings, online surveys, and any other method the consultant team deems appropriate. The consultant team should also propose strategies for ongoing public engagement to support the long-term implementation of the cultural plan and public art strategy.

Tasks include the following:

- Stakeholder interviews: dialogue about the future of arts and culture in the city;
- Determine community needs and local priorities that culture can address; and
- Integrated approach to public consultation, providing opportunity for input from all voices in the community.

Within the scope of defining some early stage projects that the City, landowners and private partners could be engaged in, the Consultant should also undertake consultations with the Vaughan Chamber of Commerce, York Region Arts Council and other groups to consider:

- Type of projects which would be feasible;
- Proposed funding and funding options/tools; and
- Partnership opportunities.

As part of Task 2, a presentation summarizing the findings from the public engagement and visioning sessions will be brought to the VMC Sub-Committee of Council or Committee of the Whole.

Task 3: Direction Setting

Based on the information collected during the background study and building on the defined vision and guiding principles resulting from the consultation sessions, a draft Cultural Framework and Public Art Plan will be developed by the consultant team with the oversight of the City's Project Team Lead and the Project Working Group.

The draft Cultural Framework and Public Art Plan will define all aspects required for the implementation of a program for establishing a sustainable public art and cultural planning approach in the VMC. The draft Cultural Framework and Public Art Plan will provide a planning strategy to activate the development of the VMC in early phases, incorporating the following considerations:

- Set priorities in public art and cultural planning;
- Opportunities to capitalize on key assets that are currently on-site;
- Develop a set of goals and tactics for achieving the articulated priorities; and
- Develop a branding/communications plan to promote culture and public art in the downtown, including social media, website and public realm tools.

A planning and policy framework will be developed to determine appropriate sites and strategies for co-locating public art and cultural features in the VMC, contributing to identity, branding, and placemaking efforts. An important component of this framework will be to establish comprehensive evaluation criteria that will assist in selecting locations for public art within civic spaces downtown, as well as define a policy structure for ensuring that public art is integrated into private development projects. The evaluation criteria will be defined following the preliminary research and public consultation process which will identify potential locations that are appropriate to the context, be it temporary or permanent, within buildings, outdoors on City owned property, within privately owned but publicly accessible places or otherwise within the public realm.

The locational framework should strongly relate to the guiding urban design strategies and vision of the VMC, and consider the interrelationship of cultural features and programming to public art, significant landscape and public realm features.

The Consultant will present the initial directions to the Project Working Group for discussion.

Task 4: Draft Strategy Development

Following review and feedback of draft framework plan by these parties, the consulting team will prepare a finalized version of the Phase 1 work of the Cultural Framework and Public Art Strategy.

Tasks include the following:

- Form recommendations and priorities for cultural planning and programming;
- Develop a public art plan for the VMC including site selection, recommendations for art installations; creative funding solutions; legal considerations; maintenance and conservation programs; etc.
- Form recommendations for early-stage creative and cultural projects that could animate the VMC; contribute to development of social enterprises or fulfill economic development objectives related to creative and knowledge-based industries;
- Identify implementation approaches;

- Prepare public art policy boiler-plate language for conditions of development and clauses for development agreements; and
- Prepare performance metrics for public art and cultural planning initiatives in the VMC.

At the conclusion of Phase 1, the consultant team will present findings to the Senior Management Team, followed by a briefing at Committee of the Whole.

Phase 2 - City-Wide Public Art Program

Phase 2 of the Strategy can begin once draft strategy development in Phase 1 is substantially advanced. At this point, there should be sufficient direction from Phase 1 to inform the development of city-wide policies as defined for Phase 2. This phase will zoom out in scale to examine the broader city-wide framework for developing a public art policy that meets the needs of Vaughan as applied to other communities, intensification areas and heritage areas.

Based on the models explored through the background review, the consultant team will develop a policy framework for a broader city-wide public art program that recognizes the history and diversity of the City's communities and the role of public art in celebrating that heritage, building a sense of place and providing a distinct identity for Vaughan. This higher scale of study will ensure the establishment of a rich, cultural setting throughout the City of Vaughan through the implementation of public art features which incorporate the ideas and work of various artistic disciplines and provide opportunities for both permanent and temporary public art installations.

Some components to be considered in the public art program include: civic public art (artwork in city facilities and infrastructure), community public art (created with a community engaged approach), private development public art projects, and temporary installations. The implementation strategy for the program should also include guidelines for the development of a volunteer Public Art Advisory Committee comprised of community members to aid in the acquisition of public art and the long term facilitation of a public art program in Vaughan.

The city-wide public art policy will provide a strong governance model that defines the roles and responsibilities of various City departments in facilitating the program. This includes identifying an organizational structure to manage and support the implementation of the public art plan and its suggested strategies in other intensification areas and special heritage zones. The program will also:

- Encourage inclusiveness and accessibility in the development of the program to ensure that opportunities and initiatives are accessible to all members of the public. Included in this strategy should be improved access for artists at the local, regional, national and international levels, as well as emerging artists and artists from diverse communities;
- Provide direction for the commissioning of public art pieces in conjunction with new civic capital projects, existing civic infrastructure and private developments;
- Develop a program review strategy and implement benchmarks to analyze the effectiveness of the program and its related policies overtime as outlined in the public art program.

The public art program will assist the City in identifying staff and facility resources required to sustainably manage the public art program including; the coordination of the jury process, art acquisition and ownership, installation, collection, inventory and storage, conservation and repairs, and if required, the potential de-accessioning (removal) of a public art piece. Management of the public art program shall be outlined in a 5 year phasing plan which outlines the roles and responsibilities of the Public Art Advisory Committee, City staff and council in their continuing roles in guiding the implementation of the program.

Tasks include the following:

Task 1: Review of Communities, Intensification Corridors and Heritage Areas vis-a-vis Public Art Policy

- SWOT analysis;
- Understanding differentiation factors, e.g. historical background; natural and built heritage; distinct identity; ethnic diversity; economic clusters.

Task 2: Defining Products & Locations

- Public art selection criteria;
- Establish artists eligibility criteria;
- Establish site selection criteria.

Task 3: Development of Governance Model (including administration/management, funding, communications, and performance measurements)

- Develop terms of reference for a Public Art Steering Committee;
- Develop an implementation strategy;
- Develop a marketing and communications strategy.

Task 4: Develop Funding Options and Recommended Funding Model for Public Art

- Review best practice models in other municipalities on how public art is funded to achieve long-term sustainability;
- Identify key costs in a public art program, including construction, installation, insurance and maintenance costs.
- Identify potential funding sources and contribution guidelines, taking into account lifecycle or maintenance costs;
- Recommend a public art funding model that can be sustained by the municipality and includes opportunities for private-public partnerships, growth/development-related funding, etc.

Task 5: Community Engagement

- Presentation of findings and proposed implementation strategies to stakeholders;
- Seek input for ongoing community engagement, including art competitions; high school programs; social enterprise development; arts business development supports; tie-ins to festivals and events; etc.

Task 6: Finalize Public Art Plan

- Develop performance metrics for public arts programs;
- Draft public art policy boiler-plate language for draft plan and/or site plan agreements;
- Submission of a final report on a city-wide public art policy for Council adoption.

6. THE CONSULTING TEAM

The City of Vaughan is seeking a multi-disciplinary consultant team to complete this comprehensive study. It is important that the services be provided by a specialized consultant team who can demonstrate expert knowledge and experience in performing similar works for projects or services of a comparable nature, size and scope. Proponents should possess the following skills and experience and outline such in their proposal:

- a) Expertise in cultural and art planning, including public art procurement, program design and administration;
- b) Familiarity with the tools and procedures under the Ontario planning system;
- c) Land use planning and urban design;
- d) Economic development;
- e) Public consultation and facilitation;
- f) Fiscal planning;
- g) Project management; and
- h) A clear understanding of the cultural context of the Vaughan community, including familiarity with the vision for developing the Vaughan Metropolitan Centre.

The consultant will appoint a senior professional in the Lead Firm as the Consultant Team Leader who will be the City's main point of contact and who will be responsible for the coordination of all consulting resources retained under the Proposal. The Consultant Team Leader and Lead Firm will be responsible for invoicing the City and the disbursement of fees to the sub-consultants. Any changes or substitutions to the consulting team, subsequent to the submission of the Proposal will require written approval of the City of Vaughan.

7. PROJECT ADMINISTRATION

The Cultural Framework and Public Art Plan for the Vaughan Metropolitan Centre, and City-Wide Public Art Program will be managed by the City's Project Team Lead in coordination and in consultation with the City's Project Working Group comprised of members from Development Planning, Policy Planning, Economic Development, Finance, Parks Development and Culture and Recreation Departments. The Project Team Lead will be responsible for day-to-day contact with the consultant team and for providing project oversight and direction. Both the Project Team Lead and the City's Project Working Group will review and comment on draft versions of the Strategy as it is developed.

The Vaughan Project Working Group will be established as an advisory body comprised of City staff to carry out the following responsibilities:

- i) Provide high level strategic direction;
- ii) Aid in visioning workshops and public consultation sessions; and
- iii) Aid the consultant team to refining the Cultural Framework and Public Art Strategy.

It is expected that the consultant team will schedule milestone meetings with the City's Project Team Lead and the Project Working Group throughout the Study process. The consultant team will be required to present findings to Senior Management Team, as well as make presentations at Committee of the Whole, the Vaughan Metropolitan Centre Sub-Committee or any other committees as defined by the Project Team Lead at the study kick-off meetings. A tentative schedule of those meetings should be included in the consultant team's proposed work plan.

The consultant is responsible for scheduling meetings and preparing presentation materials and meeting minutes. The consultant shall provide a copy of key deliverables and dates of the proposed consultation meetings, prior to beginning the formal consultation process to allow the Project Working Group to review and provide feedback.

8. STUDY PRODUCTS

The Cultural Framework and Public Art Plan for The Vaughan Metropolitan Centre, and City-Wide Public Art Program will follow the anticipated schedule outlined in Section 9, and will commence upon the ratification of the selection of a consultant team. Products of the strategy study include:

- a) Background research/literature review and analysis report;
- b) Public consultation and visioning workshops strategy;
- c) Draft Strategic Cultural Framework and Public Art Plan for The VMC, including proposals for early-stage projects for consideration;
- d) City-Wide Public Art Program;
- e) Establishment of guidelines and a Vaughan Public Art Steering Committee which may include reference to process and resource requirements of advisory panels such as the Urban Design Review Panel, Heritage Vaughan and other Steering Committees of Council.

Study materials shall be provided as follows:

- a) The draft Strategy report shall be submitted on the following basis:
 - 30 cerlox bound copies
 - 1 unbound print-ready copy
 - 5 CDs (PDF) of the final document and any related graphics or maps in City-compatible software (Word, PowerPoint, or Excel)
- b) The final Strategy report shall be submitted on the following basis:
 - 30 cerlox bound copies
 - 1 unbound print-ready copy
 - 10 CDs (PDF) of the final document and any related graphics or maps in City-compatible software (Word, PowerPoint, or Excel)
- c) Presentation materials
The City of Vaughan shall be provided with 1 hard copy and a CD (in a City-compatible format) of all presentation materials (e.g. maps, PowerPoint presentations and handouts) used in the stakeholder consultation process and in presentations to Council.

All maps and graphic materials shall also be provided in high-resolution PDF and other requested electronic file formats such as, but not limited to, .gif, .jpeg, and .tiff file formats.
- d) Web content
The consultants will be required to provide all presentation materials in a web-ready format for loading on the City's website. Such information shall be submitted using a standard design (logo, etc.) to be provided by the City.

9. SCHEDULE, WORK PROGRAM, STAFFING

The Consultant team is required to develop a work plan that identifies the objectives of the study as listed above. The work plan should include a detailed price breakdown for completing the study and identify an hourly rate for each team member, task costs, and costs for disbursements, contingencies and applicable tax, plus a payment schedule for each study phase. The work plan will detail task timing, sequencing and meeting schedules. The proposal will also identify the role and responsibility of each member of the consulting team, their direct involvement in the study, and their relevant experience. The proposal will also identify the anticipated extent and schedule of City staff involvement in the study process including identifying the internal staff project team lead who will be responsible for overseeing the consultant team throughout the study period, as defined in the project timeline below.

9.1 Proposed Timeline and Deliverables*

To achieve the goal of completing the Cultural Framework and City-Wide Public Art Plan, the project timelines are below:

:

Action	Timeline
RFP Preparation	June 2014
RFP Issuance	July 2014
Consultant Interviews	August 2014
Consultant Selection	August 2014
Contract Award / Project Planning	September 2014
Phase 1 Work Completion	Q3 2015
Phase 2 Work Completion	Q4 2015
Final Report / Project completed	Q1 2016

* The consultant team is permitted to suggest modifications to the timeline of tasks and deliverables based on the timing in which the consultant team is ratified by the City and based on experience with similar projects as permitted within the project timeframe.

10. CONTENT OF PROPOSALS

The Consultant will be retained on the basis of a written proposal and interviews with short-listed proponents. The written proposal shall contain the following information:

- a) Members of the Consulting Team, including their qualifications and experience;
- b) Identification of the Consultant Team Leader;
- c) An explanation of the approach and methodology to be used and research to be undertaken to achieve the project's goals and objectives, as outlined in the Request for Proposal;
- d) A Council/staff/public/stakeholder consultation strategy;
- e) A comprehensive work plan/project schedule, including timelines, milestones, meetings and key dates, which fulfill the requirements of the Terms of Reference;
- f) Deliverables/value-added work if applicable;
- g) An upset cost for the completion of the project, which includes a breakdown of the **hourly** rates attributable to each of the Consultant Team members and the **hourly** time commitment by task, for each of the participants; and all other costs and related disbursements;
- h) Documentation of related experience;
- i) A list of three (3) client references in respect of projects similar to the one described in the Terms of Reference, preferably public projects including national or international experience.

In the proposal the consultant shall indicate the number and type of projects it is currently undertaking which may represent a professional conflict with the conduct of this study.

In addition to the Original Proposal, ten (10) bound copies of the Proposal, in an 8½" X 11" format plus one (1) unbound print ready copy shall be submitted. The maximum length of the Proposal shall be fifteen (15) pages, exclusive of resumes, references and documentation relating to project experience.

11. EVALUATION CRITERIA

The Proposal will be evaluated on the basis of the following criteria:

Qualifications and Experience: 40%

- Capability of the Team Leader;
- Qualifications and expertise of the team members;
- Skills and experience consistent with the needs of the project;
- Experience in similar studies;
- Level of public sector experience;
- Demonstrated success in public/stakeholder consultation; and the quality of the proposed consultation plan;
- Demonstrated skill in communicating project proposal and products, including excellent graphic presentation.

Quality of the Proposal: 25%

- Complete and comprehensive submission;
- Demonstrated understanding of the project requirements;
- Organization and clarity of presentation;
- Introduction of innovative ideas and concepts;
- Skill in communicating the project plan.

Project Management: 25%

- Work program, timelines and scheduling consistent with study requirements;
- Degree of participation of senior staff;
- Ability to manage a complex, multidisciplinary project;
- Ability to commit to the timing objectives for the completion of the study;

Financial: 10%

- Proposal Fee;
- Appropriate allocation of resources to various phases or study tasks.

12. SHORT-LIST DISCUSSIONS/INTERVIEWS/PRESENTATION REQUIREMENTS

The City may create a short list of Proponents based on the evaluation results.

The City reserves the right to incorporate discussions/interviews/presentations (the “Interview”) into the Proposal evaluation process at the short-list stage. The City, at its sole discretion, may

interview short-listed Proponents and may ask them to make a short formal presentation to the City. (Presenters will be required to supply their own presentation equipment and materials.) The Interview will serve as the mechanism for further evaluation of Proposals of short-listed Proponents at an in-depth and more detailed level in order to establish the finalist for Preferred Proponent status.

The City reserves the right to limit interviews to a number of the top scoring Proponents as determined by the City regardless of the number of Proponents who qualified for the short list and the scoring point spread thereof.

13. NEGOTIATIONS

On completion of the evaluation process, vendor negotiations will be undertaken to refine the details of the contract for all portions of the proposed services described in this Request for Proposals. Negotiations may take the form of adding, deleting or modifying requirements.

Assuming mutually acceptable terms and conditions can be negotiated a contract will be signed with the selected proponent. In the event of default or failure to arrive at mutually acceptable terms and conditions, the City may accept another Proposal or seek new Proposals, or carry out this service in any other way deemed appropriate.

14. BEST AND FINAL OFFERS

Proponents are reminded that since this is a Request for Proposal, a best and final offer may be requested, but this would be considered only with the short-listed proponents, if used at all. Proponents are encouraged to provide their best offer initially and shall not rely on oral presentations or best and final offers.

15. DISBURSEMENT OF FEES

The successful Consultant will be required to submit a payment schedule prior to commencing the project. The payment schedule shall be subject to the approval of the Project Coordinator.

Invoices will be required to contain the following minimum information:

- Description and explanation of work undertaken in each invoice time period;
- Personnel employed and hours expended by the hourly rate;
- Disbursements;
- Total Fee for each invoice;
- Budget expended to-date and remaining budget;
- 10% hold back applicable to all invoices.

The total estimated upset limit, duration of work and hourly rates of those team members who will be working on the Study is required as a separate breakdown within the document. We will require that all charges are tracked separately in the overall study, for invoicing purposes.

16. BUDGET

The budget for this study is anticipated to be \$170,000 which shall include all applicable taxes, disbursements and other project-related costs. The cost of acquiring the consultant will be deducted from the 1% of the capital budget of all major Regional and local municipal buildings to fund the requisition of public art as defined in Section 10.1.1.4.k of the Vaughan Official Plan.

The Consultant shall not exceed the budget or undertake any work that would cause the budget to be exceeded without written permission from the City of Vaughan. Such permission shall be required for any phase or component of the study, as set out in the approved work plan.

Attachment 2

Update on Creative Together Cultural Plan

A copy of Vaughan's cultural plan, "Creative Together", was distributed to Council in March 2014 for reference. The following section of this report is an overview of the goals and objectives identified in "Creative Together" and the progress made in achieving these goals.

Overview of the Creative Together Cultural Plan

The *Creative Together Cultural Plan, 2010*, uses the definition of culture below. At the broadest sense, culture can be understood as:

"The distinctive spiritual, material, intellectual and emotional features of society or a social group and that it encompasses, in addition to art and literature, lifestyles, ways of living together, value systems, traditions and beliefs. Culture is at the heart of contemporary debates about identity, social cohesion, and the development of a knowledge-based economy."

UNESCO *Universal Declaration of Cultural Diversity*, 2002

While Creative Together embraces this broad definition of culture as an overarching definition, on a more pragmatic level, it adopts the following definition of *cultural resources*:

- Creative Cultural Industries
- Community Cultural Organization
- Spaces and Facilities
- Festivals and Events
- Cultural Heritage
- Natural Heritage



The 2008 Active Together Parks, Recreation, Culture and Libraries Master Plan identified the need to create an arts and culture strategy for the community. Funding for this strategy (Creative

Together) was secured through the capital budget process and in 2009 the cultural plan project was started with the hiring of AuthentiCity, a leading expert in the field of cultural planning in North America.

The process involved a review and analysis of existing plans and strategies of the City of Vaughan. A significant part of this work was an analysis of ways in which cultural resources and cultural planning issues could be best integrated in the Vaughan Official Plan, and Economic Development Strategy and Green Directions Vaughan - all being carried out at the time within the City. The resulting plan was approved in principle in June 2010 and the identified key themes of the plan were incorporated in the larger corporate policies in whole or in part.

The development of the plan also included a community online survey, a public forum session, and a cultural mapping exercise that identify key resources and hubs in the community. The results of the cultural mapping exercise identified 600 cultural resources in the community; mostly located in Vaughan's historic core areas and industrial areas.

Strategies and Actions

The Creative Together Cultural Plan identified three main strategies and corresponding action items that together would ensure that the City establishes a strong foundation for the development of arts and culture in significant aspects of City life and City building. These strategies are as follows:

- **Creative Economy** – Actions in this area are aimed at expanding Vaughan's creative cultural industries, growing festivals and cultural tourism, and leveraging Vaughan's creative and cultural assets. Creativity and culture are increasingly understood as cornerstones of local economies with major contributions to make in building a diversified and prosperous economy in Vaughan.
- **Creative Capacity** – Actions in this area focus on strengthening partnerships, developing a strategic vision for new facilities and investment, expanding awareness and developing creative capacity. Artists and creators are at the heart of the creative economy. Strengthening the cultural sector in Vaughan requires collaboration across many groups and disciplines.
- **Creative Places** – Actions in this area are aimed at adopting a 'whole systems' approach to cultural facility planning, leveraging land use tools to support cultural development, strengthening neighbourhood, level cultural clusters and creating culturally rich public spaces across Vaughan. Creativity and culture play a powerful role in enhancing the quality of place needed to attract people and investment. Culture contributes to placemaking agendas aimed at building beautiful, memorable places and an enhanced public realm.

To summarize, in general the culture plan recommended a focus on the following areas:

1. Support the development of the creative industries sector.
2. Support the development of the Vaughan Metropolitan Centre (VMC) and other areas as cultural hubs and creative centres.
3. Encourage the development of a large performing and/or visual arts centre and new festival of an international caliber in the VMC.
4. Support the development of a place-branding strategy that includes culture as an asset.
5. Support the promotion of cultural tourism.
6. Develop a public art policy.
7. Increase arts and cultural programming.
8. Examine the development of arts, culture and heritage preservation funding opportunities.

Creative Together Accomplishments to Date

Since 2010, staff in Recreation and Culture and Economic Development have focused on increasing arts and culture programming, led culture related special projects, and worked to grow the creative economy sector in Vaughan as follows:

Creative Economy

- Festival and events support (Maplefest, Bindertwine, Ribfest, Woodbridge Italian Festival, Thornhill Village Festival, Woodbridge Fall Fair, CariVaughan):
 - o Booth sponsorships
 - o Marketing and advertising support
 - o Logistics (permitting, road closures)
 - o Business planning
 - o Accessing government funding programs
- Support for Vaughan Film Festival through VBEC
 - o Business planning
 - o Marketing and communications
- Corporate calls to “creative economy” businesses
- Annual tourism stakeholders round table
- Participation in YorkScene’s Arts Exposed conference steering committee
- Reorganizing the Economic Development Department’s structure to include an Economic Development Officer position with a focus on building the Creative Economy cluster.
- Kleinburg Village economic development strategy
- Kleinburg Village marketing strategy

Creative Capacity

- Supported cultural celebrations such as Jewish Heritage, Italian Heritage, Black History, Festival of Light, International Women’s Day celebrations with our community partners
- Supported Vaughan/TRCA Working Group to recognize aboriginal culture along the Humber River Trail system in Vaughan.
- Previous programming that have continued that pre-date the cultural plan include,
 - o Vaughan of a Kind art and craft show.
 - o Doors Open Vaughan.
 - o The R.A.V.E. awards.
 - o The Higher Arts student bursary program.
- Introduction of Vaughan Arts programs offered to youth and adults.
- Addition of Youth Arts in the annual Youth Week event.
- Addition of Culture Days and Culture Days 365 events.
- Representation on York Region Arts Council Board of Directors
- Partnership with Elspeth Heyworth in New Horizon’s grant program for seniors art instruction, culinary arts and senior’s intergenerational engagement program.
-

Creative Places

- Developed an art integration in community spaces program.
- Initiated municipal art installations in community spaces.
- Completed an Art Gallery Feasibility Study for City Hall.
- Addition of City Hall’s On The Slate Atrium Gallery exhibitions and juried competitions showcasing professional and emerging visual artists and photographers.
- Conversion of the Vaughan Arts Space at the Maple Community Centre.
- Pierre Berton Discovery Centre Task Force support..
- Successes have also been achieved in the area of community development and arts in civic spaces through The Vaughan Alive program.

As it relates to Recreation and Culture's Corporate Events programming, both professional and local emerging artists have been featured at the Vaughan Celebrates events (WinterFest, Canada Day and Concerts in the Park). These events are attended by thousands of people and offer not only entertainment for the community to enjoy, but a chance to experience local cultural celebrations.

Planned cultural projects

Moving forward, both Recreation and Culture and Economic Development have identified key culture development initiatives that will be of primary focus moving forward. Some projects require funding and will be submitted for review and approval in the City's capital and operating budget process.

1. Develop a cultural framework for the VMC to guide development in Vaughan's new downtown.
Lead: Economic Development Department
Timeline: 2015/2016 completion date. Funding approved.
2. Develop a background study on public art that will inform a future Public Art Policy (Phase 1). Work with consultant, stakeholders and cross departmental staff team to create a final Public Art Policy with a special focus on how to fund public art (Phase 2).
Lead: Recreation and Culture Department
Timeline: Q3 2014.
3. Create a civic spaces inventory to inform new arts and culture community programming initiatives in civic spaces and public art installations.
Lead: Recreation and Culture Department
Timeline: Q2 2015.
4. Implement an art integration program at City Hall and other civic /community spaces from our current municipal collection and future donated or facilitated artwork.
Lead: Recreation and Culture Department
Timeline: Q3 2014.
5. Review and prepare findings report to Council on arts, culture and heritage funding models and strategies for the community, including private/public partnerships, grants and sponsorship.
Lead: Recreation and Culture Department
Timeline: Pending funding approval Q3 2015.
6. A Recreation and Culture community outreach and engagement strategy for arts and culture groups and individual artists in various disciplines.
Lead: Recreation and Culture Department
Timeline: Q1 2015.
7. Development of a City-wide events strategy that includes a market assessment, funding, marketing and other support strategies for current internal events and for new events proposed by internal and external stakeholders. A strategy that also includes a plan for projected or anticipated events to be held in City public spaces.
Lead: Recreation and Culture & Economic Development Departments.
Timeline: Pending funding approval..
8. Increase arts and culture programming capacity by supporting new programming in community civic spaces and through the purchase of installation resources such as portable

wall units, art hanging rails, lighting units, and display cabinets.
Lead: Recreation and Culture Department
Timeline: Pending funding approval.