

REGULAR MEETING OF THE TASK FORCE ON CULTURE AND ECONOMIC DEVELOPMENT

Notice is hereby given of the following Regular Meeting of
the Task Force on **Culture and Economic Development**

March 2, 2020 at 1:00 pm
Committee Room #2
City Hall

AGENDA

Call to order.

ADDITIONS TO THE AGENDA Urgent/time sensitive matters only

1. ***MOTION to Add or Delete Items from the Agenda.***

UNFINISHED BUSINESS

- 2.

ADOPTION OF MINUTES

3. ***MOTION to adopt the minutes of the January 13, 2020 meeting***

PRESENTATIONS AND REPORTS FOR ACTION

4.1 Partnership Framework

Presentation and discussion on City partnership priorities, guiding principles, partnership criteria and preferred partnership models. This discussion will inform the development of a Partnership Framework.

4.2 Massey Theatre Working Group

Presentation and discussion on Massey Theatre Working Group regarding deliverables, the role of the Task Force and the timeline for completing the final draft for Council approval.

NEW BUSINESS

5.

NEXT MEETING

The next meeting of the Task Force on **Culture and Economic Development** will occur on:

Date:	May 11, 2020
Time:	1:00 p.m
Location:	Committee Room #2 City Hall

ADJOURNMENT



REGULAR MEETING OF THE TASK FORCE ON CULTURE AND ECONOMIC DEVELOPMENT

January 6, 2020 at 12:30 p.m.
Committee Room #2
City Hall

MINUTES

PRESENT:

Mayor Jonathan Coté
Councillor Chinu Das
Councillor Mary Trentadue

STAFF:

Ms. Lisa Spitale – CAO
Ms. Emilie Aiden – Director, Development Services
Ms. Jen Arbo – Coordinator, Economic Development
Ms. Kim Deighton – Manager, Licensing and Integrated Services
Ms. Carolyn Armanini – Planner, Economic Development
Ms. Sarah Joyce – Director + Curator, New Media Gallery
Mr. Rob McCullough – Manager, Museums & Heritage Services
Mr. Gordon Duggan – Director & Curator, New Media Gallery
Mr. Todd Ayotte – Manager, Community Arts & Theatre
Mr. Blair Fryer – Manager, Communications & Economic Development

The meeting was called to order at 12:35 p.m.

ADDITIONS TO THE AGENDA Urgent/time sensitive matters only

1. No Items

ADOPTION OF MINUTES

2. MOVED and SECONDED

THAT the minutes of the regular meeting of the Task Force on Culture and Economic Development of Monday, September 16, 2019 be adopted.

All members of the Task Force present voted in favour of the motion.

PRESENTATIONS AND REPORTS FOR ACTION

3.1 Review of Purpose/Mandate & 2020 Workplan

Discussion Summary: Mr. Fryer provided an overview presentation, outlining the documents that guide work in culture and economic development and the proposed workplan for the Taskforce in 2020. Discussion followed on how the Taskforce is an opportunity for staff to check in with Council on emerging issues and use it to work through issues on the implementation of plans such as the Arts Strategy and Theatre Strategy.

Comments were made that while the Taskforce should look to the intersections of economic development and culture, the Taskforce can still discuss these two areas in their silos. More specifically, Cultural Services staff should be adding agenda items even if they don't directly relate to economic development.

Action Items:

Summary of Action	Add two or three arts and culture items to the workplan and report back at a future meeting.
Who is responsible	Culture Services staff
When	Future meeting – target May 2020

Summary of Action	Governance models and operational framework/agreement would be two items that should come to this taskforce. In particular the operational agreement/framework with Massey Theatre Society is coming up in September. Staff should prepare a discussion item for the March 2020 Taskforce meeting.
Who is responsible	Todd Ayotte
When	Future meeting – March 2020

3.2 Presentation and Discussion on Intersection of Culture and Economic Development

Discussion Summary: Mr. Fryer gave a presentation on the intersection of Culture and Economic Development. Discussion on defining culture ensued, including how the City would be using it and why it is necessary to define it. Members agreed that a definition should be broad and holistic, incorporating a combination of the various arts traditions, histories, diverse backgrounds and ideas that manifest in New

Westminster. Future discussion on a definition could also go to the new reconciliation/engagement taskforce once it is established.

Action Items:

Summary of Action	Prepare a proposed definition of culture, based on the definition included in the OCP.
Who is responsible	Cultural Services staff
When	Future meeting

NEW BUSINESS

4. No Items

NEXT MEETING

The next meeting of the Task Force on **Culture and Economic Development** will occur on:

Date:	March 2, 2020
Time:	1:00 p.m
Location:	Committee Room #2 City Hall

ADJOURNMENT

ON MOTION, the meeting was adjourned at 2:05p.m.

MAYOR NAME CHAIR	NAME TITLE

Partnership Framework

A key direction for the Priority Area of Culture and Economic Development in the City's 2019-2022 Strategic Plan is to...*continue to identify, develop, promote and enhance diverse cultural services and assets through the pursuit of strategic partnerships, collaborations and plans.*"

Within the context of the cultural sector, a well-defined Partnership Framework will:

- ✓ Define a range of partnership models to support the effective & efficient delivery of services;
- ✓ Identify & establish clear roles and responsibilities for the City and its partners; and,
- ✓ Harness community expertise and strengthen community capacity.

An effective Partnership Framework will also support the delivery of the Arts & Theatre Strategies, and advance the City's Strategic Goals & Priorities

Agenda

1. Presentation

Research Overview

City of Toronto: For Public Benefit

City of Calgary: Investing in Partnerships

2. Discussion

City priorities

Preferred partnership models

Eligibility

Guiding principles for partnership

Research Overview

City of Toronto – FOR PUBLIC BENEFIT

- ✓ Principles for partnership
- ✓ 6 forms of partnership

City of Calgary – INVESTING IN PARTNERSHIPS

- ✓ Guiding Principles
- ✓ Partnership Categories
- ✓ Partnership Sectors

City of Toronto: For Public Benefit



For Public Benefit contains principles, commitments and actions to help city agencies, boards, corporations and Divisions interact with the “core” community-based not-for-profit sector in Toronto more consistently, with the guidance of a clear vision.

City of Toronto: For Public Benefit

Principles for partnering with community-based NFP organizations

GENERATING PUBLIC BENEFIT	The City of Toronto rightly has a special and unique relationship with community-based NFPs that generate public benefit for Torontonians.
INVESTING IN QUALITY	The City of Toronto invests in community-based NFPs to leverage the sector's unique capabilities to deliver high-quality, accountable and responsive services that meet local community needs.
CONNECTING TO COMMUNITY	Proximity to local communities and groups often means NFPs can effectively advocate for the public interest and connect city government and residents. The City encourages the sector's role in promoting civic engagement and strengthening democratic participation.
ENCOURAGING DIVERSITY	Toronto's community-base NFP sector includes organizations and groups of diverse size, function, purpose and capacity. This diversity is vital for a healthy NFP ecosystem. The City of Toronto encourages sector diversity to meet a wide range of dynamic community needs.
USING EVIDENCE IN PRACTICE & PLANNING	The City of Toronto and the community-based NFP sector prioritize the use of relevant research and evidence in planning and decision-making.
RECOGNIZING OUR INTERDEPENDENCE	The City of Toronto and the community-based NFP sector rely on each other to create a vibrant and inclusive Toronto. This relationship of mutual reliance is fostered through respect, transparency and collaboration.

City of Toronto: For Public Benefit

Six ways that the City interacts with community-based NFP organizations

INVESTING IN SERVICES	The City invests in NFPs to deliver a wide range of community services.
CO-DESIGNING PROGRAMS & POLICIES	The City regularly collaborates and consults with NFPs to design new policies and programs.
ENGAGING COMMUNITIES	The City often depends on NFP organizations to promote community vitality and help residents participate in civic life.
BUILDING CAPACITY	The City funds and subsidizes NFPs to work in communities by providing grants, tax subsidies, fee waivers, affordable space and other supports.
REGULATORY OVERSIGHT	The City is the provincially designated service system management for some NFP services.
INDIRECT BENEFITS	The City also relies on, but does not fund, NFPs to provide diverse services and programs that contribute to community well-being.

City of Calgary: Investing in Partnerships Policy

GUIDING PRINCIPLES

- ✓ Partnerships will be based on clear and meaningful intent
- ✓ Partnerships will align with the expected results agreed upon by the City and the Partner
- ✓ Partnerships will create accessible, available and affordable services, programs & facilities
- ✓ Partnerships, where possible, will provide innovative service delivery and practice models to meet the changing needs of Calgarians
- ✓ Partnerships will be designed to deliver mutual benefits for Partners, the City and the citizens of Calgary
- ✓ Accountability for all parties will be clearly defined
- ✓ Stewardship of public assets is a responsibility of the City and the roles and responsibilities for the stewardship of city resources and assets will be clearly defined
- ✓ The City and partners will ensure the communication process is open and transparent

City of Calgary: Partnership Categories

CIVIC PARTNER – STRATEGY DELIVERY PARTNER	Independent organizations that have either been created by the City, or with whom the City partners to deliver a Council-approved strategy or mandate through an operating grant or other form of investment over \$500K. This category includes wholly-owned subsidiaries.
CIVIC PARTNER – PROGRAM & SERVICE DELIVERY PARTNER	Independent organizations that partner with the City to deliver programs and services; operate major city-owned facilities; or steward land, artifacts or other assets, through the management or use of a regional recreation centre, a nominal lease, or an operating or capital grant over \$500K.
COMMUNITY PARTNER – STRATEGY DELIVERY PARTNER	Independent organizations that partner with the City to deliver an approved strategy through an operating grant under \$500K.
COMMUNITY PARTNER – PROGRAM & SERVICE DELIVERY PARTNERS	Independent organizations that partner with the City to deliver programs and services, through the management or use of a facility owned by the City, a nominal lease, or an operating, capital or lifecycle grant under \$500K.
COMMUNITY PARTNER – COMMUNITY ASSOCIATION & SOCIAL RECREATION GROUPS	Independent organizations that partner with the City to increase the quality of life for Calgarians and provide them with a means of formal representation and advocacy to the City through leases, licenses of occupation or other forms of investment.
PREVENTATIVE SOCIAL SERVICES PARTNERS	Independent organizations that partner with the City to deliver programs and services to vulnerable Calgarians through grant funding agreements.
SHORT-TERM PROJECT PARTNERS	Independent organizations that partner with the City to provide programs and services, delivery strategy or build community infrastructure for the duration of a specific project, through one-time investment.

City of Calgary: Partnership Sectors

- ✓ Culture & Recreation
- ✓ Social Services
- ✓ Environment
- ✓ Development & Housing
- ✓ Law, Advocacy & Politics

Discussion

What are the priority areas for a Partnership Framework?

Youth
Engagement

Truth &
Reconciliation

Capacity
Building &
Engagement

Innovation

Cultural
Diversity

Quality
People-
Centered
Realm

What are the preferred roles, responsibilities & delivery models for a Partnership Framework?

Roles & Responsibilities

- ✓ What role(s) should the City play in a partnership?
- ✓ What can the City do most effectively?
- ✓ What types of projects/services can be delivered through a partnership that could not be delivered by the City alone?
- ✓ What are the benefits of supporting community-led or community-engaged partnerships?

Delivery Models

What are the preferred mechanisms/partnering models?

- ✓ City-led, Grants, Fees for service

What are the eligibility requirements for partnering organizations?

1. Organizations with a clear and relevant mandate
2. Organizations that demonstrate a significant history of programming and service in the City of New Westminster with proven community impact:
 - ✓ Be based in New Westminster and deliver their programs or services in New Westminster
 - ✓ Deliver consistent and meaningful programs and services that are open and accessible to all New Westminster residents
3. Organizations that demonstrate financial stability:
 - ✓ Provide evidence of diversified cash revenue including earned revenue, fundraising, donations, and other grants
4. Organizations that demonstrate solid organizational capacity and sustainable operations:
 - ✓ Have been operating for 5 (five) years as registered not-for-profit society in good standing
 - ✓ Be supported by an active volunteer Board of Directors
 - ✓ Have experienced and capable leadership and administrators, and maintain effective organizational structures

What should be our overall guiding principles for partnership?

City of Toronto

- ✓ Generating public benefit
- ✓ Investing in quality
- ✓ Connecting to community
- ✓ Encouraging diversity
- ✓ Using evidence in practice & planning
- ✓ Recognizing our interdependence

City of Calgary

- ✓ Clear and meaningful intent
- ✓ Align with the expected results agreed upon by the City and the Partner
- ✓ Create accessible, available and affordable services, programs & facilities
- ✓ Provide innovative service delivery and practice models to meet the changing needs of Calgarians
- ✓ Deliver mutual benefits for Partners, the City and the citizens of Calgary
- ✓ Include clearly defined accountabilities
- ✓ Define responsibilities around the stewardship of public assets
- ✓ Open and transparent communication

Next Steps

Draft Partnership Framework

Incorporating the feedback from the Task Force, staff will develop a draft Partnership Framework for New Westminster

Final Review

The final draft will be brought back to the Task Force for final review and endorsement