

Creative and Cultural Industries Advisory Committee – Terms of Reference

Mandate

The City of Vaughan is in the heart of the Greater Toronto Area and is positioned to be the region's creative and cultural capital.

The City of Vaughan is home to more than 3,500 creative businesses, which account for nearly one-third of all creative businesses in York Region. These businesses contribute to multiple sectors, including arts, entertainment and recreation, information and cultural industries and professional, scientific and technical services. Together, they added more than \$2.4 billion to Vaughan's real GDP in 2022.

Arts and Creative Industries are comprised of the following key subsectors:

- audiovisual
- music
- written and published works
- performing arts
- visual and applied arts
- heritage and museums
- professional services
- restaurants and hospitality
- tourism operators

In Vaughan, this cluster is anchored by various City- and community-led initiatives. These include the Tourism Vaughan Corporation, McMichael Canadian Art Collection – the only Category A institution dedicated to the Art of Canada – and the Vaughan International Film Festival (VFF) – operating as a premier short film festival for more than a decade. These assets have been supplemented by Mayor Del Duca's 2024 announcement of a Performing and Cultural Arts Centre in partnership with QuadReal Properties Group. The agreed upon Performing and Cultural Arts Centre in the Vaughan Metropolitan Centre (VMC) can stimulate more than \$100 million in economic activity related to one-time construction and potentially inject over \$2.5 million directly into the local and regional economy every year (2019 estimates).

To advance Vaughan as the region's creative and cultural capital, the Creative and Cultural Industries Advisory Committee (CCIAC) is being created to support the establishment of a Vaughan Arts Council (VAC).

The VAC will be an important body for building and maintaining community capacity for the creative industries and placemaking, anchored by the forthcoming Performing and Cultural Arts Centre (PCAC) in the Vaughan Metropolitan Centre (VMC).

The CCIAC will support the Mayor, Council, and staff in creating terms of reference for a VAC.

Members of the CCIAC will be asked to consider:

1. **Vaughan's and the Greater Toronto Area's Community Needs:** conduct a thorough assessment of the community's cultural needs and resources. This involves gathering input from local artists, cultural organizations, businesses, and residents to identify gaps and opportunities
2. **Defining Goals and Mission:** the arts council's mission and goals should be clearly articulated. They should reflect the community's cultural aspirations and outline the council's role in promoting and supporting the arts. The VAC will support the development of arts and the creative industries in Vaughan through a value chain that includes:
 - a. **Creation:** This is the initial stage where ideas are generated. It involves artists, writers, designers, and other creatives conceptualizing and developing new works.
 - b. **Production:** At this stage, the creative ideas are transformed into tangible or digital products. This includes recording music, filming movies, printing books, and crafting artworks.
 - c. **Distribution:** This involves getting the creative products to the audience. It includes logistics, marketing, and sales channels such as galleries, theaters, online platforms, and retail stores.
 - d. **Exhibition/Performance:** For many creative works, especially in the performing arts, this stage involves showcasing the work to the public through concerts, exhibitions, theater performances, and festivals.
 - e. **Consumption:** This is where the audience engages with the creative product, whether by attending a performance, visiting an exhibition, or purchasing a piece of art.
 - f. **Feedback and Support:** This stage includes audience feedback, critical reviews, and support services like funding, training, and professional development for artists and creatives.
3. **Organizational Structure, Board, and Leadership:** it can be a non-profit organization, a public body, or a hybrid model. The VAC will be one of:
 - a. A department within the City of Vaughan.
 - b. A Municipal Services Corporation (MSC) wholly owned by the City of Vaughan, staffed by City personnel, and governed by a Board of Members of Council and Community members.
 - c. A community-led and managed organization.
4. **Funding and Sustainability:** how will the VAC remain solvent? Funding sources can include grants, donations, sponsorships, membership fees, and fundraising events. Diversifying funding sources is crucial for long-term stability.
5. **Programs and Services:** these could include workshops, exhibitions, performances, grants for artists, and community arts projects. Ensure these programs meet the community's needs and interests.
6. **Partnerships, Collaboration, Clients:** identify and build strong partnerships with local government, businesses, educational institutions, and other cultural organizations. Collaboration will enhance the reach and impact of programs. It is

expected that the VAC will consider the needs of organizations, artists, producers, distributors, marketers, and consumers in the following categories:

- a. **Creative Individuals and Freelancers:** Artists, designers, writers, musicians, and other creatives who generate original content and ideas.
 - b. **Production Companies:** Organizations that transform creative ideas into tangible products, such as film studios, music recording companies, publishing houses, and game developers.
 - c. **Distribution and Marketing Firms:** Companies that handle the logistics of getting creative products to the market, including distributors, marketing agencies, and public relations firms.
 - d. **Exhibition and Performance Venues:** Theaters, galleries, concert halls, and festivals where creative works are showcased to the public.
 - e. **Retailers and Online Platforms:** Stores, both physical and online, that sell creative products directly to consumers, such as bookstores, music stores, and e-commerce platforms like Etsy and Amazon.
 - f. **Regional, Provincial, National, and International Support Organizations:** Entities that provide essential services to creatives, including funding bodies, arts councils, professional associations, and training institutions.
 - g. **Educational Institutions:** Schools, colleges, and universities that offer education and training in various creative disciplines.
 - h. **Technology Providers:** Companies that supply the tools and platforms necessary for creating and distributing digital content, such as software developers and tech startups.
 - i. **Government and Policy Makers:** Public sector organizations that create policies and provide funding to support the creative industries.
 - j. **Non-Profit Organizations:** Charities and non-profits that support the arts and creative sectors through grants, advocacy, and community programs.
7. **Marketing and Outreach:** raise awareness about the arts council, local arts, and the creative industries cluster and its activities. Engage with the public through social media, local media, and community events.
 8. **Evaluation and Feedback:** mechanisms for evaluating the effectiveness of your programs and services. Regularly seek feedback from the community to ensure the arts council remains responsive to their needs.
 9. **Legal and Administrative Considerations:** how will the VAC ensure compliance with legal and regulatory requirements, such as registering as a non-profit, obtaining necessary permits, and adhering to governance best practices?

Objectives

The objectives of the Committee are as follows:

- Provide support to the City in creating a VAC.
- To empower committee members to be champions for Vaughan's local arts and creative industries.

Meetings of the CCIAC will be conducted in two stages: level setting and workshopping.

During level-setting, staff will provide technical briefings with the support of stakeholders where appropriate on, for example:

- Art as an Economic Development Driver: Careers and Business Opportunities in the Creative Industries
- The Creative Industries as a Community Development Driver: Art and Culture as Resident and Talent Retention and Attraction Tools
- Creating a Creative Community and Economy:
 - Product Development: local festivals and events, public art and art in the public realm, third spaces, and community assets.
 - City Promotions: place and city branding, promotional campaigns, and creative storytelling.
 - Mapping and Engaging Vaughan’s Creative Community
 - Identify and reduce barriers to growth and living wages for the arts.
- Best practices in arts council governance and operation.
- Vaughan’s unique community and its value proposition.

Workshopping will:

- Discuss and draft positions on the terms of reference sections outlined above.
- Identify key next steps for establishing a VAC in Q4 2026 or Q1 2027. These will include:
 - Governance and management models.
 - Identification and recommendations of funding sources.

Term

A two-year term, coinciding with the Term of Council.

Guiding Principles

The following guiding principles are outlined in the December 10 Staff Report (p. 3-7), and are based directly on feedback from community consultation and priorities emphasized by them.

Cultural Competency & Intersectionality

Promote understanding and respect for local history, culture, and lived experiences among committee members and stakeholders.

Recognize and address the interconnectedness of various forms of discrimination and how they affect Black individuals differently based on factors like gender, sexuality, and socio-economic status.

Transparency and Accountability

Maintain open communication about the committee's work, decisions, and outcomes, holding members accountable for their commitments to anti-Black racism efforts.

Evidence-Based Approaches

Utilize data and research to inform decisions and measure the impact of initiatives, ensuring that strategies are effective and grounded in best practices.

Continuous Learning and Long-Term Commitment

Encourage ongoing education and training for committee members on issues of anti-Black racism, social justice, and systemic oppression.

Recognize that combating anti-Black racism is a long-term commitment that requires sustained effort, resources, and advocacy.

Membership

Members shall include Members of Council and public members as follows:

- a. Up to 10 public members with experience in the Arts, Culture, and Creative Industries.
- b. The Mayor to serve as the Chair of the committee.
- c. Members are to be appointed by Council. Any changes to the membership will require Council approval.

The City seeks voices from the arts and creative industries community, particularly those with intersectional identities, including but not limited to:

- 2SLGBTQ+ communities
- Faith-based groups
- Newcomers, new Canadians
- People facing physical and financial challenges
- Persons with disabilities
- Seniors
- Women
- Youth

Member Qualifications

The following qualifications will be considered for appointing members to the Committee:

- Subject matter expertise in the Creative Industries, Arts, and Culture as demonstrated in their application and resume.
- Experience working on teams, with community groups, boards, or organizations.
- Lived experience of members of the community.

Qualifications must be demonstrated through an application package including a resume.

Meeting Procedures

The proceedings of the Committee are to be governed by the City's Procedure By-law 7-2011, as amended.

Agendas and Reporting

The Office of the City Clerk shall prepare agendas in consultation with the Committee Chair.

Agendas shall be posted on the City's website one week before the scheduled date of the meeting or as soon as practicable.

Following the conclusion of the mandate of the Committee, a report of recommendations will be brought to Council for further discussion.

Meetings

Meeting dates will be determined at the committee's first meeting. The Committee may meet on the schedule determined or at the chair's call, but it will meet quarterly otherwise.

All meetings are to be open to the public in accordance with the *Municipal Act, 2001*.

Notice of Meetings

Meetings will be noted on the Schedule of Meetings calendar posted on the City's website.

Quorum

A majority of the members, including the Chair, shall constitute quorum.

Staff Resources

The role of staff is to act as a resource to the Committee, but not to be members of the Committee or to deliberate or draft the findings of the Committee.

Representatives from the Economic Development Department are to provide advisory and subject matter support related to the mandate and objectives of the Committee.

The Director, Economic Development, or their designate, will provide advisory and subject matter support specific to the mandate and objectives of the Committee.

The Office of the City Clerk will be responsible for agenda and report production and distribution, providing procedural advice and recording of the proceedings of the Committee.

The Committee will be provided additional administrative and technical support at the discretion of the appropriate Senior Leadership Team – Executive portfolio(s).

Authority

The Committee may not exercise decision-making powers or commit expenditures save for those specifically delegated by Council. Any request for expenditures determined by the Committee for the sole purpose of conducting the business or work of the Committee shall be forwarded to Council for consideration and approval.

The Committee may not direct staff to undertake activities without authority from Council.

Amendment/Expansion of Terms of Reference

Only Council can initiate any amendment and/or expansion of the Terms of Reference.