

CREATIVE AND CULTURAL INDUSTRIES ADVISORY COMMITTEE
JUNE 11, 2025

COMMUNICATIONS

Distributed June 6, 2025

Item No.

C1. Presentation material

1

Distributed June 11, 2025

C2. Presentation material

2

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PERFORMING AND CULTURAL ARTS CENTRE BUSINESS PLANNING

Next Steps – May 2025

C1.

Communication

Creative and Cultural Industries

Advisory Committee – June 11, 2025

Item No. 1



Agenda

- 1. PCAC Business Planning
Project and Procurement**
- 2. Business Plan Key Deliverables**
- 3. Timeline & Next Steps**
- 4. Discussion**

Performing and Cultural Arts Centre

Business Planning Process

- ▶ To advance the development of the PCAC, the City must undertake a business planning process to determine the desirable form, function, capital development, and operating models for the future centre.

Procurement Policy

- ▶ In January 2025, staff published a Request for Proposals (RFP25-003 - Consulting Services to Develop Capital Construction and Operational Plan Options For Performing and Cultural Arts Centre), soliciting bids for business planning services to advance PCAC development.
- ▶ In March 2025, in response to United States tariffs, Council ratified a new procurement strategy in response to tariffs banning competitive procurement awards to U.S. suppliers.



Business Plan – Key Deliverables

Staff have identified key deliverables and decision points for the PCAC business planning as follows:

Phase 1: Market Analysis & Positioning

- Benchmarking
- Market Analysis, Value Proposition & Ecosystem Mapping
- Guiding Principles & Assessment Framework

Phase 2: Governance & Operations

- Development Concepts & Capital Costs
- Analysis of Construction Options and Associated Costs
- Operations Planning
- Analysis of Operational Options and Associated Costs

Phase 3: Implementation Strategy

- Options and recommendations regarding governance models and legal arrangements between City and QuadReal
- Estimated economic and financial benefit of a PCAC to QuadReal
- Recommended next steps for the construction and operation of the facility

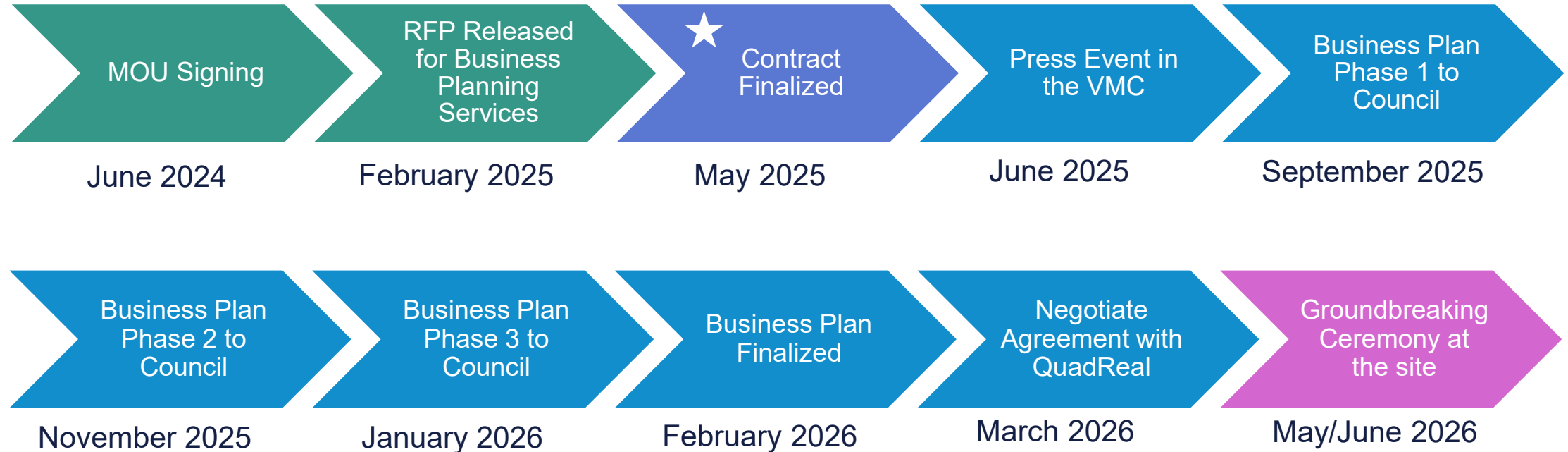


RFP25-003 - Consulting Services to Develop Capital Construction and Operational Plan Options for a Performing and Cultural Arts Centre

- ▶ Through a competitive RFP process, the City of Vaughan sought proposals from qualified firms to develop capital construction and operational plan options for the future Performing and Cultural Arts Centre (PCAC).
- ▶ The RFP was officially published on the City's Bids and Tenders site in January and closed in early February. Adjudication concluded in March.
- ▶ A consulting group led by Theatre Projects Inc. and supported by Turner & Townsend and Lord Cultural Resources won the competitive bid process.
- ▶ The City received one proposal led by a Canadian firm. However, they did not meet the minimum scoring requirements of the RFP evaluation process.
- ▶ The winning consulting group represents a strong Canadian contingent with consultants from two Toronto-based offices providing advisory services to advance the development of the PCAC.



Timeline & Next Steps



Thank you!

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ARTS COUNCIL BEST PRACTICES

C2.
Communication
Creative and Cultural Industries
Advisory Committee – June 11, 2025
Item No. 2



Taste of Lawrence. Wexford Heights BIA, 2023. Photo Credit: Nick Wons.

Presented by Economic Development and Culture, City of Toronto

Background – Toronto Arts Council (TAC)

- Established in 1974 to distribute arts funding on behalf of the City of Toronto.
- At the time, federal and provincial arts funding bodies existed, but there was a gap at the city level.
- Unlike the federal and provincial arts councils, which are agencies of the government, the City of Toronto chose to fund TAC as a non-profit, arms-length organization.
- TAC operates independently, guided by peer assessment and community input; ensuring transparency and artistic integrity.
- TAC's initial budget in 1974 was \$315,000, with funding provided to 14 organizations.



Reverence, 2020. A film by Teaunna Gray. Toronto History Museums.
Image: City of Toronto.


How the Toronto Arts Council Operates Today

- Administers over \$25 million annually in grants to artists and arts organizations across Toronto.
- Grants are distributed through a variety of streams, including discipline-based programs (e.g., dance, theatre, community arts) and strategic project grants.
- Principle of arms-length peer assessment, informs the composition of TAC's Board of Directors, which includes 20+ professional artists and arts leaders.
- In 1995, Toronto Arts Council established the Toronto Arts Foundation to complement public funding with private sector support. The Foundation continues to support the work of the TAC.



UNFOLDING by the Community Arts Guild, Nuit Blanche, 2019.
Image: City of Toronto

Scope of Toronto Arts Council Funding

In scope...	Out of scope...
<ul style="list-style-type: none">• Provides project and operating grants across disciplines• Offers targeted support for youth, newcomer, and community-engaged arts• Advocates for arts funding and support• Offers outreach and information sessions, supporting access and knowledge around grant applications• Plays a role in amplifying the visibility of Toronto's arts sector through awards and publications 	<ul style="list-style-type: none">• Does not fund for-profit ventures or commercial arts enterprises.• Does not provide support for capital projects (e.g., building renovations, equipment purchases).• Doesn't provide long-term or multi-year grants to individuals — reserved for organizations.• Doesn't act as a presenter or curator• Doesn't fund educational institutions• Cannot act as a union or collective bargaining body for artists.

What Would We Do Differently?

- The City and Toronto Arts Council are currently developing a collaborative framework to guide how we work together on shared priorities. The framework will articulate how both parties will work together on:
 - **Shared funding objectives**
 - **Clear articulation of roles and responsibilities**
 - **Research and evaluation**

Establishing this shared understanding early in the establishment of a new arts council will help to ensure collective impact.
- Other observations include:
 - Prioritize co-governance with communities beyond artistic peer assessment, including greater representation of equity-deserving groups.
 - Ensure that the structure and funding model of the arts council gives the Council the ability to respond to emerging trends, opportunities and needs.
 - Consider broader wraparound supports for artists including health and wellness supports



Thank You

Questions?