



Culture, Arts and Heritage Commission Meeting Agenda

August 14, 2025
12:00 PM

City Hall

Aspen Room, 1st Floor
415 W. 6th St
Vancouver, WA 98660

[Join meeting using Microsoft Teams](#)

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1. **Call to Order and Roll Call**
2. **Approval of Minutes**
 - a. June 12, 2025
3. **Workshop**
 - a. Update on Performing Arts Center - Commissioner Tan
4. **Community Forum**

To provide public testimony, please see instructions below.
5. **Action Items**
 - a. VCAP Program Name - Staff
6. **Commission and Staff Reports**
 - a. Cultural Services Manager
 - b. Commission President
 - c. Clark County Art Commission
7. **Open Discussion & New Business**

Adjournment

Culture, Arts and Heritage Commission

MEMBERS

Brad Richardson, *President*

Linda Reid, *Vice President*

Lee Rafferty
Rebekah Percival
Ricky Gaspar
Rosalinda Mendoza
Michelle Tan
Shon-Lueiss Harris
Russell Ford, CACC

Parks, Recreation and Cultural Services

415 W. 6th Street
Vancouver, WA 98660
TTY: 711
www.cityofvancouver.us

Community Forum Instructions

Time is reserved at each Commission meeting for Community Communications. During this time, the public may speak on any issue. Each speaker will have three minutes to address the Commission. Community members who wish to submit detailed testimony that may exceed three minutes of speaking time are encouraged to email their comments so they can be included with the meeting materials.

Community Communications participants are encouraged to pre-register by email at kirsten.hull@cityofvancouver.us or by phone at 1-360-487-8307, but may comment during this period without pre-registration; options for Community Communications are:

1. In Writing: Public comments can be submitted in writing via email to kirsten.hull@cityofvancouver.us by 5pm the day before the meeting.
2. Remotely: attend the Microsoft Teams meeting online; be prepared to speak online during the Commission meeting at the time of Community Communications.
3. In Person: Fill out a Public Comment form in person prior to the start of the Community Communications portion of the meeting.

City Hall is served by C-TRAN. Route information and schedules are available online at www.c-tran.com. You also may reach C-TRAN at (360) 695-0123 for more information on times, fares, and routes.

Anyone needing language interpretation services or accommodations with a disability at a Vancouver City Council meeting may contact the City Manager's staff at (360) 487-8600 (RELAY: 711). Assistive listening devices and live Closed Captioning are available for the deaf, hard of hearing and general public use. Please notify a staff person if you wish to use one of the devices. Every attempt at reasonable accommodation will be made. To request this agenda in another format, please also contact the phone numbers listed above.

Meeting Minutes

Thursday, June 12, 2025

12 p.m.

Vancouver City Hall

Aspen Room

415 W. 6th Street

Vancouver, WA

Commissioners Present:

Richardson, Reid, Gaspar, Ford, Mendoza and Harris

Commissioners Absent:

Rafferty, Percival and Tan

Item 1: Call to Order

President Richardson called the June 12, 2025, special meeting of the Culture, Arts & Heritage Commission to order at 12:10 p.m. The Commission met in Aspen Room at Vancouver City Hall and via Microsoft Teams.

Item 2: Approval of Minutes

Motion by Ford, seconded by Reid, and approved unanimously to adopt the minutes from May 29, 2025.

Item 3: Community Forum

Mark Ray, community member, presented an opportunity for commissioners to get involved in a project to celebrate the 100-year anniversary of Shumway Junior High School and public education in Vancouver. Ray will be coordinating a group of volunteers to implement a community history project in 2026 and 2027. Ford, Harris, and Reid volunteered to attend the first coordination meeting.

Item 4: Action Item

a. Vancouver Cultural Access Program

Stacey Donovan, Cultural Services Manager, gave an overview of the final components of the Vancouver Cultural Access Program proposal, the Performance Improvement and Eligibility Maintenance section. This section outlines the procedures and standards for addressing instances in

Members

Brad Richardson
President

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Russell Ford, CCAC
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**Parks, Recreation and
Cultural Services
Department**

P.O. Box 1995
Vancouver, WA 98668
360-487-8311
TTY: 711
cityofvancouver.us

To request accommodation or other formats, please contact:
Kirsten Hull | 360-487-8307 | TTY: 711 | kirsten.hull@cityofvancouver.us

which a grantee under the Cultural Access Program is determined to be at risk of failing to meet the baseline performance expectations necessary to maintain eligibility for continued funding.

Motion by Reid, seconded by Ford, and approved unanimously to recommend to City Council approval of the Vancouver Cultural Access Program policy components as presented.

Item 5: Commission and Staff Reports

a. Cultural Services Manager

Donovan gave the following updates:

- The performance lineup for the Vancouver Arts and Music Festival will be released next week. Donovan gave highlights of this year's lineup and activities. Reid volunteered to give some opening remarks at the kickoff on Thursday evening. In addition to the scheduled performances, VDA gave the festival \$2000 to schedule additional local performers at smaller venues after hours.
- Reid suggested having information and sign-up sheets for the Cultural Access Program available at the festival information booth. Richardson noted that the Vancouver Arts and Music Festival received Washington Recreation and Parks Association's Spotlight Award for Best Special Event, recognizing the festival's outstanding contributions to arts access, community building and economic impact.
- Perlick gave an update on the public testimony received by City Council in favor of continued funding for interim activation of the arts hub. The Parks, Recreation & Cultural Services Dept. requested a one-time funding appropriation to continue low barrier access and activation of the arts hub space. Staff learned that the request would be recommended to City Council as denied based on concerns about the impact of the construction schedule. Staff notified The Arts Centered of the recommendation and The Arts Centered coordinated testimony to City Council on 6/9. Reid expressed concern that the Commission was left out of the coordination given the Commission's role in the project, and encouraged increased communication to present a unified front at Council. Perlick agreed and apologized for the oversight.
- Richardson recommended sending a letter of support to City Council in favor of continued funding.

Motion by Ford, seconded by Reid, and approved unanimously to forward a letter to City Council endorsing the community's support for continued funding and expressing the Commission's enthusiasm for future involvement in the design of the building and full realization of its potential.

b. Commission President

Richardson gave the following updates:

- The Fort Vancouver 200th Anniversary Committee is meeting tomorrow and continuing their work to advertise opportunities to celebrate the anniversary.
- Richardson asked about future presentations with the Interstate Bridge Replacement Program, noting that a property owner reached out to him stating he had not been contacted by the Program and instead heard about the potential demolition from his concerned tenants. Richardson advocated for more opportunities to provide feedback to the Program. Perlick offered to provide an update.

c. Clark County Arts Commission (CCAC)

Ford gave the following update:

- Karen (K.C.) Madsen will be honored with Clark County Arts Commission's Lifetime Achievement Award.

Item 6: Open Discussion and New Business

Reid noted that two Commissioners will roll off of the Commission at the end of the year and encouraged staff to fill those seats proactively. Reid also suggested increasing the size of the Commission, contending it would support the increased work from the Cultural Access Program and lessen the impact of absenteeism.

Adjourned

This meeting adjourned at 1:06 p.m.



CITY OF
Vancouver
WASHINGTON

Performing Arts Center Feasibility Study

Performing Arts Stakeholder Group
June 18, 2025



Agenda

- Welcome and introductions
- Timeline
- Strategic Framework
- Web Study
Recommendations
- Process
- Stakeholder Group's Role
- Project Timeline



Welcome and Introductions

STAKEHOLDERS

- Jacob Gamble
- Elizabeth Holmes
- Angela Hult
- Anne McEnerny-Ogle
- Jan Oliva
- Erik Paulsen
- Jan Robertson
- Igor Shakhman
- Michelle Tan
- Ruth Wikler

CONSULTANTS

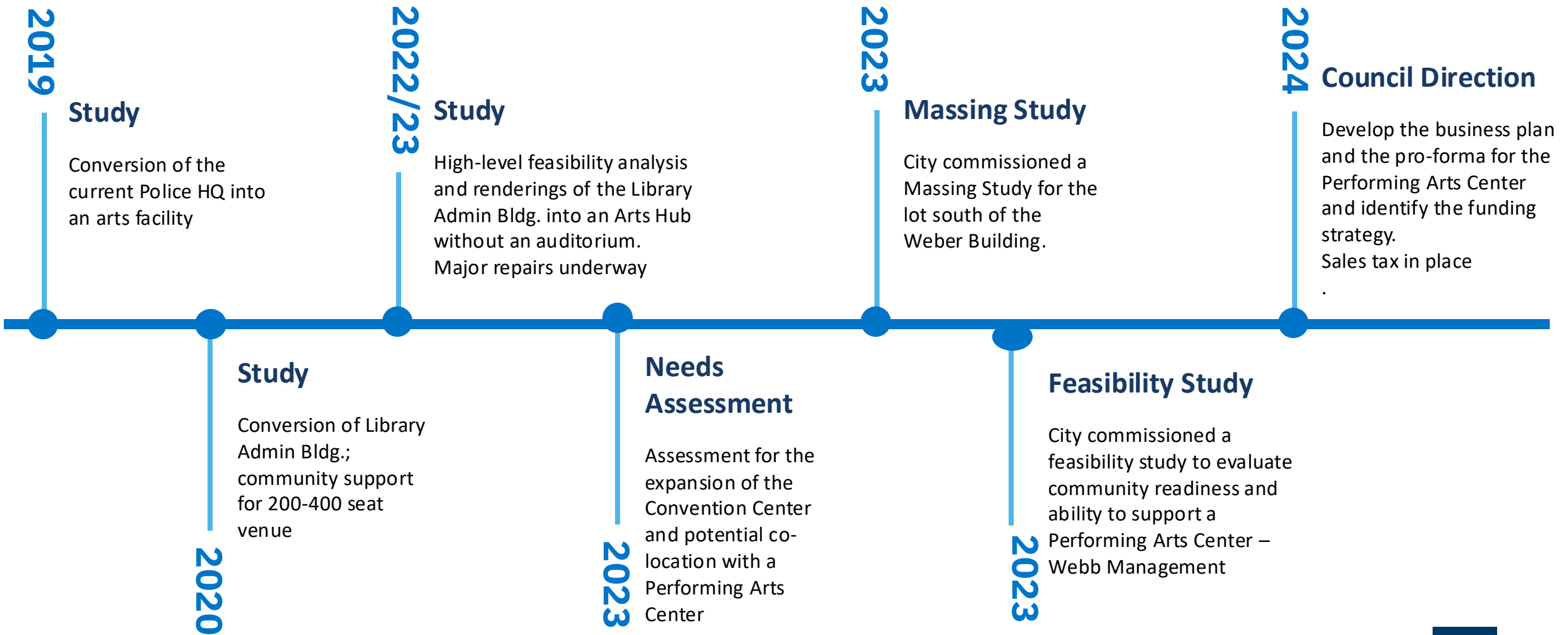
- Bill Blake
- Nora Fleury
- Lesly Ceballos
- Adam Shalleck
- Lesley Bain
- Jim Kalvelage

STAFF

- Natasha Ramras
- Lon Pluckhahn
- Krista Liles



Recent Timeline



Strategic Framework

The 2007 Vancouver City Center Vision endorsed the creation and support of “messy vitality,” a dynamic and rich mix of residential, cultural, civic, retail, and entertainment places that will attract growth, job development, and round-the-clock activity in the downtown Vancouver area.

The City of Vancouver’s 2018 Culture, Arts & Heritage Plan includes one of the Goals of building cultural capacity, leveraging a downtown arts district, and adding cultural space, with specific mentions of performance and rehearsal spaces.

The City of Vancouver 2023-2029 Strategic Plan recognizes the importance of offering unique cultural experiences that fuel connections to place and acknowledge the significance of investing in facilities and other elements of the cultural ecosystem.



Strategic Framework

- Rooted in the City’s 2023-2029 Strategic Plan.



Culture and Heritage

Strategic Outcomes - What are we trying to achieve?

Vancouver celebrates culture and heritage. Public events, museums, cultural centers, concerts, and exhibits offer opportunities for communities to learn about different cultures and experiences.

Community Indicators	Performance Measures
CH.CI.1 Arts-Related Businesses	CH.PM.1 Investment in Arts, Culture, and Heritage
CH.CI.2 Economic Impact	CH.PM.2 Participation in Arts, Culture, and Heritage Experiences
CH.CI.3 Creative Vitality Index	CH.PM.3 Indirect Investment in Arts, Culture, and Heritage
	CH.PM.4 Geographic Distribution of Arts, Culture, and Heritage Resources

Information and Recommendations From Recent Studies

City DRA + PAC

Ankrom Moisan Architects, Inc.





Massing Study Findings

An expansion of the convention center is feasible on the existing Weber Building parcels, owned by the PFD.

One of the conditions for feasibility is a parking garage under the PFD property and property owned by the City that would serve development on city-owned and PFD-owned land.

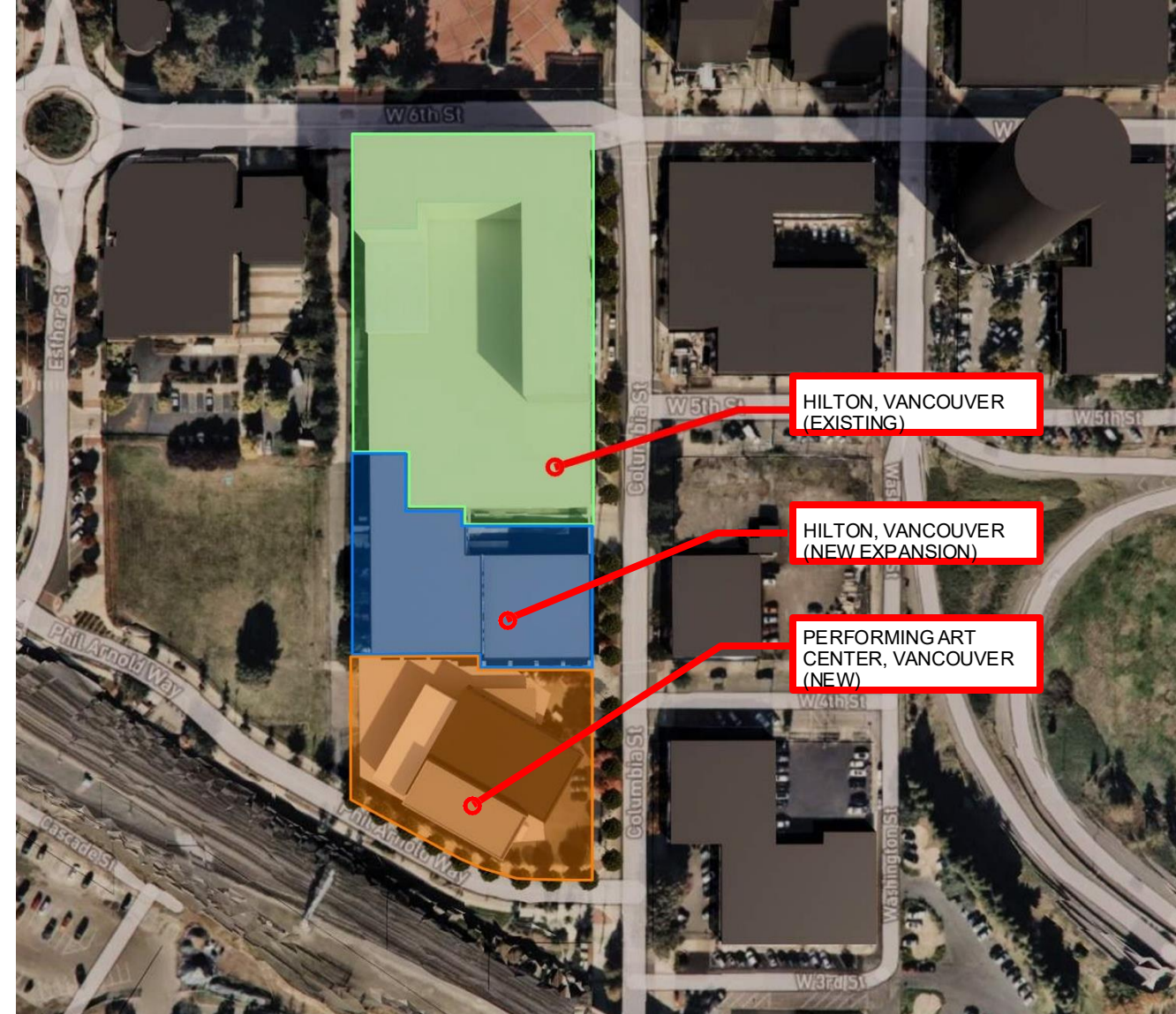
City-owned parcels could accommodate a theater with a total of 600-800 seats if the back-office operations are carefully designed, and efficiencies are captured in the Convention Center Facility expansion.



Massing Study Findings

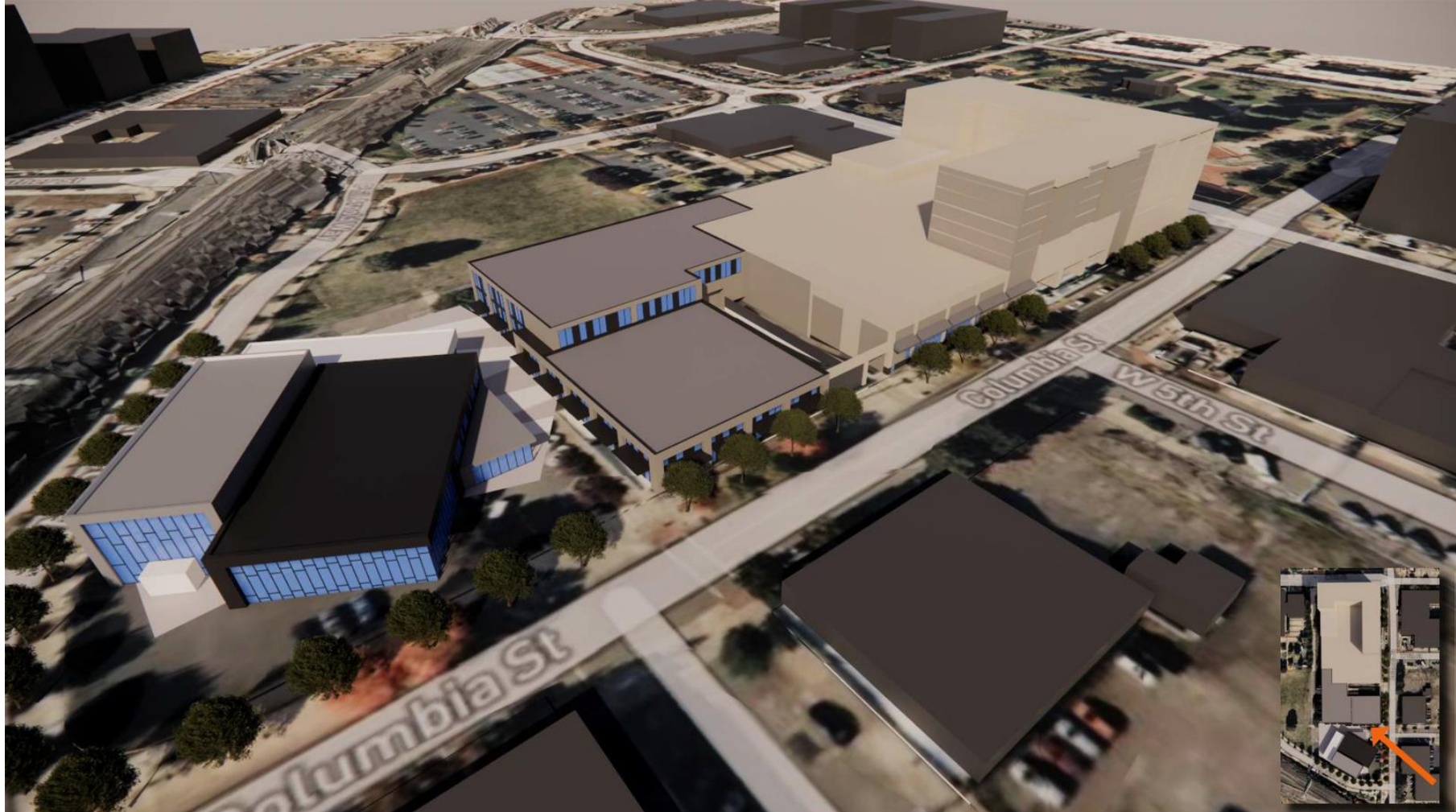
Possible to fit both projects on site

Performing Arts Center	23,000 SF
Conference Expansion L1	29,000 SF
Conference Expansion L2	22,200 SF
Existing Demo Area L1	4,525 SF
Existing Demo Area L2	3,145 SF
Parking P1 (187 Spaces)	69,000 SF
Parking P2 (191 Spaces)	69,000 SF
Parking P2 (165 Spaces)	69,000 SF



Massing Study Findings

Overall view facing northwest



2023-24: Feasibility Study By Webb Mgt.

Webb Management was hired by the City of Vancouver to update the 2020 performing arts facility feasibility study, addressing:

- Potential demand for new facilities on the part of local and regional audiences, as well as potential users of new facilities
- Gaps in the current regional facility inventory
- How new facilities might align with broader City of Vancouver goals



Webb Study - Methodology



A broad survey of community stakeholders, as well as local leadership.

Market research and detailed data analysis on the City of Vancouver and the surrounding region.

Survey of local arts organizations on their potential needs for type, affordability level, and potential utilization of new facilities.

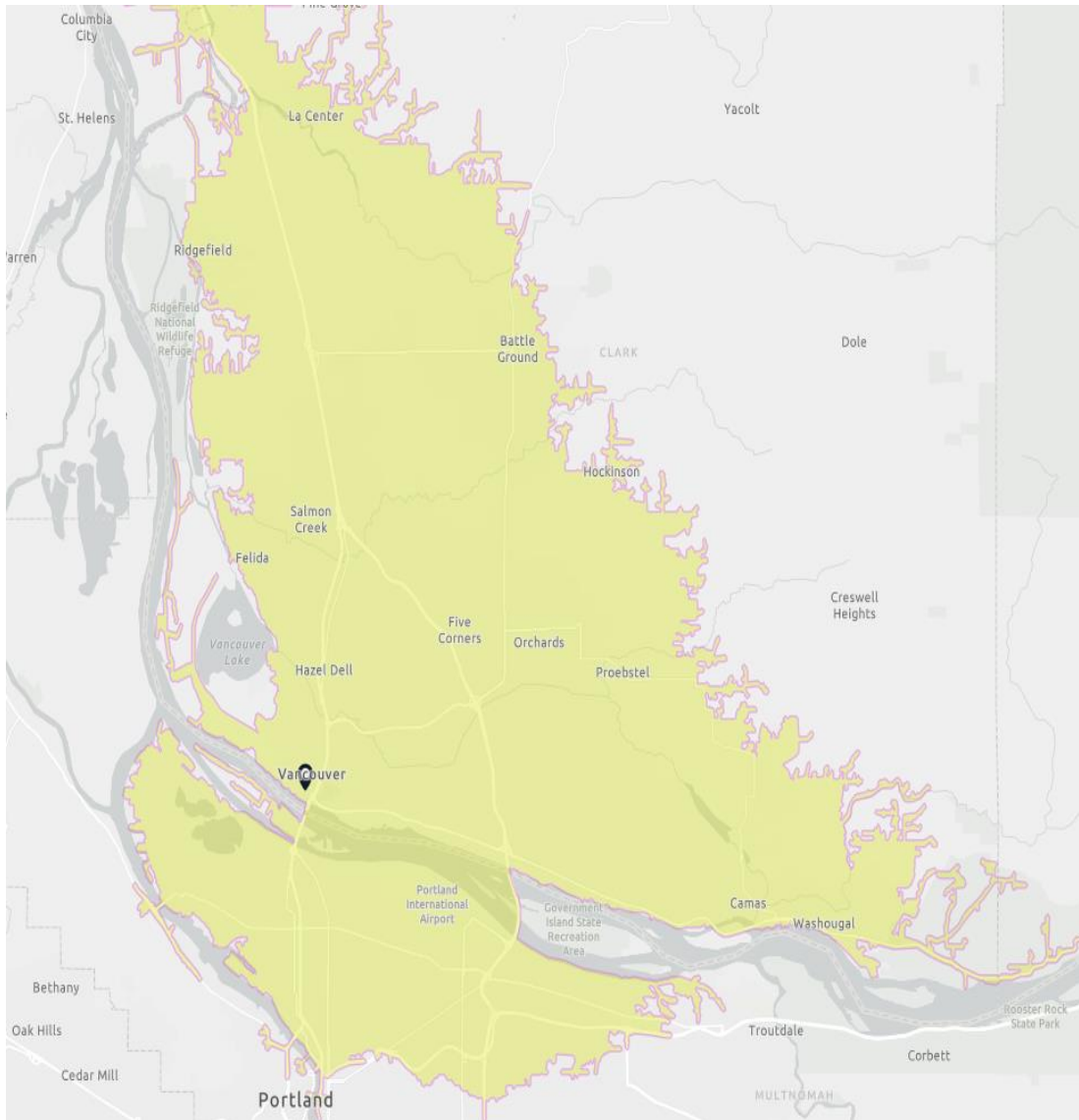
Review of broader forces and trends in live arts and entertainment sectors.

Review of current and planned arts facilities in the area.

Analysis of comparable national projects to illustrate recommendations.

Webb Study – Research Findings

- The population of Vancouver has grown significantly in the last decade, but the landscape of performing arts facilities lags other comparably-sized markets
- The 30-minute driving area showed strong levels of educational attainment, a good indicator of arts participation
- ESRI's Market Potential Interest Indexes showed higher than average engagement in both passive and active arts participation for the 30-minute driving area



Webb Study – Research Findings

There is a strong demand on the part of local performing arts groups for more quality venues at affordable prices

- Median desired venue capacity was 350, desire ranging from 100-800
- The key themes were:
 - **Affordability** – more affordable, less costly rental spaces
 - **Education** – many of the Vancouver-based groups have a strong focus on educational programs and a desire for spaces for students to perform
 - **Accessibility** is a key component of this demand, including cost of access, having a central location, and inclusivity—spaces where all identities and differences are welcome



Webb Study: Conclusions



There is a potential audience for new facilities, both locally and regionally



There is demand for performance spaces on the part of numerous local arts organizations; most of it is for smaller spaces for performance, rehearsals, and teaching



New arts facilities have been recognized as a critical building block for the City of Vancouver in pursuing its ambition to become a national waterfront city

Webb Study – Recommendation

1. The Arts Hub project can fill an important gap for small and emerging artists and organizations by providing affordable access to reasonable facilities for performance and rehearsal.
2. The next step for the City should then be to develop a 400-600-seat multipurpose venue that will be animated by a combination of local groups and touring programs.
3. Depending on other initiatives currently under consideration in Portland, a case can be made for a larger (1,200 to 1,500-seat) performing hall to serve the region in the future.



Webb Study – Recommendation

A new 400-600 seat venue

With the Arts Hub project now underway, the next priority should be the new 400-600-seat venue, which should also include a secondary multipurpose room for rehearsals and other programming as desired.

- We believe that this should be the next venue developed, given:
 - It is more responsive to the needs of local arts organizations
 - It is in alignment with the City of Vancouver’s priority to offer unique cultural experiences that fuel connections to place
 - It is possible to locate it in downtown Vancouver, where the project can support municipal goals for downtown vibrancy



Webb Study – Recommendation

A new 400-600 seat venue

Stress the following aspects and attributes:

- Flexibility, with systems that allow for easy and inexpensive changeovers from theater-style to cabaret to flat-floor and other configurations
- Strong food and beverage options and opportunities to enhance the audience experience and drive the meeting and event business
- 2,000-sqft multipurpose room with some technology that can match the main space stage size, accommodate rehearsals, and be rented for meetings and events
- An operator with significant programming and marketing skills and resources to support both presenting and rental clients, with a target of 150 public performances a year in the main space



Webb Study – Recommendation

- 40,000 to 50,000 gross sq ft for a building with a 500-seat theater
- 3,000 to 3,500 sq ft stage size including wings
- 2,000 to 2,500 usable sq ft multipurpose room to match stage performance area
- \$1,000,000 to \$2,500,000 annual contributed income, depending on the range of nonprofits supported and the commercial orientation of the presenting program
- There is tremendous variability in project costs depending on the scale and timing of the project—the Reser Center’s project budget of \$52 million is probably the most relevant



Field Arts and Events Hall, Port Angeles, 500 seats

Arts Venues Across the State



500+2500 seats
Benaroya Hall
Seattle, WA



2,609 seats
First Interstate Center for the
Arts
Spokane, WA



700 seats
Edmonds Center for the Arts
Edmonds, WA



Arts Venues Across the State



758 seats
Capitol Theater
Olympia, WA



1,500 seats
Mt. Baker Theater
Bellingham, WA



1,500 seats
Capitol Theater
Yakima, WA



Arts Venues Across the State



500 seats
Field Arts and Events Center
Port Angeles, WA



700 seats
Federal Way Performing Arts Center
Federal Way, WA



345 seats
Kirkland Performance Center
Kirkland, WA



Current Project: Anticipated Deliverables

- Develop a physical plan program, massing diagrams, consideration of possible sites, and a high-level capital budget
- Business planning, including a pro-forma, that addresses how the facility should be programmed and operated to become as financially sustainable as possible
- Forecasts of economic impact
- Fundraising feasibility study based on this report, the physical plan (including capital budget), and the business plan (including operating pro-forma)



The Project Team



Bill Blake, Director
AMS



Nora Fleury, Sr
Project Manager, AMS



Lesly Ceballos,
Analyst, AMS



Adam Shalleck, FAIA
The Shalleck
Collaborative



Lesley Bain, FAIA
Framework



Jim Kalvelage, FAIA LEED AP
Opsis Architecture

Our team has collaborated on multiple arts and cultural projects – in Vancouver. We have deep knowledge of the sector and the regional market. Our team has direct project experience and is highly adept at creating venues that support the vibrancy of the communities they serve.

AMS Scope of Work

Activity – Facility – Site – Management – Funding - Impact

Shaping the Venue

1. Background Review
2. Project Mobilization Workshop
3. Activity Profile
4. Developing Scenarios
5. Facility Definition
6. Site Evaluation

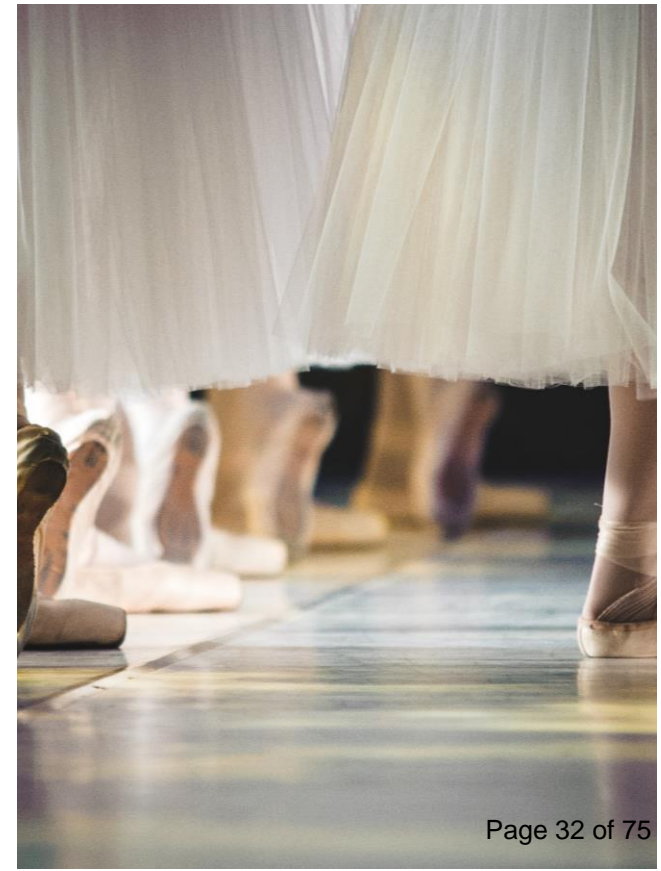
Business Planning

1. Management & Operations Recommendations
2. Operating Pro-Forma & Base Year Forecast
3. Annual Funding Strategy
4. Economic Impact Analysis
5. Workshop & Presentation



Key Questions

1. How does the project need to be positioned in the community and with partner institutions, neighboring communities, and user groups to achieve success and long-term vitality?
2. What are the optimal site requirements, and what is the building configuration that will balance producing, teaching, presenting, and rental activities?
3. Who would be the partners, and how would they work together? What would be the optimal operating scenario?
4. How will the project be carried out? What resources (financial, human, capital, facility, etc.) are required to achieve success?



Workshop Planning

Scheduling meeting milestones

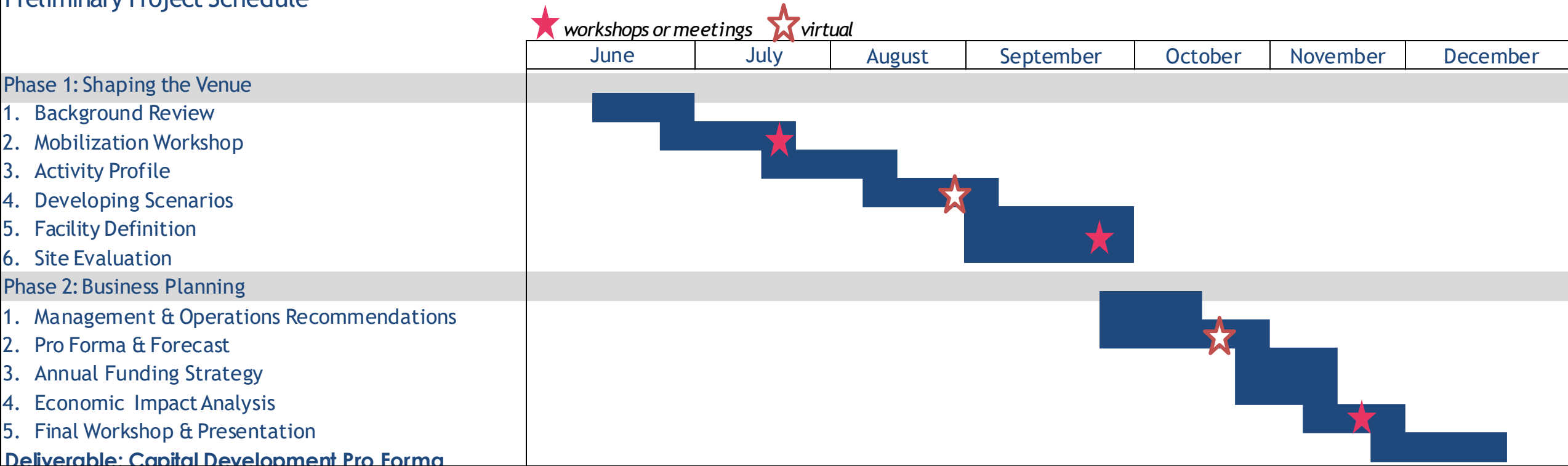
Workshop	To be Scheduled (proposed dates)	In-Person or Virtual
Project Mobilization	July 16 or 17	In-Person
Scenarios of Activity	August 20 or 21	Virtual
Facility Definition and Site Evaluation	September 19	In-Person
Pro Forma In Progress Update	October 23 or 24	Virtual
Final Presentation to Committee	November 21	In-Person
<i>City Council Meeting</i>	<i>December (2nd week)</i>	<i>In-Person</i>



Project Timeline and Milestone

Timeline: Six Months

Vancouver, WA Performing Arts Center Analysis Preliminary Project Schedule



Role of Stakeholder Group

- Serve as a feedback provider to AMS
- Review recommendations from AMS and share concerns, if any
- Develop a group's recommendation to the council to accompany the AMS recommendations and report
- Potential future role, depending on the timeline/feasibility of the project



Questions



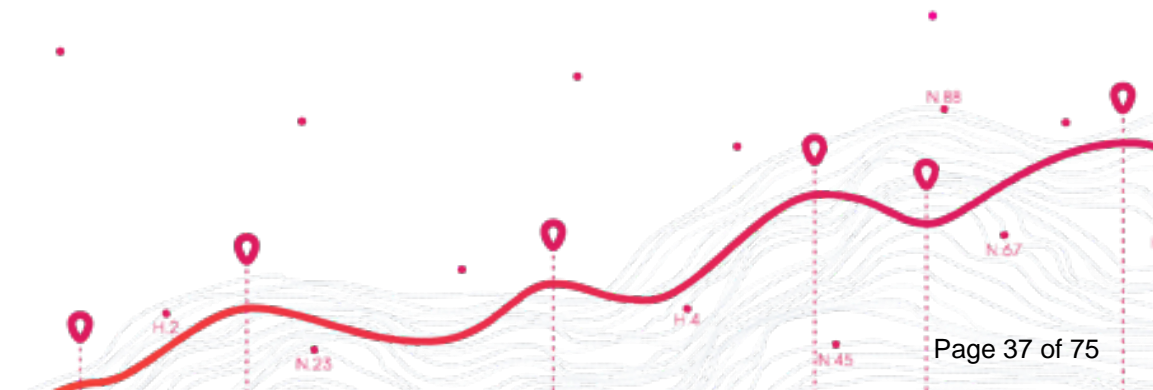
City of Vancouver, WA

Performing Arts Center – Mobilization Workshop

AMS Planning & Research



AMS
PLANNING
& RESEARCH



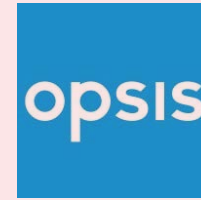
AGENDA

- Welcome & Introductions
- Our Charge
- Defining Success
- Operating & Facility Considerations, the Road to Success
- Next Steps



Welcome & Introductions

The Project Team



Bill Blake, Director
AMS



Nora Fleury, Sr
Project Manager, AMS



Lesly Ceballos,
Analyst, AMS



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Our Charge

Data drives the answers

Supply, Demand, & Aspiration Lead to Defining the Project



Scope of Work

Activity - Facility - Site - Management - Funding - Impact



Shaping the Venue

1. Background Review
2. Project Mobilization Workshop
3. Activity Profile
4. Developing Scenarios
5. Facility Definition
6. Site Evaluation



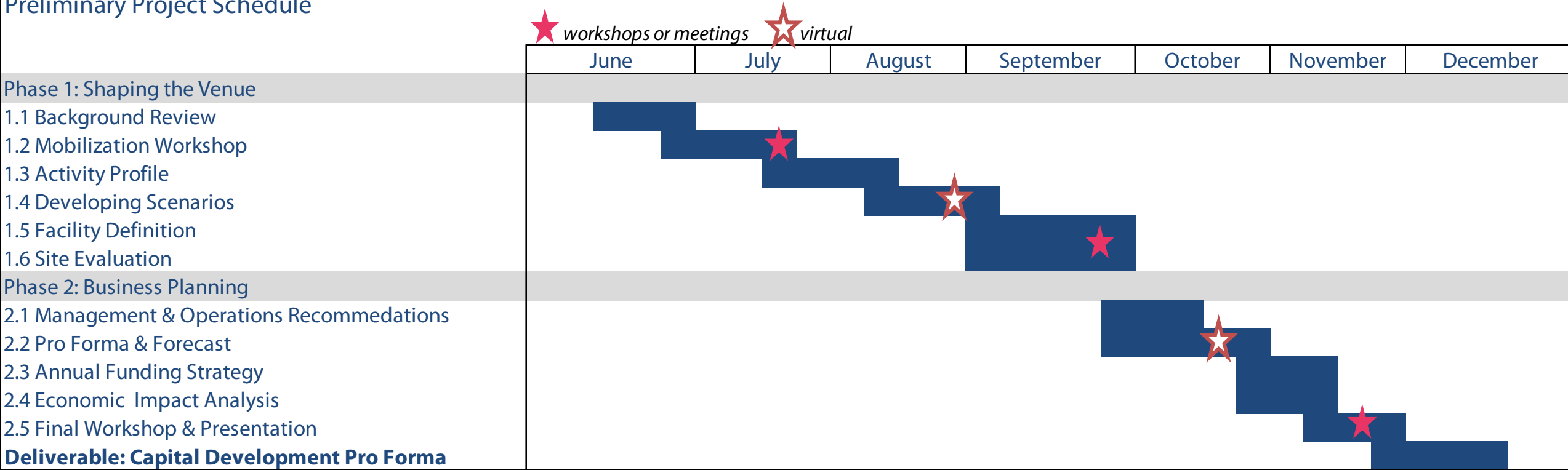
Business Planning

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3. Annual Funding Strategy
4. Economic Impact Analysis
5. Workshop & Presentation

Project Timeline & Milestones

Vancouver, WA Performing Arts Center Analysis

Preliminary Project Schedule



★ workshops or meetings ★ virtual



TIMELINE: 6 MONTHS





Key Questions

1. How does the project need to be **positioned** in the **community** and with **partner institutions, neighboring communities,** and **user groups** to achieve success and long-term vitality?
2. What are the optimal **site requirements** and what is the **building configuration** that will balance producing, presenting, and rental activities?
3. Who would the partners be and how would they work together? What would be the **optimal scenario for operation**?
4. How will the project be carried out? What **resources (financial, human, capital, facility, etc.)** are required to achieve success?

Building upon years of City and community planning

The commitment to build a new performing arts facility is demonstrable



2007
Vancouver City
Center Vision and
Subarea Plan

2018
City of Vancouver
Culture, Arts &
Heritage Plan

2020
The KO Projects
2020 Feasibility
Study

2022-2023
Arts Hub
planning
study

2024
Needs Assessment
for New Performing
Arts Facilities in
Vancouver, WA
(Webb Mgmt)

2024
DRA + PAC
Expansion Concept
Site Study



***Our
charge***

City of Vancouver Culture, Arts & Heritage Plan (2018)

The need for cultural space was a consistent theme in the input



ELEMENT 3: CULTURAL SPACE

Vancouver Nurturing Vancouver

THE VISION: Vancouver supports the creation of needed space for culture, arts and heritage by encouraging allocation of space in new buildings and making the process of adapting older buildings for cultural use as easy as possible. New models for artist- and non-profit ownership are explored.

OBJECTIVE 3.1: Expand space available for performances, for performing arts rehearsals and classes

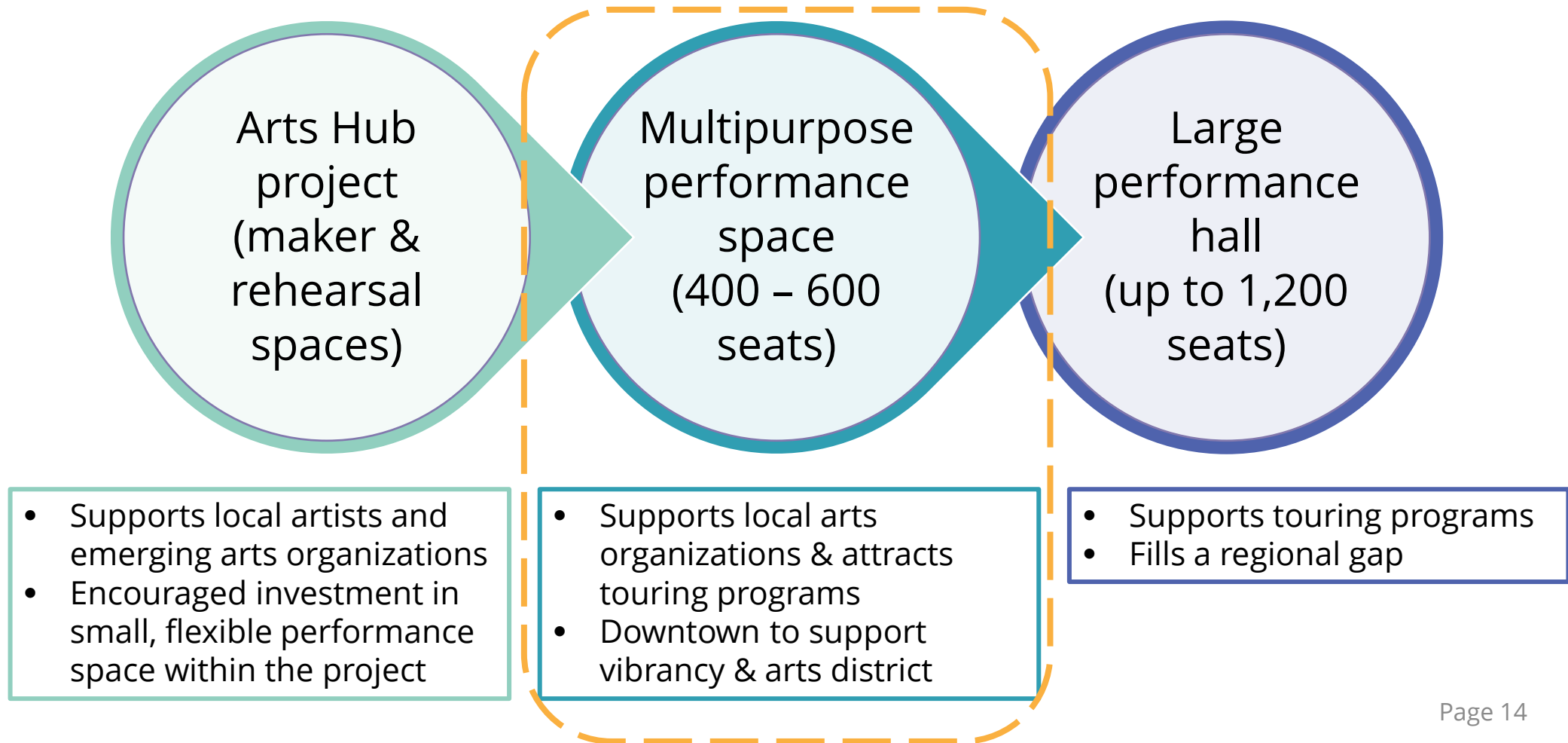
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| Action 3.1.1 | Identify potential property in the heart of the Arts District to renovate to create a hub for performing and visual arts | Action 3.1.3 | Increase partnerships with Clark College as an institution and as a location for space for culture, arts and heritage | Action 3.1.5 | Support building of a performing arts center that would accommodate large-scale performances |
| Action 3.1.2 | Work with developers of new space to encourage and incentivize inclusion of space for the performing arts | Action 3.1.4 | Develop an inventory, including contact information and technical specifications, of performing arts space | | |

OBJECTIVE 3.2: Expand space available for the making, teaching and display of art

- | | | | |
|--------------|--|--------------|---|
| Action 3.2.1 | Consider including shared meeting and commercial space for culture, arts and heritage in the renovation/reuse plans for the Slocum House | Action 3.2.2 | Renovate the Post Hospital for its value as a historic property, and consider partnerships that leverage its revenue-generation potential |
|--------------|--|--------------|---|

Recommendations from the Webb Report 2024

... where AMS Planning & Research is set to begin



Recommendations from the Webb Report 2024

... where AMS Planning & Research is set to begin

“New arts facilities have been recognized as a critical building block for the City pursuing its ambition to become a national waterfront city. Critical to that effort is creating spaces that support unique cultural experiences that fuel connections to place – [...] supporting events and programs that come from the community and offer a unique experience relevant to Vancouver residents.”



FACILITY

- 400 to 600 seat multipurpose performance space
(flexible with systems for low-cost and time changeovers)
- Multipurpose room
(size of mainstage; accommodates event rentals)
- F&B options
(audience experience and drive meeting/event rentals)

USERS

- Local arts organizations
- Touring arts & entertainment
- Private event renters
(meetings/events)

LOCATION

- Downtown Vancouver
(ideally, to support City goals)

OPERATOR

- Significant programming and marketing skills
- Resources to support presenting and rental clients

Recommendations from the Webb Report 2024

... where AMS Planning & Research is set to begin

POTENTIAL USERS INTERVIEWED/SURVEYED WEBB REPORT (n=11)

- Anavai O Te Ora
- Bravo! Concerts / Vancouver Wine & Jazz Festival
- Clark College – Theatre Department
- Columbia Dance
- Cottage Dance Academy
- Evergreen Dance Academy
- Groove Nation Performing Arts
- Journey Theater
- Metropolitan Performing Arts
- Starbird Theatre
- Vancouver Ballet Folklorico

CONCLUSION

Among the **eleven local groups** [Webb] interviewed and/or surveyed about demand for performing arts facilities in Vancouver, [they] learned that:

- The **median desired venue capacity was 350**, with ideal capacities ranging from 100 to 800
- The desired days of use per year ranged from zero to 224, with a **total demand for 505 days from all the groups**, or an average of 45 days per group.

Potential Local Cultural Users

* Arts Hub Survey

** Webb Report

Organization	Operating Expense	Current Venues (Performance)	Perf Use Days	Facility Need
Oregon Ballet Theatre	\$8.5M	Keller Auditorium (2,992 seats); Newmark Theatre (880 seats); Reser Center (550 seats)	TBC	500 – 1,000 cap **
Vancouver Symphony Orchestra	\$1.16M	Skyview Concert Hall (1,150 seats); Kiggins Theatre (340 seats); First Presbyterian Church	TBC	~1,100 cap **
Journey Theater Arts Group	\$794K	Heritage High School; Fort Vancouver High School (auditorium); SummitView Church (Gym)	40 days *	400 – 700 cap *
Columbia Dance	\$551K	Skyview Concert Hall (1,150 seats)	11 days *	700 cap *
Bravo! Concerts Northwest/ Vancouver Wine & Jazz Festival	\$291K	Madeline Church; Augustana Lutheran Church; Esther Short Park	TBC	TBC
Magenta Theater	\$188K	Magenta Theater (142 seats)	TBC	TBC
Vancouver Ballet Folklórico	No 990	Kiggins Theatre (340 seats); The Arts Hub; various locations and events in Vancouver and Portland	10 days **	500 cap **
Riverside Performing Arts	No 990	Riverside Performing Arts (10,000 sqft facility); Fort Vancouver High School (auditorium); WA School for the Blind (auditorium)	16 days *	300 cap *
Metropolitan Performing Arts	No 990	Metropolitan Performing Arts	TBC	TBC
Starbird Theater	No 990	The Sherman Auditorium (WA School for the Blind)	TBC	TBC
Evergreen Dance	No 990	TBC	TBC	TBC
Groove Nation Performing Arts	No 990	TBC	TBC	TBC
Cottage Dance Academy	No 990	Riverside Performing Arts (blackbox theater); Magenta Theater	TBC	TBC
Anavai O Te Ora	No 990	Fort Vancouver High School (auditorium)	TBC	TBC



Defining Success

Success for the performing arts center is...



Accessible, unifying, civic space



Active w/ local, national, and int'l programming



Vibrancy & economic impact downtown



Local pride & creative talent



Learning lab for youth & students



Deliver on mission w/ financial wisdom

Accessible, unifying civic space

Key words

- Unifying
- Welcoming
- Representative
- Belonging
- Affordable
- Inclusive

- Celebrated as a **unifying** civic space, **welcoming** all and deeply **representative** of Vancouver's evolving identity.
- **Cultural anchor** in Vancouver, drawing over 150,000 attendees annually across **diverse** performances and community events.
- Expanded **access** and **affordability**: The Performing Arts Center welcomed over one million attendees in its first decade through affordable performances, free community programs, and accessible ticketing for students, seniors, and underrepresented communities.
- Meaningful place of **belonging, assembly, participation**, and memorable experiences for community residents of **all ages and backgrounds**.
- **Affordable** access/rental for local nonprofits and arts groups, while utilizing public funds (taxes, bonds, or other) to fund capital upkeep.
- The PAC and the surrounding district is the living room of Vancouver; a place where all are welcome. Here, the **community** gathers to connect, learn, be inspired and entertained.
- Creating a **welcoming, inclusive** space that unites our diverse community through artistic, cultural and educational events that spark creativity, curiosity, understanding and joy.

Active w/ local, national, int'l programming

Key words

- World class
- Artistic excellence
- Premiere
- Local, national, international

- Outstanding year-round programming encompassing local and global world-renowned artists
- **Sold-out** performances of the resident Award-winning **Vancouver Symphony Orchestra**
- VSO significantly expanded its artistic and educational programming to the community, adding a number of **award-winning** Opera and Ballet productions each season
- **Leading performing arts center** for the Northwest that has featured a steady stream of national, regional and local talents that attract enthusiastic audiences and enrich our community.
- Achieved a sustainable business model (...) that allowed for **consistent, mission-driven** programming
- **World-Class Artistic Excellence & Global** Collaboration: Renowned for its exceptional programming and services, the Center attracted celebrated artists from around the world who were eager to perform, collaborate, and lead workshops with the community—further elevating its stature as a respected arts destination and opening global opportunities for local artists.
- The PAC is the first choice— the **premiere** venue— for artists in the region and places beyond who are looking for facility of its size and capabilities.
- The PAC is utilized as a performance/ exhibition/ gathering space by educators, non-profits, conventioners, performers, and artists over 220 days per year bringing vibrancy and vitality to the heart of our city.
- Leading the nation in the presentation of programming that reflects the diverse interests of the community and gives voice to a vast range of artists, from small, **local** productions to **national** and **international** artists and performers.

Vibrancy and economic impact downtown

Key words

- Tourism
- Local businesses
- Partnerships
- Revitalization
- Downtown vibrancy

- During the past decade Vancouver has become a vibrant regional, cultural and educational cornerstone and a worldwide **tourist destination**
- Supported and boosted the **visibility** of local small businesses, artisans, farmers, and entrepreneurs
- Created **partnerships** and **synergy** within the arts community, civic leadership and business community attracting dollars for **economic success** across all sectors in the City of Vancouver and Clark County. And, we are a direct driver of customers to local hotels, restaurants and retail.
- **Catalyst for Downtown Vibrancy & Economic Growth:** Hosting over 300 events annually, the Center generated more than \$50 million in local economic activity, revitalized downtown Vancouver, and strengthened hospitality, retail, and tourism sectors."
- As a result of the vibrant, world-class cultural scene, Vancouver, WA recently became the home of several fortune 500 companies including Amazon, Apple, and Microsoft bringing thousands of new residents to SW WA and pouring billions of dollars into the **local economy**.
- The PAC is an **economic driver** bringing folks into Vancouver from elsewhere in the city/ region to experience art, eat good food, share a beverage, spend the night. Many who visit arrive via the nearby MAX Light Rail station.

Local pride & creative talent

Key words

- Talent launchpad
- Local performing art groups
- Vibrant arts ecosystem

- Gave **local residents** a sense of **pride** in what their **community** could offer not just to the city and the county, but also to the Portland metro area and the region. This was derived from the distinctiveness of both the place and the programming.
- **Vibrant Arts Ecosystem** & Regional **Talent Launchpad**: The Center became a beacon for cultivating and launching creative talent. Despite its mid-sized scale, it earned recognition among its larger peers—including Portland venues—for providing an intimate, high-quality platform where artists connect deeply with audiences. Many artists began their careers here before advancing to major regional, national, and international stages.
- Presenting highly anticipated performances of **diverse local performing arts groups** across multiple genres such as dance, folk and pop music, vocal groups, literary arts and others. Additionally, there are multiple visual arts exhibitions that take place in the beautiful lobby of the VPAC
- Every citizen knows of our venue and has either attended, or planning to attend an upcoming event
- **Local arts organizations** have flourished, with many citing the Center as instrumental in expanding access, visibility, and funding.

Learning lab for youth and students

Key words

- Educational initiatives
- Youth
- Arts education
- Creative development

- Critically acclaimed **educational initiatives**
- Education & Youth Empowerment: More than 75,000 local youth participated in arts education programs, student showcases, and mentorship opportunities—positioning the Center as a regional leader in **youth creative development.**
- Learning lab for **youth arts education**, offering year-round programs that reach thousands of students each year.

Deliver on mission w/ financial wisdom

Key words

- Efficiently
- Sustainably
- A model across the nation

- We operate **efficiently** and with **financial wisdom**
- Achieved a **sustainable business model** that smartly balanced higher-revenue presentations and rentals
- **Model** for other regional performing arts centers in communities of our size across the nation.

Success for the performing arts center is...



Accessible, unifying, civic space



Active w/ local, national, and int'l programming



Vibrancy & economic impact downtown



Local pride & creative talent



Learning lab for youth & students



Deliver on mission w/ financial wisdom

Let's Discuss

With success
defined...

- Who are our potential users / content providers?
- Who are we serving?
- What is going on daily?
- What is the public benefit?
- How will we fit within the current and future ecosystem of cultural venues?



Operating & Facility Considerations

Comparable Project: The Reser Center for the Arts

Opened March 2022; 550 seats



Comparable Project: The Reser Center for the Arts

Opened March 2022; 550 seats

Operations

- Owner: City of Beaverton
- Operator: Beaverton Arts Foundation 501(c)3

Mission

The Patricia Reser Center for the Arts Education and Community Mission is to inspire the awakening of creativity in all of us by providing access to exceptional arts experiences to, lifelong learners, students, educators, and families in our community.

Facility

- 43,000 sqft
- 550-seat multipurpose theater
- Two (2) rehearsal, class, meeting/event ancillary spaces (1,700 sqft & 600 sqft)
- Outdoor plaza
- Art gallery

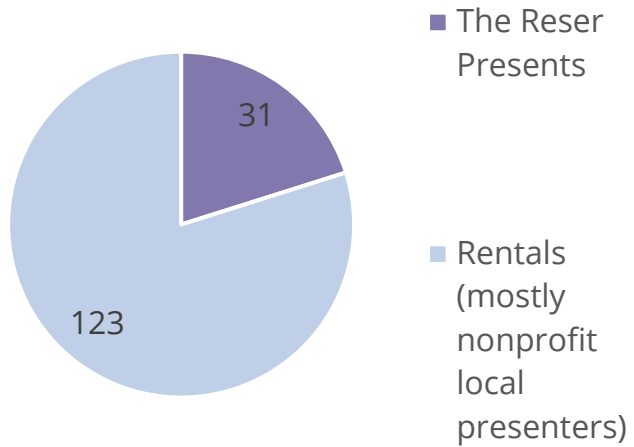
Activity

- The Reser Presents (30 events in 2023/24) (music, public speakers, theater)
- Rentals to local / Portland-based performing arts groups (123 events / performances in 2023/24) (Chamber Music Northwest, Portland Symphonic Choir, Northwest Children's Theater, other events)
- Educational programs
 - Musical Passport at the Reser (classes for beginners to explore music, instruments, and cultures from around the globe)
 - Arts for Healing (curated arts series that offers transformative and healing experiences for individuals in our community)

Comparable Project: The Reser Center for the Arts

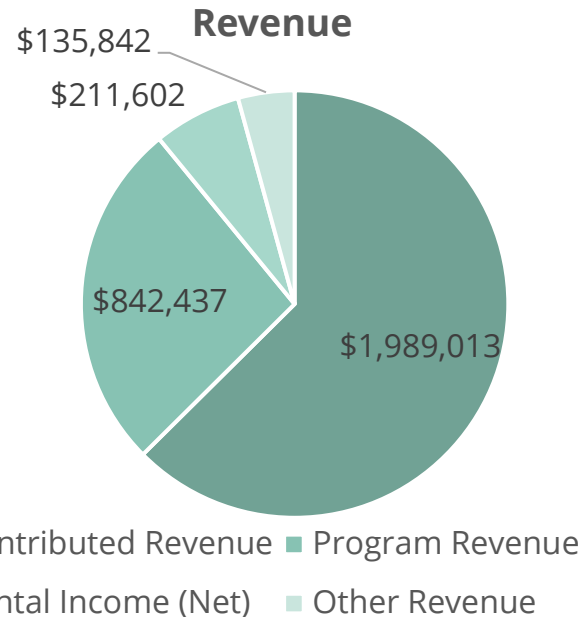
Opened March 2022; 550 seats

Activity (FY24/25)

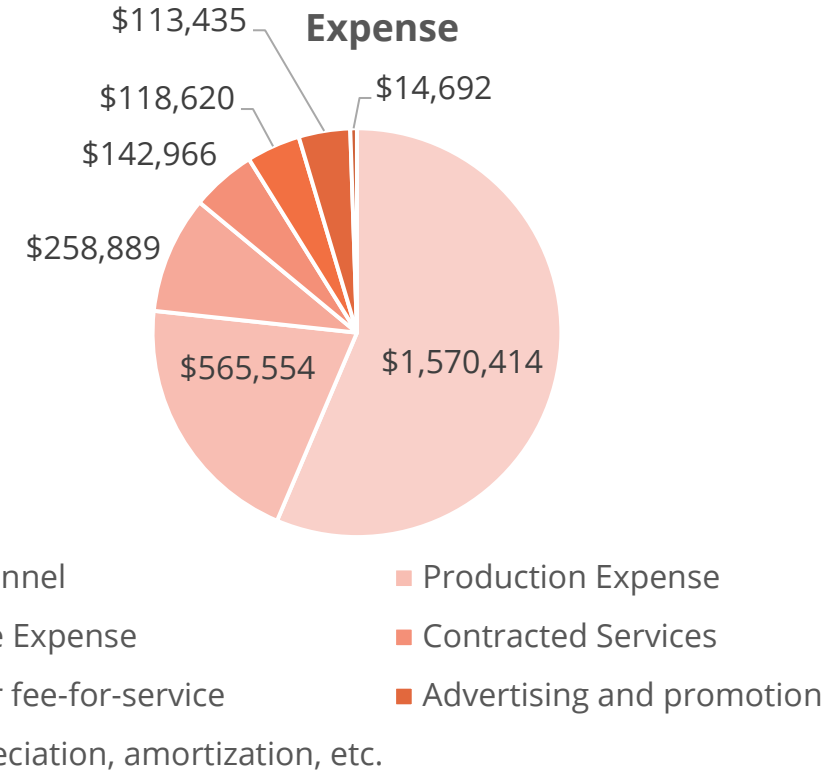


Other non-performance activity includes the free-to-the-public gallery and educational activity

Operations (FY23)



Total revenue: \$3.2M
Total expense: \$2.9M



What are the Roles?

There are *three roles* anchoring an operating model.

Owner

- Holds legal ownership of the facility
- May have responsibility for capital repairs and capital maintenance
- May provide some utilities or services

Operator

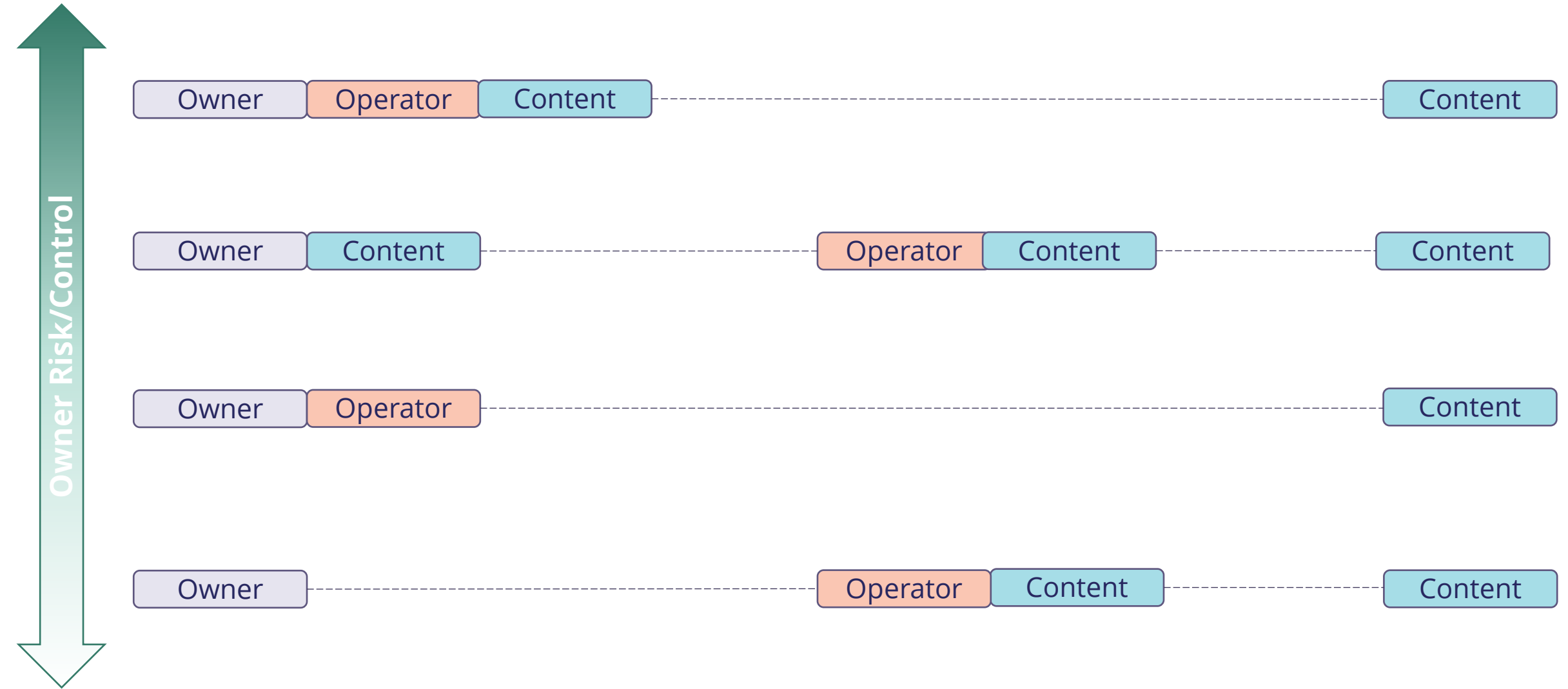
- Manages day to day operations of the facility
- Manages rental activity (if any) and maintains the master schedule
- Responsible for most utilities, cleaning, and general maintenance
- Provides services, such as a box office, concessions, catering, and event planning

Content Provider(s)

- Present or produce performing arts and/or entertainment performances
- May provide educational programming
- May provide community outreach or other non-performance activities

One entity may serve in multiple or hybrid roles

Operating models come in all shapes, sizes, and hybrids; The more involved in content, the more risk (and more control)



Who brings the content? Who owns the risk?

Content delivery is driven by risk and reward.

Owner

Operator

Content Provider(s)

Landlord \$

- Passive operating model, often used in public sector.
- Typically, **no at-risk** activity by the venue.
- No pro-active booking of the facility.

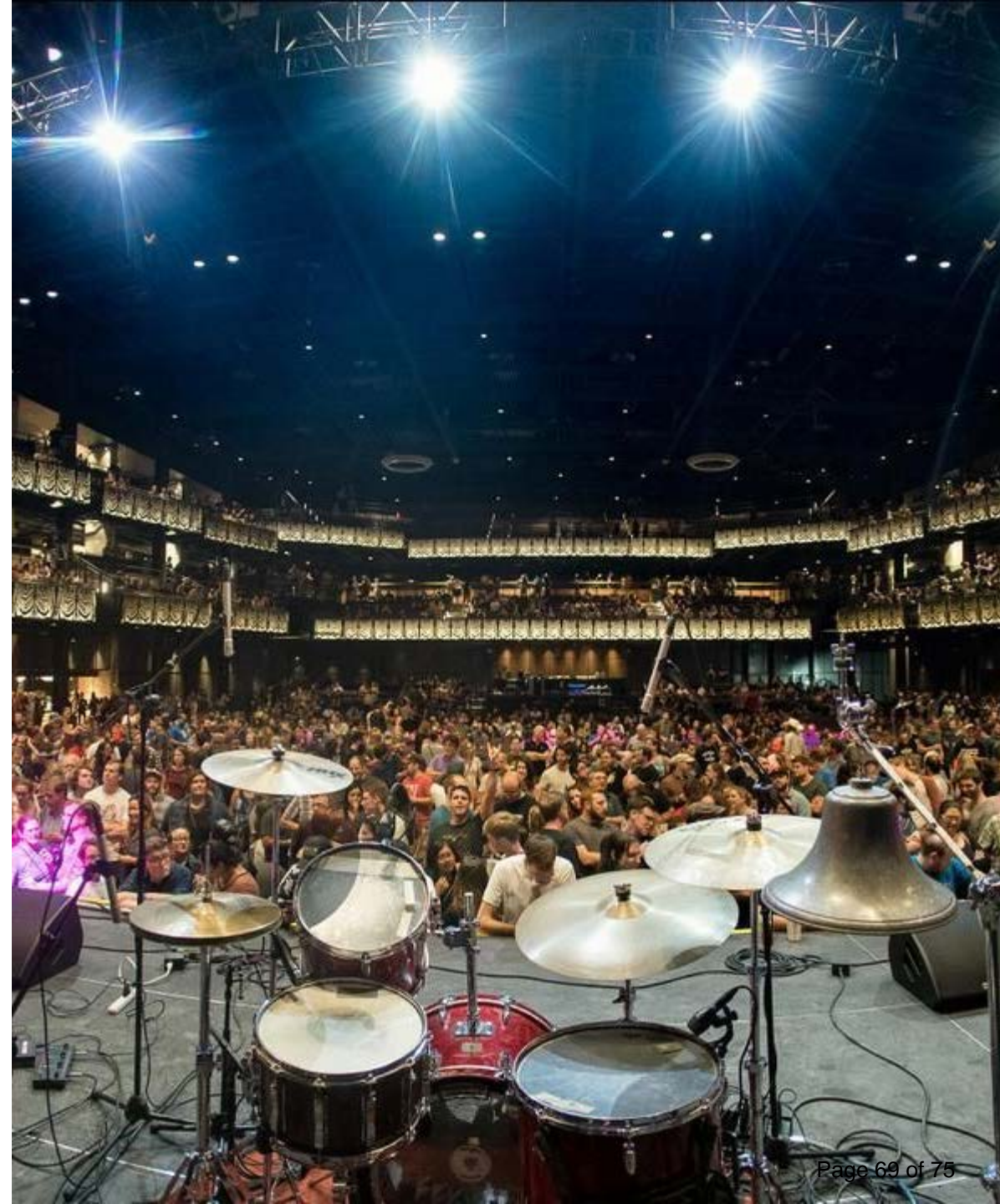
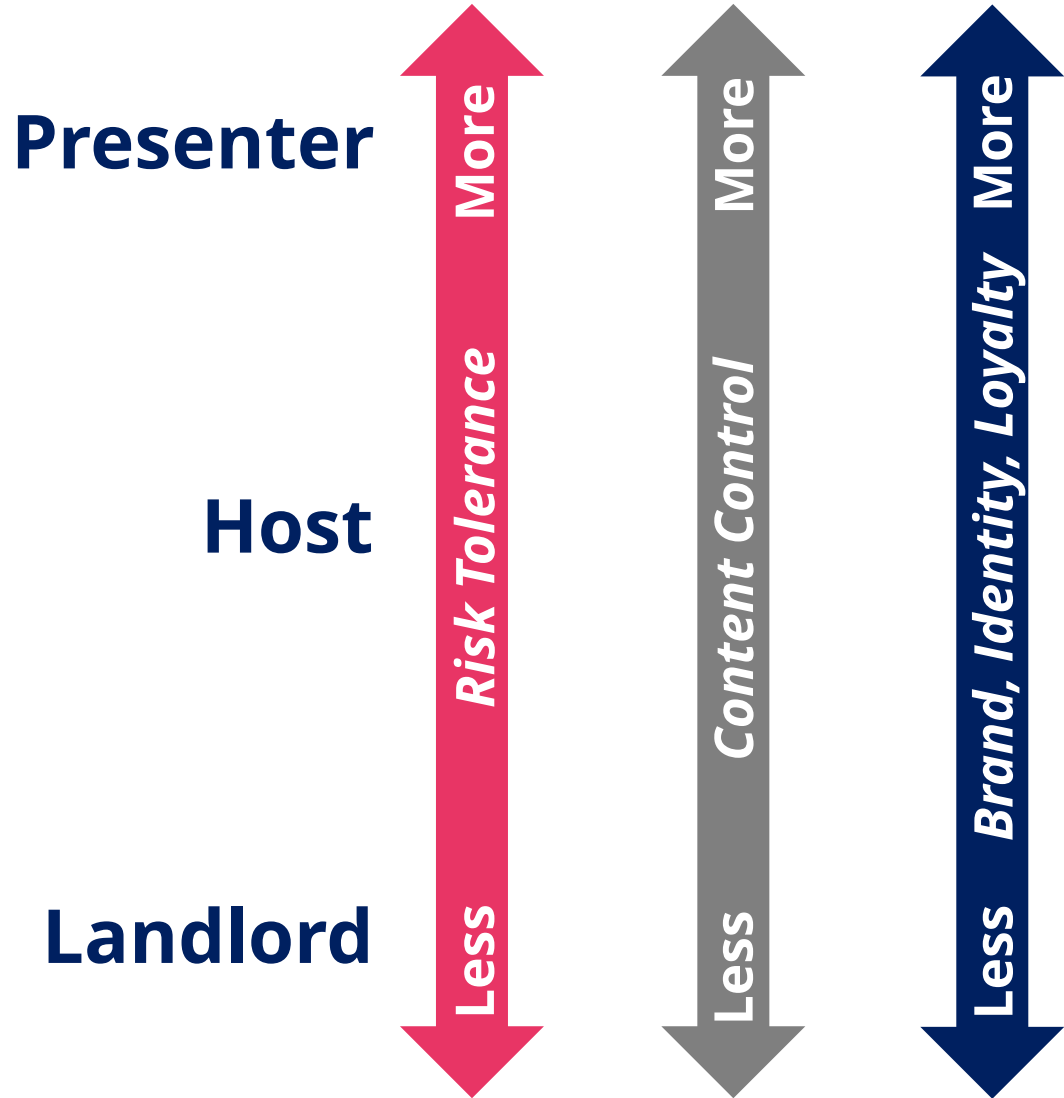
Host \$\$

- Rental users provide the majority of programming.
- Strong relationships with resident/repeat users.
- Pro-active booking of available calendar dates.
- Less than **50% at-risk** presenting.

Presenter \$\$

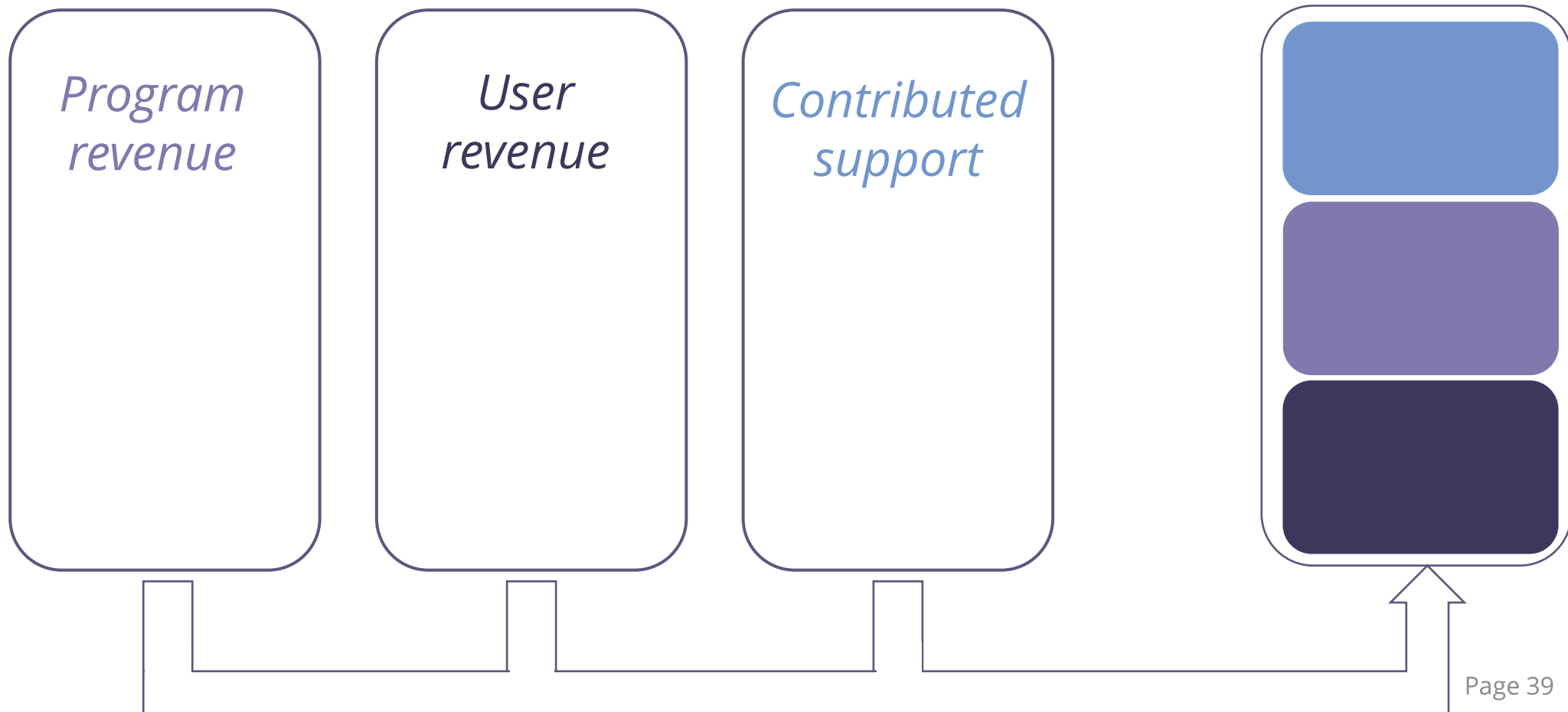
- Operator is responsible for operations and activity.
- Moderate **to high risk** with largely presented programming.
- Pro-active booking of available calendar dates.

Risk & Control are Inseparable



Operating economics: what is the right mix?

Market conditions and activity profile drive the economics





Next Steps

Activity Profile

- Review source data from Webb report
- Affirm local arts use (days & facility needs)
- Explore non-arts opportunities (collaboration with convention center, others?)

Next Workshop: August 20 (virtual)

- Desired Outcomes: Affirm year-round activity & who brings the content / owns the risk
- Informs: Building program scenarios & site evaluation

Thank You

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Vancouver Creates

- “City Name Creates” is already used by Tacoma, may want to reach out as a courtesy.
- “BC Creates” and “Creative BC” in Vancouver BC both index British Columbia’s creative industries.
- Adobe’s “Create Now” traveling workshop program has previously hosted events in Vancouver BC which are called “Create Now Vancouver”.
- Lots of news headlines in US and BC start “Vancouver creates...”

Inspire Vancouver

- Connects branding to the state program (Inspire Washington) and to Inspire Olympia’s program, which could help with overall branding.
- There are a variety of other businesses in Vancouver USA and BC that use “Inspire” in their name but no direct conflicts.
- Annual “Inspire Her” conference held in Vancouver, WA
- The Inspired Life Vancouver is the name of a TV show in Vancouver BC

Spark Vancouver

- “Creative Spark Vancouver” is a grant program in BC for First Nations artists, administered by the City of Vancouver, BC.
- “Spark Vancouver” is the name of boot style made by Italian shoe designer Candice Cooper.
- “SPARK-Vancouver” was the name of a DEI symposium in BC in 2024. No word if it will be a continuing event.
- “SPARK CG” name of a computer graphics and animation company located in Vancouver BC.

Vibrant Vancouver

- Current campaign name for council priorities at City of Vancouver, BC.
- Name of Vancouver BC Facebook page, last active in 2018.
- Often used in the title of magazine and web articles about both Vancouvers.
- “Vibrant Vancouver Expeditions” is the name of a tour package from a travel company in BC.



MEMORANDUM

DATE: August 11, 2025
TO: Culture, Arts, and Heritage Commission
FROM: Katherine Kelly, Senior Policy Advisor; Lori Severino, Senior Planner
RE: Interstate Bridge Replacement Program Update

Introduction

The purpose of this memo is to provide an update on upcoming milestones and public engagement related to the Interstate Bridge Replacement (IBR) Program.

Updates

Design: The IBR Program is conducting workshops with partners (including City staff), Section 106 consulting parties (including tribal governments), and advisory groups to develop program-wide guidelines to inform aesthetic and architectural choices (i.e., how program elements could look). The guidelines are building upon input received to date and will be included in procurement and construction documents. The first workshop focused on general principles and the bridge (see the presentation to the Community and Equity Advisory Groups on July 21, 2025 [here](#)). A second workshop for the advisory groups is scheduled for August 27, 2025, and will focus on land-based structures, wall treatments, and landscaping. Meeting information and instructions for community members to submit comments is here: [CAG + EAG August 27, 2025](#).

Outreach: The IBR program is attending community events this summer and fall to share information with community members. Here is the tentative schedule for Vancouver (see the [IBR's Meetings & Events page](#) for the latest info):

- **Thursday, August 14:** Vancouver: Open House Ministries Block Party, 900 W 12th St, 11:00 AM – 4:00 PM
- **Saturday, October 4:** Old Apple Tree Festival, Old Apple Tree Park, 112 Columbia Way

- **Saturday, October 18:** Downtown Vancouver Farmers Market, Esther Short Park, 605 Esther St

Actions and Next Steps

Please help share this information with your networks.

If you would like additional information about IBR, please contact Katherine Kelly at Katherine.Kelly@cityofvancouver.us, (360) 644-4446 or Lori Severino at Lori.Severino@cityofvancouver.us, (360-869-6505).

A City Council workshop is currently scheduled for November 2025 to provide further updates as they evolve over the next few months.

Additional Resources

- [Contracting Opportunities](#), including the draft construction packaging plan
- [Supplemental Environmental Impact Statement](#): review process and documents
- [Cost, Funding & Economic Benefits](#): estimated construction costs and financial plan
- [Washington State Transportation Commission toll subcommittee](#): separate but related process to establish toll rates and policies for the I-5 Bridge over the Columbia River