

ALL
THE
RIGHT
TOOLS
AUGUST 17-19
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ASSOCIATION OF CALIFORNIA
SYMPHONY ORCHESTRAS

27TH
ANNUAL CONFERENCE
LOS ANGELES

Hosted by
Los Angeles Chamber Orchestra &
Los Angeles Philharmonic



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WHEN BUILDING A
STRONG ORCHESTRA, AS
IN BUILDING A HOUSE,
A SOLID FOUNDATION IS
EVERYTHING.

At the 27th Annual Conference,
you will find **ALL THE RIGHT TOOLS**
you need to build a strong foundation
for your orchestra. Access the latest
information in the areas of market-
ing, finance, fund raising, and
management — all with a view to
helping you use the right tools for
your job.

WELCOME DELEGATES



Welcome to the City of Angels. The board and staff of the Los Angeles Chamber Orchestra are delighted to join the Los Angeles Philharmonic as hosts of ACSO's 27th Annual Conference. Once again, ACSO has packed a wealth of information into three days of meetings, luncheons, and concerts. I believe there truly is something for everyone, no matter your particular role in your organization. We also have some wonderful artistic experiences in store.

While the Los Angeles area offers a wide variety of fine restaurants, museums, galleries, and performing arts venues, you need go no further than a few blocks from the hotel to experience many of these. So partake as you will from the opportunities that abound and, as you head for home, we trust you will be artistically satiated and filled with ideas for making your next season your best ever.

Carol

Carol D. Ross, president
Los Angeles Chamber Orchestra

Welcome to Los Angeles! The board of directors, staff and musicians of the Los Angeles Philharmonic and Hollywood Bowl join with me in saluting the 1995 ACSO Conference participants. You come to our city during a period of great artistic musical excitement and accomplishment, both in terms of musical performances and new commissions. As each of you knows, the financial challenges facing our orchestras have never been greater. Our arts organizations face an uncertain future of governmental funding, and our traditional sources of support are changing. Because of these dynamics, we are doubling our efforts to preserve support from traditional audiences, as well as developing a new generation of arts enthusiasts. As a Conference participant, you have already demonstrated your commitment to the future of orchestral music. United, we can help our orchestras meet future challenges and continue to inspire, educate and remain central to the cultures of communities.

We wish you an enjoyable stay in Los Angeles and a successful 1995 ACSO Conference.

Bob Attiyeh

Robert S. Attiyeh, president
Los Angeles Philharmonic Association

QUICK LOOK

THURSDAY

AUGUST 17, 1995

- PM Peer Forums
General Session: Successful Community Relationships
ACSO Annual Meeting
Hollywood Bowl

FRIDAY

AUGUST 18, 1995

- AM Leadership Seminar
Nuts and Bolts Roundtables
Do the Right Mix/Telemarketing
Building Blocks to Success
Repertoire Listening Session
Contractors: Artist Management
- PM Jeffrey Kahane, Keynote Lunch Speaker
Bricks and Mortar: The Concert Hall
Apprentice Programs for Education
Books, Balances & New Accounting
Conductor's Forum
General Session: Artistic Vision

SATURDAY

AUGUST 19, 1995

- AM Revolution of Government and Nonprofits
Stewardship 101
Cutting the Job to Size
Skill-Building for Conductors
Managing in Tough Times
Special Event Fund Raisers
Powerful Fund Raising Tools
- PM John Mauceri, Keynote Lunch Speaker
A Foundation for the Future
Precision Tools: Employer/Employee Relations
At Least Ask and Do Tell: Involve Your Musicians
General Session: New Technology for Orchestras
Dinner and LACO Concert

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 - Academy of London
 - Arkansas Symphony
 - Erie Philharmonic
 - Long Beach Symphony
 - Modesto Symphony
 - Peninsula Symphony
 - San Jose Symphony

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Susan Gundunas
Kerry O'Brien
Melody Rossi
Virginia Sublett
Awilda Verdejo
Sylvia Wen

Mezzo-Sopranos

Elsbeth Franks
Martha Jane Weaver

Tenors

Matthew Bitetti
Bruce Johnson

Baritones

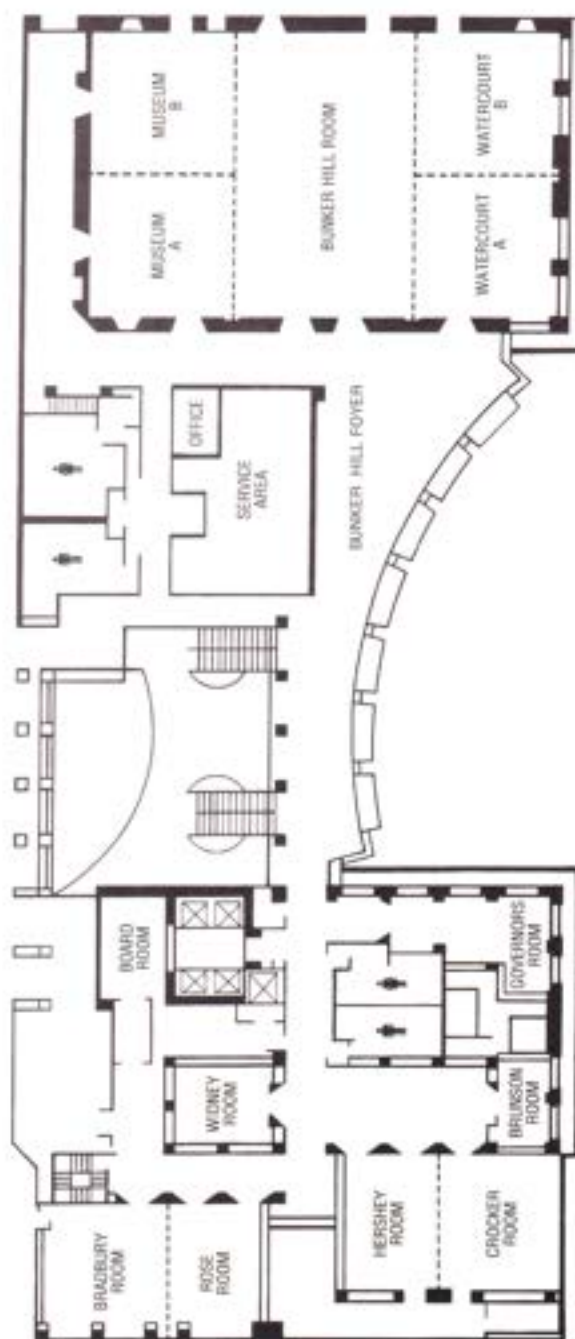
Dale Morehouse
Douglas Nagel

Bass

Peter Klaveness



HOTEL
INTER-CONTINENTAL

SECOND FLOOR

CONFERENCE NOTES

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Many thanks to the members of the ACSO Conference Committee, the ACSO board of directors, the staffs and volunteers of the host orchestras and those of you who contributed to this Conference with your time and expertise.

CONFERENCE REGISTRATION AND TICKETS

Bunker Hill Foyer

Hours:

Wednesday, August 16	5:00 PM - 8:00 PM
Thursday, August 17	9:00 AM - 12:00 PM 2:00 PM - 3:00 PM
Friday, August 18	8:00 AM - 10:00 AM
Saturday, August 19	8:00 AM - 10:00 AM

Conference registration and special event tickets can be paid for by cash, check, VISA or MasterCard. Make checks payable to ACSO. Tickets for meals or concerts cannot be exchanged or refunded.

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Stephen (Mike) Morris	Pasadena Symphony
Louis G. Spisto	Pacific Symphony Orchestra

GIFTS \$150 - \$299

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Santa Barbara Chamber Orchestra
Monterey County Symphony
Philharmonia Baroque Orchestra

GIFTS \$60 - \$149

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Leni Isaacs Boorstin	Los Angeles Philharmonic
Boris Brott	Ventura County Symphony
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Fresno Philharmonic
San Diego Opera
Santa Rosa Symphony
Santa Barbara Chamber Orchestra
Stockton Symphony
Santa Rosa Symphony
Santa Monica Symphony
Santa Rosa Symphony League
Santa Barbara Civic Light Opera
Santa Rosa Sym. Discovery/Prep Orchestra

Please join or renew your membership at Conference. Individual membership is \$45. Membership in ACSO is one year from October 1 to September 30.

WEDNESDAY
August 16
1995

Bunker Hill Foyer
5:00 PM - 8:00 PM **Registration**

THURSDAY
August 17
1995

Governor's Room
10:00 AM - 12:30 PM **ACSO Board Meeting**

12:30 PM - 1:00 PM **ACSO Board Orientation**

Bunker Hill Foyer
9:00 AM - 12:00 PM **Registration**

2:00 PM - 3:00 PM **Registration**

1:00 PM - 2:30 PM

Museum A & B

■ Peer Forums

An opportunity to learn and share tips of the trade, this session is a must for managers, conductors, board and staff of like-budget organizations. Held in two rooms.


Coordinator: Michael Royer, general manager, Modesto Symphony

Tables 1 - 7 meet in Museum A & B

- | | |
|---------|--|
| Table 1 | Managers/Orchestras with budgets less than \$100,000
<i>Cathy Stapert, executive director, Santa Barbara Chamber Orchestra</i> |
| Table 2 | Managers/Orchestras with budgets of \$100,000-\$250,000
<i>Susan Stamberger, executive director, Los Angeles Mozart</i> |
| Table 3 | Managers/Orchestras with budgets of \$250,000-\$500,000
<i>James Ruggirello, executive director, Japan America Symphony</i> |
| Table 4 | Managers/Orchestras with budgets of \$500,000-\$1,000,000
<i>Millie Mitchell, general manager, California Symphony</i> |
| Table 5 | Managers/Orchestras with budgets over \$1,000,000
<i>Mary E. Newkirk, executive director, Long Beach Symphony</i> |
| Table 6 | Managers/Trustees of Youth Orchestras
<i>Cynthia Weichel, manager, Santa Rosa Youth Orchestras</i> |
| Table 7 | Conductors
<i>Asher Raboy, music director, Napa Valley Symphony</i> |

Tables 8 - 14 meet in Hershey/Crocker

- Table 8 **Development Directors**
Tom Carlo, development director, Pacific Symphony Orchestra
- Table 9 **Marketing/Public Relations Directors**
Sara Obuchowski, marketing director, Santa Rosa Symphony
- Table 10 **Operations/Assistant Managers**
Carol Handelman, director of operations & finance, Philharmonia Baroque Orchestra
- The following peer designations will have round tables available without a facilitator. We encourage you to gather and share among yourselves:
- Table 11 **Education Directors and Education Volunteers**
- Table 12 **Managers/Trustees of Colleges & University Orchestras**
- Table 13 **Finance Directors**
- Table 14 **Volunteers of Leagues & Guilds**



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3:45 PM - 5:00 PM

Bunker Hill

OPENING GENERAL SESSION

■ **A Toolbox of Ideas:
Building Successful Community Partnerships**

Fitting into your community is not just programming one concert for a culturally specific group. It requires delicate assembly, numerous tools and collaboration between board and staff. California orchestras have developed compelling programs, becoming "inclusive" in their communities and addressing the very real and important demographic changes occurring in our state. Our panel, teams of two, will provide a blueprint for achieving the goal of making our orchestras' programs accessible and viable in our communities.

Moderator: *Patricia Gessner, director of marketing, San Francisco Symphony*

Teams: *Dan Miller, program associate, The James Irvine Foundation and Louis G. Spilto, executive director, Pacific Symphony Orchestra*

Curtis Owens, executive director, African American Unity Center and Bruce D. Thibodeau, executive director, Los Angeles Chamber Orchestra

Hyojook Park, music director, Korean Master Chorale and Leni Isaacs Boorstin, public affairs director, Los Angeles Philharmonic

Leonard Valdez, director, California State University, Sacramento Multi-Cultural Center and Nan Washburn, music director, Camellia Orchestra and Rohnert Park Chamber Orchestra

4:30 PM - 5:45 PM

Crocker

■ **ACSO Annual Meeting**

Invited guest: Alan Chapman. Mr. Chapman is a well-known pre-concert lecturer and the broadcast voice of the Los Angeles Chamber Orchestra

6:00 PM - 6:15 PM

Meet in front of hotel to board buses to Bowl

7:30 PM

Picnic Supper

8:30 PM

Hollywood Bowl Concert
Los Angeles Philharmonic, Peter Maag, conductor

10:30 PM

Post-Concert Reception on the Deck, Hollywood Bowl
Hosted by Los Angeles Chamber Orchestra and Los Angeles Philharmonic



ARTIST ROSTER

conductor

Lukas Foss
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FRIDAY
AUGUST 18
1995

Bunker Hill Foyer
8:00 AM - 10:00 AM Registration

PERSONAL DEVELOPMENT SEMINAR

8:30 AM - 12:30 PM
Bradbury

Working with People Is a Basic Tool

Any job demands that we communicate effectively with many different personality types. Attend this Seminar and learn how your personality preferences are a good fit or a misfit. Learn how to listen for cues that signal the other person's preference and how to respond effectively.

Barbara Pollack, Ph.D., is a clinical/consulting psychologist specializing in leadership development and coaching, team development and conflict resolution.



- The \$55 cost of this seminar, for admission, materials, coffee and croissants, is in addition to the regular Conference registration.

9:00 AM - 10:30 AM

Bunker Hill

■ Nuts and Bolts

(a.k.a. Innovative Case Studies)

Change tables twice — listen to creative ideas with practical solutions.

Coordinator: **Barbara Burger**, marketing director,
Santa Barbara Symphony

Table 1

**Arts Administration -
A Resource for the Field**
Christopher Minnes, development director,
Long Beach Symphony;
Trudi Benford, marketing director,
Los Angeles Chamber Orchestra;
Eddi Wolk, Orange County Performing Arts Center

Table 2

The Historical Record Keepers of the Flame
Orrin Howard, archivist,
Los Angeles Philharmonic

Table 3

If the IRS Calls, Will Your Documents be in Order?
Martin Bella-Berger, CPA, vice president,
Block, Plant & Eisner

- Table 4 **On-line and Loving It,**
Diane Moore, finance director,
Pacific Symphony Orchestra;
Chris Rouk, account executive, *Pacific Blue Micro*;
Todd Rowe, network engineer, *Pacific Blue Micro*
- Table 5 **Playing in the Elements - Outdoor Concerts**
Craig Hadjuk, general manager,
San Diego Symphony;
James Wright, general manager,
Santa Barbara Symphony
- Table 6 **Good Market Research Reveals All**
George Boomer, president, *Boomer Enterprises*,
senior consulting partner,
Technology Application Group
- Table 7 **New Connections - Concerts Downtown**
Karin Furuta, community and education
programs manager, *Los Angeles Philharmonic*
- Table 8 **What Could an ACSO Consultant Do
For Your Organization?**
Karine Beesley, chair, *Consultation Program*;
director, *The John Anson Ford Theatre Foundation*

10:45 AM - 12:00 PM

CONCURRENT SESSIONS

Museum A

■ Do the Right Mix

This session explores the relationship between direct mail and telemarketing, and how these powerful tools can maximize your sales results. Learn who you should be mailing to as well as the type of telemarketing campaign that is best suited for your orchestra.

- Moderator: *John MacElwee*, marketing director,
Pacific Symphony Orchestra
- Panelists: *Rob Brown*, president, *Artsmarketing Services Inc.*
Tom Holm, director of client services,
Enertex Marketing, Inc.

This session is sponsored by Artsmarketing
Services Inc.

Museum B

■ Building Blocks to Success

The most important way to build self-esteem in your volunteers is to ensure successful activities. A showcase of proven, cost-effective techniques that motivate volunteers, raise money and sell tickets.

- Speaker: *Joseph Truskot*, executive director,
Monterey County Symphony

Hershey

■ Repertoire Listening Session

This popular session opens the musical toolbox to showcase accessible compositions by African-American composers.

- Speaker: *Hansonia Caldwell*, professor of music,
California State University, Dominguez Hills;
board member, *Los Angeles Philharmonic*

Crocker

■ Dealing with Contractors and Sub-Contractors: The Art of Artist Management

This panel takes a fresh look at how to foster creativity between artist managers and orchestra administrators. Learn how valuable an artist manager can be as an artistic resource. Find out how managements select an artist, how a new artist is presented to the orchestra market, and how good relationships are needed to nurture both the future of the orchestra and the artists of tomorrow.

- Moderator: *Amy Carson-Dwyer*, artist manager,
Colbert Artists Management
- Panelists: *Connie Mullin*, artist manager,
Classical Performing Artists
Rob Robbins, western states representative,
Herbert Barrett Management, Inc.
Kenneth Wentworth, president,
Jonathan Wentworth Associates, Ltd.

12:30 PM - 2:00 PM

Bunker Hill

Luncheon



Keynote Speaker:
Jeffrey Kahane,
pianist, music director,
Santa Rosa Symphony

"Where Do We Go From Here?"

Sponsored by IMG Artists in
honor of the appointment of
Mr. Kahane as music director
of the Santa Rosa Symphony

2:15 PM - 3:30 PM

CONCURRENT SESSIONS

Bradbury

■ **Bricks and Mortar:**

When to Send in the Wrecking Ball

The acoustic and comfort of your concert hall can make or break your orchestra's performance. How does an orchestra energize the physical facility to put its best foot forward in the community? Sometimes there are low-cost improvements than can dramatically improve the hall, and sometimes a building should be destroyed and rebuilt.

Moderator: **Karney Hodge**, past president, ACO and ASOL; vice president, public finance, Smith Barney

Panelists: **Vicki Dickerson**, construction director, Sundance Management
Polly Fisher, executive director, Santa Rosa Symphony
Christopher Jaffe, Jaffe Holden Scarbrough Acoustics, Inc.
John Tofoli, general manager, Concord Pavilion

Museum A

■ **Books, Balances and the New Accounting Format**

Want to learn more about the new accounting and contributed income reporting rules and regulations for orchestras? What is Unrelated Business Income Tax (UBIT) and how does it affect orchestras? These hot topics affect marketing, development and finance departments every day.

Moderator: **Bruce D. Thibodeau**, executive director, Los Angeles Chamber Orchestra

Panelists: **Larry Hudspeth**, chief financial officer, Center Theater Group
William D. Jacobs, audit senior manager, Ernst & Young

Museum B

■ **Creating Apprentice Programs**

If the goal of orchestra education programs is "building the audience of the future," who is looking after the young audience of the present? Hear how orchestras large and small are addressing contemporary interests and concerns, and how young people are being involved in the symphonic experience in new and creative ways.

Moderator: **James Ruggirello**, executive director, Japan America Symphony; education consultant, Los Angeles Philharmonic

Panelists: **Janet Bajza**, performing arts special events coordinator, Long Beach Unified School District
Cynthia Ellis, musician, Pacific Symphony Orchestra
Michael Pastreich, concerts manager, San Jose Symphony

Rose

■ **Conductor's Forum:**

Cost Overruns and Other Challenges

Two conductors speak out on the artistic challenges they faced when their orchestras had financial difficulties.

Host: **Mitchell Sardou Klein**, music director, Peninsula Symphony North

Speakers: **Michael Morgan**, music director, Oakland East Bay Symphony
Ransom Wilson, music director, San Francisco Chamber Symphony

4:00 PM - 5:00 PM

GENERAL SESSION

Bunker Hill

■ **Programming Artistic Vision:
Toward a New Orchestral Repertoire**

Chairman: **Ernest Fleischmann**, executive vice president and managing director, Los Angeles Philharmonic

Panelists: **Hanson Caldwell**, professor of music, California State University, Dominguez Hills; board member, Los Angeles Philharmonic
Jeffrey Kahane, pianist; music director, Santa Rosa Symphony
William Kraft, composer; director of music department, University of California Santa Barbara
Daniel Rothmuller, associate principal cello, Los Angeles Philharmonic

This session is sponsored by MSG/Metro Arts

6:00 PM - 7:30 PM

■ **President's Reception for ACO Donors**
by Invitation

Sponsored by First Interstate Bank, the law firm of Musick, Peeler & Garrett and Stephen Dunn & Associates

8:00 PM **Miss Saigon**, Ahmanson Theatre
The Music Center
135 N. Grand Avenue

SATURDAY
AUGUST 19
1995

Bunker Hill Foyer
8:00 AM - 10:00 AM Registration

NEW SESSION

7:45 AM - 8:30 AM

Museum A

■ Forget (Most of) What You Learned in School: No One Will Escape this Revolution

The ascendancy of Newt and Company is not just a flash in the pan — this change is likely to last for a while, and we've only seen the beginning. The arguments even just two years ago about public funding for the arts seem quaint now; the entire ground of debate is changing, not only for the arts, but for all nonprofits. Hear how government's view of nonprofits is changing — and how orchestras may be changed because of it.

Speaker: **John Sparks**, director of government affairs,
American Symphony Orchestra League

9:00 AM - 10:30 AM

Museum A

■ Ax or Paring Knife? Cutting the Job Down to Size

As hard as it is to do, we sometimes have to let a concert go or give up a special program that has been well-loved in the community. How do we determine what to do? How do we balance the dollar savings against the good will of our musicians and communities? Hear a cautionary tale about the realities of right-sizing.

Moderator: **Irene Klug Nielsen**, executive director,
Fresno Philharmonic

Speakers: **Michael Chappell**, board member, Fresno Philharmonic
Lynn Osmond, executive director, Sacramento Symphony
Carol Ross, president, Los Angeles Chamber Orchestra

Museum B

■ Stewardship 101: Building a Board of Directors

A saw without its blade... a hammer without nails... a board without members? Recruitment is possibly the most essential ongoing activity for any board, and one of the most overlooked. Learn to qualify and recruit the right person in the context of your orchestra's operations.

Moderator: **Mike Morris**, past president, Pasadena Symphony

Speakers: **Tina Diver**, board member, Interlochen Center for the Arts; San Francisco Conservatory of Music
Patrick Whaley, partner, the law firm of Musick, Peeler & Garrett; trustee, Getty Museum

SATURDAY AUGUST 19 1995

Crocker

■ Skill-Building for Conductors

Practical advice on the challenges of being a music director in the '90s from one of the country's most respected conductors and teachers.

Speaker: **Daniel Lewis**, retired director of orchestral and conducting studies, USC, former music director, Pasadena Symphony

10:45 AM - 12:00 PM

Crocker

■ Managing in Tough Times

Close the door and the problems come in the windows. A respected manager discusses leadership and strategy — how to turn crisis management into effective management.

Speaker: **Peter Pastreich**, executive director,
San Francisco Symphony

CONCURRENT SESSIONS

Bradbury/Rose

■ Power Tools for Powerful Fund Raising

Attend this information-packed round table session and learn from the experts. You will change tables to hear two topics.

Coordinator: **Ted Roberts**, development director, Mama's Kitchen; former executive director, San Francisco Chamber Orchestra

Table 1

Finding New Donors

Sue Swan, associate director of development,
Los Angeles Philharmonic

Table 2

Prepare Your Case Statement

Susan Swinburne, development director,
Los Angeles Chamber Orchestra

Table 3

Creatively Package Your Proposals for Winning Results

Jamie Whittington, organizational consultant,
San Francisco

Table 4

Run a One-person Fund Raising Department

Karine Beesley, director,
The John Anton Ford Theatre Foundation

Table 5

Create Partnership Sponsors

Shirley Lewis, president/ceo, San Jose Symphony

Museum A

■ Special Event Construction

When the guests arrive, the house looks perfect. But how many endless hours went into the plans, the landscape, the building itself? Special event architects share their successful fund raising ideas with you.

- Moderator:** *Shirley Davis*, coordinator volunteer services, Los Angeles Philharmonic
Panelists: *Fran Biles*, Pasadena Junior Philharmonic Committee
Linda Hedgepeth, president, Santa Barbara Symphony League
Judee Kendall, vice president of public relations & marketing, Glendale Symphony
Richard Siefert, president, Philharmonic Business and Professional Committee

1215 PM - 1:45 PM

Bunker Hill Luncheon

Keynote Speaker: *John Manceri*, music director, Hollywood Bowl Orchestra

Host: *James Ruggirello*, executive director, Japan America Symphony education consultant, Los Angeles Philharmonic

Sponsored by ICM Artists, Ltd.



CONCURRENT SESSIONS

2:00 PM - 3:30 PM

Museum A

■ A Foundation for the Future

Planned giving and endowment programs don't need to be a burden to you or too complicated for your constituents. Invest a little now and you'll reap big dividends later.

- Moderator:** *Christopher Minnes*, development director, Long Beach Symphony
Panelists: *David Ferner*, managing partner, Currie, Ferner, Scarpetta & DeVries
Cary K. Tamura, gift planning consultant Los Angeles

This session is sponsored by First Interstate Bank.

Museum B

■ At Least Ask, and Do Tell

How can you use your musicians off-stage? Some practical ideas for involving your orchestra members in fund raising, public relations and outreach programs.

- Moderator:** *Mark A. Jordan*, concertmaster, Modesto Symphony
Panelists: *David Young*, principal bass, Long Beach Symphony
David W. Grainger, principal bassoon, Sacramento Symphony

Bradbury

■ Proper Care of Your Precision Tools

A successful employee/employer relationship consists of more than the cursory annual evaluation and a periodic review of job descriptions. The expectations of both staff and board members must be clearly identified to ensure smooth running of the organizational machine. Presidents and board members who are on the personnel committee and responsible for hiring staff must attend this session.

- Speakers:** *Nancy Mims*, director of human resources, San Francisco Symphony
Joe A. Mattox, Ph.D., Intercultural Management Consultants

3:45 PM - 5:00 PM

Bunker Hill

CLOSING GENERAL SESSION

■ Wiring for the Future: Technology of the 21st Century and Our Orchestras

Several California artists and administrators who are leaders in the field of technology and how it can be applied to the performing arts will discuss the latest advances. You'll learn how technology can revolutionize everything from concert performances to how we market and provide access to new audiences. A not-to-miss Conference event!

- Moderator:** *Louis G. Spisto*, executive director, Pacific Symphony Orchestra
Panelists: *Bran Ferren*, senior vice president, creative technology, Walt Disney Imagineering
Kit Galloway, Electric Cafe International
Jay Heifetz, CEO, Calliope Media

6:30 PM Dinner

Angel's Flight Restaurant, Hotel Inter-Continental

Guest Speaker: *Omus Hirshbein*, director music programs, National Endowment for the Arts

Dinner sponsored by Columbia Artists Management, Inc.

Concert

The California Plaza Watercourt

with members of the Los Angeles Chamber Orchestra,
Ransom Wilson, guest conductor

Concert partially underwritten by California Plaza, the AFM Music Performance Trust Fund and the Los Angeles County Music and Performing Arts Commission.



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Swedish Chamber Orchestra, Malmö Sweden

GERHARD SAMUEL, *Conductor*
Cincinnati Philharmonic Orchestra

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Mezzo Soprano

JANET CAMPBELL,
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PAMELA HICKS
Soprano

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Emanuele Segret*

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Chris Norman, wooden
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a concerto by Peter
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New York Times

Christopher Taylor, piano 1993 Van Cliburn Bronze Medalist

A young pianist whose artistry has been recognized by two California orchestras and at the most recent Van Cliburn competition, Christopher Taylor will play this season in New York, Chicago, Seoul and at the Kennedy Center, among his many engagements, that include two California appearances.

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Sacramento Bee

Lee-Chin Siow, violin Winner in three major recent competitions

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The Province (Vancouver)

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