

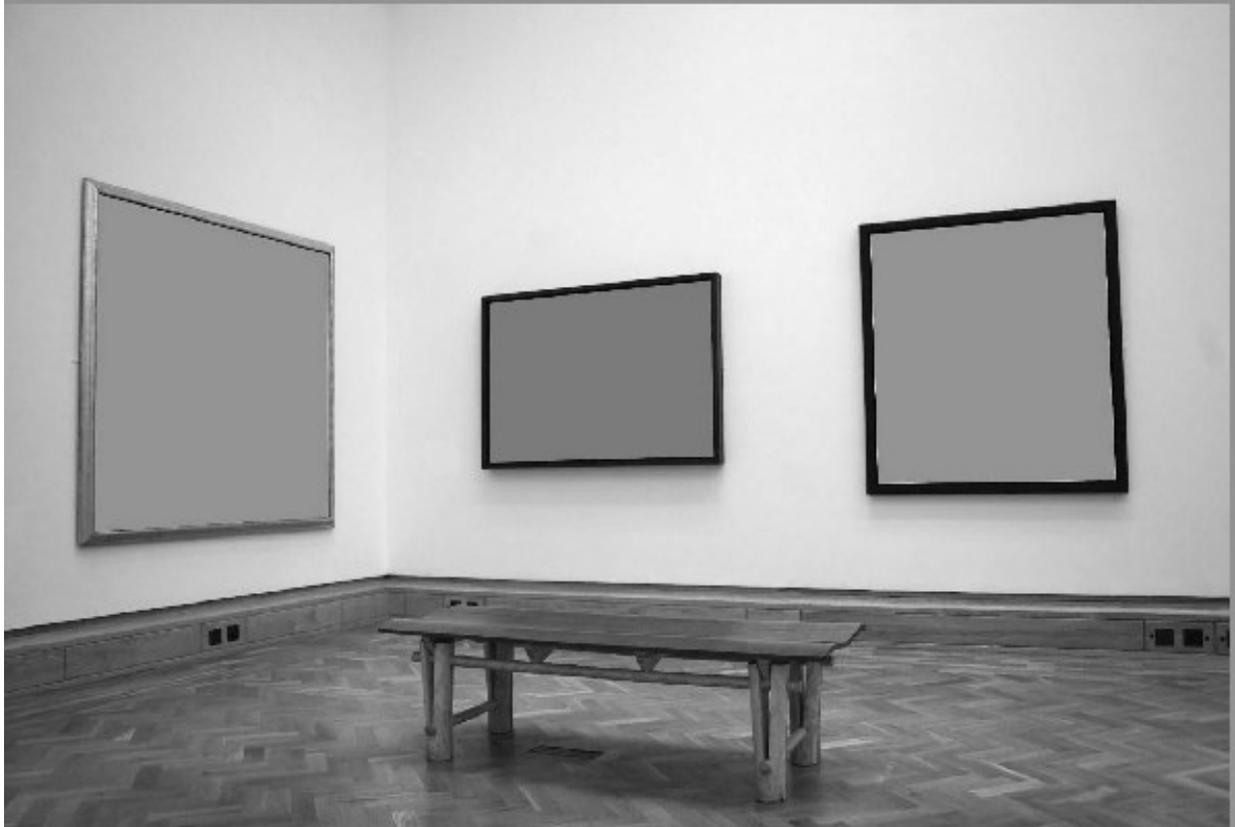


# Arts & Culture

**CHARTER**

**STRATEGY**

**POLICY**



# **City of Greater Sudbury**

## **Arts and Culture Charter, Strategy and Grant Policy**

### **Background**

One of Council's established priorities for this term of office is to build a more vibrant and sustainable arts and culture sector in Greater Sudbury. In late 2004, responsibility for the arts and culture portfolio was transferred to Growth and Development as part of Blueprint 2007. Over the past year, staff has been working to move this priority forward.

After consultation at the federal and provincial level, a community-based consultative approach was used to begin to develop an arts and culture strategy. Three facilitated focus group sessions were held October 25, 2005, March 7, 2006 and May 16, 2006. Approximately 28-35 organizations and individuals from the arts and culture sector attended each session.

The focus group sessions included an assessment of present conditions and an analysis of issues and opportunities that led to the following approach and framework designed to build arts and culture capacity for the City of Greater Sudbury:

#### **1) An Arts & Culture Charter**

This is a community document which identifies the aims, principles and strategic directions that will create and support a vibrant and healthy arts and culture sector. It recognizes that community investment in arts and culture is essential, and that community identity and quality of life are key competitive assets in attracting business, visitors and skilled workers. As a short two page document, it sets a common vision for the community and serves as an easy to read reference for the public. The five guiding principles of the Charter are as follows:

- Goal #1 - A community that is committed and supportive of arts & culture,
- Goal #2 - A community proud of its character and heritage,
- Goal #3 - A community that values the economic potential and contribution of the arts,
- Goal #4 - A community that nurtures innovation and creative expression,
- Goal #5 - A community that promotes strong collaborations and communication.

#### **2) An Arts and Culture Strategy and Action Plan**

The Arts and Culture Strategy and Action Plan focuses on the City of Greater Sudbury's role in working toward the goals in the Charter. It elaborates further on how arts and culture contributes to the social and economic well being our community. It contains a vision statement, and translates the goals and strategic directions into a set of action items with success measures to help Greater Sudbury's arts and culture community grow over the next ten years. Two examples are the development of a public arts policy and a mechanism for organization networking and information sharing.

Ten short term priorities are also identified, and subject to budget approvals, will be implemented over the next two years including:

- encouraging new private sector partnerships by piloting a matching fund program;
- reviewing and modifying the municipal Arts and Culture Grant Policy;

- a facility needs assessment to assist with arts and cultural space decision making; and
- strengthening the marketing of arts and culture in Greater Sudbury.

### **Arts and Culture Steering Committee**

An Arts and Culture Steering Committee was formed at the last stakeholder session and will assist in guiding the implementation of Greater Sudbury's Arts and Culture Strategy. It is expected that individual, project-specific task forces will form as activities are identified with ongoing networking.

### **3) City of Greater Sudbury Arts and Culture Grant Policy**

The current municipal Arts and Culture Grant Policy was redesigned to support the new Arts and Culture Charter and Strategy. The Policy recognizes that while not-for-profit arts and cultural organizations provide significant benefits to the quality of life of our community, they generally do not have the capability to be financially self sustaining.

Based on stakeholder input from the facilitated sessions, a new Arts and Culture Grant Policy was developed with the dedicated assistance of the Civic Arts and Culture Grant Advisory Panel. Members of the new Arts and Culture Steering Committee were also consulted.

The new municipal Arts and Culture Grant Policy incorporates the following changes:

- clearer eligibility requirements to better identify who qualifies,
- the assignment of evaluation criteria and weighting factors for fair application assessment and to ensure that applications meet with the principles and goals set out in the Arts and Culture Strategy,
- more defined grant terms and conditions that ensure responsible and effective use of funds,
- targeted questions on the application forms to better measure organizational effectiveness and assist with organizational guidance in the future,
- stronger post-project reporting requirements for funding applications over \$20,000.
- a simpler application form for funding requests under \$3,000.

Staff is also working in cooperation with the Ontario Arts Council to collect the same financial and statistical information for the larger organizations. A growing number of communities are cooperating in this manner. The forms provide a means for both funders and arts and culture organizations to measure performance over time and highlight areas of strength and weakness.

In the future, it is expected that amendments to the Arts and Culture Grant Policy will be required periodically to reflect organizational needs and environmental changes within the arts and culture sector. Also, there is an interest on behalf of the larger organizations to explore the feasibility of multi-year funding for operational budgets.

It is recommended that the Arts and Culture Grant Advisory Panel continue to review grant applications. In the next term of Council, recommendations will also be brought forward with respect to membership on the panel, and filling vacancies.

### **4) ArtsVest™ Sudbury - Business Investment Grant Program**

A new element of the Arts and Culture Grant Program is proposed for 2007. ArtsVest™ Sudbury is a matching program designed to encourage and assist arts and culture organizations in broadening their funding base by attracting new business sector supporters. The grant is based on the success of a one-time pilot granting program called ArtsVest created by the Council for Business and the Arts in Canada and implemented in the City of Greater Sudbury in 2005/2006. The \$50,000 grant fund generated an additional \$63,000 in sponsorship from the

business sector injecting a total of \$113,000 into Sudbury's arts and cultural community. Next year, Council will be asked to set aside a special fund of \$50,000 to implement this program, in addition to the municipal Arts & Culture Grant Program.

#### **5) Development Budget**

The Arts and Culture Strategy identifies many tactics, actions, and short term priorities for developing the arts and culture sector. Several of these are underway and being worked on with available resources. A development budget is required to lever funding from other partners and move further ahead with the projects identified. A work plan for 2007 will be prepared and presented for funding in the 2007 budget process.

#### **Community Support for the Strategy:**

Beyond the facilitated sessions for stakeholders, ample opportunity was given for citizen review and feedback. Through advertisements in the local media, citizens were directed to view the draft Arts and Culture Charter and Strategy on the City of Greater Sudbury website. A copy of the draft Arts and Culture Charter was also published in the Northern Life newspaper inviting citizen input. Most of the input received by phone or email was positive. The City also received 121 signatures from interested citizens endorsing the draft Arts and Culture Charter and Strategy. The Greater Sudbury Development Corporation and other City of Greater Sudbury departments were also consulted.

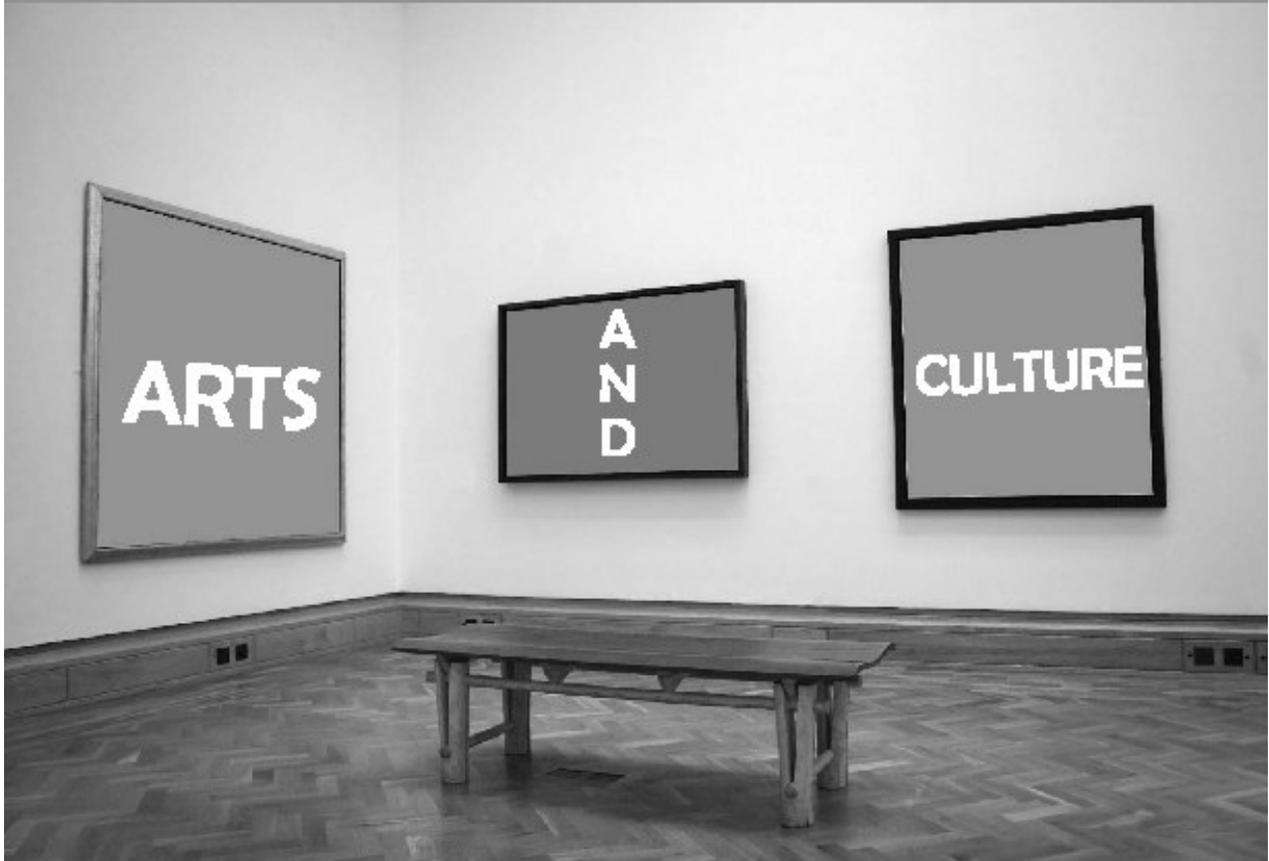
#### **Summary**

The Arts and Culture Charter, Strategy, and Grant Policy was presented to the Priorities Committee meeting, on October 18, 2006 and approved by Council.

#### **Attachments**

The City of Greater Sudbury Arts and Culture Charter  
The City of Greater Sudbury Arts and Culture Strategy and Action Plan  
The City of Greater Sudbury Arts and Culture Grant Policy

# CHARTER



# City of Greater Sudbury Arts and Culture Charter

**Given that** investment in arts and culture is essential to ensuring a socially and economically healthy, creative and vibrant community

**And that** arts and culture enhances community identity and sense of belonging

**And that** quality of life has become a key competitive asset in attracting business, visitors and skilled workers

**Therefore**, the arts and culture sector together with the City of Greater Sudbury recommends that we, as a whole community, including the public, private and not for profit sectors work diligently together to increase arts and culture capacity by supporting policies, strategies and programs that will foster and build:

## ***A Community that is Committed and Supportive of Arts and Culture***

- Provide a broad balance of arts and culture programs that are accessible and available to all residents of the City of Greater Sudbury.
- Enhance existing spaces and develop new public spaces to define and create a special sense of place.
- Adopt a sustainable funding policy framework to support and ensure stability for the arts and culture sector.
- Foster the development of strong boards and an effective volunteer base.
- Engage the private sector in arts and culture development.

## ***A Community Proud of its Character and Heritage***

- Develop vibrant and diverse cultural identities as defined by the City's cultural assets, people, ethnicity, industry and natural environment.
- Offer a range of leisure and entertainment activities to encourage the celebration and appreciation of Greater Sudbury's cultural authenticity.
- Be an advocate for the protection of Sudbury's history and heritage.
- Build a greater understanding of the cultural character and identity of Greater Sudbury and its communities through research, promotion and awareness.

## ***A Community that Values the Economic Potential and Contribution of the Arts***

- Articulate and promote the contribution of arts and culture to both the social and economic well being of Sudbury.
- Position Greater Sudbury as a globally competitive Creative Community and destination for skilled workers, visitors and businesses.
- Facilitate cooperative efforts between arts and culture organizations and tourism/economic development authorities to better promote the quality and variety of arts and culture in Greater Sudbury.
- Ensure arts and culture is included in other municipal strategies and plans such as economic policy, social policy, downtown development and public works projects.

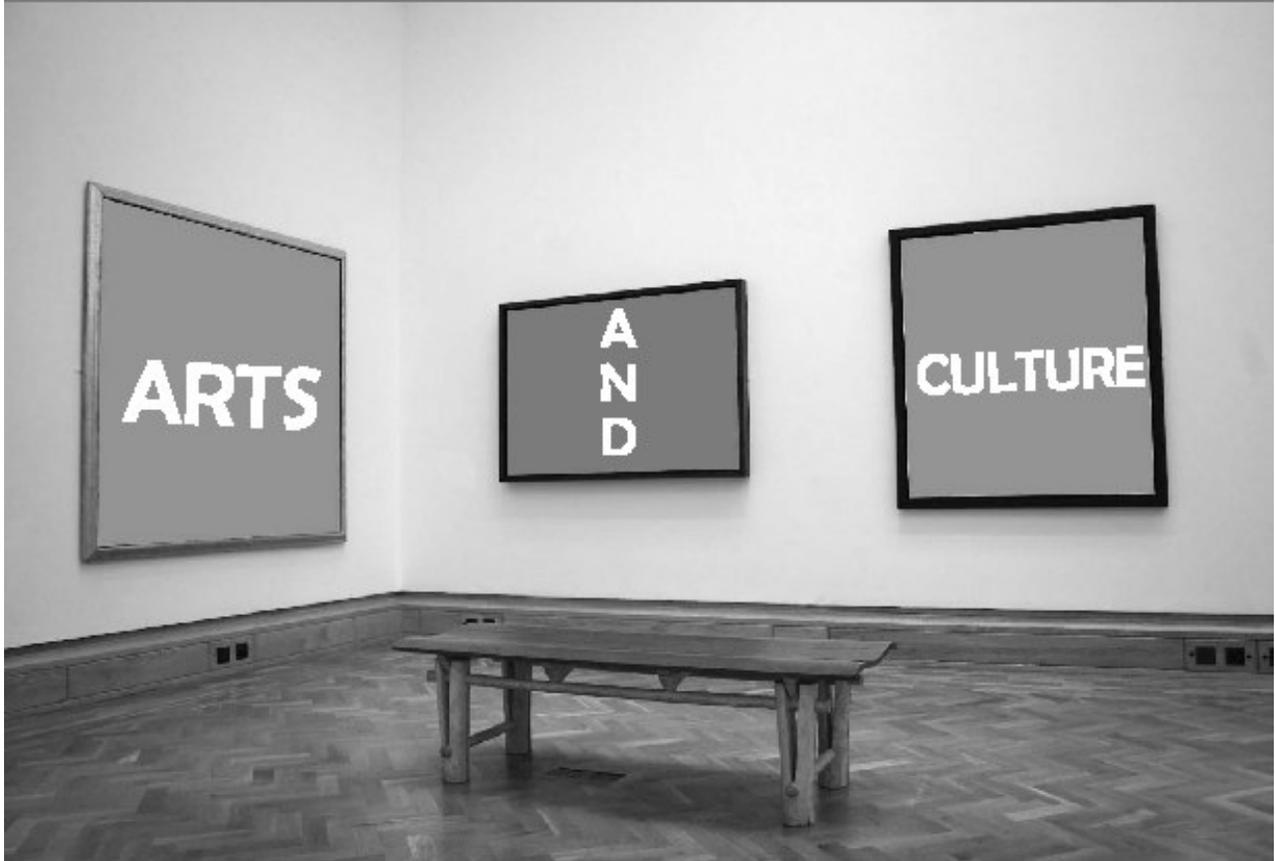
### ***A Community that Nurtures Innovation and Creative Expression***

- Build Greater Sudbury's capacity and reputation as a city and region for innovation, learning opportunities and artistic and design excellence.
- Establish and maintain a public art program that will enhance public spaces.
- Develop Greater Sudbury as a place of opportunity and creative development for children and youth.
- Stimulate, reward and recognize talent within the City's artistic community.
- Encourage citizens to be active participants in, and audience members for the arts.

### ***A Community that Promotes Strong Collaborations and Communication***

- Develop the conditions, infrastructure and networks needed to develop Greater Sudbury's reputation and status as a creative community.
- Encourage creative partnerships across arts and cultural pillars.
- Develop an accessible inventory and network of cultural assets and information.
- Encourage and facilitate co-operative partnerships in other sectors including health, government, business and education to deliver arts and cultural services.

# STRATEGY



# City of Greater Sudbury Arts and Culture Strategy

The City of Greater Sudbury is in the enviable position of being able to foster community support for arts and culture at many levels. In this respect, the City's continued support for arts and culture is crucial in encouraging other levels of government to invest in artistic and cultural activity in Greater Sudbury. The City can also provide leadership to the business sector in its efforts to work with the artistic and cultural community.

The City of Greater Sudbury's Arts and Culture Strategy is focused on the resources which the City possesses to stimulate the development of this sector, such as:

- Declarations, resolutions and commemorations;
- Policy development and tourism promotion;
- Zoning and by-laws;
- Staff expertise;
- In-kind assistance through use of City-owned buildings and land;
- Financial resources such as grants and donations.

Over the long term, Greater Sudbury's arts and culture strategy will:

- define and reinforce Greater Sudbury's arts and culture mandate,
- define the community's expectations,
- guide cultural programming and capital investment,
- define the needs and opportunities of the community and the cultural sector,
- integrate program and service delivery,
- integrate culture broadly into municipal issues,
- develop and sustain multi-sector partnerships,
- position Greater Sudbury as a leader in cultural planning and development.

## Arts and Culture Vision

The City of Greater Sudbury is committed to fostering an environment which promotes the pursuit of excellence in arts and cultural experiences, public access to those experiences, and the preservation and enhancement of a diverse cultural identity. This will be accomplished specifically by encouraging a common vision, improving communication, increasing partnerships, and the sharing of resources in relation to arts and culture.

## Definitions

Arts as included in this strategy will include the broad areas of visual arts including painting, drawing, sculpture and architecture, material arts and crafts such as ceramics, design, carving and fibre arts, performing arts such as theatre, dance and music; literature such as fiction, poetry and drama, media arts such as photography, video and film and interdisciplinary arts.

Culture which consists of learned ways of acting feeling and thinking is a term used to describe the way of life of a people. It includes all the traits and elements that distinguish a given society, its identity and its vision of the world. It includes our values, beliefs, customs, language, lifestyles and traditions.

Heritage is the continuing story of our people and their interaction with the environment. Heritage tells us who we are, where we have come from, and what we have accomplished. It is

a source of strength and confidence that puts the changes of society into perspective and helps us to build a better future.

Given the historical importance of Anglophone, Francophone and Aboriginal cultures in our community, this strategy recognizes the bilingual and diverse nature of the municipality.

### **Geographic Range**

This strategy applies to the City of Greater Sudbury.

### **Integration with Other City Plans and Functions**

To be effective, the Arts and Culture Strategy for the City of Greater Sudbury should be included where possible in other City plans and functions, in particular, the Official Plan, Economic Development and Tourism Development Strategies, and the Downtown Vision.

### **Official Plan**

The City of Greater Sudbury's Official Plan sets out an overall vision and more specific commitments to guide development activity throughout the City and over the planning period for the next 20 years. In its final stages of development, the Official Plan also encompasses our objectives related to social, economic, and environmental issues.

The following extracts from the Plan's vision statements below reflect the collective aspirations of those who live in Greater Sudbury by drawing on past community initiatives and public consultation and set the overall policy context for development.

**Greater Sudbury is a modern, vibrant and diverse community** offering the amenities and services of a large urban centre as well as immediate access to the natural environment. Consisting of a large central urban area surrounded by a number of smaller communities and neighbourhoods with their own distinct character, Greater Sudbury provides a wide range of lifestyle choices for residents.

**Greater Sudbury is open to business** and strives to provide an economic environment to retain and grow commercial and industrial enterprises and to attract new investment and human capital. The City's Economic Development strategic plan has identified five engines of growth and a number of strategic actions and initiatives to be implemented.

**Greater Sudbury's downtown will be developed and sustained as the vibrant hub of a dynamic city** by preserving its historical build form, promoting arts and culture, improving linkages to neighbourhoods and amenities, integrating natural features, developing residential uses, and creating unique urban spaces through innovative design.

**Greater Sudbury is a healthy and sustainable community** which recognizes that the quality of life of our citizens is directly related to environmental, economic and social determinants. In making land use choices in our community, there is an opportunity to ensure that the natural and built environments support an excellent quality of life for City residents.

**a "City of Lakes"** with 330 lakes within its municipal boundaries. The lakes and surrounding watersheds provide a striking natural backdrop for the City, sources of drinking water for residents, natural habitat for wildlife and a wealth of summer and winter, active and passive recreational activities.

**a green community** and a world leader in environmental protection, rehabilitation and innovation....The EarthCare Sudbury initiative has involved numerous stakeholders in defining positive environmental actions based on community participation.

### **Economic Development**

The City's economic development strategy to the year 2015 focuses on five engines for growth:

- The best mining and supply services in the world;
- A city for the creative, curious and adventuresome - providing a quality of life to attract a diverse population;
- One of Ontario's top four destinations - capitalizing on our natural assets and history to attract residents and visitors;
- A leader in health innovation; and
- A model for eco-industry and renewable energy.

By developing a city for the creative, curious and adventuresome, Greater Sudbury will become a "people" place that welcomes and encourages talented individuals of diverse cultural backgrounds and lifestyles. The under 35 generation will experience Sudbury as a youth-friendly city with a dynamic urban environment. It will cater to a range of interests, provide a supportive educational, technological, policy, and financial infrastructure for entrepreneurs, and offer an enviable quality of life.

Key strategies and tactics to develop a city for the creative, curious and adventuresome include stimulating the cultural scene, stimulating a thriving vibrant downtown core, building stronger networks and supports to incubate innovation and technology development and attracting new immigrants and those with diverse cultural backgrounds to the city.

An example is the Study, Stay, Succeed initiative developed by the City of Greater Sudbury with support from Human Resources and Skills Development Canada. This initiative will create networking programs targeted to youth to encourage students to stay in school, attain education and succeed in post-secondary education and their chosen careers. One network called the Young Professional Association provides opportunities for young professionals between the ages of 20 to 35 years to meet on a regular basis, build relationships and share perspectives through networking events, educational seminars and conference type events.

Four key igniters have been identified as necessary to develop the engines. These igniters include creating a culture of continuous learning, maintaining technology readiness, investing in infrastructure including the look and image of the City of Greater Sudbury, and developing a quality of place.

The plan cites the work of American researcher Richard Florida on creative cities and communities. Florida argues that quality of place is now a key competitive advantage for cities in attracting people, investment and new businesses.

Improving quality of place is directly tied to the success of our economic engines. Council must recognize the importance of recreation, arts and culture, and cultural diversity for attracting and retaining the creative talent that will contribute to the economic prosperity of the City and its entrepreneurial spirit. Given its impact on the City's image and appeal, the physical appearance of the urban landscape must be improved through a renewed focus on good urban design.

Quality of life is more than natural beauty. A recent study ranking Canadian regions on the features that are meaningful to the younger generation and to knowledge workers revealed that

Sudbury scored second lowest on employment in artistic and creative occupations. Yet the cultural side of a city is an attraction for the cohort that will be next to lead the way in innovation.

### **Tourism Development**

Located in the heart of Northern Ontario, the City of Greater Sudbury offers many high quality products and services that reflect the true Canadian experience. Family attractions, an extensive network of accommodations, festivals, special events, shopping and year-round outdoor adventure opportunities combine to create critical mass that is attractive to visitors. A tourism catchment area that includes cities and towns in Northeastern Ontario and Southern Ontario makes Greater Sudbury a highly desirable destination.

Greater Sudbury's bilingual and multicultural character has allowed it to evolve into the Festival Capital of Northern Ontario. With an extensive annual line up of entertaining festivals in support of many cultural groups, Sudbury has something to offer everyone.

The Sudbury Tourism Plan 2004-2007, identifies the need for a tourism strategy and proposes the Premier-Ranked Tourism Destination Program of the Ontario Ministry of Tourism and Recreation as a foundation of that plan.

The program is designed to help municipalities strengthen the market readiness of the tourism sector. A focus of the program is on strengthening the information base of tourism assets and attractions as the basis for embarking on a full tourism strategy.

The program identified recommendations to enhance tourism for Greater Sudbury. Recommendations pertinent to arts and culture include:

- Build new infrastructure, for example, a convention centre and soft seat centre;
- Create new packages for niche markets. For example, Cinéfest has started to package its passports with accommodations.
- Create value-added and or on-theme packages with core attractions. For example, Science North might also team up with other providers to offer value added experiences such as Art in Bell Park or a trip to the Art Gallery of Sudbury;
- Create and publish an events manual;
- Capitalize on population diversity. Greater Sudbury has the third largest Francophone population outside of Quebec and a large Aboriginal population. Unique cultural events featuring Francophone, Aboriginal, and other cultural populations should be embraced and promoted.
- Revisit and revitalize existing and former festivals. Explore opportunities to create a destination festival.
- Establish more public arts spaces.
- An improved image of the City's highway entrances to enhance positive tourism efforts.
- Identify and develop opportunities for historic animation or interpretation.

### **Cultural Development**

Through the consultation process with the arts and culture sector, a community charter was developed that outlines long range guiding principles or goals for success along with strategic directions to achieve those goals.

## Trends

Several trends, both global and local impact directly on arts and culture and will likely influence this sector for the long term.

**Arts and culture as an engine for growth** - recognition that art and culture in all its forms has been and remains today one of the main keys, if not *the* main key, to creating the vibrancy of life that underpins all city growth; whether economic, social or community.

**Arts and culture as the key to creativity and innovation** - the realization that future economic prosperity is based on innovation and fostering the creative spirit, and that art and culture in all its forms and especially in the educational system, is the way in which this creativity is unlocked.

**Arts and culture as a vehicle for community development** - at a more local level, art and culture is being seen as a way to energize communities and build a sense of community strength.

**Arts, culture and technology** - technology is impacting art and culture in many ways by: changing traditional geographic boundaries, creating new art forms and new mediums of expression, creating greater expectations for all art forms to meet, providing greater accessibility and opportunities, and changing the way in which we do the business of the arts.

## Key Challenges

Among the most significant factors shaping the context for the arts and culture strategy are the following:

- the need for better organization, coordination and communication among arts and culture organizations,
- financial stability for arts and culture organizations,
- the need to enhance existing space and create new space,
- preserving cultural identity and heritage,
- building arts and culture capacity,
- the need to break down silos and develop partnerships, and
- building public awareness.

The five guiding principles or goals of the Arts and Culture Charter are the following:

Goal #1 - A community that is committed and supportive of arts & culture

Goal #2 - A community proud of its character and heritage

Goal #3 - A community that values the economic potential and contribution of the arts

Goal #4 - A community that nurtures innovation and creative expression, and

Goal #5 - A community that promotes strong collaborations and communication.

The strategic directions pertinent to each goal will translate into tactics and actions that will achieve the established goals. The consultation process also identified measures that would gauge the long term success of the strategy.

### **Goal #1 - A Community that is Committed and Supportive of Arts and Culture**

Reliability of funding is the critical issue, as it affects resource planning, business and marketing plans and program development. While it is acknowledged that arts organizations need to generate their own revenue and undertake self-sustaining strategies based on their contribution

to the local economy, sustained and dependable funding would help them achieve their objectives. There was a general feeling that multi-year funding commitments, with performance reporting requirements, should be implemented.

When citizens are made aware of the opportunity for participation and enjoyment of the arts in their own community, they are far more likely to participate in and support the arts. When people are made aware of and celebrate the Stars who live in their midst, they acquire a sense of pride and ownership in that artist's talent.

While some spaces are deemed suitable for current arts and culture organizations, some organizations such as the Art Gallery of Sudbury and The Sudbury Symphony Orchestra are requiring additional or new space to support expanding activities and audiences.

There is an expressed need for a bookable performance venue to support theatre and performances that require between 700 to 1200 seats as well as large public meeting space. There is also expressed needs for venues for studio, practice and rehearsal space and a desire to create an arts and culture district in downtown Sudbury.

### Strategic Directions

- Provide a broad balance of arts and culture programs that are accessible and available to all residents of the City of Greater Sudbury.
- Enhance existing spaces and develop new public spaces to define and create a special sense of place.
- Adopt a sustainable funding policy framework to support and ensure stability for the arts and culture sector.
- Foster the development of strong boards and an effective volunteer base.
- Engage the private sector in arts and culture development.

### Proposed Tactics

- Develop an inventory of current space availability and usage and identify gaps.
- Recognize outstanding accomplishments in the arts in order to acknowledge those artists, arts organizations and patrons who contribute in a major way to the cultural life in Greater Sudbury.
- Media campaigns and public events aimed at increasing awareness of arts and culture in the community and the opportunities created by the diversity of our audience.
- Work with partners to develop training programs to provide the skills needed to effectively manage their operations. Training can include board management, fundraising techniques, developing and training a volunteer base, building partnerships, etc.
- The City recognizes the importance of endowments as additional sources of financial support for the arts. The City will encourage the creation of an arts fund within the Sudbury Community Foundation.
- Support of arts is an investment, not a donation. Similar to previous years, the City of Greater Sudbury will establish an arts and cultural fund created through the municipal budget. This fund will be reviewed during the budget process annually. The City will review and develop specific guidelines and criteria for the allocation of this fund based on the priorities outlined through the arts and culture sector consultation process and Arts and Culture Advisory Panel.
- The City will work to encourage new private sector partnerships by piloting a matching fund program through the City's annual arts and culture grants allocation.
- Develop a multi-year protocol for arts funding which would include not only multi-year funding for arts groups but also sustainable funding for facilities and facility development.

- Work creatively with other levels of government for the benefit of the arts community by monitoring and ensuring that Greater Sudbury obtains its fair share of provincial and federal arts related resources.

### Success Measures

- Increased attendance measured by ticket sales, number of performances, four season use, increased membership and subscriptions,
- A diversity of choices available that targets a variety of specialized interests,
- A variety of operationally efficient public spaces culturally friendly to everyone and sensitive to the different uses of space,
- An increase in event audiences for public events with spin off activity,
- Broader audience makeup (ages, gender, ethnicity, etc.),
- Higher visibility measured by multiple storefront spaces and expanded hours of operation,
- More partnerships with the business community for arts and culture projects,
- Attain above national average funding at the municipal level, and
- Increased financial support from provincial and federal levels.

### **Goal #2 - A Community Proud of its Character and Heritage**

Sudbury's modern history was set in the hard rock of the Canadian Shield when the vision of a transcontinental railroad carved its way westward and established the small settlement of Sudbury Junction in 1883. While the area's dense forests attracted thousands of loggers, in the long run, Sudbury would owe its prosperity and rapid growth to the rich minerals embedded in the Sudbury Basin.

Sudbury is situated within traditional Ojibway land, and surrounded by many First Nation communities including Whitefish Lake and Wahnapiatae First Nations. Its multicultural and multilingual fabric is shaped by people of many different ethnic origins including Italian, Finnish, Polish, Chinese, Ukranian and Croatian. It has the third largest francophone population in Canada outside of Quebec. Together these influences make Sudbury one of Ontario's most culturally diverse centres.

While mining remains a major influence on the local economy, Sudbury has evolved into a dynamic and diverse regional capital which functions as the service hub for all of northeastern Ontario.

Culture and heritage have been shown to be key drivers in downtown revitalization and cultural tourism strategies in many communities. The development of a cultural map is an integral step in the planning process for arts and culture. Cultural mapping is about identifying those cultural resources or assets that define a community's unique sense of place and identity. This includes all of the important organizations and activity in the arts, heritage, libraries and commercial cultural industries. It also embraces such things as urban landscapes, local traditions, landmarks, unique or specialized products and crafts, new media industries, the diversity and quality of leisure activity including recreation and entertainment.

### Strategic Directions

- Develop vibrant and diverse cultural identities as defined by the City's cultural assets, people, ethnicity, industry and natural environment.
- As members of the global community, expand our vision of who we are by looking to the rest of the world's presence in Greater Sudbury.
- Offer a range of leisure and entertainment activities to encourage the celebration and appreciation of Greater Sudbury's cultural authenticity.
- Be an advocate for the protection of Greater Sudbury's history and heritage.

- Build a greater understanding of the cultural character and identity of Greater Sudbury and its communities through research, promotion and awareness.

#### Proposed Tactics

- Develop a cultural map, of arts and culture organizations, groups and individuals, heritage buildings and sites and industries. Broadening and deepening the information base on City arts and cultural resources is fundamental to future progress and to implementing the results of the planning process.
- Develop intercultural events, exchanges, and networking projects put on by cultural organizations.
- Integrate heritage/history of Greater Sudbury into school curricula. If youth are sold on the City, they are more likely to stay/return and use their own ingenuity to create jobs, etc.
- Increase the integration of arts and culture and heritage in urban planning and development.

#### Success Measures

- Tourists to the City are familiar with the branding of the City and recognize its uniqueness,
- The development of signature events, and
- Increased tourism.

### **Goal #3 - A Community that Values the Economic Potential and Social Contribution of Arts and Culture**

The arts contribute in many ways to the economics of a community. Public art helps create a sense of place and livability. Cultural industries are growing, sustainable and clean industries that provide high paying jobs. These industries locate in areas that attract and support artists and creators. Artists purchase supplies to produce their art and for their everyday needs. A City with a vibrant arts community attracts business, new residents, tourists, and tourism dollars. Arts and culture is a driver to building a vibrant downtown.

The value of arts and culture goes beyond economic measures. Arts and culture helps to facilitate social cohesion. Difficult social issues like homelessness, racism, and the treatment of special populations such as persons with disabilities can be addressed through the arts. It is also known that the arts are an effective outreach tool to engage youth. Levels of attendance in arts programs are relatively high and sustained among at-risk youth. Also, learning in and through the arts enhances learning in other domains and general scholastic achievement.

#### Strategic Directions

- Articulate and promote the contribution of arts and culture to the social and economic well being of Sudbury.
- Position Greater Sudbury as a globally competitive Creative Community and destination for skilled workers, visitors and businesses.
- Facilitate cooperative efforts between arts and culture organizations and tourism/economic development authorities to better promote the quality and variety of arts and culture in Greater Sudbury.
- Ensure arts and culture is included in other municipal strategies and plans such as economic policy, social policy, downtown development, and public works projects.

#### Proposed Tactics

- Grow mysudbury.ca to include all arts organizations in Greater Sudbury and further their integration in the information highway.
- Incorporate arts and culture in tourism marketing campaigns.

- Ensure that City policies and administration position Greater Sudbury as a film friendly location.

#### Success Measures

- Increased direct and indirect employment in the arts and culture sector,
- Return on Investment from arts and culture higher than the national average,
- Skilled professionals easier to recruit/retain due to enhanced quality of life, and
- Increased business opportunities in the arts and culture sector.

#### **Goal #4 - A Community that Nurtures Innovation and Creative Expression**

Neil Bradford and Richard Florida are two well published advocates of the Creative Cities concept that is transforming the traditional way municipalities approach economic development.

Neil Bradford defines creative cities as “dynamic locales of experimentation and innovation, where new ideas flourish and people from all walks of life come together to make their communities better places to live, work and play”.

Richard Florida asserts that a city’s future success – economically and socially – lies in its intellectual and creative capacity. Florida’s creative class includes scientists, architects, engineers, artists, teachers and the like.

The City of Greater Sudbury has achieved international recognition by becoming a centre of innovation and applied research in many fields including mining technology, environmental restoration, health care, specialized product development and astrophysics research. The arts stimulate creative problem-solving and innovation within a group or community.

Artistic expression begins with individuals and small groups creating their own communities. These endeavors may lead to a broader stage but local support and nurturing are critical to the development. This includes appropriate conditions in which to develop, practice, perform and exhibit.

The connection with public art involves the community on a continuing basis. Numerous opportunities exist in the present park system and buildings to enhance public awareness throughout the community. These opportunities can range from story stones in neighbourhood parks, which reflect historical vignettes to a comprehensive heritage signage and hub development program for the City’s trail system.

Creative expression is also recognized to be a two-sided proposition. Both the creator and the observer benefit from the exchange through appreciation and participation.

#### Strategic Directions

- Build on Greater Sudbury’s capacity and reputation as a city for innovation, learning opportunities and centre for artistic and design excellence.
- Establish and maintain a public art program that will enhance public spaces.
- Develop Greater Sudbury as a place of opportunity and creative development for children and youth.
- Stimulate reward and recognize talent with the city’s artistic community.
- Encourage citizens to be both active participants in, and audience members for the arts.

### Proposed Tactics

- A campaign to increase community awareness that arts and culture contribute to positive outcomes across a range of fronts including community health and well being and quality of life, cross-cultural understanding, community safety and economic growth,
- Provide assistance for the development of arts and culture district(s) including downtown Sudbury with affordable venues for smaller arts groups,
- Promote formal education in the arts, and
- Ensure arts and culture is represented in school curriculums.

### Success Measures

- Diversity of product in different media, including public art forms,
- Recognition that extends beyond Greater Sudbury's borders, and
- Recognition by citizens and Council of the intrinsic value of arts and culture to quality of life.

## **Goal #5 - A Community that Promotes Strong Collaborations and Communication**

Silo busting is a trend across Canada and abroad. It is important for the cultural sector to overcome past fragmentation and mobilize a new cultural movement uniting the arts, heritage and folk life, historic preservation, libraries and archives, museums, and the humanities. These alliances will help to achieve the critical mass necessary to advance the sector's interests.

Arts and culture also needs to have a stronger voice in Sudbury. There was a widespread desire to have clearer roles and responsibilities established for advocacy by bringing the people involved in arts and culture to the table and giving arts organizations a voice in decisions that affect them.

### Strategic Directions

- Develop the conditions, infrastructure and networks needed to develop Greater Sudbury's reputation and status as a creative community.
- Encourage creative partnerships across arts and cultural pillars.
- Develop an accessible inventory and network of cultural assets and information.
- Encourage and facilitate co-operative partnerships in other sectors including health, government, business and education to deliver arts and cultural services.

### Proposed Tactics

- Mapping the city's arts resources and setting up a mechanism for linking organizations with resources.
- Reviewing the mandate and responsibilities of the arts and culture support groups and formalizing their relationship with the City of Greater Sudbury.
- Establish a single point of contact within the City of Greater Sudbury.
- Structure the Tourism, Culture and Marketing Department to most effectively use resources.
- Ensure adequate staffing at the municipal level.

### Measures for Success

- Collaboration on timing of activities,
- Packaged events, for example, a Cultural Passport with multiple organizations working together,
- Joint funding applications,
- Shared resources, space and equipment, and
- Public awareness of what's available and when.

## **Top Short Term Priorities**

The consultation process identified the following ten tactics that will take priority in the short term (1-2 years). The first five were seen as an essential starting point for advancing the arts and culture sector and thus a set of actions was developed for each of the first five tactics:

### **1) Develop an inventory of current space availability and usage and identify gaps.**

#### **Action:**

- a) Develop a proposal outline to identify resources required to complete the project.
- b) Conduct primary research to fill in gaps that will assist with decision making on whether to build, expand or update.
- c) An internet based solution would be appropriate where facilities would be listed along with a corresponding list of organizations that require space in order to provide a matching service.

**Target Date for Completion:** 1st Quarter, 2007

### **2) Ensure adequate staffing and resources at the municipal level and build the necessary networks and relationships.**

#### **Action:**

Maintain stakeholder interest and involvement through:

- a) Create of an arts and culture steering committee
- b) Conduct an annual or semi-annual forum to review progress and plan for the future
- c) Develop an on network to share information and identify projects.

**Target Date for Completion:** First stakeholder forum - 4th Quarter, 2006  
Online network development - 2nd Quarter. 2007

### **3) Review and redesign the current Municipal Arts and Culture Funding Policy.**

Stakeholders expressed significant interest in reviewing and redesigning the application process for the Arts and Culture Grant program. For example, having a multi-year funding protocol for those organizations that regularly make applications to the City for operational costs would allow these organizations to better plan their programs and services.

Also, the Ontario Arts Council is requesting that cities redesign their application forms to conform to theirs. This would allow for better information gathering and would help to standardize the application process for organizations that make applications to multiple funders. A number of Ontario cities have expressed interest in adopting this concept.

#### **Action:**

- a) Create task force to revise current application process.
- b) Develop a multi-year funding protocol for applications requiring ongoing operational costs.
- c) Develop relevant standard questions – consider other examples for simplicity and flexibility.
- d) Clarify eligibility requirements and assign weighting factors for application evaluation.
- e) Funding envelopes should be identified for projects, operational costs, capital, and new developments.
- f) Explore alternative models to the current advisory panel structure and make recommendations for changes.

**Target Date for Completion:** 4th Quarter, 2006

**4) Increase the integration of arts and culture and heritage in urban planning and development.**

The City of Greater Sudbury's new official plan recognizes that arts and culture and the preservation of Greater Sudbury's heritage resources is directly linked to the identified need to improve quality of place and is integral to building a healthy community.

**Action:**

- a) Ensure that the arts and culture sector plays a role in a focused way and in cooperation with other community partners such as museums and libraries and developers in the preservation of heritage resources.

**Target Date for Completion:** Ongoing

**5) Develop a cultural map of all the important organizations and activities in arts and culture.**

Cultural mapping is an important starting point because the end product will identify those cultural resources or assets that will define Greater Sudbury's unique sense of place and assist with the development of the City's future marketing activities. This mapping will also lead to the designation of significant cultural and heritage sites.

**Action:**

- a) The City needs to identify and allocate sufficient staff resources which will include an archivist/database position and provide direction for the project
- b) Form a task force and assign members to each mapping category.
- c) Develop on line solution
- d) The preliminary inventory gathered through the consultation process will be expanded upon and will also draw on existing lists and directories including a preliminary inventory of attractions developed for the Premier Ranked Tourism Destination project. The primary objective is to establish a coherent framework for collecting that could be agreed upon as the basis of future work. Broadening and deepening the information based on city arts and cultural resources is key to future progress and to implementing the results of the planning process.

**Target Date for Completion:** 3rd Quarter 2007

**Other Priorities**

- 6) The City will work to encourage new private sector partnerships by piloting a matching fund program through the City's annual arts and culture grants allocation.
- 7) Provide assistance for the development of arts and culture district(s) including downtown Sudbury with affordable venues for smaller arts groups.
- 8) Strengthen marketing of arts and culture in Greater Sudbury and acknowledge the opportunities created by the diversity of our audience
- 9) Recognize outstanding accomplishments in the arts in order to acknowledge those artists, arts organizations and patrons who contribute in a major way to the cultural life in Greater Sudbury.
- 10) Establish a single point of contact within the City of Greater Sudbury.

### **Arts and Culture Steering Committee**

A steering committee was formed at the last stakeholder session and will assist in guiding the implementation of Greater Sudbury's Arts and Culture Strategy. It is expected that individual, project-specific task forces will form as activities are identified with ongoing networking.

#### **Steering Committee Members:**

Derek Young - Sudbury Arts Council

Louise Lane - City Arts and Culture Advisory Panel Member

Mireille Groleau – le salon du livre

Geneviève Pineault - TNO

Bill Bradley – Northern Life

Esa Hermikari - Northern Lights Festival Boreal

Laurie McCauley – Myths and Mirrors

Paul Loewenberg - Northern Lights Festival Boreal and Towne House

Rosie Horne – Sudbury Symphony Orchestra