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GSDC Cultural Plan
Research and Consultation

FINAL REPORT

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50 Carleton

5 June 2014

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SUMMARY

As part of the Greater Sudbury Development Corporation's cultural planning process, 50 Carleton was hired to carry out an extensive research and consultation project that will serve to inform the development of the City's new Cultural Plan. As such, the agency conducted a broad literature review and consulted various stakeholders from the arts, culture and heritage sectors through interviews, focus groups and surveys in order to identify local issues and priorities. This report details our methodology, the findings and their implications.

A review of documents and academic literature related to the City of Greater Sudbury's 2006 Arts and Culture strategy has revealed insight that can guide the policy formulation and implementation process for the next cultural plan. Best practices in cultural planning involve having clearly defined objectives; addressing the needs of the local arts community first; gathering support and cooperation among partners and the community; setting realistic goals; committing all necessary human and financial resources; keeping all stakeholders up to date; and periodically evaluating the Plan's implementation.

To gather qualitative data, one-on-one interviews were held with 13 independent artists and cultural workers; 10 representatives of professional arts, culture and heritage organisations; 10 representatives of community arts, culture and heritage organisations; 6 corporate sponsors of arts, culture and heritage organisations; and 4 arts educators. A bilingual focus group was also held with 10 representatives of arts, culture and heritage funders and supporters. We obtained quantitative data by surveying the general public on their support of and participation in arts and cultural activities. Specifically, we received responses from 760 residents of the City of Greater Sudbury through a telephone survey and 487 more through an online survey.

The results of each of these research methods are detailed thoroughly, from which we have drawn a number of conclusions related to the necessary approach to be taken for the development and implementation of a successful Cultural Plan. These include: formulating a Cultural Plan that places artistic and cultural concerns above economic ones; committing to a shared vision and creating opportunities for ongoing dialogue between the elected officials, city staff and the arts, culture and heritage stakeholders; establishing a distinct structure for arts, culture and heritage within the City's administration; placing greater emphasis on supporting young local creative professionals; facilitating access to arts, culture and heritage through audience development and cultural mediation initiatives; providing access to affordable and appropriate venues for artists to create, to exhibit and to network; and improving municipal funding for the arts, culture and heritage sectors. By these means, the City of Greater Sudbury can move ahead and establish a cultural scene that is true to the City's roots and its people, and can position itself as the cultural destination of Northern Ontario.

RÉSUMÉ

La firme 50 Carleton a été embauchée par la Société de développement du Grand Sudbury (SDGS) afin d'entreprendre un projet de recherche et de consultation en appui au développement d'un nouveau Plan culturel pour la municipalité. Cet exercice s'inscrivait dans le processus de planification culturelle de la SDGS. L'entreprise a donc procédé à une recension des écrits et consulté plusieurs intervenants actifs dans le milieu des arts, de la culture et du patrimoine à l'aide d'entrevues, de groupes de discussion et de sondages pour identifier les préoccupations et les priorités locales. Ce rapport vous présente notre méthodologie, nos constatations et leurs conséquences.

Une analyse des documents et des écrits académiques liés à la Stratégie sur les arts et la culture de 2006 de la Ville du Grand Sudbury a permis d'identifier des éléments à considérer lors de la préparation du nouveau Plan culturel de la municipalité. Les pratiques exemplaires en planification culturelle comprennent l'élaboration d'objectifs clairs et bien définis ; la veille aux besoins de la communauté artistique locale avant toute chose ; l'appui et la collaboration de partenaires et de la communauté ; la formulation de buts réalistes ; l'investissement de ressources humaines et financières requises ; la circulation d'informations auprès de tous les intervenants ; et une évaluation ponctuelle de la mise en œuvre du Plan.

Nous avons obtenu des données qualitatives en menant des entrevues individuelles auprès de 13 artistes et travailleurs culturels indépendants, 10 représentants d'organismes artistiques, culturels et patrimoniaux professionnels, 10 représentants d'organismes artistiques, culturels et patrimoniaux communautaires, 6 représentants de sociétés commanditaires et 4 éducateurs en arts. Dix (10) représentants de bailleurs de fonds au service des arts, de la culture et du patrimoine ont participé à un groupe de discussion bilingue. Des données quantitatives ont été obtenues par l'entremise d'un sondage mené auprès du grand public afin de mesurer son appui et sa participation aux activités artistiques et culturelles. Sept cent soixante (760) Sudburoises et Sudburois ont répondu au sondage téléphonique et 487 ont répondu au sondage en ligne.

Les résultats de chacune de ces démarches sont détaillés dans ce document. Ils nous ont permis de dresser des constats utiles à la préparation et à la mise en œuvre du prochain Plan culturel. Ces derniers comprennent l'élaboration d'un plan qui met d'abord l'accent sur les arts et la culture avant de tenir compte de leur dimension économique ; un engagement envers une vision commune et des échanges soutenus entre les élus municipaux, la fonction publique municipale et les intervenants des arts et de la culture ; la création d'une entité administrative municipale distincte vouée aux arts, à la culture et au patrimoine ; un appui accru aux jeunes professionnels créatifs ; un accès élargi aux arts, à la culture et au patrimoine par des activités de développement de publics et de médiation culturelle ; l'accès des artistes à des lieux appropriés et abordables pour la création, la diffusion et le réseautage ; de même qu'une hausse du financement municipal pour les arts, la culture et le patrimoine. En agissant ainsi, la Ville du Grand Sudbury pourra aller de l'avant et se doter d'un milieu culturel représentatif de ses origines et de sa population, tout en se positionnant comme la destination culturelle du Nord de l'Ontario.

1. Introduction

The City of Greater Sudbury recognizes that the arts, culture and heritage sectors are not only significant contributors to the community's well-being, but are also important economic engines. That's why the Greater Sudbury Development Corporation (GSDC) has undertaken to renew its Cultural Plan, in order to bring together the arts, culture and heritage communities and help them reach their full potential.

50 Carleton was hired to carry out phase 2 of the City's cultural planning process, which is the information-gathering and research phase. As such, the agency has conducted a broad literature review and has consulted various stakeholders from the arts, culture and heritage sectors in order to identify local issues and priorities. The results of phase 2 should then inform the development of the City's new Cultural Plan.

This report contains the research methodology, the detailed research results and the implications of these findings.

2. Methodology

In order to gain a better understanding of current practices and trends in cultural municipal policy, we began by undertaking a review of pertinent documents and academic literature, the results of which were presented on February 11, 2014, at the Cultural Plan Steering Committee's monthly meeting. The findings of this initial documentary research proved useful in developing the questionnaires for the stakeholder consultations.

With the Committee's approval, we then began the task of gathering qualitative data by consulting the various arts, culture and heritage stakeholders. Between February 17 and April 7, 2014, we spoke to artists, organisations, educators, funders and corporate sponsors. A detailed list of contact information for each of these stakeholder groups was provided by the GSDC, which we completed to ensure fair sampling distribution among large and small organisations; francophone, anglophone, aboriginal and other ethnocultural groups; professional and community organisations; central and peripheral communities; and educational institutions.

Specifically, we held one-on-one interviews either in person or over the phone, in French or in English, with:

- 13 independent artists and cultural workers;
- 10 representatives of professional arts, culture and heritage organisations;
- 10 representatives of community arts, culture and heritage organisations;
- 6 corporate sponsors of arts, culture and heritage organisations;
- 4 arts educators.

We also conducted a bilingual focus group with:

- 10 representatives of arts, culture and heritage funders and supporters.

The topic of conversation was introduced to the participants at the time of booking the interviews and the focus group, with no further documentation provided. The purpose of this was to determine top-of-mind awareness of the state of arts, culture and heritage in the City of Greater Sudbury, before delving deeper into questions of strategies and possible collaborations between the City and the arts, culture and heritage sectors.

All participants were ensured complete confidentiality, which explains why the raw interview notes are not attached to this report, nor will they be given to the GSDC under any terms. We are confident that the analysis provided in this report contains all the essential information needed for the GSDC to proceed with the development of the next cultural plan.

In addition to these consultations with members of the arts, culture and heritage communities, we obtained quantitative data by surveying the general public on their support of and participation in arts and cultural activities. Specifically, we received responses from:

- 760 residents of the City of Greater Sudbury through a telephone survey;
- 487 individuals through an online and paper survey.

Oraclepoll Research conducted the telephone surveys between March 1 and March 12, 2014 as part of a larger omnibus survey. Respondents, 18 years of age or older, were contacted using computer-assisted techniques of telephone interviewing and random number selection. The margin of error for the total 760-person survey is $\pm 3.6\%$, 19 times out of 20.

In order to allow an even greater number of citizens to have their say, a bilingual online survey was administered by the GSDC. Hard copies of the survey were available at Citizen Service Centres. Of course, because respondents volunteer into participation, online surveys typically represent the most interested individuals. Hence, the results obtained cannot be generalized to the larger population and are only representative of the survey participants. Nevertheless, these results provide additional insight and interesting depth of commentary.

See appendices for complete questionnaires, discussion guides and the online survey results.

3. Results

a. Document analysis

The first part of our research consisted in reviewing an assortment of documents and reports produced by the city, by the provincial government and other provincial arts and culture stakeholders, including the city's 2006 Arts and Culture charter, strategy and policy. Based on our analysis of this material, we can make the following assertions:

- The City of Greater Sudbury's interest in a lively arts and culture community is plainly stated in all its documents related to its Cultural Plan. The City perceives arts, culture and, to a lesser degree, heritage as contributors to the following factors:
 - o Sense of community
 - o Sense of identity
 - o Quality of life
 - o Economic development
 - o Tourism
 - o Downtown revitalization
 - o Attraction and retention of the creative class
- Local artists and arts groups have raised the following issues over the last few years in consultations organized by the City and other stakeholders:
 - o The need for increased arts marketing, for promoting the value of the arts;
 - o Support for reaching new audiences;
 - o Access to "new" spaces (to create, rehearse, present, exhibit, film, record, etc.), by building new venues or adapting existing spaces, mostly downtown;
 - o The higher costs of creating/producing in the North;
 - o Access to professional development;
 - o Diversifying funding (partnerships with the private sector, crowdfunding).
- Public funding remains the number one issue for arts and culture stakeholders, as the City of Greater Sudbury recognized in its *Arts and Culture Grant Policy*: "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" (p. 2).
 - o In 2012, Sudbury invested \$3.70 per resident in culture, which will increase to \$3.95 in 2014. This compares with the \$11.87 investment in Thunder Bay (2012) and Toronto's recent commitment to invest \$25 per capita by 2018.

Meanwhile, the *Ontario Municipal Cultural Planning Inventory Project* (Brooks-Joiner & Stasiuk, 2005) was conducted to catalogue the many cultural planning practices and policies in place across the province. The study reveals common key success factors:

- "The existence of customized local solutions for planning structures processes and scope;

- Champions at senior staff and council levels;
- Commitment of resources;
- Buy-in from local cultural community;
- Access to information from other municipalities;
- Time to utilize multiple techniques for broad citizen engagement.” (p. 14)

The Inventory Project also gives insight into the multiple barriers to successful cultural planning:

“On the funding side, these included securing availability of municipal funds within a context of competing priorities (clean water, roads); and the need for provincial or federal funds to supplement municipal investment. Municipalities also identified insufficient access to models, best practices, and expertise as a barrier. Low levels of awareness of the value of cultural plans among senior staff, elected officials and the community was also cited.” (p. 15)

b. Academic literature review

The second part of our research was based on a succinct academic literature review. Though there is ample literature about cultural policy in developed countries around the world, we focussed our attention on papers related to municipal cultural policy initiatives in Ontario. Two researchers have dealt with the City of Greater Sudbury specifically, both of which offer valuable insight on the development of the City’s next cultural plan.

First, Jonathan Paquette (University of Ottawa, School of Political Studies) looked at local cultural policy formulation and implementation in Northern Ontario, specifically the cases of Sault Ste. Marie, Thunder Bay and Sudbury. He argues that culture-led urban regeneration has been detrimental to local arts and culture governance.

His analysis of Sudbury’s 2006 Cultural Plan acknowledges that the city has consulted a broad base of stakeholders in its policy formulation process, including not only artists and arts organizations but also business and industry leaders, hereby institutionalising the business community as full-fledged partners of the Arts and Culture strategy. Applying a horizontally integrated approach, the plan calls upon various municipal departments (e.g. tourism, economic development, urban planning) to consider appending cultural initiatives to their respective affairs. These strategic management techniques (horizontal integration and the inclusion of the creative core/business sector) are completely in line with Richard Florida’s Creative Cities strategy (2002). Paquette criticizes Florida’s thesis by stating that the Creative Cities strategy is founded on an incorrect conception of culture; that it aims at enhancing the consumer experience rather than aiming for the emancipation of the local arts scene:

“[...] the creative city strategy has contributed to the formulation of new cultural policies that have more to do with consumerism (coffee shops, restaurants,

bookstores, an aesthetically pleasant downtown) than with arts and culture.” (2008, p. 308)

Though the rhetoric of the cultural strategy suggests otherwise, Paquette attests that the actual policy emitting from the 2006 strategy commits very little to artists and the arts sector, as it is formulated on an economic rationale. In other words, it views culture as a means for economic development and not as an end in itself, as the author explains in a French-language paper:

“On ne saurait énoncer plus clairement cette idée selon laquelle la culture est un outil, un moyen, et qu’elle ne devrait en aucun temps être envisagée comme une finalité en soi. En d’autres mots, la culture est devenue, au sens le plus réducteur, une solution qu’il suffirait de saupoudrer ici et là dans chacune des interventions de développement économique de la Ville. Cet éparpillement des arts, de la culture et du patrimoine est prohibitif en ce qu’il limite une véritable direction artistique et culturelle qui permettrait notamment à la ville de se surpasser et de devenir le joueur culturel qu’elle prétend vouloir être pour le nord de l’Ontario.” (2009, p. 58)

In addition to limiting the City’s ability to become the cultural player it aspires to be in Northern Ontario, using arts as a vehicle for economic development is problematic for artists. Such policy does not address the need for spaces for the diffusion of art, nor does it attend to the lack of means for artistic training. Focussing mainly on tourism through events and festivals, Sudbury’s cultural policy promises little to attract or retain cultural industries such as film or publishing.

“Regardless of their alleged aim to provide support for the arts, there are very few measures that are aimed at artists and at the possibilities of an authentic and rich artistic experience in remote/rural communities. Beyond recognition, artists do not benefit much from those policies.” (2008, p. 305-306)

The major outcomes of the City’s 2006 strategy attest to how little artists have gained. These include a plan to revitalise the downtown area, short-term public art initiatives that would have little long-term impact on local artists, and the construction of a performing arts centre, which was eventually rejected by city council in the fall of 2008.

The city of Thunder Bay has utilized an approach similar to Sudbury’s, based again on the Creative Cities strategy. In comparison, the city of Sault Ste. Marie has maintained a more traditional approach in cultural policy formulation and implementation: one that is artist-led rather than market-led; one that views artists as subjects of cultural policy rather than as its implementers. Consultations were held with representatives of the arts sector only, and as such, precise instruments for arts development were defined in the strategy.

Paquette suggests that a proper cultural plan should address the needs of the local artistic communities before attempting to use the arts to advance other objectives. As such, he recommends a number of possible initiatives: Creating spaces for cultural dissemination accessible to the general public; Offering prizes for greater recognition of artists’ achievements; Developing art programs and technical curriculum with local postsecondary

institutions; Formulating 'percent for the arts' funding policy; and creating arms-length funding agency for the arts.

The second author, Jason F. Kovacs (University of Toronto, Department of Geography), has analyzed the outcomes of cultural planning initiatives as well as their effect on various sectors. In 2008, he gathered the plans and progress reports from 10 mid-sized Ontario cities having Council approved cultural plans, and conducted interviews with staff and cultural planners from each city. The City of Greater Sudbury was part of his sample.

Two years after the implementation of the majority of those cultural plans, few municipalities had reported results. Three out of 10 had published progress reports, only 2 of which were publicly available for analysis (Ajax, London). These reports suggest that the plans were having positive, tangible effects, which extended further than the traditional arts sector. Interviewees from the cities without public progress reports also asserted that their cultural planning practices were effecting positive change in a variety of areas, including cultural management, urban planning, education and employment sectors, and other cultural industries. In fact, in a later examination of the definitions of culture and the strategic recommendations put forward in these cultural plans, Kovacs states that:

“[...] at least half of all cultural planning initiatives in the province’s mid-size cities do not exhibit an arts-focused planning agenda. [...] the broad scope of strategic goals would seem to indicate a cultural planning framework that fits well with what cultural planning is often defined as, a cultural approach to urban planning and policy.” (2011, p. 338)

The primary outcomes of cultural plans include: The creation of cultural endowment funds; The securing of permanent cultural staff; The establishment of advisory committees; The development of public art strategies; The construction of arts spaces; Increased community awareness; Increased private sector investments; and the inclusion of arts and culture in other municipal projects. Interviewees also referred to a number of expected secondary outcomes, including an impact on tourism, an increase in local support for the arts, and greater idea dissemination throughout the community.

Despite the limited conclusive data available, Kovacs asserts that municipal cultural plans in Ontario are being implemented successfully in Ontario’s mid-sized cities and are achieving an array of outcomes in various sectors. However, he raises certain concerns about the implementation process of municipal cultural plans. These include the unrealistic number of goals, the vagueness of goals and lack of specific strategy delineating responsibilities, as well as the lack of cross-departmental cooperation. In addition, he cites Baeker’s (2005) barriers to advancing cultural planning in Ontario:

- “The need for dedicated financial resources to support planning;
- Lack of understanding and support on the part of elected officials and senior municipal staff;
- No convening body or agency to draw community stakeholders together;
- Lack of consensus (or division) within the local cultural sector; and

- Lack of access to tools, information and expertise.” (Baeker, 2005, p. 12)

To summarize, while Kovacs has focussed on the successful implementation of cultural plans and their benefits in the various sectors of the economy, Paquette’s work points to the general failure of Sudbury’s 2006 Cultural plan in advancing the goals of the city’s artistic community. Both authors seem to be in agreement on two fronts: that the implications of cultural plans reach far beyond the arts sector, and that the preeminent trend in cultural planning often places financial imperatives over artistic concerns.

c. Stakeholder consultations

i. Arts, culture and heritage workers

The individual artists, educators and members of the arts, culture and heritage organisations consulted certainly represented a wide array of perspectives. Originating from different backgrounds and having experienced different challenges in funding, producing, exhibiting and promoting their creative work, they each brought unique opinions on the topics discussed. These include their role in promoting local arts, culture and heritage; the 2006 Arts and Culture Plan; the value of the arts, culture and heritage sectors; main issues and priorities for the next Cultural Plan; as well as potential means of collaboration between the City and the arts, culture and heritage communities. The sum of these interviews is a detailed account of the current state of arts, culture and heritage in the City from the front-line workers of these sectors.

Promotion of local arts, culture and heritage

Interview participants view their role in promoting local arts, culture and heritage for all kinds of reasons. Independent artists and cultural workers do so by beautifying the city, by teaching their art forms, by conducting outreach initiatives and by promoting the work of their peers. Arts educators do so by instructing their students, by preparing them to work in the arts sector and by helping them find employment locally. Community organisations promote local arts, culture and heritage by organising affordable and convenient social outings, by creating opportunities for local artists to showcase their products, by raising awareness for local social causes, by building bridges between cultural groups and by sharing priceless historical information with the public. Finally, as for professional organisations, they do so by attracting tourists to the city, by making various art forms available locally, by creating opportunities for emerging local artists and by raising the city’s profile.

Their perspectives may be as varied as their personal or organisational mission statements are, and yet, we can distinguish some common threads. They are all passionate about their work as well as about what the arts, culture and heritage can mean to a community, and they all strive to create wonderful and memorable experiences for their audiences.

2006 Arts & Culture Plan

Overall, few of the participants had much knowledge about City's 2006 Arts and Culture Plan. Most either didn't know it existed or had only heard a bit about it, mostly through the arts and culture grant applications. The ones who were most familiar with the Arts and Culture Plan were the representatives of professional arts, culture and heritage organisations.

	Did not know it existed	Has heard about it	Is somewhat familiar with it
Independent artists and cultural workers	6	4	3
Community organisations	4	3	3
Professional organisations	0	3	7
Arts educators	2	0	2
Total	12	10	15

Oddly enough, 5 of the interviewees had actually contributed to some extent to its creation, and yet they assert that they are not particularly knowledgeable about the Arts and Culture Plan. They feel that they haven't been kept up-to-date on its implementation or its results, and that the City's has not been very proactive in administrating and promoting the plan:

"Je ne pense pas que la ville a vraiment été proactive à faire rayonner et à faire connaître cette stratégie."

Nevertheless, participants generally agree that the arts and culture scene is in better shape now that it was in 2006, though they cannot accredit this improvement to the existence of the 2006 Arts and Culture Plan. They recognise that there has been important growth, especially related to the number of artistic and cultural groups being established in Sudbury, while they insist that there is still much left to be done.

Value of arts, culture and heritage

Interview participants overwhelmingly agree that a healthy and dynamic arts, culture and heritage scene contributes significantly to the following:

	Yes	No
Quality of life	100.0%	0.0%
Downtown revitalization	100.0%	0.0%
Sense of community	97.2%	2.8%
Attraction and retention of creative professionals	94.4%	5.6%
Economic development	94.4%	5.6%
Tourism	91.7%	8.3%

They concur that arts, culture and heritage play an essential part in each of these factors and contribute on a larger scale to the maturation of a healthy and prosperous city. As for the other possible contributions of arts, culture and heritage, they list the following:

- On an individual level, they contribute to personal growth and development, and they have a positive effect on physical and mental health by encouraging social outings, balanced lifestyles and lifelong learning.
- Arts, culture and heritage activities lead to greater understanding of Sudbury's past, and introduce people to the realities of other cultures present in the city, thereby bridging the gap between Canadian and immigrant communities.
- On a municipal level, they have positive effects on the city's reputation, visibility and civic pride, which then carry over into sectors other than the arts, culture and heritage.
- The creativity these sectors inspire is good for industry: "If you have a creative hub in your city, you'll have a creative workforce, and chances are the level of innovation in technology and industry will grow."
- The strength of arts, culture and heritage sectors provides necessary means of support for local creative talent and is a key element in retaining and creating opportunities for youth in Sudbury.

On that final point, all agree that arts have inestimable benefits for young people in the city. A strong arts scene can introduce youth to all kinds of great and inspiring jobs, and supporting cultural policy can help make those dreams accessible. Educators were most likely to mention the importance of teaching young people not only to enjoy the arts but to take part in them and become creators themselves.

Current issues and priorities

Participants were invited to discuss a list of issues that had been identified over the last few years during various public consultations, in order to determine whether or not they remain priorities that should be taken into account in the City's next Cultural Plan.

	Yes	No
Access to appropriate spaces downtown (to create, rehearse, present, exhibit, film, record, etc.)	97.1%	2.9%
The high costs of creating/producing in the North	90.6%	9.4%
Support for reaching new audiences	88.2%	11.8%
Increased arts marketing by the city	85.7%	14.3%
Access to professional development opportunities	85.3%	14.7%
Diversifying funding, namely through partnerships with the private sector and crowdfunding	81.8%	18.2%

Available and affordable spaces for art production and exhibition tops the list with 97% of participants supporting the idea. Existing venues are often ill suited for the arts or have regulations that hinder social interactions or additional revenue generation. For artists and non-profit organisations alike, the challenges are many when trying to find suitable performance space of proper size and acoustic quality, at a decent price.

Space need to be appropriately sized for local artists, and not only be situated downtown:

“Gatchell, Donovan, Capreol, the Valley; they all have their own little happenings and distinct identity. The city's strategy to concentrate everything downtown means anything outside is not supported. I would like to see an arts and culture plan that involves every part of our city.”

Of course, many of the interviewees still advocate for a world-class multi-purpose arts venue, which would be great presentation spaces for local residents and tourists to engage in cultural activities. A capital project like this one shouldn't be treated as a losing proposition. It can be managed to generate revenue. Such a facility could attract promoters, events, trade shows and tourists year round. Interviewees also mention the possibility of having collaborative workspaces for artists to be able to engage with others, and many would enjoy the opportunity to rent downtown spaces for months at a time to work on specific projects.

The francophone community has long been vying for the creation of a “Place des arts”, a centre which would serve to bring francophone artistic organisations closer together and allow them to create, display and promote their art jointly. They expect this will be beneficial for all Sudbury residents.

“La ville ne se rend pas bien compte de la valeur mythique de Sudbury pour les francophones en province et ailleurs. La Place des arts rendrait ça vivant pour tous les publics, francophones et anglophones.”

Accessibility for all to arts, culture and heritage remains a key issue. Regarding audience development and arts marketing, participants are generally in favour of the city helping out with these initiatives, but they are divided over the city’s level of involvement. On one hand, some believe the city has an important role to play in promoting and celebrating arts, culture and heritage, and making all art forms more accessible to different publics, even the lesser-known disciplines.

“Cultural organizations sometimes come off as closed, private clubs. The city is well positioned to instil greater awareness about these organisations and to make it easier for people to partake in art activities.”

On the other hand, some feel that marketing is personal and should be the artist’s priority. Each artist and organisation should have the freedom to define their own target audiences. These are mostly representatives of professional organisations who expect municipal politics should not interfere with their artistic and strategic directives.

“The city shouldn’t be deciding who we reach out to. They can do the introductions and connections, they should put in the resources but not dictate about how they be used. Let the organisations make the decisions. Let the arts evolve as the artists see fit.”

Interviewees feel that the city should aim to position itself as the major cultural centre of Ontario. A few participants mentioned their disappointment with the way the City is currently promoting its arts and culture scene, particularly regarding the City’s Leisure Guide and Tourism Sudbury’s promotional material.

“They love to brag about our organisation, and they don’t really know anything about us. It’s embarrassing really.”

“Leurs documents n’ont pas de branding pour les arts, et ne mettent pas du tout en valeur les arts et la culture. La ville ne connaît pas bien son produit culturel, même si elle pense que oui.”

On one last issue, all surveyed participants agreed: It’s time for a significant increase in financial support from the City in order to bring it in line with other municipalities. They believe Sudbury is still one of the cities that invest the least in arts grants per capita in the province, while the number of artists and organisations vying for those dollars is climbing. Arts, culture and heritage organisations need stable, dependable and longer-term operational funding that isn’t project based, and would benefit from having infrastructure assistance programs. Individual artists also need to have access to funding.

Improved financial support can take many forms. It can mean assisting artists and organisations in connecting with potential private sector sponsors. It can mean waiving the rental fee for park or venue space. It can mean offering travel grants to help production touring. It can mean organising some sort of affordable umbrella insurance coverage for

events. Or it can mean providing incentives for the private sector to engage in partnerships with arts, culture and heritage organisations, as is the case in Québec:

“Au Québec, des entreprises qui achètent des abonnements pour les employés reçoivent des crédits du gouvernement. Si tu investis x dans la communauté, la ville t'accorde un rabais x sur les impôts fonciers.”

Collaboration with the City

Lastly, the interview participants were asked how they feel the city and the arts, culture and heritage communities can best work together to achieve common goals. Their responses revolved around three factors: Having a shared vision; instituting collaborative structure at the city level; and ensuring ongoing opportunities for dialogue.

The first step of successful collaboration consists in adopting a shared vision of arts, culture and heritage among city staff and the arts community. Participants are somewhat pessimistic about the potential outcome of the current cultural planning process, partly because of the unfortunate absence of the mayor, city councillors and city staff at local arts, culture and heritage activities, and partly because the City has accomplished very little in recent years to support the arts and culture scene.

“It is expected that a city our size should have a cultural plan, but are our politicians and bureaucrats really buying into it? If they really believe that it will help their economic development and civic pride and all that stuff, then they really should invest in the arts and create better facilities. Politicians may agree to this, but bureaucrats may say we can't afford it. We'll just end up with another plan with lots of platitudes and not much teeth.”

The elected officials and decision-makers at the City need to grasp the true value of arts, culture and heritage for those sectors to thrive. They need to reflect on their priorities, align their economic and cultural discourses and invest appropriately. And most of all, they need to be present, to take part in local arts, cultural and heritage activities, in order to lead by example.

“If we want more people to think arts are important, we need the city to give that example. The arts are really valuable, as much as the roads are.”

Recognising the intrinsic value of art, culture and heritage is the logical first step in instilling a greater appreciation for the arts, culture and heritage among city staff and eventually across the city. Interviewees would like to see the city develop a culture that honours, respects and values artists. Such a city would include arts, culture and heritage in all its initiatives, would employ artists as consultants, and would have artists in residence in every department to make sure that the city is moving in the right direction.

Secondly, collaboration among the City and the arts, culture and heritage communities would be improved greatly if the City were to establish an administrative structure better suited to deal with these sectors. Some participants advocate for a collaborative board of directors between the arts community and the City; others ask for a one-stop Cultural office or department; while many suggest the creation of a true arm's-length Arts Council. As it

stands, it often seems as if city departments don't relay information to each other. Event organisers are left to navigate from one department to the next, at the risk of omitting important details or of missing out on funding opportunities. A centralized structure would simplify the task of organising events, would streamline and expedite funding applications, and would offer a comprehensive list of services to artists, organisations and schools including adequate assistance in both French and English with:

- grant applications;
- collaborative marketing;
- capacity building;
- organisational development;
- logistical details;
- liaison with other city departments;
- respecting and informing city regulations and by-laws;
- legal obligations;
- venue selection and reservation;
- cultural calendar management;
- partnerships with private sector;
- professional development;
- touring and exporting local arts products.

Above all, having a separate administrative structure would elevate the arts, culture and heritage sectors to a level where they can advocate for themselves, independently from touristic and economic development imperatives.

“It's understandable but unfortunate, that at the city level, arts and culture is viewed primarily under economic development through the GSDC. It would be beneficial in the future to have a cultural department, to evaluate project not purely by economic factors.”

The Ontario Arts Council evaluates applications partly on economic viability, but mostly on artistic excellence, on creation of community and identity, on artistic achievement. Currently, those assessing grant applications at the GSDC are not necessarily the best suited to do so.

“On a souvent l'impression que les formulaires sont préparés par des économistes et non par des spécialistes des arts. Il y a une bonne volonté de la ville, mais on sent aussi qu'il n'y a pas assez de gens du milieu culturel qui s'impliquent dans l'organisation des programmes de subvention. La ville n'est pas toujours à l'écoute des artistes.”

An independent structure would get artists involved in cultural planning which in turn would always put arts objectives first.

Finally, interviewees are committed to participating in the development of the new Cultural Plan. They certainly don't expect the consultation process to end here. Many admit that while this is an important first step, they want a second, more in-depth phase during which they can further contribute to the design of the Cultural Plan. This is essential for them to buy into the plan, to take ownership of it and to become its advocates.

Beyond the finalisation of the Cultural Plan, they want to be part of the decision-making process, which they see as an ongoing dialogue with the City in order to continually improve the arts, culture and heritage sector. They feel the City can facilitate dialogue among arts, culture and heritage groups, can initiate collaboration among them, and can work closely with these groups in order to adapt the Cultural Plan as needed over time. To do so, interview participants suggest open forums, conferences, partnerships with educational institutions, and general public communications about the Cultural Plan and its implementation. As one artist asserts:

“Ongoing communications will be an indication of the seriousness of the City's commitment to arts and culture.”

ii. Funders and supporters

As active art consumers themselves, representatives of funding and other supporting organisations are generally impressed with the changes they see happening in Sudbury's arts, culture and heritage scene. They are impressed by the new ways of rallying people and developing space (e.g. new incubator kitchen's crowdfunding campaign), by the efforts of young creative people initiating art projects, and by the growing film industry to name a few. They appreciate having access to a wide array of artistic and cultural events, and yet they feel that a selection of cultural events do not make a cultural city.

“Sure, we have festivities, but it's what the people are all about that really defines a city as a cultural place. Culture needs to become ingrained, become part of every day in people's lives.”

According to the focus group participants, the citizens of Sudbury are caught up in a traditional, small-town mindset. People don't try new things, assuming events in Sudbury are of poor quality and not worth their while. They worry about what neighbours will think, and kids don't want to be mocked at school. They misunderstand the value of arts, culture and heritage and do not consider themselves as consumers though they often are, by attending an outdoor music festival, for example. Sudbury media tends to perpetuate the negative image of arts, culture and heritage:

“All they talk about is how it rained, and how much money the event lost.”

In order to make Sudbury a thriving cultural city, this mindset needs to change. The City needs to convince the consumer base to extend its interests in the arts, culture and heritage sectors. Audience development is identified as a priority. While all stakeholders have an important role to play in reaching and educating new audiences, the City has resources it can use to connect arts, culture and heritage organisations with the public, to make arts and

culture more accessible and more appealing to potential audiences. Participants recognize that there is a lack of professionals, or cultural mediators, ready to intervene in order to bring arts closer to people. They suggest having an outreach officer at the City actively creating audience development opportunities. They also suggestion holding city-wide, open-doors days for arts, culture and heritage groups.

For this type of involvement from the City to become a reality, focus group participants believe a renewal of the structure of arts, culture and heritage services is necessary. They echo the desires of the arts workers to see the creation of an actual arm's-length arts council; arm's-length so that its activities are not influenced by politics, yet it would still remain connected to the City and actively contribute to tourism and economic development initiatives. This arts council would not only offer funding and consistency of communications but would provide other services related to audience development, capacity building, proposal writing, event organisation, access to venues, liaison with other city departments, etc. In essence, such an arts council would give a voice to the arts, culture and heritage sectors, and would improve collaboration between these sectors and the City.

Another factor that the group deems essential for renewing the public's perception of arts and culture is in having a shared vision among the arts community and city staff. The only way a new cultural plan can truly have an effect is if all city departments buy into this vision and support it entirely by adapting their practices, so that the community can enjoy innovative artistic and cultural happenings, which would be run safely and efficiently. A shared vision should be organic, mutually beneficial and through voluntary engagement, and should have the ability to change over time. The final version of the new Cultural Plan should not be an end of the cultural planning process, but rather should set the framework for ongoing dialogue between the City, funders, artists and organisations. On that note, the participating individuals expect to have a formal opportunity to comment on the draft of the cultural plan in order to provide their final input.

One of the group's main concerns was finding ways to engage local youth to prepare them to be arts consumers or be artists themselves. They acknowledge that more and more young people are choosing to stay in Sudbury to work in the arts and cultural industries, but that the necessary infrastructure and space to retain them is still insufficient. The City should adopt concrete measures to help young people make a living from their creative professions. As one participant stated:

“You can grow up in Sudbury and end up playing in the NHL. But how can you end up playing Carnegie Hall from Sudbury? I see hockey nets at the end of everyone's driveway, but I don't know what we're doing for the arts for our kids.”

To summarize, while better funding for the arts, culture and heritage sectors is evidently needed, simply investing dollars wouldn't be enough to make Greater Sudbury's arts and culture scene flourish. Too often funders only look at the quantifiable metrics behind arts participation and ignore factors related to artistic growth and potential. Only through audience development and cultural mediation initiatives, improved structure via an actual arts council, a shared vision and ongoing dialogue among stakeholders and staff, as well as an emphasis on supporting young creative professionals, can Greater Sudbury move ahead and establish a cultural scene that is true to the City's roots and its people.

iii. Corporate sponsors

Out of all the individuals consulted in this research, the ones most likely to highlight the economic benefits of a strong arts, culture and heritage scene are the representatives of corporate sponsor organisations. Whether they represent large or small, corporate, financial or educational institutions that frequently sponsor arts, culture and heritage activities, they don't necessarily consider themselves as arts consumers. They are motivated to support the arts either to attract talent (either students or skilled workers) to the City or as part of their organisation's linguistic or community involvement policy. In other words, they want a thriving arts and culture scene that will help them recruit and retain talented individuals, and they don't expect a financial return on their investment.

"Toute retombée financière pour l'entreprise constitue un boni plutôt qu'un objectif."

They would appreciate having closer ties with the arts and culture organisations that they support, to better grasp the true social and financial impact of their contribution.

While most are completely unaware about the City's 2006 Arts and Culture strategy, some have noticed signs of improvement in the sector:

"Our company is receiving more and more proposals from arts organizations. I hope that this is a sign of growth."

Finally, all participants state that they would like the opportunity to comment on a draft of the new Cultural Plan and are interested in speaking publicly about their support for the arts if it can help promote the City.

iv. General public

Telephone survey respondents were asked about their support or participation in a series of arts and cultural activities in the City of Greater Sudbury. In order of popularity, residents have participated in the following activities and causes over the past 12 months:

- Visited a local library (53%)
- Attended a local live art performance, such as a play, musical, music concert, dance performance or opera (47%)
- Attended a crafts show or fair (44%)
- Attended a local arts or cultural festival of any kind (37%)
- Supported a local arts, culture or heritage organization's fundraising campaign (29%)
- Purchased or read works by local authors (23%)
- Purchased art from local artists (23%)
- Visited a local museum or heritage site (22%)
- Visited a local art gallery or visual art exhibit (21%)

- Attended a local literary or poetry reading (3%)

In comparison with equivalent data from a national report prepared for the Department of Canadian Heritage (Phoenix Strategic Perspectives Inc., 2012), arts attendance numbers are much lower in the City of Greater Sudbury than they are Canada-wide, though Sudburians seem to be slightly more giving to arts, culture and heritage institutions:

	Sudbury 2014	Canada 2012
Live art performances	47%	63%
Craft shows and fairs	44%	55%
Arts or cultural festivals	37%	52%
Visual art exhibit	21%	39%
Literary or poetry reading	3%	16%
Making a donation (money, goods or services)	29%	26%

The same question was included in the online survey, the results of which are clearly demonstrative of the bias that is introduced by the use of a non-probability sampling method. The majority of respondents appear to be major consumers of local arts, culture and heritage, as their arts attendance rates are quite elevated, even higher than the Canadian average. For example, 85% of respondents attended live art performances in the last year, 69% attended a local arts or cultural festival, 66% visited a local library and 62% visited a visual art exhibit. Also, 51% supported a fundraising campaign in the arts, culture and heritage sectors.

The second question of the telephone survey asked respondents what they think makes or would make Sudbury a thriving cultural city. The following is a list of their answers in order of prevalence:

- better venues / convention center / new arena / art gallery (16%)
- more publicity / awareness / visibility / education (6%)
- more events in general (6%)
- already doing a good job of being a cultural city (6%)
- more help / government funding (5%)
- more jobs in the sector (5%)
- more public, private partnerships / community support (4%)

- youth involvement (2%)
- already have good venues (Science North, Dynamic Earth) (2%)
- better accessibility (2%)
- improve the downtown (1%)
- make events cheaper (1%)
- more music events (1%)
- more murals / public art (1%)

It should be noted that 41% did not know or had no opinion on the subject and that 2% said nothing. Such a high Don't know/No opinion rate is typical of broad, open-ended questions. The unaided question was deliberately formulated as such so as to not lead respondents in any direction. Respondents were free to define what they consider to be important contributors to a city's cultural scene. We can also speculate that this may be an indicator of the general public's disinterest or disenchantment with the arts, culture and heritage sectors.

In comparison, the online survey had a much higher response rate to this question (86 %) and a greater array of comments. The online respondents refer to a more inclusive definition of arts, culture and heritage. They associate with these sectors all types of activities including sporting events, hunting and fishing, comedy nights, motorsports competitions, leadership conferences, charity events, moviegoing and film production, ethnic food, casino activities, farmer's market outings, various artisanship and volunteering, to name a few. Furthermore, they consider a wide range of factors as being essential to a thriving cultural scene. In addition to better venues, improved marketing, greater collaboration among arts organisations and more cultural events in general, they also call for better transit, improved walkability and bicycle paths, public gardens, cleaning up roads and key neighbourhoods, aid for local businesses, arts education for the public, and better salaries for cultural workers. They suggest developing a veritable cultural quarter in the downtown core to act as a central artistic hub, like New Orleans' French Quarter for example. By far, building a performing arts centre and museum is the most common remark. Many of the Francophone respondents in particular emphasize the need for the *Place des arts*, and some also appeal the City to become officially bilingual in order to guarantee municipal services in both languages. For a full sense of the public opinion regarding what would make Sudbury a thriving, cultural city, it is well worth perusing the complete and unedited online survey results (appendix G).

Lastly, the telephone survey respondents gave their opinion on whether they believe the City of Greater Sudbury should support local arts, culture and heritage organisations:

- 87% said Yes
- 9% said No
- 4 % were unsure or had no opinion

These results on public opinions regarding government support and involvement in arts, culture and heritage are completely in line with the aforementioned Department of Canadian Heritage report of 2012, which offers further useful insight:

- “Most (87%) think that arts and culture warrant the support of governments in Canada. Underscoring this belief was widespread support for all types of potential government support and involvement in the arts and culture. Topping the list was protecting and preserving Canada’s heritage. Fully 95% agreed that governments in Canada should help protect and preserve the country’s heritage. Following this, exactly nine in ten each expressed agreement with governments providing support for the arts and culture and promoting awareness of events and activities. Strong agreement was also expressed that governments in Canada should partner with others to ensure that there are enough arts and cultural facilities to serve the public (88%) and provide incentives to promote private sector support for the arts and culture (85%).” (Phoenix Strategic Perspectives Inc., 2012, p. iii)

On this last question, the online survey respondents have shown themselves once again to be very strong advocates of local arts, culture and heritage groups with 96% of them agreeing that the City should support such organisations.

4. Implications

The research findings described in this report outline the current opportunities and challenges facing the growing arts, culture and heritage scene and paint a clear picture of a community committed to turning Greater Sudbury into a thriving cultural city. To conclude, this final section briefly discusses the implications of these results and recommends the approach to be taken by the GSDC for the development of a new Cultural Plan.

a. Putting arts, culture and heritage first

Literature shows that a cultural plan only advances the arts, culture and heritage communities if it is in fact a cultural plan and not an economic development plan in disguise. While the ramifications of a cultural plan can reach far beyond the arts, culture and heritage sectors, it is essential that the new Cultural Plan should address the needs of the local arts, culture and heritage sectors first, which in turn will generate social and economic benefits.

b. A shared vision for arts, culture and heritage

Commitment from elected officials and senior municipal staff is essential to the successful outcomes of a cultural plan, as is the support from the local artistic, cultural and heritage communities. For the new Cultural Plan to be beneficial for the City as well as for the arts, culture and heritage sectors, all must share a vision about the value of this exercise and commit all necessary resources and expertise to its implementation.

c. Improved administrative structure

The arts, culture and heritage communities want either a cultural department or an actual arm's-length arts council in order to improve collaboration with the City. Such an administrative structure would give a stronger voice to the arts, culture and heritage sectors at the municipal level; would employ individuals that are knowledgeable and passionate about the arts, culture and heritage scene; and would be in charge of the Cultural Plan's implementation and update, service delivery and interdepartmental coordination.

d. Opportunity for ongoing dialogue

The arts, culture and heritage communities will only buy into the City's new Cultural Plan if they have a say in its development and implementation. The City should proceed with a second phase of this consultation process to allow them to further contribute to the design of the Cultural Plan, to take ownership of it and to become its advocates. The present report could serve as a starting point for those discussions. Once the Cultural Plan is finalized, the arts, culture and heritage sectors expect to remain active partners in its implementation and evolution so that it can be continually improved.

e. Focus on local youth

The common thread between all interview and focus group participants, regardless of language, organisation or profession, was the importance of creating opportunities for young people to experience art, culture and heritage, and to study and practice in these fields. Supporting young creative professionals would give them reasons to stay in the City. A Cultural Plan focussed on youth would likely resonate well with the community at large.

f. Support for audience development

Residents of the City of Greater Sudbury participate significantly less in arts, culture and heritage activities than the average Canadian does, which points to the need to raise the profile of local artists and organisations. Support in initiating audience development and cultural mediation activities would be appreciated by artistic, cultural and heritage organisations, though they expect to maintain the freedom to define their own specific targets and actions.

g. Access to affordable and appropriate venues

Even among general public, the need for dedicated cultural space is recognized. Arts, culture and heritage workers need access to affordable spaces to create, to network, to exhibit and to allow the City to position itself as the cultural destination of Northern Ontario. Shared spaces among like-minded organisations can generate significant savings all the while establishing mutually supportive environments for groups often used to working in silos.

h. Improved municipal funding

It should come as no surprise that the arts, culture and heritage sectors seek an increase in municipal funding. In addition, they ask for greater clarity in the City's funding policies, enhanced flexibility of funding programs, and longer-term operational funding. They feel funding should be made available to support artistic growth and potential as measured by social factors rather than exclusively by economic ones, because an artistic or cultural endeavour's true value is often misrepresented by its ticket sales, for example.

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Appendix A

Elevator pitch

The City of Greater Sudbury is reviewing its arts and culture policies. The process is being led by a steering committee of interested citizens and community leadership and supported by City staff. The goal of this renewed arts and culture plan is to create policies and programs that support local arts and culture; increases municipal participation and public awareness of the benefits of arts and culture; and encourages cooperation between stakeholders to achieve the City's and arts and culture goals.

As such, how can the City, citizens, local artists, business as well as established arts and culture organizations/stakeholders work together to sustain and grow arts and culture as an active contributor to the social well-being and economic development of our community?

La Ville du Grand Sudbury souhaite réviser ses politiques culturelles. Cet exercice est mené par un comité directeur composé de citoyens et de chefs de file communautaires. Les travaux du comité sont appuyés par des employés municipaux. Ce nouveau plan culturel aura pour but de créer des politiques et des programmes en appui aux initiatives locales dans les arts, la culture et le patrimoine, de rehausser la participation municipale dans ces secteurs, de sensibiliser le public aux bienfaits reliés aux arts et à la culture et de susciter des collaborations entre la ville et la communauté artistique pour atteindre des objectifs communs.

Ainsi, comment la Ville, ses citoyens, les artistes locaux, les entreprises, les organismes et les intervenants artistiques et culturels peuvent-ils travailler ensemble pour soutenir et développer les arts et la culture à titre de contributeurs au bien-être social et économique de notre communauté ?

Appendix B

Arts, culture and heritage community questionnaire

Name, title and organisation of interviewee

Stakeholder category

- Independent artist or cultural worker
- Professional arts and culture organization
- Community arts and culture organization
- Arts educator

Introduction

Thanks for agreeing to take part in this interview.

Background: The City of Greater Sudbury is reviewing its cultural policies. Its goal is to renew the City's cultural plan, by creating policies and programs:

- that support local arts, culture and heritage initiatives;
- that increase municipal participation in the arts, culture and heritage sectors;
- that increase public awareness of the benefits of arts and culture;
- and that encourage cooperation between stakeholders to set and achieve common goals.

To achieve this, we are conducting interviews with individuals such as yourself (local artists, arts organisations and arts educators). We want to hear your thoughts about how the City, its citizens, artists and businesses can work together towards the social well-being and economic development of our community.

I'll be asking you some questions about your perception of arts, culture and heritage, what issues the City should prioritise, and how you see your role in promoting local culture.

45 minutes. No right or wrong answers. All responses are strictly confidential; no personally identifiable information will be shared with the City or with the public; please feel free to be completely honest. Do you have any questions before we begin?

Merci d'avoir accepté de participer à cette entrevue.

Mise en contexte: La Ville du Grand Sudbury souhaite réviser ses politiques culturelles. Son but est de renouveler le plan culturel de la ville, en créant des politiques et des programmes:

- *qui vont appuyer les initiatives locales dans les secteurs des arts, de la culture et du patrimoine;*
- *qui vont rehausser la participation municipale dans ces secteurs;*
- *qui vont permettre de sensibiliser le public au sujet des bienfaits reliés aux arts et à la culture;*
- *et qui vont susciter la collaboration entre la ville et la communauté artistique pour atteindre des objectifs communs.*

Pour cela, nous menons des entrevues auprès d'individus tels que vous (des artistes et organismes locaux, ainsi que des éducateurs). Nous voulons connaître vos opinions à savoir comment la ville, ses citoyens, artistes et entrepreneurs peuvent travailler ensemble au bien-être et au développement économique de notre communauté. Je vous poserai des questions au sujet de votre perception des arts et de la culture, des dossiers que la ville devrait prioriser, et votre rôle dans la promotion des arts.

45 minutes. Pas de bonnes ou de mauvaises réponses. Tous vos commentaires demeureront confidentiels; aucune information qui pourrait servir à vous identifier ne sera partagée avec la Ville ni avec le public; sentez-vous donc bien à l'aise de répondre honnêtement. Avez-vous des questions?

About the interviewee / Au sujet du répondant

- Tell us about your/your organisation's work. What is your/your organisation's role (as Arts educators/Cultural workers/Arts institutions) within the arts/culture/heritage sector?
- How do you see your role in promoting/raising awareness for local culture?
- *Parlez-nous de votre travail / du travail de votre organisme. Quel est votre rôle (en tant qu'éducateur des arts, travailleur culturel, organisme culturel) dans le secteur des arts, de la culture et du patrimoine?*
- *Comment voyez-vous votre rôle dans la promotion et la sensibilisation du public au sujet de la culture au niveau local?*

2006 Arts & Culture strategy / Stratégie Arts et Culture 2006

- Have you heard about the city's 2006 Arts & Culture strategy?
- If so, what do you know about it?
- In your opinion, has the 2006 Arts & Culture strategy improved or changed the arts/culture/heritage sector in our city in any way?
- *Saviez-vous que la ville a une stratégie Arts et Culture qui date de 2006?*
- *Si oui, qu'en savez-vous?*
- *Selon vous, est-ce que la stratégie Arts et Culture de 2006 a amélioré ou a changé le secteur des arts, de la culture et du patrimoine de notre ville?*

Perceptions of arts, culture and heritage / Perceptions des arts, de la culture et du patrimoine

- Do you believe that arts, culture and heritage contribute significantly to any of the following:

- *Croyez-vous que les arts, la culture et le patrimoine contribuent de façon significative aux éléments suivants:*

	Yes / Oui	No / Non
Sense of community / <i>Sentiment d'appartenance à la communauté</i>	<input type="radio"/>	<input type="radio"/>
Quality of life / <i>Qualité de vie</i>	<input type="radio"/>	<input type="radio"/>
Economic development / <i>Développement économique</i>	<input type="radio"/>	<input type="radio"/>
Tourism / <i>Tourisme</i>	<input type="radio"/>	<input type="radio"/>
Downtown revitalization / <i>Revitalisation du centre-ville</i>	<input type="radio"/>	<input type="radio"/>
Attraction and retention of creative professionals / <i>Recrutement et rétention de professionnels créatifs</i>	<input type="radio"/>	<input type="radio"/>

Other contributions / *Autres contributions*

- Comments?

- Do the arts, culture and heritage contribute significantly to anything else?

- *Commentaires?*

- *Les arts, la culture et le patrimoine contribuent-ils de façon significative à autre chose?*

Cultural activity / *Activité culturelle*

- When I say "cultural activity", what types of activities come to mind?

- What would you like to see included in the global definition of culture?

- *Lorsque je parle "d'activité culturelle", quels types d'activités vous viennent à l'esprit?*

- *Que souhaiteriez-vous voir dans une définition globale de la culture?*

Arts/Culture/Heritage issues and priorities / *Enjeux et priorités des Arts/Culture/Patrimoine*

- Local artists and arts organizations have identified the following priorities over the last few years during a variety of public consultations. In your opinion, are these issues still important?

- *Des artistes et des organismes artistiques locaux ont identifiés les priorités suivantes lors de nombreuses consultations publiques. À votre avis, ces enjeux sont-ils encore importants?*

	Yes/Oui	No/Non
Increased arts marketing by the city / <i>Davantage de marketing des arts par la ville</i>	<input type="radio"/>	<input type="radio"/>
Support for reaching new audiences / <i>Appui pour rejoindre des nouveaux publics</i>	<input type="radio"/>	<input type="radio"/>
Access to appropriate spaces downtown (to create, rehearse, present, exhibit, film, record, etc.) / <i>Accès à des espaces appropriés au centre-ville (pour créer, répéter, présenter, exposer, tourner, enregistrer, etc.)</i>	<input type="radio"/>	<input type="radio"/>
The high costs of creating/producing in the North / <i>Les coûts élevés de la création/production dans le Nord</i>	<input type="radio"/>	<input type="radio"/>
Access to professional development opportunities / <i>Accès à des occasions de développement professionnel</i>	<input type="radio"/>	<input type="radio"/>
Diversifying funding, namely through partnerships with the private sector and crowdfunding / <i>La diversification des sources de financement, dont au moyen de partenariats avec le secteur privé et de financement collectif ("crowdfunding")</i>	<input type="radio"/>	<input type="radio"/>

Other issues / *Autres enjeux*

- Can you think of any other current issues of the arts/culture/heritage sectors that we should add to this list?

- *Pouvez-vous penser à d'autres enjeux du secteur des arts, de la culture et du patrimoine qu'on devrait ajouter à cette liste?*

Municipal support / *Soutien de la municipalité*

- What forms of municipal support do you use?

- What further support is needed?

- *Quel type d'appui recevez-vous de la municipalité?*

- *Quel type d'appui souhaiteriez-vous avoir?*

Collaboration between the city and the arts community / *Collaboration entre la ville et la communauté artistique*

- In your opinion, should the city be involved in supporting local arts, culture and heritage initiatives?

- How can the city and the arts community work together to achieve common goals?

- How could you/your organisation contribute to the city's next Cultural Plan?

- À votre avis, la ville devrait-elle s'engager à appuyer les initiatives du secteur des arts, de la culture et du patrimoine?
- Qu'est-ce qui faciliterait la collaboration entre la ville et la communauté artistique afin d'atteindre des buts communs?
- De quelles façons pourriez-vous (ou votre organisme pourrait-il) contribuer au prochain plan culturel de la ville?

Communications / Communications

- How should the city keep stakeholders up-to-date on the Cultural Plan's implementation and results?
- De quelles façons la ville devrait-elle communiquer avec les gens concernés pour les garder à jour sur l'exécution et les résultats du prochain plan culturel?

Other comments / Autres commentaires

Appendix C

Arts supporters focus group discussion guide

1. Personal interest in arts/culture/heritage

- Are you an arts consumer?
- Êtes-vous une consommatrice ou un consommateur des arts ?
- Is there a specific arts experience that you recall fondly? Please describe why it means so much to you.
- Y a-t-il un événement artistique qui a marqué votre vie d'une façon particulière ? Pouvez-vous nous décrire pourquoi ?
- Do you attend local arts events or support local artists?
- Assistez-vous à des événements artistiques locaux ou soutenez-vous des artistes locaux?
- What are your perceptions of the local arts, culture and heritage community? Is it in good health? What are some of the challenges it must overcome?
- Quelles sont vos perceptions de la communauté artistique, culturelle et patrimoniale locale ? Est-elle en bon état A-t-elle des défis particuliers à relever ?

2. Role of arts funders

- How does what you do professionally help support Greater Sudbury's arts, culture and heritage community?
- Comment votre travail vient-il appuyer le milieu des arts/culture/patrimoine de la Ville du Grand Sudbury?
- Do you talk amongst yourselves about the local arts, culture and heritage community? Do you consult one another when reviewing arts, culture and heritage projects? If so, where do your colleagues at the City of Greater Sudbury fit in?
- Est-ce que vous parlez entre vous de la communauté artistique, culturelle et patrimoniale locale ? Vous consultez-vous au moment de prendre des décisions par rapport aux projets qui vous sont soumis par cette communauté ? Si oui, quels sont vos rapports avec vos collègues à la Ville du Grand Sudbury ?

3. Options for the next cultural plan

- Potential directions for the City of Greater Sudbury's new Cultural Plan (based on interviews with artists, educators and arts administrators). What do you think?
- Options d'orientation possibles pour le nouveau Plan culturel de la Ville du Grand Sudbury (issues d'entrevues avec des artistes, des éducateurs et des administrateurs). Qu'en pensez-vous ?

- Developing a shared vision of arts, culture and heritage between city staff and the artistic, cultural and heritage community.
Développement d'une vision partagée des arts, de la culture et du patrimoine entre la ville et la communauté artistique, culturelle et patrimoniale.
- Time for a significant increase in financial support from the City.
Augmentation du financement direct des initiatives (organismes et artistes individuels).
- Youth: All agree that arts have inestimable benefits for the young people in our city. A Cultural Plan that would include a focus on youth would likely resonate well with the arts community as well as with the community at large.
Jeunesse : plusieurs intervenants affirment que les arts sont bénéfiques/utiles aux jeunes du Grand Sudbury. Un Plan culturel qui mettrait l'accent, entre autres, sur la jeunesse pourrait être bien reçu par la communauté artistique et la population en générale.
- Improved structure at the City is required to improve collaboration between the arts community and the City: An actual arm's-length arts council.
Mise en place d'une structure pour faciliter les rapports entre la communauté artistique et la ville : un conseil des arts municipal.
- Require available and affordable spaces to create and present, and not just downtown.
Accès à des infrastructures (lieux) de création et de diffusion et pas seulement au centre-ville.
- Accessibility to arts, culture and heritage remains a key issue. Support for audience development would be appreciated, while allowing organization the freedom to define their own targets and initiatives.
L'accès aux arts, à la culture et au patrimoine est un enjeu. Des appuis au développement de publics seraient appréciés ; chaque organisme aurait le loisir de définir ses publics cibles et ses actions.

4. Best practices

- Do you work with other cities in the arts sector or others? What can we learn from other cases that can be useful for the city's new Cultural Plan?
- *Travaillez-vous avec d'autres municipalités en arts et de culture ou auprès d'autres secteurs ? Y a-t-il des leçons à tirer de vos expériences qui pourraient être utiles à la préparation du prochain Plan culturel du Grand Sudbury ?*
- Other thoughts?
- *Autres idées?*

Appendix D

Corporate sponsors questionnaire

Name, title and company

Introduction

Thanks for agreeing to take part in this interview.

Background: The City of Greater Sudbury is reviewing its cultural policies. Its goal is to renew the City's cultural plan, by creating policies and programs:

- that support local arts, culture and heritage initiatives;
- that increase municipal participation in the arts, culture and heritage sectors;
- that increase public awareness of the benefits of arts and culture;
- and that encourage cooperation between stakeholders to set and achieve common goals.

To achieve this, we are conducting interviews with arts supporters such as yourself. We want to hear your thoughts about how the City, its citizens, artists and businesses can work together towards the social well-being and economic development of our community.

I'll be asking you some questions about your personal consumption of arts, culture and heritage; about why you choose to support the arts; and about how you see your role in promoting local culture.

20 minutes. No right or wrong answers. All responses are strictly confidential; no personally identifiable information will be shared with the City or with the public; please feel free to be completely honest. Do you have any questions before we begin?

Merci d'avoir accepté de participer à cette entrevue.

Mise en contexte: La Ville du Grand Sudbury souhaite réviser ses politiques culturelles. Son but est de renouveler le plan culturelle de la ville, en créant des politiques et des programmes:

- qui vont appuyer les initiatives locales dans les secteurs des arts, de la culture et du patrimoine;
- qui vont rehausser la participation municipale dans ces secteurs;
- qui vont permettre de sensibiliser le public au sujet des bienfaits reliés aux arts et à la culture;
- et qui vont susciter la collaboration entre la ville et la communauté artistique pour atteindre des objectifs communs.

Pour cela, nous menons des entrevues auprès de partenaires des arts tels que vous. Nous voulons connaître vos opinions à savoir comment la ville, ses citoyens, artistes et entrepreneurs peuvent travailler ensemble au bien-être et au développement économique de notre communauté.

Je vous poserai des questions au sujet de votre consommation personnelle des arts, de la culture et du patrimoine; au sujet des raisons qui vous motivent à appuyer les arts; et comment vous voyez votre rôle dans la promotion des arts.

20 minutes. Pas de bonnes ou de mauvaises réponses. Tous vos commentaires demeureront confidentiels; aucune information qui pourrait servir à vous identifier ne sera partagée avec la Ville ni avec le public; sentez-vous donc bien à l'aise de répondre honnêtement. Avez-vous des questions?

Are you personally an arts consumer, supporter?

Êtes-vous une consommatrice/un consommateur d'arts et de culture ?

Why does your company/institution support local arts organizations? What are the benefits of supporting the arts for your company/institution?

Pourquoi appuyez vous des organismes artistiques locaux ? Quels avantages votre entreprise ou institution retire-t-elle de son appui aux arts ?

What type of artistic and cultural activities does your company or institution support?

Quels genres d'activités artistiques et culturelles votre entreprise ou institution appuie-t-elle?

Are there aspects of your relationship with arts organizations that you would like to improve upon?

Y-t-il des éléments à améliorer dans vos rapports avec la communauté artistique ?

Have you heard about the city's 2006 Arts & Culture strategy? If so, what do you know about it?

Saviez-vous que la ville a une stratégie Arts et Culture qui date de 2006? Si oui, qu'en savez-vous?

What role would you like to play if a new Cultural Plan is drafted?

Quel rôle aimeriez-vous jouer advenant la préparation d'un nouveau Plan culturel ?

Would you be interested in speaking publicly about your support for the arts?

Seriez-vous prête ou prêt à parler publiquement de votre appui aux arts ?

Other comments

Autres commentaires

Appendix E

Telephone questionnaire

I am going to read a list of various arts and culture activities in the City of Greater Sudbury and after each one please tell me if you have supported or participated in each of them over the past 12 months?

- Q1. Attended a local live art performance, such as a play, musical, music concert, dance performance or opera
- Yes
 - No
 - Do not know / Cannot recall
- Q2. Visited a local art gallery or visual art exhibit
- Q3. Attended a crafts show or fair
- Q4. Attended a local literary or poetry reading
- Q5. Attended a local arts or cultural festival of any kind
- Q6. Visited a local museum or heritage site
- Q7. Purchased or read works by local authors
- Q8. Purchased art from local artists
- Q9. Visited a local library
- Q10. Supported a local arts, culture or heritage organization's fundraising campaign
- Q11. What in your opinion makes The City of Greater Sudbury or would make it a thriving cultural city?
- OPEN RECORD
- Q12. In your opinion, should the City of Greater Sudbury support local arts, culture and heritage organizations?
- Yes
 - No
 - Do not know / Cannot recall

STANDARD DEMOGRAPHICS

AGE / INCOME / GENDER

Online questionnaire

Arts, culture and heritage in the City of Greater Sudbury

PUBLIC SURVEY

1. Which of the following arts, culture and heritage activities have you participated in over the past 12 months in the City of Greater Sudbury?

(Please check all that apply.)

- Attended a local live art performance, such as a play, musical, music concert, dance performance or opera
- Visited a local art gallery or visual art exhibit
- Attended a crafts show or fair
- Attended a local literary or poetry reading
- Attended a local arts or cultural festival of any kind
- Visited a local museum or heritage site
- Purchased or read works by local authors
- Purchased art from local artists
- Visited a local library
- Supported a local arts, culture or heritage organization's fundraising campaign
- Other (please specify) _____

2. In your opinion, what would make the City of Greater Sudbury a thriving cultural city?

3. In your opinion, should the City of Greater Sudbury support local arts, culture and heritage organizations?

- Yes
- No
- Do not know

DEMOGRAPHICS

4. What is your age?

- Under 20
- 20 to 24
- 25 to 34
- 35 to 44
- 45 to 54
- 55 to 64
- 65 or over

5. What is your pre-tax annual household income?

- Below \$25,000
- Between \$25,000 and \$50,000
- Between \$50,000 and \$100,000
- Above \$100,000

6. What is your gender?

- Male
- Female

THANK YOU

Les arts, la culture et le patrimoine dans la Ville du Grand Sudbury

ENQUÊTE PUBLIQUE

1. À quelles activités artistiques, culturelles et patrimoniales suivantes avez-vous participé au cours des 12 derniers mois dans la Ville du Grand Sudbury?

(Veuillez cocher tout ce qui s'applique.)

- Assisté à un spectacle local d'art vivant, tel qu'une pièce de théâtre, une comédie musicale, un concert de musique, un spectacle de danse ou un opéra
- Visité une galerie d'art ou une exposition d'arts visuels locale
- Assisté à une exposition d'artisanat
- Assisté à une rencontre littéraire ou de poésie locale
- Assisté à un festival artistique ou culturel local quelconque
- Visité un musée ou un site patrimonial local
- Acheté ou lu des œuvres d'auteurs locaux
- Acheté des œuvres d'artistes locaux
- Visité une bibliothèque locale
- Appuyé une campagne de financement d'une organisation locale vouée aux arts, à la culture ou au patrimoine
- Autres (veuillez préciser) _____

2. Selon vous, que faudrait-il pour que la Ville du Grand Sudbury devienne une ville culturelle prospère?

3. Selon vous, la Ville du Grand Sudbury devrait-elle appuyer les organisations locales vouées aux arts, à la culture et au patrimoine?

- Oui
- Non
- Je ne sais pas

DONNÉES DÉMOGRAPHIQUES

4. Quel âge avez-vous?

- Moins de 20 ans
- 20 à 24 ans
- 25 à 34 ans
- 35 à 44 ans
- 45 à 54 ans
- 55 à 64 ans
- 65 ou plus

5. Quel est votre revenu familial annuel avant impôts?

- Moins de 25 000 \$
- Entre 25 000 \$ et 50 000 \$
- Entre 50 000 \$ et 100 000 \$
- Plus de 100 000 \$

6. Quel est votre sexe?

- Homme
- Femme

MERCI

Appendix G

Online survey results

FRENCH SURVEY RESULTS

Les arts, la culture et le patrimoine dans la Ville du Grand Sudbury

1. À quelles activités artistiques, culturelles et patrimoniales suivantes avez-vous participé au cours des 12 derniers mois dans la Ville du Grand Sudbury? (Veuillez cocher tout ce qui s'applique.)

Réponse	Graphique	Pourcentage	Compte
Assisté à un spectacle local d'art vivant, tel qu'une pièce de théâtre, une comédie musicale, un concert de musique, un spectacle de danse ou un opéra		91.0%	71
Visité une galerie d'art ou une exposition d'arts visuels locale		57.7%	45
Assisté à une exposition d'artisanat		39.7%	31
Assisté à une rencontre littéraire ou de poésie locale		37.2%	29
Assisté à un festival artistique ou culturel local quelconque		73.1%	57
Visité un musée ou un site patrimonial local		32.1%	25
Acheté ou lu des œuvres d'auteurs locaux		51.3%	40
Acheté des œuvres d'artistes locaux		42.3%	33
Visité une bibliothèque locale		66.7%	52
Appuyé une campagne de financement d'une organisation locale vouée aux arts, à la culture ou au patrimoine		53.8%	42
Autres (veuillez préciser)		9.0%	7
		Total	78

Autres :

Réponse

1. il est noté que je participe aux arts et la culture en français

2. Aucun

3. *Enfants ont participé à des camps de théâtres de la région.*
4. *Participation a des créations d'œuvres*
5. *contribué à un activité de financement des arts*
6. *films francophones à Silver City*
7. *événements liés à la culture: salon du livre, activités de la Galerie du Nouvel-Ontario, la Journée du livre, Sudbury Art Gallery, spectacles de La Slogue, Northern Lights Festival Boréal*

2. Selon vous, que faudrait-il pour que la Ville du Grand Sudbury devienne une ville culturelle prospère?

- | # | Réponse |
|-----|--|
| 1. | <i>une salle de spectacle</i> |
| 2. | <i>Il faut que les citoyens comprennent la valeur des arts et de la culture</i> |
| 3. | <i>Facilitez la collaboration entre les organismes culturels et la ville. Examinez l'infrastructure pour bâtir une salle multifonctionnelle pour les arts</i> |
| 4. | <i>Investir davantage dans les arts et la culture afin d'augmenter le niveau de financement par capita, subventionner les artistes également et non seulement les organismes</i> |
| 5. | <i>Un financement municipal adéquat. Une sensibilisation accrue à la qualité des arts locaux et à leur contribution à notre communauté.</i> |
| 6. | <i>Argent</i> |
| 7. | <i>Il nous faudrait un espace artistique digne de ce nom!</i> |
| 8. | <i>Un lieu de rassemblement (francophone, anglophone ou bilingue) qui permet de mettre sur pied des activités artistiques. Aussi - les artistes doivent se faire payer pour les arts, leurs œuvres, leur musique, etc.</i> |
| 9. | <i>Premièrement, la Place des arts aidera beaucoup. Deuxièmement, allouer plus de fonds pour les artistes et/ou les organismes tels que le TNO; attirer des gens de partout grâce à des festivals reconnus à l'échelle mondiale voire internationale;</i> |
| 10. | <i>Des fonds pour les artistes locaux, un centre pour les arts et artistes</i> |
| 11. | <i>Plus de plateformes de diffusion pour les artistes.</i> |
| 12. | <i>Croire en ses créateurs. Meilleur financement. Rêver grand! Prendre exemple sur d'autre réussite !</i> |
| 13. | <i>L'art doit être visible de l'extérieur par des monuments, des murales, des lieux communs accueillants. La Ville doit devenir un modèle d'investissement dans le milieu culturel en encourageant les artistes, les organismes et les citoyens à réaliser des projets culturels et artistiques en leur donnant accès à des subventions. La Ville doit faciliter le processus de subvention aux arts et à la culture. L'hôtel de Ville doit être un endroit de mise en valeur de l'art et de la culture. On y retrouve peu d'œuvres réalisées par des artistes d'ici. La Ville doit encourager le décloisonnement des communautés culturelles pour faciliter le partage de l'art et de la culture.</i> |
| 14. | <i>Mieux subventionner les artistes de renom. Avoir enfin un centre culturel...un vrai.</i> |
| 15. | <i>Une salle de performance, donner de l'argent envers les arts</i> |

16. *L'appui financier c'est super beau et il faut continuer; mais il faut que la ville résonne avec sa culture. Il ne faut pas que les gens aient à chercher pour des événements et des produits locaux. Un lieu central, un hublot artistique, une place des arts serait idéal comme moyen de centraliser les arts locaux.*
17. *des pièces de théâtre comme Slague (novembre 2013), c'est à dire des choses alternatives*
18. *miser sur des aspects culturels qui la différencient des autres villes du nord ou de l'Ontario. Par exemple afficher dans la ville son côté francophone. Par exemple un parc franco au centre-ville + un centre culturel. On aime visiter le quartier des français en Nouvelle-Orléans pourquoi ne pas avoir le goût de ressentir le fait français au centre-ville?*
19. *Augmenter la visibilité de ses événements culturels de multiples façons. Premièrement, en en parlant davantage dans ses communications. En augmentant l'accès physique à la culture (pouvoir marcher au centre-ville et consommer de la culture). Troisièmement, en priorisant les artistes locaux aux artistes "mainstream". Quatrièmement, en mettant toutes les activités culturelles locales sur un pied d'égalité (peu importe la langue, ou le genre d'art). Faire des efforts pour encourager les citoyens qui habitent en banlieue à consommer de la culture locale. Finalement, en augmentant le financement de ce secteur où les gens prennent d'énormes risques économiques pour peu de rémunération. Payer les artistes, c'est PRIMORDIAL.*
20. *Accorder plus de soutien financier aux arts et à la culture*
21. *Un centre culturel dynamique qui réunirait différents organismes culturels de la ville qui proposerait des services annexes (bistro, salle de répétition, crèche, location de vélo...)*
22. *Un appui financier d'une plus grande envergure, un endroit rassembleur pour les communautés, tels les francophones.*
23. *Il faut un lieu pour rassembler les organismes artistiques, ainsi qu'une salle de spectacle plus centrale*
24. *Un Centre culturel.....(Maison des Arts)*
25. *Un centre artistique avec l'infrastructure pour accommoder divers types d'art (scènes de spectacles, galeries, librairie, etc)*
26. *J'aimerais voir encore plus d'événements artistiques, par exemple: une journée (ou fin de semaine) où les artistes peuvent dessiner sur les trottoirs avec de la craie ou une compétition de sculptures de glace en hiver.*
27. *Un centre des Arts francophone.*
28. *Un centre culturel / centre des arts qui créerait une synergie entre les initiatives existantes.*
29. *Il faudrait augmenter les fonds aux arts par capitat, conformer aux autres grande ville et investir dans la place des arts.*
30. *beaucoup d'activité et événement à caractère francophone*
31. *Plus d'appui financier, une meilleure infrastructure, salle de spectacle, etc.*
32. *Plus grande reconnaissance de la valeur des arts et de la culture pour les raisons qui ne sont pas économiques*
33. *investir davantage pour appuyer les organismes culturels et les artistes*
34. *devienne bilingue*
35. *Une ville bilingue!!*

36. *Assurer un financement adéquat au domaine culturel, reconnaissant ainsi l'apport financier important potentiel du domaine culturel à Sudbury*
37. *Que la ville mise sur ses richesses naturelles pour la faire grandir (parcs, lacs, camping etc) pour y lier la valeur culturelle de la nature.*
38. *Il faudrait investir davantage dans les arts, organismes et artistes. La contribution de la ville du Grand Sudbury présentement est pitoyable.*
39. *Absolument! En plus, comme dans d'autres domaines comme l'éducation et service médical pour les gens du Nord, elle servirait à plus que les gens de la grande ville de Sudbury.*
40. *L'attraction de jeunes. Une économie plus vivante.*
41. *Augmenter les partenariats entre les organismes artistiques anglos et francos.*
42. *Transport collectif adéquat, pistes cyclables sur les routes, renouvellement du centre-ville avec boutiques, cafés, etc. Renforcement de l'infrastructure culturelle et artistique, qui contribue à l'économie. Augmentation des salaires des travailleurs du secteur artistique et culturel.*
43. *un emplacement pour un centre d'art plus grand que sur la rue Elgin. Avoir un genre de musée culturel*
44. *théâtre francophone juste pour rire*
45. *Continuer d'appuyer les divers projets culturels locaux par le financement ou en procurant des ressources, matériaux, etc*
46. *Assurer des programmes et ateliers éducatifs en art et image gratuits. Accessibilité à des spectacles et à des événements culturels et artistiques .Développer des liens avec les réseaux francophones pour permettre le développement d'activités et de programmes francophones et accès a des outils de promotion francophone.*
47. *Avoir des prix raisonnables pour assister aux activités et une réduction pour personnes âgées.*
48. *Offrir plus d'occasions / activités artistiques, culturelles et patrimoniales en français ainsi que des services en français. Appuyer plus d'artistes francophones.*
49. *Assurer des espaces qui promouvoient la francophonie; assurer l'inclusion des francophones dans tous les aspects pour assurer d'être servis dans sa langue*
50. *Avoir plus de spectacles en français pour la communauté francophone*
51. *Avoir une communauté vivante avec beaucoup de choix artistiques, culturelles et patrimoniales.*
52. *Plus de participation aux évènements culturels*
53. *Avoir un Centre pour les Arts et obtenir un financement adéquat à long terme de la Municipalité et des grands employeurs (Vale, Xstrata, etc)*
54. *Une plan de développement et un lieu rassembleur ou un quartier dédié avec un budget de développement*
55. *Un centre des arts*
56. *motiver les francophones à s'inscrire par exemple à l'ACFO pour être au courant des activités*
57. *Appuyer davantage - financièrement - les organismes à but on lucratif du secteur culturel qui présentent des activités de QUALITÉ.*
58. *Augmenté notre visage francophone a la ville*

59. *Promouvoir aussi les activités culturelles et artistiques des immigrants*
60. *Avoir un Centre des Arts, avoir un endroit où les artistes puissent collectivement exposer leurs œuvres, s'épanouir, avoir des ateliers de travail.*
61. *centre-ville sans voiture*
62. *Miser sur les acteurs déjà en place, appuyer le projet de la Place des arts, faire du centre-ville un endroit où il est agréable de circuler à pied.*
63. *Un financement adéquat*
64. *Investir encore plus dans le centre-ville ainsi que d'embaucher des artistes... pensez Seattle qui a des jardins communautaires dans son centre-ville, des œuvres d'art parsemées PARTOUT en ville, sous des viaducs, devant des musées.*

3. Selon vous, la Ville du Grand Sudbury devrait-elle appuyer les organisations locales vouées aux arts, à la culture et au patrimoine?

Réponse	Graphique	Pourcentage	Compte
Oui		96.1%	74
Non		1.3%	1
Je ne sais pas		2.6%	2
		Total	77

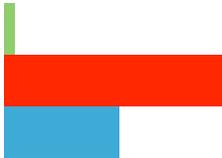
4. Quel âge avez-vous?

Réponse	Graphique	Pourcentage	Compte
Moins de 20 ans		3.8%	3
20 à 24 ans		5.1%	4
25 à 34 ans		20.5%	16
35 à 44 ans		20.5%	16
45 à 54 ans		23.1%	18
55 à 64 ans		20.5%	16
65 ou plus		6.4%	5
		Total	78

5. Quel est votre revenu familial annuel avant impôts?

Réponse	Graphique	Pourcentage	Compte
Moins de 25 000 \$		2.6%	2
Entre 25 000 \$ et 50 000 \$		12.8%	10
Entre 50 000 \$ et 100 000 \$		41.0%	32
Plus de 100 000 \$		26.9%	21
Je préfère ne pas répondre.		16.7%	13
		Total	78

6. Quel est votre sexe?

Réponse	Graphique	Pourcentage	Compte
Autre/Ne sais pas		2%	2
Femme		64%	50
Homme		33%	26
		Total	78

ENGLISH SURVEY RESULTS

Arts, culture & heritage in the City of Greater Sudbury

1. Which of the following arts, culture and heritage activities have you participated in over the past 12 months in the City of Greater Sudbury? (Please check all that apply.)

Response	Chart	Percentage	Count
Attended a local live art performance, such as a play, musical, music concert, dance performance or opera		84.9%	344
Visited a local art gallery or visual art exhibit		63.7%	258
Attended a crafts show or fair		54.8%	222
Attended a local literary or poetry reading		21.2%	86
Attended a local arts or cultural festival of any kind		68.4%	277
Visited a local museum or heritage site		40.2%	163
Purchased or read works by local authors		39.3%	159
Purchased art from local artists		47.2%	191
Visited a local library		66.2%	268
Supported a local arts, culture or heritage organization's fundraising campaign		50.9%	206
Other (please specify)		13.3%	54
		Total Responses	405

Other:

#	Response
1.	<i>worked on independent short film productions</i>
2.	<i>Participated in the creation of at least one of the above activities</i>
3.	<i>Music festivals and music related events</i>
4.	<i>Organized fundraiser concert for autism awareness</i>
5.	<i>I am a Crafter and Small Arts Based Business Owner.</i>
6.	<i>Farmers market</i>
7.	<i>Visited ethnic restaurants, shopped at ethnic food retailers, Farmer's Market, Eat Local Sudbury, etc.</i>
8.	<i>Participated in the thriving bar, live music scene.</i>
9.	<i>Motorsport Events</i>
10.	<i>Fin Festival</i>

11. *Golf and soccer games*
12. *Supported local artist through crowdfunding (Indiegogo.com)*
13. *volunteer with much of above*
14. *music festival*
15. *participated in a community arts project; included art as part of neighbourhood events; held an art show*
16. *participated in a community art project*
17. *Been in a community theatre production*
18. *participate in arts events.*
19. *have joined the Sudbury Basin Pottery Guild*
20. *sat on a board of an arts organization*
21. *Performed in local concerts*
22. *Set up at the local market and sold my hand made product*
23. *Gallery opening*
24. *am a member of more than one local arts and cultural group*
25. *Met up with friends at The Market on Saturdays.*
26. *teach visual arts to all ages - the young ones learn it's importance in the rest of their lives and how it can help them accomplish a better eye through a post secondary*
27. *Had my own gallery opening of artwork*
28. *Participated as an artist in many of the above.*
29. *Member of Sudbury Art Club for 8 years*
30. *participated in spaniel field trials and engage regularly in hunting and fishing, attend figure skating competitions.*
31. *currently away from the Sudbury area*
32. *I am a member of 2 local visual art clubs*
33. *Joined Quilting Guild and the local Art Club. Membership in Parkside centre.*
34. *Renewed my membership for local Art Club and art gallery*
35. *downtown art crawl*
36. *Worked in communications to promote the Sudbury Art Club Spring Show and Sale April 2014*
37. *Attended a poetry workshop*
38. *Volunteered for We Live Up Here*
39. *none*
40. *Attended local community arts projects*
41. *worked in film production*

42. *Motion Picture/Queen of the Night/Ice Soldiers/The Returned/The Colony/Blues of Ram Ville.*
43. *Created and displayed my own work at three venues.*
44. *Follow, support and spread the word about local artists through social media*
45. *member of the Coniston Senior group*
46. *Heavily involved with Roller Derby local culture involving art and music nights.*
47. *social justice related fund raising events*
48. *Comedy performances*
49. *Practice at local Yoga studios*
50. *took art classes at Art gallery of Sudbury*
51. *Assume Cinefest falls in here somewhere? Don't forget about movie theatres - for many it's the first thing they think of when you say "entertainment"*
52. *TEDxNickelCity*
53. *Went to music shows,*

2. In your opinion, what would make the City of Greater Sudbury a thriving cultural city?

- | # | Response |
|-----|---|
| 1. | <i>Large Festivals and Community engagement activities</i> |
| 2. | <i>A concert hall/auditorium that would attract more concerts/festivals!</i> |
| 3. | <i>Increase the focus (in tourism and funding/grants available for) divers outdoor activity and the natural beauty of the region and make it apparent in the architecture and infrastructure of the city. Increase economic diversity to retain and attract youth and divers talent. Create a real plan for the downtown and its expansion and make it happen. Cut red tape that hinders potential new and small business making them more viable and sustainable. Do more to engage the citizens who are under the age 45 to contribute their thoughts and time to help shape the city that will be theirs to manage and enjoy within a decade or two.</i> |
| 4. | <i>the creative class is already doing a good job at this</i> |
| 5. | <i>Central heritage centre in Downtown Sudbury, combining Art Gallery, Museum and Main Branch Public Library</i> |
| 6. | <i>better facilities ie Performing Arts Centre</i> |
| 7. | <i>Support from the mayor on all arts and culture fields. Rather than just her favorite ones.</i> |
| 8. | <i>A thriving downtown as a focus for cultural activity; recognizing and supporting the arts economy.</i> |
| 9. | <i>Municipal financial support</i> |
| 10. | <i>A proper arts venue -- a multi-use theater/auditorium space for concerts, presentations, traveling theatrical productions, etc.</i> |
| 11. | <i>A new one stop shop for the downtown library, the museums, archives and art galleries</i> |
| 12. | <i>More emphasis on buying locally grown/made products. Lesser fees for Farmers Market/Craft shows so</i> |

that more people could participate easier

13. *A beautiful heart/downtown. Plant some trees or something,*
14. *A performing arts centre would help coordinate cultural groups and become a catalyst in expanding the quality and quantity of cultural efforts in the city.*
15. *More communal outdoor spaces and festivals in the summer. More funding to the Theatre Centre. More everything!*
16. *Pay close attention to what Sudbury's artists are drawn to, (vibrant & walkable neighbourhoods, patios to provide "hangoutability," eliminate by-laws that inhibit artists from plying their trade (i.e. buskers and street artists.) Make it a city that artists are drawn to.*
17. *Better public relations outreach and accountability for arts orgs; Season large-scale cultural festivals that engage broad demographics, not just niche art communities; Bold strategies to add value to all high school arts programmes; Less corporate control of large events like Cinefest; More support for community initiatives that do not fit into the pre-existing bureaucratic structures; Partnering with other similar cities to see how they succeed with Culture plans; A community advisory team from all sectors (not just the arts) advising on how to reach new audiences and markets.*
18. *Place more emphasis, philosophically, legislatively and economically on the historic roots and continued growth of the downtown core as a destination for arts and culture, with all its sister industries of cafes, dining, entertainment, nightlife. Support the creation of a centralized "arts hub," under the banner of freshly constituted Arts Council, through which artists can meet, work and collaborate across disciplines. Connected to this - a mid-sized arts venue downtown to support both local and travelling performance groups that have no alternative spaces beyond the arena. Finally, a stronger system of grants and subsidies to support the growth of individual and collective artists - the current system favours economics and length of practice over artistic excellence and cultural impact.*
19. *Fewer regulations for locations (facilitate pop-up events) and stronger, more creative support from local media.*
20. *Access to funding that supports new initiatives, programs, organizations, etc.*
21. *Even more live music events*
22. *leadership*
23. *More public art pieces/sculptures, more funding for artists and festivals and performance/exhibit spaces*
24. *Thriving downtown core and art/culture events!*
25. *Greater opportunity for developing/amateur artists. Examples might include development of Fine art/Performing art programs at the post-secondary level, internship opportunities within existing arts organizations, residence programs, etc.*
26. *More support for downtown business and events. Less antiquated, conservative by laws and city regulations.*
27. *Supporting the developments of downtown, especially Elgin street, with greening and public art initiatives. Building owners and developers in the downtown core should be encouraged to develop affordable housing options for the students and the thriving younger generation that is taking initiative and contributing to the developments downtown. They're making great moves for you; support them!*

28. *More funding for the arts and a better venue for performances.*
29. *Possibility to be, but not thriving at this time more like striving.*
30. *Mature Daytime art events. Personal connection from municipal government and citizens. Warm, free, friendly community curates culture*
31. *New cultural centre with concert space, more grants, more professional administration of grant system, selecting high profile juror for selecting grant applicants*
32. *Better Marketing of the Arts here would help a lot. Make it more accessible for people to take part either as a consumer or as a participant.*
33. *A new medium sized venue would be fantastic. For shows too small for the arena. Multi-purpose would be ideal as well, so that it didn't have to ONLY be a live music venue.*
34. *If it actually supported local artists; especially the small ones instead of just the large well-known organizations*
35. *A better performing arts facility would be a good start.*
36. *A more progressive approach*
37. *Expand pos-secondary arts education*
38. *Better music venue*
39. *Art park. Money for an art fair.*
40. *It already is. Those who are not 'afraid' of downtown or put off by parking know that downtown is flourishing with art, music, burlesque. Downtown is where it's at, if only the city learned to stop hating it so much.*
41. *More venues*
42. *Need one well publicized online site to publicize all cultural events. Its so often to find detailed info about events.*
43. *art house cinema*
44. *More outdoor space, family events outdoors supporting local artists, more farmer's markets support local farmers, sell local produce*
45. *Develop the cultural industries, film, auditoria, arts center*
46. *multi-use venue, funding*
47. *Having access to unique and diverse events that encourage participation by all age groups that are affordable to all.*
48. *a performing arts centre*
49. *More accessible funding for the Culture and Arts. Especially independent artists.*
50. *downtown community*
51. *More independently owned businesses.*
52. *A campaign to help improve the image of the Downtown, normally a cultural centre in cities.*
53. *Making downtown more pedestrian and bike friendly. Possibly making the farmer's market out on one*

of the streets, open all week long. Encouraging live music outdoors, example: paying buskers, etc.

54. *Better educated residents*
55. *To start, a proper mid sized theatre (ie the Grand Theatre) **More funding for arts and culture*
56. *Downtown Durham street car free, more walkways and bike paths,*
57. *nothing unfortunately. it is people driven so is it hasn't happened yet than it can't be forced.*
58. *A concert hall*
59. *More personality in our streets, encouraged street performers, murals, colors and gardens.*
60. *Less strict funding requirements for smaller and starting groups*
61. *Investment of time and money in diverse local businesses and community groups; bike lanes/walking paths*
62. *Attention to preserving heritage buildings, visibility of the Arts (public art throughout especially in the downtown core.*
63. *A single well publicised comprehensive events calendar.*
64. *New performing arts centre for dance*
65. *dedicated space*
66. *More people living downtown.*
67. *We should up the per person portion of taxes that support the arts*
68. *More recognition and financial support*
69. *An increase in available funds for the organisers and the creation of grants for individual artists*
70. *Better information on what is offered, available to the general population*
71. *Motorports Events*
72. *Better downtown core! Downtown Sudbury is doing a terrible job! We need more unique stores - more patios, better cleaner streets, more live music on the streets (troubadours) more events, activities that entice you to go downtown - build a huge parking lot!!!!*
73. *Public art in the downtown, central street lighting with sitting benches, much like the latin quarter in Paris, where local artists can perform and sell their art, dance performances with opportunities to teach various cultural dance traditions, (I attended a salsa street dance on Sparks Street, in Ottawa, we had a riot), window dressing competitions during holidays such as Christmas & Easter with really good prize money and voting from the general public, yoga and Tai Chi early in the morning in Memorial Park, Food Trucks with twitter handles...*
74. *More support for the arts, especially the music scene. The city should have a website dedicated to local artists, local artistic group, heritage centres, and events associated with the arts. It could be a one-stop place if you want to see a show, commission an artist, hire a musician for an event, or just be informed about what's going on in the community. www.greatersudburyculture.ca (Own website, not just link to Invest Sudbury)*
75. *Commitment by City Council to allocate consistent and substantially increased funding to cultural activity and projects.*

76. *more ethnic restaurants*
77. *More coordinated effort to promote cultural activities in the city; a multi-use space for performing arts (ie - not the old arena), art galleries, etc. Also, more effort to deal with the issues that prevent people from using downtown at night.*
78. *Better advertisements to bring awareness of events going on in the city. An electronic billboard that displays events in a busy area of town.*
79. *A performing arts centre. Sudbury is the only city in North America without one. North Bay has one, with 1/3 our population. Parry Sound has one, with fewer than 10,000 people!*
80. *Performing Arts/conference center needs to be built.*
81. *A community established cultural identity for the greater city that embraces our diversity (urban, rural, ethnicity, etc.) that speaks to an over-arching larger identity that everyone can be proud of whether you live in the city proper or in one of the outlying areas.*
82. *A performing arts centre. NO CASINO.*
83. *Celebrating what makes Sudbury, Sudbury. We are not Toronto or Ottawa - we have our own culture and heritage to explore and promote.*
84. *Get rid of current board and hangers on, strive to make Sudbury City on its own right and heritage.*
85. *More advertising from the Arts Council and any other heritage / cultural event hosts. Cross-event presence and advertising during key events throughout the year and further inclusion of public input and participation.*
86. *More marketing support for cultural events to promote awareness*
87. *More financial support for the arts; helping to create an arts hub in the downtown core with performance space, artists studios (for living and working) and larger rooms for rehearsals and collaborations*
88. *less oppressive rules from city, health unit etc. either seems like a \$ grab for fees or over-protective*
89. *A better venue for music to attract larger acts, performing arts center,*
90. *I can't even imagine that as a possibility.*
91. *Seriously, start caring. You care so much about my opinion, you give me a tiny box to write in... 1) Make events affordable. I have a decent income, but find the cost of attending events to be a barrier... (2) Allow FUN to happen. When there are more cops than beer drinkers, there's a problem. (3) More information and communication, please! The only article that appeared in Northern Life last year on the Finn Fun festival was printed on the 2nd to last day of the festival; even then, there was no information about events, just "go to www...." Compared to the same festival the week before in Hancock MI, the local newspaper published a multipage insert the week BEFORE the event... 4) Provide a decent venue!!! Facilities at Laurentian are awful... Check out the Rocza Center at Michigan Tech Univ. in Houghton, MI - it has transformed the cultural life of a very similar community - <https://rozsa.tickets.mtu.edu/Online/default.asp>*
92. *more walking tours etc. of local historical sites, more tourist signage indicating important geological and geographic features. The natural environment shapes our cultures, understanding and traditions.*
93. *By supporting both the Synergy Centre and the Une Place Centre des Arts proposed initiatives.*
94. *Leadership from both management and political officials to provide firm support for projects*

supporting arts and cultural activities.

95. *Downtown Art Gallery NOW!!!!!!!!!!!!*
96. *Art and Performance center, museum*
97. *More (and better) venues for artists and performers (big and small), more promotion and awareness of events*
98. *More focus on Sudbury and it's surrounding communities' history and the display and preservation of that history.*
99. *better information sharing so people know what events are occurring and when*
100. *Support for local artists; inclusion of local artists in municipal events especially downtown and in town centres (e.g. an art tour in all town centres); public art; beauty in public structures*
101. *A performing arts centre*
102. *it's great in the summer but there is much less to do in the winter - need creative winter solutions for families*
103. *1) More exhibition/gallery space for local artists 2) A larger Art Gallery of Sudbury (new venue)*
104. *Basic arts and culture infrastructure: performance halls, rehearsal spaces, affordable studio space, independent cinema venues, centrally clustered in a walkable downtown. Formally honouring and acknowledging excellence in arts and culture (e.g. Mayor's awards for the arts). City leverages strong support for arts and culture from all sectors. More public art, green space, beauty as a priority. More and better local media coverage of local arts and culture. Accessible, affordable quality arts education and training. Open, accessible, affordable arts events and activities for the entire community.*
105. *A permanent performance & arts centre*
106. *Greater advertising of art shows, concerts and performances. More arts type festivals*
107. *Residents who are more open minded. Too many don't believe in local businesses, downtown and the like. There is too much focus on large retailers and people think the only thing to do here is shop or go to silver city. As a resident who moved away for university and moved back less than a year ago since I was ended in the north (health care sector), I have fallen in love with my city more than I could have imagined when my 17 year old self left. The theatre, live music, art scene, farmers market, as well as other things like the canoe club, hiking trails, etc have made me realize that moving back here from Ottawa was a great decision, but not enough people see it that way! I'd also like to say on glad we have a great number of cultural activities in English but also in French which I love attending.*
108. *more public art; making the city more people friendly with better transportation and parks with landscaping*
109. *The support of the City with a main facility for cultural and art functions in a downtown location to be used year round. Possibly a facility that would be home for artists who could rent space to create their work with a larger space to hold sales of their product.*
110. *A casino in the heart of downtown*
111. *large convention centre which can attract larger organizations and a multi-pad arena to host larger sporting events*
112. *promote, support and encourage which would not only help retain the existing forums but aid in attracting and inspiring newer ventures*

113. *I believe the Bridge of Nations (Paris St bridge) would be an excellent theme for our city. Using the nations of the flags on the bridge as a common denominator we could have festivals based on the peoples, foods, music, dances and customs of those nations. Not just the once per year Canada Day celebration, but a revolving year round set of festivals.*
114. *Continue to showcase local talent at free showcase opportunity at not just events but where people work, play, shop etc... Many business people like ne would love to hang a painting, display work, play music as background in support if local artists even for short periods. Why not have the mall donate space to showcase art, musicians etc.*
115. *variety of arts, cultural venues offering events, entertainment and exhibits throughout the year which promote the local art & cultural communities as well as featuring entertainment and exhibits from outside artisans*
116. *more grants for artists and festivals - there is not much money to make good things happen .. this brings money to our city*
117. *A learning center for people to try new forms of crafting (wood work, blacksmith, glass, pottery). Fairly priced studio space as well.*
118. *Culture*
119. *Less hicks, more people with open minds.*
120. *A building that could hose a variety of local "Arts" venues including music, visual arts, crafts, and multicultural events.*
121. *Displaying artworks in gov'n't buildings/ offices, hosting concerts at Civic Square- just a few ideas.*
122. *Promote the cultural events*
123. *Better support for smaller community arts groups, as well as the larger organizations.*
124. *Build a Cultural Centre that would house the Sudbury Arts Gallery, a venue for the Sudbury Theatre, Sudbury Chamber Orchestra, studios for Sudbury Basin Potters, Artists, crafts, music recording and a place to teach courses and sell art and crafts. The studios would need to be affordable and open 12-14 hrs. a day, seven days a week.*
125. *To complete the downtown market as an indoor outdoor facility. To have an actual Sudbury Winter Carnival.*
126. *An arts and culture centre to make a hub the community to see and get together*
127. *There should be a more intense coordinated approach to getting people in the know. At the moment it seems all the same people attend the "cultural" functions. All strata of citizenry should be approached and feel welcome to attend functions. Culture is for all income, education and age levels. And who will find this survey. Have heard nothing on CBC. Is it being mentioned on other media. Is it being distributed at university, college, high school even elementary... young children are most important! The gathering of this information needs to be more transparent ... and when where and how will the results of this rather limited survey be made known. And what part of the city bureaucracy has sent out this survey?*
128. *better venues to host such event*
129. *Need more awareness of what is available and need to promote to local citizens as well as tourists.*
130. *A cohesive, inclusive cultural plan that has support from both the City and Cultural Sectors, as well as*

the resources to effectively implement said plan. This will likely require the creation of an arms-length third party organization that will build upon the pillar stone organizations of the cultural community to ensure long-term impact, viability and sustainability. Increased funding/connecting opportunities would also be beneficial- the City has a tremendous amount of resources, and is eager to help (in theory), but has yet to provide viable, working solutions or assistance. The arts community is the one that lobbied for increased funding; however, the way the funding is disbursed is not necessarily reflective of Sudbury's cultural makeup, or the goals of the cultural community (or the goals of the city with regards to culture being an economic driver for that matter). There needs to be buy-in from all sides, and the City needs to lead the change if the greater public is to get on board. If the City wants the arts to be a priority, it needs to establish it as such, and inform its citizens of such as well.

131. *Making visual arts a priority - ensuring that local artists and illustrators are showcased in local galleries and public spaces. The city should develop a beautification plan, and, working with local artists and art students, create opportunity for public art installation (shows, murals, etc). Also, the lack of local art supplies must be improved. Artists and art students have little to no access to quality supplies at reasonable price - the city should be working on developing relationships with retailers who would make these supplies available (i.e. Curry's Art Supply).*
132. *a central location for people to connect. Downtown does not have to close at 5pm.*
133. *a VERY open minded arts and culture mission and mandate statements and policies - MUST be in the best interest of Sudbury's multi-cultural arts movement*
134. *Integration of art into everyday mediums. Kudos to the buddha's display... More of this should be done.*
135. *More variety, groups working together instead of competing*
136. *If all the arts and cultural organizations shared a public events calendar that was accessible to the public. Hosting a community event that invites all arts and culture organizations to an outdoor festival; creating an engaging and informative event that showcases all of Sudbury's arts and culture programs/non-profits/organizations etc.*
137. *Open up Bell Park to buskers and other artist during the summer. I'm thinking like Old Quebec City*
138. *A cultural/arts/museum center would be fantastic*
139. *More support and funding from the City*
140. *clean up and show art everywhere*
141. *A performing arts centre*
142. *Not sure*
143. *No cars on Durham Street. Have it so performers can Busk there and walkers can enjoy.*
144. *having a hub/incubator where inspiring artists can share space and showcase their work.*
145. *recognizing the contribution of our local arts community both economically and culturally*
146. *We need to have more festivals or planned activities in the winter for Northern Ontario families. We attended the Sudbury Winterfest in 2012, and had a blast, but it has not been offered since. There are many families in Sudbury that have children of all ages, and there need to be more 'things' for families to do. How about a live performance at Bell Park for children? How about a Fall festival similar to what happens at the Anderson Farm, but in Sudbury? How about an Easter festival to celebrate spring with families of all ages? How about a haunted Sudbury Walk like the major cities have? (Kingston, Ottawa, Toronto...). Ottawa has a winter festival that last for a couple weeks, Quebec City has one that*

lasts for the same amount of time. We need to have more activities and things to get our population out, and enjoying what is unique to our area.

147. *A performing arts centre would add another attraction to our community with potential draw for tourists and locals. If existed, was used and promoted well, it could really put Sudbury on the map as a "thriving cultural city".*
148. *A central auditorium available to the public to rent. A real Sudbury museum. More support for museums and art galleries.*
149. *A thriving cultural city encourages and engages in self expression everywhere... in the streets, on the streets, around the streets.*
150. *More funding put into local arts and culture.*
151. *Get people out of their homes and into the streets of downtown. This town desperately needs this type of evening and nightlife -- all week, not just boozing up on Fridays. An arts/culture center is a must.*
152. *More diversity of options. Bigger acts coming to town.*
153. *The bricks and mortar that we have been talking about for so long.*
154. *Provide opportunities for employment in the different cultures*
155. *establish a community cultural and history centre that incorporates all aspects of all peoples in Sudbury*
156. *A diverse range of local arts-related venues in all areas of the city, not just downtown. New Sudbury could really use some community arts classes and venues for young artists to display work. There are many parents who do not want their kids venturing downtown because they view it to be 'unsafe', yet this is where the majority of arts-related events take place. Kids end up being submerged in a consumer based environment (New Sudbury is essentially one big mall) and miss out on exposure to culture that is much more rich and diverse. Basically, more accessibility to arts in all areas of the city, for all members of the community.*
157. *larger arena and convention centre*
158. *centralised multi use arts complex.*
159. *A new art gallery that will exhibit local artist's work, and host art club's art shows.*
160. *Offering arts related classes. i.e. Muskoka and North Bay have annual weeklong art workshops during the summer with housing available at the college residences.*
161. *the promotion and increase in the level of tolerance for all types of cultural activities, including those cultural aspects traditional to Northern Ontario. ie hunting , trapping, fishing, motorized vehicle trails. More recognition and support of sports such as figure skating as well. It is very difficult for families to afford to provide these opportunities for their children. The result is a whole generation growing up hanging out, playing video games and getting into trouble. The long term cost of not providing opportunities for kids is immeasurable.*
162. *stronger positive sense of downtown. We should have good mix of local and global shops in the downtown core.*
163. *If the city actually gave a shit about arts. Fund it to same level as sports. Wolves get new arena? Arts comm. gets new museum.*
164. *Nothing, culture is a waster of time when social services and infrastructure are at risk.*

165. *Better roads, a NEW arena, a better amphitheatre (The current one @ the beach sucks, the old one was better), bring more film shoots to the city, host a drama/theater competition similar to sears or even like stratford.*
166. *Summer festivals /live performances/ More use for events at Bell park*
167. *A central location (i.e. on line) to publicize cultural and associated events (e.g. at libraries, museums).*
168. *More live music venues (including a performance hall), public art, downtown cafe culture, accessible and visible art galleries and museums downtown, more investment in beauty and form rather than focusing solely on budget and function.*
169. *An all ages music venue, municipally funded art projects, for example murals and cleaning up the kingsway and Lorne street*
170. *More diversity with the arts, preserving our heritage.*
171. *More opportunity to accessible arts events, all-ages events*
172. *More chances to exhibit local artists (musicians, painters, etc.)*
173. *Support local artists, give them more publicity, have more all ages shows*
174. *More festivals year-round*
175. *offer more cultural experiences*
176. *More entertainment that is free so anyone can go*
177. *We need affordable venues that are large enough to exhibit local art*
178. *More awareness of multiculturalism and the arts in the community. More outreach by these organizations and an easily accessible directory of community arts and culture events*
179. *more summer concerts at Belle Park, no charge. with lots of advertising*
180. *More cultural events and/or programs for youth and young adults*
181. *Attracting more live events - I see some positive movement in this direction. A good variety is needed - Live music of different styles is something that is growing and we should tap into that. The Town of Spanish has Rock n' Roar -what do we have? We're bigger than Spanish, but sometimes we don't act like it. I appreciate that people enjoy hockey - it just doesn't do it for all of us.*
182. *We need an arts centre, one that could have multiple uses, including concerts, plays, art shows, etc.*
183. *More art areas, new bigger art gallery. Out door art gallery. Art contest>*
184. *Art, entertainment, conference center: focus is the gathering of people of different cultures.*
185. *A bigger and more functional art gallery that would promote local artists on a continual basis, and supply space for workshops and lectures.*
186. *I think it would be wonderful to have an opportunity for local artist to have a public space available to display their work for sale and to do workshops for the general public. There is an increase desire from the general public in the visual arts.*
187. *More cultural events downtown. Double up use of space. Have the farmers market and a visual arts festival at the same time. Bring arts to places people go anyway to get them interested*
188. *More cultural events downtown. Double up use of space. Have the farmers market and a visual arts*

- festival at the same time. Bring arts to places people go anyway to get them interested*
189. *One of many activities that Sudbury needs is a catalyst to get people to think art or even have a visible artistic environment.*
 190. *Less emphasis on Francophone culture at the expense of the rest of us. I avoid French only venues and those held at French unstitutions because I feel decidedly unwelcome if I am not French.*
 191. *Accessible centrally located events.*
 192. *Better co operation between the City and local arts groups in the form of support for the groups. For example, I am the local representative for the Northern Ontario Art Association. More than one month ago I dropped off a questionnaire with regards to support from the City of greater Sudbury for our A.G.M., this September. We have not heard one word, not even an acknowledgement that we received our application! This is a large recurring event, with potential for local hotels and restaurants and yet no response!*
 193. *Concerts and art/poetry resources*
 194. *New art gallery, festival like Art in the Park in NorthBay. Outside art park or art contest for young people and adults.*
 195. *Hire someone to market the Grace Hartman Ampitheatre to attract talented artists to the City (it should be booked every weekend in the summer) and become a money generator for the city. Engage the large student population in art internships. Make Greater Sudbury the canvas. Sudbury (not including the outdoor assets) is not a pretty City. Engage artists to paint murals, public art, year round landscaping (not just marigolds). Garbage clean up beyond a one day event in May. More outdoor events that close down streets. Close down a major street in downtown Sudbury every Sunday or Sunday in the summer for Farmer's Market, outdoor patios, biking, crafts etc.*
 196. *We need some dedicated (paid) workers who will work full time to co-ordinate and promote artistic events. We need those on the front line in tourism in the region to have a working knowledge of the art groups and activities and locations of events--this means the summer staff at the tourism offices especially. Any time I have inquired at the tourism bureau, I have found an astounding lack of information, and interest on the part of many of the summer student who are staffing. We need those on the front desks of hotels to be able to direct people to artistic events, and to have a working knowledge of such. That means we need management to buy into the process.*
 197. *Providing employment opportunities for educated artists - giving a reason to artists graduating from university to make a living in Sudbury.*
 198. *More city support for low-cost festivals, street theatre, etc should also increase interest in more expensive concerts, theatre etc.*
 199. *a municipal government that puts value on creative activities by considering the effect of each decision made on the creative community*
 200. *Color, events, a center to do it (investment and tax breaks for businesses that want to thrive in the downtown core)*
 201. *Continued growth and action in the downtown core!*
 202. *arts programs supported through community funding for individuals with disabilities and individuals with socio-economic struggles*
 203. *More arts!!*

204. *Supporting art by giving more facilities to the artists and organizing more festivals of any art*
205. *Arts and conference center*
206. *Central market type of street closed off downtown where shops artists musicians would congregate like in every other city.*
207. *More art!*
208. *More community festivals, including small scale arts & entertainment fests. Low admission prices for visitors and vendors alike. Less red tape.*
209. *more free events /activities*
210. *Perhaps greater visibility/accessibility for artistic projects, especially by those from cultural/arts groups currently on the periphery - connections, networks, places for sharing and discussion.*
211. *We already are but could use a little more help when needed.*
212. *more art, music & culture*
213. *Mural Walks*
214. *more events*
215. *an improved downtown core*
216. *A greater effort to advertise events such as the ones listed above would be helpful - I am sure there are places that have poetry readings, and places besides the art gallery to see art, but I'm not aware of them.*
217. *More large-scale art & culture organizations & projects that feel inclusive to everyone, we dont need small art clubs, we need a huge one! I think your culture "return on investment" would be maximized in this way.*
218. *Local film festivals that allow the public to submit work that contributes to or demonstrates the city of Sudbury and possible win prize money or to show their work, poetry jams and readings, publicity of local artists and their work, art shows, art programs, mediums for artists to express themselves, cultural festivals, community gardens, community painting initiative, spontaneous art advocacy, open art gallery that is accessible and affordable.*
219. *Bring back neon night lights downtown! We need to bring people back to our cities core, focus on maintaining our strong title as official transition town. Refocus local, hearty, green and sustainable.*
220. *Representation from all cultural groups (diversity), visible and accessible events, activities, support for artistic and heritage based endeavors*
221. *Better funding from all levels of government; municipal, provincial and federal perhaps in the form of a matching-type component whereby whatever the group raised the government would contribute a % of the amount raised.*
222. *If it could encourage and facilitate cultural happenings by being pro art as a council.*
223. *A more developed downtown core, and more advertisement for artistic endeavors.*
224. *Permanent locations that are sustainable.*
225. *Publicity. Promotion of arts and cultural events.*
226. *Young, modern art and design.*

227. *Perhaps an opportunity to engage in cultural activities of the community, rather than be a passive spectator. I guess this is up to me though, so I guess it is just an issue of personal initiative.*
228. *More installations/Murals. More involvement of the school of architecture, those kids are creative!*
229. *More visual art and music.*
230. *More arts and culture! A venue would be nice.*
231. *The Art Gallery of Sudbury should be more supportive of local artists, especially those in a variety of age groups and art genres. They have more shows for out-of-town artists, and of the locally artists they show, they are usually older and into realism. There needs to be more variety. These opportunities are EXTREMELY important to developing local artists' careers.*
232. *If we had an Arts Centre*
233. *Many of the initiatives that are making Sudbury move towards a city thriving with culture seem to come from individuals. It would be nice to see the city initiate something.*
234. *A central space where one can find delicious food and a serving of performance arts.*
235. *An all ages or other music venue that can be used in all 4 seasons that is smaller than the arena*
236. *A city that supports it's local artists and it's local venues public and private*
237. *arts centre*
238. *Revitalize and beautify the downtown core*
239. *Investing in the downtown core by making it a safe place to be. ie not having the "hip" area next to a mission where people yell at you as you walk by, and also getting rid of the scum trio - the timmies, bus depot and LCBO. I only go out downtown, its where the culture is, but I never feel safe, and I lived in the bad area of Parkdale in Toronto.*
240. *An Arts centre that could both serve as a music hall for indoor music performances as well as an art gallery. The centre could also have space for local choirs and musicians to hold practices. It could also have space for music, art and various language lessons. Also, opportunities for local residents and students of post secondary institutions to infuse the city with art and culture would be appreciated (i.e. mural contests, art displays etc).*
241. *Having a centralized arts scene downtown*
242. *Better wages for low income workers, including artists and people working in the arts and culture industry. Also, better public transportation to get to and from downtown, and a more vibrant downtown, with more diversity of shops, cafés, bookstores, etc.*
243. *More venues in different parts of the city.*
244. *Less hockey and pick up trucks. We need to draw in more people with an appreciation of the arts, not just more of the same Northern Ontario "Albertans" - big money and no interest in arts or culture.*
245. *Less public attention paid to big business.*
246. *The city needs to think outside the proverbial miners lunchbox. If u don't have status, a family name or legacy your point will never get past the city council and if it does, any ideas die shortly afterward in the endless red tape and rhetoric. Sorry that is my opinion.*
247. *more space for artists to work*

248. *Show casing local talent, more bands and music festivals, more arts programs like pottery and outdoor painting classes, free yoga in a park, dance classes for adults. Things that bring the community together. More things for teens and young adults to do.*
249. *A strong and culturally diverse Downtown*
250. *More open-mindedness when it comes to green initiatives, street art etc.*
251. *The biggest hurdle is the old-fashioned, closed-minded, meat-and-potatoes majority, whose values are reflected in city council.*
252. *Public art. Awareness. Marketing.*
253. *A proper convention centre. A proper theatre for the Symphony and opera, live theatre, bands...*
254. *More event space and incentives for collaborative functions for smaller artists (music shows, art galleries, readings). The Open Studio is a good start for the art scene, but more space that could be utilized to make our artists and cultural organizations feel like it's their space to use.*
255. *more public spaces for the people to meet up... more outdoor/pedestrian street festivals*
256. *A concert/conference center*
257. *dispelling the stigma associated with down town sudbury*
258. *Larger venues for Art and cultural events.*
259. *Open venues at a reduce rate. Look at having more venues. Could be non traditional I.e. Parks, empty building spaces*
260. *For one, City support for innovative artistic ideas, which could include experimental art forms and partnering with new arts groups and collectives.*
261. *make it pretty again!*
262. *Unsure at the moment*
263. *A concert venue (other than the Arena)*
264. *Give it a venue.*
265. *We could use unused buildings to cultivate artist and creative events, by using them as work/studio/practice spaces for local artists/crafts people and musicians to be able to grow there creative talents and keep people with talent in Sudbury by supporting them and therefore growing an interesting and diverse culture in our city.*
266. *More and better concert venues to support different types of acts. A smaller venue to support solo acts, a larger one for bigger bands.*
267. *more arts support (sudbury arts council?), more public art & murals, more festivals to encourage people to walk and shop downtown*
268. *More awareness about art galleries, more accessible hours for downtown art venues, better advertising*
269. *Encourage locals to continue producing culture, and get broader exposure for that culture with marketing dollars.*
270. *Team work, support for the motion picture industry, and building a sustainable infrastructure for future yrs.*

271. *better access to downtown events such as more parking for motorists, bike lanes for cyclists, and pathways for pedestrians*
272. *More cultural events (especially downtown)*
273. *More relevant events*
274. *I feel as though Sudbury would benefit from more public art pieces, they help to give the city more character.*
275. *Maintaining historical buildings and areas.*
276. *Better downtown core*
277. *Develop the downtown community. Encourage pedestrian zones, cater to cyclists, more patios.*
278. *Stopping the gentrification of Downtown, and supporting the artists and residents who live and create there.*
279. *the music and art scene - young people*
280. *Greater Sudbury is already thriving culturally, in regards to the quality and variety of artistic production.*
281. *A thriving downtown area, designed to attract students and great small businesses.*
282. *More film festivals, and special film screenings. If the downtown indie cinema coop becomes a reality, it will bring a lot of culture to our downtown core, encouraging more patrons and adding an alternative film element that this city needs.*
283. *A visual arts centre or gallery, featuring local as well as other works, but with the accent on promoting local artists.*
284. *A publicly-funded multi-use arts complex in the downtown area.*
285. *More public art.*
286. *its people!*
287. *A multi functional art/library cultural centre with open studios for artists*
288. *events, creative spaces, affordable housing to create "up and coming" neighbourhoods that attract artists, utilize the colleges and universities in town to exhibit and promote their work, meet and greets with local artists to inspire younger artists.*
289. *better downtown parking system, then we'd be more likely to support downtown cultural events*
290. *All communities should have a community hall so people can gather together ex Coniston no community centre*
291. *More events in general. Family accessible ones and ones geared at youth (teens)*
292. *free events for everyone -families, adults, children, outside, inside, wherever*
293. *even more support for live music and festivals*
294. *More education on the arts.*
295. *Fire Mayor and Council. Then Top bureaucrats; City Solicitor, CAO, HR Director and his gang at Human Resources. Then we can attract many to our city.*

296. *A new modern art gallery. A large theatre for musical and theatrical performances.*
297. *A significant Arts Centre to house performance and visual arts, including the Art Gallery of Sudbury. This could provide exhibit and storage space for the permanent collection and travelling exhibits, in addition to exhibit space to promote local and regional artists. There should also be excellent studio space available for teaching and courses, and perhaps affordable studio spaces could be available for rental. Additions of a gallery shop, cafe and members lounge would make this a truly attractive and thriving destination.*
298. *more ethnic restaurants; greater support for arts & culture from local government, post-secondary institutions, and the private sector; improved communication & advertising of cultural events and groups.*
299. *A creative retreat/residency located in the beautiful natural surroundings of Sudbury for a local writer, musician, or artist.*
300. *an appropriately sized concert venue for arts/music events*
301. *Better coordination of efforts; more/better marketing of the value and ROI of a thriving cultural scene on the city's economy.*
302. *Cultural activities should be free to attend, such as Northern lights festival, the expense deters people from attending. Other cities host events, with very small event charges, or free admission.*
303. *Make it easier to book city-owned facilities; be proactive in attracting touring performers; provide market info to national concert and event promotion companies; and on and on. (BTW this is not a very good survey. every response to this question will be different, making it difficult and time-consuming to compile the data, and track improvements the next time you do this)*
304. *There's so much here in the city however I don't think a lot of people are aware of it, especially students or people who just moved here. When I first moved here I didn't even know STC was here. I think getting the word out would be great, letting people know that there really is so much culturally to do in this city. Also funding and help from the city would go a long way in regards to festivals. The Celtic Festival is no longer happening, I think the city should look into why and if it's a financial reason, they should try and help out. Cutting back on all the money that I'm sure goes into sports and such and putting just a little bit into arts and culture would help give the city a well rounded look, instead of having people just assume it's a hick town with just hockey and hunting and fishing. There is so much more to the city than that and it should be shown.*
305. *More resources for artists*
306. *Moving the Samaritan Center to the Donovan and cleaning up the downtown. Tearing down the Ledo. Also, the city should be buying up the houses on the Kingsway to make the whole street a retail sector. Why are there still houses on that one piece?*
307. *Funding and financial support for local work.*
308. *performing art center*
309. *people need to get paid more and work less, so they have to time to enjoy the various things sudbury has to offer.*
310. *more celebration of Sudbury based artists of all mediums; more opportunities for English to engage in francophone language and cultural events (e.g., of sous titres at TNO is brilliant); more opportunities for local artists to have affordable spaces to rent (studio space).*

311. *Multicultural events, yearly Sudbury festival inline as ny state fair we can do Annual North Ontario Fair*
312. *better advertising and promotion of cultural events*
313. *A Center for the Arts situated Downtown*
314. *more support of the arts. cut the parking fees to people attending plays at STC*
315. *More music, comedy, large venue exhibition centre for events such wine and food show in Ottawa...*
316. *after viewing the documentary, "Riches Beyond our Rocks" Sudbury was founded on different Cultures, and what I've seen in the last twenty years, that many people want to dismantle the ethnic areas of our cultures, but I feel that it is the different districts of culture centers that create flavor of our city. I believe that the city needs to protect all the different festivals and languages and neighbourhoods.*
317. *more support for the arts, as well as a well-funded and reputable coordinating body that truly represents artists and artisans in the city; better venues for live music shows and performances; more festivals during the summer, especially on weekends*
318. *more options, more advertising to increase knowledge of already existing options.*
319. *An art and cultural centre ! If the surrounding cities are capable of having one, why not Sudbury!*
320. *Sudbury needs a performing arts centre/convention centre that would include an art gallery, and additional space for music teachers to give lessons, art teachers to teach art, dance teachers to teach dance, yoga teachers to teach yoga, etc. The rental of these studios to local teachers and community organizations would need to be reasonable, but enough to cover the maintenance of the building. The concert facility needs to be such that would attract international performance artists of all musical genres, as well as other kinds of shows (like Cirque du Soleil), and serve as the home for the Sudbury Symphony Orchestra, and any other community ensembles. The large performance hall needs to be flexible so that the stage and seating can be altered to accommodate conventions and shows (such as an auto show, garden show, etc.). The location should be downtown, to help with the revitalization of the city core.*
321. *clean up the city hall starting from legal services department to human resources. Send all bully heads home.*
322. *Listing of all events non profit and for profit on one website. Listing of all public and private spaces available to artists for shows, events etc.*
323. *A "closed off" downtown area from May to August where local artisans can display their work. Suggest Durham Street from former Wolf's Bookstore to Elm.*
324. *DIVERSITY. We need to spread out funding properly. It's great that lots of money goes to big name festivals like NLFB, but we really need to give other cultural groups this chance too.*
325. *Building a performing arts centre, new art gallery of sudbury rebranded to AGS, increased immigration, more use of social media, more emphasis on the arts programs at Laurentian University, and a move away from mining, science and the like.*
326. *More things to do, more advertisement about what is happening around town, a better green urban space where art, culture and history come together.*
327. *Turn downtown in a cultural destination!! Big box stores are for shopping, downtown is for living arts and culture. An arts centre would attract people.*
328. *Better support for artists to create and display their works; arts activities and events in downtown area*

329. *Visual Arts centre and gallery that is large enough and accessible, performing Arts Centre*
330. *a large and comprehensive entertainment venue AND a large sports complex that would attract outside talent*
331. *Collaboration between Art, Science and utilizing our creative and innovative capacity.*
332. *Not just to develop arts and culture in downtown but to not forget the neighborhoods and more community-based endeavors. This would not just make "culture" something absorbed in a gallery, or theatre, but it would make "culture" a part of the everyday.*
333. *Children's museum different than Science North and the art gallery; pottery studio downtown; more antiques stores; First Friday art walks at local galleries; more visible fibre arts*
334. *We need a new local art gallery with space for the local art club to meet and work.*
335. *More grassroots cultural opportunities. Improved soft seat theatre venue*
336. *A large theatre*
337. *A centre for all Sudburians - thinking along the lines of Ottawa's National Art Centre which offers many venues in one spot (conference, receptions, theatre, gallery, etc).*
338. *I think there is an amazing arts community in this community already. I would love to see a better facility for the Art Gallery of Sudbury and I hope that the idea of a cultural hub (gallery/library/event space) downtown is realized. I would like to see more thought put into the built form of the city with more interesting public spaces, public art, and architecture.*
339. *Visiting other cities, there are often displays of public art, eg statues. Sudbury definitely has a lack of such things. Also, cities that describe themselves as "winter cities" often have week-long festivals in the core of their cities; a major event like this could help make Sudbury a year-round draw to members within and outside the community.*
340. *Pedestrian and bike-friendly walking districts so we encourage a culture that isn't stuck behind a wheel or indoors most of the season. Stop dedicating resources to duplicate efforts - like-minded organizations should be collaborating with each other more. Bridge the gaps between CGS departments, making common priorities instead of operating individually. Don't invest any \$\$ into new builds until we've repurposed the underused ones we've already got.*
341. *A section similar to Kensington market, with shops and locally owned restaurants*
342. *More affordable commercial space in the downtown core that would promote the creative use of currently vacant buildings*
343. *Continued support and advertisement of the different cultural event and interaction between the different cultural groups*
344. *A new downtown art gallery and a downtown museum*
345. *We could certainly use a downtown (wheelchair accessible) art gallery - if North Bay can do this, why not us?*
346. *Better advertising of things going on (I'm always looking & find it hard to access all different venues; have a main resource). Make cultural events more accessible to all. Do not charge for summerfest, northern lights (general admission) etc. Bring festivals for a chance for the community to get out firstly. If they want to spend money on purchases they can, but don't charge just to go & participate. Take advantage of our beautiful Bell park (winter & summer) use the lake & ice to have fun*

festivals/events.

- 347. *More advertising, advertised locations. A one stop shop for culture. A cultural version of Science North with floors dedicated to local artists, exhibits, library, technology, maker space, etc.*
- 348. *A nice downtown*
- 349. *Sharing from local artists, their art and how they work*
- 350. *Have businesses such as banks, tom davis square, hydro; Have only local or Canadian art in their institutions. It's sad to see wealthy companies buying mass productions of art from non artists.*
- 351. *Art centre*
- 352. *More information before an event, more affordable events*
- 353. *Seeing more of the local groups working around the city*
- 354. *Multiple exposures at one site - for instance more heritage or art displays at local libraries. More publicity of cultural events. Make it easier to obtain tickets. Expose school children to different aspects of culture.*

3. In your opinion, should the City of Greater Sudbury support local arts, culture and heritage organizations?

Response	Chart	Percentage	Count
Yes		96.3%	388
No		3.0%	12
Do not know		0.7%	3
		Total Responses	403

4. What is your age?

Response	Chart	Percentage	Count
Under 20		4.7%	19
20 - 24		9.8%	40
25 - 34		30.0%	122
35 - 44		17.9%	73
45 - 54		14.0%	57
55 - 64		16.0%	65
65 or over		7.6%	31
		Total Responses	407

5. What is your pre-tax annual household income?

Response	Chart	Percentage	Count
Below \$25,000		10.2%	41
Between \$25,000 and \$50,000		22.8%	92
Between \$50,000 and \$100,000		30.5%	123
Above \$100,000		22.6%	91
Prefer not to say		13.9%	56
		Total Responses	403

6. What is your gender?

Response	Chart	Percentages	Count
Female		67%	271
Male		30%	120
Other		2%	8
		Total Responses	399