

Greater
Sudbury

cultural plan

2015-2020



Cultivating Greater Sudbury's **CREATIVE** Identity, People, Places & Economy



Spirit of 83 - Sudbury Theatre Center



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Cultivating Greater Sudbury's **CREATIVE** Identity, People, Places & Economy

Contents

“Change in Sudbury is not only possible...it’s already happening. It’s in the city’s DNA. We just need to strap a rocket engine on and accelerate its potential.”

– Bruce Mau, world-renowned designer during his presentation, Imagine Sudbury, in 2010

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87 people representing 50 different organizations attended the Cultural Plan Forum - October 2014, N'Swakamok Native Friendship Centre



Acknowledgements

Greater Sudbury's first Cultural Plan is the result of participation of many people in our community. The ideas and concepts in this plan were shaped by the many residents and stakeholders who actively contributed to developing this plan.

We would like to thank our **Mayor, Council** and the **Greater Sudbury Development Corporation Board of Directors** for being supportive as we undertake this initiative. We acknowledge the **City of Greater Sudbury staff members**, who came together from dozens of divisions to discuss the potential of projects that will enable this plan to be successful. Thank you to the **Creative Consortium** for its support towards the consultations, which enabled us to reach a broader spectrum of creative workers in our community.

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Finally, to those of you who read this plan and jump in to help make it a success over the coming years,

**Thank
you!**





New Music Fest at Grace Hartman Amphitheatre



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Cultivating Greater Sudbury's **CREATIVE** Identity, People, Places & Economy

Executive Summary

Why a Cultural Plan?

The arts and culture sector has been identified as a priority by the Greater Sudbury Development Corporation (GSDC) and by Council. **Not only is it an economic engine, it also contributes to the social well being of the community and enhances our quality of life.** Everyone in Greater Sudbury participates in culture in one way or another – whether that means taking up painting, attending one of the dozens of year round festivals or by keeping our traditions alive. That said, Greater Sudbury is one of the few municipalities in Ontario that has yet to adopt a Cultural Plan.

The GSDC is well-poised to implement the Cultural Plan in collaboration with other CGS departments, local cultural organizations, our agency and government partners as well as the community of creative workers. There has been considerable work done in terms of community engagement, part of which was initiated in 2006 with the development of the *City of Greater Sudbury's Arts & Culture Charter, Strategy and Grant Policy*.

Since then there has been tremendous growth – long standing organizations have marked decades of live theatre, music, literary artwork, and visual arts; there is also a booming film industry; and emerging talent in all disciplines.

The purpose of this Cultural Plan is to maximize available resources, to guide the community towards working together strategically and to create a cultural lens for municipal investments.

87% of Greater Sudburians agree that the City of Greater Sudbury should support local arts, culture and heritage organizations.

How Was it Developed?

This Cultural Plan was developed over a period of approximately 20 months through extensive community consultation and stakeholder engagement. The Cultural Plan has been guided by a Steering Committee, formed of 19 community and GSDC Board members, all from different backgrounds, united by a strong interest in Greater Sudbury's cultural sector. It met monthly and acted as a sounding board throughout the planning process. **Over 1,600 people provided input into this plan** in the form of: one-on-one interviews, online and paper surveys, interactive art submissions, a well attended forum, and a number of community presentations and meetings.



Summary of Strategic Directions

The Cultural Plan process has produced concrete goals under four interconnected Strategic Directions. These four pillars will provide the framework for our milestones and updates in order to guide the implementation of our action plans.

Creative Identity

Greater Sudbury is multicultural and has a unique historical relationship with its geographical landscape. Cultural resources help define the identities of individual communities as well as the shared identity of Greater Sudbury as a whole.

Goal:

Support the binding effect that culture contributes towards maintaining a shared sense of community and identity.

Creative People

Creative individuals are at the heart of the creative economy, but also foster social development. Nearly everyone participates in creative pursuits in some aspect of their lives.

Goal:

Foster and promote local talent within the creative cultural sector. Nourish dynamic and diverse cultural experiences for all levels within the community.

Creative Places

Quality of place is a powerful driver in attracting and retaining talent in a global world.

Goal:

Grow beautiful environments that reflect the cultural richness and heritage of the city. Design infrastructure with intention and create a cultural estate.

Creative Economy

Creativity and culture impact the economy in many ways, from directly employing people to being a component of almost any employment sector. There has been increasing recognition of the powerful role creativity and culture play in economic restructuring and generating wealth in our communities.

Goal:

Build awareness and public engagement in cultural activities. Strengthen a diverse economy of cultural resources to maximize their contribution to economic development.

Reading this Plan

The Cultural Plan is set out as follows:

Sections 1 and 2 – Introduction – Provides background and context, including the value of Greater Sudbury's culture to the community and the need to perform this cultural planning process.

Section 3 – Vision and guiding principles – Establishes the overarching vision and planning assumptions that were used in the plan's development.

Section 4 – Planning process – Provides an overview of the methodology used, including highlights from the industry scan and the community consultations.

Section 5 – Strategic directions – Sets out the goal outcomes of the plan and outlines the impacts that they will have on the community.

Section 6 – Implementation – Establishes the immediate steps needed to launch the plan and the anticipated process for implementing actions over time. The **Cultural Action Plan** is an ever-evolving document that forms the crux of the plan and serves as a guide to implementing the plan.



Cinéfest Sudbury



Art Gallery of Sudbury



Sudbury Dragon Boat Festival



Théâtre du Nouvel-Ontario



CN Railways

1 Introduction

“Gatchell, Donovan, Capreol, the Valley and others; they all have their own little happenings and distinct identity...I would like to see an arts and culture plan that involves every part of our city.” - **Stakeholder interview**

Our history begins with the Anishinaabe people, which now form the Atikameksheng Anishnaabek and Wahnapiitae First Nations, part of our rich cultural tapestry and diverse heritage. With the development of the transnational railway in the late nineteenth century, the city grew from a small railroad outpost and continued through several decades of rapid growth made possible by our region's vast mineral resources.

The City of Greater Sudbury, sometimes referred to as a “community of communities”, results from the 2001 amalgamation of Sudbury, Capreol, Nickel Centre, Onaping Falls, Rayside-Balfour, Valley East, Walden, Fraleck, Parkin, Aylmer, Mackelcan, Rathbun, Scadding, Dryden, Cleland and Dill. With such a large territory, we often boast of our community's beautifully natural northern setting, having over 330 lakes and a low population density (50 people per square kilometer).

Over the years we've seen the community reinvent itself – by regreening thousands of acres that had been ecologically devastated by resource extraction; by diversifying its economy to become a centre for business services, tourism, health care, education and government; and by celebrating its strong francophone heritage – all of which has earned Greater Sudbury the title as regional capital of the North. As the community has matured and grown, so has our culture.

Greater Sudbury's Arts & Culture Charter, Strategy and Grant Policy were first put in place in 2006. The shared vision and broad goals set the direction for the considerable activity that have taken place on Greater Sudbury's cultural scene since then.

For example:

- Many organizations are celebrating their long-standing histories, while they expand programming and build both capacity and audiences.
- Culture is recognized by the municipal government as an economic engine and key tourism driver. Municipal supports are spread amongst the Leisure Services Department, the Tourism & Culture Division, Libraries and other departments.
- Plans are moving forward in the development of several downtown capital projects, such as Place des Arts, the Synergy Centre, the Art Gallery of Sudbury, Arts Junction, the Sudbury Arena, the Main Branch Library and others.
- The City of Greater Sudbury Arts & Culture Grant Program completed a successful transition to the Greater Sudbury Development Corporation's administration and has been revised to streamline the application process.
- The local film industry has seen rapid development, with positive implications for the workforce and the economy.

Refer to the 2006 Arts & Culture Strategy Update (**Online Resources**) for a more comprehensive sampling.

In consideration of all these advancements, the time is right to revisit the City's policies pertaining to culture.



We Live Up Here mural, Downtown Sudbury.

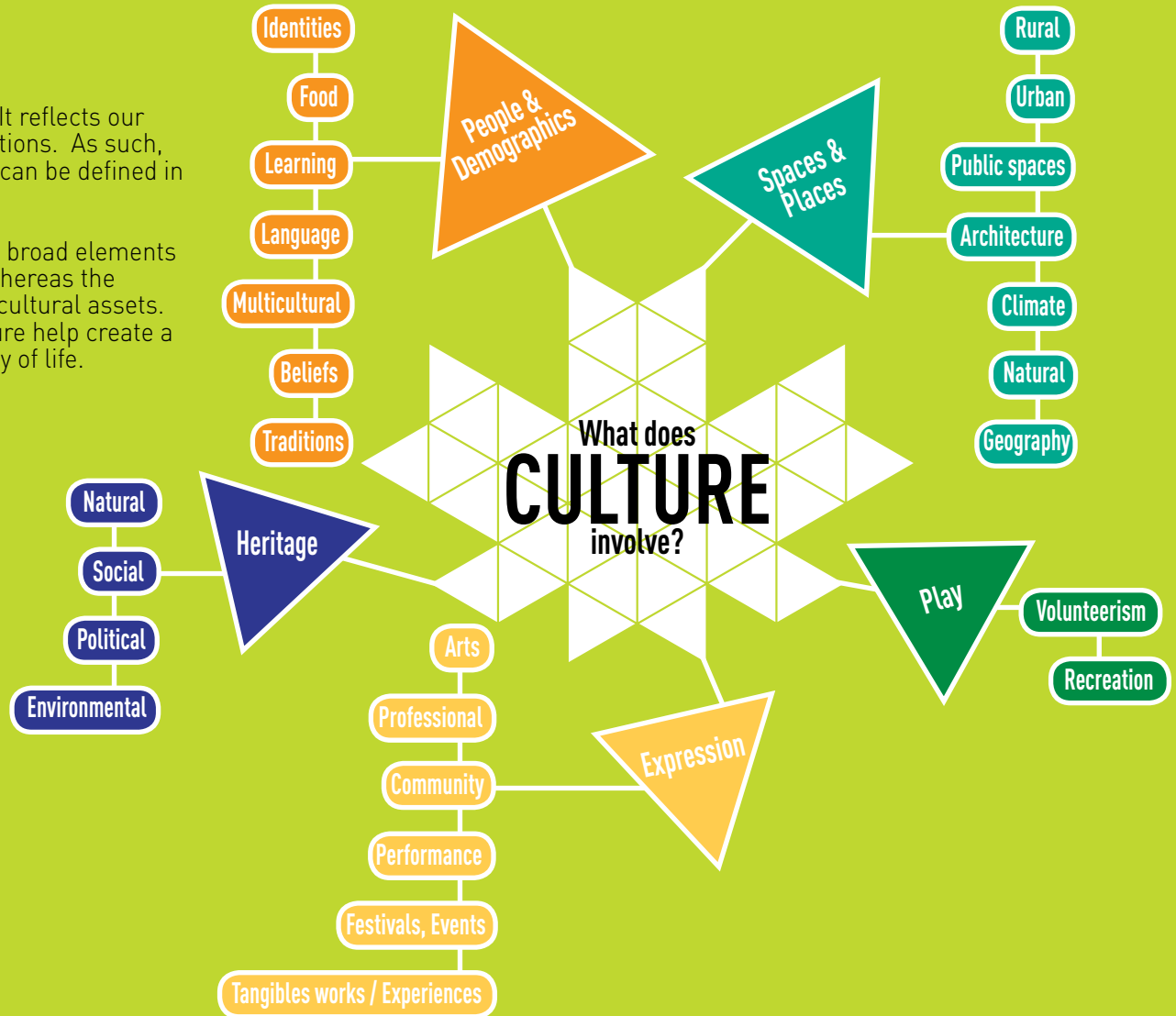


What is Culture & Cultural Planning?

2.1 What do we mean by “Culture”?

The definition of “culture” is different for each person. It reflects our values, beliefs, customs, languages, lifestyles and traditions. As such, we can say that culture is a multidimensional idea that can be defined in many different ways.

For the purposes of this Cultural Plan, we looked at the broad elements of culture, many of which relate to our everyday lives, whereas the Cultural Mapping Project identified a more finite set of cultural assets. Interconnections between the various elements of culture help create a sense of community and can enhance our overall quality of life.



2.2 Why Municipal Cultural Planning?

Municipal cultural planning has been a priority of the province of Ontario for a number of years. It is a municipally-led process for identifying and leveraging a community's cultural resources and integrating culture across all facets of planning and decision-making. It requires municipalities to rethink what they do as well as how they plan and support cultural development.

There is overwhelming consensus that arts, culture and heritage provide value to communities in the form of **quality of life, downtown revitalization, sense of community, attraction and retention of creative professionals, economic development and tourism**. By fostering an environment that supports cultural pursuits and creative individuals we will also benefit in these areas.

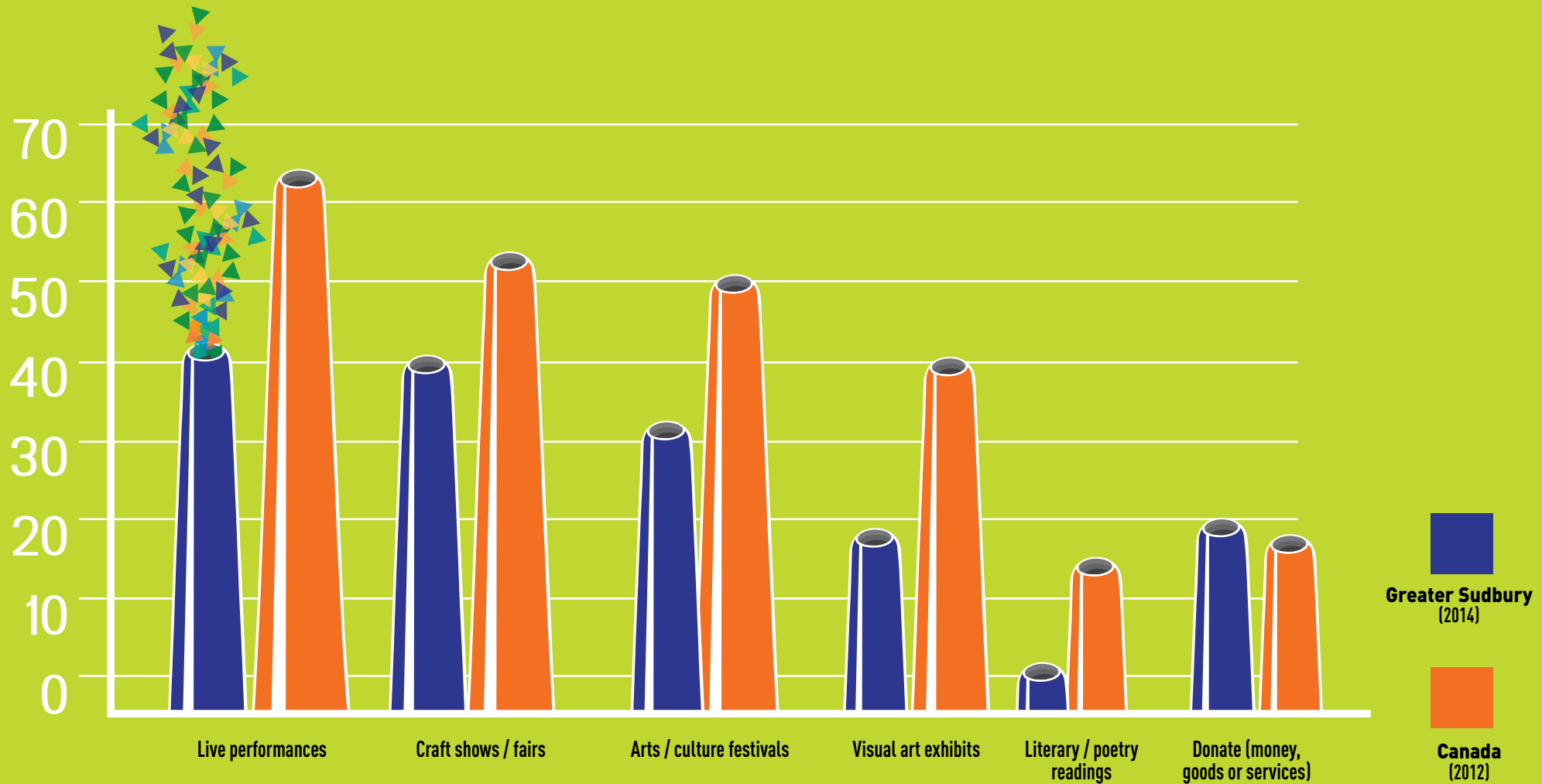
While many municipalities across the continent have developed theirs, this will be Greater Sudbury's first Cultural Plan. We have an abundance of resources and best practices to draw from.

When cultural plans are developed with strong community engagement and integration across departments they can:

- Integrate culture into the larger community more effectively, increasing the contribution of cultural activity to the community, the economy and the environment
- Strengthen working relationships among private, public and not-for-profit partners, improve communication and cooperation among arts and other groups
- Sustain or increase levels of public and private sector funding, improve and develop more programs and services in response to identified community needs
- Improve cultural facilities where gaps are identified
- Maximize efficient use of municipal services to accommodate cultural initiatives based on solid research of best practices and stakeholder input
- Provide a platform to raise the profile of the cultural sector within Greater Sudbury and beyond, thus developing larger audiences and improving access, visibility and awareness of the community's artists, cultural workers and organizations
- Create interdepartmental teams to lead the integration of culture into the activity of various departments and develop the ability to respond to cultural requests with municipal government
- Support community empowerment through community involvement and ownership of local initiatives

Public Participation in Cultural Activities

How does Greater Sudbury's participation in cultural activities **stack up** to the national average? (% of responses)





Sudburians at The Market

Cultivating Greater Sudbury's Creativity

By : Daniel Aubin

In this city where culture runs deep as sparkling veins feeding works of resource and artful beauty

Sprouting forth and through a mix of hard rock soil and slag refreshed and regreened

We are committed to unearthing, nourishing and cultivating our city's creative identity, its creative people and places and economy

Because there's more than all that glitters in them hills into which we've tunneled past more than a dozen towers of industry

We've grown greater things than jet black throw rugs for the rocky outcrops from which we pick blueberries now

There are people making nickel plated dreams from the setting sun slag pouring such lovely light across the horizon

Stop, drop and roll camera

Les artisans du grand tableau d'ici nous sommes transcendent l'industrie sans l'écarter parce qu'ils sont industriels

On s'élance vers la lueur cosmique de l'au-delà en étant enraciné dans un bouclier terrestre solide comme le roc

Cratère à terre mère qui dit : dîtes-vous, dîtes nous vous tous qu'on se le dise dans toutes les langues : merci, thank you, chi-miigwetch

Nous cultivons les fruits de la culture de l'impact et l'impact de la culture

We live in what might be the blast furnace of life itself where shattered stones point to the shining stars up above

The Steering Committee commissioned Daniel Aubin, our former Poet Laureate, to capture the essence of Greater Sudbury's culture and the value it plays in our everyday lives. This poem was the inspiration for the Cultural Plan's vision statement.

Time to blast off false modesty and make for the hustle and bustle we know how it goes on and onto the next phase

From fire from the sky to multiplying cells moulding photosynthesis from the muck from saint pine trees and fire back up to square one again

Forging ahead of the game never over for hard rock culture lovers

De spectacle à recueil à concert à ciel ouvert à la vernisagesse du visuel qui cri encore plus fort que les rails

We're on track because we made the track and we're shipping songs out with the ore now – telling tales with sculpted light

La culture c'est quand on se parle et qu'on se chante et même quand on se danse jusqu'aux petites heures

Culture is where we grow and what we share, it's who and where we are – and even sometimes answers why though questions more by far

Donnons-nous la main d'œuvres d'art publics et la faim de re-fêter notre fierté encore et encore

Art works at the core of who we are as makers and miners of all that shines on need not be precious stones

parce qu'il faut parfois se placer en périphérie de la parade promulguée pour nous voir nous vous tous citoyens de Sudbury

you and me and we are all together tethered to the rock with rusty trains of thought bubbles or clouds of smoke signals

screaming here we are we live up hear us sound the five alarm fire it up and away

comment valoriser ou dévaloriser les épiphanies provoquées par pinceaux prophètes racontées par ruisseaux enregistrés cultivées par crayons caressés

c'est simple ça ne se compte m-p-t-e pas the priceless e-m-p-t-y page

you can't count the dreams retained thanks to exquisitely quilted songs and refrains refined in the smelter of our hearts and minds making marvels from the muck

réveillons nous et réveillonnons que nos réalit-rêves rayonnent

for the poets publicists and playwrights pour les peintres les comédiens et les clowns musiciens magiciens de la mode indéterminée for fiddlers and whistlers and whittlers of wood sculptors singing of course we could we did and would do it all again

que le cratère se transforme en points de beauté pluriels surréels scintillants par nous sudburois devenus grands let's make this great city greater



Bridge of Nations -Paris Street

Vision and Guiding Principles

Greater Sudbury is a Northern cultural capital celebrated from coast to coast to coast for its artistic excellence, vibrancy and creativity. A diverse cultural sector breathes life into our *entire* community through a range of programs and events which showcase the immense talent of local artists who draw inspiration from the land and the rich multicultural heritage of the region.

3.1 Guiding Principles

In advancing this vision, we will be guided by the following principles, which reflect our values and form the basis for our action planning.

Partnerships

Communication, learning and collaboration will advance shared interests and agendas and help to avoid conflict. In developing action plans, we should be mindful of the partnerships already in place, and build on these to encourage private, public and stakeholder collaborations.

Diversity

Greater Sudbury is a community that is proud of its diversity. This includes: geographic dispersion, languages, age groups, multiculturalism and community identities. Actions should celebrate the community's diversity and ensure accessibility to residents.

Tenacity & Pride

Sudburians are proud of the community they have created, and are inspired to revitalize and renew their environment by taking action themselves, pushing boundaries, engaging in cross-generational projects, being bold and avoiding complacency. Recognizing and supporting local talent is a priority.

Engagement & Accountability

The Cultural Plan should be community-owned, with partners taking ownership over its success. An integrated approach means reaching out to the public for input, as well across to related CGS departments, sector-specific stakeholders, etc. They are a part of the process, including monitoring success and adapting/reviewing the Plan as needed.

Sustainability

Action plans should take into account long term implications for the community – whether financial, environmental, or other social. We should consider maximizing the use of existing resources and then identify gaps, and ensure that maintenance and implementation plans are in place.





Culture Days at The Market - September 2013



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Cultivating Greater Sudbury's **CREATIVE** Identity, People, Places & Economy

4 How was the Cultural Plan developed?

4.1 The Planning Process

This Cultural Plan was developed over a period of approximately 20 months through extensive community consultation and stakeholder engagement. The Cultural Plan has been guided by a Steering Committee, formed of 19 community and GSDC Board members from different backgrounds with a strong interest in Greater Sudbury's cultural sector. They met monthly and acted as a sounding board throughout the planning process.

Over 1,600 people provided input to this plan in the form of: one-on-one interviews, online and paper surveys, interactive art submissions, a very well attended forum, etc. We engaged with funders, CGS staff from other departments, arts and culture stakeholders (artists, professional and community cultural organizations), Community Action Networks, Arts & Culture Grant evaluating committees, GSDC Board, CGS Council and the public at large. Although the plan was lead by CGS Staff, third party expertise was engaged for interviews and surveys.

By comparing the input received throughout the community consultations, we saw that responses converged towards a similar set of recommendations, which are outlined in the *Strategic Directions & Goals* (**Section 5**).



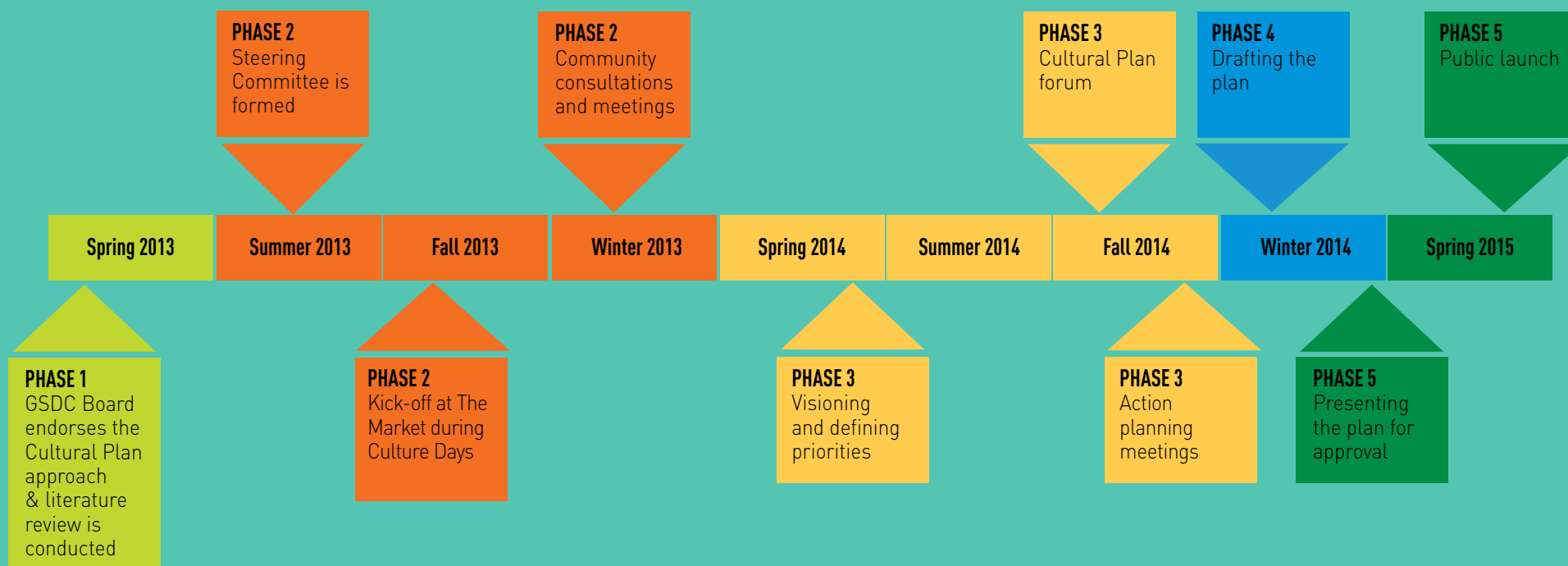
Cultural Plan Focus Groups



Cultural Plan Forum

The plan involved five phases, with several public events, in order to gauge public and stakeholder input and to ensure the plan was on the right track. It incorporated past work in the field of cultural development from both internal (CGS) and external (sector stakeholder) sources.

- **Phase 1:** Preparation and review of work completed (**March – September 2013**)
- **Phase 2:** Information-gathering and research (**September – December 2013**)
- **Phase 3:** Assessment and analysis (**January 2014**)
- **Phase 4:** Drafting the plan (**December 2014**)
- **Phase 5:** Finalizing and adopting the plan (**February – April 2015**)



4.2 Cultural Mapping Project

The City of Greater Sudbury completed the Cultural Mapping Project in 2011, with the goal of building a base of information on Sudbury's rich and diverse cultural resources. At that time, the project identified a wealth of cultural assets, including:

- 430 creative cultural industries represented in the community
- 54 cultural spaces and facilities within the city limits
- 113 festivals and events showcasing various disciplines
- 69 cultural and natural heritage areas
- 113 local cultural and community organizations
- 384 independent artists residing in the city

Greater Sudbury's Cultural Resources

Note: These cultural resource categories were captured through Greater Sudbury's Cultural Mapping Project

Creative Cultural Industries

Photography
Architecture
Libraries & Archives
Radio & Television
Broadcasting
Pottery & Ceramics
Theatre Companies
Commercial Galleries
Publishing industries
Film/Video/Sound
Recording

Creative Cultural Occupations

Architecture
Writers
Editors
Musicians
Graphic Designers
Designers
Photographers
Actors

Community Cultural Organizations

Community Arts
Organizations
Historical & Genealogical Societies
Aboriginal (Cultural) Organizations
Multicultural (Cultural) Organizations

Spaces & Facilities

Digital & Media
Studios
Libraries & Archives
Design Studios
Theatres
Performing Arts
Facilities
Museums
Art Galleries

Intangible Assets

Stories
Customs
Oral Traditions
Place Names
Ceremonies

Natural Heritage

Farms
Parks
Community Gardens
Conservation
Authorities

Cultural Heritage

Buildings
Cemeteries
Archaeological Sites
Heritage Districts
Historic Sites

Festival & Events

Film Festivals
Multicultural Festivals
Performing Arts
Festivals
Gallery & Studio Tours
Public Art Tours
Cultural Heritage Tours

Key findings from the Cultural Mapping Project show that:

- There is a cluster of cultural assets and activity concentrated in the downtown core.
- There is broad diversity across francophone, Anglophone, First Nations and other multicultural communities.
- Greater Sudbury is a hub for professional artistic disciplines, but also has a number of non-professional community groups.
- Since the Cultural Map is a snapshot in time, it quickly becomes dated. Maintenance plans must incorporate the inventory into an overarching strategy.

4.3 Needs Identified During Recent Outreach Sessions

Before the cultural planning process formally got started, the City of Greater Sudbury co-hosted five significant stakeholder consultation sessions with partnering agencies:

- Ontario Arts Council, Convening Sudbury (October 2012)
- Ontario Trillium Foundation, Festivals and Events Meeting (December 2012)
- ArtsBuild Ontario (May 2013)
- Work in Culture (May 2013)
- Northern Ontario Film Forum (June 2012 and September 2013)

These meetings revolved around specific sector needs and validated the need to update the previous Arts & Culture Strategy. Key findings from these reports indicate the following:

- There are many cultures within Greater Sudbury, defined for example by ethnicity, language lines or neighbourhoods. As such, municipal resources should be invested equitably in order to foster the sense of community as a whole.
- Not-for-profit cultural organizations usually rely on public funding for their sustainability. In 2013 the City of Greater Sudbury invested \$7.57 per resident in grants for arts, heritage and festivals. This is lower than the provincial average of \$8.04 per resident (source: *Ontario Municipal Benchmarking Initiative*, 2013).
- Stable core funding and special funding for innovative projects should be reviewed to ensure that we are adequately supporting the programs offered by these organizations.
- Arts organizations have demonstrated growth in audience levels and self-generated revenues, however they still face the ongoing challenge of competing for corporate sponsorships.

- Organizations have many needs surrounding their cultural spaces, but they are unable to identify exactly what the arts community needs as a whole in order to provide solutions that could serve them as a whole. Underused/alternative facilities
- There is a lack of accessible and professionally equipped venues and infrastructure, such as affordable recording and performance space.
- There is a variety of post-secondary programs in creative disciplines, but a lack of educational programs in other artistic disciplines in elementary, secondary and post-secondary institutions.
- New partnerships are forming and existing ones are strengthening, and there remains the need for better organization, coordination and communication among arts and culture organizations. There are many resources available locally for capacity and organizational development.
- There is a wealth of information about arts, culture and heritage on a federal and provincial level, but it is challenging to obtain coordinated data specific to Greater Sudbury's cultural landscape.
- Cultural services are housed within the Tourism & Culture Division of Economic Development, however culture touches on a number of other CGS departments. Consultations have indicated that there is an overall lack of awareness of the resources available by the CGS for the cultural sector.
- There is renewed energy and grassroots involvement that need to be harnessed in order to implement the Cultural Plan.

- continue to access public funds
- Find new ways to build your audience



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4.4 Literature Review

A review of documents and academic literature related to the *City of Greater Sudbury's 2006 Arts and Culture Strategy* has revealed insights that guided the plan's development and can lead the implementation of this Cultural Plan.

For a complete list of referenced works, see *the References* (Appendix A).

Case Studies from Other Cities

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.**

Staff have reviewed dozens of other cultural plans from other cities. Our planning process was based on models obtained through Municipal Cultural Planning Incorporated, a coalition of provincial government agencies, municipalities, cultural services organizations and post-secondary institutions.

Specific projects have been well-researched through the Creative City Network, which connects municipalities with peers across the country and researches topics such as public art, community building, cultural tourism, festivals and more. With many cities' cultural plans now well into implementation, we can draw from this network to learn about how best to realize the goals we have outlined for our community.

CGS Policies Relating to Culture

There are a number of policies that reflect CGS' priorities as they relate to culture, with some in development at the time this plan was drafted:

- *CGS Official Plan* – The upcoming plan has been submitted to the province for review.
- *Economic Development Strategic Plan* – An updated plan is in development, while the current plan recognizes “a thriving and sustainable arts and culture sector” as one of five growth engines.
- *Downtown Master Plan* – Goals of the plan include strengthening clusters or arts districts, creating opportunities for public art in the downtown core. It also identifies a number of new capital projects geared towards performing arts, library space, galleries, etc.
- *Arts & Culture Grant Policy* – This policy outlines the municipal investment program that funds not-for-profit arts and culture initiatives for project and operating support.
- *Healthy Community Strategic Plan* – This plan serves as a lens on all areas of the City's priorities, including human health and wellbeing, environmental sustainability, economic vitality, civic engagement and social capital.
- *Parks, Open Spaces and Leisure Master Plan* – This plan identifies public property available for community and cultural use, including the growing priority of enhanced trail systems.
- *Heritage Museums Business Plan* – This plan (in development) will aim to share our stories, connect communities and enrich lives with local history.
- *Libraries Strategic Plan* – Libraries will leverage their distribution network and facilities to increase usage of library space for community, creative and cultural pursuits.



Laurentian School of Architecture

4.5 Community Consultations

We hosted the launch of the cultural planning process during Culture Days 2013 at The Market. The public was invited to answer four trigger questions about how culture plays a role in their daily lives. We collected responses through visual art, written surveys and videotaped interviews.

A public website (www.greatersudburyculture.ca) kept people up-to-date on key events, which were also broadcasted through Twitter (www.twitter.com/sudburyculture) and Facebook (www.facebook.com/sudburyculture) accounts.

A third party consultant was hired to consult various stakeholders from the arts, culture and heritage sectors through interviews, focus groups and surveys in order to identify local issues and priorities. The full report can be found in the *Online Resources*. In total they received and analyzed **1,300 responses**:

- One-on-one interviews were held with: thirteen independent artists and cultural workers; ten representatives of professional arts, culture and heritage organizations; ten representatives of community arts, culture and heritage organizations; six corporate sponsors of arts, culture and heritage organizations; and four arts educators.
- A bilingual focus group was held with ten representatives of arts, culture and heritage funders and supporters.
- A telephone poll was conducted of 760 residents of the City of Greater Sudbury on their support of and participation in arts and cultural activities.
- A similar public survey was answered by 487 people, which included online and in paper versions through the Citizen Service Centres.

We presented the goals of the Cultural Plan at the Community



Action Networks' 2013 annual summit and to the Downtown Community Liaison Group to seek input. We hosted a public forum for stakeholders in October 2014. People were invited to choose from a list of 13 project themes to discuss with each other in breakout sessions facilitated by a cross-section of CGS staff. Approximately 90 people attended the forum, which is tribute to the level of partner support in moving this plan forward. The needs and ideas discussed during the forum echoed the sentiments expressed through the surveys and interviews, which were further expanded by sharing best practices, potential initiatives and roles that each partner could play.

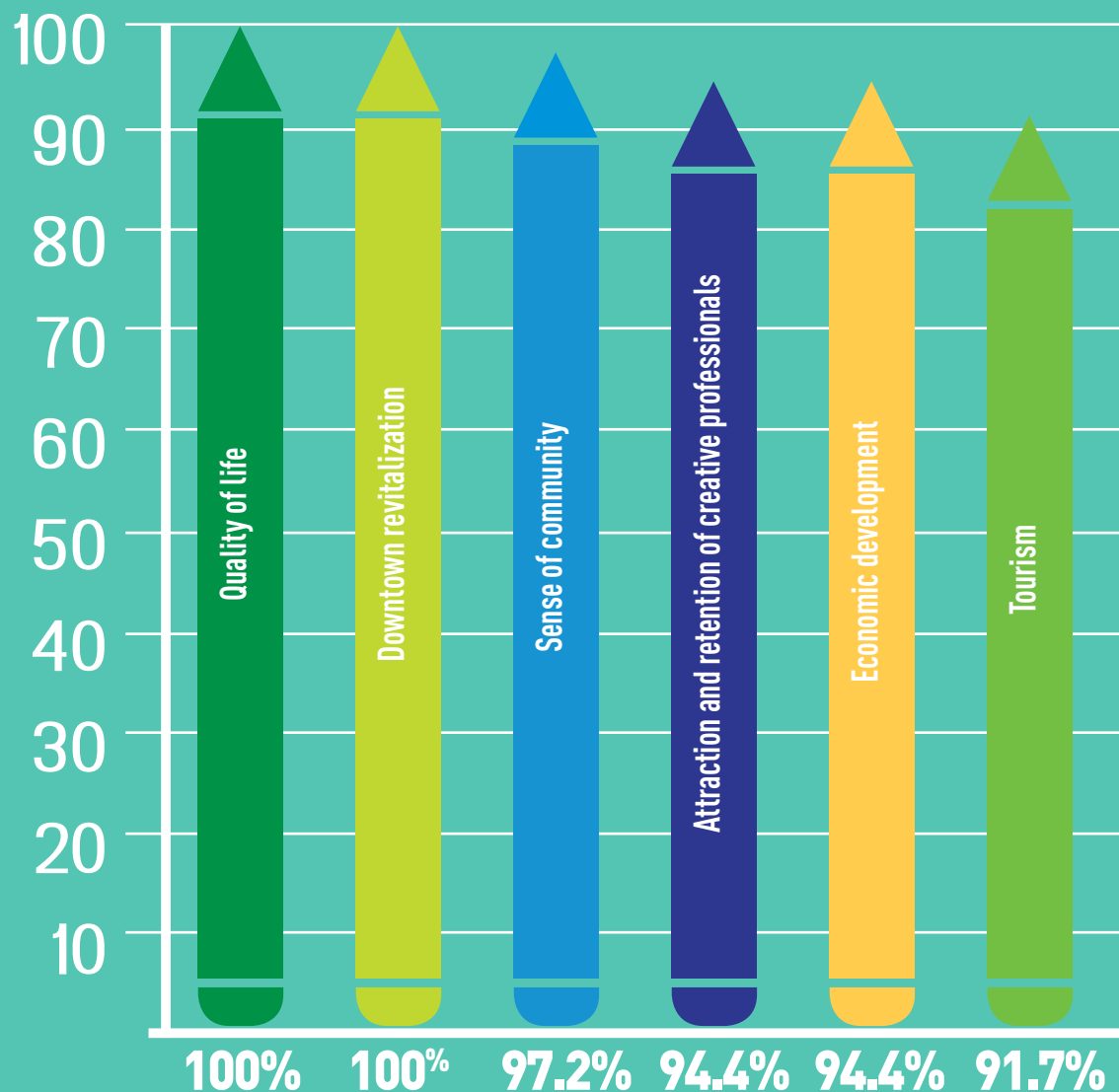
Findings from these consultations suggest that key priorities include:

- formulating a Cultural Plan that places artistic, cultural and heritage 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;
- clarifying the City's administrative structure to better support arts, culture and heritage;
- 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;
- improving municipal funding for the arts, culture and heritage sectors.

By these means, the community 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.

Value of Arts, Culture & Heritage

Do you believe that arts, culture and heritage contribute significantly to any of the following? (% of responses)





Tree of Life Fountain - Memorial Park



5 Strategic Directions & Goals

Each of the four Strategic Directions – Creative Identity, Creative People, Creative Places and Creative Economy – is divided into a series of explicit goals that drive the actions outlined in the **Cultural Action Plan**.

Creative Identity

Support the binding effect that culture contributes towards maintaining a shared sense of community and identity.

Goals:

- 1 Consider and integrate cultural assets/spaces in future planning by integrating the Cultural Plan with the other CGS strategic plans (i.e.: Downtown Master Plan, Official Plan, Parks, Open Spaces and Leisure Master Plan, Economic Development Strategic Plan, etc.).
- 2 Increase participation rates in cultural activities by designing and implementing a public campaign that showcases local offerings to both local and visiting audiences, including a centralized events calendar.
- 3 Celebrate diversity and showcase arts, culture and heritage at CGS events and venues; influence other entities to do likewise.
- 4 Develop methods to enhance public and stakeholder engagement in the Cultural Plan's implementation.



Creative People

Foster and promote local talent within the creative cultural sector. Nourish dynamic and diverse cultural experiences for all levels within the community.

Goals:

- 1 Support the formation of strategic partnerships that maximize available resources and creativity.
- 2 Recruit and retain talent within the creative industries, creating an environment that supports these cultural workers.
- 3 Develop regular communication platforms among stakeholders, including an annual forum for arts, culture and heritage stakeholders to share best practices and build networks.
- 4 Expand partnerships with area school boards, colleges, universities and other youth-oriented agencies to identify gaps and expand educational programs for arts and creativity.
- 5 Prepare a strategy to involve cultural representatives to take part in municipal decision-making forums and processes.
- 6 Provide professional development opportunities geared towards cultural industries (e.g.: business management, governance, leadership, fundraising, etc.).
- 7 Celebrate local talent through awards and recognition programs.



Creative Places

Grow beautiful environments that reflect the cultural richness and heritage of the city. Design infrastructure with intention and create a cultural estate.

Goals:

- 1 Develop an online inventory for individuals and organizations to access existing private and public spaces/facilities.
- 2 Create shared cultural facilities to maximize synergy and incubate creative initiatives.
- 3 Encourage the development of affordable and accessible professional cultural spaces.
- 4 Develop a public art program with a standard policy and dedicated funding. Encourage the creation of public art in conjunction with private and public development.
- 5 Develop municipal policies that enable cultural activities to take place on public property and encourage the use of outdoor spaces, improving affordability and accessibility for innovative projects.



Blue Grass at The Market



Our Lady of Lourdes of Grotto



Artist on Elgin exhibit at Tom Davies Square



Downtown Sudbury

Creative Economy

**Build awareness and public engagement in cultural activities.
Strengthen a diverse economy of cultural resources to maximize
their contribution to economic development.**

Goals:

- 1 Conduct an economic impact assessment for the creative industries.
- 2 Create a cultural vitality measurement system to record ongoing health of the arts, culture, and creative industries community (e.g.: report card/success measures).
- 3 Make Sudbury a “film-friendly” regional hub by updating CGS film policies to reflect current sector needs; work with local partners and stakeholders to develop and promote local filming resources (i.e.: locations library and crew database).
- 4 Review CGS funding programs for arts, culture and heritage (i.e.: Arts & Culture Grants, Community Economic Development Fund, Tourism Event Support Fund, etc.) to ensure maximum efficiencies and use. Develop structure for core multi-year funding. Ensure that funding levels reflect a minimum annual inflationary increase.
- 5 Increase and diversify public and private funding for culture and creativity.
- 6 Create website to centralize data, research and support offered by CGS to the cultural sector.
- 7 Support the development and implementation of a tourism strategy that showcases local arts, culture and heritage offerings.
- 8 Coordinate an intergovernmental funders’ network to identify key strategic priorities for cultural development and opportunities for collaborative grant programs.





Hideaway Pictures - on the set of *The Frozen*



Northern Lights Festival Boréal

Implementation

While developing this plan, we have managed to garner a great deal of momentum by engaging with creative workers, cultural organizations, CGS staff, provincial and federal government and the public. To harness the potential of these partnerships we've laid out plans for regular communication, ownership and accountability.

6.1 The City & its Partners

The CGS is in a position to take on a strategic leadership role that continues its commitment to integrated planning, enables and facilitates local action, builds cross-sectoral partnerships and helps build capacity across the area. The City's role will be to foster and facilitate innovative ideas, invest in projects and organizations that support the plan's implementation, liaise with the community, promote successes and leverage resources across departments. In order to do this the staff across departments will need to clarify roles and responsibilities and promote municipal resources to meet sector needs.

Throughout the community engagement process, stakeholders suggested a number of potential partners to collaborate in the implementation of the Cultural Plan. These partnerships are crucial to its success and will require ongoing communication and collaboration across sectors and across the city in order to leverage existing resources.

Stakeholders, including but not limited to cultural organizations and independent artists, will need to take ownership over specific initiatives identified in the **Cultural Action Plan**.

6.2 Obtain Support for the Plan

This plan will be presented to the GSDC Board for endorsement and to City Council as a resolution by spring 2015. Earning support and approvals within City Hall will be the first step to implementing the plan.

6.3 Integrated Planning for Sustainability

Cultural planning reinforces the importance of building a cultural lens to reflect the impact that culture has on social development, the environment and the economy.

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

– Interviewee during consultations

Culture & Sustainable Development

[Adapted from UNESCO – *Agenda 21 for Culture*, 2009]

City Vision & Governance



6.4 Communicate the Cultural Plan

Staff will work with CGS Corporate Communications to launch the plan online and with a public event. Staff will work with a cross-departmental staff group (i.e.: "Special Events Internal Team") on specific actions to determine opportunities for collaboration. Staff will meet with other levels of government to seek support on specific projects.

The plan will be used to guide investments made through the CGS Arts & Culture Grant Program and related programs, enabling local arts and culture organizations to carry out activities in line with the overall Cultural Plan's goals.

We will keep stakeholders updated on the roll out of the Cultural Plan through semiannual presentations to CGS Council, quarterly reports to the GSDC Board, annual forums with arts and culture representatives and by publishing an annual report card.

6.5 Establish the Leadership Group: The City and its Partners

A **Cultural Action Committee** will be formed to help draw in community partners, to advance the plan and to monitor successes. *Refer to **Appendix B** for the terms of reference that were used by the Cultural Plan Steering Committee.* These will serve as the basis in developing the terms of the new Committee that will be involved in the implementation phase.

Already there has been interest from the private sector, other levels of government and across departments at CGS. These leaders will be champions for individual projects and will leverage resources.

6.6 Execute the Action Plan

Specific projects have been identified in the **Cultural Action Plan**, which align with the overall vision and goals over the next five years. Additional municipal resources will be required in order to execute some of the new programs being proposed.

We will work collaboratively, focusing on the short term actions that will put the wheels in motion to realize the longer term actions, periodically revisiting the Cultural Action Plan and making changes when needed. This is a working document that will evolve until the next formal review.

6.7 Monitor & Evaluate the Plan's Success

The Cultural Plan Steering Committee has recognized that we need regular tracking mechanisms in place so we can have a clear sense of how we are moving the plan forward. We will do this by:

- Publishing an annual report card which will be circulated widely.
- Hosting an annual forum, where partners and participants can network, get updates and, identify and celebrate the plan's successes. The forums will revolve around the rotating themes of Creative People, Identity, Places and Economy (next forum slated to be held in October 2015)
- Conducting an Economic Impact Assessment for benchmarking and recommendations for regular monitoring.
- Including specific success indicators throughout the **Cultural Action Plan**.

We will commit to conducting a formal review of the Cultural Plan and its parameters in five years (2020).



Nickel City Sound Barbershop Choir



Parting Words

“Sudbury is not ugly, as the old “moonscape” slur has it, nor is it beautiful, as its boosters claim, pointing to the city’s many lakes. At once awesome and terrible, harsh and majestic, Sudbury lies beyond the register of ugly and beautiful. The place can only be described as sublime...”

– Kenneth Hayes, *Be Not Afraid of Greatness, or Sudbury: A Cosmic Accident*, 2011

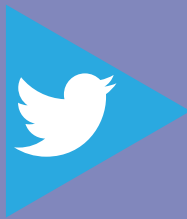
Regular communication and strengthened networks between sector partners will enable us to sustain the momentum we have achieved and will make it easier for us to celebrate our successes and investments. Stay tuned for updates on the plan’s implementation.

For more information:

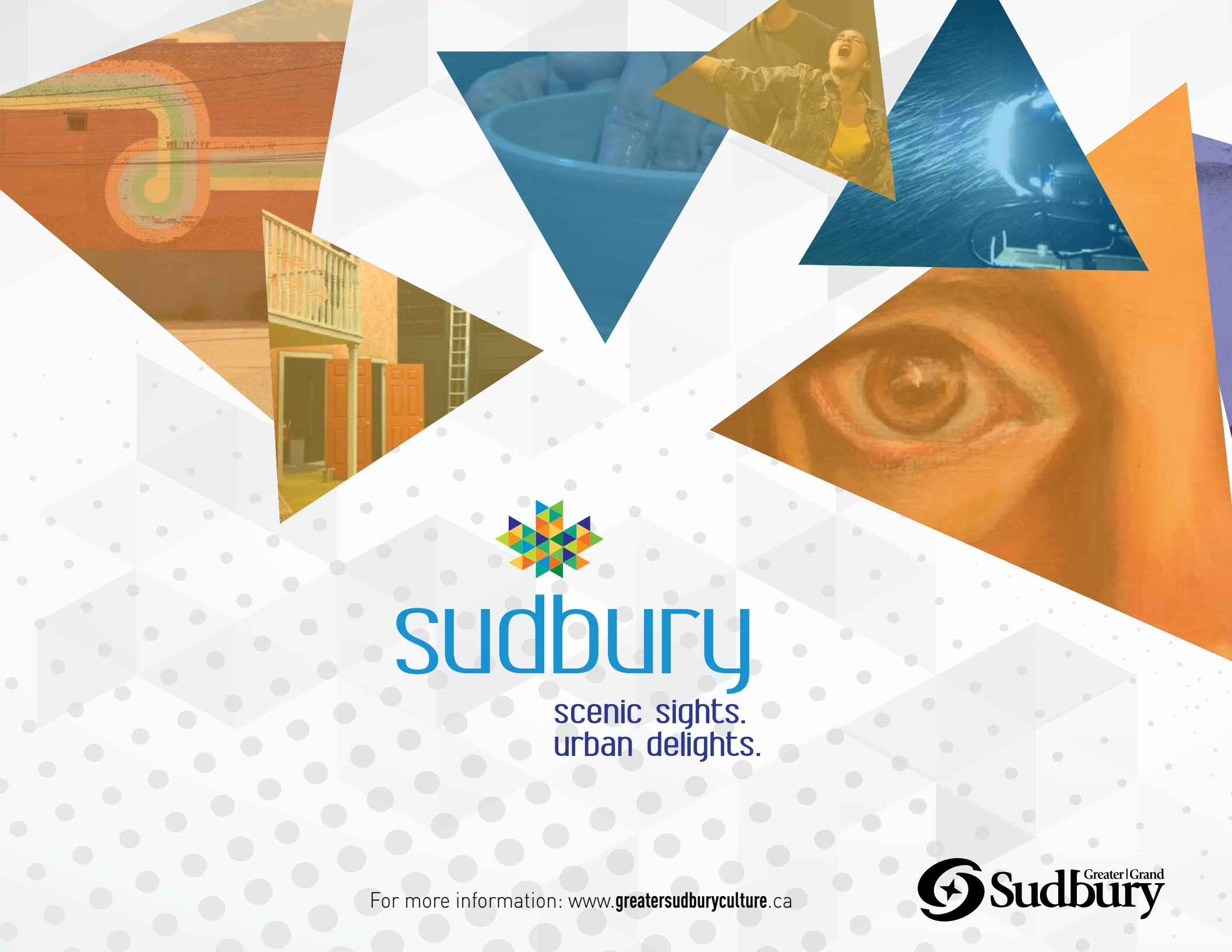
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Back cover photos (left to right) Downtown Mural, Théâtre du Nouvel-Ontario, Ravens Wing Pottery, Théâtre du Nouvel-Ontario, Hideaway Pictures, Art Gallery of Sudbury



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scenic sights.
urban delights.

For more information: www.greatersudburyculture.ca

