



## **Cultural Policy**

*Adopted by City Council February 2005  
(replaces Arts & Heritage Policy 1991, 1998)*

# Cultural Policy

## Table of Contents

<b>Executive Summary.....</b>	<b>3</b>
<b>Background .....</b>	<b>5</b>
<b>Cultural Policy Study Outcomes .....</b>	<b>6</b>
<b>The Basis for the Policy Directions.....</b>	<b>6</b>
<b>Cultural Policy Directions .....</b>	<b>7</b>
<b>Cultural Policy Directions, Rationale and Administrative.....</b>	<b>8</b>
<b>Procedures</b>	
1 City Leadership .....	8
2 Community Asset Building .....	15
3 Cultural Economic Development.....	17

# Executive Summary

"In the long-term vision we have been developing, there are four pillars of sustainability for cities. The fourth one is the creative pillar, and that's the one a lot of people overlook. But creativity is ultimately what makes a city great. The reason we all want to go to Paris is not the quality of its sewers."  
— The Honourable John Godfrey MP, Minister of State (Infrastructure and Communities), in the Toronto Star, July 21, 2004

The Cultural Policy was the result of a Cultural Policy Study conducted in 2004. The Study focused on the strengths of the cultural assets of our community as confirmed through a community consultation. The community consultation and Policy recommendations were led by LORD Cultural Resources Planning and Management with guidance from the City of Thunder Bay's Policy Review Steering Committee. Funding support for the Study was received from the Department of Canadian Heritage (Cultural Capital of Canada grant) and the Ministry of Northern Development and Mines.

The Cultural Policy outlines directions to enable the Corporation to continue to recognize and build on our vibrant cultural identity. Culture refers to the variety and richness of the expressions of all our communities in Thunder Bay which underlies arts & heritage ethno-cultural diversity. It encompasses arts and heritage as well as all the associated disciplines. The Cultural Industry refers to the relationship between culture and the economy

The Policy with administrative procedures represents a strategic cultural development plan that will continue to assure our City maintains and grows the cultural assets which contribute to our economy and quality of life. It identifies how untapped social and economic opportunities can be realized through cultural development. It positions us to continue to be able to respond to opportunities such as occurred with the close to half-million dollars in new funding for programming from the Department of Canadian Heritage with the City's Cultural Capital of Canada designation in 2003. It outlines strategies to work with the Cultural Industry toward economic growth and sustainability. It recognizes and identifies strategies to foster creativity, one of the four pillars of sustainability for cities as specified by John Godfrey a past federal Minister of State.

The Arts & Heritage Policy adopted by City Council in 1991 and revised in 1998 was the starting point for the Study, to determine what was and wasn't working. Present day issues arose and were validated throughout the consultative process.

## Key Issues

- Arts & heritage individuals, organizations and activities make up a Cultural Industry which contributes to our economic vitality and our quality of life. While there have been many achievements over the years many aspects of the Cultural Industry remain fragmented, isolated, uncoordinated, unrecognized and under-resourced. The Cultural Industry needs to be strengthened to take advantage of mutual opportunities.
- The cultural contribution and social and economic opportunities with and for the Aboriginal community remain largely untapped.
- Municipal investment in cultural organizations impacts leveraged funding from other government bodies. The full potential of leveraging has yet to be realized.
- Sustainable funding continues to present a challenge for cultural organizations. A review of the funding program has resulted in some changes however additional inconsistencies in the program need to be addressed.
- Cultural grassroots opportunities are missed opportunities for community development and growth and should be coordinated to maximize benefits.
- Opportunities to develop and attract cultural entrepreneurs remain largely unexplored.
- Cultural Tourism is a growing travel trend that has potential in Thunder Bay.

- Attraction and retention of Industry and Professionals are reliant on a strong Cultural Industry with a diversity of cultural offerings.
- Arts & Heritage education opportunities, which grow healthy citizens and contribute to a strong community, are limited in our community.
- The Corporation of the City of Thunder Bay needs an integrated approach to understanding and accessing the resources of the cultural community.
- Disappointment in the overall look of the city presents an opportunity to bring together the attributes of beautification, public art and heritage in a public/private sector strategy for community pride.

The Cultural Policy leads the way for a renewed vision and strategic focus on culture as an economic incubator and generator of creativity for the City of Thunder Bay. It outlines the ways and means of continuing to foster, encourage and support the cultural sector in Thunder Bay.

### **Policy Recommendations**

- Increase Visibility and Influence of Culture Within the Corporation
- Sustain and Grow Culture Through Strategic Investment
- Develop Art in Public Spaces Program
- Develop Public Heritage Partnerships
- Encourage Cultural Community Partnerships for Social Capital & Cohesion
- Encourage Cultural Community Partnerships with the Aboriginal Community
- Encourage Community Partnerships to Support Grassroots Cultural Initiatives
- Encourage Community Partnerships to Support Cultural Education
- Enhance and Promote Cultural Districts
- Increase Cultural Economic Development and Cultural Tourism

The Cultural Study proposed the facilitation of an integrated approach to working within the Corporation and with the cultural community through the development of "Cultural Services", as part of the Recreation & Culture Division. Cultural Services is responsible for the implementation of the Cultural Policy. It will receive advice and guidance from the community through a Cultural Services Advisory Committee as well as through a variety of annual communication and consultative strategies with the Cultural Industry.

### **Implementation**

Cultural Services has been created through a realignment of resources within the Recreation & Culture Division. Cultural Services pursues partnerships and other government funding opportunities to support strategies to implement the Cultural Policy. The outlined administrative procedures to support the Policy directions strive for improved effectiveness and efficiencies for both the Cultural Industry and the Corporation of the City of Thunder Bay.

# Background

In 1991, Council approved the Municipal Arts and Heritage Policy. The Policy was a comprehensive document that recognized the important role arts and heritage plays in our City and helped to guide decisions on the allocation of City resources.

While there have been many achievements since the original Policy was approved, there have been a number of changes in the City over the last decade including changing demographics, how people think about arts and heritage, and new and emerging cultural economic trends and opportunities.

In 2003, City Council approved a plan to review the Arts and Heritage Policy including a review of the funding programs for arts and heritage organizations. Funding for the Policy Study was applied for under the Cultural Capital of Canada grant submission to the Department of Canadian Heritage. Thunder Bay was designated one of five Cultural Capitals of Canada in 2003 and received matching funds in the amount of \$16,000 for the review. Additional funding in the amount of \$15,000 was provided by the Ontario Ministry of Northern Development and Mines.

Following a competitive bidding process, LORD Cultural Resources Planning & Management was hired as the lead consultant. In 1991, LORD led a team that worked closely with the City's Community Arts and Heritage Advisory Committee and community members to develop the original Arts and Heritage Policy. Since that time LORD has gained an international reputation in cultural planning. Most recently LORD was selected by the Lower Manhattan Development Corporation to provide Institutional Planning Services for the World Trade Center Site Memorial and Cultural Program. At the same time, the Business Division of Confederation College was hired to undertake an assessment of the economic impact of arts and heritage in Thunder Bay. .

The term "Culture" is used to reflect all the aspects of arts and heritage institutions, activities and related disciplines along with entrepreneurial activities. "Cultural Industry" is the term used to describe the business and economic aspect of arts and heritage enterprises.

## The Review Process

The Cultural Policy Study review process was guided by a Policy Review representatives from Arts & Heritage Thunder Bay, theatre, artists, the Ministry of Culture, the Committee for Art in Public Spaces (CAPS), the Thunder Bay Regional Arts Council (TBRAC), the Aboriginal community, and the Recreation & Culture Division. The Committee reviewed and commented on all elements of the Study including a thorough review of the recommendations and strategies.

The review process and the recommendations were the result of significant community consultation. Key issues were identified by over 110 citizens through:

- phone interviews with key informant/community opinion leaders;
- three days of individual interviews and focus groups sessions with representatives from business and industry, tourism, arts and heritage organizations, cultural entrepreneurs, City Administration, and aboriginal artists and organizations;
- a web-page, where individual citizens had the opportunity to confidentially share their opinion.

In addition to the community consultation, contacts were made with other municipalities to identify and review best practices. Research and economic studies were also analyzed.

Throughout the process, arts and heritage organizations who receive municipal sustaining funds also provided additional comments and insight into the proposed recommendations and strategies.

# Cultural Policy Study Outcomes

## Benefits of Culture

The community consultation which included representatives from various sectors identified a number of benefits resulting from a vibrant cultural industry. These benefits were further verified through a review of relevant literature and studies.

The Study demonstrated that:

1. Cultural programming and visual aspects of a city contribute to quality of place and quality of life.
2. Culture, as an industry, has a positive impact on the economy.
3. A vibrant cultural community assists in retaining young people and retaining and attracting professionals and a skilled workforce.
4. Cultural activity is a powerful resource for inspiring civic pride and community ownership.
5. Participation in cultural activities is key to community health and well-being, identity, pride and vitality.
6. Culture has a positive influence on the development of our youth.
7. Thunder Bay's cultural resources will contribute to the long term success of Thunder Bay as a regional hub.

Many of these benefits are consistent with the goals outlined in the City's New Foundations Strategic Plan and contribute to the economic and social health of the City.

## The Basis for the Policy Directions

The following visions and anticipated outcomes contributed to the development of the Cultural Policy. They were developed as a result of the community consultation and the subsequent review of the consultant's reports by various local arts & heritage representatives and organizations.

- ▶ Culture is a meaningful and tangible contributor to the quality of life of citizens.
- ▶ The Cultural Industry is an economic engine in Thunder Bay.
- ▶ Culture contributes to addressing population growth challenges.
- ▶ Visual aspects of the city are a source of community pride.
- ▶ Cultural activities foster social participation and community cohesion.

The Policy directions provide the framework to support the goals of the City of Thunder Bay and ensure that Thunder Bay residents benefit from the City's support of, and investment in, the cultural community.

# Cultural Policy Directions

## 1. City Leadership

---

- 1.1 Culture, with its many and diverse attributes and applications, is a key advocacy and development function of the Corporation reporting through the Community Services Department.
- 1.2 The City of Thunder Bay invests in the cultural community.
- 1.3 The City recognizes that Public Art is a vital component in visually articulating our area's heritage and past traditions, evolving community identity and hopes.
- 1.4 Thunder Bay has a rich history and heritage that is to be celebrated and preserved. The City recognizes physical and cultural heritage as a vital part of civic pride and identity and as essential for a strong united community.

## 2. Community Asset Building

---

- 2.5 The City recognizes that cultural endeavours and activities play a decisive role in building social capital and cohesion.
- 2.6 The City encourages Aboriginal leadership involvement in the community and recognizes Aboriginal Culture as a contributor to economic development, tourism, cultural activity and the basis for a strong community identity.
- 2.7 The City recognizes grassroots cultural initiatives as a keystone of creativity and community engagement. Community cultural collaborations build engaged social structures for a strong community and encourage ongoing interest and support for arts, heritage and cultural development.
- 2.8 The City recognizes arts and heritage education as essential to the human spirit through-out all life stages, in developing social capital, community cohesion and the cultural industry.

## 3. Cultural Economic Development

---

- 3.1 The City recognizes the intrinsic nature of cultural areas in the City and supports strategic initiatives to enhance and promote their value.
- 3.2 The City includes the cultural industry in its future economic development plans, acknowledging the significant impact the cultural sector has on the City's economic output (Gross Domestic Product) and its contributions to the economy through employment, consumer spending, festivals and events, and cultural tourism.

# Cultural Policy Directions, Rationale and Administrative Procedure

The rationales outline the basis for the Policy directions and the administrative procedures identify in detail the steps the City can undertake to implement the Policy directions. The administrative procedures are subject to change in implementing the Policy.

## 1. City Leadership

### 1.1 Culture with its many and diverse attributes and applications is a key advocacy and development function of the Corporation reporting through the Community Services Department.

#### **Rationale: Increased Visibility and Influence**

Culture in its many forms and functions is a key contributor to the social and economic progress of the City of Thunder Bay and is too important to be buried deep within a department and division. The success of this Cultural Policy is dependent on its profile within the Corporation. To do this the newly named Division within the Corporation and the implementation of accompanying strategies are the crux of this Cultural Policy. As proven by its recent designation as a *Cultural Capital of Canada*, the City of Thunder Bay is a cultural hub of Northwestern Ontario. Accordingly, City governance structure and practices must reflect the value and importance the community places on culture. With strategic investment on this front, the study recommends support for culture as a means that Thunder Bay may re-position itself in terms of economic and social development.

By extending the name of the Community Recreation Division to *the Recreation & Culture Division*, the City recognizes the role of culture in community building and enables a staff position to work effectively with peers in the Corporation to maximize the social and economic benefits of culture to the people of Thunder Bay, contributing to the following:

1. Quality of Life
2. Economic Impact
3. Population Growth
4. Community Identity and Pride
5. Social Capital and Cohesion
6. Attraction and Retention of Professionals and a Skilled Workforce
7. Success of Our Youth
8. Thunder Bay's Regional Role

#### **Administrative Procedure**

- Create an enhanced profile for culture within the Recreation & Culture Division. Administration will assign the new section and position with an appropriate title that reflects its new emphasis, its overall corporate responsibility beyond the Community Services Department, and a name that provides and promotes an identity for the section. A recommendation for the new section is Cultural Services.
- Shift the current “co-ordinator” position to a full-time professional position with leadership responsibilities within the Corporation.
- Establish a broad-based Cultural Services Advisory Committee to provide community input and advice to Cultural Services. This diverse multi-generational committee would be made up of representatives from business, government, education, aboriginal and ethno-cultural, and the cultural industry.



## **Role of Cultural Services:**

Cultural Services oversees and implements the City of Thunder Bay Cultural Policy. In addition Cultural Services advises Thunder Bay City Council on issues, policies and strategies related to cultural enterprises and activity in the city. Cultural Services develops and manages cultural support programs, participates in city planning and development processes and undertakes special initiatives approved by Council. The activities of Cultural Services are informed by research and analysis of trends in Thunder Bay's cultural sector and best practices in other cities. Cultural Services receives advice and recommendations on the implementation of the Cultural Policy through volunteer committees.

## ***Cultural Services will be responsible for:***

### **Planning and Development**

Coordinate and facilitate cultural development by developing strategies and priorities for implementing the new Cultural Policy.

Spearhead the creation of an annual Community Cultural Plan with arts & heritage & ethno-cultural related organizations, groups, individuals and educational agencies. This will be a planning document that will identify very specific ways to integrate culture into the lives of people and the City's most recent strategic and community plans. The Plan will identify gaps & opportunities and develop strategies to address them.

Facilitate the integration of culture in the City's departments and divisions thereby provide an integrated approach to the City's cultural planning and development.

Encourage and support new and emerging cultural endeavours including cultural education programs.

### **Communication and Marketing**

Develop and administer an annual Communication Plan in adherence with the City of Thunder Bay Corporate Communication Plan.

Promote communication and partnerships among community cultural organizations, business, industry and public service agencies.

Promote the value of culture and community cultural builders within the Corporation and the community.

Develop strategies for branding and coordinating the marketing of arts, heritage, and cultural groups and cultural areas.

### **Funding and Fund Development Program**

Develop and administer the grants program to major city cultural institutions and be the single point of entry for arts and heritage funding, including sustaining and project grants. These major institutions include the Thunder Bay Symphony Orchestra, Magnus Theatre, the Thunder Bay Art Gallery, the Thunder Bay Historical Museum, Definitely Superior Artist-Run Centre Gallery, Cambrian Players and the Northwestern Ontario Sports Hall of Fame.

Cultural Services will ensure the development of the funding programme for the arts and heritage groups includes a fair and equitable system for the allocation of resources. Project grants will be provided to new and emerging as well as existing cultural organizations and individuals.

Provide information services to organizations and individuals regarding cultural grant opportunities available from funding sources other than the City of Thunder Bay. Provide consultation support in the development of the application submission.

Identify and explore cultural funding opportunities from other levels of government.

### **Management**

Work with the results of the Mayor's Task Force on Civic Pride in the updating of the governance, policy, and implementation issues associated with public art. Manage the public art program.

## **Partnership Development**

Ensure opportunities and partnerships related to public heritage are maximized.

Work with neighbouring municipalities and senior levels of government, undertaking joint cultural projects and funding partnerships.

Work with education institutions and other community agencies to develop strategies which utilize cultural resources to achieve mutual goals.

Work with the aboriginal community to develop linkages and promote development.

## **Training**

Provide training and consultation to the cultural industry on how to collect and assess data for measuring economic impact.

Work with other organizations, education institutions and levels of government to facilitate professional and organizational development opportunities.

## **Administrative Structure**

Cultural Services will facilitate the formation of a Cultural Services Advisory Committee (CSAC). This Committee will provide advice, and input to Cultural Services in the implementation of the Cultural Policy. The CSAC will be comprised of 8-12 members, selected through an administrative process, consisting of community members from diverse backgrounds, including business, Aboriginal and youth representatives. These members will provide Cultural Services with a mechanism for bringing forward issues and concerns related to the Cultural Policy, as well as strategy development.

## **Cultural Services Advisory Committee (CSAC)**

Building a strong and vibrant Cultural Services area requires a diversity of community input. Arts & Heritage Thunder Bay has been an instrumental voice in the implementation of the 1991 Policy. A new structure is recommended along with corporate administrative changes. Retire the existing Arts & Heritage Thunder Bay committee and establish a Cultural Services Advisory Committee comprised of broad-based community cultural representation including aboriginal, youth, business, industry and public service. The committee will provide expertise and advice to Cultural Services in the administration and coordination of the Cultural Policy.

## **Grant Review Team**

A Grant Review Team (GRT) will be established to assist Cultural Services in the administration of the Cultural Funding Program. The GRT will adjudicate the applications submitted to the Cultural Funding Program and recommend grant allocations to the Recreation & Culture Division annual budget process through Cultural Services.

## **Cultural Administrative Committee**

Establish an internal committee with designated representatives from various divisions which have interests related to culture to facilitate horizontal cooperation and opportunities.

### **Cultural Services Outcomes**

- ▶ **Culture is a meaningful and tangible contributor to the quality of life of citizens.**
- ▶ **Cultural Industry is an economic engine in Thunder Bay.**
- ▶ **Culture contributes to addressing population growth challenges.**
- ▶ **Visual aspects of the city are a source of community pride.**
- ▶ **Cultural activities foster social participation and community cohesion.**

## 1.2 The City of Thunder Bay invests in the cultural community

### **Rationale: Sustaining and Growing Culture**

As indicated in the College report *Assessing the Economic Impact of Arts & Heritage in Thunder Bay* the cultural industry is a community employer and stimulator of cultural entrepreneurship and activity. It contributes in various ways to the economic vitality of our city. Considerable dollars are leveraged from other government funding bodies into our community as a result of municipal support.

The financial challenges associated with maintaining a facility to provide cultural programming are tremendous given the increases in fixed costs. Recognition of these challenges through ongoing municipal investment provides a return not only to the cultural industry but to the community as well.

To date there have been two different processes that professional cultural organizations go through to apply for annual funding from the City. This has produced inequities and inefficiencies that can be better addressed through one process.

The cultural industry includes not only established professional organizations but new and emerging artists and groups. It is through opportunities to develop their talents that these individuals hone and develop their style.

Municipal government support is integral to the economic survival and growth of our cultural assets. This support includes financial, professional and board development, facilitation and leadership.

### **Administrative Procedure**

- Maintain the existing Sustaining Grants program under the auspices of Cultural Services. Combine the Project and Individual Grants program into a Project Grant program for cultural organizations and individuals involved in cultural activities.
- Develop one annual Sustaining Grant application process through Cultural Services for Cambrian Players, Definitely Superior Art Gallery, MacGillivray Pipe Band, Magnus Theatre, Northwestern Ontario Sports Halls of Fame, Thunder Bay Art Gallery, Thunder Bay Historical Museum, and the Thunder Bay Symphony Orchestra.
- Facilitate opportunities for partnerships, training, and coordinated strategies for sustainability and growth.

#### **Sustaining and Growing Culture Outcomes**

- ▶ **Culture is a meaningful and tangible contributor to the quality of life of citizens.**
- ▶ **Cultural Industry is an economic engine in Thunder Bay.**
- ▶ **Culture contributes to addressing population growth challenges.**
- ▶ **Cultural activities foster social participation and community cohesion.**

### 1.3 The City recognizes that Public Art is a vital component in visually articulating our areas heritage and past traditions, evolving community identity and hopes.

#### **Rationale: Art in Public Spaces**

Public art beautifies cities, gives meaning to place and builds community identity. It contributes to a visually dynamic environment, creating public spaces that celebrate, engage and stimulate. Residents of Thunder Bay take great pride in the magnificent natural setting of their northern community. In 1988, the City adopted an Art in Public Spaces Policy that embraced the principles of high aesthetic quality and open competition for art in public spaces. It recommended a Percent for Art program which set a target of one percent of the capital cost of municipal building projects over \$500,000 for public art.

Despite the development and adoption of the highly professional policy for Art in Public Spaces in 1991 and the establishment of the Committee for Art in Public Spaces (CAPS), the City has not implemented the financial aspect of the policy. Public Art is deeply connected to city beautification, as well as community identity and pride, and the implementation of the Percent for Art resolution would provide the foundation for future endeavours in this area. However, the City has implemented the competition process for public art when outside funding has become available. A Public Art Policy cannot be implemented without adequate funding being put in place. The benchmarking process suggests that a Public Art program is only successful when the municipality provides core funding.

Many aspects of the 1998 revised Art in Public Spaces remain sound.

#### **Administrative Procedure**

➤ **Maintain** the following aspects of the existing Art in Public Spaces Policy, 1998:

▶ **The Collection Management Policies:** Acquisition, Deaccessioning, Loans, Rentals.

➤ **Revise** the following aspects of the Art in Public Spaces Policy, March 1998 to:

▶ **Definition of Public Art:**

Public Art is an artistic endeavour produced for decorative or functional purposes. Public Art is displayed in public areas of buildings, parks and streets, including but not limited to:

- a) Sculpture, freestanding, wall supported or suspended, moving, electronic, in any material or combination of materials
- b) Murals or paintings in any material or variety of materials
- c) Earthworks, fibre works, neon, glass, mosaics, photography, prints, calligraphy
- d) Fixtures such as gates, manhole covers, benches, streetlights, or signage, which may be contracted for artists for unique or limited editions.

▶ **Policy Administration Process**

Administration of the Art in Public Spaces Policy is the responsibility of the Office of Culture with advice from a Public Art Committee.

▶ **Competitions and Commissions Policy**

Administered by Cultural Services in accordance with City of Thunder Bay practices with advice from a Public Art committee.

## Administrative Procedure

- To visually enhance the City through public art, beautification and heritage initiatives.

**Establish a Mayor's Task Force on Civic Pride – “Improving the look of where we live, work and play”!** – A solid and innovative program of public art and heritage can have a great bearing on how the City is perceived by visitors and residents alike. The results of the public consultation suggest that the City is at a crossroads in terms of its future development. *Many people commented on the key contribution that the arts and our community's heritage can play in the beautification of the City. Many expressed this as an urgent matter.*

It is recommended that the Mayor form a special Task Force Committee. This committee will be comprised of 8-12 members, including individuals from the former Committee for Art in Public Spaces (CAPS), the Heritage Advisory Committee (HAC), community, business and industry leaders appointed on the advice of the Mayor. The purpose of the Task Force will be to look at the City's existing Beautification Plan and develop a programme of public art and heritage that will have a highly supported homegrown vision

*The Key Functions of the Task Force will be:*

- To develop strategies for funding Public Art such as a Percent for Public Art program.
- To develop and recommend incentives to encourage and foster private sector participation in enhancing the visual aspects of the City of Thunder Bay through public art, beautification and heritage preservation initiatives.

Once the task force's work is complete, the consultants recommend:

A volunteer committee be established to advise the City's Cultural Services on Public Art and the implementation of recommendations from the Mayors Task Force pertaining to Public Art.

Membership on this revised committee will include artistic representation from a broad base of the community including Aboriginal, youth, business and industry.

## **1.4 Thunder Bay has a rich history and heritage that is to be celebrated and preserved. The City recognizes physical and cultural heritage as a vital part of the civic pride and identity and as essential for a strong united community.**

### **Rationale: Public Heritage**

Heritage resources and organizations such as the Thunder Bay Historical Museum, the Northwestern Ontario Sports Hall of Fame and the Thunder Bay Military Museum recognize and honour our past, and by doing so, they encourage and develop civic pride and identity essential for strong and healthy community.

The Official Plan notes "buildings and sites of historic, architectural, archaeological or cultural significance serve as reminders of the past and constitute important cultural assets within the City". The City of Thunder Bay created the Local Architectural Conservation Advisory Committee in 1979, to recommend significant buildings and properties for heritage protection. Twenty-four properties and one district have been designated. As mandated by the Province this committee is now known as the Heritage Advisory Committee (HAC). It has a broader mandate and slogan "to promote and protect our past". The Committee makes recommendations to City Council about a wide range of matters relating to heritage resources, including their identification, evaluation, protection and promotion. In particular, HAC plays a significant role in advising Council on municipal policies and programs for the management of public heritage resources, and the encouragement of the development of private heritage property, in ways which contribute to the public realm, quality of life in the City, and economic activity.

This policy aims to compliment the work of HAC and inspire cooperation between Cultural Services and HAC as they work towards achieving common and strongly related goals.

### **Administrative Procedures**

- Cultural Services will work with local history and heritage groups to encourage partnerships and communicate opportunities for collaboration.
- Cultural Services will work together with HAC and other history and heritage groups to ensure efforts on behalf of both arts and heritage are coordinated.
- Under the guidance of HAC, Cultural Services will ensure public history and heritage are recognized and integrated into the City's Cultural Plan.

#### **Art in Public Spaces and Public Heritage Outcomes**

- ▶ **Culture is a meaningful and tangible contributor to the quality of life of citizens.**
- ▶ **Visual aspects of the city are a source of community pride.**

## **2. Community Asset Building**

### **2.1 The City recognizes that cultural endeavours and activities play a decisive role in building social capital and cohesion.**

#### **Rationale: Community Partnerships**

Community partnerships are an integral part of community building and community sustainability. Partnerships can mean leveraged resources, stronger promotions, collaboration of skills and talents, community synergy, and the elimination of duplication (and subsequent depletion) of resources.

#### **Community Partnerships - Social Capital and Cohesion**

The demographic character of Thunder Bay is changing, including a steady increase in its Aboriginal population. The following policy is a great opportunity for Thunder Bay to embrace its diverse populations and encourage community engagement. Cultural endeavours and activities are viable ways to foster understanding and to create united social engagement between the culturally diverse groups in the Community, including: Aboriginal and non-aboriginal cultures as well as resident and immigrant cultures.

#### **Administrative Procedure**

- Cultural Services will facilitate the integration of culture throughout the City's departments and divisions and work with community groups to encourage partnerships and social engagement.

### **2.2 The City encourages Aboriginal leadership involvement in the community and recognizes Aboriginal Culture as a contributor to economic development, tourism, cultural activity and the basis for a strong community identity.**

#### **Community Partnerships - Aboriginal Involvement and Leadership**

Community members consulted recognized that the Aboriginal population of Thunder Bay is growing; making a strong contribution to the community with a rich heritage that is respected and honoured. Many of the downtown core offices and storefronts vacated by real estate and professional businesses are now occupied by Aboriginal organizations staffed by professionals. These are local and regional organizations that are often bringing new money and new ideas into the City. Aboriginal people are making a positive contribution to the community and as the population of Thunder Bay continues to age, the in-migration of Aboriginal young people bolsters the important youth demographic that otherwise is in decline.

#### **Administrative Procedure**

- Cultural Services will work with Aboriginal leaders to create cultural awareness and build bridges between Aboriginal and non-Aboriginal communities in Thunder Bay.

## **2.3 The City recognizes grassroots cultural initiatives as a keystone of creativity and community engagement. Community cultural collaborations build engaged social structures for a strong community and encourage ongoing interest and support for arts, heritage and cultural development.**

### **Community Partnerships- Support for Grassroots Initiatives**

Grassroots initiatives offer the community opportunities for social engagement and the development of a healthy and vibrant community. In turn, a strong community is the setting for healthy and vibrant economic development. For example, in its *Community Arts Workbook*, the Ontario Arts Council defines Community Arts broadly, as a collective method of art-making, engaging professional artists and communities through collaborative creative expression. It is as much about the process as it is about the artistic product outcome. While Community Arts itself is not new (the tradition of artists working with communities is indeed an old one), what is new is the recognition that creating art is a way to bring together art, society, and life to form strong bonds of understanding and connection within the community. This broad definition identifies three elements that separate community arts from other methods of art-making:

- The co-creative relationship between artist and community
- A focus on process as an essential tool for collective, collaborative, mutually-beneficial results
- The active participation of artists and community members in the creative process

Because arts and heritage work in concert as cultural resources in Thunder Bay, this policy includes historians and heritage professionals as partners, like artists, who can engage the community in creative processes that honour the present and future by exploring the past.

### **Administrative Procedure**

- Cultural Services will identify all groups and individuals engaged in grassroots cultural projects in Thunder Bay and work with them to ensure they are included in the annual cultural plan, communication and partnership opportunities.

## **2.4 The City recognizes arts & heritage education as essential throughout all life stages, in developing social capital, community cohesion and the cultural industry.**

### **Community Partnerships -Support for Cultural Education**

Key to the preservation and development of the many aspects and attributes of culture is accessibility for citizens throughout their life to a range of cultural educational experiences. With dwindling resources and shifting priorities, traditional cultural educational opportunities for children and youth have been in steady decline.

### **Administrative Procedure**

- Continue to encourage the development and implementation of community arts, heritage and ethno-cultural education life span programs as they play an invaluable role for all.

#### **Community Partnerships**

- ▶ Culture is a meaningful and tangible contributor to the quality of life of citizens
- ▶ Cultural Industry is an economic engine in Thunder Bay.
- ▶ Cultural activities foster social participation and community cohesion



### 3. Cultural Economic Development

#### 3.1 The City recognizes the intrinsic nature of cultural areas in the City and supports strategic initiatives to develop and promote their values.

##### **Rationale: Enhance and Promote Cultural Districts**

Many community consultation participants said that “urban density” is needed in order to combat urban sprawl and for cultural activity to flourish. Urban density can be defined as areas that offer gathering places and provide attractive public spaces, such as vibrant storefronts. Formalized Cultural Districts will create this sense of urban density, be part of the beautification of Thunder Bay, and foster community pride. Cultural identification already exists in the City of Thunder Bay with the Bay/Algoma, Finnish and Italian business district; Westfort Village etc. Strategies to enhance and promote these areas as dynamic cultural districts are necessary.

##### **Administrative Procedure**

The City will work with area business leaders to develop three to four distinct and branded Cultural Districts – each with a different theme. A brand reflects the primary source of a district’s competitive advantage and is a valuable strategic asset for marketing and promotion. Improvements to each area will inspire interpretation by artists, historians and engage citizens. The results will be invigorated and revitalized areas with improved urban density.

- The City’s Cultural Services and the Planning Division, in consultation with the Heritage Advisory Committee (HAC) and other appropriate bodies, will review all previous reports related to heritage and arts districts including the existing Beautification Plan and the recommendations of the Mayor’s Task Force on Civic Pride. These will serve as the foundation for the development of Cultural Districts.
- Each Cultural District would have a theme that helps people explore the history and culture of the area. Each area would also feature public art, special signage and a gathering place which would be identified as such.
- Cultural Services will work with HAC and the Planning Division to develop zoning and tax incentives for the owners of heritage buildings as well as for artists and creative entrepreneurs who have or want to open studios and shops in these Cultural Districts. A strategy for the promotion of these incentives will be developed.

##### **Cultural Districts Outcomes**

- ▶ **Culture is a meaningful and tangible contributor to the quality of life of citizens.**
- ▶ **Cultural Industry is an economic engine in Thunder Bay.**
- ▶ **Culture contributes to addressing population growth challenges.**
- ▶ **Visual aspects of the city are a source of community pride.**
- ▶ **Cultural activities foster social participation and community cohesion**

### **3.2 The City includes the cultural industry in its future economic development plans, acknowledging the significant impact the cultural sector has on the GDP and its contributions to the economy through employment, consumer spending, festivals and events, and cultural tourism.**

#### **Rationale: Economic Development and Cultural Tourism**

In the new economy, the cultural sector offers much more than just quality of life benefits. Cultural organizations, institutions and events have a direct and indirect impact on economic development, and play a significant role in the stabilization, diversification, and growth of the local economy.

#### **Administrative Procedures**

- Cultural Services will work closely with the City's Tourism and Economic Development Divisions in matters of cultural tourism to ensure the integration of cultural matters into future tourism economic development plans and strategies, and to continue to promote and market Thunder Bay as a Cultural Tourism Destination.
- Cultural Services will work with other government bodies, including the provincial Ministry of Northern Development and Mines, to integrate the cultural industry into economic and tourism strategies.
- Cultural Services will work with festival organizers and other arts, heritage and cultural organizations to encourage the collection of data that can be used in Economic Impact Studies.
- Cultural Services will work with other City departments and the cultural community in an in depth economic impact study of the cultural industry in Thunder Bay.
- Cultural Services will work with other city departments who recruit professionals for the City. This could include the development of a package for new residents to Thunder Bay that encourages these new members of the community to engage with arts, heritage, and cultural diversity.
- Cultural Services will actively encourage post-secondary students of arts and heritage-related programmes in Thunder Bay to stay in the City by initiating programmes that engage them in the community and communicate the City's zoning and tax incentives for artists and creative entrepreneurs to create studios and shops in the Cultural Districts.
- Cultural Services will work with governing bodies to promote Thunder Bay as a destination for immigrants to Canada and Ontario.

#### **Economic Development and Cultural Tourism**

- ▶ Cultural Industry is an economic engine in Thunder Bay
- ▶ Culture contributes to addressing population growth challenges.