

Strategies and Actions

The table below is a summary of Strategies and Actions in this Plan. Timelines, potential budget and year impacts are outlined. It should be noted that the approval of this Plan does not automatically approve the outlined funding requirements. Actions requiring future funding will be reviewed as part of the City’s budget approval process in the year the lead department submits the request for its consideration for funding. Costs outlined are ranges only or estimates based on current costs and best-practices and may not necessarily represent final cost impacts.

Action		Timeframe										Responsibility	Financial Implications		
No.	Task	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Lead Department	Operating Yes/No	Capital	Estimated costs in thousands /Year to be Requested in Budget
Strategy 1: Creative Economy - Strengthen and diversify Vaughan’s economy by leveraging its creative and cultural assets.															
Action: 1.1: Build on current strengths in the creative cultural industries to support growth in the sector.															
	Assess the competitiveness of targeted creative industry sectors by defining established, emerging, declining and potential industries using tools such as OMAFRA’s Assessment Tools for Local Economic Development.											Economic Development	N	N	
	Continue to develop Vaughan’s cultural mapping systems and capacities to support strategies and investments in the creative cultural industries.											Economic Development	N	N	
	Capitalize on the activities of the Vaughan Business Enterprise Centre to assist creative entrepreneurs and small and medium businesses.											Economic Development	N	N	
	Examine the potential for an Entrepreneurial Leadership platform to mentor and encourage the cultural industry sector.											Economic Development	N	N	
	Develop initiatives and incentives to attract creative talent, investment and industries.											Economic Development	N	N	
	Increase staff resources to focus greater attention on creative cultural industries, and cultural clusters.											Economic Development	Y	N	\$90 2011

Action		Timeframe									Responsibility	Financial Implications			
No.	Task	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Lead Department	Operating Yes/No	Capital	Estimated costs in thousands /Year to be Requested in Budget
Action 1.2: Promote and market the City of Vaughan as a cultural tourism destination with unique cultural experiences and amenities.															
	Include cultural tourism in the overall marketing of tourism initiatives for the City.											Economic Development	Y	N	\$50 2012
	Explore collaboration with York Region in the development and promotion of cultural tourism and cultural tourism programs and services.											Economic Development	N	N	
	Encourage the collaboration across York Region of cultural mapping systems currently in place to increase awareness and promotion of Regional cultural assets.											Economic Development	N	N	
	Explore strategies with York Region for accessing tourism marketing investments through the new Regional Tourism Organization resulting from the Government of Ontario's regionalizing of tourism marketing funding.											Economic Development	N	N	
	Explore the use of cultural tourism web applications such as itinerary builders, podcasts, video clips etc. that augment Vaughan's or a Regional cultural mapping system.											Economic Development	N	N	
Action 1.3: Strengthen existing and support the development of new festivals and events in Vaughan by developing a cultural festival and events strategy.															
	Review and develop recommendations for a festivals and events strategy that includes funding and marketing strategies.											Corporate Communications	Y	N	\$50-300 2013
	Consider the establishment of new festivals of international caliber that are linked to emerging cultural hubs such as the Metropolitan Centre.											Economic Development	N	N	

Action		Timeframe									Responsibility	Financial Implications			
No.	Task	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Lead Department	Operating Yes/No	Capital	Estimated costs in thousands /Year to be Requested in Budget
Action 1.4: Undertake a place-branding strategy that leverages Vaughan's unique cultural assets to articulate a unique and compelling identity for the City.															
	Consider the inclusion of Vaughan's cultural assets/ identity in a City place-branding strategy.											Economic Development	Y	N	\$50 2011
Strategy 2: Creative Capacity – Support the development of a healthy and sustainable cultural sector in Vaughan.															
Action 2.1: Develop a Vaughan investment strategy and incentives for cultural development.															
	Prepare a report and recommendations for a Vaughan Cultural Investment Fund.											Recreation & Culture	Y	N	\$50-300 2012
	Review and assess current cultural funding opportunities/programs at other levels of government and their potential link to City initiatives.											Recreation & Culture	N	N	
	Explore opportunities to develop an 'endowment' fund to build cultural initiatives, infrastructure and development.											Recreation & Culture	N	N	
Action 2.2: Facilitate networking and leadership development to strengthen capacity and organizational sustainability across Vaughan's cultural sector.															
	Examine opportunities to collaborate with community and Regional partners to increase learning and development of Vaughan's cultural sector.											Recreation & Culture	N	N	
	Collaborate with cultural sector stakeholders, businesses and community partners to develop an annual summit or conference as a networking vehicle for the incubation of ideas and potential initiatives.											Recreation & Culture	N	N	

Action		Timeframe									Responsibility	Financial Implications			
No.	Task	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Lead Department	Operating Yes/No	Capital	Estimated costs in thousands /Year to be Requested in Budget
Action 2.3: Strengthen promotion and marketing of Vaughan's rich cultural and heritage resources through communications and engagement strategies.															
	Develop a communication and marketing strategy, tools and marketing materials to increase awareness of culture and heritage resources/ initiatives to promote cultural and heritage assets.											Recreation & Culture	Y	N	\$50 2012
	Include, promote and profile Vaughan artists, arts and cultural groups and activities in festivals and events.											Recreation & Culture	N	N	
	Increase staff resources to develop programs, services and opportunities for community cultural initiatives and development.											Recreation & Culture	Y	N	\$80 2012
Action 2.4: Pursue opportunities for increased programming initiatives in community centres, civic spaces and with community partners.															
	Create a working group with representation from Recreation and Culture and Vaughan Public Libraries to review potential partnerships in cultural programming initiatives.											Recreation & Culture	N	N	
	Develop partnerships with community artists, and cultural organizations for cultural programs and initiatives.											Recreation & Culture	N	N	

Action		Timeframe										Responsibility	Financial Implications		
No.	Task	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Lead Department	Operating Yes/No	Capital	Estimated costs in thousands /Year to be Requested in Budget
<p>Strategy 3: Creative Places - Create memorable cultural spaces and places across the community to strengthen quality of place.</p>															
<p>Action 3.1: Embrace an integrated systems vision for cultural facility development.</p>															
	Identify spaces in new buildings and those designated for adaptive re-use to provide a range of interconnected or stand-alone spaces to be used for cultural activity and initiatives.											Recreation & Culture	N	N	
	Examine opportunities to create cultural clusters and hubs to support the growth and development of the creative cultural industries in Vaughan.											Recreation & Culture	N	N	
<p>Action 3.2: Leverage land use policies to support the growth of cultural clusters and cultural hubs.</p>															
	Support the development of cultural clusters and hubs across the community through land use planning tools.											Development Planning	N	N	
	Support the provision of affordable spaces to support creative and cultural industry development.											Development Planning	N	N	
	Support housing options for the creative cultural sector within areas designated for intensification or residential to attract and retain talent.											Development Planning	N	N	
<p>Action 3.3: Develop existing and potential creative clusters and cultural centres in neighborhoods and civic spaces.</p>															
	Complete a feasibility study to explore the development of a municipal art gallery at the Civic Centre campus.											Recreation & Culture	N	Y	\$50 2009

Action		Timeframe										Responsibility	Financial Implications		
No.	Task	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Lead Department	Operating Yes/No	Capital	Estimated costs in thousands /Year to be Requested in Budget
	Encourage the development of a large performing and/or visual arts centres as part of the Metropolitan Centre development.											Economic Development	N	N	
	Encourage the participation of cultural sector representatives on municipal design panels, and public, statutory and non-statutory committees.											Recreation & Culture	N	N	
Action 3.4: Build culturally rich public spaces across Vaughan through a commitment to strong urban design, investment in public art and place making.															
	Involve representatives from the cultural sector and artists on public design panels in the planning for public spaces and civic places where appropriate.											Development Planning	N	N	
	Develop a Public Art Policy that identifies a funding source for public art from private/development sources.											Policy Planning	N	Y	\$50 2011-2013

Strategy One: Creative Economy

Strategy 1:

Creative Economy - Strengthen and diversify Vaughan's economy by leveraging its creative and cultural assets.

It is the policy of Council 'To attract and support the growth and expansion of creative and cultural industries throughout Vaughan as an important and growing sector of the economy.'

"A strong and diverse economy includes a focus on fast-growing creative (and) cultural industries. Creativity and culture not only contribute to economic growth, but they enhance communities to attract more residents and employees, leading to further economic growth. Vaughan's significant cultural resources, ethnically diverse population, and vibrant culture provide a good framework for developing stronger cultural industries. Vaughan will support growth in creativity and culture through a broad approach to cultural recognition and support. Public realm investments and programming, such as the new Civic Square, will provide enhanced public spaces that offer further opportunities for festivals and other events. Broader support for cultural facilities and activities within Centres and other appropriate areas will nurture cultural industries and allow the formation of larger cultural clusters."

Vaughan Official Plan: Economy Chapter

Considered globally as one of the drivers of the knowledge economy, creativity and culture is increasingly understood to play a crucial role in economic life by attracting talent and investment, helping express the unique identity of cities and communities, and acting as a catalyst for innovation across all industries.

Recent studies of the creative economies in Eastern Ontario, Southwestern Ontario and Durham Region⁶ offer insights into policy and planning frameworks and data analysis that can inform growing the creative economy in Vaughan. The reports identify four broad categories of actions for municipalities.

- *Coordination of stakeholders* - Effectively positioning the creative economy as a significant economic opportunity requires the collaboration and coordination of various governments, businesses, and intermediaries such as Business Enterprise Centres, educational institutions and not for profit agencies.
- *Enhanced networking and building an environment of creativity* - The creative economy is multi-sectoral and requires both physical and virtual networking opportunities to enable collaboration and foster creativity.
- *Nurturing creative enterprises and people* - Successful business retention and expansion programs geared to the creative economy can provide ongoing programs and support to help existing businesses expand with new products and new markets.
- *Marketing and place-branding* - A strong quality of place experience is required to attract and retain creative people and industries. This includes: recreational and cultural amenities, diversity of entertainment offerings, public transit, community safety, availability of health care etc. But people also want to live in places with a distinct identity and sense of place emerging from the unique stories and history of the community, distinctive natural and cultural heritage, etc.

⁶ Millier, Blais, Dickinson, AuthentCity, Martin Prosperity Institute (2009). Canada's Creative Corridor: Connecting Creative Urban and Rural Economies within Eastern Ontario and the Mega Region

Action: 1.1:

Build on current strengths in the creative cultural industries to support growth in the sector.

The Province of Ontario has signaled a growing interest in the creative cultural industries. The Ontario Ministry of Finance's report *Toward 2025: Assessing Ontario's Long-Term Outlook* identified the 'Entertainment and Creative Cluster' as one of three high potential growth areas in the economy alongside Information and Communications Technologies (ICT) (with which the creative cultural industries have strong ties) and Financial Services.

The Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) recently piloted a program to support Ontario municipalities in examining their strengths in the creative cultural industries. A more rigorous analysis was applied to both creative industries and creative occupations using Statistics Canada Canadian Framework for Culture Statistics. Occupations within the creative class were classified using Richards Florida's framework for the creative class. This analysis should be accessed to acquire finer insights into Vaughan's competitive strengths.⁷

Priority / Timeframe: Short to Mid Term: 1-5 years

Lead: Economic Development

Tasks:

1. Assess the competitiveness of targeted creative industry sectors by defining established, emerging, declining and potential industries using tools such as OMAFRA's Assessment Tools for Local Economic Development.
2. Continue to develop Vaughan's cultural mapping systems and capacities to support strategies and investments in the creative cultural industries.
3. Capitalize on the activities of the Vaughan Business Enterprise Centre to assist creative entrepreneurs and small and medium businesses.
4. Examine the potential for an Entrepreneurial Leadership platform to mentor and encourage the cultural industry sector.
5. Develop initiatives and incentives to attract creative talent, investment and industries.
6. Increase staff resources to focus greater attention on creative cultural industries, and cultural clusters.

Resource Implications: Additional resources will be required to implement the increase in staff recommendation with an estimated cost of \$90,000.

Leading Practice: Vaughan Cinespace Film Studios and York University Interdisciplinary Project - Researchers are expanding the GTA's capacity for 3D film production and have invested \$1.4 million in an interdisciplinary project which includes filmmakers, vision scientists, psychologists and creative industry partners.

⁷ Statistics Canada (2004). The Canadian Framework for Cultural Statistics: www.statcan.gc.ca/pub/81-595-m/81-595-m2004021-eng.pdf

The recent success of films like *Avatar* has changed the perception of 3D film with the public and the major studios. As more live-action films, dramas, and documentaries get developed in 3D over the next few years, the GTA must aggressively build its capacity for 3D film production. 3D FLIC envisions the GTA as a hub for the best quality and most original stereoscopic film production.

Nell Tenhaaf, Professor and Associate Dean, Research, Faculty of Fine Arts - project lead.

3D FLIC has a unique funding arrangement with Ontario Media Development Corporation (OMDC) and Ontario Centres of Excellence. The 3D FLIC team includes: Cinespace Film Studios from Vaughan; the Canadian Film Centre (CFC); Ontario Centres of Excellence (OCE); Computer Animation Studios of Ontario (CASO); 3D Camera Company (3DCC); Creative Post Inc.; Starz Animation Toronto; PS Production Services; Side Effects Software; and Saw VII Production Canada, Inc

Designed to help Ontario's entertainment and creative industries invest in smart ways to grow their competitive advantage in the global marketplace, the partnership fund supports projects involving book and magazine publishing, music, film, television, interactive digital media, and commercial theatre. This industrial cluster experienced growth in 2009 and produces \$15 billion in revenue and over 200,000 jobs, contributing \$12.7 billion to the province's GDP.

<http://www.yorku.ca/mediar/archive/Release.php?Release=1825>



Rina Gottesman, *Finding My Way*, Vaughan Juried Art Exhibition

Action 1.2:**Promote and market the City of Vaughan as a cultural tourism destination with unique cultural experiences and amenities.**

Tourism is a strong contributor to Vaughan's economy. Large attractions, such as Canada's Wonderland and the McMichael Gallery are complemented by the small scale tourism experiences and opportunities offered in historic villages cores with their strong heritage buildings and districts, museums and other culture and heritage resources. The Official Plan draws attention to the importance of promoting cultural resources, facilities and events as unique regional tourism destinations, and to promote tourism activities in Vaughan's cultural heritage districts.

Cultural tourism has for several years been one of the fastest-growing and lucrative segments of the North American travel industry. The demand for cultural tourism experiences is being driven by the 50-plus "mature market" seeking learning-based travel and cultural enrichment. Cultural tourists are more highly educated, stay longer in the destinations they visit, earn more, spend more, and are more likely to choose commercial accommodation than to stay with friends or relatives.

Leading jurisdictions are directing increased attention to *place-based cultural tourism* as an alternative to the traditional focus on large attractions. A leading cultural tourism expert in Canada defines place-based tourism as: "Capitalizing on a destination's unique identity, cultural character and 'sense of place,' place-based cultural tourism maximizes a destination's appeal to cultural tourists and maximizes a destination's profit from cultural tourism."⁸

Vaughan has the potential to leverage the abundance of cultural resources to create a strong and highly recognized destination. A coordinated approach to promoting and marketing cultural assets will be essential in encouraging local residents and visitors to see and do more.

Priority / Timeframe: Short-term: 1-3 years

Lead: Economic Development

Tasks

1. Include cultural tourism in the overall marketing of tourism initiatives for the City.
2. Explore collaboration with York Region in the development and promotion of cultural tourism and cultural tourism programs and services.
3. Encourage the collaboration across York Region of cultural mapping systems currently in place to increase awareness and promotion of Regional cultural assets.
4. Explore strategies with York Region for accessing tourism marketing investments through the new Regional Tourism Organization resulting from the Government of Ontario's regionalizing of tourism marketing funding.
5. Explore the use of cultural tourism web applications such as itinerary builders, podcasts, video clips etc. that augment Vaughan's or a Regional cultural mapping system.

⁸ Steven Thorne (2008). "Place as Product: A Place-Based Approach to Cultural Tourism." *Municipal World*. September 2008

Resource Implications: Additional resources will be required to implement the cultural tourism initiative at a cost of approximately \$50,000.

Leading Practice: Niagara Greenbelt Tourism Website - Funded by the Ontario Greenbelt Foundation, the project is a joint venture involving Tourism Niagara (a division of Niagara Economic Development Corporation), Brock University's Department of Tourism and Environment, Niagara's Greenbelt municipalities, and participating agencies.

The main product is the Niagara Greenbelt Gateway Website, a project committed to promoting more sustainable modes of tourism and alternative tourism destinations in the Niagara Greenbelt region. The Niagara Greenbelt site is an innovative user-focused site that features trip planning, itinerary building, mapping and directional capabilities, multimedia interpretive aids, user feedback features, and a comprehensive database of Niagara Greenbelt points of interest.

<http://www.niagaragreenbelt.com>



Victor Paluck, *Goal Line*, Vaughan Juried Art Exhibition

Action 1.3:**Strengthen existing and support the development of new festivals and events in Vaughan by developing a cultural festival and events strategy.**

The importance of festivals as both economic and community drivers were a strong theme through out the consultation and community engagement process. While important, many existing festivals are struggling with inadequate funding and capacity. Another theme was the need for the City to 'remove barriers' that make organizing and delivering festivals difficult and to help facilitate inter-departmental cooperation in supporting festivals across the community.

Burlington has made festivals and events a key economic development priority and developed a Festivals and Events Strategies to leverage these opportunities and support enhanced collaboration among festival groups and organizers. While the Strategy does not exclude the possibility of the municipality developing and directly delivering future events, the more important role seen for the municipality is that of enabler, incubator and facilitator. The Strategy contains 10 recommendations divided into three categories: Attract New Events; Enhance Smaller Events; Increase Impact of Signature Events

Among the low-cost interventions identified by the Strategy were: development of templates, best practices, further refinement of Festival and Events manuals; web site enhancements; articulating the central theme.

Other municipalities such as Saint John and New Brunswick have supported shared office space and administrative infrastructure for major festival groups.

Priority / Timeframe: Short-term: 1-3 years

Lead: Corporate Communications & Economic Development

Tasks:

1. Review and develop recommendations for a festivals and events strategy that includes funding and marketing strategies.
2. Consider the establishment of new festivals of international caliber that are linked to emerging cultural hubs such as the Metropolitan Centre.

Resource Implications: Additional resources will be required to implement the festivals and events strategy. Best practices show budgets for this from \$50,000 to 300,000 depending on funding models and size of municipality.

Leading Practice: The Vancouver International Digital Festival - Is an event for the top creative minds working in digital media which attracts visionaries from games and digital entertainment, Web 2.0, interactive design, animation and mobile applications, The event has included international business matchmaking, 'big picture' conference sessions on the latest trends and markets in digital media, a recruiting fair, high-level seminars for creators, designers, and producers, and loads of networking parties.

Some Festival highlights have included:

- *Vidfest Opening Gala and Awards Ceremony* - the kick-off ceremony
- *An International Partnering Forum* – which was a full day of networking sessions and targeted one-on-one meetings. Companies looking for business matches, distributors, and development partners in all sectors of the digital entertainment industry were involved and offered the opportunity to meet industry veterans and decision-makers, cutting edge creators and emerging players.
- *A Workshop on Creativity* – featured a prominent speaker offered sessions on the latest tools to build

design programs to speed up production, expand the range of works, and enhance skills in composition and selection,
Screenings – most recent new media on the big screen and exclusive first time screenings.



Vaughan of A Kind 2009

Action 1.4:

Undertake a place-branding strategy that leverages Vaughan's unique cultural assets to articulate a unique and compelling identity for the City.

Vaughan is blessed with a rich history, unique natural and cultural heritage features, an enviable and unique mix of very different communities, people and places spread over a rural landscape including historic village cores. While the diversity of these assets and characteristics are strengths, they also pose a challenge to communicating a coherent image of Vaughan to both residents and visitors. The absence of a downtown has also contributed to a lack of a strong sense of city-wide identity.

Today cities are vying to define themselves as one-of-a-kind authentic places that will lure people, investment and visitors to their locale. Why choose here? What makes us unique? In this context, place-branding has emerged as a critical tool in the competitive places arsenal.

Capturing distinctiveness is the essence of any brand. But identifying the most compelling and, meaningful culture and identity assets in any given locale has often been a daunting process. Today, leading jurisdictions are exploring synergies between cultural mapping and place-branding in order to capture what is unique about a community that makes it a place where people want to live, work, play and invest.

Priority / Timeframe: Short-term: 1 to 3 years

Lead: Economic Development

Tasks:

1. Consider the inclusion of Vaughan's cultural assets/ identity in a City place-branding strategy.

Resource Implications: \$50,000 -Some work has already been completed in this area. Additional marketing and branding costs are required to fully implement this strategy outside of the already budgeted monies and will be identified and requested in the yearly Operating budget process.

Leading Practice: Niagara Originals - Niagara Originals was a place-branding strategy that emerged from a major regional economic development forum in 2007 called Niagara Palooza. One of the primary needs identified at the forum was the absence of a coherent brand for the region. While the Falls enjoyed world-wide recognition, the story of the region beyond the Falls was fractured and confusing.

What emerged from the place-branding research and consultation was a powerful story of originality. For tourists, Niagara's abundance of "original" experiences includes everything from the drama of its great physical assets to its theatre and wineries to its history of entrepreneurs, to leading digital media successes today. The branding platform provides a means of leveraging the unique natural and cultural assets and stories of Niagara to promote the region to both residents and tourists. Most importantly, Niagara communities have a story they can call their own – one that leverages their history and natural wonders but connects them to authentic new dimensions of future growth.

Since the inception of the Niagara Originals strategy more than 70 different business and community sectors and interests have adopted the visual identity. <http://www.niagaraoriginal.com>

Strategy Two: Creative Capacity

Strategy 2:

Creative Capacity – Support the development of a healthy and sustainable cultural sector in Vaughan.

A major outcome of *Creative Together Cultural Plan* is establishing a shared vision of the creative cultural sector that enables partnerships and collaboration across a wide range of arts, heritage, libraries, creative industries and other cultural groups. Many of these organizations face similar challenges in administrative capacity, marketing and audience development, training and professional development, among others.

The community survey revealed the following priorities related to strengthening the cultural sector in Vaughan.

- Strengthen partnerships with the cultural sector, business and community partners;
- Integrate culture more fully in the City's economic development strategies;
- Develop strategies to attract and retain creative talent.
- Integrate culture into planning and decision-making across all departments;
- Increase awareness and understanding of Vaughan's diverse cultural resources, cultural development and planning in the community and among all municipal staff;
- Support networking, information sharing and leadership development;
- Leverage cultural resource mapping to broaden awareness, provide access to information and activities and to determine clusters of activity and areas for potential growth;
- Identify opportunities to enhance or develop diverse activities, spaces and facilities for culture.

Active Together, the City of Vaughan Parks, Recreation, Culture & Libraries Master Plan recommended increased investment by the City in cultural facilities and program delivery. The Cultural Plan provides a framework and set of new understandings and mechanisms to support the implementation of these investments. It does this by:

- Better integrating cultural investments with other City plans and priorities;
- Strengthening cross-departmental planning and investments;
- Leveraging co-investments by community and business partners (through mechanisms such as the Cultural Roundtable).

Action 2.1:**Develop a Vaughan Cultural Investment strategy and incentives for cultural development.**

While Vaughan has cultural facilities and programs of which it can be proud, its current level of investment relative to other municipalities remains limited. Comparative research on a range of other municipalities set out in Appendix A indicates that Vaughan is the only municipality surveyed who does not provide grant funding to the cultural sector and the City falls well below others on total per capita spending on culture. The research also confirms that Vaughan currently offers a relatively limited number of venues for cultural activity compared to other municipalities. The levels of municipal staff support for cultural planning and cultural service delivery compared to other municipalities also points to the need for increased investment.

As the City of Vaughan looks forward to investments in cultural development, it can draw on the experience of other municipalities that have undertaken processes to establish integrated Cultural Investment Strategies. These Strategies provide a framework for rationalizing different types of funding and investment to leverage maximum return on investments both inside and outside the municipality. They address a wide range of investment opportunities (e.g. core/operating funding, stabilization funding, fee-for-service models, special project funding, loans and working capital, in-kind support, tax incentives, etc.)

Cultural Investment Strategies can provide a foundation for working with other local sectors and constituencies such as those represented on local cross-sectoral leadership groups (in some communities these take the form of Cultural Roundtable). They can delineate different types of funding and help to address gaps in the local funding ecology.

A consistent theme throughout the community consultations was the desire from participants that the City of Vaughan make an explicit commitment to increased investment in cultural development. This should be based on multi-year financial investment initiatives and incentives and could include per capita targets, percentage bonusing, tax incentives, increasing endowment funds and sponsorships etc.

The City's Cultural Investment Strategy should position the City to develop investment initiatives for funding programs, projects, events and initiatives including support for non-profit cultural organizations. The Cultural Investment Strategy should include a funding partnership strategy to ensure collaboration with community and business partners. Funding criteria should reflect stakeholder and community priorities including the development of innovative projects etc.

Priority / Timeframe: Short-term to Mid-Term:1 to 5 years

Lead: Recreation and Culture Department

Tasks:

1. Prepare a report and recommendations for a Vaughan Cultural Investment Fund the considers the following:
 - i A multi-year funding framework to sustain creative cultural industries, on-profit cultural organizations, festivals and events and activities;
 - ii One-time activities and special project funding for innovative creative projects and initiatives (e.g. interactive digital media, cross disciplinary projects/programs, few forms of interpretation of heritage resources initiatives etc.);
 - iii Project and seed funding for cultural development initiatives which involve a number of partners/collaborators;
 - iv Matching funds for partnerships with private sector for cultural initiatives; and
 - v 'Artist in communities' or 'artist in residence' projects.

2. Review and assess current cultural funding opportunities/programs at other levels of government and their potential link to City initiatives.
3. Explore opportunities to develop an 'endowment' fund to build cultural initiatives, infrastructure and development.-

Resource Implications: There are financial resources required to implement a cultural investment strategy. Best practices show approximately \$50,000 to \$300,000 in municipal funding to cultural organizations etc. depending on size and model of program.

Leading Practice: The St. Catharines Cultural Investment Policy - designed to strengthen, build and invest in the cultural community of the city in order to improve the spirit and quality of life for residents of St. Catharines. It aims to achieve the following goals:

1. Provide access to cultural opportunities for all of St. Catharines' citizens.
2. Enhance St. Catharines' desirability as a community in which to live, work and play
3. Celebrate and encourage cultural and artistic diversity.
4. Promote civic identity.
5. Stimulate economic development and cultural tourism opportunities.

The programs developed to carry out the St. Catharines Cultural Investment Policy are structured to build and strengthen the cultural assets of St. Catharines and to allow for innovation, growth and change in the future.

- **Sustaining Program** – Multi-year funding intended for established cultural organizations, festivals and celebrations and designed to support a range of cultural activities and art forms, reflecting different cultural traditions and art practice.
- **Cultural Development Program** - Intended for new and developing arts and heritage organizations, for established organizations that work on a project basis, and for organizations undertaking a special one-time cultural initiative, festival or celebration. Equipment and small capital costs may be considered.
- **Artist in the Community Program** - Intended to support projects that provide creative opportunities for community members to work with a professional artist, resulting in the public presentation of art expressing community interests and issues. *City of St. Catharines*
http://www.stcatharines.ca/recreation/rec_ps_policies.asp#sccip

Action 2.2:

Facilitate networking and leadership development to strengthen capacity and organizational sustainability across Vaughan's cultural sector.

Many individual artists, cultural workers and cultural organizations have similar needs in terms of professional and organizational sustainability. The City can develop and/or facilitate strategies to address needs such as: networking and knowledge sharing; leadership and skill development; coordinated marketing and communications; collaborative use of space, equipment, among others.

Strong support was voiced during the *Creative Together* engagement process for the potential of developing a shared administrative facility for cultural organizations in Vaughan. Spaces can also be provided under the current initiative to use heritage buildings for studio, administrative and cultural activities. Providing space for cultural organizations and activities and can also be part of the commitments for integrating cultural spaces in new facilities (including libraries and community centres) as articulated in Active Together.

Networking mechanisms to support peer-to-peer learning and knowledge exchange exist in the form of the Museums and Archives Network in York Region and the Southwestern Ontario Cultural Managers Network. The recent establishment of a York Region Arts Council offers strong opportunities to strengthen networks and support leadership development in the cultural sector in Vaughan.

Priority / Timeframe: Short-term: 1-3 years

Lead: Recreation and Culture Department

Tasks:

1. Examine opportunities to collaborate with community and Regional partners to increase learning and development of Vaughan's cultural sector.
2. Collaborate with cultural sector stakeholders, businesses and community partners to develop an annual summit or conference as a networking vehicle for the incubation of ideas and potential initiatives.

Resource Implications: None

Leading Practice: City of Austin Economic Growth and Redevelopment Services

One innovative approach to growing the creative cultural industries can be found in the Creative Industries Loan Guarantee Program managed by the City of Austin Economic Growth and Redevelopment Services

The Program is designed to encourage private lenders to provide financing for creative industries, not-for-profits, related to those creative industries, and individuals involved in the creative industries. The purpose of the program is to enhance job creation and retention of which the creative industries are a vital component.

Austin's cultural sector includes leading edge discipline hybrids such as the emerging 'green' art community which includes a community based organization, Austin Green Art. There are also examples of arts and health strategies such as at the Dell Children's hospital where the Austin Museum of Art (AMOA) works with the hospital's Child Life Department to involve patients in monthly lessons and activities related to a work of art exhibited in the hospital. Patients create unique works of art with AMOA staff members and volunteers. City of Austin.

www.ci.austin.tx.us/telecom/downloads/milprog01.pdf

Action 2.3:

Strengthen promotion and marketing of Vaughan's rich cultural and heritage resources through communications and engagement strategies.

"Understanding and awareness of cultural heritage resources is critical to supporting heritage protection and to learning from the past. In addition to implementing the heritage protection policies of this Plan and encouraging heritage conservation, the City shall play a leading role in promoting cultural heritage resources. The City will work with other organizations and government agencies to promote awareness of cultural heritage resources through a variety of means. The City will also work with owners of cultural heritage resources to ensure heritage protection and conservation."

Vaughan Official Plan: Cultural Heritage Chapter

A strong theme arising from the Creative Together community engagement process was expand awareness and change mindsets in the community about the depth, breadth and importance of cultural assets, paying strong attention to the economic significance of creativity and culture.

A strong role for the City in promotion and awareness is identified as a policy recommendation in the Cultural Heritage section of the Vaughan Official Plan.

A communications strategy should be developed and implemented to support the launch of Creative Together in order to raise awareness both inside the Corporation and across the community.

Emerging communication tools and engagement techniques including web technologies and social media activities can create a central hub for knowledge exchange, cultural information and news.

Priority / Timeframe: Short-term: 1 to 3 years

Lead: Recreation and Culture Department

Tasks:

1. Develop a communication and marketing strategy, tools and marketing materials to increase awareness of culture and heritage resources/ initiatives to promote cultural and heritage assets.
2. Include, promote and profile Vaughan artists, arts and cultural groups and activities in festivals and events.
3. Increase staff resources to develop programs, services and opportunities for community cultural initiatives and development.

Resource Implications: Resources will be required in the development marketing materials and staff resources. Costs estimated to total approximately \$130,000 outside of the current allocated operating budget, will be identified and planned as part of the yearly budget approval process.

Leading Practice: Build a New Life in Prince Edward County interactive website

Prince Edward County was one of the first municipalities in Ontario to develop a municipal cultural plan and to undertake cultural mapping. The Cultural Strategic Plan for Prince Edward County adopted by Council in 2006 set out a range of recommendations about increasing networking and awareness in support of creativity and culture. One outcome of these recommendations was the interactive website Build A New Life in Prince Edward County.

Our Vision: We have a vision of a virtual centre for higher learning: a collaboration centre. It's not a bricks-and-mortar building. It's a place online where researchers & developers and community members from anywhere in the world can meet to exchange ideas about creative rural economies.

One-stop-shopping: The collaboration centre will offer one-stop-shopping for centralized research and development. We'll organize existing research and stimulate new work. You will be able to follow strings of conversations by participants, read their research papers, identify key players and obtain their contact information. It will serve as a catalyst for real-world development.

Results for you: If a university does a study about access to fibre-optics and its relationship to economic prosperity, you might identify an entrepreneurial opportunity to grow the fibre-optic grid or engineer something to facilitate it.

Results for your community: If grape growers can grow more grapes as a result of research they read at the online collaboration centre, our real-world communities can benefit from greater employment, stronger industry, retention, attraction and a greater tax base. We all win.

<http://www.buildanewlife.ca/site/index.php>



Kendall Nichols, *Mischa*, Vaughan Juried Art Exhibition

Action 2.4:

Pursue opportunities for increased programming initiatives in community centres, civic spaces and with community partners.

Active Together drew attention to the opportunity for community centres and libraries to be strong resources for delivering cultural services, providing community gathering space, forging partnerships among cultural organizations.

Public libraries and community centres can serve as important cultural centres at the neighbourhood level. The Vaughan Official Plan expresses a strong commitment to strong and diverse neighbourhoods with access to appropriate community facilities and services to meet the needs of all residents.

Priority / Timeframe: Short-term: 1 to 3 years

Lead: Recreation and Culture Department

Tasks:

1. Create a working group with representation from Recreation and Culture and Vaughan Public Libraries to review potential partnerships in cultural programming initiatives.
2. Develop partnerships with community artists, and cultural organizations for cultural programs and initiatives.

Resource Implications: None

Leading Practice: Toronto Library Art Pass and Toronto Library Literary and Cultural Salon - "Library card holders in Toronto can now borrow a free pass to visit several of the city's museums, art galleries and other cultural institutions. The passes are good for a family of up to two adults and up to five children (some venues have different admission restrictions). The passes called the Sun Life Financial Museum + Arts Pass can be borrowed from the city's library branches with a valid library card.

Some of arts institutions participating in the program include the Art Gallery of Ontario, Bata Shoe Museum, Black Creek Pioneer Village and the Gardiner Museum.

Toronto Library Museum Art Pass: Libraries Offer Free Passes to Key Cultural Institutions http://artgalleries.suite101.com/article.cfm/toronto_library_museum_art_pass#ixzz0hiWm1oY9

The Toronto Reference Library has dedicated a unique public space, The Appel Salon for cultural programming, civic discourse and community engagement. Local, national and international writers, thinkers, artists and newsmakers will be part of a six-part salon series about learning, discovery, exchange of ideas and conversation. <http://www.torontopubliclibrary.ca/appelsalon/index.jsp>

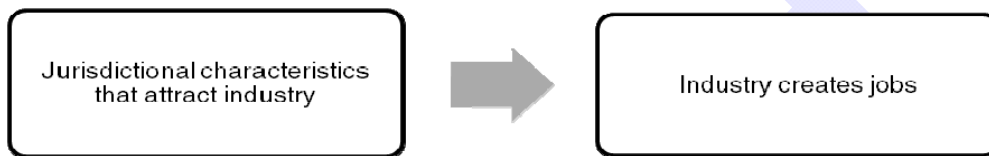
Strategy Three: Creative Places

Strategy 3:

Creative Places - Create memorable cultural spaces and places across the community to strengthen quality of place.

Urban planners and strategists agree that vibrant, authentic places bubbling with lively cultural and entertainment options are magnets that attract and retain creative people. This creative workforce in turn generates wealth in an expanding knowledge economy. The old assumption in economic development was that people follow business and investment. We now know the reverse is true. If we build communities where people want to live and work, business and investment follow people, not vice versa.

Traditional Approach



Emerging Approach



Recent research by the Martin Prosperity Institute on quality of place as an economic driver has examined the importance of beauty and aesthetics as an attractor for creative talent.⁹ Findings confirm that perceived beauty or aesthetic character of a location has a positive and significant effect on perceived community satisfaction. It is one of the most significant factors alongside economic security, good schools, and the perceived capacity for social interaction. The study also found that community-level factors were significantly more important than individual demographic characteristics in explaining community satisfaction.

Creative Together must support policy objectives set out in the Vaughan Official Plan related to the creation of beautiful memorable places across the city through strong commitments to urban design, to investments in public art, to commitments to place making in neighbourhoods and broadly to commitments to enhance the public realm.

⁹ *Beautiful Places: The Role of Perceived Aesthetic Beauty in Community Satisfaction*. Working Paper Series: Martin Prosperity Research. Prepared by: Richard Florida, University of Toronto, Charlotta Mellander, Jönköping International Business School, Kevin Stolarick, University of Toronto March 2009

Action 3.1:**Embrace an integrated systems vision for cultural facility development.**

A national study of cultural infrastructure undertaken by the Centre of Expertise on Culture and Communications at Simon Fraser University identified a growing trend across Canada toward developing facilities designed to leverage the benefits of collaboration and co-location in providing artists and creative practitioners with opportunities for knowledge sharing, networking, sharing of skills and resources, continuing professional development, and social and mutual support. According to the report these include:

- Multi-use hubs that integrate arts, culture, heritage, and library facilities to share resources and operation costs, and to develop strategic partnerships;
- Cultural or creative incubators that offer platforms of support for creators and enable connection, production and networking among creators and with the public;
- Artist live/work space or studio complexes that focus on live/work studios, artists living spaces, and a variety space uses including rehearsal spaces, retail and cafes;
- Integrated community projects that include cultural, environmental and social uses; and
- Multi-sector convergence centres that are designed to maximize socialization, networking and ‘random collisions’ and thus become major connecting hubs and economic engines in communities.

Creative Together will create a more enabling environment for cultural facility development in Vaughan by:

- Leveraging cross-sectoral partnerships
- Utilizing policies and incentives related to new facility develop established through the Vaughan Official Plan
- Supporting networking and resource sharing across cultural disciplines/sectors to identify shared facility opportunities.

The Metropolitan Centre in Vaughan is envisioned as the City’s key urban centre and downtown. As such, the Centre can serve as a key cultural hub and point of convergence for a wide range of creative and cultural activity. This hub will support an inter-connected set of cultural spaces and places across the community.

An important step in developing a larger and integrated vision of cultural facilities in Vaughan is completion of a comprehensive space audit. The audit should draw on leading facilities frameworks provided by studies such as the Vancouver Cultural Facilities Plan and other leading practice. One framework developed by AuthentiCity is set out in Appendix D.

Priority / Timeframe: Short, Mid and Long-Term 1- 10 years (Ongoing) Initiatives such as the inventory of cultural facilities can be done immediately, however others may be completed as new spaces/facilities are developed.

Lead: Recreation and Culture Department

Tasks:

1. Identify spaces in new buildings and those designated for adaptive re-use to provide a range of interconnected or stand-alone spaces to be used for cultural activity and initiatives.
2. Examine opportunities to create cultural clusters and hubs to support the growth and development of the creative cultural industries in Vaughan.

Resource Implications: None.

Leading Practice: Vancouver Cultural Facilities Plan - One of the most progressive and sophisticated cultural facilities plan was completed by the City of Vancouver in 2008. In a complex and economically challenging municipal environment, the Plan argues that the role of municipalities in cultural facility provision must broaden from one of direct funding or program delivery to a broader set of responsibilities that includes:

1. Provider – as the major funder and service provider;
2. Facilitator – as an internal enabling role through planning, service delivery, capacity building or resource development;
3. Partner – as a partner with the creative sector, other levels of government, post-secondary or educational agencies, etc. in the development and delivery of facilities and programs

The Vancouver Plan further states that cultural spaces and facilities must be understood not as stand alone facilities but part of a larger cultural ecology in the community: an interrelated system of facilities and activity with specific relationships to neighborhoods, districts and larger regions. It also notes that cultural facilities cannot only be thought of as physical infrastructure but as places where new digital technologies support artists and creators. In the United Kingdom discussions related to cultural facilities are increasingly framed in terms of both 'bricks and clicks.' That is, cultural programming mandates and service delivery move beyond conventional buildings to technological platforms.

vancouver.ca/commsvcs/culturalservices/CulturalFacilities.pdf



C.J. Miller, *Canola and Poppies*, Vaughan Juried Art Exhibition

Action 3.2:

Leverage land use policies to support the growth of cultural clusters and cultural hubs.

Cultural clusters /cultural hubs are a geographically-defined area or space where there is a concentration of cultural activity which can include cultural institutions, arts and cultural venues, live-work spaces for artists, cultural businesses and creative industries. These hubs provide opportunities for public participation, the incubation of ideas, networking and cultural production. Cultural clusters and hubs can help regenerate neighborhoods or downtown cores to attract new residents and services.

The new Official Plan establishes a range of leading land use levers to support the development of cultural clusters and hubs.

Priority / Timeframe: Short, Mid to Long- term: 1 to 10 years (ongoing)

Lead: Development and Policy Planning

Tasks:

1. Support the development of cultural clusters and hubs across the community through land use planning tools.
2. Support the provision of affordable spaces to support creative and cultural industry development.
3. Support housing options for the creative cultural sector within areas designated for intensification or residential to attract and retain talent.

Resource Implications: None

Leading Practice: Hamilton Creative Catalyst Project - One example of a city that has taken an innovative approach to strengthening creative clusters is Hamilton. The City of Hamilton, in partnership with the Imperial Cotton Centre for the Arts, conducted a feasibility study for a Creative Centre (also known as a 'Creative Catalyst'). The study recommends that the creative sector, particularly Hamilton's music industry, be harnessed and catalyzed as a means to grow Hamilton's economy, re-activate the downtown area, improve the physical condition of buildings and neighbourhoods, and build pride in the community.

A creative catalyst would occupy a large, iconic building (or buildings in a precinct) downtown with an educational or cultural institution as an anchor. This facility could also house a contemporary multi-purpose performance/rehearsal space, offices, studios, retail and hospitality uses. Tenants could include established or new businesses defined as creative industries (e.g. music creation, promotion, distribution, film production) or any business that would benefit from co-locating with creative people and businesses, and new enterprises (e.g. graphic design, news media, computer programming). The building and the programming within it would be designed to encourage interaction amongst the tenants, with the street and the surrounding community.

<http://hamilton.ca/ProjectsInitiatives/CreativeCatalyst/http://www.facebook.com/pages/Hamilton-ON/Building-A-Creative-Catalyst-for-Hamilton/87965737054>

Action 3.3:

Develop existing and potential creative clusters and cultural centres in neighbourhoods and civic spaces

The Vaughan Official Plan establishes a strong commitment to community amenities as part of a goal of building strong and diverse neighbourhoods with unique character and sense of place. Community Centres and libraries can continue to include spaces for cultural activities.

Priority / Timeframe: Short, Mid to Long-term: 1 to 10 years (Ongoing)

Leads: Recreation and Culture/ Economic Development Department

Tasks:

1. Complete a feasibility study to explore the development of a municipal art gallery at the Civic Centre campus.-
2. Encourage the development of a large performing and/or visual arts centres as part of the Metropolitan Centre development.
3. Encourage the participation of cultural sector representatives on municipal design panels, and public, statutory and non-statutory committees.

Resource Implications: There are costs associated with the development of cultural centres i.e. art galleries, performing arts centres. These centres may be developed using municipal or private funding. Costs associated with municipally funded cultural facilities shall be identified and requested through the yearly Capital and Operating Budget process. The cost (\$50,000) of completing an art gallery feasibility study was approved in the 2009 Capital Budget.

Leading Practice: Vancouver Roundhouse One of the most admired and successful neighbourhood-level cultural facilities in the country is the Vancouver Roundhouse. The Roundhouse is located in Vancouver's oldest heritage building and has a twofold mandate: to be a centre for community cultural development and a community source for recreational activities for all ages. It is owned and operated by the Vancouver Board of Parks and Recreation. The Roundhouse Advisory Committee is composed of neighborhood representatives, heritage supporters, members of the arts community and Park Board staff. Its features include a black box Performance Centre, an exhibition hall, woodworking, pottery and dance studios, a full size gymnasium, a cafe area, and various multi-purpose spaces.

The Roundhouse most importantly acts as a Connection. It exists to serve the needs of widely divergent communities. It reaches out to the places and situations where those communities feel comfortable. These relationships culminate into Roundhouse programs through sponsorships, partnerships, and the Roundhouse's own productions. <http://www.roundhouse.ca/>

Action 3.4:

Build culturally rich public spaces across Vaughan through a commitment to strong urban design, investment in public art and place making.

The Vaughan Official Plan recognizes the importance of beautiful spaces and places across the community as both an economic and quality of life imperative. The Official Plan encourages excellence in design in all areas of city building encompassing both public and private sector development, and addressing a wide range of development issues from buildings to parks to streets to the spaces between them.

The Official Plan also establishes a strong commitment to investments in public art.

“When thoughtful and engaging it can promote important dialogue and discussion, tell a story of our past and contribute to a sense of place or identity. When playful, it can bring a sense of amusement and joy, creating delight for the young and old and produce a place to stop and enjoy the City. The incorporation of public art into Vaughan’s streets and public spaces creates an opportunity to celebrate the unique history and culture of its people and an important legacy for future generations.”

One of the recently completed studies in support of the new Official Plan is the Cultural Built Heritage and Public Art Study/Plan that identifies a series of directions for the development of Public Art in Vaughan.

Priority / Timeframe: Task 1: Short, Mid and Long-term (Ongoing); Task 2 Short-term 1-3 years

Lead: Development Planning and Policy Planning

Tasks:

1. Involve representatives from the cultural sector and artists on public design panels in the planning for public spaces and civic places where appropriate.
2. Develop a Public Art Policy that identifies a funding source for public art from private/development sources.

Resource Implications: Funds will be required to hire a consultant to develop a Public Art Policy. (\$50,000). It should be noted that the Vaughan Official Plan identifies public art to be funded through a 1% charge on private development projects within the City.

Leading Practice: Seattle Public Art and Municipal Art Plan - Seattle was one of the first cities in the United States to adopt a percent-for-art ordinance in 1973. For more than 30 years, our public art program has been considered exemplary. The program integrates artworks and the ideas of artists into a variety of public settings, advancing Seattle’s reputation as a cultural center for innovation and creativity.

The program specifies that 1% of eligible city capital improvement project funds be set aside for the commission, purchase and installation of artworks in a variety of settings. By providing opportunities for individuals to encounter art in parks, libraries, community centers, on roadways, bridges and other public venues, we simultaneously enrich citizens' daily lives and give voice to artists.

The collection includes more than 350 permanently sited and integrated works and 2,600 portable works. Artworks are commissioned through a public process. Panels comprised of professional visual artists along with community and city representatives evaluate the artist applicants. The city stewards and maintains its artworks through an ongoing program of coordinated conservation activities, which include inspections, major restorative work and routine maintenance.

The Municipal Art Plan describes the status of continuing public art projects and establishes the scope of work and budgets for new projects. To create the plan, our staff meets with representatives from each of the city departments to discuss their art priorities and the recommended placement of artwork at specific sites. The Municipal Art Plan is developed by our staff, reviewed by the Public Art Advisory Committee and approved by the mayor.

Artwork projects are determined, in part, by 'One Percent for Art' funding sources. Some funds are restricted to a new construction site or influenced by specific departmental goals and objectives. However, money placed in the Municipal Art Fund may be combined into projects that include funding from several sources. This enables the City to create special projects and citywide programs that have a greater impact than small-scale artworks peppered around the city.

http://www.seattle.gov/arts/publicart/municipal_art_plan.asp



Bowl by Shawn Hermans, Vaughan of a Kind