

Greater
Sudbury

cultural action plan

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

Vision:

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



Sudbury Cinéfest



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

This **Cultural Action Plan** is intended to be a living document. It is a starting point to provide direction and it will be reviewed by CGS staff and the Cultural Action Committee on a regular basis to incorporate the changing needs of the community. It reflects goals and actions under each of the four strategic directions: Creative Identity, Creative People, Creative Places and Creative Economy.

Initiatives in bold represent those that the city is committed to leading. Whereas the others are intended to be community-driven, with city support as appropriate.



We Live Up Here mural



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

1. CREATIVE IDENTITY

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

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



1. CREATIVE IDENTITY

Goals ▼	Potential Initiatives ▼	Available Resources ▼	Potential Partners ▼	Timeframe (1-5 years) ▼	Examples of Best Practices ▼	Success Indicators ▼
1. Consider and integrate cultural assets/spaces in future planning by integrating the Cultural Plan with the other CGS strategic plans	1.1 Integrate the actions recommended in this Cultural Plan into the CGS Official Plan to create a “cultural lens” when planning future municipal developments	CGS Healthy Communities “lens” as a model for the framework	City (Economic Development)	2016	City of Fredericton Cultural Plan	Integration of Cultural Plan into other strategic plans
	1.2 Identify common goals in the Downtown Master Plan and the Parks, Open Spaces & Leisure Master Plan to leverage resources and realize the goals of the Cultural Plan	Existing infrastructure, such as planter boxes, parks, etc.	City (Planning, Leisure Services, Economic Development), Cultural Action Committee	2015 and onwards	City of Calgary’s public art projects	Goals identified, interdepartmental engagement, projects proposed based on industry scan, call for artists’ proposals (e.g.: public art projects, animate public spaces with cultural programming, etc.)
	1.3 Integrate findings from this Cultural Plan into the 2015 Economic Development Strategic Plan to recognize the value of arts and culture as a driver in the local economy	A thriving and sustainable arts and culture community is identified as an economic growth engine in Digging Deeper, the current economic development strategic plan	City (Economic Development)	2015	City of Fredericton Cultural Plan, City of Toronto Cultural Plan	Culture is identified as a priority in the new economic development strategic plan
	1.4 Integrate priorities and cultural offerings into the 2015 Tourism Strategic Plan	Destination Sudbury 2015, Tourism Digital Media Strategy	City (Tourism & Culture), Sudbury Tourism Partnership	2015	Ontario Arts Council Cultural Tourism Profile	Tourism strategy includes a strong emphasis on arts and culture with promotion goals; creation and sales of tourism packages; web-based analytics

1. CREATIVE IDENTITY

Goals ▼	Potential Initiatives ▼	Available Resources ▼	Potential Partners ▼	Timeframe (1-5 years) ▼	Examples of Best Practices ▼	Success Indicators ▼
2. Increase participation rates in cultural activities by designing and implementing a public campaign that showcases local offerings to both local and visiting audiences, including a centralized events calendar.	2.1 Support a community-led bilingual media strategy that: promotes local cultural events and products; communicates success stories; provides the media with more audio visual content; and explores the possibilities of common branding/slogan with the goal of increasing participation rates	Arts, culture and leisure sections in the local media. Explore the possibility of accessing the Northern Life video suite, GSDC 2015 Communications Plan, Tourism & Culture Digital Strategy	All local arts and culture organizations and artists, media, City (Communications, Tourism & Culture)	2016	San Diego's "Eat Your Art Out", "Kiss my Art", Downtown Art Crawl's raven, Culture Days	Yearly plan developed with stakeholders that outlines activities; success stories are promoted through the media on a monthly basis with a proactive approach; existing resources are clarified for external stakeholders; a communications plan incorporates long-term maintenance
	2.2 Create a bilingual and authentically local blog highlighting Greater Sudbury's culture through seasonal content calendar (e.g.: summer festivals, fall season kick-offs, winter holidays, spring culinary)	Sudbury Discoveries, Sudbury Tourism print and online publications, Tourism & Culture Digital Strategy	City (Tourism & Culture, Web Marketing, Communications), Wise Voices for Music, Sudbury Arts Council, Regroupement des organismes culturels de Sudbury, We Live Up Here	2015	www.insidevancouver.ca , www.blogto.com	Information collected through Canadian Arts Data/données des arts au Canada, economic impact assessment and annual report on the Arts & Culture Grant Program, annual forum to be used as a conduit for information and updates
	2.3 Build a bilingual user-friendly cultural events calendar on the Sudbury Tourism website and in the new blog to increase public awareness about local events	Existing community and tourism calendars (Sudbury Arts Council, Entertainment Sudbury, Sudbury Tourism)	City (Tourism & Culture, Web Marketing), Wise Voices for Music, Sudbury Arts Council, Regroupement des organismes culturels de Sudbury, We Live Up Here	2015	Event calendars through Time Out NY and I Am Amsterdam	Increase participation rates in the blog and calendar amongst stakeholders, blog site's dashboard measurable (click through rate, unique hits, etc), amount of content uploaded to site, increased participation rates in cultural programming (e.g.: ticket sales, attendance)
	2.4 Create special deals for cross promotion (e.g.: sampler package of different tickets, bring a friend discounts, etc.)	Incentives currently provided by individual organizations	Local cultural organizations, City (Tourism & Culture)	2016	Fredericton's Passport to the Arts, Thunder Bay's Passport to Culture	Number of sampler or discounted tickets sold

1. CREATIVE IDENTITY

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3. Celebrate diversity and showcase arts, culture and heritage at CGS events and venues; influence other entities to do likewise.	3.1 Embrace cultural offerings and include them within the CGS (e.g.: delegate bags and speakers' gifts, etc.)	Artists on Elgin, Art Gallery of Sudbury publications, database of local organizations and artists	City (Tourism & Culture, Heritage & Museums, Libraries, Community Development), Sudbury Arts Council, Cultural Action Committee's role to populate and promote the list	2015	Edmonton Corporate Gift Policy	Artwork is regularly displayed in Tom Davies Square foyer, arenas, libraries, airport and other relevant public spaces, increased awareness and a list of possible offerings and suppliers

1. CREATIVE IDENTITY

Goals ▼	Potential Initiatives ▼	Available Resources ▼	Potential Partners ▼	Timeframe (1-5 years) ▼	Examples of Best Practices ▼	Success Indicators ▼
4. Develop methods to enhance public and stakeholder engagement in the Cultural Plan's implementation.	4.1 Form a "Cultural Action Committee" with broad sector and community representation to engage in the plan's success and recommend changes where needed, to inform Council and GSDC Board of issues and achievements	Current Cultural Plan Steering Committee, Community Engagement Report (CGS Community Development)	City (Economic Development), Cultural Action Committee members	2015	CGS Advisory Panels, Arts & Culture Grant juries, Hamilton Arts Advisory Commission	Number of active committee members, number of meetings held regularly, number of Cultural Plan action items achieved
	4.2 Use the Cultural Plan as a lens for assessing funding applications as a means to encourage and align partner contributions with the plan's success	Current Arts & Culture Grant Program (last revised in 2013), Community Economic Development Fund, Tourism Event Support Program	City (Tourism & Culture, Economic Development)	2016		Direct correlation between funded projects/ organizations and the goals outlined in the Cultural Plan – results reported as part of the regular cultural report card
	4.3 Increase access to cultural offerings among youth and those residing outside the downtown core	CGS Public Engagement Survey, Community Action Networks	Supporting Potential Overtime with Teens, Community Action Networks, arts and culture organizations and artists, Sudbury Action Centre for Youth, Volunteer Sudbury, City (Leisure Services, Libraries and Citizen Service Centres)	2017		Cultural projects that target youth and those residing outside the downtown core



New Music Fest at Grace Hartman Amphitheatre

2. CREATIVE PEOPLE

Foster and promote local talent within the creative cultural sector.

Nourish dynamic and diverse cultural experiences at all levels within the community.

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



Art Gallery of Sudbury



Sudbury Theatre Centre



Learning Sparks Play-Based Learning Festival

2. CREATIVE PEOPLE

Goals ▼	Potential Initiatives ▼	Available Resources ▼	Potential Partners ▼	Timeframe (1-5 years) ▼	Examples of Best Practices ▼	Success Indicators ▼
1. Support the formation of strategic partnerships that maximize available resources and creativity.	1.1 Identify sector needs for a directory of artists and arts organizations and create/maintain an online search tool	Cultural mapping results, stakeholders' databases (Cultural Industries Ontario North, etc.)	Sudbury Art Club, Walden Art Club, Sudbury Arts Council, Northern Ontario Arts Association, Cultural Industries Ontario Northern, Ontario Arts Council, Artists on Elgin, Galerie du Nouvel-Ontario	2016	4Culture juried Touring Arts Roster	Number of listings and page hits, maintenance plan in place
	1.2 Support the development of a festivals network to leverage personnel strengths, coordination, equipment availability and planning event dates	Northern Lights Festival Boréal, Cinéfest ticket kiosk, Théâtre du nouvel-Ontario, Sudbury Theatre Centre and Sudbury Arena box offices, Sudbury Tourism online ticket sales, Tourism Event Support Program	Ontario Trillium Foundation, City (Tourism & Culture, Leisure Services), Northern Lights Festival Boréal, Sudbury Arts Council	Spring 2016 and ongoing	Festivals & Events Ontario, Ottawa Festivals	Communication strategy in place, mentorships formed
	1.3 Reassess the roles and responsibilities of the Sudbury Arts Council and clarify how it would address the sector's need for advocacy, networking, sharing best practices, equipment sharing, etc.	Regroupement des organismes culturels de Sudbury, Sudbury Arts Council, Creative Consortium, Sudbury Art Club, Walden Art Club, Northern Ontario Artists Association, Work in Culture	Sudbury Arts Council	Fall 2015	Winnipeg Arts Council, examples available through Work in Culture	
2. Recruit and retain talent within the creative industries, creating an environment that supports these cultural workers.	2.1 Increase awareness among cultural workers about the information and services available to them and explore new and different methods to facilitate artists being successful in their work	Regional Business Centre	City (Regional Business Centre, Economic Development), Laurentian University, Collège Boréal, Cambrian College, Sudbury Manitoulin Workforce Planning Board, Ontario Arts Council, Work in Culture, artists	2016		Regional Business Centre success measures, participation in workshops, downloads of available resources



2. CREATIVE PEOPLE

Goals ▼	Potential Initiatives ▼	Available Resources ▼	Potential Partners ▼	Timeframe (1-5 years) ▼	Examples of Best Practices ▼	Success Indicators ▼
3. Develop regular communication platforms among stakeholders, including an annual forum for arts, culture and heritage stakeholders to share best practices and build networks.	3.1 Host an annual cultural forum with varying themes, engaging a broader group of stakeholders and partners with the goal of supporting partnerships, communicating updates to the Cultural Plan and obtaining feedback	Regional Business Centre hosts Bridges to Better Business series of workshops and Sudbury Tourism hosts a Tourism Forum – with both being in October there are opportunities for cross over. Sudbury will host ArtsBuild Ontario series in October 2015	City (Economic Development)	Fall 2015	First Cultural Plan forum was held October 21, 2014	Number of participants, quality of materials presented/speakers as tracked through participant feedback forms
	3.2 Create a sector website for stakeholders to access information on funding, facilities and capacity-building	Work in Culture, Business for the Arts, ArtsBuild Ontario, Regional Business Centre, Ontario Arts Council, Tourism Event Support Program	City (Economic Development)	2016	Work in Culture, Ontario Arts Council, Ontario Trillium Foundation	Amount of content uploaded to site, number of web hits, uptake of partner agency services
	3.3 Provide internal planning calendar for cultural events organizers to cross promote and coordinate dates as needed	Sudbury Arts & Cultural Google calendar	Set up by City (Tourism & Culture), then user-driven	2015	Regroupement des organismes culturels de Sudbury Google calendar for its membership of 8 organizations	Number of events organizers regularly using the calendar
	3.4 Support regular opportunities for stakeholders within the arts and culture sector to meet and network throughout the year	Sudbury Arts Council "Arts after Five" networking events, Chamber of Commerce "After Business" networking events	Local arts and culture organizations, artists and stakeholders	2015	Communitech (Waterloo), Arts & Heritage Alliance (Thunder Bay)	Surveys brought forward for information at the annual Cultural Plan forum



2. CREATIVE PEOPLE

Goals ▼	Potential Initiatives ▼	Available Resources ▼	Potential Partners ▼	Timeframe (1-5 years) ▼	Examples of Best Practices ▼	Success Indicators ▼
4. Expand partnerships with area school boards, colleges, universities and other youth-oriented agencies to identify gaps and expand educational programs for arts and creativity.	4.1 Develop post-secondary offerings in theatre, visual arts, language and music programs with a coordinated marketing strategy. Facilitate a meeting on an annual basis to discuss resources and professional development available for teachers	Existing programs at Laurentian University, Collège Boréal and Cambrian College, Francophone arts community, Art Gallery of Sudbury, local school boards	Laurentian University (School of Creative and Performing Arts concept), School of Northern Development, Thorneloe University, Cambrian College, Collège Boréal, Ontario Arts Council, Wise Voices for Music	2016	Wise Voices for Music	School formed, number of students enrolled, number of faculty members
	4.2 Bring artists into schools, provide K-12 teachers with training opportunities for enhanced in-class art education, e.g.: match local artists with teachers, share arts training curriculum, make directory of artists readily available	Ontario Arts Council arts education initiative to develop a roundtable of artists, educators and funders and discuss the need for an online inventory and funding – session to be hosted in Sudbury in late February 2015	Four school boards, CARFAC, Art Gallery of Sudbury, Ontario Arts Council, artists	2017	Learning Through the Arts (The Royal Conservatory), Woodstock's Get Connected program	Increased awareness of services available
	4.3 Enable students to engage with the local arts community and provide resources to students on career opportunities in the arts (e.g.: host a job fair, matchmaking for co-op/internship placements)	Regional Business Centre Business Plan Challenge, Arts and culture organizations, film productions, FedNor and Northern Ontario Heritage Corporation internship programs, Work in Culture	Four school boards, City (Employment Support Services), Employment Ontario, post-secondary institutions	2017		Increased student participation rates
5. Prepare a strategy to involve cultural representatives to take part in municipal decision-making forums and processes.	5.1 Recruit appropriate candidates for citizen appointments to enable representation on municipal committees, boards and panels.	Greater Sudbury Development Corporation Board, existing panel members, Community Action Networks	Cultural Action Committee to recruit nominees	2015		Consolidated list of board, committees and panels, number of individuals who identify as cultural stakeholders represented on municipal committees, boards and panels



2. CREATIVE PEOPLE

Goals ▼	Potential Initiatives ▼	Available Resources ▼	Potential Partners ▼	Timeframe (1-5 years) ▼	Examples of Best Practices ▼	Success Indicators ▼
6. Provide professional development opportunities geared towards cultural industries (e.g.: business management, governance, leadership, fundraising, etc.).	6.1 Identify local needs for mentorship and professional development within the different artistic disciplines present in Sudbury and deliver relevant programs	Consultations held by Work in Culture in May 2013	Sudbury Arts Council, post-secondary institutions, artists	2018	Arts Leadership Training Program (Ottawa)	Number of new professional development programs offered
	6.2 Strengthen/create networks to better promote and deliver professional development opportunities relevant to the arts and culture sector (e.g.: formalize partnerships with local agencies, provide tailored templates, streamline referral system, etc.) – use annual forum to trigger these conversations	Curriculum developed by Work in Culture, workshops and general business planning services by the Regional Business Centre, Business for the Arts mentorship program	Regional Business Centre, United Way, Regroupement des organismes culturels de Sudbury, Sudbury Arts Council	2018	Work in Culture artsVest Ontario, ArtsBuild Ontario, Canadian Arts Presenting Association	Referral system is formalized among service agencies/ organizations, number of sessions offered, number of participants, number of mentorships formed, success stories shared (dashboard approach)
	6.3 Host professional development and networking opportunities during major festivals, where artists are already together and identify which are the most appropriate	Northern Lights Festival Boréal, La Nuit sur l'étang, La Brunante, Fair of Alternative Art in Sudbury, Le Salon du livre, Cinéfest industry events	Cultural Industries Ontario North	2015	Culture Days	
7. Celebrate local talent through awards and recognition programs.	7.1 Support annual awards programs to recognize local artists throughout the year	Mayor's Celebration of the Arts, Northern Ontario Music & Film Awards	Sudbury Arts Council, Regroupement des organismes culturels de Sudbury, Cultural Industries Ontario North	2015		Number of event attendees, amount of awards granted
	7.2 Explore opportunities to include an arts category in existing awards programs	Community Builders Award, Business Excellence Awards, Northern Ontario Business Awards, Healthy Community Awards	Existing host organizations (e.g.: Chamber of Commerce, Laurentian Publishing and Community Development), local arts and culture organizations and artists	2016		Nomination submissions, media coverage, event attendance
	7.3 Explore opportunities to support the work of independent artists (e.g.: funding, fee-for-service, in-kind services, etc.)	Ontario Arts Council	City (Tourism & Culture, Economic Development, Leisure Services)	2017	Need other municipal examples for reference	Support mechanisms in place to support artists





Sudbury Mining Heritage Sculpture



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

3. CREATIVE PLACES

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

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



3. CREATIVE PLACES

Goals ▼	Potential Initiatives ▼	Available Resources ▼	Potential Partners ▼	Timeframe (1-5 years) ▼	Examples of Best Practices ▼	Success Indicators ▼
1. Develop an online inventory for individuals and organizations to access existing private and public spaces/facilities.	1.1 Develop online inventory of existing public and private spaces that can be utilized by stakeholders to plan their events	CGS property lists available through Leisure Services and Real Estate departments, research previously conducted by Wise Voices, Regroupement des organismes culturels de Sudbury, Synergy Centre, Cultural Industries Ontario North and CGS	City (Economic Development, Web & Marketing Team, Tourism & Culture, Leisure Services, Asset Management)	2016	Niagara Falls Heritage Properties Database, ArtsBuild Ontario (www.spacefindertoronto.org)	Number of spaces listed, web analytics indicating usage
2. Create shared cultural facilities to maximize synergy and incubate creative initiatives.	2.1 Support projects that repurpose existing spaces to encourage space-sharing, maximize synergies and quality of services, while reducing overall costs	Arts Build Ontario resources	City (Economic Development, Libraries, Arenas), Regroupement des organismes culturels de Sudbury, Synergy Centre, Art Gallery of Sudbury	2017	Artscape venues in Toronto	Repurposes spaces involving multiple partners
	2.2 Evaluate the need for pop-up studio space for artists	Downtown Master Plan	City (Economic Development), Downtown Sudbury, arts umbrella groups (Sudbury Arts Council, Sudbury Art Club, Walden Art Club, Galerie du Nouvel-Ontario, Artists on Elgin, Northern Ontario Artists Association)	2017	Arts Seen (Windsor), This Open Space (Vancouver), No Longer Empty (New York)	Studio usage and traffic to site
3. Encourage the development of affordable and accessible professional cultural spaces and hubs.	3.1 Conduct a needs assessment for creative spaces and consolidate past research	Synergy Project and Place des Arts research	City (Planning, Economic Development), provincial and federal funders, Regroupement des organismes culturels de Sudbury, Synergy Centre, Indie Cinema	2016		Information presented to the GSDC Board and Council, while also making it available to stakeholders on www.investsudbury.ca
	3.2 Support the development of new purpose built facilities that fill the gaps identified in the needs assessment and encourage space-sharing synergies	Regroupement des organismes culturels de Sudbury, Synergy Centre, Indie Cinema	City (Planning, Economic Development), provincial and federal funders	2020	Artscape	



3. CREATIVE PLACES

Goals ▼	Potential Initiatives ▼	Available Resources ▼	Potential Partners ▼	Timeframe (1-5 years) ▼	Examples of Best Practices ▼	Success Indicators ▼
4. Develop a public art program with a standard policy and dedicated funding. Encourage the creation of public art in conjunction with private and public development.	4.1 Develop a public art policy that outlines: commissioning process; priority/local themes; identifies key areas around the city; streamlines municipal approvals; and sets annual target levels	We Live Up Here, Myths and Mirrors, Art Gallery of Sudbury, Galerie du nouvel-Ontario, Community Action Networks	City (Tourism & Culture, input from Planning, Community Development)	2016	Toronto Public Art Policy, Calgary public art program, Creative City Summit scan on public art	Policy is developed with community input and is adopted by CGS Council
	4.2 Following adoption of public art policy, identify and meet with private and public funders to explore additional revenue sources for a public art budget to cover costs	Leverage existing budgets, pilot projects through Arts & Culture Project Grants for 2015, CGS Façade Improvement Program, government funding identified in the Downtown Master Plan	City (Economic Development, Parks, Planning, Libraries), Greater Sudbury Utilities	2016	Calgary's public art program, Toronto's billboard tax, many examples of 1% of municipal capital budget being dedicated to public art, Creative City Summit scan on public art	Budget in place to cover recommended number of installations per year
	4.3 Form a public art jury to evaluate artists' submissions	Cultural Action Committee, Community Action Networks, Arts & Culture Grant Juries, 2014 Community Engagement Report	City (Economic Development, Parks, Infrastructure Services), private and cultural sector representatives	2016		Jury formed with broad and qualified representation
	4.4 Pilot the public art program with smaller functional pieces	Existing budgets for infrastructure work	City (Economic Development, Parks, Infrastructure Services, Roads, Planning), Greater Sudbury Utilities	2017	"Public works as public art" policy (Tuscon, Arizona), Calgary's utility box mural program, Toronto to Huntsville Group of Seven trailhead	Number of pieces successfully installed, positive community feedback
	4.5 Partner with organizations to display artwork on a rotating basis in public spaces and local institutions	Art Gallery of Sudbury off-site exhibition at Laughing Buddha, Sudbury Art Club exhibition at South End Library	City (Libraries, Airport, Leisure Services, Clerks, Economic Development), Art Gallery of Sudbury, arts umbrella groups, artists	2015	Artwork on display at libraries, arenas	Number of pieces of artwork displayed in arenas, airport, TDS, libraries



3.CREATIVE PLACES

Goals ▼	Potential Initiatives ▼	Available Resources ▼	Potential Partners ▼	Timeframe (1-5 years) ▼	Examples of Best Practices ▼	Success Indicators ▼
5. Develop municipal policies that enable cultural activities to take place on public property and encourage the use of outdoor spaces, improving affordability and accessibility for innovative projects.	5.1 Support projects that bring cultural activities to outdoor or public spaces in the community	Libraries – 13 locations across Greater Sudbury, Leisure Services Special Events Support Program, Bell Park Concert Series, programming at The Market, Tourism Event Support Program	City (Leisure Services, Tourism & Culture), The Market Working Group, local arts and culture organizations and artists	2015	Intersection Repair (Portland, Oregon), Toronto Arts Network	Number of programming events held on municipal properties
	5.2 Create mechanisms/policies to make the CGS a user-friendly and affordable city for event management	Leisure Services Special Events Support Program, Tourism Event Support Program	City (Special Events Internal Team, i.e.: Leisure Services, Arenas, Tourism & Culture, Libraries), consultations with stakeholders	2015	Doors Open Ontario	Number of cultural activities programmed in CGS facilities, number of estimated attendees at those activities





We Live Up Here mural



Hideaway Pictures



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

4. CREATIVE ECONOMY

Build awareness and public engagement in cultural activities.

Strengthen a diverse economy of cultural resources to maximize their contribution to economic development.

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



4. CREATIVE ECONOMY

Goals ▼	Potential Initiatives ▼	Available Resources ▼	Potential Partners ▼	Timeframe (1-5 years) ▼	Examples of Best Practices ▼	Success Indicators ▼
1. Conduct an economic impact assessment for the creative industries.	1.1 Conduct a benchmark economic impact assessment for the local arts, culture and heritage sectors to reflect the benefits to the economy and provide a rationale for investment; seek ways to integrate local data collection into regional and national initiatives	Funding through FedNor, Ministry of Tourism, Culture & Sport, Northern Ontario Heritage Fund Corporation, Community Economic Development; data available through Regional Business Centre's databases; research support through Laurentian University	City (Economic Development, Planning)	2015	Ontario Arts Council's Arts & Culture Tourism Profile, Toronto's Creative Capital Gains report, Hills Strategies	Benchmark provided for local sector, including recommendations for ongoing reporting and implications for stakeholders
2. Create a cultural vitality measurement system to record ongoing health of the arts, culture, and creative industries community (e.g.: report card/success measures).	2.1 Define a measurement system to reflect the value of arts and culture in our community and use this system for regular reporting purposes	Outreach with stakeholders during the annual forum	City (Economic Development, Special Events Internal Team), Cultural Action Committee	2016	Chicago cultural plan report card	Increased awareness of the role of arts and culture in the community
	2.2 Publish and promote annual report card, highlighting issues and achievements of the arts and culture sector, upload to website	Economic impact assessment in 1.1 once completed, quarterly dashboard published by GSDC, research databases available through Regional Business Centre, statistics reported through Arts & Culture Grant Program, Hills Strategies, Ontario Municipal Benchmarking Initiative	City (Economic Development) to accumulate information based on statistics provided/available, Regional Business Centre, United Way, Sudbury Community Foundation, Social Planning Council	2016	Barrie report card, infographics	Clearly communicated highlights that can be replicated year over year and presented at annual cultural forum with success stories and highlights curated and gathered via social media; distribution of the report



4. CREATIVE ECONOMY

Goals ▼	Potential Initiatives ▼	Available Resources ▼	Potential Partners ▼	Timeframe (1-5 years) ▼	Examples of Best Practices ▼	Success Indicators ▼
3. Make Sudbury a “film-friendly” regional hub by updating CGS film policies to reflect current sector needs; work with local partners and stakeholders to develop and promote local filming resources (e.g.: locations library and crew database).	3.1 Review and adopt new CGS filming policy/by-law to streamline and clarify the permitting approval process, to include consultations with recent past productions	Current Filming By-law (2005), Cultural Industries Ontario North, debriefing sessions with past productions	City (Economic Development, Leisure Services, Special Events Internal Team)	2015	Film policies from Hamilton, Toronto, Waterloo, etc.	By-law adopted by CGS Council
	3.2 Enhance online film portal to include permitting process, specialized templates and tools specific to filming needs (e.g.: maps, checklists, FAQ for property owners, etc.)	www.filminsudbury.ca	City (Economic Development, Information Technology, Special Events Internal Team)	2016	www.filmapp.com/atlanta , Toronto Film, Television & Digital Media Office	Number of permits processed through streamlined system; full tracking of production numbers/ values
	3.3 Coordinate services among film sector support agencies to improve communications, promotions and referral services (e.g.: regular industry forums, hotlists, sector impact reports, marketing materials)	Ontario Media Development Corporation forums, Cinéfest forum, film industry nights, debriefing interviews/ surveys with productions	Northern Ontario Heritage Fund Corporation, Cultural Industries Ontario North, Economic Development, Ontario Media Development Corporation	2015		Evaluation process to include debriefing with location managers and/or producers
	3.4 Build and promote available online tools to assist both local and out-of-town film productions to access local resources (e.g.: crew database, locations library, maps), integrating them into existing platforms whenever possible	www.filminsudbury.ca , www.cionorth.ca , www.omdc.on.ca , forums and networking events with film industry representatives, Northern Ontario Heritage Fund Corporation	Cultural Industry Ontario North, post-secondary institutions	2015	Ontario Media Development Corporation locations library	Number of locations listed, number of crew members listed, advancement of crew positions



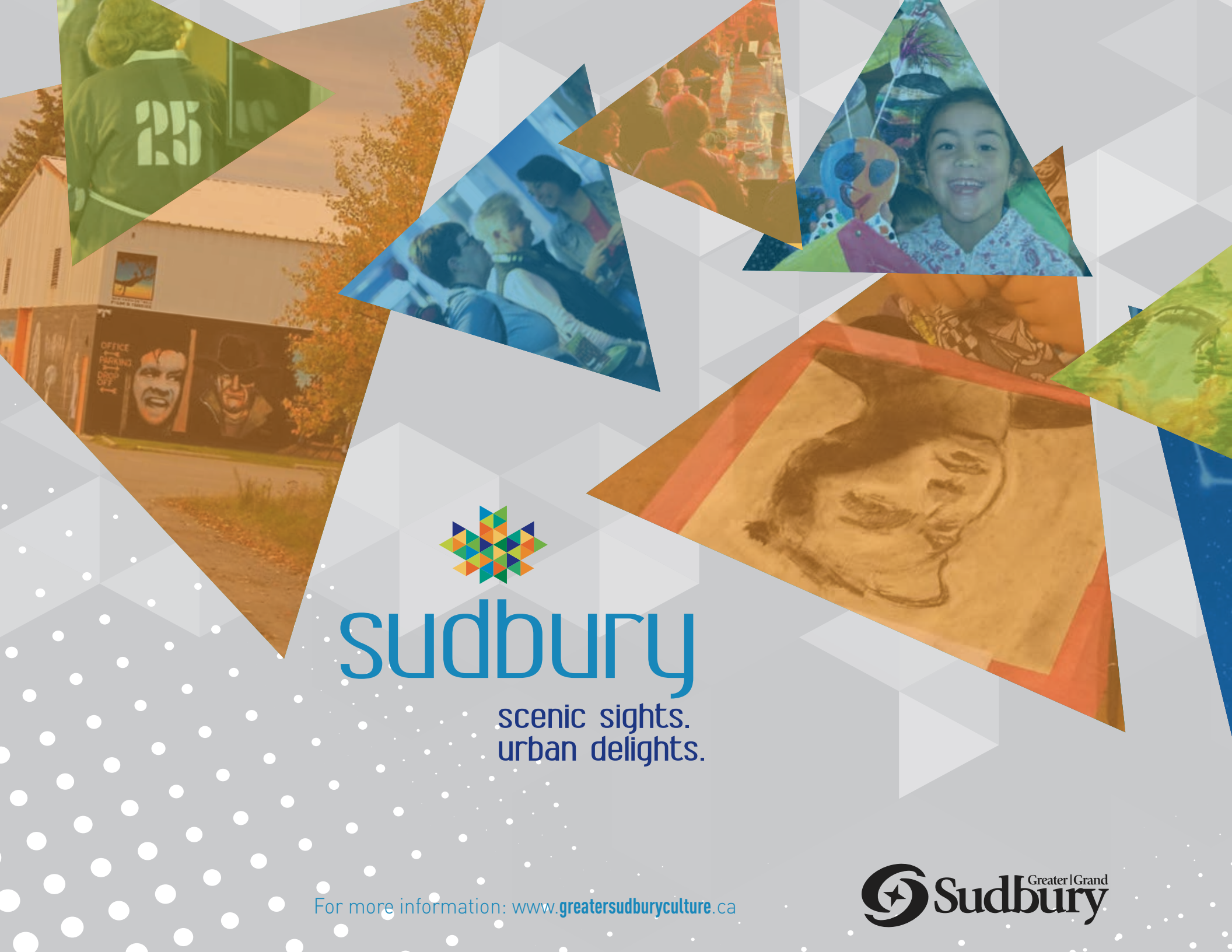
4. CREATIVE ECONOMY

Goals ▼	Potential Initiatives ▼	Available Resources ▼	Potential Partners ▼	Timeframe (1-5 years) ▼	Examples of Best Practices ▼	Success Indicators ▼
4. Review CGS funding programs for arts, culture and heritage to ensure maximum efficiencies and use. Develop structure for core multi-year funding. Ensure that funding levels reflect a minimum annual inflationary increase.	4.1 Develop a plan to increase municipal funding to arts and culture per capita – seek recommended targets from the economic impact assessment based on potential return on investment	Community Economic Development Funding, Arts & Culture Grant Program, Tourism Event Support, Special Event Support (Leisure Services), potential of public art budget to be created, Creative City Network Cultural Data Project	Local arts and culture representatives, Creative Consortium	2017	Median is \$8.04 per capita based on the 8 municipalities participating in Ontario Municipal Benchmarking Initiative, Canadian Arts Data/ données sur les arts au Canada, Per Capita Investment Goal-Setting (Toronto)	As reported through the Ontario Municipal Benchmarking Initiative
	4.2 Provide staff assistance on grant-writing skills and include resource links on www.investsudbury.ca , including orientation session for applicants to the Arts & Culture Grant Program	In person grant information sessions in 2013 and 2014, telephone assistance leading up to the deadline, Regional Business Centre templates, grant-writing tips published online	City (Economic Development)	2015	Ontario Arts Council and Ontario Trillium Foundation online video tutorials	Number of applicants accessing assistance
	4.3 Assess all CGS funding to arts, culture and heritage to ensure continuous improvement (e.g.: evaluation process, jury composition, multi-year funding, etc.)	Arts & Culture Grant Program, Community Economic Development Funding, Tourism Event Support Fund, Special Event Support, Healthy Community Initiative Fund, online anonymous survey conducted with applicants to the Arts & Culture Grant Program annually	City (Economic Development, Leisure Services)	2015	Hamilton Arts Advisory Commission	Structure in place for core multi-year funding Juries include sector, community, GSDC and CGS Council representation
5. Increase and diversify public and private funding for culture and creativity.	5.1 Explore models that allow corporate fund matching programs and research models for taxes to support new art initiatives	Previous artsVest program	City (Economic Development, Planning)	2017	Business for the Arts, artsVest fund matching program, billboard tax (Toronto), Simplified entertainment funding tax (Winnipeg)	



4. CREATIVE ECONOMY

Goals ▼	Potential Initiatives ▼	Available Resources ▼	Potential Partners ▼	Timeframe (1-5 years) ▼	Examples of Best Practices ▼	Success Indicators ▼
6. Create website to centralize data, research and support offered by CGS to the cultural sector.	6.1 Promote free access to market data to support planning of arts and culture initiatives	Research databases through the Regional Business Centre, aggregate data reported through the Arts & Culture Grant Program, specialized support through Work in Culture and Arts Build Ontario, data as published in annual report card (once developed)	City (Economic Development, Regional Business Centre) and others TBD	2015	Reports available through Hills Strategies, OAC, Business for the Arts	Number of arts and culture clients accessing RBC services
	6.2 Provide and promote services targeted to the arts and culture sector's needs (e.g.: tracking services/ resources available for events, customizable questionnaires, funding, debriefing surveys, market research, professional development referrals)	Tourism Event Support Program, Leisure Services event support, specialized programs available through Work in Culture and Arts Build Ontario, Festivals and Events Ontario, Ontario Tourism, Canadian Arts Presenting Association	City (Economic Development, Tourism & Culture), Regional Business Centre, United Way and others TBD	2016		Improved data for annual cultural report card
7. Support the development and implementation of a tourism strategy that showcases local arts, culture and heritage offerings.	7.1 Reformat/repurpose/rebrand the current Sudbury Tourism events calendar to appeal to a local audience and create a plan for ongoing maintenance and user-friendly updating	Sudbury Arts Council's online calendar and e-newsletter, Sudbury Entertainment, Sudbury Discoveries, media, local bloggers/writers	City (Tourism & Culture, Web & Marketing)	2015	Waterloo's Google calendar for organizing/ promoting arts events	Digital media analytics (web hits), uptake among local arts and culture organizations
	7.2 Coordinate tourism strategy around Sudbury's cultural assets in consultation with arts and culture representatives	Tourism Digital Media Strategy, community and partner consultations underway through #gs2025 (new Economic Development Strategic Plan under development)	City (Tourism & Culture), Sudbury Tourism Partnership	2015	Ontario Arts Council Cultural Tourism Profile	
8. Coordinate an intergovernmental funders' network to identify key strategic priorities for cultural development and opportunities for collaborative grant programs.	8.1 Present the Cultural Plan to a network of other funders to identify common goals and projects for collaboration	CAMNO (FedNor, Ontario Trillium Foundation, Northern Ontario Heritage Fund Corporation, Ontario Arts Council, Ministry of Tourism, Culture & Sport, Canadian Heritage)	Municipal, provincial and federal funding agencies	2015		Align municipal funding requests and identify which projects can be funded collaboratively and prioritize them in phases, funding streams and eligibility



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