Cultural Plan Update

Public Meeting

June 2, 2015

Agenda

1. Our approach and process
2. The 2009 Cultural Plan
3. The current situation
4. Opportunities
5. Discussion

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Overview

- The Town's first Cultural Plan approved 2009
- The Landscape and scope of culture has changed considerably
- Time for a refresh of the cultural plan
- This update will set the stage for the update
- Supported by internal and external working groups
- May-June: Stakeholder meetings and research
- July-August: Plan development and endorsement
- Sept-Oct: Information session, refinement and adoption

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What has Changed?

2009

- OCPA
- Museum
- Financial Support
  - OAC
  - Grants
- Staff Support
  - collaboration with Oakville Arts Council (OAC)

2015

- OCPA (expanded)
- Museum (expanded)
- QEPCCC
  - Facilities, Cultural Programs, Exhibitions / Gallery
- Events
  - Children's' Festival, Doors Open, Culture Days, Cultural Connection
- Partnerships (OAC)
- Financial Support (OAC, Grants)
- Support (OAC, 22 CORE culture groups , 29 other cultural groups)
- Public Art, Corporate Art
- Downtown Cultural Hub

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Culture Growth 2009 – 2015
A Major Line of Business

Net	2009	2015	% change
Grants	$ (180,500)	$ (188,900)	5%
Museum	$ (507,223)	$ (536,700)	6%
OCPA	$ (712,671)	$ (888,000)	25%
QEPCCC - Culture*	$ -	$ (1,123,200)	
Events	$ -	$ (189,200)	
Cultural Administration**	$ (149,191)	$ (313,200)	110%
Total	**$ (1,549,585)**	**$ (3,239,200)**	**109%**

Revenues	2009	2015	% change
Museum	$ 109,851	$ 123,200	12%
OCPA	$ 1,518,031	$ 1,439,000	-5%
QEPCCC	$ -	$ 552,700	
Total	**$ 1,627,882**	**$ 2,114,900**	30%

* includes culture's portion or transfer to facility reserve and shared facility costs

** increase is partially due to rellocaation of .5 of Director's salary

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2009 Cultural Plan

Vision

" To be a community where culture inspires, engages and thrives"

Strategic directions;

1. Enhance Places and Spaces
2. Develop Cooperative Programs
3. Building Community Capacity
4. Clarify and Strengthen the Town's Role in Culture
5. Strengthen Culture Through Town Plans and Policies
6. Create Partnership Structures
7. Leverage Investment in Culture

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Cultural Plan Review

- Assessment completed on all twenty six strategies and strategic directions in 2009 plan

- Results
  - Completed and / or ongoing: 11
  - In progress: 8
  - Incomplete: 7

- A very aggressive implementation schedule that resulted in many successes, some of which exceeded expectations and were not outlined in the original plan

	Completed, or completed and ongoing
	In progress or partially complete
	Incomplete

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Cultural Plan Status Update

Strategic directions	Strategies			
Enhance Places and Spaces	Accommodate arts and cultural space in a redeveloped Queen Elizabeth Park Community Centre	Integrate cultural programming space into new facilities	Explore the potential for a new creative hub in the downtown	Explore the potential for an arts, heritage and artifacts collections storage facility
Develop Cooperative Programs	Co-develop a Doors Open for Culture program	Co-develop a business case for a community portal to culture in Oakville	Implement other collective marketing and audience development programs	Work with partners to develop community arts and culture programs
Building Community Capacity	Facilitate the further development of training networks and the sharing of resources	Share relevant information and research with community arts and cultural organizations	Facilitate the enhanced use of technology by community arts and cultural organizations	Support community arts and cultural organizations by connecting them to community resources and facilitating collective fundraising efforts

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Strategic directions	Strategies			
Clarify and Strengthen the Town's Role in Culture	Adopt a new town mandate for culture	Communicate the town's commitment to culture	Build town staff capacity	Continue to monitor the state of culture in Oakville
Strengthen Culture Through Town Plans and Policies	Adopt a cultural lens	Support cross-departmental planning and policy development	Establish specific policies to support cultural development	
Create Partnership Structures	Create an Oakville cultural roundtable	Hold an annual cultural summit	Hold issue-based forums to address common needs and issues	
Leverage Investment in Culture	Continue to monitor space needs and invest in places and spaces as needed	Where appropriate, utilize bonusing to provide incentives for private sector investments including public art installations	Work with the proposed cultural roundtable to encourage investment in culture by community and business partners	Work with the proposed cultural roundtable to encourage and develop cross-sectoral initiatives which will attract funding from foundations and other levels of government (i.e. provincial and federal)

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"Enabling Culture to Thrive in Oakville"

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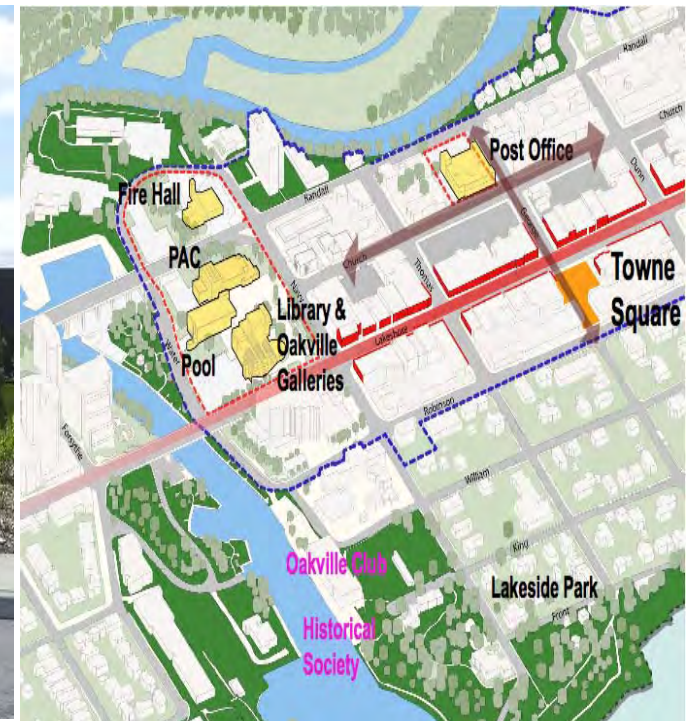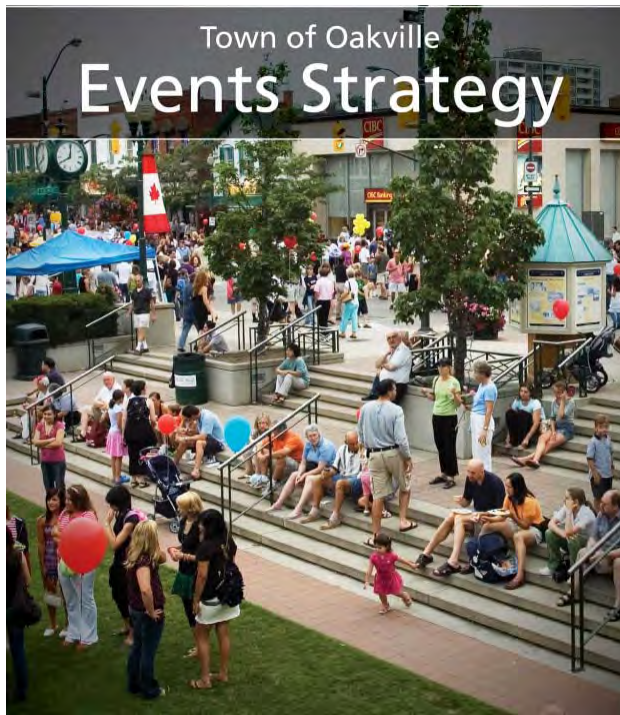
Forces and trends

The bad news…

- Decline in traditional performing arts audience

- Decline in traditional public sector arts funding

- Increasing competition for private sector philanthropy

- Increasing fragility of nonprofit arts organizations

The good times…

- Embracing a broader definition of culture

- Increasing active arts participation

- Growth of sector-sponsored arts education

- Improving arguments for arts "value"

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The value proposition of the arts

- The arts and:

  - Economic development

  - Creative place-making

  - Downtown revitalization

  - Cultural tourism

  - Business and workforce development and retention

  - Arts in education

  - Healing – physical, mental, spiritual and communities

- "Opera stands as a symbol of cosmopolitan culture, and it's fate foretells the destiny of the larger order." – Alex Ross

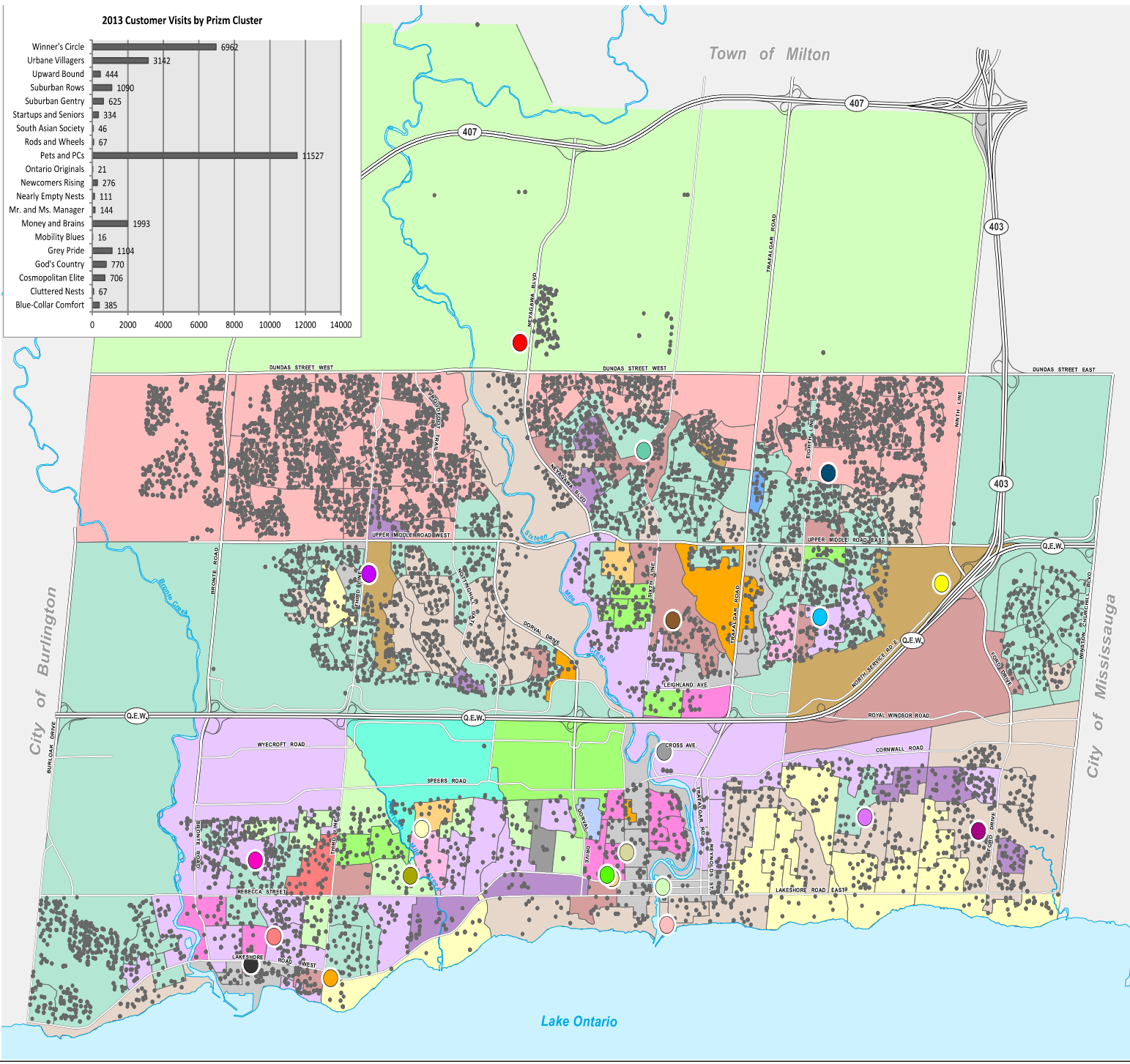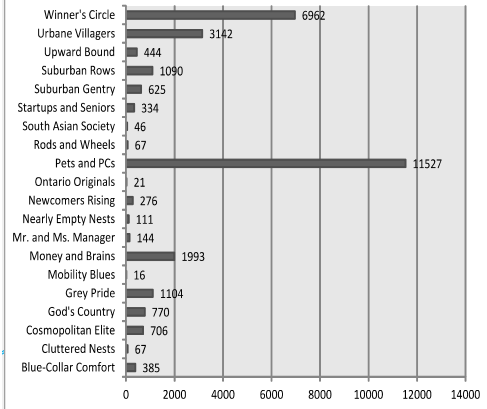OAKVILLE

Town programs, events and facilities

- The Town of Oakville is becoming a very active and organized producer and sponsor of events through the adoption of a new Events Strategy.
- There is a public art program, though it has limited budget, scope and impact
- There is a corporate art collection, though it has limited size and value
- There is lots of policy and procedures, through some of that is overwhelming for emerging organizations and new arrivals.

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Current facilities

- Theatre

- Museum

- Cultural Centre – QEP

- 3 Community Centres - limited cultural use

- 4 Senior Centres - limited cultural use

- 3 Youth Centres - limited cultural use

- More new facilities will be coming on line over the coming years:
  - Oakville Arena\Senior Centre – 2018
  - South Central Community Centre
  - Downtown Cultural Hub
  - Sixteen Mile Community Centre
  - Palermo Community Centre

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2013 Customer Visits by Prizm Cluster

Cluster	Visits
Winner's Circle	6962
Urbane Villagers	3142
Upward Bound	444
Suburban Rows	1090
Suburban Gentry	625
Startups and Seniors	334
South Asian Society	46
Rods and Wheels	67
Pets and PCs	11527
Ontario Originals	21
Newcomers Rising	276
Nearly Empty Nests	111
Mr. and Ms. Manager	144
Money and Brains	1993
Mobility Blues	16
Grey Pride	1104
God's Country	770
Cosmopolitan Elite	706
Cluttered Nests	67
Blue-Collar Comfort	385

Town of Milton

Lake Ontario

City of Burlington

City of Mississauga

Recreation & Culture 2013 Customer Data with Environics Prizm Clusters by Dissemination Area

Environics Prizm Clusters

- Blue-Collar Comfort
- Cluttered Nests
- Cosmopolitan Elite
- God's Country
- Grey Pride
- Mobility Blues
- Money and Brains
- Mr. and Ms. Manager
- Nearly Empty Nests
- Newcomers Rising
- Ontario Originals
- Pets and PCs
- Rods and Wheels
- South Asian Society
- Startups and Seniors
- Suburban Gentry
- Suburban Rows
- Upward Bound
- Urbane Villagers
- Winner's Circle

Town Facilities

- Bronte Pool
- Bronte Youth Centre
- Brookdale Pool
- Centennial Pool
- Falgarwood Pool
- Glen Abbey Community Centre
- Iroquois Ridge Community Centre
- Joshua's Creek Arenas
- Kinoak Arena
- Lion's Pool
- Maple Grove Arena
- Oakville Arena
- Oakville Museum
- Oakville Youth Centre
- Oakville Senior Citizens' Recreation Centre
- Q.E.P. Community & Cultural Centre
- River Oaks Community Centre
- Sir John Colborne Senior Centre
- Sixteen Mile Sports Complex
- Wedgewood Pool
- White Oaks Pool

• Customer Location

1:47,000

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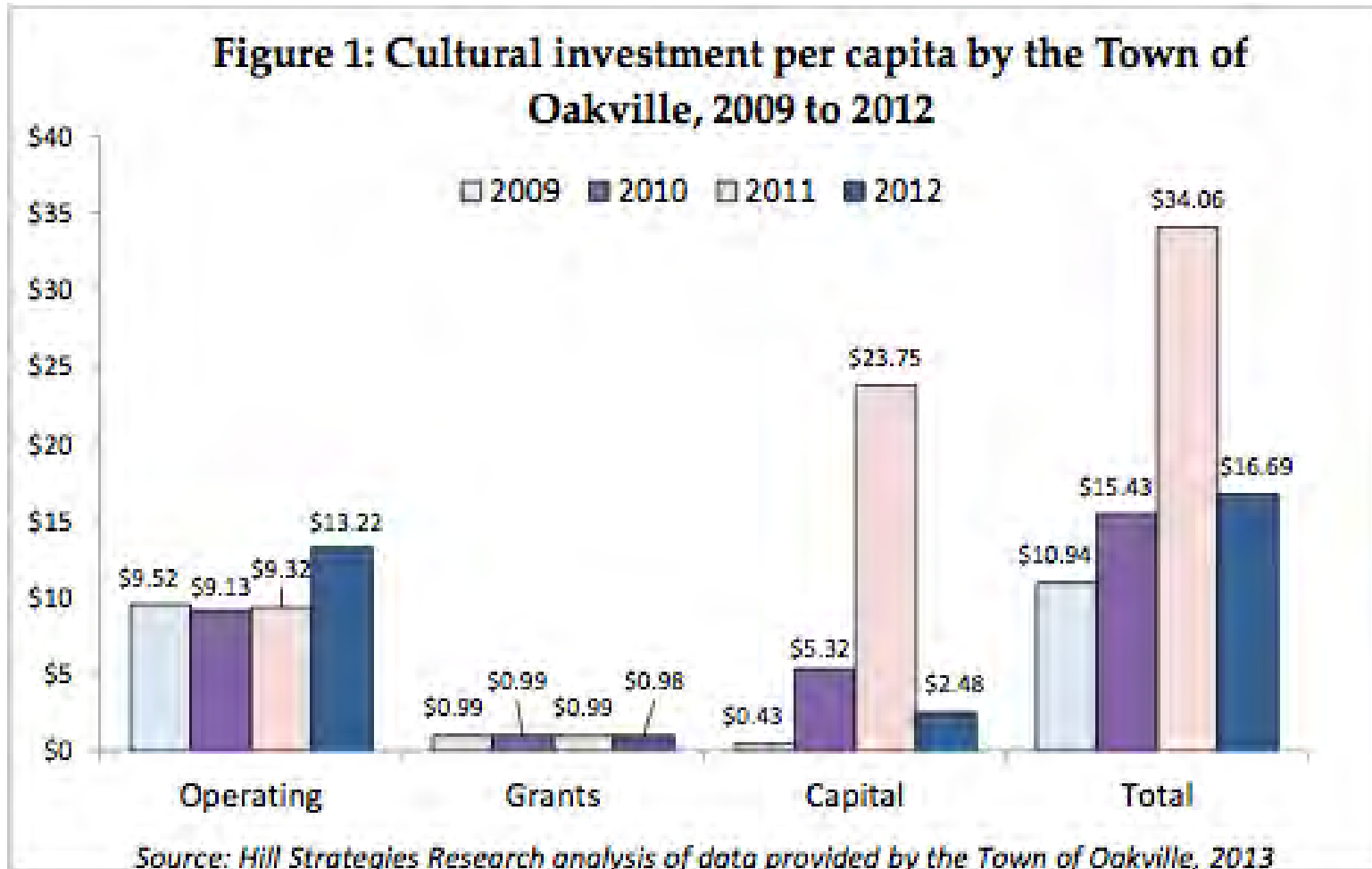Q.E.P. Community & Cultural Centre Client Distrubution - 2013 Visits by Brochure Section -
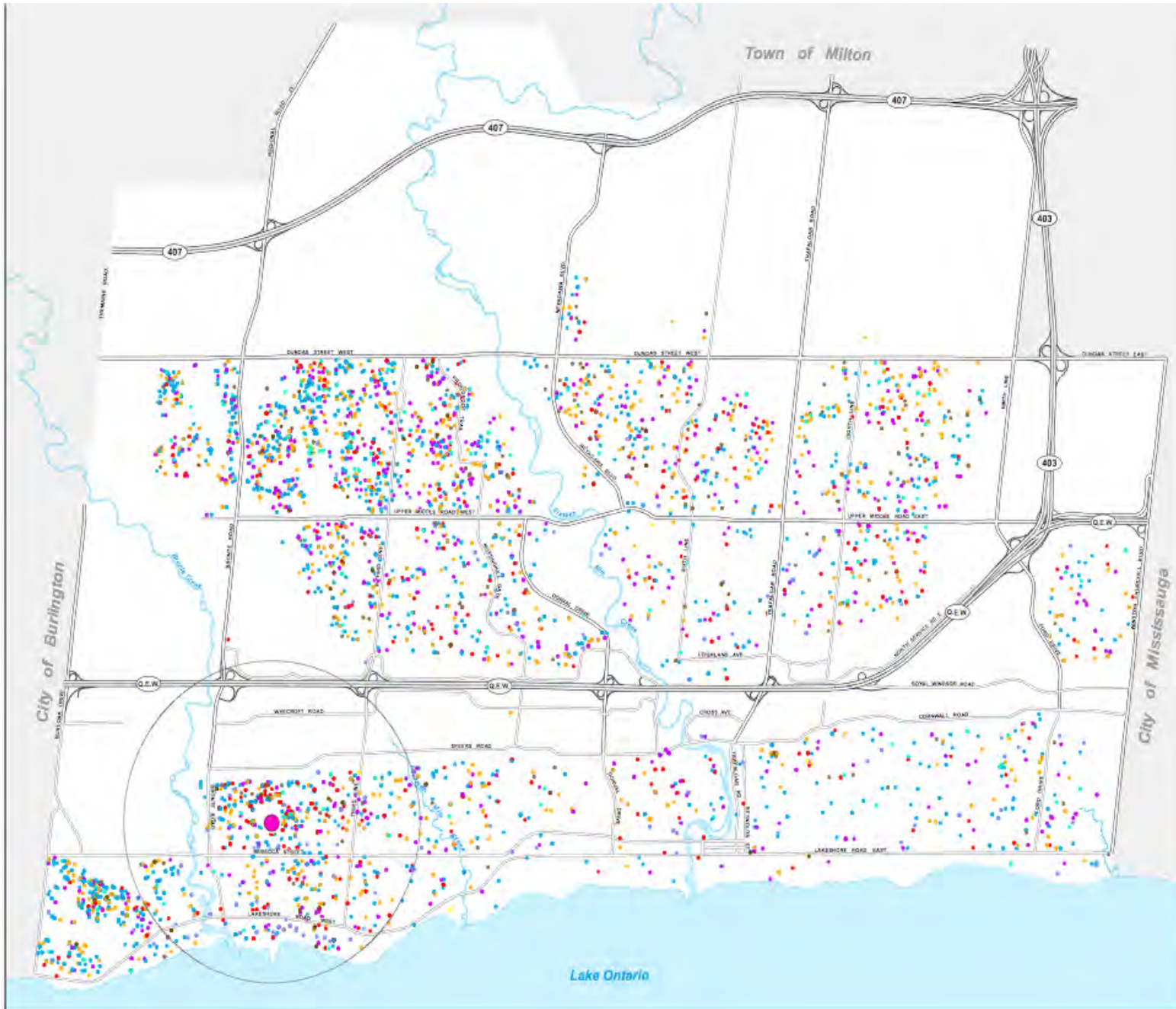
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June 2014
Strategic Business Support
Community Development Commission

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The Town's investment in arts and culture

Figure 1: Cultural investment per capita by the Town of Oakville, 2009 to 2012

Source: Hill Strategies Research analysis of data provided by the Town of Oakville, 2013

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The Town's investment in arts and culture

- Seven cities participated in the Hill Strategies measurement of cultural investments between 2009 and 2012. They were Oakville, Edmonton, Hamilton, Halifax, Saskatoon, Windsor and Richmond, B.C.

- The Town of Oakville's net investment in culture was $16.69 per capita in 2012, sixth among the seven cities participating in this study and only ahead of Windsor.

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How Oakville is changing

Town of Oakville, Historic and Forecast Population (1996-2031)
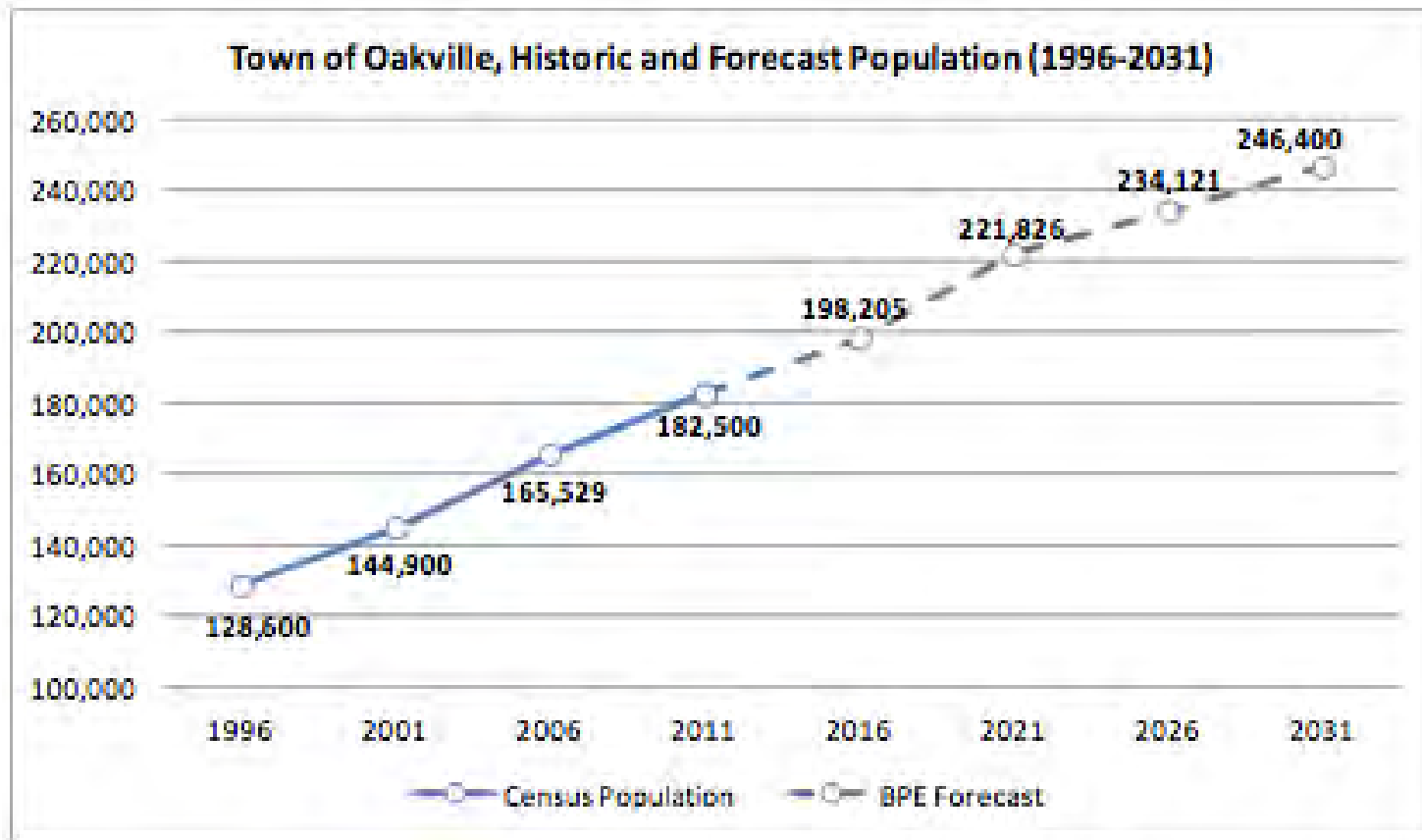
Population Change (2006 - 2011)

- -1000 - 0
- 1 - 1,000
- 1,001 - 2,000
- 2,001 - 3,000
- 3,001 - 4,000
- 4,001 - 5,000

North Oakville
2011: 383
2006: 440

Palermo Village
2011: 2,578
2006: 398

Palermo West
2011: 4,321
2006: 1,192

West Oak Trails
2011: 28,538
2006: 23,930

Uptown
2011: 3,639
2006: 2,921

River Oaks
2011: 16,397
2006: 15,330

Iroquois Ridge North
2011: 16,086
2006: 13,929

Glen Abbey
2011: 20,637
2006: 21,080

College Park
2011: 12,725
2006: 12,350

Iroquois Ridge South
2011: 7,143
2006: 7,230

Clearview
2011: 7,213
2006: 7,290

Midtown
2011: 748
2006: 628

Kerr Village
2011: 4,349
2006: 4,434

Old Oakville
2011: 11,921
2006: 11,733

Downtown Oakville
2011: 535
2006: 515

Eastlake
2011: 10,334
2006: 10,495

Bronte
2011: 27,379
2006: 25,441

Bronte Village
2011: 3,459
2006: 3,060
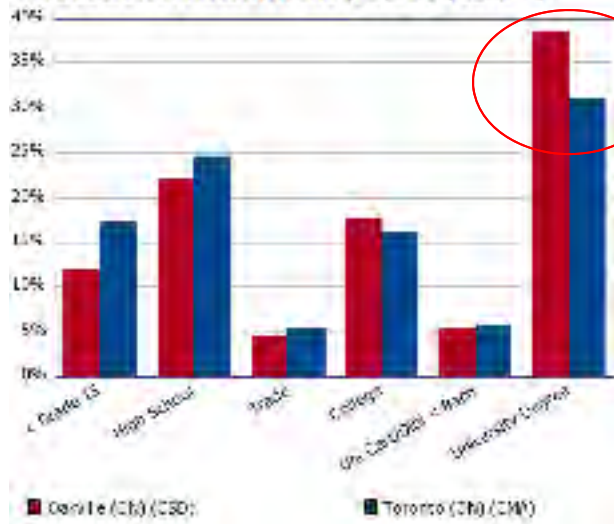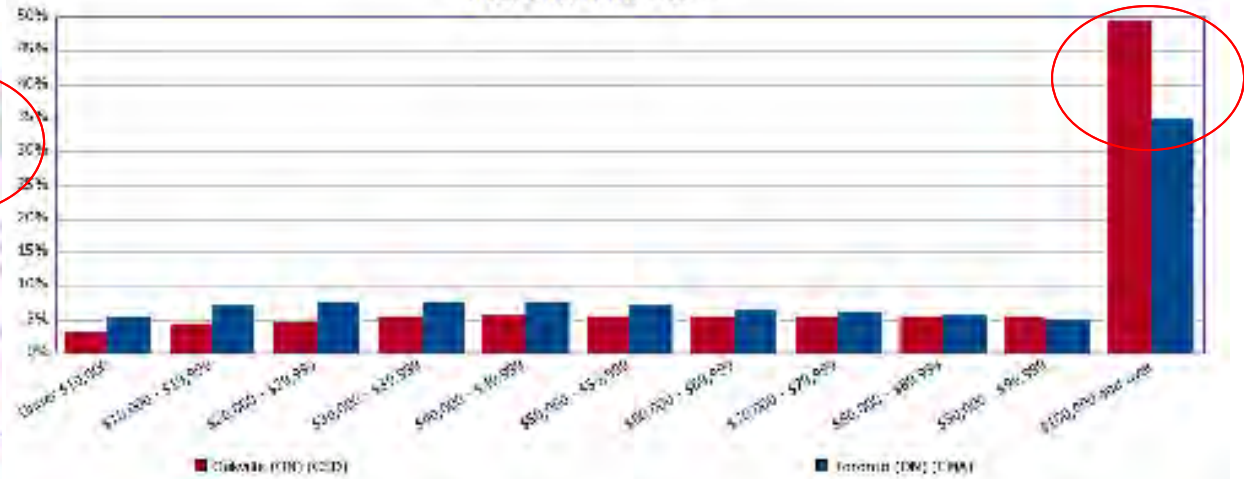
Town of Oakville 2011 and 2006 Census Population by Planning Communities and Growth Areas

Community Development Commission
Strategic Business Support

Z:\Department\Planning\Remote\2011 to 2006 DA Populations...2011vs2006_DAs.mxd
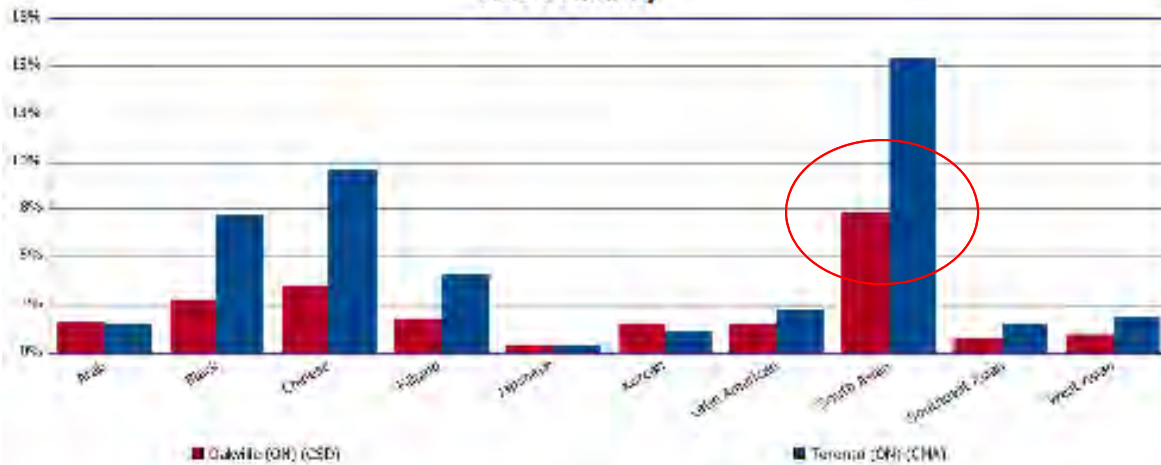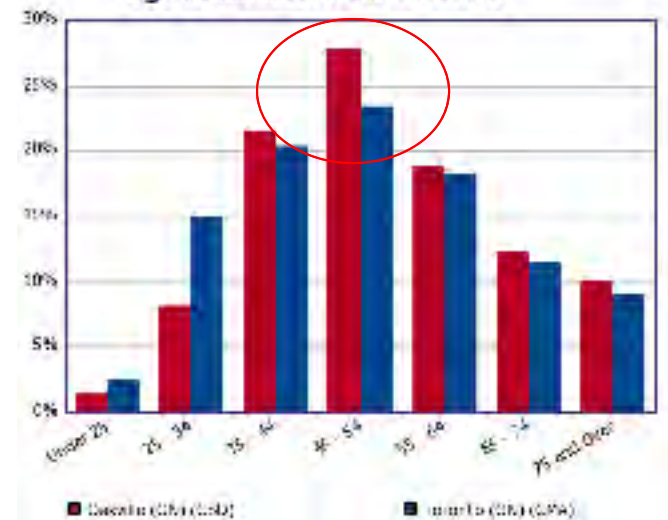
Percent Change in Immigration 2001-2006 to 2006-2011

Immigrants 2006-2011 (000s)

City	% Change	Immigrants		City	% Change	Immigrants
Kelowna	26	2		Markham	-3	18
Calgary	20	68		Vancouver	-3	42
Vaughan	7	12		Ajax	-5	3
Oakville	7	7		Brampton	-5	41
Canada	5	1,163		London	-7	11
Richmond Hill	3	13		Toronto	-19	217
Barrie	1	2		Mississauga	-20	60
Oshawa	0	2		Pickering	-29	2
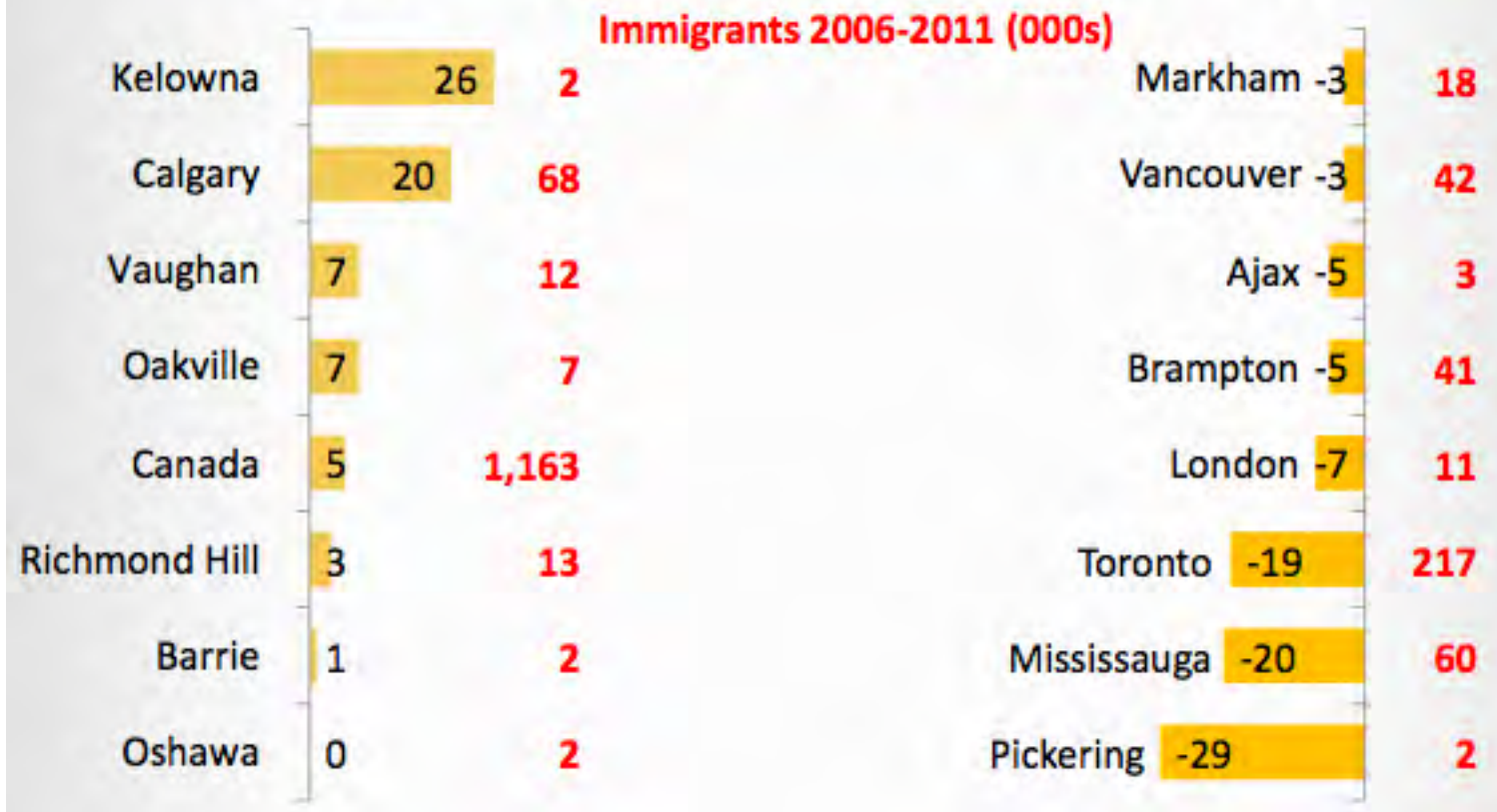
Canada's best places to live 2015

- Oakville ranked 6th out of 209, up from 7th in 2014.
- Criteria include low unemployment, high incomes, affordable housing, healthy population growth, access to heathcare, low taxes, low crime, easy to walk/bike and take transit, good weather and strong arts and sports community.

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Sheridan College

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The arts community

- Oakville has an active community of arts organizations
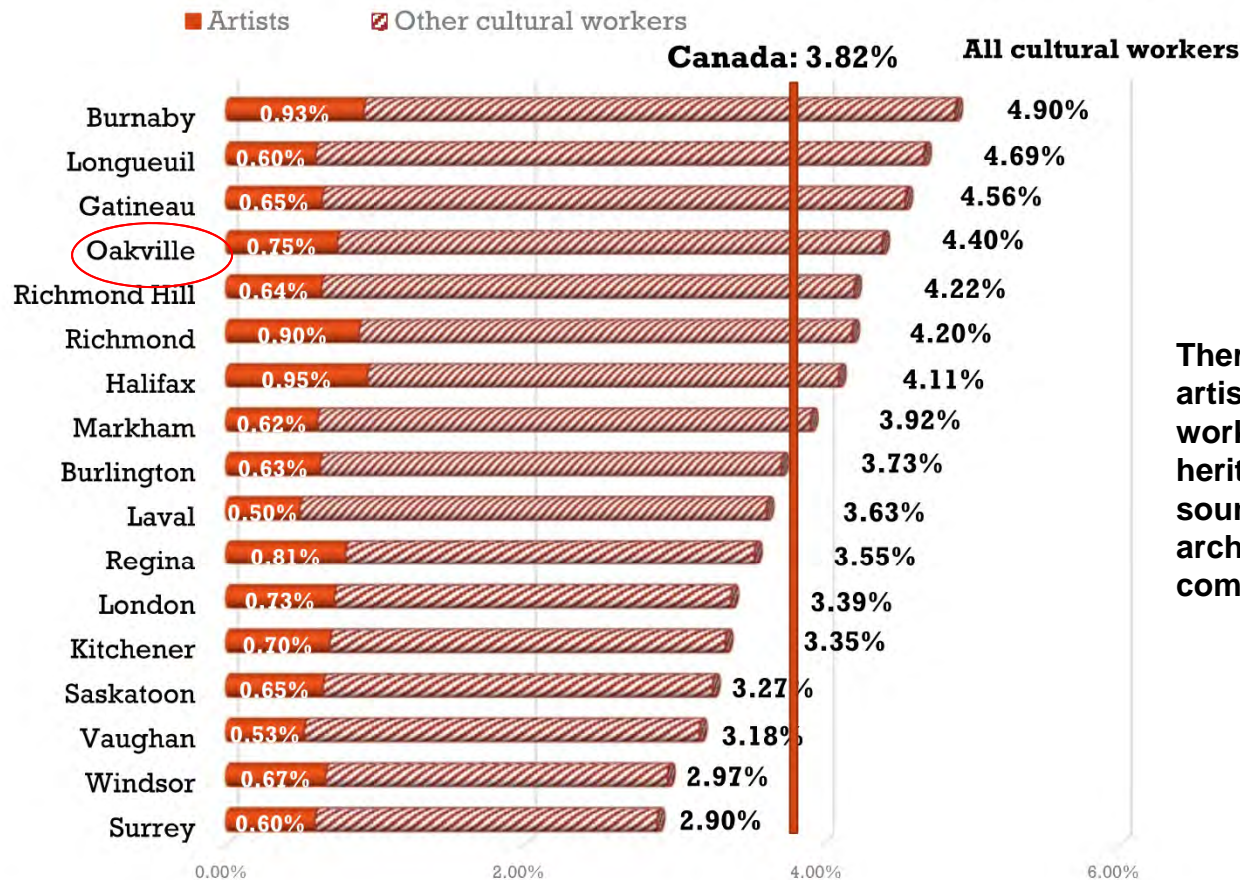- "CORE" is a membership-based program that offers community groups and organizations support in delivering services to the community. The cultural CORE organizations are: ArtWorks Oakville, Burl-Oak Theatre, Cdn Caribbean Association of Halton, Glen Abbey Toastmasters, Great Big Theatre Company, High Rendition Jazz, Masterworks of Oak Chorus and Orchestra, Oak Art Society, Oak Arts Council, Oak Assoc. of Knitters and Crocheters, Oak Camera Club, Oak Chamber Orchestra, Oak Chinese Network Society, Oak Choral Society, Oak Fiber Artists, Oak Galleries, Oak Improv. Theatre Company, Oak Literacy Council, Oak Quilters Guild, Oak Scottish Country Dance, Oak Sculptors and Carvers Guild and Oak Sewers Guild.

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Concentration of artists and cultural workers in cities between 175,000 and 500,000 population

Source: 2011 National Household Survey

■ Artists   ▨ Other cultural workers

Canada: 3.82%   **All cultural workers**

City	Artists	All cultural workers
Burnaby	0.93%	4.90%
Longueuil	0.60%	4.69%
Gatineau	0.65%	4.56%
Oakville	0.75%	4.40%
Richmond Hill	0.64%	4.22%
Richmond	0.90%	4.20%
Halifax	0.95%	4.11%
Markham	0.62%	3.92%
Burlington	0.63%	3.73%
Laval	0.50%	3.63%
Regina	0.81%	3.55%
London	0.73%	3.39%
Kitchener	0.70%	3.35%
Saskatoon	0.65%	3.27%
Vaughan	0.53%	3.18%
Windsor	0.67%	2.97%
Surrey	0.60%	2.90%

0.00% 2.00% 4.00% 6.00% 8.00% 10.00%

There are nine occupation codes for artists and another 50 for cultural workers, including archives, libraries, heritage, broadcasting, film & video, sound, performing arts, publishing, architecture, design, printing, communications and photography.

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Council's strategic plan 2015-2018

- **Vision: Be the most livable town in Canada**

- **Areas of focus: Good governance, environmental leadership, economic growth, fiscal sustainability and service to residents.**

- **Strategic goals:**
  - **To be accountable, innovative, honest and dedicated in everything we do**
  - **Treat everyone with respect and act as a team, ensuring staff receive same respect, commitment and caring as they are expected to give.**
  - **Enhance natural, cultural, social and economic environment**
  - **Provide and continuously improve programs and services**
  - **Be environmentally and fiscally sustainable**
  - **To have a process as fulfilling as the outcome**
  - **Be valued and celebrated for the way we satisfy needs of residents, business and employees**

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Themes for the cultural plan update

Three big ideas:

1. Engage and strengthen key providers and supporters of creativity

2. Broaden the reach and impact of the arts and culture to reflect the character and increasing diversity of the community.

3. Consider cultural development as the means, rather than the end

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Opportunities

- Support and strengthen cultural anchors

- Develop and support more public art

- Support the creativity and celebration of cultural heritage for all communities within the Town

- Strengthen partnerships with the educational sector

- Engage the private sector in advancing the arts and culture in Oakville

- Push cultural programs to all corners of the community

- Use the arts and culture to advance the Town's broader goals

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Invest in cultural anchors

- The Town of Oakville maintains or supports cultural anchors like the Galleries, the Museum and OCPA that play a critical role in connecting the community to its past, attracting reknowned artists to the community and providing a cultural home to key groups.

- Oakville should continue to invest in these assets for residents, artists, arts educators, and to support the Town's vision to be the most livable community in Canada.

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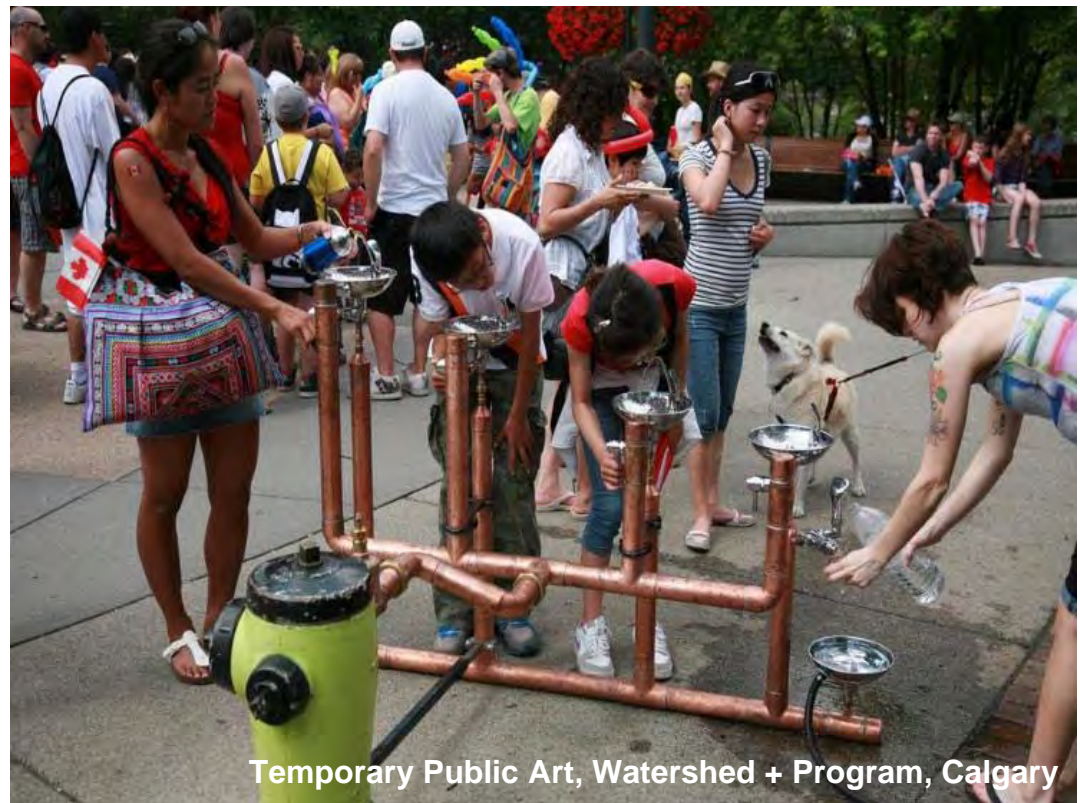
Public art program

The opportunity

- Develop a funding program
- Incentivize public art in existing and new private developments
- Use public art to drive programming

Best practices in Canada

- City of Calgary, Alberta
- City of Burlington, Ontario
- City of Richmond, BC

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Calgary, Alberta

- **The City funds public art through a 'percent for public art policy'**

- **Policy has provided framework for multiple public art plans: Community Services and Environment departments have implemented public art plans**

- **"Watershed +" is an artist-led public art program run through the City at the fore of public sector innovation in public art practice**

Temporary Public Art, Watershed + Program, Calgary

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Burlington, Ontario

- **Public Art Master Plan and Public Art Policy**

- **Public art is funded through government funds, private developer contributions, and private donations**

- **Alternative Governance model: Public Art Program is managed by a local non-profit cultural organization**
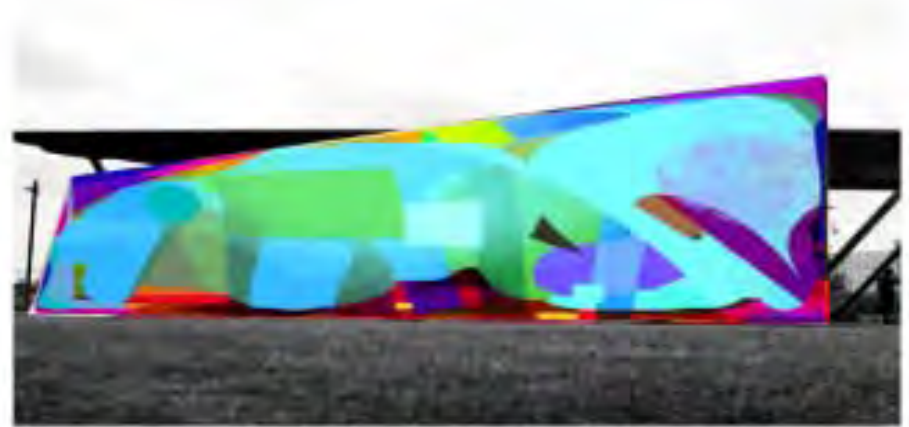
Norton Community Park Mural

See art in action! Beginning in mid-May (weather permitting), artist team PA System (Patrick Thompson and Alexa Hatanaka will be installing a new mural at the Norton Community Park. The mural will be installed ...

Continue reading →

FEATURED · LEAVE A COMMENT

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City of Richmond, BC

- **Multiple programs: public art program, private development public art program, community public art program funded by a percent for public art ordinance.**

- **Public Art Master Plans proposed around 6 'urban villages' that surround the city-centre**

- **Emphasis on connections: public art as a connecting feature between sites and buildings, rather than stand-alone objects.**

Cluster: nexus between public art and Infrastructure

Reaching/engaging the whole community

The opportunity

- Adopting a broader definition of culture

- Outreach and dialogue throughout the community

- Support of diverse programming

- Access to existing facilities

- Additional facilities within mixed-use developments

Best practice in Canada

- Edmonton Heritage Festival

- Prismatic Arts Festival, Halifax

- MT Space Theatre, Kitchener Waterloo

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Edmonton Heritage Festival

- **Canada's longest running multi-ethnic, multi-cultural celebration (40 years running, with 400,000 people attending in 2013)**

- **Features 60 pavilions representing over 85 cultures from around the world**

- **Edmonton is considered Canada's "Festival City": Largest festivals are focused on the arts and the city's large multicultural community**

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Prismatic Arts Festival, Halifax

- **3 Day National Arts Festival featuring Aboriginal and other culturally diverse artists, including deaf and disabled**

- **Giving a voice to those artistic voices (jazz, spoken word, soul, first nations) not heard in Halifax**

- **Breaking down barriers to entry for audiences**

- **Conference occurs alongside festival to encourage knowledge sharing and networking opportunities for artists and arts administrators.**

Art FOR Everyone

MUSIC, DANCE, THEATRE & MORE!

AUG 21-24
ALDERNEY LANDING

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MT Space Theatre, Kitchener

- **Fulfills a space need for culturally diverse artists in the Waterloo Region**
- **Committed to building new audiences: 'a community of difference'**
- **Offers educational programs, professional development workshops, and mentoring support to local artists**

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Educational partners

The opportunity

- Top-down and bottom-up partnerships with Sheridan College
  - This is a world-class institution with the potential to have a significant impact on cultural, economic and community development in Oakville
- Top-down and bottom-up partnerships with School Districts
  - Engage/employ artists and local organizations in Oakville schools
  - Access to school facilities for cultural programming
- More engagement and programmatic partnerships with Libraries

Best practices in Canada

- Algoma University and City of Sault. St. Marie
- Simon Fraser University Community Arts Partnership
- Saskatchewan Partnerships for the Arts (SPAR)

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Algoma University-Sault St. Marie

- **Animating the John Roswell hub trail: Community-municipal placemaking initiative**

- **Research-based partnership: Groups collected data of settlement areas along the trail to enhance intangible qualities and communicate cultural values**

- **Integrated: planning, tourism, and provincial education all play a role.**

- **Multiple funding sources: City, public foundation, university**

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Simon Fraser University Community Arts

- **Expanding patron base through partnership: engages diverse professional arts and culture organizations**

- **Access to Culture: 'Right to Culture' Programming distributes over 1,000 free tickets to community.**

- **Act as Curatorial partner (facilitate partnerships) not venue sponsor**

- **Co-presentations achieve a greater scale of audience participation**

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RCM's "Learning through the Arts"

"A national program of arts-based activities to teach the core curriculum by providing teachers with creative tools to engage all students in math, science, language arts, social studies and more."

LEARNING THROUGH THE ARTS

WWW.RCMUSIC.CA

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Private sector engagement

The opportunity:

- Awards for corporate and individual leadership
- Mentoring and education on philanthropy
- The Life Sciences and Technology District and the new hospital
- Partner with the Oakville Arts Council, Business for the Arts and the Community Foundation

Best practices:

- Toledo Community Foundation
- Colorado Business Committee for the Arts
- Arthouse, Joshua Creek and the Oakville Symphony

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Toledo Community Foundation

- Youth in Philanthropy Encouraging Excellence (YIPEE) introduces high school juniors and seniors to the benefits of philanthropy and establishes the foundation for a lifelong commitment to leadership, volunteerism and philanthropy. Students meet from September to May, identifying key problems facing youth, raising money, reviewing grant applications and allocating money to deserving non-profits.

Toledo Community Foundation

Inspiring and Connecting Thoughtful Giving

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Colorado Business Committee for the Arts

- A catalyst for Colorado's business community to leverage the arts for economic vitality. Members have a philanthropic commitment to the arts and recognize the link between cultural vitality and creative and innovative success. CBCA hosts an annual awards luncheon where it honors businesses and individuals for partnerships and engagement with the arts.

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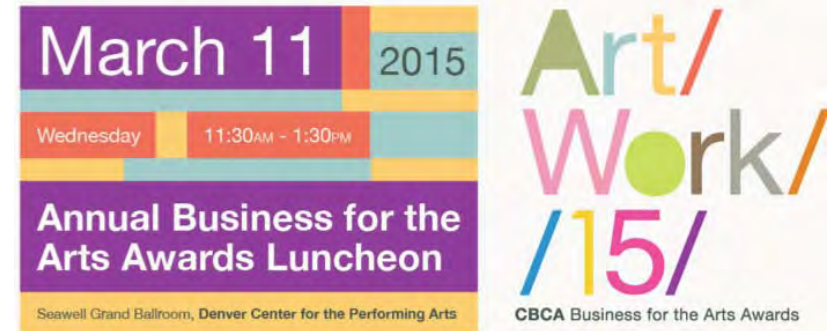
Arthouse, Joshua Creek and the Symphony

- **These nonprofits have strong private sector leadership and the potential to engage more private-sector sponsors to fuel future growth and the expansion of education and outreach programs.**

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Arts and culture in more facilities

- **Current/planned cultural facilities are sufficient, but that the portion of the community not well-served by those facilities should be given the opportunity to bring cultural programs to other facilities.**

- **Using other Town facilities**
  - Adding human and financial resources to improve access
  - Export QEP skills and approach

- **New Town facilities**
  - Include flex space

- **Access to schools**
  - Expand agreement with Halton School boards to drive access and increase utilization

- **Cultural components to new projects**
  - Create incentives for new developments to include flexible and accessible spaces.

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The "cultural lens" initiative

The opportunity

- Embracing the concept
  - Go back to the "arts and…" possibilities
  - The real challenge is communications and resource allocation among and between municipal departments
  - The four pillars

- The cultural facilitator at the planning table
  - What's the problem we can solve?

- Work closely with private sector partners like Sheridan College and the hospital

Best practices in Canada

- Kingston, Ontario
- Humboldt, Saskatchewan
- Regina, Saskatchewan

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Kingston, Ontario

- **Culture is recognized as a strategic direction by City Council: Considered the fourth pillar of sustainability**

- **Culture is used as a means to advance other city priorities: 'Sustainability Plan' and 'Kingston Youth Strategy'**

- **Organizational shift for Culture division: from service provider to strategic planning**

Movies in the Square, Downtown Kingston
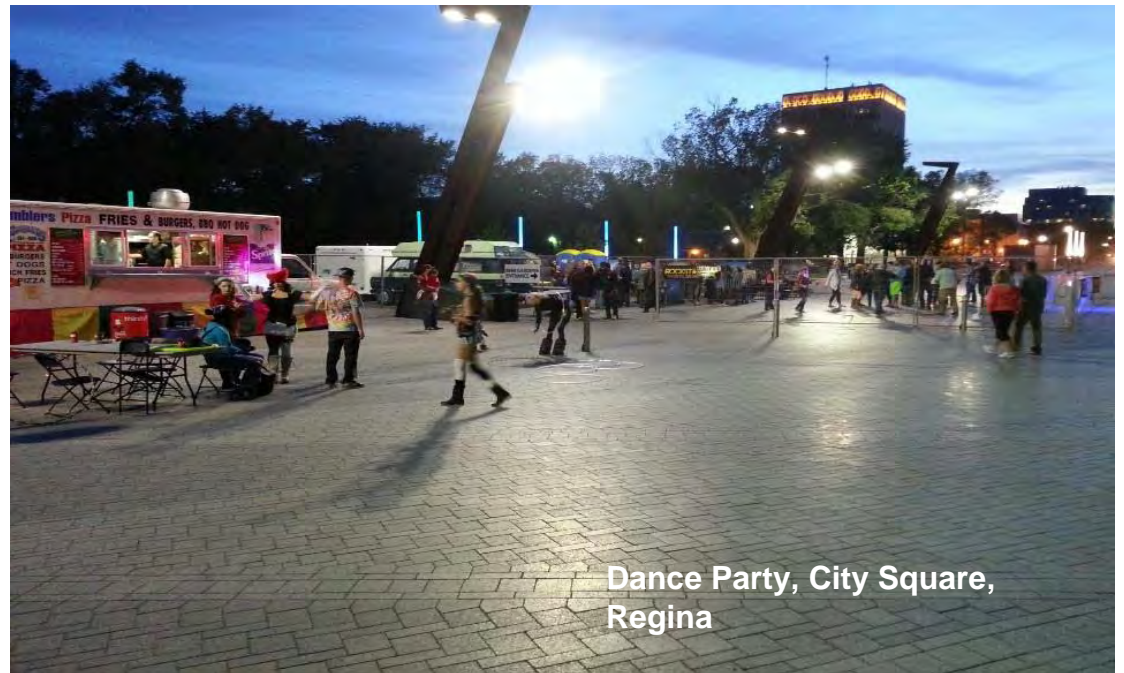
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Humboldt, Saskatchewan

- **Culture-led growth plan, or 'looking towards the future through a cultural lens'**

- **Leading with values and identity: key to managing future growth**

- **Bottom-up effort: collaborative planning, community-designed**

"As a hub of cultural and economic life, Humboldt celebrates its values and identity and attracts people and investment from around the world."

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Regina, Saskatchewan

- **Culture chapter written into City's Official Plan**

- **Integrated planning: cultural assets are linked to urban and heritage planning priorities.**

- **One role for culture is to enliven public space.**

Dance Party, City Square, Regina

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Questions for discussion

1. Have we fairly described the situation in Oakville?

2. Do you agree with our overall direction? Why or why not?

3. Which of our opportunities do you like more or less? And why?

- Support and strengthen cultural anchors

- Develop and support more public art

- Support the creativity and celebration of cultural heritage for all communities within the Town

- Strengthen partnerships with schools and Sheridan College

- Engage the private sector in advancing the arts and culture in Oakville

- Push cultural programs to all corners of the community

- Use the arts and culture to advance the Town's broader goals

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Next steps

1. Questions or comments to sarah.douglas-murray@oakville.ca
2. Complete the online survey through Oakville.ca
3. Public meeting in September
4. Council adoption in October

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