

enabling culture to thrive in oakville

Oakville's Strategic
Directions for Culture

AUTHENTICITY
REDISCOVER THE WEALTH OF PLACES

CULTURE
lives here

 OAKVILLE

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Introduction

Authentic places filled with lively and diverse cultural and entertainment options are magnets that attract and retain creative people. This creative class in turn generates wealth in an expanding knowledge economy. Communities become more economically viable and more sustainable, irrespective of the economic climate.

Every community, when you scratch the surface, is full of artists, supporters, volunteers and engaged audiences. They value the cultural life of their community and recognize the value it brings to their lives. Culture brings a sense of definition, purpose and fulfillment to the individual that other endeavors cannot match.

Purpose and Objectives

The development of a municipal cultural plan was recommended in the Parks, Recreation, Culture and Library (PRCL) Master Plan approved by Council in 2006. The PRCL proposed the plan be developed to address opportunities related to new trends in “innovation, ‘cultural creatives’ and creative cities.” It described the opportunity cultural development presented as a catalyst to improving the town’s creativity and competitiveness and attracting and retaining residents in the future.

Ten representatives from town departments formed the Staff Coordinating Committee with support from Oakville Galleries and the Oakville Tourism Partnership. The committee met regularly to lead the process of municipal cultural planning.

In addition, Town Council developed a strategic plan for Oakville in 2007 which identified 18 goals.

Of these goals, the following have specific resonance for municipal cultural planning.

- To enhance our cultural environment
- To enhance our economic environment
- To enhance our social environment

The purpose of this cultural plan is to develop for the Town of Oakville an integrated approach that connects and builds on the many forms of culture that exist in the community. It builds on the recommendations of the PRCL Master Plan within the context of council’s goals.

The specific objectives of this cultural plan are:

1. To define a guiding vision for culture for the Town of Oakville
2. To establish a town mandate for culture appropriate to that vision
3. To develop strategic directions for the future

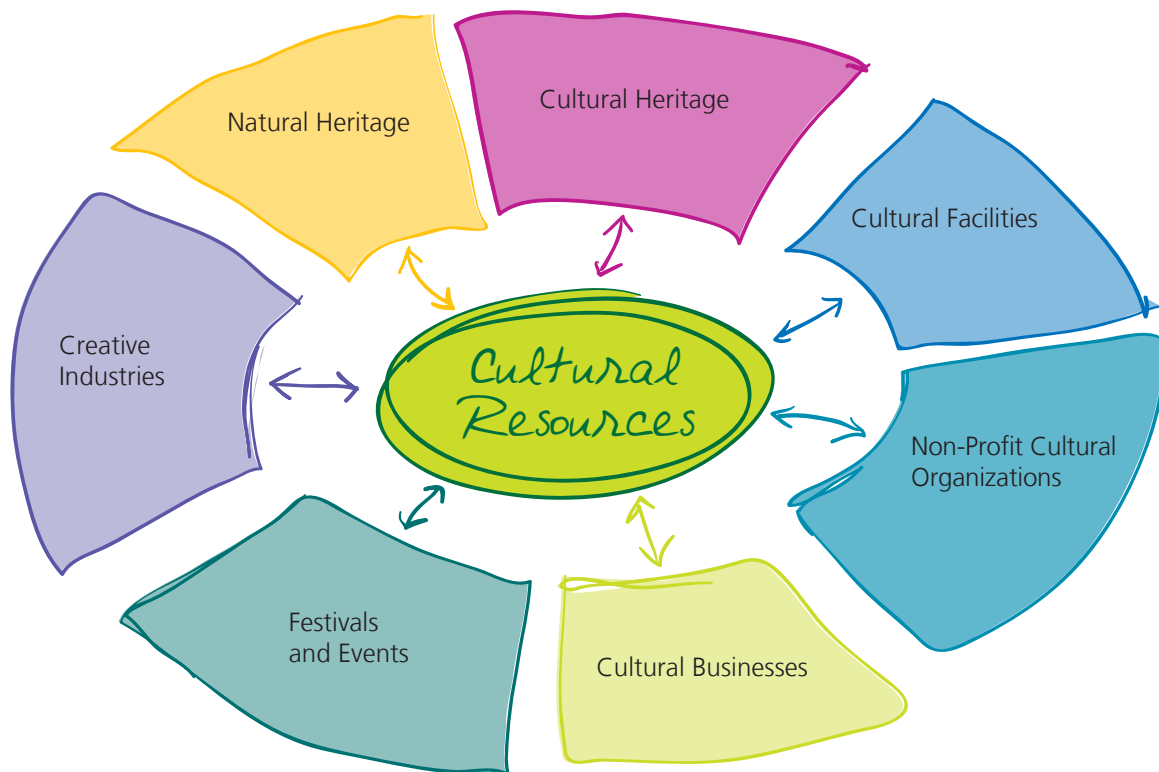
Process/ Methodology

The cultural plan formally began at a community forum on October 30, 2007 with the launch of Culture Lives Here, a brand for the planning process. Attended by approximately 100 people, this was the largest plan launch to date in the town's history.

Community Assessment/Cultural Mapping

A community assessment was undertaken to identify changing demographics, growth patterns, population distribution, economic trends and directions, etc.

Cultural assets were mapped to inventory cultural resources. This information was then captured in the town's Geographic Information System (GIS). The results showed the Town of Oakville currently has more than 1,400 cultural resources across seven categories illustrated in the diagram below.



Oakville's cultural map includes the following categories and entries:

Cultural Sector Organizations

79 - Non-profit organizations

467 - Creative businesses (includes cafés that present music, art supply stores, graphic design firms, software companies)

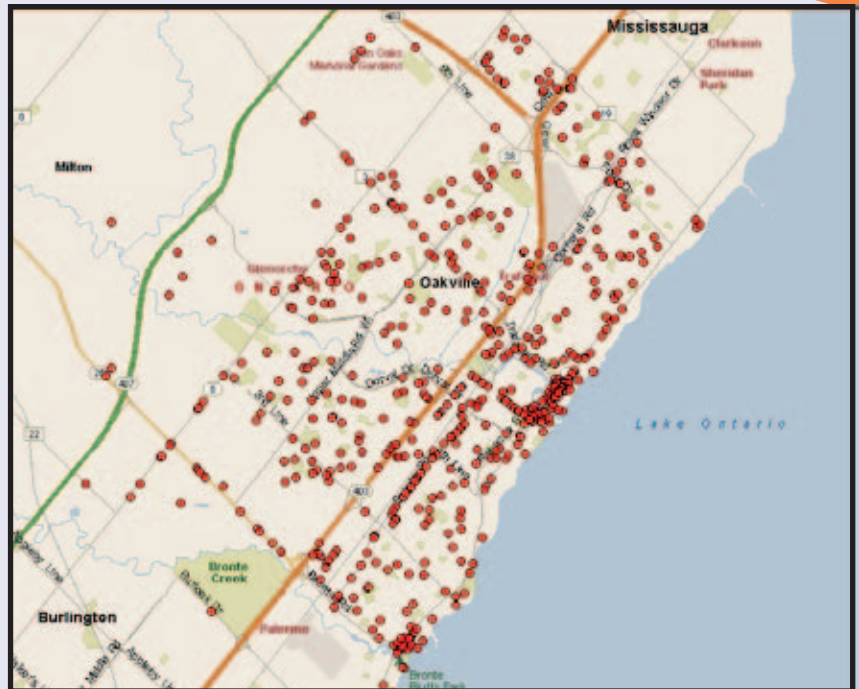
947 - Cultural heritage sites

682 - Schools and instructional operations

97 - Cultural facilities (includes museums, performing art centre, galleries, church halls, performing arts space in schools, etc.)

A discussion paper titled *Livability, Creativity and Economy: A Cultural Plan for Oakville* (appendix E) was prepared to summarize the findings of the community assessment and cultural mapping, and to set out important planning assumptions to guide the development of the cultural plan.

Documents reviewed included: Town of Oakville Strategic Plan; Official Plan; Oakville Economic Development Strategy; Environmental Strategy; Parks, Recreation, Culture and Libraries Master Plan; and North Oakville Secondary Plan.



Cultural Resources plotted on the map of Oakville

Consultation

Interviews and meetings were held with a range of individuals inside the town including the mayor, members of council, the executive management team and others.

As well, external consultation was undertaken on a number of fronts. A community survey was circulated to residents through the town website, arts facilities, libraries, community centres, cultural organizations, sports facilities, and via email. A total of 850 responses were received.

A cross-section of community leaders from business, culture, education, community services, and other sector was consulted to solicit ideas and input. Four community forums were held on May 10, 12 and 15, 2008. (Two sessions were held on May 15, 2008.) These were attended by approximately 130 people.

Meetings were then held with a number of key cultural organizations, agencies and local business leaders to test the findings to date, and discuss more specific facility and the program needs. The findings summarized in a community consultation results report.

Following the development of the draft cultural plan, the document was reviewed internally by staff and was then reviewed by the Cultural Advisory Committee.



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The Oakville Context

Oakville's cultural plan must be responsive to the changing nature of the Oakville community:

- Oakville's population will continue to grow to approximately 250,000 people by around 2025.
- Growth will happen predominantly in north Oakville (between Dundas Street and the 407), an additional 55,000 residents will settle in this area.
- There will be considerable growth in the numbers of people over the age of 55, and a relatively steady population growth in younger age groups.
- Residents will continue to enjoy an income level higher than the provincial average, but with a larger population comes a larger range of incomes. More people may require financial assistance to participate in community activities.
- The diversity of Oakville will continue to increase requiring new considerations re: cultural access and provision.

Oakville's cultural plan must also be responsive to the changes at a regional level. With construction started on Burlington's Performing Arts Centre and Mississauga beginning to implement their cultural plan, it is essential that Oakville consider its options relative to the resources of those communities around us.

Oakville's Cultural Strengths

Oakville's greatest strength may well lie in its heritage assets. Certainly it is this aspect of the community that provides the greatest sense of uniqueness and authenticity. However, Oakville's cultural strengths go much farther than the built environment. The community also boasts an array of theatrical and musical offerings, as well as strong arts and education programs.

Municipal cultural planning also deems natural heritage to be a component of a community's cultural assets. Oakville's natural heritage trail system is valued, well

utilized and supported. It offers particular potential to create crossover projects between recreation and culture and is documented through the efforts of Parks and Open Space and GIS. When the town opts to undertake a second round of cultural mapping, this database can be incorporated into a broader definition of cultural assets.

Oakville has many successful creative industries with strong representation throughout the community. While there may be a richer and more diverse cultural scene in Toronto, residents can readily find a balance

between the allure of big city cultural events and venues and those found locally. As the Oakville Centre for the Performing Arts (OCPA) catchphrase would suggest, So Close to Home is a concept well embraced by Oakville residents.

Strategic Issues for the Future

Through the consultation process a number of key strategic issues/themes emerged for the future:

Industry standards or benchmarks

- The lack of standardized measurements for culture makes it enormously challenging to determine what cultural assets are required and/or should be developed.

Facility, space and programming needs

- Serious gaps in cultural facilities, resulting from population growth and community change, needs to be addressed.
- The Oakville Centre for the Performing Arts, Oakville Museum, and Oakville Galleries all have pressing facility and programming needs.
- The needs of all parts of the town, as well as the unique needs of individual neighbourhoods need to be addressed.

Diversity and Inclusion

- Oakville continues to become more diverse as a community and will need to develop programs, services and cultural spaces that respond to unique community needs.
- Partnerships must be developed and cultivated with organizations and businesses that can assist the town in understanding emerging cultural communities.

- The Town of Oakville's commitment to diversity must guide the implementation of the Cultural Plan: The Town of Oakville is committed to respect and celebrate Oakville's diversity, and strives to provide appropriate town services and facilities accessible to all its citizens.

Capacity issues

- There is a need to build capacity in the cultural sector and to expand networks and resource sharing across the entire cultural sector – arts, heritage, libraries, and creative industries.

Creative industry opportunities

- Creativity has emerged as an important driver of economic development and wealth creation and should remain a focus for the town's Economic Development office.
- Oakville should leverage the full potential of its creative industries and leverage the internationally recognized strengths of Sheridan College.

The role of the town

- There was a strong call for the town to acknowledge that it understands of the importance of culture to the community's future.
- A tremendous opportunity exists to integrate the cultural plan with other town planning and policy documents.
- The town should continue to take a leadership role in heritage planning, and continue to integrate cultural and heritage planning.

Strategic partnerships

- There is the need, interest and capacity among arts groups, business and community leaders to work with one another and the town to advance shared goals in creativity and culture.



3

Strategic Directions for the Future

The Town of Oakville’s vision is to be the most livable town in Canada. In support of this overarching vision, the cultural plan includes a commitment to culture, cultural values, guiding principles and strategic directions.

Draft Vision

Commitment to Culture

Further to the town’s goal of enhancing the cultural environment, The Corporation of the Town of Oakville will commit to the following:

To be a community where culture inspires, engages and thrives

Cultural values

Culture is essential to our vision to be the most livable town in Canada, a place where people want to live, work, play and invest.

Creativity and culture are major economic drivers of Oakville’s future economic growth and prosperity.

Culture is a key component of our commitment to sustainability, balancing social, economic, environmental and cultural goals.

Artists and creators are valued as essential sources of new ideas, innovation and technologies important to our future.

A successful, vibrant downtown and secondary districts are major cultural and economic hubs for the entire community.

Our evolving cultural heritage defines the identity of our unique neighbourhoods and the town as a whole.

Culture is a powerful tool for celebrating diversity and fostering inclusion.

The Town of Oakville values cultural organizations and partnerships that work toward shared goals.



Guiding Principles

The following six principles will guide the town's efforts and commitments in pursuit of this vision.

1. *Accessibility* – The Town of Oakville will strive to provide access to relevant cultural opportunities for all residents, in all phases of life, throughout the community.

2. *Diversity and inclusion* – The town will embrace diversity of age, ethno-cultural background, incomes, language and education as all are valuable sources of ideas, perspectives and talents that enrich our community.

3. *Partnerships and collaboration* – The town will build partnerships and work collaboratively with community groups and the private, public and voluntary sectors to address shared challenges and opportunities.

4. *Accountability and fiscal responsibility* – The town will ensure the most efficient and effective use of town resources and will strive for continuous innovation in addressing the needs of the community.

5. *Innovation* – the town will encourage and foster those endeavours that demonstrate an ability to lead or innovate in creative fields/sectors.

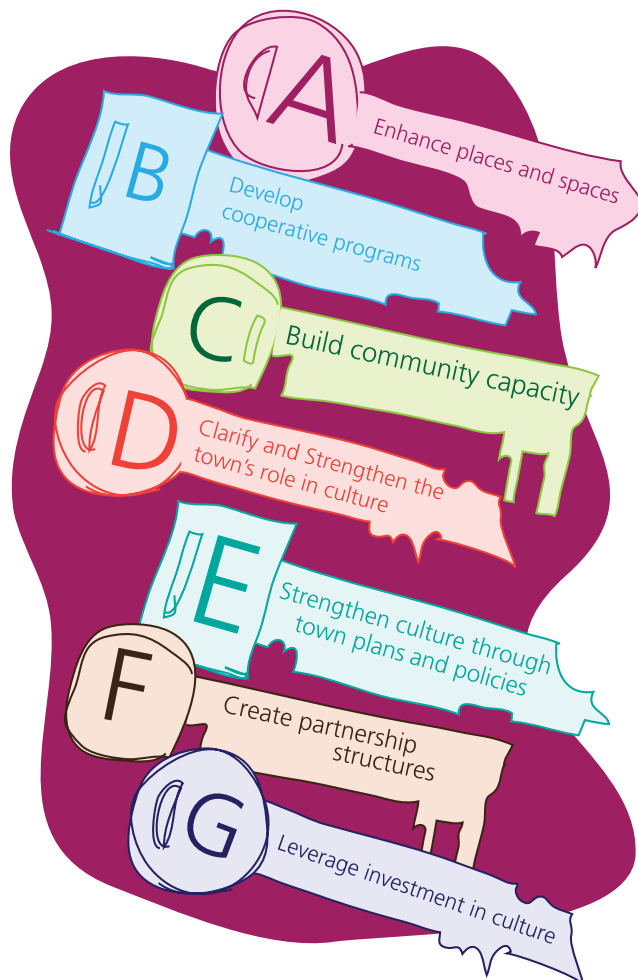
6. *Building and Optimizing* – the town will commit to both optimizing existing assets and building on what currently exists to consistently add value and capacity to the community, committing to sustainable design whenever possible.

Strategic Directions

The cultural plan sets the stage for culture to thrive in Oakville. In addition to moving forward on current cultural needs and issues (such as space and programs), the plan establishes the foundation for a long-term sustainable approach.

The seven strategic directions of the plan are outlined below, followed by a section on each direction that provides background information and outlines the key recommended strategies.

Seven Strategic Directions of the Cultural Plan



A. Enhance Places and Spaces

Background

Cultural places and spaces support and showcase cultural talent and creativity, provide a diverse range of cultural and heritage activities, increase knowledge and connect a diverse constituency of cultural organizations, artists and citizens.

Oakville's PRCL Master Plan made significant recommendations related to facilities and infrastructure needs. The cultural plan has consulted further on these needs and is proposing a new framework and set of partnership mechanisms to address the need for major new facility needs and services in Oakville.

In 2009, the Oakville Museum will complete its 10-year master plan; the OCPA will complete its business plan; and the town will finalize the Centennial Square building condition audits. The recommendations these documents bring forward will need to be aligned and integrated with the cultural plan and the Downtown Oakville Strategic Review to ensure both cohesion of vision and the successful delivery of outcomes.

There are no clear benchmarks or standards for cultural infrastructure. However, during the consultation process the community identified gaps in cultural facilities stemming from population growth and community change. The strategic directions provide for enhanced places and spaces for culture to thrive in Oakville. These directions will be augmented and refined as the Oakville Museum's 10-year master plan and the OCPA's five-year business plan are added as appendices to this document in 2009. As well, Ontario's Ministry of Culture is commencing a project in 2009 to develop measures for communities to better understand what constitutes appropriate levels of infrastructure, services and programming. As these measurements become available, the cultural plan will review those standards based on demonstrated community needs and adapt the recommendations contained within the cultural plan to determine how best to implement these benchmarks in Oakville.

Arts facility comparison of local municipalities

Municipality	Population	Area (km ²)	Museums	Not-for-profit Art Galleries	Commercial Art Galleries	Theatres	Theatre Seats	Seats per 100 people	Artist Studios/ Co-ops	University/ Colleges
Barrie	130,000	172	4	1	8	2	795	0.61	1	0/1
St. Catharines	132,000	383	3	1	9	7	1642	1.24	1	1/1
Burlington	164,000	189	2	1	6	3	539	0.33	1	0/0
Oakville	165,000	139	3	2	16	3	1950	1.18	1	0/1
Hamilton	522,000	1117	9	4	13	13	6948	1.33	2	1/1
Mississauga	668,549	288	4	6	13	8	2560	0.38	2	0/1
Toronto	2,500,000	630	23	4	130	68	36172	1.45	12	4/5

Strategies

A1. Accommodate arts and cultural space in a redeveloped Queen Elizabeth Park Community Centre

In August 2008, a meeting was held about the Queen Elizabeth Park facility that included representatives from the town, the architect for the site and members of the community. The town is considering committing resources towards the repurposing of the building, with up to 70,000 sq. ft. of dedicated arts space. This could include a sculpture, ceramics, textile, recording, audio, photography and new media studios. As well, there could be space for music, dance and theatre lessons, rehearsals, performances, and presentations. Included in the plans are storage, office and meeting space for community arts groups. A café, a shop and possibly two art galleries are also being considered to create spaces for creative convergence. The space requested by the arts and cultural community will be accommodated when the Queen Elizabeth Park redevelopment proceeds. In the future, the town will continue to monitor changing community needs and identify development/redevelopment needs and opportunities as required.

A2. Integrate cultural programming space into new facilities

The PRCL Master Plan recommended the integration of cultural programming spaces in planning for new community centres and libraries. The town is already acting on this recommendation and is committed to doing more. In order to meet the diverse needs rather than planning for similar program/activity space in new facilities, consideration should be given to differentiating facilities with specialized space and facilities – e.g., a sprung floor for dance in one, specialized craft facilities in another, a small recording studio in another. Any space, of course, would need to be flexible to accommodate general programming.

A3. Explore the potential for a new creative hub in the downtown

As a part of the Downtown Oakville Strategic Review and mid-town core planning, a plan should be developed for a major new downtown cultural facility located either on the current Centennial Square site or another downtown site. The facility should likely form part of a larger mixed-use development plan involving housing and retail spaces. Initial thinking about size and scale concluded the facility should contain: a new 800-1,000 seat performing arts space/theatre; a Class A art gallery - either on the central site or elsewhere in the downtown core; potential shared administrative space for anchor tenants and potentially other cultural groups with shared administrative needs. The new facility should incorporate state-of-the-art technology to support on-site and outreach programming opportunities, providing the means to more readily engage youth and diverse audiences while allowing for a greater breadth of performance styles to be presented. Recommendations should be incorporated into the Downtown Oakville Strategic Review. As noted above, the OCPA's business plan, the museum's master plan and the town's Centennial Square facility audits will inform this process.



A4. Explore the potential for an arts, heritage and artifacts collections storage facility

A final piece of a system vision for space and infrastructure is a facility to address the pressing collections storage and collections management needs among museums, galleries, libraries and archives across the region. Precedent exists for such a facility in the Region of Waterloo, and Peel Region has explored the

potential of such a project. One opportunity that might merit consideration is accommodating these needs at Queen Elizabeth Park. This would significantly free up space at the museum and would help reduce the costs of storage that are currently borne by the library, the museum and galleries.

A. Enhance Places and Spaces

Strategy	Immediate	3-10 years	Ongoing
A1. Accommodate arts and cultural space in a redeveloped Queen Elizabeth Park Community Centre	✓		
A2. Integrate cultural programming space into new facilities		✓	
A3. Explore the potential for a new creative hub in the downtown			✓
A4. Explore the potential for an arts, heritage and artifacts collections storage facility	✓		



B. Develop Cooperative Programs

Background

A strong theme in the consultations was the opportunity for partnerships and collaboration across a wide range of arts, heritage, libraries, creative industries and other cultural groups. Oakville, like every municipality, suffers from a fragmented cultural community. Many of the cultural organizations face similar challenges in administrative capacity, marketing and audience development, training and professional development, among others.

Cultural organizations, like individual artists, tend to focus on the creative process and the actual creation of product. A significant issue for most organizations is that their creative output is not well-known in the community. Community support is hard to come by whether through patronage, sponsorship, donations, participation or volunteerism when people don't know you exist. To remediate this critical issue, strategic partnerships within a community are essential and the individuals, organizations and businesses in the cultural sector must work together to reach larger markets, and to build awareness and support.

The town is currently positioned to function as a facilitator in helping cultural groups meet these challenges. It is best suited to undertake a community development role: facilitating and enabling to ensure that the cultural sector remains robust and sustainable in its own right. While some partnerships may be developed over the long term, ideally most partnerships developed in the implementation of the cultural plan would be short term or ad hoc. The town's primary role would be to enhance community capacity, i.e., to get their community partners to the stage at which they can function autonomously and be self-sustaining.

Strategies

B1. Co-develop a Doors Open for Culture program

This program would be designed to allow people to visit multiple sites and activities. This strategy has been used successfully in other communities. It both raises awareness of the tremendous variety of programs available, and provides incentive to attend more events and activities.

B2. Co-develop a business case for a community portal to culture in Oakville

The portal would provide a single point of access to cultural resources in Oakville supported by an interactive web-based (and GIS supported) map. A baseline of cultural information to support such a map has been established through cultural mapping. The potential is to build and expand cultural mapping to promote cultural sites and facilities, points of interest, and to tell significant stories about the history and culture of the town, etc. The site could also provide a consolidated community event calendar to reduce duplication and support audience access and tourism development.





B3. Implement other collective marketing and audience development programs

Develop market research resources to strengthen knowledge of existing audiences and future marketing initiatives. Develop a stronger profile for the arts and cultural activities on the town’s website.

B4. Work with partners to develop community arts and culture programs

Once the Queen Elizabeth Park Community Centre is opened, there will be an enhanced opportunity for the town to work with community arts and cultural groups to collaborate on community arts and culture programs.

B. Develop Cooperative Programs

Strategy	Immediate	3-10 years	Ongoing
B1. Co-develop a Doors Open for Culture program	✓		
B2. Co-develop a business case for a community portal to culture in Oakville	✓		
B3. Implement other collective marketing and audience development programs			✓
B4. Work with partners to develop community arts and culture programs			✓

C. Build Community Capacity

Background

There is significant capacity spread across the many cultural organizations in the community. The Non-Profit Arts Managers Working Group, started by the town and the Oakville Arts Council (OAC), has already begun to show potential in that managers are sharing resources and are participating in workshops to build their professional knowledge base and abilities. There is, however, more that can be done to develop such opportunities. The professional arts groups can provide exceptional training to local groups in marketing and communications, programming, pricing, use of new technologies, volunteer recruitment and retention, and so on. There needs to be, however, better work undertaken to create a central clearing house for such initiatives.

Strategies

C1. Facilitate the further development of training networks and the sharing of resources and expertise

Support cultural organizations through training, networking and shared resources, e.g. the current workshops for professional development for non-profit volunteer arts managers.

Build on and extend existing initiatives, e.g., Regional Municipal Cultural Managers Working Group, Oakville Professional Cultural Managers; Oakville Non-Profit Cultural Managers Working Group.

Examine opportunities for collaboration among OCPA, Oakville Museum, Oakville Galleries, OAC and Oakville Public Libraries including in-reach programs (internal cross-training), outreach programs, promotion of resources to the community, access to technology and mentoring.



C2. Share relevant information and research with community arts and cultural organizations

Leverage the Oakville Public Library's strengths in information management to continue to augment information on cultural resources.

Expand on the cultural mapping work begun during the cultural plan to include natural heritage resources (already mapped through GIS) and cultural identity mapping (gathering the stories about why places are valued by residents and visitors) and further develop neighbourhood level maps as a tool for increasing participation and engagement at the neighbourhood level.

C3. Facilitate the enhanced use of technology by community arts and cultural organizations

Support and expand communications related to creativity and culture in the community including online technologies for social networking, resource sharing and open system interaction.

C4. Support community arts and cultural organizations by connecting them to community resources and facilitating collective fundraising efforts.

Many community arts and cultural organizations need access to a variety of supports (space, equipment, chairs, information, etc.). The town can act as a broker in helping organizations to find or access needed resources and supports, and to work together on collective fundraising initiatives (e.g. preparation of joint grant applications).

C. Building Community Capacity

Strategy	Immediate	3-10 years	Ongoing
C1. Facilitate the further development of training networks and the sharing of resources and expertise	✓		
C2. Share relevant information and research with community arts and cultural organizations			✓
C3. Facilitate the enhanced use of technology by community arts and cultural organizations			✓
C4. Support community arts and cultural organizations by connecting them to community resources and facilitating collective fundraising efforts	✓		

D. Clarify and Strengthen the Town's Role in Culture

Background

The Town of Oakville has demonstrated a longstanding understanding of the importance of taking a leadership role in culture. It has invested in programs and facilities and has committed staff to cultural goals.

Significant work has gone into the development of community partnerships, work has moved forward in the development of cultural space (Queen Elizabeth Park) and in the identification of space deficits. The cultural community has been mapped (with the project developing new standards for cultural mapping that are being adopted and used across the province). Programs are being launched to provide creative sector development, e.g. the town has initiated working groups for regional cultural managers, local professional arts managers and a third group for non-profit volunteer arts managers.

The town, in partnership with the OAC, is providing the volunteers with training in areas they have self-identified as necessary for sustainability and the success of their organizations. Service agreements have been developed with both the OAC and the Oakville Galleries to ensure stability and the means to undertake longer-range planning for their operations. Funding for cultural grants and services increased. Internally, significant cross-departmental collaborations are helping to support the development of plans, policies and projects.

In short, the town has undertaken many initiatives to support culture. Given new demands and new opportunities to realize the full potential of culture for the town, it is important to clearly define a town mandate and a set of responsibilities its role in culture.

Strategies

D1. Adopt a new town mandate for culture

The suggested mandate and supporting roles are:

Mandate:

For the benefit of all residents, the town will provide leadership and support to build Oakville's cultural capacity to realize its potential as a vibrant creative community.

Roles:

- Leverage resources through strategic partnerships
- Establish cultural plans and policies, and integrate culture into plans and policies across all departments
- Enable facility development and programming
- Enhance capacity in the cultural sector
- Build awareness of internal and external community cultural resources
- Develop an investment and implementation strategy

D2. Communicate the town's commitment to culture

A communications strategy should be implemented to raise awareness of the cultural plan vision, guiding principles and strategic directions. The communications strategy should be implemented both across the corporation and throughout the community.

D3. Build town staff capacity

Determine necessary staff resources to support cross-departmental planning and policy, facilitate external partnerships, implement programs and services, build cultural sector capacity, and continue the work of the Staff Coordinating Committee. Explore inter-departmental initiatives that could utilize existing staff in other departments in order to extend the work and reach of the Staff Coordinating Committee.



D4. Continue to monitor the state of culture in Oakville
 Work in cooperation with other town departments and organizations to establish an ongoing consultation and research agenda (e.g. participation in a town survey).

D. Clarify and Strengthen the Town’s Role in Culture

Strategy	Immediate	3-10 years	Ongoing
D1. Adopt a new town mandate for culture	✓		
D2. Communicate the town’s commitment to culture			✓
D3. Build town staff capacity			✓
D4. Continue to monitor the state of culture in Oakville			✓

E. Strengthen Culture through Town Plans and Policies

Background

Planning and policy will be a critical and ongoing responsibility as new needs and fresh opportunities arise. Two important current planning initiatives - the Official Plan Review and the new 10-Year Economic Development Strategy provide significant opportunities to entrench culture in plans that will shape the future of the community for years to come.

Strategies

E1. Adopt a cultural lens

The town should view its plans, policies, projects and challenges from a cultural perspective. Assessing cultural impact and support for culture will help develop strategies to ensure sustainability and enhance the community's uniqueness and authenticity. Adding a cultural element in the development of projects often brings new insight and problem-solving to challenging issues.

E2. Support cross-departmental planning and policy development

The town should build capacity through departmental cross-training, e.g. Cultural Services and Planning, to integrate cultural knowledge and resources in ongoing land use planning and decision-making.

The town should ensure cultural issues are incorporated into their planning, e.g. leverage:

- The Official Plan and secondary plans to maximize opportunities to incorporate culture
- The mapping, research and consultation completed by the cultural plan in the review of the Environmental Strategic Plan
- The mapping, research and consultation completed by the cultural plan in the Economic Development Strategy

E3. Establish specific policies to support cultural development

Establish specific plans and policies to support cultural development in the town (e.g. public art, exhibitions in public buildings, the corporate art collection and streetscaping). Consider the use of bonusing* in order to commission public art works.

**The Ontario Planning Act allows municipalities to grant a developer additional height and/or density for residential projects over what would otherwise be permitted in exchange for identified community benefits ("bonusing") including affordable or special needs housing, parkland and the protection of natural features beyond legislative requirements, improved access to public transit, enhancements to public walkways, the provision of underground parking, the conservation of heritage features, the provision of public art and streetscape improvements.*

E. Strengthen Culture through Town Plans and Policies

Strategy	Immediate	3-10 years	Ongoing
E1. Adopt a cultural lens			✓
E2. Support cross-departmental planning and policy development			✓
E3. Establish specific policies to support cultural development	✓		

F. Create Partnership Structures

Background

Collaboration and shared investment are essential to realizing Oakville's potential as a creative community. The town has recognized the importance of working in partnership with business, the community, as well as artists and cultural sector leaders to build the creative potential of Oakville. To date, these partnerships have been wide reaching including initiatives such as: partnering with the OAC to distribute cultural grants; the town's Oakville First policy to provide subsidized pricing for Oakville non-profit groups looking to rent town property; having CommUnity Arts Space (CUAS) provide leadership in assessing art space needs re: space usage at Queen Elizabeth Park; community forums; and cross-sectoral project support, professional development, marketing and public relations.

There is a need to build on these past partnerships and create new partnership structures with which to move forward.

Strategies

F1. Create an Oakville cultural roundtable

The cultural roundtable would bring together representatives from the municipality, the community and local businesses. This leadership group would:

- Encourage leadership and innovation
- Facilitate networking and information sharing
- Provide the town with a sounding board/focus group for understanding how to support the cultural sector
- Communicate the importance of creativity and culture across all sectors and throughout the community
- Strengthen collaborative marketing and promotion for cultural programs and experiences
- Secure funding commitments and undertake priority initiatives and projects identified in the cultural plan, as well as new initiatives identified by members

The town's Recreation and Culture department will lead this initiative seeking staff participants from other departments in addition to the following:

- Cultural Advisory Committee representation
- Creative and cultural groups/sector: broad representation from across the arts, heritage, libraries and creative industries.
- Business community: umbrella groups - e.g., Chamber of Commerce (representing their interests and those of the Business Improvement Areas) as well as respected individual business leaders
- Community sector: youth, multicultural organizations, service clubs, United Way, Community Foundation, school boards, etc.
- Post-secondary institutions: staff and/or faculty from universities and/or colleges with interests and expertise in creativity and culture.

Criteria for members will also address appropriate representation by gender, age, ethno-cultural diversity and geography.

F2. Hold an annual cultural summit

An annual cultural summit should be held to engage the entire community in: reviewing achievements of the past year; scanning the environment for new challenges and opportunities; and building shared commitment to action.

F3. Hold issue-based forums to address common needs and issues

The roundtable should convene community meetings with broad representation from across the community to discuss specific cultural planning issues and needs as they arise.

F. Create Partnership Structures

Strategy	Immediate	3-10 years	Ongoing
F1. Create an Oakville cultural roundtable	✓		
F2. Hold an annual cultural summit			✓
F3. Hold issue-based forums to address common needs and issues			✓



G. Leverage Investment in Culture

Background

Thirty years ago Oakville Town Council demonstrated its vision and leadership through major investment in cultural facilities. Then, as now, the motivation was to ensure the highest possible quality of life for residents and to act as a catalyst for economic development. The Town of Oakville has continued to support culture by investing in:

- The development of programs and services, and facilities which house and support culture including the Oakville Museum, the OCPA and the Oakville Galleries
- Support services including staff at Town Hall and the OAC (operating grants and support services are provided to the OAC and the Oakville Galleries)
- Funding for cultural groups through the Municipal Cultural Grants
- Sector development through support for training and professional development for municipal and non-profit cultural workers
- Community engagement through meetings and forums

The PRCL Master Plan recommended increased investment by the town in cultural facilities and program delivery. The cultural plan provides a strategy and set of new understandings and mechanisms to support the implementation of these investments. It does this by:

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

Town spending on culture (excluding libraries) in 2008 was \$1,946,200 or \$11.80 per capita. This comprises: funding for the town cultural grants, the operating grants to the Oakville Galleries and OAC, and the funding of cultural administration, the Oakville Museum and the OCPA.

It is challenging to compare Oakville's funding of culture relative to other communities. There are no established standards or measurements for cultural spending in municipalities making comparisons awkward and unproductive.

Ultimately, what constitutes appropriate spending on culture is what the community deems appropriate. In the 2007 Town of Oakville Citizen Survey, 62 per cent indicated they were satisfied or very satisfied with the town's cultural resources. This increased to 85 per cent in 2009.

With the approval of the Queen Elizabeth Park Community Centre project in the spring of 2009, capital investment in cultural space and facilities will increase significantly in the coming years.



Strategies

G1. Continue to monitor space needs and invest in places and spaces as needed

G2. Where appropriate, utilize bonusing to provide incentives for private sector investments including public art installations

G3. Work with the proposed cultural roundtable to encourage investment in culture by community and business partners

G4. 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)



G. Leverage Investment in Culture

Strategy	Immediate	3-10 years	Ongoing
G1. Continue to monitor space needs and invest in places and spaces as needed			✓
G2. Where appropriate, utilize bonusing to provide incentives for private sector investments including public art installations			✓
G3. Work with the proposed cultural roundtable to encourage investment in culture by community and business partners			✓
G4. 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)			✓

Summary of Strategic Directions

A. Enhance Places and Spaces	B. Develop Cooperative Programs	C. Build Community Capacity
<p>A1. Explore the potential for a new creative hub in the downtown</p> <p>A2. Integrate cultural programming space into new facilities</p> <p>A3. Accommodate arts and cultural space in a redeveloped Queen Elizabeth Park Community Centre</p> <p>A4. Explore the potential for an arts, heritage and artefacts collections storage facility</p>	<p>B1. Co-develop a Doors Open for culture program</p> <p>B2. Co-develop a business case for a community portal to culture in Oakville</p> <p>B3. Implement other collective marketing and audience development programs</p> <p>B4. Work with partners to develop community arts and culture programs</p>	<p>C1. Facilitate the further development of training networks and the sharing of resources and expertise</p> <p>C2. Share relevant information and research with community arts and cultural organizations</p> <p>C3. Facilitate the enhanced use of technology by community arts and cultural organizations</p> <p>C4. Support community arts and cultural organizations by connecting them to community resources and facilitating collective fundraising efforts</p>
D. Clarify and Strengthen the Town's Role in Culture	E. Strengthen Culture through Town Plans and Policies	F. Create Partnership Structures
<p>D1. Adopt a new town mandate for culture</p> <p>D2. Communicate the town's commitment to culture</p> <p>D3. Build town staff capacity</p> <p>D4. Continue to monitor the state of culture in Oakville</p>	<p>E1. Adopt a cultural lens</p> <p>E2. Support cross-departmental planning and policy development</p> <p>E3. Establish specific policies to support cultural development</p>	<p>F1. Create an Oakville cultural roundtable</p> <p>F2. Hold an annual cultural summit</p> <p>F3. Hold issue-based forums to address common needs and issues</p>
G. Leverage Investment in Culture		
<p>G1. Continue to monitor space needs and invest in places and spaces as needed</p> <p>G2. Where appropriate, utilize bonusing to provide incentives for private sector investment including public art installations</p> <p>G3. Work with the proposed cultural roundtable to encourage investment in culture by community and business partners</p> <p>G4. 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)</p>		



4

Moving Towards Implementation

Enabling culture to thrive in Oakville will require the collective will and support of many groups within the community. This 10-year cultural plan provides an overall framework for moving forward. It is anticipated that plans and initiatives will continue to evolve as needs and opportunities arise.

The chart that follows includes the strategic directions of the plan, indicates who, initially, will lead the forward movement on the strategy, and provides the estimated financial impact.

Strategic Directions Legend

- A. = Enhance Places and Spaces
- B. = Develop Cooperative Programs
- C. = Build Community Capacity
- D. = Clarify and Strengthen the Town's Role in Culture
- E. = Strengthen Culture through Town Plans and Policies
- F. = Create Partnership Structures
- G. = Leverage Investment in Culture

Enabling Culture to Thrive in Oakville: Preliminary Implementation Plan

Time Frame	Strategic Directions and Strategies	Leadership	Financial Impact
Immediate	D1. Adopt a new town mandate for culture	Town of Oakville	n/c
	F1. Create an Oakville Cultural Roundtable	Town of Oakville, Community Partners	Staff time
	B2. Co-develop a business case for a community portal to culture in Oakville	Town of Oakville <ul style="list-style-type: none"> • Corporate Communications • Recreation and Culture • Economic Development Community Partners	\$22,500 (+ 2,500 annual licensing fee)
	C4. Support community arts and cultural organizations by connecting them to community resources and facilitating collective fundraising efforts	Town of Oakville <ul style="list-style-type: none"> • Recreation and Culture Community Partners	Staff time
	C1. Facilitate the further development of training networks and the sharing of resources and expertise	Town of Oakville <ul style="list-style-type: none"> • Recreation and Culture, Community Partners 	Staff time
	A4. Explore the potential for an arts, heritage and artifacts collections storage facility	Town of Oakville <ul style="list-style-type: none"> • Recreation and Culture • Clerks 	tbd
	B1. Co-develop a Doors Open for Culture program	Town of Oakville <ul style="list-style-type: none"> • Recreation and Culture Community Partners	\$35,000 + sponsorship p.a.
	A1. Accommodate arts and cultural space in a redeveloped Queen Elizabeth Park Community Centre	Town of Oakville <ul style="list-style-type: none"> • Recreation and Culture 	\$12.2 million + ongoing operational costs
	E3. Establish specific policies to support cultural development	Town of Oakville	Staff time

Enabling Culture to Thrive in Oakville: Preliminary Implementation Plan

Time Frame	Strategic Directions and Strategies	Leadership	Financial Impact
Ongoing	B3. Implement other collective marketing and audience development programs	Town of Oakville • Recreation and Culture Community Partners	\$25,000
	F3. Hold issue-based forums to address common needs and issues	Town of Oakville • Recreation and Culture Community Partners	\$2,500 p.a.
	B4. Work with partners to develop community arts and culture programs	Town of Oakville • Recreation and Culture Community Partners	tbd
	C2. Share relevant information and research with community arts and cultural organizations	Town of Oakville • Corporate Communications • Recreation and Culture Community Partners	\$2,500 p.a.
	F2. Hold an annual cultural summit	Town of Oakville • Recreation and Culture	\$15,000 p.a.
	C3. Facilitate the enhanced use of technology by community arts and cultural organizations	Town of Oakville • Recreation and Culture • Information Systems & Solutions Community Partners	Staff time
	A3. Explore the potential for a new creative hub in the downtown	Town of Oakville • Multi-departmental	tbd
	E1. Adopt a cultural lens	Town of Oakville	n/c
	D2. Communicate the town's commitment to culture	Town of Oakville • Corporate Communications • Recreation and Culture	\$15,000 p.a.
	D3. Build town staff capacity	Town of Oakville • Recreation and Culture • Finance	tbd
	G3. Work with the proposed cultural roundtable to encourage investment in culture by community and business partners	Town of Oakville	tbd
	G2. Where appropriate, utilize bonusing to provide incentives for private sector investment including public art installations	Town of Oakville, • Planning • Recreation and Culture	tbd
	D4. Continue to monitor the state of culture in Oakville	Town of Oakville	Staff time
	G1. Continue to monitor space needs and invest in places and spaces as needed	Town of Oakville • Recreation and Culture Community Partners	Staff time

Enabling Culture to Thrive in Oakville: Preliminary Implementation Plan

Time Frame	Strategic Directions and Strategies	Leadership	Financial Impact
Ongoing	G4. Work with the proposed cultural roundtable to encourage and develop cross-sectoral initiatives that will attract funding from foundations and other levels of government (i.e. provincial and federal)	Town of Oakville	Staff time
	E2. Support cross-departmental planning and policy and development	Town of Oakville	tbd
Long Term (3-10 Years)	A2. Integrate cultural programming space into new facilities	Town of Oakville <ul style="list-style-type: none"> Recreation and Culture 	tbd

Projected Costs		
Type of Expenditure	Projected Cost	Total
Capital	Queen Elizabeth Park Community Centre cultural space \$12.5 million	\$12.5 million
Operating (annual)	Staff (3 FTEs) \$210,000+ Software licensing Fee \$2,500 Communications \$17,500 Cultural summit \$15,000 Issues forums \$2,500 Doors Open for Culture \$35,000	\$282,500 p.a.
Operating (one-time)	Community portal \$22,500 Marketing and audience development \$25,000	\$47,500





APPENDIX A CULTURAL PLANNING DEFINITIONS

A1. Definition of culture

Although culture can be exceptionally far-reaching in its definition, for the purposes of the Oakville cultural plan, culture is deemed to include:

- Performing arts
- Visual art
- Media arts
- Libraries
- Folklore
- Festivals and events
- Heritage and museums
- Natural environment, e.g. heritage trails
- Creative industries

A2. Definition of creative industries

Creative industries are “those activities which originate in individual creativity, skill and talent and have the potential for wealth and job creation through the generation and exploitation of intellectual property.” Toronto Artscape defines the creative and cultural industries as an interrelated ecology of enterprises that create, manufacture, distribute and exchange cultural products and services. These creative industries are one of the fastest growing economic sectors in the country. In Canada, they are understood to include the following:

- Independent artists, writers and performers
- Performing arts companies
- Agents and promoters of performing arts and entertainers

- Motion picture and video production
- Sound recording
- Radio and TV broadcasting, pay/specialty TV, and program distribution
- Architecture and related services
- Specialized design services (graphic, industrial, interior, fashion, other)
- Advertising and related services
- Newspaper, periodical, book and database publishing
- Software and new media publishing

The economic significance of the creative cultural sector does not stop here. Cultural tourism is one of the fastest-growing and lucrative segments of the North American travel industry. Demand is being driven principally by aging baby boomers seeking learning-based travel and cultural enrichment. This means demand for cultural tourism experiences is expected to climb steadily over the next two decades.

A3. Definition of creative businesses

Creative businesses include such diverse enterprises as:

- Social clubs
- Media
- Marketing and communications companies
- Artist representatives
- Retailers of arts and craft supplies
- Designers (interiors, software, architects, graphic)
- Photographers
- Printers
- Publishing companies

A4. Definitions of diversity and inclusion

Diversity means all the ways we differ as individuals. It includes visible differences such as age, gender, ethnicity and physical appearance; as well as underlying differences such as thought styles, religion, nationality, socio-economic status, belief systems, sexual orientation and

education. It means respecting, valuing and harnessing the richness of ideas, backgrounds and perspectives that are unique to each individual, i.e. a new worldwide source of creativity.

Inclusion means an environment where everyone contributes his or her skills and talents for the benefit of the community. The aim is to create a community in which individuals are involved, supported, respected and connected.



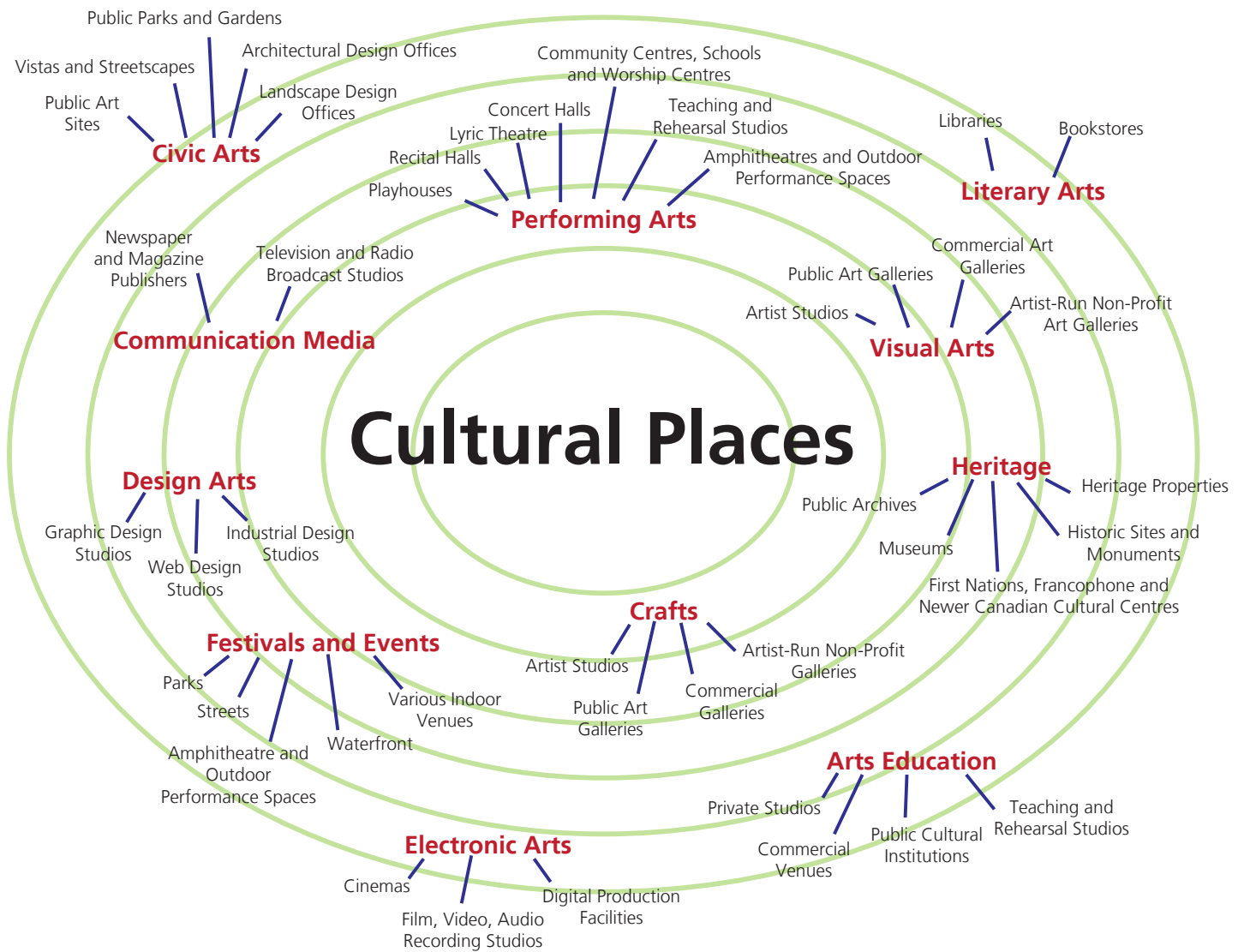
Cultural Activities and Places

As a part of their cultural planning process, the City of Barrie developed exemplary charts that provide a comprehensive overview of how the cultural sector defines cultural activities and places. Reproduced with the permission of the City of Barrie.

A4. Cultural Activities



A5. Cultural Places





B

APPENDIX B CULTURAL PLANNING BEST PRACTICES

B1. Elements of a municipal cultural plan

As set forth by Ontario's Municipal Cultural Planning Partnership, of which Oakville is a member, the following elements define best practice in the design and implementation of a municipal cultural plan:

Cultural resources

Rather than attempting to define culture (an impossible task), the focus of a municipal cultural plan is on the concept of cultural resources.

Cultural resources are both tangible (specific facilities, organizations, etc.) and intangible (the unique stories and identities of individual communities).

Cultural mapping

Cultural mapping is a systematic approach to identifying and recording a municipality's cultural resources usually using Geographic Information System (GIS) tools and analyzing local cultural systems.

Municipal roles

A municipal cultural plan requires municipalities (under the direction of council) to integrate culture into plans and policies across all departments, and to help build local capacity through collaboration among cultural groups.

Cross-sectoral strategies

A municipal cultural plan relies on effective collaboration and partnerships between the municipality and its community and business partners.

Networks and engagement

A municipal cultural plan depends on systematic approaches to networking and engagement across the community in planning and decision-making related to cultural resources.

B2. Cultural plans: Success factors and barriers to success

The Ontario Municipal Cultural Planning Inventory Project was undertaken by the Ministry of Culture in 2005. In the final report, released in 2008, indicators were identified as to what were common denominators in cultural plan success or failure.

Success Factors:

- Existence of customized local solutions for planning structures, processes and scope
- Champions at senior staff and council levels
- Buy-in from local cultural community
- Access to information from other municipalities
- Time to utilize multiple techniques for broad citizen engagement

Barriers to Success:

- Securing municipal funding within a context of competing priorities (clean water, roads)
- Need for provincial and federal funding to support municipal investment
- Insufficient access to models of good practice and expertise
- Low levels of awareness of the value of cultural plan/planning among senior staff, elected officials and the community

The report also identified what makes a cultural plan work:

- Integration in decision-making
- Accountability and asset management
 - Oakville has already implemented Performance Based Budgeting which focuses on both accountability and asset management as key measurables
- Citizen engagement
- Tourism and economic development links
- Leadership at director level (and above) of the corporation
 - This is automatically activated within the administration once council approves the cultural plan

B3. Cultural roundtables

A number of communities have developed cultural roundtables to foster collaboration and act as catalysts for cultural development. The City of Orillia has developed a cultural roundtable. Its terms of reference provides guidance on the setting up and design of cultural roundtables:

Orillia Cultural Roundtable Terms of Reference

Preface

Cultural development is a shared responsibility between the municipality and its community and business partners. The Orillia Cultural Plan defines a system to support collaboration. This system was subsequently approved by Council and has three parts:

A Cultural Roundtable – a leadership group comprised of representatives from across the community.

A Cultural Summit – an annual event that brings together the entire community to celebrate successes and identify needs and future opportunities.

Forums – regular community events to support ongoing dialogue, engagement and action.

Roundtable purpose

The Cultural Roundtable acts as a catalyst to build community capacity in cultural development by supporting collaboration across community, business and municipal groups and interests.

It does this by:

- Encouraging leadership and innovation
- Facilitating networking and information exchange among cultural groups and the larger community
- Enabling sector-led solutions to issues identified by the Roundtable or the community-at-large
- Serving as a sounding board for ideas and actions (including issues being brought forward to council).



Leadership

The Roundtable represents diverse interests in the community. Consistent with its purpose and guiding principles, the Cultural Roundtable will be governed using a shared leadership model. By shared leadership we mean matching leadership capacities to specific issues according to need, creating an hospitable space for connecting diverse perspectives and listening for insights and deeper questions that contribute to the collective wisdom of the group. The role of the Chair will be to enable participation and facilitate dialogue among members of the Roundtable and the larger community.

A core group of members of the Cultural Roundtable will serve as a steering group and sounding board between meetings of the full group.

Administration

The Department of Culture and Heritage provides administrative support to the Roundtable including:

- Scheduling and meeting logistics
- Preparing and circulating meeting notes/minutes
- Maintaining a master contact list to support communication
- Serving as a contact point for referrals and networking.
- Other support as agreed to by the department.



APPENDIX C CONSULTATION FINDINGS SUMMARY AND SWOT ANALYSIS

Consultation Findings Summary

The consultation process conducted for the cultural plan, in May 2008, identified the following key themes:

<p>Vision and Commitment There was a strong call for the town to express its understanding of the importance of culture to the community's future.</p>	<p>Strategic partnerships There is interest and capacity among arts groups, business and community leaders to work with the town to advance shared goals in creativity and culture.</p>	<p>Culture and Official Plan A tremendous opportunity exists to integrate the cultural plan with the current Official Plan and with ongoing land use planning.</p>
<p>Liveability and quality of place Culture's contribution to these values and priorities are critical to a vision of culture.</p>	<p>Integrated cultural plans and cross-departmental coordination The town should embrace a cultural lens on planning and build staff capacity to apply this lens.</p>	<p>Culture and the Economic Development Strategy The creative sector is one of four town priorities in the new Economic Development Strategy; there is an important opportunity to leverage this opportunity through the cultural plan.</p>
<p>Growth and demographic change The cultural plan must respond to significant demographic change: population growth, a high percentage of youth, large numbers of retiring baby-boomers, and growing diversity</p>	<p>Distinct neighbourhoods needs The cultural plan must address the needs of all parts of the town and acknowledge unique needs in individual neighbourhoods.</p>	<p>Creative industry strengths Leverage the development and full potential of creative industries in Oakville and exploit the internationally-recognized strengths of Sheridan College.</p>
<p>Urgent facility needs Serious gaps in cultural facilities stemming from population growth and community change should be addressed.</p>	<p>Cultural sector capacity building Expand networks and resource sharing across cultural sectors – arts, heritage, libraries, creative industries.</p>	<p>Library Partnerships Continue and expand upon library support; leverage recognized leadership of OPL to build capacity, expand awareness and participation.</p>
<p>Community Engagement Continue and broaden the conversation beyond the cultural plan.</p>	<p>Core organizations needs The Oakville Centre for the Performing Arts, Oakville Museums and Oakville Galleries have pressing facility and programming needs</p>	<p>Greater equity with recreation Work to increase levels of investment in cultural facilities and programs to benchmarks typical of recreation facilities and programs.</p>
<p>Arts and innovation The arts are essential to nurturing creativity and innovation in all facets of community life.</p>	<p>'Bricks and clicks' Our understanding of cultural infrastructure must address both physical and digital needs (real and virtual spaces).</p>	<p>More attention to heritage The town should continue to build capacity in heritage planning and better integrate cultural and heritage planning.</p>

SWOT Analysis

Strengths

- Four significant anchor arts groups, i.e. Oakville Museum, Oakville Centre for the Performing Arts (OCPA) Oakville Galleries and the Oakville Arts Council (OAC)
- Cultural Grant program
- Extensive cultural resources in multiple sectors (1,400 entities identified in the mapping component)
- Significant number of cultural organizations/groups
- Willingness on the part of cultural organizations and groups to develop partnerships
- Number of high profile artists in community
- Significant number of festivals and events
- Strong community support
- High levels of community engagement and participation
- Presence of a centre of higher education
- Viable downtown given the high percentage of unique shops and high level of tourist attraction
- Growing diversity
- Strong history of valuing arts
- Wealthy community
- High levels of education
- Strongly networked community
- Supportive media
- Critical mass of creative industry e.g. designers, arts-based retail, printing and publishing
- Supportive business community
- Sophisticated audience
- "Can do" attitude
- Council's Strategic Plan specifically addresses culture
- Cross-departmental support
- Dedicated professional staff within Town Hall and major arts organizations, e.g. Oakville Galleries, OCPA, Oakville Museum, OAC
- Willingness of town staff to support and mentor non-profit volunteers in their sector
- Existing effective partnerships
- Fastest growing industrial sector in the Canadian economy

Weaknesses

- Aging infrastructure: e.g. OCPA is over 30 years old
- Facilities are outdated re: municipal standards of accessibility, public expectations of arts space, legislated/professionally-mandated operational standards
- Oakville Galleries operates at two locations, neither of which currently meets Canadian museum standards for environmental conditions
- Oakville Museum, which should define the benchmark for heritage standards, does not meet Heritage Oakville's guidelines for restoration, conservation or maintenance
- Space deficit
- No coordinated vision
- No coordinated communication
- Lack of skills training in volunteers
- Many groups display limited sustainability
- Funding (inability to leverage Development Charges for cultural infrastructure)
- Lack of benchmarks for funding in the cultural field
- Lack of benchmarks for establishing appropriate performance in the cultural field
- Lack of benchmarks re: determining gap in affordable cultural programming
- Distribution of infrastructure (north/south divide)
- Need to address community diversity and youth
- Limited staff resources

SWOT Analysis

Opportunities

- Reasonable ranking on the Richard Florida Creativity Index*
- Unmet potential re: Creativity Index
- Timely integration of cultural plan into other planning documents
- Strengthening and expansion of partnerships
- Continued community conversations started with consultations e.g. Non-profit Arts Managers' Working Group
- Expanding array of communication tools available
- Potential to demonstrate leadership re: timeliness of the potential redevelopment of Elizabeth Park Community Centre (QEP) as a culturally-focused facility
- Future developments:
 - QEP re-purposing
 - North Park space designation
- Potential for growth in cultural programming, e.g. signature event for culture such as Luminato/Nuit Blanche.
- Potential to grow creative businesses
- Cross-sectoral development of cultural spaces
- Potential for using culture as a means of integrating new Canadians into the community more readily, e.g. celebrating a range of cultures representative of Oakville's new Canadians
- Need to establish and acquire appropriate funding and facilities
- Cultural planning developments in other neighbouring communities creates opportunities through partnering to develop regional policies and programs

* *Richard Florida's Creativity Index is a mix of four equally weighted factors: the creative class share of the workforce; high-tech industry, using the Milken Institute's widely accepted Tech Pole Index; innovation, measured as patents per capita; and diversity, measured by the Gay Index, a reasonable proxy for an area's openness to different kinds of people and ideas.*

Threats

- Loss of groups to other municipalities
 - Limits participation
 - Diminished economic impact
- Aging infrastructure not appropriate re: needs and accessibility
 - Limits participation
 - Diminished economic impact
- Creative class and aging residents opting for other communities re: better cultural resources (e.g. residents moving to Burlington to a perceived more culturally-rich/supportive environment or Hamilton for affordable studio and/or live/work space.)
- Potential backlash re: high expectations in cultural community
- Potential backlash re: tax implications
- Vulnerability of arts and culture to budget cuts and downturns in the economy





APPENDIX D

OAKVILLE'S CULTURAL PLAN: REPORT ON NEW IMMIGRANTS AND CULTURAL PATTERNS

*Prepared by Yen Wha (Maida) Hee
July, 2008*

Executive Summary

In 2008, as a part of the development of the cultural plan, Yen Wha (Maida) Hee and Claire Loughheed undertook a series of interviews with participants in the Halton Multicultural Council's English as Second Language Programs. The participants were asked about their cultural lives in a range of areas including television and radio; films and music; books, newspapers and magazines; news; performing arts, visual art and museums; festivals and events; language; and food. While different nationalities identified specific interests and needs, broader themes readily emerged with means of access being more readily defined by age rather than country of origin.

Overview

A significant proportion of Oakville's population is comprised of immigrants, totaling 50,250 based on the 2006 census by Statistics Canada. Currently, this is approximately 1/3 of the total population of Oakville. The number of new Canadians continues to grow. Therefore, the cultural needs of this group of residents cannot be overlooked in the cultural planning of the town.

In order to gather more information on the needs of these new immigrants, interviews were conducted at English classes for immigrants held at the Halton Multicultural Council's offices. Classes involved were an Enhanced Language Training in Office Management (ELT) and Language Instruction for Newcomers to Canada (LINC) level 1-3 and level 4-7.

The initial survey of the ELT class was held on May 21, 2008 comprising students originating from Russia, Cameroon, Croatia, Algeria and Turkey with participants

ranging from 25 to 40 years of age. This group of students had been in Canada from 6 months to 4 years. On June 3, 2008, further interviews were conducted with students from the LINC classes. Participants of this group comprises of immigrants from Ghana, Taiwan, Syria, Korea, Palestine and China. The ages ranged from 25 to 75 years with participants living in Oakville from 1 year to over 20 years. (It is worth noting that some students in introductory English classes have lived in Oakville for considerable periods of time.)

Television and Radio

Some of the participants complained that time constraints do not allow them to have much time to watch TV. However, they usually tune in to TV news channels like CBC, CTV, Global, CNN and BBC for Canadian and international news. Some of the more commonly identified popular television programs include The Oprah Winfrey Show, Seinfeld, Friends and several types of series shown on the Food and HGTV networks. Also, a Canadian habit that has been adopted by most of the immigrants is tuning into the weather network to find out about the day's weather.

Participant's children, on the other hand, tune in to Disney Channel, Tree House and YTV to watch programs like SpongeBob Squarepants, and Pokemon. Most of the participants felt that these programs are beneficial for their children to learn and improve their English language skills. Conversely, there are some parents, e.g. the participant from Russia, who takes advantage of free downloads from the Internet of older native language television programs and, in this case, Russian cartoons, which she had watched as a child, for her children. This is to ensure that her children will continue to connect to their heritage.

Some of the participants have installed satellite dishes to receive programs and news from their native countries. However, those who had fixed dishes found the service highly unreliable in Oakville and any breakdown can sometimes take days to get repaired.

As for radio programs, 680 AM seem to be the most popular station among the participants. Most of them listen to this station while they are in the car. It is well-liked because the news is broadcasted repeatedly, and, through repetition, there is a better chance to more fully understand the content.

Films and Music

DVDs for English movies and documentaries are typically obtained from the public library. One of the advantages of watching these DVDs, as quoted by some of the participants, is that they are able to watch them repeatedly. Coupled with the captions, they can better understand the story and enhance their knowledge of conversational English. As for movies and music in their respective native languages, the younger generation will download from the internet. However, the senior group prefer to purchase or rent videos and DVDs. As such products are not available for sale in Oakville, these purchases are from video stores generally in Mississauga and Toronto. A participant originating from India is happy that she is able to enjoy the Indian television programs (on Toronto's CHIN television station) which are available during the weekends.

Books, Newspapers and Magazines

The interviewee reported a variety of magazines from India are also accessible to her as magazines are exchanged with friends when they meet at the Indian temple. Most of the participants read the Oakville Beaver and Toronto Star for local news. Some of them get newspapers and magazines in their native languages from bookstores in other cities like Mississauga, North York and Toronto. Magazines in their respective native languages that the younger group favors tend to be women's and health magazines. They noted that with unconventional content found in these magazines, e.g. information not reported on in Western media, they would often undertake further research online.

Most of the participants were not aware that they are able to acquire foreign language reading materials at the local public library. For those that knew about it, the quantity of such materials was considered very limited, with no or very infrequent additions to the collection. The participants earnestly hoped that in the future the library will be better stocked with foreign language materials. They were particularly interested in books and other materials for children.

Several participants noted they particularly enjoyed reading simplified English classics they got from the library. The text is simplified and shorter, thus making the story easier to understand. One participant noted that she is able to finish reading this type of book at a faster rate than the original long editions which, with small children, was essential to her being able to read novels.

News

To stay connected with their country of origin, most of the interviewees surf the internet to catch up with the latest happenings in their country. Almost all the participants, regardless of age, find that the internet plays a very important part in their lives. Other than obtaining information, the internet is also a significant means of communication with relatives and friends in their country of origin.

Performing Arts, Galleries and Museums

Most interviewees do not attend live concerts or performances, visit museums or galleries. Time restrictions and ticket cost are the main reasons for their non-attendance.

To many of the participants, places like the art gallery, museums, and performing arts centers are not of significant importance to them at this point in their settlement. However, they believe that these places will be beneficial to their children in the near future.

Festivals and Events

According to the participants from Turkey and Russia, they celebrated a “Children’s Festival” on April 23, 2008 and June 1, 2008 respectively, within their communities. They requested that a children’s festival be developed in Oakville. Koreans will celebrate their traditional festivals at the Korean churches that they attend, primarily in North York. This can also include large-scale celebrations. Other nationalities noted a lack of celebrations or festivals that are unique to their heritage in Oakville.

Language Classes

One of the greatest fears of a majority of the immigrants is the younger generations losing their heritage and forgetting their own language. Unfortunately, the heritage language classes attended by their children that are available at Oakville are too basic and not academic enough for their standards. Some Chinese and Korean parents resort to sending their children to private Chinese classes in Mississauga as they offer more rigorous classes. A Muslim participant, originating from Algeria, found that there is a lack of children’s books in the Arabic language. She hopes there will be more Arabic language lessons conducted in Oakville, as she feels that the knowledge of this language is essential for the Muslims to read their holy Koran. Last but not least, having more Muslim community space is also high on her community wish list.

Food

When doing grocery shopping, the participants with school-going children will usually shop for two sets of food. One set is Canadian food for their children’s school lunches which they usually get from local stores. Food for breakfast and dinner will generally be more traditional and purchased at specialty groceries outside of Oakville. Other than doing their grocery shopping at local Canadian stores, about 90 per cent of the participants will travel to Mississauga and in some cases, Toronto or North York

regularly, ranging from weekly to fortnightly, to do their grocery shopping for their traditional food purchases. Some of the Muslim community frequent Mississauga for their groceries as they feel more comfortable consuming Halal meat (where butcher will perform a Muslim prayer before slaughtering the animal).

Socializing

Dancing, or going to clubs, was most popular among those from Eastern Europe and least among the Asian students. The Eastern Europeans usually go to events in discos and clubs in Toronto. Some of them attend dance events in their own community clubs in Mississauga and Oakville.

Koreans, in particular, noted they make weekly trips to Mississauga to attend mass at their Korean churches. Later, they will attend to their grocery shopping and end their day with a meal often with friends, at one of the traditional restaurants which are more widely found in Mississauga. However, students complained they are not able to enjoy a drink at these get-togethers because they have to drive home.

Other points of interest

In spite of the inconvenience of having to make frequent trips out of Oakville to connect to their indigenous traditions, the participants surveyed are content living here in Oakville. Most of them accept the challenges of limited resources because they value the standard of living found in Oakville. They are especially satisfied with the safety, peace and quiet of this town. They are also very happy with the higher standard of education and safer schools here. Nevertheless, most of them felt that the public transport system in Oakville badly needs improvement. Transit signage needs to be more prominent. These are some of the attributing factors quoted by participants about why their friends from other towns, relying on public transit, are reluctant to visit. The senior participants did note that most of the

transit drivers are very polite and helpful. However, most of the participants find that having a car is a necessity in Oakville to connect to churches, food and social life. This has significant economic impact on families that may already be financially challenged.

Participants expressed a need for more English as Second Language classes with child-minding facilities, as there is a significant waiting list for such services. It was noted that some senior participants of Chinese origin who were here for more than 20 years are now just starting to learn English. Could the lack of transitional language programs be their reason for not learning English earlier? This same group of participants also felt that it is an imposition to request visitors from their country of origin to bring items for them from back home. Participants express a need for more community space with kitchen facilities to be available, ideally free of charge. Should such facilities already be available, it should be made more widely known so that different groups may gather to hold their ethnic celebrations and festivals. Lastly, some participants believe that having more shopping malls will make Oakville a more vibrant and lively town.

When asked about places of interest for visitors, most of the participants quoted that Oakville's downtown and Bronte Provincial Park are places that they will bring visitors.

Summary

1. Connection to heritage
 - Internet
 - going to other communities to access a range of resources
2. Libraries are important sources of information and resources but need to provide more heritage language materials.
3. Media is most popular when repeated contact with the content allows for improving language skills.
4. Public transit needs to be improved to facilitate access to training and other resources.
5. There is a significant generational divide regarding access to culture. Younger users start with the internet while older users tend to focus on actual products e.g. DVDs, magazines, books and newspapers.

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Yen Wha (Maida) Hee © 2008





**APPENDIX E
LIVEABILITY, CREATIVITY, ECONOMY –
A CULTURAL PLAN FOR OAKVILLE:
A DISCUSSION PAPER**



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