

Building a
Creative Community
A Cultural Plan for

NORTH BAY



Create...Grow...Inspire
2011 Cultural Plan



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Executive Summary

Purpose

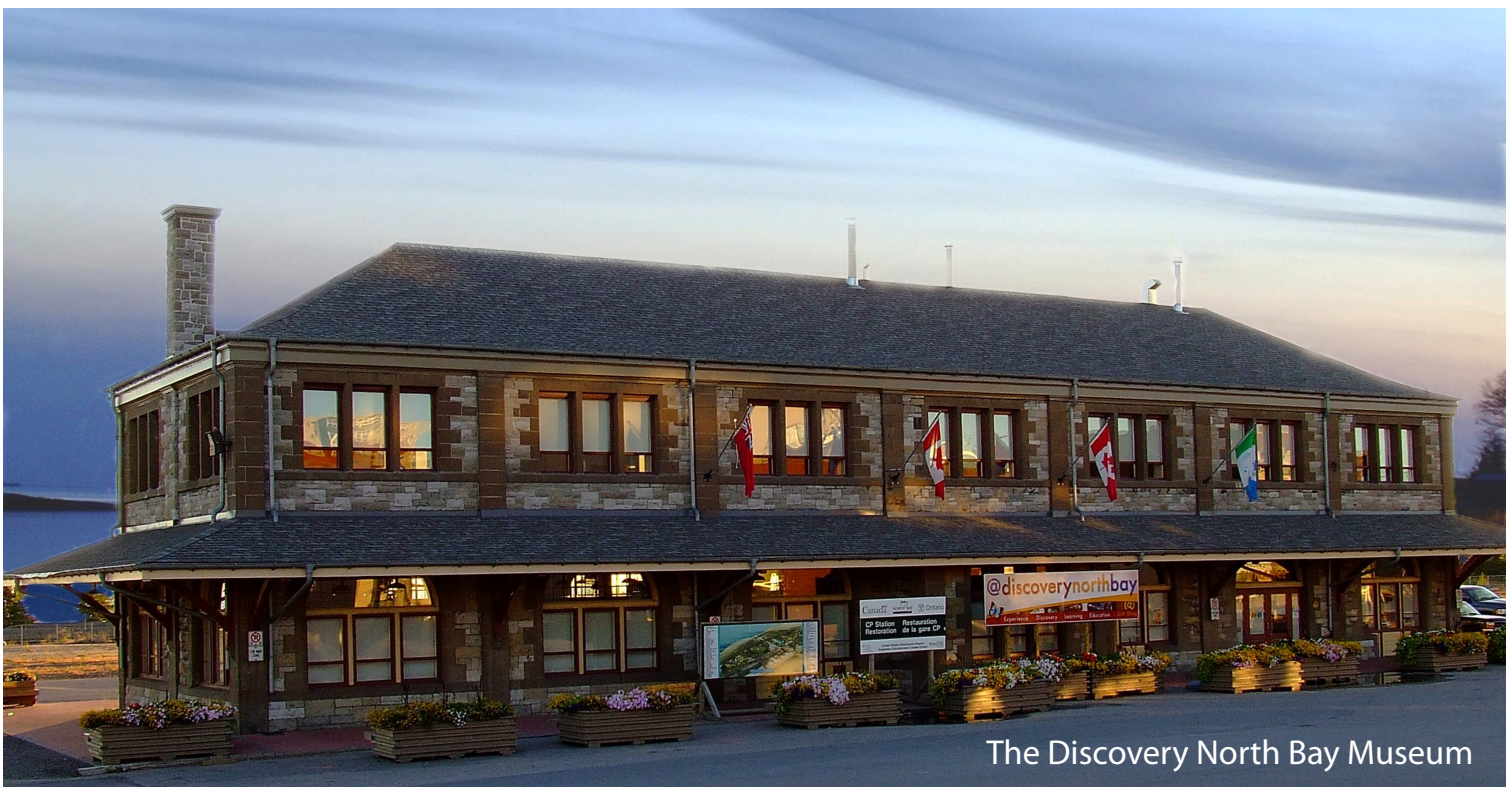
This Cultural Plan represents a significant step forward for the City of North Bay. The vision and commitment of City Council and staff in undertaking such a project sends an important message to all residents that culture is a priority for the City of North Bay. In developing the plan, North Bay joins leading municipalities across Canada in recognizing the increasingly important role played by culture in growing local economies and enhancing quality of life. Municipal cultural planning is recognized as an important tool for advancing these economic and broader community agendas.

The Cultural Plan should be considered a catalyst, a framework for change that will mobilize the resources and efforts of the municipality working closely with its important business, community and post-secondary partners. It is also intended to help integrate cultural resources with planning and decision-making across a wide range of economic and broader community development agendas.

The Planning Process

The planning process was launched in November 2010 and was overseen by a Steering Committee of municipal staff supported by a Community Advisory Committee (Appendix A). The development of the plan evolved through a series of phases outlined in this report. A strong focus was placed on reaching out to the community through a variety of channels to help shape the vision and directions for the Cultural Plan. Throughout the process the community exhibited a high degree of interest and commitment.

The development of the Cultural Plan was financially supported by City Council and the Creative Communities Prosperity Fund of the Ontario Ministry of Tourism and Culture. The consulting team of AuthentiCity, Millier Dickinson Blais, and Applied Geomatics Research Institute supported the planning process.



The Discovery North Bay Museum

Cultural Plan Overview

Our strength as a community today begins with deep respect for our history and heritage. From these roots has emerged a dynamic community built by the creativity and imagination of all those who came here to build a life for themselves and their families. Today we draw strength from our diversity and a shared sense of community and identity. Our culture and heritage is the glue that connects old residents and new, our past and our future.

Our Vision

- North Bay is an attractive, vibrant and culturally rich City.
- North Bay will continue to capture, deepen and grow its story for all to experience.
- North Bay knows what it was, what it is and what it can be.

Our Values

- We believe culture is essential to the quality of life that makes North Bay a place where people want to live, work, play and invest.
- We believe culture is a powerful tool for celebrating diversity and fostering inclusion.
- We believe in citizens' creativity and their active participation in cultural life.
- We believe creativity and culture are essential to building a prosperous and sustainable local economy.
- We believe in the importance of conserving our natural and cultural heritage and environment.
- We believe in the importance of encouraging participation by children and youth.
- We believe artists and creators are essential sources of new ideas, innovation and technologies important to our future.
- We believe in and value cultural groups collaborating and working together toward shared purposes.

Roles and Partnerships

Success in implementing the Cultural Plan for North Bay depends on mobilizing the collective efforts and resources of a wide range of individuals and organizations across the community. But these partnerships and collective efforts require new mechanisms to support ongoing collaboration.

There are four elements or mechanisms proposed to support implementation of the Cultural Plan.

1. City of North Bay Mandate and Roles for Culture
2. Integrated Planning for Culture
3. North Bay Cultural Roundtable
4. Annual Cultural Summit



Strategies and Actions

A more detailed description of each action is set out in Section 4.3 of the report. The report has not sought to establish priorities, timeframes or resources for specific action. These questions are best addressed by municipal staff working with a Cultural Roundtable based on a more collective discussion of priorities and potential contributions and resources from various partners.

Any Action with resource requirements from the municipality would require a separate submission to Council setting out a detailed business case and resource requirements.

| |
|---|
| Strategy 1: Creative Communications – Telling Our Story |
| Action 1.1: Communicate and Celebrate Our Assets |
| Action 1.2: Marketing and Promotion to Attract the ‘Creative Class’ |
| Action 1.3: Mapping Intangible Cultural Assets and Community Storytelling |
| Strategy 2: Creative Capacity – Strengthening Networks and Collaboration |
| Action 2.1: Support Cross-Departmental Collaboration |
| Action 2.2: Support Collaboration and Resource Sharing |
| Action 2.3: Develop Cultural Investment Strategy |
| Action 2.4: Strengthen Secondary and Post-Secondary Partnerships |
| Strategy 3: Creative Economy – Leveraging Cultural Assets |
| Action 3.1: Strengthen Festivals and Events |
| Action 3.2: Expand and Diversify Tourism Offerings |
| Action 3.3: Strengthen Skills and Knowledge in the Creative Cultural Industries |
| Action 3.4: Identify and Address Cultural Facilities Gaps |
| Strategy 4: Creative Places – Building a Culturally Vibrant Downtown |
| Action 4.1: Advance the Vision and Agenda Set out in the Arts and Entertainment District Strategy |
| Action 4.2: Establish a Public Art Policy and Program |
| Action 4.3: Investigate Establishing a Creative Hub or Incubator |
| Action 4.4: Strengthen Connections and Realize Synergies |



Immediate Council Recommendations

This report makes the following immediate recommendations to Council to launch implementation of the Cultural Plan.

1. ***Adopt the Cultural Plan in Principle*** – Council should adopt the plan in principle as an indication of the City’s endorsement of culture as a planning and policy priority.
2. ***Endorse a City Mandate and Roles for Culture*** – formally adopt the statement of the City’s roles and commitments to cultural development in North Bay (as set out on page 34).
3. ***Mandate the Establishment of a Cultural Roundtable*** – as outlined in the report, the Cultural Roundtable will serve as an ongoing cross-sectoral leadership group to lead implementation of the Cultural Plan and support ongoing cultural development.
4. ***Communicate the Plan Broadly*** – implement a communications strategy (making use of the project website and other media) to communicate the vision and strategies set out in the Cultural Plan across the community
5. ***Report Annually on Progress*** - it is recommended that staff and the Cultural Roundtable make annual reports to Council on progress made toward implementation of the Cultural Plan that includes both process and outcome measures.

FIGURE 1: CULTURAL RESOURCE FRAMEWORK



1. Defining Municipal Cultural Planning

The vision of cultural planning that underpins the North Bay Cultural Plan is called municipal cultural planning which has been a priority for the Province of Ontario for several years. To support municipalities in undertaking cultural plans, there has been an effort to work toward a set of common definitions and shared assumptions about municipal cultural planning. Municipal cultural planning is defined as:

- A municipal government-led process approved by Council, for identifying and leveraging a community's cultural resources, strengthening the management of those cultural resources, and integrating those cultural resources across all facets of municipal government planning and decision making.
- Municipal cultural planning is part of an integrated, place-based approach to planning and development that takes into account four pillars of sustainability: economic prosperity, social equity, environmental responsibility and cultural vitality.

Municipal cultural planning (MCP) is guided by 5 assumptions:

1. Cultural resources – MCP embraces a broad definition of cultural resources that includes creative cultural industries, cultural spaces and facilities, natural and cultural heritage, festivals and events, and community cultural organizations.
2. Cultural mapping – MCP begins with cultural mapping, a systematic approach to identifying and recording a community's tangible and intangible cultural resources.
3. Adopting a 'cultural lens' – MCP involves establishing processes to integrate culture as a consideration across all facets of municipal planning and decision-making.
4. Cross-sectoral strategies – MCP requires new partnerships or shared governance mechanisms (such as Cultural Roundtables) to support ongoing collaboration between the municipality and its community and business partners.
5. Networks and engagement – MCP involves strengthening networks across the cultural sector and comprehensive and ongoing strategies to support community engagement.

Establishing a shared vocabulary and set of assumptions about cultural planning is important to support effective communication and collaboration among the various stakeholders both inside the municipality and across the community. Appendix B sets out a Glossary of frequently used terms to support this enhanced communication.



Duchesnay Falls

2. North Bay Today

2.1 Current Cultural Plans and Programs in North Bay

The City of North Bay currently supports cultural planning and cultural development through a wide range of programs and policies spanning Parks and Recreation, Planning Services and Economic Development. These range from the organization and coordination of community events, to the implementation of planning provisions to provide tax incentives and grants to downtown businesses, to implementing programs to support entrepreneurship and business development for creative cultural industries. A sample of these programs and initiatives is set out in Appendix C.

2.2 What Are Our Assets? Cultural Mapping

2.2.1 What is Cultural Mapping and Why is it Important?

Just as there has been an effort to establish a consistent definition for municipal cultural planning, there has also been an effort over several years in Ontario to foster consistent definitions of and approaches to cultural mapping.

The following definition has been adopted*

Cultural mapping is a systematic approach to identifying, recording and classifying a community's cultural resources. It involves a process of collecting, analyzing and synthesizing information in order to describe and visualize the cultural resources in terms of issues such as links to other civic resources (e.g. transportation, green infrastructure, public gathering spaces), patterns of usage, and unique character and identity of a given community.

There are two kinds of cultural resources that are the focus of cultural mapping.

1. Tangible Cultural Assets – identifying and recording physical (or tangible) cultural resources often making use of Geographic Information Systems (GIS) tools and platforms;
2. Intangible Cultural Assets – exploring and recording intangible cultural assets - the stories and traditions that contribute to defining a community's unique identity and sense of place.

Together tangible and intangible cultural assets fuel cultural vitality and contribute to defining the unique cultural identity and sense of place of a community.

*

In 2010, Municipal Cultural Planning Inc. (MCPI), with financial support from the Ontario Ministry of Tourism and Culture, commissioned the Canadian Urban Institute to develop *Cultural Resource Mapping: A Guide for Municipalities*. MCPI, again with the support of the Ontario Ministry of Tourism and Culture, commissioned AuthenticCity to prepare *Municipal Cultural Planning: A Toolkit for Ontario Municipalities* released in May 2011 also addresses cultural mapping in the larger context of municipal cultural planning. Both these documents have been developed in order to support and encourage more consistent approaches to cultural mapping across the province.

Cultural mapping is increasingly being understood as an essential planning and economic development tool for municipalities for the following reasons.

- Cultural Mapping as a Planning Tool - Stronger information on North Bay's cultural assets will help inform planning and decision-making by the City across a wide range of planning areas.
- Raising Awareness and Increasing Access to Cultural Assets – Better information makes it possible to help both residents and visitors appreciate the wide range of cultural resources and opportunities available to them.
- Connecting the Cultural Sector - The cultural sector in North Bay, as in most municipalities, tends to be fragmented. Building a base of information on cultural resources helps cultural groups connect with one another, and supports the networking and collaboration essential to building sustainable local cultural communities.

2.2.2 The Cultural Mapping Process in North Bay

The challenge faced by municipalities is not a lack of information on culture but rather that information is collected by different agencies, in different ways and for different purposes. The first step in cultural mapping is therefore consolidating existing data from multiple sources and coding that data accordingly, based on a consistent set of categories of cultural resources called the Cultural Resource Framework (CRF) illustrated in Figure 1 - pg.7.

The foundation for the CRF is Statistics Canada's Canadian Framework for Cultural Statistics^{*}. In addition to categories of cultural resources drawn from Statistics Canada, the CRF is also shaped by how other existing policies and legislation define cultural assets. For example, categories of natural and cultural heritage resources in the CRF have been shaped by how these resources are defined in the Ontario Planning Act and Ontario Heritage Act.

A primary source of baseline data for cultural mapping in North Bay was Info Canada that consolidates data from two major sources: Statistics Canada and local Yellow Pages. The extracted data is based on North American Industry Classification System (NAICS) codes and then organized according to the CRF. The data was then reviewed and 'scrubbed' for duplicate or miss-assigned categories by the consultants and then forwarded to municipal staff for a second review. Although data can be acquired from a variety of sources, ultimately it is community knowledge and 'local eyes' that is needed to ensure accuracy and to help identify missing cultural resources.

Once the initial data had been reviewed, additional local databases were identified and integrated to the initial data. In North Bay this included a list of locally identified and recognized heritage properties developed by the Municipal Heritage Committee supported by staff from the Planning Department. Additional information, in particular on individual artists in the community, was also gratefully received from the Coordinating Body of Arts, Culture and Heritage (CBACH).

The next step was the development of an on-line survey linked to the Cultural Plan website that invited the community to add the names of additional individuals and organizations. The survey yielded another 40 cultural resources.

* <http://www.statcan.gc.ca/bsolc/olc-cel/olc-cel?catno=81-595-MIE2004021&lang=eng>

2.2.3 Cultural Mapping Findings

| | |
|----------------------------------|-----|
| Creative Cultural Industries | 115 |
| Community Cultural Organizations | 23 |
| Spaces and Facilities | 23 |
| Cultural Heritage | 65 |
| Natural Heritage | 35 |
| Festival and Events | 18 |
| Independent Artists | 36 |
| Total | 315 |



2.2.4 North Bay Cultural Mapping Portal

The cultural mapping findings have been used to launch a North Bay Cultural Portal that will provide enhanced access to the wide range of cultural resources and activities the city has to offer to its citizens and visitors.

www.ylm.ca/northbaycultural

All cultural assets in the cultural portal are searchable by Cultural Category or by Key Words. Each individual organization or asset has a (free) web page which provides information on:

- Organization (or asset) name
- Location and Contact Information
- Information about the organization and its programs (including marketing messages)
- Google map directions
- Links to the organization's website (when they exist) and to other social media tools associated with that organization (e.g., Facebook, Twitter).

All of the information in the cultural portal has also been imported to the City's Geographic Information System (GIS) that will provide another critical 'layer' of information to inform planning decisions.

Updating Information

The easy thing about databases is creating them. The bigger challenge is updating them and keeping them current and relevant. The key to maintaining up-to-date and continuously expanding databases is to make it possible for multiple individuals and stakeholders to update data.

The mapping system established in North Bay can be updated at three levels. The key is that updating at any of these levels and by stakeholder is updating the same single record.

1. Updating by individual organizations – every cultural group in the database is assigned a login and password that makes it possible to continuously update and add information to their individual listing.
2. Updating by the system administrator – the mapping system contains a series of tools available to the system administrator (in this case the City of North Bay) that enable the administrator to add new listings, edit or delete existing listings and communicate with all organizations in the system (for example to prompt updates).
3. Updating by mapping partners – a basic premise of the system is that there are different groups and partners in every community with networks and databases to contribute to the cultural mapping system. For example, the Coordinating Body of Arts, Culture and Heritage (CBACH) can be an ongoing source of information. The North Bay Public Library, the Chamber of Commerce, the North Bay & District Multicultural Centre and other important community agencies may have information to add to the system.

2.3 What Are Our Opportunities: The Planning Context

2.3.1 Overview

One of the first tasks undertaken was a scan of existing City of North Bay plans and strategies to help understand the current planning context and to identify potential opportunities for culture and cultural resources to be integrated and ‘add value’ to goals and priorities set out in these plans. A number of these key planning documents are illustrated below.

FIGURE 2: NORTH BAY’S PLANS AND STRATEGIES



2.3.2 The Arts and Culture Context

In 2005, the City of North Bay adopted a Municipal Arts, Heritage and Culture Policy that represented a significant step in acknowledging the importance of culture to the community, and the need for policies and plans to guide its development. This policy set a context for the current Cultural Plan. The following Vision, Principles and Goals formed the basis of the Arts, Heritage and Culture Policy.

Vision

North Bay is a community that appreciates and supports arts and heritage, nurtures the development of artistic skills, works to preserve its natural and built heritage, and promotes a vibrant cultural identity recognized by artists, residents and visitors.

Principles

This policy is based on three principles: partnership, access and equality.

- **Partnership:** The vision, policy statement and goals will be achieved through the collaborative and coordinated initiatives and efforts of the City of North Bay and the providers of arts and heritage opportunities including the not-for-profit, community and private sector participants in cultural programs and services.
- **Access:** The policy supports the provision of and the community's access to a broad range of cultural experiences.
- **Equality:** The policy supports the provision of a full range of cultural activities in a balanced response to community needs and interests.

Goals

The primary goals of this Policy are:

- To facilitate effective communication and coordination among all community groups responsible for cultural activities and experiences in North Bay.
- To assist with securing financial resources to support stable, local cultural organizations.
- To develop the organizational capacity within North Bay's cultural community in order to ensure that cultural experiences and services are provided to artists, residents and visitors in an effective, efficient and responsive manner.
- To enhance the community's knowledge of, support for and participation in North Bay's arts, culture and heritage experiences.
- To ensure that current and future community resources and partnerships are used to their maximum advantage to support the growth and development of cultural opportunities for local artists, residents and visitors.

2.3.3 The Land Use Planning Context

Land use planning in the City is guided by the City's Official Plan (a new Official Plan was completed by the City in 2009 and pending approval by the Ontario Ministry of Municipal Affairs and Housing). Both the current and pending new Official Plan set out the direction for growth of the City over the next 25 years. The Official Plan sets out a variety of policies which are intended to support and develop the downtown and cultural development opportunities in the community.

In order to implement these policies, the Official Plan is supported by a Downtown Community Improvement Plans (DCIP) passed in 2003. The purpose of the DCIP is to improve the attractiveness of the Downtown by encouraging sustainable businesses and residential projects. The DCIP provided financial incentives primarily to the Downtown Improvement Area in the form of fee rebates, grants and no interest loans. It also offers financial assistance for feasibility studies, facade/signage improvements and the revitalization/redevelopment of buildings. Financial incentives including grants of up to \$15,000 and interest free loans of up to \$50,000 are available. Some communities have used CIPs to leverage investment in public art which is an opportunity area for the City of North Bay's Cultural Plan. A Brownfield Community Improvement Plan (BCIP) was also passed in 2009. The BCIP supports the redevelopment of vacant or underutilized brownfield sites in the periphery of the downtown.

In 2001, Community Waterfront Friends signed a joint lease with the North Bay and Area Museum and embarked on a plan to rehabilitate the abandoned CP Station. The vision for the Community Waterfront Park has included a significant retrofit of the former CP Rail station to convert this facility into a regional museum and extensive soil remediation to rehabilitate the site after years of intensive industrial use and to prepare the area as parkland. In November 2010, work began on the construction of a new Civic Plaza in front of the North Bay and Area Museum (@Discovery North Bay).

In terms of support for cultural planning and cultural development, often one of the most powerful levers of a municipality is its control of land and development, and the zoning and other tools that can be used to support things such as live-work (or live-work-sell) spaces for artists and creative enterprises, interest free loans for the acquisition or upgrading of properties (such as abandoned industrial buildings in the downtown that can be retrofitted as cultural spaces or creative cultural industry incubators or hubs), etc.

More specific land use planning and development issues related to the Waterfront, the Waterfront Community Park and the downtown and Arts and Entertainment District will be addressed in the Strategies and Actions section of the plan (specifically Action 4.4).

2.3.4 The Economic Context and Culture-Led Economic Development

North Bay has fared better than many northern communities over the past decade of dramatic economic restructuring and change (a more detailed analysis of North Bay's evolving 'creative economy' is found below) signalled by no significant drop in property values and continued population growth. The current unemployment rate of 5.4 % is 2% lower than the provincial average.

Despite this relatively strong performance, North Bay has joined leading municipalities across Canada in recognizing the increasingly important role played by creativity and culture in growing local economies. Culture-led economic development can be seen to have (at least) three dimensions.

- Culture and Quality of Place - Successful municipalities will be those that offer an appealing and attractive community, that are diverse and welcoming, that have interesting public spaces and places, are environmentally sensitive, that celebrate public art and local creators, and understand that linking these elements is the magnet to attract people and talent in a changing world. The traditional view was that economic competitiveness was driven by jurisdictional characteristics such as access to raw materials, transportation routes and the general labour force. The emerging understanding is that members of the creative labour force are highly mobile and can choose where they want to live.
- Culture and the Creative Economy - We all know that a major shift is underway in the economy away from manufacturing and agriculture as the foundation of many local economies toward a creative economy driven by ideas, innovation, knowledge, collaboration and creativity. It is an economy in which people 'are paid to think.' In a model of economic development premised on culture and creativity, people take centre stage – what they know, what they do, and where they work. A more detailed analysis of North Bay's creative economy follows in the next section of the report.
- Cultural Tourism – There is a strong shift away from traditional attractions-based tourism to place-based strategies capitalizing on a destination's unique identity, cultural character and sense of place as expressed through its natural and cultural heritage features and assets. An area's identity also finds expression in the unique stories of that community. We also know that cultural tourists are more highly educated, stay longer in the destinations they visit, earn more, spend more, and are more likely to choose commercial accommodation than to stay with friends or relatives.



Cenotaph

2.3.5 Culture and the Creative Economy in North Bay

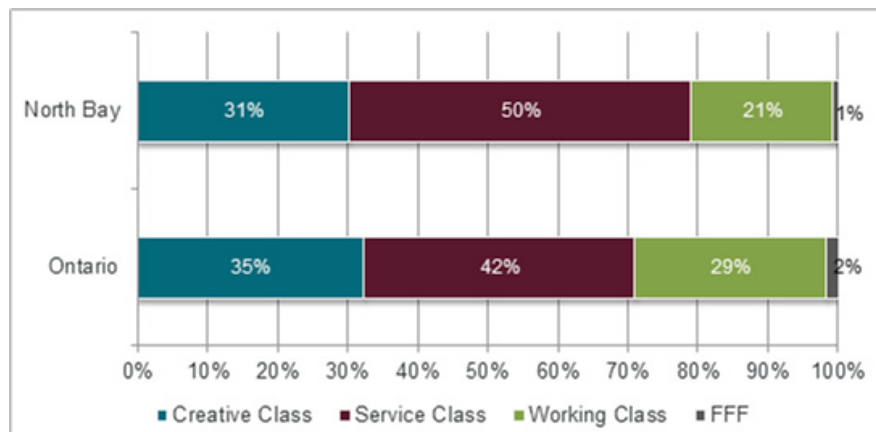
Understanding the Creative Economy

This section ‘takes stock’ in a statistical sense of where North Bay finds itself in this emerging creative economy*. In 2009 the report *Ontario in the Creative Age* was released setting out a new economic vision for Ontario. The report argues that we must stop thinking so much about where people work in terms of specific businesses or industries, and think more about the nature of the work they do. It has identified four broad types of work.

- Creative occupations – the growing number of people who are paid to think. These include scientists and technologists, artists and entertainers, and managers and analysts.
- Service occupations – where work involves little autonomy, and occupations are focused on the delivery of services, including food-service workers, sales people and clerks.
- Physical occupations – consisting of people who use physical skills and carry out relatively repetitive tasks, such as tradespersons, mechanics, crane operators, and assembly line workers.
- Resource occupations – consisting of occupations in fishing, farming and agriculture, forestry (FFF) and mining.

Figure 3 illustrates the distribution of the various occupational categories in North Bay compared to provincial averages.

FIGURE 3: LABOUR FORCE BY OCCUPATIONAL CLASS, NORTH BAY, 2006



Source: Derived from Statistics Canada (Census of Population, 2001-2006) by Millier Dickinson Blais Inc.

North Bay’s share of the Creative Class falls only slightly below that of Ontario indicating the city’s success in adapting to new economic realities. In North Bay the service class is a predominant area of the labour force concentration with a higher concentration of jobs than that of Ontario.

Examining the Working Class and FFF (resource occupations) reveals that North Bay has a lower concentration in both areas than that of Ontario, surprising perhaps given the history of mining and forestry as mainstays in the economy.

* This chapter summarizes findings from a more detailed analysis of the creative economy and of creative cultural industries and occupations completed by Millier Dickinson Blais as part of the cultural plan process. The full report is accessible on the project website.

Creative Cultural Industries and Occupations

An increasingly significant part of the larger creative economy in most jurisdictions is the creative cultural industries and occupations. These industries and occupations are among the fastest growing sectors in the creative economy in many jurisdictions*. The Conference Board of Canada estimates that the economic footprint of Canada's creative cultural industries in 2007 was: \$84.6 billion or 7.4 per cent of GDP (direct, indirect and induced contributions); \$46 billion (direct impact) and 1.1 million jobs or 3.9 per cent of Canada's jobs (direct, indirect, and induced contributions); 616,000 jobs (direct impact)**.

Further, it observes:

- In a dynamic environment of global competition, demographic change and migration; Canada's culture sector plays a critical role in attracting people, businesses and investment; stimulating creativity and innovation; and distinguishing Canada as an exciting place where people can celebrate their heritage and achieve personal and professional fulfillment.
- The creative economy extends beyond the culture sector to harness creativity and bring about positive social and economic changes across a broad spectrum of industries, sectors and social organizations***.

Much of the cultural sector, particularly the non-profit sector defies accurate capture by standard statistical measurements (many of which form the basis of the analysis that follows). There are many ways in which the human resources engaged in cultural activities and the resulting financial output "fly below the statistical radar" with the results that many of the statistics cited in the analysis that follow 'miss' a tremendous number of groups and individuals. Examples include:

- Cultural activities carried out by organizations (such as performing arts groups) that do not have full time employees, but operate with volunteers, part time staff, or casual/seasonal employees.
- If the organization or activity is not registered as a business with a HST account and with more than \$30,000 in gross business revenue, or is not filing a corporate tax return, it would not be captured in the Business Register or Canadian Business Patterns data used in this report.
- Cultural activities that are carried out part time or casually by individuals who work full time in an occupation unrelated to culture. Even though it may be a secondary source of income, it is not being reported as the main source of income, and therefore "not captured" statistically, either from the income perspective, or from the occupation perspective.
- Cultural activities that could operate as a business, but are not regarded as such by the "owner", and therefore not registered with a business number.
- Self-employment in the cultural sector, which may not be captured as such on census or other reporting forms.

* While acknowledging Toronto is a unique context, it is nonetheless noteworthy that the creative cultural industries are growing faster than financial services, the medical and biotechnical industries and the food and beverage industry.

** The Conference Board of Canada, "Valuing Culture: Measuring and Understanding Canada's Creative Economy," 2008

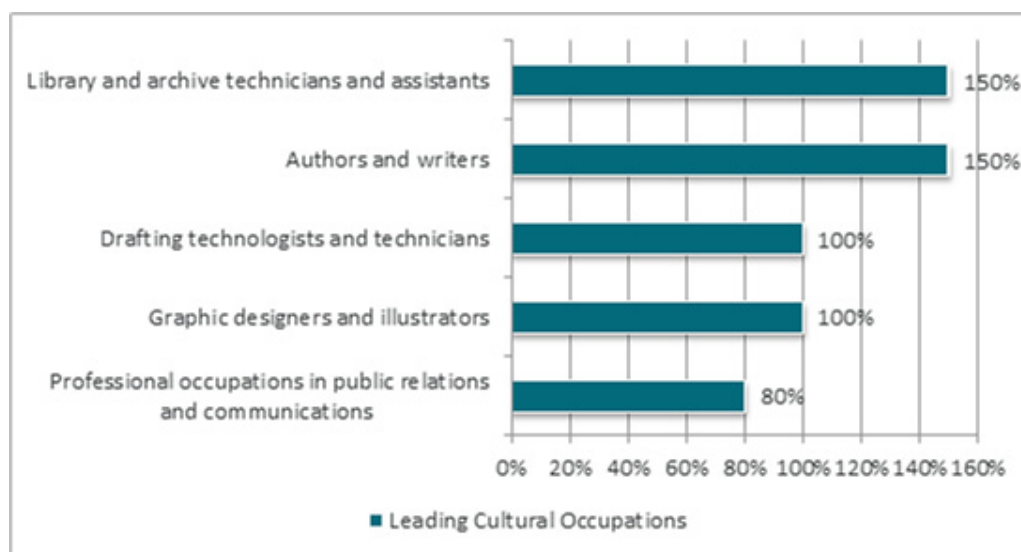
*** Ibid., pg.3

As a result, we know that any quantitative data available for analysis would under-estimate the economic impacts of cultural activity, especially activity that is produced by individuals and smaller, community-based non-profit organizations. In addition to these difficulties, quantitative analysis cannot capture the social value of cultural activities.

Creative Cultural Occupations

Creative cultural occupations are occupations in which cultural and aesthetic value drive production and wealth creation. Examining this subset of occupations further focuses the broader creative economy discussion presented above, and allows for a clearer picture of the depth and breadth of cultural output in the community. Examining the change in creative cultural occupations between 2001 and 2006 statistics show a decline across a range of categories of occupations, tied to the general downturn in the economy. However, there was also growth in a series of occupations between 2001 and 2006 as illustrated in Figure 4.

FIGURE 4: LEADING CULTURE OCCUPATIONS, NORTH BAY, GROWTH BETWEEN 2001 & 2006



Source: Derived from Statistics Canada (Census of Population, 2001 & 2006) via OMAFRA by Millier Dickinson Blais Inc.

To determine the leading culture occupations, the top five Culture and Culture Support occupations for 2006 were selected. The top five occupations include:

- Professional occupations in public relations and communications (50 jobs)
- Graphic designers and illustrators (45 jobs)
- Drafting technologists and technicians (40 jobs)
- Authors and writers (30 jobs)
- Library and archive technicians and assistants (30 jobs)

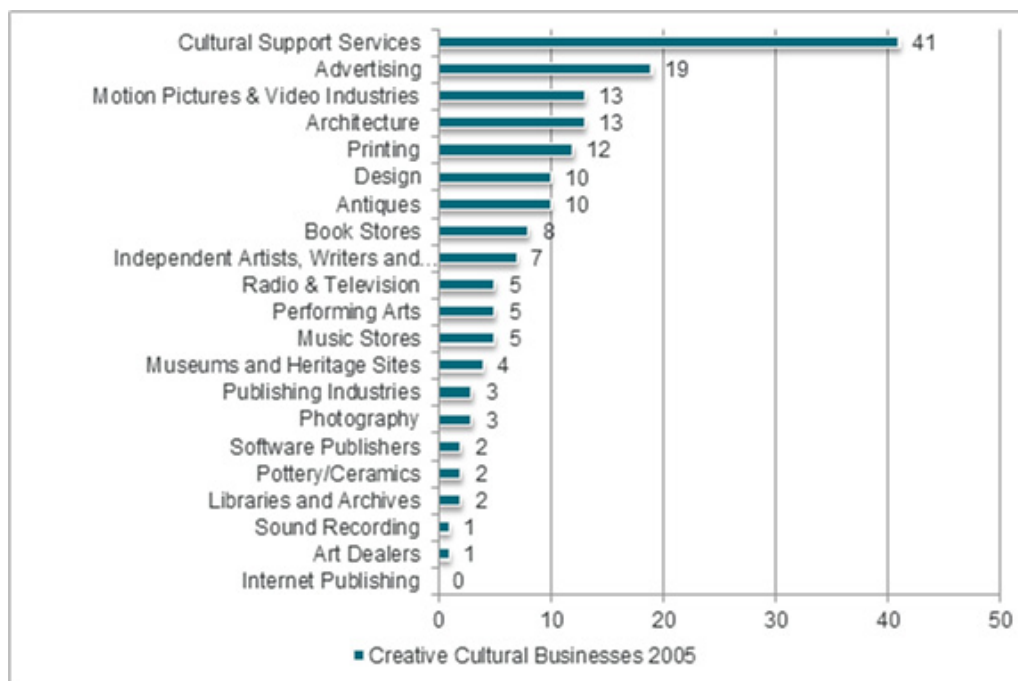
The significant growth in occupations in Library and archive technicians and assistants, and Authors and writers is of note. Each experienced 150% employment growth, and respectively represents 6% of the over all cultural occupations in North Bay.

Creative Cultural Industries

Creative cultural industries are those in which cultural expression and aesthetic value drive the output, in terms of products or services, which in turn generate wealth. Using this definition, Statistics Canada Canadian Business Patterns Data* have been used to identify the number of establishments in creative cultural industries in North Bay. Figure 5 and 6 below identifies the number of businesses in each of the creative cultural industry categories listed above between 2005 and 2010. There are some industries experiencing slight decrease in North Bay. The most pronounced decrease is in Motion Pictures & Video Industries, which declined from 13 businesses in 2005 to 6 in 2010.

The analysis also reveals increases in creative cultural industries between 2005 and 2010 including in the Cultural Support Services. Cultural Support Services businesses in this category: Fine Art Schools, Agents and Managers for Artists, Athletes, Entertainers and Other Public Figures, Business Associations, Professional Organizations, Labour Organizations, Political Organizations and Other Membership Organizations. This is significant as scholars have noted that cultural support services provide critical input into the production of goods and services in all creative industries**.

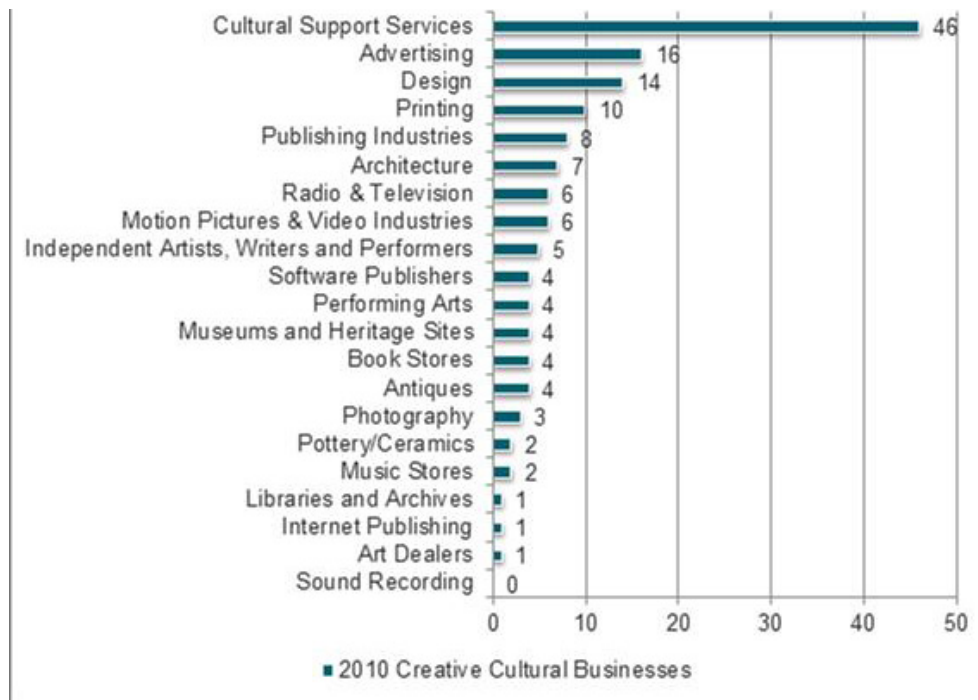
FIGURE 5: NUMBER OF CREATIVE CULTURAL BUSINESSES, NORTH BAY, 2005



* Canadian Business Patterns Data is collected from the Canada Revenue Agency (CRA). Businesses are included if they meet one of the following criteria: have an employee workforce for which they submit payroll remittances to the CRA; they have a minimum of \$30,000 in annual sales revenue; or, they are incorporated under a federal or provincial act and have filed a federal or corporate income tax form within the past three years.

** Vinodrai, T. 2009. The Place of Design: Exploring Ontario's Design Economy. Martin Prosperity Institute

FIGURE 6: NUMBER OF CREATIVE CULTURAL BUSINESSES, NORTH BAY, 2010



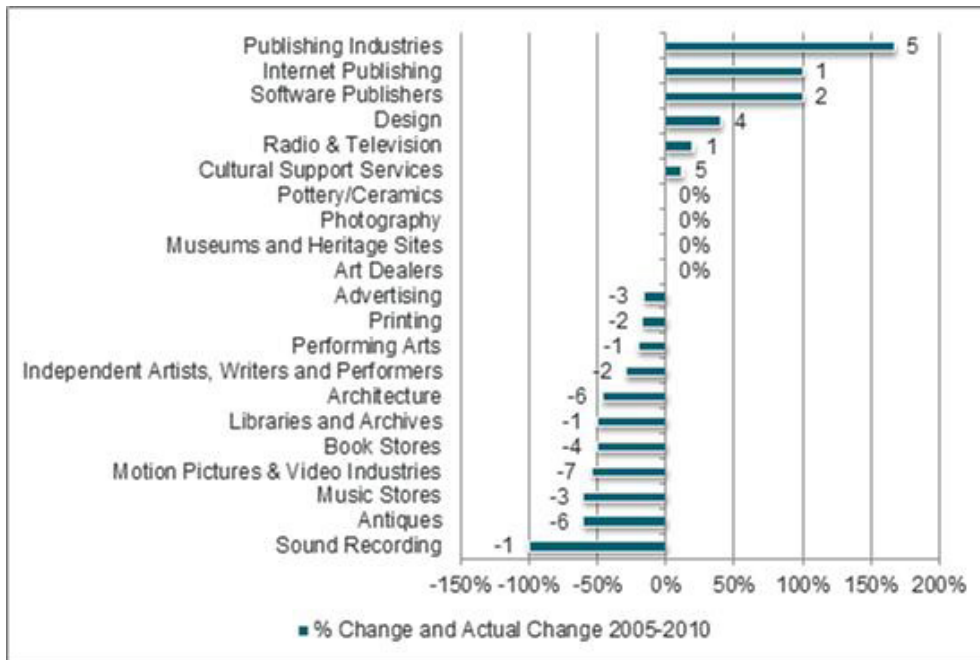
Source: Derived from Statistics Canada Canadian Business Patterns Data (2005) by Millier Dickinson Blais Inc

Other notable increases in the number of creative cultural establishments are listed below:

- 5 Publishing Industries
- 4 Design
- 2 Software Publishers
- 1 Internet Publishing
- 1 Radio and Television

A summary view of the growth and decline of creative cultural businesses in North Bay is illustrated in Figure 7.

FIGURE 7: GROWTH AND DECLINE IN CREATIVE CULTURAL BUSINESSES, NORTH BAY, 2005-2010



Source: Derived from Statistics Canada Canadian Business Patterns Data (2005-2010) by Millier Dickinson Blais Inc.

The number of creative cultural businesses in North Bay account for 3.8% of the total share of businesses in 2010. This is a decrease from 5.1% in 2005. Overall, in 2010 there were 3030 business establishments in North Bay, a 5.6% decrease from 2005, when there were 3241 total businesses. The largest decrease was seen in small businesses with 5-9 employees and the greatest increase in small business with 1-4 employees. This is an important finding as most creative cultural businesses fall firmly into this category of small enterprises.

In a model of economic development where people take centre stage, greater insights into what people know, what they do, and where they work is important to successful economic development strategies. Greater knowledge of the creative cultural sector in North Bay can help the region position and differentiate itself on the basis of its unique local assets and economic structure.



Ice Huts on Lake Nipissing

3. Community Engagement

There were the following components to the communications and community engagement process for the Cultural Plan.

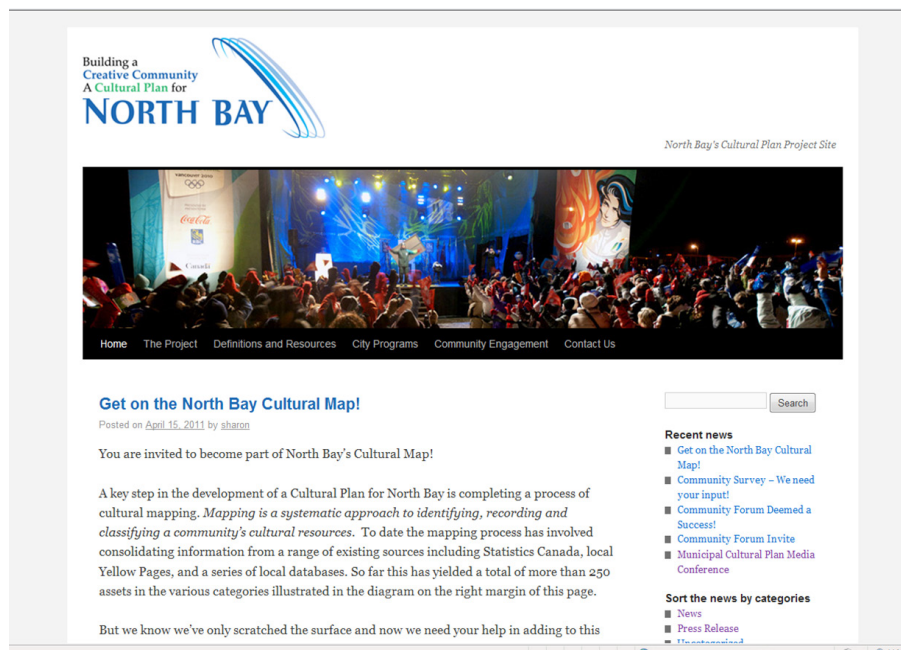
- The development of a project brand
- The design and construction of a project website
- Input and discussions with both the staff Steering Group and the Advisory Committee
- In-depth Interviews
- A community survey
- A Community Forum in Council chambers on March 3, 2011

The interest taken by the community in the planning and engagement process was very strong, providing solid direction and feedback to the consultants on the formulation of the Cultural Plan.

3.1 Project Brand and Website

The choice of “Building a Creative Community: A Cultural Plan for North Bay” reflected the importance of positioning the plan solidly in the context of the increasingly important role played by creativity and culture in economic and broader community development agendas. The design of the logo was also intended to communicate a contemporary look and feel as part of communicating a message of energy and creativity in North Bay.

The website, www.northbayculturalplan.com (shown below) was built using a free software program called WordPress that enables the site to be continuously updated easily both during and following the project. The idea is that both the brand and the website will continue as resources in the community to support ongoing communication and the implementation of the Cultural Plan.



3.2 Interviews

3.2.1 Key Themes and Issues

One part of the community engagement process for the North Bay Cultural Plan was a series of 20 in-depth interviews with representatives of different cultural, community and business groups and interests in North Bay. A list of individuals interviewed can be found in Appendix A. Key themes emerging from the interviews are summarized below.

3.2.2 Overarching Themes

- **Celebrate our strengths**
 - The community has an abundance of talent in the visual, performing and literary arts and a strong commitment to heritage.
 - The diversity of ethno-cultural communities – both those that have existed in the community for many years and more recent immigrants enriches North Bay’s culture; the North Bay & District Multicultural Centre was identified frequently as a tremendous community asset and success story, and a strong municipal partner for the Cultural Plan.
 - The cultural traditions and practices of First Nations are also a tremendous strength, although ones that could be strengthened through a process of mutual respect and communication.
 - The overall quality of life of the community – its extraordinary natural heritage and environment, liveability and range of cultural opportunities and amenities.
 - A unique history and stories to tell dating back thousands of years – ‘this is a place that everyone passed through’.
 - A number of strong ‘anchor’ cultural institutions – the Capitol Centre, North Bay Library, the Discovery North Bay Museum (see below).
- **Increased awareness**
 - North Bay has a rich cultural life and strong cultural groups and activities but these need to be better known by residents as well as visitors/tourists.
 - There is no single consolidated source of information on cultural groups and activities – a ‘cultural portal’ or one window point of access to information.
 - There could be stronger collective marketing strategies for cultural organizations and programs, and the potential to use the web and social media tools to support this marketing and awareness building.
 - Cogeco is a tremendous community asset with one of the highest per-capita viewers in Ontario; they have expressed an interest in increasing programming devoted to local cultural activity (including coverage of the Cultural Plan).
- **Partnerships and collaboration**
 - It was suggested to examine the partnership model used by the North Bay Newcomer Network supported by the North Bay & District Multicultural Centre and the City’s Economic Development office. The Network connects more than 50 not-for-profit groups and supports coordination and collaboration through a series of standing committees.

- **New mindsets especially about the economic importance of culture**
 - The economic impacts and importance of culture to the North Bay economy needs to be better understood and promoted across the community.
 - Culture is a major quality of life characteristic that attracts people and investment, it is a major tourism draw, it is an expanding source of employment especially in creative cultural industries such as design and digital media, it is a major driver in the downtown, etc.
 - Part of changing attitudes can be achieved through cultural mapping that can show the number of cultural assets and resources across the community.
- **Networking and collaboration**
 - Strengthening connections and networks across all types of cultural groups and activities must be a priority – e.g., arts and heritage groups, the library, commercial cultural activities/cultural industries, etc.
 - More specifically, stronger connections between the visual, performing and digital arts were felt to be a priority.
 - The strong efforts of the Coordinating Body of Arts, Culture and Heritage (CBACH) were often acknowledged but it was felt the group suffered from lack of resources and capacity given a very ambitious mandate.
- **Role of the City**
 - The City (municipality) has an invaluable role to play in enabling and supporting cultural development in North Bay; the primary need was not significant increases in funding which were understood to be unrealistic in the current economic climate but there was a call for a dedicated staff position to support groups and community activity.
- **Post-secondary partnerships**
 - The presence of both Canadore College and Nipissing University are huge assets in the community, with opportunities to leverage and support growth in the creative cultural industries.
- **Anchor cultural institutions**
 - While many cultural groups and facilities exist in the community, there was a great deal of discussion about the need to support and leverage the leadership roles to be played by three anchor public institutions – the Capitol Centre, the Discovery North Bay Museum, and North Bay Public Library.
- **Cultural vitality in the downtown**
 - There are a growing number of cultural businesses and enterprises in the downtown that constitute an increasingly important cultural hub; the efforts and investments of the City through the 1999 Arts and Entertainment District Report together with incentives provided through land use planning have played an important role; some form of collective branding and marketing efforts could help attract attention and build momentum.
- **Waterfront Park opportunity**
 - The dedication and vision of community volunteers combined with the strong planning support from the City has created an extraordinary opportunity for the Waterfront to be a key community resource as well as strong culture and tourism attraction.

- **Renew and expand festivals**
 - North Bay has a longstanding tradition of festivals but there was a strong feeling that more could be done to strengthen existing festivals and introduce new ones spread throughout the year. Many spoke about the powerful role that had been played by the Heritage Festival both in terms of its economic impact and civic pride.
- **Strengthen relationships with First Nations**
 - Many spoke of the opportunity to increase communication and cultural exchanges with First Nations based on respect for cultural traditions and practices.

3.3 Community Survey

As part of the consultation process, a survey was designed to garner opinions on cultural experiences from community members in North Bay. The survey was filled out online by community members and hardcopies were distributed throughout the community. The result of this survey was tremendous community feedback, with 316 respondents participating. The survey asked 13 questions in total, including respondent demographic questions.

The demographic questions revealed that the majority of respondents were between the age of 45 and 64 (50.1%), with almost a quarter of respondents being between 18 and 35 (23.4%). This is an important segment of the population to hear from as retention of youth and talent are critical in North Bay. In addition, the majority of respondents were female (67.9%) and have lived in North Bay for over 20 years (64.9%). On the other hand, 11.4% of respondents lived in North Bay for less than 5 years, providing valuable insight into the cultural experiences and preferences of this newer population in the city. Finally, most (65.4%) of the respondents were audience members or participants in cultural activities in North Bay.

A full analysis of community survey findings is found in Appendix E. Here we summarize key themes emerging from survey responses. The first three questions in the survey were more qualitative, asking people:

- **Question 1:** When you think of North Bay, what is the first thing that comes to mind?
- **Question 2:** The City has a rich cultural life. For you, what are North Bay's most important cultural resources (e.g. places, organizations or facilities, heritage sites, stories or traditions)? This could be anything you consider a cultural resource.
- **Question 3:** When you are hosting a guest who has never visited North Bay, what aspects of North Bay's culture do you most want them to see?

The 'word cloud'* presented in Figure 8 and presented on the cover of the Cultural Plan, is a composite of answers to these questions. The words that appear larger in the word cloud were the most predominant responses from the community.

* The word cloud was generated by using an online tool named Wordle, which is an algorithm program that creates a graphic representation of text by weighting the number of times a given word appears with a greater font size.



The Chief Commanda II



Summer in the Park

FIGURE 8 - COMMUNITY WORD CLOUD



3.3.1 Key Themes

- **Natural Heritage Assets are Valued**
 - The waterfront was identified by an overwhelming majority of respondents as what comes to mind when they think of North Bay. Lake Nipissing, beaches, the waterfront, the Laurentian Escarpment and outdoor activities associated with natural heritage assets were significant responses when the community was asked what cultural resources they are most important and where they would take visitors.
- **Experience and Educate about North Bay’s Diversity**
 - Respondents recognized the various Francophone cultural assets in the community and voiced the desire to see more French culture events. The Aboriginal and First Nations communities in North Bay hold a number of events in which the community responded that they participated and would want to learn more about. For instance, participation in pow-wows and bringing visitors to experience a pow-wow came up in the survey results. However, while qualitative answers demonstrated that community members were interested in Aboriginal and First Nations cultural events, the survey showed that 68% of respondents least frequently participated in multicultural or First Nations celebrations.
- **Participation in Cultural Activities**
 - The community overwhelmingly responded that they participate in cultural activities across North Bay; the detailed responses to the survey questions demonstrate that the community identified a number of cultural resources that they view as the most important. Of those, museums, artist studios and heritage came up rather frequently, which correlates well to the responses that 40.0% of respondents most frequently participate in visiting a museum or art gallery. Other cultural resources cited included the library, where 48.2% of respondents most frequently visit a library. Attending a festival was most frequently participated in by 31.7% of respondents. It was suggested in the survey that the municipality should consider conducting an economic impact assessment of the arts and culture in North Bay.
- **Build on Successful Cultural Events**
 - Respondents cited a number of successful cultural events and suggested that can be built upon and expanded. Doors Open was cited as an event that community members suggested they would like to see again. The community also stated that Summer in the Park could be more focused and built up.
- **Investment in Downtown North Bay**
 - Respondents cited Downtown North Bay as a significant cultural resource, but also as a place that they would take a visitor. A call for sustained investment in the downtown core was voiced in the survey responses. While North Bay was cited as being an accessible city (good road/highway linkages), free parking in the downtown core was suggested to encourage visitation to the downtown.

- **Sustain and Support the North Bay “Music Scene”**
 - Live music, musicians, music festivals and events and North Bay’s “music scene” was identified as a cultural resource in the city and as a characteristic that comes to mind when community members think about North Bay.
The respondents suggested that sustaining and supporting musicians is key to culture in North Bay.

- **Cultural Spaces**
 - The waterfront was identified as a significant venue for cultural events and activities. Respondents suggested that the waterfront could be used to showcase culture in North Bay.
Free entertainment on the waterfront was also suggested as a possible use of the waterfront and a means of promoting culture in the city.
The Capitol Centre was also highly cited as a place where culture happens and where connections could be made.

- **Local Food Opportunity**
 - Farmer’s markets in North Bay were cited by respondents as an opportunity area to expand upon.
Highlighting local food through a festival and including local food vendors in the City’s public spaces and on the waterfront was suggested as an opportunity for North Bay to consider.

- **Funding for Culture**
 - Respondents suggested that additional funding for the arts was necessary. Municipal Grants for the creative were suggested by respondents.

- **Awareness, Communication & Marketing**
 - A sense that communication and marketing of cultural events, cultural and arts organizations and multicultural organizations/events could use improvement was provided by the survey respondents.
The opportunity to advertise cultural events more was suggested, which could be done through a cultural portal.
In addition, a full-time Cultural Co-ordinator was suggested; this person could be the central point for culture in North Bay.

- **Partnerships**
 - Partnerships with Nipissing University and Canadore College were suggested as ways to develop culture in North Bay.

- **Support both the Youth and Retiree Population**
 - Planning for youth through events and programs that meet their needs, such as skateboarding and encouraging film-making was suggested as ways to engage this population.
Addressing accessibility issues for retirees was also highlighted in the survey. As North Bay has a larger retiree community, keeping their issues on the agenda is critical.

3.4 Community Forum

The North Bay Cultural Plan Community Forum took place on March 3, 2011 in Council Chambers at City Hall between 7:00 and 9:00 p.m. The event attracted approximately 50 enthusiastic participants who had a lot to say about Culture in North Bay.

The purpose of the discussion at the Forum was to help shape a broad vision and set of guiding principles and directions for the Cultural Plan. No report can do justice to the rich conversation that occurred at the event. This report is intended to summarize some of the consistent or recurring themes emerging from break-out discussion groups. Each group was asked to discuss the following three questions:

- Identify 5 keywords that should be reflected in the Cultural Plan vision
- What should be the guiding principles for the Plan – here it's useful to think in terms of 'We value' statements
- What should be the priorities for the Plan? What are 5 'big ideas' or strategies that would advance the vision and principles?

3.4.1 Discussion and Findings

Question 1: Identify 5 keywords that should be reflected in the Cultural Plan vision. The following were the most frequently cited words.

- Community
- Economy
- Heritage
- Diversity (and inclusion)
- Creativity
- Participation (and access)
- Vitality
- Expression
- Collaboration

Question 2: What should be the guiding principles for the Plan – here it's useful to think in terms of 'We value' statements

With this question, there was a good deal of repetition of some of the keywords identified in Question 1. Among the most frequently cited:

- We value diversity, inclusion and acceptance
- We value the creativity of individuals and the community-at-large
- We value our environment and natural beauty
- We value access and participation in cultural life
- We value community and belonging
- We value a vibrant and sustainable culture
- We value the arts and heritage
- We value children and youth involvement

Question 3: What should be the priorities for the Plan? What are 5 ‘big ideas’ or strategies that would advance the vision and principles?

Here rather than choose, all top ‘big ideas’ from all groups have been included. Additional ideas for each group are found in the Appendix.

- Year round cultural market (i.e. St. Jacobs)
- Cultural Council
- Communications Strategy
- Realize and commit to the notion that North Bay is the most vibrant arts/cultural community in Canada
- Make art and sport equally important to all Northern Ontarians
- Promote creative opportunities to our children and teach them to get along/work together
- National Standards
- New festival vision that incorporates heritage, arts and culture
- Year round Farmers’ Market
- Full-time, passionate community liaison for implementation of the Cultural Plan by city, grants and volunteers
- Hire, arts & culture admin
- Communication portal (events in city, promote cultural industry)
- Spokesperson/group for CBACH - arts/heritage/culture
- Advance viability of CBACH
- Market what we have – cooperative marketing of cultural industries
- Integrate into all aspects of municipal governance and commitment to public art (public & private)
- Variety of festivals to bring people together
- New festival linking arts, heritage and culture
- Year-round farmers market
- Full time City staff person devoted to culture
- Communications portal (and promotion)
- Stronger profile and role for CBACH
- Stronger marketing and promotion
- Integrate culture in all municipal planning
- A greater variety of festivals
- North Bay as the most vibrant arts/culture community in Canada
- Make arts and sports equally important to all Northern Ontarians
- Promote creativity



Waterfront Park

4. A Cultural Plan for North Bay

4.1 Vision and Values

Our strength as a community today begins with deep respect for our history and heritage. From these roots has emerged a dynamic community built by the creativity and imagination of all those who came here to build a life for themselves and their families. Today we draw strength from our diversity and a shared sense of community and identity. Our culture and heritage is the glue that connects old residents and new, our past and our future.

4.1.1 Our Vision

- North Bay is an attractive, vibrant and culturally rich City.
- North Bay will continue to capture, deepen and grow its story for all to experience.
- North Bay knows what it was, what it is and what it can be.

4.1.2 Our Values

- We believe culture is essential to the quality of life that makes North Bay a place where people want to live, work, play and invest.
- We believe culture is a powerful tool for celebrating diversity and fostering inclusion.
- We believe in citizens' creativity and their active participation in cultural life.
- We believe creativity and culture are essential to building a prosperous and sustainable local economy.
- We believe in the importance of conserving our natural and cultural heritage and environment.
- We believe in the importance of encouraging participation by children and youth.
- We believe artists and creators are essential sources of new ideas, innovation and technologies important to our future.
- We believe in and value cultural groups collaborating and working together toward shared purposes.

4.2 Roles and Partnerships

Success in implementing the Cultural Plan for North Bay depends on mobilizing the collective efforts and resources of a wide range of individuals and organizations across the community. Part of this rests on acceptance of the changing role of government from one of “planner-provider-deliverer” to that of “enabler-convener-catalyst-broker.” Although this is a municipal cultural plan, the municipality cannot implement it without strong support from its community and business partners. But these partnerships and this collaboration do not ‘just happen.’ They require new mechanisms and strategies to support ongoing collaboration and the mobilization of resources.

There are four elements or mechanisms proposed to support implementation of the Cultural Plan.

1. City of North Bay Mandate for Culture
2. Integrated Planning for Culture
3. North Bay Cultural Roundtable
4. Annual Cultural Summit

4.2.1 City of North Bay Mandate and Roles for Culture

In moving culture to a more prominent place on the planning and economic development agenda, it is important the City make a formal declaration of a mandate and set of roles and responsibilities to advance ongoing cultural planning and cultural development.

Mandate:

- The City of North Bay will provide leadership and support to advance cultural development for economic and broader community benefit.

Roles:

- Planning and Policy – Developing municipal policies and plans in support of cultural and broader economic and community development agendas.
- Investment and Resource Development – Increasing resources available to advance cultural development from all sources including identification of relevant government and private granting and sponsorship opportunities.
- Capacity Building – Advocating the importance of culture within the City and helping to build a vital and sustainable cultural sector through capacity building initiatives for individuals and organizations.
- Program Delivery – Supporting the delivery of community programs, projects, festivals and celebrations (in collaboration with local municipalities and business and community partners).

4.2.2 Integrated Planning for Culture

One of the most important outcomes of the Cultural Plan will be building the capacity of the City to factor culture into how it does business and an ongoing consideration in many areas of planning and decision-making – what is referred to as ‘adopting a cultural lens’. What this means in practice is examining any planning decision from the perspective of the impact that decision will have on the management of cultural resources and/or the contribution that cultural resources can make to advancing economic and broader community development agendas. Practically speaking it means asking three questions:

1. How can cultural resources help address community issues and priorities (e.g. need to diversify the economy, attract new investment, retain youth, and increase tourism)?
2. How do local planning decisions impact cultural resources (e.g. the impact of new developments on cultural and natural heritage resources)?
3. How can cultural resources enhance the quality of place, form and function of the built environment and the public realm? (e.g., public art installations, urban design guidelines, public art commissions for new buildings, etc.)

The Cultural Plan helps build the capacity of North Bay to adopt a cultural lens by:

- Establishing a shared set of definitions and planning assumptions to support cross-departmental planning;
- Establishing new mechanisms to support municipal-business-community partnerships (e.g. the Cultural Roundtable);
- Establishing a stronger base of cultural information through cultural mapping to inform planning and economic development.

Twenty-five years ago municipalities came to understand they must build environmental considerations into all planning and decision-making. Ten to fifteen years ago they came to see a similar need to integrate social planning. Culture and cultural planning is at the beginning of a similar process of building awareness and legitimizing culture in local planning systems.

4.2.3 North Bay Cultural Roundtable

One of the issues raised during the community engagement process was the success of the North Bay Newcomer Network as a vehicle for supporting partnerships and collaboration in the area of settlement services and the attraction and retention of immigrants in the North Bay community and economy. A similar partnership mechanism is proposed for culture.

The experience of the North Bay Newcomer Network was that the committee structure and governance mechanisms emerged organically and it is believed that a similar process will need to occur in the establishment of a North Bay Cultural Roundtable. While not wishing to impose too much structure in advance, there is experience in other communities (including Prince Edward County and Orillia) that have established and maintained effective Cultural Roundtables as cross-sectoral leadership groups or councils to oversee implementation of the cultural plan in both municipalities, and to supporting ongoing cultural development.

The key to success is understanding the group not as an advisory group but as an action-oriented group dedicated to taking on specific projects and tasks (often through the striking of task-driven working groups). Committees and tasks could be organized based on themes and clusters of actions set out in the Cultural Plan but the Roundtable also provides a forum for the continuous exchange of ideas among a cross-section of groups and individuals in the community. While there is no 'one-size-fits-all' model for Cultural Roundtables, there are a number of consistent elements and conditions for success. As a framework for consideration, the Terms of Reference for the Prince Edward County Cultural Roundtable are set-out in Appendix F.

Another key condition of success is adequate staff support to the Roundtable. The North Bay Newcomer Network is supported by a staff person from the Economic Development Department, and staff support from the North Bay & District Multicultural Centre. In considering the need for staff support for the Cultural Roundtable, the City of North Bay should investigate possible funding sources to retain a skilled and knowledgeable intern for a sufficient period of time to demonstrate the need and importance of ongoing staff support to the Roundtable.

A key consideration is leadership of the new entity. The chair (or co-chairs) must be carefully chosen and are usually most effectively drawn from outside municipal government (although municipal representation and support will remain critical). Given the strong message from the community of the need to position culture more firmly in an economic context, consideration should be given to identifying leadership with strong economic credentials and networks.

Two constituencies or groups not noted in the Prince Edward County model are youth and Aboriginal Peoples. Given themes in the engagement strategy it is strongly recommended that a concerted effort be made to ensure representation from both groups.

4.2.4 Annual Cultural Summit:

In order to keep reporting back to the community on the successful implementation of this plan and the new strategies and initiatives that will emerge as the plan proceeds, the report is recommending the City and the Cultural Roundtable convene an annual Cultural Summit. The event would have a fresh format each year, with specific topics featured during sessions (e.g., heritage conservation, tourism development, creative cultural industries, etc). Experts may be brought in to help stimulate the conversation but a focus will be on engaging the local community and profiling local success stories.

This type of community-based platform serves many purposes, from garnering media attention to celebrating local culture and progress. It is also a key opportunity to bring together people from across the city to become more engaged in cultural development and to help identify new strategic needs and opportunities. It is a vehicle to keep both the City and the Roundtable plugged into and informed by a wider cross-section of the community.



Kayaking on Trout Lake

4.3 Strategies and Actions

Strategies and Actions

Emerging from all the research and community engagement process, a series of Strategies and Actions have been identified to realize the vision of culture set out above, and to help generate economic and broader community benefits for North Bay.

The report has not sought to establish priorities, timeframes or resources for specific action. These questions are best addressed by municipal staff working with the Cultural Roundtable based on a more collective discussion of priorities and potential contributions and resources from various partners. Any Action with resource requirements from the municipality would require a separate submission to Council setting out a detailed business case and resource requirements. A summary chart of all Strategies and Actions is set out at the end of this section of the report.



Strategy 1: Creative Communications – Telling Our Stories

Marketing is not about selling a product, but rather about selling a story. A useful perspective is that North Bay doesn't have a product to market; so much as a story to tell about the community and its rich cultural assets, history and identity. One of the clearest messages heard throughout the community engagement process was the gap between the rich array of cultural organizations and activities, and the community's awareness of these assets.

Action 1.2: Communicate and Celebrate Our Assets

- Launch and continue and extend content in the cultural portal
- Continue to leverage the Cultural Plan project brand and website as a means of sustaining attention, engagement and momentum as the plan moves into an implementation phase.
- Explore the use of all local media as a means of both profiling cultural assets and providing updates and information on the implementation of the Cultural Plan.
- Stress the economic importance of culture to North Bay as a means of shifting mindsets about its importance and the need for sustained attention and investment

The strong call for a cultural portal or 'one window' access to cultural resources in North Bay was a frequently called for action during the community engagement process. A cultural portal will be one of the outcomes of the cultural mapping work completed during the planning process. Cultural mapping must be understood to be an ongoing activity. The key to success will be actively engaging individual organizations in updating and expanding their listings and information. The City and the Cultural Roundtable can also be used to engage partner agencies to help support ongoing mapping efforts. For example, in other municipalities in Ontario public libraries have become strong partnership in sustaining cultural mapping given their technological and information management expertise, and their deep roots in the community. Other agencies like Chambers of Commerce and agencies such as CBACH with strong networks in specific parts of North Bay's larger cultural sector can be ongoing sources of information.

There is also an opportunity to leverage the project brand created for the Cultural Plan ('Building a Creative Community') and website as a means of sustaining community awareness and engagement as the plan moves into an implementation phase. There is potential to link the project website to a more aggressive social media strategy to sustain profile and momentum, although this will require concrete plans and dedicated resources to succeed. Developing and implementing an ongoing communications, social media and community engagement strategy could be an early priority of the Cultural Roundtable.

The City of North Bay has a powerful community resource in Cogeco broadcasting. During the course of the community engagement process Cogeco expressed strong interest in supporting and helping increase profile for the Cultural Plan and ways in which they could help sustain awareness and momentum toward the implementation of the plan.

Another consistent theme in the community engagement process was a lack appreciation of the increasingly important economic role and impact of creativity and culture in growing the local economy. Any communications and engagement strategy should ensure that a priority be a profiling of these economic messages and changing mindsets about culture in North Bay. One interviewee said it simply and powerful – 'we need a new value proposition for culture in North Bay with a strong economic focus.'

Action 1.2: Marketing and Promotion to Attract the ‘Creative Class’

- Profile the rich range of cultural resources, activities and amenities North Bay has to offer to young professional and entrepreneurs working in knowledge-based creative industries.
- Profile success stories in the creative cultural industries as a means of communicating the health and vibrancy of this community

Stronger exposure and awareness of North Bay’s cultural resources and amenities is one means of communicating the quality of life and vitality of the community to attract and retain young professionals and entrepreneurs in the creative industries. Another strategy that has been used in other communities is video profiles of local entrepreneurs and success stories in the creative cultural industries. The creation of videos could form part of a larger, proactive marketing campaign to attract knowledge workers and ‘the creative class.’ This campaign could be scaled according to resources, and could conceivably be phased in over time. The cultural mapping portal will be an effective means of communicating the depth and breadth of cultural resources in North Bay as a means of attracting new residents and investment.

Action 1.3: Mapping Intangible Cultural Assets and Community Storytelling

- Develop and launch a community storytelling program.
- Work through the Roundtable or other agencies to identify a series of ‘seminal’ stories that speak to North Bay’s unique culture and identity.
- Provide more open-ended opportunities for the community to identify those stories that help define North Bay in their own lives.

The cultural mapping undertaken for the North Bay Cultural Plan did not include the mapping of intangible cultural assets and stories. The decision was made to focus on tangible cultural resources during the development of the plan, but to put in place processes and recommendations that could launch and sustain a community storytelling program. Based on experience in other communities, one useful framework for community storytelling is to encourage the community to contribute stories that:

- Honour the past
- Celebrate the present
- Envision the future

It will be important to ensure that these stories include important themes such as diversity and inclusiveness. The storytelling process could be continued using a number of channels and tools.

- Inviting the community to contribute their own stories using simple tools such as Survey Monkey and made available through the Cultural Plan website.
- Should North Bay proceed with some form of interactive GIS map and public interface for the cultural portal, it is possible for some of these stories to be made available via this interactive map.
- A community storytelling program should include a mix of ‘curated stories’ (i.e., specific important stories that the City and/or the Roundtable are important stories that speak to North Bay’s identity and sense of place) and ‘un-curated stories’ (i.e., an open invitation to the community to identify the stories that are meaningful to them and speak to the unique identify and sense of place that defines North Bay).
- Convening an annual storytelling festival.



Maamwi Kindaaswin Festival

Strategy 2: Creative Capacity - Strengthening Networks and Collaboration

North Bay has a vibrant and diverse cultural sector. However, as in most communities the different parts of the cultural sector – arts groups (across all disciplines), heritage groups, public libraries and commercial cultural businesses and enterprises have been fragmented and not as well connected and networked as they might be. Organizations and groups frequently find themselves competing against each other for support, exhausting their own resources and sometimes missing opportunities to collaborate. Strategies to address these challenges can include: support for networking and knowledge sharing; leadership and skill development; coordinated marketing and communications; collaborative use of space and equipment, among others.

Action 2.1: Support Cross-Departmental Collaboration

- Establish a cross-departmental Culture Team to support implementation of the Cultural Plan and ongoing collaboration in cultural planning and development
- Convene a cross-departmental staff forum to introduce the Cultural Plan and key cultural planning ideas and tools

One of the goals of the Cultural Plan is to determine how the efforts of staff across departments could be supported and enhanced through a stronger shared vision and plan for cultural development. One mechanism used effectively by some municipalities is establishing cross-departmental Culture Teams to oversee and support implementation of the cultural plan and sustain cross-departmental collaboration. Another effective step is convening a staff forum to introduce the cultural plan and core cultural planning ideas and tools to a wider cross-section of staff.

Action 2.2: Support collaboration and resource sharing

- Consider a more focused mandate and set of roles for CBACH in light of establishing a larger umbrella organization such as the Cultural Roundtable.
- Convene regional quarterly ‘creative minds’ social events to celebrate examples of creativity and success stories across all facets of culture and the creative cultural industries in North Bay to support promote dialogue and support networks and connectivity

These are not new issues in North Bay. CBACH was formed as a vehicle to support enhanced networking and collaboration among cultural groups, and has undertaken some strong work in moving forward the agenda. However, an overall sense in the community engagement was that CBACH needed to evolve and build capacity to effect change.

There was discussion about whether in fact CBACH, with its limited resources, needed to rethink its mandate potentially focusing on fewer objectives and responsibilities. Should an umbrella organization such as the Cultural Roundtable be formed, this could present an opportunity for CBACH to reconsider its mandate (in view of the mandate and roles of the new group). It could also be that some level of staff support to the Cultural Roundtable could assist and support CBACH in organizing and fulfilling this more focused mandate.

There was a call during the engagement process for more frequent meetings to strengthen relationships across the various sectors. One best practice that has proven successful in other communities has been convening quarterly meetings (sometimes called ‘Creative Minds’ events). These are combined social events usually in the evening that profile innovative projects or initiatives among cultural organizations and creative cultural enterprises. The events serve to profile and celebrate innovation and build relationships across sectors.

Action 2.3: Develop a Cultural Investment Strategy

- Research leading practice in cultural investment strategies in Canada and elsewhere;
- Establish a working group (potentially from the Cultural Roundtable) with representation from potential community and business to develop an Investment Strategy that reflects the unique needs and aspirations of North Bay

In most communities that have undertaken cultural plans, there has inevitably been a strong call for increased financial investment from the municipality in the form of grants to local cultural groups and activities. In North Bay this was surprisingly not a strong focus of discussion and input. Most people were realistic about the fiscal pressures facing the City and the unlikelihood of significant infusions of new resources in the form of grants. Instead, the call was for the City to play a stronger convening and facilitation role and supporting the cultural sector. There was also recognition that the City had other means of support at their disposal through the integration of culture across various aspects of planning and economic development.

Rather than come at the issue of the need for increased funding through the lens of municipal grants, there are strong examples in other municipalities that have stepped back to consider resourcing needs in the context of more integrated Cultural Investment Strategies*. These Strategies provide a framework for rationalizing different types of funding and investment to leverage maximum return on investments. They address a wide range of investment opportunities (e.g. core/operating funding, stabilization funding, fee-for-service models, special project funding, loans and working capital, in-kind support, tax incentives, etc.). They also identify multiple potential local funders or funding sources.

As just one example, in the course of the North Bay engagement process the NECO Community Futures Development Corporation indicated a willingness to explore how that agency might (in targeted ways) support initiatives emerging from the Cultural Plan (for example investment in further development of the cultural mapping system). Similarly, the Business Enterprise Centre provides loans and business development support for small businesses and enterprises, many in the creative cultural industries. Local corporations might also be approached to commit to an annual fund, as long as they were assured the use of the funds was directed toward carefully considered and strategic projects and initiatives. The existence of some local sources of support also enhances the City's capacity to leverage matching funds from other funding agencies (such as the Ontario Ministry of Tourism and Culture and the Ontario Trillium Foundation).

Another source of potential funding that should be examined to support implementation of the Cultural Plan is artsVest**. artsVest is a matching incentive and sponsorship training program designed to stimulate business investment in arts and culture, bolster municipal cultural plans and help develop the creative economy. artsVest operates in select communities across Ontario and will be expanding nationally in 2011. To date, an initial matching investment of \$785K has stimulated \$1.4M in business investment in arts and culture, flowing a total of over \$2M into the arts in 16 municipalities across Ontario. artsVest is run by Business for the Arts with funding from the Ontario Trillium Foundation, the Government of Ontario and the business members at Business for the Arts.

A final point raised during consultations related to funding was the powerful impact of the hospital fundraising in North Bay. This fundraising dramatically reduced opportunities for sponsorships and contributions from sources that were now dedicating the majority of financial resources toward hospital fundraising efforts.

* St. Catherines had one of the earliest and strongest Cultural Investment Strategies although others have followed.

** <http://www.businessforthearts.org/artsvest/artsvest>

Action 2.4: Strengthen secondary and post-secondary partnerships

- Work with Canadore College and Nipissing University to explore the potential for a coordinated program of mentorships, internships and apprenticeships in cultural organizations and creative businesses.
- Establish a community-based program that facilitates and connects required volunteer time by high school students with cultural groups and organizations and festivals.
- In partnership with Canadore College, undertake a study of workspace demand for graduates in the creative cultural sector to determine the need for creative workspace and studios. Review the cultural spaces inventory to determine if any spaces might be suitable for artist run studios.

The presence of both Canadore College and Nipissing University are huge assets in the community, with opportunities to leverage and support growth in the creative cultural industries. In particular, Canadore College's strengths in Information and Communications Technologies (ICT), graphic design, film and television, and digital and interactive media are an extraordinary resource available to relatively few communities in the province. The challenge, of course, is retaining graduates of these programs in the community following graduation. Economic Development at the City has worked closely with the Business Enterprise Centre to find a variety of strategies to support the establishment and growth of small businesses and enterprises.

Building relationships and connections between students, existing cultural organizations and creative enterprises could be supported and enabled by examining the potential for establishing or extending opportunities for mentorships, internships and apprenticeships. At the secondary school level, connecting volunteer hours required of students to cultural groups and organizations can both expose students to potential career options and opportunities and provide much needed support and resources for cultural groups. In other communities, city-wide youth consultations* identified overwhelming need for mentoring and partnership opportunities with existing institutions and enterprises. While needing to maintain their autonomy and independence, youth want partnership opportunities with established cultural organizations, successful creative businesses, and experienced artists, producers and managers that enable skill development and provide access to resources. Relatively minor investments in incentives for mentorships, partnerships and collaboration can result in major increases in organizational capacity and resource development for young people.

Another lever used by other cities to help retain students has been examining a range of options for facilitating access to low cost studio space, sometimes through the adaptive re-use of sometimes derelict or abandoned industrial buildings. Small capital grants or loans have been provided for individual artists who are willing to provide the labour required to retrofit underutilized or vacant properties as artist studio space.

*

Consultations undertaken by Millier Dickinson Blais as part of the development of a Cultural Plan for Richmond Hill



Camping 101 with the North Bay & District Multicultural Centre

Strategy 3: Creative Economy – Leveraging Cultural Assets

A strong theme in the community engagement process was the need to reposition culture as a much more important economic driver in North Bay. The report has explored a number of different dimensions of culture-led economic development strategies – growing creative cultural industries and occupation, promoting cultural tourism, strengthening festivals and events, among others. All can make significant contributions to local wealth creation.

Action 3.1: Strengthen festivals and events

- Examine leading practices in integrated festivals and events strategies in other communities and consider the development of such a strategy for North Bay
- Work toward 4 season festivals
- Diversify and strengthen the Summer in the Park Festival (formerly Heritage Festival)
- Revive Doors Open
- Examine opportunities to increase communication and exchange through festivals and other activities with Aboriginal and First Nations

The importance of festivals as both economic and community drivers was a strong theme throughout the consultation and community engagement process. There was a call for stronger coordination and collaboration across different festivals, the strengthening of major existing festivals such as Summer in the Park and Doors Open (among others), and for the introduction of new festivals. There was particularly strong interest expressed in introducing festivals that could occur at different points in the calendar year so as to promote ‘4-season’ festivals (which in turn was linked to the goal of growing 4-season tourism). One very specific and intriguing suggestion from one contributor to the engagement process was an annual re-enactment of the Le Vase portage from Trout Lake to Lake Nipissing with the termination of this competitive race on the North Bay waterfront as a signature event in the City’s Heritage Festival.

The City of Burlington has made festivals and events a key economic development priority. It developed a Festivals and Events Strategy to leverage these opportunities and support enhanced collaboration among festival groups and organizers. While the Strategy does not exclude the possibility of the municipality developing and directly delivering future events, the more important role seen for the municipality is that of enabler, incubator and facilitator. The Strategy distinguishes three categories reflecting differing size, scope and primary markets:

- Tourism Events - are defined as events that are large, compelling to a major market and with high expenditure potential. Such events should also have a high potential for exposure and the ability to encourage multi-day visits. To be considered a true tourism event, a material share of total participation must come from overnight tourists or visitors.
- Growing and Emerging Events - those that have the potential to evolve to Tourism Events.
- Community-based Events – have a primary community focus and impact as opposed to a tourism focus and impact.

The Strategy contains a range of recommendations related to the three categories. Among the recommendations were: shared administrative facilities and/or services where festival groups would have access to basic administrative infrastructure (such as a consistent phone number, filing, access to meeting rooms, photocopying, etc.); and shared marketing and promotion campaigns that are coordinated for all events and around which, potentially, some overarching themes and branding could be built.

Action: 3.2: Expand and diversify tourism offerings

- Build on current programs and initiatives in Economic Development
- Examine leading practice in the use of web-based tools to support both attracting and enhancing the experience of tourism building on the findings from the cultural mapping work
- Develop, strengthen and extend festivals and events throughout the year to expand 4-season tourism
- Sport Tourism is an initiative that should be strengthened and developed

Tourism is one of the single largest industries in Canada and is a growing component of economic development efforts in many cities. Cultural tourists are more highly educated, stay longer in the destinations they visit, earn more, spend more, and are more likely to choose commercial accommodation than to stay with friends or relatives. Demand for cultural experiences is growing as more travelers are seeking a total ‘experience’ that includes a wide range of cultural events and activities, and an understanding of the unique history and culture of the communities they visit. There is also growing recognition of strong synergies between place-based cultural tourism strategies and other types of tourism including sports tourism, culinary tourism, and eco-tourism. The Economic Development Department is already heavily involved in working with partners and stakeholders to expand tourism. Among their actions:

- Ongoing maintenance of tourism portal.
- First Nations, new Canadian, and international journalists’ tourism marketing initiatives.
- Working with regional stakeholders on development of ‘touring’ product.
- Promoting / marketing of community attractions to groups, events/conferences.
- Further development of collaboration with Parks and Recreation Department on supporting events to attract tourists

In the Growth Plan for Northern Ontario released by the Government of Ontario in March 2011, tourism is identified as an important source of such economic diversification. The Plan specifically ‘encourages regions and communities to undertake cultural planning that identifies opportunities for promoting tourism, including Aboriginal niche tourism opportunities, and building on the presence of a strong Francophone community to tap into French-speaking markets* .

Tourists are growing increasingly experienced and sophisticated – they are technology enabled and are seeking broad experiences that educate, elevate and entertain. People called for more innovative marketing strategies making use of cultural portals and websites, and better ‘bundling’ of cultural itineraries and experiences. We are on the verge of a profound revolution in how we find, access, explore, and share knowledge about cultural resources. Digital technology provides us with an affordable, accessible, and democratic alternative to the human storyteller. We can couple the strengths of digital multimedia and wireless information delivery with the powerful new locational and wayfinding capabilities of GPS and digital mapping. Using these tools, written, oral, and multimedia stories can be delivered electronically, at a time and place that is convenient to the recipient.

One example of leading practice in the application of these tools to the promotion of natural and cultural heritage tourism is the Niagara Greenbelt website developed jointly by Brock University’s Department of Tourism and Environment and the Niagara Economic Development Corporation **. Those efforts were in part informed by cultural mapping undertaken as part of the Region of Niagara Cultural Plan offering examples of how the cultural mapping work completed for the North Bay Cultural Plan could be leveraged in similar ways.

* Province of Ontario (2011). Growth Plan for Northern Ontario, pg. 16

** <http://www.niagaragreenbelt.com/>

Action 3.3: Strengthen skills and knowledge in the creative cultural industries

- Work with the Business Enterprise Centre to deliver seminars and training events targeting skills and competencies needed in small enterprises in the creative cultural industries
- Examine successful programs in other communities – e.g., Dryden’s Northwest Business Centre Artpreneur Program.

The attraction and retention of talent in the creative cultural industries and occupations is becoming a priority for cities and regions worldwide. Acknowledged methods to growing creative cultural enterprises and occupations include small business incubation programs, training and capacity building programs for artists and entrepreneurs, among others.

A considerable amount of work has been done on identifying some of the specific skill and competencies needed for working in the creative cultural sector. A 2008 study by the Canadian Conference for the Arts on the characteristics of the creative labour force characterized cultural workers as “a more flexible, multi-skilled and mobile labour force, which is increasingly self-employed.” These characteristics of the labour force called for strengthened entrepreneurial competencies that, the study found, were often not well developed in the cultural labour force. Other research done on specific skills and knowledge development needs among creative entrepreneurs include the following:

- People working in the sector are driven by the work itself – by the act of creation meaning the setting up of a business is often secondary to the creation of the work.
- This means that leadership and management, human resource development, planning and strategy and other core management competencies are often underdeveloped.
- For the same reason, the creative entrepreneur will rarely go out and do market research in a time honoured fashion to test his/her product.
- Many entrepreneurs share a high level of nervousness about financial risk partly due to the small (and often precarious) nature of the business but also because of a lack of confidence in business and financial management.

This understanding of skill needs can help guide the development of training and seminar development.



Action 3.4 Identify and Address Cultural Facilities Gaps

- Develop inventory of spaces for cultural activities in the community - including schools, churches, commercial spaces
- Use this information to establish new or retrofitted existing spaces to address cultural programming needs.

A good deal of discussion in the engagement process related to current and future cultural facility needs in North Bay. Among the most frequently raised issues were the following: the importance of what people saw as the City's three anchor cultural institutions – the Capitol Centre, the North Bay Public Library and the Discovery Museum; the need for a second (beyond the Capitol Centre) smaller and less expensive performance space for small performing arts groups; the need to develop a more comprehensive inventory of spaces in the community with potential to support various cultural activities.

Several times during the engagement process people raised the issue of regretting the name change from the North Bay Arts Centre to the Capitol Centre, feeling the former was a clearer statement about the importance of this anchor institution. While appreciating the financial pressures facing the Capitol Centre in generating revenue from a variety of sources there was some regret expressed that the original vision of the facility as a true arts and cultural hub and gathering place accessible to a wide range of cultural groups had been lost or at least reduced.

Before considering new facility needs or opportunities, there was a strong call for a more comprehensive inventory being undertaken to identify potential spaces for cultural activity. In part this means taking a fresh look 'through a cultural lens' at parks, schools, places of worship, community and recreation centres, and other real estate portfolios to identify and determine what spaces might be useful and appropriate venues for cultural activity.

In considering current and future facility needs, North Bay can benefit from important work done over several years in Canada to take a more integrated look at cultural facility needs. A national study of cultural infrastructure undertaken by the Centre of Expertise on Culture and Communications at Simon Fraser University identified a growing trend across Canada toward developing facilities designed to leverage the benefits of collaboration and co-location in providing artists and creative practitioners with opportunities for knowledge sharing, networking, sharing of skills and resources, continuing professional development, and social and mutual support. According to the report these include:

- Multi-use hubs that integrate arts, culture, heritage, and library facilities to share resources and operation costs, and to develop strategic partnerships;
- Cultural or creative incubators that offer platforms of support for creators and enable connection, production and networking among creators and with the public;
- Multi-sector convergence centres that are designed to maximize socialization, networking and 'random collisions' and thus become major connecting hubs and economic engines in communities.

There was a call during the community engagement process for some kind of cultural hub or creative industries incubator in the downtown to address some of these needs related to networking and connectivity that will be taken up in Action 4.3.

Strategy 4: Creative Places – Building A Vibrant Downtown

Successful cultural districts and culturally vibrant downtowns across Canada offer a distinct and evolving blend of community, educational, recreational, entrepreneurial, and entertainment venues and environments that generate ‘thickness’ in the creative fabric of a city. They provide the necessary workspaces, galleries, theatres, cafés, streets and public spaces that provide critical social and economic spaces of interaction among a varied mix of stakeholders and interest groups, cultural producers, artists, entrepreneurs and residents.

The City of North Bay was one of the earliest municipalities in Ontario to develop a visionary and integrated Arts and Entertainment District Strategy in 1999 that has remained a guiding framework for action. The Cultural Plan offers an opportunity to support and advance the actions identified in the Strategy through mobilizing attention and potential new partnerships and collaborations through mechanisms such as the Cultural Roundtable, and other supportive strategies and actions set out in the Plan. It can also provide a larger planning context to support the already well developed plans for the Waterfront and for the Community Waterfront Park that have been the focus of enormous community energy and support.

Action 4.1: Advance the vision and agenda set out in the Arts and Entertainment District Strategy

- Develop a joint branding and marketing program for cultural activities and creative enterprises in the downtown
- Revisit the Downtown Community Improvement Plan to look for new incentive programs to support advancing the Arts and Entertainment District
- Review the strategies and actions set out in the Arts and Entertainment District Strategy to identify possible opportunities to advance new initiatives

The Arts and Entertainment District was ahead of its time in envisioning a strategy supporting both cultural consumption and cultural production. On the cultural consumption side it saw a clustering of arts and entertainment options and experiences including: concert halls and performing art spaces, public and commercial art galleries, libraries, historical museums connected to restaurants and dining opportunities, night clubs, and other forms of popular entertainment. There was also an understanding of the need for the district to support creative enterprises and cultural production in the form of artists’ residences, studios, dance and music studios, workshops, schools and small performance spaces. It was also understood as an essential component of a larger land use and urban planning agenda that sought to increase density in the number of people both living and working in the downtown.

A tremendous amount has been achieved in advancing the vision and strategy. A specific recommendation that arose during community consultations was the need for a joint branding and marketing program for cultural activities and creative enterprises in the downtown. A first step would be a gap analysis of what was originally proposed and what has been fully implemented since the development of the Strategy in 1999; then to determine what new recommended actions or partnership models set out in the Cultural Plan could help address those still-to-be implemented actions.

Action 4.2 Establish a Public Art Policy and Program

- Investigate different policies and approaches in use in other cities
- Develop a North Bay Public Arts Policy and Program

Public art is a means to profile the artistic talent of a community as well as to enhance the overall quality of the public realm in a city. The public realm refers to spaces in a city that are primarily in public ownership and generally used in everyday life. This includes urban parks, open spaces, downtown public spaces, streetscapes and pedestrian or transit corridors. In the public realm, culture is expressed through the design of place and the enabling of social interactions and exchange.

Public art plays a powerful role in public realm enhancements. Public art not only invests a space with place making qualities and aesthetic appeal it has the capacity to help interpret the unique historic, social and cultural contexts that distinguish that place. Successful public art programs help communities develop and express their unique character and identity, which in turn, can draw people and investment.

The Carousel is an example of public art in North Bay through the composite sculptures carved by citizens that make up the Carousel. The sundial on the City's waterfront is another example. City Hall itself has an extensive collection of art on display. However, beyond these examples a more proactive and planned approach to the development of public art would add to the quality of place of North Bay and enhance its image as an attractive place with the ability to attract people and investment.

There are many examples of public art policies that North Bay could examine to determine the best approach suited to its needs. For example, The City of Thunder Bay's Public Art Policy addresses issues such as:

- Program Purpose and Objectives
- Definitions of Works of Art – e.g.,
 - Sculpture, in any material or combination of materials whether in the round, base relief, high relief, mobile, fountain, kinetic or electronic.
 - Painting, drawing, print, photographs, film or videotape.
 - Crafts, in any material or combination of materials such as clay, fibre, textiles, wood, glass, metal, plastic.
 - Architectural embellishments such as ornamental surface treatment, special lighting, landscaping or specific architectural design features.
- Definition of “Public Spaces” – e.g., areas frequented by the general public which are in the public domain, including but not limited to: parks, boulevards, streets, bridges, exteriors of city-owned buildings, foyers, concourses, outer offices, waiting rooms, conference rooms, council chambers, arenas, sports centres, auditoria, city offices.
- Administration - a Committee for Art in Public Spaces was established with a defined mandate and terms of reference, committee structure and size, duties, City administrative assistance, and funding
- Collections management policies
- Acquisition policies
- Competitions and commissions guidelines

To finance public art, some cities establish annual funds dedicated to the program. Others have established a public art development levy whereby a small percentage (i.e., .5-1%) of the cost of all construction/development projects is set aside for a public art fund. One of the most innovative financing models for public art was developed in Niagara Region where grants secured under a Community Improvement Plan were made available and matched with funds gathered through the Business for the Arts artsvest matching funding program described earlier. The goal of the artsVest Niagara Public Art Program (NPAP) was to foster mutually beneficial funding partnerships between business, property owners and the arts through the creation of public art works in Niagara's Community Improvement Plan areas.

Action 4.3: Investigate establishing a creative hub or incubator

- Examine models and approaches to hubs and incubators in other communities
- Identify potential buildings and potential use of enabling land use tools and incentive to retrofit
- Develop a business plan to ensure self-financing of facility once built

The idea of cultural or creative incubators was referenced earlier in this report. These facilities offer opportunities for co-location of creators and creative industries that support synergies, connections and collaboration among creators but are also often combined with some programming space that also supports interaction with the public. Toronto Artscape has developed nationally and internationally recognized expertise in understanding how to create these spaces and make them work. They speak of them as “dedicated and specialized platforms for collaboration, these centres leverage investment at the intersection of place, culture, technology and entrepreneurship to generate multiple dividends of economic and social value.”* They talk about hubs being dependent on a mixture of ‘hard infrastructure’ (physical facilities, meeting spaces, shared administrative services, etc.) and ‘soft infrastructure’ (the cultivation of relationships and networks).

In terms of the identification of an appropriate building, the City is aware of vacant buildings and could continue to investigate opportunities using tools such as the DCIP to help locate and support the establishment of such facilities. Another possibility worth consideration (taking into account current space uses and commitments) is the use of the Capitol Centre to function as such a hub or incubator which in some ways would return it to some of the earlier vision of the facility as a centre or hub for artistic and creative activity in North Bay.

Action 4.4: Strengthen connections and realize synergies

- Examine opportunities to use urban design and cultural programming to fully integrate plans for Waterfront development, the Community
- Waterfront Park and the downtown Arts and Entertainment District

The City has a long-term vision to develop a number of major ‘nodes’ of cultural, entertainment and tourism assets and opportunities it has been working toward for several years: the reclaiming and redevelopment of the Waterfront; the extraordinary potential of the Community Waterfront Park, and the continued development of the downtown broadly and the Arts and Entertainment District more specifically. Heritage North Bay will oversee the development and administration of the waterfront development and is comprised of representatives from Community Waterfront Friends (CWF), the City, and several of North Bay’s cultural and historical groups including, the North Bay and Area Museum, Heritage Gardeners, Heritage Carousel, and Heritage Railway.

Community Waterfront Friends (CWF) and the City feel that the Community Waterfront Park plan for the redevelopment of the waterfront is the best current and long-term economic and environmental solution to the challenges at the waterfront. It is a four-phase plan to be implemented over 10 to 15 years but with flexibility in implementation tied to economic conditions and viability. The 33 acre Community Waterfront Park is a one-of-a-kind North Bay showcase.

* Toronto Artscape (2009) Creative Convergence Centres: Building Capacity for Innovation.

The park will provide an open-concept gathering place for residents and visitors, with gardens, waterpark, children's play area, and a series of family-friendly attractions. The Waterfront Park has been, and will continue to be, an incentive for economic, social and environmental growth for the city and area at large. A current update of activities includes the following:

- Interior renovations to the former CP station are complete. This beautiful, historic landmark building now houses the former North Bay Area Museum, now known as @Discovery North Bay. Its exhibits and interactive displays will draw visitors downtown eager to learn about our community's history.
- Improvements are now being made to the infrastructure of the downtown core and more are planned. These changes will benefit all of the downtown and are the first steps to returning Oak Street to its former position as a major shopping and dining area.
- We are seeing the rejuvenation of the downtown with shops and restaurants being opened; our waterfront blooms with award winning gardens, two carousels and a heritage railway that are drawing international attention to our community.
- The arts community is bringing its creations to the waterfront. The WKP Kennedy Gallery has received funding for an exhibition of sculptures by internationally renowned artists this past winter on North Bay's waterfront. The Canada Council for the Arts ranked the proposal for the exhibition number one in the country. The exhibition has received accolades and is vying for the Ontario Association of Art Galleries' Exhibition of the Year.
- The waterfront park will turn the waterfront into a four seasons playground attracting thousands of visitors year round. Snowmobilers will be able to access the downtown via the walkway and leave their machines in a secure lock-up area; families will be drawn downtown in the winter to enjoy the ice skating rink and children's play park; the @Discovery Centre attracts local and out of town visitors to our museum; and bus tours of gardening enthusiasts will be directed to the waterfront to tour the botanical gardens. The potential spin-off benefits are endless!

While there has been considerable planning completed for overall Waterfront development, for the Community Waterfront Park, and for the downtown and Arts and Entertainment district, in discussions with staff it was suggested that it may now be timely to step back and consider how these three major developments could be fully integrated and their potential realized. This could include a mix of assessment from a planning and urban design perspective as well as how a more coordinated approach to programming the three nodes might be established. The latter could also contribute to the frequently raised issue of moving toward more 4-seasons festivals and 4-season tourism.



SUMMARY CHARTS OF STRATEGIES AND ACTIONS

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|---|
| Strategy 1: Creative Communications – Telling Our Story |
| Action 1.2: Communicate and Celebrate Our Assets |
| <ul style="list-style-type: none"> • Launch and continue and extend content in the cultural portal • Continue to leverage the Cultural Plan project brand and website as a means of sustaining attention, engagement and momentum as the plan moves into an implementation phase. • Explore the use of Cogeco as a means of both profiling cultural assets and providing updates and information on the implementation of the Cultural Plan. • Stress the economic importance of culture to North Bay as a means of shifting mindsets about its importance and the need for sustained attention and investment |
| Action 1.2: Marketing and Promotion to Attract the ‘Creative Class’ |
| <ul style="list-style-type: none"> • Profile the rich range of cultural resources, activities and amenities North Bay has to offer to young professional and entrepreneurs working in knowledge-based creative industries. • Profile success stories in the creative cultural industries as a means of communicating the health and vibrancy of this community |
| Action 1.3: Mapping Intangible Cultural Assets and Community Storytelling |
| <ul style="list-style-type: none"> • Develop and launch a community storytelling program • Work through the Roundtable or other agencies to identify a series of ‘seminal’ stories that speak to North Bay’s unique culture and identity • Provide more open-ended opportunities for the community to identify those stories that help define North Bay in their own lives |
| Strategy 2: Creative Capacity – Strengthening Networks and Collaboration |
| Action 2.1: Support Cross-Departmental Collaboration |
| <ul style="list-style-type: none"> • Establish a cross-departmental Culture Team to support implementation of the Cultural Plan and ongoing collaboration in cultural planning and development • Convene a cross-departmental staff forum to introduce the Cultural Plan and key cultural planning ideas and tools |
| Action 2.2: Support collaboration and resource sharing |
| <ul style="list-style-type: none"> • Consider a more focused mandate and set of roles for CBACH in light of establishing a larger umbrella organization such as the Cultural Roundtable. • Convene regional quarterly ‘creative minds’ social events to celebrate examples of creativity and success stories across all facets of culture and the creative cultural industries in North Bay to support promote dialogue and support networks and connectivity |
| Action 2.3: Develop Cultural Investment Strategy |
| <ul style="list-style-type: none"> • Research leading practice in cultural investment strategies in Canada; • Establish a working group (potentially from the Cultural Roundtable) with representation from potential community and business to develop a Strategy that reflects the unique needs and aspirations of North Bay |
| Action 2.4: Strengthen secondary and post-secondary partnerships |
| <ul style="list-style-type: none"> • Work with Canadore College and Nipissing University to explore the potential for a coordinated program of mentorships, internships and apprenticeships in cultural organizations and creative businesses. • Establish a community-based program that facilitates and connects required volunteer time by high school students with cultural groups and organizations and festivals. • In partnership with Canadore College, undertake a study of workspace demand for graduates in the creative cultural sector to determine the need for creative workspace and studios. Review the cultural spaces inventory to determine if any spaces might be suitable for artist run studios. |

Strategy 3: Creative Economy – Leveraging Cultural Assets

Action 3.1: Strengthen festivals and events

- Examine leading practices in integrated festivals and events strategies in other communities and consider the development of such a strategy for North Bay
- Work toward 4 season festivals
- Diversify and strengthen the Summer in the Park Festival (formerly Heritage Festival)
- Revive Doors Open
- Examine opportunities to increase communication and exchange through festivals and other activities with Aboriginal and First Nations

Action: 3.2: Expand and diversify tourism offerings

- Build on current programs and initiatives in Economic Development
- Examine leading practice in the use of web-based tools to support both attracting and enhancing the experience of tourism building on the findings from the cultural mapping work
- Develop, strengthen and extend festivals and events throughout the year to expand 4-season tourism

Action 3.3: Strengthening skills and knowledge in the creative cultural industries

- Work with the Business Enterprise Centre to deliver seminars and training events targeting skills and competencies needed in small enterprises in the creative cultural industries
- Examine successful programs in other communities – e.g., Dryden’s Northwest Business Centre Artpreneur Program.

Action 3.4 Identify and Address Cultural Facilities Gaps

- Develop inventory of spaces for cultural activities in the community - including schools, churches, commercial spaces
- Use this information to establish new or retrofitted existing spaces to address cultural programming needs.

Strategy 4: Creative Places – Building a Culturally Vibrant Downtown

Action 4.1: Advance the vision and agenda set out in the Arts and Entertainment District Strategy

- Develop a joint branding and marketing program for cultural activities and creative enterprises in the downtown
- Revisit the Downtown Community Improvement Plan to look for new incentive programs to support advancing the Arts and Entertainment District
- Review the strategies and actions set out in the Arts and Entertainment District Strategy to identify possible opportunities to advance new initiatives

Action 4.2 Establish and Public Art Policy and Program

- Investigate different policies and approaches in use in other cities
- Develop a North Bay Public Arts Policy and Program

Action 4.3: Investigate establishing a creative hub or incubator

- Examine models and approaches to hubs and incubators in other communities
- Identify potential buildings and potential use of enabling land use tools and incentive to retrofit
- Develop a business plan to ensure self-financing of facility once built

Action 4.4: Strengthen connections and realize synergies

- Examine opportunities to use urban design and cultural programming to fully integrate plans for Waterfront development, the Community Waterfront Park and the downtown and Arts and Entertainment District

4.4 Monitoring and Evaluating Progress

Annual Cultural Plan Report Card

Part of the effective implementation of any plan is putting in place mechanisms to track progress toward the vision and strategies identified in the plan. One mechanism for monitoring progress is an Annual Cultural Plan Report Card to report to the community each year on progress made toward implementing the plan. The creation of the Cultural Plan Annual Report Card would be the joint task of the City and the Cultural Roundtable. Distribution of the Cultural Plan Report Card should be timed for release just prior to the Annual Cultural Summit to provide the broader community an opportunity to engage through questions about the plan implementation process.

Performance Measures

The success of any plan depends on an ongoing review and assessment of progress toward the goals and outcomes identified in the planning document. In general it is useful to differentiate two kinds of measures:

- Process measures – these are targets related to specific actions or tasks defined in the plan – e.g., implementation of the Cultural Roundtable, extending the cultural mapping work, convening the first Cultural Summit, etc.
- Outcome measures – these are more complicated assessments that relate to actual social, economic and other community benefits and improvements related to issues addressed by the plan – e.g. increase in the number of creative cultural occupations or industries, increased number of designated heritage designations, statistics related to youth retention, etc.

Outcome Measures

The following are potential outcome measures to be considered as part of this regular reporting process.

- Number of articles in the press/media
- Number of events and number of participants
- Number of visits to the Cultural Plan website (and other web analytics)
- Investments made in the cultural sector (municipal, community organizations, private sector, other levels of government)
- Number of community organizations involved in implementation of cultural plan
- Number of community organizations participating in cultural events
- Number of volunteers and volunteer hours involved in implementation of the plan (through the Cultural Roundtable and its Working Groups and other committees or groups engaged in implementation).
- New additions to the Cultural Portal
- Attendance figures at cultural events
- Number of people attending Creative Minds events
- Number of creative businesses opening
- Number of people working in creative sector



5. Communications Plan

Ongoing Communications and Community Engagement

A strong commitment to communications (through the creation of a project brand and website) and to community engagement were defining features of developing the Cultural Plan and the community engagement process. These same commitments must continue to support the implementation of the Plan.

Many recommended actions in the Cultural Plan are intended to support ongoing communications and community engagement.

- Cultural Roundtable – one of the purposes of the Roundtable is to provide a mechanism to connect the various constituencies with interests and contributions to make to the effective implementation of the Plan. Each of these constituencies have networks, distribution lists and communications vehicles that can be tapped into to communicate information and invite engagement with a wide cross-section of the community.
- Annual Cultural Summit – a communications plan and support for the annual Summit will provide another vehicle to keep information about the Cultural Plan and its progress visible and known in the community.
- Expand and Evolve Use of the Cultural Plan Website – the content and structure of the website can evolve and continue to provide a means of communicating information.

First Steps

The City should leverage its communications resources to make the adoption of the Cultural Plan and its overall vision and strategies widely known in the community through postings to the project website, emails lists already held by the City and collective through the community engagement process for the Cultural Plan, and articles and announcements in local media. These same tools could be engaged to announce important initial steps in the implementation of the Cultural Plan. For example:

- Formation of the Cultural Roundtable
- Launch of the cultural mapping portal
- Hosting of the first Cultural Summit, among others.

Appendices

A: Steering and Advisory Committee Members

Staff Steering Committee

Jerry Knox, Managing Director Community Services
Ian Kilgour, Director Parks, Recreation and Leisure Services
Sharon Kitlar, Manager, Recreation and Leisure Services
Beverley Hillier, Manager, Planning Services
Rick Evans, Manager, Economic Development
Erin Richmond, Economic Development Officer

Community Advisory Committee

Dan Lindsay, 100 Georges
Bill Plumstead, CBACH Chair
Don Curry, Executive Director North Bay Multicultural Centre
Janet Zimbalatti, North Bay Symphony
Theresa Coates, The J. S. Redpath Group
Paul Walker, North Bay Public Library
Tricia Marshall, Chamber of Commerce
Peter Handley, Municipal Heritage Committee/ North Bay Sports Hall of Fame
Caroline Loiselle, Ministry of Tourism and Culture Regional Consultant

Interviewees

Dee Adrian, Capitol Theatre
George Flumerfelt, Pres/CEO J.S. Redpath Group
Jack Burrows Past Mayor, Community Foundation and United Way
Suzanne Brooks, Gulliver Book Store
Pat Stamp, Art on Main
Lesley Lovett-Doust President, Nipissing University
Rod Carly, Canadore College, theatre director
Bill Ferguson, Heritage North Bay
Mayor Al McDonald City of North Bay
Sean Lawlor, North Bay City Councillor, Past President Chamber of Commerce
Don Curry, Newcomers Network
Brian Winkworth, Cogeco/Active events committee member
Dan Lindsay, 100 Georges
Barb Laplante, NECO

B: Glossary

Authenticity - The genuine or real article, feel, mood, fact or style as it applies to individual, collective and communal memory, emotions, experience, attitudes, stories, history, cultural attributes and creativity.

Community Arts - is sometimes used interchangeably with community cultural development in Britain and some other jurisdictions. However, it is better thought of as a particular kind of community-based arts practice in which professional artists work with community members to create work that addresses specific local issues or concerns

Community Building - An applied art – not a science; involving the design and application of collaborative strategies to the resolution of issues; management of change; strengthening capacity, building leadership and effectively engaging all elements of the community in the processes.

Creative Advantage - The competitive edge that an organization, community or city has by virtue of their ability to sustain creativity and innovation.

Creative Capacity - The relative ability of an organization, community or city to generate ideas, goods and services; the strength of creative assets and resources of an organization, community or city.

Creative Cluster - A geographical concentration (often regional in scale) of interconnected individuals, organizations and institutions involved in the arts, cultural industries, new media, design, knowledge building and/or other creative sector pursuits.

Creative Hub - A multi-tenant centre, complex or place-based network that functions as a focal point of cultural activity and/or creative entrepreneurship incubation within a community. A hub provides an innovative platform for combining the necessary hard and soft infrastructure to support the space and programming needs of commercial, not-for-profit and community sectors.

Creative Process - An ongoing, circular and multi-dimensional process of discovery, exploration, selection, combination, refinement and reflection in the creation of something new.

Creativity - The ability to generate something new; the production by one or more person of ideas and inventions that are personal, original and meaningful; a mental process involving the generation of new ideas or concepts, or new associations between existing ideas or concepts.

Culture-Led Regeneration - A multi-dimensional approach to the re-use, renewal or revitalization of a place wherein art, culture and/or creativity plays a leading and transformative role.

Cultural Ecology - A dense and connected system of a distinct and evolving blend of community, educational, recreational, cultural and entertainment venues and environments that generate ‘thickness’ in the creative fabric of a city. They provide the necessary infrastructure that accommodates cross-fertilization between a varied mix of stakeholders and interest groups, cultural producers, artists, entrepreneurs and residents.

Cultural Governance - the term governance refers to the decision-making processes in the management and administration of a cultural organization or jurisdiction. Different organizations, communities and nations approach cultural governance concerns (e.g., who pays? who benefits? who decides?) in very different ways.

Cultural Identity - refers to those shared beliefs and characteristics that distinguish a community or social group and which underpin a sense of belonging to that group. Cultural background is one important, though not sole source of identity. As cultures interact and intermix, cultural identities change and evolve.

Cultural Mapping – is a defining characteristic of municipal cultural planning. Cultural mapping deals with physical or tangible cultural resources as well as intangible resources – the unique character and identity of a community.

Cultural Value Chain - has been a useful tool in dismantling cultural decisions based on distinct disciplines or subsectors (e.g., visual arts, theatre, museums). The production cycle maps cultural activity in more functional terms as various parts of a cycle linking creation, production, distribution, and reception/consumption.

Spacemaking - The development of studios, buildings and complexes as the infrastructure, the bricks and mortar of communities or places (see Placemaking above) along with the elements of communication, services, systems, policies and procedures for their tenants, occupants and visitors.

Diversity - Distinct or different personal characteristics and qualities encompassing creative and artistic discipline, vocation, race, culture, sex, religious or spiritual beliefs, age, weight, disabilities, sexual orientation, everything which celebrates the variety and uniqueness of all individuals and things; may also apply to the mandates, goals, etc. of groups, organizations and companies.

Hard Infrastructure - Tangible elements of urban form – workspaces, galleries, theatres, cafes, streets and public spaces – that combine the functional with the aesthetic and the symbolic to provide vital conduits for inspiration, connectivity and expression. Infused with a mix of uses, meanings and experiences, these places reveal themselves as authentic, distinctive, permeable and diverse ‘habitats’ that attract and sustain a diverse range of creative activity.

Soft Infrastructure - Dense and diverse collaborative partnerships, active intermediaries and cross-over mechanisms that facilitate the face-to-face interaction, social networking and flow of ideas that drive successful clustering.

Innovation - The creation or invention of ideas, goods or services that are novel and intended to be useful; intended to create some product that has commercial application and/or appeal to a customer, consumer or audience; the process of generating and applying creative ideas.

Knowledge Product - Organizational knowledge and expertise that are effectively created, located, captured and shared through an explicit form (manual, pod-case, and website). Distributed to staff, board, clients and partners, codified knowledge is a valuable strategic asset that can be leveraged for improved performance.

Placemaking - An integrated and transformative process that connects creative and cultural resources to build authentic, dynamic and resilient communities or place.

Place-Based Planning – municipal cultural planning shifts the emphasis from discipline-based (e.g., visual arts, museums) thinking to “place-based” perspectives that take as their point of departure the unique needs and character or identity of the community. Cultural plans in many cities have also begun to explore more integrated approaches to the built environment, urban design and “place-making.”

Cultural Tourism - visits by persons from outside the host community motivated wholly or in part by interest in the historical, artistic, and scientific or lifestyle/heritage offerings of a community, region, group or institution. Cultural tourism is the fastest growing type of tourism in the world today, part of a worldwide tourism boom that is projected to soon become the world’s largest industry.

Sustainability - A trait that describes the best creative, cultural, economic, social, institutional and ecological products, environments, systems, processes and outcomes for hard and soft infrastructure and communities of all sizes; marked by durability and longevity; and experienced and shared by present and future generations of tenants, clients, partners and citizens.

Systems Thinking - cultural planning emerged in response to the patchwork and fragmented approaches to local cultural development that were no longer working. In their place it proposes more holistic perspectives and strategies, encouraging local civic and cultural leaders to see cultural development in “whole systems” terms. Cultural assumes that a flourishing local culture depends on a host of interrelated and interdependent factors - effective municipal government, a strong local economy, engaged citizens, and relevant and vital cultural institutions.



C: Cultural Programs and Initiatives in the City of North Bay

| Community Services Business Unit | Program or Activity |
|--|---|
| Parks, Recreation and Leisure Services | Council approved Arts, Heritage Cultural Policy |
| | Collaboration with Planning Services to support the Municipal Heritage Committee to identify, and recognize significant historical sites in the City including the heritage recognition, plaque program and interpretive signs. Creates and promotes walking tour routes linking these sites. |
| | Staff support to the Coordinating Body of Arts, Culture and Heritage (CBACH) |
| | Department is ex-officio board member and supports the group in their initiatives, provides office space and an annual grant to support operations through the Leisure Development Program fund. |
| | Facilitation of community events through Event Facilitator - Community Events: Canada Day, Summer in the Park, Santa Claus Parade, Families First |
| | Website Calendar of Events |
| | Support and provision of space for Sport Hall of Fame at Memorial Gardens |
| | Community Programming for Youth: <ul style="list-style-type: none"> • Through Youth Centres, After School Program, Youth Week initiatives. (2010 - Photo Voice, 2011 - Culinary Arts Cooking Program) These include introduction to Arts, • Heritage and Culture Programs. |
| | Coordination of the publishing of the Community Leisure Brochure, two times per year, space offered to community groups on a cost recovery basis |
| | Maintenance and programming of City Parks, beaches and sports facilities; many with historic significance (Champlain, Lavase, Sunset, Waterfront, Leger Square etc.) <ul style="list-style-type: none"> • Ongoing interaction with Parks and Recreation Dept. on community events including sporting events. |
| | Agreement with Chamber of Commerce to operate Quints Museum. |
| | Capitol Centre: <ul style="list-style-type: none"> • Funding and support for the Capitol Centre as an anchor arts and cultural facility – support in the development programming where possible. • Exploring opportunities to engage Capitol Centre with media contacts and clients. |
| | First Nations Inclusion: <ul style="list-style-type: none"> • Liaison with First Nations to support native heritage / cultural events and economic development initiatives. • Developing tourism product with native community with implementation / promotion in 2011 |

| Community Services Business Unit | Program or Activity |
|----------------------------------|--|
| Economic Development | <p>Tourism:</p> <ul style="list-style-type: none"> • Development and implementation of sports tourism strategy • Liaison with First Nations to support native heritage/cultural events • Development and implementation of tourism packages with focus in 2011 on targeting cultural traditions of ethnic communities • Ontario Tourism Marketing Partnerships (ongoing participation in development and implementation of programming, currently Chair of Ontario's North Committee and Director on Northern Committee) • Participation in tradeshow, media events and market segment specific initiatives on behalf of the City, region and Northern Ontario • Development and implementation of Meetings and Convention promotion and attractions strategy • Ongoing maintenance of tourism portal • Tourism Investment Attraction • Actively involved in the development and implementation of the marketing and product development strategy for RTO 13 and RTO 13A |
| | <p>Film & Television</p> <ul style="list-style-type: none"> • Development and on-going maintenance and promotion of the Regional Film Portal • Development and on-going maintenance and promotion of the regional film locations library • Development and implementation of film related community awareness/engagement events and labour force development activities with industry and community partners • Host film client community visits and industry familiarization tours • Promotion of Northern Ontario film industry and encourage film and television opportunities in the region • Film client support including preliminary scouting, public application support, regional sourcing (people, locations and services) • Film Production Handbook and Film Permit Processing • Work with community partners in development of digital media/film industry capacity and training opportunities • Participation in shows, media events, relevant industry conferences • Work with industry and public sector network (Music and Film in Motion, Ontario Media Development Corporation, Telefilm, etc.) to promote northern film/television and digital media opportunities |

| Community Services Business Unit | Program or Activity |
|----------------------------------|--|
| Economic Development Continued | <p>Immigration:</p> <ul style="list-style-type: none"> • Founding partner and continue to play a lead role in the North Bay & District Multicultural Centre and the North Bay New Comer Network • Immigrant Settlement Assistance Program (ISAP) • HOST / Community Connections Program and Youth HOST • Local Immigration Partnership (LIP) • Development, on-going maintenance and proton of the Immigration Portal (public and extranet projects) • Development and implementation of a North Bay Business Immigration Attraction Pilot Program • Development and implementation of a North Eastern Ontario Business Immigration Attraction Program • Internationally Educated Professionals Forum (IEP) • Connector and Relocation Programs • Community Outreach • Community Awareness Events including Immigration Symposium and targeted workshops and seminars such as Creating an Inclusive Workforce Event • Lending Library and Cooking Club • Community Immigrant Integration for Rural Ontario (CIRRO) • Economic Development Initiative (EDI) • Immigration Study • English as an Additional Language (EAL) • Professions North • PAN Northern Attraction Campaign • Employer’s Council and development of Employers’ Hiring Guide along with various events including Employer Breakfasts • Conference Board of Canada & Welcoming Communities • Skills International |
| | <p>Labour Market Development:</p> <ul style="list-style-type: none"> • Labour Market Development Initiative (Phase One – North Bay study) • HR North – Labour Market Development Project • Workforce recruitment, adjustment service, training and education programming in partnership with community stakeholders • Relocation support including corporate after care program and spousal support/community integration/employment • North Bay Youth Retention and Attraction Strategy • Various programs to support small and medium size enterprises (SMEs) including founding partner in the regional small business enterprise centre known as The Business Centre Nipissing Parry Sound • On-going involvement with the DIA |

| Community Services Business Unit | Program or Activity |
|----------------------------------|---|
| Planning Services | Staff support to the Municipal Heritage Committee in identifying & recognizing heritage buildings and facilities |
| | <p>The Downtown Community Improvement Plan (DCIP) provides a series of City-funded incentive programs designed to stimulate private-sector investment in the Downtown.</p> <ul style="list-style-type: none"> • The DIA concentrates on tourism, business retention and expansion, and promotions. Festivals and special events are held at various times throughout the year in an effort to increase traffic levels, enhance the profile of the downtown and strengthen investor confidence in the downtown core, including façade improvement |
| | Strong recognition zoning permitted use to accommodate home-based businesses |
| | <p>Official Plan Policy:</p> <ul style="list-style-type: none"> • Downtown as Arts/Entertainment District and Mixed use area (retail, service, residential, office, cultural, entertainment, institutional and administrative functions) • Heritage & Archaeological Resources • Waterfront, Escarpment, Natural Heritage features • Trails & Active Transportation |
| | GAP Officer – funding applications for cultural program, community groups, municipal initiative |
| Council Advisory Bodies | Program of Activity |
| Municipal Heritage Committee | <p>The Municipal Heritage Committee is established by municipal by-law in accordance with guidelines in the Ontario Heritage Act. The Committee then serves as an advocate for architectural conservation while working closely with municipal council and various municipal departments in order to make their heritage conservation program a success. The Committee is supported by municipal staff from Community Services and Planning Services.</p> |



D: Leading Practice in Cultural Mapping

i. Planning and Policy Applications

Placing Creativity

Placing Creativity is a Toronto-based partnership of the Martin Prosperity Institute, the City of Toronto and individuals from academic, government and community organizations. Beginning in 2008, Placing Creativity developed a shared learning process to focus on the research and development of cultural mapping practices by learning across disciplines and across local government departments. Through monthly meetings, online discussions and a major international conference in 2009, the group tapped into different fields such as geography, sociology, urban planning, real estate, and transportation to find out what was out there, and how it could be applied to cultural mapping practices. It became clear that the partners involved thought of Placing Creativity as a sounding board to get new ideas, enrich their thinking, and bring the discussions back to their own work.

<http://placingcreativity.org>

Mapping Artists and Cultural Workers in Canada's Large Cities

In February 2010, a study was released prepared by Hill Strategies Research collaboratively funded by the City of Toronto, the City of Vancouver, the City of Calgary, the City of Ottawa and the Ville de Montréal. The study provides unique and substantial insights about each city's cultural communities. The study provides an analysis of artists and cultural workers in 48 categories, residing in various postal regions - neighbourhoods - in Toronto, Montreal, Ottawa, Calgary and Vancouver in 2006. Collectively, 53,500 artists in these five large cities represent 38 per cent of all artists in Canada. The analysis of cultural workers by neighbourhood confirms the belief that artists and cultural workers tend to reside in the same neighbourhoods.

To view the full report visit http://www.hillstrategies.com/docs/Mapping_artists.pdf

A Cultural Index: Mapping Cultural Jobs and Businesses in Toronto

The City of Toronto and the Martin Prosperity Institute at the University of Toronto has developed a 'cultural location index' to assess pockets of strengths in the creative cultural industries and occupations as a tool to inform land use decisions that could impact (negatively or positively) those clusters of strengths. This project will help the city produce a report with a new visualization model that can map jobs and business data in the creative and cultural economy of a large urban area. The result will be better integration of municipal cultural planning into economic development and city planning strategies.

http://www.culture.gov.on.ca/english/Grants/creativecommunitiesfund/ccfp_recipients.html

Ottawa – Planning New Cultural Facilities

Having relevant, up-to-date information about the cultural resources your municipality owns and operates is crucial to good cultural resource management. Cultural resource mapping can allow you to have all this information in the same place, which can greatly strengthen assessments, planning and decision-making. For example, information on municipally operated facilities could be used to assess levels of service delivery and compare them to neighbourhood profile information such as population, age distribution, education levels, and help determine the need for new facilities based on demographic changes. In some cases, geographic analysis may be especially useful. For example, it can help to assess a goal of broadly distributing community centres and libraries throughout the municipality; or it could help develop and promote centers of excellence such as tourism attractions, convergence centers, incubators, or employment districts.

ii. Community Awareness and Increased Access Applications

Putting Culture on the Map: The South Georgian Bay Cultural Mapping Project

The project was undertaken as one part of a regional economic development strategy funded through the Communities in Transition Program of the Ontario Ministry of Economic Development. The project was significant in that it marked the first time in Ontario a cultural mapping project was undertaken as a collaboration of four local municipalities: Town of Collingwood, Town of the Blue Mountains, Wasaga Beach and Clearview Township. The project also made major progress in applying the power of GIS tools to support community access to information on local culture. The success of the project has led to a cultural mapping project being extended to the whole of the County of Simcoe, as part of a new Economic Development Strategy and closely integrated with a new tourism portal.

The project produced two websites. The first is the site developed as a community engagement tool intended to build awareness and understanding about the value of cultural mapping across the community.

<http://www.georgianbaymappingculture.com>

The second website is the actual cultural mapping portal itself.

http://ylm.ca/ylm/ylm_home.aspx?f=southgeorgianbaycultural

Bermuda Cultural Mapping Project

The Bermuda Cultural Map was initiated by The Performing Arts Centre Project as part of its ongoing exploration into the identity and diversity of Bermuda's cultural landscape. Through multimedia enriched web-based maps, the map offers free, comprehensive information on local cultural resources for residents and visitors. From the outset, the intent was also to build a comprehensive map of cultural assets on an easily updated system through which Bermudians could expand and deepen their knowledge about their country's cultural treasures. Each "asset" owner is a co-creator of both the map and a vibrant, living cultural network. Each is a part of the value chain of creativity. The project drew initial cultural information from one government source—the Bermuda Department of Statistics—and one commercial source—the Bermuda Yellow Pages. Once created, listings for cultural organizations and activities are continuously expanded and updated locally. Each profile can include marketing messages, contact information, directions, and links to websites, Facebook, Twitter, YouTube and other social media tools in one integrated listing.

<http://bermudaculturalmap.org>

http://www.ylm.ca/ylm/ylm_home.aspx?l=1&f=442



Shad Fly

E: Community Survey Results

As part of the North Bay Cultural Plan consultation process, an online survey was designed to garner opinions on cultural experiences from community members in North Bay. The survey asked 13 questions in total, including respondent demographic questions. The survey closed Friday May 6th 2011 with 297 completed surveys. The following is a summary of the survey results.

- Total Started Survey: 316
- Total Completed Survey: 297 (94% completion)

Question 1: When you think of North Bay, what is the first thing that comes to mind?

The top three responses demonstrated North Bay's strength in the natural environment, these responses include reference to the lakes and waterfront, nature/landscape and outdoor recreation activities.

Of the 311 responses to this question approximately half of the responses were related to the Lakes (Nipissing, Trout), French River, the waterfront, beaches, or Duchesnay Falls in North Bay. This was the most predominant answer to this question – where respondents closely associated North Bay with waterfront activities and features.

The second most predominant answer was pertaining to the natural heritage of North Bay, with responses such as “nature”, “landscape” and “scenic”. Falling under this category, respondents also commented on the forests, the Laurentian Escarpment and green space as aspects that come to mind.

The third most predominant response was related to “outdoor recreation activities”. Activities that fell under outdoor recreation included trails (hiking and biking), canoeing, camping and skiing.

Additional categories of responses included:

- Tourism and recreation
- Cleanliness of community – good air and water quality
- Heritage – including Sisters of St. Joseph and the Scottish Founders
- North Bay as a place to raise a family
- Downtown North Bay
- Existing and emerging culture and cultural events
- French language and culture
- Small town atmosphere in a city
- Friendly, welcoming community
- Four seasons community
- Vibrant live theatre
- Gateway to the North
- Nipissing University/Canadore College
- Easy access to and within North Bay
- The air base
- Safety

Question 2: The City has a rich cultural life. For you, what are North Bay's most important cultural resources (e.g. places, organizations or facilities, heritage sites, stories or traditions)? This could be anything you consider a cultural resource.

The top three responses to this question included the Capitol Centre, the Waterfront and Downtown North Bay.

The majority of respondents indicated that the Capitol Centre is considered to be North Bay's most significant cultural resource. Second to the Capitol Centre is the Waterfront/Lakes as an important cultural resource, consistent with the result of question 1, where the majority of respondents associated the waterfront/lakes with that this resource is valued by the community. The third most predominant response was in regards to Downtown North Bay.

Additional categories highlighted by respondents included the following:

- Artist studios and galleries
- Live Music & Music Scene
- Music Groups: Symphony Orchestra, Choir/Choral Society
- Farmers' markets
- The Escarpment
- Trails
- Gardens
- Museum
- Library
- Arts organizations
- Theatrical Groups and community theatre
- Cultural groups
- Multicultural centre
- Settlement history and early first national history
- Festivals (e.g.: Artsperience, film in the park, art in the park)
- Summer Music Festival
- Stories and Traditions Old Neighbourhoods and heritage buildings (i.e.: Teacher's College, Redeemer Lutheran Church)
- Diversity of culture – participating in and learning about Aboriginal Pow-wows, French, Italian and other first nations settlers
- Clubs
- Davedi Club, Elks Club, Shrine Club, Lions Club and the Kinsmen Club.
- La vase portage
- The Dionne's
- Fur trade routes
- University

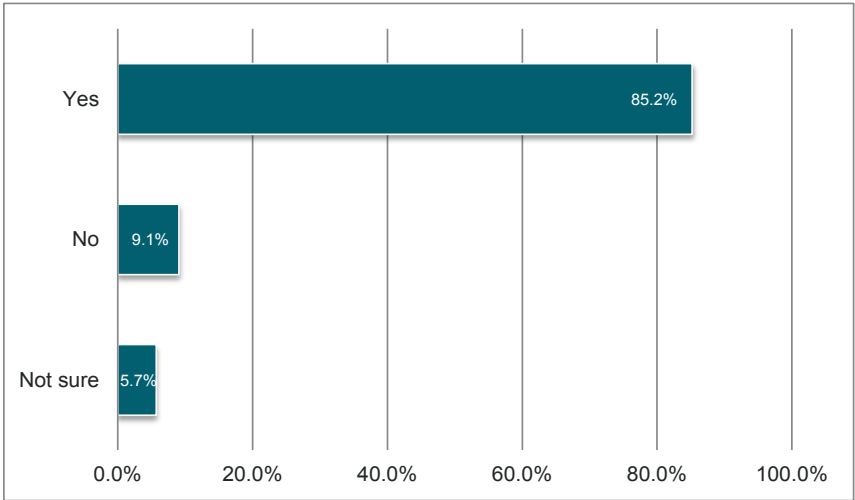
Question 3: When you are hosting a guest who has never visited North Bay, what aspects of North Bay's culture do you most want them to see?

When hosting a guest in North Bay, the majority of respondents indicated that they would carry their visitor to the Waterfront areas in North Bay. These areas include the lakefronts, riverfront, public beaches, to participate in water recreation activities.

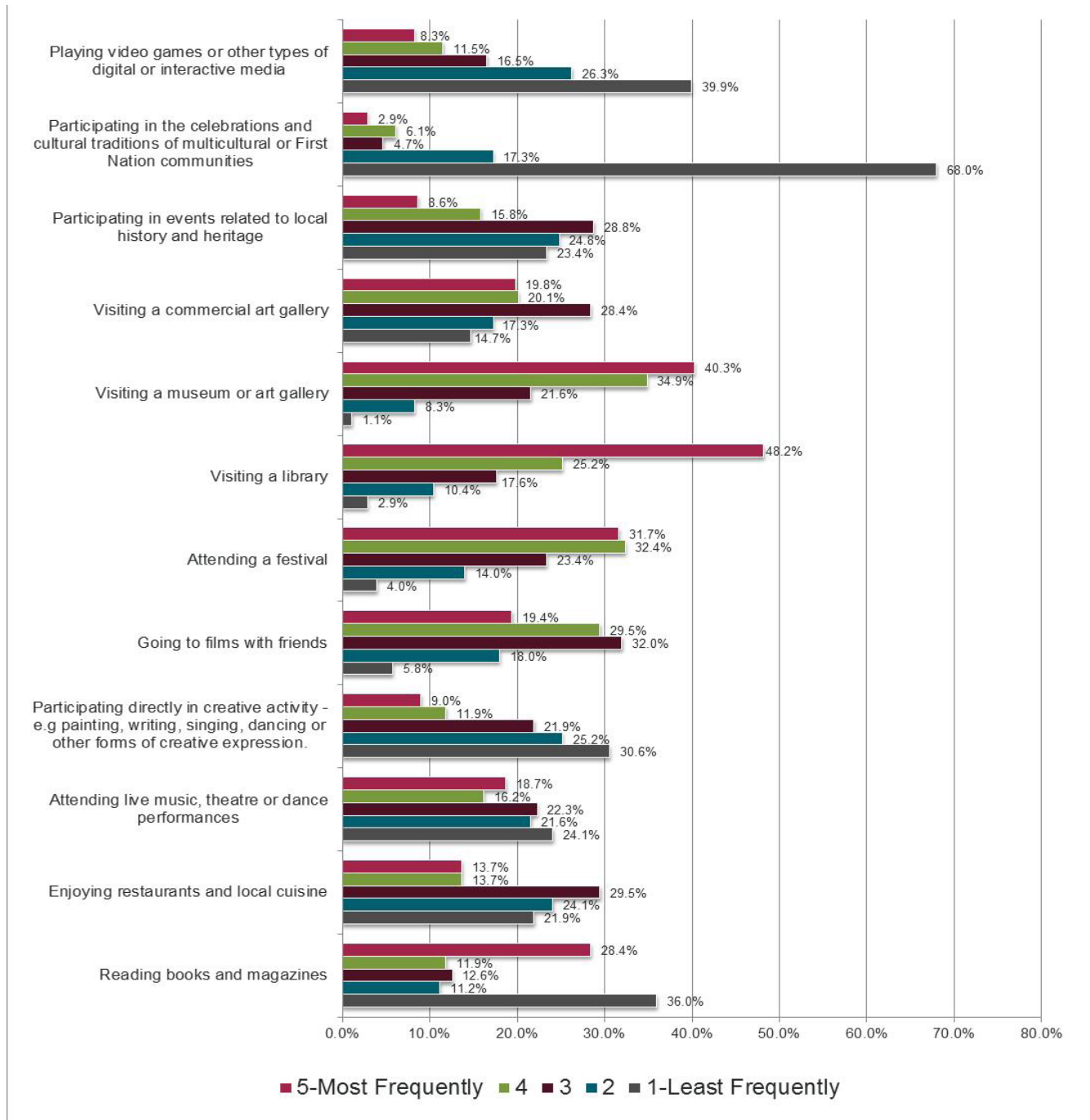
Additional responses included:

- Live music, including both what is referred to as the North Bay “music scene” by respondents and other music performances such as the
- Symphony Orchestra
- Capitol Centre
- Farmers’ Markets
- Natural Heritage, including: Conservation Areas, Laurentian Escarpment, Laurier Woods, Bike paths, trails, and Duchesnay Falls
- Outdoor recreation activities including ski hills, parks (Champlain Park),
- 100 Georges
- Scenic views
- Heritage: Old Neighbourhoods, heritage buildings, museums
- Aboriginal cultural, including Pow-wows
- Downtown core and restaurants on Main Street
- Airport Hill Lookout
- Green Store – shopping and ice cream
- Cultural Events: including Community Theatre, local films,
- Artisan shops and galleries
- Art in the Park
- Air base
- College/University
- Sports Hall of Fame
- The Carousel

Question 4: Do you participate in cultural programs or activities in North Bay?



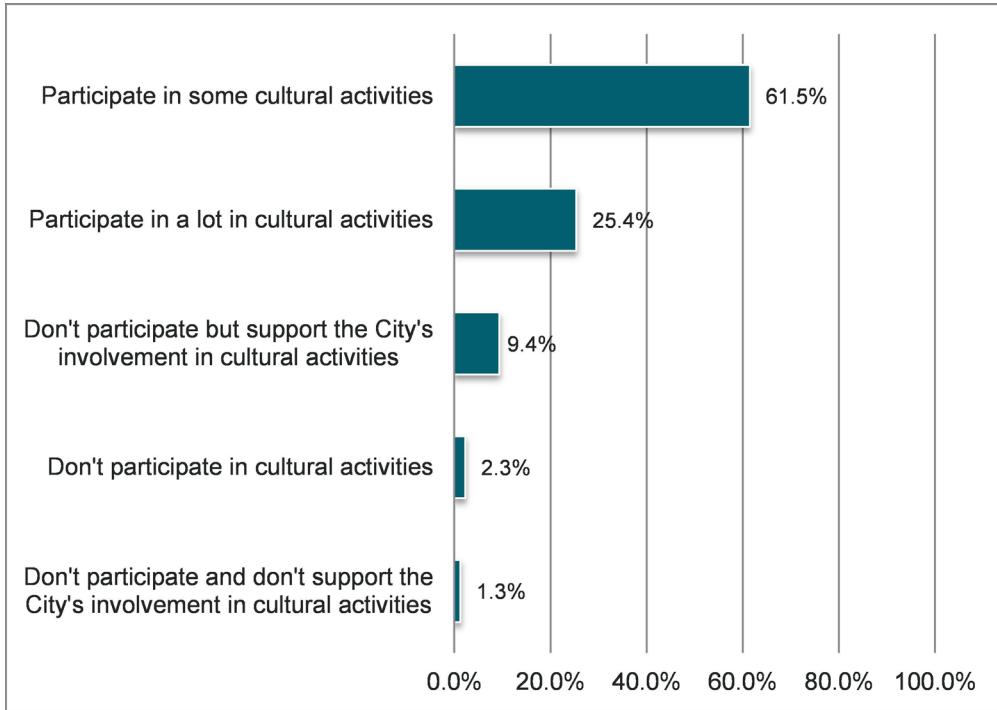
Question 5: Which of the following cultural activities do you participate in? (1 being least frequently, 5 being most frequently)



Other, Please Specify:

- French Celebrations & Festivals
- Visiting Parks and Waterfront/Beaches
- Farmers' Market
- Artisan Tours
- Filmmaking
- Metis Spring Celebration
- Outdoor Activities (fishing, hiking, etc.)
- Heritage Gardens
- Skateboarding
- Live performances

Question 6: Which of the following definitions best describes you?



Television Shoot - 2009

Question 7: What cultural activities or opportunities would you like to see in North Bay that are not currently available?

The following list is a summary of responses to the cultural activities or opportunities that respondents would like to see in North Bay.

- Highlighting local food through a festival and inclusion of vendors selling local food in the City's public spaces/waterfront as well as a farmer's market.
- Support and Increase Multicultural and diverse activity:
 - Increased availability of multicultural meals
 - Increased number of multicultural events
 - Ethnic Festivals
 - Aboriginal Heritage Tours
 - Larger Aboriginal celebrations
 - Celebrations of John Ferguson (Scottish Roots)
- Municipal Grants for the Creative Community
- Northern Ontario Festival of Theatre – suggested by a respondent to showcase all of the theatre companies in North Bay and other northern communities.
- A large scale community arts festival
- An artist competition on the waterfront
- Sustain and support Musicians:
 - Music by the waterfront
 - Folk Music Festival
 - More venues for local musicians
 - Jazz Festival
- A larger emphasis on Black History events
- More advertising of cultural events
- Young professionals networking
- Green space and community gardens
- Photography shows and workshops
- Municipal funding for the theatre
- Expand Doors Open North Bay – respondents felt that this was a successful initiative that should be continued and expanded.
- Focus the Heritage Festival – respondents criticized that the heritage festival became too much like a carnival and less focussed on heritage
- Support and promote the Francophone population
 - French film festival
- Arts activity and partnership with the University
- Canoe race from North Bay to Mattawa
- Skateboard Competitions – supporting youth culture

Question 8: Are there any other comments or suggestions you would like to make that will be useful for the North Bay Cultural Plan?

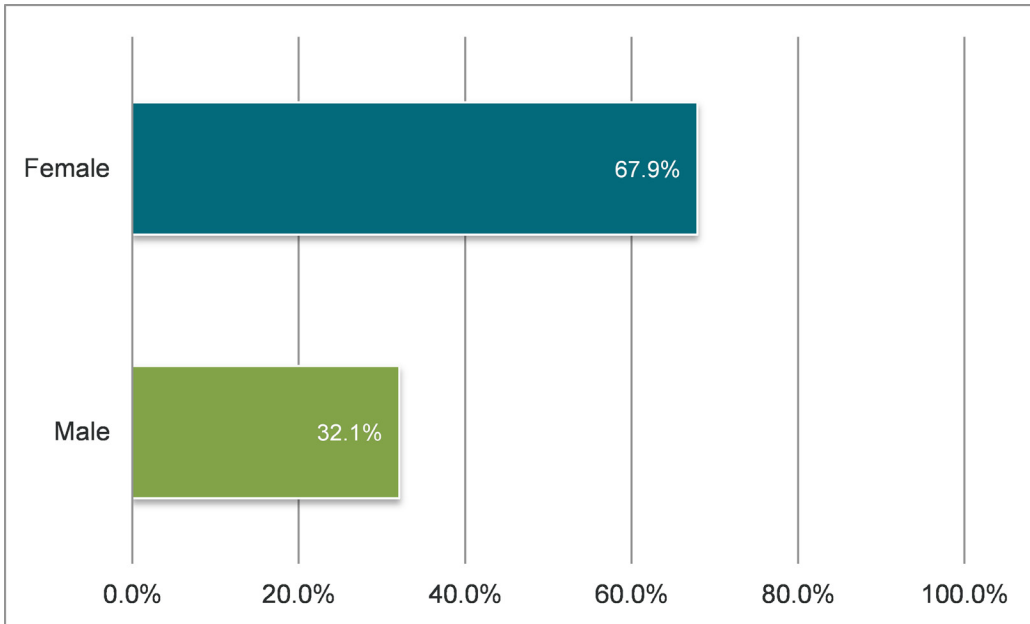
The majority of comments listed in this section were in regards to celebrating diversity of different ethnicities in North Bay. This included engagement with the Aboriginal and First Nations communities in North Bay and ensuring that the cultural plan was inclusive of all ethnicities and backgrounds of people in the City. There were also comments around educating the population on the different cultures in the City so that there is a broader understanding and engagement with different ethnicities and cultures.

Additional comments by respondents in this section included:

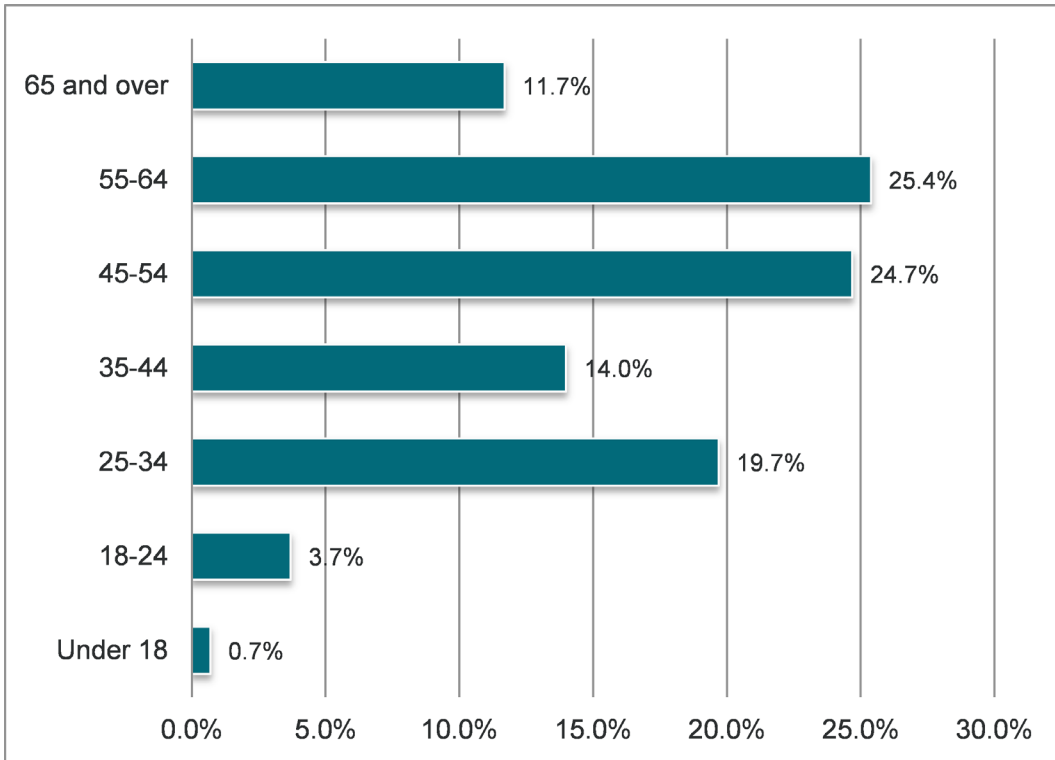
- Cohesive communications between organizations
- Improvement of communications and marketing
- Use the waterfront to showcase culture
- Developing a welcome motto on the new arch sign into the City
- Creating a new arts/culture portal
- Support for the local library – as the library is a place that houses a lot of culture and heritage
- Increased funding for artists
- Hiring a full-time cultural coordinator for the City of North Bay
- Free entertainment on the waterfront
- Keeping senior needs on the agenda (i.e: accessibility issues) as the city is home to a number of retirees.
- Indoor recreational spaces are important to consider
- Free parking downtown to support local businesses
- Put the Scottish Festival at the waterfront
- Including the survey and the cultural plan in the French language to adequately represent the French population.
- Enhance the transit system
- Support local culture - such as a “walk of fame”
- Would like to see an economic impact study on the arts
- Sustained investment in the downtown core
- Include environmental and social issues – this is important for events, i.e: the elimination of water bottles at festivals



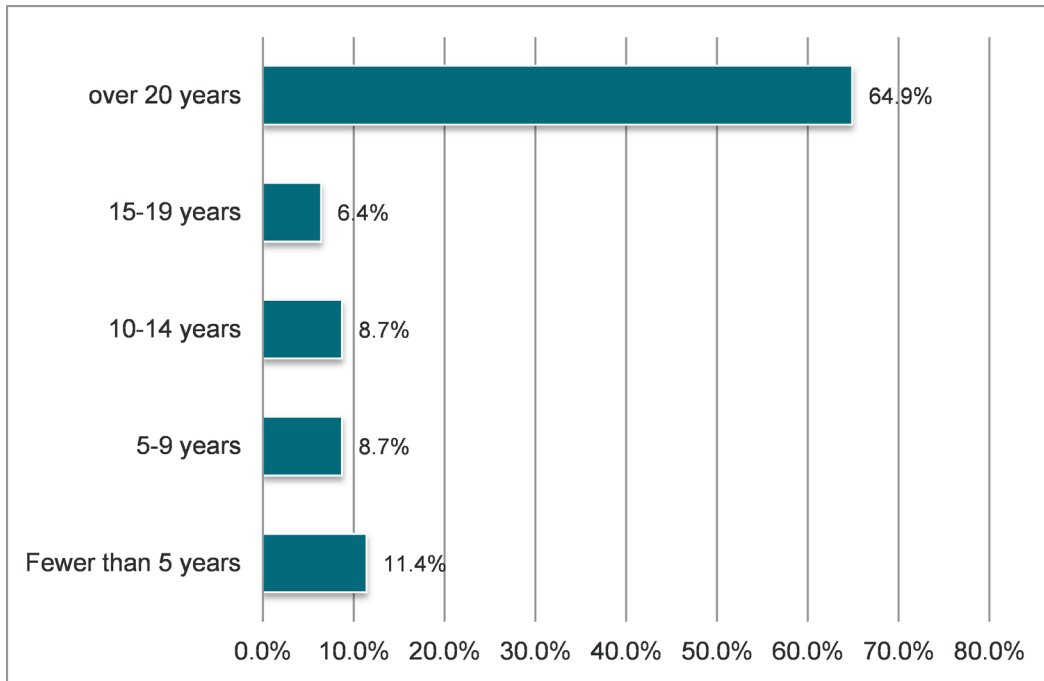
Question 9: Gender



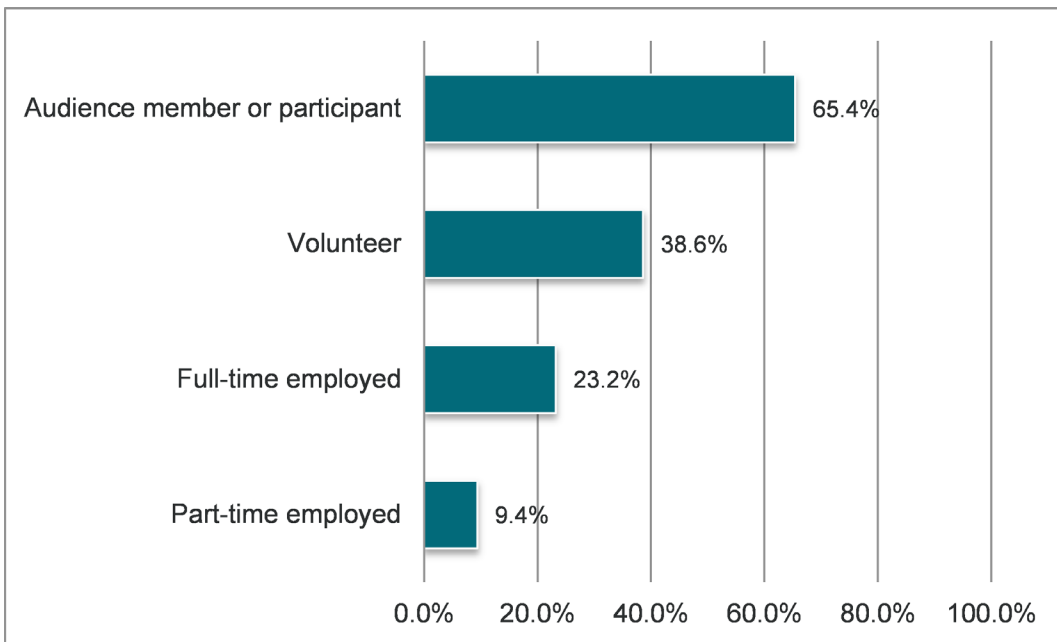
Question 10: Age



Question 11: How long have you lived in North Bay?



Question 12: Are you currently involved directly in cultural activity in North Bay? If so, are you (please check all that apply)



Other, Please Specify:

- Respondents in arts occupations included:
 - Multi-media artist
 - Painter
 - Novelist
 - Writer
 - Musician
 - Illustrator
- Other responses included:
 - Student
 - Retired
 - On Contract



F: Sample Cultural Roundtable Terms of Reference

The following sample Terms of Reference were developed to support the Prince Edward County Cultural Roundtable

Roundtable Purpose

The Cultural Roundtable acts as a catalyst to strengthen cultural development in the County by supporting collaboration across community, business and municipal groups and interests. This purpose will be achieved by:

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

Membership

An effort will be made to maintain a balance of participants on the Roundtable from the following groups.

- Local cultural groups – including the arts, heritage, libraries and commercial cultural activity
- Business
- Community
- Council
- Municipal staff
- Community-at-large

It is expected that participants will change over time. People may participate on specific Working Groups or projects without committing to participating on an ongoing basis on the Roundtable. If an individual does wish to participate on the Roundtable they should be prepared to attend meetings on a regular basis.

Leadership

Chair - Consistent with its purpose and guiding principles, the role of the Chair of the Roundtable is to facilitate dialogue and contributions from members of the Roundtable.

The Chair or co-chairs will be appointed by the Roundtable who will ordinarily serve a one year term, subject to renewal for a second one-year term. Regular changeover in the Chair's (or co-chair's) position provides a learning and leadership development opportunity for Roundtable participants. It also communicates the importance of engagement and commitment from different groups and interests in the community.

A small group of 3 to 4 members of the Roundtable will serve as a as a sounding board and coordinating body between meetings of the full group. This group should represent a cross-section of Roundtable constituencies.

Finance and Administration

Finances

The Cultural Roundtable will not have an operating budget as its mandate is one of facilitating and supporting action by others. Periodically funding will be needed for specific projects or initiatives that will be dealt with in the context of planning for that project through grants, sponsorships or earned revenue.

Municipal in-kind Support

The municipality provides secretariat and in-kind support to the Roundtable including such services as:

- Scheduling and meeting logistics
- Meeting space
- Serving as a contact point for referrals and networking
- Other duties as defined.

Planning and Reporting

An annual work plan will be developed based on the calendar year. The Roundtable will report annually to the community at the Cultural Summit (Rally) and to Council.





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