



Niagara Culture Plan

Appendix III:
Ideas for
Implementation

Niagara  Region

culture

Appendix III: Ideas for Implementation

Please Note: This section includes a brief write-up of each of the ideas for implementation listed in the Niagara Culture Plan. This does not represent an exhaustive list of all of the possible ways the Action could be implemented, but offers some insight into how it has been implemented. It is formatted to correspond with the Strategic Actions found under the four Strategic Directions. The order of the ideas is formatted locally, nationally and internationally, with no particular order of importance.

Strategic Direction 1: Creative Economy

1.1 Assess the value of culture on Niagara's economy using an economic impact assessment and cultural asset mapping to identify strengths and growth potential.

The Regional Agricultural Economic Impact Study

<http://www.niagararegion.ca/living/ap/raeis.aspx>

The Steering Committee identified nine objectives which formed the basis for the 2003 study and could be helpful in developing guidelines for a cultural economic impact assessment or a value-added study of culture. These objectives include:

- describing the current demographic profile of agriculture and the transitional requirements needed to adapt to the changing face of agriculture;
- measuring the economic impact of agriculture in Niagara through an analysis of the direct, indirect and induced economics of agriculture;
- assessing the societal value of the multi-functional role of agriculture;
- identifying the human resource development issues relating to training and the labour market in the agricultural sector;
- describing trends and issues related to agriculture;
- profiling existing and potential agricultural business economic opportunities;
- identifying existing and future support requirements to support a viable agricultural industry;
- providing the input required to support good land use planning decisions to assist and encourage the Smart Growth initiatives; and
- sharing findings with municipal, provincial and federal agencies to promote informed decision making on issues related to the ongoing health of the agricultural industry.

Toronto Artscape Creative Convergence Project

<http://www.torontoartscape.on.ca/research/creative-convergence-project/about>

Artscape is currently leading the development of a strategic framework for an integrated, place-based approach to supporting the creative and cultural sector in Toronto. Engaged by the City of Toronto, Waterfront Toronto and Toronto Economic Development Corporation, Artscape's work is focused on understanding the complex intersection of the creative economy and neighbourhoods across the City.

The Creative Convergence Project is a partnership of institutions leading Toronto's renaissance as a global creative city. The partners seek to advance a collective understanding of the hard and soft infrastructure needs of Toronto's creative sector and the policy and planning practices needed to support habitats for creative collaboration.

The purpose of the project is to advance the region's creative infrastructure enabling innovation, entrepreneurship and exploration. The Creative Convergence Project includes:

- A Research Study, mapping Toronto's creative sector and its space and place needs;
- Industry Engagement with creative sector participants in particular districts understanding creative habitats; and
- Identifying Collaboration Opportunities for the partners to improve and advance their role supporting a creative City.

Integrated Culture: Libraries, Museums and Galleries Service Delivery

Lambton County Cultural Services Department

http://www.lambtononline.com/cultural_services

A growing trend in Ontario is the building of stronger organizational and administrative connections in municipalities between libraries and other cultural activities supported by local government (e.g., the operation and/or funding of museums, art galleries, theatre, etc.). The public library community in Ontario is a strong supporter of new municipal cultural planning approaches and supports cultural development as a strong vehicle for integrating library services with broader municipal and community development agendas. Recently, Lambton County completed a project examining how its consolidated cultural services department could support and integrate the work of other cultural organizations more effectively across the municipality.

City of Toronto Cultural Mapping Partnership Initiative

City of Toronto, Economic Development Committee: Creative City Framework Implementation,

2008 adapted from: www.toronto.ca/legdocs/mmis/2009/bu/bgrd/backgroundfile-20685.pdf

In 2009, the City of Toronto undertook the first stage of developing a cultural mapping framework called *Placing Creativity* as part of advancing their priority actions for the *Agenda for Prosperity*. The City believes cultural mapping is the foundation and defining feature of cultural planning. It is a tool for identifying creative and cultural assets – broadly defined – and increasing knowledge and understanding of creative economies.

Placing Creativity is a partnership initiative of Economic Development, Culture and Tourism with the Martin Prosperity Institute, other City Divisions and community stakeholders including the University of Toronto's Department of Geography and Planning, the Ontario Ministry of Culture, Toronto Arts Council and Toronto Artscape to develop cultural resource mapping and identify areas of high cultural industry concentration or potential in Toronto.

The partnership will develop a cultural mapping framework as a tool to identify and establish cultural hubs and districts and support the retention and creation of cultural space in the city by:

- identifying areas of high cultural industry concentration or potential;
- developing a shared definition for creative and cultural industries for the City of Toronto to better measure and advocate on behalf of the sector; and
- retaining and creating cultural space in Toronto through targeted programs, increased collaboration between City divisions, development of staff teams, and ongoing engagement with the community.

Valuing Culture: Measuring and Understanding Canada's Creative Economy,

Conference Board of Canada, 2008.

www.conferenceboard.ca/documents.aspx?did=2671

The Conference Board of Canada is the foremost independent, not-for-profit applied research organization in Canada specializing in economic trends. As recently as 2008, the Board released

a report on the value of culture as a cornerstone of the creative economy and as a contributor to economic performance across all sectors.

The Board uses tools which model direct, indirect and induced contributions of the arts and culture industries to the economy. The Conference Board estimates that the culture sector's economic footprint was \$84.6 billion in 2007, constituting 7.4 per cent of Canada's Gross Domestic Product (GDP). Employment in the culture sector exceeded 1 million jobs.

The New York Creative Economy Project

<http://www.nycreativeeconomy.cornell.edu/>

This project explores the potential for creative economy initiatives in upstate New York and looks at how they can be translated into strategies for community and regional development, linking the arts and the creative process to a wider range of economic activities. The goals of the Project are to:

- document cultural resources in upstate New York arts organizations, and colleges and universities, linking them to the potential for creativity and innovation in the broader upstate economy;
- identify relevant models for using creative activities in economic development (such as the proposed "culture zones" approach) and as ways to attract and retain skilled professionals;
- focus on national examples of cooperation between rural colleges and universities and their surrounding regional cultural institutions, governments, and private sector organizations;
- examine how regional branding and other forms of adding value are led by designers and the design professions and are applied in new (e.g., wineries) and traditional (e.g., textile arts and furniture) rural industries;
- determine how local rural designers leverage arts and culture to achieve economic development through linkages to other designers, area colleges and universities, and rural communities; and
- develop a case study of the Finger Lakes region of New York to determine how examples of creative economy initiatives could be applied and coordinated for maximum economic impact in a rural region, especially with colleges serving as catalytic agents.

1.2 Develop a Niagara investment strategy and incentives for cultural development.
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The St. Catharines Cultural Investment Policy

http://www.stcatharines.ca/recreation/rec_ps_policies.asp#sccip

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

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

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

Sustaining Programme – Multi-year funding intended for established cultural organizations, festivals and celebrations and designed to support a range of cultural activities and art forms, reflecting different cultural traditions and art practices.

Cultural Development Programme - Intended for new and developing arts and heritage organizations, for established organizations that work on a project basis, and for organizations undertaking a special one-time cultural initiative, festival or celebration. Equipment and small capital costs may be considered.

Artist in the Community Programme - Intended to support projects that provide creative opportunities for community members to work with a professional artist, resulting in the public presentation of art expressing community interests and issues.

Creative Industries Loan Guarantee Program - City of Austin Economic Growth and Redevelopment Services

Austin, TX

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

The Creative Industries Loan Guarantee Program, managed by City of Austin Economic Growth and Redevelopment Services, is designed to encourage private lenders to provide financing for creative industries, not-for-profits related to those creative industries, and individuals involved in creative industries. The purpose of the Program is to enhance job creation and retention, of which the creative industries are a vital component.

Austin's cultural sector includes leading edge discipline hybrids: an emerging "green" art community which includes the community based organization, Austin Green Art, and examples of arts and health strategies like those at the Dell Children's hospital.

Imagine Iowa 2010: A Cultural Vision

http://www.culturalaffairs.org/media/reports_and_studies/strategy_for_a_new_economy.htm

It was a bold vision. Invest \$200 million in cultural and community attractions and change the face of Iowa. With nearly all of the Vision Iowa funds committed, Iowa will soon be home to a world class Mississippi River discovery center in Dubuque; a riverside development with a theater and arts center in Davenport; new events centers in Sioux City and Des Moines, along with Science Center, library and downtown learning center. This aggressive investment anticipates a renaissance around Iowa's new cultural showpieces. It recognizes that our cultural institutions play a high-impact role in economic development, a role clearly articulated in a just-released National Governors' Association Center for Best Practices Issue Brief, and spelled out in specific strategies identified in Imagine Iowa 2010: A Cultural Vision. Imagine Iowa is the work of hundreds of Iowans, unveiled in June at the statewide Cultural Caucus in Des Moines.

1.3 Strengthen cultural workforce opportunities, education and training.
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Niagara Labour Market Action Plan

Niagara Workforce Planning Board

<http://niagaraworkforceboard.ca/index2.php?lang=1>

The Plan presents strategies which support a flexible economic base that promotes regional prosperity for businesses, communities and residents and strengthen approaches to workforce development. This relates directly to the Culture Plan actions to strengthen opportunities for work and training for creative entrepreneurs, creative cultural industry enterprises and the cultural sector.

The two broad challenge areas in developing the plan and four strategies to address these are also pertinent to the creative cultural industries and cultural sector. Challenges identified are:

1. Niagara needs a qualified, competitive workforce
In order to remain competitive in a global, knowledge-based economy, Niagara must advance the skills, knowledge and education of its labour supply in order to create and retain a workforce that will be able to effectively transition across existing and emerging economic sectors, industries and occupations
2. Niagara needs to support its Small and Medium-sized Enterprises (SMEs)
As a critical employer base in Niagara, a commitment to strengthening SMEs is essential to the region's economic sustainability. SMEs need access to supports which inform, guide and direct their human and financial resource development.

The Four Strategies are to:

1. Strengthen Niagara's competitive advantage by retaining its skilled labour force, including those that hold trade, college and diploma certificates.
2. Increase innovative forms of education and skills development through strategic alignment and strengthened collaboration among education institutions and Niagara employers.
3. Establish local, customized and accessible systems that will inform, support and influence meaningful labour market information and the utilization of recruitment strategies for Niagara's employers, job seekers, educators and related supporting organizations.
4. Increase SME and entrepreneur awareness and access to grants, financial resources and programs that support their labour market needs.

Innovation Philadelphia

Philadelphia, PA

www.innovationphiladelphia.org

Innovation Philadelphia is a non-profit economic development organization that serves 11 counties in Southeastern Pennsylvania, southern New Jersey and Delaware. The organization is working to establish the Greater Philadelphia Region as a national leader and world-class destination for Creative Economy industries, businesses and talent. Innovation Philadelphia leads regional efforts to attract and retain young professionals, ages 25-34, who are vital to fuelling our workforce and economic growth. Initiatives to drive economic growth in the Philadelphia Region include:

- Development of business resources, entrepreneurial assistance, marketing, networking, and educational initiatives to make Philadelphia's for-profit creative economy a leading source of jobs and wealth in the Philadelphia Region;
- Creation of initiatives which facilitate career and network development; link young professionals to employment opportunities; and showcase Philadelphia to young professionals as a place to live, work and play;
- Hosting interactive discussions, called Innovation Forums, to bring diverse groups of innovative thinkers together to define Philadelphia's future and develop ideas for growth through interactive and social media;
- Creation of the Creative Economy Investment Fund (CEIF) to support the growth of the Region's for-profit creative economy businesses by providing pre-seed and early-stage investments that range from \$25,000 to \$150,000 using a variety of securities, including debt, equity, and combinations of debt and equity in order to execute its strategy.

Creative Entrepreneurship Project

San Jose, CA

www.sanjoseculture.org

A Creative Entrepreneurship Project is a year-long project developed and delivered in partnership with the *Centre for Cultural Innovation (CCI)* to explore the development of tools and resources to support the creative sector. This includes a needs assessment, development and

delivery of training workshops based on CCIs *Business of Art* workshop series, and grants to support artists and creative entrepreneurs in professional development and career planning. The Project's cross- sectoral steering group is drawn from technology industries, artists, the philanthropic community, institutes of higher education and small business development agencies.

Emerging Cultural Leaders Program

Broward County, FL

<http://www.broward.org/arts/council/emerging1.htm>

The *Emerging Cultural Leaders Program* is a 2-year program that aims to cultivate Broward County's next generation of cultural leaders by focusing on people with the will and desire to develop cultural leadership skills. The county offers a range of "technical assistance" and business skills resources and workshops through *Art Serve*, a multi-purpose facility that offers a shared office environment and venue at affordable costs to nonprofit cultural organizations and individuals living and working in Broward County. ArtServe encourages the growth of cultural organizations with educational and marketing programs including *The Art of Doing Business* workshop series and the Broward County Commission's Cultural Division's Cooperative Marketing Program. ArtServe has become a national model for other arts supporting organizations.

Project HEAL

Louisiana

<http://www.acadianaartscouncil.org/projectheal>

Project HEAL (Helping Employ Artists Locally) was created by the Acadiana Arts Council (AAC) to assist artists and musicians, impacted by hurricanes Katrina and Rita, through employment opportunities in local communities. Shortly after Hurricane Katrina struck, the Acadiana Arts Council began working through the Lafayette Consolidated Government to quickly use Federal dollars to hire displaced artists for community activities and displaced arts administrators for program development. Since its inception in early September, Project HEAL has hired more than 100 musicians and other displaced artists to perform at festivals and multiple music venues, as well as nontraditional performing spaces such as shelters, schools, libraries, museums, and galleries. Fans of Cajun music ambassadors, BeauSoleil, provided the cornerstone gift that launched Project HEAL. Donations from artists, patrons, nonprofit organizations, corporations, and foundations—ranging from \$50 to \$10,000—have provided continued support of this frontline program. Additionally, the Cheim & Read Gallery, New York; Christian Patterson of the Eggleston Artistic Trust; and Livet Reichard Company, Inc. organized a special online auction of donated art work through eBay Giving Works. All proceeds of the Katrina Art Auction will be given to Project HEAL to further help artists and nonprofit arts organizations in immediate need of financial assistance as a result of Hurricane Katrina.

Incorporated in 1975 as the result of a far reaching two-year feasibility and cultural needs study, the Acadiana Arts Council serves an eight-parish region of southwestern Louisiana through technical assistance, grant programs, and direct community programming. Known as Cajun and Creole Country, the Acadiana area is home to people of French Acadian, Creole, African, Anglo, German, Caribbean, and Native American ancestry, and is known worldwide as one of the most unique culture pockets in North America. The AAC works to enrich quality of life and place for the region and its residents by creating new opportunities for artists, nurturing new organizations, developing and promoting the activities of existing arts and cultural organizations, and filling community programming needs. This project has a total budget of \$100K - \$249K.

1.4 Strengthen cultural clusters which encourage the incubation of ideas, innovation and development of new products.

Wine Country Investment Strategy

<http://www.niagaracanada.com/content/?page=NiagaraWineCountry>

Niagara's Wine Country Enhancement Initiative was led by the Niagara Economic Development Corporation (NEDC) working in partnership with the Ministry of Tourism, Wine Council of Ontario, Grape Growers of Ontario, and the municipalities of Grimsby, Niagara-on-the-Lake, and St. Catharines. Cultural planning and development will be very important to this initiative and as part of the objective *'To integrate an array of urban, rural, cultural, and recreational opportunities into Wine Country to improve the quality of life for residents and enhance the experience for visitors'*. It is an award-winning document and also provides a potential framework for an investment strategy for culture.

The purpose of this award-winning Wine Country Investment Strategy is:

To develop a strategy to energize Niagara's Wine Country communities. A variety of economic development opportunities have been identified to stimulate investment. A number of community infrastructure improvements have been identified to enhance Wine Country as a recognizable place and destination. These two components are interrelated and combine to create a long-term vision and coordinated strategy for public and private sector investment and community enhancement.

The vision is:

Niagara Wine Country is envisioned to be a world class destination offering a variety of quality experiences to discerning visitors. Targeted locally and globally as a destination of choice, Niagara Wine Country is distinct from competing wine regions around the world. This distinction lies in the inclusion of unique cultural, heritage and educational opportunities with the potential to indulge in remarkable wine and culinary experiences. Emphasizing quality and character, a visit to Niagara Wine Country is made more memorable by a journey through its beautiful landscapes and thriving townscapes.

Niagara Economic Growth Strategy (NEGS)

[http://www.niagaracanada.com/uploads/2009-NEGS\(1\).pdf](http://www.niagaracanada.com/uploads/2009-NEGS(1).pdf)

The focus of the Culture Plan is on the Creative Economy and as such there could be a direct correlation with much of the work being done through the Niagara Economic Development Corporation.

One such initiative is the Niagara Economic Growth Strategy which suggests a number of initiatives which relate to cultural development and planning. The NEGS has identified a set of priority growth sectors, including manufacturing that provide significant business development and investment opportunities over the medium and longer term. The Strategy specifically identifies the Culture and Digital Media and Software Development as part of a set of priority Industry Clusters.

NGen (Niagara Interactive Media Generator)

St. Catharines, ON

<http://ngen-niagara.com/en/content/home/index/>

nGen is a business generator and capacity builder in the interactive media sector. Building on a vibrant interactive media sector in the Niagara Region, the project aims to create a hub and foster synergies between creative and enabler enterprises, local arts and culture industries in the

Region, as well as the educational programs, research and development expertise, and infrastructure at Brock University and Niagara College. nGen is located in downtown St. Catharines in a new office/production facility. It is co-located with the St. Catharines and Area Small Business Enterprise Centre. Silicon Knights, one of Ontario's largest video game developers, was a major contributor to the project.

A Cultural Strategic Plan for Prince Edward County, Ontario

Prince Edward County, ON

www.pecounty.on.ca/government/corporate_services/economic_development/index.php

Rural areas across Canada face enormous challenges. Traditional dependencies on agriculture and a relatively small number of industries leave many areas vulnerable. Prince Edward County has established a national reputation for its success in new economic development strategies built on creativity, culture and quality of place. The Cultural Strategic Plan was awarded a top award from the Economic Development Council of Ontario in 2006. The results are impressive:

- Between 2001 and 2006 employment increased 9.4% (versus 6% increase in Ontario and 8.5% in Canada); 36% of the jobs were in culture representing an increase of 96% in cultural employment (compared to 4% in Ontario);
- Tourism has steadily increased through the years, from 253,000 person visits in 1999, to 488,000 in 2007, while the total number of tourists visiting Ontario declined 4.6% during the same period;
- The total value of residential building permits has steadily climbed, from \$20 million in 2002 to over \$40 million in 2007/2008; total taxable assessment increased 49% between 2002 and 2008, an average annual growth of close to 10%.

The Stratford Institute

Stratford, ON

www.city.stratford.on.ca/site_ourcitylife/uw_stratford_campus.asp

The Stratford Institute (SI), is a research and commercial convergence centre intending to drive the next generation of digital media technologies, applications and content models. SI is designed as a meeting place for science, technology, commerce and culture. The Institute will provide a centre for bringing together the creative community, and will emphasize the links between the fine and performing arts and the scientific and technological communities, primarily to uncover and advance opportunities for commercialization. Working with the University of Waterloo Stratford, students will be able to work closely with the researchers, companies and entrepreneurs of the Stratford Institute so that new ideas, creations and discoveries are commonplace occurrences throughout the campus.

'From BIA to CIA': A District Wealth Creation Strategy for Saint John

Saint John, NB

www.uptownsj.com/wealth-creation.php

From Business Improvement Area (BIA) to Creative Improvement Area (CIA) is the shorthand used to describe a new integrated strategy for the uptown area in Saint John. Uptown Saint John, in partnership with the Province of New Brunswick, the University of New Brunswick at Saint John, Enterprise Saint John (economic development agency), Social Planning Council and a range of business and cultural leaders, undertook the development of a Cultural District Strategy. The Strategy put together cultural, economic and land use planning/urban design in an

integrated District Wealth Creation Strategy. The Strategy was built on municipal cultural planning concepts and assumptions applied at a district level.

The Strategy divided the City into a series of distinct cultural ‘precincts’ each with different character and creative and cultural strengths. Catalytic projects were identified for each precinct. The Strategy was built on a base of cultural mapping that was undertaken as a collaboration between Uptown Saint John and a new community information portal – *Life on Your Terms*.

The Strategy makes recommendations in the following areas: *land use and urban design* (place), including strategies to create live-work space and to inhabit second and third stories of important heritage buildings; *a creative industries strategy* (economy), including recommendations for connecting arts and cultural industries with a strong emerging Information and Communications Technology (ICT) sector; *a cultural development strategy* (culture) designed to increase cultural vibrancy and provide strong cultural and entertainment experiences for both residents and tourists.

**20/21 Regional Cultural Plan
Santa Clara County, CA**

<http://www.sanjoseculture.org/?pid=10500>

<http://www.americansforthearts.org/NAPD/files/12105/San%20Jose%20part%201.pdf>

<http://www.americansforthearts.org/NAPD/files/12105/San%20Jose%20part%202.pdf>

The City of San Jose and Santa Clara County created the initiative 20/21 to be a continuation of a previous cultural planning project. To address the changing industry and community in this region, the new 20/21 Cultural Plan is intended to span the transition between the 20th and 21st centuries, while continuing to promote cultural and artistic activity in the region. Areas of redefinition in the Plan include expanding the cultural area from the city to include the regional area, inclusion of community culture and arts programs in addition to the fine arts, and technology and the arts. For each specific area, a vision statement is given along with recommended strategies for success. The document also includes an examination of the region’s demographics and contributing social and economic factors. The purpose of this document is to address the changing environments and challenges facing the region’s cultural community and promote continued growth of diverse cultural activity.

Strategic Direction 2: Creative Places

2.1 Develop and implement policies which support the integration of cultural spaces/facilities and the preservation of cultural assets in planning and infrastructure over the long term.

Official Plan Review

City of St. Catharines

http://www.stcatharines.ca/cityservices/citydepartments/planning/plan_longrange.asp

The City of St. Catharines is an example of a community that recognizes the importance of the integration of culture in land-use planning and the preservation of heritage assets. The City has included culture under its Urban Design policy directive and is currently undertaking an urban design study to address both site and community design.

As part of Community Design, the Plan commits to the facilitation of connections and linkages within and between the built and natural environment to provide the optimal use of the public realm, community amenities and resources, and the integration of social, cultural and economic environs and interests within the land use plan.

As part of the Official Plan review process, existing heritage conservation policies are being reviewed with the intent to strengthen initiatives directed towards the conservation, preservation, integration and enhancement of heritage features, amenities and landscapes within the built, natural and cultural environments, including identification and opportunities for 'adaptive reuse' of the built environment.

An emphasis of the review was to identify opportunities to better support and promote the integration of cultural landscapes, amenities, and resources within the land-use planning framework, and specifically within the public realm, through urban design initiatives and the creation of recommendations to support the dedication of a percentage of capital project funding and budgets to support cultural initiatives and greater integration of public art opportunities within the built and natural environment.

The Region can facilitate and encourage the development and implementation of policies such as this to ensure the integration of cultural spaces/facilities and the preservation of cultural assets in land-use planning and infrastructure initiatives.

Evergreen Commons at the Brick Works

Toronto, ON

www.evergreen.ca/en/brickworks/minutes_jan2006.pdf

Evergreen has been working with a wide range of partners and community stakeholders to develop an innovative strategy to transform Toronto's Don Valley Brick Works into a destination centre for nature, culture and community. Evergreen's commitment to community engagement throughout the planning of Evergreen Commons at the Brick Works will help to ensure that the project truly reflects the rich heritage, landscape and culture of the Brick Works site and its surroundings.

Evergreen Commons at the Brick Works is envisioned as a year-round experiential learning centre and attraction where nature, culture, and community meet. Located on 40 acres of the former Don Valley Brick Works in downtown Toronto, the site will become a gateway that blends historical, ecological, geological, and educational features. The project is led by Evergreen, an organization focused on bringing nature back into cities. Evergreen has partnered with several key stakeholders and is also committed to using sustainable design technologies, such as LEED standard design, and environmental features including green roofs.

Creative City Planning Framework (CCPF)

Toronto, ON

<http://www.toronto.ca/culture/pdf/creative-city-planning-framework-feb08.pdf>

The *Creative City Planning Framework* (CCPF) is a municipal strategy developed in 2008 to establish the conditions necessary for local creative and cultural activity to flourish as part of the *Agenda for Prosperity*. The Framework recommended the City adopt 'a cultural planning approach to place-based sector development' and identified cultural mapping as an essential tool for implementing cultural planning.

A core premise of the CCPF aims at ensuring the effective integration of culture in planning for place and the economy and guided by the following principles:

- Whole systems thinking
- Defining shared needs for action
- A common language
- Thinking outside silos
- Democratizing culture
- Creating opportunities for culture

- Understanding special significance

Cultural mapping was identified in recommendations as essential to the successful integration of culture in the planning system.

City Council directed that two immediate steps be taken:

1. That the City of Toronto “adopt a cultural planning approach to place-based creative sector development;
2. That the Planning Department report back to Council with recommendations about how to better integrate culture into the planning system in Toronto.”

2.2 Create and strengthen planning tools to support cultural development.

Downtown Grimsby Community Improvement Plan - Downtown Design Plan

www.town.grimsby.on.ca/component/option,com.../format.../view,doc/

The Culture Plan suggests Community Improvement Plans are a vehicle to effectively implement policies that will ensure the development and sustainability of cultural assets.

The Downtown Grimsby Community Improvement Plan provides an example of this tool in achieving a vision for Downtown Grimsby. The Vision that was developed through the process identifies that over time Downtown Grimsby will:

- Be a vibrant, active and safe gathering place in the Town with a concentration of commercial, civic, and residential uses;
- Have a clear and definable identity that meshes the Town’s historic roots with contemporary improvements;
- Have a healthy and sustainable commercial environment that is supported by a strong downtown residential base;
- Capitalize on an integrated system of its natural heritage and cultural heritage assets;
- Have a visually attractive and clean public realm that is accommodating to all users;
- Accommodate new developments that complement the character of the area’s traditional form; and
- Offer a complete range of day-to-day uses and specialty uses that cater to both residents and visitors.

The Private Realm Strategy identifies the opportunities for intensification; provides guidelines for the design of new developments in the downtown; the opportunities for façade improvement; guidelines for façade improvements to existing buildings; and opportunities for public art.

Crystal Beach Neighbourhood Plan

Fort Erie, ON

www.town.forterie.ca/WebSite/tofeweb.nsf/0.../CDS10-09BAYBEACH.pdf

The Crystal Beach Neighbourhood Plan is an example of a planning tool supporting cultural development.

The Plan provides guidance for any proposed public/private development of property, including the provision of:

- A design that enhances the waterfront location and village atmosphere;
- Public art in key locations;
- Open space/green space elements;
- Traffic calming feature at beach entrance such as a roundabout;
- Reconstruction of Erie Road as a landscaped boulevard;

- Clean, comfortable public washrooms and change rooms;
- Suitable amount of parking for beach patrons; and
- Development of the Crystal Beach Greenway (trail) and Heritage Boardwalk through the Bay Beach property.

West Queen West Triangle - Connecting Planning, Zoning and Creativity

Toronto, ON

<http://www.toronto.ca/planning/westqueenwest.htm>

A recent success story related to integrating creativity and culture in core planning and development processes is the West Queen West neighbourhood in Toronto. This area has been the subject of significant redevelopment pressure in the past few years. It has the fifth highest concentration of artists in any location in Canada. Formerly an industrial area, the district has been energized by the revitalization of The Drake Hotel, The Gladstone Hotel and an influx of artists and creators.

Through an innovative partnership among the City, the development community, Toronto Artscape, community advocates of Active 18, the not-for-profit arts sector and affordable housing organizations, and supportive planning and zoning processes, the West Queen West Triangle will be solidified as an important creative hub within the City.

Brownfields Metamorphosis – From Abandoned Properties to Cultural Celebrations

Environmental Protection Agency, USA

www.epa.gov/brownfields/success/ss_cult.pdf

One of the objectives of the Brownfields Pilot Program is to enable a community to "take back the land" and make it not only useful and productive, but something to call their own—a space or structure that is unique to their community. Though economic revitalization is the cornerstone of the Brownfields Program, more and more communities are looking to redevelop brownfields properties to represent and preserve their history and culture. Several brownfields communities are in the process of constructing new buildings or renovating old buildings as museums and cultural and educational community centers. Many communities also have efforts underway to restore and preserve historic districts. All of the Brownfields Pilots participating in culture-oriented redevelopment target economically distressed communities where former industrial sites have been passed over because of the stigma of environmental contamination.

- In Tacoma, Washington, Brownfields Pilot Program assessments of a 1.6-acre brownfield led to a \$1.3 million dollar cleanup and construction of a \$58 million, privately-funded museum.
- A former brownfield is also home to a new museum in Fayetteville, North Carolina—the \$22.5 million, Airborne and Special Operations Museum (ASOM).
- In Louisville, Kentucky, a former historic street rail car complex is being transformed into a \$20 million African-American Heritage Center and Museum.

2.3 Encourage the inclusion of art in public places and facilitate public art programs in Niagara.
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artsVest Niagara Public Art Program and Niagara's Community Improvement Plan Areas

www.niagararegion.ca

The artsVest Niagara Public Art Program is a new component of Business for the Arts' artsVest matching incentive program. It was created through an innovative partnership between Business for the Arts (BftA) and Niagara Region and represents a Region initiative that can be built upon

to facilitate local initiatives in further using Community Improvement Plans and other planning tools to ensure the integration of public art.

The goal of the artsVest Niagara Public Art Program (NPAP) is 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 as a way of furthering Smarter Niagara objectives.

St. Catharines Public Art Policy

http://www.stcatharines.ca/recreation/rec_ps_policies.asp

The *City of St. Catharines* Public Art Policy is an example of a municipal initiative as an approach to municipal public art policy for the selection, acquisition, placement and management of the art collection.

The Vision of the Policy is

The City of St. Catharines seeks to encourage all those who care about the community to participate in making art, collecting it and commissioning it.

The first section of the Public Art Policy was approved by City Council in June, 2003. Section I of the policy outlines the City's Art Collection Management Policy and Guidelines.

The purpose of the policy is to provide:

- an effective mechanism for determining appropriateness and method of placement of public art, be it temporary or permanent, within buildings, or outdoors on public lands belonging to the City of St. Catharines;
- the criteria for the review and selection of public art to be displayed within buildings, or outdoors on public lands;
- criteria for the acquisition of public art;
- guidelines for the management, preservation, interpretation, development and promotion of the City's art collection; and
- a foundation on which to develop programs that allow St. Catharines' residents and visitors to experience art in public places.

Vancouver Public Art Program

Vancouver, BC

<http://vancouver.ca/commsvcs/oca/Publicart/index.htm>

Vancouver's Public Art Program seeks to incorporate contemporary art practices into city planning and development. The program supports art-making of many kinds - emerging and established artists in new and traditional media from stand-alone commissions to artist collaborations. The program is part of Cultural Services and oversees development of public art opportunities throughout the city. Civic projects at civic buildings, greenways, parks and other public spaces are funded through capital budgets. Private sector projects are funded by developments in the rezoning process.

Civic Public Art

A budget for projects which reflect civic priorities is allocated each year. Potential projects are selected from a list of infrastructure and parks development projects and other City undertakings such as the Greenways in 1997-98. Other project suggestions may be encouraged by the needs of particular communities. Projects are reviewed by staff and the Public Art Committee and recommended to City Council.

Private Development Program

The Private Development Program involves commissions sponsored by private developers. Ten percent of the project budget is allocated to the Public Art Maintenance Reserve for the ongoing maintenance of the artwork. Developers are required to contract an experienced consultant to coordinate the competition and jury selection and to abide by public art guidelines. Developers have three options for fulfilling their public art commitment:

- Option A is full participation in the juried public art process.
- Option B allows the developer to pay 100% of the required art budget to the Public Art Reserve.
- Option C is a 60/40 percent split whereby the developer can use 60% of the required budget to develop and site artwork on the private development. 40% is paid to the City's Public Art Reserve.

Community Public Art

This program invites neighbourhood organizations and residents to collaborate with artists or other design professionals to create permanent art works for significant neighbourhood sites.

The program goals are:

- To foster neighbourhood identity by highlighting local site(s) through art works;
- To support residents' leadership in local art projects while respecting the creative role of artists or other design professionals, and including the diversity of cultures and interests of neighbourhood residents;
- To encourage the creation of permanent art works having both artistic merit and community benefit.

Public Art NEXT!

San José, CA

<http://www.sanjoseculture.org/downloads/ApprovedPAMP031307.pdf>

San José boasts one of the most established public art programs in the country, and one of the nation's largest and most diverse public art collections (over 200 artworks in 85 locations). For many years, San José's Public Art Program has been regarded within its field as a national leader. Over its 22-year history, the Program has evolved significantly— focusing initially on major commissions Downtown, then more recently on projects in community facilities throughout the city. Recent artworks at libraries, parks and City Hall are among the Program's finest accomplishments. At the same time, the Program faces challenges: declining funding (as bond projects are completed and public infrastructure is financed increasingly through public-private partnerships); a community involvement process that is cumbersome and yields uneven results; and funding mechanisms that restrict public art investments. Perhaps most importantly, involved residents, city leaders and experts see strong opportunity for public art to play a more powerful role in shaping the identity and experience of the city. By aligning public art with the next-generation of design and development, San José can lead in making public art a recognizable asset that strengthens the city as an attractive place to live, work, learn, play and visit.

Strategic Direction 3: Creative People

3.1 Engage the community in supporting ongoing cultural activities through traditional and non-traditional communication tools.

Toronto [murmur] Project

<http://murmurtoronto.ca/about.php>

[murmur] is a documentary oral history project that records stories and memories told about specific geographic locations. A [murmur] sign and telephone number is installed in various neighbourhoods so anyone can call with a mobile phone to listen to people's personal histories and anecdotes about the places in their neighborhoods that are important to them.

Some stories suggest that the listener walk around, following a certain path through a place, while others allow a person to wander. The smallest, greyest or most nondescript building can be transformed by the stories that live in it. By engaging with [murmur], people develop a new intimacy with places, and "history" acquires a multitude of new voices.

These are the stories that make up the city's identity, but they're kept inside the heads of the people who live here. [murmur] brings that important archive out onto the streets, for all to hear and experience, and is always looking for new stories to add to its existing locations.

[murmur] was initially developed with the assistance of the CFC Media Lab and the first location was established in Toronto's Kensington Market in 2003. That same year, projects were launched in Vancouver's Chinatown and along St. Laurent Boulevard in Montreal. [murmur] has grown and expanded across other neighbourhoods in Toronto, Calgary, and San Jose, California. [murmur] Edinburgh was launched in Leith in January 2007, and [murmur] Dublin Docklands in May 2007.

3.2 Promote the participation of cultural representatives and advocates in decision making to strengthen awareness of the sector and their role and value in community life and development.

City of Vancouver Urban Design Panel + The San Francisco Arts Commission

www.vancouver.ca/cityclerk/cclerk/20090602/documents/a1.pdf

www.sfartscommission.org/programs/

On June 2, 2009 Vancouver City Councillors approved amendments to the Urban Design Panel's by-laws that expand its membership from 12 to 13 to make way for an artist. The change is part of the recommendations laid out in the City's new Cultural Facilities Priorities Plan.

Artists do not have a professional association (such as the Architectural Institute of B.C.) which can be asked to submit names for Council's consideration. Accordingly, it was recommended that candidates for this appointment be solicited from public art staff and from members of the Public Art Committee, and that nominees be recommended by the Committee for Council's consideration.

The City is following the lead of San Francisco's Art Commission. All civic construction projects are reviewed by the Commission, a group that includes architects and landscape architects specifically appointed for their expertise in these areas.

The San Francisco Arts Commission was established in the Charter of the City and County of San Francisco in 1932 to ensure that the arts would be incorporated into the civic infrastructure for the City's residents. They meet their responsibilities through an extensive set of programs and special projects.

The Civic Design Review Committee of architects and designers conducts a three-phase review of new and renovated civic construction projects to ensure design quality of city structures. Projects include buildings, bridges, viaducts, elevated ways, approaches, gates, fences, lamps or other structures on land belonging to the City and County. The Committee also reviews arches, bridges, approaches and other structures extending over or onto any street, highway, park or other public place belonging to the City and County.

Saskatoon Cultural Network

Saskatoon, SK

www.saskatoon.ca/.../CulturePlan/2006CulturalCapitalofCanadaFinalReport.pdf

Saskatoon established a Cultural Network to strengthen the cultural sector. The following are their vision and roles for the Network.

Vision: To create an environment in which the cultural community is connected, celebrated, empowered and heard as an important shareholder in the future development of Saskatoon as a creative city.

Roles:

1. Create a platform to enable the cultural sector to engage in discussion with itself and with the broader community about creativity and culture.
2. To strengthen partnerships and collaboration within the cultural sector and between the cultural sector and sectors within the city.
3. To support and enable action by individuals and groups on issues related to creativity and culture.
4. To represent the interests of the cultural sector on the Saskatoon Round Table on Culture and Creativity.
5. To celebrate creativity and culture in Saskatoon.

3.3 Refine the role and membership of the Culture Committee to support innovation, collaboration and capacity building across the cultural sector through the implementation of this Plan.

Leadership Model for Integrated Planning for Culture

Municipality of Chatham-Kent, ON

www.chatham-kent.ca/.../3dd53e7d-e2a3-4037-9c49-aaa2d1791b88 and
www.chatham-kent.ca/NR/rdonlyres/B0FC34F7-54D2-436A.../9b.pdf

One of the priorities of the Chatham-Kent Cultural Plan was to ensure ongoing integrated planning for culture across various departments and a mechanism to support ongoing collaboration and partnerships between the Municipality, its various constituencies and its business partners. Due to the size of the region (largest amalgamated municipality in Canada) and pre-amalgamation loyalties and identities of the original 23 municipalities, a comprehensive and inclusive governance system was needed to reflect and serve different geographic areas as well as cross-municipal and sectoral needs. This was achieved by establishing a Municipal Interdepartmental Cultural Team, a 'two-tier' partnership model 'Create Chatham-Kent' ('Create C-K') and five regional Community Action Teams (CATs). Each CAT is represented on 'Create C-K' which is the overarching leadership and governance board.

'Create C-K' organizes partnerships and collaborations to address cultural needs through Task Forces struck to undertake specific projects and initiatives. These are not advisory committees but action-oriented groups committed to addressing and implementing specific initiatives.

The plan divides Chatham-Kent into five regions. The boundaries of these regions are understood to be fluid and based on the historical and cultural development of each region (rather than former municipal boundaries). Each region has a Cultural Action Team (CAT) recruited to undertake specific projects important to that location. Each CAT is represented on 'Create C-K'. Members of the CAT are drawn from the region and comprise a cross section of business, community and cultural leaders known to be proactive and innovative leaders.

The Municipality provides basic administrative and financial assistance to support the administration of 'Create C-K'. Task Forces and CATs are provided with a modest budget for project development to serve as seed money in leveraging further investment.

The mandate defined for 'Create C-K' is to:

1. Provide support to the regional Cultural Action Teams;
2. Establish Task Forces to address specific municipal-wide or cross-sectoral initiatives (e.g., developing tourism opportunities such as Black History);
3. Advocate the economic benefits of enhancing cultural opportunities for residents, business and tourism;
4. Enhance communication and marketing of cultural initiatives throughout Chatham-Kent;
5. Investigate and implement funding partnerships for projects and initiatives from all sources;
6. Assist organizations and individuals in connecting with available resources and expertise, including funding opportunities;
7. Act as an advisory body to the Municipality on cultural issues, as required, and
8. Provide advice and act as an intermediary with provincial and federal agencies, as required.

'Create C-K' operates at arm's length with governing policies approved by Council.

City of London Cultural Strategy Group,

London, England

<http://www.london.gov.uk/lcsg/>

The primary role of the members of the Cultural Strategy Group is to advise the Mayor on his strategy and present a unified voice for ongoing challenges and needs of the sector. The Group will act as the main body bringing together representatives from the regional cultural agencies and key cultural institutions to be the voice of the cultural sector in shaping the Mayor's strategy. The Group will develop partnership agreements, monitor or feed back to the Mayor on specific joint projects affecting London's cultural life.

The Group will operate as a large body of up to 25 members, but in order to pursue specific issues will establish smaller working groups for a time-limited period with additional expertise provided by individuals outside of the Group who are invited to take part in the working group alongside members. This will ensure the Group has the flexibility to respond to new issues, can incorporate a wider range of views, and is able to contribute more effectively to work programmes.

Strategic Direction 4: Creative Identity

4.1 Support initiatives which promote shared identity, unique communities and stories in order to encourage participation and a sense of belonging in Niagara.
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Online Cultural Portal

Ann Arbor Region, MI

www.a2artsalliance.org/pdf/Cultural_Portal_PR_final.pdf

The Arts Alliance will implement the recommendations of the Washtenaw County Cultural Master Plan for a county-wide online cultural web portal. The Cultural Master Plan creates a strategic vision for cultural development across the county over a 5-year period. Progress is being made on two levels:

- county-wide efforts such as the web portal are being spearheaded by the Arts Alliance; and

- on the local level, each population center is working to customize the Plan to meet its individual community needs.

A website advisory panel, consisting of community leaders from throughout the county, each representing different sectors and expertise, will begin working on the discovery phase of the online cultural portal. This online portal is a county-wide response to a recommendation that was made by all six task forces involved in the planning process of the Cultural Plan.

4.2 Promote and market Niagara as a cultural destination to both residents and tourists.

Niagara Region Tourism Strategy

www.tourismniagara.com/.../pdf/20061025_Niagara_Region.pdf

The Culture Plan identifies cultural resources (assets) and cultural tourism as important in the promotion and marketing of unique aspects of Niagara. The Region has the potential to work in collaboration with various industry, business and agency partners in integrating cultural tourism strategies in the implementation of the Plan. By further developing the cultural assets identified as part of the Plan process, there is potential to create one of the most recognized cultural destinations in the province and globally.

The Niagara Region Tourism Strategy and Annual Action Plan outlines potential growth opportunities available to both small and large tourism operators and emphasizes a cooperative, integrated, and all-inclusive destination tourism strategy which requires broad-based industry support based on the following four pillars for success:

- Research and Evaluation
- Destination Development (Supply)
- Integrated & Strategic Marketing (Demand)
- Industry & Community Relations

Priority will be given to the following in order to be successful:

- Encouraging investment and re-investment by the industry; and
- Capitalizing on the assets located throughout the entire Niagara Region.

Project Niagara – Niagara on the Lake

<http://www.projectniagara.ca/>

AND

Proposed Arts Facility - St. Catharines and Brock University

<http://www.inspireniagara.com/>

Both of these projects represent the power of innovative collaborations and set an example of exciting joint initiatives that add to the prosperity of Niagara.

Project Niagara is a partnership between the National Arts Centre and the Toronto Symphony Orchestra to create a 17-week international summer music festival on the shores of Niagara-on-the-Lake, Ontario. The two organizations have been working together on the Project's development and feasibility since 2004. It is proposed on a Parks Canada site on the shores of Lake Ontario.

The proposed concept enables the rehabilitation of the environmental and historical features of the property, which includes a rare stand of Carolinian Forest and is the site of an important battle of the War of 1812. It could potentially generate annual economic activity of \$93 million and create 707 full-time equivalent jobs by year 5 of the operation.

The partners are hoping to launch the festival during the bicentennial celebrations marking the War of 1812.

A proposed arts facility in the City of St. Catharines, the **Niagara Centre for the Arts (NCFA) and the Marilyn I. Walker School of Fine and Performing Arts (MIW SFPA)**, represents a partnership between the City of St. Catharines and Brock University designed to serve all of Niagara. This partnership has unveiled plans to open a major arts centre in downtown St. Catharines and relocate Brock University's current School of Fine and Performing Arts facilities alongside.

The project is set to revitalize the urban growth centre of Niagara, and add a major new cultural attractor to serve artists, students, and audience members from across the peninsula. The specialized, purpose-built and professionally managed facility will present, promote and develop the arts in Niagara.

The proponents indicate that artists, audience participants, business and tourism will all be enhanced by the development. They also recognize the importance of the project in supporting cultural workers and growth in the cultural sector that will help stimulate the economy and create a renewed interest in Niagara as a progressive, innovative community appealing to new businesses, investors and visitors.

4.3 Recognize and celebrate the contribution of culture to the Niagara community.

New South Wales Local Government Culture Awards

Government Association of NSW.

<http://culturalawards2009.lgsa.org.au/about>

Accessible Arts

Accessible Arts Award recognizes cultural activity accessible to people with a disability.

Aboriginal Cultural Development

Leadership by a Local Government in Aboriginal cultural planning processes and initiatives demonstrating Aboriginal control and participation and resulting in long-term benefits for Aboriginal arts.

Cultural Infrastructure

Development of a cultural facility meeting community cultural needs and representing local cultural identity in design elements. Sustainability and eco-friendly design is encouraged.

Integrated Cultural Policy Implementation

Leadership by a council in developing, implementing and evaluating strategic cultural planning, especially where integral to overall council strategic planning and demonstrating creative community engagement.

Library and Information Services

Leadership by a local or regional public library in any of the following areas: exemplary co-operation and networking, strategic planning, management or cultural programming.

Programs Projects and Partnerships

Leadership by a Local Government in developing, undertaking or commissioning cultural programs, projects and partnerships addressing community needs, assisting expression of community identity and facilitating community cohesiveness. Cross-border projects are encouraged.

The Brendan Hartnett Award

This award recognizes distinguished efforts fostering and furthering community cultural development by an employee of Local Government.

Cultural Industries

Leadership by a Local Government in developing cultural industries within their community including developing and implementing filming initiatives that benefit the film industry and the local community.

4.4 Facilitate the integration of cultural learning across various traditional and non-traditional settings and agencies in order to add to quality of life, a greater sense of personal well-being and increased social cohesion.

Niagara Prosperity Initiative

www.niagararegion.ca/living/.../Niagara-Prosperity-Initiative.aspx?

The Niagara Prosperity Initiative provides a number of objectives that correlate to the Culture Plan and provide an opportunity to collaborate on cultural initiatives. It is funded by the Region and managed by the Business Education Council of Niagara. A community advisory committee is guided by the following objectives:

1. To guide and direct investment on identified initiatives to alleviate poverty in all neighbourhoods across the Niagara region.
2. To advocate for change that will reduce and prevent poverty in the community.
3. To develop and enhance a collaborative relationship between stakeholders.
4. To engage people living in poverty in meaningful ways to ensure that investments reflect need and accrued tangible, measurable improvements to those residents.

Initiatives that will build on prosperity strategies implemented by the committee and that will be implemented by 20 different community agencies, targeting neighbourhoods that are most in need of assistance.

Projects range from creating community gardens and providing low-income residents with grocery vouchers, to summer school programs for youths and others which could potentially include cultural initiatives.

Arts and Culture Wall of Fame

Niagara Falls, ON

http://www.niagarafalls.ca/city_hall/departments/parks_recreation_and_culture/art_scene/awards/index.asp

Niagara Falls has developed a unique recognition program for artists in the community. The Arts & Culture Committee's purpose is to foster, develop and unite artistic and cultural activities in the community.

Through an Arts & Culture Wall of Fame initiative, the community will have the opportunity to celebrate the many outstanding accomplishments of its past and present citizens, as well as works of art that reflect the best of Niagara Falls.

Objectives:

1. To serve as a visual memory of artistic and cultural contributions to the City of Niagara Falls;
2. To ensure that both past and present residents receive due recognition for their artistic and cultural contributions; and

3. To ensure that works of art are recognized for their contribution to the arts and cultural landscape of Niagara Falls.

Finding Our Voices, Healing Our Wounds

St. Catharines and Area Arts Council, St. Catharines, ON

<http://stcartscouncil.ca/pages/home>

The St. Catharines and Area Arts Council (SCAAC) is a not-for-profit organization working to facilitate communication, collaboration and programs among artists, arts organizations and the community with the goal of enhancing cultural life.

Finding Our Voices, Healing Our Wounds was a collaborative project with YWCA St. Catharines; Five women visual artists collaborated with clients of the YWCA and other agencies to find visual expression for issues around sexual violence and abuse. The project paired artist mentors with small groups of women who explored their stories using visual art tools and materials. The experience culminated in a group exhibit at St. Catharines City Hall.

The St. Catharines and Area Arts Council is very interested in building partnerships with social service agencies and other community organizations for projects that connect art with social goals. They believe art has transformative power in individual lives and society and that art is a full and essential partner in healthy communities.

Neighbourhood Renewal and Youth Employment Through Creativity, Regent Park Toronto, ON

City of Toronto Employment and Social Services.

http://www.toronto.ca/socialservices/regent_park.htm

Creativity and culture are powerful tools for neighbourhood renewal. Grassroots creative talent flourishes in Regent Park, Canada's largest and oldest public housing development. *Regent Park Focus* is a non-profit organization established in 1991 through a provincially-funded program to promote health within vulnerable communities.

Regent Park Focus uses a variety of media to engage youth and realize their creative expression. Through all these programs and various media, the organization employs youth who also have an opportunity to find their voice on community issues and gain valuable experience for future work in the media industry. Youth work together in a supportive environment to promote healthy lifestyles to other young people, produce works of art, learn new skills, and become engaged in their community's life.

The Dallas Art Learning Initiative

Dallas, TX

<http://www.annenberginstitute.org/pdf/DALI.pdf>

DALI is a groundbreaking partnership between the City of Dallas, the Dallas Independent School District and local cultural organizations. It will be managed by Big Thought. The estimated \$39.8 million program is believed to be one of the most comprehensive city-wide arts-learning initiatives in U.S. history. Of the many layers DALI will add to the Dallas ISD curriculum, the city's children will see the most immediate benefit in the form of 140 new music and arts certified specialists added to the district over the next several years. In addition, every child in Dallas will be exposed to 45 minutes of art and music every week – for the first time since 1978. DALI is designed to coordinate and leverage high-quality arts learning experiences for Dallas children and families. The three main goals of the programs are to: 1) Increase the amount and quality of arts education in the Dallas ISD elementary school. 2) Work with the City of Dallas to create networks that coordinate arts programming for children and families at the neighborhood level.

3) Work with Dallas cultural providers to more deeply position the arts as a tool in the teaching of science, math, social studies and language arts as well as bolstering fine arts education.

Thriving Minds

Dallas, TX

<http://www.bigthought.org/>

<http://www.bigthought.org/LinkClick.aspx?fileticket=GE0cGJGvmYE%3d&tabid=263>

Thriving Minds was launched in 2007 with the help of a three-year, \$8 million grant from the Wallace Foundation and more than \$9 million in private-sector funding. Managed by Big Thought, Thriving Minds has engaged students in the classroom by using arts and culture to help teach subjects like reading and math. It has also reintroduced formal arts instruction to elementary schools by hiring fine arts specialists and increasing the amount of class time devoted to music and visual arts. Finally, Thriving Minds is organizing neighbourhoods to coordinate and boost creative activities for families outside of school, during evenings, weekends and summers. Each year, they serve more than 300,000 students, teachers, parents, caregivers and mentors by coordinating the efforts of schools, libraries, cultural institutions, community-based organizations and others to provide children and families access to quality programs from many disciplines, including music, dance, theater, creative writing, science, technology and more. When the Thriving Minds vision is fully realized, the city of Dallas will have stronger arts and cultural providers and offer equal access to learning and resources for thousands of children.

Arts Education Partnership Initiative

Seattle, WA

http://www.seattle.gov/arts/community/arts_education.asp

<http://www.seattle.gov/arts/downloads/artsed/ArtsEdPartnerInitiative.pdf>

<http://www.seattle.gov/arts/downloads/artsed/ArtsEducationReport.pdf>

Seattle is a center of arts and culture, as well as creativity in many sectors – technology, biotechnology, aerospace, retail, sustainability. The Office of Arts & Cultural Affairs and the Seattle Arts Commission join Seattle Public Schools in wanting the public school system to prepare all Seattle’s children to participate fully in the creative culture of work and life. The Mayor and City Council approved \$100,000 in the 2008 city budget to seed this initiative, and are continuing annual funding of \$100,000 in 2009 and 2010.

OnHold

Seattle, WA

<http://www.seattle.gov/onHold/>

Waiting on hold just got a lot more enjoyable for Seattle residents. A unique partnership between the City of Seattle’s Office of Arts & Cultural Affairs and its Information Technology Department has resulted in an innovative program that promotes the city’s vibrant and varied music scene, supports local musicians, and makes on-hold waits more palatable, all the while raising funds to support arts education. “The program is a great way to support local artists and expose more people to the incredible diversity of music this city has to offer,” said Mayor Greg Nickels, whose recorded voice invites callers to learn more about the music and featured artists online. Dubbed OnHold, the program treats people calling City of Seattle offices to a broad selection of local music when they are placed on hold. The OnHold mix features independent, self-produced artists alongside internationally recognized recording artists. Featured music styles range from jazz to classical and salsa to Japanese traditional music. OnHold music rotates regularly, and the City invites Seattle-area musicians and organizations to submit recordings for consideration. Listeners can link to the Seattle musicians they hear through the City’s website, where they can buy music, check out the featured artists’ websites and concert calendars, and subscribe to a

podcast of the OnHold mix. The City's website also links to online retailers CD Baby and Amazon, and a portion of web sales revenue generated by OnHold goes to city arts education efforts while the musicians' revenue remains untouched. The Office of Arts & Cultural Affairs promotes the value of arts and culture in and of communities throughout Seattle. The 15-member Seattle Arts Commission, citizen volunteers appointed by the Mayor and City Council, supports the city agency.

Montclair Arts Council: Creative Aging Initiative

Montclair, NJ

<http://www.montclairarts.org/projects-aging.asp>

With baby boomers starting to hit their 60s and medical advancements improving daily, America's population will become more and more silver in the next couple of decades. It is widely known that this shift will have an effect on the arts in terms of staff changes, but few in the arts have considered how it will affect programming. A few organizations are ahead of the curve, creating programs for aging adults. Montclair Arts Council in Montclair, NJ, started the Creative Aging Initiative this year, an innovative two-part program for Montclair's seniors, senior-care providers, and interested members of the public. The project's goal is to enrich the lives of the elderly through engagement with the arts, and to proclaim and support their primary place in the community.

The first program of the Creative Aging Initiative was a sneak preview of the public television documentary, *Do Not Go Gently*. Narrated by 90-year-old Walter Cronkite, *Do Not Go Gently* is an American Public Television film documenting the power of the imagination in the elderly. *Do Not Go Gently* focuses on three extraordinary elder artists and weaves in the work of Dr. Gene Cohen, who studies the aging brain and the role creativity plays in improving the long-term health of seniors. The film explores the need for new approaches to communication in a world where the aging population is growing rapidly, and the triumph of the imagination and spirit over the aging body. Following the film, viewers participated in a Q & A with the film's producer and director and were invited to take a tour of the Montclair Art Museum's featured exhibition. Work by 95-year-old artist, Will Barnet. Susan Perlstein, executive director of the National Center for Creative Aging, led a follow up workshop, specifically for service providers, to learn from successful creative aging programs around the country as a basis on which to design programming for local seniors.

The second project of the Creative Aging Initiative, *Passports to Remembrance: These Are a Few of Our Favorite Things*, is an ongoing community project made by, for, and about seniors. In addition to showcasing the creativity of seniors through the photographic and storytelling arts, the project was hoped to provide the public with insights into the personal histories and experiences of this generation. Seniors are photographed with a piece of memorabilia of special significance to them by a senior photographer while a senior interviewer records each participant's remembrance. The photographs and stories were exhibited at the Montclair Public Library in late 2007, as well as in a CD catalogue. Each participant received a framed photograph and copy of his or her story. Montclair Arts Council hopes to bring seniors into the Montclair Public Schools to share their stories, and to turn this project into a travelling exhibition.