City of Peterborough Municipal Cultural Plan

City of
Peterborough

DIALOG®

City of Peterborough Municipal Cultural Plan

2012

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Cover Photo: Hunter Street during Artsweek.
Photo by Andrew Fox

City of Peterborough

City of Peterborough
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DIALOG® GINDER CONSULTING

We would like to thank the members of the Technical Advisory Committee and the Arts, Culture and Heritage Advisory Committee, as well as all the City staff and community members who, through their participation, effort, and support, made an invaluable contribution to the creation of this Plan.

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City of
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On April 23rd, 2012 City Council adopted Peterborough's first Municipal Cultural Plan. In doing so, Council has recognized the important role that the City's cultural assets play in building Peterborough's future prosperity.

Mayor Daryl Bennett and Peterborough City Council

Message from Dan Taylor, President & CEO of the GPAEDC

GREATER PETERBOROUGH AREA ECONOMIC DEVELOPMENT CORPORATION

Bull's-eye! I have just finished reading the City of Peterborough's Municipal Cultural Plan and I am delighted to say that, as a community builder, it is an extremely valuable tool and is right on target. Plans developed to ensure a city's economic vitality and secure its future in the relatively new post-industrial economy have to address at least two key issues:

The maintenance and enhancement of a community's 'quality of place' and,

the retention and attraction of educated, skilled workers in creative occupations. These are people who are paid to think and they are a significant and growing part of the labour force.

I am pleased to note that this plan does both.

In today's creativity, knowledge and innovation driven economy, in which companies can locate virtually anywhere, Peterborough's main competitive advantage is quality of place. This plan clearly identifies that asset as critical to our community economic success. Municipalities must maintain and invest in their communities in order to retain and attract creative occupations and knowledge workers, which in turn drives economic growth. This plan acknowledges the City's cultural assets as key resources for enhancing Peterborough, making it a wonderful city to live in and enjoy for all its citizens, old and new.

As the head of the GPA's economic development agency, I feel extremely fortunate to have such a wonderful strategic tool available to assist us and ensure that Peterborough positions itself as a creative and innovative 'leading edge' city. This is vitally important because, while we may be on the leading edge of cities transitioning to a creative economy, we are also on the edge of Canada's largest economic metropolis and must work that much harder to bring our share of creative talent and investment to the community.

The City's cultural development and enhanced quality of place can only help to make Peterborough more competitive in the new economy. By capitalizing on its geography, history, culture, creative workforce and post-secondary institutions, the prosperity from the coming wave of economic growth and wealth creation will be very much within Peterborough's reach.

We at the Greater Peterborough Area Economic Development Corporation are fully supportive of the City's Municipal Cultural Plan and look forward to participating in, and seeing its vision realized over time.

Sincerely,

Dan Taylor, President & CEO
Greater Peterborough Area Economic Development Corporation

Executive Summary

Peterborough is a city rich with history that also has a long-standing and vibrant arts and culture scene. It is located in a region where the people have a strong connection to the many lakes, rivers, and streams. It is home to dozens of interpretive, educational, and umbrella culture and heritage organizations; nearly 150 not-for-profit arts organizations; hundreds of professional cultural workers, many with provincial, national, and international reputations; and over 350 local businesses involved in cultural activity. Coupled with the natural heritage of the region, this cultural activity contributes to a creative richness and vibrancy not usually found in cities of Peterborough's size.

The Municipal Cultural Plan

Recognizing the importance of these significant assets to Peterborough's future prosperity, the City of Peterborough engaged DIALOG, in association with Ginder Consulting, to prepare its first Municipal Cultural Plan (MCP). The MCP is intended to be a strategic document for the City of Peterborough and its partners. It provides a municipal policy, leadership, and investment framework for:

• Leveraging and nurturing Peterborough's significant cultural assets;

• Building the capacity of Peterborough's cultural sector;

• More fully integrating culture into all facets of municipal planning and decision-making; and

• Ultimately enabling greater long-term sustainability and prosperity.

A community's quality of life is closely related to the quality of its cultural engagement, expression, dialogue, and celebration. Planning for culture means providing a framework that will allow culture to flourish. By extension, this will help Peterborough to flourish as well.

The MCP is a corporate tool to grow quality of place. It is a master plan for use by the City in directing its investment in culture, and for identifying municipal priorities. A Municipal Cultural Plan is different from a Community Cultural Plan, which is developed, led, and 'owned' by the community, with the municipality being but one of many stakeholders. A Municipal Cultural Plan is a municipally led process with the goal of establishing culture as an important pillar of city-building, and touching on the work of all city departments. It integrates culture into formal policies, plans, and investments by local government, and engages the participation of key partners throughout the community.

In this Plan, a broader definition of culture has been used, one that is more characteristic of Peterborough's unique social, physical, and historical makeup. Culture in Peterborough includes not only the traditional disciplines of arts, culture, and heritage, but also such things as sports, recreation, lifestyle choices, common values, creative activity, and the 'sense of place' that residents and visitors associate with Peterborough.

While some of the concepts may seem quite new, they are based on the experiences of cities around the world that have witnessed the positive correlation between investment in culture and accelerated economic prosperity. What the leaders in these cities have come to realize is that investing in culture makes good business sense. For those that are new to municipal cultural planning, Section 1.0 (grey) provides a helpful overview of this relatively new discipline. Section 2.0 (light blue) provides an overview of the economic shifts that are happening throughout the world and explains the concept of creative economies and cities. Together, Sections 2.0 and 3.0 (purple) provide much of the rationale for cultural planning and investment, and show why it should be regarded as a priority item on municipal agendas.

Those familiar with the concepts of cultural planning, the creative economy, and the shift in economic focus from manufacturing to creative industries, may wish to skip ahead to Section 4.0 (yellow). This section provides a snapshot of Peterborough's cultural prosperity in comparison to fourteen other municipalities in Ontario. For those wanting to move straight into the Plan content, Section 5.0 (red) provides an overview of how the Plan is structured and a description of the various components that have been included in the Plan.

Culture Plan Framework

The Plan's framework consists of a Vision, Principles, Strategic Directions, Actions, Initiatives, and a final section on Implementation. The Plan was developed over three phases, which include:

- Analysis (September 2010 – Mid-November 2010)

- Visioning (Mid-November 2010 – February 2011)

- The Plan (March 2011 – January 2012)

The Vision and Principles were developed early on in the process. They are high-level value statements that helped guide the development and evaluation of the Plan's Strategic Directions. The Vision and Principles for the Plan can be found starting on page 46 of this document.

Once a draft of the Vision and Principles was complete, work began on the development of Strategic Directions. The Strategic Directions are to be a key component of the Plan, serving as a mechanism for identifying and categorizing important priorities. Using a broad brush approach, the Strategic Directions identify the

School children participating in educational programming at the Art Gallery of Peterborough

significant cultural areas upon which the City must focus its attention. A brief summary of each Strategic Direction can be found at the end of this section. The Strategic Directions are described in full detail in Section 6.0 (orange). Also in Section 6.0 are sidebars that provide a quick snapshot of what each Strategic Direction will mean for the residents and businesses of the City of Peterborough.

For each Strategic Direction, a series of Actions and Initiatives were developed. These represent the tangible steps that the City must undertake to best leverage its culture in order to generate prosperity and develop a high quality of place. The Actions and Initiatives are contained in Section 6.0 with their corresponding Strategic Direction.

They reflect the feedback of community members and City staff that came from the Plan's public consultation process. For each Initiative, a recommended timeline for implementation is indicated that reflects the Plan's 10-year planning horizon. Initiatives that are already underway and ongoing are also indicated.

In some instances, the Actions that have been identified represent undertakings by the community rather than the City. Although this is a Municipal Cultural Plan, certain community actions have been included in the document because they are important building blocks of sustainable cultural planning and development. While the MCP is intended as a master plan for use by the City in directing its support for culture, it is also meant to be a living document that can work to foster key partnerships both internally and externally. One of the primary goals of the MCP is to promote a dialogue and foster collaboration within both the City and the community.

Section 7.0 (purple) outlines the necessary conditions that must be in place for the Plan's successful implementation. These include a strong governance process, a commitment from Council to endorse the Plan, the engagement and buy-in of City staff and partners to the Plan, and a process of ongoing monitoring and measurement. It will also be necessary to ensure ongoing collaboration both within the City and throughout the community, and that the MCP aligns with other key City planning documents. Equally important will be the City's provision of the support to the community needed to help build the capacity of the cultural sector.

Section 8.0 (green) provides a number of best practices from other municipalities that provide helpful illustrations of what is possible when a city invests in its culture.

Although this Plan is not a Community Cultural Plan, the community has played a key role in its development. As consumers and producers of culture, the community's continued and active involvement in implementing the Cultural Plan will be fundamental to its success in making culture thrive and driving economic prosperity for the City of Peterborough.

Strategic Directions

The final outcome of the planning process for the Culture Plan is the development of Seven Strategic Directions that seek to promote culture both within the municipality and community; identify existing and needed resources to build cultural capacity; explore collaborative frameworks and partnerships; and integrate a "cultural lens" into the different areas of the City's processes and city-building activities. The Strategic Directions are:

SD.1 Strategic Direction 1:

Celebrate and Strengthen Our Region's Waterways, Cultural and Natural Heritage - recognize the region's significant cultural and natural heritage as continued environmental, social, and economic assets for Peterborough and celebrate the important relationship between the people and the land.

SD.2 Strategic Direction 2:

Strengthen the Arts - foster and support the growth of the arts sector in Peterborough, enabling greater collaboration and partnership-building to occur within the arts community, and with community partners such as local businesses, educational institutions, and the City.

SD.3 Strategic Direction 3:

Strengthen Heritage - build on the City's past heritage work through continued development of policy and regulatory frameworks and tools such as heritage conservation districts to protect Peterborough's historic buildings and landscapes.

SD.4 Strategic Direction 4:

Strengthen Downtown as a Cultural Hub - reinforce City policies and initiatives to increase quality of life downtown, improve the pedestrian environment, and emphasize downtown as the "cultural hub" or focal point of cultural activity and creative entrepreneurship incubation in the community.

SD.5 Strategic Direction 5:

Incorporate Culture in All Neighbourhoods - support cultural development initiatives at the neighbourhood level and recognise the "uniqueness" of Peterborough's neighbourhoods. Cultural development should be supported at the neighbourhood level through partnerships between the City, neighbourhood organizations, artists and cultural workers, business owners, and residents.

SD.6 Strategic Direction 6:

Encourage Inclusivity and Facilitate Diversity - partner with a wide array of organizations to promote diversity and facilitate a more inclusive city, continuing to attract and retain newcomers and youth, and continuing to respond to the needs of changing demographics.

SD.7 Strategic Direction 7:

Build the Capacity of the Arts, Culture, and Heritage Division - explore greater opportunities for collaboration, enhanced efficiencies of cultural facilities, and continue to raise awareness of the Division's role in city-building

Each Strategic Direction in the Plan is accompanied by several actions with corresponding initiatives and projects. Either the City, the Community, or the City and Community have been identified as having primary responsibility for implementing the initiatives. Key players who will have a significant role in carrying out each initiative have also been identified. As the Plan is implemented and evolves over time, actions will be further developed.
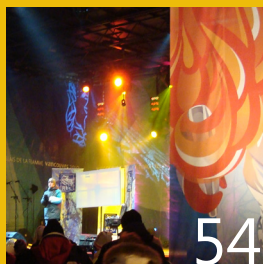
Implementation

An Implementation Plan has been developed to assist the City of Peterborough and its partners to achieve the Strategic Directions outlined in this Plan. The implementing strategies focus on 1) developing effective and sustainable advisory and governance systems; 2) enabling continued cross-departmental dialogue, collaboration and plan alignment; and 3) sustaining cultural capacity and an ongoing dialogue on cultural planning. Also part of the Implementation Plan is a list of six Signature Objectives and associated Initiatives that have been identified as the Plan's core priorities. These initiatives will be the first to be implemented upon adoption of the Plan. The Signature Objectives can be found on pages 92 to 93 of the Plan.

Contents

1.0

What is Municipal Culture Planning?

"We must put culture and place at the centre of building Canadian communities."

EXTERNAL ADVISORY COMMITTEE ON CITIES AND COMMUNITIES (HARCOURT)

Municipal cultural planning is generally defined as the "strategic and integrated planning and use of cultural resources for economic and community development".[1] It is a process through which the collective creativity of a community is leveraged to build community prosperity. The focus of cultural planning in the past was on the provision of facilities and programs (museums, galleries, theatres, public art, and festivals). Today cultural planning is far more 'place based' and recognizes that culture, the economy, and social well-being are fundamentally entwined. It is based on the belief that cultural resources make a city unique and play a fundamental role in expressing a community's values. Municipal cultural planning has five defining features:

1. **Cultural Resources** These are the building blocks of municipal cultural planning. Cultural resources can be both tangible (facilities, organizations, and events) and intangible (the unique stories and qualities that give identity to communities).

2. **Cultural Mapping** This is a systematic approach to identifying and recording a municipality's cultural resources. Cultural mapping begins with an inventory of local cultural resources. It then seeks to demonstrate the relationship between those resources and various social, economic and environmental factors (such as rent, proximity to other resources, etc.), and then presents the information graphically in various ways.

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1   Municipal Cultural Planning Incorporated

Anne Cavanagh's drawing class at the Art Gallery of Peterborough

3. **Municipal Roles** One of the goals of municipal cultural planning is that municipalities (under the direction of Council) work towards the integration of culture in plans and policies across all departments and help build local capacity through collaboration among cultural groups.

4. **Collaboration and Partnerships** Municipal cultural planning relies on effective collaboration and partnerships between the municipality and its community and business partners.

5. **Networks and Engagement** A fundamental aspect of municipal cultural planning is the development of systematic approaches that connect people and groups, both within the City's administration and across the community, in order to make them a part of the planning and decision-making processes related to cultural resources.

Early 19th century wooden carriage house in Peterborough's old north end

2.0

Understanding the Place of Culture in the New Economic Age

Canada, like most of the developed world, is currently experiencing a shift to a radically different economic paradigm than that which has dominated since the beginning of the industrial revolution. In this new economy, investment in intellectual creativity in the form of ideas, innovations, and knowledge, is replacing capital investment in large plants and heavy machinery as the primary drivers of economic growth. In this new "creative" or "knowledge" economy, as it has come to be known, the nature of work is increasingly shifting from repetitive, routine-oriented work, to work that requires creative thinking, analytical skills, the ability to problem solve, innovate, and collaborate.

Richard Florida, Director of the Martin Prosperity Institute in Toronto and a leading economist, has identified the people who work in the knowledge industry as the "creative class". He believes that these workers are well educated and for the most part, fall into one of two groups. The first is the Super-Creative Core - scientists, engineers, professors, artists, entertainers, designers, and architects. Their primary job function is to develop creative and innovative ideas. The second group is made up of Creative Professionals - people who generate wealth through the delivery of classic knowledge-based services like health care, technology development, financial services, legal professions, and business management. (see Appendix 4).

In Ontario today, the creative class comprises roughly 35 percent of the workforce, and that 35 percent collects 51 percent of all wages. The creative economy in Ontario pays over 1.5 times more than traditional manufacturing industry workers make, who are in the next highest wage category. It is also highly resilient, with double digit employment growth and low unemployment. Between 1988 and 2008, unemployment in creativity-oriented occupations never reached as high as four percent, even during the recession of the early 1990s, which saw high overall unemployment. By contrast, employment in routine-oriented occupations has never fallen as low as four percent.[2]

Richard Florida and others have argued that in this new economy, the traditional economic growth model that courts large-scale business investment in order to attract jobs and people is no longer relevant. Instead, it is increasingly recognized that the clustering of talented and creative people in specific locales is what drives economic growth and development in those places. Where people choose to live depends increasingly on the cultural amenities, experiences, and quality of place that a city has to offer (including cultural and entertainment options, and a unique natural and built heritage), rather than on the availability of employment. In other words, today, jobs follow talent, rather than the other way around. This means that, more than ever before, place matters.

In response to this new reality, cities around the world are seeking to mobilize the benefits of urban life in order to create the sorts of places in which people want to live. The most successful of these cities are supported by institutions that not only celebrate creativity, but are also collaborative, democratic, and innovative. Those cities that are most successful at promoting the development of both culture and quality of place are positioning themselves for the greatest success in the new economy. Cities as diverse as Toronto, Vancouver, Winnipeg, Thunder Bay, and Saskatoon, have developed culture plans that recognize the fundamental role that culture plays in their economic development.

2   Prince Edward/Lennox & Addington Community Futures Development Corporation (PELA CFDC). (2009). *Canada's creative corridor: Connecting creative urban & rural economies within eastern Ontario and the mega region.* Retrieved from http://pelacfdc.ca/photos/custom/Intro_Report2.pdf

"Today's professionals see themselves as members of a broad creative force, not as corporate officers or organization men. Thus, they gravitate to stimulating creative environments - to places that offer not only opportunities and amenities, but openness to diversity, where they feel they can express themselves and validate their identities."

- RICHARD FLORIDA IN *THE RISE OF THE CREATIVE CLASS AND HOW IT'S TRANSFORMING WORK, LEISURE, COMMUNITY, AND EVERYDAY LIFE*

The collective experience of many cities across Canada has shown how investment in arts, culture, and heritage leads to significant returns that stabilize and benefit a municipality overall. In the City of Winnipeg, every dollar that the municipality spends on arts, culture or heritage leverages an additional $18.21 in the form of private donations, contributions from other levels of government, and tax dollars collected by the municipality. In Toronto, this number is $17.75.[3]

In Peterborough, manufacturing and service sector employment will likely remain important parts of the local economy for the foreseeable future. However, for there to be continued economic growth, even these jobs will have to become more creative in their scope. As Peterborough embraces and supports creative industries, the presence of a growing number of creative economy workers in the city will generate an increased demand for cultural offerings. Consequently, as the local culture is enriched, the city becomes more attractive as a location for creative industries. By recommending initiatives that promote creative industry enhancement in Peterborough, the MCP will become an important part of ensuring a strong economic future for the region.

3   City of Toronto. (2011). *Creative Capital Gains: An Action Plan for Toronto.*

3.0

Planning for Culture

"Peterborough needs to focus on becoming a great city for the people that live here, which in turn, will create a great destination for those seeking to visit or establish themselves within the city. "

- FOCUSED GROUP PARTICIPANT

The culture of a place is an important part of what distinguishes one community from another. It also plays a critical role in ensuring the sustainability and prosperity of a city, because culture is fundamental to creating quality of place, and quality of place is an indispensable success-factor in today's economy. Cultural resources are the raw materials of a city's well being, and, as with any raw material, they require a certain level of stewardship, including proactive planning and management, in order to be effective agents of economic growth.

The three main goals of municipal cultural planning are:

1. **The promotion of economic development through culture** by addressing the significant new economic and demographic realities of today's economy (see Section 3.0). Fundamentally, this is about attracting jobs in the context of the new, knowledge-based economy. Municipalities can no longer rely on traditional industry to drive economic development. Instead, creative industries are taking the place of traditional industry in supporting local economies.

2. **The creation of liveable and sustainable municipalities** that feature an enhanced quality of life and are planned with long term objectives in mind. Successful city building is about creating desirable places that attract new, and retain existing residents. Today's labour force is mobile and transient, and municipalities now must compete for highly skilled workers who are considering more than just potential employment opportunities when deciding where to live. Liveable and sustainable communities draw people *and* opportunities.

3. **The creation of vibrant downtowns and healthy neighbourhoods** through the promotion of cultural production and consumption. Under municipal cultural planning, downtowns are seen as vital cultural districts that form the backbone of the economic and cultural life of a city.

Planning for culture means providing the framework under which culture can flourish. It means identifying, managing and developing cultural resources effectively and responsibly; and addressing issues of planning, social affairs, and economic development from a perspective that is both sensitive to, and informed by, culture.

CORE CULTURAL POLICIES

Libraries

Talent & Organizational Development

Arts Policies / Plans

Heritage Policies / Plans

Creative & Cultural Industries

CULTURE AND SOCIAL INCLUSION

New and Diverse Audiences

Active Participation of Citizens in Culture Creation

Public Spaces for Cultural Activities

Intercultural opportunities

Placemaking and the Public Realm

CITY VISION & GOVERNANCE

CULTURE AND ECONOMY

Creative Cultural Industries

Creative Cultural Occupations

Cultural Tourism

Place Competitiveness

CULTURE AND ENVIRONMENT

Urban Planning & Urban Design

Public Art

Cultural Landscapes

Cultural Heritage Conservation

Cultural Clusters & Hubs

4.0

The Peterborough Context

"The economic impact of arts and culture on
the city's economy is not well understood . . .
We need to make the case for culture within the city."

"Peterborough is a microcosm of all the good things"

- STAKEHOLDER INTERVIEW PARTICIPANTS

The City of Peterborough is home to a vibrant arts, culture, and heritage community, with levels of activity far above those typically found in other communities of its size. It includes a wide variety of museums; a vibrant theatre scene; hundreds of cultural workers, producers, and organizations; a busy festival calendar; and a well-preserved built heritage. Promoting, nurturing, and growing these crucial assets will be vital to ensuring a high quality of life for the people of Peterborough, and continued economic prosperity for the city.

Cultural Resources

Intangible Assests

Place Names, Street Names
Traditions & Ceremonies
Customs, Folk Stories
Historic Archived News Prints &
Photographs

Creative Cultural Industries

Advertising
Architecture
Art Dealers/Suppliers
Bookstores and Music Stores
Commercial Galleries
Film/Video/Sound Recording
Graphic Designers
Libraries and Archives
Pottery and Ceramics
Photography
Publishing Industries
Radio and Television Broadcasting
Theatre Companies
Restaurants
Innovation Cluster
Wilderness Outfitters
Authors, Actors, Musicians, & Artists

Spaces and Facilities

Peterborough Museum and Archives
Libraries
Sports Hall of Fame
Veterans Wall of Honour
Art Gallery of Peterborough
Artspace
Canadian Canoe Museum
Hutchison House
Market Hall Performing Arts Centre
Showplace Performance Centre
Visual Arts Facilities
Architectural Offices
Broadcast Studios
Design Studios
Digital and Media Studios
Film/Video-Sound Recording Studios
Trent Valley Archives
Dance Studios
Public Art
City Parks
Trent University & Fleming College

Natural Heritage

Ganaraska Forest
Riverview Park and Zoo
Kawartha Heritage Conservancy
The Kawartha Lakes
Squirrel Creek Conservation Area
Whitfield Wildlife Conservation Area
Petroglyphs Provincial Park
Little Lake and Beavermead Park
Jackson Creek Watershed
Warsaw Caves
Trent-Severn Waterway
Farms and Orchards
Peterborough Field Naturalists
Kawartha Turtle Trauma Centre

Festivals and Events

Peterborough Exposition
County Fairs
Antique and Heritage Fairs
Culinary Festival
Festival of Trees
Snofest
First Nations Pow Wows
Little Lake Musicfest
Ode'min Giizis Festival
Film, arts, crafts, & music festivals
Doors Open Peterborough
Kawartha Autumn Studio Tour
Slow Food and Culture Festival
Muse Film Series
Reframe: Peterborough International Film Festival
Peterborough Folk Festival
Peterborough Dragon Boat Festival
Parades
Multicultural Canada Day

Cultural Heritage

Little Lake Cemetery
Lang Pioneer Village Museum
Whetung Ojibwa Centre - Curve Lake
Peterborough Lift Lock National Historic Site
of Canada
Heritage Buildings & Churches
Heritage Homes & Cottages:
Cox Terrace National Historic Site of
Canada
Cultural and historic landscapes
Confederation Square & Cenotaph

Community Cultural Organizations

Aboriginal (Cultural) Organizations
Community Arts Organizations
Historic and Genealogical Societies
Multicultural (Cultural) Organizations
Municipal Heritage Committee
Dance Societies
Kawartha World Issues Centre
Peterborough Social Planning Council

Figure 1: Cultural Resources of Peterborough and Surrounding Area

Cultural Mapping

In 2007, the City of Peterborough undertook a cultural mapping exercise to identify and document the city's cultural resources. The first step in mapping cultural assets is to identify, record, and classify the community's creative and cultural resources. The data is then consolidated into a consistent set of categories of culture resources to create the Cultural Resource Framework. The Peterborough cultural mapping exercise identified hundreds of cultural assets that contribute to the uniqueness of the city. These include the city's historical, artistic, and archaeological heritage; local festivals, and rituals; leisure activities; opportunities for sports and recreation; cultural and entertainment venues; the cultures of youth, ethnic minorities, and other communities of interest; and the local products and skills unique to Peterborough, such as canoe-making. The diagram on the facing page illustrates the key areas of "cultural assets" identified through the City's cultural mapping exercise.

The cultural mapping exercise outlined Peterborough's significant cultural strengths. It underscored the importance of culture to the city's high quality of life by highlighting the extent of place-based cultural amenities. It also demonstrated the need to better understand the importance of investing in culture in Peterborough as a key strategy to enhance the very assets that make the city different from other municipalities of a similar scale.

Benchmarking

Peterborough is rich in cultural assets that are unique to it. Benchmarking, or comparing these assets to those available in other Ontario municipalities, provides a measure of the relative strength of the cultural community in Peterborough. It also helps to illustrate the interplay between cultural assets and various social, economic, and environmental forces, and begins to provide a framework for understanding how these can be leveraged to improve the quality of life and standard of living within the region. These insights help Peterborough to better capitalize on the benefits of culture as a key component of city building.

Through the benchmarking exercise, Peterborough was compared to a number of Ontario municipalities in three categories:

- Cultural Resources and Facilities

- Cultural Spending

- The Availability of a Skilled and Creative Workforce

Including Peterborough, a total of thirteen benchmark municipalities and one county were used.[4] The following are distinguishing features of these municipalities:

- They range in size from a population of just 24,901 (Prince Edward County), to almost 2.5 million (City of Toronto).

- Five of the urban areas have a population within (lesser or greater than) 50,000 people of Peterborough, and eight are within 110,000 of Peterborough's population.

- Three of the benchmark urban areas (Prince Edward County, Cornwall, and Belleville) have populations smaller than Peterborough, while the rest are larger.

Although the diversity in the sizes, ages, and economies of cities makes comparison between them difficult, the benchmark urban areas used here were carefully chosen to provide a context against which to measure Peterborough's relative cultural strengths and weaknesses. The exercise has clearly demonstrated that, although Peterborough is at the lower end of the population scale of the areas chosen, it is competitive in virtually all of the benchmarking categories. This is true even in comparison to the largest of the urban areas examined. This suggests that size is not necessarily a determinant of cultural vibrancy. However, when it is used as a basis for comparison, Peterborough performs strongly.

Cultural Resources & Facilities

Peterborough boasts a wide array of quality cultural resources and facilities. The city has seven museums, including the Peterborough Museum and Archives, the Canadian Canoe Museum, and a municipal art gallery, the Art Gallery of Peterborough. It has five theatres, including Showplace Performance Centre and the Market Hall Performing Arts Centre, located in the historic and beautifully restored Market Hall, and two-post secondary institutions, Trent University and Fleming College.

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4   *Because of limitations regarding the availability of data, the same benchmarking cities are not necessarily used in all categories, although the majority of cities do appear in each category.*

Table 1 is a comparison of the number and concentration of the most common cultural resources and facilities found in eleven Ontario municipalities, and demonstrates Peterborough's comparative strength in this category. For example, Peterborough has a relatively high number of museums, and a particularly high number of commercial art galleries in comparison to the other cities studied.[5] The city is also home to a vibrant and robust live theatre scene, with more theatre seats per 100 residents than any of the other 10 cities studied. The results of the 2007 cultural mapping exercise, which found 20 theatre groups, 14 performing arts groups, and 39 music groups in Peterborough, also support this finding.

Table 1 : Cultural Facilities Comparison Chart (Adapted from *Creative Together: A Cultural Plan for the City of Vaughan*)

Municipality/Region	Population	Museums	Public Art Galleries	Commercial Art Galleries/Dealers	Theatres	Theatre Seats	Seats per 100	Universities / Colleges	Heritage Cons. Districts	Designated Historic Buildings (PT. IV - Heritage Act)
Prince Edward	24,901	5	0	10	1	445	1.79	0/0	0	83
Cornwall	45,640	3	1	1	2	945	2.07	0/0	0	18
Belleville	46,029	5	1	4	2	838	1.82	0/1	0	38
Peterborough	77,583	7	2	6	5	1675	2.16	1/1	0	115
Barrie	103,710	3	2	5	2	795	0.61	0/1	0	16
Thunder Bay	109,016	11	1	5	2	1747	1.6	1/1	1	60
Kingston	114,195	21	1	4	6	1999	1.75	1/1	2	593
St. Catharines	129,170	3	0	5	7	1642	1.24	1/1	4	35
Vaughan	182,022	2	1	14	1	381	0.16	0/0	4	47
Hamilton	490,260	18	2	19	13	6948	1.33	1/1	7	241
Toronto	2,481,494	630	4	210	68	36,172	1.45	4/5	20	4500
SOURCES	Statistics Canada	OMA, Internet, Vaughan Culture Plan	OAAG	Canada 411	Internet, Vaughan Culture Plan	Internet, Primary Research	Internet, Primary Research	Ministry of Training, Colleges and Universities	Ministry of Tourism & Culture	Primary Research

Additional Sources: Prince Edward County, City of Vaughan, City of Peterborough, City of Barrie, City of Belleville, City of Hamilton

5   *With 11083 persons per museum, Peterborough's residents have greater access to museums than residents of half of the other cities studied (Cornwall, Hamilton, Barrie, St. Catharines, and Vaughan). In terms of commercial art galleries, there is one for every 12,931 people, placing Peterborough ahead of Vaughan, Barrie, Thunder Bay, Hamilton, St. Catharines, Kingston, and Cornwall, and behind only Prince Edward County, Belleville, and Toronto.*

One particular area in which the City excels compared to other municipalities of its size is in the number of historic buildings it has designated under Part IV of the Heritage Act. Peterborough has 115 such buildings, more than any other city of comparable size included in the benchmarking exercise, except Kingston. Peterborough has made significant progress in protecting its built heritage in recent years, and has increased the number of designated buildings within its borders to 115, from the 52 that existed in 2005. There are also three structures that are National Historic Sites: the Peterborough Lift Lock, the Cox Terrace, and the Peterborough Drill Hall and Armoury. These successes in the area of heritage preservation have been recognized provincially and nationally.

It should, however, be noted that, with the exception of Barrie, all of the benchmark cities with a population within 100,000 of Peterborough's also have at least one Heritage Conservation District (HCD). Each HCD includes an unspecified number of additional heritage structures that are not reflected in the number of individual designated properties noted in Table 1. By designating one or more HCDs in the city, Peterborough would add a significant layer of protection for its built heritage, further demonstrating its commitment to heritage conservation.

Peterborough's vibrant downtown is a factor that contributes to the City's success in supporting such a large and diverse array of cultural resources and facilities. It is clear from the benchmarking exercise that the cities with the most cultural facilities are also those with the most vibrant and walkable downtowns. This suggests that the critical mass associated with a vibrant downtown (in terms of the number of people who live, work, and spend leisure time there) may be an important contributing factor in a city's ability to support a rich stock of cultural facilities.

Cultural Spending

Figure 2 demonstrates that spending on culture has increased steadily in Peterborough over the last eight years. In 2002, the City spent a total of just $9.68 per capita on arts and culture initiatives, including cultural grants. By 2010, that number had increased to $24.14 per capita, a growth of 140 percent. This is significant, since recent research has shown that municipal spending on arts and culture can be leveraged by arts organizations to generate tens of dollars more for every dollar invested.[6] It is important, therefore, that spending on culture be viewed not as a *cost*, but rather as an *investment* that can be used to promote economic growth.
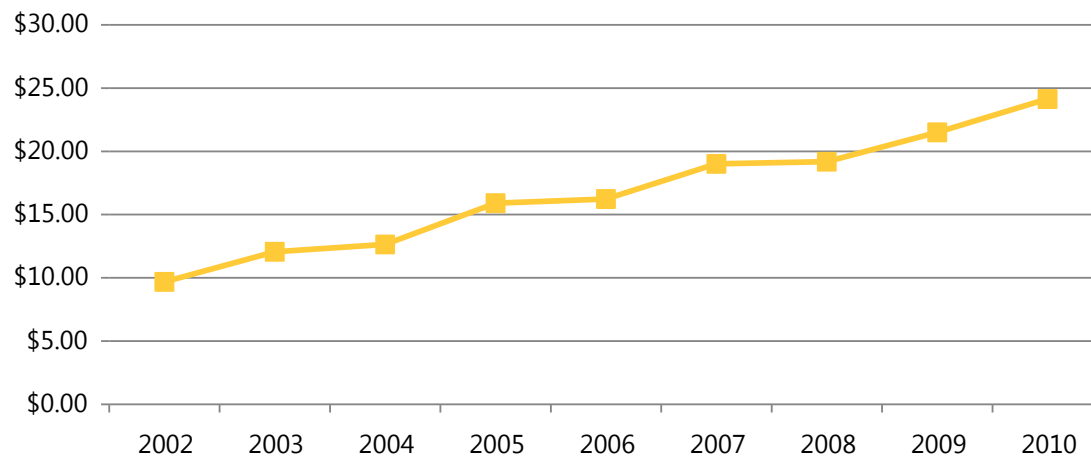
Figure 2: Growth in per capita spending on arts and culture, 2002-2010

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6   Creative Capital Gains: An Action Plan for Toronto, *the City's new culture plan, estimates that $17.75 is generated for every dollar
     invested into cultural initiatives: $5.15 from other levels of government, $5.48 from the private sector, and $7.12 from earned revenues
     from ticket sales, program fees, and venue rentals, etc.*

Peterborough performs well in a comparison of per capita investment in culture between eight Ontario municipalities (Figure 3). In 2009, the last year for which data is available for all benchmark cities, Peterborough invested more per capita dollars in culture (which includes the operating costs of cultural programs and facilities - except libraries - as well as cultural grants) than Sudbury, London, Barrie, and Thunder Bay, and only slightly less than Toronto. Only Ottawa and Hamilton spent considerably more than Peterborough in this area in 2009.

Peterborough also compares favourably to these municipalities in per capita spending on cultural grants (Figure 4). Again, in 2009, it spent more per capita in this area than Barrie, Hamilton, London, Sudbury, and Ottawa, and only slightly less than Toronto. While Thunder Bay appears to have spent considerably more than the other benchmark municipalities on cultural grants, this may be due to the fact that its major 'anchor' organizations and cultural facilities, such as the Art Gallery, Community Auditorium, and Symphony, are not municipally owned/operated, as in most cities, but rather, are funded through arts grants.[7]

In order to provide a more complete picture of Peterborough's cultural spending, the city was compared to others of a similar scale (Barrie, Thunder Bay, and Sudbury), as well as to cities of a larger scale (Toronto, Hamilton, London, and Ottawa). Such a comparison reveals that city size is not the primary determining factor in cultural spending, and indicates that even smaller cities can be competitive with the larger ones in terms of investments in this area.

7   *Ontario Municipal CAO's Benchmarking Initiative. (2010).* 2009 Performance Benchmarking Report. *Peterborough uses a mixed model; the Museum and Archives and the Art Gallery are municipally owned and receive operating revenue from the City, while Showplace Theatre, the Canoe Museum, Hutchison House, and Market Hall receive Community Service Grants.*

Figure 3 chart with following data:

City	Per capita spending
Sudbury	$7.70
London	$12.38
Barrie	$13.16
Thunder Bay	$16.98
Peterborough	$21.50
Toronto	$23.27
Ottawa	$26.19
Hamilton	$39.17
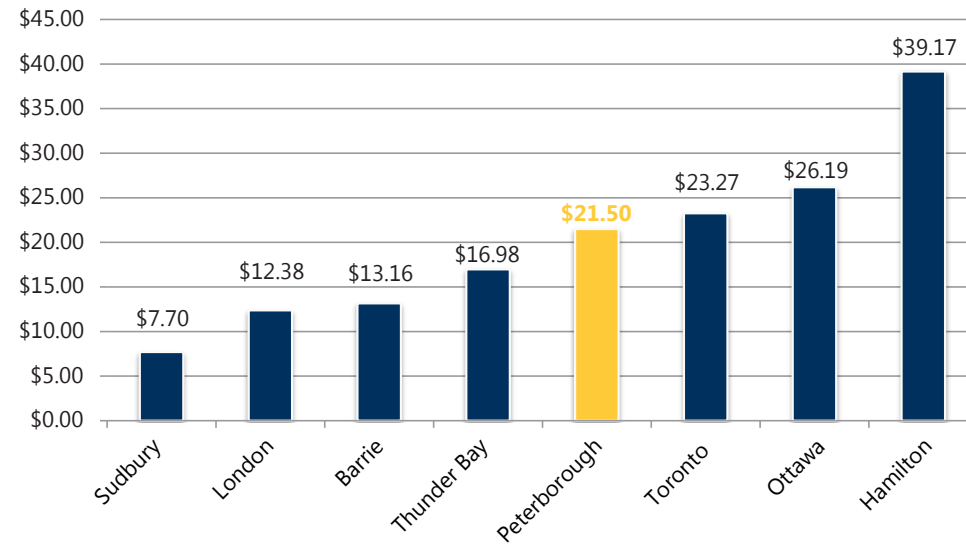
Figure 3: Per capita arts and culture spending (2009)

SOURCE: 2009 OMBI BENCHMARKING REPORT

Figure 4 chart with following data:

City	Per capita spending
Barrie	$2.12
Hamilton	$2.71
London	$3.26
Sudbury	$3.26
Ottawa	$4.83
Peterborough	$5.10
Toronto*	$6.27
Thunder Bay	$11.01
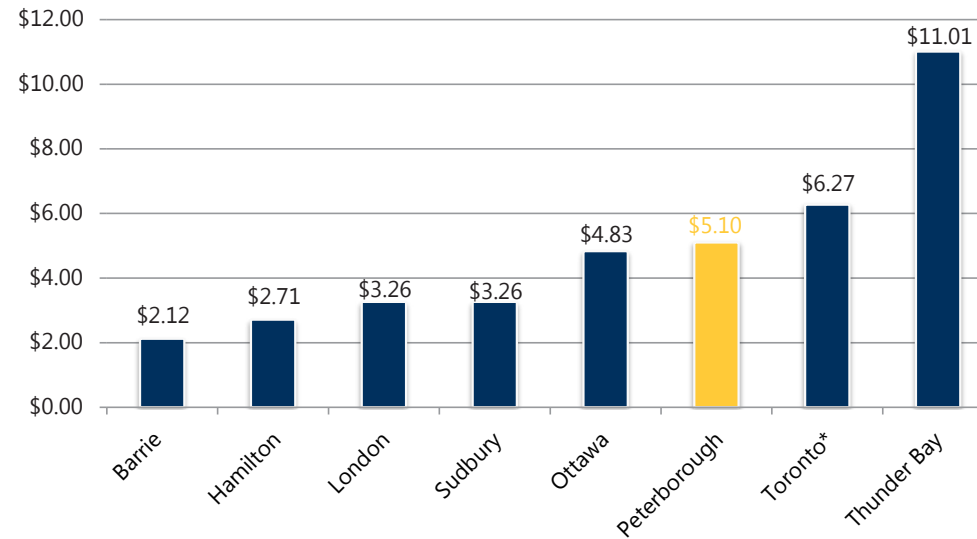
Figure 4: Per capita spending on cultural grants (2009)

SOURCE: 2009 OMBI BENCHMARKING REPORT

indicates 2008 data

Availability of a Skilled, Creative Workforce

In today's economy, the availability of a skilled, creative and motivated labour pool is the single most critical factor related to economic prosperity. Cities of Peterborough's size often struggle to attract and retain talented individuals because of the perception that they cannot offer the same high quality of living and level of amenities available in larger urban centres. In particular, it is the highly educated 25 to 34 year-old age cohort that municipalities are most eager to attract, especially given the rapidly aging population and the rate of retirement of the baby boomers.

For a city of its size, Peterborough has had considerable success in attracting this young talent to the city, and is in an enviable position with respect to its demographic profile. This is partly a result of the presence in Peterborough of two, high quality post-secondary institutions, Trent University and Fleming College. It is also likely that Peterborough's vibrancy and high quality of life are drawing an increasing number of young creative industry workers and professionals to the city. Although the population of the entire Peterborough Census Metropolitan Area (CMA) is the oldest in Ontario (the median age is 42.8), it is currently the 25 to 34 year-old cohort that is growing the fastest. Peterborough is also attracting increased numbers of recent immigrants from larger urban centres such as Toronto, Durham Region, and Ottawa. A significant number of immigrants fall within the 25 to 44 year-old age range at the time of migration and the vast majority have a post-secondary education.[8]

Peterborough also has a relatively well-educated population for a city of its size. Although the percentage of residents with post-secondary education is slightly lower than the provincial average, it is higher than in Belleville, Hamilton, St. Catharines, and Thunder Bay. Of the seven benchmark cities studied, only Toronto and Kingston have considerably more well-educated residents (Table 2). Within the 25 to 34 year-old cohort, the percentage of residents with a post-secondary education is considerably higher than for the city as a whole, falling only a few percentage points below the provincial average, and less than ten percentage points below both Kingston and Toronto (Table 3).

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8   *Partnership Council on Immigrant Integration. (2010).* The Faces of Our Future: Planning for a Diverse Community.

Table 2: Education levels, total population 15 years of age and older, 2006

SOURCE: STATISTICS CANADA, 2006 CENSUS OF CANADA

	Peterborough	Kingston	Belleville	Hamilton	Toronto	St. Catharines	Barrie	Thunder Bay	Ontario
Total Population, 2006	74898	117207	48821	504559	2503281	131989	128430	109140	12160282
Total population 15 years and over	62355	95520	39925	407590	2067450	108585	99510	89545	9819420
No certificate, diploma or degree	14740	17400	10115	102180	420925	24990	21670	22900	2183625
Percent of Total	**23.64%**	**18.22%**	**25.34%**	**25.07%**	**20.36%**	**23.01%**	**21.78%**	**25.57%**	**22.24%**
High School certificate or equivalent	17920	25440	11355	111225	502735	32210	29280	22710	2628575
Percent of Total	**28.74%**	**26.63%**	**28.44%**	**27.29%**	**24.32%**	**29.66%**	**29.42%**	**25.36%**	**26.77%**
Apprenticeship or trades certificate or diploma	4870	7095	3045	38110	122685	10430	8840	9630	785115
Percent of Total	**7.81%**	**7.43%**	**7.63%**	**9.35%**	**5.93%**	**9.61%**	**8.88%**	**10.75%**	**8.00%**
College or other non-university certificate or diploma	13615	19480	9300	79525	293005	20970	23435	18055	1804775
Percent of Total	**21.83%**	**20.39%**	**23.29%**	**19.51%**	**14.17%**	**19.31%**	**23.55%**	**20.16%**	**18.38%**
University certificate or diploma below the bachelor level	1610	3070	1005	13290	117800	3230	3290	2690	405270
Percent of Total	**2.58%**	**3.21%**	**2.52%**	**3.26%**	**5.70%**	**2.97%**	**3.31%**	**3.00%**	**4.13%**
University certificate, degree or diploma	9600	23035	5100	63255	610295	16750	12990	13560	2012060
Percent of Total	**15.40%**	**24.12%**	**12.77%**	**15.52%**	**29.52%**	**15.43%**	**13.05%**	**15.14%**	**20.49%**
Total Percentage with Post-Secondary Education	**39.81%**	**47.72%**	**38.58%**	**38.29%**	**49.39%**	**37.71%**	**39.91%**	**38.31%**	**43.00%**

Table 3: Education levels, total population 25-34 years, 2006

SOURCE: STATISTICS CANADA, 2006 CENSUS OF CANADA

	Peterborough	Kingston	Belleville	Hamilton	Toronto	St. Catharines	Barrie	Thunder Bay	Ontario
Total population 25 to 34 years	8360	14645	5610	60695	384500	15190	18340	12140	1529590
No certificate, diploma or degree	890	1025	745	6190	27910	1255	1995	1185	132715
Percent of Total	**10.65%**	**7.00%**	**13.28%**	**10.20%**	**7.26%**	**8.26%**	**10.88%**	**9.76%**	**8.68%**
High school certificate or equivalent	2145	3370	1675	15620	76295	4395	5060	3185	364260
Percent of Total	**25.66%**	**23.01%**	**29.86%**	**25.74%**	**19.84%**	**28.93%**	**27.59%**	**26.24%**	**23.81%**
Apprenticeship or trades certificate or diploma	455	645	285	4730	16535	1005	1330	850	91525
Percent of Total	**5.44%**	**4.40%**	**5.08%**	**7.79%**	**4.30%**	**6.62%**	**7.25%**	**7.00%**	**5.98%**
College or other non-university certificate or diploma	2525	3825	1900	16495	68350	4005	5805	3465	372355
Percent of Total	**30.20%**	**26.12%**	**33.87%**	**27.18%**	**17.78%**	**26.37%**	**31.65%**	**28.54%**	**24.34%**
University certificate or diploma below the bachelor level	240	400	65	2235	23805	405	650	325	68800
Percent of Total	**2.87%**	**2.73%**	**1.16%**	**3.68%**	**6.19%**	**2.67%**	**3.54%**	**2.68%**	**4.50%**
University certificate, diploma or degree	2095	5385	945	15420	171600	4125	3500	3125	499935
Percent of Total	**25.06%**	**36.77%**	**16.84%**	**25.41%**	**44.63%**	**27.16%**	**19.08%**	**25.74%**	**32.68%**
Total Percentage with Post-Secondary Education	**58.13%**	**65.62%**	**51.87%**	**56.26%**	**68.60%**	**56.19%**	**54.28%**	**56.96%**	**61.53%**

Peterborough has the good fortune to be the home of a considerable pool of creative talent, as is evidenced by the high number of artists, cultural workers, and creative class workers who reside there. Richard Florida reports that Peterborough ranks above the average for small cities on his Bohemian Index, which measures the concentration of working artists, musicians, designers, and entertainers in a metropolitan area.[9] In addition, Peterborough is home to a relatively high number of cultural workers as a percentage of the total workforce. For the purposes of this Plan, cultural occupations are those identified by Statistics Canada in its *Canadian Framework for Culture Statistics*, and include occupations in creative and artistic production, heritage collection and preservation, cultural management, and manufacturing, as well as technical and operational occupations related to art and culture.[10] In most world cities such as London, New York, and Berlin, three to five percent of the labour force is employed in cultural occupations.[11] In Peterborough, that figure is close to 3.5 percent. In a comparison of eight Ontario municipalities, only Toronto boasts more cultural workers as a percentage of the total labour force, and Peterborough considerably outperforms the other seven cities (Figure 5).

Finally, the percentage of creative class workers in the City of Peterborough stands at almost 33 percent, more than any other municipality studied except for Toronto and Kingston, in which approximately 40 percent of their workforces are employed in cultural occupations. (Figure 6). Peterborough's success at attracting such a talented and creative workforce is likely influenced in part by its geographic and cultural richness, vibrant downtown, and high quality post-secondary institutions, which distinguish it from other small municipalities in Ontario, and contribute to its high quality of life.

9   *Florida, R. (June 4 2010). Bohemian Index.* The Atlantic. Retrieved from *http://www.theatlantic.com/national/archive/2010/06/ bohemian-index/57658/*

10   *For a full list of cultural occupations and their related National Occupational Classification (NOC) codes, please refer to Appendix 3.*

11   *Landry, C. (2008).* The Creative City: A Toolkit for Urban Innovators. *London: Earthscan.*
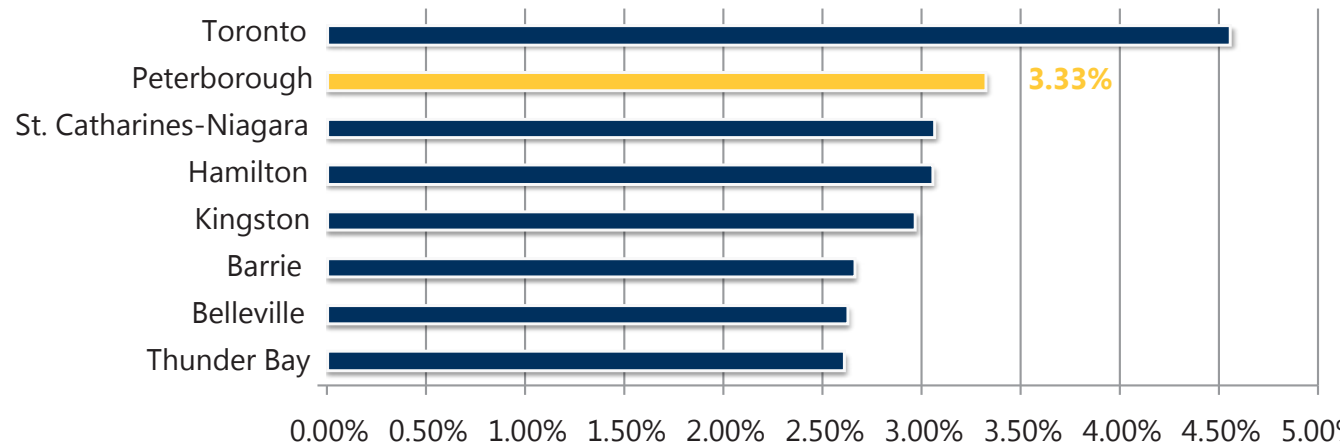
Figure 5: Percentage of Labour Force Employed in Cultural Occupations, by CMA, 2006

SOURCE: STATISTICS CANADA, 2006 CENSUS OF CANADA
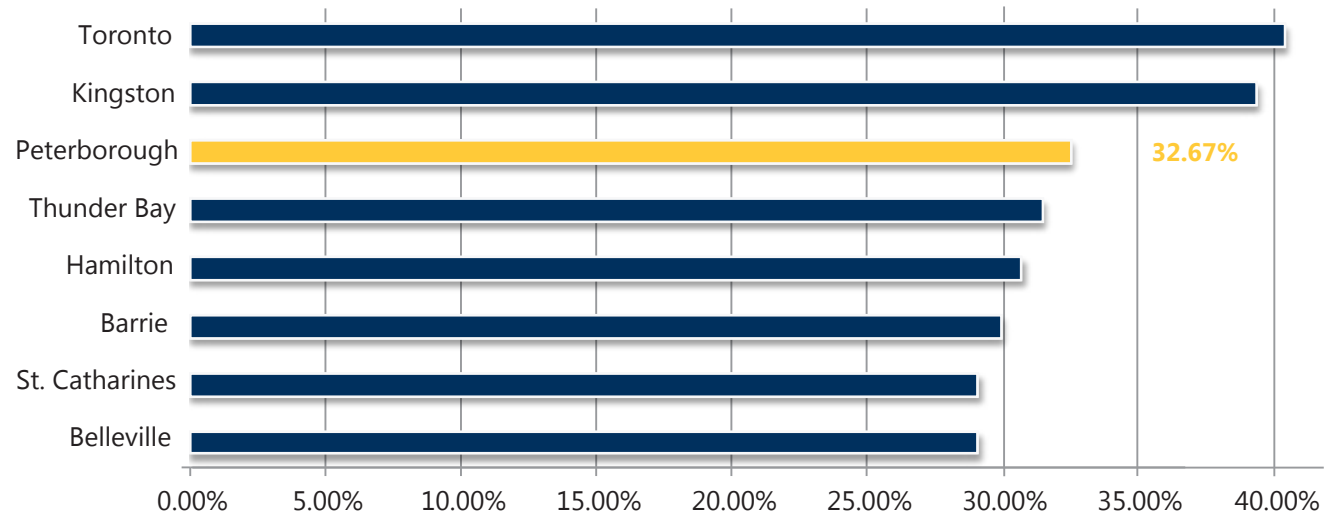
Figure 6: Creative Class Workers as a Percentage of Total Labour Force, by CMA, 2006

SOURCE: STATISTICS CANADA, 2006 CENSUS OF CANADA

The Peterborough Region

Peterborough's regional context presents opportunities as well as constraints to its future growth. The city's relative isolation from the GTA has contributed to the emergence of a strong local arts and culture scene. At the same time, Toronto is highly accessible and does draw patrons, tourists, and some residents away, which has a negative impact on the local economy.

The close proximity of the Kawarthas region to Peterborough has also contributed to the development of the city's rich recreational culture. The region offers a wide range of opportunities for recreational and leisure activities that cater to active lifestyles. Culturally, these activities are tied to the traditions of the past and include hunting, fishing, boating, camping, and hiking. In addition, the abundance of local lakes, the Trent Severn Waterway, and the historic hydraulic lift lock, among other attractions, contribute significantly to tourism in the region. The natural heritage surrounding Peterborough is, therefore, a tremendous cultural, social, environmental, and economic asset to the city. This natural heritage asset should continue to be leveraged to help sustain Peterborough's high quality of life. The natural heritage of Peterborough and the surrounding area should be celebrated, but also protected from encroaching development through careful planning and regulation.

"*Peterborough is near enough to get to the big city but far and large enough that it can have its own thriving cultural scene*"
STAKEHOLDER INTERVIEW PARTICIPANT

5.0

Peterborough's Culture Plan Framework

"Culture has to be about Sustainability."

The Importance of a Strategic Approach to Culture Planning

In 2005, the Federal Government of Canada struck an External Advisory Committee on Cities and Communities, known as the Harcourt Commission. It defined a vision for Canadian cities and communities in 30 years, and established a plan for getting there. The Commission's final report, entitled *From Restless Communities to Resilient Places*, encouraged municipalities to adopt a 'four pillar' approach to sustainability by focusing on economic prosperity, social equity, environmental sustainability and cultural vitality. Additionally, the Report noted the importance of cultural vitality as the 'glue' that holds the other three pillars together. The four pillars approach recognizes that a community's quality of life is closely related to the quality of its cultural engagement, expression, dialogue, and celebration. Peterborough's vibrant and active cultural environment, therefore, requires strong and innovative leadership by the municipality to bring arts, culture, and heritage to the forefront, and use it to generate new opportunities that compliment the City's work in sustainability planning.

George Street Heritage Building

The 'Creative Cities' movement has revealed the importance to municipal decision-making of encouraging a cross-pollination of ideas; creating strategic partnerships and alliances; and reaching compelling solutions that break down the many traditional silos of city building. It has demonstrated that cities that do these things most successfully, by shifting from the role of planner-provider (i.e. service delivery) to that of enabler-collaborator-catalyst, are those that have a greater capacity to solve problems and generate new economic opportunities for their residents. The municipal cultural planning process was strategically intended from the outset to strengthen the relationship between arts, culture, and heritage, and all facets of local planning and decision-making. This requires moving beyond ad hoc efforts to a longer-term focus that integrates key goals, policies, and actions into a comprehensive city building agenda.

Defining Culture in Peterborough

In defining 'culture' for Peterborough, recognition that the city's cultural landscape is unique and multi-faceted is important. Culture in Peterborough consists of more than just artists and major cultural facilities. It also includes the city's built and natural heritage, festivals and events, sports and recreation, local customs, oral histories, and much more. Therefore, the MCP uses a broad understanding of 'culture' for Peterborough, which includes common values, a sense of place, lifestyle choices, creative activity, the products generated by artists and entrepreneurs, and the communities and places where opportunities to exchange and express cultural values exist.

Peterborough's culture mapping project in 2007 established a Cultural Resources Framework with various categories of cultural assets. Discussions around these cultural resources as well as opportunities, constraints, strengths, and needs helped to form the City of Peterborough's Culture Plan Framework for Action. This Framework has been used to structure the MCP and to illustrate how the different components of the Plan relate to each other.

The Cultural Drivers for Change

The Cultural Drivers for Change were identified during the consultation phase of the MCP process (the Public Kick-Off, Visioning Sessions and Staff Workshops). They are eleven key factors or forces that participants consistently identified as important in shaping the direction and development of the MCP. As such, the Cultural Drivers for Change form the foundation of the process and their influence can be found throughout the Plan. They include internal and external factors that will determine the City's current and future leadership role, unique opportunities, and the significant constraints that stakeholders believed should be addressed.

Plan Components

Vision and Principles:

This includes a vision of what 'cultural prosperity' is in Peterborough (the outcome of implementing this MCP), and the guiding principles or values that will underpin the MCP's success. The vision provides the imagery or narrative of where the City of Peterborough would like to end up as a result of the MCP – the desired 'end state'.

Strategic Directions:

These are the key areas of focus set for the Arts, Culture, and Heritage Division along with potential key players to achieve the Vision and Principles. An introduction is provided to describe the current situation and context for change.

Actions:

These are the recommendations or major steps necessary to achieve the strategic directions.

Initiatives:

These are the specific projects and initiatives identified through the MCP process to help implement each action. For each initiative, the City, the Community, or the City and the Community (jointly) is identified as holding the "primary responsibility" for implementation. "Key players", including City departments and potential community organizations, stakeholders, or partners have also been identified.

Implementation Plan:

These are the recommended actions and initiatives relating to governance, building internal and external capacity, and maintaining an ongoing dialogue on culture planning, to enable the Plan's successful implementation.

Peterborough Municipal Cultural Plan Framework for Action
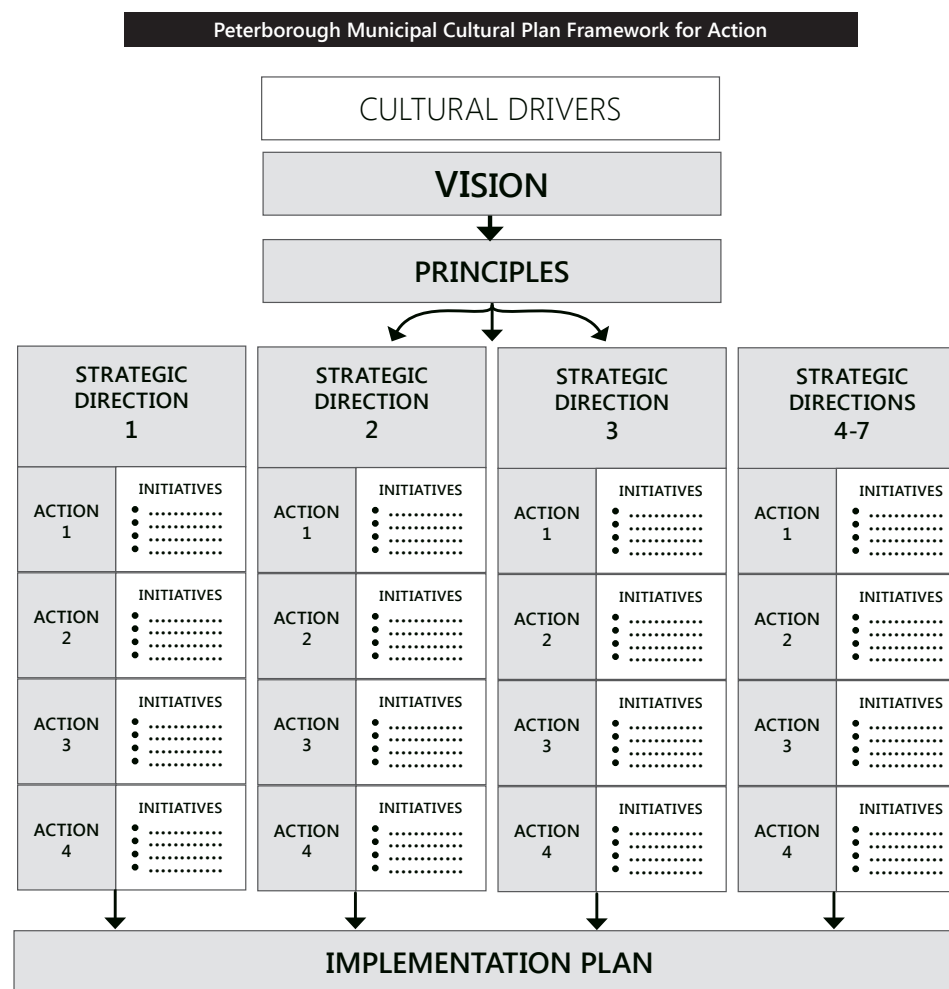
CULTURAL DRIVER	OPPORTUNITY
1. Post-Secondary Institutions	To better capture the opportunity that post-secondary Institutions can play in city-building
2. Cultural Assets	To conserve and build upon the breadth of cultural assets that exists within the community
3. Water	To recognize Peterborough's unique historical, emotional, and physical connection to the regional water system and its environment
4. Quality of Life	To maintain and improve quality of life – for residents and visitors – by building on the city's cultural assets
5. Sports	To recognize and nurture sports (spectator and recreational) as part of the cultural life of the city
6. Downtown	To ensure that downtown continues to thrive as the cultural centre of the city by protecting and leveraging the unique and existing assets of the city's core
7. Plan Alignment	To align existing and proposed policy frameworks to embrace a shared city vision
8. Demographic Responsiveness	To recognize and respond to the diverse needs, values, and backgrounds of communities in Peterborough
9. Economic Impact	To measure and understand the economic impact of culture so that resources can be strategically leveraged towards the city's economic development
10. The Regional Context	To capitalize on opportunities and address challenges that Peterborough faces given its geographic location and regional context
11. Leadership	To be a leader in facilitating culture by reflecting best practices

Vision

Peterborough will be a vibrant city recognized for the richness of its cultural expressions and the diversity of its population. People will value the city's cultural vibrancy, including its connections to the water, its arts, festivals, heritage buildings, and streetscapes, as well as its long-standing history of settlement and industry. Culture will be a fundamental part of city building, entwined with all aspects of municipal decision making.

Principles

Municipal Decision-Making
Culture should be a key value in municipal decision-making, integrated into policy frameworks and relevant to all aspects of city-building.

Placemaking
The MCP should help manage growth in the city by supporting the creation of healthy and vibrant neighbourhoods, while recognizing and reinforcing the importance of the downtown.

Innovation and Responsiveness
The MCP should have a vision that can accommodate new circumstances and enable the City of Peterborough to be bold in making the most of emerging opportunities.

Cultural Heritage
The MCP should recognize and promote the legacy of Peterborough's peoples, places, and traditions.

Cultural Vitality
The MCP should harness and build upon the existing strengths and economic potential of the cultural sector.

Environmental Stewardship
The MCP should recognize the relationship between environmental health and cultural planning.

Excellence and Leadership
The MCP should position the City of Peterborough as a leader in using best practices to support culture.

The main gallery at the Art Gallery of Peterborough

Financially Viable
The MCP should help guide and justify budgetary decisions.

Collaborative and Inclusive
The MCP should be communicated broadly and implemented in a transparent manner, in collaboration with the community.

Championed by Council
The MCP should be adopted and championed by Council.

6.0

Strategic Directions

The strategic directions form an action plan to promote culture within both the municipality and community; to identify existing and needed resources to build cultural capacity; to explore collaborative frameworks and partnerships; and to integrate a "cultural lens" into the different areas of the City's processes and city-building activities.

Each Strategic Direction is accompanied by a table that indicates: recommended Actions and Initiatives; whether the primary responsibility for implementation of the Initiatives rests with the City or the community; agencies (both government and community) that might be involved in implementation; and a recommended time frame within the Plan's 10-year planning horizon. Initiatives that are noted as being ongoing have already been identified as priorities and are currently underway. Their inclusion in this Plan is an affirmation of their important contribution to culture in Peterborough.

SD.1

Strategic Direction #1
Celebrate and Strengthen our Region's
Waterways, Cultural, and Natural Heritage

What this means for Peterborough:

- Improved opportunities to create healthy and active lifestyles

- A stronger tourism economy attracts visitors, residents, and new business opportunities

- Renewed access to the water creates opportunities for greater enjoyment of the City's natural beauty

- Promoting and celebrating the natural history of the region has significant economic potential

The Greater Peterborough Area (GPA) offers a wide range of opportunities for recreational and leisure pursuits afforded by a wealth of natural and cultural heritage resources. It is highly desirable as a "cottage country" destination. The region is notable for the historical human connection to both land and water. It is a connection that is strongly tied to past traditions of hunting, fishing, canoeing/boating camping, and commerce. This history dates back nearly 10,000 years, when the First Peoples traveled the region's waterways, which were part of an important transportation and trade route. In the 17th century, Europeans engaged in the fur trade used these same waterways.

Today, the Kawartha Region, surrounding Peterborough, is often called 'The Land of Shining Waters'. The area features hundreds of lakes, rivers, and waterways that can be accessed from nearly 100 public access points and marinas. Water provides both passive and active recreational opportunities for local residents, cottagers, and visitors who come to fish, paddle, boat and swim. The Trent-Severn Waterway, a National Historic Site ranked by National Geographic as one of the top 500 places in the world to visit, winds its way through the region. Among its most famous features is the Peterborough Lift Lock, the world's highest hydraulic lift lock, which opened in 1904. Both are significant heritage landmarks that draw people from around the world.

There was once a substantial canoe-building industry in and around Peterborough. By the 1930s, 25 percent of all Canadians working in the boat-building industry were employed in the Peterborough area. Canoe building remained prominent in the city until the early 1960s, and this history is now celebrated at the Canadian Canoe Museum, which houses the world's largest collection of canoes and kayaks.[12]

12   www.welcomepeterborough.ca

The Kawartha Lakes

"There is a strong connection between the city and the surrounding water bodies – indeed, water is a fundamental part of the City's heritage. This relationship is reflected in the natural and built heritage (Lift lock, Canoe Museum, Little Lake). As the City evolves, this relationship needs to be acknowledged as a core element of Peterborough's culture and identity, and celebrated as a key asset."

- STAKEHOLDER INTERVIEW PARTICIPANT

In the centre of Peterborough is Little Lake, a significant focal point for residents. Historically, the establishment of industry and private residences along its shores restricted access to the Little Lake waterfront. More recently, the City has made efforts to revitalize the waterfront and re-connect citizens to the water (for example, through policies and recommendations in the Official Plan, Central Area Master Plan, and the Little Lake Master Plan). The Little Lake Master Plan specifically calls for increasing connections to and around the lake, maintaining public accessibility, balancing demand for water and land resources, restoring the environment around the lake, showcasing arts and culture, accommodating tourism, and focusing on recreational opportunities.

The region's cultural and natural heritage continues to be an important environmental, social, and economic asset for Peterborough. The strong sense of stewardship that residents feel towards water is an important link between people and place that should be leveraged for its social and economic value to the City.

Strategic Direction #1
Recommendations

Celebrate and Strengthen our Region's Waterways, Cultural and Natural Heritage

ACTIONS	POTENTIAL INITIATIVES	PRIMARY RESPONSIBILITY	RECOMMENDED AGENCIES	TIME FRAME (years)		
				1-3	4-10	Ongoing
1.1 **Reinforce** existing policy to maintain and increase community access to the water	1.1.1 Support current Planning Division policy to acquire waterfront property for public use (BP1.1.1)	City	PD, Corp		⏱	
	1.1.2 Support environmental policy (e.g. Little Lake Master Plan) that seeks to clean water in the Otonabee River	City and Community	PD. USD, ORCA, TSW		⏱	
1.2 **Explore** creative design for new infrastructure where appropriate	1.2.1 Include ACH Division to provide input into development of RFPs for Utility Services Infrastructure Projects	City	USD, ACHD	⏱		
1.3 **Complete** the trail system around Little Lake as per the Little Lake Master Plan and along the Otonabee River	1.3.1 Prioritize land acquisition for trail completion	City	PD, RD	⏱		
	1.3.2 Seek additional public/private partnerships for trail development	City and Community	CSD, PD, Rotary-Service Groups, LSD		⏱	
	1.3.3 Negotiate waterfront access east of QTG-Pepsico for extension of west bank Otonabee Trail	City	PD, Corp, LSD, QTG-Pepsico		⏱	
1.4 **Protect** historic bridge crossings and heritage corridors along the waterfront (i.e. Water St. N. area)	1.4.1 Identify bridges eligible for heritage designation (BP1.4.1)	City	ACHD, USD		⏱	
	1.4.2 Ensure compliance with archaeological policy in waterfront infrastructure projects	City	USD, ACHD	⏱		
	1.4.3 Ensure that infrastructure and road works projects along heritage corridors reflect good urban design	City	USD, PD		⏱	
1.5 **Celebrate** Peterborough's recreational, hunting, fishing, and agricultural heritage	1.5.1 Recognize and interpret Jackson Creek as an important historic and present-day cultural heritage and natural resource	City and Community	ACHD, PD, USD, ORCA		⏱	
	1.5.2 Continue to support cultural institutions that celebrate Peterborough's recreational heritage	City	CSD			⏱
	1.5.3 Consider public art projects that focus on hunting, fishing, and agriculture	City and Community	ACHD, PAS, OFAH, MNR		⏱	
1.6 **Consider** impact of development near areas of natural heritage significance (i.e. Jackson Park)	1.6.1 Review, and if necessary, strengthen existing policy within the Official Plan to ensure that new developments do not negatively impact areas of natural heritage significance	City	ACHD, PD, APRAC	⏱		
1.7 **Encourage** broader cultural marketing initiatives	1.7.1 Work with GPAEDC to market and promote year-round use of the water	City and Community	ACHD, GPAEDC, PKT		⏱	
	1.7.2 Promote local food	City and Community	ACHD, GPAEDC, DBIA, and local food organizations (e.g. PDFM, SP, KC, PAS)		⏱	
	1.7.3 Collaborate with Peterborough and the Kawarthas Tourism and community partners to market heritage assets to tourists (BP1.7.3)	City and Community	ACHD, PKT, and community partners (e.g. PMA, HH, CCM, LPV)	⏱		
	1.7.4 Explore opportunities to improve way-finding to cultural attractions for visitors (using both traditional signage plus GPS and app technology)	City and Community	PD, LIS, PW, GPAEDC, County, ACHD	⏱		
1.8 **Strengthen** city and regional ties to protect, enhance and promote cultural and natural heritage	1.8.1 Celebrate and promote the City's traditional connection with the Lift Lock and Trent-Severn Waterway	City and Community	ACHD, TSW	⏱		
	1.8.2 Encourage and support GPAEDC initiatives that strengthen City/regional relationships around culture	City and Community	ACHD, GPAEDC, PKT, DBIA	⏱		

SD.2

Strategic Direction #2
Strengthen the Arts

What this means for Peterborough:

- The Arts sector is a major economic resource in Peterborough

- Highly professional cultural opportunities are available to everyone in Peterborough

- By using culture to improve our 'quality of place' new businesses and new jobs are attracted to the City

The City of Peterborough has a particularly vibrant arts scene for a city of its size. The city boasts over 350 local businesses involved in cultural activities and nearly 150 not-for-profit arts and cultural organizations. There are also hundreds of professional artists and cultural workers, many with national and international reputations, who make the community their home. There are numerous annual festivals and events related to the arts, and dozens of galleries, museums, and live performance venues. Peterborough has dynamic local music and culinary scenes that draw tourists from across the region, and contribute strongly to the animated character and economic vitality of downtown Peterborough. These are important parts of the cultural sector that all contribute significantly to the strength of Peterborough's economy.

Other positive aspects of Peterborough's arts scene include a diversity of artistic practice, a strong "percentage for public art" municipal budget strategy, an energetic arts community, and the existence of a number of informal support networks across disciplines. These assets are of significant value to the community, and contribute to Peterborough's high quality of place. In recognition of this fact, the City has, in less than a decade, more than doubled its per capita spending on arts and culture, and now spends more in this area than many other similarly sized cities in Ontario.

Nevertheless, the arts scene in Peterborough faces a number of challenges. Since the closure of the Peterborough Arts Umbrella, the community lacks citywide coordination within the arts and culture sector. It has also been argued that the growth of the professional arts sector in Peterborough has been stymied by a lack of training opportunities and resources. There are currently no locally offered fine arts or art history programs at Trent University or Fleming College to help attract and retain a critical mass of artists within the community. The growth of the arts sector in Peterborough requires greater collaboration and partnership building between the arts community, and community partners such as local businesses, educational institutions, and the City. These partnerships should seek to better coordinate, organize, market, and support local artists and arts organizations while providing opportunities for mentorship and capacity building.

Strategic Direction #2
Recommendations

Strengthen the Arts

ACTIONS		POTENTIAL INITIATIVES		PRIMARY RESPONSIBILITY	RECOMMENDED AGENCIES	TIME FRAME (years)		
						1-3	4-10	Ongoing
2.1	**Support** the community development of arts advocacy and capacity-building structures	2.1.1	Support and encourage the creation of a new Culture Council (BP2.1.1)	Community	CSD	🕐		
		2.1.2	Develop a strategy for knowledge exchange between those in the small business and cultural sectors	Community	DBIA, GPCC, GPAEDC		🕐	
		2.1.3	Support collaboration and communication between creative industry leaders (BP.2.1.3)	City and Community	GPAEDC, CSD		🕐	
2.2	**Promote** the arts through key awareness-raising events and initiatives and building City staff capacity	2.2.1	Consider an arts awards program	Community	Proposed Culture Council		🕐	
		2.2.2	Continue to support arts and culture festivals and events (e.g. Artsweek, Culture Days)	City and Community	Proposed Culture Council, CSD			🕐
		2.2.3	Create a strategy to resource arts coordination	City and Community	ACHD, Proposed Cultural Council		🕐	
		2.2.4	Create a strategy to resource coordination of special events	City	CSD, GPAEDC, PKT, DBIA	🕐		
2.3	**Encourage** GPAEDC to integrate arts and cultural industries into their marketing	2.3.1	Work with GPAEDC to develop a strategy to integrate arts and cultural industries in marketing	Community	GPAEDC, PKT		🕐	
2.4	**Support** educational arts programming and link it with downtown and other community initiatives	2.4.1	Enable local student artists to have their work displayed in municipal facilities	City and Community	ACHD, KPRDSB, PVNCCDSB	🕐		
		2.4.2	Encourage the DBIA to continue to have its street banner program feature local student artists' work	Community	DBIA, KPRDSB, PVNCCDSB			🕐
2.5	**Continue** to support the public art policy and initiatives (BP2.5)	2.5.1	Explore a variety of methods for the delivery of public art projects	City	ACHD, Community	🕐		
		2.5.2	Explore and encourage methods to support the inclusion of public art in new developments	City	CSD, PD, LSD		🕐	
2.6	**Continue** to use the Community Grants Program to support the Arts	2.6.1	Incorporate the MCP principles into the decision-making process for arts, culture, and heritage-related applications in the Community Grants process	City	CSD		🕐	
2.7	**Seek** opportunities to complement cultural festivals and activities with City events/ programming	2.7.1	Create a strategy to integrate cultural activities into city-wide events (e.g. sporting events)	City	ACHD, RD, AD community partners		🕐	
2.8	**Increase** the visibility of Peterborough's professional artists and recognize their community contribution	2.8.1	Hire and profile local professional artists at appropriate City events (e.g. exhibit openings, City-sponsored conferences)	City	All City departments	🕐		
		2.8.2	Review and update the "Free in Peterborough" website	City	RD	🕐		
		2.8.3	Explore ways to provide opportunities for local artists and performers to showcase their talents (BP2.8.3)	City and Community	ACHD, CO, DBIA, GPCC, LSD, LLMF	🕐		
		2.8.4	Develop a strategy to turn attendees at "free" festivals and events into paying patrons at future events	Community	Proposed Cultural Council, CSD, LLMF, PFF, other community events and partners		🕐	
		2.8.5	Create a 'Cultural Worker in Residence' fellowship that generates a product - public art, musical composition, dance or theatre piece, sculpture or painting, etc.	City	ACHD		🕐	

SD.3

Strategic Direction #3
Strengthen Heritage

What this means for Peterborough:

- Our local heritage reinforces our identity and ensures quality of place

- Heritage preservation is a major contributor to the economy of the region

- Heritage conservation makes the downtown a more exciting place to spend time

- Adaptive reuse of heritage buildings helps create a healthier downtown and creates significant construction jobs

- Peterborough's internationally respected museums and galleries are a major drawing card for the City

Heritage buildings and historic streetscapes in the downtown are powerful reminders of Peterborough's past that continue to shape the city's identity and reinforce its uniqueness. While efforts are underway to recognize and support these important assets, there is concern within the heritage community that more comprehensive protection is needed. A greater awareness by the general public of the City's own heritage initiatives will help ensure that their effectiveness is not undermined. The community has also expressed concern that current regulations do not adequately protect the city's most important heritage corridors, such George Street and Hunter Street.

The formation of the Peterborough Architectural Conservation Advisory Committee (PACAC) in the 1970s sparked a community commitment to heritage preservation that has put the City in the forefront of built heritage protection practice in Ontario. Today, Peterborough boasts over 120 designated heritage sites, three of which are also recognized as National Historic Sites: the Peterborough Lift Lock, Cox Terrace, and the Peterborough Drill Hall/Armoury. Peterborough has led Ontario in the use of tax incentives for preservation with its aggressive Heritage Property Tax Relief Program, implemented in 2003. The program provides eligible owners of designated heritage properties property tax relief of 40 percent of residential property taxes, and 20 percent of commercial property taxes.

In 2011, Peterborough's successes in the area of heritage preservation were recognized when the City was awarded both the Lieutenant Governor's Ontario Heritage Award for Community Leadership, and Heritage Canada's Prince of Wales Prize for Municipal Heritage Leadership for outstanding contributions to the identification, preservation, protection, and promotion of Ontario's heritage. Peterborough was recognized for its strong leadership in heritage conservation through support for its own cultural institutions, arms-length groups like the Canadian Canoe Museum and Peterborough Historical Society, and support for a wide array of cultural events and festivals.

"We need to create greater awareness of our city's heritage's resources and the tools to regulate it to ensure that it remains an important part of our city."

- STAKEHOLDER INTERVIEW PARTICIPANT

Strategic Direction #3
Recommendations

Building on its recent successes, continuing policy and regulatory work to protect historic buildings and streetscapes and increasing awareness of these initiatives are key steps in ensuring that Peterborough's built heritage remains part of the important cultural landscape of the city. Implementation of additional tools such as the creation of heritage conservation districts and supporting the repurposing of notable heritage buildings will help to continue Peterborough's legacy of successful heritage conservation practice.

It is also important to enable greater access to, and recognize the important role of, local museums, archives, libraries, and other cultural facilities, to support their growth and ensure that their institutional mandates are met. The City should continue to reinforce the important role of heritage-related institutions such as the Peterborough Museum and Archives, Hutchison House, and the Canoe Museum in curating nationally and internationally significant collections like the Balsillie Collection of Roy Studio Photographs.

Strengthen Heritage

ACTIONS		POTENTIAL INITIATIVES		PRIMARY RESPONSIBILITY	RECOMMENDED AGENCIES	TIME FRAME (years)		
						1-3	4-10	Ongoing
3.1	**Make** built heritage conservation of the Downtown a corporate priority	3.1.1	Promote heritage streetscapes as important economic assets	City and Community	ACHD, PD, GPAEDC, DBIA	●		
		3.1.2	Continue to resource and implement the Heritage Property Tax Relief Program	City and Community	ACHD, Corp, PKAR			●
		3.1.3	Commission a Conservation District Study	City	ACHD, PACAC, PD, heritage organizations	●		
		3.1.4	Explore and encourage the creation of policy tools to support heritage preservation in the Downtown	City	ACHD, PD, ACHAC, PACAC	●		
		3.1.5	Explore Council approval of a Register of Eligible Properties, as provided for under the Ontario Heritage Act	City and Community	ACHD, PD, community organizations	●		
		3.1.6	Encourage protection of heritage resources during the Official Plan review	City	ACHD, PD, community	●		
3.2	**Develop** tools for citizen engagement in the preservation of historic buildings	3.2.1	Make the heritage layer of the City's cultural map publicly accessible (BP3.2.1)	City	ACHD, LIS, PTS		●	
		3.2.2	Continue Fleming College partnership and seek out opportunities to have student exhibits focus on built heritage	City and Community	ACHD, FC			●
3.3	**Protect** Archaeological Resources	3.3.1	Adopt and implement the current Draft Archaeology Policy	City and Community	ACHD, CAO's Office, PD, BD, ED, PW, First Nations groups, developers, archaeologists, etc.	●		
		3.3.2	Inform City staff of archaeology policy and compliance with procedures	City	ACHD, PD, BD, PW, ED, RD, FSP	●		
3.4	**Raise** the profile of heritage preservation activities in the city, provincially, and nationally	3.4.1	Seek out and host provincial and national heritage events and conferences and other opportunities to gain provincial and national recognition	City	ACHD		●	
3.5	**Develop** a comprehensive marketing strategy for heritage assets	3.5.1	Formalize the inclusion of an interpretive component in capital infrastructure projects (e.g. Hunter Street bridge and Confederation Square interpretive panels)	City	ACHD, PD, USD		●	
		3.5.2	Encourage and promote a unified city-wide program of heritage interpretation (e.g. panels) (BP3.5.2)	City and Community	ACHD, PD, PW, heritage organizations		●	

SD.4

Strategic Direction #4
Strengthen Downtown as a Cultural Hub

Downtown Peterborough is the historic core and cultural hub of the city. It is home to a wealth of heritage buildings, unique streetscapes, theatres, galleries, community art organizations, music venues, cafes, restaurants, and other cultural amenities. This clustering of resources makes the area a draw for local residents, artists, musicians, and tourists. The community values streets such as George and Hunter for their heritage, pedestrian-scale, specialty businesses, cafes, and restaurants. They are seen as good models for the planning and design of other downtown streetscapes.

The *Central Area Master Plan*, approved by City Council in May 2009, focuses on stimulating creativity, capturing opportunity, and making the downtown core a City priority. It reflects the vision for the area that the City's Official Plan identifies as the "historic heart of the community." It articulates a planning strategy that emphasizes civic, cultural, and economic functions for the core. The Plan also stresses the importance of increasing the quality of place in downtown neighbourhoods through well-designed new residential development, greater pedestrian connectivity, improved municipal infrastructure, economic development, good planning, and urban design.

To strengthen the downtown as a vibrant cultural hub, implementation of the *Central Area Master Plan* policies will need to be given priority. Greater activity in the downtown can also be encouraged by building a strong pedestrian environment, increasing the residential critical mass, creating welcoming and attractive gathering spaces, increasing programming and cultural events, enhancing existing major cultural facilities, and increasing the presence of the cultural sector and educational institutions in the downtown.

The status of downtown as a "creative hub", and the focal point of cultural activity for the entire region, should be reinforced so that it can continue to be an incubator of creative entrepreneurship within the community. Investments should be made in the hard (transit, street design, etc.) and soft (parks, programming of public spaces, etc.) infrastructure of downtown, and the space and programming of the commercial, not-for-profit, and community sectors should be protected. In strengthening the downtown, opportunities for "culture-led regeneration" (the re-use, renewal, or revitalization of places where art, culture, and creativity plays a leading and transformative role), can be pursued.

What this means for Peterborough:

- Culture plays a major part in making the downtown a commercially successful environment that is attractive for new development

- A culturally vibrant downtown gives people a wide variety of restaurants and entertainment venues

- When cultural activity in an area increases, crime rates decrease

- Investing in downtown infrastructure will spur re-development that brings new life to the heart of the city

Strategic Direction #4
Recommendations

"Downtown Peterborough has a rich inventory of heritage buildings, unique streetscapes, cultural, cafes, and restaurants. The Central Area Master Plan, Little Lake Master Plan, and Official Plan recognise the important role of the downtown as a focal point within the community. These strategies need to be aligned and integrated to create a healthy and vibrant downtown that acts as the cultural core of Peterborough." – CITY STAFF WORKSHOP PARTICIPANT

Strengthen Downtown as a Cultural Hub

ACTIONS	POTENTIAL INITIATIVES	PRIMARY RESPONSIBILITY	RECOMMENDED AGENCIES	TIME FRAME (years)		
				1-3	4-10	Ongoing
4.1 **Continue** to support the development of a critical residential mass	4.1.1 Ensure that the Official Plan review includes high urban design standards and encourages development of urban design guidelines as per the Ontario Planning Act	City and Community	PD, development industry, community, ACHD	🕐		
	4.1.2 Explore initiatives and incentives that help owners meet code requirements for upper floor development of existing buildings	City	ACHD, FS, PD, BD	🕐		
	4.1.3 Continue to support the Official Plan policies related to the value of primary and secondary schools in the urban core as a way of stimulating residential intensification	City and Community	PD, CSD, KPRDSB, PVNCCDSB			🕐
	4.1.4 Consider introducing guidelines to incorporate crime prevention through environmental design (CPTED) for new construction in the core area	City and Community	PD, PLCPS, DBIA, GPCC, development industry, Community		🕐	
4.2 **Reinforce** the City's upcoming Transportation Master Plan's priorities for enhancing active forms of transportation (e.g. walking, cycling, transit) and creating a vibrant pedestrian-oriented environment in the Downtown	4.2.1 Emphasize creating an accessible and pedestrian-oriented environment in the core (BP3.2.1)	City	USD, PD, Development Services		🕐	
	4.2.2 Enhance cycling infrastructure in the core	City	TD, PW, PD		🕐	
	4.2.3 Continue to increase the profile of transit by explicitly linking the value of transit and cultural vitality	City	TD	🕐		
	4.2.4 Review transportation policy initiatives for their value in enhancing cultural vitality in the core area	City	TD, ACHD		🕐	
	4.2.5 Explore or review a "complete streets" policy for the City that supports active transportation ("complete streets" are streets that are designed to enable safe and comfortable access for all users – pedestrians, cyclists, motorists, and public transit users of all ages and abilities) (BP4.2.5)	City and Community	PD, TD, PM, PCCHU			🕐
4.3 **Support** initiatives that create welcoming spaces for all	4.3.1 Support initiatives that ensure welcoming spaces for youth and multi-generational cultural activity (BP4.3.1)	City and Community	ACHD, RD, SSD, PD, DBIA, community partners	🕐		
	4.3.2 Facilitate more programming of downtown public spaces	City and Community	ACHD, CO, LSD, RD, PD, DBIA, community partners		🕐	
4.4 **Reinforce** the priorities of the Central Area Master Plan	4.4.1 Create a public square as per the Central Area Master Plan	City	PD, CSD, USD		🕐	
	4.4.2 Undertake a feasibility study to review the future development needs of the key ACH Facilities – the Museum, Gallery, and Library – in the core	City	ACHD, PD	🕐		
4.5 **Explore** opportunities for post-secondary institution program delivery in the downtown	4.5.1 Recognize the value that the post-secondary institutions bring to the Downtown and collaborate with them to explore opportunities for program delivery in the Downtown (BP4.5.1)	City and Community	PD, CSD, GPCC, DBIA, , TU, FC, others			🕐

SD.5

Strategic Direction #5
Incorporate Culture in All Neighbourhoods

Culture has a significantly positive impact on a community's quality of life when it is made widely accessible. This means that culture needs to be nurtured throughout the city and made available in all neighbourhoods and communities. Making culture accessible means creating opportunities to enjoy cultural production in community facilities, neighbourhood parks, and other community nodes across the city. International research suggests that small cultural groups, intimate arts venues, and locally-scaled community cultural activities are generally more important to building healthy communities and revitalizing neighbourhoods than the construction of major institutions. Participation in artistic, cultural, and creative projects at the neighbourhood level contributes to community-building, the preservation of cultural heritage, the improvement of the built environment, increased civic participation, and stronger economic development.

This is consistent with the strong sentiment, reflected in the *2010 Peterborough Quality of Life Report*, that Peterborough prides itself on being large enough to have a diversity of amenities while being small enough that residents feel well-connected to their neighbourhoods and communities. Peterborough's neighbourhoods vary widely in identity, household makeup, age, income levels of residents, cultural background, geography, land use, community amenities, and extent of built infrastructure. To ensure that culture is nurtured throughout the city, it is important to recognize the individuality of Peterborough's neighbourhoods. The City can then identify cultural resources and activities and strengthen them through partnerships with neighbourhood organizations, artists and cultural workers, business owners, and residents.

What this means for Peterborough:

- Creating Cultural programs for neighbourhoods plays a significant role in their revitalization

- As people come together in culturally enriched neighbourhoods, pride of place and a greater sense of community emerge

- As shared cultural experiences bring people together, neighbourhoods become safer

"Access to culture needs to be a priority – making space and working at the community level"

– VISIONING FORUM PARTICIPANT

Strategic Direction #5
Recommendations

Incorporate Culture in All Neighbourhoods

ACTIONS		POTENTIAL INITIATIVES		PRIMARY RESPONSIBILITY	RECOMMENDED AGENCIES	TIME FRAME (years)		
						1-3	4-10	Ongoing
5.1	**Facilitate** and support neighbourhood-based events and programming (BP5.1)	5.1.1	Identify and celebrate the distinct neighbourhoods of the city (BP5.1.1)	City and Community	CSD, PD, NA, community		🕐	
		5.1.2	Encourage the creation of community gathering spaces and programming opportunities in all neighbourhoods, including flexible programming space such as temporary ice rinks	City and Community	PD, CSD, proposed Culture Council, community		🕐	
		5.1.3	Expand cultural programming in community centres and facilities such as Queen Alexandra Community Centre, YMCA, churches , Trent University (BP5.1.3)	City and Community	CSD, TU, YMCA, community organizations		🕐	
5.2	**Support** cultural innovation in both existing and new neighbourhood infrastructure, design and projects	5.2.1	Review how parks and open space are provided for at the neighbourhood level	City	PD, USD, CSD		🕐	
		5.2.2	Review how library services are currently provided at the neighbourhood level and undertake a best practices review of other municipalities	City	PD, PPL	🕐		
		5.2.3	Adopt a 'public works as public art' policy (BP5.2.3)	City	ACHD, PD, USD	🕐		
		5.2.4	Explore potential opportunities for the Art Gallery, Museum, and Library to create outreach programming in neighbourhoods (BP5.2.4)	City and Community	AGP, PMA, PPL, PHC, community partners		🕐	

SD.6

Strategic Direction #6
Encourage Inclusivity and Facilitate Diversity

The diversity of Peterborough's population is increasing steadily. According to a study by the Peterborough Partnership Council on Immigrant Integration (PPCII), Peterborough is part of an "urban" shift that is seeing increasing numbers of immigrants moving to the city from larger urban centres like the GTA and Durham region.[13]

Although the visible minority population is still relatively low, there is significant diversity in terms of the nationalities represented by newcomers. The diverse ethnic backgrounds and traditions of the people of Peterborough have always shaped the cultural landscape and identity of the city, and will continue to do so in the future.

Peterborough's cultural diversity should be recognized and celebrated. The PPCII study found that many newcomers feel that "Peterborough has a great appreciation for multicultural aspects of the community", but "continued public education is needed to promote the positive impact of different cultures and what they bring to Peterborough". It is important for the City to create cultural opportunities that both meet the needs of, and include the expressions of its increasingly diverse community. Diversity must also be understood to include not just immigrants but also youth, seniors, First Nations groups, people of all sexual orientations, low income populations, and those with special needs. First Nations groups in particular have expressed their desire to be able to practise their cultural traditions more fully within the community. Organizations such as the Peterborough Partnership Council on Immigrant Integration, the New Canadians Centre, Community Living Peterborough, the Peterborough and District United Way, the Peterborough Social Research Council, the Rainbow Coalition, and the Nogojiwanong Native Friendship Centre all work towards improving quality of life for diverse communities. Such organizations can play key roles in promoting diversity and facilitating the growth of a more inclusive city.

Peterborough's population also includes a wide range of age groups. The fastest growing age group within the city is between 25 and 44 years old – a demographic group that municipalities need to attract to build and sustain the labour force.

What this means for Peterborough:

- Peterborough is steadily becoming a more multi-cultural city

- Diversity removes barriers to participation for everyone

- Diverse cultures bring a richness of creativity and contribute to a higher quality of place

- Diversity is good for business- it brings new ideas and perspectives, allows innovation, and attracts the best talent from the largest labour pool

- Diversity and inclusiveness is a powerful force in promoting the community at a regional and provincial level

13   *Peterborough Partnership Council on Immigration Integration. (2010).* The faces of our future: Planning for a diverse community.

"The city has a rich diversity of people of different cultural backgrounds and traditions. Providing immigrants with opportunities to participate in arts and culture within the city is an important strategy for helping to attract and retain immigrants."

- STAKEHOLDER INTERVIEW PARTICIPANT

Strategic Direction #6
Recommendations

The strength of this demographic in Peterborough presents an opportunity for both economic growth and cultural development within the city. In turn, leveraging Peterborough's cultural assets will be a key strategy for attracting and retaining this cohort. The City of Peterborough currently has a Youth Commission and a Youth Council with participants between the ages of 14 and 19 years old. There is also a City-operated Downtown Youth Space, The Loft, which provides a year-round facility for youth to gather downtown. However, the community has identified the need for more proactive youth engagement and outreach as well as more regular, affordable, and accessible, year-round cultural and recreational programming for youth that is both affordable and accessible.

Encourage Inclusivity and Facilitate Diversity

ACTIONS	POTENTIAL INITIATIVES	PRIMARY RESPONSIBILITY	RECOMMENDED AGENCIES	TIME FRAME (years)		
				1-3	4-10	Ongoing
6.1 **Actively** support newcomers through collaboration with community partners	6.1.1 Continue membership in, and support of, the Peterborough Partnership Council on Immigration and the New Canadian Centre	City and Community	ACHD, SSD, RD, PLCPC, community agencies and organizations			●
	6.1.2 Continue to support the Immigration Portal	City	ACHD			●
	6.1.3 Continue to support the PPCII in immigrant attraction and retention	City	CSD, GPAEDC			●
	6.1.4 Continue to ensure that the programming and resources of the PPL mirror the cultural needs of the community	City and Community	ACHD			●
6.2 **Celebrate** First Nations	6.2.1 Maintain ongoing dialogue with First Nations groups	City	CSD	●		
	6.2.2 Respect First Nations protocols and traditions in City processes	City	All city departments	●		
	6.2.3 Provide support and access to City resources for First Nations events and activities through collaboration with Nogojiwanong Friendship Centre	City and Community	CSD, NFC	●		
6.3 **Encourage** and actively promote involvement by diverse groups (age, ethnic backgrounds, orientation) in existing cultural and city-wide events	6.3.1 Review programming for major events to ensure that there are no barriers to involvement	City	All city departments	●		
	6.3.2 Support the active recruitment of board members that represent the diversity of the community	City	All municipal agencies, boards, and committees, CO	●		
	6.3.3 Consider how to incorporate activities at major events that reflect the diversity of the community	City	All city departments		●	
	6.3.4 Continue to support Multi-Cultural Canada Day	City and Community	CSD, NCC, PPCII, LLMF			●
6.4 **Increase** the capacity for multicultural community gatherings	6.4.1 Complete a feasibility study on the potential need for the creation of a multicultural centre – a dedicated, shared space for multi-cultural groups	City and Community	CSD, NCC, PPCII, other community partners		●	
	6.4.2 Provide multi-cultural meeting space in existing City-owned and managed facilities	City	CSD			●
6.5 **Improve** communication and awareness about a user-friendly community calendar that is inclusive of all cultural events	6.5.1 Bring the community calendar onto City servers to improve quality	City	ACHD, PTS	●		
	6.5.2 Increase awareness and encourage corporate use of the calendar	City and Community	All city departments, cultural groups	●		

SD.7

Strategic Direction #7
Build the Capacity of the Arts, Culture, and Heritage Division

What this means for Peterborough:

- Peterborough's leadership in the management of arts, culture and heritage is recognized nationally and is a drawing card for cultural industries

- Municipal cultural facilities operate at or above provincial and national standards for libraries, museums and art galleries

- Provincial and federal recognition of Peterborough's strong heritage agenda has led to widespread attention on the city as a place dedicated to quality of life

- The City's boards and advisory committees allow for a unique level of public participation in City governance, which allows individuals to mature in local politics

Peterborough has had a strong arts, culture, and heritage profile within the community for many years.   Examples of the City's past and ongoing support of, and participation in, the cultural community include:

- The Peterborough Public Library (PPL) and Peterborough Museum and Archives (PMA) are well-established municipal institutions that date back to the 19th century. They function as major repositories of information and play a significant role in providing community programming.

- In 1995, the City created a Culture and Heritage Board, with a broader mandate than that of the existing Museum Board. The new board not only governed the Museum but encouraged the coordination of community cultural organizations as well.

- In 2000, the Art Gallery of Peterborough (AGP), originally established in 1974, formally joined the City as one of its cultural institutions.

- In 2003, the City established the Heritage Preservation Office (HPO), which was initially charged with implementing the Heritage Property Tax Relief Program. With the creation of the HPO, the Division became responsible for four main areas: the Art Gallery, the Library, the Museum, and heritage preservation. These changes represented progress in regards to City leadership in the arts, culture, and heritage sector, and significantly raised the profile of culture within the Corporation.

- In 2005, a Museum and Archives Advisory Committee was re-established as a separate board to govern the Museum. At this time, the Culture and Heritage Board was renamed the Arts, Culture and Heritage Advisory Committee, and was expanded to support the community's arts, culture, and heritage organizations.

Arts Week Kick-off at City Hall

Since the ACHD's establishment, the Art Gallery, Library, Museum, and Heritage Preservation Office, have all seen significant growth and progress in advancing the arts, culture, and heritage agenda within the Municipality. All three cultural institutions successfully deliver ambitious programming. The Museum compares well with other community museums with similar budgets in Ontario; its average annual attendance is comparable with Ontario museums with budgets of $1 million or more.[14] The Library has seen similar levels of success in terms of its operations and programs. On a daily basis it is one of the most heavily used City facilities. Since 1993, the Peterborough Public Library has won the Ontario Minister's Award for Innovation three times in the large libraries category.[15] The Art Gallery is garnering national notice with its delivery of exhibitions from internationally renowned Canadian artists. The ACHD has undertaken successful initiatives like the development of a public art policy (2009), with a "percentage of capital levy for public art" municipal budget strategy, multi-year sustained funding for major cultural institutions, and a progressive tax incentive program for heritage properties. These successes have generated several provincially recognized best practices. In particular, the Division's successes in the area of heritage preservation were recently recognized when the City was awarded both the Lieutenant Governor's Ontario Heritage Award for Community Leadership and the Prince of Wales Prize for Municipal Heritage Leadership for the outstanding preservation, protection, and promotion of its heritage.

The scope of work for the creation of a Municipal Cultural Plan for Peterborough, as approved by Council, included a review of the roles and responsibilities of the Arts, Culture and Heritage Division. The MCP is intended to help craft a mission for the ACH Division and identify areas for attention. To that end, a strategic direction has been included that reviews the history of the Division and maps out specific actions and initiatives to move it into the next stages of growth. The Plan identifies a number of opportunities that relate to exploring greater opportunities for collaboration, enhancing efficiencies of cultural facilities, and continuing to raise awareness of the Division's role in city building.

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14   *Ministry of Tourism and Culture*
15   *Ministry of Tourism and Culture*

Strategic Direction #7
Recommendations

Build the Capacity of the Arts, Culture, and Heritage Division

ACTIONS		POTENTIAL INITIATIVES	PRIMARY RESPONSIBILITY	RECOMMENDED AGENCIES	TIME FRAME (years)		
					1-3	4-10	Ongoing
7.1	Support the creation of corporate policy that enhances the capacity and efficiency of the ACHD	7.1.1 Support the creation of a records retention policy for the City	City	ACHD, Corporate Services	🕐		
		7.1.2 Review the policy needs of the CSD, such as a volunteer policy, facility maintenance policy, vulnerable sector check policy, facility security policy, emergency management /response policy	City	ACHD, Corporate Services	🕐		
		7.1.3 Make a formal provision in facility work plans to recognize the role of ACHD in taking on special corporate projects	City	CSD	🕐		
7.2	Maximize the use of City cultural facilities	7.2.1 Support the recommendations of the City Facilities Audit completed by the City's Property & Energy Manager	City	ACHD	🕐		
		7.2.2 Consider ways to improve public access to cultural facilities, for example with transit pass incentives, and by highlighting cultural facilities on City transit maps.	City	ACHD, USD		🕐	
		7.2.3 Support improvements to outdoor rental facilities proposed by the Recreation Division	City	ACHD, Manager of Facilities & Special Projects		🕐	
		7.2.4 Consider using other suitable City facilities to host exhibits that are beyond the capacity of the home facility	City	CSD, Corporate Services		🕐	
		7.2.5 Promote the PPL and the PMA as significant repositories of historical research materials	City	ACHD	🕐		
		7.2.6 Continue to provide space for community groups that partner with Division facilities on projects that complement and enhance their mandate	City	ACHD			🕐
		7.2.7 Pursue recommendations of functional analysis studies for the AGP, the PPL, and the PMA	City	CSD	🕐		
		7.2.8 Ensure the programs, resources, and collections of the Division respond to the cultural needs of the community	City	ACHD	🕐		
7.3	Improve IT capacity for cultural facilities	7.3.1 Have all cultural institution websites hosted by the City	City	ACHD, PTS	🕐		
		7.3.2 Adopt the use of on-line services where appropriate	City	ACHD, PTS, PUS, Corporate Services	🕐		
		7.3.3 Explore the use of on-line booking systems for tours, art classes, etc	City	ACHD, PTS, PUS, Corporate Services	🕐		
		7.3.4 Continue GIS support for the ACHD (e.g. large format printing)	City	ACHD, LIS	🕐		
		7.3.5 Explore the use of social networking as a marketing, community engagement, and professional development tool	City	ACHD, PTS, PUS, Corporate Services	🕐		
7.4	Build capacity through greater cooperation between facilities and with other corporate partners	7.4.1 Coordinate CSD promotional activities (e.g. pool advertising budget, share in-house talent)	City	CSD	🕐		
		7.4.2 Consider cooperative packaging of programming, such as camps and school programs, at all facilities	City	ACHD		🕐	
		7.4.3 Continue to enhance customer service levels by facility staff	City	ACHD			🕐
		7.4.4 Promote awareness of the City subsidy program for users of cultural facility programming (e.g. summer camps)	City and Community	CSD, Community	🕐		
		7.4.5 Explore viability of on-line ticket sales through the Memorial Centre Box Office	City	CSD		🕐	
		7.4.6 Explore suitable off-site collection storage for cultural facilities	City	ACHD	🕐		
		7.4.7 Explore sharing general maintenance services by City-owned facilities	City	ACHD	🕐		
		7.4.8 Continue exhibit production collaborations between facilities and partners such as Fleming College and Trent University	City	ACHD			🕐
		7.4.9 Continue to support the development of touring/traveling exhibits by the AGP and PMA	City	ACHD			🕐
		7.4.10 Consider the need for full time Manager of ACHD	City	CSD, Corporate Services		🕐	
7.5	Recognize the role of the ACHD facilities as economic drivers	7.5.1 Develop economic impact measurement tools for the AGP, the PMA, the PPL, and heritage preservation activities.	City and Community	ACHD, GPAEDC	🕐		
		7.5.2 Support partnerships between the PMA, the AGP, and the PPL and the community (including Fleming and Trent) to leverage upper tier and private sector funding and generate local economic activity	City and Community	ACHD, Community	🕐		
		7.5.3 Recognize and promote the overall economic benefits and promotional potential of traveling/touring exhibits by the PMA and the AGP	City and Community	ACHD , GPAEDC	🕐		
		7.5.4 Budget for non-annual projects and special events such as Triennial juried exhibition by AGP	City	CSD	🕐		
7.6	Recognize the value of the ACHD in promoting the Corporation	7.6.1 Recognize the excellence of scholarly output by ACHD staff such as publications, catalogues, conference presentations, interviews, etc.	City	ACHD	🕐		
		7.6.2 Recognize the role that facility staff play as leaders of change in their professions	City	ACHD	🕐		

7.0

Implementation Plan

"Peterborough is rich with organizations and people committed to improving quality of life, providing cultural opportunities, protecting the environment, providing recreational opportunities, and building the economy of the city. The opportunities to build partnerships and linkages between these key players to further develop cultural capacity are great."

- STAKEHOLDER INTERVIEW PARTICIPANT

The benchmarking exercise in this plan demonstrates that Peterborough enjoys favourable conditions for economic growth through improved quality of life driven by the City's support for culture. For example:

- Its residents enjoy greater access to museums and galleries than residents of more than half of the cities surveyed;

- It has a strong and successful heritage preservation program;

- It has managed to increase per capita funding for arts and heritage initiatives steadily between 2002 and 2010, and ranks high in terms of overall cultural spending per capita;

- It has been successful at attracting young talent to the city between the ages of 25 and 44 and continues to make progress in attracting new immigrants;

- It has a relatively well-educated population for a city of its size in Ontario.

Given the momentum generated in the last several years, Peterborough is well positioned to implement its MCP. Building on the city's strong existing base of cultural resources, the Plan will contribute to a larger city building effort that takes advantage of changing economic realities to ensure prosperity and security for all residents.

Implementing the Plan will require a strong governance process where the support from staff of all departments allows for a clear understanding of roles and responsibilities. As well, there must be a commitment from Council endorsing the Plan and its Strategic Directions, and acknowledging the importance of culture in its decision making. Council's commitment and staff support can only be achieved if there is an ongoing dialogue between partners in the Plan. There must be open communication between staff, Council, and the community, that displays a willingness by all parties to learn and honestly seek to identify needs and solutions. Given the importance of Council buy-in to the implementation of the Plan, the time frame for the Implementation Plan is a total of seven years, divided according to the remainder of this Council's term, and the term of the following Council. Implementation of some of the Initiatives in the 4-7 year time frame may spill over into the following Council term as well.

The Arts, Culture and Heritage Division will be responsible for the implementation of a significant part of the Plan. However, in order to create a corporate vision of culture as a driver for building prosperity, cross departmental collaboration is required. It will allow the Corporation to make the most of opportunities, regardless of where they emerge, and to promote partnerships between activities as diverse as heritage preservation, public art, and utilities infrastructure. Cooperation and communication between staff is critical, but will be greatly facilitated when the plans that guide daily operations complement rather than conflict with one another. Plan alignment, therefore, is crucial, and the MCP has been written to work in concert with other planning initiatives.

In creating the MCP, a group of staff met regularly to ensure that the needs of all departments were represented. This group of staff will remain an ongoing asset to Plan implementation. In addition, the Arts, Culture and Heritage Advisory Committee has a strong role to play in keeping the priorities of the Plan fresh and current in the minds of staff and elected officials.

While the MCP is a corporate plan, building cultural capacity means recognizing and meeting the needs of the community. This needs to happen in a variety of ways, from supporting the proposed culture council and maximizing access to funding for the City and the community, to advocating for the value of the work of artists and recognizing the value of the creative economy. Although Peterborough is culturally rich, it faces typical resourcing challenges in providing support for culture, and will need to be creative in prioritizing the Plan objectives. Key to this will be monitoring the progress of the Plan's implementation, and measuring the impact on the community through a series of common cultural indicators. This section elaborates on the concepts outlined here and concludes with a discussion of next steps in the form of a timeline for implementing the actions and initiatives of the MCP.

Clear definition of Roles and Responsibilities

The success of the MCP will be dependent on the involvement of many stakeholders that are both internal and external to the City organization. The separation of responsibilities between the various stakeholders may become fairly complex in nature. There will likely be instances where the lines of accountability and 'ownership' of processes may easily become blurred. This creates the potential for duplication of work, missed action items, wasted resources, and competing priorities. To avoid this, the roles and responsibilities must be clearly defined at the beginning of the implementation phase. It is equally important that those roles and responsibilities are clearly communicated to and understood by all stakeholders. This will help to ensure that any effort put forth on arts, culture, or heritage activities contributes to the forward momentum of the MCP.

Commitment from Council

To give the MCP the level of priority that it requires both internally from City Departments and externally from the community, Council will need to fully endorse the Strategic Directions identified within the MCP. This does not mean committing immediate resources to the MCP; instead it means that Council acknowledges the importance of culture to quality of place, and endorses the MCP as a key and necessary tool for creating a sustainable and prosperous city. It also requires that Council approach their roles, decision-making, and policy setting with the same cultural lens that is required of City staff. When reviewing work plans, funding requests, or policy directions, a 'commitment from Council' means that Council will consistently apply the cultural lens as an important measure against which to make decisions and set priorities.

Municipal Capacity and Resourcing Challenges

To ensure Peterborough positions itself well within the new creative economy, maintains its unique character, and enhances quality of life, the City will need to adopt a multi-faceted role as a cultural capacity builder acting as funder, facilitator, planner, and coordinator. To deliver the MCP's objectives, a strong governance structure, and collaboration with key departments, advisory committees, and potential external partners is necessary. The City should frame clear goals and priorities with realistic resourcing expectations in order to further Peterborough's cultural objectives.

All of the City's departments and divisions continue to face resourcing challenges. Directors, managers, and staff often carry multiple job titles and split their time between several portfolios, each of which could warrant full-time attention. The ACHD also continues to face these challenges and has operated under budgetary and resource constraints for some time. For instance, in 2004 a gallery curator position was created, which included 11 hours per week dedicated to work as a community arts coordinator. By 2010 it was clear that achieving this balance was so challenging that the community arts coordinator duties were dropped from the position's job description. Each of these positions, Gallery Curator and Arts Coordinator, should reasonably be full-time.

An increasingly vibrant arts, culture, heritage, and recreation environment, coupled with changing demographics in the City, has led to an expanding workload, and a growing need for collaboration between the ACHD and the City's other departments. For example, Community Services is continually asked to provide special event coordination for the Corporation. As arts, culture, and heritage values become increasingly integrated into all aspects of city-building and operations, adequate resourcing and staffing will need to be addressed. Other issues include addressing the role of advisory committees and identifying opportunities to align City initiatives, plans, and policies to ensure the best use of dedicated resources.

The staff and budget resource challenges that Peterborough is facing are common to many municipalities across the country. While it would be ideal to simply allocate necessary resources to immediately implement the MCP's recommendations, the intention of the Plan is to minimize the need for significant increases in staffing and financial resourcing. Therefore, the key goals of this process are to develop a shift in thinking by City staff to develop a culture of dialogue and greater collaboration.

Showplace Performing Arts Centre

Actions and initiatives in the Plan identify opportunities for exploring the re-allocation of staff or, if necessary, the creation of targeted new staff positions, preferably through self-supporting strategies. A corporate mandate for supporting culture should also be defined. These responsibilities should be appropriately resourced and coordinated with the appropriate advisory bodies including ACHAC.

CITY OF PETERBOROUGH MUNICIPAL CULTURAL PLAN 2011

IP.1

Implementation Plan Part 1
Advisory & Governance Systems

The mandate to create and oversee the MCP rests with the Arts, Culture and Heritage Division (ACHD). However, the Plan will have many 'owners' who will each play a role in its implementation. Given the widespread accountability for bringing the Plan to life, an effective governance structure to monitor its implementation must be established. This governance structure will require the ACHD to work closely with the other City departments, the Arts, Culture, and Heritage and Advisory Committee (ACHAC), agencies and cultural organizations at all levels of government, and community representatives, to implement the Plan. The following governance structures are recommended to facilitate the implementation of this Plan:

Technical Working Group
One of the successes of the Municipal Cultural Planning process was the formation of a Technical Working Group (TWG). The TWG brought together all departments to discuss how Peterborough's unique culture could be integrated into every aspect of the City's decision-making and operations. Significant debates about supporting culture and promoting city building were critical in framing the actions and initiatives of the Plan and opened the door for further opportunities for collaboration.

Continuation of the Technical Working Group should be considered. It could become a standing committee on culture that meets quarterly to discuss the application of the implementation strategies and to generate ideas on how to move the MCP forward. Members of the TWG would collaborate closely with ACHAC, and could serve as 'cultural agents' to educate their departments on opportunities to integrate culture into their operations. This would also facilitate communication between middle management (managers) and upper management (directors) and enable department-wide awareness and ownership of ideas.

*Summer drama camps at the
Market Hall Performing Arts Centre*

The Arts, Culture, and Heritage Advisory Committee (ACHAC)

To help define the governance structure for implementing this Plan, the role of the City's Arts, Culture and Heritage Advisory Committee (ACHAC) was reviewed. The Committee currently includes a number of subcommittees that focus on specific issues. A key concept that emerged through the Municipal Cultural Planning process is the need to update the role of ACHAC to include responsibility for monitoring the implementation of the MCP. ACHAC would meet regularly with staff to review priorities and actions within the Plan and develop an annual reporting structure to Council on the progress of the MCP and its key priorities.

The composition of the revised Committee would include a member of Council, a member of the proposed Culture Council (see below), representatives of the cultural industry, and members of the public. The ACHAC would no longer have regular representation from within the ACHD or organizations with existing service grants. These groups would use alternate staff reporting structures already in place.

Implementation Plan Part 1
Recommendations

Advisory and Governance Systems

ACTIONS		POTENTIAL INITIATIVES		PRIMARY RESPONSIBILITY	RECOMMENDED AGENCIES	TIME FRAME (years)	
						1-3	4-7+
1.1	Recognize the value of cross-departmental representation in the MCP process	1.1.1	Use the established MCP technical working group as a formal mechanism for City staff to collaborate on key MCP projects	City	All Departments	🕐	
		1.1.2	Include directors and senior staff in effective collaboration on key cultural plan projects	City	All Departments, CAO/Directors	🕐	
1.2	Define the role of ACHAC in light of the MCP	1.2.1	Revise the composition of ACHAC and add the responsibility of monitoring the implementation of the MCP to its mandate	City	ACHD	🕐	
1.3	Regularly assess MCP implementation progress	1.3.1	Have ACHAC develop an annual reporting structure to Council on the progress of the MCP, with the identification of key priorities	Community	ACHAC	🕐	

IP.2

Implementation Plan Part 2
Ongoing Dialogue, Cross-Departmental Collaboration, and Plan Alignment

Ongoing Dialogue

A major success of the Municipal Cultural Planning process has been the development of a common cultural planning dialogue between the community and the City, and within the Corporation itself. This culture planning dialogue must extend beyond the timeline of the MCP project, in order to instill a fundamental appreciation for the importance of culture to the community in both staff and decision makers. Building municipal capacity to take best advantage of cultural opportunities requires an ongoing process of education for all staff. This will include not only sharing experiences internally across all departments, but also learning from best practices in other municipalities in Canada and around the world. In partnership with the cultural sector, the City should also explore the development of workshops and discussion opportunities. Through this dialogue, a common vocabulary around cultural planning and city-building will begin to permeate both the Municipality and the greater community, and become an integral part of the City's operations. There is also an opportunity to work with community organizations and external agencies in the region to better highlight cultural assets that help form the identity of the Peterborough area through cultural marketing initiatives. Fully integrating cultural planning with the City's planning initiatives to build sustainable and 'complete' communities, will result in an improved quality of life for the community.

Cross-Departmental Collaboration

Active Participation by all City Departments
The MCP is a corporate tool designed to contribute to city building in a planned way that helps to grow 'quality of place'. Achieving a high level of quality of place does not come from focussing on one or two aspects of a city's operation; it is about maximizing the overall experience that a city provides its residents and visitors. Understanding this is vital to attracting knowledge workers and promoting Peterborough as a desirable location for industry to locate. Success requires considerable planning and effort by all City

departments and community partners. The Arts, Culture, and Heritage Division will be responsible for only a portion of the Municipal Cultural Planning work that needs to be done. The remainder will require the active involvement, willingness, and commitment of other City departments.

To make the most of potential opportunities, all City departments need to buy into the MCP. There are no stock solutions for how to enhance quality of place. Each department will need to approach their work plans in new ways, and success should be based on the number of opportunities found to advance culture in Peterborough when meeting corporate goals and objectives. This is what it means to approach city building with a 'cultural lens'. Without this cultural lens, crucial opportunities to grow quality of place will be missed.

City departments have begun to integrate cross-departmental collaboration and dialogue into their work programs, and continuing progress is being made in this area. However, the absence of a corporate strategic plan and formal framework for coordinating planning processes makes such efforts challenging. The existence of plans, policies, and initiatives that do not entirely align with each other shows there is still room for improvement. A clear theme that emerged through the MCP consultations is the need to improve cross-departmental dialogue early on in all planning processes and ensure the involvement of both middle and upper management at all stages of the process.

The MCP process included a review of existing plans, projects, and initiatives from different departments to identify and reinforce activities that are already in keeping with the City's cultural objectives. Several potential partnerships emerged where the core work of the ACHD would compliment the work plan goals of other departments:

Built Heritage

To recognize and advance built heritage as an important component of city-building, the City needs to establish a more formal mechanism that enables heritage staff to more regularly coordinate and collaborate with the Planning Department. Over time the corporate role of the Heritage Preservation Office has expanded to include the coordination of archaeological activity for all departments. In the last year, the Heritage Resources Coordinator was added to a cross-divisional working group that reviews and provides commentary on draft plans of sub-division. Similar initiatives should be encouraged to strengthen the link between these departments and enable more integrated planning and development.


The Market Hall

Public Art

The adoption of a public art policy in 2009 represents a major opportunity for all departments to work together in advancing culture in the city. A structure for implementation and coordination of public art production is currently being developed in association with an ad hoc committee of the ACHAC. The administration of public art is a responsibility of the Manager of the Arts, Culture, and Heritage Division, with the Art Gallery playing a supporting role in the commissioning of public art. However, the policy includes roles for many divisions, and it can act as a valuable catalyst to trigger the production of public art through recommendations from other corporate plans. For example, the creation of 'gateways' to the downtown, recommended in the Central Area Master Plan, could be implemented as commissioned works of art.

ACHD and Utility Services Department (USD)

An informal relationship currently exists between the ACHD and USD when working on cultural initiatives that relate to public infrastructure. The two areas share the desire to incorporate innovation and best practices to create a more vibrant public realm (e.g. integrating sustainability programming into the urban fabric). However, there is currently no formal mechanism or process to consider and include cultural initiatives in the USD work program. A formal mechanism to consider the place of cultural initiatives in infrastructure planning must be explored and developed.

Plan Alignment

There are a number of important planning initiatives currently underway in Peterborough, which will have an important impact on the future direction of the city, shaping how it will grow and prosper in the years to come. Besides the MCP, these include the *Official Plan* Review, the *Sustainability Plan*, the *Transportation Master Plan* Update, and the *Social Plan*, as well as the recently completed master plans developed for the Central Area and Little Lake. Because these plans are initiated by departments that have differing consultation models, their outcomes and recommendations do not necessarily align. Aligning these initiatives is important for moving forward with a comprehensive "big picture" approach to planning in Peterborough. While the City does not currently have a Strategic Plan, the MCP process provides a valuable template for future strategic planning initiatives that will help create recommendations that are viable across the corporation.
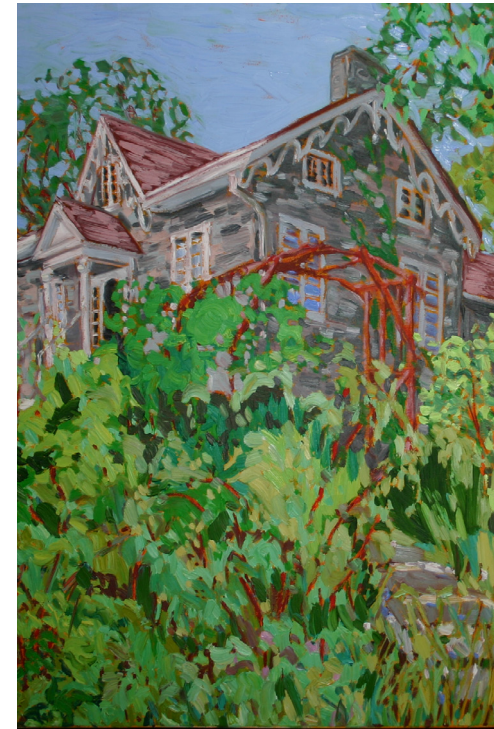
Hutchison House, by *Marilyn Goslin, 2009, oil on canvas*

In 2007, the City created a corporate policy coordinator position in the office of the CAO to help guide the development of formal policy and assure its consistency and alignment across the corporation. Consideration should be given to the creation of a similar position charged with ensuring that major plans and initiatives align with the goals and mandates of divisions across the corporation. This position could also support the cross-departmental working groups that are formed occasionally to move major projects and initiatives forward.

Implementation Plan Part 2
Recommendations

Ongoing Dialogue, Cross-Departmental Collaboration, and Plan Alignment

ACTIONS		POTENTIAL INITIATIVES		PRIMARY RESPONSIBILITY	RECOMMENDED AGENCIES	TIME FRAME (years)	
						1-3	**4-7+**
2.1	Formalize a cross-departmental collaborative framework to provide input into all major strategic plan development (IBP2.1)	2.1.1	Continue to recognize the importance of a cultural component in all strategic plans through regular updates at senior administration leading up to project initiation*	City	CAO/ Directors, All Departments	🕐	
2.2	Support plan alignment through regular cross-departmental discussion	2.2.1	Support plan alignment through quarterly organizational alignment workshops	City	All Departments, CAO/ Directors		🕐
		2.2.2	Identify existing municipal initiatives from other strategic plans that support cultural development and explore opportunities to move them forward	City	Planning and Development Services Utility Services, CSD	🕐	
2.3	Strengthen the relationship between Heritage and Planning	2.3.1	Review opportunities to further integrate a heritage component into all relevant Planning and Development plans, initiatives, and processes	City	ACHD (Heritage Preservation Office), Planning		🕐
2.4	Strengthen the relationship between ACHD and USD	2.4.1	Explore the creation of formal mechanisms for the ACHD to collaborate with USD on cultural infrastructure projects	City	ACHD, USD		🕐
2.5	Complete and implement formal City procedures for Public Art	2.5.1	Continue working with the interim Public Art Advisory Committee to develop formal procedures to implement public art to meet the objectives in the public art policy (IBP2.5.1)*	City and Community	ACHD, Interim Public Art Advisory Committee	🕐	
		2.5.2	Maintain the public art inventory and ensure that it is completed*	City and Community	ACHD, Interim Public Art Advisory Committee	🕐	
2.6	Create an internal communication and education for the MCP	2.6.1	Develop knowledge building workshops for staff across departments, drawing on leading practice in integrated planning for culture in other Canadian municipalities	City	ACHD, All Departments		🕐
		2.6.2	Create a roll-out strategy for the MCP	City	ACHD, Corporate Services	🕐	

* Ongoing initiative

IP.3

Implementation Plan Part 3
Building Cultural Sector Capacity and
Ongoing Monitoring and Measurement

Arts Week concert

Canada Day celebrations

Building Cultural Sector Capacity

Cultural occupations now account for nearly three percent of the workforce in Peterborough. This makes the cultural sector one of the largest employment sectors in the city, by sheer numbers of employees. Municipal investment in the sector regularly results in one of the best returns on leveraged dollars of almost any investment it makes in private sector development. Building the capacity of the sector has direct financial benefits resulting from increased economic growth, and also drives secondary economic benefits through things like increased safety on streets, and increased attractiveness of the city to potential investors and residents.

Proposed Culture Council

In 1989, an arts council was created to bring together the broader cultural community in Peterborough. This evolved into the Peterborough Arts Umbrella (PAU), a community-based arts advocacy body. Initially, it maintained a strong focus on the traditional arts, but over time, with the aid of community grants from the Ontario Arts Council, it began to focus on the professionalization of cultural workers. The PAU folded in 2009, and since its closure, no other organization has emerged to fulfill the role of an arts and culture council.

Peterborough's MCP provides the community with an opportunity to work with the cultural sector to explore the creation of a new Culture Council. It would be an arm's-length agency, coordinating, communicating, and advocating for Peterborough's arts and culture organizations, and focusing on the professionalization of cultural occupations. This new Culture Council could receive initial start-up funding and an ongoing service grant from the City. To support the initial formation of the Council, ACHD staff and ACHAC would be present at early meetings.

Supporting the Cultural Sector and Responding to Changing Demographics
While Peterborough enjoys the benefits of a strong cultural sector, it is subject to several vulnerabilities. For many local cultural organizations, management and operational capacities are under-resourced and volunteer-based, and long term reliance on volunteers tends to be unsustainable. There are also concerns that a lack of cooperation and coordination undermines the overall health of the sector. For example, the success of several major cultural events that are heavily subsidized and free to the public may be leading to an expectation that culture should be free. This is a difficult misconception for smaller venue operators and individual performers to overcome as they vie for market share.

The MCP recognizes the value of Peterborough's substantial and high-quality creative labour force, and the importance of its continued growth as a major economic development force. It is necessary however, for major economic motivators like the Innovation Cluster to expand their definition of the knowledge economy to include cultural producers and creative industries in their support systems.

Beyond supporting the human resource requirements of organizations and the economic activity of cultural workers, the MCP has also identified the need to build cultural capacity among several demographic groups. In particular, Peterborough's youth are a source of tremendous talent and the City should ensure that cultural resources are accessible and responsive to their needs and those of other existing and emerging demographic groups. To this end, the CSD has recently begun to assign portfolios to staff based on the needs of different demographic groups (such as youth, seniors, and New Canadians) to coordinate cross-departmental initiatives.

Supporting the cultural sector also means making the public realm flexible and available for creativity to flourish. The City has done an exceptional job in making the downtown receptive (e.g. Hunter Street Cafe District and Millennium Park), but needs to continue to create urban spaces that support cultural vibrancy and to facilitate a growing interest in cultural activity.

Funding and Partnerships
Funders at all levels of government have an important role to play in supporting the cultural development and organizational capacity of Peterborough's cultural sector. The Canada Council for the Arts, the Ontario Arts Council, Canadian Heritage investment programs, and the Ontario Trillium Foundation (OTF) all provide financial support to the cultural community. Within the Municipality, government funding often helps to catalyze and leverage dollars from the private sector, other levels of government, earned revenue, and fundraising income.

The City provides funding for cultural organizations through a variety of means. They range from:

- start-up funding and sustaining grants (multi-year) for major organizations, to operating and project grants;

- fee for service contracts through cultural facilities to support the employment of cultural workers;

- support of cultural infrastructure improvement through major capital funding initiatives such as the recent renovations to Market Hall.

Peterborough needs to take advantage of opportunities to support the cultural sector by better leveraging corporate funding and business partnerships. The sector would also greatly benefit from effective coordination and cooperation between all levels of government, agencies, and institutions.

Supporting Peterborough's Volunteer Base

Peterborough has a strong volunteer base composed of passionate and dedicated local residents who take an active role in the city's livelihood. Volunteers support many City initiatives and should have an important role in the implementation of the MCP. To leverage this major local asset, and support its ability to help sustain the cultural sector, the City's volunteer recruitment strategy should focus on ensuring the adequate provision of staff support and resources like training opportunities to build its volunteer base.

Ongoing Monitoring and Measurement

The MCP is fashioned to have immediate results, but is also intended to have a long-term focus. While there are a number of actions that can be implemented right away, there are other actions that must be implemented over time in order for them to be successful. The challenge for the MCP will be to ensure that the actions and desired outcomes stay as priority items on the City's agenda, and do not get lost over time. To do this, it is important to incorporate some formal mechanisms or processes that will ensure the ongoing monitoring and review of MCP priorities. It is also important to establish some formal measurements against which Plan progress can be assessed in a tangible way.

Cultural Indicators

Cultural indicators are data that is systematically collected to track cultural activity and, by extension, measure the MCP's progress. These include economic indicators that should be used to enable ongoing assessment of culture's contribution to the local economy.

While the benchmarking exercise has helped to demonstrate the strength of the cultural sector in Peterborough today, the further development of a robust set of measures and analytical methodologies for understanding Peterborough's cultural prosperity in the future is key to supporting the implementation of this Culture Plan. Because it is important that such an assessment occur regularly over the life of the Plan, the indicators described here have been developed in order to be:

- *Replicable -* it will be possible to repeat the data collection and analysis in the future, in order to prepare reporting at regular intervals;

- *Portable -* it will be possible to apply these indicators to other municipalities, so that the strength of Peterborough's cultural sector can be measured relative to those of other cities; and

- *Legible -* the indicators are accessible and understandable to a range of users, constituencies, and stakeholders.

The indicators are:

1. Annual per capita investment in culture, its growth over time, and a comparison with the per capita investments of other municipalities;

2. The additional funds leveraged by arts and culture organizations from each dollar invested by the City. This figure is the difference between the total operating budgets of the arts and culture organizations receiving grants, and the total amount of grants awarded by the City each year;

3. The number of people employed in cultural occupations in Peterborough. Cultural occupations are outlined in the Canadian Framework for Culture Statistics, produced by Statistics Canada;

4. The total impact of the cultural sector on GDP in Peterborough;

5. The number of people employed in creative occupations in Peterborough (see Appendix A.4);

6. Creative sector wages as a share of total wages;

7. Total annual attendance at cultural events in Peterborough;

8. Level of education of Peterborough residents (i.e. number of post-secondary graduates); and

9. The total number of annual visitors to Peterborough.

Implementation Plan Part 3
Recommendations

Building Cultural Sector Capacity and Ongoing Monitoring and Measurement

ACTIONS		POTENTIAL INITIATIVES		PRIMARY RESPONSIBILITY	RECOMMENDED AGENCIES	TIME FRAME (years)	
						1-3	4-7+
3.1	Support the Creation of a new Culture Council (IBP3.1)	3.1.1	Provide a service grant to support the development of a new Culture Council and explore opportunities for ongoing funding support*	City	ACHD, Corporate Services	🕐	
3.2	Support the proposed Culture Council in exploring opportunities to advance cultural planning in the community	3.2.1	Support the development of workshops and discussion opportunities in the community about culture planning	Community	Proposed Culture Council		🕐
		3.2.1	Support the cultural sector in better leveraging corporate funding and business partnerships	Community	Proposed Culture Council		🕐
3.3	Support collaboration between Community Futures, the DBIA, Chamber of Commerce, and GPAEDC, and encourage dialogue between these institutions and cultural organizations	3.3.1	Support having culture as a standing agenda item of the GPAEDC	City	ACHD, GPAEDC	🕐	
		3.3.2	Create a Cultural Roundtable	Community	Proposed Culture Council		🕐
3.4	Seek opportunities for partnerships between City departments and post-secondary educational Programs	3.4.1	Review post-secondary educational programming in conjunction with City facilities, programming, and mandates to determine if other partnership opportunities exist (such as the Fleming Museum Management and Curatorship Program)	City	CSD		🕐
3.5	Create a strategy to build cultural capacity in youth and strengthen their access to art, culture, and heritage	3.5.1	Examine the availability of cultural education programs for youth in Peterborough - identify gaps and develop an implementation plan	Community	Proposed Culture Council		🕐
		3.5.2	Encourage and support area educational institutions and cultural providers to develop a coordinated program of mentorships, internships, and apprenticeship in cultural organizations and creative businesses (IBP3.5.2)	City	ACHD, SSD, RD		🕐
		3.5.3	Facilitate partnerships between cultural organizations and school and community groups	Community	Proposed Culture Council	🕐	
		3.5.4	Support initiatives that provide wide access for cultural engagement by students	Community	Proposed Culture Council	🕐	
3.6	Use consultation tools (i.e. open houses) to raise awareness of cultural issues and to facilitate conversations on cultural issues	3.6.1	Organize cultural forums similar to the Seniors Forum	Community	Proposed Culture Council, ACHD	🕐	
3.7	Capitalize on other community consultation processes by asking the public to consider the cultural aspects of an undertaking	3.7.1	Include presentation materials on cultural features in Public Information Centres	City	ACHD, Planning and Development Services, Utility Services, CSD	🕐	
3.8	Utilize the cultural economic indicators identified in the Municipal Cultural Plan	3.8.1	Collect and regularly update the data identified in the Implementation Plan's introduction to *Cultural Indicators*.	City	ACHD	🕐	

* Ongoing initiative

ACTIONS		POTENTIAL INITIATIVES	PRIMARY RESPONSIBILITY	RECOMMENDED AGENCIES	TIME FRAME (years)	
					1-3	4-7+
3.9	Explore other mechanisms to measure the value of culture	3.9.1 Gather testimonials from small business owners in the Cultural sector on why they decided to locate/continue their business in Peterborough	City and Community	ACHD, DBIA, Chamber of Commerce, GPAEDC, community		🕐
		3.9.2 Research the economic cost and benefit of existing and future festivals	City and Community	ACHD, Recreation, Arenas, GPAEDC, Community Partners	🕐	
		3.9.3 Support the measurement of cultural development activities in the city in relation to quality of life indicators	Community	Proposed Culture Council, Social Planning Council		🕐
3.10	Continue to build the cultural capacity of the City by attracting newcomers.	3.10.1 Continue supporting cooperation between economic development and business groups and immigration support agencies to attract and retain New Canadians*	City and Community	GPAEDC, DBIA, Chamber of Commerce, New Canadian Centre, PPCII	🕐	
		3.10.2 Promote the features of life in the Kawarthas that are attractive to creative industry workers in the 25 to 44 demographic	City and Community	ACHD, GPAEDC, DBIA, Chamber of Commerce	🕐	
3.11	Create awareness of the return on municipal investment in culture	3.11.1 Review and track municipal cultural investment and establish a "per capita investment" goal (IBP3.11.1)	City	ACHD	🕐	
		3.11.2 Continue tracking outcomes of support for arts, culture, and heritage organizations funded under the community grants program *	City	ACHD	🕐	
3.12	Recognize the value of culture as a tourism asset	3.12.1 Work with culture sector organizations to develop a cultural communications and marketing strategy for Peterborough (IBP3.12.1)	Community	Kawarthas Tourism, GPAEDC, DBIA, Chamber of Commerce	🕐	
3.13	Improve MCP dialogue with the County and Townships	3.13.1 Provide support for County and township cultural mapping initiatives	City and Community	ACHD, PTS, LIS, KHC, GPAEDC, County and townships	🕐	
		3.13.2 Work with Regional Transportation Authorities to align plans and initiatives – support the improvement of regional transportation systems	City and Community	Transit, TDM, Engineering, Infrastructure Planning, Planning, GO, Greyhound, Shining Waters, Ministry of Transportation, County, townships		🕐
3.14	Continue to explore collaboration opportunities between the different levels of government	3.14.1 Identify and leverage funding opportunities provided by other levels of government*	City and Community	CSD and Corporate Services, funding agencies from all levels of government	🕐	
3.15	Help leverage corporate and business funding for the cultural sector	3.15.1 Support the cultural sector in better leveraging corporate funding and business partnerships	Community	Proposed Culture Council		🕐

Ongoing initiative

Next Steps

The Peterborough Cultural Plan is a strategic document that identifies municipal priorities to strengthen the cultural development of the City. It is intended to elevate the role of culture both within the organization and without, cementing it as an important lens for decision-making and a vital contributor to economic development. Ultimately, this will raise the profile of Peterborough as a creative city.

The Strategies, Actions, and Initiatives contained in this Plan represent a 10-year agenda for the City (10 years for the Strategic Directions and seven years for the Implementation Plan) that will need to be integrated into the budgets and work plans of various departments. Because this is a living document, it is anticipated that some of the Actions and Initiatives will evolve over the life of the Plan, as priorities, needs, and opportunities change.

Implementation will begin following adoption of the Cultural Plan by City Council. To begin the process, six signature objectives have been identified that relate to one or more Initiatives contained within the Plan. The Initiatives that relate to these objectives will be the first to be implemented, many within the first year after the adoption of the Plan.

Signature Objectives
And Associated Initiatives

Objective	Associated Initiatives
1. Create and implement cultural indicators and economic impact measurement tools to assist in developing a comprehensive argument for the economic and social value of supporting culture, and as a means of promoting the MCP as an economic development tool.	SD7.5.1 Develop economic impact measurement tools for the AGP, the PMA, the PPL, and heritage preservation activities
	IP3.8.1 Collect and regularly update the data identified in the Implementation Plan's introduction to *Cultural Indicators*
	IP3.9.2 Research the economic cost and benefit of existing and future festivals
	IP3.11.1 Review and track municipal cultural investment and establish a "per capita investment" goal
	IP3.11.2 Continue tracking the outcomes of support for arts, culture, and heritage organizations funded under the community grants program
2. Support and develop the downtown as a vibrant cultural hub by implementing the priorities of the Central Area Master Plan that have been identified in this Plan.	SD4.4.1 Create a public square as per the Central Area Master Plan
	SD.4.4.2 Undertake a feasibility study to review the future development needs of the key ACH Facilities - the Museum, Gallery, and Library - in the core
3. Support the creation of a Culture Council as a community driven, arms-length advocacy body supporting, communicating, and coordinating the needs of arts, culture, and heritage organizations.	SD2.1.1 Support and encourage the creation of a new Culture Council
4. Increase the effectiveness of ACHAC by decreasing its size, transferring some of its responsibilities to the new Culture Council, and revising its mandate.	IP1.2.1 Revise the composition of ACHAC and add the responsibility of monitoring the implementation of the MCP to its mandate
	IP1.3.1 Have ACHAC develop an annual reporting structure to Council on the progress of the MCP, with the identification of key priorities
5. Recognize the importance of celebrating and protecting both natural heritage and built heritage in Peterborough.	SD1.6.1 Review, and if necessary, strengthen existing policy within the Official Plan to ensure that new developments do not negatively impact areas of natural heritage significance.
	SD1.7.4 Collaborate with Peterborough and the Kawarthas Tourism and community partners to market heritage assets to tourists
	SD1.8.1 Celebrate and promote the City's traditional connection with the Lift Lock and Trent-Severn Waterway
	SD3.1.3 Commission a Conservation District Study
	SD3.1.4 Explore and encourage the creation of policy tools to support heritage preservation in the Downtown
	SD3.1.5 Explore Council approval of a Register of Eligible Properties, as provided for under the Ontario Heritage Act
	SD3.1.6 Encourage protection of heritage resources during the Official Plan review
6. Promote and achieve plan alignment.	IP2.1.1 Continue to recognize the importance of a cultural component in all strategic plans through regular updates at senior administration leading up to project initiation
	IP2.2.1 Support plan alignment through quarterly organizational alignment workshops
	IP2.2.2 Identify existing municipal initiatives from other strategic plans that support cultural development and explore opportunities to move them forward

8.0

Best Practices

Best practices are examples of ways or processes used to reach a desired outcome. In an effort to improve services, quality of life, and quality of place, cities, companies, and organizations throughout the world are developing new approaches and solutions to manage concerns. Best practices usually recommend inclusive and multidisciplinary strategies that are context-specific and engage stakeholders.

The Best Practices in this report have been selected from across North America and Europe to illustrate a means of supporting the actions and initiatives. Some relate to potential initiatives, while others relate to an entire action in general. Best Practices related to a Strategic Direction are labelled with the prefix BP. Those related to the Implementation Plan are labelled with the prefix IPBP. The Best Practices are organized by Action and then Potential Initiative.

Best Practices
Reference Table

STRATEGIC DIRECTION	BP #	BEST PRACTICE
Strategic Direction #1 Celebrate and Strengthen our Region's Waterways, Cultural and Natural Heritage		
SD1.1.1 Support current Planning Department policy to acquire waterfront property for public use	BP1.1.1	Waterfront Redevelopment, Thunder Bay, ON
SD1.4.1 Designate heritage bridges	BP1.4.1	Ontario Heritage Bridge Guidelines for Provincially Owned Bridges, Ontario, CA
Strategic Direction #2 Strengthen the Arts		
SD2.1.1 Support and encourage the creation of a new Culture Council	BP2.1.1	Winnipeg Arts Council, Winnipeg, MB
SD2.1.3 Support collaboration and communication between creative industry leaders	BP2.1.3	Communitech, Waterloo, ON; Arts & Heritage Alliance, Thunder Bay, ON
SD2.5 Continue to support the public art policy and initiatives	BP2.5	Public Art Policy, Toronto, ON
SD2.8.3 Explore providing opportunities for local artists and performers to showcase their talents	BP2.8.3	Corporate Gift Policy, Edmonton, AB
Strategic Direction #3 Strengthen Heritage		
SD3.2.1 Make the heritage layer of the City's cultural map publicly accessible	BP3.2.1	Heritage Properties Database, Niagara Falls, ON
SD3.5.2 Encourage and promote a unified city-wide program of heritage interpretation (e.g. panels)	BP3.5.2	[murmur], Various cities, Canada, Australia, USA
Strategic Direction #4 Strengthen Downtown as a Cultural Hub		
SD4.2.1 Emphasize creating an accessible and pedestrian-oriented environment in the core	BP4.2.1	Active Edges Policy, Melbourne, AU
SD4.2.5 Explore or review a "complete streets" policy for the City that supports active transportation	BP4.2.5	City of Big Lake Complete Streets Policy, Big Lake, MN
SD4.3.1 Support initiatives that ensure welcoming spaces for youth and multi-generational cultural activity	BP4.3.1	Neighbourhood Houses, Vancouver, BC
SD4.5.1 Recognize the value that the post-secondary institutions bring to the Downtown and collaborate with them to explore opportunities for program delivery in the Downtown	BP4.5.1	Waterloo School of Architecture, Cambridge, ON

STRATEGIC DIRECTION		BP #	BEST PRACTICE
Strategic Direction #5 Incorporate Culture in All Neighbourhoods			
SD5.1	Facilitate and support neighbourhood-based events and programming	BP5.1	Intersection Repair, Portland, OR: Neighbourhood Arts Network, Toronto, ON
SD5.1.1	Identify and celebrate the distinct neighbourhoods in the city	BP5.1.1	Toronto, ON
SD5.1.3	Expand cultural programming in community centres and facilities such as the Queen Alexandra Community Centre, YMCA, churches, and Trent University	BP5.1.3	Repurposing of Churches, Quebec, CA
SD5.2.3	Adopt a 'public works as public art' policy	BP5.2.3	Tucson, AZ
SD5.2.4	Explore the potential and opportunities for the Art Gallery, Museum, and Library to create outreach programming in neighbourhoods	BP5.2.4	Get Connected, Woodstock, ON
Implementation Plan Part 2 Cross-Departmental Dialogue, Collaboration and Plan Alignment			
IP2.1	Formalize a cross-departmental collaborative framework to provide input into all major strategic plan development	IBP2.1	Implementing a Municipal Collaborative Framework, Huddersfield and Kirklees, UK
IP2.5.1	Continue working with the interim Public Art Advisory Committee to develop formal procedures to implement public art to meet objectives in the public art policy	IB2.5.1 BP2.5	Public Art Policy, Toronto, ON
Implementation Plan Part 3 Sustaining Cultural Capacity and an Ongoing Dialogue on Cultural Planning			
IP3.1	Support and encourage the creation of a new Culture Council	IBP3.1 BP2.1	Winnipeg Arts Council, Winnipeg, MB
IP3.5.2	Encourage and support area educational institutions and cultural providers to develop a coordinated program of mentorships, internships, and apprenticeships in cultural organizations and creative businesses	IBP3.5.2	Arts Leadership Training Program, Ottawa, ON
IP3.11.1	Review and track municipal cultural investment and establish a "per capita investment" goal	IBP3.11.1	Per Capita Investment Goal-Setting Toronto,
IP3.12.1	Work with culture sector organizations to develop a cultural communications and marketing strategy for Peterborough	IBP3.12.1	Passport to Culture in Thunder Bay, Thunder Bay, ON

BP.1 Best Practices
Strategic Direction #1

SD1.1.1: Support current Planning Division policy to acquire waterfront property for public use (BP1.1.1)

Waterfront Redevelopment, Thunder Bay, ON - The City of Thunder Bay has embarked on an ambitious plan to redevelop 52 kilometres of waterfront property in an effort to reconnect the city to the water. The project aims to establish the waterfront as a connected, year-round destination that will be celebrated by all of Thunder Bay's residents, and includes a series of new public spaces with a strong cultural focus as well as mixed-use development.

While the current phase of redevelopment is occurring on property already owned by the City, the majority of the waterfront is owned by private interests. In the past, the City has used a land-swap strategy to acquire these properties, such as the Pool 6 lands that are adjacent to the Phase 1 waterfront development, and form part of Phase 2. In a land-swap, the City provides the property owner with a surplus property in exchange for the waterfront property of interest. The strategy has proven to be a low-cost method of acquiring waterfront property, and allows the City to avoid the real estate price spikes often associated with waterfront development.

SD1.4.1: Designate heritage bridges (BP1.4.1)

Ontario Heritage Bridge Guidelines for Provincially Owned Bridges, Ontario, CA - The Ontario Heritage Bridge Guidelines are the result of a collaboration between the Ministry of Transportation and the Ministry of Culture, and are a recognition of the importance of the contribution of bridges to the province's architectural and engineering heritage. The guidelines establish a process for identifying, evaluating, and listing heritage bridges, and identify conservation options.

BP.2 Best Practices
Strategic Direction #2

SD2.1.1: Support and encourage the creation of a new Culture Council (BP2.1.1)

Winnipeg Arts Council, Winnipeg, MB - The Winnipeg Arts Council (WAC) was incorporated in 2002 as an independent, arms length organization of the City of Winnipeg, with a mission to fund, support, and foster the development of the arts in Winnipeg. It advises the City on cultural policy; administers cultural grants, funding for the arts, and the City's Public Art Policy and Program; develops a three year Arts and Culture Business Plan that is adopted by the City on an annual basis; and explores external partnerships and initiatives that will strengthen the arts and culture in Winnipeg. It has an annual budget of over $4 million. The WAC has proven invaluable in supporting and promoting the arts in Winnipeg, and advancing the cultural sector of the city in general.

SD2.1.3: Support collaboration and communication between creative industry leaders (BP2.1.3)

Communitech, Waterloo, ON - Communitech is a not-for-profit organization that supports technology companies in the Waterloo Region, and promotes the area as a technology cluster. It is a network of more than 600 companies and organizations in the Waterloo Region, including Research in Motion, Open Text, and COM DEV, as well as small enterprise, investors, service firms, educational institutions, and governments. Communitech runs a broad range of programming that serves to connect professionals, facilitate the sharing of ideas, promote innovation and collaboration, and strengthen companies. For example, it connects start-up technology firms to seasoned executives who provide advice and opportunities for networking; it organizes monthly functional peer groups to connect its members across different areas of interest; it organizes conferences

The Resolutionaries Marimba Band plays at the reopening of the Market Hall Performing Arts Centre

and events; and maintains an online job portal. Communitech's success is proof that fostering collaboration among leaders and professionals within any field produces significant spinoffs in the form of new opportunities and growth of both individual companies, as well as that particular sector as a whole.

Arts & Heritage Alliance, Thunder Bay, ON - The Arts and Heritage Alliance is an association of professionals employed by arts and heritage organizations (or related agencies) in Thunder Bay. Formed in 1993, it provides an informal forum for the exchange of ideas related to the state of arts and heritage in the city. It's goal is to strengthen the cultural community by fostering collaboration among members; advising on policy; networking and providing mutual support; and acting as a two-way communication vehicle with all levels of government. The Arts and Heritage Alliance manages a website with a calendar of local events; runs a marketing campaign promoting local culture; organizes a regular conference; and publishes an Arts and Heritage Tabloid.

SD2.5: Continue to support the public art policy and initiatives (BP2.5)

Public Art Policy, Toronto, ON - The City of Toronto, through its public art policy, recommends that one percent of the construction budget of all major development projects within the city be used for the construction of public art. This policy is supported by the Toronto Official Plan, various secondary and tertiary plans, and urban design guidelines across the city. Contributions are secured during the development application process, usually through Section 37 of the Planning Act, and sometimes during the process of approving minor variances or plans of subdivision/severance. Art may be located on-site, or, in the case of smaller developments, the developer may make a contribution to a City-managed fund for artwork to be constructed off-site. The current policy, which was implemented in 2007, has received wide acclaim, and seen considerable success, as evidenced by the proliferation of public art projects in Toronto in recent years.

SD2.8.3: Explore providing opportunities for local artists and performers to showcase their talents (BP2.8.3)

Corporate Gift Policy, Edmonton, AB - Since the City of Edmonton's Culture Plan, entitled The Art of Living, was released in 2008, the City has ensured that all official gifts it hands out to visitors and dignitaries are either made by local artists, or feature their work. This initiative does not cost the City any additional funds beyond what it was already spending on corporate gifts, and is an effective way to support and promote local artists.

Heritage streetscape

SD3.2.1: **Make the heritage layer of the City's cultural map publicly accessible (BP3.2.1)**

Heritage Properties Database, Niagara Falls, ON - A Heritage Properties database is an important tool that can help raise the public profile of heritage properties within a municipality. It can also be a resource for developers interested in the repurposing of heritage buildings. The City of Niagara Falls, Ontario maintains a searchable online database and map of all the heritage properties in the city. Clicking on one of the properties displayed on the map brings up information such as the name of the building on the property, its address, the year it was built, and a web link to a page containing additional information, as well as a photo.

SD3.5.2: **Encourage and promote a city-wide program of heritage interpretation (e.g. panels) (BP3.5.2)**

[murmur], Various cities, Canada, Australia, USA, Ireland - [murmur] is a documentary history project that records stories and memories told about specific geographic locations. The project collects people's personal histories and anecdotes about the places in their neighbourhoods that are important to them, and makes them accessible to the public by installing a [murmur] sign in each location with a telephone number that passersby can call on their mobile phones in order to listen to the story while standing in the exact spot where it took place. The project aims to generate a more personalized historical narrative than might be achieved through the use of plaques or signs. It encourages all members of a community to contribute stories, so that the "voice" of [murmur] reflects the diverse voices of the neighbourhood. [murmur] began in Toronto in 2003 and has since spread to various cities across Canada, the United States, Ireland, and Australia.[16]

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16   *Adapted from www.murmurtoronto.ca*

BP.4 Best Practices
Strategic Direction #4

SD4.2.1: Emphasize creating an accessible and pedestrian-friendly environment in the core (BP4.2.1)

Active Edges Policy, Melbourne, AU - Melbourne, Australia's Active Edges Policy was introduced in an attempt to liven the downtown core and ensure that ground-floor building facades contribute to a lively, attractive, and safe street environment with a mix of functions and activities. It requires that all new buildings with ground-level street frontages onto major pedestrian areas have a display window or entrance measuring at least five metres or 80 percent of the ground floor facade (whichever is higher).

SD4.2.5: Explore or review a "Complete Streets" policy for the City that supports active transportation ("Complete streets" are streets that are designed to enable safe and comfortable access for all users - pedestrians, cyclists, motorists, and public transit users of all ages and abilities) (BP4.2.5)

City of Big Lake Complete Streets Policy, Big Lake, MN - The City of Big Lake passed its Complete Streets Policy in October 2010 with the goals of promoting safety, public health, access and transportation equity, affordable transportation choices, economic development, environmental sustainability, cost effectiveness, and an increased quality of life for its residents. The policy requires that the needs of cyclists and pedestrians be considered in street construction, reconstruction, re-paving, and rehabilitation projects, except under certain conditions. The policy also requires that a contextual analysis be completed for all such projects in order to identify the extent to which a complete street should be implemented, and also includes an implementation plan. The policy received top marks by the National Complete Streets Coalition in its 2010 Policy Analysis, which compared Complete Streets initiatives across the United States.

SD4.3.1: Support initiatives that ensure welcoming spaces for youth and multi-generational cultural activity (BP4.3.1)

Neighbourhood Houses, Vancouver, BC - The Association of Neighbourhood Houses BC is a non-profit organization that manages eight Neighbourhood Houses across the Lower Mainland of British Columbia. Neighbourhood Houses are intended to be welcoming places where people of all ages, nationalities, and abilities can attend, participate, belong, lead, and learn through programs, services, and community building. They offer drop-in play time for kids, after school programs, employment services, as well as programs for seniors and new Canadians. Serving more than 100,000 people every year, Neighbourhood Houses are important enablers of community building, and an invaluable resource to countless Vancouverites.

SD4.5.1: Recognize the value that the post-secondary institutions bring to the downtown and collaborate with them to explore opportunities for program delivery in the downtown (BP4.5.1)

Waterloo School of Architecture, Cambridge, ON - In 2004, the University of Waterloo's School of Architecture moved into a newly renovated facility in the historic Riverside Silk Mill in downtown Cambridge. The 85,000 sq. ft. building was renovated, in partnership with all three levels of government as well as the local business community, at a cost of $27 million. The building includes classrooms, labs, design studios, a library, exhibition galleries, a public auditorium, and cafe, as well as office space for the School of Architecture. The new building has helped the School reposition itself as a model for the instruction of architecture, sustainable design, and urban renewal, and has led to a substantial increase in interest from prospective students.

BP.5 Best Practices
Strategic Direction #5

SD5.1: **Facilitate and support neighbourhood-based events and programming (BP5.1)**

Intersection Repair, Portland, OR - Intersection Repair is a citizen-led initiative that sees urban street intersections transformed into public squares. With support from The City Repair Project, a non-profit organization, neighbourhood residents identify the intersection for improvement, and then design, fund, and implement it together. Generally, improvements come in the form of street murals painted onto the road that are beautiful and meaningful expressions of local culture. Street murals have the effect of slowing traffic and creating instant public spaces. Intersection Repair-inspired street murals can be found all over Portland, and have even spread to other cities across the United States.

Neighbourhood Arts Network, Toronto, ON - The Neighbourhood Arts Network promotes community-engaged art making as an approach to community building. It has over 350 members, including artists, arts organizations, cultural workers, and community agencies, and operates city-wide. The agency promotes community-engaged art-making as an approach to community-building that fosters relationships between artists and residents, while producing exciting, unique art, and nurturing mentoring opportunities.

SD5.1.1: Identify and celebrate distinct neighbourhoods in the city (BP5.1.1)

Toronto, ON - As part of a city-wide neighbourhood designation campaign, the City of Toronto includes neighbourhood or district names on street signage across the city. The City works with residents, neighbourhood associations, and BIAs to identify the appropriate neighbourhood name, and even any graphical component that might be included. While the program began in only the most famous Toronto neighbourhoods, such as the Annex, Kensington Market, Little Italy, and Chinatown, it has now spread to many lesser-known neighbourhoods

as well. It not only promotes neighbourhood identity and cohesion, but also produces economic benefits for local retailers by increasing the city-wide profile of their communities.

SD5.1.3: Expand cultural programming in community centres and facilities such as the Queen Alexandra Community Centre, YMCA, churches, and Trent University (BP5.1.3)

Repurposing of Churches, QC - Throughout the Province of Quebec, municipalities, non-profit organizations, and private developers purchase surplus church properties and repurpose them to become valuable community assets. They have been transformed into libraries, community centres, performance spaces, and, in the case of the Saint-Esprit Church in Quebec City, a school for circus performers. The repurposing is a creative solution that benefits communities, while preserving a significant aspect of Quebec's built heritage.

SD5.2.3: Adopt a 'public works as public art policy' (BP5.2.3)

Tucson, AZ - The City of Tucson, Arizona has had considerable success incorporating beautiful works of public art into Transportation and Parks and Recreation projects. The projects are funded using one percent of the construction budgets of Municipal Capital Improvement Projects. The City works in collaboration with the Tucson Pima Arts Council (TPAC) to manage the public art process. Each project features a different Project Artist, chosen through public tender by means of a Call to Artists. The Project Artist works with the community to identify a theme for each project. A selection panel made up of community members, City staff, and professionals approves the final design. Some major transportation projects feature Art Master Plans, in which case, an Artist Planner is hired by the City to work with the Design Team and local community during the initial planning phase of major infrastructure projects. The Artist Planners research the site from a cultural and historical perspective; identify the public art opportunities and constraints; determine potential themes for public art; and

identify potential locations for public art. Project Artists are then selected in the usual fashion and must establish their designs based on the work of the Artists Planners. The public art not only helps to add vibrancy and tell the story of the community, but it also helps to employ local artists and profile their work.

SD5.2.4: **Explore the potential and opportunities for the Art Gallery, Museum, and Library to create outreach programming in neighbourhoods (BP5.2.4)**

Get Connected, Woodstock, ON - Woodstock's Get Connected program is an innovative partnership between the municipal library, art gallery, museum, and various community organizations. It delivers services to families in a low-income neighbourhood. Key to the program's success is the use of a professional outreach worker who runs the program in a neighbourhood facility.The after-school program includes units offered by the art gallery, museum, and library, and operates on a four-week basis. The sessions help to build participants' skills and familiarize them with available city programs. Get Connected introduces children to various opportunities for cultural participation and helps to break down barriers to participation in programs offered by the area's cultural institutions. It promotes relationships between staff at participating institutions and between institutions and potential patrons. Since many of the program's participants are now library card holders, and regular users of other cultural facilities as well, it is considered a big success.[17]

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17   *Adapted from www.creativecity.ca*

IPBP.2

Best Practices
Implementation Plan #2

IP2.1: Formalize a cross-departmental collaborative framework to provide input into all major strategic plan development (IPBP2.1)

Implementing a Municipal Collaborative Framework, Huddersfield and Kirklees, UK – In pursuit of being a "Creative City", the municipality hired a public sector consultancy to review its internal structure. Finding that there was no corporate working structure, and that departments worked in complete silos, with and no partnerships with the voluntary or private sector, Council at that time, recognized the need for drastic changes to the municipality's approach to urban management. With a strong commitment and tenacity, and without impartiality, new cross-departmental working frameworks were required and implemented. Strategy formation and overview thinking were also separated out from operational management. A new culture consisting of internal training with strong mentoring, new forms of partnerships, and cross-departmental guidelines and directions were developed to enable conditions for new creative activity and initiatives – be it private, voluntary, or public. These internal changes resulted in new partnerships and growth in the cultural sector and "culture" as a more integrated part of the municipal agenda and lens.

IP2.5.1: Continue working with the interim Public Art Advisory Committee to develop formal procedures to implement public art to meet objectives in the public art policy (IPBP2.5.1)

Public Art Policy, Toronto, ON - See BP2.5

IPBP3

Best Practices
Implementation Plan #3

IP3.1: Support and encourage the creation of a new Culture Council (IPBP3.1)

Winnipeg Arts Council, Winnipeg, MB - See BP2.1

IP3.5.2: Encourage and support area institutions and cultural providers to develop a coordinated program of mentorships, internships, and apprenticeships in cultural organizations and creative businesses (IPBP3.5.2)

Arts Leadership Training Program, Ottawa, ON - The Arts Leadership Training Program has been offered through the City of Ottawa's Community Arts Program since 2001. Every summer it provides 20 youth (aged 14-17) with the opportunity to take part in a month-long interdisciplinary program with mentoring by local artists. They gain leadership skills, valuable experiences in the arts, and experience organizing and participating in an end-of-program performance. Participants also gain First Aid, CPR, and HIGH FIVE (Principles of Healthy Child Development) certification, and complete the 40-hour Community Involvement Diploma requirement for high school graduation in Ontario. They explore the arts through workshops with professional artists, outings to arts organizations, and events and practicum placements at arts organizations. The Program operates on a cost-recovery basis.[18]

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18   Adapted from www.creativecity.ca

IP3.11.1: **Review and track municipal cultural investment and establish a "per capita investment" goal (IPBP3.11.1)**

Per Capita Investment Goal-Setting Toronto, ON - In 2003, the City of Toronto adopted a 10-year Culture Plan for a Creative City, which established a per capita investment goal for arts and culture initiatives of $25 by 2008. Although regular progress reports indicate that the City has not yet achieved this goal (the current figure stands at $18), it has recently recommitted to achieving the $25 goal by 2013. In addition, the City's new Culture Plan, called Creative Capital Gains: An Action Plan for Toronto, provides an analysis of the additional funds that are generated from every dollar of municipal investment in arts and culture. It shows that for every $1 invested by the City, arts and culture organizations are able to leverage an additional $17.75 of funding from other levels of government, the private sector, and earned revenues.

IP3.12.1: **Work with culture sector organizations to develop a cultural communications and marketing strategy for Peterborough (IPBP3.12.1)**

Passport to Culture in Thunder Bay, Thunder Bay, ON - See BP2.1

Riparian, an exhibit by Rowena Dykins at the Art Gallery of Peterborough, 2011

Conclusion

This MCP is the result of an extensive process that included significant consultation with residents, stakeholders, and City staff. It outlines a vision of Peterborough as a culturally rich city that uses the creativity of its people to make a place that will prosper in a new economic age. The Plan recognizes the fundamental importance of culture as one of the four pillars of sustainability. It outlines actions and initiatives that build the capacity of Peterborough's cultural sector to meet the social, economic, and environmental needs of the City. The MCP has also been crafted as a broader tool for promoting plan alignment within the Corporation through cross-departmental dialogue and increased collaboration between staff. The seven Strategic Directions outline a strategy for achieving the Plan's priorities, and the Implementation Plan provides additional tools, processes, and structures that are recommended to ensure success. Ideally, the Municipal Cultural Plan will be refreshed every five years as initiatives are brought forward and completed through the implementation strategies.

Peterborough already has a vibrant arts and cultural scene that contributes significantly to making the city highly desirable as a place to live and work. As the Municipal Cultural Plan is implemented, the creative strength of the City will generate a richer home for everyone in the community. Most importantly, the MCP will propose new ways of thinking and doing by staff that challenge them to use their own creativity and bring a desire for greatness to everything the City does.

A.1

Glossary of Terms

Free outdoor concert at the Little Lake Music Fest

Benchmarking: the process of identifying standards or references by which others can be measured or judged.

City building: refers to the process by which a city grows in a manner that is holistic, so that every decision that is taken considers potential impacts on a variety of factors, from community life and sustainability to the economy.

Creative Capacity*: the 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 Class: a socioeconomic class identified by economist Richard Florida as being the driving force behind economic development in the post-industrial economy, comprising approximately 30 percent of the workforce of modern, developed nations. The creative class is a highly educated demographic made up of two major groups: the Super-Creative Core, which includes scientists, engineers, university professors, artists, entertainers, designers, and architects, and is comprised of people whose primary job function is to be creative and innovative; and Creative Professionals, who are classic knowledge-based workers employed in healthcare, high-tech sectors, financial services, legal professions, and business management.

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 the commercial, not-for-profit, and community sectors.

Culture: refers to the shared identity, values and sense of place, heritage, creative activity, and products generated by artists, entrepreneurs, and communities and places where opportunities to exchange and express cultural values exist.

Culture-led regeneration*: a multi-dimensional approach to the re-use, renewal, or revitalization of a place where art, culture, and/or creativity play a leading and transformative role.

Cultural Governance*: the decision-making processes in the management and administration of a cultural organization or jurisdiction.

Cultural Mapping: a series of qualitative and quantitative techniques for understanding how people are experiencing their place and culture and their relationship to community and place. Cultural mapping often involves engaging

specific communities in creative processes to map their environment, priorities, perceptions, experiences and identities in order to build understanding and dialogue within communities about these issues and contribute to an interpretation of locality and identity.

Cultural Planning: a strategic process for deciding how best to use a community's cultural resources to promote social and economic development and consequently enhance quality of life. It is based on the principles of comprehensive thinking, cultural mapping, community engagement, and integrated and strategic partnerships.

Tangible cultural assets including the following categories:

- Public (cultural) facilities;

- Not-for-profit cultural organizations;

- Creative or cultural businesses and enterprises;

- Human or cultural heritage;

- Natural heritage; and

- Festivals and events

Please refer to the Culture Plan Framework section for more details.

Cultural Prosperity: refers to the robustness of a city's cultural and creative sectors, and is an important quality of life indicator. Cultural prosperity can measured in many ways, including: the number and quality of a city's cultural facilities and

institutions; per capita government funding of the arts; the number of cultural and creative workers in a city; creative sector wages as a percentage of total wages; the diversity of the population; and its level of educational attainment.

Cultural Tourism*: visits by persons from outside a community motivated wholly or in part by interest in the historical/heritage, artistic, scientific, or lifestyle offerings of a community, region, group, or institution.

Cultural Worker: any individual employed in one of the occupations identified by Statistics Canada in its Canadian Framework for Culture Statistics. These include occupations in creative and artistic production, heritage collection and preservation, cultural management, and the manufacturing of cultural goods. They also include technical occupations related to art and culture. For a full list of cultural occupations and their related National Occupational Classification (NOCS) codes, please refer to Appendix A.

Heritage*: broadly understood as the natural and cultural inheritance of a community that defines its identity. Heritage can be subdivided according to cultural heritage (the products of humankind), natural heritage (the products of the environment or humankind's relationship with the environment), tangible heritage (physical objects including

structures, arts, and everyday objects), and intangible heritage (including oral histories, beliefs, languages, and attitudes.)

Heritage Conservation District: The Ontario Heritage Act allows municipalities to designate any area that it deems to be of historical significance as a Heritage Conservation District. This allows City Council to protect and enhance the special character of groups of properties in an area.

Heritage Resources*: resources of various kinds (natural, cultural, tangible, and intangible) that have been identified as having heritage value to a community or social group.

Municipal Cultural Planning*: a municipally-led process to identify cultural assets and integrate culture into all aspects of municipal decision making.

Placemaking*: An interconnected and transformative process that links creative and cultural resources to building authentic, dynamic, and resilient communities or places.

Quality of Place: refers to the characteristics of a place that make it unique. Quality of place can be created through the existence of heritage structures, urban design, the use and function of a space, etc.

* Source: Baeker (2010), Rediscovering the Wealth of Places: a municipal cultural planning handbook for Canadian Communities

KEY PLAYERS   ACRONYMS

KEY PLAYERS	ACRONYMS
Arenas Division	AD
Arenas, Parks & Recreation Advisory Committee	APRAC
Art Gallery of Peterborough	AGP
Arts, Culture & Heritage Advisory Committee	ACHACArts,
Culture & Heritage Division	ACHD
Canadian Canoe Museum	CCM
Clerk's Office	CO
Community Services Department	CSD
Corporate Services Department	Corp
Downtown Business Improvement Association	DBIA
Facilities & Special Projects	FSP
Financial Services	FS
Fleming College	FC
Greater Peterborough Area Economic Development Corporation	GPAEDC
Greater Peterborough Chamber of Commerce	GPCC
Hutchison House	HH
Kawartha Choice	KC
Kawartha Pine Ridge District School Board	KPRDSB
Land Information Services	LIS
Lang Pioneer Village	LPV
Legal Services Division	LSD
Little Lake MusicFest	LLMF
Ministry of Natural Resources	MNR
Neighbourhood Associations	NA
New Canadians Centre	NCC

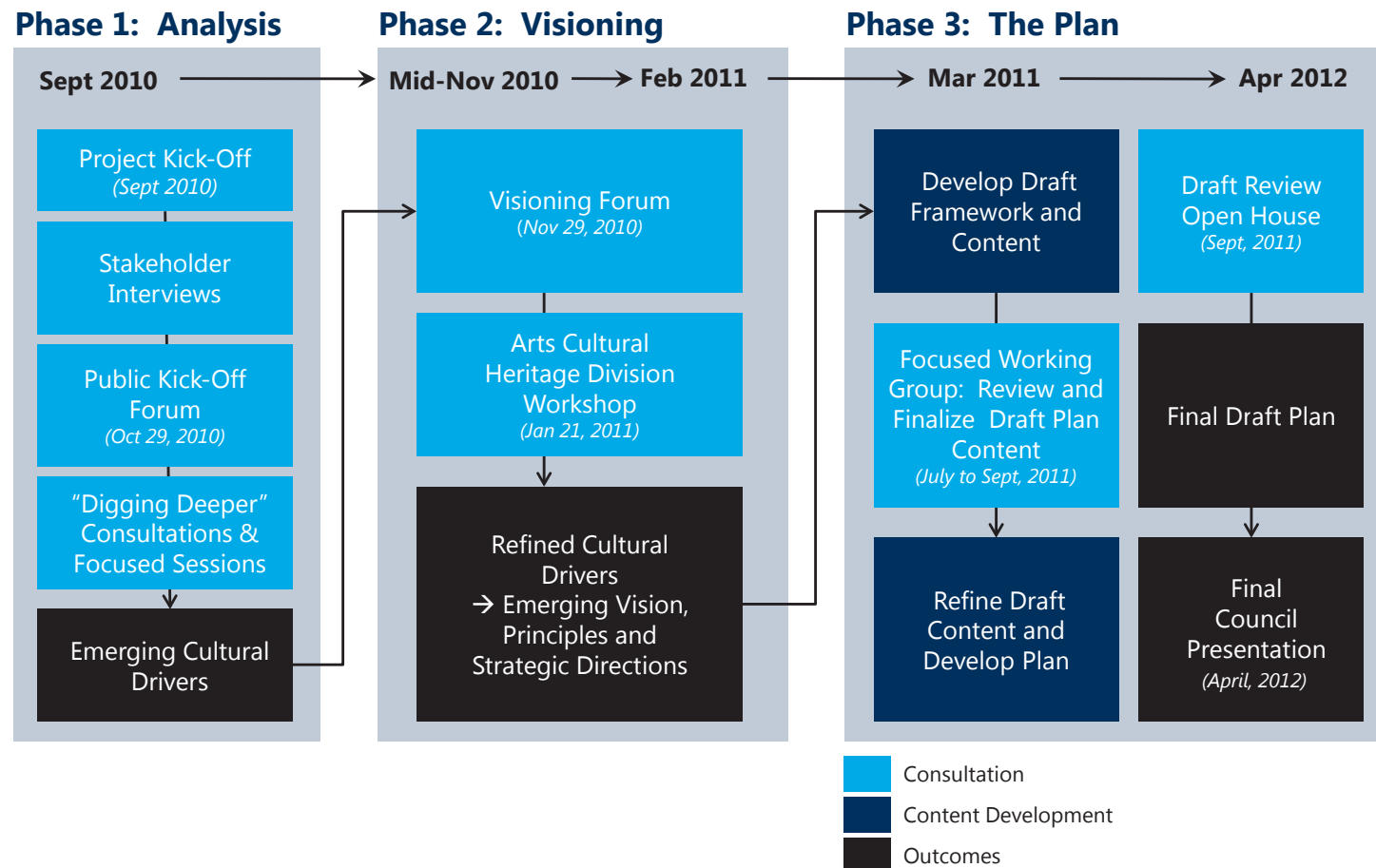| KEY PLAYERS	ACRONYMS
Nogojiwanong Friendship Centre	NFC
Ontario Federation of Anglers & Hunters	OFAH
Otonabee Region Conservation Authority	ORCA
Peterborough & District Farmers Market	PDFM
Peterborough & the Kawarthas Association of Realtors	PKAR
Peterborough & the Kawarthas Tourism	PKT
Peterborough Agricultural Society	PAS
Peterborough Architectural Conservation Advisory Committee	PACAC
Peterborough County-City Health Unit	PCCHU
Peterborough Housing Corporation	PHC
Peterborough Lakefield Community Police Service	PLCPS
Peterborough Moves	PM
Peterborough Museum & Archives	PMA
Peterborough Partnership Council on Immigrant Integration	PPCII
Peterborough Public Library	PPL
Peterborough Victoria Northumberland Clarington Catholic District School Board	PVNCCDSB
Planning Division	PD
Public Works	PW
Recreation Division	RD
Social Services Division	SSD
Sustainable Peterborough	SP
Transportation Division	TD
Trent Severn Waterway	TSW
Trent University	TU
Utility Services Department	USD

A.2 The Process

The Municipal Culture Plan Process was initiated in September 2010

The Director of the Community Services Division (CSD), the Manager of Arts, Culture, and Heritage Division (ACHD), and the Heritage Resources Coordinator, together with DIALOG and Ginder Consulting, formed a Project Team to develop, oversee, and facilitate a comprehensive internal and public engagement process. To enable cross-departmental dialogue, two committees were struck to act as key feedback and leadership mechanisms for the Project Team and for the project. The Technical Working Group was comprised of senior City staff from the Community Services Department, Planning and Development, Utility Services Division, and Corporate Services. This group provided guidance on the outcomes generated throughout the planning process and identified opportunities for integration across municipal agendas. The Steering Committee was comprised of directors from various divisions and provided input to the Project Team at key points and stages in the process. In Phase 3, a Focused Working Group (FWG) - a smaller group comprised of some of the Technical Working Group members - was formed and met over three key workshops to provide an internal reality check and to bring the Plan's content to the finish line. The Project Team actively engaged the Mayor and Council by meeting with them and soliciting their input at key points in the process and encouraging their attendance at all public meetings and events.

Peterborough MCP Process

Phase 1: Analysis

Sept 2010

- Project Kick-Off
  (Sept 2010)
- Stakeholder Interviews
- Public Kick-Off Forum
  (Oct 29, 2010)
- "Digging Deeper" Consultations & Focused Sessions
- Emerging Cultural Drivers

Phase 2: Visioning

Mid-Nov 2010 → **Feb 2011**

- Visioning Forum
  (Nov 29, 2010)
- Arts Cultural Heritage Division Workshop
  (Jan 21, 2011)
- Refined Cultural Drivers → Emerging Vision, Principles and Strategic Directions

Phase 3: The Plan

Mar 2011 → **Apr 2012**

- Develop Draft Framework and Content
- Draft Review Open House
  (Sept, 2011)
- Focused Working Group: Review and Finalize Draft Plan Content
  (July to Sept, 2011)
- Final Draft Plan
- Refine Draft Content and Develop Plan
- Final Council Presentation
  (April, 2012)

Legend:
- Consultation
- Content Development
- Outcomes

Public Open House for the MCP, Fall 2010

Phase 1: Analysis (September 2010 to Mid-November 2010)

Phase 1 began with a project kick-off meeting in September 2010, followed by key stakeholder interviews and site tours in September and October 2010. This phase focused on assessing the existing municipal (political, strategic, and policy) context, and on preliminary analysis of the opportunities and constraints of Peterborough's arts, cultural, and heritage landscapes in its community context.

The Project Team met with stakeholders from a diverse array of organizations and groups, or contacted them via teleconference, including:

- The Steering Committee and Technical Advisory Committee
- The Mayor and Council
- The City Manager's Office
- City Departments and Divisions: Community Services, Utility Services, Planning and Development, Corporate Communications/Deputy CAO's Office
- The Arts, Culture, Heritage Advisory Committee
- Regional cultural institutions
- Local cultural institutions and groups
- Heritage organizations and groups
- Artists
- Environmental groups
- Festivals/events organizers
- Educational institutions/youth groups
- Social organizations
- First Nations groups
- Sports and recreation organizations
- Cultural businesses/economic development organizations

Brainstorming the Cultural Drivers for Change

Strategies were also used to encourage diverse community groups such as schools to participate at public events. Through these early conversations, the Project Team gained significant insight into the opportunities, strengths, needs, and aspirations of the community.

Over 120 participants attended a city-wide Public Kick-Off and Open House on October 29th, 2010, at the Peterborough Art Gallery. The Kick-Off included an opening presentation and interactive panels facilitated by project team members and City staff, used to solicit input from participants and to encourage conversation around the cultural planning opportunities and challenges for Peterborough. Panel outcomes were presented at the end of the evening.

Following the Kick-Off Event, to capture momentum and to further define opportunities and challenges, "Digging Deeper" consultations were held with the arts community, museums, and heritage organizations on November 4th, 2010. Staff focused group sessions were held with representatives from Corporate Services, Utility Services, Social Services, and Community Services, including the Arts, Culture, and Heritage Division (ACHD) on November 9th, 2010.

Nearly 160 people attended the fall 2010 Visioning Forum

Several identifiable themes emerged from the combination of stakeholder interviews, background research analysis, the public Kick-Off, and follow-up conversations with the cultural community and City staff. From these themes, a number of "cultural drivers for change" were developed to frame these initial discussions. The drivers illustrated the key opportunities and constraints that helped to inform the rest of the process and ultimately, the Culture Plan. These drivers were vetted with the Project Team, Steering Committee, and Technical Working Group.

Phase 2: Visioning (November 2010 to Spring 2011)

To build on Phase 1, a Visioning Forum and Open House were held on November 29th, 2011 at the St. John's Anglican Church.

This full-day event was well attended by over 160 participants and included a day-time workshop and an evening open house that concluded with a presentation of outcomes. Local musicians were showcased as part of the evening's entertainment. The Visioning Forum further explored the cultural drivers that emerged from Phase 1 of the process, gathered perspectives, identified cultural assets across the city, and began to frame priorities for the Plan. Refining and building on the drivers, the Visioning Forum

facilitated conversation around an early vision for "cultural prosperity" in Peterborough, the Principles that would support this vision, and preliminary Strategic Directions that would help address the aspirations expressed by the community.

Following the Visioning Forum, an ACHD workshop was held and well-attended with representation from different departments. The emerging key principles and strategic directions, and the potential roles that City staff and different City departments could play moving forward, were discussed.

Outcomes from the Visioning Forum and the ACHD Workshop were reviewed by the Project Team and refined as emerging directions for the Plan. These included the cultural drivers, the draft vision and principles, strategic directions, and preliminary action areas for implementing the directions.

Phase 3: The Plan (Spring 2011 to February 2012)

 A number of sessions were held with the Technical Working Group to enable the cross-departmental conversations needed to transition the plan from Phase 2 to Phase 3. Meetings with the Steering Committee and a meeting with Council were also held in March 2011, to update them of the MCP's progress and to engage them in conversation about emerging directions. With Council's support, the project was formally moved into Phase 3 of the process.

Phase 3 included a benchmarking analysis and best practices research to understand the City of Peterborough's cultural performance relative to other municipalities, as well as to extract cultural planning lessons from cities across Canada that were relevant to Peterborough. The results of these studies have been integrated into the narrative of the Plan and have also been used to support and provide insight on the directions included. One of the outcomes of this research has been the identification of cultural indicators to track cultural progress, including potential economic indicators to better understand culture's contribution to Peterborough's local economy.

To move forward in developing the Plan, the Project Team formed a Focused Working Group (FWG,) consisting of some members from the Technical Working Group and the Steering Committee representing key departments, to engage in three very comprehensive working sessions. These sessions were used to test the Plan's emerging contents, to refine the strategic directions and actions, and to generate initiatives and ideas for potential collaboration. After each session, FWG members briefed their

The Focused Working Group fine tuning the Plan's Actions and Initiatives

respective departments to enable awareness of the Plan's progress, address any questions or issues, better align directions with departmental and cross-departmental initiatives, and seek sign-off from directors.

Each FWG meeting had a particular focus and intended outcome to capture momentum from one working session to the next. Session 1 focused on the Strategic Directions and Actions, Session 2 focused on the draft Implementation Plan, and Session 3 focused on the future role of the ACHAC, the Draft Plan Framework, Next Steps, and the Final Public Open House. A meeting was also held with ACHAC to update them of the process and to discuss their potential role in light of the emerging MCP directions and implementation plan.

Following these sessions, the Project Team continued to develop and refine the draft Plan. This draft Plan was brought to the public for feedback at a final Open House on October 19th, 2011. The final MCP was presented to Council and received its approval in April, 2012.

Routine conservation work on Walter Allward's bronze figures at the Peterborough Cenotaph

A.3

Cultural Occupations

As noted in the Canadian Framework for Culture Statistics, 2001

I CULTURE OCCUPATIONS

a) Creative and artistic production occupations

C051	Architects
C052	Landscape architects
C152	Industrial designers
F021	Writers
F022	Editors
F023	Journalists
F031	Producers, directors, choreographers, and related occupations
F032	Conductors, composers, and arrangers
F033	Musicians and singers
F034	Dancers
F035	Actors
F036	Painters, sculptors, and other visual artists
F121	Photographers
F132	Other performers
F141	Graphic designers and illustrating artists
F142	Interior designers
F143	Theatre, fashion, exhibit, and other creative designers
F144	Artisans and crafts persons

b)   Heritage collection and preservation occupations

F011   Librarians

F012   Conservators and curators

F013   Archivists

II   CULTURE SUPPORT OCCUPATIONS

a)   Cultural management

A341   Library, archive, museum, and art gallery managers

A342   Managers in publishing, motion pictures, broadcasters, and performing arts

B413   Supervisors, library, correspondence, and related information clerks

b)   Technical and operational occupations

B551   Library clerks

B552   Correspondence, publication, and related clerks

C125   Landscape and horticultural technicians and specialists

C151   Architectural technologists and technicians

C153   Drafting technologists and technicians

F024   Professional occupations in public relations and communications

F025   Translators, terminologists, and interpreters

F111   Library and archive technicians and assistants

F112   Film and video camera operator

F123   Graphic arts technicians

F124   Broadcast technicians

F125   Audio and video camera operator

F123   Other technical occupations in motion pictures, broadcasting, and the performing arts

F131   Announcers and other broadcasters

F145   Patternmakers, textile, leather, and fur products

c)   Manufacturing occupations

B523   Typesetters and related occupations

H018   Supervisors, printing, and related occupations

H521   Printing press operators

J181   Printing machine operators

J182   Camera, platemaking, and other pre-press occupations

J183   Binding and finishing machine operators

J184   Photographic and film processors

A.4

Creative Class Occupations

by NOCS Code

A0	Senior Management Occupations
A1	Specialist Managers
A2	Managers in retail trade, food, and accommodation services
A3	Other managers
B0	Professional occupations in business and finance
B1	Finance and insurance administration occupations
C0	Professional occupations in natural and applied sciences (SUPER CREATIVE CORE)
C1	Technical occupations related to natural and applied sciences (SUPER CREATIVE CORE)
D0	Professional occupations in health
D1	Nurse supervisors and registered nurses
D2	Technical and related occupations in health
E0	Judges, lawyers, psychologists, social workers, ministers, policy and program officers
E1	Teachers and professors (SUPER CREATIVE CORE)
F0	Professional occupations in art and culture (SUPER CREATIVE CORE)
F1	Technical occupations in art, culture, recreation, and sport (SUPER CREATIVE CORE)