

culture counts

Oshawa **Arts, Culture & Heritage** Plan

Final Plan presented to Community Services Committee: February 6, 2014





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Executive Summary

Oshawa is a city rich in arts, culture and heritage resources. There is clear evidence that Canada's arts, culture and heritage sector generates a wealth of contributions to Canada's cultural, social and economic fabric. Traditionally, this sector has been recognized for its multi-faceted role in contributing to individual and community development, social cohesion, and quality of life. However, in recent years there has been growing understanding and examination of the substantial economic contributions of cultural industries and of their central role in the creative economy.

Objectives of Culture Counts: Oshawa's Arts, Culture and Heritage Plan

The following objectives were identified by the City of Oshawa.

1. To strengthen the base of information about Oshawa's arts, culture and heritage resources through a comprehensive documentation, mapping and analysis exercise.
2. To identify the role and impact of the creative economy in Oshawa.
3. To complete a comprehensive community and stakeholder consultation and engagement strategy to determine the community's vision for arts, culture and heritage development.



4. To recommend prioritized strategies that will:

- Celebrate, promote, nurture and grow the arts, culture and heritage sector;
- Identify the role of the City, creative partners, business community and the public with respect to arts, culture and heritage planning and implementation;
- Build partnerships and strengthen collective engagement and collaboration within the arts, culture and heritage sector and with the municipality;
- Connect the arts, culture and heritage sector to key business and community groups and initiatives in support of mutual objectives including the delivery of arts, culture and heritage services;
- Strengthen the promotion and use of key arts, culture and heritage facilities (both public and private); and,
- Strengthen the engagement and participation of the community in arts, culture and heritage programs and services.

The Planning Process

Culture Counts: Oshawa's Arts, Culture and Heritage Plan was developed through an extensive community engagement process to ensure that the Plan's directions and priorities reflect community input as well as municipal needs and opportunities. A full description of the planning process, including community engagement activities and findings are set out throughout the report with a summary of the findings available in a Key Findings Report available from the City. The City established a community Steering Committee and inter-departmental staff team to oversee and guide the process. The membership of these two groups is listed in **Appendix A**.

Prior to launching the community engagement process, a series of background research and assessment exercises was undertaken. This included examining all relevant city plans and strategies to define the planning context within which *Culture Counts: Oshawa's Arts, Culture and Heritage Plan* was being developed. A second dimension of the research was undertaking a cultural mapping assessment. Cultural Mapping is a systematic approach to identifying and documenting a city's multifaceted arts, culture and heritage resources. Lastly, a statistical analysis of Oshawa's cultural economy was undertaken to establish a



clear understanding of the number of arts, culture and heritage organizations or enterprises and occupations that comprise Oshawa's arts, culture and heritage sector. The background research provides a starting point and benchmark to assess future changes to the arts, culture and heritage sector makeup in Oshawa.

The Culture Counts Brand

Early in the planning process, the Steering Committee and Staff team guided a branding process for the *Arts, Culture and Heritage Plan*. "Culture Counts" emerged as the brand for the *Arts, Culture and Heritage Plan*. The brand was chosen to express key themes for the new Plan. These themes include: an emphasis on the importance of culture to Oshawa's economic development and growth as well as to wider community development objectives. The red dots in the logo represent the need to better connect different components of the arts, culture and heritage sector. The growth of the size of the dots signifies movement or growth. Finally, the colour red was chosen to express vibrancy, creativity and energy. The "Culture Counts" brand has gained resonance in the community.

Community Engagement Themes

The following consultation themes emerged from the Culture Counts community engagement process and guided the development of the *Culture Counts: Oshawa's Arts, Culture and Heritage Plan*:

- Strengthen and Broaden the City's Role and Build Partnerships
- Increase Communications and Collaboration
- Grow Culture-Led Economic Development
- Strengthen Festivals and Events
- Support Continued Downtown Revitalization
- Increase Community Awareness and Promotion
- Strengthen Arts, Culture and Heritage Resources and Facilities
- Celebrate Oshawa's Rich History
- Advance Access, Inclusion and Diversity
- Focus on Youth and Youth Retention
- Change Mindsets and Build Commitment
- Enhance Oshawa's Image



Culture Counts: Oshawa's Arts, Culture and Heritage Plan

Culture Counts: Oshawa's Arts, Culture and Heritage Plan is built on six **Strategic Directions**, which were formed through analysis of the community engagement themes listed above. These **Strategic Directions** anchor and set a context for a collection of **Strategies** associated with a range of specific recommended **Actions**. The Plan should not be considered a finished document. Rather, it should be viewed as an informed starting point based on an assessment of where Oshawa finds itself today, together with the expressed needs and aspirations for the future. *Culture Counts: Oshawa's Arts, Culture and Heritage Plan* is a dynamic report designed to continue to respond to the changing needs and opportunities of the city. New actions will emerge throughout the lifespan of the Plan. The following **Strategic Directions** provide the framework for *Culture Counts: Oshawa's Arts, Culture and Heritage Plan*.

1. **Broaden and Evolve the City's Role in Arts, Culture and Heritage**
2. **Grow Culture-Led Economic Development**
3. **Increase and Strengthen Communication within and about the Arts, Culture and Heritage Sector**
4. **Build a Strong, Vital and Connected Arts, Culture and Heritage Sector**
5. **Create Vibrant Places and Spaces**
6. **Provide Access and Promote Inclusion in Oshawa's Cultural Life**

1 Introduction

In Fall 2012, Oshawa City Council adopted the *Oshawa Strategic Plan: Creating Our Sustainable Tomorrow*. The Plan identifies five strategic goals, each goal supported by themes and strategies. One of the goals is to advance *Cultural Vitality* by supporting the arts and culture that engage and inspire to create a sustainable tomorrow. The theme of ‘vibrant arts and culture’ calls for the City to work with the community to ensure a strategic approach to growing the arts, culture and heritage sector. An earlier City document “*Vision 2020 Parks, Recreation and Culture Strategy*” also had previously called for the completion of an arts, culture and heritage strategy. Both documents serve as the foundation stones for the support and development of *Culture Counts: Oshawa’s Arts, Culture and Heritage Plan*.



1.1 The Planning Process

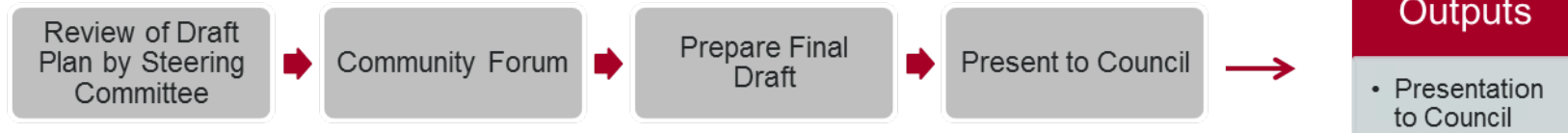
The planning process was launched in April 2013 and concluded in February 2014 with a presentation to Council. As noted in the diagram, the planning process has been guided by a community Steering Committee and an interdepartmental staff team.

FIGURE 1: PROJECT PROCESS

Project Start Up and Background Research (July 2013 – September 2013)



Preparing and Reviewing the Plan (December 2013 – February 2014)





1.2 Glossary of Terms

- *Cultural Resources* – includes organizations and activities across the arts, culture and heritage sector
- *Cultural Planning* – is a formal term used to describe the process to develop the Arts, Culture and Heritage Plan
- *Cultural Development* – refers to strengthening arts, culture and heritage organizations as well as the contribution of cultural resources to economic and broader community development agendas
- *Cultural Industries and Cultural Enterprises* – these are formal terms used by Statistics Canada to describe a wide range of not-for-profit and for-profit arts, culture and heritage organizations
- *Diversity* - differences among groups of people based on age, gender, ethnicity, race, socioeconomic status, persons with disabilities, religion, sexual orientation, and geographical area
- *Sustainability* – meeting the needs of the present without compromising the ability of future generations to meet their own needs.

1.3 What is Cultural Planning?

1.3.1 Culture Counts in Economic Development Planning Today

A ‘cultural turn’ is happening across the world’s towns and cities. Building on the idea that creativity and culture can be a generator of economic growth, local governments have begun to direct investment toward new cultural industries and districts, including public spaces whose arts, culture and heritage amenities are intended to harmonize different social interests and improve the quality of life¹.

This reaction is in part a response to the changing nature and role of cities. With a shift towards a service and knowledge based economy; creativity, human capital and the capacity for innovation have become the means to measure whether a community is competitive – both regionally and globally. This, in turn, is leading many communities to rethink the quality of place in their communities, and assess the assets that

¹ Colin Mercer, *Cultural Planning for Urban Development and Creative Cities*, 2006

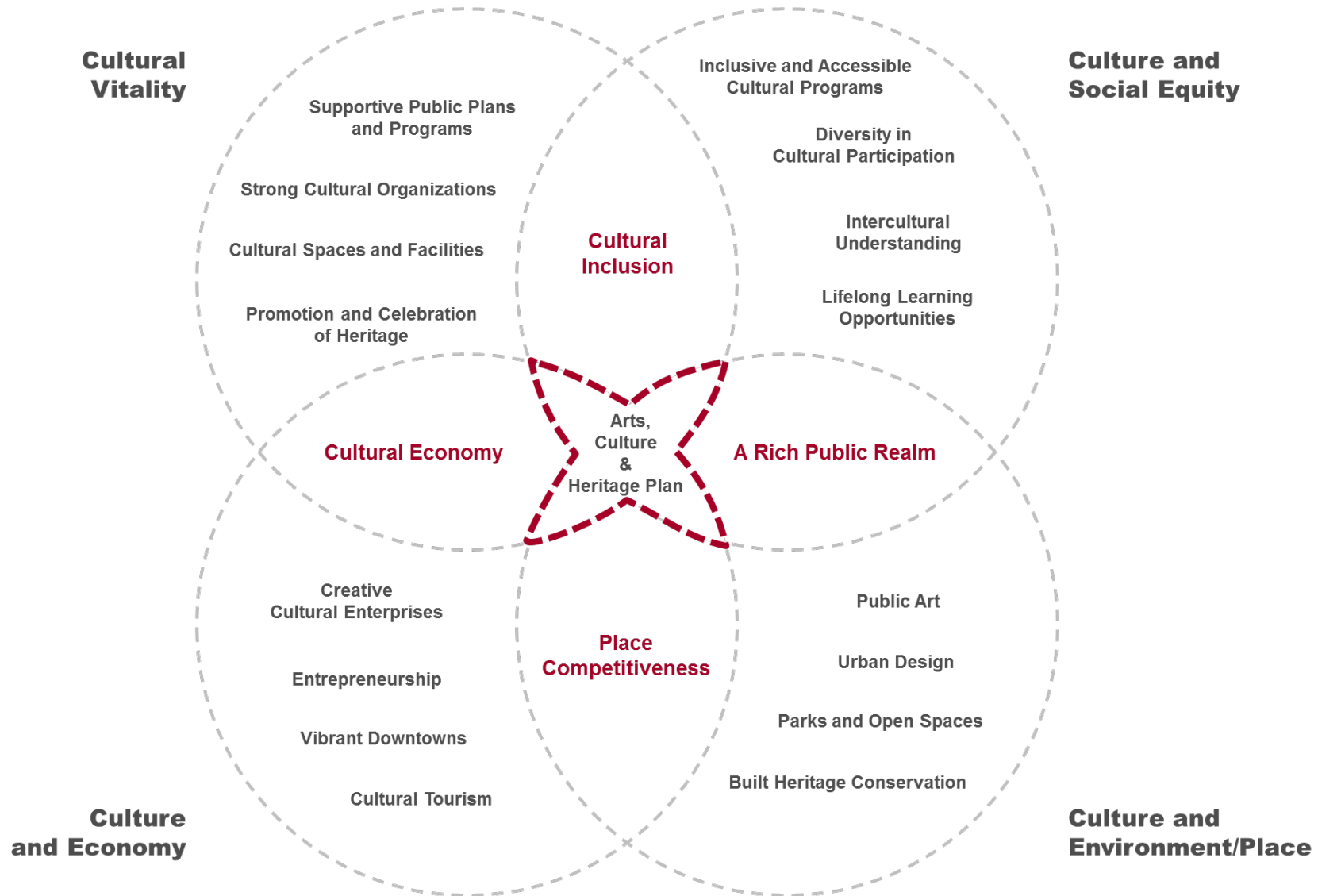


contribute to sustainable growth and development. This quality of place is also recognized as central to the ability to attract the workforce talent associated with this new ‘creative’ economy. For this reason a community’s arts, culture and heritage resources, amenities and facilities are increasingly viewed as a strategic asset with an important role in this emerging new economy.

While economics have been a major driver, they are by no means the sole reason for cities embracing an integrated approach to cultural planning. A growing number of jurisdictions internationally are embracing the definition of sustainable development integrating social, economic, environmental and cultural issues and considerations. Figure 2 illustrates a range of contributions made by culture to this integrated vision of sustainability.



FIGURE 2: CULTURE AND SUSTAINABILITY IN OSHAWA





1.3.2 Guiding Assumptions

Critical to successfully implementing cultural planning is the development of a shared base of knowledge and understanding amongst all the relevant agencies and stakeholders.. This shared base of knowledge and understanding is also essential inside the City – across municipal departments and with City Council.

Another precondition of success is to support effective communication and collaboration within the arts, culture and heritage sector and with wider business, community stakeholders and constituencies.

Oshawa joins leading municipalities in embracing a vision of cultural planning that is strategic, integrated, responsive and comprehensive in scope. Cultural planning must not only support and guide the development of the arts, culture and heritage sector but be integral to a much wider range of municipal planning issues and priorities including economic development, land use planning and urban design, neighbourhood development, addressing issues of diversity, local identity and sense of place, among others. Cultural planning is less about planning culture and more so about planning culturally.

Cultural planning rests on the following guiding assumptions²:

- **Cultural Resources:** Cultural planning embraces a broad definition of cultural resources that include creative cultural industries, cultural spaces and facilities, natural and cultural heritage, festivals and events, and community cultural organizations.
- **Cultural Mapping:** Cultural planning begins with cultural mapping, a systematic approach to identifying and recording a community's tangible and intangible cultural resources.
- **Adopting a 'Cultural Lens':** Cultural planning involves establishing processes to integrate culture as a consideration across all facets of municipal planning and decision-making.
- **Cross-Sectoral Strategies:** Cultural planning requires new partnerships or shared governance mechanisms (such as Cultural Roundtables) to support ongoing collaboration between the municipality and its community and business partners.

² Municipal Cultural Planning: A Toolkit for Ontario Municipalities (2010). Prepared for the Government of Ontario by AuthentiCity. (<http://www.ontariomcp.ca/library-2>)



- **Networks and Engagement:** Cultural planning involves strengthening networks across the arts, culture and heritage sector along with comprehensive and ongoing strategies to support community engagement.

1.3.3 Driving Forces in Cultural Planning Today

Evolving Government Roles

There is a shift occurring in governments at all levels from a traditional “planner-provider-deliverer” model to an increasingly collaborative “enabler-convener-catalyst-broker” model or approach to advancing public agendas. Collaboration, within and between local government departments; between local government and the wider public sector and its agencies; and between local government and the wider community and business spheres offers civic government the potential to pool talent and resources and address social, economic and cultural opportunities in a more consensual and comprehensive way.

During the community engagement process for *Culture Counts: Oshawa’s Arts, Culture and Heritage Plan* there was a call for the City of Oshawa to play a strong role facilitating these wider partnerships and collaboration. There was interest expressed in the potential of some form of cross-sectoral leadership group – a Cultural Council or Cultural Roundtable – connecting the Municipality with its cultural, business and community partners to support the implementation of *Culture Counts: Oshawa’s Arts, Culture and Heritage Plan* and ongoing cultural development.

‘Whole City’ Approaches

The primary focus of attention in many cultural plans in the past has been on downtown areas. Cultural planning is increasingly turning to a ‘whole city’ approach and perspective that calls for a balancing of attention to downtowns and neighbourhoods as well as to an examination of connections and interrelationships between different parts of the city. One manifestation of this more balanced perspective relates to arts, culture and heritage spaces and facilities. Increasingly these spaces are understood less as stand-alone facilities and more as part of a larger cultural ecology in the community: an interrelated system of facilities and activities with specific relationships to neighborhoods, districts and the city as a whole. Each



program or facility is significant in its contribution to supporting and showcasing cultural talent and creativity, providing a diverse range of arts, culture and heritage activities, increasing knowledge and connecting a diverse constituency of arts, culture and heritage organizations, artists and citizens. The need to balance the cultural development needs of the downtown and neighbourhoods was a strong theme in the engagement process for *Culture Counts: Oshawa's Arts, Culture and Heritage Plan*.

Living Heritage

There has long been recognition in Canada and internationally of the importance of extending an understanding of cultural heritage beyond physical or tangible heritage – from built heritage, cultural heritage landscapes, artifacts and collections, to the important intangible heritage of stories, customs, traditions, place names, and others. More recently, intangible heritage is being seen and understood in the context of the larger idea of ‘living heritage.’ The United Nations Educational, Scientific and Cultural Organization (UNESCO) defines living heritage as:

“The practices, representations, expressions, knowledge, skills – as well as the instruments, artifacts and cultural spaces associated therewith – that communities, groups and, in some cases, individuals recognize as part of their cultural heritage. This intangible cultural heritage, transmitted from generation to generation, is constantly recreated by communities and groups in response to their environment, their interaction with nature and their history, and provides them with a sense of identity and continuity, thus providing respect for cultural diversity and human creativity.”³

Heritage in this sense is the living context in which we as individuals and communities live our lives. In being continuously transmitted, recreated and reinterpreted, living heritage also serves as a source of content and inspiration for contemporary creative expression. The idea of living heritage is a powerful means of bridging the ‘two solitudes’ of the arts and heritage that has plagued cultural policy and planning in communities in Canada and elsewhere for many years.

³ <http://www.unesco.org/new/en/culture/resources/in-focus-articles/safeguarding-communities-living-heritage>



Ethnic Diversity and Inclusion

Rising levels of ethnic diversity in cities across Canada poses both opportunities and challenges in cultural development. While the City of Oshawa as a whole is not yet dealing with levels of ethnic diversity found in some Canadian municipalities, it is growing and will be a major factor in the City's future. The tremendous ethnic diversity of the student population at the City's postsecondary institutions⁴ is accelerating diversity trends in the community.

Many established arts, culture and heritage organizations in Oshawa and other Canadian cities were established at a time of greater cultural homogeneity than is the reality today. Community engagement pointed to the efforts on the part of many arts, culture and heritage organizations in the city to reimagine programs and services to respond to the cultural needs and aspirations of an increasingly diverse population. However, more effort is needed to provide for inclusion in Oshawa's cultural life.

Cultural Enterprise

People working in the arts, culture and heritage sector often move between different parts of the sector and between private/commercial, subsidized and not-for-profit activities. Their flexible, contract-based work style is heavily reliant on networks, but in many cases they are not able to leverage the potential opportunities this offers them. Research undertaken for the Canada Council for the Arts⁵ notes the importance to younger artists of mentoring, networks, professional communities (real and virtual), increasingly multi-disciplinary, collaborative creative practices and technology for the exchange of ideas. With no long-term expectation of public sector support their ambitions focus on seed funding and support at the fledgling stage of their creative business: "*the goal for many participants is to be entirely reliant on income generated through their practices*".

The challenges of developing more systematic and sustainable approaches to supporting the development of the arts, culture and heritage sector also point strongly to the need to build business and entrepreneurial skills. There is a growing body of programs internationally focused on the development and delivery of

⁴ Including three highly acclaimed post-secondary institutions – Durham College, Trent University Oshawa and University of Ontario Institute of Technology. In addition, Queen's University School of Family Medicine has established a training site for several of its programs at Lakeridge Health Oshawa.

⁵ Canadian Council for the Arts (2007). Next generation of Artistic Leaders and Arts Audiences Dialogues.



tailored programs and services designed to support creative cultural entrepreneurship. The emergence of shared work spaces and cultural incubators – similar to CORE21 in Oshawa’s downtown core – reflects the advantages to creative enterprises of access to shared resources and support in a multi-tenant environment. Similar shared administrative facilities have been established serving not-for-profit groups such as the Centres for Social Innovation in Toronto⁶.

Digital Culture

The rapid pace of technological convergence and the emergence of digital culture are having profound implications for all areas of cultural planning and policy making. These trends are impacting on the way creative practice is developing and how creative content is being produced, exhibited or staged, distributed and consumed - and affecting the very notion of cultural participation and consumption.

“Digital culture can be understood as a context that includes media and culture that is created, experienced, produced, archived, shared and /or shaped through the use of digital technology.”⁷

Younger generations expect to participate in the creation of meaning: digital technology has created entirely new means to enable individuals to participate in and exchange the creation and recreation of creative product. Technology has revolutionized the dynamics of production and consumption in the cultural and creative sphere – and most notably in the creative economy. Increasingly and especially among the emerging generation of younger artists, digital technology provides new tools with which to explore and develop their practice. “Digital Arts” includes, for example, electronic art, new media and interactive art, content development, digitization, but more generally is applied to contemporary art that uses the methods of mass production of digital media.

⁶ <http://socialinnovation.ca>

⁷ Office of Arts and Culture, Vision, Master Plan, Innovation & Knowledge Design, Projects & Collaborations: Presentation to CUI, Zainub Verjee (2008)

2 Background Research

The starting point for *Culture Counts: Oshawa's Arts, Culture and Heritage Plan* was a thematic analysis of the planning documents that currently guide the development and policy environment within the City of Oshawa. The second part involved an assessment of Oshawa's cultural resources. Here insight on the total number of assets and the potential opportunity they have for Oshawa is provided. Lastly, the background research concludes with a comprehensive analysis of the local cultural economy. This resulted in a cultural economic analysis that details Oshawa's current and emerging business, occupations, and industry sector trends. The background research provides a starting point and benchmark to assess future changes to the arts, culture and heritage sector composition in Oshawa.

2.1 Planning Context

A review of relevant planning documents was the first step in the planning process. Understanding the planning context within which *Culture Counts: Oshawa's Arts, Culture and Heritage Plan* is being developed is essential to understanding the contribution the plan can make to larger City policies and priorities.



The following plans and documents were examined:

- *Creating Our Sustainable Tomorrow, Oshawa Strategic Plan* (October 2012)
- *Vision 2020 Parks, Recreation and Culture Strategy* (2005)
- *Oshawa Official Plan* (2012)
- *Art and History Committee Accomplishments and 2013 Objectives* (January 2013)
- *City of Oshawa Public Art Policy* (Draft)
- *Downtown Oshawa Action Plan* (2005)
- *Into the Future: A Framework & Action Plan to Grow UOIT and Downtown Oshawa* (2011)
- *Community Adjustment and Sustainability Strategy For Oshawa and Durham Region* (2009)
- *Sector Analysis and Cluster Development Strategy* (2013)
- *Economic Outlook* (Draft 2013)

The following themes were identified in the review of these documents.

A Growing, Maturing and Increasingly Ethnically Diverse Community

Oshawa's population grew by 5.7% between 2006 and 2011 to reach 149,607 people. A recent population study for Oshawa suggests the city will likely reach 174,006 by 2022⁸. The City's population is also ageing, and is currently more mature than the Greater Toronto Area average. The median age of all City residents has steadily increased from 36.5 in 2001 to 39.4 in 2006 and 40.6 in 2011. The major source of population growth for Oshawa will continue to be immigration. The expanding number of students from ethnically diverse backgrounds attending postsecondary institutions in Oshawa is contributing further to this diversity. All factors have an impact on the demand for arts, culture and heritage programs and activities.

A Strong and Diversifying Economy

Oshawa is one of Canada's fastest growing economies. According to the Conference Board of Canada's Winter 2013 Metropolitan Outlook, Oshawa has a strong and growing manufacturing base and an expanding

⁸ City of Oshawa, 2013 Development Insider, http://www.oshawa.ca/documents/DevelopmentInsider_2013.pdf



creative economy. The city is very well connected to the rest of the Greater Toronto Area and beyond by highway, rail, air and water transportation. Major business sectors operating in Oshawa include advanced manufacturing, energy generation, health and biosciences, multimodal transportation and logistics; and information technologies. Once recognized as “Canada’s Automotive Capital”, growth in more knowledge-based and service oriented industries has diversified the economy and new areas of opportunity are emerging. A component of the municipality’s economic development agenda is strengthening the local creative economy.

A Sustainable Community

Sustainability is at the core of Oshawa’s Strategic Plan. The Strategic Plan defines sustainability as “meeting the needs of the present without compromising the ability of future generations to meet their own needs.”

The Plan is rooted in five Goals:

- Economic Prosperity
- Social Equity
- Cultural Vitality
- Environmental Responsibility
- Accountable Leadership

With respect to Cultural Vitality, there is growing attention nationally and internationally about culture’s contribution to sustainability.

Downtown Revitalization

Several documents emphasize the importance of Oshawa’s downtown area to the City’s future prosperity, vibrancy and growth. The Downtown Oshawa Action Plan (2005) launched the downtown revitalization efforts with the goal of transforming the downtown area into a walkable, welcoming, vibrant and safe place to live, work, learn and play. Major revitalization efforts have been undertaken, and the transformation of the area is well underway. The development of a downtown campus for the University of Ontario Institute of Technology (UOIT) has been a major catalyst. The downtown area is designated as an Urban Growth



Centre in the Province's *Places to Grow, the Growth Plan for the Greater Golden Horseshoe*. This means that residential and employment densities will increase significantly in the decades to come. Finally, the planned new central Oshawa GO Train station just south of downtown will enhance the connectivity of the area with the rest of the GTA and support the further development of the downtown area as a major hub.

The Emergence of a Creative Hub

In the past decade, several initiatives have taken place in downtown Oshawa, which is fast becoming a strong and vibrant creative hub. These include:

- The establishment of the UOIT Downtown Campus
- The restoration of significant cultural resources (including the Regent Theatre)
- The opening of CORE21 - Durham Region's first co-working office space and host of innovative enterprises such as the Spark Centre (an incubator for innovative technology-based companies and one of fourteen not-for-profit Regional Innovation Centres in Ontario) and the Community Innovation Lab.

UOIT's expansion plans in downtown Oshawa will continue to strengthen the position of the area as a creative hub for academic, technological and entrepreneurial innovation.

Cultural Development

Several documents, in particular the *Vision 2020, Parks, Recreation and Culture Strategy* and *Into the Future: A Framework & Action Plan to Grow UOIT and Downtown Oshawa*, include specific goals connected to supporting cultural development across Oshawa's neighbourhoods, in the downtown area, and on the waterfront. Objectives encompass providing quality facilities; increasing and enhancing the profile and support for the arts, culture and heritage sector; and enhancing the public realm. Suggested action items include, among others: auditing Oshawa's cultural resources, developing a public art policy, creating an Arts & Culture Coordinator position, creating an arts incubator, increasing the number of major festivals and events, and creating an Oshawa Arts & Culture Council. Community and heritage events and activities are also targeted by these plans, which call for creating partnerships with neighbourhood associations as well as multicultural and community groups to develop new events and strengthening existing ones.



A Centre for Education

Oshawa is a highly educated city with 52% of adults aged 15 years and older holding a certificate, diploma or degree. Oshawa is a centre of life-long learning and the City is home to three post-secondary institutions: UOIT, Trent University and Durham College. In addition, Queen's University has a presence in Oshawa through the School of Medicine's regional placements at Lakeridge Health Oshawa. Combined these postsecondary institutions bring approximately 20,000 students to the city during the school year. UOIT has ambitious plans to grow its downtown campus to expand its offerings in leading information technology learning and research. *Into the Future: A Framework & Action Plan to Grow UOIT and Downtown Oshawa* signalled UOIT's goal of acting as a partner and catalyst in strengthening the development of a vibrant cultural creative hub downtown. Durham College's School of Media, Arts and Design is playing a major role in advancing the creative cultural industries in Oshawa.

Importance of Natural Heritage

Within Oshawa's boundaries there are over 1,063 hectares of passive and active parkland and open spaces, and a large network of trails. A number of plans emphasize the vital importance of protection of natural heritage assets and their integration into the vision for Oshawa. Of particular importance is the activation of the harbour and waterfront to attract economic development and create inclusive, livable, vibrant and green places. The Lake Ontario waterfront received significant infrastructure investments in recent years and has become a major recreational and cultural space in Oshawa. It is home to a variety of important festivals and events.

Establishing Oshawa as a Tourism Destination

Lastly, the review of plans and documents highlighted the goal to establish Oshawa as a tourism destination. The revitalization and activation of the downtown area and the waterfront are key components of realizing this objective. Oshawa's arts, culture and heritage resources will be leveraged to enhance the image of Oshawa as a tourism destination.



2.2 Cultural Mapping

2.2.1 Why Cultural Mapping?

Cultural mapping is defined as “a systematic approach to identifying, recording and classifying a community’s cultural resources.”⁹ There are three broad purposes served by cultural mapping:

1. Cultural Mapping as a Policy and Planning Tool

Cultural mapping supports planning and decision-making related to cultural resources and opportunities in two ways:

- **Developing *Culture Counts: Oshawa’s Arts, Culture and Heritage Plan*** - Cultural mapping is a foundational step for any cultural plan. Cultural mapping supports a municipality in identifying its cultural resources and builds a base of information from which to identify opportunities, challenges and strategies for advancing cultural development and contributing to economic and larger community development agendas. Cultural mapping at the beginning of a cultural planning process helps establish benchmarks to assess future growth and change.
- **Ongoing Planning and Decision-Making Support** - Beyond informing the initial development of a cultural plan, cultural mapping is essential to building the capacity to apply a cultural lens – to bringing considerations related to culture and cultural assets into planning and decision-making across a wide range of planning issues. Spatially mapping cultural assets shows how resources are distributed within the community, where they are clustered, and where there are gaps relative to other policy and planning issues.

2. Raising Awareness and Increasing Access to Cultural Assets

One of the most consistent messages to emerge from the community engagement process for *Culture Counts: Oshawa’s Arts, Culture and Heritage Plan* is a lack of awareness in the community of the depth and

⁹ *Cultural Resource Mapping: A Guide for Municipalities* (2010). Prepared for the Government of Ontario by the Canadian Urban Institute



breadth of the city's cultural resources and activities. Building consolidated base information on cultural assets in Oshawa will help raise the profile of these assets for both residents and tourists. Cultural mapping can help establish 'one-window' cultural portals, interactive maps and searchable databases as tools for promoting and enhancing access to cultural assets.

3. Connecting the Arts, Culture and Heritage Sector

The arts, heritage, and culture sector in most municipalities tends to be fragmented and not well-connected. Building a base of information of cultural assets helps groups connect with one another, and support the networking and collaboration essential to building sustainable local cultural communities.

2.2.2 The Cultural Mapping Process

It is important to note that mapping work undertaken during the *Culture Counts: The Oshawa Arts, Culture and Heritage Plan* marks the beginning not the end of cultural mapping in Oshawa. Cultural mapping is an ongoing process that progressively broadens and deepens information on cultural assets in a community over time. A key deliverable for the Plan is the creation of a set of tools and a strategy to sustain mapping over time.

The first step in undertaking cultural mapping is determining a consistent set of categories of cultural resources [known as a Cultural Resource Framework (CRF)] within which a wide range of existing information can be effectively consolidated. One source of the definition of cultural resources in the CRF is the Statistics Canada's *Canadian Framework for Cultural Statistics* which defines and classifies cultural industries and occupations. Other resources are determined by categories of natural and cultural heritage assets defined by the Ontario Heritage Act and Ontario Planning Act.

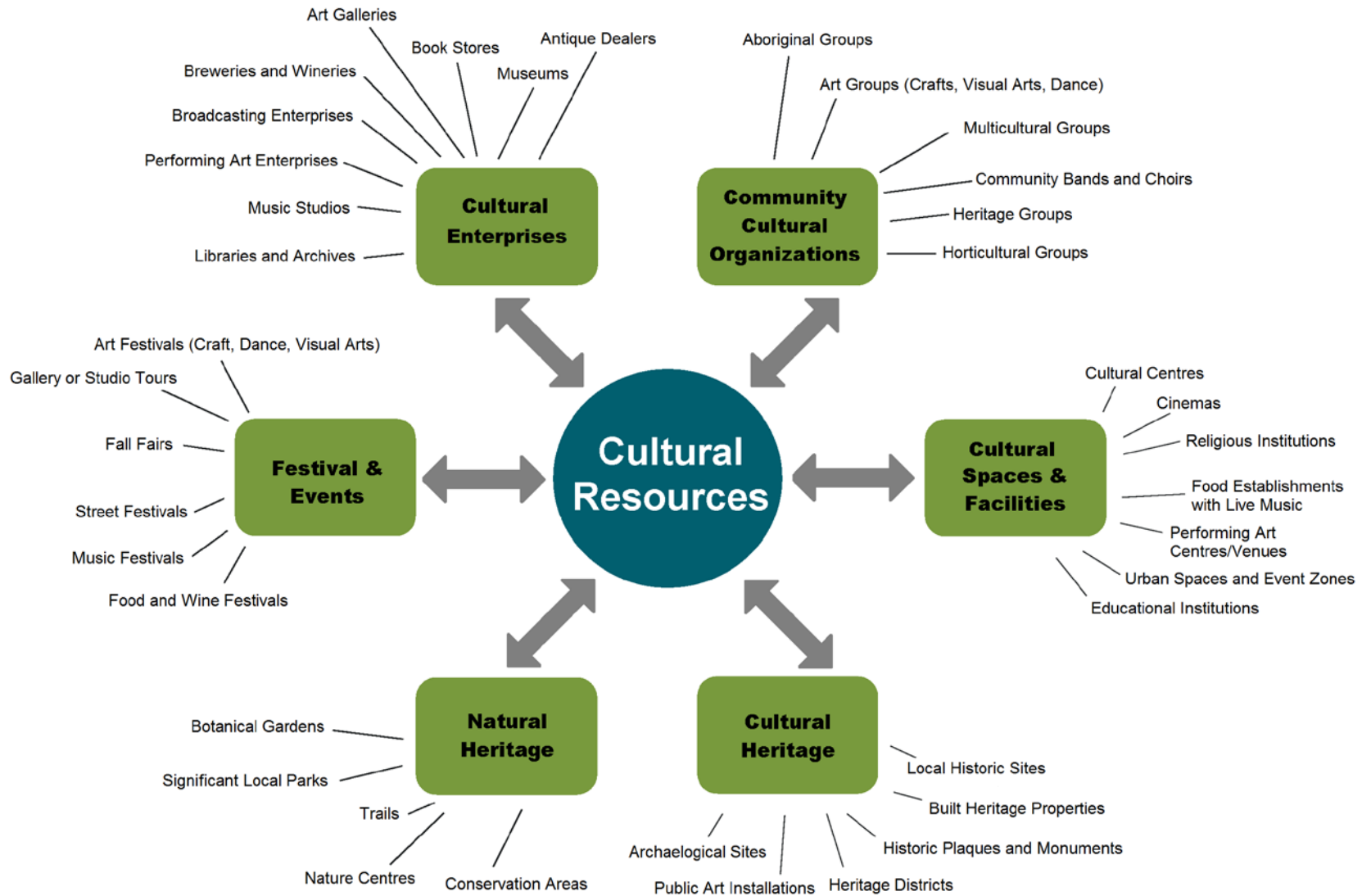
The CRF illustrated in Figure 3 represents a 'standard' Framework endorsed by the Ontario Ministry of Tourism, Culture and Sport as a guide to Ontario municipalities undertaking cultural mapping. However, the CRF is not intended as a rigid set of categories applicable in all communities. Each municipality must interpret it and adapt it to their particular circumstances and needs. In Oshawa, the Steering Committee was asked to 'customize' the Framework through the addition of categories of cultural resources needed to reflect



Oshawa's unique culture and identity. These included: Cultural Enterprises, Community Cultural Organizations, Cultural Spaces and Facilities, Cultural Heritage, Natural Heritage, and Festivals and Events. **Appendix B** contains the full representation of Oshawa's Cultural Resource Framework.



FIGURE 3: CULTURAL RESOURCE FRAMEWORK



Source: AuthentiCity (2010), Cultural Resource Framework



Once the CRF for Oshawa had been confirmed, the first step was accessing relevant information from *infoCanada*, a commercial entity that consolidates information drawing from two sources: Statistics Canada and local the Yellow Pages directory. This baseline information was then supplemented by a wide range of data provided by the City. Once this data had been integrated with *infoCanada* data, the resulting database was reviewed by City staff across multiple departments. Finally, the Steering Committee was invited to review mapping data and make additions based on their knowledge of the cultural assets in the community. The final database represents a solid foundation upon which to build.

Figure 4 displays the total assets currently captured in the Oshawa Cultural Resource Framework. A total of over 500 assets were identified ranging from cultural businesses to Oshawa festivals and events. Figure provides a static snapshot of where several of these assets reside/take place. Interesting to note is the concentration of assets and events located with Oshawa's downtown, further confirming the importance of the downtown to Oshawa's cultural vitality and identity. While the map in Figure 5 provides a high level picture of assets and their concentrations, there are limitations by definition to the depth of information shown in a static map (including several overlapping assets). Integrating the database into the City's Geographic Information System will assist in providing residents and city staff a clearer picture of Oshawa's cultural resources.

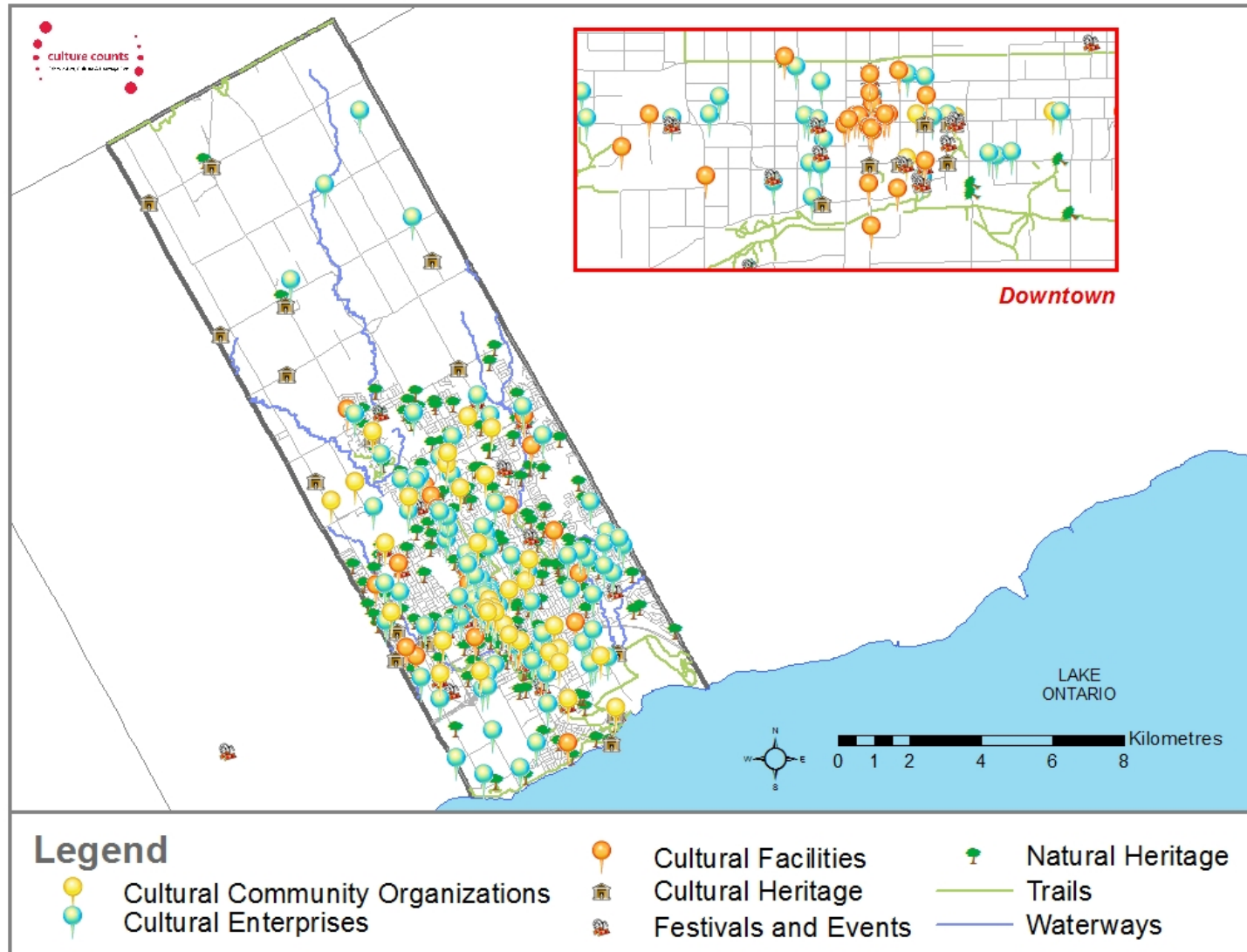


FIGURE 4: TOTAL ASSETS BY CATEGORY





FIGURE 5: COUNTING OSHAWA'S ART, CULTURE AND HERITAGE ASSETS

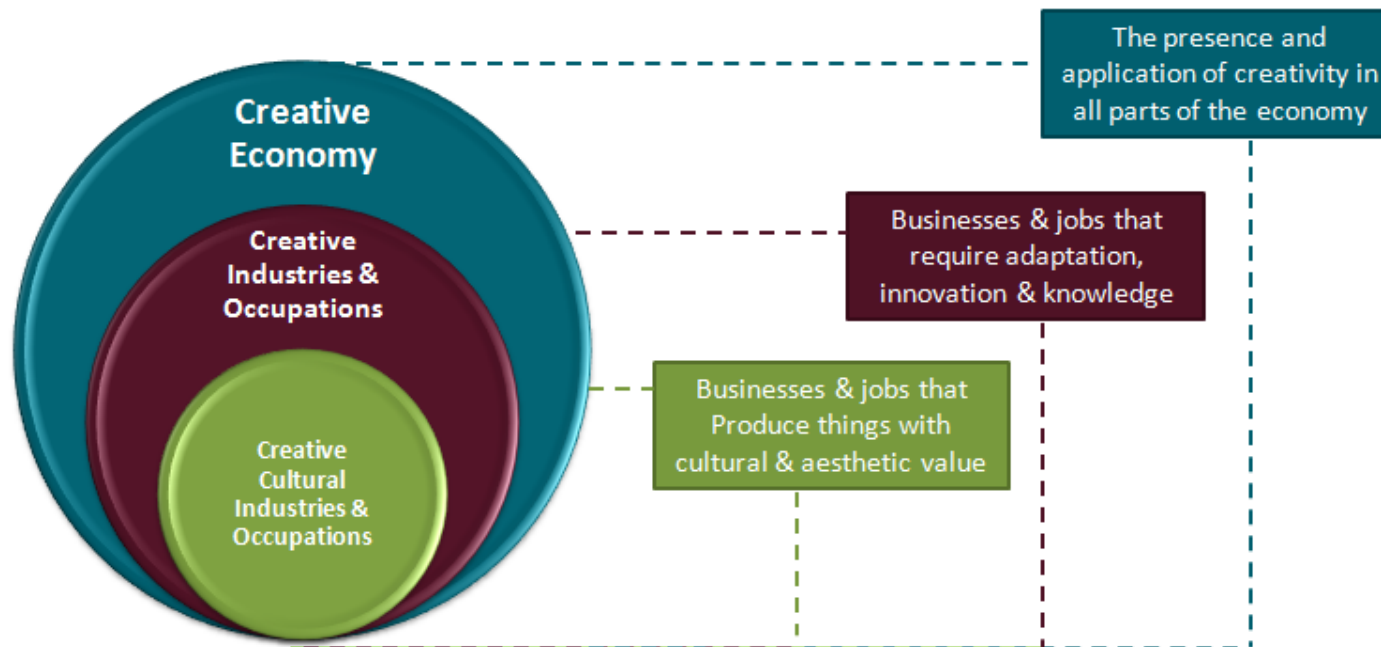




2.3 Oshawa's Cultural Economic Analysis

There is a growing recognition across Canada and internationally of the importance of creativity, culture and quality of place in fostering the development of local economies. Enhancing the quality of place and ensuring strong community amenities are magnets for attracting knowledge based professional (creative) people, which in turn can attract business investment. Given that this 'creative' labour force values diverse cultural experiences, as well as interesting heritage and access to the natural environment, it is imperative for communities to understand and cultivate their cultural resources to drive economic development. Oshawa's economic development agenda and initiatives reflect a strong understanding of these economic drivers.

FIGURE 6: THE CREATIVE ECONOMY





The creative economy (Figure 6), in the broadest sense, should be understood to underlie all sectors of the economy. Creativity can be applied to the introduction of new processes, the creation of new products, and the design of systems in fields from manufacturing to science and technology, to the work of artisans and crafts people. The creative economy is defined primarily by the skills and ideas that people employ in undertaking their work. Creative industries and occupations encompass a wide range of knowledge-based jobs in which innovation and creativity drives value creation. These industries and occupations encompass sectors such as science and medicine, financial services and engineering, among others.

Contained within this broader set of creative industries and occupations we find the creative cultural industries and occupations, the focus of *Culture Counts: Oshawa's Arts, Culture and Heritage Plan*. The cultural economy analysis draws on data from Statistics Canada, Canadian Business Patterns and the Government of Ontario Economic Modeling Specialists International (EMSI) Analyst data.

Key highlights from the economic analysis include:

- The largest proportion of workers in the broader creative economy in 2011 is found in service class occupations, at 46.7%. In terms of the creative workers, 32.4% of Oshawa's workforce is labeled as creative, just slightly below the Ontario average of 34%. However, with the development UOIT and economic development strategies focused on growing the creative economy or 'creative class', this statistic will evolve.
- The three fastest growing creative occupations in Oshawa include:
 - Computer and information systems managers (24.3% increase)
 - Professional occupations in business services to management (21.6% increase)
 - Financial and investment analysts (16.3% increase)
- In the arts, culture and heritage sector, occupations are divided between *cultural occupations* (those directly involved in the production of cultural goods and services) such as musicians, writers, designers, museum curators, etc.), and *cultural support occupations* (technical and managerial occupations supporting this production) such as museum managers, library technicians, film and video editors, etc. In Oshawa, the proportion of cultural occupations and cultural support occupations is cultural occupations



making up nearly 60% of the total cultural occupations and just over 40% being cultural support occupations.

- The following cultural occupations showed the greatest growth between 2011 and 2012:
 - Dancers (43.5% increase in total labour force)
 - Producers, directors, choreographers and related occupations (36.9% increase in the total labour force)
 - Journalists (25% increase in the total labour force)
- Oshawa has over 400 creative cultural industries. Over 50% of the creative cultural industries are indeterminate (self-employed) businesses with approximately 68 of those creative cultural industries employing more than 10 people.
- The majority of creative industries are engaged in the creation of cultural goods and services. In addition a significant percentage of businesses are engaged in the support services for cultural goods and services. The largest growth from 2008-2012 was seen in the support services segment.

It is important to also note that formal government statistics do not always provide a complete picture of the individuals and organizations involved in the arts, culture and heritage sector. Much of the sector, particularly the non-profit sector, defies accurate capture by standard statistical measurements. There are many ways in which the human resources and businesses engaged in arts, culture and heritage activities and the resulting financial output “fly below the statistical radar”. Factors include:

- Arts, culture and heritage activities are carried out by many organizations that do not have full time employees, but operate with volunteers, part time staff, or casual/seasonal employees. The result is a significant underestimation of the full complement of human resources involved in arts, culture and heritage activities compared to employment data captured in more traditional economic sectors and activities.
- Arts, culture and heritage activities are often carried out on a part-time or casual basis by individuals who work full-time in an occupation unrelated to culture. As a secondary (rather than main) occupation and



source of income, this work it is not captured statistically, either from the income or occupation perspective.

- Self-employment in the arts, culture and heritage sector may not be captured as such on census or other reporting forms.
- If the organization or activity is not registered as a business with a GST account and with more than \$30,000 in gross business revenue, or is not filing a corporate tax return, it would not be captured in the Business Register or Canadian Business Patterns data used in this report.
- Arts, culture and heritage activities that could operate as a business, but are not regarded as such by the “owner” are not registered with a business number.
- The 2011 National Household Survey (NHS) was a voluntary survey which introduces a response bias. Individual income levels, educational attainment, and occupational classes can be correlated to higher or lower response rates. Accordingly, the NHS should not replace the census or be directly compared to census based data.

In addition to these difficulties, quantitative analysis cannot capture the social value of arts, culture and heritage activities. The cultural mapping undertaken as a cornerstone of the *Culture Counts: Oshawa’s Arts, Culture and Heritage Plan* will allow the City to fill in some gaps between statistical analysis and on-the-ground knowledge about Oshawa’s cultural resources and their contribution to the local economy.

Detailed statistical findings and analysis on the cultural economy in Oshawa is set out in a separate *Key Findings Report*.

3 Community Engagement

3.1 Process

The following community engagement activities were implemented to ensure that *Culture Counts: Oshawa's Arts, Culture and Heritage Plan* were solidly grounded in community ideas and input.

- **Launch Event** - The Launch Event was held September 25th, 2013 at the Oshawa Civic Recreation Complex and attracted over 75 participants. In addition to roundtable discussions, the event also was a celebration of arts, culture and heritage in Oshawa.
- **Community Survey** - The goal of the community survey was to allow for the engagement of the broadest possible cross-section of the community in Oshawa. In addition to the online survey, hard copies were distributed to locations across the city. Just over 200 online surveys were completed in addition to 130 in hard copy. Based on the consultants' experience in other communities, this represents a very strong response rate. Survey results can be found in the *Key Findings Report*.



- **Cultural Ambassadors** - The inclusion of Cultural Ambassadors was an initiative of the Steering Committee. The idea was for the Cultural Ambassadors to engage individuals at community events, in restaurants and other public settings to gather input from individuals and groups who were unlikely to participate in more formal engagement activities connected to the *Culture Counts: Oshawa's Arts, Culture and Heritage Plan*.
- **Community Soundings** - On October 29, 2013, the consultants met with students on the UOIT campus for a community sounding. Students recruited through social media, flyers, and word-of-mouth participated in the 90 minute meeting. Participating students represented diverse cultural backgrounds. A second sounding was held November 19, 2013 with members of UNIFOR (Union for Canada)¹⁰ local 222 at the union's hall for a community sounding on arts, culture and heritage.
- **City Council Input Session** - On October 2, 2013 a facilitated working session was held with Oshawa City Council. Over a two-hour period, Council provided input related to the Strengths, Weaknesses, Opportunities and Threats (SWOT) related to the arts, culture and heritage in Oshawa.
- **Steering Committee Input Session** - A similar session to the Council session was held with the project Steering Committee and interdepartmental staff team on October 15, 2013.
- **Interviews** - Approximately 40 in-depth interviews were conducted in person and by telephone with municipal staff, individuals representing a wide range of arts, culture and heritage activity, the business community including creative cultural industries, senior officials at UOIT, Durham College and Trent University, and a range of other community interests.
- **Focus Groups** - Based on findings from previous engagement activity, three priority topics were identified for focus groups: Opportunities for Collaboration in the arts, culture and heritage Sector; Culture-Led Economic Development, and Growing Cultural Vitality through Festivals, Events, and Celebrations. These focus groups were held on October 23, 2013 with an attendance of approximately 30 individuals.

¹⁰ Unifor (Union for Canada) is a [trade union](#) in [Canada](#), launched in 2013 as a merger of the [Canadian Auto Workers](#) and [Communications, Energy and Paperworkers](#) unions



3.2 Themes

The following themes represent a synthesis of input from all the community engagement activities. These themes form the basis for the Strategic Directions which are found in section 4.

Broaden and Evolve the City's Role and Build Partnerships in Arts, Culture and Heritage

City Council and staff are commended for their leadership in making Cultural Vitality one of five goals underpinning the Oshawa Strategic Plan and for launching *Culture Counts: Oshawa's Arts, Culture and Heritage Plan*. Through the engagement activities there was a call for the City to broaden and evolve its role in cultural planning and cultural development in Oshawa. The formation of the interdepartmental staff team to support the development of the Plan signalled recognition of the extent to which cultural resources and cultural development touches a wide range of City departments. A number of individuals called for the continuation of the interdepartmental staff team following the completion of *Culture Counts: The Oshawa Arts, Culture and Heritage Plan* to support its implementation and ongoing inter-departmental collaboration.

There was a call for a dedicated staff position to support both the implementation of the Plan and ongoing cultural development. Most envisioned this position playing the role of facilitator, helping connect groups and resources and helping build capacity in individual organizations and the sector as a whole. The City did come under some criticism for excessive 'red tape', particularly related to securing various licences and permits for festivals and events. There was a call to simplify these processes and a need for "a change in organizational culture from no to yes."

Finally, it was recognized that responsibility for implementing *Culture Counts: Oshawa's Arts, Culture and Heritage Plan* could not fall to the City alone but must be the collective responsibility of the community. There was considerable discussion about the possibility of establishing some form of partnership mechanism that would support ongoing collaboration between the City, the arts, culture and heritage sector, business interests, post-secondary institutions and other community groups and interests.

“The Plan provides an opportunity to stitch culture into every department”
- Survey

“We need tools instead of rules”
- Focus Group



Increase Communications and Collaboration

One of the strongest and most consistent themes heard across all community engagement activities was the need for stronger communication and collaboration across the many arts, culture and heritage groups and activities in Oshawa. Lack of connections, it was felt, reduced opportunities for resources-sharing and strengthening individual organizations and the arts, culture and heritage sector as a whole. A fragmented sector also undermines a collective voice needed for advocacy. Interest was expressed in some mechanism or entity to support ongoing communication and collaboration. The idea of a Cultural Council was recommended in the City's *Vision 2020, Parks, Recreation and Culture Strategy*, although no mandate or discussion of the role of such a group accompanied the recommendation.

**“We Need a
Collaboration
Secretariat”
- Launch Event**

In addition to stronger collaboration across different arts, culture and heritage groups and disciplines such as those noted above, people spoke of the need to better connect major arts, culture and heritage institutions with more grassroots entities and activity in Oshawa. Consultations did reveal examples of partnerships on individual projects or events but more widespread and systematic approaches to building relationships and habits of collaboration were called for.

Grow Culture-Led Economic Development

Opportunities to leverage cultural resources to support economic development were one of the strongest themes to emerge from the engagement process, in two contexts. First, it was acknowledged that successful cities must have a depth and breadth of culture and entertainment offerings to attract talent and investment, particularly in the expanding creative economy. Second, cities need to communicate a “buzz” and energy that is the product of a vibrant cultural life.

**“There’s a gap
between
‘grassroots/alter
native and
established
cultural
institutions in
Oshawa”
- Interview**

There was also considerable discussion about opportunities related to growing creative cultural industries, particularly in areas such as filmmaking, digital media, and design, among others. Initiatives such as CORE21 and the Spark Centre were applauded for their support in growing a broad range of creative industries, and an expansion of these efforts was called for. Oshawa must choose the kind of economy it wants in the face of that growth. The argument was that a strong focus on growing the creative economy and innovation must drive thinking and action in Oshawa and the larger Durham Region.



Growing tourism and, in particular, opportunities connected with cultural tourism, was another strong economic theme. The City currently has no dedicated staff person responsible for tourism which limits its capacity to act proactively in this area. The Region of Durham’s efforts in tourism were applauded, but more energy and investment in Oshawa-based tourism was felt to be a priority.

Strengthen Festivals and Events

The strength and diversity of festivals and events in Oshawa emerged as a conclusion from the community engagement process as well as through the findings from cultural mapping. A focus group on Growing Cultural Vitality through Festivals, Events, and Celebrations brought together representatives from a range of events. There was a call for stronger promotion and marketing of events through both online and print-based tools. The City’s support services in helping deliver a range of community events were praised. However, there was also a call for the City to “make it easier” to organize and deliver events through relaxed or at least more easily navigated processes related to licenses, permits, etc.

Participants at the focus group called for greater synergies – between festivals, between festival organizers and the business community (including restaurants in the downtown), between festival organizers and City policies and priorities including downtown revitalization. More coordinated approaches to organizing, promoting and delivering festivals were called for. Individuals did express the view that a greater diversity of festivals was needed, particularly more appealing to youth. A number of participants believed it might be better for Oshawa to produce fewer events but to produce them better.

Support Continued Downtown Revitalization

While acknowledging that cultural planning and development must be a city-wide agenda, there was nevertheless great attention paid to the importance of culture to continued downtown revitalization. The downtown must be understood and promoted as a cultural hub, one instrumental to attracting a greater critical mass of people wishing to ‘live, work, learn and play’ in the area. A greater variety of housing types including live/work space was called for to draw more young people to the downtown, and attract artists. The successful Oshawa Space Invaders event was repeatedly cited as evidence of the power of bringing more arts and culture to the downtown. Respondents were particularly supportive of a downtown as a place where

**“Downtown events like ‘Space Invaders’ bring many people downtown. Close side streets down in summer for concerts. Cultural activities, not sporting events, bring in many visitors to downtown”
- Cultural Ambassador Finding**



arts, culture and heritage activities could become part of people's everyday experience. At one focus group an individual commented that the city needed to understand downtown "as an event more than merely a physical place." Implementation of a public art policy and program was called for as a priority for the City.

Increase Community Awareness and Promotion

Another consistent theme throughout all community activities was the need for stronger marketing and promotion of the tremendous depth and breadth of Oshawa's existing cultural resources and activities. Lack of awareness of these resources is undermined by inadequate information and weak channels of communication. Lack of awareness of Oshawa's rich cultural life undermines the city's image and weakens its ability to attract talent and investment, particularly in the creative economy.

Stronger marketing and promotion strategies were called for. Some participants suggested Oshawa needs a publication dedicated specifically to the promotion of arts, culture and heritage. Others felt greater attention should be given to the use of online tools and social media. Still others called for greater attention to things such as street banners and improved signage. Some participants felt stronger marketing and promotion strategies should not be limited to Oshawa but broaden out to focus on the Durham Region as a whole. Finally, the engagement activity and conversations stimulated by the development of *Culture Counts: Oshawa's Arts, Culture and Heritage Plan* was cited as a powerful opportunity upon which to build. Momentum cannot be lost.

"Know your assets, grow your assets"
- Interview

Strengthen Financial Resources and Arts, Culture and Heritage Facilities

The need for increased financial resources to support and expand arts, culture and heritage activity was a theme throughout the engagement process. Arts, culture and heritage groups and activities in all communities, particularly not-for-profit groups, struggle with resource challenges and this emerged as a theme in all engagement activities. While some participants called on the City for increased support, many took a broader view arguing that additional resources must be generated from multiple sources: through greater corporate sponsorship and support, by growing philanthropic giving to arts, culture and heritage organizations, by growing audiences and self-generated revenue by these organizations and activities, among others.

"We need to think about public works as public art in the city"
- Interview



There was considerable discussion related to arts, culture and heritage facility needs in Oshawa. For some time, many have argued the city needs a dedicated performing arts centre. Some cited the lack of large meeting venues, artists' studio space and live/work arrangements as additional arts, culture and heritage spaces and facility needs.

Celebrate Oshawa's Rich History

The need to take pride in and better promote Oshawa's rich history was a recurring theme throughout the engagement process. This history begins with an Aboriginal presence in the area and the role of Aboriginal peoples in supporting Canada during the war of 1812 emerged in many surveys and interviews. Oshawa is of course proud of its strong industrial and labour heritage. A strong message was the importance of acknowledging many nationally significant 20th century stories in Oshawa. Among the stories cited: the 1937 General Motors strike that shaped labour history and relations in Canada, Oshawa's major contribution to war efforts in World War I and II, plus many others. A number of individuals consulted pointed to a series of significant anniversaries in the next several years that could serve as a focus for raising awareness and promoting the community's rich history.

In order to promote and build pride in Oshawa's history, efforts must be made to stitch it into the fabric of the city in the form of plaques, murals, mobile exhibitions, information boards, monuments, public art, among other mechanisms. The establishment and work of Heritage Oshawa in built heritage preservation and other heritage activities was applauded. There was also a call for greater collaboration in the heritage area among museums, archives, and community heritage groups.

Advance Access, Inclusion and Diversity

Participants in the engagement process felt strongly that a culturally rich and vibrant city is a place where all people feel welcome and included. The need to recognize, embrace and celebrate diversity and inclusion was raised in several contexts. The first was ethno-racial and cultural diversity. The diversity of students at Oshawa's postsecondary institutions was identified as a driver in the call for greater diversity in programming and activities. The need for *Culture Counts: Oshawa's Arts, Culture and Heritage Plan* to respond to diversity

“Create a digital quilt: Tell individual stories and stitch them together”
- Interview

“Culture needs to be everywhere, not just the downtown”
- Survey



of ages was also a strong theme across all consultations. Responding to the needs of youth and seniors emerged as a strong theme.

The City of Oshawa has a strong commitment to accessibility, allowing people of all abilities to participate fully in community life. From the perspective of *Culture Counts: Oshawa's Arts, Culture and Heritage Plan*, there was a call for people of differing abilities to be involved both as participants and audiences in cultural life. The cultural needs and aspirations of Oshawa's expanding Aboriginal community were also identified as a priority. Similarly, the Plan must recognize and respond to the cultural needs and identities of Oshawa's Gay, Lesbian, Bisexual and Transgendered (GLBT) community. Finally, *Culture Counts: Oshawa's Arts, Culture and Heritage Plan* must respond to geographic diversity. While there was considerable attention paid to cultural needs and opportunities in the downtown, there was also a strong feeling that a vibrant life was available to residents in all parts of the city. Arts, culture and heritage activities can play a role in engaging all residents, regardless of their physical location within the city, their socio-economic states or their present life circumstances.

Focus on Youth and Youth Retention

It was broadly agreed that the rapidly expanding student population at the UOIT, Durham College and Trent University Oshawa is one of the most significant factors shaping Oshawa today, and into the future and that this must be addressed by *Culture Counts: Oshawa's Arts, Culture and Heritage Plan*. Youth retention was another strong theme in the engagement process. Continuing to grow cultural vitality and diverse cultural and entertainment options will play an important role in realizing this goal. However, most important to youth retention is building a strong creative economy offering jobs to graduates. This is a high priority for the City and for all postsecondary institutions in Oshawa. Collaborative initiatives such as CORE21, the Spark Centre and the Community Innovation Lab are evidence of this commitment.

Change Mindsets and Build Commitment

A strong theme in all engagement activities was the need to change mindsets about culture in Oshawa. Participants argued that many individuals in the community do not 'get' culture. Many view it as an elitist activity with little relevance to their lives and do not appreciate the diversity of arts, culture and heritage

**“Culture is connected to personality. Every Town needs its unique personality. What is Oshawa's unique identity?”
- Survey**



assets in the community. Several expressed the view that a shift was needed from understanding culture as “institution bound” to culture integrated into the fabric of everyday life through things like public art, increased vibrancy in the downtown, and a more beautiful city realized through a commitment to urban design and quality in architecture, among others. One way to change mindsets is to better communicate the economic importance of culture to the city. A paradigm shift is needed away from viewing the arts, culture and heritage sector through the lens of subsidy to one of return on investment.

Enhance Oshawa’s Image

Many participants spoke about the contribution that stronger support for and promotion of culture in Oshawa can make to address Oshawa’s “branding problem.” There was reference to “the Shwa” as a negative characterization of the city excessively focused on athletics (particularly hockey) and the automotive industry. This image does not reflect the transformation of the city over the past decade and its many assets and amenities. Among the elements of this change are the diversification of the economy and a significant rise in the creative economy, the arrival of post-secondary institutions and the influx of students representing many diverse communities, and the growing vitality of the downtown, among others. It was felt that the tremendous range of natural, recreational and arts, culture and heritage amenities was not appreciated or reflected in the city’s image. The City’s new brand “*Prepare to be Amazed*,” invites people, both inside and outside the community, to reconsider their image of Oshawa. Creativity and culture were felt to be essential to building energy and a “buzz” essential to attracting people, talent and investment. Frequent reference was made to the importance of arts, culture and heritage resources and amenities to attracting the “creative class” essential to the success of all cities today.

“The city’s big challenge is changing the narrative”
- Survey

4 Culture Counts: Oshawa's Arts, Culture and Heritage Action Plan

4.1 A Vision for Arts, Culture and Heritage in Oshawa

In 2020, successful implementation of Culture Counts: Oshawa's Arts, Culture and Heritage Plan will have contributed to making Oshawa a city in which:

Culture counts. Cultural vitality is widely acknowledged as essential to making Oshawa a creative, vibrant and sustainable community in which people and businesses are proud to live, work, learn and play. Culture engages and inspires residents and is a source of civic pride. Oshawa's strong creative cultural industries are major economic drivers in a thriving creative economy attracting talent and investment regionally, nationally and internationally. A 'culture of design' infuses decisions, producing a city that boasts a vital downtown and beautiful places throughout the community. Oshawa has embraced a vision of a living heritage connecting past and present and encompassing the diverse cultural traditions of all its residents. The City of Oshawa is recognized as a leading municipality integrating culture into all facets of planning and decision-making.



4.2 Guiding Principles

The following principles will guide implementation of *Culture Counts: Oshawa's Arts, Culture and Heritage Plan* and ongoing cultural development in Oshawa.

- **Sustainability** – the plan will identify actions, which are aimed at building a sustainable arts, culture and heritage community. The plan itself will also be a living document
- **Fiscal Responsibility** – make the most efficient and effective use of City resources ensuring value for money through continuous improvement;
- **Accountable & Engaged Leadership** – ensure respect, responsiveness and transparency in all decision-making;
- **Community Collaboration** – adopt a collaborative approach of shared responsibility for cultural development supported by ongoing communication between the City and arts, culture and heritage groups, other levels of government, and the private and voluntary sectors;
- **Integrated Planning** – ensure arts, culture and heritage resources and opportunities are considered and valued in all recognized and respected areas of planning and decision-making;
- **Enabling Action and Removing Barriers** - In collaborating to implement *Culture Counts: Oshawa's Arts, Culture and Heritage Plan* and supporting ongoing cultural development, the City will make it a priority to remove barriers and enable full community engagement in advancing the agenda.
- **Accessibility and Inclusion** – provide arts, culture and heritage opportunities, resources and that activities are accessible to residents of ages, genders, ethnicities, races, socioeconomic status, persons with disabilities, religions, sexual orientations, and geographical areas.



4.3 Strategic Directions

Culture Counts: Oshawa's Arts, Culture and Heritage Plan is built on six **Strategic Directions** that anchor and set a context for a collection of **Strategies** associated with a range of specific recommended **Actions**. The Plan should not be considered a finished document. Rather, it should be viewed as an informed starting point based on an assessment of where Oshawa finds itself today, together with the expressed needs and aspirations for the future. *Culture Counts: Oshawa's Arts, Culture and Heritage Plan* is a living document designed to continue to respond to the changing needs and opportunities of the city. New actions will emerge throughout the lifespan of the Plan.

The following Strategic Directions provide the framework for *Culture Counts: Oshawa's Arts, Culture and Heritage Plan*:

1. **Broaden and Evolve the City's Role in Arts, Culture and Heritage**
2. **Grow Culture-Led Economic Development**
3. **Increase and Strengthen Communication within and about the Arts, Culture and Heritage Sector**
4. **Build a Strong, Vital and Connected Arts, Culture and Heritage Sector**
5. **Create Vibrant Places and Spaces**
6. **Provide Access and Promote Inclusion in Oshawa's Cultural Life**



4.4 Proposed Action Plan

The proposed action plan outlines specific strategies and actions which support the six Strategic Directions of the Plan. The action plan includes recommended timelines, outcome measures, leads, partners and resources required.

The action plan represents the collective recommendations of the Steering Committee, the public, stakeholders and the staff team at a fixed period in time. It is important for the City to encourage ongoing generation of strategies and actions in support of achieving the individual strategic directions and ultimately, the future state vision.

Where the action plan indicates “no financial impact” for the majority of actions. This implies that the actions will be completed using existing staff resources and funding and in-kind contributions of the City (eg. meeting room space at City facilities, etc). It is recognized that to accomplish some of the other strategies other sources of funding, partnerships and community involvement will be required.

The City’s 10-year proposed capital forecast includes capital projects to address the recommendations of the strategy.

Action Plan Legend

Timeframes: Year 1 (Y1): 2014; Short-Term (S): 2-3 Years; Medium-Term (M): 4-9 Years; Long-Term (L): 10-15 Years

Lead/Partners: Recreation and Culture Services (RCS); Parks & Environmental Services (PES); Corporate Communications (CC); Corporate Strategic Initiatives (CSI); Information Technology Services (ITS); Economic Development Services (EDS); Planning Services (PS); Finance Services (FS); Interdepartmental Cultural Staff Team (ICST); Cross-sectoral Leadership Group (CLG)



Strategies and Actions	Timing				Outcome Measures	Lead	Partner(s)	Resources Required
	Y1	S	M	L				
Strategic Direction 1: Broaden and Evolve the City's Role in Arts, Culture and Heritage								
Strategy 1.1: Establish Governance Structure and Administrative Requirements to Implement the Plan								
Define and articulate a corporate mandate for cultural development.					Mandate established	RCS	CLG	No financial impact.
Establish a dedicated cultural staff position within the Recreation & Culture Services Branch to support the implementation of <i>Culture Counts: Oshawa's Arts, Culture and Heritage Plan</i> .					Position established	RCS		To be established through a reallocation of existing CS resources.
Establish a cross-sectoral leadership group (eg. Cultural Roundtable) to align resources across the public, private and voluntary sectors in order to build the collective capacity to implement the Plan and ongoing cultural development. Ensure representation from a wide cross-section of municipal, cultural, business, community and educational interests.					Cross-sectoral Leadership Group (Cultural Roundtable) established with Terms of Reference and Governance structure	RCS	CSI	No financial impact. Dependent on governance model



Strategies and Actions	Timing				Outcome Measures	Lead	Partner(s)	Resources Required
	Y1	S	M	L				
Monitor human resource needs as <i>Culture Counts: Oshawa's Arts, Culture and Heritage Plan</i> moves forward in its implementation.					Adequate human resources available to implement Plan	RCS	ICST	TBD in Short and Mid-term
Adopt a cultural lens by integrating cultural resources and opportunities into all corporate planning and decision making.					Increased integration of culture in corporate planning	RCS	ICST	No financial impact.
Become a member of the Creative Cities Network of Canada and investigate other relevant provincial or federal memberships to arts, culture and/or heritage organizations.					Membership established	RCS	ICST	CCNC Membership included in 2014 Budget.
Develop Municipal Cultural Planning Indicators and Performance Measures.					Municipal Cultural Plan Indicators established.	RCS	ICST, CLG	No financial impact



Strategies and Actions	Timing				Outcome Measures	Lead	Partner(s)	Resources Required
	Y1	S	M	L				
Strategy 1.2: Support Interdepartmental Collaboration								
Convert the interdepartmental staff team struck to support development of <i>Culture Counts: Oshawa's Arts, Culture and Heritage Plan</i> to an ongoing Interdepartmental Cultural Staff Team to support implementation of the Plan and ongoing cultural development.					Team established.	RCS	All City Dept.	No financial impact. Branch representatives required.
Convene a staff forum, upon approval of the Plan, to introduce and communicate the strategies and actions internally.					Forum convened.	ICST		No financial impact.
Ensure strong and ongoing internal communication regarding <i>Culture Counts: Oshawa's Arts, Culture and Heritage Plan</i> and its implementation to raise awareness and understanding across the Corporation.					Consistent communications program in support of <i>Culture Counts: Oshawa's Arts, Culture and Heritage Plan</i> .	CC/RCS	ICST	No financial impact.



Strategies and Actions	Timing				Outcome Measures	Lead	Partner(s)	Resources Required
	Y1	S	M	L				
Strategy 1.3: Increase and Communicate the City's Financial Support for Arts, Culture and Heritage								
Investigate models for long-term funding and implement a sustainable funding program for cultural development.					Models investigated.	RCS	FS	No financial impact for investigation. TBD for implementation.
Raise awareness of the City's grant programs and clarify the City's existing Financial Assistance Programs to explicitly state that these programs support art, culture and heritage initiatives.					Communication established.	RCS	FS	No financial impact.
Develop a strategy to strengthen philanthropic support and corporate sponsorship for arts, culture and heritage resources and activities in Oshawa.					Research complete of municipal best practices. Strategy developed.	RCS	ICST, Durham Community Foundation	No financial impact.
Research and collaborate with arts, culture and heritage groups/organizations on grant opportunities that will support the implementation of <i>Culture Counts: Oshawa's Arts, Culture and Heritage Plan</i> .					Grant opportunities explored and leveraged.	ICST, CLG	RCS, FS	TBD based on individual grant opportunities.



Strategies and Actions	Timing				Outcome Measures	Lead	Partner(s)	Resources Required
	Y1	S	M	L				
Lobby the Provincial Government for a change to the Development Charges Act, which would allow Development Charges to be used toward the funding of arts, culture and heritage facilities.					Successful lobbying results in changes to Development Charges Act	FS		No financial impact.
Strategy 1.4: Address the Conservation of Cultural Heritage in Planning and Development								
Consider undertaking a comprehensive Cultural Heritage Master Plan for Oshawa addressing a wide range of heritage conservation and interpretation issues, including treatment of the intangible heritage of community stories.					Investigate Cultural Heritage Master Plans completed in other Ontario municipalities. Assess value of implementing in Oshawa.	PS	RCS, Heritage Oshawa	TBD in Mid and Long Term



Strategies and Actions	Timing				Outcome Measures	Lead	Partner(s)	Resources Required
	Y1	S	M	L				
Consider undertaking an Archaeological Master Plan.					Investigate Archaeological Master Plans completed in other Ontario municipalities. Assess value for Oshawa.	PS	RCS, Oshawa Community Museum and Archives, Heritage Oshawa	TBD in Long Term
Continue to ensure heritage properties are considered early in the planning process for any new public or private sector development.					Stronger proactive protection of important build heritage in Oshawa.	PS	Heritage Oshawa	No financial impact.
Develop a strategy to collect, store and promote intangible cultural resources (including stories, photos and oral history).					Plan developed to address intangible cultural resources.	RCS, CLG	Arts, Cultural and Heritage Groups	No financial impact for investigation. TBD in Short and Mid-Term



Strategies and Actions	Timing				Outcome Measures	Lead	Partner(s)	Resources Required
	Y1	S	M	L				
Expand promotion of heritage property tax reduction program.					Increased awareness of the program.	Heritage Oshawa	PS, CC	No financial impact.
Strategic Direction 2: Grow Culture-Led Economic Development								
Strategy 2.1: Leverage Cultural Resources to Support Downtown Revitalization								
Explore potential tools and incentives to encourage more people to live in the downtown.					Effective utilization of tools results in more people living in the downtown.	PS	EDS	No financial impact for investigation. TBD for implementation.
Increase arts, culture and heritage programs and activities throughout the year in the downtown.					Increased activity and events occurring year-round.	RCS	EDS, CLG, Post-secondary institutions, BIA	TBD based on programs and activities



Strategies and Actions	Timing				Outcome Measures	Lead	Partner(s)	Resources Required
	Y1	S	M	L				
Maximize use of the General Motors Centre for arts and entertainment purposes.					Increased number of arts/entertainment/cultural programs.	RCS	Global Spectrum, Downtown businesses	No financial impact
Work with downtown landlords to expand studio and office space for artists and creative enterprises potentially in empty or underutilized buildings in the downtown.					Increased number of artists and creative enterprises in locations throughout the downtown.	EDS	PS, Arts, Culture and Heritage groups, Downtown building owners	No financial impact.
Strategy 2.2: Grow Oshawa's Creative Cultural Industries								
Encourage the growth of creative cultural industries through the support of existing cultural industries and through continued partnerships with Oshawa's post-secondary institutions.					Expanded number of creative cultural enterprises and job creation in these industries	EDS	Post-secondary institutions, Downtown businesses	No financial impact.



Strategies and Actions	Timing				Outcome Measures	Lead	Partner(s)	Resources Required
	Y1	S	M	L				
Launch 'Creative Minds' events as a networking and peer-to-peer learning opportunities for creative cultural enterprises (examine best practices implemented in other Ontario municipalities as models for such events).					Regular (potentially quarterly) events established.	EDS	Downtown businesses	No financial impact. Sponsorship opportunities to be explored.
Examine opportunities for the use of empty buildings in the downtown for the creation of incubators for the creative cultural industries.					Increased number of incubators in the downtown.	EDS	PS, BIA, Downtown building owners	No financial impact.
Strategy 2.3: Expand Cultural Tourism Locally and Regionally								
Better align responsibilities for tourism promotion and development within the City and through partnerships with local and regional agencies (including Durham Region).					Strengthened and coordinated tourism promotion.	EDS and RCS	Durham Tourism, Chamber of Commerce, Central Counties (RTO 6)	No financial impact.



Strategies and Actions	Timing				Outcome Measures	Lead	Partner(s)	Resources Required
	Y1	S	M	L				
Investigate and action ways to capture the economic value of arts, culture and heritage resources include tourism opportunities.					Strengthened focus on arts, culture and heritage resources in economic development and tourism.	EDS or RCS	Durham Tourism, Chamber of Commerce, Central Counties (RTO 6)	No financial impact.
Leverage the City's brand 'Prepare to be Amazed' in support of tourism development.					Marketing materials incorporating City brand prepared and distributed.	EDS or RCS	CC	No financial impact.
Strategy 2.4: Work Collaboratively with Oshawa's Educational Institutions								
Recruit leadership from the educational sector to act as champions for <i>Culture Counts: Oshawa's Arts, Culture and Heritage Plan</i> .					Leaders from three post-secondary institutions endorse the Plan.	RCS		No financial impact.



Strategies and Actions	Timing				Outcome Measures	Lead	Partner(s)	Resources Required
	Y1	S	M	L				
Secure strong representation from educational institutions on the Cross-Sectoral Leadership Group.					Senior school board and post-secondary leaders recruited for Cross-Sectoral Leadership Group	RCS		No financial impact.
Support all post-secondary institutions in their efforts to build stronger business and community partnerships in cultural development.					Sustained communication and engagement through the Cross-Sectoral Leadership Group.	RCS/ EDS	CLG, Arts, Culture and Heritage groups	No financial impact.



Strategies and Actions	Timing				Outcome Measures	Lead	Partner(s)	Resources Required
	Y1	S	M	L				
Strategic Direction 3: Increase and Strengthen Communication within and about the Arts, Culture and Heritage Sector								
Strategy 3.1: Strengthen Communication within the Arts, Culture and Heritage Sector								
Convene a <i>Culture Counts Annual Cultural Summit</i> to sustain community engagement in implementing <i>Culture Counts: Oshawa's Arts, Culture and Heritage Plan</i> and monitoring and measuring implementation.					Inaugural Summit convened.	RCS	CLG	Costs to be absorbed through existing Operating Budget
Convene issue-based community forums to sustain communication and engagement with specific recommended Actions in the Plan and ongoing cultural development issues in Oshawa.					First issue-based forum convened.	Any City Dept. depending on issue	CLG, RCS	Costs to be absorbed through existing Operating Budget
Convene regular information networking sessions bringing together individuals working directly for arts, culture and heritage organizations and activities together to share information and opportunities for collaboration. Focus attention on connecting groups across disciplines and linking the 'mainstream' and 'alternative' cultural scenes in Oshawa.					Regular schedule of networking sessions established and facilitated sessions convened.	CLG	RCS, ICST, Arts, Culture and Heritage groups	No financial impact



Strategies and Actions	Timing				Outcome Measures	Lead	Partner(s)	Resources Required
	Y1	S	M	L				
Strategy 3.2: Increase Community Awareness and Promotion of Cultural Resources								
Develop a comprehensive communication plan to communicate <i>Culture Counts: Oshawa's Arts, Culture and Heritage Plan</i> broadly across the community using a variety of media outlets and communication tools.					Brand developed and strategy implemented.	CLG, RCS	CC, ICST	No financial impact to develop plan. Communication budget can be absorbed through CS Operating Budget
Create a Cultural Portal on the City's website, by expanding and evolving the use of the Culture Counts webpages.					Cultural Portal established.	CC/RCS	ICST	No financial impact.
Leverage and extend use of corporate communications and marketing systems and capacities at the City to support awareness of arts, culture and heritage resources and activities in the city through the use of the Culture Counts brand.					Greater frequency of communications on arts, culture and heritage issues/activities.	CC/RCS	Arts, Culture and Heritage groups	No financial impact.



Strategies and Actions	Timing				Outcome Measures	Lead	Partner(s)	Resources Required
	Y1	S	M	L				
Launch an interactive cultural map and searchable database to increase awareness and participation in local arts, culture and heritage activities.					Interactive cultural map and searchable database launched.	ITS	RCS	No financial impact.
Sustain cultural mapping activity through partnerships and community participation.					Cultural mapping information continues to expand and remain up-to-date.	RCS	CLG	No financial impact.
Strengthen awareness and promotion of cultural resources through improved signage, way finding tools and publications.					Strategy for increased mechanisms for promoting arts, culture and heritage is designed and implemented.	RCS, PES, CC	Region of Durham, Chamber of Commerce, BIA	TBD in Short and Mid Term.



Strategies and Actions	Timing				Outcome Measures	Lead	Partner(s)	Resources Required
	Y1	S	M	L				
Increase the presence and promotion of cultural heritage assets in corporate communication materials including website.					Cultural heritage has a strong presence in cultural tourism materials and website.	RCS	CC, EDS	No financial impact.
Strategic Direction 4: Build a Strong, Vital and Connected Arts, Culture and Heritage Sector								
Strategy 4.1: Build and Sustain Partnerships across the Arts, Culture and Heritage Sector								
Consider the development of a Civic Arts, Culture and Heritage Award program.					Examine best practices in other municipalities.	RCS	ICST, CLG	TBD in Short Term.
Continue to look for opportunities to leverage partnerships in the arts, culture and heritage sector.					Partnerships enhanced.	CLG, Arts, Culture and Heritage Groups, RCS	ICST	No financial impact.



Strategies and Actions	Timing				Outcome Measures	Lead	Partner(s)	Resources Required
	Y1	S	M	L				
Strategy 4.2: Expand Financial Resources from All Sectors to Support Arts, Culture and Heritage								
Support arts, culture and heritage organizations by connecting them to community resources and training opportunities to build skills to generate donations and sponsorships from the private sector and build business and entrepreneurial skills.					Community capacity enhanced.	CLG	RCS	No financial impact.
Consider an application to artsVest, a program of Business for the Arts aimed at growing business support for arts, culture and heritage organizations.					artsVest funding secured.	CLG	RCS	No financial impact.



Strategies and Actions	Timing				Outcome Measures	Lead	Partner(s)	Resources Required
	Y1	S	M	L				
Strategy 4.3: Increase Opportunities for Cultural Programming for all Ages								
Investigate partnerships with School Boards, OSCC and others to increase arts, culture and heritage education and programming for all age groups.					Growth of programming opportunities.	RCS	School Boards, OSCC, other Arts, Culture and Heritage Groups	TBD based on programs & activities
Participate in the Provincial Culture Days celebrations.					Culture Days activities launched in Oshawa.	RCS	Arts, Culture and Heritage Groups	TBD based on programs & activities
Investigate ways to engage youth in the delivery of arts, culture and heritage education and programming.					Increase of youth in the delivery of arts, culture and heritage programming.	RCS, CLG	School Boards, Arts, Culture and Heritage Groups.	No financial impact for investigation.



Strategies and Actions	Timing				Outcome Measures	Lead	Partner(s)	Resources Required
	Y1	S	M	L				
Strategy 4.4: Conserve and Celebrate Oshawa's Rich History and Heritage								
Examine best practices in new media and digital technologies to support the promotion and interpretation of Oshawa's heritage (e.g., a Murmur project ¹¹ , QR codes for built heritage and sites, etc.) and implement.					Review of best practices completed and decisions reached on optimum technology. Tools/systems implemented.	RCS	ITS, Arts, Culture and Heritage groups	No financial impact for investigation. TBD for implementation.
Encourage greater collaboration among city museums, heritage groups, archives and the Oshawa Public Library as collections-based heritage institutions.					Network established and collaborative projects undertaken.	CLG	Heritage groups	No financial impact.

¹¹ <http://murmur.info/>



Strategies and Actions	Timing				Outcome Measures	Lead	Partner(s)	Resources Required
	Y1	S	M	L				
Increase awareness of Oshawa's heritage through expanded plaques, public art and monuments, banner and other physical manifestations of heritage throughout the city.					A range of physical manifestations raise the visibility of Oshawa's heritage throughout the community.	CLG	RCS, PS, CC, Arts, Culture and Heritage groups	TBD in Mid and Long Term
Explore opportunities to capture and promote 20 th century story lines and historic resources.					Meeting convened to explore opportunities.	CLG	Arts, Culture and Heritage groups	No financial impact.



Strategies and Actions	Timing				Outcome Measures	Lead	Partner(s)	Resources Required
	Y1	S	M	L				
Plan a coordinated approach to celebrating significant upcoming anniversaries (e.g., 2017 is Canada's 150 th , Parkwood Estates' 100 th , Robert McLaughlin Gallery's 60 th , among others).					Working group formed with representatives from the City and cultural/heritage groups to begin planning process.	RCS	CLG, ICST, CC, Arts, Culture and Heritage groups	No financial impact for planning. TBD for implementation.
Strengthen the Doors Open event.					Enhanced event.	Heritage Oshawa	CLG, RCS	TBD
Consider branding and promoting Simcoe Street as a heritage corridor.					Enhanced recognition of the cultural heritage assets along Simcoe Street.	RCS	Durham Region, EDS, CC	TBD



Strategies and Actions	Timing				Outcome Measures	Lead	Partner(s)	Resources Required
	Y1	S	M	L				
Explore opportunities to rejuvenate the commemorative/celebratory aspects of McLaughlin Day.					Increased recognition of the Civic holiday in August as McLaughlin Day.	RCS	CLG, CC	No financial impact.
Strategic Direction 5: Create Vibrant Places and Spaces								
Strategy 5.1: Build on Current Strengths to Support Vibrant Festivals and Events								
Reduce barriers and restrictions that discourage or make it more difficult for arts, culture and heritage groups to organize and deliver community festivals and events.					Identity priority policies for review. Revise and simplify procedures and requirements.	RCS	ICST, Durham Region	No financial impact.
Continue to provide opportunities for local talent from the arts, culture and heritage sector to be involved in events and celebrations throughout the City.					Increased opportunities for local talent to be involved in events	RCS	Arts, Culture and Heritage Groups and Event Organizers	No financial impact.



Strategies and Actions	Timing				Outcome Measures	Lead	Partner(s)	Resources Required
	Y1	S	M	L				
Develop a Festivals and Events Strategy.					Examine best practices in other Canadian municipalities and determine optimum approach for Oshawa.	RCS	EDS	Cost for consultant study included in the 10 year Capital Budget (2018)
Consider the creation of a new 'signature' festival aimed at establishing a vibrant cultural brand and 'buzz' about Oshawa's cultural life.					Investigation of opportunities complete. Plan for new signature festival established.	RCS	Durham Tourism, EDS, Arts, Culture and Heritage groups	No financial impact for investigation. TBD for implementation.



Strategies and Actions	Timing				Outcome Measures	Lead	Partner(s)	Resources Required
	Y1	S	M	L				
Encourage greater cross-promotion of festivals and events.					Greater cross promotion and cooperation among groups leads to increased attendance at events.	RCS	Arts, Culture and Heritage groups	No financial impact.
Consider a quarterly calendar of festivals and events.					Investigate models used in other communities. Identify best approach for Oshawa and implement	RCS	CCM, Arts, Culture and Heritage groups	No financial impact for investigation.



Strategies and Actions	Timing				Outcome Measures	Lead	Partner(s)	Resources Required
	Y1	S	M	L				
Strategy 5.2: Implement a Public Art Policy and Program								
Review the City's existing mural program.					Review complete.	RCS	Art and History Committee, CLG	No financial impact for review. TBD for implementation.
Finalize and implement the Oshawa Public Art Policy and Program.					Present draft Policy to Council for adoption	RCS	Art and History Committee, CLG, PS	TBD
Establish a Public Art Committee to manage juried competitions for the City.					Committee established as part of the Public Art Policy	RCS	Art and History Committee, CLG	No financial impact



Strategies and Actions	Timing				Outcome Measures	Lead	Partner(s)	Resources Required
	Y1	S	M	L				
Establish a Public Art Fund.					Examine public art funds established in other Canadian municipalities. Public Art Fund established.	RCS	Art and History Committee, CLG	To build fund through sponsorships and potential realignment of City resources
Strategy 5.3: Increase Spaces and Facilities in Which Cultural Activities Occur								
Conduct a feasibility study on converting the Arts Resource Centre into a Cultural Hub					Decision determined regarding potential use of the Centre as a Cultural Hub.	RCS	Arts, Culture and Heritage Groups	TBD in mid-term
Maximize the use of Civic spaces for arts, culture and heritage events and showcases.					Increased use of Civic Square for art, culture and heritage celebrations.	RCS	Arts, Culture and Heritage Groups, CLG	No financial impact.



Strategies and Actions	Timing				Outcome Measures	Lead	Partner(s)	Resources Required
	Y1	S	M	L				
Undertake a comprehensive inventory of arts, culture and heritage spaces and facilities in the city where activities can take place, including the potential to repurpose existing space.					Examine approaches adopted in other municipalities. Facilities audit completed.	RCS	PS	No financial impact.
Explore the long-term need and business case for a new Performing Arts Centre serving Oshawa and the surrounding region, following the completion of the comprehensive inventory of arts, culture and heritage spaces & facilities.					Asses feasibility and market demand and determine whether to proceed	RCS	PS	TBD in Mid and Long Term
Review and update the Oshawa Valley Botanical Gardens (OVBG) Master Plan and Study.						PES	CLG, ICST, RCS	TBD in Mid and Long Term



Strategies and Actions	Timing				Outcome Measures	Lead	Partner(s)	Resources Required
	Y1	S	M	L				
Strategic Direction 6: Provide Access and Promote Inclusion in Oshawa's Cultural Life								
Strategy 6.1: Respond to the Cultural Needs of all Ages								
Encourage a cross-section of ages on the Cross-sectoral Leadership Group					Diverse age range recruited as members	RCS	CLG	No financial impact.
Consider festivals, events and activities geared to the interests of youth and students at both secondary and post-secondary institutions.					Consult youth and students to define types of events. Based on consultation, events launched	RCS	CLG	No financial impact for investigation. TBD based on activities and events.
Create an Events Planning Guide, which will include standards for accessibility for residents as both participants and audience members.					Strategies and actions lead to enhanced access for all residents	RCS	ICST, OAAC	No financial impact.



Strategies and Actions	Timing				Outcome Measures	Lead	Partner(s)	Resources Required
	Y1	S	M	L				
Strategy 6.2: Address the Cultural Aspirations of Diverse Communities								
Encourage representation from diverse communities on the Cross-sectoral Leadership Group.					Diversity represented on Cross-sectoral Leadership Group	RCS	CLG	No financial impact.
Continue to support festivals, events and arts, culture and heritage activities that reach out to recent immigrant groups.					Broadened diversity represented in festivals and events in Oshawa	RCS	Arts, Culture and Heritage Groups, Event Organizers	No financial impact.



Strategies and Actions	Timing				Outcome Measures	Lead	Partner(s)	Resources Required
	Y1	S	M	L				
Encourage all arts, culture and heritage organizations to introduce programming to respond to the needs of an increasingly diverse community.					Cultural programming increased across the city responding to the cultural aspirations of diverse communities	RCS	Arts, Culture and Heritage groups	No financial impact.



4.5 Monitoring and Reporting

In 2011, the Municipal Cultural Planning Indicators & Performance Measures Guidebook was prepared by the Canadian Urban Institute. The purpose of the Guidebook is to provide a set of indicators and performance measures to assist municipalities in Ontario and elsewhere in the country undertaking cultural plans in evaluating and demonstrating benefits and outcomes in communities connected to the implementation of these plans. The report sets out a wide range of indicators and performance measures as well as a process to identify and implement effective monitoring and evaluation system for municipal cultural planning.

Five categories of indicators are provided addressing a range of community benefits or outcomes.

- Fostering Creativity
- Creating Wealth
- Creating Quality Places
- Strengthening Social Cohesion
- Organizational Change

In each category there is a mix of quantitative and qualitative measures. There are three types of data referred to in this guidebook:

- Data available from existing sources including Statistics Canada
- Data your municipality is already collecting
- Data that your municipality may need to start collecting if it wants the information. This type of data may largely be qualitative and available through surveys

A fundamental point made by the Guidebook is that a collective decision must be made about what stories you want to tell in the identification and use of indicators. An early priority in the implementation of *Culture Counts: Oshawa's Arts, Culture and Heritage Plan* should be the convening of a meeting of Steering Committee and Staff Working Group to work through a process of selecting indicators for the Plan. The Guide describes a process for undertaking this task.



Once a suite of indicators have been selected, it is recommended the City of Oshawa monitor progress in implementing *Culture Counts: Oshawa's Arts, Culture and Heritage Plan* through an annual "Report Card." The Report Card provides a means of updating Council and the wider community on progress toward the implementation of the Plan as well as to profile new arts, culture and heritage initiatives that, consistent with the living nature of the Plan, have been undertaken. Distribution of the Report could be timed for release prior to the Cultural Summit to communicate to the wider community achievements in implementing the Plan.



culture counts



Oshawa **Arts, Culture & Heritage** Plan



Appendices





Appendix A: Steering Committee & Interdepartmental Staff Team

Steering Committee		Interdepartmental Staff Team	
Name	Position	Name	Branch
		Angelo Daicopoulos	Recreation & Culture Services
Amy England	City of Oshawa	Brad Rosnak	Parks & Environmental Services
Brian Malcolm/ Lisa Weiss	Parkwood Estate	Dan Livesey	Information Technology Services
Diane Stephen	Heritage Oshawa	David Tuley	Economic Development Services
Ellen Stroud	Oshawa Public Libraries	Julie Powell	Human Resources
Gabrielle Peacock	Robert McLaughlin Gallery	Laurie Jones	Recreation & Culture Services
Greg Murphy	Durham College	Margaret Kish	Planning Services
Julie MacIsaac	City of Oshawa	Paul Radoslovich	Corporate Communications & Marketing
Laura Suchan	Oshawa Community Museum	Ron Diskey	Recreation & Culture Services
Will McGuirk	Cultural Blogger	Rose Mary Mason	Recreation & Culture Services



Appendix B: Cultural Resource Framework

Cultural Enterprises		
Advertising	Antiques	Architecture
Advertising Agencies Display Advertising	Antique Dealers Antique Restoration Services	Architectural Services
Art Dealers	Art Galleries	Book Stores
Artist Representatives Commercial Galleries	Artist-Run Galleries Public Art Galleries	Book Stores
Breweries and Wineries	Broadcasting	Crafts
Breweries Wineries Other Specialized Beverage Producers/Operators	Local Radio Stations Local Television Stations	Crafts Stores Craft Studios Craft Suppliers
Creative Hub	Dance	Design
	Dance Studios Dance Instruction Dance Material and Equipment Suppliers	Fashion Design Services Graphic Design Services Industrial Design Services Interior Design Services Landscape Design Services Web Design Services



Film and Video	Digital and Interactive Media	Libraries and Archives
Film and Video Production Film and Video Equipment Suppliers	Digital Media Production Interactive Media Production Video Games	Archives Public Libraries
Museums	Music	Performing Arts
Art Museums History Museums Science Museums Other Museums	Musical Instrumental Suppliers Music Instruction Recording Studios	Comedy Companies Dance Companies Opera Companies Other Performing Art Promoters and Presenters Performing Art Promoters and Presenters Professional Bands Professional Choirs Symphonies Theatre Companies
Photography	Publishing	Visual Arts
Photography Studios Photography Instruction Photography Suppliers	Art Publishers Book Publishers Magazine Publishers Music Publishers Newspaper and Periodical Publishers Other Cultural Related Publishers	Visual Arts (Artists) Studios Visual Arts Instruction Visual Arts Materials Suppliers



Zoos and Aquariums		
Aquariums Zoos		
Community Cultural Organizations		
Aboriginal Groups	Crafts Groups	Dance Groups
Heritage Groups	Horticultural Societies	Multicultural Societies
Genealogical Societies Historical Societies		
Music Groups	Visual Arts Groups	Storytelling Groups
Bands Choirs		Folklife Groups Linguistic Groups
Cultural Facilities and Spaces		
Aboriginal Cultural Centres	Cinemas	Community Centres
Educational Institutions	Urban Spaces and Event Zones	Cultural Centres
		Art Centres Interpretive Centres
Food and Entertainment	Multicultural Cultural Centres	Multipurpose Facilities (Including Culture)
Bars with Live Music Cafes with Live Music Restaurants with Live Music		



Performing Art Centres	Religious Institutions	
Theatres	Churches Mosques Synagogues Temples	
Natural Heritage		
Conservation Areas	Gardens	Nature Centres
	Arboretums Botanical Gardens Significant Local Gardens	Planetarium Nature Observatories Nature Centres
Nature Reserves	Parks	Trails
	National Parks Provincial Parks Significant Local Parks	Provincial Trails National Trails Local Trails
Other Locally Significant Natural Assets	Bodies of Water	



Cultural Heritage		
Historic Properties	Heritage Conservation Districts	Historic Places
Heritage Properties – Designated Heritage Properties – Holding By-Law Heritage Properties – Registered Heritage Properties – Listed		Archaeological Sites Heritage Value Places Provincial Historic Sites National Historic Sites
Plaques and Monuments	Public Art	Other Cultural Heritage Assets
Historical Plaques Monuments	Murals Public Art Installations	
Festivals and Events		
Aboriginal Festivals and Events	Celebrations	Crafts Festivals and Events
	Seasonal Celebrations Holiday Celebrations	
Cultural Heritage Festivals and Events	Cultural Heritage Tours	Fall Fairs
Farm Events	Film Festivals and Events	Food & Wine
Farmers' Markets Farm Shows		Food Festivals Specialized Beverage Festivals Vineyard Tours
Gallery or Studio Tours	Literary Festivals and Events	Multicultural Festivals and Events
Neighbourhood-based Festivals and Events	Natural Heritage Festivals and Events	Natural Heritage Tours



Performing Arts and Events	Public Art Tours	Street Festivals and Events
Comedy Festivals and Events Dance Festivals and Events Music Festivals and Events Theatre Festivals and Events	Visual Arts Festivals and Events	Other Festivals and Events