



# **MUNICIPAL CULTURAL POLICY**

## **for the City of St. Catharines**

Cultural Policy Steering Committee

October 18, 1999



Cultural Policy Steering Committee  
**MUNICIPAL CULTURAL POLICY**

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*Letter from the Cultural Policy Steering Committee Chair*

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## 1.0 POLICY SUMMARY

### 1.1 VISION STATEMENT

To view St. Catharines as a livable city which:

- recognizes the contribution of culture
- promotes access to cultural opportunity for all citizens
- encourages diverse artistic creation
- acts responsibly to pass on cultural legacies entrusted to us, and
- integrates culture into the City's broader vision and goals.

### 1.2 GOALS

1. to facilitate the development of the cultural community and its ability to provide cultural opportunities for the citizens of St. Catharines
2. to support self-determination for the cultural community, recognizing that autonomy and self-direction by cultural groups and individuals are critical to vibrant cultural production
3. to collaborate with the cultural community towards developing sustainable financial support for cultural activity
4. to promote art in public places
5. to use human and financial resources judiciously through collaborative management based on clear mandates, task identification and delivery of services
6. to promote collaboration amongst City Departments in reflection of the multi-disciplinary nature of culture, recognizing that culture, the urban environment, economic development and tourism benefit one another through integrated and collaborative planning



## MUNICIPAL CULTURAL POLICY

### 2.0 BACKGROUND

The Municipal Council of the City of St. Catharines ratified The City of St. Catharines Recreation Master Plan on January 15, 1996, the first recommendation of which was that the City, “Establish a Community Based ‘Cultural Coalition’” and the third recommendation being that it, “Establish a Municipal Cultural Policy”. In June of 1996, the Municipal Council of the City of St. Catharines approved the establishment of a Cultural Coalition Committee. One of the primary tasks of the Coalition was to ensure the development of a Municipal Cultural Policy. The Cultural Policy Steering Committee (CPSC) was subsequently struck and first met in June of 1998.

The CPSC met monthly from September 1998 until September 1999. In October 1998, the City created a part-time staff position of Cultural Policy Coordinator who served as secretary to the CPSC, researcher, facilitator of Focus Groups and writer. The CPSC engaged in a community consultation process (see Appendix 7.6) and expanded its ranks through the Working Groups (see Appendix 7.7) which developed the strategy and implementation part of the policy. This document is the result of its work.

### 3.0 DEFINITION OF CULTURE

The City of St. Catharines understands that culture is a collection of traits that are spiritual and material, intellectual and emotional, involving the whole person and community. The City embraces an inclusive definition recognizing the heritage of the region, the ethnic diversity of the City and the contribution of the living arts to the community.

“Culture” is a broad term encompassing all manner of human activity; a Municipal Cultural Policy necessarily must be more specific. For the purposes of this policy, the term “culture” will mean the arts, cultural industries and heritage resources. The arts include music, theatre, dance, visual art, media arts and literature. The cultural industries include film, television, music recording, publishing and multimedia. Heritage resources include oral traditions, cultural landscapes, archeological sites, structures, artifacts and associated records.



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### 4.0 THE VISION

#### 4.1 CULTURE'S CONTRIBUTION TO A LIVABLE CITY

The arts, cultural industries and heritage resources provide significant benefits contributing to the livability of cities. Cities that put people first recognize that culture is the expression of our humanity and that we “do not live by bread alone”. Aspects of livability include quality in architecture and urban design, preservation of historic resources and open spaces, literacy, intellectual and entertainment opportunities, health, the environment, social equity and high employment. As clean air and water are needed by our bodies so culture nourishes our hearts and minds.

The cultural sector is a significant industry with the potential of providing economic diversity and vitality to the City's economy. The quality-of-life resources provided by a culturally vibrant city are significant to job creation and attraction and economic competitiveness. An environment supportive of its citizens' creativity in the arts is a catalyst to creativity in commercial enterprise, life-long learning and other areas of life.

Culture can play a powerful role in the realization of the City's Community Vision as outlined in the City of St. Catharines Community-Based Strategic Plan. It is a critical part of a strong community identity and a high quality of life for citizens.

#### 4.2 ACCESS TO CULTURAL OPPORTUNITY

The City recognizes that its citizens require access to cultural opportunities and resources as audience members and participants and that it has a partnering role with other levels of government, the private sector, the not-for-profit sector and diverse communities in ensuring this access. It strives to be mindful of ensuring opportunity and access for its least-advantaged citizens and recognizes the potential for culture's role in contributing to social equity. It recognizes the opportunities for public access to culture in public places and its own potential in providing that access.

#### 4.3 DIVERSE ARTISTIC CREATION

Culture is produced by people. The City recognizes that the organizations, artists, other cultural workers and volunteers who are involved in the production, presentation and distribution of culture constitute the major part of the cultural infrastructure. This infrastructure includes professional, semi-professional and non-professional components, each of which is valued and important to the community. Diverse aesthetics as well as ethno-cultural heritages are part of community cultural life. The City recognizes that professional artists have the same right to payment for service as other citizens. It recognizes that our individual artists and groups thrive on opportunities to perform or exhibit their work and benefit from professional development and cultural



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exchange. The City will be mindful of opportunities to support the initiatives of its cultural organizations and artists and to celebrate the cultural achievements of its citizens.

### **4.4 CULTURAL LEGACIES**

The City recognizes it has a role to protect, understand and appreciate our heritage and to manage heritage resources for public benefit. Oral traditions, cultural landscapes, archeological sites, structures, artifacts and associated records are heritage resources that define our community identity and shape our present and future. Our rich cultural heritage in terms of our industrial, agricultural and settlement histories has given us an inheritance of cultural legacies to pass on to future generations. Our cultural legacy includes also the history of our citizens' expression in the arts and the many arts associations and organizations within our City's past and present.

### **4.5 INTEGRATING CULTURE INTO THE CITY'S VISION AND GOALS**

The City recognizes that the realization of this vision requires an effective infrastructure. It recognizes that aspects of cultural management already exist in the Recreation and Community Services Department, the Department of Planning Services and Economic Development and Tourism Services. A culture-dedicated staff member is needed to implement and be accountable for cultural planning, and collaborate with others within the municipal government.

The City must form partnerships and alliances with other levels of government, the not-for-profit sector, business and the public. Partnering is necessary to ensure that heritage attractions, arts facilities and events and the tourism industry benefit each other. The City recognizes that marketing and tourism are built on features including the natural landscape, cultural landscape, and arts and entertainment opportunities. It recognizes that the cultural industries have a role to play in community economic development. It recognizes the opportunities for architecture, design and the visual arts to impact positively on our built environment.



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### 5.0 RECOMMENDATIONS

It is recommended that:

1. the Vision Statement be adopted;
2. the Goals to realize the Vision Statement be adopted;
3. the Definition of Culture be adopted;
4. the Official Plan of the St. Catharines Planning Area include Culture in Section 1.2 Community Goal Statements, stating: "Recognize the contribution of culture to a livable city through the implementation of cultural policy.", or a similar statement;
5. the City identify and review all arts, cultural industries and heritage functions within all City departments to facilitate communication and rationalize service if appropriate;
6. the City support the formation of a Community Foundation through an investment of a portion of any proceeds from the future divestitures of assets. Also, that the City consult the Culture Committee on the amount to be dedicated to culture;
7. the City establish a Public Art Programme;
8. the City undertake a percentage-for-art programme in which one percent of the total cost of construction or renovation of City buildings and public spaces be expended on works of art;
9. a City Art Collection management policy and procedure be established;
10. the City undertake fee-for-service cultural contracts with the cultural community. The contracts will be accessible to organizations meeting eligibility criteria and have clear and equitable guidelines;
11. the City provide the resources to develop and maintain a cultural website;
12. the City encourage and facilitate centralized events scheduling;
7. the City encourage and facilitate joint marketing initiatives in the cultural community;
13. the City encourage collaboration between festivals and cultural groups or individuals;
14. the City recognize the importance of the use of parks and public places for cultural events and activities;
15. a Culture Committee be struck by Council. (This Committee is the evolution of the Cultural Coalition Committee.)



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### **Composition** (13 -14 members)

- 1 Councillor
- 4 members of the cultural community
- 2 artists
- Director, Rodman Hall
- Chief Museum Complex Officer, St. Catharines Museum
- CEO, St. Catharines Public Library
- CEO of any future municipal Performing Arts facility
- representative of Economic Development & Tourism Services
- representative of Planning Services
- Cultural Services Supervisor (Recreation and Community Service Department)

### **Responsibilities**

- develops an annual Culture Plan in accordance with the Cultural Policy and monitors its progress
- acts as advocate for culture and communicates with Council and community
- establishes fair and equitable process for public art programme
- recommends project sites and concepts for public art programme
- establishes a City Art Collection management policy and procedure
- promotes fee-for-service contracts in the annual Culture Plan; establishes clear and equitable guidelines and evaluation criteria;

16. the City create a position of Cultural Services Supervisor in the Recreation and Community Services Department. Responsibilities of the Cultural Services Supervisor will be:

- participates as a member of the Culture Committee
- administers and implements annual Culture Plan
- administers the City's Public Art Plan
- administers the City's Art Collection
- manages fee-for-service cultural contracts
- acts as a resource to cultural groups
- liaises with Directors of designated community cultural facilities such as Rodman Hall, St. Catharines Museum and St. Catharines Public Library to enhance collaborative opportunities
- fosters and maintains effective relationships with federal, provincial, regional and other municipal agencies relevant to cultural matters
- provides expert advice to other City Departments on arts, cultural industries and heritage matters
- develops a method of community cultural events scheduling
- facilitates networking and disseminates information within the cultural community
- works with the Recreation and Community Services Department on the Leisure Guide to support the city's arts, cultural industries and heritage resources
- facilitates delivery of programming proposals to festivals by providing development expertise to cultural groups or individuals
- completes an Arts Facilities Inventory and assists cultural organizations and individuals requesting guidance on facility selection
- reviews City bylaws, policies and procedures to facilitate the use of parks and public places for cultural events and activities





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Job requirements of the Cultural Services Supervisor will be:

- experience in the cultural field, ideally in more than one discipline
- administrative experience
- an understanding of cultural issues and challenges locally and nationally
- training and experience as a facilitator (i.e. able to act when required as content-neutral, not influencing decision outcomes, and able to assist collaborative decision-making)
- ability as an enabler responsive to the cultural community and the City, able to synthesize and collaborate.

### 6.0 CULTURE PLAN – 1999/2000

#### GOAL 1 – to facilitate the development of the cultural community and its ability to provide cultural opportunities for the citizens of St. Catharines

##### OBJECTIVES

- ◆ confirm or modify Culture Plan for 1999/2000 (**Culture Committee**)
  - ◆ establish joint marketing initiative (**Culture Committee**)
  - ◆ establish financial and human resource support for the establishment and maintenance of a cultural website (**Culture Committee**)
  - ◆ cultural website development and management (**Cultural Services Supervisor**)
  - ◆ administer and implement the Culture Plan (**Cultural Services Supervisor**)
  - ◆ establish method of events scheduling (**Cultural Services Supervisor**)
  - ◆ develop ongoing strategy to facilitate collaboration between festivals and cultural organizations or individuals (**Cultural Services Supervisor**)
  - ◆ facilitate networking and dissemination of information within the cultural community (**Cultural Services Supervisor**)
  - ◆ work with Recreation and Community Services on the Leisure Guide to support the city's arts, cultural industries and heritage resources (**Cultural Services Supervisor**)
  - ◆ complete an Arts Facilities Inventory and assist cultural organizations and individuals requesting guidance on facility selection (**Cultural Services Supervisor**)
-



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### GOAL 2 - to promote art in public places

#### OBJECTIVES

- ◆ establish a Public Art Programme (mandate, policies and procedures), develop sustainable funding mechanism(s) **(Culture Committee and Cultural Services Supervisor)**
  - ◆ review City bylaws, policies and procedures to facilitate the use of parks and public places for cultural events and activities **(Cultural Services Supervisor)**
  - ◆ establish a percentage-for-art programme in which one percent of the total cost of construction or renovation of City buildings and public spaces be expended on works of art **(Culture Committee and Cultural Services Supervisor)**
- 

### GOAL 3 - to support self-determination for the cultural community, recognizing that autonomy and self-direction by cultural groups and individuals are critical to vibrant cultural production

#### OBJECTIVES

- ◆ include primary producers (artists) and members of the cultural community in the membership of the Culture Committee
  - ◆ act as a resource to cultural groups **(Cultural Services Supervisor)**
  - ◆ facilitate networking and dissemination of information within the cultural community **(Cultural Services Supervisor)**
  - ◆ develop ongoing strategy to facilitate collaboration between festivals and cultural organizations or individuals including facilitating delivery of programming proposals to festivals **(Cultural Services Supervisor)**
  - ◆ work with Recreation and Community Services on the Leisure Guide to support the city's arts, cultural industries and heritage resources **(Cultural Services Supervisor)**
  - ◆ complete an Arts Facilities Inventory and assist cultural organizations and individuals requesting guidance on facility selection **(Cultural Services Supervisor)**
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### GOAL 4 - to collaborate with the cultural community towards developing sustainable financial support for cultural activity

#### OBJECTIVES

- ◆ promote fee-for-service contracts in the annual Culture Plan; establish clear and equitable guidelines and eligibility criteria **(Culture Committee)**
- ◆ consult with the City and any future Community Foundation on funds to be dedicated to culture **(Culture Committee)**
- ◆ develop sustainable funding mechanism(s) for the public art programme **(Culture Committee and Cultural Services Supervisor)**
- ◆ establish a percentage-for-art programme in which one percent of the total cost of construction or renovation of City buildings and public spaces be expended on works of art **(Culture Committee and Cultural Services Supervisor)**
- ◆ develop ongoing strategy to facilitate collaboration between festivals and cultural organizations or individuals **(Cultural Services Supervisor)**
- ◆ establish joint marketing initiative **(Culture Committee)**
- ◆ foster and maintain effective relationships with federal, provincial, regional and other municipal agencies relevant to cultural matters **(Cultural Services Supervisor)**

### GOAL 5 - to use human and financial resources judiciously through collaborative management based on clear mandates, task identification and delivery of services

#### OBJECTIVES

- ◆ act as a resource to cultural groups **(Cultural Services Supervisor)**
  - ◆ liaise with Directors of designated community cultural facilities such as Rodman Hall, St. Catharines Museum and St. Catharines Public Library to enhance collaborative opportunities **(Cultural Services Supervisor)**
  - ◆ foster and maintain effective relationships with federal, provincial, regional and other municipal agencies relevant to cultural matters **(Cultural Services Supervisor)**
  - ◆ provide expert advice to other City Departments on arts, cultural industries and heritage matters **(Cultural Services Supervisor)**
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**GOAL 6 - to promote collaboration amongst City Departments in reflection of the multi-disciplinary nature of culture, recognizing that culture, the urban environment, economic development and tourism benefit one another through integrated and collaborative planning**

### OBJECTIVE

- ♦ participation of representatives of Recreation and Community Services Department, Economic Development & Tourism Services and Department of Planning Services on the Culture Committee

## 7.0 APPENDICES

### 7.1 GLOSSARY

artist	creator in any art form or discipline
arts	include, but are not limited to, music, theatre, dance, visual art, media arts and literature
cultural industries	include, but are not limited to, film, television, music recording, publishing and multimedia
cultural landscape	any geographical area that has been modified, influenced, or given special cultural meaning by people
cultural workers	personnel involved directly or in support functions in the production, presentation and distribution of culture
event	any cultural presentation in any medium such as literary reading, storytelling, music concert, play, visual art opening, dance concert, public talk, heritage re-enactment, etc.
heritage	set of things, places and ideas inherited from the past, both natural and cultural (man-made)
heritage resources	include, but are not limited to, cultural landscapes, archeological sites, structures, artifacts and associated records
horizontal integration	administration of an area (in our case culture) that is integrated across different departments of (in our case) municipal government rather than in a single department



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professional	(pertaining to artists and other cultural workers) persons making all or part of their living from their cultural practice, and/or identified by their peers and/or themselves as primarily committed to their practice over other income-producing and life activities
living arts	arts made by living artists
non-professional	(pertaining to artists and other cultural workers) persons engaged in cultural practices as a leisure pursuit and not receiving financial compensation
semi-professional	(pertaining to artists and other cultural workers) persons making part of their living from their cultural practice and/or committed to their practice as a significant part of their activities

### 7.2 BENEFITS

*There are social, artistic and economic outcomes from culture. Here is a small sampling of the benefits of culture:*

- **Among economically disadvantaged students, those with a high degree of early arts involvement had a dropout rate 45% lower than those with little arts involvement.**  
"Arts and Community : A Discussion Paper", Canadian Conference of the Arts' Forum on Arts and Community, June 17, 1999; [Dr. James S. Catterall, "Involvement in the Arts and Success in Secondary School", Americans for the Arts Monographs, Vol. 1. No. 9].
- **Cultural participation can develop skills that strengthen communities (perceptual, creative, communicative, critical and collaborative).**  
"Arts and Community : A Discussion Paper", Canadian Conference of the Arts' Forum on Arts and Community, June 17, 1999; [Rosabeth Moss Kanter, World Class: Thriving locally in the global economy, Simon and Schuster, 1995].
- **There is a strong association between arts and heritage activities at a given location and the likelihood of its selection as a tourist destination.**  
"Arts & Culture in Greater Vancouver: Contributing to the Livable Region", Interim report of the Regional Cultural Plan Steering Committee, 1997.
- **Recent research has demonstrated that the arts are capable of inducing considerable economic growth and industrial activity, and on more than one occasion, have provided the impetus to reverse plummeting trends in urban economic fortunes. Moreover, it is a well known fact that the arts ease social pressures and tensions by providing people with creative and constructive outlets for their leisure time, which, needless to say, is imperative in periods of high unemployment. Finally, there is no doubt that the arts offer the most effective means of dealing with environmental deterioration, visual and aural pollution, and downtown decay. There is simply no substitute for the sense of satisfaction that comes from aesthetic pride of place.**  
D. Paul Schafer, "Municipal Arts Development in Canada, Challenges and Opportunities", Recreation Canada Magazine, Vol. 52, No. 1, 1994, Canadian Parks and Recreation Association.

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- **Cultural activities, for older adults 65 74 years of age, have an impact on their satisfaction with life.** Leisure Information Network (www.lin.ca); [Steinkemp and Kelly, 1986].
- **Many communities in Alberta are finding that the arts are far more than a hobby: the arts are the glue that binds communities together, creates the sense of belonging and cooperation that we need so desperately. The arts creates jobs, diversifies local economies, strengthens community spirit, gives young people the incentive to stay in their home town.** Leisure Information Network (www.lin.ca); [ArtsBridge, 1993].
- **In 1992-93, the direct and indirect impact on the Gross Domestic Product (GDP) of Ontario's arts and culture sector was \$11.2 billion (direct impact of \$7.5 billion and indirect impact of about \$3.7). This represented 4.6% of the GDP of the provincial economy.** "Economic Impact of the Arts and Culture Sector in Ontario"; Artfacts, Vol. 3, No. 5 - October 1995.

### 7.3 CULTURAL SUPPORT OF THE COMMUNITY-BASED STRATEGIC PLAN

Cultural concerns are present in the City of St. Catharines Community-Based Strategic Plan and Implementation Progress Report in such ways as Goal #8 of Planning and Environment: Identify, protect and enhance historic sites and buildings and Objective #3 of Goal #3 of Social and Community Services: Provide quality parks, recreation and cultural services. The intent of this Appendix is to illustrate the opportunities for greater integration of culture into the existing direction of the City of St. Catharines as defined in it's Community-Based Strategic Plan. ***This appendix is not exhaustive and attempts only to provide some specific examples to stimulate ideas.***

The infrastructure recommended in this document provides the means to support the dialogue and development of such ideas on an ongoing basis both by the communication promoted by the horizontal membership of the Culture Committee and by the networking opportunity of the Culture Umbrella Group.

### Planning and Environment

#### Goal #2: Support and promote the revitalization of the Downtown

- arts and the entertainment industry often play a key role in bringing the public to a downtown area at night, positively impacting on bar and restaurant businesses
- the presence of arts organizations can help define a downtown area as distinct to generic mall culture, making it attractive to small, specialized business and creating a reason for the public to come downtown
- public art downtown creates visual interest and identity
- collaboration between artists and planners create innovative enhancements
- collaboration amongst downtown arts organizations, community organizations and residents could develop innovative projects serving social service and artistic goals
- downtown is a key heritage area

#### Goal #3: Recognize, preserve and nurture existing and new neighbourhoods

- the public art endowment fund proposed in this document could be utilized to celebrate neighbourhoods with



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such means as murals, pathways, gardens, entrance markers or any manifestation of public sculpture

- Neighbourhood-based after-school programmes in partnership with cultural organizations can enhance young resident involvement in their neighbourhood, increasing pride and creating a sense of ownership with many positive benefits to the young person and community.

### **Goal #5: Support and preserve continued agricultural activity**

- Plans for the Farmers' Market can include an awareness of artistic and heritage opportunities to support this aspect of our City culture. Examples of opportunities are busking, plaques or sidewalks commemorating the heritage of the area, policy regarding crafters, cultural use outside of and integrated with market days (e.g. book fairs).

### **Goal #6: Promote and support greening and environmental management**

- Recognize culture as a predominantly "green" industry and desirable for that reason.
- Incorporate public art into green space.
- Take the opportunity to integrate artistic vision into interpretative signage, kiosks and any visual material including plantings and artists' garden projects.

## **Business Development**

### **Goal #2: Target and attract new and emerging industries**

- Today's knowledge workers are highly educated with high expectations about leisure and entertainment options and environments. The City's cultural community and infrastructure can be strategic to the City's ability to attract new economic opportunities and residents.

## **Social and Community Services**

### **Goal #2: Foster a welcoming, safe and secure community for all**

- Existing youth organizations and programs are heavily sports-related. A strong need for theatre training for adolescents is one area that was highlighted during the consultation phase of this policy development.
- Valuing diversity in artistic expression and ensuring that existing and new support is flexible to cultural difference can powerfully support this goal.

### **Goal #4: Promote St. Catharines as a lifelong learning centre**

- Artists have skills that can be a desirable component of leisure-oriented lifelong learning. Research supports the positive effect of artistic activities in developing creative thinking applicable to a broad range of lifeskills and professions. Artists ability to make these skills available are often severely limited by poor financial resources for marketing and no capital. (The average annual income of a visual artist in Ontario is \$7,000.) The Culture Umbrella Group is a possible tool to help better utilize this skill-base towards offering lifelong learning.

### **Goal #6: Promote recognition and pride in the city of St. Catharines**

- Recognize the opportunity to make use of local artistic talent in the urban design ideas included in the Action, "Develop attractive gateways to the city, including rest stops, garden displays on the Q.E.W., signage and entrance displays at key access points to St. Catharines." This Action could be easily aligned with the public art recommendation of this document.

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- Ensure that expanding residents' awareness and pride in residents' accomplishments includes cultural accomplishments. An Arts Award or Arts Week are suggestions made during the consultation process of this policy development.

### 7.4 PERCENTAGE-FOR-ART PROGRAMME

Recommendation #8 concerns ***“a percentage-for-art programme in which one percent of the total cost of construction or renovation of City buildings and public spaces be expended on works of art”***. These are one-time expenditures. The commitment to expend one percent on art is a simple and effective method of increasing the opportunity for a wide public to experience works of visual art. ***Examples of Ontario cities using the percentage-for-art formula as part of their public art policy are Cambridge, Ottawa, Thunder Bay, Toronto and Waterloo.*** Some programmes have minimum budgets and some apply to private developers also; our recommendation is for any renovation and/or construction and applies to the City only.

The following are hypothetical examples of how a percentage-for-art programme might impact on St. Catharines. It is expected that the processes for community/user-group consultation, selection of sites, artists and works would be part of the public art programme and would be established by the Culture Committee and administered by the Cultural Services Supervisor.

- The City buys an existing building with the purpose of renovating it to become a new Senior Centre. One percent of the renovation cost is spent on a commissioned wall relief that reflects the labour history of the adjacent community.
- The City builds a new recreation trail. Artist-designed benches provide interesting and unusual rest places strategically sited for users to enjoy the views.
- The City builds a new community swimming pool. One percent of the construction cost is used to build artist-designed entrance archways with adjacent murals.
- The City renovates part of City Hall. One percent of the renovation costs are expended on a painting, photograph and fabric work by local artists to hang in stairwells and reception areas.
- A City beach is landscaped. One percent of the cost is expended on an Artist's Garden that illustrates changes in the immediate eco-system with its plantings and pathways.
- A new branch of the St. Catharines Public Library is built. One percent of the construction cost is expended on a sculptural fountain in the small entrance plaza.
- The Old Court House is renovated as a Performing Arts Centre. One percent of the costs are earmarked for works of visual art in the building and the bidding architects are required to submit in their proposals how they would select and integrate a local artist(s) into their team to identify possible sites for artworks.



Cultural Policy Steering Committee  
**MUNICIPAL CULTURAL POLICY****7.5 CULTURE IN OTHER MUNICIPALITIES**

We contacted other municipalities in Ontario to determine their infrastructure relating to culture. While each community has a different focus (i.e. strong historical, visual or performing arts presence), there were common elements in each of the communities that we examined:

- their recreation department was usually the area in which culture was identified
- there was a committee of council which dealt with culture issues
- most communities have an independent arts umbrella group or arts council existing outside City administration but with which there is a client and/or liaison relationship

Following is a brief look at how some other Ontario municipalities approach culture.

In **Burlington**, the Parks & Recreation Department is responsible for all matters relating to culture through the implementation of the Burlington Community Cultural Policy. Culture issues are shared amongst a number of staff in this department, key of which is the Community Development Planner. The Cultural Policy was a community wide initiative and was implemented in the early 1990s. The city does not have one committee advising council on issues relating to arts and culture but there is an affiliation with three cultural institution boards: museum board, arts centre board and library board. Arts organizations are served independently through the Burlington Arts Council (primarily visual arts groups) and the Hamilton and Region Arts Council (see City of Hamilton for a description of this organization).

**Hamilton's** administration includes the Community Services Division within which is the Department of Culture and Recreation. Within this Department is the Culture and Event Services which houses staff responsible for implementing the Arts Policy. Staff of this Branch include a Manager, Museum Curators (5), Special Events Coordinator, Arts Coordinator, Marketing Coordinator, Conservator and Supervisor of the Farmers Market. There is also an Arts Advisory Committee which is responsible for assisting the City of Hamilton with the implementation of its Arts Policy. Arts organizations are served independently through the Hamilton and Region Arts Council (HARAC) which receives financial support from the region and province. HARAC is a non-profit organization dedicated to serving artists of all disciplines and the community by promoting and advocating for the arts.

In **Peterborough**, the Culture & Heritage Division is part of the Community Services Department. The Peterborough Centennial Museum & Archives, the tourism organization Celebrate Canada in the Kawarthas, and the Peterborough Public Library are administrated within this Division. City Council appoints a Culture & Heritage Board. The Division liaises with an independent organization serving the arts and culture community, the Peterborough Art Umbrella which is funded in part by the city.

**Sudbury** City Council will be receiving and reviewing a new Civic Arts Policy in November, 1999. The policy is recommending that a Community Arts Committee be established to implement the arts policy and advise council on arts issues (a standing committee of council). The policy is also recommending the hiring of a staff member who would focus on arts issues. There is also a community organization, the Sudbury Arts Council, which receives a grant from the City.



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In **Toronto**, culture is part of the Economic Development, Culture and Tourism Department. There are numerous cultural staff. A position of Public Art Coordinator is not within the same department as culture, but within the City Planning Division, Architecture and Civic Improvements in Urban Planning and Development Services. Heritage Toronto is an arm's-length agency of the City as is the Toronto Arts Council.

**Waterloo** completed a Culture Master Plan in 1992 (revised in 1997) which resulted in the establishment of a permanent Cultural Development Committee with a mandate to advise Council. This committee currently has 14 members of appointed community representatives, one Councillor and staff representatives. Cultural grants are handled through the Grants Committee of Finance. Cultural grant recommendations are made by the Culture Grants Sub-committee. City administration is divided into departments called, Core Businesses. The Recreation and Leisure Services Core Business has Business Units which include, amongst others, Heritage, and Programming and Community Development. Culture is within this latter Unit. There are 3 permanent, full-time cultural staff positions - a Cultural Associate, Festivals Coordinator and Heritage Associate and part-time staff are hired for summer cultural programs. Outside of the City, there is a Waterloo Regional Arts Council.

In **Windsor** the Parks & Recreation Department is the municipal department responsible for cultural services. Windsor has a number of independent community organizations supporting the arts. There is also the Windsor & Region Art Council which was established in 1977 that is mandated to coordinate, promote and develop the arts in Windsor and Essex County. This is an independent umbrella organization which receives financial support from the city. More recently, both the Windsor Arts Foundation and the Windsor Endowment for the Arts were formed.

## 7.6 CONSULTATION

### 7.6.1 *Consultation Questions*

The following three questions formed the template for discussion in the initial consultation process:

- What issues are facing your sector?
- What constraints and opportunities exist?
- What is your vision of culture in St. Catharines over the next 5 years?

(source: CPSC Minutes of November 3)



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### 7.6.2 *Schedule of Focus Groups & Public Meetings*

November 23, 1998	Musical Performance/Individuals and Bands Focus Group
November 24	Heritage Organizations Focus Group
November 25	Music Organizations Focus Group
November 19 & 26	Film/video Focus Groups
March 2, 1999 (add. March 25)	Video Production Company Focus Group
March 10	Multicultural Focus Group
March 23	Visual Arts Focus Group
March 29	City Staff Focus Group
April 14	Public Meeting
April 27	Cultural Coalition Committee
May 5	Literary & Publishing Focus Group
June 1	Alternative Theatre Focus Group

#### *Response to the Draft Document:*

September 14, 1999	City Staff Focus Group Focus Group
September 15	Public Meeting
September 16	Focus Group
September 21	Cultural Coalition Committee
October 1	Senior Management Team

### 7.6.3 *Participants*

*We are grateful to those who took the time to attend Focus Groups, the Public Meeting and who agreed to be interviewed during the consultation process. The consultation process was integral to our work; comments informed concepts on which this policy is based and specific Recommendations*

David Atkinson, Brock University	Mae Denby, Cultural Coalition Committee
Renee Baillargeon	Tracey Desjardins, City of St. Catharines
Barbara Barber, Garden City Productions	Keith Dixon
Kevin Blozowski, City of St. Catharines	Mac Dodge
Jacqueline Bowles, City of St. Catharines	Julie Dodge
John Brands, Niagara Regional Police Chorus	Don Dormady, Uptown Studios
Sean Charlebois, The Downtowner	John Dove, Niagara International Music Festival
Mark Clifford, Vox Violins	Rebecca Dyck, Niagara Children's Chorus
Lynda Cochrane, Cultural Coalition Committee	Ed Eldred, CHSC
Marilyn Colbert, Thorold Community Theatre	Peter Feldman, Brock Theatre Programme
Terrance Cox	Joe Fernandez, Garden Park Gallery
Cranford Video Production	Sergio Forest, Vagabond Theatre
Helga Craig, Club Heidelberg	Dennis Gannon, Historical Society of St. Catharines
Greg Darling	Anthony Gasbarini, Club Roma
John Davies	Hugh Gayler, Chorus Niagara



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Gerry Ginsberg, Niagara Grape & Wine Festival  
Howard Graham  
Barry Grant  
Mark Hagarty  
Paul Hansell  
June Harper, B.E. Church  
Joan Hastings-Dove, Niagara Inter. Music Festival  
Linda Hilko-Baker, Pride of Niagara/Harmony Inc.  
Art Lefstein, Town Cinemas  
Donna Lindhorstt  
Harris Loewen, Brock University  
Rob Macmorine, Niagara Filmmakers Society  
Alan Marcus, Canadian Authors Association  
Kevin John McDonald, Pan Theatre  
Thomas Morningstar, Niagara Reg. Native Centre  
Denyse Morrissey, City of St. Catharines  
Stephanie Jones, Niagara Repertory Theatre  
Barb Okanik, NET Corp  
Omni Media  
Willy Noiles, Pulse Niagara  
One Reel Vision Inc.  
David Paquette, Folk Arts Festival  
Elias Petras  
Colleen Pielechaty  
Marcia Porter, The Roselawn Complex  
Myra Quiñóez-Alfonso, Worldwise International  
Awareness Centre  
Trevor Ralph  
Stephen Remus, Niagara Artists' Centre  
Ray Ring, Niagara Symphony

Rick Rochon, Cultural Coalition Committee  
Stephen Ruf  
Eva Salter, Ministry of Citizenship, Recreation &  
Culture  
Kim Selody, Carousel Players  
Walter Sendzik, Vines Magazine  
Dianne Sharp  
Darlene Sherwood  
Elaine Smithies  
Palmier Stevenson-Young, Cultural Coalition  
Ross Stretton, Niagara Performing Arts Centre &  
Niagara College of the Royal Canadian College  
of Organists  
Michael Tansley, Cultural Coalition Committee  
Laura Tilley, Niagara Symphony Orchestra  
Barb Unrau, Niagara Children's Chorus and  
Niagara Performing Arts Centre  
Bob VanDerVack, Thorold Community Theatre  
Leslie Wade, Port Mansion Theatre Restaurant  
Perry Wakulich  
Tim Walker, Pulse Niagara  
Barb White  
Bernie Willer  
Jackie Williams, Festivals & Events Niagara, NET  
Corp  
Dermot Wilson, Niagara Artists' Company  
Martin Woodyard  
Ed and Ruby

### 7.7 Working Group Membership

*Following the initial consultation phase of the policy development process, the Cultural Policy Steering Committee members broke into Working Groups, two of which were augmented by community members. The Working Groups addressed the topics identified early in the process for the purpose of developing the Recommendations and policy implementation.*



## MUNICIPAL CULTURAL POLICY

### **Facilities**

George Nicholson  
Edgar Peer

### **Funding**

Tobey Anderson  
Liz Palmieri  
Laura Tilley

### **Marketing**

Debbie Cartmer  
Ed Eldred  
Randy Norton  
Debbie Slade  
Joanne Tweney  
Leslie Francombe

### **Organization**

David Aurandt  
Virginia Hatch-Stewart  
Liz Palmieri  
Lilita Stripnieks  
Elizabeth Chitty (staff)

## 7.8 Acknowledgements

*For support of the Cultural Policy Steering Committee, we wish to thank Recreation and Community Services staff. Special thanks to: Robert Drummond, Recreation Supervisor*

*Thanks to the Cultural Coalition Committee; names of those who participated in this process appear in Appendix 7.6.3.*

*Thanks to the Mayor's Office and other City staff who kindly responded to requests for various documents and information.*

*Thanks to those who contributed as members of the CPSC early in the process: Donna Bidgood, David Serafino, and to David Wood who was Cultural Policy Coordinator from September-December 1988.*

*Thanks to those Councillors who agreed to be included in the consultation by CPSC members.*

*Thanks also to members of the Green Committee: Maire Poirier, Chair, Peter Thompstone*

*Thanks to those who provided information on facilities to the Facilities Working Group:*



Cultural Policy Steering Committee

## MUNICIPAL CULTURAL POLICY

Bill Burgoyne Arena  
Black Sea Hall  
CAW Hall  
Canadian Legion, Branches 24 and 418  
Calvary Church  
Club Heidelberg  
Club Roma  
District School Board of Niagara  
Jack Gatecliff Arena  
Heidehof Home  
Knox Presbyterian Church

Niagara Catholic District School Board  
Niagara Ina Grafton Gage Village Auditorium  
Mandeville Theatre, Ridley College  
Merriton Community Centre  
Niagara Artists' Centre  
Rex Stimers Arena  
Queen Elizabeth Community Centre  
St. Paul St. United Church  
St. Thomas Anglican Church  
Word of Life Church

*Thanks to the staff of municipalities and cultural organizations who responded to research requests.*

Thelma Amos, Etobicoke Civic Centre  
Greg Baecker, University of Toronto  
Denis Brown, City of Sudbury  
Maureen Brophy, Community Services Department, City of Thunder Bay  
Donna Buck, City of Guelph  
Janet Clark, Art in Public Spaces Committee, Thunder Bay Art Gallery  
Ken Doherty, Manager, Culture & Heritage Division, City of Peterborough  
Sharon Griffiths, Canadian Conference of the Arts  
Marilyn Havelka, City of Hamilton  
Brenda Herchmer, Niagara Centre for Community Life and Leadership  
Kelly Hill, Research & Policy Analyst, Ontario Arts Council  
Anne Marie Locas, Community Development Planner, City of Burlington  
Bob McFarland, Director, Recreation and Leisure Services, City of Waterloo  
Becky Murray, City of Windsor  
Jane Perdue, Public Art Coordinator, Urban Planning and Development Services, City of Toronto  
Eva Salter, Ministry of Citizenship, Culture & Recreation  
Cheryl Smith, Executive Director, Ontario Association of Art Galleries  
Helen Smith, Board Services Coordinator and George Waters, Director, Heritage Toronto



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### **7.9 Terms of Reference for the Cultural Policy Steering Committee**

#### **Goals and Objectives of the Municipal Cultural Policy Steering Committee (Task Force)**

**Goal:** To ensure that a cultural policy is developed specifically for the City of St. Catharines and to present the Cultural Policy to City Council.

**Objectives:**

- ◆ establish a definition of “culture”
- ◆ determine a philosophical statement of the intention of the City regarding culture
- ◆ develop a statement of the scope of the policy, its fundamental principles, and the goals and objective of the policy
- ◆ produce a series of policy and strategy recommendations concerning the role of the City with regard to financial support, service support, administrative structure, provision of programmes, and the provision of facilities
- ◆ produce an implementation plan

#### **Intent of the Municipal Cultural Policy**

It is Council’s wish that the Municipal Cultural policy have a series of inter-related aims, including:

- ◆ to ensure that a variety of high quality of cultural activities, services and opportunities will be available and accessible to all residents within the city
- ◆ to encourage the development of new and innovative cultural activities and opportunities in a co-ordinated and complementary manner
- ◆ to create opportunities for the cultural sector to contribute to the City’s economic and social development
- ◆ to develop a co-ordinated cultural service system, and ensure effective and efficient communication, and democratic and co-ordinated decision-making
- ◆ to maximize the available resources and their utilization in the continued development of culture
- ◆ to define specific roles, responsibilities, and relationships (the City, community agencies, community groups, the private sector, etc.)



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- ◆ to provide recommendations for the efficient use of municipally-owned buildings and other facilities for cultural activities
- ◆ to determine the appropriate responsibilities for financial support required for cultural activities and services and to identify mechanisms for continued support of culture by the City, other organizations, and individuals

Process to Develop the Municipal Cultural Policy

- ◆ Cultural Coalition Committee (CCC) determines the terms of reference for the Cultural Policy Steering Committee and implementation process
- ◆ CCC presents its plan for the development of the cultural policy to City Council, along with its own plan of action
- ◆ the CCC or the City prepares and submits proposals for funding for staff of the Steering Committee
- ◆ the CCC solicits members for the Steering Committee via personal contact and newspaper advertisements
- ◆ the CCC presents its recommendations for membership on the Steering Committee to City Council
- ◆ the Steering Committee is struck, staff is hired, and the policy is drafted
- ◆ draft policy is reviewed and approved by the CCC
- ◆ cultural policy is presented to City Council by the Steering Committee
- ◆ when approved by City Council, the policy is adopted by the City and the Steering Committee is dissolved

*from the St. Catharines Cultural Coalition Committee  
Municipal Cultural Policy Task Force (Steering Committee)  
Terms of Reference  
March 19, 1997*



Cultural Policy Steering Committee  
**MUNICIPAL CULTURAL POLICY****7.10 Selected Bibliography**

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<http://www.sudburyartscouncil.on.ca>

<http://www.netcore.ca/~acwr> (Arts Council - Windsor & Region)

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Recreation and Community Services Department, City of St. Catharines. Leisure Guide, Spring/Summer 1999

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Regional Cultural Plan Steering Committee. Arts & Culture in Greater Vancouver: Contributing to the Livable Region, [http://www.city.vancouver.bc.ca/COMMSVCS/SOCIAL\\_PLANNING/GVRD](http://www.city.vancouver.bc.ca/COMMSVCS/SOCIAL_PLANNING/GVRD)

**Municipal Cultural Policy Recommendations**

As revised and prioritized by City Staff and approved by City Council.

**Recommendation #1:** the Vision Statement be adopted.

*Approved November 1, 1999*

**Recommendation #2:** the Goals to realize the Vision Statement be adopted.

*Approved November 1, 1999*

**Recommendation #3:** the Definition of Culture be adopted.

*Approved November 1, 1999*

**Recommendation #16:** a Culture Committee be struck by Council. (This Committee is the evolution of the Cultural Coalition Committee.)

Composition (13 -14 members)

- 1 Councillor
- 4 members of the cultural community
- 2 artists
- Director, Rodman Hall
- Chief Museum Complex Officer, St. Catharines Museum
- CEO, St. Catharines Public Library
- CEO of any future municipal Performing Arts facility
- representative of Economic Development & Tourism Services
- representative of Planning Services
- Cultural Services Supervisor (Recreation and Community Service Department)

Responsibilities (appended to General Committee Minutes)

- develops an annual Culture Plan in accordance with the Cultural Policy and monitors its progress
- acts as advocate for culture and communicates with Council and community
- establishes fair and equitable process for public art programme
- recommends project sites and concepts for public art programme
- establishes a City Art Collection management policy and procedure
- promotes fee-for-service contracts in the annual Culture Plan; establishes clear and equitable guidelines and evaluation criteria

*Approved March 27, 2000*



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**Recommendation #17:** the City create a position of Cultural Services Supervisor in the Recreation and Community Services Department.

*Approved March 27, 2000*

**Recommendation #4:** the Official Plan of the St. Catharines Planning Area include Culture in Section 1.2 Community Goal Statements, stating: "Recognize the contribution of culture to a livable city through the implementation of cultural policy.", or a similar statement.

**Revised To:** *That the goal statement "to recognize the contribution of culture to a livable city through the implementation of the cultural policy" be included in the Community Based Strategic Plan.*

*Approved March 27, 2000*

**Recommendation #5:** the City identify and review all arts, cultural industries and heritage functions within all City departments to facilitate communication and rationalize service if appropriate.

*Approved March 27, 2000*

**Recommendation #6:** the City support the formation of a Community Foundation through an investment of a portion of any proceeds from the future divestitures of assets. Also, that the City consult the Culture Committee on the amount to be dedicated to culture.

**Revised To:** *That Recommendation #6 be received as information and referred to the St. Catharines Community Foundation for their information.*

*Approved March 27, 2000*

**Recommendation # 7:** the City establish a Public Art Programme.

**Revised To:** *That Recommendation #7 be received as information and be referred to the Culture Committee and the Cultural Supervisor for consideration and report back to City Council.*

*Approved March 27, 2000*

**Recommendation #8:** the City undertake a percentage-for-art programme in which one percent of the total cost of construction or renovation of City buildings and public spaces be expended on works of art.

**Revised To:** *That Recommendation #8 and staff's comments be referred to the Culture Committee to be considered when developing the Public Art Program and report back to City Council.*

*Approved March 27, 2000*



## MUNICIPAL CULTURAL POLICY

**Recommendation #9:** a City Art Collection management policy and procedure be established.

**Revised To:** *That City Council support the establishment of a City of St. Catharines Art Collection Management Policy and Procedure. And that, the Culture Committee develop such a Policy and Procedure as part of the Public Art Program pertaining to the purchasing and displaying of art for public viewing and report back to City Council for final approval.*

*Approved March 27, 2000*

**Recommendation #10:** the City undertake fee-for-service cultural contracts with the cultural community. The contracts will be accessible to organizations meeting eligibility criteria and have clear and equitable guidelines.

**Revised To:** *That this recommendation be referred to the Culture Committee to develop a fee-for-service procedure along with appropriate criteria and guidelines for eligibility. And further, that the said procedure be forwarded to City Council for final approval.*

*Approved March 27, 2000*

**Recommendation #11:** the City provide the resources to develop and maintain a cultural website.

**Revised To:** *That this recommendation be referred to the Cultural Supervisor to work through the Corporate Support Services Department and the Economic Development and Tourism Department to investigate how a Cultural Web Site could be implemented and the cost factors of doing so. And further, that this information be forwarded to City Council for final approval.*

*Approved March 27, 2000*

**Recommendation #12:** the City encourage and facilitate centralized events scheduling.

*Approved March 27, 2000*

**Recommendation #13:** the City encourage and facilitate joint marketing initiatives in the cultural community.

*Approved March 27, 2000*

**Recommendation #14:** the City encourage collaboration between festivals and cultural groups or individuals.

*Approved March 27, 2000*

**Recommendation #15:** the City recognize the importance of the use of parks and public places for cultural events and activities.

*Approved March 27, 2000*