



City of Timmins Culture, Tourism & Recreation Master Plan Part I: An Integrated Plan



A. RATIONALE FOR INTEGRATED THINKING

- **Resource synergy and efficiency:**
 - Financial (capital and operations)
 - Human Resources – People and processes
 - Shared municipal assets: buildings, parks, shared facilities, co-location
 - Enhances potential for partnerships with Private Sector providers, institutions and community groups
 - Marketing and Destination Development
- **For the Consumer:**
 - Better information
 - Holistic appreciation of place
 - Potential to “package” tourism



A. RATIONALE FOR INTEGRATED THINKING

- **For the Municipality:**
 - Integration and “Overlap” enables better decision-making
 - Avoids silos in planning, investment and capacity building
- **From theory to reality: how easy is an integrated approach?**
 - ...Not very
 - Like all attempts to innovate in practical settings, historic agendas, organizational responsibilities (turf) and budget expectations must be addressed
 - Natural tendency to create walls
 - Requires sustained, hands-on management to achieve results
- **Does Timmins fair better?**
 - One of few communities to seek an integrated approach per Timmins 2020

B. PROCESS & CONSULTATION

The integrated CTR Master Plan is an overarching implementation framework...

... developed in 4 stages.

An aerial photograph of a suburban neighborhood with a river, overlaid with a flowchart showing the four stages of the CTR Master Plan process. The flowchart consists of four blue rectangular boxes connected by dashed lines, arranged in a descending staircase pattern from left to right. The first box is labeled '1. Initial Planning', the second '2. Research and Engagement', the third '3. Plan Development', and the fourth '4. Integration for Implementation'.

1. Initial Planning

2. Research and
Engagement

3. Plan
Development

4. Integration for
Implementation

Consultation Methods	Total
Surveys (Online & Print) for Culture, Tourism & Recreation	4
Event Outreach	3
Steering Committee Meetings	20
Public Sessions	4
CTR Master Plan Drop-In Information Session	1
School/Youth Engagement – Writing and Art Assignments, Online Recreation Survey	3
Stakeholder Focus Group Sessions	6
Stakeholder Interviews (telephone and in-person) as needed	N/A
41 activities across Culture, Tourism and Recreation	



C. OVERVIEW OF CHANGE

RECREATION:

- The principal change is the development of new infrastructure and the decommissioning of ice.

KEY DRIVERS:



Resident and Family Attraction and Retention;



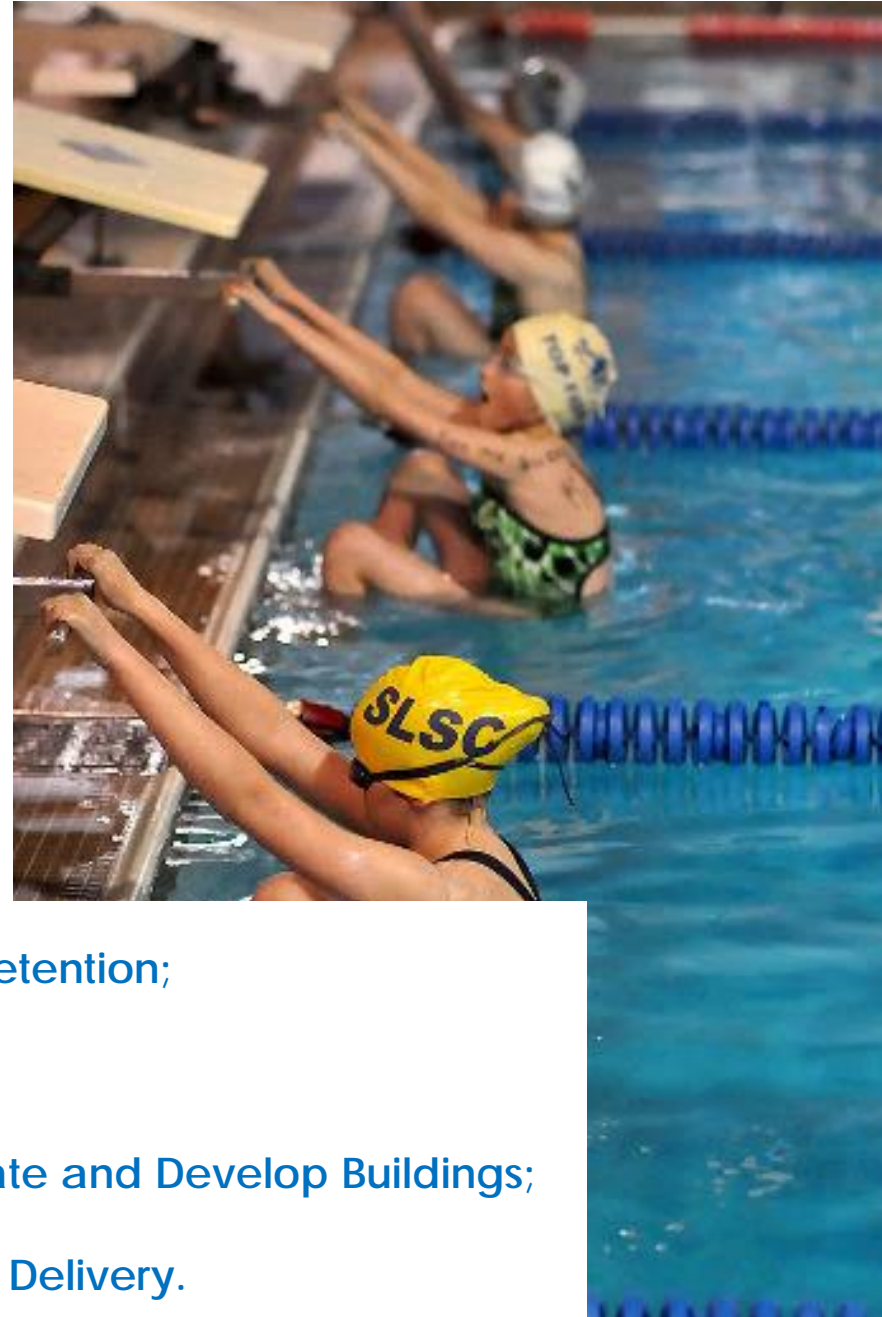
Timmins is a Regional Service Centre;



Current trends and New Ways to Create and Develop Buildings;



Shifts in models of Recreation Service Delivery.





CULTURE:

The principal change is the funding of a new role of Coordinator of Culture – the City has a role in culture & heritage.

KEY DRIVERS:



Demand to ensure Community Quality of Life;



Economic Diversification;



Community Demand for Enhanced Social & Recreational Opportunities.

C. OVERVIEW OF CHANGE

TOURISM:

- The principal change is the consolidation of all tourism related mandates under one organization – Tourism Timmins.

KEY DRIVERS:



Overnight Visitor Attraction and Retention;



Enhancement of Existing Tourism Products and Experiences;



Support for New Tourism Products and Experiences;



Need to identify Sustainable Funding Sources and Tourism Partnerships.



D. NEED FOR CHANGE

>> The Timmins 2020 Community Strategic Plan has led the charter for change.

“Timmins will be recognized as a growing, innovative, regional hub that is culturally and economically diverse and that offers unique, northern quality of life.”

- *Vision 2020, City of Timmins*



D. NEED FOR CHANGE:



EMBRACING VISION 2020

Culture, Tourism & Recreation

crosscut all five focus areas to achieve Vision 2020.

An aerial photograph of a suburban neighborhood. A river flows through the center, with houses and greenery on either bank. In the foreground, there is a large, modern building complex, possibly a school or community center, surrounded by trees and parking lots.

D. NEED FOR CHANGE

ORGANIZATIONAL CHANGE

- City's current structure has **challenges** for implementation.
- **Change** required to:
 - Favourably reposition Tourism Timmins.
 - Provide a staff champion for the cultural mandate.

D. NEED FOR CHANGE

Infrastructure Renewal

- The plans complement the objectives of the City's LRFP.
 - Investment in infrastructure.
 - Build a reserve.
 - Direct efficiency gains to fund infrastructure programs.
 - Comprehensive and regular user fee reviews.
- Value for money should guide recreation infrastructure planning.

“Without additional infrastructure investment, there is a risk that Timmins’ infrastructure network will deteriorate”
– City of Timmins LRFP



D. NEED FOR CHANGE

ECONOMIC BENEFIT/ECONOMIC DEVELOPMENT and recognition of the importance of all 3 sectors to the economy in different ways.



**Key Priority: Effective Organization
for Implementation**

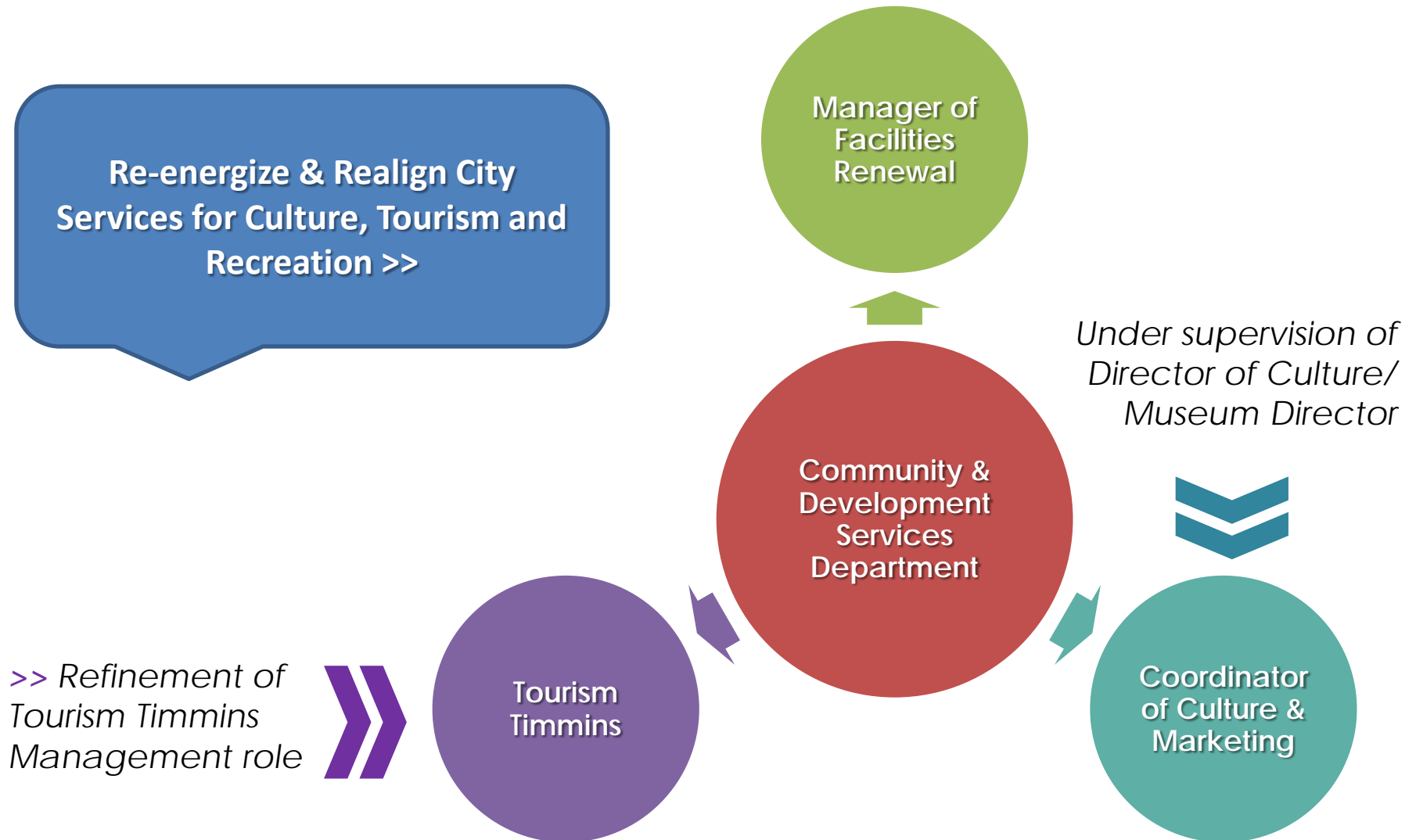
The Plan: Organization

Immediate Response to Plan Approval:

Create a Senior Management Team with oversight for the implementation of the CTR Master Plan.



The Plan: Organization





City of Timmins Culture Master Plan


Sierra Planning and Management
advice • strategy • implementation



Project Funded by
the Government of
Ontario



The Vision



A vibrant City showcasing our shared community heritage and pride through self-expression and the arts, unearthing local talent and positioning Timmins as a leader in Northern Ontario.



Findings

2

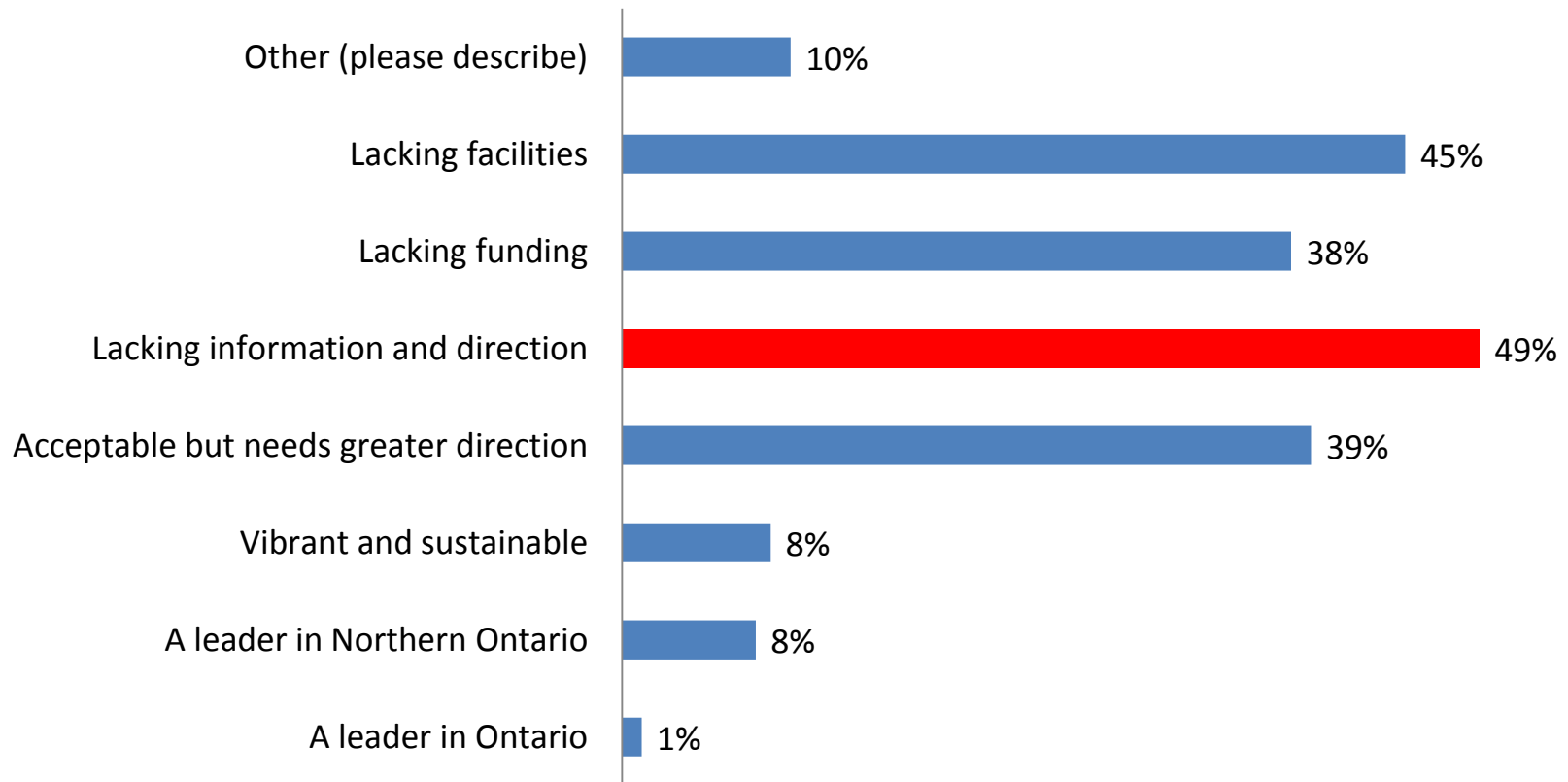
Highlights:

- Municipal organization, partnership and information gaps which limit the potential development of the sector.
- Lack of appropriate facilities to accommodate a range of activities of significant scale.
- Significant base of assets – the growth and development of which should be encouraged.
- Opportunities to bolster cultural tourism.

Public Consultation

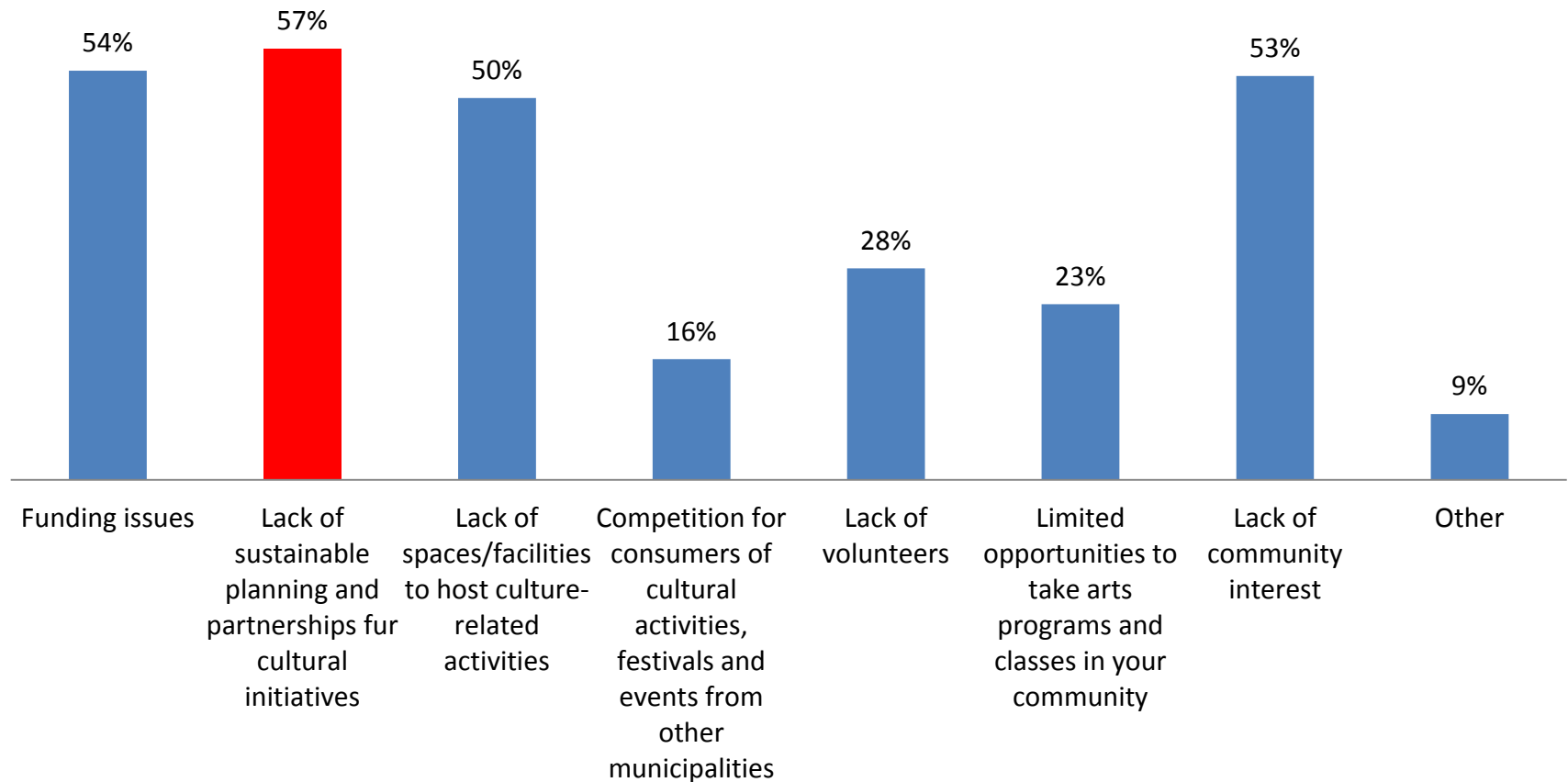
How would you describe Timmins' Cultural Sector

How would you describe Timmins' cultural sector?



Public Consultation

What are the three (3) most significant issues facing the future of arts, culture and heritage in Timmins?



The Assets

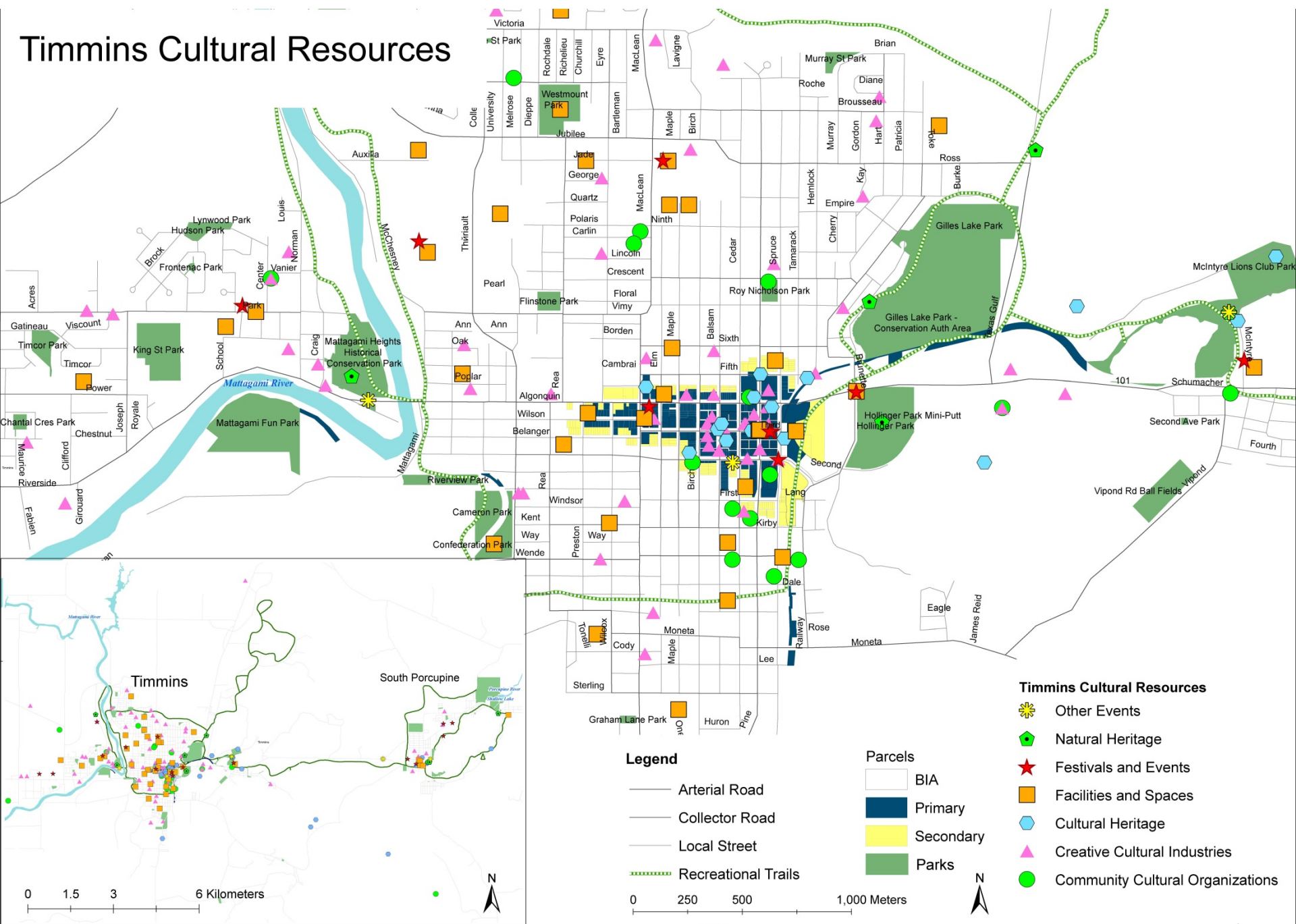
Ontario Cultural Resource Framework (CRF)



238 cultural assets in
Timmins to include:

- 82 Creative Cultural Industries;
- 28 Cultural Organizations;
- 29 Festivals and Events
- 44 Spaces and Facilities;
- 30 Cultural Heritage; and
- 14 Natural Heritage

Timmins Cultural Resources



Defining Cultural Industries

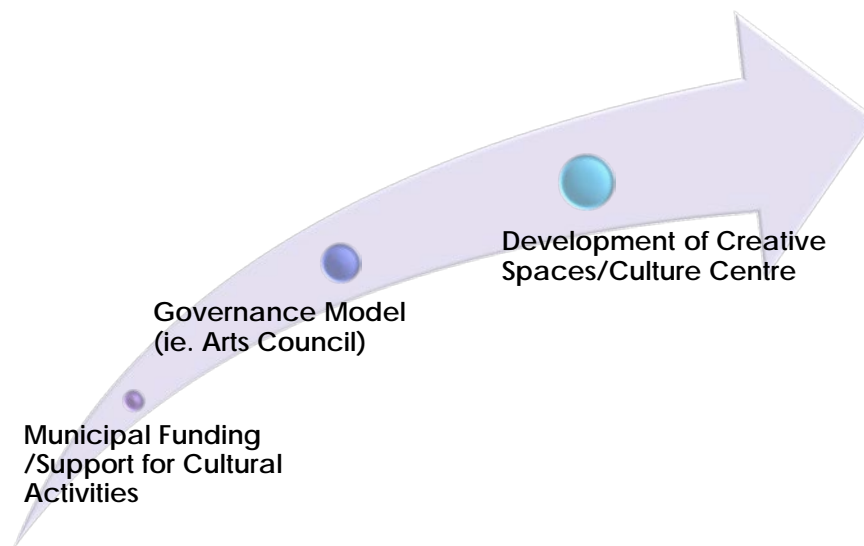


****Based on North American Industry Classification System (NAICS) as outlined in Statistics Canada's 2011 Canadian Framework for Culture Statistics.**

The Plan

3

Short-term Organizational Capacity Building and
Long Term Capital Plans



Goals

1

Foster and Ensure Alignment of Municipal Planning for Culture, Tourism and Recreation

2

Develop Creative Spaces for Cultural Activity through Urban Development & Use of Existing Resources

3

Foster Multi-Sectoral Partnerships for Cultural Development

4

Foster Community Pride, Awareness and Engagement in Culture

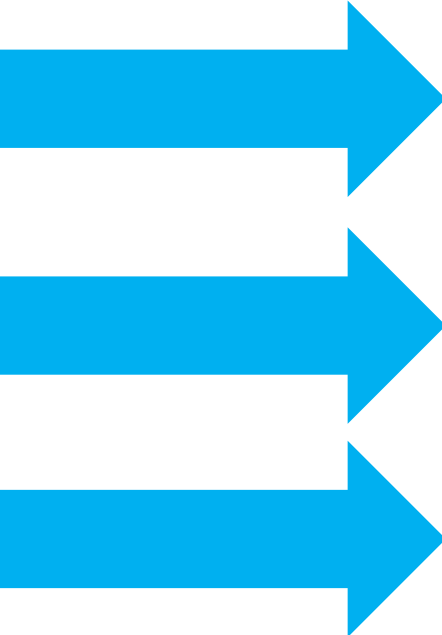
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Expand and Enhance Cultural (Tourism) Opportunities

6

Enhance and Strengthen the Cultural Economy

Municipal Organization, Planning & Investment



Council Charter: Municipal Cultural Policy

Staff Responsibility: Coordinator of Culture & Marketing

Capital Reserve for Recreation & Cultural Infrastructure

Municipal Organization, Planning & Investment

The City's existing organizational structure provides no dedicated-point person for the role of cultural development (as presented in this Master Plan) – the management of Museum operations is a discreet function.

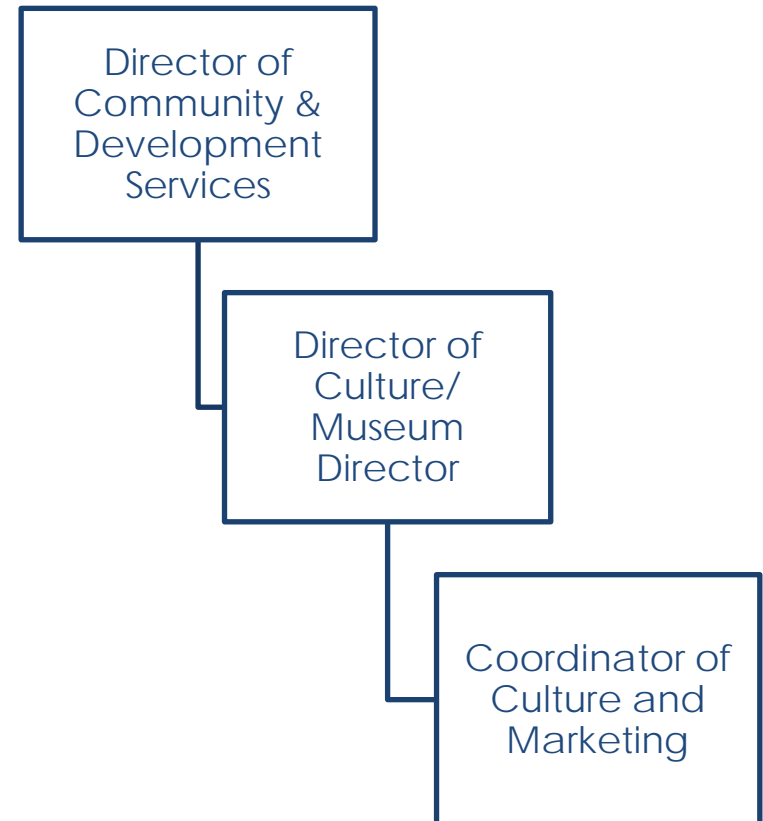
Role of Coordinator of Culture & Marketing:

1. Monitoring and facilitating the implementation of the Master Plan.
2. Administrating and disseminating grant support to cultural groups in aid of core programming and project development.
3. Long-term: Expanding City-run programming to include culture and the arts.

Municipal Organization, Planning & Investment

Role of Coordinator of Culture & Marketing (Cont'd):

4. Marketing: Working with relevant City staff to integrate culture into community-based and visitor-focused marketing tools and experiences (e.g. seasonal development of community guide, promoting local culture as part of the 'Timmins I'm In' branding initiative.)
5. Engaging in capacity building functions as a **community and aboriginal liaison** including the training local agents of culture, developing youth volunteer programs etc.
6. Providing administrative support for a Cultural Roundtable.



Developing Cultural Spaces



Culture/Event Centre: New life for McIntyre Community Centre (hub development)

Enhanced use of space for cultural programming in municipal facilities

Public Art Strategy



**MINING EXHIBITORY
& INTERACTIVE
OUTDOOR DISPLAYS**

PUBLIC ACCESS, GUIDED HEADFRAME TOURS

**SMALL STUDIO/DISPLAY & SHOP SPACE IN
REUSED WOOD FRAME BUILDINGS**

**OUTDOOR
LANDSCAPED AREA
WITH PICNIC SEATING**

**NEW TRAIL LINK TO
SURROUNDING AMENITIES**

MINERS MEMORIAL PARK

EXISTING TRAIL NETWORK

1

**Adaptive Reuse: Long-term Development of
New Cultural Assets (Resident-focus)**



● **STREETSCAPE
REDEVELOPMENT NODE**

**PLAZA WITH LINKING PATHWAYS TO BUS TERMINAL, STREET
AND LIBRARY**

NEW PUBLIC ART

**PEDESTRIAN LINKAGES BETWEEN LIBRARY, MUSEUM &
OUTDOOR INTERACTIVE DISPLAY**

● **EXISTING PUBLIC ART**

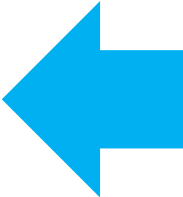
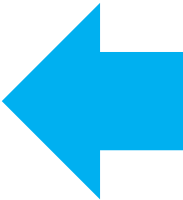
(Vehicles for) Partnerships and Advocacy



Establish a Cultural Roundtable as Municipal committee to address and explore opportunities for stakeholder coordination of resources and activities

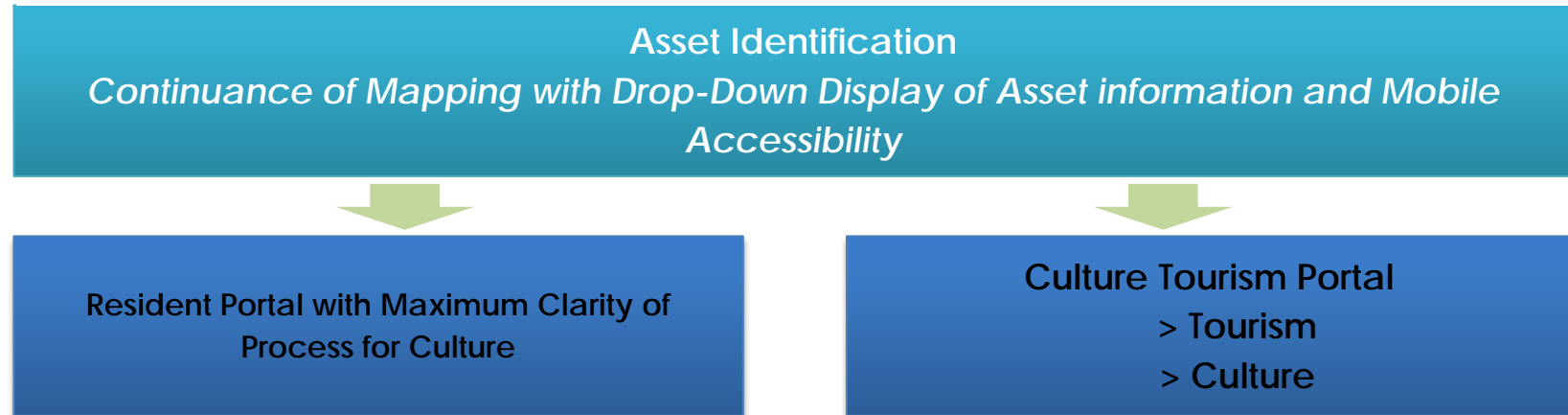
Arts Council

Community Foundation



Building Community Pride and Awareness

Framework for Interactive GIS Map Development



Building the 'I'm In' Brand: Social Marketing

Recreation Guide to promote Culture 'door-to-door'

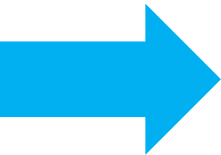
Culture as a Tourism Product Builder



Marketing



Linked Events



New Events & Experiences



Channelling Investment to the Sector



Municipal Cultural Grant Fund – Core Operating, Projects



Strategy for Investment: Channelling Venture Centre Resources, CIP, tapping other funding





Questions & Answers