

2014

City of Timmins Draft Culture Master Plan


Sierra Planning and Management
advice • strategy • implementation



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Overview of the Master Plan

Purpose of this Master Plan

In 2011, the Council for the City of Timmins adopted the Timmins 2020 Community Strategic Action Plan as the municipal charter for long-term economic prosperity and community enhancement. The Plan prioritized the immediate development of a Municipal Culture Plan for the City of Timmins as a means of leveraging and strengthening local cultural assets for resident attraction, business retention and expansion, enhanced quality of life and community vibrancy over the long-term.

This Culture Master Plan is a municipal planning document which provides a framework of short-term (1-2 years), medium-term (3-5 years) and long-term (6+ years) actions to facilitate the development of Timmins' cultural sector over time. The central focus of recommendations of this Plan is to continue to develop capacity within the local cultural sector and to enhance the local environment for culture planning. Out of necessity, this will involve a series of immediate actions (some of which represent "quick-win" solutions), while others will be strategically incremental in nature.

The Vision

The long-term vision for culture is as follows:

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.

Achieving the long-term vision for culture in the City of Timmins will involve the development of a sustainable organizational framework/network (locally) as well as the development of spaces and facilities which create and sustain new talent and serve as resident and visitor demand generators.

Impetus for Change

Extensive Phase 1 consultation and other situational analyses (**see the Phase 1: Situational Report which accompanies this Master Plan**) identified the following thematic challenges to cultural development and the prosperity of the sector in Timmins. Recommendations of this Master Plan have been designed to address each of the following issues:

Communication & Advocacy:

- The need to develop strategies to raise awareness of culture in Timmins at a neighbourhood/community, municipal as well as Provincial-level.
- The need to define the roles of the Municipality and community in advocating for and facilitating partnerships for the development of the sector.

Organization & Funding:

- The need to identify creative strategies to facilitate capacity building opportunities for community cultural groups for the growth and development of activities, including programs and events.

- Limited [multi-sectoral] partnerships for cultural development as it relates to program diversification, the development of niche attractions and funding support etc.

Cultural Development and Programming:

- The need to identify planning and partnership strategies to provide more diverse cultural programming to target key groups such as youth and seniors.
- The need to develop affordable cultural programming opportunities to enhance participation in cultural activity.

Facilities & Urban Infrastructure:

- Inadequate infrastructure or access to facilities to support the sustained advancement of cultural activity, talent development and exposure; resulting in the need to identify opportunities to maximizing space potential for cultural activity.
- Greater exploration of opportunities (e.g. public/private partnerships) for the development of new cultural spaces to address gaps in current options.

Planning and Policy:

- The need to identify strategies to strengthen policy, planning and building enforcement to support heritage preservation (e.g. the encouragement of property designation, heritage-sensitive building improvements).

Structure of the Report

This Master Plan consists of the following sections:

Section 1: Preamble: This section provides a detailed outline of the Master Plan development process and defines the parameters and metrics involved in assessing Timmins' cultural sector – it strengths, weaknesses and challenges. This section outlines the foundational principles on which recommendations of this Master Plan are based.

Section 2: The Fundamentals: Details the vision, mission, goals and objectives of this Master Plan.

Section 3: The Blueprint: Details the actions/recommendations which are to be implemented over the short to long-term timeframe to strategically address existing challenges and opportunities within the City's cultural sector. Each action is aligned to achieve the detailed goals of the Master Plan as follows:

- *Goal 1:* Foster and Ensure Alignment of Municipal Planning for Culture, Tourism and Recreation
- *Goal 2:* Develop Creative Spaces for Cultural Activity through Urban Development and Use of Existing Resources
- *Goal 3:* Foster Multi-Sectoral Partnerships for Cultural Development
- *Goal 4:* Foster Community Pride, Awareness and Engagement in Culture

- *Goal 5: Expand and Enhance Cultural (Tourism) Opportunities*
- *Goal 6: Enhance and Strengthen the Cultural Economy*

Section 4: Implementation: This section outlines commencing implementation specifics (non-exhaustive) to mobilize each of the actions of The Blueprint. This section identifies the *core plan* versus the *connecting priorities*. While all recommendations are important and serve to achieve the long-term vision, recommendations and actions outlined within the *core plan* are considered to be foundational activities on which the *connected* priorities may and should be developed.

This section outlines roles of leadership and relevant partners associated with the implementation of each recommendation (as well as budgetary requirements where appropriate).

Section 5: Monitoring and Governance: Provides an outline of relevant baseline measures/indicators to monitor cultural development over time.



Preamble

1

1 Preamble

1.1 The Master Plan and Process

1.1.1. The Master Plan

Municipal cultural planning is defined by the Ontario Ministry of Tourism, Culture and Sport as “a municipally-led process for identifying and leveraging a community’s cultural resources and integrating culture across all facets of planning and decision-making.” The development of this Culture Master Plan for the City of Timmins is part and parcel of the broader Provincial initiative to protect, enhance, leverage and foster cultural and creative activity in Ontario communities as a mechanism to achieve economic prosperity and vitality.

In 2011, Council for the City of Timmins adopted the Timmins 2020 Community Strategic Action Plan as the municipal charter for long-term economic prosperity and community enhancement. The Plan prioritized the immediate development of a Municipal Culture Plan for the City of Timmins as a means of leveraging and strengthening local cultural assets for resident attraction, business retention and expansion, enhanced quality of life and community vibrancy over the long-term. This Culture Master Plan, in its entirety, is a stand-alone municipal planning document which recognizes the unique dynamics and needs of Timmins’ cultural sector.

Recognizing the synergies across sectors, the City of Timmins commissioned the development of this Cultural Master Plan as part of a cohesive project to create an Integrated Culture, Tourism and

Recreation Master Plan (CTRMP). Ensuring collaborative planning, partnership and policy development for sustainable community well-being, priorities of this Master Plan have been developed in a manner which gives considerations to such synergies. Prioritized recommendations of this Master Plan have been further integrated within the broader implementation plan which crosscuts all three sector priorities.

This Plan thereby facilitates the independent implementation of the recommendations herein, while ensuring mutually-beneficial actions/initiatives across the culture, tourism and recreation are addressed within the integrated planning document.

Figure 1: Benefits of Culture to Municipal Prosperity



1.1.2. The Process

The Culture Master Plan was developed in collaboration with City staff, representatives of local cultural organizations, the business community and other local and regional stakeholders. A series of community engagement forums were progressively developed throughout the cultural planning process. The project encompassed a series of outreach at major public events, stakeholder interviews, school engagement and public ‘open house’ sessions which

Table 1: Outline of Culture Master Plan Consultation Activities

Consultation Methods	Total	Key Stakeholders	Date
Public Survey (Online & Print)	1	General Public	August - November 2013
Event Outreach	3	General Public – Great Canadian Kayak Challenge, Summer Concert Series (weekly event), Welcome to Timmins Night	July - September 2013
Steering Committee Meetings	5	Culture Master Plan Project Steering Committee	June 2013 - February 2014
Culture Master Plan Public Sessions	2	General Public and Key Stakeholders (local arts and culture groups, institutions and establishments)	September - April 2014
Culture, Tourism & Recreation Master Plan Drop-In Information Session	1	General Public and Cultural Stakeholders	September 2013
School/ Youth Engagement – Writing and Art Assignments	2	Grade 9-10 students from L'école Secondaire Catholique Thériault as well as Grades 2-3 students from Pinecrest Elementary	October- December 2013
Focus Group Sessions with Cultural Stakeholders	2	Project Steering Committee, local Arts and Cultural Organizations, post-secondary institutions City Staff, Members of Council and other Key Stakeholders	September 2013 & February 2014
Stakeholder Interviews (as needed)	N/A	Local Arts and Cultural Organizations, Council, City staff, and Project Steering Committee	Ongoing throughout project

encouraged members of the public to map local cultural assets and address key issues affecting the local cultural sector.

Over 1,000 residents attended forums, provided feedback and logged-on to complete the project online surveys – this included almost 200 local French and English elementary and high school students. Their input was integral to the development of this Plan as well as to the development of a Cultural Asset Database for the City which will function as a community resource as well as an economic and tourism development tool. Strategies for accomplishing this are further outlined in the Culture Master Plan.

The mapping/identification of cultural assets was a 'ground-up' exercise whereby the database of cultural resources was developed utilizing municipal business and heritage databases, museum historic records, stakeholder input and other available sources of data – the purpose being to consolidate existing listings and knowledge of cultural assets into one fulsome database for future updating (see *Appendix C: Principles of Database Management*). This resource mapping exercise involved the identification and recording of tangible cultural resources by means of Geographic Information Systems (GIS) tools and platforms. Consistent with the

Ontario Cultural Resource Framework (CRF), baseline database mapping identified 238 cultural assets in Timmins to include:

Table 2: Cultural Resources in the City of Timmins

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

1.1.3. Addressing Existing Challenges through the Master Plan

Extensive Phase 1 consultation and other situational analyses identified thematic challenges to cultural development and the prosperity of the sector in Timmins. Recommendations of this Master Plan have been designed to address each of the following issues:

Communication & Advocacy:

- The need to develop strategies to raise awareness of culture in Timmins at a neighbourhood/community, municipal as well as Provincial-level. This is not only intrinsic to fostering cultural investment and tourism but also community pride.
- The need to define the roles of the Municipality and community in advocating for and facilitating partnerships for the development of the sector.

Organization & Funding:

- The need to identify creative strategies to facilitate capacity building opportunities for community cultural groups for the

growth and development of activities, including programs and events.

- Limited [multi-sectoral] partnerships for cultural development as it relates to program diversification, the development of niche attractions and funding support etc.

Cultural Development & Programming:

- The need to identify planning and partnership strategies to provide more diverse cultural programming to target key groups such as youth and seniors.
- The need to develop affordable cultural programming opportunities to enhance participation in cultural activity.

Facilities & Urban Infrastructure:

- Inadequate infrastructure or access to facilities to support the sustained advancement of cultural activity, talent development and exposure; resulting in the need to identify opportunities to maximizing space potential for cultural activity.
- Greater exploration of opportunities (e.g. public/private partnerships) for the development of new cultural spaces to address gaps in current options.

Planning and Policy:

- The need to identify strategies to strengthen policy, planning and building enforcement to support heritage preservation (e.g. the encouragement of property designation, heritage-sensitive building improvements).

1.2 Defining of Culture

The vision for culture, as outlined in this Master Plan, is based on a defined recognition that culture centrally reflects the people, their heritage and collective lifestyle and is comprised of shared values, beliefs, social traditions and conventions that help to contribute to a sense of community and sense of place. In this manner culture encompasses both the tangible and intangible forms of creative expression within a society.

Culture encompasses much of our daily activities including the professional and recreational and is often enhanced by



the operation of the cultural sector, manifesting itself through many forms of creative activity, including: Heritage (Natural, Industrial, Archeological and Cultural); Performing Arts/ Entertainment; Communications Media; Electronic Arts; Literary Arts; Crafts; Design Arts and Visual Arts.

The production and dissemination cultural products and activities (both non-commercial and commercial) is as much a part of local culture as is the places/facilities wherein cultural expression and production is honed; and includes the distinctive heritage, traditions and value systems which bond a community.

“The City of Timmins will encourage and enable sustainable delivery and investment in cultural spaces, experiences and amenities.”



1.3 Guiding Principles for Master Plan Development

1

Community Legacy

The City of Timmins will encourage and enable sustainable delivery and investment in cultural spaces, experiences and amenities, ensuring quality of life and community legacy for present and future generations.

2

Accessibility, Diversity and Inclusion

The City of Timmins supports access to cultural opportunities for all residents irrespective of education, age, income, ethnicity and gender.

3

Talent & Creative Expression

The City commits to enhance and facilitate opportunities for talent and cultural industry development, recognizing cultural prosperity as a contributor to economic prosperity.

4

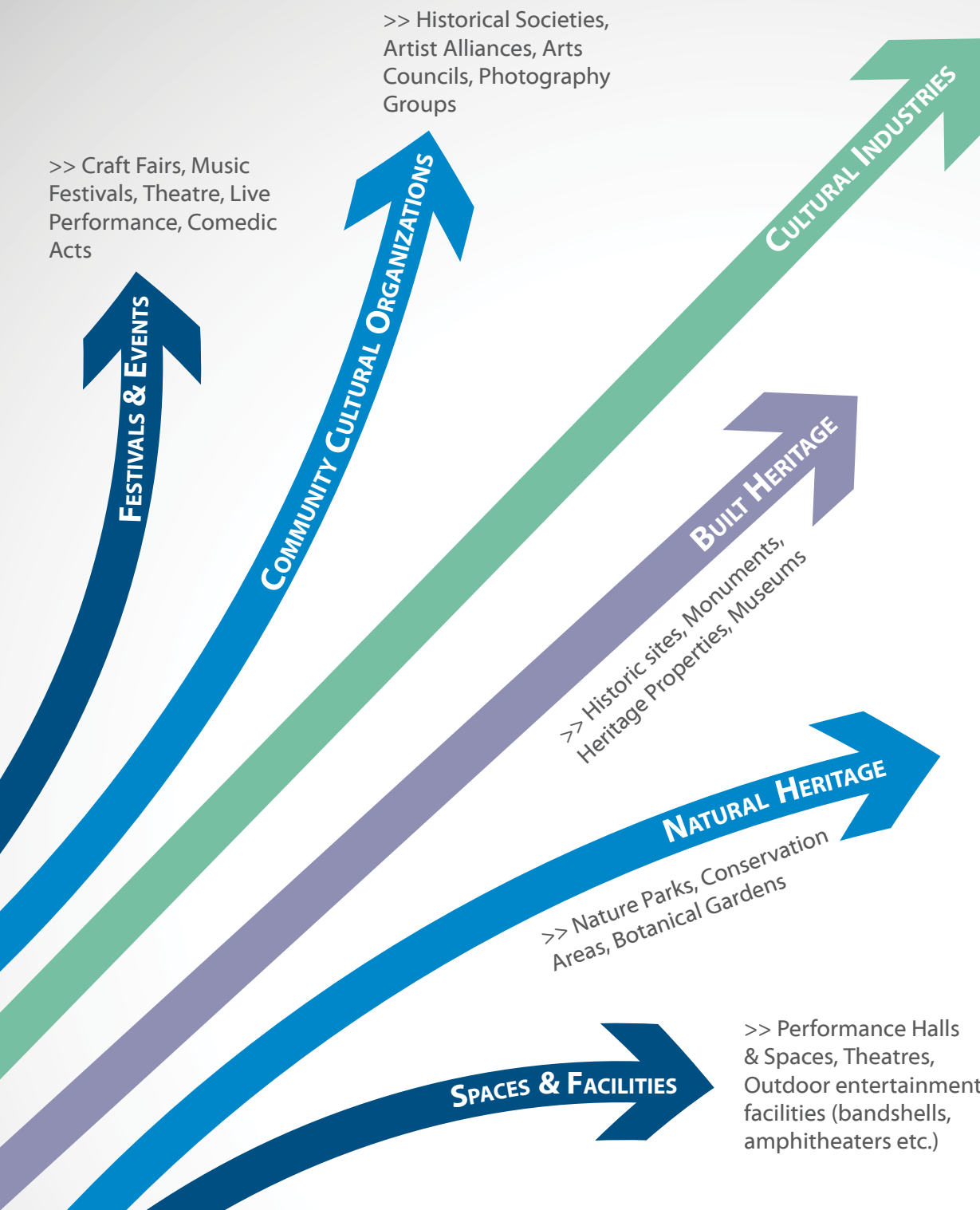
Integration and Collaboration

The City of Timmins will explore and capitalize on available partnership opportunities, working with local, regional and provincial partners to ensure the efficient delivery, growth and development of cultural spaces, programs and opportunities.

5

Core Commitment & Sustainability

The City supports the efficient use of municipal resources, inter-departmental collaboration and long-term planning for cultural development which recognizes core priorities to foster and maintain a supportive policy, investment and partnership environment for community and cultural vibrancy.



INDUSTRY CATEGORIES*

>> SOUND RECORDING:

Example: Sound Recording Studios, Compact Disc and Record Stores, Record Production, Integrated Record Production/Distribution, Other Sound Recording Industries

>> AUDIO-VISUAL & INTERACTIVE MEDIA:

Broadcasting (Radio, TV & Internet), Motion Picture and Video Industries, Cable and Other Program Distribution, Software Publishers

>> DESIGN/CIVIC ARTS:

Example: Architecture, Graphic Design, Photography (Print and Picture Frame Stores, Photographic Services, Photo Finishing Services), Pottery, Textile & Jewelry Design, Art Dealers Independent Artists, Visual Arts

>> WRITTEN AND PUBLISHED WORKS:

Example: Book Publishers, Periodical Publishers, Newspaper Publishers, News Syndicates, Other Publishers, Directory and Mailing List Publishers, Printing and Related Support Activities (printing of books, art works, calendars, magazines, newspapers, etc.), Book Stores and News Dealers Translation, Independent Writers and Authors

>> LIVE PERFORMANCE:

Example: Performing Arts Companies, Live Theatres, Performing Arts Promoters without Facilities, Independent Actors, Comedians and Performers, Festivals

>> HERITAGE & LIBRARIES

Examples: Archives, Libraries, Cultural Heritage (Museums Historic and Heritage Sites), Natural Heritage (Zoos and Botanical Gardens, Nature Parks and Other Similar Institutions)

*** North American Industry Classification System (NAICS 2007) as outlined in the Canadian Framework for Culture Statistics 2012*

2.1 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.* ”

- The Long-term Vision

Mission: To enhance quality of life and community pride in Timmins by fostering local talent, creative excellence and cultural industry through partnerships, investment, capacity-building and marketing.



SUMMER CONCERT SERIES

Goal 1: Foster and Ensure Alignment of Municipal Planning for Culture, Tourism and Recreation

Objectives:

- 1 To facilitate cross-departmental planning and decision-making that prioritizes cultural development.
- 2 To develop a supportive policy and planning environment for culture and heritage preservation, conservation and development.
- 3 To facilitate organizational efficiencies for effective, long-term municipal planning for culture.

Goal 2: Develop Creative Spaces for Cultural Activity through Urban Development & Use of Existing Resources

Objectives:

- 1 To create a vibrant public realm and urban environment which enhances, supports and promotes cultural activity and community vibrancy.
- 2 To support principles of smart growth through the adaptive reuse and efficient use of existing infrastructure to develop new cultural spaces which leverage greater opportunities for programming and activities.
- 3 To support the development of new recreational infrastructure in a manner which leverages principles of multi-use for culture as a means of

developing community assets for resident attraction and retention.

Goal 3: Foster Multi-Sectoral Partnerships for Cultural Development

Objectives:

- 1 To facilitate effective partnerships for the development of the cultural sector as a means of ensuring resource efficiency in implementing Master Plan recommendations.
- 2 To foster communication and collaboration between stakeholders in the cultural sector for the development of new programming, services, events and volunteer opportunities in culture.
- 3 To identify champions for investment and cultural development in Timmins.

Goal 4: Foster Community Pride, Awareness and Engagement in Culture

Objectives:

- 1 To enhance resident access to cultural programs and opportunities via the development of community knowledge and information-sharing tools.
- 2 To foster community pride through heritage promotion, social marketing and community branding.
- 3 To connect residents to local artisans and culture through events that are 'For Timmins, By Timmins'.

Goal 5: Expand and Enhance Cultural (Tourism) Opportunities

Objectives:

- 1 To diversify and expand tourism products and attractions to include culture and heritage opportunities.
- 2 To develop visitor information tools which highlight local heritage and cultural attractors in Timmins.
- 3 To increase overnight stays in Timmins through linked and extended festivals, events and attractors - recognizing that festivals and events in their own right are culture.
- 4 To develop niche cultural tourism attractors through regional partnership development.

Goal 6: Enhance and Strengthen the Cultural Economy

Objectives:

- 1 To facilitate local job growth and employment through the development and attraction of cultural businesses and entrepreneurs.
- 2 To retain and hone local talent and creative/ cultural workers by facilitating youth employment and professional development opportunities within the sector.
- 3 To leverage investment in cultural initiatives, industry and opportunities for long-term economic growth and diversification.
- 4 To facilitate capacity-building among community cultural groups for sustainable cultural program and service development over the long-term.

“ **To create a vibrant public realm and urban environment which enhances, supports and promotes cultural activity and community vibrancy.** ”

- Goal 2: Develop Creative Spaces for Cultural Activity through Urban Development & Use of Existing Resources





3

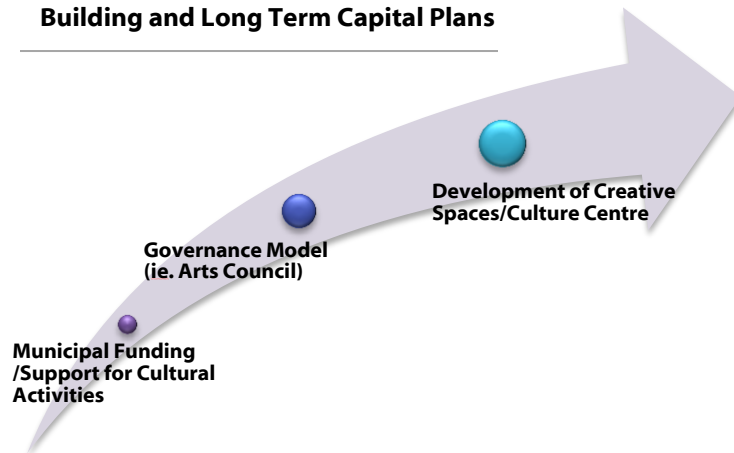
The Blueprint: Aligning Strategic Actions

3 The Blueprint: Aligning Strategic Actions with Goals

The following provides a framework of short-term (1-2 years) medium-term (3-5 years) and long-term (6+ years) actions to facilitate the development of Timmins' cultural sector over time. Actions support the operationalization of strategic goals and objectives in achieving the City's vision for culture (as outlined in Section 2).

The central focus of recommendations of this Plan is to continue to develop capacity within the local cultural sector and to enhance the local environment of culture planning. Out of necessity, this will involve a series of immediate actions (some of which represent "quick-win" solutions), while others will be strategically incremental in nature.

Short-term Organizational Capacity Building and Long Term Capital Plans



Achieving the long-term vision for culture in the City of Timmins will involve the development of a sustainable organizational framework/network (local and regional) as well as the development of spaces and facilities which create and sustain new talent and are resident and visitor demand generators.

3.1 Goal 1: Foster and Ensure Alignment of Municipal Planning for Culture, Tourism and Recreation

The City of Timmins has laid a supportive foundation for cultural prosperity within its existing Official Plan (2010), policies of which aim to capitalize on the development of social and cultural services as a longstanding community benefit. Additionally, priorities of the Timmins 2020 Community Strategic Action Plan serve to ensure culture and social development are strategically framed within Council priorities over the long-term. In conjunction with these provisions, this Master Plan recognizes the primary role of the Municipality as a facilitator of culture via:

- Coordinated, effective and collaborative municipal planning for culture, ensuring the provision of sustainable planning mechanisms/processes in securing growth and development of the sector over the long-term;
- Ensuring the viability and protection of heritage and culture through land-use planning tools and municipal policy; and
- Advocacy and facilitation of cross-sectoral partnerships for funding, community programming enhancement, cultural tourism development and cultural industry attraction.

Critical to the successful enactment of priorities of this Master Plan is the development of a municipal departmental structure which supports culture, and provides staffed responsibility for the administration and ongoing monitoring of Master Plan implementation.

The immediate appointment of a Coordinator of Culture & Marketing (see Action 1.2) within the City's Community and Development Services Department will be essential to meeting this objective. The Coordinator for Culture & Marketing will report directly to the Manager of Culture & Museum Director/Curator. Working collaboratively with the Museum Director and other departmental staff on a range of discrete deliverables of this Master Plan, the Coordinator of Culture will undertake the full scope of strategic planning duties related to partnership facilitation, the

development of new initiatives and programming (over the long-term) and will also take on the functions of a community and Aboriginal liaison (to include working with Aboriginal groups to facilitate, organize and coordinate Aboriginal cultural programs and social activities) as required to enact recommendations of this Master Plan.

Recognizing the links in priorities for culture, recreation and tourism, as a long-term proposition – particularly as the cultural sector in Timmins gains strength over time and dependent on the successful implementation of the Culture Master Plan – the City should consider the development of a Culture, Tourism and Recreation Division within the City's Community and Development Services Department in order to fully maximize the benefits of integrated planning.

Action		Purpose	Short-Term (1-2 years)	Medium-Term (3-5 years)	Longer-Term (6+ years)
1.1	Develop and adopt a Municipal Cultural Policy for the City of Timmins	Building on the vision and goals outlined in this Master Plan, Council should adopt a Cultural Policy for the City of Timmins delineating role and scope of Council involvement and commitment to supporting the sector. The Policy should outline principles which will guide Council decision-making and serve as Council's charter of commitment to support the sector. <i>Appendix B</i> constitutes draft policy language to be reviewed and adopted by Council. The policy will function as a terms of reference for present and future Council, ensuring longevity of the cultural mandate on Council's agenda (even beyond the timeframe of this Plan).	✓ Immediate		
1.2	Appoint staff	The comprehensive development of the cultural sector in Timmins			

Action	Purpose	Short-Term (1-2 years)	Medium-Term (3-5 years)	Longer-Term (6+ years)
support for Culture within the City's Community & Development Services Department	<p>requires a dedicated staff person to navigate local, regional and provincial partnerships for cultural development. The Coordinator of Culture will acquire the responsibilities of a municipal cultural officer and is to report to the Director of Culture/Museum Director within the Community & Development Services Department, having responsibilities which include:</p> <ul style="list-style-type: none"> ▪ Monitoring and facilitating the implementation of recommendations of this Master Plan; ▪ Providing administrative support for a Cultural Roundtable (see Action 3.1); ▪ Administrating and disseminating grant support to cultural groups in aid of core programming and project development; ▪ Developing partnerships with community groups to house and provide public arts and cultural programming within municipal facilities. (Long-term and contingent on the development of a new multi-use recreation centre) Expanding City-run programming to include culture and the arts; ▪ The development and administration of a community-based marketing strategy to promote local culture as part of the 'Timmins I'm In' branding initiative. (Long-term) Develop a strategy to position and market the City's culture internally and externally (in collaboration with Tourism Timmins). ▪ Exploration of marketing and promotional partnerships for cultural programs, products and experiences. Collaborating with Parks and Recreation staff to identify and seasonally 	<p>✓ Immediate</p>		

Action	Purpose	Short-Term (1-2 years)	Medium-Term (3-5 years)	Longer-Term (6+ years)
	<p>update cultural programming within City's Recreation Guide.</p> <ul style="list-style-type: none"> Ensuring regular updating of the Cultural Asset Database and related GIS mapping (in partnership with the City's Planning Department); and Facilitating capacity-building for local artists, cultural businesses and groups, festivals and events – connecting stakeholders to a range of funding and business development opportunities locally, regionally, provincially and nationally. This includes navigating requests and brokering discussions with the TEDC and other key agencies as relevant. 			
1.3	<p>Strengthen and expand cultural and heritage policies within the City's Official Plan to support the development of cultural infrastructure, heritage/ archeological management</p> <p>As previously outlined, Timmins' Official Plan (2010) sets a positive precedent for cultural heritage preservation with existing policies "encouraging a full range of arts and cultural activities to enhance the quality of life" and providing for the maintenance of natural and built heritage resources (Section 2.1(26), City of Timmins Official Plan).</p> <p>The existing Official Plan (OP) recognizes "the value of arts and culture in attracting, retaining and providing for a diverse and prolific population" (Section 2.1(26), City of Timmins Official Plan), however, there is room to further bolster policy support within the OP to facilitate the creation of tools, mechanisms and procedures to enforce cultural development and archeological heritage preservation:</p> <p>a. Expand Official Plan policies on Cultural Heritage and Archeological Resources to provide for the identification and designation of 'archeologically-sensitive areas' (pending the</p>	✓		

Action	Purpose	Short-Term (1-2 years)	Medium-Term (3-5 years)	Longer-Term (6+ years)
	results of an Archaeological Management Plan), whereby Council may require that any development application which falls within an archaeologically-sensitive area, be subject to an archeological assessment by a licensed archaeologist as a condition of application evaluation and approval. Mapping of designated 'archeologically-sensitive areas' should be included as a detailed schedule within the City's Official Plan.			
	<p>A number of historic structures are evident across the City's 3 historic cores (Timmins, Schumacher and South Porcupine) – some of which exhibit signs of poor maintenance and need for improvement. The existing Official Plan allows for the preparation of Community Improvement Plans (CIPs) to address a range of issues including enhanced mixed uses, rehabilitation of the existing building stock, Brownfield redevelopment and cultural development among others. Recognizing that the aforementioned may relate to existing buildings of historic significance within the historic cores, it is recommended that CIP policies be expanded to clearly define the nature of support for cultural development to include preservation of the historic building stock.</p> <p>b. Community Improvement policies of the City's Official Plan be expanded to allow that "(Section 4.12.3) Community Improvement Plans may be prepared and adopted to:</p> <p><i>"Promote cultural development and the conservation, aesthetic and functional (structural) enhancement of the existing heritage building stock and assets."</i></p> <p>The aforementioned will serve as a basis of support for the expansion of existing CIP programs for the 3 historic downtowns.</p>	✓		

Action	Purpose	Short-Term (1-2 years)	Medium-Term (3-5 years)	Longer-Term (6+ years)
	Together with other urban development initiatives (e.g. streetscaping and downtown beautification), clear policy provision to facilitate and incentivize heritage-sensitive building improvements (particularly in downtown Timmins) will help to create a vibrant civic environment.			
1.4	<p>Expand the Downtown Community Improvement Plan (CIP) to enhance support for culture and heritage preservation</p> <p>Programs under the City's existing CIP should be expanded to support heritage-sensitive building façade and interior improvements to commercial and commercial mixed-use projects in historically-significant buildings within the downtowns.</p> <p>Directing investment (municipal and private) to preserve and enhance the heritage character of the cores - including downtown Timmins – will help to develop the urban area as a cultural and civic hub for the community. Heritage properties, as identified within the Municipal Heritage Register are to be given priority for financial support.</p> <p>The CIP should also prioritize funding toward those buildings and uses which further the cultural objectives of this Plan. This would include identifying such opportunities/buildings for investment by culture sector businesses; responding to business cases for the expansion of business opportunities within culture sector and working cooperatively to provide CIP assistance.</p>	✓		
1.5	<p>Re-engage the Municipal Heritage Committee as the primary advisory committee on matter of</p> <p>In enforcing cultural and archeological policies of the City's Official Plan, the Municipal Heritage Committee is to continue in its mandate to:</p> <ul style="list-style-type: none"> ▪ Create and maintain an inventory of the City's heritage assets; ▪ Recommend properties for plaquing under the Municipal Commemoration Policy; 	<p>✓</p> <p>Immediate</p>		

Action	Purpose	Short-Term (1-2 years)	Medium-Term (3-5 years)	Longer-Term (6+ years)
heritage property/asset designation	<ul style="list-style-type: none"> Recommend the renaming of City properties under the Municipal Commemoration Policy; and Act as liaison between Council and community in regards to heritage conservation and recognition. <p>The Committee should work in collaboration with local heritage organizations (e.g. Schumacher Arts, Culture and Heritage Association) and the community in identifying heritage buildings for designation. Additionally, the Committee should facilitate public education around the heritage preservation and designation process.</p>			
1.6	<p>Develop a Municipal Register of Properties of Cultural Heritage Value or Interest for the City of Timmins</p> <p>Building on the assets identified in the Cultural Resource Database, the Municipal Heritage Committee should establish a Register of Properties of Cultural Heritage Value or Interest in the City of Timmins (as per Section 27 of the Ontario Heritage Act (OHA)). As per policies of the OHA, the register shall detail all properties identified as being of cultural heritage value or interest (by the Municipality or Province) to include:</p> <ul style="list-style-type: none"> A legal description of the property; The name and address of the owner; and A statement explaining the cultural heritage value or interest of the property and a description of the heritage attributes of the property. <p>The establishment of this Register is a first step toward the</p>	<p>✓ Immediate</p>		

Action	Purpose	Short-Term (1-2 years)	Medium-Term (3-5 years)	Longer-Term (6+ years)
	designation of properties under Part V of the OHA and will be a key tool in ensuring the preservation of significant structures over the long-term.			
1.7	Undertake the development of an Archeological Management Plan		✓	
1.9	Establish a Community Legacy Fund/Reserve to ensure the development of recreation and cultural infrastructure development over the long-term	✓		

3.2 Goal 2: Develop Creative Spaces for Cultural Activity through Urban Development and Use of Existing Resources

There is a lack of appropriate, adequate and dedicated public access space for cultural performances, events and activities. Relatively few designated cultural spaces exist in Timmins, premier facilities being the Timmins Public Library and the Timmins Museum which aim to accommodate ongoing growth in space and programming demands and are not adequately equipped to dually address core programming needs as well as the additional scope of cultural and entertainment interests of the community. Existing recreational infrastructure in the City has been multi-purposed by local groups; however, many of the City's existing arenas, halls and meeting spaces represent an aging infrastructure inadequate to host high-quality cultural experiences.

Consultations indicate the utilization of school and private social hall facilities represent a costly venture for local arts and culture groups. The Sylvia Gravel Theatre at O'Gorman High School (built in the late 1990's) represents the newest and largest theatre in the City of Timmins, having capacity to seat 300-500 people and providing professional lighting and sound amenities. While appropriate amenities exist within school facilities, community use of schools is limited on occasion by cost and the need to give primacy to school-related programming for space use.

The aforementioned situation is not much different in other municipalities which do not have a dedicated cultural centre or facility for the promotion of the arts including work and exhibition space. A 2010 study by Diamond Schmidt proposed the phased

development of a designated cultural hub to dually house the Timmins Museum and Timmins Symphony Orchestra (TSO) with a full complement of necessary theatre, storage, office, reception and community rental/meeting space. The facility, which was proposed to be collocated with the Chamber of Commerce Office and McIntyre Community Centre, represented a \$13 million dollar investment which was forgone due to fiscal and other complexities.

This Plan fully anticipates that the full range of alternatives to a municipally-owned and operated arts centre will be investigated as a central aspect of short-term implementation of this Plan. Phase 1 investigation and consultations indicate a demand for accessible, affordable and appropriate public access space to facilitate a range of cultural expression. This Master Plan supports the development of high-quality cultural spaces via a three-pronged approach which includes the 1) adaptive reuse of underutilized structures 2) optimized (multi)use of existing recreational infrastructure and 3) development of and/or partnerships for new multi-use spaces for cultural activity.

The following concepts present two means of achieving cultural hub development and the creation of new assets through the adaptive reuse or enhanced use of existing infrastructure.

a) Library/Museum Hub Development: Streetscaping and Linkages

The Library and Museum represent an existing base of collocated cultural facilities which currently bear little relationship to each other both as it relates to operations, programming and physical connections. However, the site represents a prime opportunity – particularly with impending plans to initiate streetscape

improvements in downtown Timmins – to create a cultural campus via pedestrian pathways, plantings and terracing linked to public social nodes.



*** Images are schematic and do not reflect zoning considerations.*

b) (Long-term) Potential Cultural/Heritage Park for Residents

Contingent of ongoing mine reclamation efforts, the McIntyre Head frame is a municipally-owned heritage asset with a strategic and logistic advantage. With long-term plans to reclaim the area as replanted green space, the development of a cultural/heritage park comprising interactive mining displays around/and or involving the Headframe, public picnic seating, small seasonal display space linked to nearby trails and mining/historic assets presents an opportunity to develop a new resident-focused cultural and recreational asset of minimal operational oversight.



The 2014 Recreation Master Plan identifies that based on a combination of building condition, functional obsolescence, capital expenditure required, and value for money, maintaining the McIntyre as the City's premier venue for ice sports is no longer tenable. Contingent on the development of a new multi-use recreation centre (inclusive of 2 new ice pads), the accommodation of curling with an alternative facility and a feasibility assessment of reuse, the Recreation Master Plan proposes that new life be breathed into the McIntyre facility and the iconic structure be maintained as a cultural and event centre. The potential reuse of the McIntyre Community Centre as a tradeshow/event and cultural centre will further enhance the area as a new cultural focal point in the City.

The creation of vibrant cultural spaces and nodes will support the expansion of cultural programming and events as well as quality of life experiences for residents and visitors. Cultural activities have and should continue to operate as additional uses (occasional or

regularly programmed) at municipal recreational facilities. Required investment in the repair and replacement of capital facilities should be implemented as outlined in the Recreation Master Plan.

Action		Purpose	Short-Term (1-2 years)	Medium-Term (3-5 years)	Longer-Term (6+ years)
2.1	Undertake an Infrastructure Needs Analysis for cultural facilities	Consultations indicate a variety of needs exist in the community for new, expanded and enhanced spaces for cultural activity and events hosting (e.g. studio spaces and theatre facilities). A comprehensive analysis of the current demand for new and enhanced cultural spaces (giving consideration to projected needs based on population forecasts and demographic change projections) should be undertaken over the immediate-term. The result of this study will guide future designs and functional programming within any newly developed community multi-use spaces and should inform municipal planning decisions related to Actions 2.2, 2.3 and 2.4.	✓ Immediate		
2.2	Investigate the adaptive reuse of underutilized buildings for cultural programming & activity	In the short-term, based on the results of the Infrastructure Needs Analysis (see Action 2.1) identify opportunities (including potential partnerships) to accommodate community groups and related programming within underutilized spaces such as City-owned community centres and social halls within the City – some of which already host cultural infrastructure on some scale. The Municipality should assess rental opportunities as well as potential booking and leasing agreements with groups for cultural programming within these facilities.	✓		

Action		Purpose	Short-Term (1-2 years)	Medium-Term (3-5 years)	Longer-Term (6+ years)
2.3	Contingent on feasibility study, preserve and repurpose the McIntyre Community Centre as a cultural centre and event/tradeshow venue	The McIntyre facility is an iconic site in the community and one of the few remaining heritage buildings in the City. The facility already functions as a major event/tradeshow space and will also site the Timmins Sports Hall of Fame. Long-term recommendations (see the 2014 Recreation Master Plan) to develop of a new Multi-use Recreation Centre and City's need to better utilize meeting space facilities through active programming presents an opportunity to breathe new life into the McIntyre structure through the repurposing of the facility to accommodate a plethora of arts and cultural activities and groups (including some rentable and public access studio space) while maintaining the building as a heritage asset.			✓
2.4	Enhance community access to school facilities for cultural activity	Engage school boards and colleges in an assessment of existing joint use agreements to improve community access to school recreation and cultural facilities for community. As part of this exercise, the City should: <ul style="list-style-type: none"> ▪ Ensure current levels of satisfaction with facility access through the engagement of groups which utilize school amenities. ▪ For those facilities which have benefited from public funds such as the Theatre at O'Gorman High School, develop an approach to improving community access rights and usage. 	✓ Immediate		
2.5	Implement Streetscape Plan for Downtown Timmins	The 2007 Streetscape Master Plan for Downtown Timmins proposes a range of public realm improvements to include public plaza areas for events as well as public art displays (the latter offering potential to display the municipality's	✓ Ongoing		

Action		Purpose	Short-Term (1-2 years)	Medium-Term (3-5 years)	Longer-Term (6+ years)
		mining heritage as a focal point within the urban core). Continued investment in public realm improvements serve to enhance a range of leisure opportunities (formal and informal) and amenities within Timmins as well as enhance the cultural heritage character of the community.			
2.6	Undertake a public art strategy	Building on planned designs of the work of the Downtown Timmins Streetscape Plan, the City of Timmins should develop a Public Art Strategy/Implementation Plan for the municipality to guide long-term community beautification and the development of attractive public and social spaces. The closure of the Shania Twain Centre and Gold Mine Tour, as well as the subsequent relocation and storage requirements for the former mining exhibits present an opportunity for the Municipality to assess the potential to incorporate select mining tributes within the context of a Public Art Strategy. The development of the Plan is an action which may be undertaken immediately. The acquisition and installation of art is an activity which should be implemented in tandem with and complementary to planned Streetscape improvements (see Action 2.5)	✓ Immediate		

3.3 Goal 3: Foster Multi-Sectoral Partnerships for Cultural Development

Almost 50% of public online survey respondents felt the cultural sector in Timmins lacked information and direction, with 57% of respondents identifying major issues to include a lack of sustainable planning and partnerships to maintain, expand and bolster cultural initiatives and programs. Fifty-four percent of respondents indicated complexities related to achieving and sustaining sufficient funding for activities as another major hindrance to the growth of the sector.

As part of upcoming Timmins 2020 projects, there is a plan to investigate the establishment of a community foundation locally to facilitate community development. Community foundations are autonomous, not-for-profit registered charities established to attract, channel and invest donor funding to community development initiatives. Community foundations are generally governed by a volunteer Board of Directors comprised of community leaders. This initiative presents another opportunity to enhance cultural development through grant funding for arts and culture initiatives. If a Community Foundation is established, the responsibility of administering a Cultural Grant Fund (see Action 6.7) may be transferred to this entity in the long-term, with the Coordinator of Culture playing an advisory role for grant program implementation. If the Foundation is not determined to be viable, then a future Arts Council (see Action 3.2) could evolve to take on the grant function, if it can acquire other sources of funding for grant dissemination inclusive of City-sources.

Phase 1 analysis indicates the need – as well as public demand – for a strategic and organized approach to facilitating and creating of opportunities for collaboration between key stakeholders (public, private, and not-for-profit) in the sector. Recognizing the role of the Municipality as a facilitator of culture (and not a driver of the sector) as well as the need to eliminate ad-hoc partnership initiatives which limit the effectiveness of event hosting, program development and resource-sharing, public consultations and stakeholder interviews called for the development of sustainable partnership mechanisms to address priorities to:

- Identify leaders and champions to give voice and advocate for issues within the sector;
- Identify greater opportunities for investment in culture, identifying funding mechanisms and encouraging corporate sponsorship for the development of events and initiatives;
- Collaboratively develop effective mechanisms for the communication, marketing and promotion of cultural activities as well as expanded cultural offerings in the City; and
- Provide industry development opportunities linked with the educational sector to ensure future generations of cultural workers, volunteers and audience/markets.

Action		Purpose	Short-Term (1-2 years)	Medium-Term (3-5 years)	Longer-Term (6+ years)
3.1	Establish a Cultural Roundtable as a Municipal Committee to enhance partnerships and investment in arts and heritage	<p>The Roundtable is to be a local-level partnership committee for cultural development and a forum to address and explore opportunities for stakeholder coordination of resources and activities. The Roundtable should be a municipally-mandated committee with an initial 1-2 year Terms of Reference (ToR) designed to facilitate the implementation of immediate recommendations of the Master Plan in conjunction with and under the administration of the Coordinator of Culture.</p> <p>The Roundtable is to be comprised of representation from the Timmins Economic Development Corporation (TEDC); Municipal Heritage Committee; Downtown Timmins Business Improvement Association (DTBIA); Council; Ministry Ex-officio (non-voting resource person); local school board representation and other key stakeholders.</p> <p>Roles & Functions include:</p> <ol style="list-style-type: none"> 1. Advocacy and planning arm for investment and capacity-building in the sector. 2. Investigating and facilitating sponsorship and resource partnerships for community festivals, events and programming. 3. The Roundtable may, in the immediate term, undertake some of the responsibilities of an Arts Council in lieu of formal development of the latter. <p>The impact of effectiveness of the Roundtable as a multi-sectoral collaborative forum is to be evaluated at the end of</p>	✓ Immediate		

Action		Purpose	Short-Term (1-2 years)	Medium-Term (3-5 years)	Longer-Term (6+ years)
		each operational year. Over time, the with its mandate being reviewed and revised as needed in light initiatives to develop a local Arts Council (Action 3.2).			
3.2	Support the development a Timmins Arts Council as an advocacy body for local culture	<p>The development of an Arts Council for Timmins is largely a privately-driven activity, one that is currently being investigated by community groups. The Municipality should support such an initiative and position itself as an important partner which may offer strategic support and in-kind resources to facilitate the establishment of such a body. There are several models for arts councils. Based on consultations, key roles/priorities to be addressed by a potential council include the following:</p> <ul style="list-style-type: none"> ▪ Foster community awareness, political representation, program development and public presentation for local arts community; ▪ Market and promote local activities; ▪ Foster dialogue within the arts community and coordinate arts initiatives; ▪ Foster education and educational opportunities in the arts (volunteerism, partnerships for school program development etc.). 	✓		

3.4 Goal 4: Foster Community Pride, Awareness and Engagement in Culture

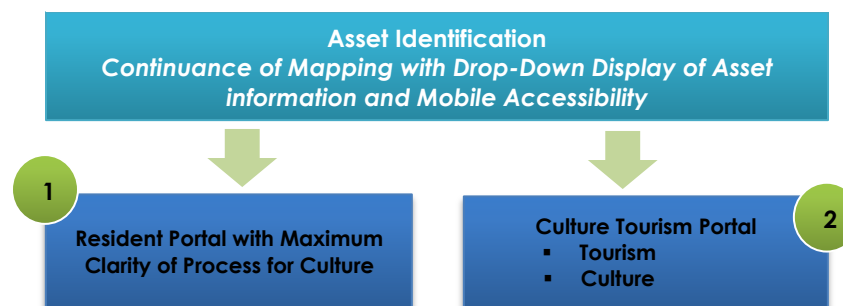
Roughly 30% of online survey respondents were members of and/or associated with a local cultural group/event. Based on the nature of feedback, a number of respondents reflected the opinions of individuals who were not directly involved in a cultural group or activity but perceive the development of the sector and enhanced provision of programming and events as a quality of life advantage for themselves as individual and/or their families.

Consultations indicate low levels of public awareness of local cultural assets, activities and experiences available in the City. A number of persons throughout the consultation process cited that there seemed to be no central, publicly-accessible source (virtual or physical) of comprehensive information on local cultural activities. Outside of select programming at major public facilities (e.g. Timmins Public Library) and occasional advertising of large events, residents felt largely uninformed as to how to be involved in community arts programming.

Additionally, consultations highlighted a public misconception that culture was limited to issues of multi-culturalism and arts and craft enterprise. The opportunity exists to better define and promote the cultural market at the neighbourhood and community-level, through various (new and existing) public education mechanisms. Key to achieving resident awareness of local culture will be the development, maintenance and regular updating of accessible knowledge-sharing information tools (e.g. community event calendar, neighbourhood asset mapping) in tandem with other

planning and partnership initiatives for the expansion of programming and cultural opportunities locally.

Figure 2: Framework for Interactive GIS Map Development



In achieving the aforementioned, there needs to be concerted effort between the City, community groups and other stakeholders to develop these tools. There is significant opportunity for the City as a facilitator of recreation and leisure activities and an agent for community/public information, to utilize its resources to help accomplish this.



TIMMINS SYMPHONY ORCHESTRA

Action		Purpose	Short-Term (1-2 years)	Medium-Term (3-5 years)	Longer-Term (6+ years)
4.1	Integrate Cultural Asset Database into the City's online GIS system and interactive community map to create an accessible neighbourhood information tool	<p>A comprehensive Cultural Asset Database was developed as part of the Master Plan project to include detailed descriptors of individual cultural assets within the City of Timmins.</p> <p>The database should be integrated into City's online interactive community map (Community PAL system) to create a comprehensive, publicly-accessible hub of information on cultural assets. The community map is to be a resident-focused, user-friendly tool to facilitate a heightened awareness of the City's cultural assets and help to encourage greater resident participation in cultural activities. The community map is a separate online map product than that of the Visitor Information Map described in Action 5.2.b which is to be independently hosted on the Tourism Timmins website.</p> <p>In developing the City's current online interactive map to include culture the following actions should be undertaken:</p> <ul style="list-style-type: none"> ▪ The Coordinator of Culture is to complete the next phase of database finalization to confirm and include additional asset descriptors as needed. ▪ The City's interactive map system is to be revamped to exclude layers which feature municipal and official planning data such as zoning bylaws and land use schedules so as not dilute purpose of the map tool, which is to connect the community to a range of local 	✓ Immediate		

Action		Purpose	Short-Term (1-2 years)	Medium-Term (3-5 years)	Longer-Term (6+ years)
		<p>assets including culture.</p> <ul style="list-style-type: none"> ▪ The community interactive map should be directly located/linked within the resident portal of the Municipal website. ▪ The map (as well as individual assets) should link users to other relevant sources of information – such as the City’s events Calendar, Leisure Services facility booking system – in order to facilitate ease of opportunity to register for cultural activity and access and amenities. ▪ Integration of the recreation and tourism databases within the City’s GIS system should not compromise asset data related to culture. Where duplication in individual assets may be found across the 3 databases, these should be compared and evaluated and the data set which offers the most value in information is to be utilized. ▪ Mapping must be regularly updated. 			
4.2	Solidify a protocol for expanding, updating and maintaining the Cultural Asset Database	As new cultural products, experiences, assets and industries are developed, the City’s database and subsequent GIS mapping should be updated to reflect this. A protocol for the systematic updating of this database (semi-annually or annually) should be developed and administered by City staff (namely the Coordinator of Culture in collaboration with the Planning and Information Technology department).	<p>✓ Immediate</p>		

Action		Purpose	Short-Term (1-2 years)	Medium-Term (3-5 years)	Longer-Term (6+ years)
		<p><i>Appendix C</i> provides 'best-practice' principles for database maintenance which serves to guide the development of a Database Management Plan.</p> <p>As part of this process, the City should engage Aboriginal stakeholders in expanding and updating the database and mapping to encompass Aboriginal local histories, new activities, events and other assets.</p>			
4.3	Expand resident information page on Municipal website to better support culture and facilitate enhanced community access to cultural information/activities	<p>The City should aim to enhance the functionality of its Resident Portal by consolidating existing cultural information into a dedicated cultural web space/sub-portal. The sub-portal should be designed as a comprehensive and interactive hub of information on local cultural activities, events, artists as well as provide news updates on new developments in the sector and services.</p> <p>The sub-portal will function as a gateway to all things 'culture' as a means of facilitating online resident-focused education and promotion of local happenings and programs. The sub-portal should link to the interactive community map where locals can access information on individual cultural assets. The sub-portal should also offer a range of opportunities for community input via social media and other feedback forums etc.</p> <p>A number of examples of municipally-developed cultural portals exist in Ontario. These portals have been used as independent mechanisms and web-based interfaces to solicit, retrieve, monitor and vet community input necessary to update cultural mapping information as well</p>	<p>✓</p> <p>Immediate</p>		

Action		Purpose	Short-Term (1-2 years)	Medium-Term (3-5 years)	Longer-Term (6+ years)
		as real-time updates on events. The sub-portal should be designed in collaboration with members of the cultural community and key stakeholders. In considering municipal website enhancements for (both for residents and tourists), bilingual web service (in English and French) is a potentially useful addition which will have budgetary requirements and should be accounted for on an ongoing basis should this decision be approved.			
4.4	Develop and launch community-based marketing strategy to promote culture and solidify Timmins 'I'm In' Community Brand locally	As part of the City's marketing efforts to bolster the Timmins 'I'm In' brand, a social marketing strategy to achieve heightened community awareness of local cultural assets and histories should be designed and implemented in the immediate-term as an impetus for boosting community cultural awareness and community pride. An example of this is the design and implementation of a 'video viral' showcase/competition soliciting community video submissions linking culture in Timmins to the 'I'm In' brand through music, spoken word, poetry and/or performance. The exercise may facilitate community input into the development of a clear identity and positioning strategy for culture in the City of Timmins.	✓ Immediate		
4.5	Expand and seasonally update city's recreation guide/booklet to promote culture	Identify and promote existing cultural programming as provided by community cultural organizations and institutions within the City's Recreation Guide. This includes highlighting Aboriginal and Francophone programming opportunities provided in the City. The Recreation Guide is to be updated seasonally (Fall/Winter and Spring/Summer) as well as offered in English and French. A distribution plan for public access	✓ Immediate & Ongoing Action		

Action		Purpose	Short-Term (1-2 years)	Medium-Term (3-5 years)	Longer-Term (6+ years)
		to the booklet should be developed to include the provision of copies at all recreation and community facilities, mail-outs, an electronic version downloadable from the City's website as well as via other means regularly utilized by the City.			
4.6	Collaboratively expand and develop public cultural education events	<p>Doors Open and Culture Days are two key events which serve to facilitate interactive resident, education and awareness of arts and culture.</p> <p>The Doors Open event is a Province-wide initiative designed to raise community awareness of local cultural programs and experiences by providing free admission to local heritage and cultural sites. The program has been operated with great success in communities across Ontario and will allow residents of Timmins – irrespective of income and age – to experience culture in a new and tactile manner. Local schools, residents, artistes and community groups as well as surrounding municipalities should be encouraged to participate in this experience.</p> <p>Culture Days is a national initiative to raise the awareness, participation and engagement of Canadians in arts and culture in their communities. This annual event supports community exposure to free and interactive cultural activities with local artists and creative entrepreneurs. Particularly for youth, such experiences may supplement school curricula by exposing students to a range of expertise in the cultural sector.</p>	✓ Immediate & Ongoing Action		
4.7	Facilitate partnerships for greater exposure and awareness of	The Coordinator of Culture (with the assistance of the Roundtable) should facilitate collaboration between First Nations and Metis bodies and key cultural institutions for	✓		

Action	Purpose	Short-Term (1-2 years)	Medium-Term (3-5 years)	Longer-Term (6+ years)
aboriginal culture in Timmins	the development of new programming around Aboriginal culture. Included in this should be the investigation opportunities to provide Aboriginal language curriculum and resources within the City's library system as well as Aboriginal cultural exhibitory within the Museum. At present, both the Métis Nation of Ontario and Ojibway & Cree Cultural Centre offer Aboriginal language curriculum within local schools and at their respective centres. The potential exists to facilitate broader public access to Aboriginal education through these key entities.			

TIMMINS MUSEUM: NATIONAL EXHIBITION CENTRE



3.5 Goal 5: Expand and Enhance Cultural (Tourism) Opportunities

In 2010, over one-in-five tourists who took overnight trips to Ontario participated in arts and culture activities. Visiting historic sites are the most popular arts and culture activity, with about 10% of overnight tourists visiting these sites, while about 8% of overnight tourists visited museums/art galleries and attended arts performances.

Overall, overnight tourists to Ontario spent \$4.1 billion on arts & culture in 2010, accounting for 36% of all spending by this group. Tourists who identify as “arts and culture tourists” also tend to spend about double the amount of any other type of tourist during their trip to Ontario.

The City of Timmins has yet to tap into its full potential as a key regional tourist destination in Northeastern Ontario, or the extent of visitor interest in cultural activity as exhibited in the broader regional market. The North East Ontario tourism district (Regional Tourism Organization 13A) - which includes North Bay, Sudbury and Cochrane District - attracts around 4.4 million visitor trips per annum, with Cochrane District accounting for close to 1-in-every-4 trips (just over 1 million person visits). Inbound visitor volumes to Timmins are estimated at around 521,000 visitors (roughly 50% of the visitor market to Cochrane District and 12% of RTO 13A).

Trends indicate that visitors to the broader RTO13A area display a higher rate of participation and spending on cultural activity than those to Cochrane District (and likewise Timmins), with the greatest regional market draw for cultural activity being festivals and events

as well as visits to historic sites. Considering this demand, Timmins has opportunity to diversify its existing base of offerings to leverage year-round visitation – heritage and cultural experiences being an important builder of the City’s tourism product base. The potential exists to better link sport tourism opportunities, natural assets and outdoor experiences with culture as a principle of developing of multi-faceted experiences (e.g. linking cycling tours along community trails to potential new heritage tours). Development of the Timmins Sports Heritage Hall of Fame and showcases around local mining and aboriginal heritage represent vital investments in culture, heritage and new tourism opportunities.

As a regional service centre, the City has the unique advantage of utilizing its role as a ‘through-way’ community and hub to extend same-day visitation and bolster tourism receipts through linked events, attractors and investment in tourism infrastructure. In order to do this the City will need to make strategic efforts to enhance, develop and promote experiences through marketing and partnerships to bolster the City’s profile.

Opportunities exist to:

- To diversify and strengthen existing major festivals and events;
- To develop and extend festivals and events throughout the year; and
- To develop niche **cultural tourism** attractors through regional partnership development.

Action		Purpose	Short-Term (1-2 years)	Medium-Term (3-5 years)	Longer-Term (6+ years)
5.1	Diversify and strengthen existing major festivals and events	<p>Continue to diversify activities and amenities at the Summer Concert Series and Great Canadian Kayak Challenge. Working with the Cultural Roundtable, identify and expand partnerships to enhance arts and cultural offerings and attractions at these events.</p> <p>(Linked to Action 5.2.c below) The opportunity also exists to better showcase Aboriginal and Francophone heritage through the development of cultural tourism packages with regional draws including pow-wows, concerts, francophone events and multi-cultural festivals. Examples of relevant events include:</p> <ul style="list-style-type: none"> ▪ Métis Fest at Camp Bickell (in Schumacher) is an annual event which happens the 2nd Saturday in August. ▪ National Aboriginal Day – Annual Event held in Hollinger Park on June 21st, the summer solstice, organized by the Timmins Aboriginal Organizations Committee. ▪ The St-Jean Baptiste Festival and the Timmins Multicultural Festival. 	✓ Immediate & Ongoing Action		
5.2	Leverage existing visitor information and marketing tools to promote cultural tourism and position culture within	<p>a. In tandem with recommendations of the 2014 Tourism Master Plan, implement functional/site mapping enhancements to the Tourism Timmins website to include separate web pages for each Key Product Pillars including Festivals, Events, Attractions, Arts & Culture. Additionally, in improving external positioning of local culture:</p>	✓ Immediate		

Action	Purpose	Short-Term (1-2 years)	Medium-Term (3-5 years)	Longer-Term (6+ years)
Timmins' Tourism Brand	<ul style="list-style-type: none"> Implement Responsive Design technology to ensure the website is compatible mobile, tablet and smartphone technology as a means of better facilitating 'real-time', convenient visitor access to information; and Develop Photo/Video Library based on Product Pillars, and in the long-term collaborate with the Coordinator of Culture to position and market local culture as it is developed over time. 			
	b. Collaborate with the City's Planning division to develop an independent interactive visitor information map to be hosted on the Tourism Timmins website. The map should only host asset information produced within the culture, recreation and tourism asset databases and must function as an external marketing and tourist information tool. The City should investigate opportunities to host this map as an independent bi-product of the Community Pal map system which the Municipality currently owns.	✓ Immediate		
	c. Tourism Timmins is working through Northeastern Ontario (NeOnt) (RTO13A) to develop and expand the Region's web-based booking mechanism as a means of facilitating advanced traveller purchases of packaged experiences/tours. The development of tourist packages presents an opportunity to promote linked accommodations, culture and recreation attractions and experiences to potential visitors. For existing operators who do not have individual web-booking systems, this provides	✓ Immediate		

Action		Purpose	Short-Term (1-2 years)	Medium-Term (3-5 years)	Longer-Term (6+ years)
		<p>an opportunity to access a greater market through virtual technology.</p> <p>As part of this initiative Tourism Timmins, in tandem with the Coordinator of Culture, should develop a campaign to promote cultural tourism and local arts events/establishments, and develop associated packages and promotional materials. The aforementioned will need to be done strategically, subsequent to the development of a positioning strategy for local culture (see link to Action 4.4).</p>			
5.3	Create linked opportunities to coordinate festivals and events with sport tourism to increase overnight visitation	Tourism staff and the Coordinator of Culture (with the Roundtable) should facilitate opportunities for local event promoters, sport associations and the business community to collaborate on developing aligned, non-conflicting events which offer visitors opportunities to partake in a range of other attractions over an extended period of time (e.g. coordinated hosting and promotion of local hockey tournaments with Winter Fairs/Parades).	✓ Ongoing Action		
5.4	Develop and extend festivals and events throughout the year	Linked to Action 5.3 above, explore and facilitate partnerships with private and non-profit stakeholders to develop a signature winter event for Timmins – either via the development of new or linking of existing events (i.e. winter carnival with hockey tournament or snowmobiling event).	✓ Ongoing Action		
5.5	Collaboration for regional cultural tourism development/	Facilitate partnerships with RTO13A municipal members/Northeastern Ontario urban centres to develop niche event attractions and regional tour packages for northeastern Ontario such as travelling regional museum		✓ Ongoing Action	

Action		Purpose	Short-Term (1-2 years)	Medium-Term (3-5 years)	Longer-Term (6+ years)
	exchange	exhibitions (e.g. through partnerships with Science North) and activities and performance/cultural tours (e.g. with Sudbury Theatre). This should include joint marketing initiatives in partnership with RTO13A			
5.6	Expansion of the existing tour and Geotour experiences through the integration of new cultural heritage routes	<p>Tourism Timmins is developing a Self-Guided Geo Tour of the Porcupine Camp, in partnership with Natural Resources Canada. The tour allows visitors to discover Timmins mining heritage and geological features which led to the establishment of one of the greatest gold camps in Canada. Building on the work of Cultural Asset Mapping, examine opportunities to integrate historic points of interest into new cultural heritage tours. This may include the development of themed routes for integration (e.g. Mining heritage) into the Geo Tour product.</p> <p>Formerly operated by the Chamber of Commerce, Tourism Timmins is to take over the co-ordination role for the provision of Industrial Tours. New industrial tour programs should be developed to tell the success stories of mining reclamation sites, rather than focusing solely on the industrial mining processes. The opportunity also exists to enhance the Industrial Tour experience using Cultural Asset Mapping to link/integrate historic points of interest (i.e. Miner's Memorial Park and mining exhibitory) as part of an expanded tour experience.</p>	✓		
5.7	Develop way-finding and visitor information signage to local heritage and	The City's Public Works and Community and Development Services Department should collaboratively develop a City-wide strategy to implement directional signage and wayfinding improvements and mechanisms to lead visitors	✓		

Action	Purpose	Short-Term (1-2 years)	Medium-Term (3-5 years)	Longer-Term (6+ years)
cultural assets as a component of the city's community branding initiative.	(and residents alike) to major tourist and cultural attractors, facilities, tours and trails. This strategy should be informed by design guidelines established as part of the City's Community Branding/Signage Initiative and build on existing neighbourhood character branding in the Downtown. The aforementioned will serve to lure pass-through visitors and tourists to local amenities and will enhance a number of visitor experiences included in Action 5.6.			



3.6 Goal 6: Enhance and Strengthen the Cultural Economy

As of June 2013 there were a total of 80 cultural establishments throughout the City – comprising of 3.5% of total establishments in Timmins.

The majority of cultural establishments were small businesses, largely composed of 5-9 employees (41% of cultural establishments) followed by 1-4 employees (33% of cultural establishments), and largely involved in design and civic arts (33%), followed by crafts (15%) and literary arts (13%).

Cultural establishments were estimated to employ around 430 individuals, representing roughly 2% of total jobs in Timmins (lower than the Provincial average of 3.3%). Identified public demand for cultural facilities, programming, experiences and services indicates there is added potential for the City to hone, foster, attract and retain cultural and knowledge workers in the City. In keeping with municipal economic development priorities, the growth and attraction of knowledge and creative cultural industries and workers will be a valuable means of economic diversification.

Prioritized with the aforementioned, Timmins' existing base of cultural industries should continue to be strengthened and expanded through small business support such as mentorships/ training and other business development. At the precedent of the regional level, the cultural and recreation sector is playing an important role in regional economic development. The Far Northeast Training Board (FNETB) identified that over a three year

period, jobs in the Information, Culture and Recreation (ICR) grew by almost 27% accounting for 2,100 new jobs in Cochrane and Timiskaming District (the ICR sector represented a total of 10,000 jobs in 2012).

Municipalities which foster vibrant cultural scenes and opportunities for creative expression have been found to attract and ultimately retain creative workers; who in turn contribute to local wealth generation and knowledge expansion. This precedent has been observed in several large Canadian cities as well as smaller localities – a reality from which Timmins is not exempt.

Over the longer-term, as the City strengthens and expands its local cultural asset base and available opportunities; it will foster an environment conducive to creative industry attraction.

Action		Purpose	Short-Term (1-2 years)	Medium-Term (3-5 years)	Longer-Term (6+ years)
6.1	Develop a Cultural Investment Strategy	<p>The Strategy is to be two pronged and should:</p> <p>1) Identify and match a range of available funding (operating and special projects, sponsorship opportunities etc.) to distinct investment opportunities, actions and initiatives outlined within this Master Plan.</p> <p>2) The strategy should also outline target mechanisms to attract and retain creative professionals (this includes the navigation of CIP funding to the development of new cultural industries and talent (including youth, new immigrants); as well as enhance support for existing cultural entrepreneurs, organizations and industries as per the deliverables of this Plan.</p> <p>In doing so, the Strategy should outline avenues of partnership with the Venture Centre (Community Futures Development Corporation) to link existing Youth, Business and Entrepreneurial Development Programs to the development of the cultural labour force and enterprise. For example, through the Centre's Kids Invent entrepreneurial program, students between the ages of 9-12 create new toys and market their product while learning about entrepreneurship and invention. The Strategy should explore partnerships with the Centre to integrate this program within the Grades 9-12 arts and culture curriculum.</p>	✓		

Action		Purpose	Short-Term (1-2 years)	Medium-Term (3-5 years)	Longer-Term (6+ years)
6.2	Encourage growth and development of new and existing cultural industries and support capacity building among community arts/cultural groups	<p>In encouraging capacity building and the development of existing cultural establishments, programming and networking opportunities with the TEDC, Timmins Chamber of Commerce and Downtown BIA should be explored as means to better facilitate cultural industry development. The opportunity exists to occasionally engage local for-profits as well as not-for-profit cultural establishments in existing seminars and training events (e.g. Chamber of Commerce Lunch 'N' Learn series). Series may be tailored to address strategic issues related to the local cultural sector.</p> <p>The Timmins Business Enterprise Centre (BEC) provides business consulting, information, marketing and financial advisory to start-ups and existing small and medium enterprises. As part of the BEC's Business Mentorship program, The TEDC should, as much as possible, pair cultural start-ups with existing entrepreneurs.</p> <p>Likewise, business associations should be ambassadors for local culture, engaged in showcasing the creative industry to residents in order to facilitate entrepreneurial development in the sector.</p>	✓		
6.3	Investigate establishing a business incubator in support of business development and attraction to include support for knowledge and creative industries	<p>Forty-two percent of cultural establishments in Timmins that were registered within the Canadian Business Register Database (as of June 2013) did not maintain an employment payroll, and likely represent a proportion of cultural industries which, while operational, are in the growing stages of start-up and/or business growth and development.</p>			✓

Action	Purpose	Short-Term (1-2 years)	Medium-Term (3-5 years)	Longer-Term (6+ years)
	<p>A potential business incubator in Timmins would most likely benefit from a focus of support for a range of industries (e.g. management, technology etc.) to include culture and related services. There are a number of advantages to incubators which serve start-ups including shared basic operating costs and collaborative benefits.</p> <p>The Venture Centre (Community Futures Development Corporation) and local post-secondary educational institutions which have a stake in business, labour force development and employment will be important partners and stakeholders in such an initiative. The TEDC, in partnership with the aforementioned organizations should investigate strategies to develop and sustain a business and technology incubator in Timmins; exploring the potential programs such as Canada's Start-Up Visa (SUV) Program which serves to attract foreign entrepreneurs seeking to establish new enterprises in Canada. The aforementioned is intrinsically linked to existing immigrant attraction initiatives of the Municipality.</p> <p>As a principle of multi-use, designs for the incubator should ideally provide affordable studio/meeting space, be located within the urban environment, and collocated with other cultural amenities to facilitate cultural hub development in the Downtown.</p>			

Action		Purpose	Short-Term (1-2 years)	Medium-Term (3-5 years)	Longer-Term (6+ years)
6.4	Develop partnerships with local post-secondary institutions to foster professional development opportunities in the cultural sector as a means of facilitating youth, knowledge worker and creative talent retention	<p>Work with local post-secondary institutions to develop partnerships for a range of internship and mentorship opportunities with local cultural organizations and businesses.</p> <p>As part of this initiative, opportunities to reintroduce cultural programming within the local college and tertiary prospectus should be examined.</p>	✓ Ongoing Action		
6.5	Develop partnerships with local secondary schools to foster professional development in the cultural sector as a means of facilitating youth retention	Establish partnerships with local school boards to develop a community-based professional development program linking requisite student volunteer hours with the staffing and volunteer needs of cultural organizations and programming initiatives.	✓ Ongoing Action		
6.6	Assess economic impact of cultural sector growth and investment	<p>Asset mapping and industry data collected throughout the Culture Master Plan project should be utilized as baseline data to measure growth and expansion in the cultural sector over time (see <i>Appendix C</i>).</p> <p>An assessment of the economic impact of culture may be part of a medium-term (5-year) strategy to gauge cultural development and the impact of investment over time. See Section 5 for potential metrics of evaluation.</p>		✓	

Action		Purpose	Short-Term (1-2 years)	Medium-Term (3-5 years)	Longer-Term (6+ years)
6.7	Establish a Municipal Cultural Grant Fund	<p>A dedicated portion of annual municipal funding for community grants should be allotted to supporting local cultural organizations, and serve as the basis for establishing a Cultural Grant Fund which is to be administered by the Coordinator of Culture & Marketing. A formal grant application and criteria-based approval process is to be established. Funding should be allocated on annual basis.</p> <p>The Fund should support two general streams:</p> <ul style="list-style-type: none"> ▪ Project-based Financing: Generally a smaller base of funding allocated to local events and festivals; and ▪ Core Operating Funding: larger grants to non-profit community arts groups to support program development, marketing and outreach efforts <p>(Medium-term) Expand the financial base of the Fund to include income from Federal, Provincial, private sources, and evaluate the benefits of incorporating the duties of cultural grant administration into the portfolio of a potential Community Foundation as the Municipal cultural mandate expands over time.</p>	✓		



4

Implementation

4 Implementation

The City of Timmins has maintained a positive commitment to sustaining, enhancing and ensuring long-term quality of life for its residents. Recognizing the role of the Municipality in supporting and fostering community development in all its facets, the City has continued to investigate measures to ensure pride of place for its residents. This Culture Master Plan is an extension of this long-standing prerogative as evidenced in recent community branding and other Timmins 2020 initiatives, ongoing grant funding allocations for local community groups, festivals and events and continuous investment in new and improved library and museum facilities. Ongoing implementation of storage and curatorial mechanisms to preserve the lasting remnants/artefacts of the City's mining history in light of the loss of the Shania Twain Centre is further demonstration of the Municipality's commitment to heritage preservation and investment.

In like manner, recent revisions of the Municipality's Official Plan (2010) which prioritize policies for "encouraging a full range of arts and cultural activities to enhance the quality of life and experiences" through the "implementation of innovative approaches to promoting recreation and tourism development and economic growth, development and redevelopment within the City" (Section 2.1, City of Timmins 2010 Official Plan) is a positive precedent for the implementation of this Plan. Municipal support for the involvement of all human services sectors in coordinated planning and strategic investment in social infrastructure and cultural capital (Section 2.3, City of Timmins 2010 Official Plan) is a vital tenet/premise of this Culture Master Plan.

Recommendations of this Master Plan serve to solidify and enhance the City's role as a facilitator of culture via the adoption of a feasible and holistic approach to sector development which addresses the need for growth in creative industries as well as cultural product, service and programming development. The Culture Master Plan for the City of Timmins is a strategic long-term roadmap for cultural

Table 3: Operational Budget for New Staff and Related Administrative Requirements for Culture (exclusive of the Museum's Operating Function)

	Short-Term		Medium-Term			Long-Term
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Staffing and Benefits (includes post of Coordinator with potential PTE/FTE staff assistance over time)	\$75,000	\$95,000	\$95,000	\$120,000	\$120,000	\$120,000
Municipal Cultural Grant Fund (represent 30%-50% of annual City funding typically allocated to Grants for Community Organizations)	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Capacity Building (see Section 4.1 for further detail)	\$50,000	\$50,000	\$50,000	\$40,000	\$40,000	\$40,000
Marketing and Communications (see Section 4.1 for further detail)	\$20,000	\$20,000	\$30,000	\$30,000	\$30,000	\$30,000
Office, Administration & Memberships	\$15,000	\$15,000	\$20,000	\$30,000	\$30,000	\$30,000
Total:	\$235,000	\$255,000	\$270,000	\$295,000	\$295,000	\$295,000

development as a contributor to community vitality and vibrancy, economic diversification and community prosperity.

4.1 Organizational Resources

Appropriate and effective resource allocation will be critical to the successful implementation of the Culture Master Plan. At the core of municipal planning activities will be the identification of a dedicated full-time staff person (FTE) to act as a municipal cultural officer with responsibility for monitoring the implementation of the Culture Master Plan and to act as an ongoing municipal resource for sector partners as needed.

In the immediate-term, the appointment of a Coordinator for Culture & Marketing (see Strategic Action 1.2 for a detailed description of the recommended roles/duties) aligned within the organizational structure of the Museum presents opportunities for resource efficiency and collaborative planning. The Coordinator will report directly to the Manager of Culture & Museum Director/Curator, while working collaboratively with tourism, planning and other relevant City staff to address overlapping priorities. The aforementioned will be accomplished through a reorganization of existing staff responsibilities and will not require new hires.

Collaborative engagement with private and not-for-profit partners will also be required within the scope of work of the Coordinator. However, the effective execution of roles will require staff appreciation of tourism development as compatible objective. The

Coordinator will frequently need to work collaboratively with the City's Tourism staff to implement Master Plan priorities.

As detailed in Section 3 (Action 1.2) The Coordinator will take on a series of duties to include:

- The facilitation of cultural groups/programming within City spaces;
- Administering grant support (core operating funding) to groups offering cultural programming/activities in the City;
- Capacity building: as a community and Aboriginal liaison, assisting groups with funding applications from non-municipal sources as needed, partnership development with schools for professional/ volunteer exchange as well as cross-departmental staff and stakeholder training and education to better address the community's cultural needs.
- Discretionary use of City funds for Master Plan Implementation.
- Engaging in regular marketing and communication activities (including building a positioning strategy for culture in Timmins over the long-term) and coordination/implementation of annual public education events (Culture Days, Doors Open).

The long-term development of a new multi-use recreation centre will offer a range of new prospects for the City of Timmins, including effective municipal re-engagement in and management of new and expanded recreation programming related to operating the facility. A new facility will offer opportunities to explore and develop new cultural programs and activities (non-competing with private sector). As the municipal role in culture grows over time, this Master Plan (as well as budgetary items outlined in Table 3 and Section 4.3) recognizes a requirement for additional staff

complement to the role of Coordinator (i.e. initial part-time assistance and potential addition of (1) full-time program support in the medium-term).

The Council of the City of Timmins will need to undertake a comprehensive municipal organizational review. The present structure and mandate of responsibilities within the Community and Development Services Department is expansive and will need to change. Organizational change will need to be done in light of recommendations within the Culture, Tourism and Recreation Master Plans, as the actions present clear implications for necessary additions/changes to individual and/or departmental portfolios. Interdepartmental partnership requirements will likewise affect existing roles and functions.

Ultimately, the Corporation of the City of Timmins will need to address long-term municipal organizational change in a manner that best suits its needs while meeting the intent of the Plan recommendations.

4.2 Pathway for Implementation

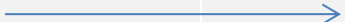
The following are commencing implementation specifics – not exhaustive but illustrative to mobilize each of the actions in Section 3 (The Blueprint: Aligning Strategic Actions with Goals) and must be read in conjunction with linked implementation priorities outlined in the Integrated Culture, Tourism and Recreation Master Plan.


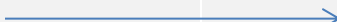
The following sets the direction, identifies the actions, roles and responsibilities associated with each recommendation of this Plan.


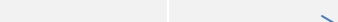
The tables below outline roles of leadership and relevant partners associated with the implementation of individual recommendations of this Master Plan. Goals to achieve effective municipal organization for culture, tourism and recreation require mostly in-house staff effort within and across City departments. While actions for the development of the cultural economy require external engagement with the Venture Centre, Chamber of Commerce and other local stakeholders in economic development and diversification. A range of partnerships across public private and non-profit sectors will be required for the successful implementation of this Master Plan.

A detailed implementation plan should be further undertaken for those prioritized actions outlined (proposed below) as this will resonate more effectively as a realistic appraisal of what can be achieved within immediate years. It must be noted that the degree and timing of implementation will be contingent on the development of successful partnerships between the Municipality and public, private and not-for-profit stakeholders.

4.3 The Core Plan

							Cost of Implementation		
Action		Timeline	Priority	Implementation Specifics	Leadership	Partnerships	Short-Term (2015-16)	Medium-Term (2017-19)	Long-Term (2020+)
Goal 1: Foster and Ensure Alignment of Municipal Planning for Culture, Tourism and Recreation									
1.1	Develop and adopt a Municipal Cultural Policy for the City of Timmins	Short-term	P1	1) The opportunity exists to bolster corporate strategic planning with the vision and strategic directions outlined. 2) Budgetary consideration for this Plan will be given greater weight and certainty if this is done. 3) Review and adopt proposed policy as outlined in <i>Appendix B</i> of this Master Plan.	Timmins C&D Services Department, Timmins Council		Staff Time		
1.2	Appoint staff support for culture within the City’s Community and Development Services Department	Short-term	P1	1) Detailed assessment and strategic implementation of departmental changes required to accommodate new position. 2) Development and confirmation of a detailed job description (building on the responsibilities and priorities proposed in this Plan). 3) Job requirements may change over time as certain elements of this Plan develop with more certainty or progress organizationally (e.g. Cultural Roundtable).	Timmins C&D Services Department, Tourism Timmins, Timmins Council		\$150,000 salary and benefits allocation for Coordinator over 2 years. Additional budgetary requirement of \$175,000 to \$180,000 for divisional operations over the same period exclusive of funding for the Cultural Grant and initial marketing efforts which have been accounted for in the items below.	\$225,000 salary and benefits allocation for Coordinator over 3 years. Additional budgetary requirement of \$410,000 for divisional operations over same period exclusive of funding for the Cultural Grant which has been accounted for below.	\$225,000 salary and benefits allocation for Coordinator over 3 years. Additional budgetary requirement of \$410,000 for divisional operations over same period exclusive of funding for the Cultural Grant which has been accounted for below.
1.5	Re-engage the Municipal Heritage Committee as the primary advisory committee on matters of heritage property/asset designation	Short-term	P1	1) Review the existing Terms of Reference (ToR) for the Committee to ensure the mandate is consistent and sufficient for the direction and priorities of this Master Plan. 2) Establish a short-term (1-2 years) Action Plan, based on priorities outlined in this Master Plan, as a means of implementing key deliverables. The status of deliverables should be reported annually to Council.	Timmins Council, Municipal Heritage Committee		Mostly Staff & Volunteer Time Allocation of \$50,000 for professional services over 2 years	Mostly Staff & Volunteer Time Allocation of \$75,000 for professional services over 3 years	Mostly Staff & Volunteer Time Allocation of \$75,000 for professional services over 3 years

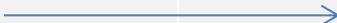
							Cost of Implementation		
Action		Timeline	Priority	Implementation Specifics	Leadership	Partnerships	Short-Term (2015-16)	Medium-Term (2017-19)	Long-Term (2020+)
1.6	Develop a Municipal Register of Properties of Cultural Heritage Value or Interest for the City of Timmins	Short-term	P3	<p>1) Establish screening criteria for identifying properties for the Register (e.g. listings may include properties designated under Part IV and well as those with heritage easements and/or those of historic significance).</p> <p>2) Develop the Register as follows: (a) Based on criteria, review and incorporate entries within the Cultural Resource Database into the Register, expanding the base of asset information as needed (b) Engage the community in the process of identifying properties (e.g. via online public survey or community meeting).</p> <p>3) Research, survey and screen identified properties (e.g. heritage integrity, physical condition) prior to inclusion to the Register.</p> <p>4) Submit Register to Council for approval (by resolution).</p> <p>5) List to be maintained by Municipal Clerk and made accessible to the public.</p>	Municipal Heritage Committee, Timmins Council	Cultural Roundtable, Community Arts/Culture & Social Organizations	Staff Time. Costs related to item 4 are included in budgetary allocation for Action 1.5 above.		
1.9	Establish a Community Legacy Fund/Reserve to Ensure the Development of Recreation and Cultural Infrastructure Development Over the Long-Term	Short-term	P1	<p>1) Investigate and select practical funding mechanisms (e.g. user fees and related surcharges, cash in lieu of parkland etc.) based on likely estimates of annual income which may be generated to build the reserve.</p> <p>2) Establish a long-term (10 year) plan to fund Reserve.</p> <p>3) Establish Reserve via Council approval and maintain Reserve with income generated from 'best fit' funding mechanisms.</p>	Director of Finance, Director of C&D Services, Council		Reserves transferred from operations. Fee surcharge.		
Goal 2: Develop Creative Spaces for Cultural Activity through Urban Development & Use of Existing Resources									
2.1	Undertake an Infrastructure Needs Analysis for Cultural Facilities and Spaces	Short-term	P1	<p>1) Review each City-owned space to determine functional program opportunities, deferred maintenance, and capital expenditure necessary to maximize the use of these buildings over the long-term for multi-use activities which includes culture. This is a base analysis which can then be utilized to help define the scale, function, program and overall feasibility of developing new cultural/community space within the City's portfolio of underused assets.</p> <p>2) Address cost implications of potential development options; identifying priority options for development.</p>	Manager of Infrastructure Renewal		Staff Time		

							Cost of Implementation		
Action		Timeline	Priority	Implementation Specifics	Leadership	Partnerships	Short-Term (2015-16)	Medium-Term (2017-19)	Long-Term (2020+)
2.3	Contingent on Feasibility Study, Preserve and Repurpose the McIntyre Community Centre as a Cultural Centre and Event/ Tradeshow Venue	Short-term	P1	1) Building on the outcomes of implementation specifics of 2.1, hire a consultant to undertake a feasibility study for the adaptive reuse of the building. 2) Contingent on the results of the study, develop a master plan and business plan for the facility.	Manager of Infrastructure Renewal, Timmins Council	Coordinator of Culture		\$150,000. Cost allocated within Recreation Master Plan.	
2.4	Facilitate Enhanced Community Access to School Facilities for Cultural Activity	Short-term	P1	Linked to/ based on the results of Action 2.1 above: 1) Establish a working group to clearly identify the scope of opportunities for space use and generate list of potential users to assess demand and therefore operating implications. 2) Re-evaluate joint-use agreements and the possible role of the City in better facilitating the use of school-owned/managed space (e.g. City booking of space as opposed to individual user groups dealing directly with Schools/School Boards).	Timmins C&D Services Department, Cultural Roundtable	All relevant School Boards and local Post-secondary Institutions	Staff Time		
2.6	Undertake a public art strategy	Short-term	P2	1) Various municipal initiatives (e.g. Streetscape Plan) and priorities speak to issues of public art. The City should review existing policies and assess the potential to incorporate these priorities as part of a public art strategy. 2) Retain a consultant to develop the strategy.	Timmins C&D Services Department, Timmins Council		\$60,000 - \$80,000 for consultant to develop Strategy and Implementation Plan		
Goal 3: Foster Multi-Sectoral Partnerships for Cultural Development									
3.1	Establish a Cultural Roundtable as a Municipal Committee to enhance partnerships and investment in arts and heritage	Short-term	P1	1) Develop a working committee of the City to establish a draft mandate and solicit community for candidates. 2) Conduct initial member selection and meeting. 3) Establish specific goals and objectives as it relates to those parts of this Plan that fall into the jurisdiction of the Committee. 4) Create annual list of actions to accomplish, timelines, funding opportunities (upper-levels of government). 5) Evolve over time.	Coordinator of Culture		Staff & Volunteer Time		
3.2	Support the development a Timmins Arts Council as an Advocacy Body for Local Culture	Medium-term	P3	There are differing models for arts councils. In identifying the 'best-fit' for Timmins: 1) Establish a working group to plan and host a forum with groups/leaders in the cultural community to assess potential governance and operational models as well assess the strengths, weaknesses, threats and opportunities for the initiative.	Cultural Roundtable		N/A	N/A	N/A

							Cost of Implementation		
Action		Timeline	Priority	Implementation Specifics	Leadership	Partnerships	Short-Term (2015-16)	Medium-Term (2017-19)	Long-Term (2020+)
				<p>2) Based on the results of the forum, the working group is to establish a draft vision, mission and mandate as part of a preliminary organizational plan for the potential arts council, identifying potential funding sources for the initiative. The aforementioned draft plan is to be presented to the public in order to solidify support.</p> <p>3) Build organizational support (Board of Directors, identify operating model).</p> <p>4) Establish Council as a Non-profit Organization, undertaking steps for incorporation as per Revenue Canada standards.</p>					
Goal 4: Foster Community Pride, Awareness and Engagement in Culture									
4.1	Integrate Cultural Asset Database into City Online GIS System and Interactive Community Map to create an accessible neighbourhood information tool	Short-term	P1	<p>1)The Coordinator of Culture is to complete the next phase of database finalization and confirm and include additional asset descriptors as needed</p> <p>2) Establish budgetary cost and confirm/allot financial resources for City's external GIS consultants to update Community Pal mapping tool.</p> <p>2) Translate and integrate the existing Cultural Asset Database into the City's online interactive Community Pal map to provide ‘real-time’, hyper-linked information on cultural assets to the public.</p> <p>3) Ongoing monitoring and budgetary consideration for system updates should be made as necessary and detailed within a database management protocol (see Action 4.2).</p>	Coordinator of Culture, Planning Division		\$1,300 allocation for 2 year period (\$1000 for initial translation and integration of full database)	\$900	\$900
4.2	Expand, update and maintain the Cultural Asset Database	Short-term	P1	<p>1) <i>Appendix C</i> outlines best practice principles for database maintenance, based on recommendations develop a detailed protocol for ongoing asset identification and selection.</p> <p>2) Centrally house the existing database with the City’s GIS systems.</p> <p>3) Updates/reviews to the database should occur in a coordinated and timely manner (e.g. annually). Resource, budgetary and staffing allocations to accomplish updates to the Community Pal map should be made in accordance with the proposed database management protocol.</p>	Coordinator of Culture, Planning Division and Information Technology Department		Staff Time + \$3,000 (\$1,500 per annum) for related communications and outreach e.g. print advertisements and other external stakeholder/ community coordination	\$5,000	\$5,000

							Cost of Implementation		
Action		Timeline	Priority	Implementation Specifics	Leadership	Partnerships	Short-Term (2015-16)	Medium-Term (2017-19)	Long-Term (2020+)
4.3	Expand resident information page on municipal website to better support culture and facilitate enhanced community access to cultural information/activities	Short-term	P2	1) This should be managed internally. 2) Develop and design a dedicated webpage/sub-portal within the Resident Portal to house existing information on community groups and events while hosting additional features such as links to programming information, cultural facilities, heritage assets, RSS feeds of weekly news alerts and articles on local cultural happenings etc. 3) The Cultural sub-portal should be linked to the City's social media mechanisms.	Coordinator of Culture		Staff Time. Seek funding from the Ministry of Culture.		
4.4	Develop and launch community-based marketing strategy to promote culture and solidify Timmins ‘I’m In’ community brand locally	Short-term	P2	The launch of the Timmins 'I'm In' Community Brand presents an opportunity to shine a spotlight on culture and facilitate creative mechanisms for public education around the City's history and creative sector. 1) Utilize communications tools within the existing marketing plan surrounding the 'I'm In' brand to highlight local culture. 2) Investigate community-based mechanisms geared at targeting youth and other members of the public. 3) Develop a strategy to implement a community marketing campaign based on feasible and preferred mechanisms highlighted in items 2 & 3.	Coordinator of Culture		Mostly Staff Time + \$10,000 - \$15,000 for related communications, marketing and brand development initiatives		
4.5	Expand and seasonally update City’s Recreation Guide booklet to promote culture	Short-term	P2	1) Review existing Recreational Booklet against cultural resource database and existing listings of community cultural organizations. 2) Invite groups to submit program-related and registration information to be vetted by the Coordinator of Culture or staff as relevantly appointed (e.g. clerk with Leisure Services Division responsible for booklet development). 3) Submit approved information to be incorporated within booklet. 4) Procedure should be maintained as part of protocol for seasonally updating the Recreational Guide.	Parks and Recreation, Coordinator of Culture		\$40,000-\$60,000 over 2 year period. (\$20,000 to \$30,000 per annum 2 annual productions - Fall/Winter & Spring/Summer versions)	\$60,000 - \$90,000	\$60,000 - \$90,000
Goal 5: Expand and Enhance Cultural (Tourism) Opportunities									
5.1	Diversify and strengthen existing major festivals and events to enhance cultural (tourism) experiences	Short-term	P2	1) Maintain existing priorities to increase funding and partnership support for the development of events. 2) Engage Cultural Roundtable in an organized discussion around	Tourism Timmins, Coordinator of Culture	Cultural Roundtable, Event organizers	TBD based on event specifics	TBD based on event specifics	TBD based on event specifics

							Cost of Implementation		
Action		Timeline	Priority	Implementation Specifics	Leadership	Partnerships	Short-Term (2015-16)	Medium-Term (2017-19)	Long-Term (2020+)
				enhancing cultural opportunities for local cultural groups at events in order to diversify event offerings (e.g. New Talent Night at Summer Concert Series to give expose to local school talent groups and/or youth Band Competitions).					
5.2	Leverage existing visitor information and marketing tools to promote cultural tourism and position culture within Timmins’ tourism brand	Short-term	P1	A1) Website redesign should be managed internally.	Tourism Timmins, City staff as relevant (Planning, Information Technology)		TBD	TBD	TBD
	a. Implement functional/site mapping enhancements to the Tourism Timmins Website to include separate web pages and media (e.g. Photo/Video Library) for each Key Product Pillars including Festivals, Events, Attractions, Arts & Culture. Additionally, implement Responsive Design Technology for 'real-time', convenient visitor access to information.			A2) Establish a working group of key product partners (sport tourism, arts and culture, outdoor adventure etc.) to develop a marketing plan to position local experiences to the tourist market. Working collaboratively organize photographic and videography opportunities to develop marketing tools.					
	b. Develop a stand-alone interactive visitor information map to be hosted on the Tourism Timmins Website			B1) Investigate the budgetary implications of independently hosting the visitor information map on the Tourism Timmins website based on the Municipality's existing Community Pal map system or whether investment in a new online interactive map system is required. B2) Contingent on the results of item B1, establish budgetary cost and funding for City's external GIS consultants to develop the map tool.					
5.6	Expansion of the existing tour/Geotour experiences through the integration of new cultural heritage tours/routes	Short-term	P2	1) Based on existing cultural asset mapping produced as part of this Master Plan project, there is an opportunity to develop self-guided walking tours (potentially-themed) around assets/historic sites clustered within the historic downtowns. 2) Develop and implement a phased interpretive signage program around key assets/historic locations. 3) Integrate the tours developed within Tourism Timmins Geotour product.	Tourism Timmins, Coordinator of Culture, Municipal Heritage Committee	Planning Division, Tourism Timmins, Industrial Tour Partners, Timmins Museum	Staff Time to evaluate route development. Geo Tour system development represents an ongoing project approved within the 2014 Tourism Timmins budget.	Costs associated with interpretive signage development TBD based on specifics of routes developed. Estimated one-time allocation of \$20,000	

							Cost of Implementation			
Action		Timeline	Priority	Implementation Specifics	Leadership	Partnerships	Short-Term (2015-16)	Medium-Term (2017-19)	Long-Term (2020+)	
				4) Work with Tourism Timmins and partners to develop an extended industrial tour program to include bus trips to local mining heritage sites.				within 3 year period.		
Goal 6: Enhance and Strengthen the Cultural Economy										
6.1	Develop a Cultural Investment Strategy	Short-term	P1	1) This initiative should be based on priorities outlined within this Master Plan, linking planned/priority items to monetary as well as in-kind sources of assistance (i.e. corporate sponsorship, government funding etc.) for the implementation of recommendations. 2) The Coordinator of Culture will be key in monitoring and managing the process of developing the strategy.	Coordinator of Culture	Venture Centre, relevant community and business partners as well as City Staff	Staff Time			
6.7	Establish a Municipal Cultural Grant Fund	Short-term	P1	1) Commit to annual budgetary requirement. 2) Develop system of grant administration based on best practice in other communities to include a comprehensive application intake process and built-in program evaluation mechanisms (e.g. required applicant reporting on revenues and expenditures accrued from programs and events which received funding, number of volunteers and registrants associated with activities). 3) Implement and advertise program to community and local groups. 4) Monitor accordingly.	Coordinator of Culture		\$150,000 (\$75,000 per annum). Budget to be reviewed annually and increased contingent on program uptake and performance, using opportunities outlined in Action 6.1 to generate additional funds	\$225,000	\$225,000	
Total Operating Costs (costs are inclusive of budgetary items for Culture Division identified in Table 3)							\$584,300 to \$604,300	\$1,000,400 to \$1,030,400	\$1,000,400 to \$1,030,400	
Total Capital Costs							\$60,000 to \$80,000	\$20,000		
Total (all costs exclude escalation)							\$644,300 to \$684,300	\$1,020,400 to \$1,050,400	\$1,000,400 to \$1,030,400	

4.4 Core Plus: Connecting Priorities

Action		Timeline	Implementation Specifics	Leadership	Partnerships
Goal 1: Foster and Ensure Alignment of Municipal Planning for Culture, Tourism and Recreation					
1.3	Strengthen and expand cultural and heritage policies within the City’s Official Plan to support the development of cultural infrastructure, heritage/archeological management	Short-term	1) As part of City's Official Plan review process, consider the inclusion of policy and planning provisions recommended in this Master Plan. 2) Ensure that as part of the public consultation process, key stakeholders in heritage and culture are engaged as part of the OP review process.	Planning Division, Timmins Council	
1.4	Expand Downtown Community Improvement Plan (CIP) to enhance support for culture and heritage preservation	Short-term	1) As part of the CIP review process, consider the inclusion of program support recommended in this Master Plan. 2) Ensure that properties identified within the Municipal Register of Heritage Properties which is to be developed (See Action 1.6) are identified as priority for CIP program support which may be offered to buildings with heritage presence.	Planning Division, Timmins Council	
1.8	Undertake the development of an Archeological Management Plan	Longer-term	1) Organize a working group of key stakeholders (including Aboriginal stakeholders) to help guide and inform the process of Plan development. 2) Hire a consultant to undertake plan development, building on existing bases of local archeological histories as provided within the Cultural Resources Database, museum, library and other archives.	Planning Division, Timmins Council	Municipal Heritage Committee, Aboriginal and other stakeholders
Goal 2: Develop Creative Spaces for Cultural Activity through Urban Development & Use of Existing Resources					
2.2	Investigate the adaptive reuse of underutilized buildings for cultural programming/activity	Short-term	1) Review each City-owned space to determine functional program opportunities, deferred maintenance, and capital expenditure necessary to maximize the use of these buildings over the long-term for multi-use activities including culture. 2) Address cost implications of potential development options; identifying priority options for development.	Manager of Infrastructure Renewal	Director of Finance
2.5	Implement Streetscape Plan for Downtown Timmins	Ongoing	1) Implement and phase planned improvements as relevant funding and partnership support becomes available. 2) Priority should be given to key commercial streets within the Downtown.	Community & Development Services Department, Infrastructure and Public Works)	Provincial and Federal Government, BIA and other key stakeholders
Goal 4: Foster Community Pride, Awareness and Engagement in Culture					
4.6	Collaboratively expand and develop public cultural education events (Doors Open and Culture Days)	Short-term/Ongoing	1) Work with the Cultural Roundtable to explore the appetite of business and cultural community in participating on a broader scale than at present. 2) Identify funding (including sponsorship opportunities) to support marketing and communications as well as event development. 3) Develop a city-wide communications strategy around local events.	Coordinator of Culture	Timmins Museum, Timmins Library, Community Arts and Cultural Organizations/Industries

Action		Timeline	Implementation Specifics	Leadership	Partnerships
4.8	Facilitate partnerships for greater exposure and awareness of aboriginal culture in Timmins	Short-term	1) Identify key partners. 2) Facilitate stakeholder workshops to address potential opportunities.	Coordinator of Culture	Timmins Museum, Timmins Library, Aboriginal Organizations
Goal 5: Expand and Enhance Cultural (Tourism) Opportunities					
5.2	Leverage existing visitor information and marketing tools to promote cultural tourism and position culture within Timmins' Tourism Brand	Short-term	1) Investigate options/strategies to develop tour packages and identify stakeholder/operator interest in participating in packaged trip activity sales. 2) Develop marketing materials and a campaign around promoting packages to key market segments (as identified within the 2014 Tourism Master Plan) and implement as practical.	Coordinator of Culture, Tourism Timmins	Range of community partners including local tourism operators and cultural attraction operators
	c. develop tourist packages to promote linked accommodations, culture and recreation attractions and experiences to potential visitors through NeOnt's (rto13a) web-based bookings mechanism as a means of facilitating advanced traveller purchases of packaged experiences/ tours to the region and Timmins.				
5.3	Create linked opportunities to coordinate festivals and events with sport tourism to increase overnight visitation	Short-term/Ongoing	1) As relevant, engage Cultural Roundtable, tournament hosting recreational groups as well as key stakeholders in arts and culture in a strategic discussion around planned events/tournaments and opportunities to coordinate and develop linked activities/festivals and other attractors. 2) Identify and address mechanisms to engage in collaborative event marketing (e.g. advertising of local festivals and coupons to local attractions posted within tournament program booklets and sport association websites). 3) Plan towards relevant tasks as necessary.	Coordinator of Culture, Tourism Timmins	Range of community partners including local tourism operators and cultural attraction operators
5.4	Develop and extend festivals and events throughout the year	Short-term/Ongoing	1) Linked to Action 5.3, identify and engage potential partners in a discussion around strategic opportunities to develop a major winter event.	Coordinator of Culture, Tourism Timmins	Range of community partners including local tourism operators and cultural attraction operators
5.5	Collaboration for regional cultural tourism development exchange	Medium-term/Ongoing	1) Research potential opportunities as identified within the Tourism and Culture Master Plans. 2) Develop opportunities progressively through implementation cultural planning priorities and ongoing collaboration with other local and regional stakeholders.	Coordinator of Culture, Tourism Timmins, Key Cultural Organizations (Timmins Library and Museum etc.)	Municipal and industry partners in Cochrane District, RTO 13 and RTO 13A

Action		Timeline	Implementation Specifics	Leadership	Partnerships
5.7	Develop way-finding and visitor information signage featuring local heritage and cultural assets as a component of the City's Community Branding Initiative.	Short-term	1) Strategy to be progressively developed within Community Branding Initiative and implemented within recommended timeline.	Public Works, Planning and other relevant City departments/divisions	
Goal 6: Enhance and Strengthen the Cultural Economy					
6.2	Encourage growth and development of new and existing cultural industries and support capacity building among community arts/cultural groups	Short-term	1) Survey business support needs of local cultural industries to identify key issues and establish how the public and economic development partners can appropriately promote and assist. 2) Review existing small business supports locally, identifying opportunities to better address needs of the sector in light of priority issues identified based on task one. 3) It is likely that a number of supports already exist but for a variety of reasons are not readily accessed by the sector. Such matters should be strategically addressed in due course.	Timmins Economic Development Corporation	Timmins Chamber of Commerce, Downtown Timmins BIA, Community Cultural Groups and other relevant stakeholders
6.3	Investigate establishing a business incubator in support of business development and attraction to include support for knowledge and creative industries	Long-term	1) Undertake a preliminary analysis of 'best practice' on other parts of Ontario, identifying potential scope of such a development in Timmins. 2) Develop a methodology to initially survey stakeholder and business appetite for project. 3) Based on the results of the aforementioned, hire a consultant to undertake a Business Incubator feasibility study for Timmins.	Timmins Economic Development Corporation, Venture Centre and or University/College Partner	Timmins Chamber of Commerce, Downtown Timmins BIA, Community Cultural Groups and other relevant stakeholders
6.4	Develop partnerships with local post-secondary institutions to foster professional development opportunities in the cultural sector as a means of facilitating youth, knowledge worker and creative talent retention	Short-term/Ongoing	1) Survey the labour and volunteer needs/constraints of local cultural industries and community organizations. 2) Engage educational institutions (i.e. local school administration, guidance councillors, resource teachers etc.) in the exploration of partnership opportunities and related protocols. 3) Develop a recruitment strategy to link prospectives to work opportunities including internships and mentoring programs.	Coordinator of Culture, Timmins Chamber of Commerce, Timmins Economic Development Corporation, Cultural Roundtable	Local School Board, Downtown Timmins BIA, Community Cultural Groups and other relevant stakeholders
6.5	Develop partnerships with local secondary schools to foster professional development in the cultural sector as a means of facilitating youth retention	Short-term/Ongoing	Same as Action 6.5.	Coordinator of Culture, Timmins Chamber of Commerce, Timmins Economic Development Corporation, Cultural Roundtable	Local School Board, Downtown Timmins BIA, Community Cultural Groups and other relevant stakeholders

Action		Timeline	Implementation Specifics	Leadership	Partnerships
6.6	Assess economic impact of cultural sector growth and investment	Medium-term	1) Develop metrics for identifying growth in sector building on existing asset data and other sector analyses produced as part of this Master Plan process (e.g. growth/decline in businesses, programming, and event attendance). 2) Develop and implement research protocols and methodologies to monitor sector activity annually as a means of facilitating a comprehensive review and economic impact assessment of the sector in the longer-term.	Coordinator of Culture	Timmins Chamber of Commerce, Downtown Timmins BIA, Community Cultural Groups and other relevant stakeholders

4.5 Funding Core Priorities

On a Per Capita Basis, City spending on exclusive cultural programming and amenities (approximately spent \$50 per Capita in 2012). The City of Timmins allocated approximately \$2 million in its 2012 Operating Budget for Library and Museum Services as well as community grants for arts and culture. The majority of funding for culture (80%) was allocated to Libraries.

On a per capita basis, City spending on culture is comparable to other municipalities in Ontario. However the majority of the City's budgetary allocations are directed to its two primary institutions – the library and museum. Relatively little is allocated to support the organic development of culture and or other initiatives of the sector. By way of comparison the City of London spent \$60 Per Capita on culture in 2011, allocating a total of \$21,619,000 of the City's operating budget on culture (buildings, programs etc.). Roughly 9% of the City's operating budget (around \$2 million) was allocated to arts, culture and heritage advisory and funding activities, primarily the City's Community Arts Investment Programs (CAIP I and II). London has reaped the benefit of investment in culture beyond the institutional sphere. In 2011, the cultural sector contributed an estimated \$540 million to the City of London's Gross Domestic Product (GDP).

The City of Cornwall spent \$50.25 per capita on culture in 2010. The Town of Pelham spent approximately \$49 Per Capita on culture in 2012. Both localities allocated the majority of funding for culture to Libraries.

Current municipal funding for culture should be maintained. The implementation of the recommendations of this Culture Master Plan is expected to require increased budgetary allocations for culture – specifically as it relates to program development, communications and marketing. Budget requirements for the implementation of the Master Plan will need to be carefully considered and approved by Council within the scope of other municipal priorities as well as regional, provincial and federal cultural funding opportunities as may be available overtime. Some funding sources (non-exhaustive) for festivals and events, arts and heritage, and cultural tourism development for ongoing consideration include the following:

- **Ontario Cultural Attraction Fund (OCAF):** Established in 1999 to “assist Ontario’s cultural and heritage organizations in capitalizing on the potential of exciting and innovative exhibitions and events”, OCAF has invested a total of \$32 million towards over 450 initiatives.
- **Ontario Trillium Foundation (OTF):** Distributing funding to charities and not-for-profits, the OTF grants funds on both a community and province-wide basis, allocated towards Arts and Culture, Environment, Sports and Recreation, and Human and Social Services. Approximately 1,500 grants are awarded each year, with an annual budget of over \$100 million.

The OTF's Community Program funds up to \$150,000 over one or more years for capital initiatives such as building renovations and/or equipment purchases related to arts and culture.

- **Ontario Arts Council (OAC):** The OAC offers 3 types of grants: project grants, operating grants, and programming grants. In 2012-13, OAC funded 1,793 individual artists and 1,076 organizations in 232 Ontario communities, for a total of \$52.1 million.
- **Summer Experience Program (SEP):** The SEP provides funding for not-for-profit organizations, municipalities, Aboriginal organizations and First Nations to create meaningful summer employment opportunities for students within the ministries of Citizenship and Immigration and Tourism, Culture and Sport. Funding is given to successful applicants to cover student employment expenses, including minimum wage, 4% vacation/statutory holiday pay, and 6% employer cost. The program may assist with municipal staff needs and the cultural mandate expands over time.

The Integrated Master Plan outlines areas of budgetary efficiency, where the implementation of linked objectives is likely to result in greater access to funding opportunities and/or shared costs across projects. Consequently, budgets outlined within this Master Plan should be read in conjunction with those outlined in the Integrated Culture, Tourism and Recreation Master Plan.

4.6 Developing Effective Partnerships

The City of Timmins has a strong and vibrant base of arts and cultural groups, volunteers and social organizations which represent key partners in the implementation of this Plan. The establishment of a Cultural Roundtable presents an opportunity to recruit and engage various sectors/representatives of the community in the implementation process in an organized and strategic manner/forum. As per Action 3.1 (see Section 3), the Cultural Roundtable is to be a municipally-mandated committee comprised of Coordinator of Culture, representation from the Timmins Economic Development Corporation (TEDC); Municipal Heritage Committee; Downtown Timmins Business Improvement Association (DTBIA); Council; Ministry Ex-officio (non-voting resource person); local school board representation and other key stakeholders. The establishment of the Roundtable is a prime first step in progress with deliverables of this Master Plan. This Plan recognizes the potential for the long-term maintenance of the Cultural Roundtable as a multi-sectoral planning body in support of the growth of the sector, while recognizing its role will likely evolve and change as other organizational and advocacy strides are made within the sector over time (e.g. the establishment of an Arts Council).



Monitoring &
Governance

5

5 Monitoring and Governance

The City of Timmins, and other identified implementation partners, each have roles to play in ensuring the effective monitoring and implementation of the Culture Master Plan. From the perspective of the Municipality, much emphasis is to be placed on identifying and instituting within the immediate-term, structured monitoring and governance protocols based on the parameters of this Plan. It is recommended that these protocols be updated annually as deliverables are achieved and implementation priorities change over time.

The Cultural Asset Database has been developed as a baseline measure to assist in gauging the growth and development of cultural assets over time (businesses, attractions etc.). As an immediate priority, the City of Timmins should identify and establish relevant baseline measures/indicators of cultural development, complimentary to annual implementation activities, to assist in the monitoring the success of initiative. These may include but are not limited to the following:

Cultural Programming

- Identification of new cultural groups;
- Growth in local cultural programs/activities and program registrants; and
- Total memberships with community cultural groups.

Events, Participation/Attendance

- Number of cultural events hosted per annum;

- Patronage and attendance at cultural events, visitor attendance (licence plate, surveys);
- Ticket sales (revenues), expenditures; and
- Sponsorship.

Spaces and Facilities

- Growth in facilities and spaces (square footage developed, geographic distribution);
- Growth in facility amenities (types of use); and
- Utilization of facilities (number of users, prime vs. non-prime use).

Cultural Tourism

- Development of new cultural attractions, accommodations and assets;
- Funding for cultural product development; and
- Visitation statistics (accommodation stays, license plate surveys at events).

Growth in Local Cultural Industries

- Number of new businesses (as identified in Canadian Business Patterns data); and
- Growth in employees/employment.



Appendices

Appendix A: Glossary of Terms

Adaptive Reuse of Buildings

Refers to the process of reusing an existing site for a purpose other than which it was originally built for. In the case of heritage structures, this involves redevelopment or retrofit of building for new use in a manner which preserves and conserves the historic features, attributes and/or architecture of the building.

Archaeological Management Plan

A tool that supports the implementation of municipal policies and procedures for identifying and conserving archaeological resources. An Archaeological Management Plan consists of mapping and a strategy that identifies:

- Areas in a municipality that have known archaeological sites;
- Areas with potential for archaeological resources; and
- More specific locations with sensitive cultural remains such as cemeteries often labeled as ‘archaeological sensitive areas’.

Arts Council

An Arts Council is an organization (usually private, not-for-profit, but sometimes government) dedicated to promoting the arts mainly by funding local artists, awarding prizes, and organizing events locally and abroad. They are often arm’s length from the government to prevent political interference in their decisions.

Built Heritage

Management and/or exhibition of objects, buildings and sited of historical/cultural/educational value (i.e. pioneer villages, public art, archive collections etc.).

Community Cultural Organizations

Organizations (usually non-profits) that represent arts, heritage and ethno-cultural interests throughout the community. These include, but are not limited to:

- Arts and heritage advisory committees;
- Dance schools;
- Arts councils;
- Library boards; and
- Cultural associations.

Creative Spaces, Cultural Facilities and Spaces	Buildings and sites that host cultural activity. These can include purpose-built facilities or multi-purpose spaces that include cultural programming.
Cultural Economy	The people, enterprises and organizations that transform cultural skills, knowledge and ideas into economically productive goods, services and places.
Cultural Events & Festivals	Local events and festivals that can include performing arts events, tours of culturally significant places, seasonal celebrations and others.
Cultural Industries	<p>Creative industries are businesses (small and medium-sized enterprises and large firms) engaged in the creation, production and distribution of cultural and creative goods and services.</p> <p>The classifications in this category come from Statistics Canada's Canadian Framework for Culture Statistics and reflect the North American Industry Classification System (NAICS) codes and include:</p> <ul style="list-style-type: none">▪ Communications Media (broadcasting; radio, television, internet etc.);▪ Electronic Arts (sound recording, motion pictures, software publishing etc.);▪ Design/Civic Arts (architecture and related services, graphic design etc.);▪ Visual Arts and Crafts (photography, pottery, textile, jewelry design etc.);▪ Literary Arts (print publications, libraries, archives etc.);▪ Performing Arts (theatre, music/dance companies, live performers etc.); and▪ Heritage (heritage and historic sites, natural heritage etc.).
Cultural Mapping	<p>A systematic approach to identifying, recording and classifying a community's cultural resources (tangible and intangible). It involves a process of collecting, analyzing and synthesizing information in order to describe and visualize the cultural resources in terms of issues such as links to other civic resources (e.g. transportation, green infrastructure, public gathering spaces), patterns of usage, and unique character and identity of a given community.</p> <p>Cultural mapping establishes a base of information to aid in defining a community's identity and sense of place, and also supports planning decisions.</p>

Cultural Occupations

Labour/workforce involved in cultural industries (also known as cultural workers). The occupation categories come from Statistics Canada's Canadian Framework for Culture Statistics and are organized according to North American Occupational Classification System (NOCS) codes.

Cultural Planning

Cultural planning is a place-based approach to planning and development. It is a process for identifying and leveraging a community's cultural resources, strengthening the management of those resources, and integrating those resources across all facets of local planning and decision making.

Cultural Resources

Assets (tangible and intangible) which shape the cultural heritage of a community. The Cultural Resource Framework categorizes these assets as:

- Cultural Festivals & Events;
- Cultural Industries;
- Built Heritage;
- Natural Heritage;
- Cultural Spaces & Facilities;
- Community Cultural Organizations; and
- Intangible Culture.

Cultural Tourism

The travel of persons to cultural attractions outside of their normal place of residence, with the intention to gather new information and experiences to satisfy their cultural needs.

Culture

Culture centrally reflects the people, their heritage and collective lifestyle and is comprised of shared values, beliefs, social traditions and conventions that help to contribute to a sense of community and sense of place. In this manner culture encompasses both the tangible and intangible forms of creative expression within a society.

Culture encompasses much of our daily activities including the professional and recreational and is often enhanced by the operation of the cultural sector, manifesting itself through many forms of creative activity, including: Heritage (Natural, Industrial,

Archeological and Cultural); Performing Arts/Entertainment; Communications Media; Electronic Arts; Literary Arts; Crafts; Design Arts and Visual Arts.

The production and dissemination cultural products and activities (both non-commercial and commercial) is as much a part of local culture as is the places/facilities wherein cultural expression and production is honed; and includes the distinctive heritage, traditions and value systems which bond a community.

Economic Impact

The effect that an event, policy change or market trend will have on economic factors such as gross domestic product (GDP), employment (labour and income), spending and taxes. These effects are categorized as direct, indirect and induced impacts:

- Direct impacts are associated with immediate changes in demand generated by employment, personal and household income, governmental expenditures, and private and public capital investment and formation.
- Indirect impacts are essentially inter-industry impacts such as changes in employment, household income, governmental expenditures, and private and public capital investment added from industry purchases of all items needed to furnish a product or service. Indirect effects measure the impacts of these purchases.
- Induced impacts are changes in spending patterns of households caused by changes in household income generated by direct and indirect effects. These new expenditures are reintroduced into the economy as a new demand. Induced employment refers to the employment created in the total economy as a result of the so-called “Keynesian Multiplier” effect. This latter impact equates to employment created throughout the economy resulting from the expenditure of incomes generated through the direct and indirect impacts.

In terms of the scale of impacts on local and regional economies, direct impacts are the most significant. Indirect and induced impacts are more broadly dispersed through the wider economy.

Heritage Conservation District

Subsection 41. (1) in Part V of the *Ontario Heritage Act* enables the council of a

	<p>municipality to designate the entire municipality or any defined area(s) of the municipality as a Heritage Conservation District (HCD). A HCD comprises of a concentration of heritage resources with special character/historical association that distinguishes the area from its surroundings.</p>
Intangible Culture	<p>Stories, legends, shared beliefs, customs, rituals and traditions that contribute to defining a community's identity and sense of place.</p>
Municipal Heritage Committee	<p>A municipal heritage committee is an advisory committee appointed by and is responsible/ accountable to municipal council. It helps its council make decisions on any matter relating to the legal designation and conservation of property of cultural heritage value or interest, including individual properties and heritage conservation districts and any other heritage matter as council may specify by by-law.</p>
Natural Heritage	<p>Natural areas of cultural and environmental significance, which may include national/provincial/municipal parks, conservation areas, trails and gardens.</p>
Ontario Heritage Act	<p>The <i>Ontario Heritage Act</i> (first enacted in 1975) allows municipalities and the provincial government to preserve heritage properties (under Part IV), districts (under Part V) and archaeological sites as being of cultural heritage value or interest.</p>
Public Art Strategy	<p>A mechanism guiding the method through which a municipality assesses sites as well as acquires (via purchase, commission or donation) and installs public art for municipally-owned public space.</p>
Properties of Cultural Heritage Value or Interest	<p>Section 27 of the <i>Ontario Heritage Act</i> requires the clerk of every local municipality to keep a current, publicly accessible register of properties of cultural heritage value or interest situated in the municipality.</p> <p>The municipal register is the official list or record of cultural heritage properties that have been identified as being important to the community. The register includes all properties in the municipality that are designated under Part IV (individual designation) and Part V (district designation) of the <i>Ontario Heritage Act</i>.</p>

Social Marketing

The integration of traditional marketing concepts with other approaches to influence behaviours that benefit individuals and communities for the greater social good.

Streetscaping

Public realm programs to improve streetscape design and conditions (sidewalk conditions, street furniture, building fronts signage). Streetscaping recognizes that streets are places where people engage in various activities which help defines a community's aesthetic quality, identity, economic activity, health, social cohesion and opportunity, including but not limited to motor vehicle travel.

Sustainability

Ensuring the long-term delivery and provision of cultural activities and facilities through support mechanisms (i.e. funding, allocation of resources) and partnerships between the municipality community cultural organizations.

Tangible Cultural Resources

- Cultural Festivals & Events;
- Cultural Industries;
- Built Heritage;
- Natural Heritage;
- Cultural Spaces & Facilities; and
- Community Cultural Organizations.

Draft City of Timmins Cultural Policy

1.0 Policy Statement

The City of Timmins recognizes that culture has a direct and induced benefit in the areas of community revitalization, economic development, tourism and education. As a vital regional governmental, transportation, industrial, commercial and recreational centre for much of Northeastern Ontario and communities along the James Bay coastline, the City recognizes the importance of culture as a vital tool for the enhancement of community quality of life, helping to position Timmins as a key place to live, work, play and invest.

2.0 Purpose

This policy governs/charters the actions of the Municipality with respect to culture. The purpose of this policy is to:

- Formally recognize the importance of culture as a fundamental sector of the economy, and as such formally commit the City of Timmins and its Council to the established vision and mission of culture in order to enhance the quality of life for residents and visitor experiences;
- Guide the City in planning and decision-making with respect to programming, investment, in-kind assistance, promotion and communications; and

Date of Council Approval:	
Scheduled Date for Review:	

- Define the role of the City and community stakeholders in the enhancement and development of a vibrant culture sector.

Some elements of this document will function as operating policy with corresponding procedures/actions administered by relevant departments and divisions in the municipal structure as per details of the 2014 Culture Master Plan which functions as a sister document to this policy.

3.0 Definition of Culture

Culture centrally reflects the people, their heritage and collective lifestyle and is comprised of shared values, beliefs, social traditions and conventions that help to contribute to a sense of community and sense of place. In this manner culture encompasses both the tangible and intangible forms of creative expression within a society.

Culture encompasses much of our daily activities including the professional and recreational and is often enhanced by the operation of the cultural sector, manifesting itself through many forms of creative activity, including:

- Heritage (Natural, Industrial, Archeological and Cultural);
- Performing Arts/Entertainment;
- Communications Media;

- Electronic Arts;
- Literary Arts;
- Crafts; and
- Design Arts and Visual Arts.

The production and dissemination of cultural products and activities (both non-commercial and commercial) is as much a part of local culture as is the places/facilities wherein cultural expression and production is honed; and includes the distinctive heritage, traditions and value systems which bond a community.

4.0 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.

5.0 Principles

Community Legacy The City of Timmins will encourage and enable sustainable delivery and investment in cultural spaces, experiences and amenities, ensuring quality of life and community legacy for present and future generations.

Accessibility, Diversity and The City of Timmins supports access to cultural opportunities for all residents

Inclusion	irrespective of education, age, income, ethnicity and gender.
Talent & Creative Expression	The City commits to enhance and facilitate opportunities for talent and cultural industry development, recognizing cultural prosperity as a contributor to economic prosperity.
Integration and Collaboration	The City of Timmins will explore and capitalize on available partnership opportunities, working with local, regional and provincial partners to ensure the efficient delivery, growth and development of cultural spaces, programs and opportunities.
Core Commitment & Sustainability	The City supports the efficient use of municipal resources, inter-departmental collaboration and long-term planning for cultural development which recognizes core priorities to foster and maintain a supportive policy, investment and partnership environment for community and cultural vibrancy.

6.0 Our Commitment

- Council shall encourage that culture (as it relates to stakeholder groups) play a proactive role in City planning and community development.

- Council recognizes that the Municipal Heritage Committee is a municipal advisory body of heritage preservation and conservation. Council will consider the wisdom of the Municipal Heritage Committee and other agents for built and natural heritage protection in coordinating decisions on related to planning and development.
- Council supports the development of a Cultural Roundtable made up various cultural and economic development stakeholders. The City of Timmins will liaise with the Cultural Roundtable in an administrative capacity through designated staff within the Community Services & Development Department.
- City Council will consider recommendations as presented by the Cultural Roundtable pertaining to community-wide initiatives and concerns of the arts, heritage and culture community.
- Council shall support and enable communication, co-ordination and collaboration amongst the cultural sector through staffing resources and communicative tools such as the City's website and social media. In so doing, Council shall make provision to improve cultural marketing efforts in a manner which reduces duplication in resources, enable partnerships and help target and nurture new and sensitive audiences (e.g. youth).
- Council shall explore the creative place-making in part through the development of a Public Art Strategy and Policy for the City of Timmins. Council should pursue the display of art (visual, literary or media) on City property when possible and when part of an operations plan.
- Council should actively pursue (subject to relevant needs analysis and feasibility) the development and accessibility of cultural spaces for residents (including enclosed and open-air space).
- Council shall offer financial support to non-profit art organizations who wish to undertake an event, project or activity of benefit to the community, such support to be determined on an annual basis through formalized mechanisms of delivery.
- Council shall investigate funding opportunities in partnership with other levels of government and the private sector.

Principles of Database Management

The integration of the cultural resource database within the City's existing GIS system is a first step towards facilitating resident and visitor awareness of local cultural assets. Regular maintenance, updating and expansion of the database will be required to track ongoing changes and, consequently, maintain the relevance of community mapping over time.

Additionally, principles of benchmarking cultural development (as presented in this Master Plan) require the application of a strategic approach to database management and will necessitate regular planned efforts to ensure the data therein is relevant and consistent with the Municipality's strategic objectives.

The following provides a framework for the management and updating of the cultural resource database for the City of Timmins; identifying key considerations, protocols, roles, responsibilities and partnerships in ensuring consistent maintenance of resource mapping tools and mechanisms.

Maintaining the Cultural Resource Database

While database development and maintenance is typically a partnership- based effort, there are generally 3 models of database administration:

Centralized Model: Wherein a lead partner has exclusive access to the database and is solely responsible for editing its contents. Database management partners have the responsibility of providing requisite datasets/information to the Lead at mutually-agreeable intervals. The Lead in turn bears the onus of integrating the necessary changes/updates to the database and mapping.

Shared Model: All partners have equal access to the database though a shared software platform. Partners are responsible for updating specific and agreed upon datasets, however, the Lead has the primary responsibility of monitoring the overall changes and vetting content for final approval.

Open-Source Model: Allows anyone – including members of the community – to contribute to the database online.

Each model bears its own advantages and disadvantages. For the City of Timmins it is recommended that a centralized model be maintained, wherein the cultural resource database is housed within the City's Planning Department and may be regularly accessed by the Manager of Cultural Development who will bear the primary responsibility of updating asset information on an annual basis.



As the centralized model places significant emphasis on the Lead partner – in this case the City of Timmins – to perform the necessary vetting and updating for information, it is recommended that database and mapping updates be done annually. Budgetary consideration and allocations for the aforementioned should be planned accordingly.

Identifying Information Partners

A centralized model of database maintenance requires the strategic identification of information partners and the nature of information required from each to monitor growth in assets and advancement in the cultural sector over time. The following presents an overview of key partners to engage in the database maintenance process:

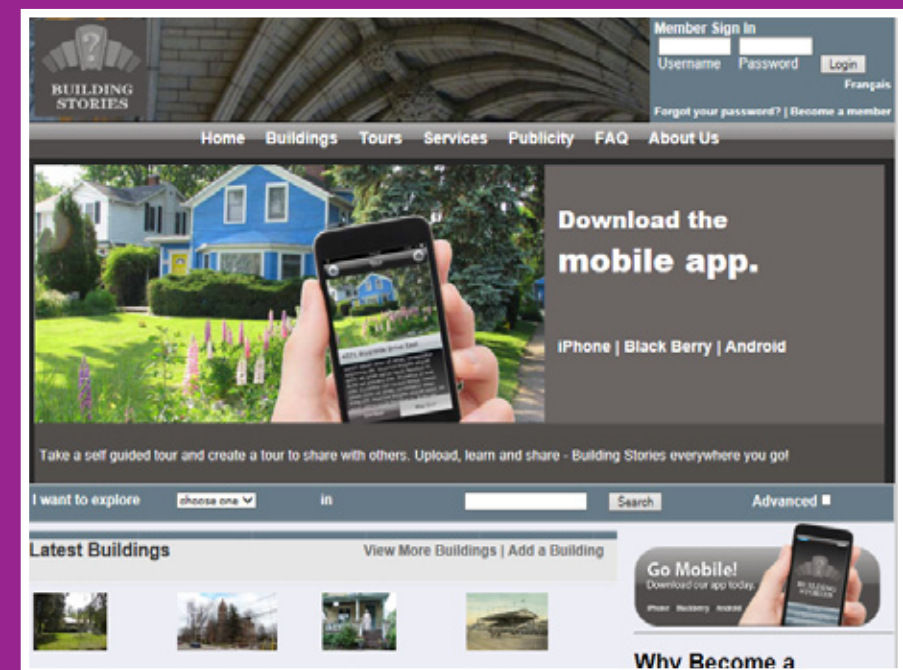
Department/Partner	Type of Data
Internal	
Timmins Economic Development	Employment/Occupations and industry related data
Tourism Timmins	Festival and Events: attendance/visitation, ticket receipt values, sponsorships, volunteers
Timmins Museum	Range of cultural information including local histories, events and programming
Timmins Library	Range of cultural information including library calendar of cultural programming and events, library utilization/visitation, program registration
Parks and Recreation, Leisure Services	Spaces and facilities, cultural programming offered
Municipal Heritage Committee	Identified heritage assets
External	
Schumacher Arts and Heritage Association	Range of cultural information including local histories, events and programming
Timmins & District Multicultural Centre	Immigrant dynamic and cultural services
Chamber of Commerce	Cultural Establishments (businesses and agencies), local events and happenings

>>> Case #1: Building Stories

Database Model: Open-Source

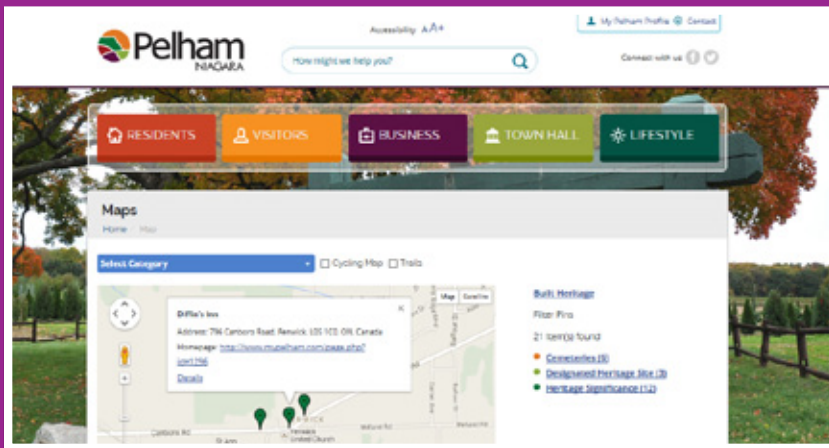
Description: Building Stories is an online interactive web inventory (and mobile application) allowing its public member base to identify community heritage assets in their local communities. Minimum data required to register a site entry is a municipal address, a photo, contributor name and common name of the site or building. Through its mobile application component, site visitors may access pre-determined tours (e.g. walking or driving tours) and other real-time information.

Operators/Partners: Heritage Resources Centre (University of Waterloo), The Centre for Community Mapping and Computer Systems Group (University of Waterloo)



Once definitive timelines are established for database and mapping updates (for example, at the beginning or end of each budget year) the Municipality, in collaboration with the partners identified, should develop a detailed database management plan including mutually-agreeable protocols and timelines for annual data collection:

Source	Format	Method	Timeline	Person Responsible
Internal				
Timmins Library	Excel Spreadsheet	Email Submission	By March 31st	--
Tourism Timmins	Excel Spreadsheet	Email Submission	By March 31st	--
External				
Chamber of Commerce	Excel Spreadsheet	Email Submission	By February 1st	--
Community Arts Groups	Word/Excel file	Email Submission	By February 1st	--
	Online Submission/registration	Municipal Website	By February 1st	--



>>> Case #2: Community Map (Town of Pelham, Niagara)

Database Model: Centralized

Description: A mapping tool (Google map base) which identifies public works programs, dining & retail, parks and recreation assets as well as cultural resources. The Municipality aimed to develop a comprehensive community & visitor information map tool and therefore incorporated its cultural resource database (developed as part of its Cultural Master Plan project) within a broader GIS database of assets.

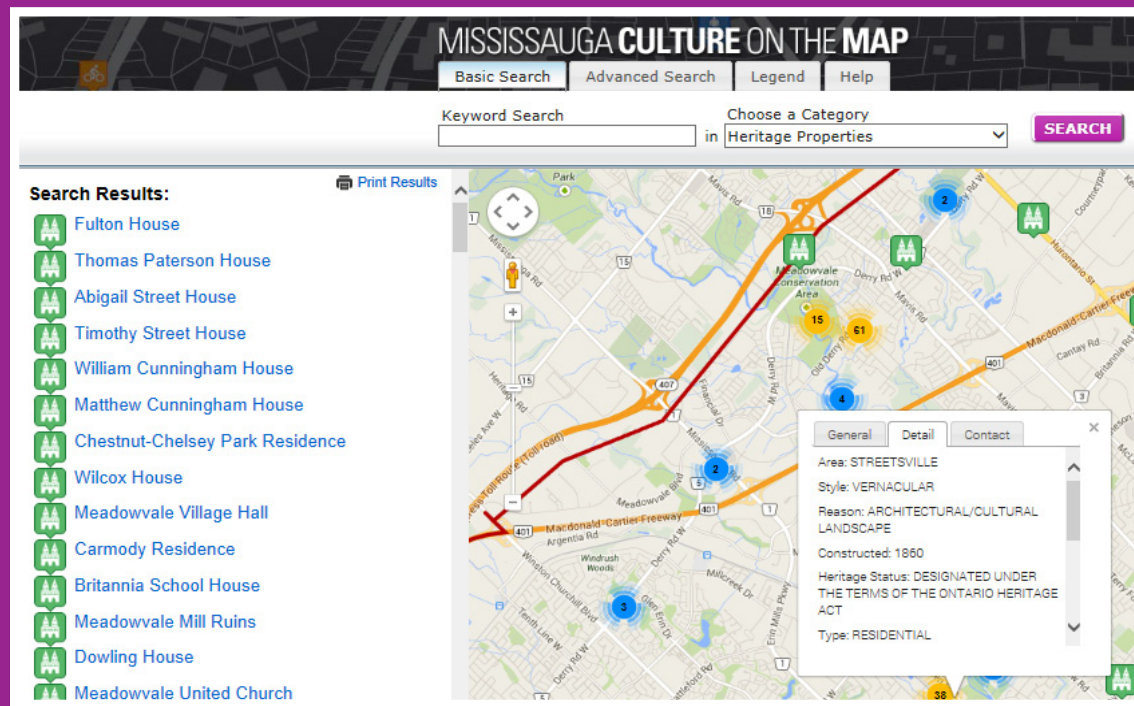
Operator: Town of Pelham

Expanding the Database

All information partners should be apprised of an acceptable format for data submission. This format should facilitate easy integration and updates to the existing database. At minimum, partners should be required to submit information in compliance with the following data fields comprised within the existing database:

Other objective-driven or value-added data fields which may also be requested and incorporated within the database include:

- Volunteers, members, clients, registrants/participants associated with the resource;
- Date of establishment and/or construction;
- Images & Photographs;
- Ownership & Governance (private, not-for-profit etc.);
- Space dimensions (as applicable): square footage, rooms available and capacity.



>>> Case #3: Culture on the Map (Mississauga)

Database Model: Centralized

Description: A comprehensive stand-alone map portal (Google map base) on City-wide cultural assets. The database was developed in partnership with a range of community stakeholders and municipal departments. Map contents include: Arts and Culture Businesses, Cultural Spaces and Facilities, Community Cultural Organizations, Festivals and Events, Heritage Properties, Public Art, Local Artists, Places of Religious Assembly, City Landmarks & Related Data.

Operator: City of Mississauga