

# **Policy Discussion Papers**

## **Preliminary Discussion**

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# Request for Recommendation Priorities Committee





Type of Decision									
Meeting	October 4, 2006				Report Date	September 22, 2006			
Decision Requested	X	Yes		No	Priority	X	High		Low
	Direction Only				Type of Meeting	X	Open		Closed

Report Title
Arts and Culture Charter, Strategy and Grant Policy - Final Draft

Budget Impact / Policy Implication	Recommendation
<div>X</div> <div>This report has been reviewed by the Finance Division and the funding source has been identified.</div>	<p>Whereas the Economic Development Strategic Plan for Greater Sudbury identifies a vision for Greater Sudbury to become "A city for the creative, curious and adventuresome",</p> <p>And whereas the City of Greater Sudbury recognizes the important economic and social benefits of the Arts and Culture Sector,</p> <p>And whereas, it is in the City's best interests to have and Arts and Culture Charter and Strategy to provide guidelines for a coordinated approach to developing and growing the Arts and Culture Sector.</p> <p>And whereas it is important for the City to invest in the Arts and Culture sector and to have a Grant Policy that supports the new Charter and Strategy,</p> <p>Therefore, be it resolved that the City of Greater Sudbury's Arts &amp; Culture Charter, Strategy, Grant Policy be approved, and that, implementation of individual projects by the City of Greater Sudbury proceed, subject to budget approvals.</p>
<div></div> <div>Background Attached</div>	<div></div> <div>Recommendation Continued</div>

Recommended by the Department	Recommended by the C.A.O.
<div>Doug Nadrozny, General Manager Growth and Development</div>	<div>Mark Mieto Chief Administrative Officer</div>

Report Prepared By	Division Review
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## Background

One of Council's established priorities for this term of office is to build a more vibrant and sustainable arts and culture sector in Greater Sudbury. In late 2004, responsibility for the arts and culture portfolio was transferred to Growth and Development as part of Blueprint 2007. Over the past year, staff has been working to move this priority forward.

After consultation at the federal and provincial level, a community-based consultative approach was used to begin to develop an arts and culture strategy. Three facilitated focus group sessions were held October 25, 2005, March 7, 2006 and May 16, 2006. Approximately 28-35 organizations and individuals from the arts and culture sector attended each session.

The focus group sessions included an assessment of present conditions and an analysis of issues and opportunities that led to the following approach and framework designed to build arts and culture capacity for the City of Greater Sudbury:

### 1) An Arts & Culture Charter

This is a community document which identifies the aims, principles and strategic directions that will create and support a vibrant and healthy arts and culture sector. It recognizes that community investment in arts and culture is essential, and that community identity and quality of life are key competitive assets in attracting business, visitors and skilled workers. As a short two page document, it sets a common vision for the community and serves as an easy to read reference for the public. The five guiding principles of the Charter are as follows:

- Goal #1 - A community that is committed and supportive of arts & culture,
- Goal #2 - A community proud of its character and heritage,
- Goal #3 - A community that values the economic potential and contribution of the arts,
- Goal #4 - A community that nurtures innovation and creative expression,
- Goal #5 - A community that promotes strong collaborations and communication

### 2) An Arts and Culture Strategy and Action Plan

The Arts and Culture Strategy and Action Plan focuses on the City of Greater Sudbury's role in working toward the goals in the Charter. It elaborates further on how arts and culture contributes to the social and economic well being our community. It contains a vision statement, and translates the goals and strategic directions into a set of action items with success measures to help Greater Sudbury's arts and culture community grow over the next ten years. Two examples are the development of a public arts policy and a mechanism for organization networking and information sharing.

Ten short term priorities are also identified, and subject to budget approvals, will be implemented over the next two years including:

- encouraging new private sector partnerships by piloting a matching fund program;
- reviewing and modifying the municipal Arts and Culture Grant Policy;
- a facility needs assessment to assist with arts and cultural space decision making; and
- strengthening the marketing of arts and culture in Greater Sudbury.

### **Arts and Culture Steering Committee**

An Arts and Culture Steering Committee was formed at the last stakeholder session and will assist in guiding the implementation of Greater Sudbury's Arts and Culture Strategy. It is expected that individual, project-specific task forces will form as activities are identified with ongoing networking.

### **3) City of Greater Sudbury Arts and Culture Grant Policy**

The current municipal Arts and Culture Grant Policy was redesigned to support the new Arts and Culture Charter and Strategy. The Policy recognizes that while not-for-profit arts and cultural organizations provide significant benefits to the quality of life of our community, they generally do not have the capability to be financially self sustaining.

Based on stakeholder input from the facilitated sessions, a new Arts and Culture Grant Policy was developed with the dedicated assistance of the Civic Arts and Culture Grant Advisory Panel. Members of the new Arts and Culture Steering Committee were also consulted.

The new municipal Arts and Culture Grant Policy incorporates the following changes:

- clearer eligibility requirements to better identify who qualifies,
- the assignment of evaluation criteria and weighting factors for fair application assessment and to ensure that applications meet with the principles and goals set out in the Arts and Culture Strategy,
- more defined grant terms and conditions that ensure responsible and effective use of funds,
- targeted questions on the application forms to better measure organizational effectiveness and assist with organizational guidance in the future,
- stronger post-project reporting requirements for funding applications over \$20,000.
- a simpler application form for funding requests under \$3,000.

Staff is also working in cooperation with the Ontario Arts Council to collect the same financial and statistical information for the larger organizations. A growing number of communities are cooperating in this manner. The forms provide a means for both funders and arts and culture organizations to measure performance over time and highlight areas of strength and weakness.

In the future, it is expected that amendments to the Arts and Culture Grant Policy will be required periodically to reflect organizational needs and environmental changes within the arts and culture sector. Also, there is an interest on behalf of the larger organizations to explore the feasibility of multi-year funding for operational budgets.

It is recommended that the Arts and Culture Grant Advisory Panel continue to review grant applications. In the next term of Council, recommendations will also be brought forward with respect to membership on the panel, and filling vacancies.

#### **4) ArtsVest™ Sudbury - Business Investment Grant Program**

A new element of the Arts and Culture Grant Program is proposed for 2007. ArtsVest™ Sudbury is a matching program designed to encourage and assist arts and culture organizations in broadening their funding base by attracting new business sector supporters. The grant is based on the success of a one-time pilot granting program called ArtsVest created by the Council for Business and the Arts in Canada and implemented in the City of Greater Sudbury in 2005/2006. The \$50,000 grant fund generated an additional \$63,000 in sponsorship from the business sector injecting a total of \$113,000 into Sudbury's arts and cultural community. Next year, Council will be asked to consider a special fund of \$50,000 to implement this program, in addition to the municipal Arts & Culture Grant Program.

#### **5) Development Budget**

The Arts and Culture Strategy identifies many tactics, actions, and short term priorities for developing the arts and culture sector. Several of these are underway and being worked on with available resources. A development budget is required to lever funding from other partners and move further ahead with the projects identified. A work plan for 2007 will be prepared and presented for funding in the 2007 budget process.

#### **Community Support for the Strategy**

Beyond the facilitated sessions for stakeholders, ample opportunity was given for citizen review and feedback. Through advertisements in the local media, citizens were directed to view the draft Arts and Culture Charter and Strategy on the City of Greater Sudbury website. A copy of the draft Arts and Culture Charter was also published in the Northern Life newspaper inviting citizen input. Most of the input received by phone or email was positive. The City also received 121 signatures from interested citizens endorsing the draft Arts and Culture Charter and Strategy. The Greater Sudbury Development Corporation and other City of Greater Sudbury departments were also consulted.

#### **Summary**

This final draft of the Arts and Culture Charter, Strategy, and Grant Policy is recommended for approval. The recommendation will be presented as a resolution at the next Priorities Committee meeting, on October 18.

#### **Attachments**

The City of Greater Sudbury Arts and Culture Charter - Final Draft  
The City of Greater Sudbury Arts and Culture Strategy and Action Plan - Final Draft  
The City of Greater Sudbury Arts and Culture Grant Policy - Final Draft

Final Draft -September 22, 2006

## **City of Greater Sudbury Arts and Culture Charter**

**Given that** investment in arts and culture is essential to ensuring a socially and economically healthy, creative and vibrant community

**And that** arts and culture enhances community identity and sense of belonging

**And that** quality of life has become a key competitive asset in attracting business, visitors and skilled workers

**Therefore**, the arts and culture sector together with the City of Greater Sudbury recommends that we, as a whole community, including the public, private and not for profit sectors work diligently together to increase arts and culture capacity by supporting policies, strategies and programs that will foster and build:

### ***A Community that is Committed and Supportive of Arts and Culture***

- Provide a broad balance of arts and culture programs that are accessible and available to all residents of the City of Greater Sudbury.
- Enhance existing spaces and develop new public spaces to define and create a special sense of place.
- Adopt a sustainable funding policy framework to support and ensure stability for the arts and culture sector.
- Foster the development of strong boards and an effective volunteer base.
- Engage the private sector in arts and culture development.

### ***A Community Proud of its Character and Heritage***

- Develop vibrant and diverse cultural identities as defined by the City's cultural assets, people, ethnicity, industry and natural environment.
- Offer a range of leisure and entertainment activities to encourage the celebration and appreciation of Greater Sudbury's cultural authenticity.
- Be an advocate for the protection of Sudbury's history and heritage.
- Build a greater understanding of the cultural character and identity of Greater Sudbury and its communities through research, promotion and awareness.

### ***A Community that Values the Economic Potential and Contribution of the Arts***

- Articulate and promote the contribution of arts and culture to both the social and economic well being of Sudbury.
- Position Greater Sudbury as a globally competitive Creative Community and destination for skilled workers, visitors and businesses.

- Facilitate cooperative efforts between arts and culture organizations and tourism/economic development authorities to better promote the quality and variety of arts and culture in Greater Sudbury.
- Ensure arts and culture is included in other municipal strategies and plans such as economic policy, social policy, downtown development and public works projects.

### ***A Community that Nurtures Innovation and Creative Expression***

- Build Greater Sudbury's capacity and reputation as a city and region for innovation, learning opportunities and artistic and design excellence.
- Establish and maintain a public art program that will enhance public spaces.
- Develop Greater Sudbury as a place of opportunity and creative development for children and youth.
- Stimulate, reward and recognize talent within the City's artistic community.
- Encourage citizens to be active participants in, and audience members for the arts.

### ***A Community that Promotes Strong Collaborations and Communication***

- Develop the conditions, infrastructure and networks needed to develop Greater Sudbury's reputation and status as a creative community.
- Encourage creative partnerships across arts and cultural pillars.
- Develop an accessible inventory and network of cultural assets and information.
- Encourage and facilitate co-operative partnerships in other sectors including health, government, business and education to deliver arts and cultural services.

Final Draft - September 22, 2006

## **City of Greater Sudbury Arts and Culture Strategy**

The City of Greater Sudbury is in the enviable position of being able to foster community support for arts and culture at many levels. In this respect, the City's continued support for arts and culture is crucial in encouraging other levels of government to invest in artistic and cultural activity in Greater Sudbury. The City can also provide leadership to the business sector in its efforts to work with the artistic and cultural community.

The City of Greater Sudbury's Arts and Culture Strategy is focused on the resources which the City possesses to stimulate the development of this sector, such as:

- Declarations, resolutions and commemorations;
- Policy development and tourism promotion;
- Zoning and by-laws;
- Staff expertise;
- In-kind assistance through use of City-owned buildings and land;
- Financial resources such as grants and donations.

Over the long term, Greater Sudbury's arts and culture strategy will:

- define and reinforce Greater Sudbury's arts and culture mandate,
- define the community's expectations,
- guide cultural programming and capital investment,
- define the needs and opportunities of the community and the cultural sector,
- integrate program and service delivery,
- integrate culture broadly into municipal issues,
- develop and sustain multi-sector partnerships,
- leverage resources for enhanced investment, and
- position Greater Sudbury as a leader in cultural planning and development.

### **Arts and Culture Vision**

The City of Greater Sudbury is committed to fostering an environment which promotes the pursuit of excellence in arts and cultural experiences, public access to those experiences, and the preservation and enhancement of a diverse cultural identity. This will be accomplished specifically by encouraging a common vision, improving communication, increasing partnerships, and the sharing of resources in relation to arts and culture.

### **Definitions**

Arts as included in this strategy will include the broad areas of visual arts including painting, drawing, sculpture and architecture, material arts and crafts such as ceramics, design carving and fibre arts, performing arts such as theatre, dance and music; literature such as fiction, poetry and drama, media arts such as photography, video and film and interdisciplinary arts.

Culture which consists of learned ways of acting feeling and thinking is a term used to describe the way of life of a people. It includes all the traits and elements that distinguish a given



society, its identity and its vision of the world. It includes our values, beliefs, customs, language, lifestyles and traditions.

Heritage is the continuing story of our people and their interaction with the environment. Heritage tells us who we are, where we have come from, and what we have accomplished. It is a source of strength and confidence that puts the changes of society into perspective and helps us to build a better future.

Given the historical importance of Anglophone, Francophone and Aboriginal cultures in our community, this strategy recognizes the bilingual and diverse nature of the municipality.

### **Geographic Range**

This strategy applies to the City of Greater Sudbury.

### **Integration with Other City Plans and Functions**

To be effective, the Arts and Culture Strategy for the City of Greater Sudbury should be included where possible in other City plans and functions, in particular, the Official Plan, Economic Development and Tourism Development Strategies, and the Downtown Vision.

### **Official Plan**

The City of Greater Sudbury's Official Plan sets out an overall vision and more specific commitments to guide development activity throughout the City and over the planning period for the next 20 years. In its final stages of development, the Official Plan also encompasses our objectives related to social, economic, and environmental issues.

The following extracts from the Plan's vision statements below reflect the collective aspirations of those who live in Greater Sudbury by drawing on past community initiatives and public consultation and set the overall policy context for development.

**Greater Sudbury is a modern, vibrant and diverse community** offering the amenities and services of a large urban centre as well as immediate access to the natural environment. Consisting of a large central urban area surrounded by a number of smaller communities and neighbourhoods with their own distinct character, Greater Sudbury provides a wide range of lifestyle choices for residents.

**Greater Sudbury is open to business** and strives to provide an economic environment to retain and grow commercial and industrial enterprises and to attract new investment and human capital. The City's Economic Development strategic plan has identified five engines of growth and a number of strategic actions and initiatives to be implemented.

**Greater Sudbury's downtown will be developed and sustained as the vibrant hub of a dynamic city** by preserving its historical build form, promoting arts and culture, improving linkages to neighbourhoods and amenities, integrating natural features, developing residential uses, and creating unique urban spaces through innovative design.

**Greater Sudbury is a healthy and sustainable community** which recognizes that the quality of life of our citizens is directly related to environmental, economic and social determinants. In

making land use choices in our community, there is an opportunity to ensure that the natural and built environments support an excellent quality of life for City residents.

**a “City of Lakes”** with 330 lakes within its municipal boundaries. The lakes and surrounding watersheds provide a striking natural backdrop for the City, sources of drinking water for residents, natural habitat for wildlife and a wealth of summer and winter, active and passive recreational activities.

**a green community** and a world leader in environmental protection, rehabilitation and innovation....The EarthCare Sudbury initiative has involved numerous stakeholders in defining positive environmental actions based on community participation.

### **Economic Development**

The City’s economic development strategy to the year 2015 focuses on five engines for growth:

- The best mining and supply services in the world;
- A city for the creative, curious and adventuresome - providing a quality of life to attract a diverse population;
- One of Ontario’s top four destinations - capitalizing on our natural assets and history to attract residents and visitors;
- A leader in health innovation and
- A model for eco-industry and renewable energy.

By developing a city for the creative, curious and adventuresome, Greater Sudbury will become a “people” place that welcomes and encourages talented individuals of diverse cultural backgrounds and lifestyles. The under 35 generation will experience Sudbury as a youth-friendly city with a dynamic urban environment. It will cater to a range of interests, provide a supportive educational, technological, policy, and financial infrastructure for entrepreneurs, and offer an enviable quality of life.

Key strategies and tactics to develop a city for the creative, curious and adventuresome include stimulating the cultural scene, stimulating a thriving vibrant downtown core, building stronger networks and supports to incubate innovation and technology development and attract new immigrants and those with diverse cultural backgrounds to the city.

An example is the Study, Stay, Succeed initiative developed by the City of Greater Sudbury with support from Human Resources and Skills Development Canada. This initiative will create networking programs targeted to youth to encourage students to stay in school, attain education and succeed in post-secondary education and their chosen careers. One network called the Young Professional Association provides opportunities for young professionals between the ages of 20 to 35 years to meet on a regular basis, build relationships and share perspectives through networking events, educational seminars and conference type events.

Four key igniter have been identified as necessary to develop the engines. These igniter include creating a culture of continuous learning, maintaining technology readiness, investing in infrastructure including the look and image of the City of Greater Sudbury, and developing a quality of place.

The plan cites the work of American researcher Richard Florida on creative cities and communities. Florida argues that quality of place is now a key competitive advantage for cities in attracting people, investment and new businesses.

Improving quality of place is directly tied to the success of our economic engines. Council must recognize the importance of recreation, arts and culture, and cultural diversity for attracting and retaining the creative talent that will contribute to the economic prosperity of the City and its entrepreneurial spirit. Given its impact on the City's image and appeal, the physical appearance of the urban landscape must be improved through a renewed focus on good urban design.

Quality of life is more than natural beauty. A recent study ranking Canadian regions on the features that are meaningful to the younger generation and to knowledge workers revealed that Sudbury scored second lowest on employment in artistic and creative occupations. Yet the cultural side of a city is an attraction for the cohort that will be next to lead the way in innovation.

### **Tourism Development**

Located in the heart of Northern Ontario, the City of Greater Sudbury offers many high quality products and services that reflect the true Canadian experience. Family attractions, an extensive network of accommodations, festivals, special events, shopping and year-round outdoor adventure opportunities combine to create critical mass that is attractive to visitors. A tourism catchment area that includes cities and towns in Northeastern Ontario and Southern Ontario makes Greater Sudbury a highly desirable destination.

Greater Sudbury's bilingual and multicultural character has allowed it to evolve into the Festival Capital of Northern Ontario. With an extensive annual line up of entertaining festivals in support of many cultural groups, Sudbury has something to offer everyone.

The Sudbury Tourism Plan 2004-2007, identifies the need for a tourism strategy and proposes the Premier-Ranked Tourism Destination Program of the Ontario Ministry of Tourism and Recreation as a foundation of that plan.

The program is designed to help municipalities strengthen the market readiness of the tourism sector. A focus of the program is on strengthening the information base of tourism assets and attractions as the basis for embarking on a full tourism strategy.

The program identified recommendations to enhance tourism for Greater Sudbury. Recommendations pertinent to arts and culture include:

- Build new infrastructure, for example, a convention centre and soft seat centre;
- Create new packages for niche markets. For example, Cinéfest has started to package its passports with accommodations.
- Create value-added and or on-theme packages with core attractions. For example, Science North might also team up with other providers to offer value added experiences such as Art in Bell Park or a trip to the Art Gallery of Sudbury;
- Create and publish an events manual;
- Capitalize on population diversity. Greater Sudbury has the third largest Francophone population outside of Quebec and a large Aboriginal population. Unique cultural events

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- featuring Francophone, Aboriginal, and other cultural populations should be embraced and promoted.
- Revisit and revitalize existing and former festivals. Explore opportunities to create a destination festival.
  - Establish more public arts spaces.
  - An improved image of the City's highway entrances to enhance positive tourism efforts.
  - Identify and develop opportunities for historic animation or interpretation.

### **Cultural Development**

Through the consultation process with the arts and culture sector, a community charter was developed that outlines long range guiding principles or goals for success along with strategic directions to achieve those goals.

### **Trends**

Several trends, both global and local impact directly on arts and culture and will likely influence this sector for the long term.

**Arts and culture as an engine for growth** - recognition that art and culture in all its forms has been and remains today one of the main keys, if not the main key, to creating the vibrancy of life that underpins all city growth; whether economic, social or community.

**Arts and culture as the key to creativity and innovation** - the realization that future economic prosperity is based on innovation and fostering the creative spirit, and that art and culture in all its forms and especially in the educational system, is the way in which this creativity is unlocked.

**Arts and culture as a vehicle for community development** - at a more local level, art and culture is being seen as a way to energize communities and build a sense of community strength.

**Arts, culture and technology** - technology is impacting art and culture in many ways by: changing traditional geographic boundaries, creating new art forms and new mediums of expression, creating greater expectations for all art forms to meet, providing greater accessibility and opportunities, and changing the way in which we do the business of the arts.

### **Key Challenges**

Among the most significant factors shaping the context for the arts and culture strategy are the following:

- the need for better organization, coordination and communication among arts and culture organizations,
- financial stability for arts and culture organizations,
- the need to enhance existing space and create new space,
- preserving cultural identity and heritage,
- building arts and culture capacity,
- the need to break down silos and develop partnerships, and
- building public awareness.

The five guiding principles or goals of the Arts and Culture Charter are the following:

Goal #1 - A community that is committed and supportive of arts & culture

Goal #2 - A community proud of its character and heritage

Goal #3 - A community that values the economic potential and contribution of the arts

Goal #4 - A community that nurtures innovation and creative expression, and

Goal #5 - A community that promotes strong collaborations and communication

The strategic directions pertinent to each goal will translate into tactics and actions that will achieve the established goals. The consultation process also identified measures that would gauge the long term success of the strategy.

### **Goal #1 - A Community that is Committed and Supportive of Arts and Culture**

Reliability of funding is the critical issue, as it affects resource planning, business and marketing plans and program development. While it is acknowledged that arts organizations need to generate their own revenue and undertake self-sustaining strategies based on their contribution to the local economy, sustained and dependable funding would help them achieve their objectives. There was a general feeling that multi-year funding commitments, with performance reporting requirements, should be implemented.

When citizens are made aware of the opportunity for participation and enjoyment of the arts in their own community, they are far more likely to participate in and support the arts. When people are made aware of and celebrate the Stars who live in their midst, they acquire a sense of pride and ownership in that artist's talent.

While some spaces are deemed suitable for current arts and culture organizations, some organizations such as the Art Gallery of Sudbury and The Sudbury Symphony Orchestra are requiring additional or new space to support expanding activities and audiences.

There is an expressed need for a bookable performance venue to support theatre and performances that require between 700 to 1200 seats as well as large public meeting space. There is also expressed needs for venues for studio, practice and rehearsal space and a desire to create an arts and culture district in downtown Sudbury.

### Strategic Directions

- Provide a broad balance of arts and culture programs that are accessible and available to all residents of the City of Greater Sudbury.
- Enhance existing spaces and develop new public spaces to define and create a special sense of place.
- Adopt a sustainable funding policy framework to support and ensure stability for the arts and culture sector.
- Foster the development of strong boards and an effective volunteer base.
- Engage the private sector in arts and culture development.

### Proposed Tactics

- Develop an inventory of current space availability and usage and identify gaps.
- Recognize outstanding accomplishments in the arts in order to acknowledge those artists, arts organizations and patrons who contribute in a major way to the cultural life in Greater Sudbury.

- Media campaigns and public events aimed at increasing awareness of arts and culture in the community and the opportunities created by the diversity of our audience.
- Work with partners to develop training programs to provide the skills needed to effectively manage their operations. Training can include board management, fundraising techniques, developing and training a volunteer base, building partnerships, etc.
- The City recognizes the importance of endowments as additional sources of financial support for the arts. The City will encourage the creation of an arts fund within the Sudbury Community Foundation.
- Support of arts is an investment, not a donation. Similar to previous years, the City of Greater Sudbury will establish an arts and cultural fund created through the municipal budget. This fund will be reviewed during the budget process annually. The City will review and develop specific guidelines and criteria for the allocation of this fund based on the priorities outlined through the arts and culture sector consultation process and Arts and Culture Advisory Panel.
- The City will work to encourage new private sector partnerships by piloting a matching fund program through the City's annual arts and culture grants allocation.
- Develop a multi-year protocol for arts funding which would include not only multi-year funding for arts groups but also sustainable funding for facilities and facility development.
- Work creatively with other levels of government for the benefit of the arts community by monitoring and ensuring that Greater Sudbury obtains its fair share of provincial and federal arts related resources.

#### Success Measures

- Increased attendance measured by ticket sales, number of performances, four season use, increased membership and subscriptions,
- A diversity of choices available that targets a variety of specialized interests,
- A variety of operationally efficient public spaces culturally friendly to everyone and sensitive to the different uses of space,
- An increase in event audiences for public events with spin off activity,
- Broader audience makeup (ages, gender, ethnicity, etc.),
- Higher visibility measured by multiple storefront spaces and expanded hours of operation,
- More partnerships with the business community for arts and culture projects,
- Attain above national average funding at the municipal level, and
- Increased financial support from provincial and federal levels.

#### **Goal #2 - A Community Proud of its Character and Heritage**

Sudbury's modern history was set in the hard rock of the Canadian Shield when the vision of a transcontinental railroad carved its way westward and established the small settlement of Sudbury Junction in 1883. While the area's dense forests attracted thousands of loggers, in the long run, Sudbury would owe its prosperity and rapid growth to the rich minerals embedded in the Sudbury Basin.

Sudbury is situated within traditional Ojibway land, and surrounded by many First Nation communities including Whitefish Lake and Wahnapiatae First Nations. Its multicultural and multilingual fabric is shaped by people of many different ethnic origins including Italian, Finnish, Polish, Chinese, Ukranian and Croatian. It has the third largest francophone population in

Canada outside of Quebec. Together these influences make Sudbury one of Ontario's most culturally diverse centres.

While mining remains a major influence on the local economy, Sudbury has evolved into a dynamic and diverse regional capital which functions as the service hub for all of northeastern Ontario.

Culture and heritage have been shown to be key drivers in downtown revitalization and cultural tourism strategies in many communities. The development of a cultural map is an integral step in the planning process for arts and culture. Cultural mapping is about identifying those cultural resources or assets that define a community's unique sense of place and identity. This includes all of the important organizations and activity in the arts, heritage, libraries and commercial cultural industries. It also embraces such things as urban landscapes, local traditions, landmarks, unique or specialized products and crafts, new media industries, the diversity and quality of leisure activity including recreation and entertainment.

#### Strategic Directions

- Develop vibrant and diverse cultural identities as defined by the City's cultural assets, people, ethnicity, industry and natural environment.
- As members of the global community, expand our vision of who we are by looking to the rest of the world's presence in Greater Sudbury.
- Offer a range of leisure and entertainment activities to encourage the celebration and appreciation of Greater Sudbury's cultural authenticity.
- Be an advocate for the protection of Greater Sudbury's history and heritage.
- Build a greater understanding of the cultural character and identity of Greater Sudbury and its communities through research, promotion and awareness.

#### Proposed Tactics

- Develop a cultural map, of arts and culture organizations, groups and individuals, heritage buildings and sites and industries. Broadening and deepening the information base on City arts and cultural resources is fundamental to future progress and to implementing the results of the planning process.
- Develop intercultural events, exchanges, and networking projects put on by cultural organizations.
- Integrate heritage/history of Greater Sudbury into school curricula. If youth are sold on the City, they are more likely to stay/return and use their own ingenuity to create jobs, etc.
- Increase the integration of arts and culture and heritage in urban planning and development.

#### Success Measures

- Tourists to the City are familiar with the branding of the City and recognize its uniqueness,
- The development of signature events, and
- Increased tourism.

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### **Goal #3 - A Community that Values the Economic Potential and Social Contribution of Arts and Culture**

The arts contribute in many ways to the economics of a community. Public art helps create a sense of place and livability. Cultural industries are growing, sustainable and clean industries that provide high paying jobs. These industries locate in areas that attract and support artists and creators. Artists purchase supplies to produce their art and for their everyday needs. A City with a vibrant arts community attracts business, new residents, tourists, and tourism dollars. Arts and culture is a driver to building a vibrant downtown.

The value of arts and culture goes beyond economic measures. Arts and culture helps to facilitate social cohesion. Difficult social issues like homelessness, racism, and the treatment of special populations such as persons with disabilities can be addressed through the arts. It is also known that the arts are an effective outreach tool to engage youth. Levels of attendance in arts programs are relatively high and sustained among at-risk youth. Also, learning in and through the arts enhances learning in other domains and general scholastic achievement.

#### Strategic Directions

- Articulate and promote the contribution of arts and culture to the social and economic well being of Sudbury.
- Position Greater Sudbury as a globally competitive Creative Community and destination for skilled workers, visitors and businesses.
- Facilitate cooperative efforts between arts and culture organizations and tourism/economic development authorities to better promote the quality and variety of arts and culture in Greater Sudbury.
- Ensure arts and culture is included in other municipal strategies and plans such as economic policy, social policy, downtown development, and public works projects.

#### Proposed Tactics

- Grow mysudbury.ca to include all arts organizations in Greater Sudbury and further their integration in the information highway,
- Incorporate arts and culture in tourism marketing campaigns, and
- Ensure that City policies and administration position Greater Sudbury as a film friendly location.

#### Success Measures

- Increased direct and indirect employment in the arts and culture sector,
- Return on Investment from arts and culture higher than the national average,
- Skilled professionals easier to recruit/retain due to enhanced quality of life, and
- Increased business opportunities in the arts and culture sector.

### **Goal #4 - A Community that Nurtures Innovation and Creative Expression**

Neil Bradford and Richard Florida are two well published advocates of the Creative Cities concept that is transforming the traditional way municipalities approach economic development.

Neil Bradford defines creative cities as “dynamic locales of experimentation and innovation, where new ideas flourish and people from all walks of life come together to make their communities better places to live, work and play”.



Richard Florida asserts that a city's future success – economically and socially – lies in its intellectual and creative capacity. Florida's creative class includes scientists, architects, engineers, artists, teachers and the like.

The City of Greater Sudbury has achieved international recognition by becoming a centre of innovation and applied research in many fields including mining technology, environmental restoration, health care, specialized product development and astrophysics research. The arts stimulate creative problem-solving and innovation within a group or community.

Artistic expression begins with individuals and small groups creating their own communities. These endeavors may lead to a broader stage but local support and nurturing are critical to the development. This includes appropriate conditions in which to develop, practice, perform and exhibit.

The connection with public art involves the community on a continuing basis. Numerous opportunities exist in the present park system and buildings to enhance public awareness throughout the community. These opportunities can range from story stones in neighbourhood parks, which reflect historical vignettes to a comprehensive heritage signage and hub development program for the City's trail system.

Creative expression is also recognized to be a two-sided proposition. Both the creator and the observer benefit from the exchange through appreciation and participation.

#### Strategic Directions

- Build on Greater Sudbury's capacity and reputation as a city for innovation, learning opportunities and centre for artistic and design excellence.
- Establish and maintain a public art program that will enhance public spaces.
- Develop Greater Sudbury as a place of opportunity and creative development for children and youth.
- Stimulate reward and recognize talent with the city's artistic community.
- Encourage citizens to be both active participants in, and audience members for the arts.

#### Proposed Tactics

- A campaign to increase community awareness that arts and culture contribute to positive outcomes across a range of fronts including community health and well being and quality of life, cross-cultural understanding, community safety and economic growth,
- Provide assistance for the development of arts and culture district(s) including downtown Sudbury with affordable venues for smaller arts groups,
- Promote formal education in the arts, and
- Ensure arts and culture is represented in school curriculums.

#### Success Measures

- Diversity of product in different media, including public art forms,
- Recognition that extends beyond Greater Sudbury's borders, and
- Recognition by citizens and Council of the intrinsic value of arts and culture to quality of life.

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### **Goal #5 - A Community that Promotes Strong Collaborations and Communication**

Silo busting is a trend across Canada and abroad. It is important for the cultural sector to overcome past fragmentation and mobilize a new cultural movement uniting the arts, heritage and folk life, historic preservation, libraries and archives, museums, and the humanities. These alliances will help to achieve the critical mass necessary to advance the sector's interests.

Arts and culture also needs to have a stronger voice in Sudbury. There was a widespread desire to have clearer roles and responsibilities established for advocacy by bringing the people involved in arts and culture to the table and giving arts organizations a voice in decisions that affect them.

#### Strategic Directions

- Develop the conditions, infrastructure and networks needed to develop Greater Sudbury's reputation and status as a creative community.
- Encourage creative partnerships across arts and cultural pillars.
- Develop an accessible inventory and network of cultural assets and information.
- Encourage and facilitate co-operative partnerships in other sectors including health, government, business and education to deliver arts and cultural services.

#### Proposed Tactics

- Mapping the city's arts resources and setting up a mechanism for linking organizations with resources.
- Reviewing the mandate and responsibilities of the arts and culture support groups and formalizing their relationship with the City of Greater Sudbury.
- Establish a single point of contact within the City of Greater Sudbury.
- Structure the Tourism, Culture and Marketing Department to most effectively use resources.
- Ensure adequate staffing at the municipal level.

#### Measures for Success

- Collaboration on timing of activities,
- Packaged events, for example, a Cultural Passport with multiple organizations working together,
- Joint funding applications,
- Shared resources, space and equipment, and
- Public awareness of what's available and when.

### **Top Short Term Priorities**

The consultation process identified the following ten tactics that will take priority in the short term (1-2 years). The first five were seen as an essential starting point for advancing the arts and culture sector and thus a set of actions was developed for each of the first five tactics:

#### **1) Develop an inventory of current space availability and usage and identify gaps.**

##### **Action:**

- a) Develop a proposal outline to identify resources required to complete the project.

- b) Conduct primary research to fill in gaps that will assist with decision making on whether to build, expand or update.
- c) An internet based solution would be appropriate where facilities would be listed along with a corresponding list of organizations that require space in order to provide a matching service.

**Target Date for Completion:** 1st Quarter, 2007

**2) Ensure adequate staffing and resources at the municipal level and build the necessary networks and relationships.**

**Action:**

Maintain stakeholder interest and involvement through:

- a) The creation of an arts and culture steering committee
- b) An annual or semi-annual forum to review progress and plan for the future
- c) Online networking to share information and identify projects.

**Target Date for Completion:** First stakeholder forum - 4th Quarter, 2006  
Online network development - 2nd Quarter, 2007

**3) Review and redesign the current Municipal Arts and Culture Funding Policy.**

Stakeholders expressed significant interest in reviewing and redesigning the application process for the Arts and Culture Grant program. For example, having a multi-year funding protocol for those organizations that regularly make applications to the City for operational costs would allow these organizations to better plan their programs and services.

Also, the Ontario Arts Council is requesting that cities redesign their application forms to conform to theirs. This would allow for better information gathering and would help to standardize the application process for organizations that make applications to multiple funders. A number of Ontario cities have expressed interest in adopting this concept.

**Action:**

- a) Create task force to revise current application process.
- b) Develop a multi-year funding protocol for applications requiring ongoing operational costs.
- c) Develop relevant standard questions – consider other examples for simplicity and flexibility, and
- d) Clarify eligibility requirements and assign weighting factors for application evaluation.
- e) Funding envelopes should be identified for projects, operational costs, capital, and new developments.
- f) Explore alternative models to the current advisory panel structure and make recommendations for changes.

**Target Date for Completion:** 4th Quarter, 2006

**4) Increase the integration of arts and culture and heritage in urban planning and development.**

The City of Greater Sudbury's new official plan recognizes that arts and culture and the preservation of Greater Sudbury's heritage resources is directly linked to the identified need to improve quality of place and is integral to building a healthy community.

**Action:**

- a) Ensure that the arts and culture sector plays a role in a focused way and in cooperation with other community partners such as museums and libraries and developers in the preservation of heritage resources.

**Target Date for Completion:** Ongoing

**5) Develop a cultural map of all the important organizations and activities in arts and culture.**

Cultural mapping is an important starting point because the end product will identify those cultural resources or assets that will define Greater Sudbury's unique sense of place and assist with the development of the City's future marketing activities. This mapping will also lead to the designation of significant cultural and heritage sites.

**Action:**

- a) The City needs to identify and allocate sufficient staff resources which will include an archivist/database position and provide direction for the project
- b) Form a task force and assign members to each mapping category.
- c) Develop on line solution
- d) The preliminary inventory gathered through the consultation process will be expanded upon and will also draw on existing lists and directories including a preliminary inventory of attractions developed for the Premier Ranked Tourism Destination project. The primary objective is to establish a coherent framework for collecting that could be agreed upon as the basis of future work. Broadening and deepening the information based on city arts and cultural resources is key to future progress and to implementing the results of the planning process.

**Target Date for Completion:** 3rd Quarter 2007

**Other Priorities**

- 6) The City will work to encourage new private sector partnerships by piloting a matching fund program through the City's annual arts and culture grants allocation.
- 7) Provide assistance for the development of arts and culture district(s) including downtown Sudbury with affordable venues for smaller arts groups.
- 8) Strengthen marketing of arts and culture in Greater Sudbury and acknowledge the opportunities created by the diversity of our audience
- 9) Recognize outstanding accomplishments in the arts in order to acknowledge those artists, arts organizations and patrons who contribute in a major way to the cultural life in Greater Sudbury
- 10) Establish a single point of contact within the City of Greater Sudbury.

### **Arts and Culture Steering Committee**

A steering committee was formed at the last stakeholder session and will assist in guiding the implementation of Greater Sudbury's Arts and Culture Strategy. It is expected that individual, project-specific task forces will form as activities are identified with ongoing networking.

#### **Steering Committee Members:**

Derek Young - Sudbury Arts Council  
Louise Lane - City Arts and Culture Advisory Panel Member  
Mireille Groleau – le salon du livre  
Geneviève Pineault - TNO  
Bill Bradley – Northern Life  
Esa Hermikari - Northern Lights Festival Boreal  
Laurie McCauley – Myths and Mirrors  
Paul Loewenberg - Northern Lights Festival Boreal and Towne House  
Rosie Horne – Sudbury Symphony Orchestra

Final Draft - September 22, 2006

## **Greater Sudbury Arts and Culture Grant Policy & Program**

In 2006, the City of Greater Sudbury developed an Arts and Culture Charter and Strategy. These two documents provide the City with a vision statement, guiding principles and goals, and recommendations for work that can be undertaken to foster the growth and development of the Arts and Culture sector in Sudbury. The Arts & Culture Strategy also includes definitions pertinent to the arts and cultural sector and plays an important role in guiding staff and City Council on the arts and cultural services to be developed for our community.

Support of arts and culture is an investment in the quality of life for our community. The City of Greater Sudbury therefore commits to setting a long-range goal of increasing spending in the arts as a percentage of total annual spending.

The City of Greater Sudbury Arts and Culture Grant Program has been established to invest funds into the not-for-profit arts and cultural sector of the City of Greater Sudbury.

The grant recognizes the contribution of arts and cultural institutions, special events and projects to the quality of life in Greater Sudbury and acknowledges that, while these institutions and organizations provide significant benefits to our community, they generally do not have the capability to be financially self-sustaining. In order to ensure their continuity and continuing benefit to the community, it is appropriate for the community, through municipal and other levels of government, to provide financial support.

It is anticipated that amendments to this new policy and application forms may be required during the course of implementation to reflect organization needs and changing demand from the arts and culture sector.

### **Arts and Culture Grant Program Streams**

The program streams for the City of Greater Sudbury Arts and Culture Grant Program includes operations, projects & special events.

There are two applications forms for the Arts and Culture Grant Program; one for applications that are requesting less than \$3,000 and one for applications that are requesting over \$3000.

#### **A) Operations**

An **Operations** grant is intended to assist a variety of not-for-profit arts and cultural organizations with ongoing operations such as salary and administration.

Operations grants are available to all not-for-profit arts and culture organizations, small and large. Applicants applying for funding over \$20,000 must be well established arts and cultural organizations that:

- 
- have an ongoing presence in the City of Greater Sudbury,
  - a considerable volunteer component,
  - a track record of quality programming or services,
  - effective board governance,
  - are registered as a not-for-profit corporation for at least three years.

The City of Greater Sudbury will be exploring the feasibility of implementing a multi-year funding model for operational grants over \$20,000 where major organizations may be eligible for funding for three consecutive years at a time.

## **B) Projects & Special Events**

The **Project & Special Events** grant is intended for new, developing, and established arts and culture organizations that work on a project basis, and organizations undertaking a special, one-time arts and culture initiative such as a festival or celebration. The Project & Special Events Grant supports a variety of not-for-profit cultural organizations and is designed to support a range of activities and art and cultural forms reflecting different cultural traditions and artistic practice.

Arts and Cultural organizations based in the City of Greater Sudbury who carry out creative programs in this community for the benefit of its citizens, and who have a considerable volunteer component, are eligible to submit an application for financial assistance.

Projects may include, but are not limited to:

- Special one-time activity such as: performances, an art series event or a specific aspect of festival participation;
- Training and development to assist with the upgrading of skills and knowledge of board members of an organization to improve the performance of that organization for the benefit of the community;
- The acquisition of equipment necessary for the ongoing development of the organization; (does not include equipment which must be replenished each year);
- Experimental artistic and cultural projects;
- One-time facility assistance and waiving of City licensing fees; and
- Seed funding to assist in the establishment of a new organization for a portion of the initial start-up costs, on a one-time only basis, for a maximum of a two year period.

Equipment costs up to 50% of costs or \$3,000 may be considered under this program if it is demonstrated that providing these funds will directly satisfy the goals of the City of Greater Sudbury Arts and Culture Strategy.

### **New - ArtsVest™ Sudbury Grant Program**

A new element, subject to funding approval, is called **ArtsVest™ Sudbury**. ArtsVest™ Sudbury is a matching program designed to encourage and assist arts and culture organizations in broadening their private sector funding base by attracting new supporters. The grant is based on the success of a pilot granting program called ArtsVest created by the Council for Business and the Arts in Canada and implemented in Sudbury in 2006. The ArtsVest™ Sudbury Grant Program has the following objectives:

- To encourage businesses to partner with the arts and culture organizations for the first time,
- To encourage businesses that already support the arts to increase their support, and
- To support arts-business partnerships that work to the benefit of both parties and the community-at-large.

Through an up to 100% one-time matching program, all new dollars raised by the arts from businesses that have not been arts and culture supporters in the past automatically double in value. By helping local arts and culture organizations develop effective corporate sponsorship programs, the ArtsVest™ Sudbury Grant helps ensure that this year's new sponsors become eager partners for years to come.

Organizations applying for Operating or Project & Special Events grants under the City of Greater Sudbury Arts and Culture Grant Program may also be eligible to apply for an ArtsVest™ Sudbury Grant. The Program has its own separate set of eligibility criteria and application forms.

### **Eligibility Criteria for the Arts and Culture Grant Program**

To be considered for a grant, Applicants must meet the following criteria.

1. Requests from arts and cultural organizations **within the City of Greater Sudbury boundaries** that serve the citizens of the City of Greater Sudbury will be received and considered for financial assistance.
2. Only one (1) request for financial assistance per year per applicant organization will be received and considered under the City of Greater Sudbury Arts and Culture Grant Program.
3. The primary mandate and activities of the organization must be in the arts and culture sector and consistent with the goals of the City of Greater Sudbury Arts and Culture Strategy.
4. Other not-for-profit organizations may be considered for a Project or Special Event Grant if there is a significant arts and culture component that enhances community access or promotes the development of the arts and culture sector.
5. Every group must have an active independent volunteer Board of Directors and hold regular meetings.
6. The applicant organization must demonstrate a financial need. Evidence is required of adequate effort to secure other financial support.
7. To be eligible for a Grant for over \$3,000, applicants must be incorporated not-for-profit organizations.
8. Requests from individuals and commercial enterprises will not be eligible.



9. Grants are not available:
  - As donations (including the waiving of fees and charges)
  - To groups raising funds for charitable causes other than for reinvestment in the arts and culture sector
  - For travel or accommodation
  - For uniforms or personal equipment
  - For banquets, trophies or entertainment
10. Expenses for major capital projects.
11. Grants are not intended to support organizations that are primarily training or educational institutions.
12. Special events or projects cannot take place before the application deadline date.
13. The applicant organization must show evidence of value to the community by indicating the impact of its particular activities on group or individual artistic or cultural development in the community, through factors such as: the promotion of local talent and its expression; the introduction of all ages to the arts or community culture; the efforts and effects in encouraging an arts or community cultural career.
14. The organization contributes to a high degree of artistic achievement and excellence in the cultural life of the community.
15. The applicant organization must demonstrate a willingness to co-operate with related groups in the community.
16. Grants are not available for programs, projects or services that are included in the budgets of City residents.
17. Organizations in arrears with the City of Greater Sudbury at the date of application are not eligible for funding through the Arts and Culture Grant Program.

### **Terms and Conditions**

1. Grants shall only be used for the purposes outlined in the letter of approval and any attachments thereto. Changes in the proposal shall only be made with the City's written approval. Any unused portion of the Grant remains the property of the City of Greater Sudbury.
2. This Grant is intended as periodic support for arts and cultural special projects of value to the community. The same activity will not necessarily be supported the following year.
3. Grants will not cover deficits of any kind (including capital debt).
4. Applicants in default to the City due to failure to account in a satisfactory manner for previous Grants, or to refund Grant overpayments, will not be eligible for consideration.

5. Applicants must identify any funds for this project derived from the disposal of an asset previously purchased with assistance from City of Greater Sudbury funds. The Recipient shall not sell, lease or otherwise dispose of assets purchased in whole or part with City Funds, without the prior written consent of the City
6. Groups obtaining grants for equipment must provide an undertaking that the equipment will become the property of the City of Greater Sudbury in the event that the groups disband.
7. The grant application must be complete to be considered.
8. All applicants must submit a post grant report by December 30 of the same year the Grant was issued. Failure to provide a post project report will forfeit the ability to apply the following year.
9. Recipients of grants over \$20,000 will be asked to present post funding results to the Arts and Culture Grant Advisory Panel.
10. The applicant organization shall submit any further pertinent information as may be required by the Arts and Culture Grant Advisory Panel and/or the City.
11. The City shall be entitled to impose such additional terms and conditions in its letter of approval, at its discretion.
12. Granting of assistance in any one year or over several years is not to be interpreted as a commitment to future year's funding. Grants are not automatically increased.
13. Neither the Applicant nor the Recipient shall assign its application or Grant, respectively, without the prior written consent of the City.
14. Recipients must acknowledge the support of the City of Greater Sudbury by using the City of Greater Sudbury logo on all forms of communication related to the activity for which they were funded. This includes advertising, information documents, websites and other electronic communications.
15. The Recipient shall keep and maintain all records, invoices and other documents relating to the Grant in a manner consistent with generally accepted accounting principles and clerical practices, and shall maintain records for a period of three (3) years. The Recipient authorizes the City and its agents at all reasonable times to inspect and copy any records, invoices and documents relating to the Grant, in the possession, or under the control, of the Recipient.
16. The Recipient agrees that the City shall not be liable for any damages including, but not limited to, general, incidental, indirect, special or consequential damages, injury or loss of use, revenue or profit of the Recipient arising out of or in any way related to the organization or its activities, unless it was caused by the negligence or willful act of an employee of the City.

17. The Recipient shall, at the request of the City, repay to the City the whole or any portion of the Grant if the Recipient:
- Ceases operating;
  - Has knowingly provided false information in this application;
  - Uses the funds for purposes other than those detailed in the attachments thereto;
  - Breaches any of the terms and conditions of this Agreement;
  - Breaches any of the provisions of the Human Rights Code, in the operation of this project;
  - Commences, or has commenced against them, any proceeding in bankruptcy.

Where required, the Grant shall be repaid by cheque, payable to the City of Greater Sudbury and mailed to;

Tourism, Culture and Marketing Section  
City of Greater Sudbury  
200 Brady Street  
Sudbury, Ontario P3A 5P3

## Definition of Terms

**Applicant** means the organization which submits this application to the City of Greater Sudbury.

**City** means the City of Greater Sudbury.

**Recipient** means the applicant organization which has submitted this application, has agreed to be bound by these terms and conditions, and has been awarded an Arts and Culture Grant by the City of Greater Sudbury.

**Arts and Cultural Organization** is a not-for-profit group whose mandate is of an arts and cultural nature.

**Arts** encompasses the broad areas of visual arts including painting, drawing, sculpture and architecture, material arts and crafts such as ceramics, design carving and fibre arts, performing arts such as theatre, dance and music, literature such as fiction, poetry and dream, media arts such as photography, video and film and interdisciplinary arts.

**Culture** which consists of learned ways of acting, feeling and thinking is a term used to describe the way of life of a people. It includes all the traits and elements that distinguish a given society, its identity and its vision of the world. It includes our values, beliefs, customs, language, lifestyles and traditions.

**Arts and Culture Industry** refers to the relationship between culture and the economy.

**Business Plan** - A blueprint and communication tool for any organization. It is comprehensive in reflecting goals and objectives and how they are expected to be reached. It clearly outlines what and how and from where the resources to accomplish the goals and objectives will be acquired and utilized. It typically covers a period between three (3) and five (5) years.

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**Capital Costs** - Money spent for replacing and improving business facilities.

### **Deadline and Application Policies**

Please provide 7 complete signed copies of your application. We cannot not accept applications that have been faxed, emailed or sent on disc.

Check to make sure the application is complete, signed, accurate, legible and submitted in the correct order with the correct number of copies.

Submit your application on time. We will accept applications postmarked by Canada Post or a courier company no later than the deadline date. You may also hand deliver your application to our office at Tom Davies Square at 200 Brady Street before 4:30 on the deadline date.

### **Support Material**

Along with a written application, support material is a significant part of your proposal and has a substantial impact on the assessment of your project's artistic and cultural quality. It can help explain or support the application. Send only material that relates to what you are proposing in your application. It includes any other material such as manuscripts, brochures, posters and programs that may be required along with the written sections of the application. Support material will not be returned unless requested when the application is made.

### **Evaluation Methodology**

Organizations will be evaluated based on their ability to meet the following evaluation criteria which measure the quality of the organization's programming, the ability to deliver and the outcome of the organizations project or plans. The evaluation also provides a method of identifying areas of weaknesses and strengths for guidance purposes.

### **Arts and Culture Grant Evaluation Criteria**

#### ***Arts and Cultural Interest (Ranking 1- 5)***

- The Organization has demonstrated standards of artistic/cultural achievement and excellence in past activities.
- The Applicant demonstrates innovation and creativity in its programming and activities.
- The proposed project/activity is distinct and innovative in the context of comparable activities in the City of Greater Sudbury and there is a demonstrated need.
- The project/activity encourages and provides unique opportunities for artists, other arts and cultural organizations and the public.
- The Organization's artistic or cultural activities have an impact on group or individual artistic or cultural development in the community through factors such as; the promotion of local talent and its expression; the introduction of all ages to arts and culture; the efforts and effects in encouraging an arts or community career.
- Members of the arts and culture community are included in the planning of the project.
- There is a level of engagement with local arts organizations, artists and community groups

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- The project/activity meets the objectives of the city of Greater Sudbury's Arts and Culture Strategy.

***Organizational Governance and Efficacy (Ranking 1-5)***

- There is a clear mandate, competent administration and effective board governance.
- There is financial stability and accountability and the budget for the request for funding is reasonable and realistic.
- The current proposal is well planned and achievable and there is a demonstrated need for financial assistance from the City.
- The Applicant demonstrates initiative and success in generating revenue other than municipal funding and encourages partnerships with a clear relationship between and among the partners.
- The Applicant has a strong volunteer program and encourages membership in its Organization.

***Community Impact (Ranking 1-5)***

- The applicant's activities are directed to the improvement of the quality of life in the City of Greater Sudbury
- Public access to the work is a priority including access to the City of Greater Sudbury's diverse communities
- The Organization has the appropriate marketing and publicity plan in place for its activities or work, reaching out to community audiences.
- There is substantial and/or growing public interest and attendance for the activities or work, stimulating wider appreciation of the City's arts and cultural heritage.
- There is a positive impact in arts and culture community stimulating economic development and cultural tourism opportunities

***Grant Approval Process***

Advertising to solicit applications for arts and culture funding based on the available budget is placed in the local newspapers, the Sudbury Arts Council and the City website.

*January/February*

Tourism, Culture and Marketing Section staff will review the applications to ensure all the items in the checklist are complete.

*February/March*

Completed applications are provided to the Arts and Culture Grant Advisory Panel for review of each submission and for making recommendations. City staff from the Tourism, Culture and Marketing Section provides administrative support.

*March/April*

Following budget approval, a report goes to Council for approval from Tourism Culture and Marketing Section detailing the recommended amounts to the various applicants.

*April/May*

***Finding Out About a Grant Decision***

Letters informing you whether or not you have received a grant will be sent once decisions are approved by Council.

If you have been awarded an outright grant, your cheque will be included with the notification letter. Decisions in all project programs are final and cannot be appealed. However, if there is evidence that due process was not followed; the City of Greater Sudbury will investigate.

***If You Get a Grant***

You must send a post project report by the date identified in the letter. If you do not submit a satisfactory report by that date, the City of Greater Sudbury may require you to repay the grant.

**Contact Information**

If you have any questions or comments, please contact:

Stephanie Harris, Business Development Officer  
Tourism, Culture and Marketing Section  
Tel: (705) 674-4455 ext. 4606  
Fax: (705) 671-6767  
Email: [Stephanie.harris@sudbury.ca](mailto:Stephanie.harris@sudbury.ca)

**Civic Arts and Culture Advisory Panel - 2004-2006**

Mary Jane Christakos  
Louise Lane  
Jamie Ruddy  
Mona Sims  
Guylaine Tousignant  
Councillor Lynne Reynolds