

Municipality:	Ottawa
Category:	Integration With Strategic Plans
Name:	Arts and Heritage Plan
Population:	897,400 (2006)
Municipality Type:	Urban Centre - with large surrounding rural area
Land Area (square km):	2,778.64

Highlights

- Municipal amalgamation (2001) offered an opportunity to reposition arts and heritage issues within the new municipal structure and its strategic priorities.
- *Ottawa 20/20* is a twenty-year growth management strategy for the City that identified Arts and Heritage as one of five priority-planning areas (Approved 2003).
- Developing the Arts and Heritage Plan as part of this larger process drew attention to links between culture and other social, economic and civic agendas. It also strengthened cultural planning in the city through the use of consistent methodology, timelines, reporting requirements, etc.
- The Arts and Heritage Plan led directly to increases in cultural funding and supported the consolidation of all City cultural programs into one departmental structure.

Municipal Context

- Ottawa is Canada's fourth largest and Ontario's second largest city with the country's most highly educated work force and highest household income. It is one of the country's most diverse and bilingual cities, and an important immigration destination.
- The city is a significant research and development hub with two universities, two community colleges and is a world leader in telecommunications.
- A significant impact of amalgamation was the addition of large natural and agricultural areas to the densely populated urban hub.
- Ottawa is a major cultural centre, home to both national and local institutions.

Cultural Portfolio (Approved 2006 Budget)

- **Structure and Reporting Relationship:** The Cultural Services and Community Funding Branch is one of 11 branches in the Community and Protective Services Department.
- **Programs:** The City directly delivers community arts programs (outreach arts programs to at-risk children and youth, special needs programs, youth arts leadership programs, summer park arts programming), public art programs (exhibitions, circulating civic art collection, site specific commissions) instructional arts programs (recreational to training programs i.e. painting, drama, dance, pottery, etc.), archives programs (including public reference and research, etc.), heritage programs (Museum Day, Heritage Day, commemorations, etc.) and citywide events (Doors Open).
- **Facilities:** The City directly operates 21 facilities across the city: 2 theatres including Centrepointe Theatre; 1 performance space; 3 museums including the Billings Estate Museum; 10 art galleries; 1 archives; 2 instructional art centres; 1 artist co-op studio; and 1 multi-disciplinary facility. There are many other cultural facilities that are operated by community partners (non-profit cultural organizations) across the city.
- **Budget:** The gross operating budget for Cultural Services is \$11.3 million. Revenues of \$2.7 million include registrations, admissions, concession sales, etc. Therefore the 2006 net operating budget is \$8.6 million.
- **Cultural Funding Programs:** In 2006, 435 cultural funding applications were received, 34 peer-assessed juries were held resulting in 225 funding allocations being awarded to date to local arts, festival and heritage non-profit organizations and

individuals. The approved base budget for 2006 of \$4.5 million has leveraged \$40 million in revenues in the arts/festival sector alone.

- **Staff:** approximately 89.7 FTE's - 90% dedicated to direct program/service delivery; 10% to policy and planning.
- **Governance System:** The Arts, Heritage and Culture Advisory Committee has a citizen membership of 18-22. Members are appointed by Council via the approved Appointment Policy process and must be residents of Ottawa, be at least 18 years of age, and have interest and/or expertise in professional and community arts and/or interest or expertise in heritage issues. The membership of the committee must reflect the full range and diversity of Ottawa's citizens and shall represent, as much as possible, an equal interest between the arts and heritage. Membership must also include at least one member representing the rural community. The committee shall have in resource two staff from the Community and Protective Services department - one each from the Arts Development and the Heritage Development Units.
- The Committee reports to Council through the Community and Protective Services Committee and is mandated to provide "leadership, advice and assistance" to Council through the development and implementation of arts and heritage policies, programs and development initiatives. Heritage designations remain the responsibility of the Planning Department and are dealt with by the Local Architectural Conservation Advisory Committee.

Cultural Plan

- In addition to Arts and Heritage, *Ottawa 20/20* is made up of: an Economic Strategy, an Environmental Strategy, a Human Services Plan, and the Official Plan.
- Seven principles, reflecting values and characteristics residents wish to see in Ottawa in 2020, guided all five plans. These are:
 1. A caring and inclusive city
 2. A creative city, rich in heritage, unique in identity
 3. A green and environmentally-sensitive city
 4. A city of distinct, livable neighbourhoods and communities
 5. An innovative city where prosperity is shared among all
 6. A responsible and responsive city
 7. A healthy and active city.
- **Research** – was completed by internal staff on cultural planning issues in other municipalities.
- **Consultation Process** – made use of a visioning and facilitated dialogue aimed at bringing together "different" people that might not ordinarily participate in order to foster innovation and new ideas.
- **Results** - The Arts and Heritage Plan is not one plan, but two: the *Arts Plan* and the *Heritage Plan*. Each follows a similar format and structure: a 20-year vision linked to strategies, policy statements and actions for the next 5 years.
 - **Arts Plan** – identifies three overall priorities: Invest and spark investment in local arts; increase access for artists, audiences and the community to new and improved cultural spaces; get the word out (marketing, promotion, arts education).
 - **Heritage Plan** – also identifies three priorities: Identify, collect and preserve significant heritage resources; research, interpret and promote heritage; build capacity.
- **Measures and Indicators** – per-capita investment will be tracked and reported every three years. The City is integrating identified priorities with long range financial planning and operational planning processes. Reporting and tracking systems are in development.

Most Significant Outcomes

- The plan led to significant increases in municipal investment in cultural programs and facilities, including increases for community-based cultural organizations. The capital budget for 2005 is \$10.6 million compared to approximately \$1.2 million in 2003.
- The City's capital investment of \$10.6 million is leveraging \$75 million in capital projects now in development or under construction. These projects include: Orleans Arts Centre; Great Canadian Theatre Company; 150 Elgin Concert Hall, Archives Relocation, Arts Court Cultural Complex.
- A municipal budget crisis in 2004 led to proposals for drastic cuts to arts and heritage. These were ultimately not approved by Council. Connections drawn between cultural and other civic agendas through the *Ottawa 20/20* process contributed to new cross-sectoral community coalitions to promote the need for increased municipal investment in social infrastructure and quality of life.
- Some key projects that are linked to the Arts and Heritage Plan priorities include: Cultural Calendar project; Arts Investment Strategy; Festival Sustainability Strategy; Museum Sustainability Plan; and a Cultural Infrastructure Strategy.

Lessons

- The importance of working collaboratively across municipal departments and all community sectors.
- The benefits of working closely with Economic Development staff on tourism strategies, cultural marketing and promotion.
- Insights drawn from working with the Ottawa Public Library in planning for the development of the New Central Library with a significant cultural component.
- The importance of integrating arts and heritage fully into the larger urban planning process.

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Links

Overview of Ottawa 20/20

http://ottawa.ca/city_services/planningzoning/2020/window/components_en.shtml
http://ottawa.ca/city_services/planningzoning/2020/window/index_fr.shtml

Arts and Heritage Plan

http://ottawa.ca/city_services/planningzoning/2020/art_heritage/about_en.shtml
http://ottawa.ca/city_services/planningzoning/2020/art_heritage/about_fr.shtml