

A LIVEABLE CITY FOR ALL

A New Cultural Roadmap
for Ottawa 2019–2022



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Introduction

Why a cultural roadmap for Ottawa?

Ottawa is ready to join leading cities by recognizing culture¹ as a central force shaping its future as a liveable city.

A New Cultural Roadmap for Ottawa 2019–2022 sets the course to an Ottawa where all citizens can take part in the social and economic benefits of culture.

Ottawa’s culture scene animates our lives while generating significant economic impact and social benefits. From film and festivals, to heritage talks and walks, rural museums, visual art exhibitions, theatres, indigenous art forms, ethnocultural community celebrations, neighbourhood pop-up concerts, major cultural venues - and more - culture defines, enlivens and unites our city.

Culture is a key contributor to the high quality of life in Ottawa.

Ottawa is home to a wealth of cultural assets, a vibrant cultural sector, and a diverse, culturally engaged population. The citizens of Ottawa care about culture in their city and are avid cultural participants.

In its draft report entitled *Ottawa Next: Beyond 2036*, the City of Ottawa has articulated a vision to become the most liveable mid-sized city in North America. Current research and global thought leadership have recognized the key role of culture in enhancing the livability of cities by contributing to social and economic well-being. A thriving cultural sector² benefits the whole community and all citizens have a right to participate in culture. The most liveable cities in the world embrace culture as a key resource. The organizations and people working in the sector are seen as playing an important civic role.

“A liveable city is one where all of its communities are socially, economically and culturally connected.”

Ottawa Next: Beyond 2036, City of Ottawa Draft Final Report, January 2019

Culture is also an important part of a city’s economy. According to the Ottawa Cultural Research Group’s November 2018 *Counting on Culture* report, in Ottawa culture accounts for over \$3.4 billion in direct economic impact (local GDP) which represents nearly \$3,700 per Ottawa resident.

Recent investments and commitments that support cultural work and facility renewal are increasing citizens’ and visitors’ awareness of and enthusiasm for Ottawa’s potential as a liveable cultural capital city. Ottawa is poised to build on recent successes and seize new opportunities for cultural development to make Ottawa a truly vibrant and liveable culturally rich city.

A New Cultural Roadmap for Ottawa 2019–2022 (the Roadmap) evolved from the City of Ottawa’s *Renewed Action Plan for Arts, Heritage and Culture in Ottawa (2013-2018)* (the Renewed Action Plan). The Renewed

¹ *Culture* – all forms of art and heritage, including festivals and related activities, happenings and places.

² *Cultural sector* – organizations and workers involved in all forms of art and heritage, including festivals and related activities, happenings and places, inclusive of people from a diversity of ancestries, abilities, ages, countries of origin, ethnic cultures, genders, incomes, languages, races and sexual orientations. (See Appendix 1: Glossary of Terms for more definitions.)

Action Plan recognized that a thriving cultural sector and scene are key building blocks to a healthy, liveable city and set out an plan to help realize this. The Roadmap builds on the recommendations and achievements from the Renewed Action Plan. It maps out a course on which we can collectively harness the power of culture to build an inclusive, liveable and globally competitive Ottawa.

Purpose of the Roadmap

The purpose of the Roadmap is to guide and inform decision-making regarding future cultural policy, planning, programs, investment, infrastructure and services - for the City of Ottawa and for organizations and citizens working in culture and/or in community development and city-building.

An Evidence-Based Process

The Ottawa Cultural Alliance (OCA)³ oversaw development of the Roadmap with funding from the City of Ottawa. Independent consultants produced the Roadmap under the guidance of an OCA Steering Committee and an external Advisory Committee of community representatives.

The Roadmap is a strategic document. It is not a research document, however it is evidence-based. Significant primary and secondary research, including extensive community-wide consultation, went into its development. It draws on extensive research on the current state of culture in Ottawa, our communities' cultural priorities, and leading global cultural practices and thinking, to identify relevant priorities and areas of focus for the next four years.

The Roadmap is:

Data-grounded

Members of the consulting team collected and analysed data about cultural activities, participation rates, trends and key indicators from Statistics Canada, the Canada Revenue Agency, federal and provincial government resources and reports, and local sources. They conducted a political, economic, societal, technological, legal and environmental (PESTLE) review along with an analysis of strengths, weaknesses, opportunities and threats (SWOT). This process provided a clear and current picture of culture in Ottawa and helped identify key trends, issues and opportunities for the future.

Community-driven

Members of the consulting team gathered perspectives from citizens from all corners of the city, and from local community groups and cultural sector stakeholders. Our community generously contributed time and thoughtful input through more than 1,000 instances of participation in surveys, workshops, community events, online forums, working sessions and a cultural summit. The high level of community participation reflects tremendous enthusiasm for culture in Ottawa. It also helped confirm community priorities for cultural development and action.

³ The Ottawa Cultural Alliance is comprised of six cultural organizations that formed an alliance to help advance cultural priorities in Ottawa, including: Arts Network Ottawa, Capital Heritage Connexion, Heritage Ottawa, Ottawa Arts Council, Ottawa Festivals Network, Ottawa Museum Network

Expert-informed

Subject matter experts shared global thought leadership in cultural planning. They helped analyse the Ottawa-specific information and to position the priorities and recommendations in the context of best practices worldwide that align with our community’s needs and wants.

Rigorously validated

The research results and resulting Roadmap were validated through community online forums, cultural stakeholder consultations, subject matter expert input, oversight from the OCA Steering Committee, and advice from the Advisory Committee.

The Research and Public Engagement Summary in Appendix 2 provides more information on the contributing research. Research summaries are available at <https://ottawaculture.ca/resources-archives/>



photo: Nik Ives-Allison



The steps followed to complete the Roadmap are summarized in Figure 1.

Figure 1. Cultural roadmap development process

Define current state and priorities (research)	Document and share findings	Gather input on priorities	Analyse results and draft Roadmap	Complete and share Roadmap
Conduct arms-length cultural development feasibility study	Prepare summary of findings report	Hold Ottawa Cultural Summit – present research results, conduct workshops	Analyse results / subject matter expert review	Analyse results
Analyse Ottawa cultural data	Distribute research summaries, findings report, communications online	Conduct online survey	Prepare Roadmap working draft	Finalize roadmap
Conduct Ottawa cultural tourism pilot project / research report			Hold Advisory and Steering committees' working sessions	Present/share final Roadmap
Hold community conversations			Validate results of stakeholder conversations	
Complete environmental scan, SWOT, PESTLE analyses			Revise Roadmap	
Hold stakeholder workshops			Share and validate Roadmap online	
Advisory and Steering committees hold working sessions				

The Ottawa Cultural Alliance gratefully acknowledges the financial support of the City of Ottawa for this Roadmap.



Using the Roadmap

A new generation of cultural planning has arrived.

Ottawa is ready to join it.

The Roadmap is designed to help Ottawa become a more culturally vibrant, inclusive and liveable city. It identifies our citizens' priorities for culture and associated areas of action. This information can inform cultural-sector and community strategies, plans, and actions, including our City Council's priorities and decisions.

The Roadmap research has shown that culture can play a key role in enhancing Ottawa's social and economic health, and help Ottawa become the most liveable mid-sized city in North America.

To make that happen, the City of Ottawa needs to embrace culture as a pillar of city-building, and the cultural sector needs to find new and more collaborative ways of working together. The Roadmap provides the framework for these shifts by identifying five priorities for focus and action.

A key recommendation is for the City of Ottawa and local cultural organizations to collectively pursue Priority 1: "Strategically position culture's role in liveable city-building". This priority and the recommended areas of focus and action are intended:

- to reset the purpose and role of culture in the city;
- to invigorate the relationship between the City of Ottawa and the cultural sector; and
- to bring together the diverse cultural sector for the benefit of all citizens.

This is a strategic document. It is not a research report, nor is it an action plan. It does not assign responsibility for implementation or for specific action areas. An important next step will be to bring together community and municipal stakeholders to agree on priorities for focus and action, plan next steps, and assign responsibility and resources.

The Roadmap provides insight and information for stakeholders in the cultural sector, City of Ottawa decision-makers, other levels of government, local not-for-profit groups, local partners and supporters of culture, and the private sector. All of these players deliver valuable opportunities for residents and visitors to be engaged, creative, and healthy, and to improve the city's social and economic health.

Priorities and Opportunities

The Big Picture

“The City of Ottawa’s vision is to become the most liveable mid-sized city in North America over the next century.

“.... A liveable city or place should be more than just habitable. It should provide safety, quality education, choices in mobility, opportunities to financially support oneself, access to health care, shops, services, public space and natural areas as well as recreational and cultural opportunities.”

Ottawa Next: Beyond 2036, City of Ottawa, Draft Final Report, January 2019

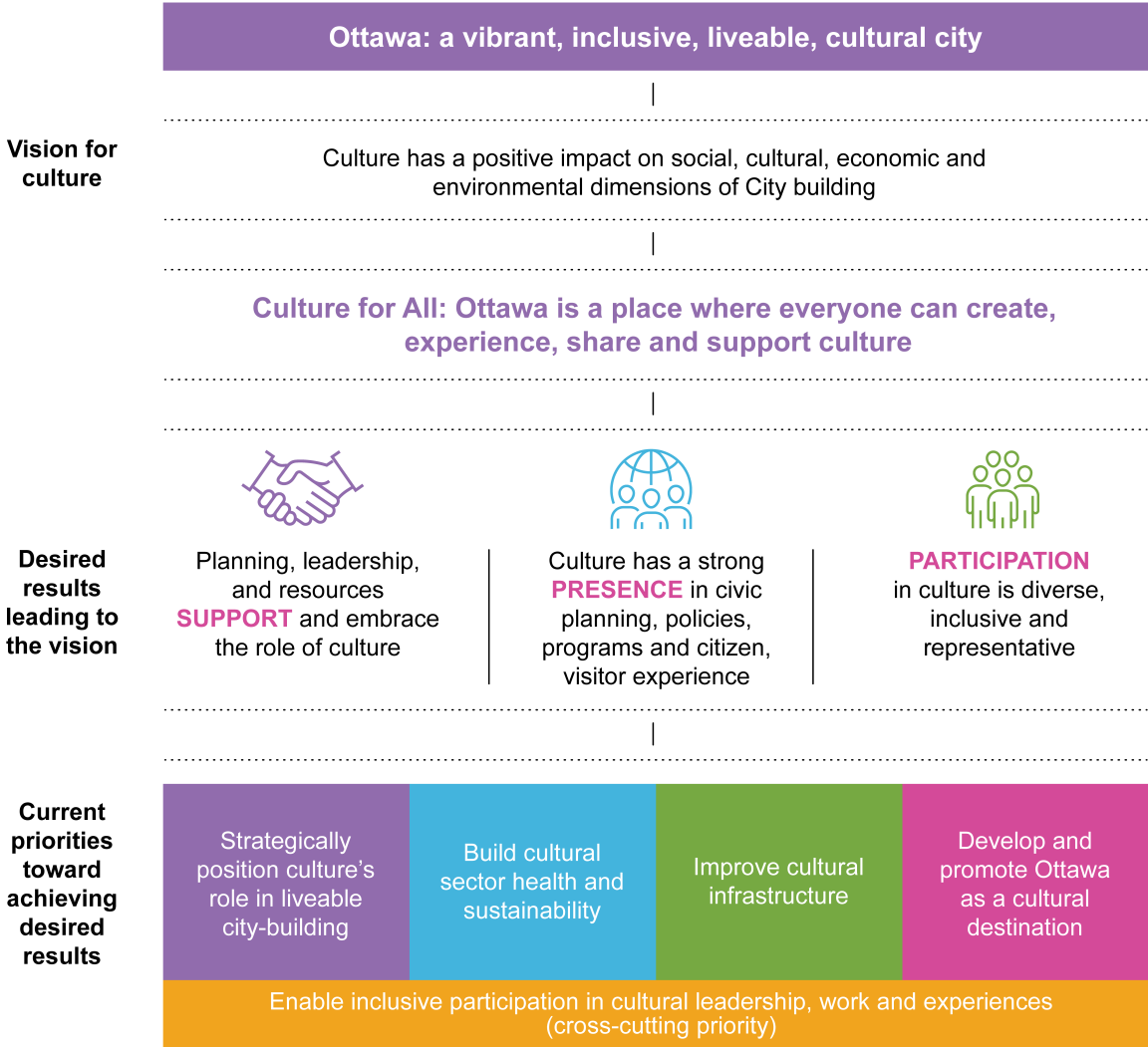
Ottawa is poised, and our community is asking for culture’s crucial role as a contributor to liveable city-building, social good and community wellbeing to be embraced and enabled.

In order to get there...

Key issues need be addressed:	And the solutions need to focus on:
There is a widespread lack of equity across cultural investment, and lack of diversity in the cultural leadership and workforce.	Making sure Ottawa’s diversity is more fully reflected in cultural investment, governance, leadership, the workforce and cultural participation.
There are socio-economic and geographic variances and lack of diversity in levels of participation in culture.	Making cultural participation opportunities accessible and available to all, especially at the neighbourhood level.
The business models of publicly funded cultural organizations are often fragmented and fragile, and generally lack the support and flexibility to address emerging challenges and opportunities.	New investment approaches that give Ottawa’s cultural workers and organizations increased capacity and flexibility to respond to community and future needs.
The relevance of culture is not fully integrated in broader city-building, strategic and city-development planning initiatives and policies.	Enabling cultural workers and organizations to play a civic role in city-building and community development.

Figure 2 below summarizes our community’s vision for culture as a central contributor to Ottawa’s livability goals, the priorities to focus on to address the key issues, and the desired results (distilled into three categories of indicators).

Figure 2. A vision and priorities for culture in Ottawa



Five high-level priorities have been identified for focus over the next four years. The priorities, rationales, and associated opportunities for action are summarized in Figure 3 below, and elaborated on in the sections that follow.

Figure 3. Summary of priorities, areas of focus, and areas of action

Priority 1 Strategically position culture’s role in liveable city-building

Areas of focus	Areas of action	
1.1 Integrate cultural strategy, planning and investment	1.1.1	Make a City of Ottawa policy to include cultural considerations in strategic and departmental plans, identify culture as an indicator of livability
	1.1.2	Identify new investment approaches for culture
	1.1.3	Ensure cultural organizations and communities identify culture as a community-builder in strategic and tactical planning
1.2 Strengthen cultural leadership	1.2.1	Create a cultural commissioner position and assign a City Councillor as the cultural commissioner
	1.2.2	Establish a diverse coalition for cultural review and advancement
	1.2.3	Review the potential for consolidation of sector development functions and organizations, and how to organize the City of Ottawa’s support functions
1.3 Measurement and reporting systems	1.3.1	Report progress on the Renewed Action Plan
	1.3.2	Develop and implement a measurement, evaluation and learning framework for cultural development in Ottawa, by building on and supporting the continuing work of the Ottawa Cultural Research Group (OCRG)
	1.3.3	Hold an annual collaborative forum (summit) for sector stakeholders to review cultural sector achievements, assess progress against indicators, confirm priorities, and identify new opportunities and ways to collaborate

RESULT: Culture’s place in city-building and community wellbeing is recognized, and culture plays a strengthened role in supporting the City’s long-term vision

Priority 2 Enable inclusive participation in cultural leadership, work and experiences (cross-cutting priority)

Areas of focus	Areas of action	
2.1 Foster diversity	2.1.1	Ensure diverse and representative participation in the coalition recommended in Area of action 1.2.2
	2.1.2	Review current level of cultural participation in Ottawa through the lens of equity and inclusion. Develop strategies and tactics to increase equity and inclusion
2.2 Enhance accessibility	2.2.1	Apply an accessibility lens to make decisions about cultural programming, funding, space and activities

RESULT: Ottawa’s diversity is reflected in cultural investment, governance, leadership, the workforce, and cultural participation



Priority 3 Build cultural sector health and sustainability

Areas of focus	Areas of action	
3.1 Leadership and organizational development	3.1.1	Initiate a human resources audit and development strategy/plan
	3.1.2	Explore partnerships and opportunities for human resource development
3.2 Sustained funding	3.2.1	Assign annual funding increases for culture
	3.2.2	Explore new approaches to / mechanisms for funding, application and reporting
	3.2.3	Encourage and implement cross-sectoral collaboration activities
<p>RESULT: Stronger, more sustainable cultural organizations contribute more effectively to the City of Ottawa's liveability goals</p>		

Priority 4 Improve cultural infrastructure

Areas of focus	Areas of action	
4.1 Requirements assessment and planning	4.1.1	Conduct cultural-spaces needs assessment, create strategy and plan
4.2 Policy and process renewal	4.2.1	Update City of Ottawa policies and processes to encourage sustaining existing and creating new cultural spaces
4.3 Enable cultural hubs and districts	4.3.1	Develop policies to enable cultural districts and hubs and associated partnerships
	4.3.2	Implement a pilot project to develop a cultural space and/or district
	4.3.3	Invest in heritage space preservation, facility upgrades and promotion
<p>RESULT: Increased, more diverse participation in cultural work and experiences throughout the city</p>		

Priority 5 Develop and promote Ottawa as a cultural city

Areas of focus	Areas of action	
5.1 Marketing, promotion and dialogue	5.1.1	Implement a collaborative, cross-sectoral campaign for Ottawa as a cultural tourism destination that includes a robust community-driven integrated marketing strategy
5.2 Cultural tourism	5.2.1	Integrate cultural tourism as a priority in City of Ottawa strategies and Ottawa Tourism strategies and plans
	5.2.2	Develop and implement a cultural tourism roadmap (OCTWG)
	5.2.3	Implement Phase 2 of the OTTAWA Experience Kiosk at York and Sussex
	5.2.4	Establish a cultural tourism Futures Fund
<p>RESULT: Ottawa is locally, nationally and internationally recognized as a place to work and participate in culture, and as a cultural tourist destination</p>		

Achievement of the actions set out above is expected to lead to fulfillment of the Roadmap’s vision of “A Liveable City for All”, by making progress on the following indicators of cultural health⁴:

- Planning, leadership, and resources SUPPORT and embrace the role of culture.
- Culture has a strong PRESENCE in civic planning, policies, programs and citizen, visitor experience.
- PARTICIPATION in culture is diverse, inclusive and representative.
- Culture has a significant IMPACT on social, cultural, economic and environmental dimensions of City building.



photo: Andrew Balfour

⁴ Support, presence, participation and impact are the key cultural indicators assessed in the Ottawa Culture Research Group’s *Counting on Culture* research report. They are based on the Urban Institute’s social and economic research, including findings of the National Neighbourhood Indicators Partnership.

Priority 1 Strategically position culture's role in liveable city-building

Culture can play an important part in realizing the goal for Ottawa to become the most liveable mid-sized city in North America.

“Culture is now recognized as a key resource and asset for sustainable urban development.”

United Nations Habitat III Issue Paper 4 Urban Culture and Heritage, 2017

Culture helps build cities and communities by contributing to the overall health and wellbeing of

citizens. As culture comes within everyone's reach, every citizen has a chance to connect to their city's cultural richness and diversity. Lives are enriched through culture. Cultural sector organizations can play an important role in community-building and can be key enablers of the city's vision.

Leading global cities embrace and strategically position culture as a central force in shaping their development plans. They support and invest in the role that culture plays in liveable city-building.

Some relevant Ottawa-specific Roadmap research findings include:

- Ottawa's has the potential of significant gains and benefits arising from a strong, vibrant cultural sector. Its citizens are culturally engaged, Ottawa is uniquely positioned with national and local cultural institutions and happenings. Its cultural sector is diverse and vibrant, with tremendous talent and passion for enriching our city. Considerable momentum has been generated by recent cultural investments that have made culture more visible and accessible, especially in the downtown core.
- There is growing awareness of culture's benefits to community development. Our community recognizes the range of social, economic and environmental issues in Ottawa that can be tackled by leveraging the creativity, empathy and power of the cultural sector.
- There is no single organization whose mandate is to watch over and develop the entire sector, nor is there an organization that leads other key sector-wide functions such as marketing, cultural entrepreneurship / creative industries development, fundraising, or urban development of creative spaces. Many leading cultural cities have such organizations to offer the range of services and functions needed to support the cultural sector's development.
- The current cultural development model in Ottawa is a municipally-led development model in which local government is the main provider of cultural development functions and services. Cultural services from the City of Ottawa are generally well regarded, with good policies, processes and mechanisms already in place in support of culture. They do not, however, cover the full set of functions generally considered necessary. A re-organization of municipal government in Ottawa in 2016 that included the elimination of a senior position dedicated to culture weakened the City of Ottawa's capacity to support development of the sector. There is a perception that culture needs more visibility and voice within the City of Ottawa structure. People believe that the City needs a champion for culture as a strong economic driver and city builder.
- Ottawa is home to a large and highly professional talent base that has the ability to undertake further sector development and that could be more fully tapped to provide sector leadership. Despite its strengths, Ottawa's cultural sector is also seen as fragmented, but with the potential to come together with other stakeholders to be better positioned to advance Ottawa's cultural sector.
- The City of Ottawa currently invests in six local service organizations that each provide a range of key sector-development functions to their members within their specific sub-sectors/disciplines.

They have come together to form the Ottawa Cultural Alliance to help represent and advocate for the City's cultural community. Other cultural organizations have also joined forces to advocate within their communities, and some take a more organic leadership approach to their programs, spaces, communications and marketing. Highly visible organizations, such as the Ottawa Art Gallery, GCTC, Ottawa School of Art, local and national museums, and a variety of festivals, act as "anchors" that create presence for culture, offer innovation, and generate and/or deliver sectoral support. While all of this work is highly valuable, there is potential for duplication and fragmentation of efforts, inconsistent messaging on behalf of the sector, and risk of excluding some groups and organizations.

- The Arms-Length Cultural Development Feasibility Study (the Feasibility Study or the study) examined potential new models for leadership and investment in Ottawa's cultural sector. It identified several models that could be viable for addressing key challenges faced by the sector. The study results indicated that the adoption of a new leadership model could create more cohesive leadership and enhance the sector's capacity to contribute to city-building. The study's recommendations, however, including the creation of a new model significantly more independent than the current municipally-led approach, did not receive widespread community support. Consequently, the study recommended establishing a diverse task force, in the short-term, to jointly determine the best approach to pursue.
- The OCRG shares and analyses reliable data and information about the state of Ottawa's culture sector. Its 2018 report *Counting on Culture: Impacts and Indicators in Ottawa* presented and analysed data on a set of culture indicators: presence, participation, support and impact. The report is designed to provide culture organizations, leaders and policymakers with information for more effective cultural planning, evaluation, development, priority setting, resource allocation, and decision-making. Building on this knowledge can contribute to a more effective cultural sector. In addition to having informed the research for this Roadmap, the culture indicators in the report provide a foundational framework for future assessment of the achievement of the Roadmap's objectives and the resulting impact and benefits to Ottawa's cultural health.
- This Roadmap report was developed alongside other recent initiatives, including the Feasibility Study and more recently the announcement of the City of Ottawa's report, *Ottawa Next; Beyond 2036*, which identifies the forces that are intended to shape Ottawa over the coming years.
- In 2019, the City of Ottawa also started a multi-year process to develop a new Official Plan—a vision for the future growth of the city—and a policy framework to guide the city's physical development. These, too, are anchored in a goal for Ottawa to become the most liveable mid-sized city in North America.
- It is essential to note that while culture has the potential to play a key role in achieving this goal, a strategic shift is needed in order for Ottawa to reap the full benefits of culture. The recommendations below are intended to help enable this shift.

Areas of focus

1.1 Integrated cultural strategy, planning and investment

- In the City of Ottawa's strategic policy and planning efforts, take into account cultural advancement as a cross-cutting goal or theme. This can start with a policy decision: In recognition of the role of culture in a city's social and economic wellbeing, include cultural considerations in the City's strategic and departmental plans. Recognizing culture as an indicator of livability, and identifying the social and economic benefits of culture in strategic planning, and in shorter term planning, will help optimize the benefits that culture can deliver. This policy would then lead to integration of cultural priorities into tactical programming actions across the organization.

Elevating cultural services positions within the City of Ottawa's organizational structure may be warranted in support of this shift.

- Identify new investment approaches to give Ottawa's cultural organizations and workers flexibility to respond to community and future needs, including the need for greater inclusion and accessibility (discussed further under Priority 2).
- Cultural organizations in Ottawa need to focus on their role as community builders and on the priorities identified in this Roadmap as they develop their strategic and annual plans and associated programs. Similarly, as neighbourhood and community renewals take place, the organizations they will benefit from taking into account the important role of culture as a key enabler of healthy communities. These approaches are more likely to happen if the City of Ottawa's policies, investment and practices encourage and enable them.

“A cultural lens and assessment guide for all policies and development decisions can help identify, document, and enhance cultural dimensions in local planning and development actions and may mitigate possible negative impacts.”

Agenda for Culture 21 report: *Why must culture be at the heart of sustainable urban development?*, United Cities and Local Governments (UCLG), January 2016

1.2 Renewed sector leadership

- Assign to a City Councillor the role of “cultural commissioner”. They would act as the champion for culture within the City of Ottawa organization and on City Council. The cultural commissioner would advocate for culture, raise the profile of culture in liveable city-building, help to apply a cultural lens to decision-making, and collaborate with cultural sector partners. They might also table and champion specific cultural initiatives for council decision-making—although all councillors would still be able to do this.
- Follow up on the recommendation of the Feasibility Study to establish and coordinate the work of a diverse task force or representative coalition. The coalition's role would be to confirm and work toward the most appropriate model for leading the cultural sector, for the benefit of citizens and the city's long-term goals. The potential composition of such a coalition is discussed under Priority 2.
- Review Ottawa's cultural-sector services organizations and networks to help identify areas of potential consolidation of sector development functions or organizations, for greater collaboration, and for more efficient, cohesive, diverse, and inclusive representation of, by and for the sector. This effort should focus on how to best organize the sector and the City of Ottawa's support functions and roles in this context.

1.3 Measurement and reporting systems

- Report on progress regarding implementation of the Renewed Action Plan. Research for this Roadmap confirmed that several of the priorities identified in the Renewed Action Plan continue to be relevant. The community needs to understand the extent to which recommendations in the Renewed Action Plan have been initiated, are underway, have been completed, or have not been started. This knowledge can help with planning and action that may result from the recommendations in this Roadmap.
- Build on and continue the OCRG's work to develop data and information about the state of culture in Ottawa. Develop and implement a management, evaluation and learning (MEL) framework for cultural development in the city. The MEL would identify key cultural indicators to be measured in

the context of culture’s role in liveable city-building. It would also identify the research and mechanisms required to track, measure and report on the indicators. The associated measurement and reporting would then need to be conducted on an ongoing basis.

- Fund and hold annually a collaborative forum for representatives of the cultural sector, City of Ottawa, broader community, researchers, and subject matter experts, to review cultural sector achievements, assess progress against indicators, confirm priorities, and identify new opportunities and ways to collaborate to advance cultural sector and community goals. Diversity, equity, inclusion and accessibility to all must be key factors in planning and implementing such a forum.

Figure 4. Summary of recommendations and results for Priority 1

Priority 1 Strategically position culture’s role in liveable city-building

Areas of focus	Areas of action	
1.1 Integrate cultural strategy, planning and investment	1.1.1	Make a City of Ottawa policy to include cultural considerations in strategic and departmental plans, identify culture as an indicator of livability
	1.1.2	Identify new investment approaches for culture
	1.1.3	Ensure cultural organizations and communities identify culture as a community-builder in strategic and tactical planning
1.2 Strengthen cultural leadership	1.2.1	Create a cultural commissioner position and assign a City Councillor as the cultural commissioner
	1.2.2	Establish a diverse coalition for cultural review and advancement
	1.2.3	Review the potential for consolidation of sector development functions and organizations, and how to organize the City of Ottawa’s support functions
1.3 Measurement and reporting systems	1.3.1	Report progress on the Renewed Action Plan
	1.3.2	Develop and implement a measurement, evaluation and learning framework for cultural development in Ottawa, by building on and supporting the continuing work of the Ottawa Cultural Research Group (OCRG)
	1.3.3	Hold an annual collaborative forum (summit) for sector stakeholders to review cultural sector achievements, assess progress against indicators, confirm priorities, and identify new opportunities and ways to collaborate
<p>RESULT: Culture’s place in city-building and community wellbeing is recognized, and culture plays a strengthened role in supporting the City’s long-term vision</p>		

Priority 2 Enable inclusive participation in cultural leadership, work and experiences (cross-cutting priority)

Greater diversity, inclusion, equity and accessibility were identified as among the top issues that need to be addressed in order for Ottawa to realize a truly healthy cultural sector and scene.

We need strategies and solutions to eliminate barriers to inclusion. People and groups at risk of exclusion need to be engaged and to play an active role in developing the strategies.

The feedback touched on a number of key areas where more inclusion is required—from participating in cultural experiences, to working in and leading the sector, to policy and planning, and influencing future directions and investments.

More visible, diverse representation in the leadership of the sector is seen as a key way to help address some of the issues impacting cultural sector health. The need for participation and engagement of Indigenous and francophone communities was particularly emphasized, along with other groups at risk of exclusion.⁵

Accessibility of cultural work and participation and related transportation issues were also identified as significant issues to be addressed. The community also noted that Ottawa can learn from successes that have made Ottawa's downtown more culturally vibrant and accessible, to now focus on cultural development in neighbourhoods throughout the city. This focus needs to include rural and less advantaged areas.

Note: Priority 2 is of paramount importance and can only be addressed effectively if it is embedded within all of the other priorities as a cross-cutting consideration—similar to how the City of Ottawa applies an equity and inclusion lens to all of its planning and operations.

“Cultural services are basic services and equal access to them should be guaranteed for all...including the poor and the vulnerable. Cultural expressions, services, goods and heritage sites can contribute to inclusive and sustainable economic development.”

Culture In The Sustainable Development Goals: A Guide For Local Action
United Cities and Local Governments (UCLG), May 2018

⁵ According to the City of Ottawa's Equity & Inclusion Lens Handbook 2018, groups at risk of exclusion include: Aboriginal Peoples, Francophones, LGBTQ+, immigrants, older adults, persons with disabilities, persons living in poverty, racialized people, rural residents, women, and youth.

Areas of Focus

2.1 Foster diversity

- When establishing the coalition recommended under Priority 1, make diverse representation and participation of groups at risk of exclusion a priority. Recognize the knowledge, experience and value that larger, more established umbrella and anchor organizations, as well as the City of Ottawa, can bring, and leverage their capacity. Honour the input of newer and/or smaller organizations and individuals from within and outside the cultural sector. Ensure indigenous and francophone groups are represented.
- Review the current level of cultural participation (leadership, creation, participation) in Ottawa through the lens of equity and inclusion. Based on the outcome of the review, develop strategies and implement tactics to increase equity and inclusion. Leverage mechanisms already in place in the City of Ottawa’s cultural programs, such as Public Art, to target the groups most at risk of exclusion, and engage them in designing those targeted opportunities.

“Founded on the unceded traditional territory of the Algonquin people, Ottawa has become a city of rural, suburban and urban communities with rich and distinct histories. People from a diversity of ancestries, abilities, ages, countries of origin, cultures, genders, incomes, languages, races and sexual orientations make this a vibrant city and contribute to creating a city for everyone.”

Equity & Inclusion Lens Handbook
City of Ottawa, 2018

2.2 Enhance accessibility

- In the City of Ottawa and cultural organizations, use an “accessibility lens” for making decisions about cultural programming, funding, space and experiences in order to:
 - Treat access to culture as the right of all citizens
 - Make physical and financial access to cultural participation and work space for culture creation a priority
 - Identify ways to increase the financial accessibility of cultural activities
 - Increase physical accessibility by making venues for cultural work and participation and other physical infrastructure accessible, particularly for people with disabilities and mobility issues
 - Make it a priority for people to be able to access culture where they live (City of Ottawa and cultural organizations)
 - Incorporate transportation considerations into cultural plans, and incorporate cultural considerations into transportation plans

Figure 5. Summary of recommendations and results for Priority 2

Priority 2 Enable inclusive participation in cultural leadership, work and experiences (cross-cutting priority)

Areas of focus	Areas of action	
2.1 Foster diversity	2.1.1	Ensure diverse and representative participation in the coalition recommended in Area of action 1.2.2
	2.1.2	Review current level of cultural participation in Ottawa through the lens of equity and inclusion. Develop strategies and tactics to increase equity and inclusion
2.2 Enhance accessibility	2.2.1	Apply an accessibility lens to make decisions about cultural programming, funding, space and activities

RESULT: Ottawa’s diversity is reflected in cultural investment, governance, leadership, the workforce, and cultural participation



Priority 3 Build cultural sector health and sustainability

A healthy and sustainable cultural sector is a measure of a city's overall social and economic wellbeing. Support and investment in cultural organizations now will help develop the leadership and capacity needed for cultural organizations' health and sustainability over the long-term. This will help them to play a stronger civic role so that they can contribute more optimally to realizing Ottawa's livability goals.

Some key research findings include:

- Recruitment and retention is a key issue for cultural organizations. This is largely because they don't have the resources needed to offer competitive compensation packages.
- Career progression in smaller organizations often means that cultural practitioners transition into administration or management roles, but don't have skills for the role. This leads to high staff turnover.
- Marketing, grant application, education in human resource management, professional development and networking were identified as key skills gaps in cultural sector organizations.
- The City of Ottawa is an important source of cultural sector funding and support. This funding provides a base that enables organizations to leverage funding and revenue from non-municipal sources.
- Funding from the City of Ottawa is available to not-for-profits in the form of annual operating, project and capital grants determined by an independent adjudication process. This funding represents one of the largest financial sources for the sector, making it essential to sustainable operations and development. The process for application and reporting can be onerous for many organizations and detract from their cultural work. It can also make this source of funding inaccessible to less established and/or marginalized groups.
- Increased and sustained funding is seen as one of the biggest challenges to realizing the full potential of the cultural sector. Stakeholders believe that there is potential for creative new ways of supporting culture. In the survey conducted for the Feasibility Study, sustainable funding including diverse revenue sources such as government grants or core funding, philanthropic support, corporate support and earned revenue were identified as the highest priority for the sector and a key strategy for success. Other opportunities not yet fully realized by some organizations include the possibility of private funding, or alternative approaches such as micro-grants and seed funding.
- Independent artists and practitioners, informal groups, collective initiatives, groups at risk of exclusion, under-served groups, and emerging organizations or initiatives face unique challenges. They would have greater potential to thrive if new, more flexible funding approaches were developed.
- Ottawa's groups at risk of exclusion in the sector are often represented by smaller organizations and individual cultural workers that may not qualify for substantial long-term philanthropic or government investments. Without meaningful investments over sustained periods, they are unable to grow their capacity and their financial reserves, or to qualify for long-term investments. Underrepresented groups and fledgling culture organizations need help accessing existing support and/or new or different support mechanisms.
- Other cultural funders outside the municipal funding system play a key role in developing Ottawa's cultural sector. City funding for culture is often used as a base from which to leverage these additional sources. Other funding sources include (but are not limited to) revenue generating activities (e.g., ticket sales, sales of creative works), federal departments like Canadian Heritage, provincial ministries like the Ministry of Tourism, Culture and Sport, councils like the Canada

Council for the Arts and the Ontario Arts Council, and foundations like the Ontario Trillium Foundation and the Ottawa Community Foundation.

- The technology industry in Ottawa also provides an opportunity for corporate sponsorship and partnerships. Partnerships between cultural organizations and technology businesses could advance Ottawa's capacity to become a centre for digital media.
- Greater collaboration and integration of the cultural sector with Invest Ottawa, Ottawa Tourism and Business Improvement Areas present other opportunities for sector growth.
- There is a desire to diversify sources of cultural sector funding to help reduce reliance on the City of Ottawa and to create different and innovative funding opportunities. Cultural organizations need support and to be provided with the necessary skills to make this happen. Capacity building and professional development initiatives to improve their fundraising and collaboration skills might be useful. Establishing an organization whose role is to help harness private funding on behalf of the sector could be explored.

Areas of focus

3.1 Leadership and organizational development

- Initiate a human resources audit to identify and address core human resource and capacity issues and develop a strategy and programs to address them. Emphasis may be placed on groups at greater risk of exclusion. Evaluate and use the tools, resources, research and strategies focussing on human resource solutions available from other national and provincial organizations, such as the Cultural Human Resource Council, the Human Resources Council, the Ontario Nonprofit Network and WorkInCulture.
- Develop partnerships and create opportunities for cultural sector leadership development to:
 - foster collaborations between local organizations with established educational institutions in Canada and elsewhere that offer cultural capacity-building programming;
 - develop creative opportunities, such as mentorship and collaboration between leaders of established organizations and newer or smaller organizations. Promote cross-pollination across disciplines and cultural and linguistic backgrounds in support of diversity and inclusion goals;
 - find innovative ways to bring grassroots groups together to build on their collective and respective strengths; and
 - develop cross-sectoral partnerships.

3.2 Sustained funding

- Provide for annual funding increases in the City of Ottawa's budget for dissemination to the cultural sector, in recognition of culture's contribution to the city's livability goals. This core funding is the basis from which organizations can build capacity to become more self-sufficient and/or source other forms of funding and revenue over the longer term.
- Identify new ways to apply for funding and for reporting, along with new and/or more streamlined funding mechanisms. Place a particular focus on creating more "ways in" for groups at risk of exclusion. Build on lessons learned from some of the City of Ottawa's cultural programs that simplify application processes for specific target groups.
- Promote and enable cross-sectoral collaboration initiatives with culture and, for example, the technology industry, Invest Ottawa, Ottawa Tourism and Business Improvement Areas (BIAs).

Figure 6. Summary of recommendations and results for Priority 3

Priority 3 Build cultural sector health and sustainability

Areas of focus	Areas of action	
3.1 Leadership and organizational development	3.1.1	Initiate a human resources audit and development strategy/plan
	3.1.2	Explore partnerships and opportunities for human resource development
3.2 Sustained funding	3.2.1	Assign annual funding increases for culture
	3.2.2	Explore new approaches to funding, application and reporting
	3.2.3	Encourage/ implement cross-sectoral collaboration activities

RESULT: Stronger, more sustainable cultural organizations contribute more effectively to the City of Ottawa’s liveability goals



Priority 4 Improve cultural infrastructure

Investment in cultural infrastructure would help to elevate Ottawa's position as a vibrant cultural capital city. Ottawa is home to some excellent cultural facilities. Recent investments, stemming from the Renewed Action Plan, have created significant value for citizens and visitors. Investment in large capital projects has refreshed and redeveloped some of Ottawa's cultural infrastructure. Support for the Ottawa Art Gallery expansion, Arts Court redevelopment, and the renewal of La Nouvelle Scène, to name a few investments, have had a strong positive impact on Ottawa's cultural sector and scene. These improvements have increased the recognition of Ottawa as a liveable, visitor-friendly city. The momentum is strong and there is experience to draw from to continue to improve and address some key issues identified by our community that relate to cultural infrastructure.

Feedback during the Roadmap development process consistently confirmed that finding affordable and accessible space for cultural work is a significant challenge. Moreover, accessible space is needed for cultural activity throughout Ottawa, including in rural areas.

Development in the city is moving at a rapid pace, in part due to demand for residential and business space. This has the potential to exacerbate space challenges, however it also offers potential to incorporate accessible and affordable cultural spaces into space being redeveloped and new construction projects.

The community also identified a need to preserve, celebrate and enable discovery of our heritage properties, spaces and experiences. Cultural heritage landscapes—geographic areas that may have been modified by human activity—have significant cultural heritage value and interest, particularly for Indigenous communities, and should be a priority for preservation. An example of this is the Rideau Canal, which is a UNESCO, designated World Heritage Site that also had historical significance to indigenous people as a natural waterway.

Enhancing transportation and making cultural spaces and offerings available where people live was also identified as a key priority. The recommendations for Accessibility (2.2) align with this issue.

Following is a summary of some of the additional feedback and research on this topic:

- Cultural workers are expending significant time and effort to secure and retain affordable spaces. This challenge is magnified for independent, youth, differently-abled and Indigenous cultural workers, and others at risk of exclusion. Fast-paced development is seen as reducing potential for community to develop affordable spaces at a grassroots level; for example, in former industrial areas. While there are spaces available in the national institutions and at some of the new and redeveloped venues, these spaces can be cost prohibitive for many.
- Developers should be encouraged to invest in cultural spaces.
- Underused spaces can be identified and leveraged.
- The City of Ottawa can be a stronger advocate for more and better cultural spaces, and play a role in making spaces more affordable.
- There are opportunities to make City-owned cultural spaces more accessible and other city spaces more available for cultural uses.
- Spaces that enable authentic and diverse cultural expression are needed. In particular, spaces appropriate to local Indigenous cultural practices and presentation were seen as a high priority.
- More flexible policies are needed to encourage informal, pop-up, authentic cultural happenings in neighbourhoods.

- Ottawa would benefit from a cultural space developer, like Artscape Toronto, whose work focuses on “developing real estate projects, programs and services to empower artists and connect them to communities.”
- Cities with cultural hubs and culture districts generate more sustainable cultural sectors and economic and social impacts. These cities are seen as cultural leaders and provide models of liveable cities.
- Many cities have undertaken initiatives to develop hubs that offer affordable and accessible space for cultural living, working, and participation, and to encourage growth of cultural districts.
- Lessons from models used in other cities could be leveraged to turn a real and growing space challenge into an opportunity. Some examples that were highlighted include:
 - 401 Richmond Street West, in Toronto—a restored, heritage-designated, industrial building turned arts-and-culture hub—was hailed as a good example for Ottawa to consider.
 - PAL initiatives in Toronto, Vancouver and Stratford that have created live/work space initiatives for senior cultural workers - as being pursued by PAL Ottawa here.
 - Policies that encourage clusters of culturally focused groups (not-for-profits, cultural organizations, retail businesses, and cafes and restaurants) to naturally spring up to create cultural enclaves that provide goods and services tailored to the needs and desires of that community.
 - Innovative ownership models to protect and preserve affordable spaces in perpetuity. In some cities, “Creative Enterprise Zones” help artists and creative businesses put down roots. They enable artists and creative businesses to locate together in affordable studios and workspaces. Working with local government, Creative Enterprise Zones help artists and creative businesses access a range of support including affordable workspace, business development support, business enterprise training, business tax relief, and super-fast broadband.
 - Alternative approaches to ownership, space sharing and/or special designations for specific groups. Examples cited included community-owned spaces, co-located spaces, and youth-designated spaces.
 - Creative Land Trusts, to provide affordable workspace to artists, as successfully modeled in San Francisco. These Trusts raise capital so that the fund can acquire property, which can be rented out at affordable rents.
 - Section 37 of *The Planning Act* in Ontario has been used as a tool to enhance and support cultural facility development. It has allowed for developers to trade community benefits as an offset for something in a development project that does not comply with zoning regulations. The Theatre Centre in Toronto is one of many cultural facilities that have used Section 37 to develop new facilities. Changes to *The Planning Act* may eliminate this option, however the City of Ottawa can consider innovative approaches to achieve similar results.

Areas of focus

4.1 Requirements assessment and planning

- Carry out a needs assessment to identify the type and location of cultural space that is needed in the City, including for rural and under-serviced areas and for local Indigenous cultural practices and presentation. Review the space-related recommendations from the previous Renewed Action Plan and assess progress, and/or relevance/action-ability relative to current needs. Develop a cultural spaces plan, which may include creating (or regularly maintaining) an inventory of cultural spaces, mapping the needs against available space to help match space to users, and identifying

gaps and strategies to address those needs. It could also review current utilization of space at City-operated performing arts spaces (Shenkman, CentrepoinTE, Arts Court, etc.) to identify underutilized performance space that may not be accessible due to high rental costs, and develop a strategy to subsidize access.

4.2 Policy and process renewal

- Update the City of Ottawa’s policies and processes to encourage sustaining existing and creating new cultural spaces that are affordable and accessible to Ottawa’s diverse population. Review cultural space and amenities policies and processes in other cities, such as Toronto, Montreal, Vancouver and London (UK) to identify good practices that may be relevant to Ottawa. Some specific areas to explore include:
 - Incentivize and/or build into city development policies the re-purposing of underutilized spaces for cultural purposes with a focus on affordability and accessibility versus commercial redevelopment. Integrate into planning and policy the need to include affordable cultural spaces into new developments and/or redevelopment, and to help identify and create affordable solutions for cultural spaces displaced by redevelopment. This could include measures to facilitate cultural space developers playing a role in Ottawa.
 - Enable local not-for-profit space providers who have developed sustainable business models to secure tenure or purchase space to provide a long-term community benefit.
 - Set citywide targets for cultural space retention and development to better support community and sector needs and long-term citywide vision. Space targets should be based on community needs and population growth and take into account factors such as the rate of change. This work should include public benefit strategies to ensure a balanced approach to securing cultural public benefits and enhancing community assets to support “whole neighbourhoods”. The targets should be integrated into community planning.
 - Develop a system and criteria for identifying and ranking potential future cultural amenities. Ideally, future indoor and outdoor cultural infrastructure would strive to respond to resident and user demand throughout Ottawa. Due to limited resources, however, meeting all demands is not feasible and thus prioritization must occur. A system and criteria for identifying and ranking potential future cultural amenities will help prioritize and plan future investments.
 - Review policies to increase the potential for pop-up, spontaneous, authentic neighbourhood cultural happenings.

4.3 Invest in cultural spaces and districts

- Support through policy the growth of cultural districts and hubs. The City of Ottawa can adapt policies to encourage activities that might not fit the typical mould, in order to encourage cultural development, address under-resourced areas throughout the city, and remove barriers. Grant and loan programs, business and tax incentives, and zoning could be adapted. Exploring potential for innovative partnerships, and investing in and developing opportunities for sustainable live/work, creation and participation spaces, can be an important part of the solution.
- In support of the above, implement related pilot programs to test potential. Identify and support development of a cultural hub space, a live/work and creation space for seniors (e.g., PAL Ottawa), a space appropriate for creation and presentation by local Indigenous groups, and/or cultural districts/zones. Experiments should be data-driven and targeted to underserved or vulnerable areas that have grassroots vibrancy and cultural-asset strength, but may suffer from

disinvestment or inhospitable regulation.

- Preserve, celebrate and permit more discovery of Ottawa’s heritage properties, spaces and experiences. This may include, but is not limited to, investing to preserve heritage properties, upgrading heritage storage facilities, and supporting heritage marketing and promotion.

Figure 7. Summary of recommendations and results for Priority 4

Priority 4 Improve cultural infrastructure

Areas of focus	Areas of action	
4.1 Requirements assessment and planning	4.1.1	Conduct cultural-spaces needs assessment, create strategy and plan
4.2 Policy and process renewal	4.2.1	Update City of Ottawa policies and processes to encourage sustaining existing and creating new cultural spaces
4.3 Enable cultural hubs and districts	4.3.1	Develop policies to enable cultural districts and hubs and associated partnerships
	4.3.2	Implement a pilot project to develop a cultural space and/ or district
	4.3.3	Invest in heritage space preservation, facility upgrades and promotion

RESULT: Increased, more diverse participation in cultural work and experiences throughout the city



photo: Nik Ives-Allison

Priority 5 Develop and promote Ottawa as a cultural destination

Our community has identified of paramount importance the need to create a stronger brand identity for Ottawa as a cultural city. A key part of this positioning is to do far more get the word out about our cultural sector's exciting programming and events. Our sector plays an important part in Ottawa's "Canada In One City" brand. More needs to be done to make Ottawa's cultural assets, opportunities and benefits visible to residents, visitors and stakeholders.

Cultural tourism is set to remain one of the key tourism markets in the future. It was defined in 2017 by the United Nations World Tourism Organisation (UNWTO) General Assembly as:

"...a type of tourism activity in which the visitor's essential motivation is to learn, discover, experience and consume the tangible and intangible cultural attractions/products in a tourism destination. These attractions/products relate to a set of distinctive material, intellectual, spiritual and emotional features of a society that encompasses arts and architecture, historical and cultural heritage, culinary heritage, literature, music, creative industries and the living cultures with their lifestyles, value systems, beliefs and traditions."

Ottawa's rich historic background, its unique position as the national capital, the Rideau Canal, the presence of the Parliament buildings and other national historic sites are known key tourism assets. At the same time, more focus can be placed on building up and promoting authentic, local and grassroots cultural experiences, offerings, events and performances. Effectively highlighting this combination of high-profile attractions and our "hidden gems" enhances potential for greater economic and social returns. It also attracts more cultural and creative professional talent to put down roots in Ottawa.

Visibility and promotion of our cultural offerings needs a more strategic focus. It needs to take place at multiple levels. Individual cultural workers, small cultural venues, major events and exhibition spaces, cultural organizations and networks, ethno-cultural groups, local Indigenous groups, and more, all need more support to market and promote themselves and their activities. Some organizations and individuals are already doing this well and raising not only their profiles but the profile of culture in Ottawa. Visibility and promotion efforts can be strengthened, better integrated with City planning (especially with Ottawa's transportation enhancements over the coming years) and made more cohesive for improved results.

In 2018, local cultural and tourism sector leaders confirmed their commitment to explore the dynamic relationship between culture and tourism in our city, to promote Ottawa as a cultural tourism destination, and formed the Ottawa Cultural Tourism Working Group (OCTWG). They made investments in time and resources to support activities relevant to shaping an Ottawa cultural tourism strategy. The OCTWG, in partnership with the ByWard Market BIA, supported the implementation of a cultural tourism kiosk (the "OTTAWA Experience Kiosk") pilot project, and developed a report that recommended next steps toward a cultural tourism vision and strategy for Ottawa. The report presents results of the kiosk pilot project as well as findings from the 2018 UNWTO *Tourism and Cultural Synergies* report. It specifically identifies the importance of investment in cultural tourism now in order to capitalize on the tourism-market demand for authentic, local and contemporary cultural experiences. The report identifies trends and present-day opportunities that Ottawa's cultural, tourism, hotel and business sectors should consider.

For Ottawa to define itself as a premiere cultural tourist destination requires working in a strategic and multi-sectoral way, supported by a cultural tourism and a corresponding branding and marketing vision and strategy. With investment, the OCTWG could develop a cultural tourism framework. It would focus on opportunities for tourist attraction and visitor engagement, enabling greater opportunities for Ottawa's local

cultural assets to be showcased and further developed and promoted, supporting Ottawa’s economic development potential, creating more opportunities for cultural work, and building Ottawa’s brand.

Areas of focus

5.1 Marketing, promotion and dialogue

- Create and fund a joint cross-sectoral campaign that cultural organizations, businesses, the City of Ottawa, and national and local organizations design and work collectively to fund and implement. The campaign would serve to:
 - Brand Ottawa as a cultural destination, learning from cities that have done this well and building on Ottawa’s successful efforts. The experience from Ottawa 2017, the benefits of being a national capital, and neighbourhood grassroots cultural activity are also seen as elements that can be leveraged.
 - Profile and promote the cultural sector by highlighting its many assets, finding public “champions”, and by using cultural sector contributors (i.e., artists, musicians, actors, heritage animators, etc.) in integrated promotional efforts.
 - Heighten the visibility and promotion of the City’s festival industry, natural sightseeing gems, performances, historic sites, and other local cultural offerings, to strengthen the tourism market and help to increase length of stay. Leverage and continue the 2018 “Cultural Tourism Kiosk Pilot” (see below) and further the work of the OCTWG to this end.
 - Pursue other integrated and collaborative cultural sector marketing ventures and dialogue across sectors and actively seek to include communities at risk of exclusion. The annual collaborative forum (identified under the Strategic positioning priority) can play a key role in this regard.
 - Showcase local creators and innovators.

5.2 Cultural Tourism

- Integrate cultural tourism as a priority in current City of Ottawa strategies, plans and policies with sustained investment.
- Establish more formally, fund, and continue the work of the OCTWG, to develop a cultural tourism roadmap (a vision, strategy and plan for cultural tourism in Ottawa), and engage other key stakeholders to participate.
- Initiate Phase 2 of the OTTAWA Experience Kiosk, with an identified lead organizer, according to the pilot report recommendations.
- Establish a Futures Fund for cultural organizations and workers to be better positioned to capitalize on cultural and destination tourism development funding opportunities. This means putting funding in place to help cultural workers be better enabled to define, develop and implement their program and product ideas that will create the authentic cultural opportunities that visitors seek.

Figure 8. Summary of recommendations and results for priority 5

Priority 5 Develop and promote Ottawa as a cultural city

Areas of focus	Areas of action	
5.1 Marketing, promotion and dialogue	5.1.1	Implement a collaborative, cross-sectoral campaign for Ottawa as a cultural tourism destination that includes a robust community-driven integrated marketing strategy
5.2 Cultural tourism	5.2.1	Integrate cultural tourism as a priority in City of Ottawa strategies and Ottawa Tourism strategies and plans
	5.2.2	Develop and implement a cultural tourism roadmap (OCTWG)
	5.2.3	Implement Phase 2 of the OTTAWA Experience Kiosk at York and Sussex
	5.2.4	Establish a cultural tourism Futures Fund

RESULT: Ottawa is locally, nationally and internationally recognized as a place to work and participate in culture and as a cultural tourist destination



Investment

This Roadmap presents high-level priorities and areas of action that our community has identified for focus over the next four years, to help make Ottawa a more inclusive, creative, innovative, cultural and liveable city.

Making progress on these priorities and areas of action will require investment. The specific level of investment can only be determined as a follow-on phase phase, when more specific action-planning will take place (see Next Steps). We nonetheless recommend that, in the meantime, the City of Ottawa allocate order-of-magnitude funding, to build on the success and spirit of the cultural Momentum Fund. The Momentum Fund was put in place by the City of Ottawa as follows:

- **2017** – \$150,000 was approved as base funding during the City of Ottawa’s annual budget review, to enable cultural sector leaders (the Ottawa Culture Alliance) to address outstanding items identified in the Renewed Action Plan. Following extensive research and consultation, independent consultants completed an arms-length cultural development feasibility study. Recommendations from that feasibility study, which were submitted to the City in December 2018, informed this Roadmap.
- **2018** – An additional \$150,000 was approved during the City’s budget, bringing the base allocation to \$300,000. These funds were used to complete up-to-date statistical research, in-depth and extensive consultations, a current environmental scan, a cultural tourism pilot project, an Ottawa Cultural Summit, and this report, *A Liveable City for All: Cultural Roadmap for Ottawa 2019–2022*.
- **2019** – \$300,000 was approved for, but not assigned to, specific actions. To assist the City in assessing how and where this funding might be allocated in 2019, the areas of action identified in the previous sections are listed in Figure 9 below. The actions in the blue rows represent changes to policy, programs and/or processes. Those in the green rows would require funding through the City of Ottawa. The proposed funding allocations for 2019 are put forward in draft only, to help initiate related decisions and planning. Where funding allocations are identified as being required in future years (2020-22), it does not preclude initiating planning or working on the related activities.

For the years **2020–2022** – It is recommended that funds to address the priorities identified in the Roadmap be allocated and increased annually for the full period covered by the Roadmap. Figure 10 presents the suggested level of funding to be allocated in each year. Details of these allocations, including how and where the funds are to be dispersed, and responsibilities for administering them and for overseeing and implementing the associated work, would be determined during action planning, and updated annually.

Figure 9. Potential allocation of Momentum Fund monies set aside for 2019

Area of focus	Areas of action		2019 funding recommendation
1.1 Integrate cultural strategy, planning and investment	1.1.1	Make a City of Ottawa policy to include cultural considerations in strategic and departmental plans, identify culture as an indicator of livability	
	1.1.2	Identify new investment approaches for culture (Investment required in 3.2.1)	
	1.1.3	Ensure cultural organizations and communities identify culture as a community-builder in strategic and tactical planning	
1.2 Strengthen cultural leadership	1.2.1	Create a cultural commissioner position and assign a City Councillor as the cultural commissioner	
	1.2.2	Establish a diverse coalition for cultural review and advancement (coordination and administration function)	\$10,000
	1.2.3	Review the potential for consolidation of sector development functions and organizations, and how to organize the City of Ottawa's support functions (facilitation to assist with change and refocus)	\$20,000
1.3 Measurement and reporting systems	1.3.1	Report on progress of the Renewed Action Plan	
	1.3.2	Develop and implement a measurement, evaluation and learning framework for cultural development in Ottawa, by building on and supporting the continuing work of the Ottawa Cultural Research Group (OCRG)	\$15,000
	1.3.3	Hold an annual collaborative forum (summit) for sector stakeholders to review cultural sector achievements, assess progress against indicators, confirm priorities, and identify new opportunities and ways to collaborate (annual funding would start in 2019 for the first forum which would be implemented in early 2020)	\$20,000
2.1 Foster diversity	2.1.1	Ensure diverse and representative participation in the Coalition recommended in Priority 1	
	2.1.2	Review current level of cultural participation in Ottawa through the lens of equity and inclusion, initiate strategies and tactics to increase equity and inclusion (adjudicated through City of Ottawa funding programs, with annual increases TBD)	\$70,000
2.2 Enhance accessibility	2.2.1	Apply an accessibility lens for making decisions about cultural programming, funding, space and activities	

Area of focus	Areas of action		2019 funding recommendation
3.1 Leadership and organizational development	3.1.1	Initiate a human resources audit and development strategy/ plan	Priority for 2020
	3.1.2	Explore partnerships and opportunities for human resource development	
3.2 Sustained funding	3.2.1	Assign annual funding increases for culture with a concentration on capacity building (adjudicated through City of Ottawa funding programs, with annual increases TBD)	\$100,000
	3.2.2	Explore new approaches to funding, application and reporting	
	3.2.3	Encourage and implement cross-sectoral collaboration activities	Priority for 2020 and beyond
4.1 Requirements assessment and planning	4.1.1	Conduct cultural-spaces needs assessment, strategy and plan	Priority for 2020 and 2021
4.2 Policy and process renewal	4.2.1	Update City of Ottawa policies and processes to encourage sustaining existing and creating new cultural spaces	
4.3 Enable cultural hubs and districts	4.3.1	Develop policies to enable cultural districts and hubs and associated partnerships	
	4.3.2	Implement a pilot project to develop a cultural space and/ or district	Priority for 2021
	4.3.3	Invest in heritage space preservation, facility upgrades and promotion	Priority for 2020
5.1 Marketing, promotion and dialogue	5.1.1	Implement a collaborative, cross-sectoral campaign for Ottawa as a cultural tourism destination that includes a robust community-driven integrated marketing strategy	\$25,000
5.2 Cultural tourism	5.2.1	Integrate cultural tourism as a priority in City of Ottawa strategies and plans	
	5.2.2	Develop and implement a cultural tourism strategy (advance the work of OCTWG, specific actions TBD)	\$20,000
	5.2.3	Implement Phase 2 of the OTTAWA Experience Kiosk at York and Sussex (OCTWG pilot)	\$20,000
	5.2.4	Establish a cultural tourism Futures Fund	Priority for 2020

For the full period of the Roadmap, the following amounts are estimated as the investment required from the City of Ottawa per year in order to provide a necessary base of investment for pursuing the priorities. Additional funds from other sources will likely need to be leveraged as well, however this level of funding would create the foundations needed to make real progress on the priorities, and to help source additional funds.

Figure 10. Recommended annual City of Ottawa funding allocations for actioning the Roadmap priorities

2019	2020	2021	2022
\$300,000 (per Figure 9)	\$600,000	\$900,000	\$1,200,000
Four-year total:			\$3,000,000



photo: Nik Ives-Allison



What's Next?

This Roadmap provides a strategic framework for decision-making. It is not an action plan. Rather, it sets the stage for new ways of working, and recommends priorities and areas of focus geared toward a new vision for culture in Ottawa. Investing in these priorities and implementing concrete actions linked to each one will help reposition culture as a key actor in realizing Ottawa's aspirations to become the most liveable medium-sized city in North America.

The Roadmap sets the stage for City Council approval of:

1. The priorities set out herein
2. The recommended level of investment
3. A coalition, led by a City Councillor in the role of "Culture Commissioner", mandated to establish, implement and administer a plan of action, and to track its progress
4. The City of Ottawa's roles and responsibilities relative to the Roadmap, including:
 - Planning, policy, program and process changes linked to the priorities and areas of action that relate to the City of Ottawa
 - Funding or investment in some areas of action
 - Promoting and advocating for culture
 - Measuring and tracking progress on the resulting action or implementation plans (distinct from measuring cultural indicators in Priority 1)

The Roadmap also identifies new ways of working, planning and collaborating within the cultural sector, along with areas of action that represent opportunities to work together more effectively.

The Ottawa Cultural Alliance, the Steering and Advisory committees, and the independent expert consultants felt privileged to work on this cultural roadmap for Ottawa. We are grateful to the public and to City staff for their collaboration during an extensive consultation process, and for the financial support of the City of Ottawa. The community's input of time, effort and thought, and its dedication to helping Ottawa realize its full potential, are greatly appreciated by everyone involved in developing the Roadmap.

Appendix 1 – Glossary of Terms

Culture	For the purpose of this report, “culture” encompasses all arts, festivals, heritage and related fields.
	Canadian Framework for Culture Statistics definition: ‘Creative artistic activity and the goods and services produce by it, and the preservation of it’ https://www150.statcan.gc.ca/n1/pub/13-607-x/2016001/1247-eng.htm
Cultural Sector	Definition used in communications associated with this Roadmap: organizations, educators, artists and workers working in or supporting development of all arts, festival, heritage and related cultural fields, inclusive of people from a diversity of ancestries, abilities, ages, countries of origin, cultures, genders, incomes, languages, races and sexual orientations.
Cultural Sector Development	Culture stakeholders actively working together to ensure a strong and healthy cultural sector.
Cultural ecosystem	The interconnection of people and organizations working in, supporting, investing in, advocating for, and participating in culture.
City of Ottawa	The local (municipal) government, City Council, and supporting organizations.
Municipality	The local government (the City of Ottawa).
Municipal fund	A pool of funds established by a city for a certain purpose.
(the) City	Refers to the city (of Ottawa) as a whole (geography, economy, environment, population, facilities, etc.).
Civic / civic role	The duties or activities of people in relation to their city. Playing a civic role refers to delivering benefits to the city through actions (work, volunteerism, community action, etc.).
Accessibility <i>(Ottawa Equity & Inclusion Lens Handbook)</i>	Making services, products, facilities and amenities easy to approach, reach, enter, interact with, participate in and/ or use for all people regardless of income, physical or mental ability, language, ethnicity, gender, sexual organization, language, education, or technological skill.
Equity <i>(Ottawa Equity & Inclusion Lens Handbook)</i>	Treating everyone fairly by acknowledging their unique situation and addressing systemic barriers (obstacles that exclude groups or communities of people from full participation and benefits in social, economic and political life). Aiming to ensure that everyone has access to equal results and benefits.
Diversity <i>(Ottawa Equity & Inclusion Lens Handbook)</i>	A wide range of qualities and attributes within a person, group or community.

<p>Inclusion <i>(Ottawa Equity & Inclusion Lens Handbook)</i></p>	<p>Acknowledging and valuing people’s differences to enrich social planning, decision making and quality of life for everyone. In an inclusive city, we all have a sense of belonging, acceptance and recognition as valued and contributing members of society.</p>
<p>Liveable/livability</p>	<p>A good quality of life and sense of local identity. Typically a combination of social, environmental, economic and cultural attributes determine the livability of a city. <i>Ottawa Next, Beyond 2036</i>: A liveable city is one where all of its communities are socially, economically and culturally connected.</p>
<p>Sustainable/ sustainability (organizational)</p>	<p>Maintainable and enduring – resources are not being depleted or damaged over the long-term.</p>
<p>Sustainable/ sustainability (cities)</p>	<p>Meeting citizens’ current needs while ensuring the necessary resources for their future, and for future generations. Environmental, economic, social and cultural dimensions are the four pillars considered necessary for this long-term sustainability.</p>



photo: Kyle Noonan

Appendix 2 – Research and Engagement Summary

The following is a summary of the research that contributed to this Roadmap. Summaries of the research can be found at <https://ottawaculture.ca/resources-archives/>.

Hill Strategies – Situational Analysis

A leader in cultural sector data collection statistics in Canada, Hill Strategies developed a data-grounded Situation Analysis Report reflecting arts, culture and heritage activities, participation rates, registered charities, trends and key indicators for Ottawa’s cultural sector. It identified and analyzed current, new and historical data to determine the state of culture in Ottawa. Its methodology included: collection and analysis of data from Statistics Canada (2016 and 2013 General Social Surveys), Canada Revenue Agency (open data source), Federal and Provincial government data reports, and local (Ottawa) sources.

Synapcity – Community Consultations

Synapcity is a community-based, not-for-profit organization, founded in Ottawa and dedicated to creating an inclusive culture of participation and civic purpose. Synapcity staff led 15 community outreach and facilitation consultations in Central, West, East and South neighborhoods of Ottawa. They reached 224 people from diverse backgrounds through one-on-one, facilitated tabletop sessions. The discussions focused on social gaps, economic barriers to entry, and understanding the communities’ engagement with, knowledge of and priorities for Ottawa’s cultural sector. At the Ottawa Cultural Summit, Synapcity facilitated workshops with participants to gather input on priorities for the Roadmap. It also implemented a follow-on online survey for people who were not able to attend the Summit or who had more to add to the discussion.

Lord Cultural Resources and Nordicity – Arms-Length Cultural Development Feasibility Study

Separate from and independent of this cultural roadmap initiative, Lord Cultural Resources and Nordicity completed an arms-length cultural development feasibility study to investigate how culture could be led and funded in our city. This independent, community-driven initiative was completed with funding from the City of Ottawa. It was informed by research on leading practices from other cities and extensive consultations with the community, its leaders, City staff and residents to help identify alternative models for cultural sector leadership that may apply to Ottawa’s situation. The feasibility study findings informed the environmental scan described below.

Lord Cultural Resources and Nordicity – Environmental Scan

Lord Cultural Resources and Nordicity completed an environmental scan and PESTLE (Political, Economic, Societal, Technological, Legal, Environmental) analysis report on the changing Ottawa cultural sector landscape; a comprehensive assessment of Ottawa cultural sector inventory, trends, gaps and growth opportunities; and a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis. This provided current data and a clear understanding of the Ottawa cultural sector in 2018 and identified key issues and opportunities. This work was informed by key informant interviews, literature review, the data from Hill Strategies, Synapcity’s community consultations and the feasibility study research and consultations.

Ottawa Cultural Research Group (OCRG) – Counting on Culture: Impact and Indicators in Ottawa

OCRG is an innovative partnership that includes researchers from government, community organizations, the culture sector and academia that are committed to analyzing and sharing reliable data and indicators about the state of Ottawa’s culture sector. OCRG has developed the most comprehensive Ottawa cultural indicators ever published, in the Counting on Culture report. Their research on the state of Ottawa’s culture sector (was reported on in the Lord Cultural Resources and Nordicity environmental scan report, in particular) fed into the research for this report.

Ottawa Cultural Tourism Working Group (OCTWG) – Cultural Tourism Kiosk Pilot Report

The OCTWG was created in recognition of the importance of developing Ottawa’s cultural tourism through a strategic, integrated approach. Members determined that synergies and cooperative action were critical to empowering local tourism and cultural sectors, and to leveraging associated assets to support and attract sustainable, economic and creative atmospheres year-round. The OCTWG supported the 2018 Cultural Tourism Kiosk Pilot and the development of the subsequent report.

A. Adair & Associates and CAM Consulting

Annalee Adair (A. Adair & Associates) and Brian McCurdy (CAM Consulting) are subject matter experts in cultural strategy and planning. They shared results of their work and research on how technology, migration, economic transformations, globalization and the environment are generating new challenges in what they are calling the “Second generation” of cultural planning. Their work on how cultural plans are shifting from advocating on the value of arts and culture to positioning arts and culture as a community asset and a powerful tool for community and liveable city-building helped to inform and shape the community’s views on future directions for Ottawa. Adair and McCurdy also assisted in analysing the results of all the research and developing the Roadmap.

Appendix 3 – Acknowledgements

The Roadmap was a community-driven initiative. Members of Ottawa’s cultural sector and community at large contributed significant time, thought and effort by participating in community consultations, the Ottawa Cultural Summit, online forums, and interviews. Thanks to the dedication of our community, we can all have confidence that the Roadmap is reflective of what our community needs and wants.

The following groups and individuals played a key part in ensuring that the voices of our community were included. They also shared their knowledge, skills, expertise and passion for culture in Ottawa, to help guide and shape the Roadmap’s development:

Ottawa Cultural Alliance

Steering Committee:

Comprised of Ottawa Cultural Alliance member organization leaders and board members, the Steering Committee facilitated and oversaw the Roadmap’s development:

Arts Network Ottawa

- Past Executive Director: Victoria Steele
- Past Board Member: Kim Lymburner
- Executive Director: Cassandra Olsthoorn
- General Manager: Stella Ronan
- Board Member: Lisa Cruickshank

Capital Heritage Connexion

- Executive Director: Catherine Lindquist
- Board Member: Kelly Eyamie

Heritage Ottawa

- President: David Jeanes
- Board Member: Carolyn Quinn

Ottawa Arts Council

- Executive Director: Peter Honeywell
- Board Member: Georgette Houle

Ottawa Festival Network

- Executive Director: Carole Anne Piccinin
- Board Member: Peter MacDonald

Ottawa Museum Network

- Executive Director: Diana Carter
- Board Member: Tracey Donaldson

Ottawa Cultural Roadmap Advisory Committee

An Advisory Committee of community representatives was recruited through an open call. The Committee's role was to: help ensure community input and engagement; provide input to the Roadmap; and act as a sounding board on other activities that would strengthen the consultation and Roadmap development processes. The Steering Committee selected Advisory Committee members using the City of Ottawa's Equity and Inclusion Lens to help achieve diverse and balanced representation from Ottawa's cultural sector and related sectors, and also with a view to ensuring complementary skills, knowledge and perspectives. Advisory Committee members were:

- Barbara McInnes, community foundations, philanthropy - Chair
- Nicole Fortier, Société franco-ontarienne du patrimoine et de l'histoire d'Orléans - Vice Chair
- Alexandra Badzak, Ottawa Art Gallery
- Julea Boswell, Propeller Dance
- Christos Pantieras, visual artist, educator, cultural events
- Nik Ives-Allison, Ottawa Music Industry Coalition
- Christopher Blake, theatre, management and administration
- Kelly Neal, Ottawa International Animation Festival
- Christina Ruddy, Algonquin Way Cultural Centre
- Julie Harris, historian, cultural heritage
- Laila Djiwa, heritage, cultural development
- Chantal Nadeau, La Nouvelle Scène Gilles Desjardins

Contributing Consultants

Rigorous requirements for independent research, community input, subject matter expertise, writing, editing and project management were met by a roster contributing consultants:

Margery Leach, Project Manager for the Ottawa Cultural Alliance

Lord Cultural Resources and Nordicity Group Limited

- Brad King, Sarah Hill (Lord Cultural Resources) supported by Eric Dubeau, Christine Tremblay
- Mila Dechef-Tweddle (Nordicity)

Hill Strategies Research Inc.

- Kelly Hill, Alix MacLean

Synapcity

- Laine Johnson, Ariela Summit, Stephane Pressault, Laurel Mackenzie, Taylor Howarth, Tyler Boyce

CAM Consulting and A. Adair and Associates

- Brian McCurdy, Annalee Adair

Village PR

- Heather Badenoch

Proctor Group Consulting

- Cate Proctor

Deanna Young, Editor

Kate Cartwright Designs

- Kate Cartwright

The reports of the Ottawa Cultural Research Group ('Counting on Culture: Impact and Indicators in Ottawa'), and the Ottawa Cultural Tourism Working Group (Cultural Tourism Pilot Project) were also important sources of information.

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