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Cultural MASTER PLAN



November, 2007

Revised and Updated January, 2012



CULTURAL MASTER PLAN

Approved by Owen Sound City Council
March 5, 2012

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COVER PHOTOS:

2011 Owen Sound Cultural Awards – Hit the Beat Dancers

2011 Canada Day – Moonshiner's Daughter

Tom Thomson Art Gallery

Owen Sound Cenotaph

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1.0 Introduction and Definition

Owen Sound has a strong history of achievement in culture and the arts. From its earliest days as a thriving port City, artists, writers, performers, and their audience have enjoyed individual and community expressions and enriched the lives of residents and visitors, provincially and nationally.

Owen Sound enjoys a wealth of cultural resources including major facilities run by the City, independent Boards, non-profit groups and individuals all of whom contribute to the distribution of ideas and thought within in the community. As a Cultural Capital, Owen Sound demonstrated leadership at the national level in culture.

A Cultural Master Plan is needed to continue the City's progress as a leader in culture and arts in the region, province and nation. In preparing its Master Plan the City's Cultural Advisory Committee felt it was critical to clearly define "culture" as it pertains to the City's Plan.

There are many potential definitions of Culture with linkages to various sectors such as recreation, architecture, heritage preservation and other related fields. Recreation, for example, has been included in broader definitions of culture through use of facilities, individuals' use of leisure time and many recreational activities that are part of local culture.

These recreation activities were specifically excluded from the definition of culture simply for planning purposes. Concurrent with preparation of the City's Cultural Master Plan was the preparation of a Recreation, Parks and Facilities Master Plan through the Recreation and Parks Advisory Committee. The Committees held a joint meeting during the

course of the preparation of the two Plans and shared minutes and information through members and staff to ensure consistency was maintained around the recreational link to local cultural activities.



For the purposes of this plan the City has adopted the following definition of culture:

Culture is the sharing of ideas and learning through individual and community expression in the visual, literary and performing arts and heritage.

This definition was considered throughout the public process of preparing the Cultural Master Plan and City's Cultural Policy. The Master Plan is considered the community of Owen Sound's strategy for achieving mutual cultural goals. The City's Cultural Plan expresses the Corporation of the City of Owen Sound's role in the expression of culture in the community.

The Cultural Master Plan was originally adopted in 2007 as a 10 year plan and was reviewed and updated in 2012.

2.0 Cultural Initiatives in Strategic Plan

The City's Strategic Plan 2008 establishes the following vision for the City:

Owen Sound's vision is to be a community of choice for all, distinguishable by its authenticity, natural amenities, diversity and community spirit.

This is to be accomplished through the City's mission statement as follows:

The City of Owen Sound governs and advocates on behalf of its citizens by providing infrastructure and services which respect the environment and allow individuals and businesses to prosper.

The plan contains seven strategic initiatives within the Cultural component supplemented by one or more anticipated actions for each. An excerpt from the Strategic Plan containing the Cultural initiatives and actions is attached as Appendix A and summarized as follows:

The City should:

- Advocate preserving/celebrating significant buildings, natural heritage and unique history;
- Take a leadership role in cultural development in region;
- Assume an active role in facilitation, enhancement, promotion of events;
- Support The Gallery as national cultural attraction;
- Promote culture as important element of quality of life;
- Support The Library as educational and social centre and regional attraction;
- Encourage diversity and promote multi-cultural programs and services.

There are several cultural related initiatives within other sections of the Strategic plan including tourism, planning and economic development.



3.0 Cultural Policies Official Plan

The City's Official Plan approved in 2006 provides for the long term growth of the community. Primarily related to future land use, the plan also contains goals, objectives and policies related to the cultural development of the City. The Official Plan binds the City in that no action can be taken by the municipality that is contrary to the Plan. The City's Cultural Master Plan and Cultural Policy must be consistent with the Official Plan.

Excerpts from the City's Official Plan are attached as Appendix B and are summarized as follows:

- Downtown as a cultural focus;
- Protect, enhance and promote the natural and cultural resources and municipal services key to attracting business and investment;
- Encourage provision of appropriate range and distribution of cultural facilities and services throughout the community;
- Support and encourage cultural initiatives, events and institutions in heritage and the arts – visual, musical, theatrical, dance and literary arts;
- Urban design, equity and diversity, and cultural heritage section pertaining to buildings and sites;
- City may prepare master plans for the provision of any community service;
- Culture and Arts Section

Facilities and Programs:

- i. Recognizing the leading role cultural and arts activities play in maintaining the exceptional quality of life in this community and in providing an attraction and focus for visitors, the City will support cultural activities and events within the community by encouraging and facilitating the provision and operation of museums, art galleries, theatres, arenas, concert halls, community centres and other suitable facilities within the City.
- ii. The City will promote and support festivals, shows and other events reflecting the cultural richness and history of Owen Sound. The City will plan locations for such events by promoting the inclusion of spaces for cultural activities and events in public spaces, parks and public buildings particularly in the downtown area.
- iii. In order to provide guidance in the promotion and support of cultural initiatives, the City may develop a Cultural Master Plan in conjunction with the Parks and Recreation Master Plan based on a review of the provision of cultural programs and facilities within the community.

4.0 Cultural Advisory Committee

In 2005 the City established a Cultural Advisory Committee to guide cultural growth in the community and to make recommendations to Council on related matters. The Committee's terms of reference are attached as Appendix C and are summarized as follows:

- Recommendations on Cultural policy, program and facility issues for City and partners;

- Review and monitor cultural initiatives and make recommendations to Council;
- Special events monitoring;
- Partnership opportunities;
- Grant opportunities and other Committee liaison.

The Committee assisted in the preparation, review, revision and development of the Cultural Master Plan as the City's Cultural Plan.

5.0 Cultural Mapping

Cultural mapping of Owen Sound is necessary to identify the landscape in which the Cultural Master Plan and Cultural Policies of the City will be prepared. Essentially it is an inventory of the state of the art as it exists within the community at the time of plan preparation. Attempts are made to include all agencies, business and others involved in culture in the community, but the list cannot be considered complete.

The Committee determined that the cultural landscape or map of the community could be divided into the following areas:

- a) Heritage
- b) Literary Arts
- c) Performing Arts
- d) Visual and Media Arts
- e) Festivals and Events
- f) Regional Resources

For each sector subject to cultural mapping, the responsible Agency is identified as well as the facility or location, programs offered, governance, and status. In addition agencies

or businesses providing educational programs are noted.

Service clubs, faith communities, businesses and individuals contribute to the artistic community and culture of the City, but are not included within the cultural mapping due to the vast number of listings and programs. This includes performance, education programs and other forms of expression. The Master Plan encourages these critical resources to continue to grow and to flourish.

Regional resources are identified as those outside the boundaries of the City and within the primary trading areas of the City or of regional significance. It is recognized that important elements of local culture outside the boundaries of the City may not be fully recognized in the Cultural Mapping. Once again the Master Plan encourages these important resources to continue to contribute.

From the cultural mapping, the Master Plan will establish goals and objectives to guide the cultural community for the next ten years.

6.0 Vision and Mission

It is important that the Cultural Master Plan establish a vision for culture within the community. This Vision acts as a beacon or as a call to action in the plan as to where the document is to take the community. The mission is the on going key criteria that the plan will apply to achieve the stated vision.

The Committee proposes the following vision for the Cultural Master Plan:

To nurture and celebrate our unique cultural environment that is diverse, vibrant, inclusive and sustainable.

The Committee proposes the following mission for the Master Plan:

The plan will ensure that initiatives and decisions enhance and sustain the diverse and inclusive cultural environment of the community.

The following goals and objectives are intended to ensure the community achieves the vision and remains on mission during plan implementation.



7.0 Goals and Objectives

Goals are broad achievements anticipated through the 10 year scope of the plan. Objectives are the implementation or action items necessary to achieve individual goals.

The Goals and Objectives of this Plan are established relative to the six areas of Cultural Mapping completed as part of this plan.

There are several goals that apply across the disciplines:

- i) To promote public awareness and appreciation of the arts and heritage as unique and defining elements of life;
- ii) To encourage the public's life long engagement with learning through the arts and heritage;
- iii) To actively encourage that all local cultural, artistic and heritage resources, events and activities be, to the extent possible, available and accessible to all.
- iv) To foster and promote creative, sustainable relationships between business and the arts;
- v) To support cultural activities that document and interpret the unique and authentic character of life in Owen Sound;
- vi) To emphasize culture and the arts in all of the City's exchanges and interactions;
- vii) To encourage the formation and practice of an arts service organization;
- viii) To celebrate and welcome diversity, multiculturalism and all cultural traditions.



7.1 CULTURAL HERITAGE

7.1.1 Goal

To promote and preserve Owen Sound's built, natural, and community heritage and to ensure heritage remains a vital consideration.

7.1.2 Objectives

- i) Ensure an accurate inventory of heritage resources within the community is maintained.
- ii) Identify new and discovered heritage resources within the community.
- iii) Develop policies and programs for the sharing, protection, promotion and celebration of heritage resources, stories and artifacts in the community.
- iv) Promote heritage resources within the community as an authentic element of local culture.
- v) Preserve built attractions as an integral part of community.
- vi) Promote opportunities and tools to preserve individual properties and unique districts with heritage value.
- vii) Celebrate community heritage through special events.
- viii) Recognize and celebrate First Nations history and the unique cultures indigenous to this region.

7.1.3 Initiatives

- i) The City of Owen Sound may provide financial and in kind support to the Billy Bishop Home and Museum and Marine & Rail Museum Through the ownership of the Billy Bishop museum building, the City of Owen Sound supports the Board of Directors of the Owen Sound Museums in preserving the National Historic site designation of the Billy Bishop Home and Museum.

- ii) Grey Roots shall be a regional cultural heritage attraction in the region, and the central location for storage of historical artifacts and documents within the archives.

- iii) The City will support, enhance and facilitate authentic cultural and heritage events within the downtown, along the water front and in public facilities in partnership with non profit agencies and private business including but not limited to Doors Open Owen Sound, Harbour Nights Concert Series, Lupercalia, Tom Thomson Days, and Emancipation Festival.

- iv) The City will maintain and expand a heritage registry of properties of architectural, historic and cultural heritage significance, and in accordance with the Ontario Heritage Act, Provincial Policy Statement, Official Plan policies, incentive programs and other



opportunities, while considering landowner interests, to preserve and promote the retention of heritage resources in the City.

v) Incentive programs such as the heritage tax relief program, façade and structural improvement grants, tax increment financing and other opportunities in partnership with County, Provincial and Federal levels of Government shall be applied by the City where fiscally responsible to ensure the preservation, retention and promotion of heritage resources in the City.

vi) The City will explore opportunities to participate in appropriate Provincial and Federal funding opportunities, and access funding that allows for distribution to local cultural initiatives.

vii) The City will develop and maintain an interpretive plaque program and signage related to themes including but not limited to the harbour, local heroes, downtown heritage, Black history, First Nations, the cemetery and Harrison Park as may be developed in consultation with the community. The City will work with community groups and organizations on expanding the plaque

program and to access any Provincial and Federal funding.

viii) The City will develop and maintain heritage interpretation programs and opportunities including but not limited to walking, cycling and driving tours built along key heritage themes of harbour, local heroes, downtown heritage, Harrison Park, Black History, First Nations, and the cemetery.

ix) The City in partnership with the community will continue to support its authentic Black history including initiatives that support the Black History Cairn and interpretation of this heritage.

x) In cooperation with the Conservation Authority and other partners, the City will support natural heritage.

xi) The City will continue to implement elements of cultural and natural heritage within the Downtown and Harbour Master Plan including but not limited to the restoration of the Cenotaph linked with the reconstructed Library and Gallery Square, the river walkways and similar programs.



7.2 LITERARY ARTS

7.2.1 Goal

To encourage and develop literary activities in our community and to foster and celebrate literary achievements, past, present and future, ensuring equal access to the written and spoken word in its many forms.

7.2.2 Objectives

- i) Preserve and maintain collections of literary arts.
- ii) Encourage and promote public awareness of the literary arts, and identify incentives and support for local writers, publishers and bookstores.
- iii) Encourage and promote the community's life long engagement with reading, writing and storytelling.
- iv) Encourage writing through workshops, contests, publishing opportunities, awards and events.
- v) Encourage the publishing and publishers of locally created and/or related literary arts.

7.2.3 Initiatives

- i) The Owen Sound and North Grey Union Public Library shall be the City's and local areas facility for the collection and availability of the written and spoken word in current forms, and the centre for public programming in the literary arts including but not limited to writing workshops and contests, adult literacy upgrading, electronic access terminals, reading readiness programs and reading clubs for children, and other programs that increase awareness and appreciation for literary arts.
- ii) City support shall encourage the publication, sale and distribution of the work of local writers including promoting these

works in materials for visitors, website links, direct purchase, and similar opportunities.

iii) In cooperation with non-profit and private donors the City shall support the development of scholarships for local students who excel in the literary arts and demonstrate exceptional potential to succeed in a career in the literary arts.

iv) The City shall support the local literary arts community, to recognize achievement in the literary arts by providing public space, funding in partnership with business or other organizations, promotional opportunity, and expertise and through the presentation of awards in the Owen Sound Cultural Awards program.



v) The City shall support and participate in appropriate Provincial and Federal funding opportunities, corporate and other funding, and access funding that allows for the support of literary initiatives.

vi) The City shall encourage the updating and enhancement of an inventory of writers and others involved in the literary arts in Owen Sound and area in an appropriate format. (i.e. electronic database or digitization)

vii) The City shall support the position of "poet laureate" and/or writer in residence for

Owen Sound and area, in assistance from PEN Canada, the Canada Council, etc.

viii) The City shall extend its interpretive plaque program to include the commemoration of the establishment of the Owen Sound Mechanics Institute in 1855, the opening of the Carnegie Public Library in 1914, and to celebrate the achievements of writers with a local connection.

ix) The City and The Library will evaluate future expansion of The Library within the context of a comprehensive site design and will explore linking this expansion plan with The Gallery and Cenotaph.

x) The City shall participate in local, provincial and federal promotions of the arts including the literary arts through activities including but not limited to Bookwalk, Ontario Public Library Week, Canadian Library Month, culture Days, International Festival of Authors, Lupercalia, OTHERfolk, etc.

xi) The City shall support The Library as the primary facility for the collection of local history in print, audio or digital formats as appropriate.

xii) The City shall support The Library in an annual City and/or county reading event. (eg. One Book One County).



7.3 PERFORMING ARTS

7.3.1 Goal

To encourage and support the growth, development and production of performing arts including dance, music, theatre and other forms of expression.

7.3.2 Objectives

- i) Encourage diverse performing arts programs.
- ii) Develop and support studio, performance and similar facilities of appropriate scale and quality for performance by individuals and groups.
- iii) Support the work of performing artists in the community at local events.
- iv) Recognize excellence in performing arts at the provincial and national level.

7.3.3 Initiatives

i) The Roxy Theatre shall be considered the main performing arts venue in the City's downtown, particularly for theatrical performances, and the City will support the development and enhancement of performance at the venue through direct bookings, co-promotion, strategic investment, and other partnerships that assist in its long term viability.



ii) The Harry Lumley Bayshore Community Centre and Kelso Beach Park

among other sites will be venues for larger audiences of a regional nature, and the City shall promote the Bayshore and Kelso as regional entertainment facilities in partnership with promoters, non-profit groups and organizations so as to improve their long term viability and revenue streams.

iii) The Owen Sound Collegiate and Vocational Institute auditorium shall be a significant performing arts venue, and the City will encourage its use through co-promotion, direct bookings from time to time and other partnerships subject to the approval of the School Board and the Auditorium manager.

iv) Smaller performing arts venues such as the Library auditorium, Farmers' Market, school and church stages, shall be inventoried and presented as local performing arts venues with occasional direct bookings.

v) The City shall recognize achievement and innovation in performing arts through the annual Cultural Awards program.

vi) The City shall provide opportunity for performing arts groups to lease space for workshop, studio and rehearsal space within the Old Courthouse Building or similar space at a reasonable rate and term.

vii) Organizers of City events shall prioritize opportunity for local performing artists to perform including but not limited to events such as Canada Day, Harbour Nights Concert Series, and Tom Thomson Art Gallery programming.

viii) The City shall facilitate and support outdoor performance opportunities for the enjoyment of the public by providing, at reasonable cost, public venues, support infrastructure, co-promotion opportunity, events listing, etc.

ix) The City shall actively pursue, support and participate in appropriate Provincial and Federal funding opportunities and access funding that allows for distribution to local performing artists and arts groups.

x) The City shall support performing arts groups developing partnerships with established performing art venues across the Province and will encourage mutually beneficial programs and performances.



7.4 VISUAL AND MEDIA ARTS

The term “Visual and Media Arts” is meant to encompass but not be limited to fine art media: painting, drawing, printmaking, sculpture, photography and installation; Fine craft in wood, textiles, clay, metal and glass; time-based media such as film, video and performance; new media as influenced by technological advances.

7.4.1 Goal

To encourage and support excellence and exchange within a vital and vibrant visual arts community.

7.4.2 Objectives

- i) To promote public awareness and appreciation of the visual arts as a unique and defining element of life.
- ii) To provide opportunities for the introduction of visual arts to public places for the enjoyment of all.
- iii) To advocate for adequate, safe and affordable working studio space for visual artists.
- iv) To encourage the public’s life long engagement with learning through the visual arts.
- v) To foster post-secondary educational opportunities and programs in the visual arts.
- vi) To document and celebrate excellence in the visual arts from both a contemporary and historical perspective.

7.4.3 Initiatives

i) The Tom Thomson Art Gallery shall continue to be the primary visual arts facility within the region, and the City and The Gallery shall participate as partners in the growth and development, marketing, support, and on-going viability of The Gallery and its services.

ii) The City and The Gallery shall support and develop policy for a program in which visual art is acquired, installed and maintained in public spaces. The City will support the creation and development of public art programmes, following the guidelines established in the *Public Art Policy* (2010). The Gallery will maintain a record of all public art projects undertaken through the City including making recommendations on conservation or restoration as needed.

iii) The City and The Gallery shall continue to maintain, enhance and preserve the Tom Thomson Art Gallery Permanent Collection:



iv) The City and The Gallery will encourage the establishment of a post-secondary visual arts programme through collaborations with existing post-secondary educational institutions.

v) The City and The Gallery will evaluate future expansion of The Gallery within the context of a comprehensive site design and will explore linking this expansion plan with The Library and Cenotaph.

vi) The City and The Gallery will support and encourage the promotion of local arts and artists through studio tours.

vii) The Gallery has established a scholarship programme for local students who have demonstrated excellence in visual arts, with priority given to those students who have volunteered or participated in the co-op programme at The Gallery.

viii) The City will continue to provide opportunity for local artists to lease studio space at reasonable rates and terms within the Old Courthouse Building or similar space so that local artists have opportunity to generate work and a living income.

ix) The City will promote the work of local artists whenever possible, including the purchase of public recognition awards, promotional items, employee incentives, publication art work and similar items whenever possible.

x) The City shall support recognition of achievement in visual arts by providing public space, funding in partnership with business or other organizations, promotional opportunity, and expertise.

xi) The City shall support and participate in appropriate Provincial and Federal funding opportunities and access funding that allows for distribution to local visual artists.

xii) The City shall recognize and support the visual arts as a vehicle for the interpretation and celebration of the unique and authentic characteristics of life in Owen Sound.

xiii) The City will continue to support the Owen Sound Cultural Awards which recognize the importance and excellence of our cultural community here in Owen Sound.



7.5 FESTIVALS AND EVENTS

7.5.1 Goal

To encourage, promote and provide opportunities for cultural events in a diverse environment of private and public spaces and facilities.

7.5.2 Objectives

- i) Create and maintain inventory of existing events for public review and input.
- ii) Develop opportunities for private/public sector partnerships in the support and development of events that meet the goals of the Strategic Plan.
- iii) Support and encourage non-profit sector activities and cultivate opportunities for private events.
- iv) Continue to facilitate special events in partnership with community organizations including event development and identifying funding opportunities and other means of support.
- v) Promote locally, events that attract local audiences and promote provincially, events of a regional, provincial and national level.

7.5.3 Initiatives

- i) The City shall continue to program core festivals and events in the City including but not limited to Canada Day, Harbour Nights, Family New Years Eve, summer events programming and other special occasions such as the Harrison Park Centennial that meet the goals of the Strategic Plan and with a view toward generating activity in public spaces and facilities, in particular the downtown, inner harbour and waterfront, providing affordable family activity, facilitating fundraising by community groups, supporting work of local artists, and celebrating key cultural and community milestones.

ii) The City shall provide event and festival support and facilitation services to non-profit groups and private agencies including mentoring and expertise, marketing support, partnership opportunities. Examples include Home & Cottage Expo, Emancipation Festival and Owen Sound Ribfest.

iii) The City shall lead in co-marketing including an on-line events calendar, summer events promotion, social media and other support depending on the City's overall financial resources where an event aligns with the strategic goals of the City.

iv) The City shall work in partnership with private business and non-profit groups to develop, promote and implement regionally significant cultural and events and activities at the Harry Lumley Bayshore Community Centre, Kelso Beach Park, Downtown, Victoria Park, Harrison Park, Inner Harbour and other suitable locations that encourage visitation and spending in the community consistent with the City's Strategic Plan and relevant Master Plans. Examples include Summerfolk Music & Crafts Festival, the Emancipation Festival and Streets Alive! Buskerfest.



v) The City shall support local events through maintaining an online events calendar which encourages voluntary registration by the organization, recognition on the City's website and publication in social media and other key promotional vehicles.

vi) The City shall pursue, support and participate in appropriate Provincial and Federal funding opportunities, corporate and other funding, and access funding that allows for re-distribution to or partnership with local groups, based on an open and transparent process.

vii) The City shall be receptive and accommodating to events throughout all four seasons, and shall specifically encourage activities within the shoulder seasons so as to support local accommodation and other businesses relying upon tourism.



viii) The City shall cooperate with other organizations in the development of events that recognize and celebrate authentic

community themes and cultures including First Nations, Black Heritage, Local Heroes, the Escarpment and Marine Heritage.

ix) The City shall encourage an active Festival of Northern Lights Inc. as an independent organization with transitional funding and ongoing logistical support, celebrating the holiday season with a focus on the downtown and linkages south to Harrison Park and north to the Inner Harbour and Visitor Centre.



x) The City shall encourage events and programs in conjunction with Festival of Northern Lights including the annual Kiwanis Santa Claus Parade, Festival in the Park and the opening of the Order of Good Cheer outdoor rink, and similar appropriate celebrations.

xi) The City shall prepare an annual Special Events Action Plan for consideration and recommendation by the Cultural Advisory Committee that will outline programs, activities, partnerships, and initiatives consistent with the City's Strategic Plan.

7.6 REGIONAL RESOURCES

7.6.1 Goal

To continue as a regional centre for cultural initiatives and to foster partnerships with cultural organizations, business, non-profit groups and individuals.

7.6.2 Objectives

- i) Identify cultural organizations, business, non-profit groups and individuals with cultural initiatives of mutual interest to the City and the immediate community.
- ii) Develop responsible partnerships within the region that support mutual interests.
- iii) Develop, use and share educational resources to the benefit of culture within the region.
- iv) Recognize and collaborate with neighbouring First Nations and other unique cultures indigenous to this region.

7.6.3 Initiatives

- i) The City will participate in regional cultural initiatives in partnership with other municipalities and cultural groups with the objective of creating a critical mass of cultural facilities and events in the City and the Region.



This capacity building is seen as an opportunity for tourism and economic development, as part of an overall strategy, to make Owen Sound a tourist destination, and a community of choice for all people.

- ii) The City will investigate means to promote culture and local artistry within the region such as a visiting artists program at regional events, a regional artist's tour, maximizing opportunities to market and promote as a partnership.
- iii) The City will support the Owen Sound Cultural Awards to recognize achievements and excellence in all forms of artistic endeavour as well as creative support from business and individuals.
- iv) The City shall, whenever possible, take advantage of opportunities to act as a pilot for Provincial and Federal cultural programs and initiatives (eg. ArtsVest).
- v) The City shall provide learning opportunities in the whole field of municipal cultural planning for its staff, Committee members, and Council, and stakeholders and establish linkages with the Municipal Cultural Planning Partnership (MCCP) wherever possible.



8.0 Implementation

There are 65 initiatives outlined under the 6 key areas within the plan. The following section attempts to prioritize each initiative within the 10 year scope of the plan. An initiative would be either underway with support on-going (U/O), within three years (<3), three to six years (3-6), or beyond 6 years (6+) in scope.

In addition a budget amount is allocated within the table where applicable. This amount would reflect existing amounts and any new budget the City may want to allocate in future years (shown in bold). Capital items are identified where applicable otherwise the amounts indicated would be operational funds.

SECTION	INITIATIVE	TIMING	BUDGET
7.1 CULTURAL HERITAGE			
<i>Goal: To promote and preserve Owen Sound's built, natural, and community heritage and to ensure heritage remains a vital consideration.</i>			
7.1.3 i)	The City of Owen Sound may provide financial and in kind support to the Billy Bishop Home and Museum and Marine & Rail Museum Through the ownership of the Billy Bishop museum building, the City of Owen Sound supports the Board of Directors of the Owen Sound Museums in preserving the National Historic site designation of the Billy Bishop Home and Museum.		
7.1.3 ii)	Grey Roots shall be a regional cultural heritage attraction in the region, and the central location for storage of historical artifacts and documents within the archives.		
7.1.3 iii)	The City will support, enhance and facilitate authentic cultural and heritage events within the downtown, along the water front and in public facilities in partnership with non profit agencies and private business including but not limited to Doors Open Owen Sound, Harbour Nights Concert Series, Lupercalia, Tom Thomson Days, and Emancipation Festival).		
7.1.3 iv)	The City will maintain and expand a heritage registry of properties of architectural, historic and cultural heritage significance, and in accordance with the Ontario Heritage Act, Provincial Policy Statement, Official Plan policies, incentive programs and other opportunities, while considering landowner interests, to preserve and promote the retention of heritage resources in the City.		
7.1.3 v)	Incentive programs such as the heritage tax relief program, façade and structural improvement grants, tax increment financing and other		

	opportunities in partnership with County, Provincial and Federal levels of Government shall be applied by the City where fiscally responsible to ensure the preservation, retention and promotion of heritage resources in the City.		
7.1.3 vi)	The City will explore opportunities to participate in appropriate Provincial and Federal funding opportunities, and access funding that allows for distribution to local cultural initiatives.		
7.1.3 vii)	The City will develop and maintain an interpretive plaque program and signage related to themes including but not limited to the harbour, local heroes, downtown heritage, Black history, First Nations, the cemetery and Harrison Park as may be developed in consultation with the community. The City will work with community groups and organizations on expanding the plaque program and to access any Provincial and Federal funding.		
7.1.3 viii)	The City will develop and maintain heritage interpretation programs and opportunities including but not limited to walking, cycling and driving tours built along key heritage themes of harbour, local heroes, downtown heritage, Harrison Park, Black History, First Nations, and the cemetery.		
7.1.3 ix)	The City in partnership with the community will continue to support its authentic Black history including initiatives that support the Black History Cairn and interpretation of this heritage.		
7.1.3 x)	In cooperation with the Conservation Authority and other partners, the City will support natural heritage.		
7.1.3 xi)	The City will continue to implement elements of cultural and natural heritage within the Downtown and Harbour Master Plan including but not limited to the restoration of the Cenotaph linked with the reconstructed Library and Gallery Square, the river walkways and similar programs.		

7.1.3 xii)	The City in partnership with the community will continue to support its authentic Black history including initiatives that support the Black History Cairn such as the Freedom Trail linking with the cemetery and interpretive elements developed within a renovated Chapel building.		
7.1.3 xiii)	In cooperation with the Conservation Authority and other partners, the City will support natural heritage initiatives including but not limited to the Escarpment Discovery Centre at Inglis Falls, and would support further interpretative efforts, work and restoration at that location by the Conservation Authority.		
7.1.3 xiv)	The City will continue to implement elements of cultural and natural heritage within the Downtown and Harbour Master Plan including but not limited to the restoration of the Cenotaph linked with the reconstructed Library and Gallery Square, the river walkways and similar programs.		

7.2 LITERARY ARTS

Goal: To encourage and develop literary activities in our community and to foster and celebrate literary achievements, past, present and future, ensuring equal access to the written and spoken word in its many forms.

7.2.1 i)	The Owen Sound and North Grey Union Public Library shall be the City's and local areas facility for the collection and availability of the written and spoken word in current forms, and the centre for public programming in the literary arts including but not limited to writing workshops and contests, adult literacy upgrading, electronic access terminals, reading readiness programs and reading clubs for children, and other programs that increase awareness and appreciation for literary arts.		
7.2.1 ii)	City support shall encourage the publication, sale and distribution of the work of local writers including promoting these works in materials for visitors, website links, direct purchase, and similar opportunities.		
7.2.1 iii)	In cooperation with non-profit and private donors the City shall support the development of scholarships for local students who excel in the literary arts and demonstrate exceptional potential to succeed in a career in the literary arts.		
7.2.1 iv)	The City shall support the local literary arts community, to recognize achievement in the literary arts by providing public space, funding in partnership with business or other organizations, promotional opportunity, and expertise and through the presentation of awards in the Owen Sound Cultural Awards program.		
7.2.1 v)	The City shall support and participate in appropriate Provincial and Federal funding opportunities, corporate and other funding, and access funding that allows for the support of literary initiatives.		
7.2.1 vi)	The City shall encourage the updating and enhancement of an inventory of writers and others involved in the literary arts in Owen Sound and area in an appropriate format. (i.e. electronic database or digitization)		

7.2.1.vii)	The City shall support the position of “poet laureate” and/or writer in residence for Owen Sound and area, in cooperation with The Library and with assistance from PEN Canada, the Canada Council, etc.		
7.2.1 viii)	The City shall extend its interpretive plaque program to include the commemoration of the establishment of the Owen Sound Mechanics Institute in 1855, the opening of the Carnegie Public Library in 1914, and to celebrate the achievements of writers with a local connection.		
7.2.1 ix)	The City and The Library will evaluate future expansion of The Library within the context of a comprehensive site design and will explore linking this expansion plan with The Gallery and Cenotaph.		
7.2.1 x)	The City shall participate in local, provincial and federal promotions of the arts including the literary arts through activities including but not limited to Bookwalk, Ontario Public Library Week, Canadian Library Month, culture Days, International Festival of Authors, Lupercalia, OTHERfolk, etc.		
7.2.1 xi)	The City shall support The Library as the primary facility for the collection of local history in print, audio or digital formats as appropriate The City shall support The Library in an annual City and/or county reading event. (eg. One Book One County)		

7.3 PERFORMING ARTS

Goal: *To encourage and support the growth, development and production of performing arts including dance, music, theatre and other forms of expression.*

7.3.1 i)	The Roxy Theatre shall be considered the main performing arts venue in the City's downtown, particularly for theatrical performances, and the City will support the development and enhancement of performance at the venue through direct bookings, co-promotion, strategic investment, and other partnerships that assist in its long term viability.		
7.3.1 ii)	The Harry Lumley Bayshore Community Centre and Kelso Beach Park among other sites will be venues for larger audiences of a regional nature, and the City shall promote the Bayshore and Kelso as regional entertainment facilities in partnership with promoters, non-profit groups and organizations so as to improve its long term viability and revenue streams.		
7.3.1 iii)	The Owen Sound Collegiate and Vocational Institute auditorium shall be a significant performing arts venue, and the City will encourage its use through co-promotion, direct bookings from time to time and other partnerships subject to the approval of the School Board and the Auditorium manager.		
7.3.1 iv)	Smaller performing arts venues such as The Library auditorium, school and church stages, shall be inventoried and presented as local performing arts venues with occasional direct bookings.		
7.3.1 v)	The City shall recognize achievement and innovation in performing arts through the annual Cultural Awards program.		
7.3.1 vi)	The City shall provide opportunity for performing arts groups to lease space for workshop, studio and rehearsal space within the Old Courthouse Building or similar space at a reasonable rate and term.		
7.3.1 vii)	Organizers of City events shall prioritize opportunity for local performing artists to perform including but not limited to events such as Canada Day, Harbour Nights Concert Series, and Tom Thomson Days programming.		

7.3.1 viii)	The City shall facilitate and support outdoor performance opportunities for the enjoyment of the public by providing at reasonable cost, public venues, support infrastructure, co-promotion opportunity, events listing, etc.		
7.3.1 ix)	The City shall actively pursue, support and participate in appropriate Provincial and Federal funding opportunities, corporate and other funding and access funding that allows for distribution to local performing artists and arts groups.		
7.3.1 x)	The City shall actively pursue, support and participate in appropriate Provincial and Federal funding opportunities and access funding that allows for distribution to local performing artists and arts groups.		

7.4 VISUAL AND MEDIA ARTS

Goal: To encourage and support excellence and exchange within a vital and vibrant visual arts community.

7.4.1 i)	The Tom Thomson Art Gallery shall continue to be the primary visual arts facility within the region, and the City and The Gallery shall participate as partners in the growth and development, marketing, support, and on-going viability of The Gallery and its services.		
7.4.1 ii)	The City and The Gallery shall support and develop policy for a program in which visual art is acquired, installed and maintained in public spaces. The City will support the creation and development of public art programmes, following the guidelines established in the Public Art Policy (2010). The Gallery will maintain a record of all public art projects undertaken through the City including making recommendations on conservation or restoration as needed.		
7.4.1 iii)	The City and The Gallery shall continue to maintain, enhance and preserve the Tom Thomson Art Gallery Permanent Collection.		
7.4.1 iv)	The City and The Gallery will encourage the establishment of a post-secondary visual arts programme through collaborations with existing post-secondary educational institutions.		
7.4.1 v)	The City and The Gallery will evaluate future expansion of The Gallery within the context of a comprehensive site design and will explore linking this expansion plan with The Library and Cenotaph.		
7.4.1 vi)	The City and The Gallery will support and encourage the promotion of local arts and artists through studio tours.		
7.4.1 vii)	The Gallery has established a scholarship programme for local students who have demonstrated excellence in visual arts, with priority given to those students who have volunteered or participated in the co-op programme at The Gallery.		

7.4.1 viii)	The City will continue to provide opportunity for local artists to lease studio space at reasonable rates and terms within the Old Courthouse Building or similar space so that local artists have opportunity to generate work and a living income.		
7.4.1 ix)	The City will promote the work of local artists whenever possible, including the purchase of public recognition awards, promotional items, employee incentives, publication art work and similar items whenever possible.		
7.4.1 x)	The City shall support recognition of achievement in visual arts by providing public space, funding in partnership with business or other organizations, promotional opportunity, and expertise.		
7.4.1 xi)	The City shall support and participate in appropriate Provincial and Federal funding opportunities, corporate and other funding and access funding that allows for distribution to local visual artists.		
7.4.1 xii)	The City shall recognize and support the visual arts as a vehicle for the interpretation and celebration of the unique and authentic characteristics of life in Owen Sound.		
7.4.1 xiii)	The City will continue to support the OSCAs which recognize the importance and excellence of our cultural community here in Owen Sound.		

7.5 FESTIVALS AND EVENTS

Goal: To encourage, promote and provide opportunities for cultural events-in a diverse environment of private and public spaces and facilities.

7.5.1 i)	The City shall continue to program core festivals and events in the City including but not limited to Canada Day, Harbour Nights, Family New Years Eve, summer events programming and other special occasions such as the Harrison Park Centennial that meet the goals of the Strategic Plan and with a view toward generating activity in public spaces and facilities, in particular the downtown, inner harbour and waterfront, providing affordable family activity, facilitating fundraising by community groups, supporting work of local artists, and celebrating key cultural and community milestones.		
7.5.1 ii)	The City shall provide event and festival support and facilitation services to non-profit groups and private agencies including mentoring and expertise, marketing support, partnership opportunities. Examples include Home & Cottage Expo, Emancipation Festival and Owen Sound Ribfest.		
7.5.1 iii)	The City shall lead in co-marketing including an on-line events calendar, summer events promotion, social media and other support depending on the City's overall financial resources where an event aligns with the strategic goals of the City.		
7.5.1 iv)	The City shall work in partnership with private business and non-profit groups to develop, promote and implement regionally significant cultural and events and activities at the Harry Lumley Bayshore Community Centre, Kelso Beach Park, Downtown, Victoria Park, Harrison Park, Inner Harbour and other suitable locations that encourage visitation and spending in the community consistent with the City's Strategic Plan and relevant Master Plans. Examples include Summerfolk, the Emancipation Festival and Buskerfest.		

7.5.1 v)	The City shall support local events through maintaining an online events calendar which encourages voluntary registration by the organization, recognition on the City's website and publication in social media and other key promotional vehicles.		
7.5.1 vi)	The City shall pursue, support and participate in appropriate Provincial and Federal funding opportunities, corporate and other funding, and access funding that allows for re-distribution to or partnership with local groups, based on an open and transparent process.		
7.5.1 vii)	The City shall be receptive and accommodating to events throughout all four seasons, and shall specifically encourage activities within the shoulder seasons so as to support local accommodation and other business relying upon tourism.		
7.5.1 viii)	The City shall cooperate with other organizations in the development of events that recognize and celebrate authentic community themes and cultures including First Nations, Black Heritage, Local Heroes, the Escarpment and Marine Heritage.		
7.5.1 ix)	The City shall encourage an active Festival of Northern Lights Inc. as an independent organization with transitional funding and ongoing logistical support, celebrating the holiday season with a focus on the downtown and linkages south to Harrison Park and north to the Inner Harbour and Visitor Centre.		
7.5.1 x)	The City shall encourage events and programs in conjunction with Festival of Northern Lights including the annual Kiwanis Santa Claus Parade, Festival in the Park and the opening of the outdoor rink, and similar appropriate celebrations.		
7.5.1 xi)	The City shall prepare an annual Special Events Action Plan for consideration and recommendation by the Cultural Advisory Committee that will outline programs, activities, partnerships, and initiatives consistent with the City's Strategic Plan.		

7.6 REGIONAL RESOURCES

Goal: *To grow as a regional centre for cultural initiatives and to foster partnerships with cultural organizations, business, non-profit groups and individuals.*

7.6.1 i)	The City will participate in regional cultural initiatives in partnership with other municipalities and cultural groups with the objective of creating a critical mass of cultural facilities and events in the City and the Region. This capacity building is seen as an opportunity for tourism and economic development, as part of an overall strategy, to make Owen Sound a tourist destination, and a community of choice for all people.		
7.6.1 ii)	The City will investigate means to promote culture and the arts within the region such as a visiting artists program at regional events, a regional artist's tour, maximizing opportunities to market and promote as a partnership.		
7.6.1 iii)	The City will support the "Owen Sound Cultural Awards" to recognize achievements and excellence in all forms of artistic endeavour as well as creative support from business and individuals.		
7.6.1 iv)	The City shall, whenever possible, take advantage of opportunities to act as a pilot for Provincial and Federal cultural programs, corporate and other funding and initiatives (eg. ArtsVest).		
7.6.1 v)	The City shall provide learning opportunities in the whole field of municipal cultural planning for its staff, Committee members, and Council, and stakeholders and establish linkages with the Municipal Cultural Planning Partnership and Creative City Network of Canada.		

The following can be summarized from the prioritization outlined in the table above.

Priorities

- Underway and On-going (U/O)
- <3 Years
- 3-6 Years
- 6+ years

Current on-going funding towards initiatives \$1,196,000

Proposed new on-going funding

- U/O \$
- <3 years \$
- 3-6 years \$
- 6+ years \$

Proposed Capital or one time funding

- U/O \$
- <3 years \$
- 3-6 years \$
- 6+ years \$

9.0 Conclusions

The City in partnership with Boards, volunteers, community groups and private enterprise has invested considerably in cultural initiatives within the community. This investment has led to a strong and sustained cultural experience in the City that is a benefit to community's well being and to business in the form of visitor attraction, and economic spin offs.

The report does not identify new administrative resources that may be needed to support implementation of the plan within its 10 year scope. Dedicated staff support from various City departments, the Library and Gallery will be needed if the City wishes to continue to be aggressive applying for major grant programs at the Federal and Provincial level, continue ongoing active partnership program, implement broad new walking tour or plaque programs, develop scholarships or other recognition programs.

Support from Community Services, Library, Gallery and other areas can be expected with tremendous leadership shown at key areas. The initiatives of this plan permeate all City Departments and requires buy in and support from Council and staff toward continued implementation and support for the initiatives. Recognizing budget pressures, continued partnerships and maximizing funding opportunities will be critical to the success of the document.

In addition, it would be incumbent upon the Cultural Advisory Committee to review on an annual basis the progress made on various plan initiatives, and to report back to Council on the appropriateness of the plan and potential changes and updates to the document. Each year the Committee should select a project(s) from the plan to support

Appendix A
Excerpt from 2008 Strategic Plan

CULTURAL STRATEGIC INITIATIVES

STRATEGIC INITIATIVE #CL1

- **The City should advocate preservation of significant buildings, structures and natural heritage, preserving and celebrating its unique history through architectural preservation and historical interpretation.**

PROPOSED ACTIONS

1. Develop a systematic and comprehensive “storytelling” experience as part of the City’s interpretive programs.
2. Celebrate Marine and Rail heritage.
3. Enhance, promote and expand the structural and facade improvement program.
4. Interpret local connection to Women’s Rights Movement
5. Continue the development of the Black Heritage Theme in Owen Sound and area.
6. Promote local history connection to Tom Thomson
7. Support and promote local military/aviation history.
8. Celebrate First Nation’s heritage and multicultural events.

STRATEGIC INITIATIVE #CL2

- **City should take a leadership role in cultural development in the region primarily through facilitation and support of local initiatives.**

PROPOSED ACTIONS:

1. Promote Owen Sound as a centre for excellence for dance, music and visual arts.
2. Act as a source of promotion and information through all media for special events, speakers, etc. (e.g. website, events, listing, etc.)
3. Encourage public/private partnerships to sustain cultural funding and nurture volunteer and business support.
4. Promote the talents of local artists and artisans and form a cultural advisory committee for the region including local stakeholders, and develop regional strategic alliances with cultural institutions.

STRATEGIC INITIATIVE #CL3

- **The City should play an active role in the facilitation, enhancement and promotion of festivals and special events.**

PROPOSED ACTIONS:

1. Play a facilitation role in the promotion of cultural events and activity in the Downtown and on the harbourfront.
2. Promote the City as the cultural centre of the region utilizing the recognition as a Cultural Capital of Canada.
3. Continue to support and subsidize non-profit public events in all seasons; Canada Day/Harbour Nights, Festival of Northern Lights and Doors Open Owen Sound.
4. Develop an Owen Sound theme in branding for cultural events and attractions.
5. Encourage and enhance local music initiatives (e.g. choir, orchestra, Summerfolk, Kiwanis Music Festival, City Band)

STRATEGIC INITIATIVE #CL4

- **City should continue to support the Tom Thomson Art Gallery as a national cultural attraction and regional centre for visual arts and programs.**

PROPOSED ACTIONS:

1. Support the development and implementation of the Gallery's Strategic Plan.
2. Support a public art campaign (i.e. Sculpture Park).
3. Make gallery more accessible to all sectors and demographic groups in the community.
4. Maintain endowment fund.
5. Promote Owen Sound as a centre for landscape painting.
6. Investigate artist in residence program
7. Continue to support local artists in the community.
8. Promotion of art education.

STRATEGIC INITIATIVE #CL5

- **The City should promote culture as an important element of the City's "quality of life".**

PROPOSED ACTIONS:

1. Utilize the Downtown and Main Street as a focus for the City's cultural life (sidewalk cafés, downtown concerts, buskers).
2. Continue to improve the waterfront and river as a "people place" with opportunities for special events, recreation and cultural activities. (Improve waterfront amenities).
3. Promote Owen Sound's cultural diversity as an important part of "lifestyle" community. (Live better work smarter).
4. Provide cultural opportunities for youth.
5. Utilize culture as a major element in Owen Sound's tourism promotion and stress the economic importance of cultural events in the community.

STRATEGIC INITIATIVE #CL6

- **City should continue to support the Owen Sound and North Grey Union Public**

Library as a recreational, educational, knowledge and social centre and regional attraction for literary arts.

PROPOSED ACTIONS:

1. Support literary arts and programming.
2. Support long-term agreement for union library serving Owen Sound and surrounding municipalities (regional strategic alliance).
3. Maximize use of information technology.
4. Provide continuing life long learning opportunities for Owen Sound and union library partners and continuing support for literacy opportunities.

STRATEGIC INITIATIVE #CL7

- **The City should recognize and encourage diversity and promote a broader range of multi-cultural programs and services.**

PROPOSED ACTIONS:

1. Create opportunity for multicultural issues and concerns to be incorporated in appropriate planning documents as dictated by the needs of citizens.
2. Develop, promote and facilitate more multi-cultural events in the Downtown Core and Harbourfront (e.g. Native Arts Festival, Celtic Festival, Emancipation Day Festival)

APPENDIX B
Excerpt from Official Plan

- 3.1.2.11 Encourage the remediation and reuse of brownfield sites in accordance with the Provincial Policy Statement and applicable legislation and regulations for the use of contaminated sites.
- 3.1.2.12 Encourage transportation and land use planning decisions based on environmental and economic sustainability.

3.2 Economic Vitality

3.2.1 Goal

To foster a vital and diverse local and regional economy.

3.2.2 Objectives

- 3.2.2.1 Strengthen the City's employment and economic base by creating and maintaining a community that encourages the attraction, retention, rehabilitation and expansion of businesses and institutions.
- 3.2.2.2 Encourage and strengthen the City's role as the regional focus for business, culture, education, tourism, and health in Grey and Bruce Counties.
- 3.2.2.3 Ensure that economic development occurs within the context of a balance of physical, social, economic and environmental demands and constraints.
- 3.2.2.4 Ensure that employment activities develop and operate in a manner that is compatible with other land uses, particularly residential areas and the environment.
- 3.2.2.5 Support initiatives that develop a globally competitive and renewable workforce throughout the City and Region.
- 3.2.2.6 Ensure that the harbour can thrive as both a shipping/industrial and recreational/tourist area with a mix of uses.
- 3.2.2.7 Maintain and enhance the Downtown core as an economic, financial, cultural and employment focus of the City and the Region.
- 3.2.2.8 Protect, enhance and promote the natural and cultural resources and municipal services that are key to attracting business and investment.

- 3.2.2.9 Promote the development of new businesses and economic activities that are not currently available in the City to help maximize employment opportunities for an aging population.
- 3.2.2.10 Support the industrial sector and the industrial park, recognizing its importance for employment and economic development throughout the City and Region.
- 3.2.2.11 To provide services in support of the goals and objectives of this Plan in a financially responsible and sustainable manner and in partnership with Provincial and Federal governments, non-profit agencies, private business and other viable boards and entities.

3.3 Managing Growth

3.3.1 Goal

To create a planning framework that promotes and encourages the growth and development of the City, addressing residential, business, employment, industrial, government, institutional, office, entertainment, cultural, recreational, health, and social service activities.

3.3.2 Objectives

- 3.3.2.1 Promote a healthy, active City and a high standard of healthcare for its residents and visitors.
- 3.3.2.2 Support a wide range of public and private educational and training opportunities.
- 3.3.2.3 Accommodate the population and development anticipated for the City in the planning period in a sustainable and compact form.
- 3.3.2.4 Maintain and strengthen the identity of the City as a regional centre for Grey and Bruce Counties.
- 3.3.2.5 Maintain the importance of the Downtown and waterfront as a focus of growth and a key resource in the City.
- 3.3.2.6 Accommodate and encourage a broad range and mix of housing in terms of dwelling types, densities, tenure and cost for a diverse community.
- 3.3.2.7 Identify and promote opportunities for intensification and redevelopment where this can be accommodated, taking into account existing building stock or areas including brownfield sites and the availability of suitable existing or planned infrastructure and public service facilities required to accommodate projected needs.

3.4 Quality of Life

3.4.1 Goal

To be a community that celebrates its cultural heritage and offers an exceptionally supportive, healthy environment, providing leadership as the social, cultural, health and wellness, and recreational focus for the community's inhabitants and visitors.

3.4.2 Objectives

- 3.4.2.1 Encourage the provision of an appropriate range and distribution of health and wellness, safety, educational, cultural and recreational facilities and services throughout the community.
- 3.4.2.2 Recognize, respect and nurture the City's cultural heritage in making decisions and undertaking actions.
- 3.4.2.3 Support and encourage cultural initiatives, events and institutions.
- 3.4.2.4 Achieve a highly integrated system of recreational areas and trails, and recreation programs throughout the City, particularly within the Downtown, harbour areas and escarpment parks.
- 3.4.2.5 Identify, recognize, protect, enhance and promote the City's heritage resources including historical records, art, artifacts, places, buildings and areas in partnership with non-profit, public, foundations, boards and the like.
- 3.4.2.6 Preserve and celebrate the City's unique history through architectural preservation and historical interpretation.
- 3.4.2.7 Maintain and promote an interactive local government through an open system of consultation, collaboration and partnerships.
- 3.4.2.8 Promote the objective of "Healthy Communities" through program and facility development. New neighbourhood streets should be designed to limit the speed of traffic and to create a continuous pattern of pedestrian connections, consistent with the principles of Living Streets. Sidewalks should, where possible, be separated from the roadway by landscaped boulevards.

3.5 Equity, Diversity and Accessibility

3.5.1 Goal

To be a welcoming, safe, supportive community that is equitable in providing for the diverse needs of all its residents and visitors.

3.5.2 Objectives

- 3.5.2.1** Provide a safe and accessible urban environment for all persons in accordance with the City's Accessibility Plan.
- 3.5.2.2** Establish and encourage an urban area with a wide mix and diversity of uses, activities, experiences and opportunities.
- 3.5.2.3** Promote policies, a built environment and City activities that meet the needs of people of all ages, abilities and interests, and of all cultural and ethnic groups.
- 3.5.2.4** Promote and plan for a variety of open spaces, recreational opportunities and public facilities to serve needs of residents of all ages and interests in accordance with the City's Recreation Master Plan.
- 3.5.2.5** Recognize the demographic changes in the community and respond to the needs of an aging population.
- 3.5.2.6** Develop strategies to encourage all residents, especially youth, to maintain their residency within the City.
- 3.5.2.7** Provide and maintain a full range of housing, in terms of form, tenure and affordability, across the City's neighbourhoods to meet current and future needs of residents.
- 3.5.2.8** Provide a regionally renowned system of recreational facilities, programs, parks and trails.

3.6 Urban Design

3.6.1 Goal

To enhance the exceptional natural setting and built heritage of the City by ensuring quality urban design and protecting significant features.

3.6.2 Objectives

- 3.6.2.1 Protect and enhance the City's character, its natural setting, distinct heritage, Downtown, working harbour and unique residential neighbourhoods.
- 3.6.2.2 Maintain a clearly defined and visible Downtown which is vibrant, active and attractive to visitors and maintains its heritage qualities.
- 3.6.2.3 Support the development of a waterfront that is visible, active, well connected to the adjacent areas and publicly accessible.
- 3.6.2.4 Provide a pedestrian environment that is safe, comfortable, accessible, aesthetically pleasing and diverse.
- 3.6.2.5 Provide roads, parking and a signage system that is safe, attractive and easy to navigate.
- 3.6.2.6 Maintain residential areas that are safe, convenient, quiet, well landscaped, coherent in scale and accessible.
- 3.6.2.7 Ensure that new development is aesthetically appropriate and compatible with the built heritage.

3.7 Infrastructure

3.7.1 Goal

To improve, maintain and expand infrastructure including transportation, water and sewage infrastructure, stormwater management, waste management, telecommunications and other public utilities in order to better serve existing and future residents, businesses and visitors.

3.7.2 Objectives

- 3.7.2.1 Provide the necessary public services and utilities required for existing and future development in a cost effective and efficient manner.
- 3.7.2.2 Integrate transportation and land use planning decisions in terms of environmental and economic sustainability and urban design objectives.
- 3.7.2.3 Plan and operate a public transportation system, including roads and public transit, in order to maximize efficiency, accessibility and safety of people and goods.

7.1.10 Energy Conservation

- 7.1.10.1** The City shall encourage the reduction of energy consumption and reliance on carbon-based fuels for energy, and support and encourage innovative energy producing options, green industry and green building designs and construction practices.
- 7.1.10.2** The City shall encourage new buildings to be oriented so as to take advantage of site-specific microclimates in order to optimize opportunities for active and passive solar space heating and water heating.
- 7.1.10.3** Road systems, arrangement of land uses and densities are to be planned to minimize travel distances.
- 7.1.10.4** Alternative energy systems and renewable energy systems shall be permitted in the Industrial and Rural designations of this Plan, in accordance with County, provincial and federal requirements. These systems shall be designed and constructed to minimize impacts on surrounding land uses.

7.2 Cultural Heritage

7.2.1 Municipal Heritage Committee

- 7.2.1.1** The Municipal Heritage Committee shall advise and assist Council on matters relating to the Ontario Heritage Act and such other heritage matters as Council may specify with a focus on the built environment.

7.2.2 Conservation of Property of Heritage Value or Interest

- 7.2.2.1** Significant built heritage resources and significant cultural heritage landscapes within the City, which are valued by the community, shall be conserved for the benefit of present and future residents of the community as well as tourists and visitors. These may include, but are not limited to, significant buildings, structures, monuments, installations or remains, neighbourhoods, heritage conservation districts designated under the Ontario Heritage Act; parks, gardens, main streets, cemeteries, trails and industrial complexes of cultural heritage value.
- 7.2.2.2** The City may identify heritage resources through the process of developing a Heritage Conservation and Interpretation Plan, or by application by an owner of a property.
- 7.2.2.3** Where the City, after consultation with the Municipal Heritage Committee, identifies a property as having significant cultural heritage value or interest, it may, when necessary, initiate the process of designating the property by bylaw under the Ontario Heritage Act.

- 7.2.2.4** The City shall maintain a register of all significant heritage properties within the City, including all properties designated under the Ontario Heritage Act.
- 7.2.2.5** The City will encourage owners of recognized heritage resources to have their properties designated, and will consider incentives such as tax relief and density bonusing to encourage the protection, maintenance and rehabilitation of heritage resources.
- 7.2.2.6** Where the City owns a property having significant cultural heritage value or interest, the City may designate this property under the Ontario Heritage Act.
- 7.2.2.7** All new development and public works should have regard for designated heritage resources and heritage resources listed in the Heritage Conservation and Interpretation Plan. The City encourages, wherever possible, incorporation of these resources into any development plans that may be proposed.
- 7.2.2.8** Development and site alterations may be permitted on adjacent lands to protected heritage property where the proposed development and site alteration has been evaluated and it has been demonstrated that the heritage attributes of the protected heritage property will be conserved. Mitigative measures and/or alternative development approaches may be required in order to conserve the heritage attributes of the protected heritage property affected by the adjacent development or site alteration.

7.2.3 Heritage Conservation and Interpretation Plan

- 7.2.3.1** The City may develop a plan for the identification and assessment of cultural heritage resources, their conservation and protection, and the means to interpret and apply these resources. Such a Plan may include all or part of the following:
- a) Identify and inventory cultural heritage resources including archaeological sites, historical sites, and buildings or structures of unique and/or important historical and/or architectural significance.
 - b) Determine the significant heritage attributes of the identified resources.
 - c) Propose opportunities for plaques, interpretive signage and heritage walks, particularly around the Downtown and Harbour areas.
 - d) Include community stakeholder input, representatives of historical societies, museums, cultural organizations, tourism and business.
 - e) Propose mechanisms to review monitor and update the plan as required.

7.2.4 Heritage Conservation Districts

- 7.2.4.1** To preserve the character of older neighbourhoods, districts and areas of the City that have significant heritage value such as the Downtown Area, and to encourage the conservation and rehabilitation of existing housing stock, the City may, by bylaw, designate an area or areas as a heritage conservation study area for a period of one year in order to undertake a Heritage Conservation Study. During the one-year period, alteration, demolition or removal of properties in the study area is subject to such limitations as may be specified in the bylaw.
- 7.2.4.2** A Heritage Conservation Study should:
- a) Examine the character and appearance of the area(s), including buildings, structures and other property features of the area(s), to determine if the area should be preserved as a Heritage Conservation District.
 - b) Recommend the geographic boundaries of the area(s) to be designated.
 - c) Recommend the objectives of the designation and the content of the Heritage Conservation District Plan required under section 41.1 of the Ontario Heritage Act.
 - d) Recommend actions which should be taken to conserve the heritage features of the area(s).
 - e) Recommend policies and guidelines for ensuring that new development will fit in well with the existing buildings;
 - f) Recommend any changes that will be required to the municipality's official plan and to any municipal bylaws, including any zoning bylaws.
- 7.2.4.3** On the basis of a Heritage Conservation Study, the City may, by bylaw under section 41 of the Ontario Heritage Act, designate one or more Heritage Conservation Districts together with a Heritage Conservation District Plan for each district. The plan would set out the objectives of the designation, an explanation of the cultural heritage value or interest of the district, the heritage attributes of the district, guidelines for achieving the objectives and managing change in the designated district, and a description of the types of minor alterations that may be carried out on properties within the designated district without obtaining a permit from the municipality.

7.2.5 Resources of Archaeological Value

- 7.2.5.1** Development and site alteration shall only be permitted on lands containing archaeological resources or areas of archaeological potential if the significant archaeological resources have been conserved by removal and documentation, or by preservation on site. Where significant archaeological resources must be preserved on site, only development and site alteration that maintains the heritage integrity of the site may be permitted.

- 7.2.5.2 The City may require studies to identify and protect archaeological resources from destruction or alteration through development or public works operations.

7.2.6 Heritage Records and Artifacts

- 7.2.6.1 Council shall support viable and fiscally responsible public, non-profit and private agencies acting as repositories for historical artifacts and promoters of local heritage. City support may be in areas of funding, partnership, marketing or similar initiatives as determined by Council.

7.3 Community Services

7.3.1 General Policies

- 7.3.1.1 The City shall encourage the provision of an appropriate range and distribution of health, safety, educational, cultural and recreational facilities and services throughout the community.
- 7.3.1.2 The City will accommodate the location of regional services and facilities within the City in partnership with other agencies and boards.
- 7.3.1.3 The needs of people of all ages, abilities and interests shall be considered in the provision of community services and facilities, reflecting the demographic changes in the community.
- 7.3.1.4 The City will develop and encourage partnerships in the provision of public health, leisure and recreation services.
- 7.3.1.5 Public health, leisure and recreation services and programs will be distributed throughout the City so they may be convenient and accessible to the intended users. The location of such facilities will mainly be based on accessibility to the area to be served, easy access for vehicles from main streets, suitability of the property for the intended use and minimum impact on neighbouring uses.
- 7.3.1.6 The City may prepare Master Plans for the provision of any community service.

7.3.2 Health, Safety and Public Administration

- 7.3.2.1 The City shall, in partnership with a variety of organizations, adopt a healthy living strategy incorporating, among other matters, improved fitness, activity, nutrition, health and well-being of all residents.
- 7.3.2.2 In order to promote a healthy community with access to a range of health services, the City will support the location of local and regional public health facilities such as hospitals, clinics and public health offices in convenient and accessible locations within the City.

7.4 Culture and Arts

7.4.1 Facilities and Programs

- 7.4.1.1** Recognizing the leading role cultural and arts activities play in maintaining the exceptional quality of life in this community and in providing an attraction and focus for visitors, the City will support cultural activities and events within the community by encouraging and facilitating the provision and operation of museums, art galleries, libraries, theatres, arenas, concert halls, community centres and other suitable facilities within the City.
- 7.4.1.2** The City will promote and support festivals, shows and other events reflecting the cultural richness and history of Owen Sound. The City will plan locations for such events by promoting the inclusion of spaces for cultural activities and events in public spaces, parks and public buildings, particularly in the Downtown area.
- 7.4.1.3** In order to provide guidance in the promotion and support of cultural initiatives, the City may develop a Cultural Master Plan in conjunction with the Parks and Recreation and Facilities Master Plan based on a review of the provision of cultural programs and facilities within the municipality.

7.5 Parks and Recreation

7.5.1 General Policies

- 7.5.1.1** The City shall promote health in its population by providing for and supporting a variety of public recreational uses, programs and facilities throughout the City, accessible to people of all ages and abilities. The City will also play a leadership and partnering role in the provision of recreational services and facilities on a regional level.
- 7.5.1.2** The major components of City recreational services shall consist of a system of open space, public parks, trails, sports facilities and recreation facilities, as well as the programming of these resources. Expansion, redevelopment and extension of facilities, parks and trails and associated programs will be encouraged where financially feasible partnerships are developed and community needs are addressed.
- 7.5.1.3** In order to adequately plan for the recreational needs of the community, the City shall prepare a Recreation and Facilities Master Plan. This Plan shall:
- a) Review the current and projected recreation needs of the Owen Sound community in the context of the demand for recreational services from surrounding communities, tourism needs and usage trends for various types of recreational activities.
 - b) Assess the capacity and adequacies of the existing public and private facilities to meet these needs.

APPENDIX C
Cultural Advisory Committee – Terms of Reference

Committee and Authority

ID			
Committee Name	Cultural Advisory Committee		
Code	CUAC	Max Term	6
Type	ADVIS	Appointed By	By-law 2005-019
Meets	Monthly	Day	When
		Wed	2 nd
		Time	10:00 am
Mayor/Voting	Staff Liaison		
0	Director of Community Services		
Council	Council Term		
2	Annually, one representative from Cairn Freedom Trail Sub-Committee		
Non-Council	Non-Council Term		
4	Staggered three year		
Rep	From		
3	Library Board, Art Gallery Board, Small Museums		

Authority

Terms of Reference

1. Make recommendations to Council on cultural policy, program and facility issues with respect to the City and partner initiatives.
2. Review, monitor, and report to Council regarding implementation of the cultural initiatives identified in the City's Strategic and Official Plans, and make recommendations concerning any revisions to those initiatives.
3. Review, assist, support and monitor special events in the community including the financial and operational performance of City hosted events, and the quality and effectiveness of partner events and others facilitated by the City, and make recommendations to Council in this regard.
4. Develop, explore and implement joint partnerships and sponsorship opportunities to improve financial viability of events and other cultural initiatives.
5. Identify and make recommendations to Council on financial opportunities at senior levels of government, foundations, private sector corporations and other agencies that would increase the viability of events and cultural initiatives in the community.
6. Liaise with Municipal Heritage Committee as well as existing and proposed operating boards to maintain, preserve and promote cultural and heritage programs and projects for the City.

Special notes:

Liaison required with the Municipal Heritage Committee, Owen Sound and North Grey Union Library Board, The Tom Thomson Art Gallery Board, Black History Cairn, Billy Bishop Home and Museum, Owen Sound Marine & Rail Museum and the Homecoming 150 Owen Sound 2007 Committee.