



City of Cambridge Arts & Culture Action Plan

Nordicity

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Delivered to:

City of Cambridge



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Executive Summary

In May of 2022, the City of Cambridge engaged Nordicity to develop a new Arts and Culture Action Plan to lead the City's efforts in supporting arts and culture in the city for the next 10 years. The goal of the plan is to make Cambridge a thriving center of creative and cultural development – by making it a destination for artists and creatives, developing new and leveraging existing partnership structures to grow the local cultural network, enhancing how local cultural spaces are used, and clarifying the City's role in arts and culture within Cambridge.

The plan was developed in a five-phase process, which involved extensive research to contextualize arts and culture in Cambridge including a background review of key internal documents, existing strategies and priorities, and cultural mapping. A rigorous engagement process also took place and included internal consultations with City staff, external consultations with the arts and culture sector, and consultations with those who live, work, and play in Cambridge.

About the Arts and Culture Action Plan

This Arts and Culture Action Plan aligns with and bolsters existing City-wide priorities, as identified in the **City of Cambridge's Strategic Plan – Cambridge Connected (2020-2023)**. Cambridge Connected highlights three key goals, which – as this Action Plan recognizes – can be advanced through arts and culture:

- **People:** Foster a community with heart, where everyone belongs and is cared for
- **Place:** Embrace and celebrate our city's unique character while enhancing the spaces where people connect
- **Prosperity:** Build a vibrant and resilient city where current and future generations will live well

The Cambridge Arts and Culture Action Plan includes several components: a **vision** for arts and culture; **strategic goals (or pillars)**; **objectives** to help achieve the pillars; and **specific actions** linked to each objective.

A Vision for Arts and Culture in Cambridge

A vision for arts and culture in Cambridge was developed through the engagement process and sought to align with existing City goals and priorities.

VISION

“Home to rich built heritage and beautiful natural assets, Cambridge is an attractive, diverse, and growing community where arts and culture promotes a sense of people, place, and prosperity. Whether for residents or visitors, arts and culture is an economic driver, and is what makes Cambridge an enjoyable place to live, work, play. In Cambridge, arts and culture ignites endless creativity, curiosity, and exploration, all the while enhancing our sense of community, well-being, and belonging.”

The Strategy: Summary of the Pillars, Objectives, and Actions

The Strategy is structured by five key pillars, summarized below:

Pillar 1: Highlight Cambridge’s Uniqueness, and Artistic and Cultural Diversity

Goal Statement: *Celebrate the richness and diversity of Cambridge’s arts and culture scene, and embrace the experiences and cultures of those who live, work, and play in Cambridge.*

Objective 1.1: Ensure that City-led programming provides interesting and inclusive opportunities for all ages, abilities, and backgrounds.

Action 1.1a: Implement diversity, inclusion and accessibility-related criteria and targets for City-led events and programming, and track performance and progress.

Action 1.1b: Investigate an annual keystone festival or event that celebrates and displays the diversity of arts and culture in Cambridge.

Action 1.1c: Further invest in youth and children cultural programming at the Cambridge Centre for the Arts (CCA) and across the city, leveraging the use of multi-purpose arts and culture spaces available.

Objective 1.2: Increase visibility of arts and culture offerings for historically under-represented groups in Cambridge.

Action 1.2a: Leverage existing City supports, resources, and assets to build engagement, promotion, and access to cultural opportunities among under-represented groups (i.e., Indigenous, Black, and other racialized groups, the 2SLGBTQIA+ community, people with disabilities, etc.).

Action 1.2b: Create a targeted campaign for newcomers to Cambridge to ensure that they are aware of all the various ways in which they can get involved in arts and culture in the city.

Pillar 2: Amplify Municipal Support for an Arts Friendly City

Goal Statement: *Solidify the City's role in supporting and incubating a strong, vibrant, and sustainable arts and culture sector in Cambridge.*

Objective 2.1: Address capacity needs at the City while bolstering support for the arts and culture sector

Action 2.1a: Explore the establishment of a regional or local arms-length body (e.g., a Cambridge Arts Council) that would have autonomy in its operations to provide tailored support services for the arts and culture community.

Action 2.1b: Add staff positions within the City to serve dedicated roles that will improve arts and culture service delivery and support.

Action 2.1c: Review staff responsibilities and proactively assess initiatives (on an ongoing basis) to address capacity issues and create more integration between departments.

Action 2.1d: Consider making the Placemaking Working Group (PWG) a permanent body.

Objective 2.2: Enhance internal sightlines and inter-department collaboration to better advance City priorities through arts and culture

Action 2.2a: Assemble a standing Interdepartmental Arts & Culture Working Group for arts and culture comprised of City staff.

Action 2.2b: Develop internal process documents that support more effective cross-departmental workflows for special events, public art and placemaking projects, sector support services, and promotion of arts and culture in Cambridge.

Objective 2.3: Leverage existing supports and infrastructure to create a stronger, more vibrant, arts and culture scene

Action 2.3a: Formalize a minimum percentage of the Community Grants Program to be guaranteed for arts and culture, and events – and a minimum percentage from this amount for emerging artists and organizations.

Action 2.3b: Connect the artistic community to existing local and regional studio, creative, and performance spaces to improve awareness, increase access, and optimize use of these spaces for art and culture community members in Cambridge.

Action 2.3c: Enhance visibility of designated City liaisons for arts and culture, such as the Film Liaison and Special Events Assistant who serves as a liaison for Special Events.

Action 2.3d: Develop and launch a marketing strategy and campaign to boost awareness of the City-owned arts and culture facilities and assets, and resources available for arts and culture.

Action 2.3e: Invest in sector development programming, leveraging the use of spaces and equipment available at City-owned facilities (e.g., Cambridge Centre for the Arts).

Pillar 3: Activate Public Spaces through Creative Placemaking and Public Art

Goal Statement: *Leverage placemaking and public art to enhance and celebrate Cambridge's heritage and natural assets, create visible indicators of arts and culture*

throughout the city, and increase vibrancy of the downtown cores and neighbourhoods across the city.

Objective 3.1: Enhance capacity to support growth and investment in public art and placemaking

Action 3.1a: Expand the role and authority of the Public Art Subcommittee to become a standing committee tasked with providing guidance on the selection, acquisition, stewardship, and de-accession of works of art.

Action 3.1b: Pursue the inclusion of an allocation for public art in the Community Benefit Charge Strategy and by-law to encourage investment in public art.

Action 3.1c: Review possibility of allocating 10% from Cambridge's municipal allocation of the Municipal Accommodation Tax (MAT) revenue to the Public Art Reserve Fund.

Action 3.1d: Explore the possibility of updating the one percent requirement for capital projects and increasing the public art reserve funding to \$70,000 annually to bolster funding for public art.

Objective 3.2: Incorporate arts and culture space needs within urban and park development plans

Action 3.2a: Continue to explore and identify opportunities for mixed use space for arts and culture purposes in the three downtown cores and all corners of Cambridge.

Action 3.2b: Building on the Urban Guidelines for the three downtown cores (Galt, Preston, Hespeler), target specific placemaking and public art initiatives to enhance each core and tell their unique story.

Action 3.2c: Identify strategic locations for new public art initiatives at locations across the city, in discussion with City staff, the BIAs, and the community.

Objective 3.3: Ensure that City controlled public art remains open, accessible, inclusive, and culturally sensitive

Action 3.3a: Ensure City support is provided to an expanded definition of public art that includes community art.

Action 3.3b: Prioritize functional and interactive public art pieces to define public spaces and engage residents.

Action 3.3c: Explore opportunities for co-commissioned public art within the Waterloo region and other municipalities across the province and Canada.

Pillar 4: Enhance Community Connection, Communication, and Collaboration

Goal Statement: *Create stronger community connections through shared experiences, connect audiences to arts and culture opportunities across Cambridge, and build a stronger, more connected local arts and culture sector.*

Objective 4.1: Enhance communications around arts and culture in Cambridge to grow community engagement

Action 4.1a: Create a robust, local arts and culture brand and marketing plan that speaks to a wide variety of audiences including newcomers, youth, and Indigenous peoples.

Action 4.1b: Establish methods for ongoing communication and feedback with the community.

Action 4.1c: Enhance and increase the promotion of regional tourism packages to highlight arts and culture in Cambridge across the region and beyond.

Objective 4.2: Support career advancement for local talent

Action 4.2a: Review the establishment of a new Artist in Residence program.

Action 4.2b: Be a central resource that assists artists in accessing appropriate toolkits, resources, and supports they require to succeed.

Action 4.2c: Build on being an ambassador for volunteerism, working alongside the Volunteer Waterloo Region (VWR).

Action 4.2d: Highlight and incorporate Cambridge artists as part of the Corporate Gifts program.

Objective 4.3: Increase connections among the arts and culture community

Action 4.3a: Host regular informal arts sector meet ups (i.e., quarterly or biannually) to improve visibility and increase collaboration and idea sharing across the arts and culture sector, as well as increase touchpoints between the sector and the City.

Action 4.3b: Create and maintain a directory of artists to increase visibility across the artistic community and highlight the profiles of local artists – emerging and established alike.

Pillar 5: Strengthen Special Events

Goal Statement: *Allow for all special events in Cambridge to thrive and contribute to the vibrancy of the city.*

Objective 5.1: Ensure balanced opportunity for special events

Action 5.1a: Implement a Special Affiliated Events Policy that recognizes special events with considerable community impact.

Action 5.1b: Grant the Cambridge Santa Clause Parade and Cambridge Celebrates Canada Day Event and Parade status as directly sanctioned special events.

Action 5.1c: Provide financial support through the Community Grant Fund or MAT allocations for identified Affiliate Events to offset a portion of their special liability insurance costs.

Objective 5.2: Build capacity for events organizers and support for special events

Action 5.2a: Formalize an Events Training Incubator.

Action 5.2b: Develop and circulate updated tools and resources for successful event planning and execution.

Action 5.2c: Host an annual special event organizers meeting.

Action 5.2d: Support ongoing work being completed by the City on the MAT policy and request to include an arts and culture lens.

Action 5.2e: Conduct a regular (i.e., every four years) review of by-laws and policies pertaining to and which impact events to ensure Municipal structures are event-friendly and mitigate barriers to event planning and execution.

Objective 5.3: Enhance data collection, monitoring, and reporting for evidence-based decision-making

Action 5.3a: Establish parameters for quantifying, measuring, and tracking the levels of in-kind support provided by the City,

Action 5.3b: Establish a framework for allocation of in-kind support to events

Action 5.3c: Create a Success Evaluation Framework for Affiliate Events to understand if they are meeting the needs and desires of all those who live, work, and play in Cambridge.

Objective 5.4: Improve marketing and visibility of events

Action 5.4a: Continue to gather input from a diversity of community events to populate the Cambridge events calendar and clearly distinguish between community-led and Directly Sanctioned city-led events.

Action 5.4b: Identify asset needs and invest in expanding Cambridge's marketing content to portray Cambridge's diversity and unique identity more effectively.

Objective 5.5: Optimize outdoor spaces for events usage

Action 5.5a: Consider various outdoor spaces across the City of Cambridge to be chosen as priority events spaces, including Riverside Park (Preston), Churchill Park (Galt), Dickson Park (Galt), Forbes Park (Hespeler), and the new Recreation Centre (Galt).

Action 5.5b: Enhance each of the four chosen priority events spaces through the provision of additional amenities and/or capital projects.

Action 5.5c: Review and propose a category-based pricing strategy based on user type (commercial versus not-for-profit), size of event, and bundled amenities.

Action 5.5d: Establish a lending inventory of staple event supplies.

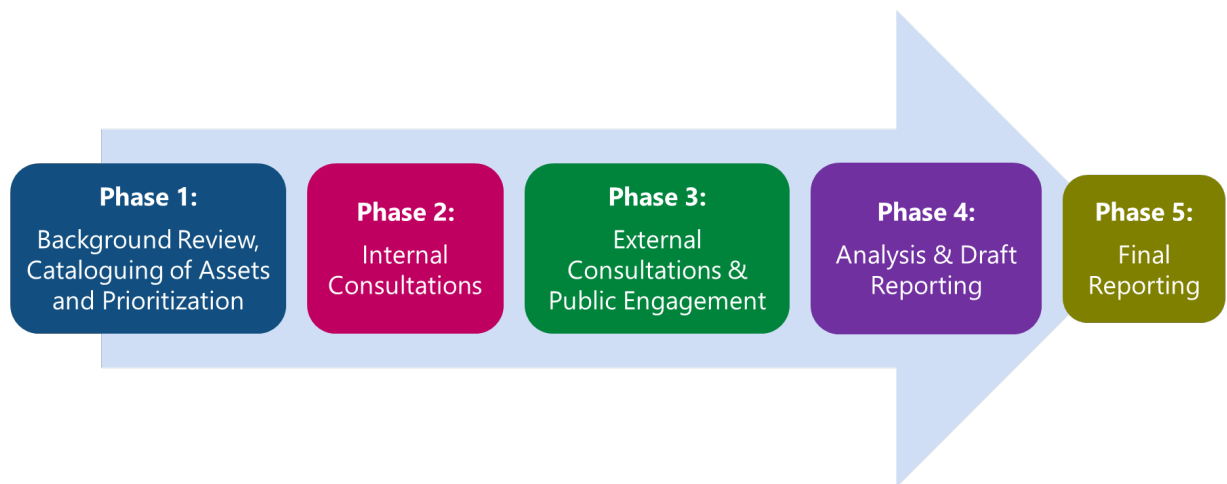
1. Introduction

The City of Cambridge is a picturesque mid-sized city located in Southern Ontario at the junction of the Grand River. Incorporated in 1973, Cambridge emerged when the three municipalities of Hespeler, Galt, and Preston joined together – now forming three distinct, but united, historic commercial areas in the city. Cambridge is also part of the Region of Waterloo alongside other cities including Kitchener and Waterloo (collectively known as the tri-cities), and Townships of North Dumfries, Wellesley, Wilcot, and Woolwich.

Home to rich built heritage and beautiful natural assets, Cambridge is an attractive and growing community. The city's abundant activity in arts and culture is driven by a swath of community-led events, talented artists, a strong grassroots scene, and City-led and affiliated events such as Whimsical Wednesdays, Winterfest, and Celebration of the Arts. There is also an array of existing spaces for arts and culture that are held in high regard by its residents – including the Cambridge Centre for the Arts, Hamilton Family Theatre, and the Idea Exchange.

In May of 2022, the City of Cambridge engaged Nordicity to develop a new Arts and Culture Action Plan to lead the City's efforts in supporting arts and culture in the city for the next 10 years. The goal of the plan is to make Cambridge a thriving center of creative and cultural development – by making it a destination for artists and creatives, developing new and leveraging existing partnership structures to grow the local cultural network, enhancing how local cultural spaces are used, and clarifying the City's role in arts and culture within Cambridge.

To develop the Action Plan, Nordicity designed a five-phase process. The first three phases involved extensive research to understand Cambridge's unique arts and culture context. It included a background review of key policy documents such as the Cambridge Connected Strategic Plan and previous Public Art Policy and Special Events Policy, cultural asset mapping, internal consultations with City staff, external consultations with arts and culture stakeholders, as well as engagement with the broader Cambridge public.



The amalgamation of this research process is this strategic City document or Action Plan. It outlines a vision, five strategic goals, objectives, and actions for the City’s Culture Division to develop and enhance arts and culture services, facilities, programming, and events.

Concurrent to this process, the Region of Waterloo and the cities of Cambridge, Kitchener and Waterloo embarked on a Collaborative Plan Project Charter with a focus on regional connectivity. The purpose of the collaboration was to produce a clear shared direction on a vision, values, and priorities for culture, enabling each municipality to pursue its own unique plan and initiatives catered to its local context. As Cambridge’s culture sector networks across multiple municipalities, this process allowed for a more fulsome understanding of the various strengths, duplications, and gaps that exist within the region. The results of this engagement further support the directions of the Arts and Culture Master Plan, and are included as an appendix in this document.

This Arts and Culture Action Plan aligns with and bolsters the regional initiative, as well as existing City-wide priorities, as identified in the **City of Cambridge’s Strategic Plan – Cambridge Connected (2020-2023)**. Cambridge Connected highlights three key goals, which – as this Action Plan recognizes – can be advanced through arts and culture:

- **People:** Foster a community with heart, where everyone belongs and is cared for

- **Place:** Embrace and celebrate our city's unique character while enhancing the spaces where people connect
- **Prosperity:** Build a vibrant and resilient city where current and future generations will live well

2. Strategy Overview

The Cambridge Arts and Culture Action Plan includes several components: a **vision** for arts and culture; **strategic goals (or pillars)**; **objectives** to help achieve the pillars; and **specific actions** linked to each objective.

VISION

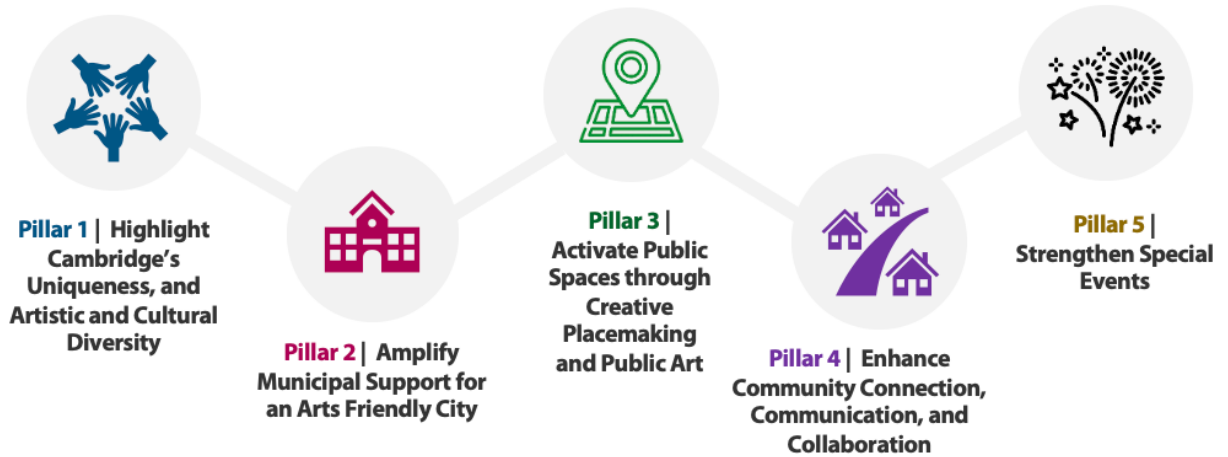
"Home to rich built heritage and beautiful natural assets, Cambridge is an attractive, diverse, and growing community where arts and culture promotes a sense of people, place, and prosperity. Whether for residents or visitors, arts and culture is an economic driver, and is what makes Cambridge an enjoyable place to live, work, play. In Cambridge, arts and culture ignites endless creativity, curiosity, and exploration, all the while enhancing our sense of community, well-being, and belonging."

The strategic pillars form the foundation of the Arts and Culture Action Plan, and provide direction to guide focus and investment in arts and culture for the next 10 years. The pillars, objectives, and actions were directly informed by trends research, engagement findings and a strategic planning session with representatives from across multiple City departments, as well as supported by a review of other existing strategies and priorities for the City of Cambridge.

The **five pillars** are captured below:

- Pillar 1: Highlight Cambridge's Uniqueness, and Artistic and Cultural Diversity
- Pillar 2: Amplify Municipal Support for an Arts Friendly City
- Pillar 3: Activate Public Spaces through Creative Placemaking and Public Art

- Pillar 4: Enhance Community Connection, Communication, and Collaboration
- Pillar 5: Strengthen Special Events



Each pillar of the Arts and Culture Action Plan includes a **goal statement** (description of the 'big picture' goal), **purpose** (short summary of the pillar's intended impact and alignment with Cambridge's Strategic Plan), **objectives** (specific areas in which to advance each pillar), and **actions** (recommended steps to take towards achieving each objective). Each action is also accompanied by **implementation considerations**, including resourcing, timeline, and measurable indicators to help guide the City.

Several actions of this plan have cost and tax implications and will only be implementable with additional investment beyond what existing resources allow. Throughout the strategy, cost estimates are outlined for these actions. Additional investments will result in an increase to the City of Cambridge's operating budget for the Recreation & Culture Division and will ultimately bring Cambridge closer in line with regional benchmarks. Currently, the City of Waterloo's operating budget for arts and culture – which includes public art, festivals and events, capacity building, arts funding, creative space development, tourism/marketing, its film and media office, and staff salaries – equates to \$11.27 per capita. This figure is nearly double the current arts and culture spend in Cambridge.

PILLAR 1 | Highlight Cambridge's Uniqueness, and Artistic and Cultural Diversity

Goal Statement: Celebrate the richness and diversity of Cambridge's arts and culture scene, and embrace the experiences and cultures of those who live, work, and play in Cambridge.

Purpose & Alignment with Cambridge Connected Strategic Plan:

- People:
 - Celebrate Cambridge's plethora of arts, culture, and heritage assets and opportunities.
 - Use arts and culture to cultivate a sense of community, wellbeing, and belonging and encourage creative activity and expression.
 - Ensure there are diverse, inclusive, accessible cultural offerings that resonate with Cambridge's community across all ages, abilities, identities, and experiences.
 - Celebrate new or historically hidden stories and cultures in Cambridge while continuing to celebrate the stories that are already being told.
-

Objective 1.1: Ensure that City-led programming provides interesting and inclusive opportunities for all ages, abilities, and backgrounds.

Action 1.1a: Implement diversity, inclusion and accessibility-related criteria and targets for City-led events and programming, and track performance and progress. Diversity and equity-related criteria and targets should be developed in collaboration with the Equity, Diversity, Inclusion, and Accessibility Services (EDIA) Team and the Cambridge Accessibility Advisory Committee. For instance, all City-led events and programming should begin with a land acknowledgement, and strive to have accessible practices in place when possible that go beyond minimum requirements under the Accessibility for Ontarians with Disabilities Act (AODA) (e.g., wheelchair and ramp access into buildings and event spaces, accessible parking spaces, accessible bathrooms, etc.). Performance against the criteria, as well as progress towards targets should be tracked and reported on an annual cycle, leveraging tools such as the welcoming spaces assessment tool (currently being developed by the EDIA Team).

- Criteria and targets should be developed in close consultation with the Accessibility Advisory Committee, and with community members representing different disability communities and historically marginalized communities, using an intersectional approach to representation to the extent possible.

Action 1.1b: Investigate an annual keystone festival or event that celebrates and displays the diversity of arts and culture in Cambridge.

Such an event or festival would showcase the range of creative industries and activity in Cambridge, allow for culture exchange, and promote a sense of community, shared understanding, and belonging. This event or festival could also be leveraged as a key tourism driver, enticing day-trippers and visitors to the city.

The keystone festival or event could be standalone, entail a series of micro-events, and/or include multiple micro-activations across the City. There is also an opportunity to celebrate, leverage and combine successful existing festivals and events in Cambridge into a larger keystone festival or event. The keystone festival or event could be community-led, with support from the City, and potentially the local business improvement areas (BIAs). City support could entail fostering connections among various arts and culture groups in establishing the event, or other community partners (e.g., Moksha Canada Foundation) and connecting the festival to a core sponsor for ongoing sustainability and longevity. As another avenue, the keystone event could take the form of an expanded Cambridge Celebration of the Arts event.

- If community-led, this keystone festival or event will likely become an Affiliate Event under the Special Affiliated Events Policy (action 5.1a).
- See Appendix A1 for Approaches of Interest

Action 1.1c: Further invest in youth and children cultural programming at the Cambridge Centre for the Arts (CCA) and across the city, leveraging the use of multi-purpose arts and culture spaces available.

Programming could include classes catered to teenagers and younger adults looking to get involved in the arts, such as dance, music, theatre, and art classes, lectures, and other programming.

- Programming targeting youth could be developed in collaboration/consultation with school educators and curriculum coordinators to develop curriculum-linked programs. In doing so, the City can also establish stronger connections with the local education sector and school boards to enhance awareness of existing programs (e.g., Cambridge Centre for the Arts summer arts camps, etc.).
- Partnerships for additional youth programming could be pursued with other organizations to ensure a spread of such programming across the city, and could include (but is not limited to) camps or extra-curricular after-school programs. The CCA could provide a model for other organizations to follow when developing programming targeted at youth and young adult audiences.

Action	Timeframe	Responsibility	Resources	Next Steps	Measurable Indicators
1.1a: Implement diversity and accessibility-related targets for City-led events and programming and track performance and progress.	Short-term (1-3 years); ongoing	Lead: Recreation & Culture Partners: EDIA Team, Cambridge Accessibility Advisory Committee, event organizers, affiliate groups	Existing Resources; Operating budget. May require additional funding and capital to ensure the City is actually meeting targets.	1. Establish mandatory EDIA-related criteria as well as targets. 2. Communicate these criteria and targets to Cambridge stakeholders (Affiliate Events organizers, PA Subcommittee, etc.).	Metric 1: Criteria, targets, and assessment tools established and implemented Metric 2: Improved diversity and inclusion among arts and culture programs and events in Cambridge
1.1b: Investigate an annual keystone festival or event that celebrates and displays the diversity of arts and culture in Cambridge.	Short-term (1-3 years)	Lead: Events Team Partners: Cambridge community, EDIA Team, other community partners as identified (e.g., Moksha Canada Foundation), BIAs, Arts and Culture Advisory Committee (ACAC), Economic Development	City support via Affiliate Event status. Additional budgetary supports may be required. Grants from the Ministry of Tourism, Culture and Sport can be explored, and/or review Municipal Accommodation Tax (MAT) as a possible funding source; to align with the ongoing Economic Development Action Plan.	1. Develop an event plan, and determine timing, location, and resource requirements. 2. Call to action to arts and culture groups, or identification of a key partner to lead this effort.	Metric 1: Inaugural running of a cultural festival Metric 2: # of community or cultural groups engaged Metric 3: # of attendees (growth in attendance year-over-year)
1.1c: Further invest in youth and children cultural programming at the Cambridge Centre for the Arts and across the	Short-term (1-3 years) Medium-term (4-7 years): for longer/multi-tiered initiatives:	Lead: Recreation & Culture (Cambridge Centre staff) Partners: Consultation with Youth Advisory Committee, high school educators/school boards, youth-focused organizations and community groups, neighborhood	Enhance existing Youth Line in Recreation & Culture budget (Program Supplies and PT Line); approx. \$10,000 addition to support more programming. Supported by new Programming	1. Reach out to high school education sector partners to identify curriculum needs for arts. 2. Identify, develop and test 1-2 youth targeted	Metric 1: # of youth programs created Metric 2: # of youth involved in programs Metric 3: #and quality

Action	Timeframe	Responsibility	Resources	Next Steps	Measurable Indicators
city, leveraging the use of multi-purpose arts and culture spaces available.		associations, Idea Exchange, YMCA and YWCA	Coordinator at the Centre (action 2.1b)	programs annually. 3. Assess program success and scale or iterate as needed.	of partnerships created

Objective 1.2: Increase visibility of arts and culture offerings for historically under-represented groups in Cambridge.

Action 1.2a: Leverage existing City supports, resources, and assets to build engagement, promotion, and access to cultural opportunities among under-represented groups (i.e., Indigenous, Black, and other racialized groups, the 2SLGBTQIA+ community, people with disabilities, etc.). Specific tactics would include promoting and encouraging community-led submissions to the events calendar to provide a more complete calendar of events to the community and increase visibility of smaller events, as well as community-led and cultural events. It could also include incorporating opportunities to showcase diverse cultures into existing events where appropriate. For example, in the past, the Cambridge Celebration of the Arts incorporated food, music, and art from different cultures. To increase access for community members, City staff should enhance promotion of existing programs such as the Activities for Less program subsidy program and the rental fee waiver mechanism at City facilities for Indigenous groups using the spaces for cultural and ceremonial events.

Action 1.2b: Create a targeted campaign for newcomers to Cambridge to ensure that they are aware of all the various ways in which they can get involved in arts and culture in the city. The campaign could include marketing materials that outline major annual/upcoming events in the city (e.g., Cambridge Ribfest and Craft Beer Show, Winterfest, Cambridge Celebration of the Arts, Hespeler Village Music Festival, etc.), potential volunteer opportunities, a list of arts and culture offerings such as community-led and City-led programming and activities (e.g., the Cambridge

River Walk brochure, Digital Light Projection shows at the Old Post Office building, current and upcoming exhibitions at the Cambridge Art Centre Gallery, programming and activations in the planned Gaslight Square when they are available, etc.), information about the Activities for Less program, and a link to the calendar of events. Using visuals, photographs, and limited text is one strategy to make these marketing materials more understandable for individuals from diverse backgrounds and varying levels of English-proficiency.

- Translations for marketing materials into multiple languages could also be considered in the future based on feedback gathered at newcomer events and from community connectors. Translation requirements could be incorporated into EDIA criteria and targets (outlined in action 1.1a). This would also align with action 1.2.1 of the Stronger Together: Diversity, Accessibility, and Inclusion Action Plan.
- Other elements that could be considered would be to create a “Bridge to the Next Idea” arts and culture welcome package for new community members that includes information such as the elements listed above, alongside free passes to key activities through sponsorship/donation partnerships with relevant organizations (e.g., performances at the Hamilton Family Theatre, free admission to the Fashion History Museum, vouchers for vendors at events like Cambridge Ribfest and Craft Beer Show, tickets to the Cambridge Fall Fair, tickets to Cambridge symphony orchestra performances, etc.).

Action	Timeframe	Responsibility	Resources	Next Steps	Measurable Indicators
1.2a: Leverage existing City supports, resources, and assets to build engagement, promotion, and access to cultural opportunities among under-represented groups.	Short-term (1-3 years)	Lead: Recreation & Culture Partners: EDIA Team, Community Connectors	Existing resources, though may require a slight expansion for marketing and outreach; approx. \$3,000 for a targeted campaign through EDIA. Review additional forms of financing including the IRCC Grant through EDIA.	1. Draft and send letters of intent to key community groups. 2. Identify and build ties with key community connectors to assist in further developing relationships with diverse community groups and organizations.	Metric 1: # of events added to events calendar Metric 2: Increase in attendance at community-led events
1.2b: Create a targeted campaign for newcomers to Cambridge to ensure that they are aware of all the various ways in which they can get involved in arts and culture in the city.	Short-term (1-3 years)	Lead: EDIA Team, Recreation & Culture Partners: Community Connectors	Existing resources though may require a slight expansion for marketing and outreach; approx. \$3,000 for a targeted campaign through EDIA. Review additional forms of financing including the IRCC Grant through EDIA	1. Design and distribute marketing materials as a part of the robust, local arts and culture brand and marketing plan (in alignment with action 4.1a). 2. Gather feedback from community connectors and attendees at newcomer events.	Metric 1: # of new marketing materials created that are targeted to newcomers Metric 2: # of newcomers engaged Metric 3: Sense of welcoming and belonging among new community members

PILLAR 2 | Amplify Municipal Support for an Arts Friendly City

Goal Statement: Solidify the City's role in supporting and incubating a strong, vibrant, and sustainable arts and culture sector in Cambridge.

Purpose & Alignment with Cambridge Connected Strategic Plan:

- Prosperity:
 - Clarify the City's role as a key supporter (rather than a driver) of arts and culture.
 - Build capacity and create the conditions for a richer, more diverse, strengthened and thriving arts and culture community in Cambridge.
-

Objective 2.1: Address capacity needs at the City while bolstering support for the arts and culture sector

Action 2.1a: Explore the establishment of a regional or local arms-length body (e.g., a Cambridge Arts Council) that would have autonomy in its operations to provide tailored support services for the arts and culture community. If designed as a local body, this organization would receive its mandate from the City of Cambridge and be held accountable in helping advance the actions laid out in this Arts and Culture Action Plan. The City would need to create a service agreement that would outline its relationship with this body. Roles that a Cambridge Arts Council (or similar organization) could play include:

- supporting connection and networking across the sector
- helping to establish and delivery training and capacity-building programs
- creating/maintaining an active and accessible directory of artists and organizations to provide visibility across the local sector
- distributing funding to the sector through a grant program funded by sponsorship and fundraising.
- See Appendix A2 for Approaches of Interest

Action 2.1b: Add staff positions within the City to serve dedicated roles that will improve arts and culture service delivery and support.

Increasing staff positions for arts and culture would bring staff capacity for arts and culture services in Cambridge in alignment with other cities in Waterloo region, and would ensure staff have more focused roles to play in enhancing Cambridge's breadth of cultural services. It would also improve overall staff's ability to grow support for the sector, be responsive, and deliver arts and culture services that meet evolving community and sector needs. Prior to requesting additional positions, staff will ensure requests align with and do not duplicate resources identified in other strategic documents across departments. New staff positions required include:

- 1 FTE at the Cambridge Centre for the Arts: a Programming Coordinator to help oversee increased programming.
- 1 FTE for a new Public Art Coordinator under Recreation & Culture who is responsible for advancing and managing public art initiatives (in support of Pillar 3), serves as the staff liaison for the Public Art Subcommittee, and also sits on the Placemaking Working Group to ensure alignment and the identification of public art initiatives and potential sites (action 3.2c). This role will also be responsible for stewardship and management of the City's Public Art Collection as outlined in the updated Public Art Policy.
- 1 FTE for a Recreation & Culture Marketing Coordinator who will liaise and strengthen collaboration between Recreation and Culture, the Corporate Communications department at the City, the Waterloo Regional Tourism Marketing Corporation (WRTMC), and other partners (in support of action 4.1c.). This role will also oversee activities related to developing and implementing a robust arts and culture brand (action 4.1a), creating a targeted campaign to engage newcomers in arts and culture (action 1.2b), boosting awareness of City-owned facilities, resources, and assets (action 2.3d), receiving ongoing community feedback related to arts and culture (action 4.1b), and ensuring the display of Cambridge's diversity (action 5.4b).
- 2 seasonal full-time positions allocated appropriately for events in Parks Operations budget. These positions would provide dedicated

assistance with special events (e.g., transporting, installation and teardown of equipment and amenities such as fences, picnic tables, garbage bins; post-event clean-up and maintenance, etc.).

Action 2.1c: Review staff responsibilities and proactively assess initiatives (on an ongoing basis) to address capacity issues and create more integration between departments. As an example, the current Recreation Coordinator for Culture could play the role of a liaison for arts and cultural entrepreneurs and non-profit organizations, connecting them with existing resources and supports offered through Economic Development. They could also develop and deliver resources and supports tailored for the needs of arts and culture entrepreneurs and non-profits (e.g., sponsorship and fundraising development, grant-writing, advocacy and impact reporting, etc.) (in support of action 2.3c). The City should also adopt a proactive approach in determining whether or not to continue initiatives, which should be informed by community feedback (action 4.1b), and should be reviewed on a regular, ongoing basis. This action will include reviewing and cross-referencing other emerging plans at the City (through EDIA, Economic Development, etc.), linking requirements, and avoiding duplication in requests for FTEs.

Action 2.1d: Consider making the Placemaking Working Group (PWG) a permanent body. When originally formed, the primary purpose of the Placemaking Working Group (PWG) was to provide input and assist with the Placemaking Study that has been initiated by the City of Cambridge and funded through the Core Areas Transformation Fund (CATF). Given that placemaking is priority area contained in the City's Strategic Plan, the new Public Art Policy, and now this Arts and Culture Action Plan, it is suggested that the working group continues to operate and support placemaking initiatives in the city beyond the current pilot initiative. As an ongoing fixture at the City, the PWG should be integrated into the public art process in helping to identify potential initiatives and sites (as per action 3.2c). The Public Art Coordinator should sit on the PWG to ensure ongoing alignment.

Action	Timeframe	Responsibility	Resources	Next Steps	Measurable Indicators
2.1a: Explore the establishment of a local or regional arms-length body (e.g., Cambridge Arts Council).	Medium-term (4-7 years)	Lead: Recreation & Culture Support: ACAC	Portion of funding from the City as a service delivery partner, provincial and federal funding (OAC, Canada Council), and private funds via sponsorship and donations. Estimated cost for a feasibility study: \$60,000 – \$90,000	1. Conduct a feasibility study to identify the business and governance models for the Arts Council. 2. Develop a development/fundraising strategy.	Metric 1: Completion of a feasibility review Metric 2: Arts Council established with a mandate in alignment with the Arts & Culture Action Plan Metric 3: Increased funding and support for arts and culture Metric 4: Increased capacity in the local arts and culture sector
2.1b: Add staff positions within the City to serve dedicated roles that will improve arts and culture service delivery and support.	Short-term (1-3 years)	Lead: Recreation & Culture Support: Finance	Budget required (an estimated total of \$340,800) to support new positions: 1. CCA Coordinator: \$99,100 (prioritize year 2) 2. Public Art Coordinator: \$99,100 (prioritize year 1) 3. Recreation & Culture Marketing Coordinator: \$99,100 (prioritize year 3) 4. Two Parks Seasonal Staff dedicated to Events: \$13,500 (prioritize year 2) Additional \$30,000 (\$10,000 per FTE) for supplies	1. Submit formal staffing increase request to City.	Metric 1: Postings and hires for new positions

Action	Timeframe	Responsibility	Resources	Next Steps	Measurable Indicators
			and materials.		
2.1c: Review staff responsibilities and proactively assess initiatives (on an ongoing basis) to address capacity issues and create more integration between departments.	Short-term (1-3 years); ongoing	Lead: Recreation & Culture	Existing resources	1. Take current stock of staff roles and initiatives. 2. Formalize a regular review process (i.e., on an annual or biennial basis).	Metric 1: Establishment of a formalized review process Metric 2: Increased interdepartmental coordination Metric 3: Reduced pressure on staff
Action 2.1d: Consider making the Placemaking Working Group (PWG) permanent.	Short-term (1-3 years); ongoing	Lead: Recreation & Culture Support: Public Art Coordinator, other relevant departments	Existing Resources	1. Update Terms of Reference including mandate, roles and responsibilities, member recruitment, budget, operating procedures, and deliverables. 2. Continue to recruit members per the updated Terms of Reference.	Metric 1: Updated Terms of Reference Metric 2: Implementation of updated Terms of Reference

Objective 2.2: Enhance internal sightlines and inter-department collaboration to better advance City priorities through arts and culture

Action 2.2a: Assemble a standing Interdepartmental Arts & Culture Working Group for arts and culture comprised of City staff. This working group will help ensure that a cultural lens is applied to other municipal processes such as development and infrastructure improvements for example, to identify opportunities for public art and placemaking at the

planning stages of initiatives. It will also help identify cross-departmental needs and considerations for arts and culture activities – including (but not limited to) downtown revitalization efforts and public art opportunities.

Action 2.2b: Develop internal process documents that support more effective cross-departmental workflows for special events, public art and placemaking projects, sector support services, and promotion of arts and culture in Cambridge.

- For **special events**, an internal version of the Special Events Manual could be created, which points to specific contacts in the various departments required for each item in the checklist, timelines, and notes regarding any specific internal considerations from each involved department.
- Similarly, an internal process document for **public art** should follow the Public Art Policy, and would point to how public art initiatives are planned and who is involved (including key contacts in relevant departments), from planning to acquisition processes through to installation and ongoing collection management. The guide should be developed in collaboration with the Placemaking Working Group.
- For **sector support**, a guide should be created that identifies existing capacity-building tools and resources that can be accessed by arts and culture entrepreneurs and non-profit arts and culture organizations, along with relevant departmental liaisons across the City (e.g., in Economic Development).
- A guide should also be created for **marketing** and communicating arts and culture activities and initiatives happening in Cambridge. The creation of such a document could be led by the new Recreation & Culture Marketing Coordinator (action 2.1b), in collaboration with Corporate Communications, and should include guidance on when and how initiatives are to be communicated to the public (including internally in Cambridge and externally to relevant tourism markets), branding considerations (action 4.1a), and the process of when and how to involve the Waterloo Region Tourism Marketing Corporation (WRTMC).

Action	Timeframe	Responsibility	Resources	Next Steps	Measurable Indicators
2.2a: Assemble an internal Interdepartmental Arts & Culture Working Group.	Short-term (1-3 years) *establishing this group would help to advance objective 3.2	Lead: Recreation & Culture Partners: Representatives from Planning Services, Economic Development, etc.	Existing resources	1. Establish a Terms of Reference complete with mandate, membership, and operating procedures. 2. Recruit representatives/members from relevant departments. 3. Convene inaugural meeting.	Metric 1: Inaugural meeting completed (year 1) Metric 2: # of new opportunities identified for arts & culture activation in Cambridge Metric 2: Improved efficiency and workflows across departments on arts & culture related initiatives
2.2b: Develop internal process documents that support more effective cross-departmental workflows for special events, public art and placemaking projects, sector support services, and promotion of arts and culture in Cambridge.	Short-term (1-3 years)	Lead: Recreation & Culture Partners: Input from various departments involved in processes (e.g., Economic Development, Planning Services, etc.)	Existing resources	1. Assign champions/leads to develop each internal document. 2. Gather input from various other departments in the development of the documents.	Metric 1: Improved visibility of internal processes Metric 2: Improved efficiency and workflows across departments on arts & culture related initiatives Metric 3: Reduced strain on capacity for Recreation and Culture staff

Objective 2.3: Leverage existing supports and infrastructure to create a stronger, more vibrant, arts and culture scene

Action 2.3a: Formalize a minimum percentage of the Community Grants Program to be guaranteed for arts and culture, and events – and a minimum percentage from this amount for emerging artists and organizations. At a minimum, the percentage could align with what proportion of annual community grants funding has been going to arts, culture, and events in recent years. This approach will ensure that artists and arts organizations have guaranteed funding amount available to them alongside other eligible initiatives (i.e., social services, civic and leisure interests, recreation and sport, and other not-for-profit organizations) as demand for community grant funding increases.

Action 2.3b: Connect the artistic community to existing local and regional studio, creative, and performance spaces to improve awareness, increase access, and optimize use of these spaces for art and culture community members in Cambridge. For example (but not limited to):

- Shared studio spaces in the Studio 64 space in the Gaslight District
- Old Post Office Creative Studios and Makerspaces (Idea Exchange)
- Performance and exhibition spaces in Cambridge such as, Cambridge Art Galleries (Idea Exchange), Hamilton family Theatre, etc.
- Individual and shared short and long-term studio spaces available at 44 Gaukel in neighbouring Kitchener

To address potential barriers related to affordability of non-City operated spaces, the City could consider adding studio subsidy grants to assist the arts and culture community in accessing these spaces. Or, the City could provide grants or funding to select facilities (such as those listed above) through a service agreement, whereby the facility would agree to offer a certain amount of studio space at a discounted rate to artists. Such programs could be supported by fundraising and/or sponsorship. The City

could also consider developing template contracts and insurance guidelines to help facilitate easier collaborations between property owners and artists.

Action 2.3c: Enhance visibility of designated City liaisons for arts and culture, such as the Film Liaison and Special Events Assistant who serves as a liaison for Special Events. These liaisons serve as critical touchpoints between the City and the local artistic community. In addition to focusing on outreach and networking with talent outside of Cambridge,, these individuals could also be engaged in serving and connecting with local talent and their needs.

- Improving visibility of these City touchpoints on the website as well as promoting them through community connectors will also help to improve visibility and access to these important resources.

Action 2.3d: Develop and launch a marketing strategy and campaign to boost awareness of the City-owned arts and culture facilities and assets, and resources available for arts and culture. Promotional efforts should combine push and pull techniques, and a mix of print and digital advertising to raise visibility and awareness of City assets, to build Cambridge's status as a destination for arts and culture and a hub of artistic and creative production. This would be the responsibility of the Recreation & Culture Marketing Coordinator (action 2.1b). Promotional should be sector-facing (e.g., around spaces and resources), and community facing (e.g., around programming at the various facilities). Promotional tactics could include:

- Advertising City programs in high traffic areas around Cambridge, such as community/recreation centres, and key areas in the downtown cores through cross-promotional agreements with the downtown BIAs.
- Continuing direct messaging to community members through mailed flyers and brochures, targeted emails via Cambridge's e-news platform, and social media posts making use of photos and short-form video (e.g., Instagram reels) to reach younger demographics.

- Community outreach in partnership with community groups, community connectors, schools, etc. can also help to build awareness of the programming available across the city. For example, pop-ups during community and special events and in community spaces such as recreation centres, at school fun fairs, etc. Donating free program registration to school or community fundraisers (e.g., Raffles, silent auctions, etc.) are also a great way to build awareness and engage the community in arts and culture programming.

Action 2.3e: Invest in sector development programming, leveraging the use of spaces and equipment available at City-owned facilities (e.g., Cambridge Centre for the Arts). Programming could include creative process and skills development classes for artists and creators to help artists hone their craft (e.g., artist talks, creative workshops, etc.), which the City could run in partnership with varying arts and culture organizations in the Cambridge community and beyond. Additionally, programming should also extend to business skills and capacity-building programming for individuals and organizations (e.g., grant writing, digital marketing, sponsorship and development, etc.). Such business-oriented training could involve bringing sessions currently run by Economic Development (i.e., seminars on accounting, marketing, etc.) to the arts and culture community, as well as sessions run as part of the events training incubator (action 5.2a).

Action	Timeframe	Responsibility	Resources	Next Steps	Measurable Indicators
2.3a: Formalize a minimum percentage of Community Grants Program to be guaranteed for arts and culture.	Short-term (1-3 years)	Lead: Recreation & Culture Support: Finance, Grants Review Committee	Existing resources	1. Update the Community Grants Program policy.	Metric 1: Updated policy to reflect minimum percentage Metric 2: Stable and/or increased funding allocated to arts and culture on an annual basis Metric 3: Improved access to funding for the arts and culture sector
2.3b: Connect the artistic community to existing local and regional studio, creative, and performance spaces.	Medium-term (4-7 years)	Lead: Recreation & Culture Support: Planning Services, ACAC, BIAs, Idea Exchange, Economic Development, IT, Realty	Existing resources A potential subsidy grant program would require additional human resources (such as through an Arts Council, if pursued) as well as funding (approximately \$50,000) from sponsorship and donations.	1. Create a database or list of all existing spaces for public access on the City website, leveraging the Culture Map.	Metric 1: Improved visibility of and access to existing spaces Metric 2: Increased occupancy at existing artistic and creative spaces Metric 2: Increased artistic activity throughout the city
2.3c: Enhance visibility of designated City liaisons for arts and culture, such as the Film Liaison and Special Events Assistant who serves as a liaison for Special Events.	Short-term (1-3 years)	Lead: Recreation & Culture (Special Events Coordinator), Film Liaison Partners: Community Connectors, potentially a local/regional arts council	Existing resources	1. Promote liaisons on City website. 2. Identify and leverage community connectors.	Metric 1: Improved visibility between City and sector Metric 2: Improved access to information and supports and workflows Metric 3: Increased use of City supports
2.3d: Develop and launch a marketing strategy and campaign to	Medium term (4-7 years), ongoing *coincides with broader	Lead: Recreation & Culture Marketing Coordinator	Budget would fall under operating budget for Recreation &	1. Draft marketing strategy for approval. 2. Implement marketing strategy.	Metric 1: Increased foot traffic at City-owned facilities and programs

Action	Timeframe	Responsibility	Resources	Next Steps	Measurable Indicators
boost awareness of the City-owned arts and culture facilities and assets, and resources available for arts and culture.	arts and culture brand strategy (action 4.1a) *requires establishment of new Community Recreation & Culture Marketing Coordinator position	Partners: Other Recreation & Culture staff, Parks Operations staff to assist with execution, Economic Development to assist with activating BIAs, various cultural organizations for community pop-ups	Culture Marketing Coordinator (action 2.1b)		Metric 2: Increase in program attendance/registration (at Idea Exchange, Cambridge Centre for the Arts, etc.)
2.3e: Invest in sector development programming, leveraging the use of spaces and equipment available at City-owned facilities (e.g., Cambridge Centre for the Arts).	Short-term (1-3 years): programming already offered by Economic Development Medium-term (4-7 years): establish partnerships and design new programs	Lead: Recreation & Culture (Programming Coordinator at the Cambridge Centre, Recreation Coordinator Culture) Partners: Economic Development, partnering arts and culture organizations, Idea Exchange, Special Events Advisory Committee (SEAT)	Existing resources Additional funds for new programs designed in partnership could be pursued through sponsorship funds.	1. Host existing City programming (Economic Development sessions) for the sector. 2. Establish additional professional development/creative training in partnership with arts and culture organizations.	Metric 1: # of programs offered Metric 2: # of individuals and organizations engaged from the arts and culture sector Metric 3: Improved capacity across the local sector

PILLAR 3 | Activate Public Spaces through Creative Placemaking and Public Art

Goal Statement: Leverage placemaking and public art to enhance and celebrate Cambridge's heritage and natural assets, create visible indicators of arts and culture throughout the city, and increase vibrancy of the downtown cores and neighbourhoods across the city.

Purpose & Alignment with Cambridge Connected Strategic Plan:

- People
 - Improve quality of life for Cambridge's community and encourage creative activity and expression.
 - Cultivate opportunities for public art and placemaking in order to increase the attractiveness and vibrancy of neighbourhoods.
 - Place
 - Create a more cohesive public realm and a shared identity of place.
 - Highlight Cambridge's natural, historical, and (built) cultural assets.
 - Create and promote a wide range of inviting and engaging destinations across the city.
 - Prosperity
 - Bolster downtown revitalization efforts in the three cores (Downtown Cambridge, Preston Towne Centre, Hespeler Village).
 - Support tourism attraction by enhancing the visitor experience in neighbourhoods across the city.
-

Objective 3.1: Enhance capacity to support growth and investment in public art and placemaking

Action 3.1a: Expand the role and authority of the Public Art

Subcommittee to become a standing committee tasked with providing guidance on the selection, acquisition, stewardship, and de-accession of works of art.

- As outlined in the Public Art Policy, the Public Art Subcommittee should be given the responsibility for the commissioning of major-scale public art pieces. It will also be consulted in the selection of micro-, small-, and medium-scale public art projects.
- The Public Art Subcommittee would work closely with the Public Art Coordinator (action 2.1b) to identify, plan and implement public art initiatives, under the Public Art Policy.

Action 3.1b: Pursue the inclusion of an allocation for public art in the Community Benefit Charge Strategy and by-law to encourage investment in public art.

- Municipalities such as Toronto, Barrie, Innisfil, and Waterloo have developed CBC strategies that incorporate and apply to public art.
- See Approaches of Interest in Appendix A3

Action 3.1c: Review possibility of allocating 10% from Cambridge's municipal allocation of the Municipal Accommodation Tax (MAT) revenue to the Public Art Reserve Fund.

- This allocation will see an approximate addition of \$48,000 into the Public Art Reserve Fund on an annual basis, based on Cambridge retaining an estimated \$480,000 per year as part of its municipal share (40%) of the annual MAT revenue. The review of the MAT as a possible funding source is to align with the ongoing Economic Development Action Plan. Public Art will also be funded by encouraging private investments through the Community Benefits Charge (CBC), as well as private sector and community gifts and donations.
- Public art (whether permanent or temporary) provides an important activation of public spaces that can enhance the visitor experience, attract tourism, and encourage tourism spending in neighbourhoods across the city.

Action 3.1d: Explore the possibility of updating the one percent requirement for capital projects and increasing the public art reserve funding to \$70,000 annually to bolster funding for public art.

- The existing one percent capital requirement should be re-examined to ensure that all capital projects, whether debt-funded or not, contribute one percent of expenditures into the Public Art Reserve Fund. Debt-funded projects could be excluded from the requirement at the discretion of Council.
- Additionally, \$70,000 could be transferred from the Capital Works Reserve Fund to the Public Art Reserve Fund on an annual basis (as outlined in the updated Public Art Policy).
- These measures, in tandem with those outlined in action 3.1c, would help safeguard additional funding support for public art.

Action	Timeframe	Responsibility	Resources	Next Steps	Measurable Indicators
3.1a: Expand the role and authority of the Public Art Subcommittee to become a standing committee tasked with overseeing the selection, acquisition, stewardship, and de-accession of works of art.	Short-term (1-3 years) *coincides with approval of new Public Art Policy	Lead: Recreation & Culture Support: ACAC	Existing resources	1. Update Subcommittee Terms of Reference in line with new Public Art Policy. 2. Eventually transfer liaison responsibility to Public Art Coordinator (action 2.1b).	Metric 1: New authority of Subcommittee implemented with Public Art Policy Metric 2: Increase in efficiency of approval processes for public art Metric 3: Increase in number of public art projects planned, approved and implemented
3.1b: Pursue the inclusion of an allocation for public art in the Community Benefit Charge Strategy and by-law to encourage investment in public art.	Short-term (1-3 years)	Lead: Legal, Planning Support: Public Art Subcommittee, Recreation & Culture	Existing resources	1. Incorporate into the Community Benefit Charge Strategy	Metric 1: Increase in public art initiatives implemented in Cambridge Metric 2: Increase in the annual contributions to the Public Art Reserve Fund
3.1c: Review possibility of allocating 10% from Cambridge's municipal share of the Municipal Accommodation Tax (MAT) revenue to the Public Art Reserve Fund.	Short-term (1-3 years)	Lead: Economic Development Support: Finance, Recreation & Culture	Existing resources	1. With the MAT Strategy in development, articulate priority of Public Art to the team developing the strategy. 2. Ensure the review of the MAT as a possible funding source is aligned with the ongoing Economic Development Action Plan.	Metric 1: Increase in annual contributions to the Public Art Reserve Fund

Action	Timeframe	Responsibility	Resources	Next Steps	Measurable Indicators
3.1d: Explore the possibility of updating the one percent requirement for capital projects and increasing the public art reserve funding to \$70,000 annually to bolster funding for public art.	Short-term (1-3 years)	Lead: Economic Development, Finance Support: Recreation and Culture	Existing resources	1. Revisit the previous 1% policy to make adjustments that would allow for the inclusion of debt-funded projects. 2. Re-examine contributions from the Capital Works Reserve Fund.	Metric 1: Increase in contributions to the Public Art Reserve Fund, compared to previous 1% policy.

Objective 3.2: Incorporate arts and culture space needs within urban and park development plans

Action 3.2a: Continue to explore and identify opportunities for mixed use space for arts and culture purposes in the three downtown cores and all corners of Cambridge. Consider incorporating space for arts and culture (such as studios and creative spaces, rehearsal and performance spaces, gallery and exhibition spaces, and storage space) into existing planned infrastructure projects in Cambridge, such as (but not limited to) the Recreation Complex on the south end of the city, as well as in neighbourhood park developments (e.g., Grand River Access Point, Highland Ridge, etc.). The Interdepartmental Arts and Culture Working Group (action 2.2a) will play a critical role in identifying opportunities for incorporating arts and culture spaces in the planning of these development projects early on.

- Investing in incorporating arts and culture spaces in mixed use models is an efficient way to de-centralize cultural service delivery and enhance equitable access to arts and culture services across the city (for both community members and the sector). Cambridge could also consider hub models in merging retail space with arts and culture needs.
 - See Approaches of Interest in Appendix A4

- The City could also explore ways of utilizing private property for arts and culture use, such as by incentivizing or encouraging downtown property owners to invite artists to use unoccupied storefronts in the downtown cores. The City could help facilitate such an initiative by connecting artists to potential landlords, and providing a templated contract and information regarding insurance requirements.

See Approaches of Interest in Appendix A5 (for examples of similar initiatives, and reference to a toolkit)

Action 3.2b: Building on the Urban Guidelines for the three downtown cores (Galt, Preston, Hespeler), target specific placemaking and public art initiatives to enhance each core and tell their unique story. This work should be a joint effort between the Public Art Subcommittee and Placemaking Working Group (as part of the latter's pilot project). Here, public art should be considered broadly, to include artistic approaches to architecture, creative approaches to sidewalk features, signage, amenities; as well as permanent and temporary activations such as sculptures, murals, installations, live cultural programming, and so on.

Action 3.2c: Identify strategic locations for new public art initiatives at locations across the city, in discussion with City staff, the BIAs, and the community. Apart from the downtown cores, other locations for public art should include the entrances to the City from the 401 to create an appealing visual appearance at the city's entrance, and opportunities for incorporating public art in the extension of the ION system into Cambridge's downtown. Additionally, placement of public art should be considered to enhance, interact with, and draw attention to Cambridge's natural assets – such as the Grand River (doing so could be enveloped into the Grand River Access Point Improvement Project). The projects pursued can range in scope (and therefore also in levels of investment). For instance, the City should look to identify locations for a range of possible public art projects, including major-scale works (e.g., sculptures), as well as small interventions (e.g., functional art, murals, temporary activations, etc.).

Action	Timeframe	Responsibility	Resources	Next Steps	Measurable Indicators
Action 3.2a: Continue to explore and identify opportunities for mixed use space for arts and culture purposes in the three downtown cores and all corners of Cambridge.	Medium-term (4-7 years); ongoing	Lead: Planning Services, Recreation & Culture Support: Economic Development Partners: Private developers, BIAs *This work could be advanced and enhanced through the Interdepartmental Arts & Culture Working Group (action 2.2a)	Leverage capital budgets for planned infrastructure projects; sponsorships and major gifts for dedicated arts and culture spaces (i.e., naming rights, etc.).	1. Ensure upcoming planned projects are a point of discussion among the Interdepartmental Arts and Culture Working Group.	Metric 1: Increased integration of arts and culture in planning and development initiatives Metric 2: Increase number and distribution of space for arts and culture across the city
3.2b: Building on the Urban Guidelines for the three downtown cores (Galt, Preston, Hespeler), target specific placemaking and public art initiatives to enhance each core and tell their unique story.	Short-term (1-3 years): calls-to-action established (at least for one of the cores) as part of the Placemaking Working Group pilot project. Long-term (8-10 years): to fully implement. *coincides with action 3.2c	Lead: Public Art Subcommittee, Placemaking Working Group Partners: Economic Development, BIAs	Public Art Reserve Fund; budget required will vary per project depending on scale (ranging from micro- to major). Budgets per project can therefore range between <\$15,000 to >\$250,000. *Will require additional FTE Public Art Coordinator to support implementation of new initiatives (action 2.1b)	1. Determine scope of potential projects and locations in the three cores. 2. Select a potential pilot initiative for one of the cores and implement 1 new placemaking initiative to pilot.	Metric 1: Plans established for each of the cores Metric 2: Minimum of one placemaking/public art initiative implemented per core Metric 3: Increase access to and engagement with public art across Cambridge Metric 4: Increased footfall and revenue for local businesses

Action	Timeframe	Responsibility	Resources	Next Steps	Measurable Indicators
3.2c: Identify strategic locations for new public art initiatives at locations across the city, in discussion with City staff, the BIAs, and the community.	Short-term (1-3 years); ongoing	Lead: Public Art Subcommittee, Placemaking Working Group, and Interdepartmental Arts and Culture Working Group (action 2.2a) Partners: ACAC, Economic Development, as well as ongoing consultations with neighbourhood associations, the community, BIAs and Idea Exchange.	Public Art Reserve Fund *Will require additional FTE Public Art Coordinator to support implementation of new initiatives (action 2.1b)	1. Incorporate identification of spaces in Interdepartmental Working Group discussions, and Public Art Subcommittee meetings. 2. Create channels or opportunities for regular community feedback and identification of spaces (ties into action 4.1b).	Metric 1: Creation of a database, map, or list of potential sites for future activations Metric 3: Increased access to and engagement with public art across Cambridge Metric 4: Increased footfall and revenue for local businesses

Objective 3.3: Ensure that City controlled public art remains open, accessible, inclusive, and culturally sensitive

Action 3.3a: Ensure City support is provided to an expanded definition of public art that includes community art. In alignment with the new Public Art policy, adopt a renewed definition of public art that incorporates community art, creates opportunity for more interaction and involvement from diverse communities, and creates a sense of belonging.

- Additionally, the City should promote open calls for public art from other commissioning bodies, such as the local BIAs, local private businesses, private developers, and so on.

Action 3.3b: Prioritize functional and interactive public art pieces to define public spaces and engage residents. Functional and interactive public art allows the community and visitors alike to directly interact with the surrounding environment and public realm, removing barriers between the public and art.

See Approaches of Interest in Appendix A6

Action 3.3c: Explore opportunities for co-commissioned public art within the Waterloo region and other municipalities across the province and Canada.

Co-commissioned works often include travelling and temporary art. Co-commissioning public art means that the City of Cambridge can pool resources with partners to commission bigger and higher quality works. The temporary and/or transient nature of many co-commissioned works also means that Cambridge has an opportunity to bring new experiences to the Cambridge community in the form of high-quality public art activations from across Canada or around the world. On the other hand, co-commissioned work can serve as an opportunity to share and promote Cambridge art and artists on a larger platform.

- See Approaches of Interest in Appendix A6

Action	Timeframe	Responsibility	Resources	Next Steps	Measurable Indicators
3.3a: Ensure City support is provided to an expanded definition of public art that includes community art.	Short-term (1-3 years): to update City's definition via the new Public Art Policy. Ongoing promotion of open calls	Lead: Recreation & Culture (Public Art Coordinator) Partners: ACAC, Corporate Communications, Economic Development, BIAs, neighbourhood associations, Idea Exchange	Existing resources; leverage City channels for promotion efforts (e-news, distribution lists, etc.); could explore supporting artists to lead community art projects through the Community Grants Program (action 2.3a). *Will require support of new FTE Public Art Coordinator (action 2.1b)	1. Approval of Public Art Policy. 2. Ongoing communications with the BIAs (relayed Economic Development) and other commissioning bodies.	Metric 1: Increased awareness around public art initiatives and open calls Metric 2: Increase in # of applications to public art calls Metric 3: Increase in number of public art activations led by local Cambridge artists Metric 3: Increased engagement in public art from diverse communities
3.3b: Prioritize functional and interactive public art pieces to define public spaces and engage residents.	Long-term (8-10 years)	Lead: Public Art Subcommittee, Public Art Coordinator Partners: Interdepartmental Arts and Culture Working Group (action 2.2a), Planning, Parks, Economic Development	Public Art Reserve Fund; budget requirements will range per public art project depending on scope. Budgets could range from <\$15,000 for micro-scale projects, to >\$250,000 for major works. *Will require support of new FTE Public Art Coordinator (action 2.1b)	1. Identify potential spaces/locations for functional art (in alignment with action 3.2c) 2. Develop public art acquisition plan (commission, purchase or loan). 3. Identify budget needs and request funding from Public Art Reserve as part of budget process. 3. Implement acquisition plan.	Metric 1: Implementation of at least one functional public art initiative Metric 2: Increased engagement between Cambridge community and public art Metric 3: Increase in visitors to Cambridge

Action	Timeframe	Responsibility	Resources	Next Steps	Measurable Indicators
3.3c: Explore opportunities for co-commissioned public art within the Waterloo region and other municipalities across the province and Canada.	Long-term (8-10)	Lead: Public Art Subcommittee; Public Art Coordinator Partners: Municipalities across the region, province, and country	Public Art Reserve Fund; pooling funds with other partnering municipalities; budget requirements will range per public art project depending on scope. Budgets could range from <\$15,000 for micro-scale projects, to >\$250,000 for major works. *Will require support of new FTE Public Art Coordinator (action 2.1b)	1. Establish partnerships with other municipalities interested in co-commissions. 2. Draft Terms of Reference for new commission(s).	Metric 1: # and quality of partnerships formed with other municipalities Metric 2: At least one co-commissioned work implemented

PILLAR 4 | Enhance Community Connection, Communication, and Collaboration

Goal Statement: Create stronger community connections through shared experiences, connect audiences to arts and culture opportunities across Cambridge, and build a stronger, more connected local arts and culture sector.

Purpose & Alignment with Cambridge Connected Strategic Plan:

- People:
 - Build community awareness and engagement with culture offerings to enhance community life across Cambridge.
 - Foster civic engagement through increased engagement with arts and culture and volunteerism.
 - Prosperity:
 - Create a strong, thriving arts and culture sector that feels supported, connected, and informed.
-

Objective 4.1: Enhance communications around arts and culture in Cambridge to grow community engagement

Action 4.1a: Create a robust, local arts and culture brand and marketing plan that speaks to a wide variety of audiences including newcomers, youth, and Indigenous peoples. This should be done by leveraging the “Bridge to the Next Idea” branding and should include increasing consistent communications around arts and culture and events. Marketing arts and culture should be done by:

- Advertising arts and culture programs, events and spaces in facilities where the community frequents, such as arenas in the three cores and community centres.

Marketing campaigns (for print and digital) designed and targeted for specific audiences (e.g., younger adult and youth audiences) that outline community and special events, arts and culture programs and activities, arts and culture spaces or public art features. The events calendar should be linked in all marketing communications.

Action 4.1b: Establish methods for ongoing communication and feedback with the community. Audience feedback is essential for monitoring audience engagement, satisfaction, and evolving needs to inform ongoing programming and investment decisions. Methods could include:

- Expanding on the current customer service mechanism at the City to allow the community to anonymously provide ongoing suggestions to improve City-led arts and culture events and programming or leveraging Engage Cambridge to seek input on a regular cycle (e.g., annually or bi-annually) about arts and culture in Cambridge.
- Offering opportunities for feedback from participants following City run events and programming, such as through a survey (potentially further leveraging the Engage Cambridge platform).
- Holding more regular town halls, or focus groups, with the community on a regular basis (e.g., annually) to foster a better two-way information flow between the City and its community to gather targeted input and feedback around arts and culture.

For events specifically, further feedback can be gathered through the Event Success Evaluation Framework (action 5.3c) and exit surveys.

Action 4.1c: Enhance and increase the promotion of regional tourism packages to highlight arts and culture in Cambridge across the region and beyond. This would include working with WRTMC to better connect and attract audiences visiting the Waterloo region. For instance, promoting arts and culture experiences available in Cambridge (e.g., upcoming events, performances, public art, walking tours, etc.) for those visiting the region for a conference. The identification of potential packages and working with the WRTMC would be the responsibility of a Recreation and Culture Marketing Coordinator (2.1b).

Action	Timeframe	Responsibility	Resources	Next Steps	Measurable Indicators
4.1a: Create a robust, local arts and culture brand and marketing plan that speaks to a wide variety of audiences including newcomers, youth, and Indigenous peoples.	Short-term (1-3 years): for development of plan. Medium term (4-7 years): implementation of said plan. *Supports action 2.3a (developing a marketing strategy for City-owned assets)	Lead: Outsourced marketing firm to design marketing plan, Recreation & Culture Marketing Coordinator to lead implementation Partners: Recreation and Culture, WRTMC, Service Cambridge, Communications, ACAC, neighbourhood associations, etc.	Budget required for a marketing firm to develop a brand and marketing strategy (est. \$10,000 - \$25,000). Budget required to implement marketing strategy (est. \$10,000). Existing funds for promotion and marketing across different lines of business (totaling \$50,600) could be used towards this work. The City could also leverage the existing Corporate and Communications budget to implement local communications. *requires an additional position to assist implementation Recreation & Culture Marketing Coordinator (action 2.1b)	1. Initiate procurement to source and select a marketing firm to develop robust marketing plan, leveraging the "Bridge to the Next Idea" concept. 2. Develop and implement campaign to promote the new brand.	Metric 1: Development of a brand and marketing plan Metric 2: New marketing materials created Metric 3: increased attendance and participation in arts and culture activities and programming Metric 4: Increased # visitors to Cambridge
Action 4.1b: Establish methods for ongoing communication and feedback with the community.	Medium-term (4-7 years)	Lead: Recreation & Culture Marketing Coordinator Support: Recreation & Culture	Existing operating budget *requires an additional position, Recreation & Culture Marketing Coordinator (2.1b)	1. Decide on the best method of receiving feedback (e.g., Engage Cambridge, or customer service feedback system). 2. Promote ability to submit	Metric 1: Community feedback process established and implemented Metric 2: Reach and level of engagement with feedback process (# of responses) Metric 3: Improved quality of programming;

Action	Timeframe	Responsibility	Resources	Next Steps	Measurable Indicators
				feedback to community. 3. Regularly review feedback (i.e., biannually or annually).	Improved satisfaction with programming Metric 4: Improved sightlines between community and City regarding arts and culture
Action 4.1c: Enhance and increase the promotion of regional tourism packages to highlight arts and culture in Cambridge across the region and beyond.	Medium-term (4-7 years) * should also be considered in the development of marketing plan (4.1a)	Lead: Recreation & Culture Marketing Coordinator, WRTMC Support: Recreation & Culture, Communications, Service Cambridge, BIAs, Economic Development	Review regional portion of MAT (via WRTMC) as a possible funding source, and/or explore grant funding such as through the Ministry of Tourism, Culture and Sport. *requires an additional position (Recreation & Culture Marketing Coordinator (action 2.1b)	1. Incorporate consideration of potential packages in development of marketing plan. 2. Coordinate promotion of packages with WRTMC.	Metric 1: Increase in # visitors to Cambridge

Objective 4.2: Support career advancement for local talent

Action 4.2a: Review the establishment of a new Artist in Residence

program. If reinstated, the program should address challenges and concerns of the past program by focusing on developing Cambridge's emerging artistic talent, supporting career advancement, providing financial support/recompense to artists in residence that aligns with a living wage rate (i.e., \$35-\$50 per hour, plus a commission fee), and expanding the disciplines included in the program (among others). The program could also incorporate new and unique elements. Possibilities include:

- Having artists support the City's branding and community outreach work (coordinated by the Public Art Coordinator or Recreation & Culture Marketing Coordinator);

- Having artists-in-residence lead a community art project in their communities or at local high schools (the Public Art Coordinator could assist artists in finding participants for community art projects, as needed); and,
- Having artists-in-residence lead skills development programming of the arts community.
- See Approaches of Interest in Appendix A7

Action 4.2b: Be a central resource that assists artists in accessing appropriate toolkits, resources, and supports they require to succeed.

For example, the City could connect arts and culture community to information about other funding opportunities (e.g., at provincial and federal levels, private donations and sponsorships) and build capacity in the sector to successfully access these funding sources (e.g., grant writing and sponsorship development assistance). There is an opportunity to collaborate with the City's Economic Development Division as well to encourage artists and organizations to access existing resources offered to the wider business community (e.g., seminars and workshops on topics related to legal, accounting, marketing, and more).

Action 4.2c: Build on being an ambassador for volunteerism, working alongside the Volunteer Waterloo Region (VWR). In doing so, the City will help build the volunteer base for events and other arts organizations, and support skills development in the community. As an ambassador, the City could also work with schoolboards to promote volunteer opportunities in the sector, which will help engage a new generation of volunteers and engaged citizens, inspire a new generation of artists and cultural professionals, as well as support curriculum requirements for volunteer service.

4.2d: Highlight and incorporate Cambridge artists as part of the Corporate Gifts program. Doing so can help to showcase local artists and better connect them to economic opportunities.

Action	Timeframe	Responsibility	Resources	Next Steps	Measurable Indicators
Action 4.2a: Re-evaluate an Artist in Residence program run through the Cambridge Centre for the Arts.	Medium term (4-7 years) *This action further enhances the Centre as a central hub (objective 2.3)	Lead: Recreation & Culture Partners: Cambridge Center for the Arts, Idea Exchange, Economic Development, ACAC, Cambridge Arts Guild, Communications	Existing resources to re-evaluate the program. Additional resources required to re-instate program: sponsorships and fundraising (via the Cambridge Arts Guild) to help subsidized costs and provide stipend for artists that meet a living wage (i.e., \$35-\$50 per hour, plus a commission fee).	1. Engage in targeted discussions with the artistic community regarding a renewed artist-in-residence. 2. Develop a program plan (if being reinstated).	Metric 1: # of artists applying to renewed program (if reinstated) Metric 2: # of artists supported annually through the program Metric 3: # and quality of projects created and presented Metric 4: Increased footfall at the Centre
Action 4.2b: Be a central resource that assists artists in accessing appropriate toolkits, resources, and supports they require to succeed.	Short-term (1-3 years); ongoing *aligns with 5.2a and 5.2b	Lead: Recreation & Culture (Recreation Coordinator for Culture) Partners: Economic Development, Events Team	Existing resources	1. Identify and gather existing tools and resources that could be updated and disseminated to the arts community.	Metric 1: # of new tools and resources created or updated Metric 2: Increased capacity and sustainability of arts sector Metric 3: Reduced demand on City resources
Action 4.2c: Build on being an ambassador for volunteerism, working alongside the Volunteer Waterloo Region (VWR).	Short-term (1-3 years)	Lead: Recreation & Culture; Mayor's Office; Corporate Communications Partners: Youth Advisory Committee of Council, Idea	Existing resources	1. Create regular touchpoints with the Volunteer Waterloo Region (VWR), and assign a designated City liaison to	Metric 1: Increase in volunteer numbers across the sector Metric 2: Increased civic engagement and

Action	Timeframe	Responsibility	Resources	Next Steps	Measurable Indicators
		Exchange, neighbourhood associations, 50+ Centres, school boards		coordinate activities	community involvement in arts and culture
Action 4.2d: Highlight and incorporate Cambridge artists as part of the Corporate Gifts program.	Short-term (1-3 years)	Lead: Cambridge Centre for the Arts Partners: Recreation and Culture	Existing resources	1. Expand existing program to incorporate artists	Metric 1: Increased awareness of local artists

Objective 4.3: Increase connections among the arts and culture community

Action 4.3a: Host regular informal arts sector meet ups (i.e., quarterly or biannually) to improve visibility and increase collaboration and idea sharing across the arts and culture sector, as well as increase touchpoints between the sector and the City. These meet-ups could be City-led through the Arts and Culture Advisory Committee (ACAC) – though responsibility could eventually be transferred to a Cambridge Arts Council, if pursued (action 2.1a). Informal in nature, the City should also use these meet-ups as an opportunity to relay pertinent information and upcoming initiatives pertaining to arts and culture as a way of creating better channels of communication. The location of these meetings should rotate between City spaces (e.g., Cambridge Centre for the Arts, Idea Exchange), and privately owned arts and culture spaces to boost awareness and access. Locations of these networking events should also ensure to rotate among the three cores and in locations Cambridge-wide.

Action 4.3b: Create and maintain a directory of artists to increase visibility across the artistic community and highlight the profiles of local artists – emerging and established alike. Many municipalities make use of directories as a way of tracking artistic activity at the local level and building a robust distribution list for internal use and for communications. Additionally, a directory is one mechanism by which a City can act as a connector between local artists, and community members who are perhaps looking to hire talent (e.g., for a private event, a commissioned work, etc.). In Cambridge, such a directory could be the responsibility of the Recreation Coordinator for Culture, or the new Recreation & Culture Marketing Coordinator (action 2.1b).

- See Approaches of Interest in Appendix A8

Action	Timeframe	Responsibility	Resources	Next Steps	Measurable Indicators
4.3a: Host regular informal arts sector meet ups (i.e., quarterly or biannually) to improve visibility and increase collaboration and idea sharing across the arts and culture sector, as well as increase touchpoints between the sector and the City.	Short-term (1-3 years); ongoing	Lead: ACAC, (could eventually transition to local arts council (if pursued)) Partners: Recreation & Culture, private and sector partners (e.g., venues)	Largely using existing resources (i.e., leveraging City spaces, and partnerships when held in private spaces). May require some investment of \$3000-\$5000.	1. Develop a program plan, schedule, time of day, and a list of potential locations, as well as potential programming and activations to drive participation (e.g., showcases). 2. After the event, gather feedback from the artistic community on how to improve.	Metric 1: Inaugural meeting held Metric 2: Increased # of partnerships and collaborations in the arts and culture community
4.3b: Create and maintain a directory of artists to increase visibility across the artistic community and highlight the profiles of local artists – emerging and established alike.	Short-term (1-3 years)	Lead: Recreation & Culture Marketing Coordinator or Recreation Coordinator for Culture (or local/regional arts council, if pursued)	Would require an estimated \$15,000 to build this database, plus additional budget to maintain it.	1. Select a back-end database/platform to house the directory. 2. Leverage lists from the City, and create an open call for artists to submit a profile. 3. Ongoing promotion.	Metric 1: Creation of the directory Metric 2: Use of the directory (website analytics)

PILLAR 5 | Strengthen Special Events

Goal statement: Allow for all special events in Cambridge to thrive and contribute to the vibrancy of the city.

Purpose & Alignment with Cambridge Connected Strategic Plan:

- People:
 - Create the conditions for more vibrant and supported special events in the City of Cambridge, as events offer the most common point of community engagement with arts and culture.
 - Build community connections through shared experiences to cultivate a sense of community, wellbeing, and belonging.
-

Objective 5.1: Ensure balanced opportunity for special events

Action 5.1a: Implement a Special Affiliated Events Policy that recognizes special events with considerable community impact. Affiliate Events may be provided with funding allocations towards their operating budget as well as other supports through the City. An Affiliate Model will provide increased funding opportunity for events across Cambridge.

- Affiliate status should be granted for 3-year cycles, with Affiliate events able to apply for and secure funding for up to the full 3 years. This will provide affiliate events with greater financial stability and planning runway. It also, however, creates a sound accountability mechanism to ensure these events are meeting their obligations and responsibilities, and makes room for new affiliates.
- To gain affiliate status, organizations must demonstrate success against key outcome criteria. These criteria may include requiring that the event meets a community need or desire, and metrics related to attendance level, inclusion and accessibility, revenues/expenditures, as well as tourism and economic impact (using TREIM).
- Affiliation Service Agreements must be set up with each affiliate organization, and clearly lay out: a) the grant funding (if applicable),

in-kind support, and the dollar value of the in-kind support that will be provided by the City, as well as other responsibilities of the City, and b) the responsibilities and outcomes of the event required to maintain affiliate status (Success Evaluation Framework, action 12). This Agreement should also require affiliate events to clearly indicate their affiliate status and specify that they are not a City-run event in their public communications.

Action 5.1b: Grant the Cambridge Santa Clause Parade and Cambridge Celebrates Canada Day Event and Parade status as directly sanctioned special events. Due to their municipal importance, these events should be under greater municipal control.

Action 5.1c: Provide financial support through the Community Grant Fund or MAT allocations for identified Affiliate Events to offset a portion of their special liability insurance costs. Event organizers may receive administrative support to navigate insurance requirements, secure insurance coverage, as well as identify and access various funding sources through the Events Training Incubator (action 5.2a).

Action	Timeframe	Responsibility	Resources	Next Steps	Measurable Indicators
Action 5.1a: Implement a Special Affiliated Events Policy that recognizes special events with considerable community impact.	Short-term (1-3 years)	Lead: Recreation & Culture	Existing resources	1. Develop Affiliated Events Policy. 2. Share with stakeholders including event organizers to gather input and seek Council endorsement.	Metric 1: Policy developed, adopted, and implemented
Action 5.1b: Grant the Cambridge Santa Clause Parade and Cambridge Celebrates Canada Day Event and Parade status as directly sanctioned special events.	Short-term (1-3 years)	Lead: Recreation & Culture	Staffing resources \$32,000 Recreation & Culture Co-op student \$20,000 event expenses \$5,000 PT staff for day of	1. Determine operating model 2. Transition current volunteer committees	Metric 1: Reduced administrative burden on event organizers Metric2: Improved authority of municipal event
Action 5.1c: Provide financial support through the Community Grant Fund or MAT allocations for identified Affiliate Events to offset a portion of their special liability insurance costs.	Short-term (1-3 years): to create mechanism	Lead: Finance Partners: Recreation & Culture	Review the possibility of earmarking a portion of the Municipal share of MAT to support this action (action 5.2d); to align with the ongoing Economic Development Action Plan.	1. Implement Affiliated Events Policy. 2. Establish additional sources of funding for Special Events (i.e. MAT) and re-assess support levels provided.	Metric 1: Increased revenue and financial sustainability reported by Affiliated Events Metric 2: Reduced administrative burden on event organizers Metric 3: Increased ability for Affiliated Events to retain vendors

Objective 5.2: Build capacity for events organizers and support for special events

Action 5.2a: Formalize an Events Training Incubator. The incubator should include:

- A special events orientation that will provide event organizers with a fundamental understanding of how to run an event in the City of Cambridge, and direct them to various resources and supports available through the City.
- Opportunities for ongoing and specialized training for event organizers on various topics including obtaining insurance, accessing funding (municipal, provincial, and federal grants, as well as sponsorships and donations), securing food vendors, and navigating by-laws.
- Individualized advising services for event organizers to answer questions and provide appropriate resources.

A mentorship program that connects emerging events with established events to seek guidance and obtain additional support.

Action 5.2b: Develop and circulate updated tools and resources for successful event planning and execution. These tools and resources should include:

- An expanded Special Events Manual and checklist that includes timeline considerations around funding processes; a resource that lists walk routes that do not require road closures or police services as well as other commonly requested routes; a checklist for achieving environmentally sustainable events; a list of third-party insurance providers; a business directory of relevant partners and service providers that is filterable by categories such as location and type; and guidelines with tips on how to secure sponsorships.
- An exit survey or feedback mechanism for independent and community events so they can voluntarily gather feedback to identify gaps, challenges, and opportunities for future success.

An information toolkit to help link and support event organizers in attaining other sources of funding, such as provincial and federal grants as well as sponsorships and donations. The toolkit should include guidance on other grant opportunities to explore, as well as guidelines for grant writing and advocacy and impact communication. [Reconsidering Museums](#) developed a set of advocacy tools for museums to use which provide a useful example of framework to follow. A similar advocacy tool could be created and included in the event information toolkit.

Action 5.2c: Host an annual special event organizers meeting. The meeting would bring together special event organizers in Cambridge, as well as relevant partners across the Waterloo region and provide them with an opportunity for knowledge-sharing, networking, and collaboration between event organizers. Such a meeting would create an improved two-way information flow between the City and events.

Action 5.2d: Support ongoing work being completed by the City on the MAT policy and request to include an arts and culture lens. This policy should help expand funding for events in Cambridge, recognizing their unique social and economic impact contributions.

Action 5.2e: Conduct a regular (i.e., every four years) review of by-laws and policies pertaining to and which impact events to ensure Municipal structures are event-friendly and mitigate barriers to event planning and execution. By-laws and regulations that should be reviewed include (but are not limited to): Cambridge's noise by-law, traffic and parking, busker by-law, sign by-law, among others. The goal would be to:

- Eliminate the need for a noise exemption in Cambridge's priority events spaces (action 5.5a).

Action	Timeframe	Responsibility	Resources	Next Steps	Measurable Indicators
Action 5.2a: Formalize an Events Training Incubator.	Medium-term (4-7 years)	Lead: Special Events Team Partners: Recreation and Culture, Special Events Advisory Team (SEAT), EDIA Team, Economic Development and other City departments	Existing resources	1. Develop training programs/resources and pilot them to gather feedback and refine. 2. Develop a recruitment plan and application processes for mentorship program.	Metric 1: # of participants at events and workshops Metric 2: # of event organizers using advising services Metric 3: # of event organizers securing additional funding external to the City (increased revenue and diversification of revenue mix) Metric 4: Reduced administrative burden on event organizers Metric 5: Improved quality and operations of special events
Action 5.2b: Develop and circulate updated tools and resources for successful event planning and execution.	Short-term (1-3 years)	Lead: Recreation & Culture (Events Team)	Existing resources	1. Identify tools and resources that require updating or creation. 2. Prioritize those that are likely to have the most impact and commission their development, or develop them internally as relevant.	Metric 1: # of new tools and resources created or updated Metric 2: Improved ease of organizing and executing events based on event organizer feedback Metric 3: Improved quality and

Action	Timeframe	Responsibility	Resources	Next Steps	Measurable Indicators
					operations of special events Metric 4: Improved communications between event organizers and City Metric 5: Reduced demand on City staff resources
Action 5.2c: Host an annual special event organizers meeting.	Short-term (1-3 years); ongoing	Lead: ACAC, Recreation & Culture (Events Team)	Would require a budget of approximately \$11,500 total. This amount consists of costs for speakers and any equipment, refreshments, and training costs.	1. Develop an event plan, and determine timing, location, and resource requirements.	Metric 1: # of attendees Metric 2: Increased collaboration between events across the city Metric 3: Increased visibility of City support and commitment for special events
Action 5.2d: Support ongoing work being completed by the City on the MAT policy and request to include an arts and culture lens.	Short-term (1-3 years)	Lead: Economic Development Partners: Recreation & Culture, Finance	Existing resources	1. Given the MAT Strategy is currently in development, the importance of Special events in Cambridge and the need for additional funding needs to be clearly articulated to the team developing the strategy. 2. Determine a reasonable and effective percentage allocation based on estimated revenues and other funding	Metric 1: Increase in funding available for special events Metric 2: Improved quality and operations of special events Metric 3: Increased attendance at Special Events Metric 4: Increased # of

Action	Timeframe	Responsibility	Resources	Next Steps	Measurable Indicators
				allocations being considered.	visitors to Cambridge
Action 5.2e: Conduct a regular (i.e., every four years) review of by-laws and policies.	Short-term (1-3 years); ongoing	Lead: Recreation & Culture (Events Team) Partners: By-Law Enforcement, SEAT, other City departments	Existing resources	1. Identify and assess all by-laws that impact event organizers; Establish by-law changes to be considered; assess feasibility of changes to identified by-laws. 2. Establish a timeframe for ongoing reviews (i.e., every 4 years). 3. Develop resources to help event organizers navigate challenges.	Metric 1: Increase in number of special events Metric 2: Reduced administrative burden on event organizers Metric 3: Improved quality and operations of special events

Objective 5.3: Enhance data collection, monitoring, and reporting for evidence-based decision-making

Action 5.3a: Establish parameters for quantifying, measuring, and tracking the levels of in-kind support provided by the City, including staff hours contributed to supporting the planning and execution of Special Events (with dollar values attached), space and equipment offered in-kind, and services such as security and garbage removal. The City should also endeavour to provide this breakdown to event organizers to increase the visibility and communicate the value of City support, as well as help organizers with respect to future planning.

Action 5.3b: Establish a framework for allocation of in-kind support to events. The framework should be based on Affiliate Event status and specific criteria linked to event needs (# of expected attendees, location of event,

infrastructure and equipment needs, safety and security requirements, etc.) as well as City capacity and sustainability of support provision levels.

Action 5.3c: Create a Success Evaluation Framework for Affiliate Events to understand if they are meeting the needs and desires of all those who live, work, and play in Cambridge. This framework should be complete with the specific outcomes and key performance indicators (KPIs) outlined in the Affiliation Service Agreements. To implement the use of this framework effectively, the City should:

- As a part of their application to the Community Grants Program, ask event organizers to outline how their event will fulfill key outcomes identified in the framework.
- Outline clearly in service delivery agreements with event organizers the expectations related to their responsibilities and outputs from the event.
- Conduct an annual review of the performance of events in Cambridge and determine necessary steps for improved outcomes.

Action	Timeframe	Responsibility	Resources	Next Steps	Measurable Indicators
Action 5.3a: Establish parameters for quantifying, measuring and tracking the levels of in-kind support provided by the City.	Short term (1-3 years); ongoing	Lead: Recreation & Culture Support: Parks, Finance, Facilities	Existing resources.	1. Review and develop a fulsome list of event-related in-kind supports and services offered by the City. 2. Determine dollar values based on staff costs per hour, equipment costs, and operating costs for spaces/facilities. 3. Add these costs to the Corporate	Metric 1: Increased visibility and recognition of value of in-kind support offered to events Metric 2: Improved budgeting capabilities related to in-kind support provided to events

Action	Timeframe	Responsibility	Resources	Next Steps	Measurable Indicators
				Rate and Fees by-law.	
Action 5.3b: Establish a framework for allocation of in-kind support to events.	Short-term (1-3 years)	Lead: Recreation & Culture Support: Parks, Finance, Facilities	Existing resources.	1. Establish provision-level criteria for in-kind support. 2. Determine specific resource needs for each Affiliate Event and allocate City staff hours based on the standard provision-level criteria.	Metric 1: Increased sustainability of City staff commitments Metric 2: Increased visibility on staff hours contributed Metric 3: Improved recognition of City staff contributions among event organizers
Action 5.3c: Create a Success Evaluation Framework for Affiliate Events to understand if they are meeting the needs and desires of all those who live, work, and play in Cambridge.	Short-term (1-3 years)	Lead: Recreation & Culture Support: EDIA, Communications, IT	Existing resources. May require procurement of external evaluation experts to develop the framework.	1. Develop the framework and KPIs based on specific outcomes that the City hopes to achieve through special events 2. Apply framework to all Affiliate events	Metric 1: Increase in visibility of social and economic impacts of special events Metric 2: Improved quality and operations of special events

Objective 5.4: Improve marketing and visibility of events

Action 5.4a: Continue to gather input from a diversity of community events to populate the Cambridge events calendar and clearly distinguish between community-led and Directly Sanctioned city-led events. to increase the visibility of, and improve community access to, information regarding the wide variety of activity happening across the City. In doing so, identify key community connectors, such as neighbourhood

associations, Idea Exchange, to assist in encouraging submissions, and update submission requirements for community event posting (i.e., make including a description of the event mandatory).

Action 5.4b: Identify asset needs and invest in expanding Cambridge’s marketing content to portray Cambridge’s diversity and unique identity more effectively. Ensure alignment with branding completed as a part of the development of the Arts and Culture Action Plan (using the tagline “Bridge to the Next Idea”, logo, and colour palette) as well as the development of a local arts and culture brand and marketing plan (action 4.1a).

Action	Timeframe	Responsibility	Resources	Next Steps	Measurable Indicators
Action 5.4a: Continue to gather input from a diversity of community events to populate the Cambridge events calendar and clearly distinguish between community-led and Directly Sanctioned city-led events.	Short-term (1-3 years)	Lead: Recreation & Culture Support: EDIA Team, Communications, Community groups, BIAs, Idea Exchange, Recreation & Culture Marketing Coordinator	Existing resources	1. Update submission requirements for community events to ensure they all include a description and/or website links. 2. Identify a list of community organizations and events in Cambridge, and conduct outreach through community connectors and neighborhood associations.	Metric 1: Increased # and diversity of events listed on the event calendar Metric 2: Improved visibility of community-led events happening across the city Metric 3: Increased attendance at community-led events across the city
5.4b: Identify asset needs and invest in expanding Cambridge's marketing content to portray Cambridge's diversity and unique identity more effectively.	Medium-term (4-7 years); ongoing	Lead: Recreation & Culture Marketing Coordinator, Corporate Communications Partner: Recreation & Culture	Review possibility of leveraging Arts and Culture allocation of Municipal share of MAT (action 5.2d); to align with the ongoing Economic Development Action Plan.	1. Develop an asset inventory of event-related communications assets and identify gaps/needs. 2. Develop list of assets to be developed. 3. Acquire and/or develop assets, according to identified needs. 4. Develop campaigns promoting the diverse events offering in Cambridge.	Metric 1: Increased representation of diverse community-led events and audiences in marketing materials Metric 2: Increase sense of inclusion and belonging for community members Metric 3: Increased attendance and diversity of audiences at events

Objective 5.5: Optimize outdoor spaces for events usage

Action 5.5a: Consider various outdoor spaces across the City of Cambridge to be chosen as priority events spaces, including Riverside

Park (Preston), Churchill Park (Galt), Dickson Park (Galt), Forbes Park (Hespeler), and the new Recreation Centre (Galt). These outdoor areas provide versatile and flexible spaces that can accommodate a range of events such as concerts, festivals, corporate functions, weddings, and community gatherings, and will help to address competing park usage with sports user groups. It will equip the city with event spaces that can be used to attract outside events and acts to Cambridge.

- The following outdoor spaces should be considered as possible secondary events spaces: Central park, Soper park, Mill Race park, Centennial Park, Optimist park (H) and Cambridge City Hall/Civic square.

Action 5.5b: Enhance each of the four chosen priority events spaces through the provision of additional amenities and/or capital projects. A review of the priority events spaces should include considerations for: increased electrical power and number of outlets; potable water options; shade structures; permanent bandshells; parking options; fencing enhancements to allow for ticketed events; road closure efficiencies; emergency access; seating/picnic tables; wi-fi capabilities and/or enhancements; lighting; storage units; and waste management. These amenities should be considered with a lens of accessibility and inclusion.

Action 5.5c: Review and propose a category-based pricing strategy based on user type (commercial versus not-for-profit), size of event, and bundled amenities. To encourage event organizers to rent in Cambridge, offer an accompanying in-kind stipend.

Action 5.5d: Establish a lending inventory of staple event supplies. Doing so will help smaller and grassroots events that typically have tight budgets and do not have access to an existing inventory. Examples of event supplies that could be available to lend to event organizers are: a mobile stage; cable mats; tent anchors/weights; megaphones; utility carts; event flags; pylons/barricades; gate counters; stanchions; and event signage. To do this, a storage space would need to be made available to City staff and the public.

Action	Timeframe	Responsibility	Resources	Next Steps	Measurable Indicators
Action 5.5a: Consider various outdoor spaces across the City of Cambridge to be chosen as priority events spaces, including Riverside Park (Preston), Churchill Park (Galt), Dickson Park (Galt), Forbes Park (Hespeler), and the new Recreation Centre (Galt).	Short-term (1-3 years)	Lead: Recreation & Culture Partners: Parks, Infrastructure Services, Finance	Existing Resources	1. Obtain Council approval for priority outdoor events spaces 2. Assign City-led programming to priority spaces	Metric 1: Consensus and establishment of priority and secondary outdoor events spaces Metric 2: # of events taking place at priority parks
Action 5.5b: Enhance each of the four chosen priority events spaces through the provision of additional amenities and/or capital projects.	Medium-term (4-7 years); ongoing	Lead: Parks, Infrastructure Services Partners: Recreation & Culture, Engineering, Finance	Review of capital infrastructure needs: \$200,000 - 250,000 per park	1. Conduct a review of capital infrastructure needs for each of the priority outdoor events spaces 2. Prioritize, select, and implement upgrades to priority outdoor events spaces	Metric 1: # of amenities added Metric 2: Enhanced events capacity
Action 5.5c: Review and propose a category-based pricing strategy based on user type, commercial versus not-for-profit, size of event, and bundled amenities.	Short-term (1-3 years)	Lead: Recreation & Culture/Parks Partners: Finance, Infrastructure Services	Existing resources	1. Finalize criteria for pricing strategy 2. Add priority parks and associated costs to the events guidelines for community arts and culture use	Metric 1: Implementation of effective pricing strategy
Action 5.5d: Establish a lending inventory of staple event supplies.	Short-term (1-3 years)	Lead: Recreation and Culture Partners: Finance	Approximately \$50,000 would be required to build the inventory and \$2000 annually to replenish.	1. Conduct consultations with small event organizers to understand	Metric 1: # of items available in the lending inventory Metric 2: # of events accessing

Action	Timeframe	Responsibility	Resources	Next Steps	Measurable Indicators
			In addition, a service vehicle will be needed. There is potential to pursue a grant or donation for this cost.	their inventory needs. 2. Categorize inventory needs from critical to nice-to-have. 3. Obtain inventory supplies, starting with those that are most critical. For those that require additional funding, pursue grant/donor opportunities. 4. Working with finance, establish reasonable rental costs/refundable deposits for equipment	lending inventory Metric 3: Increase in number of emerging and grassroots events

3. Prioritization of Actions

As part of the strategic planning process, each action was prioritized based on the level of effort/resources it would require (e.g., funding, capacity, investment), and its potential impact.

- **Short-term actions:** These are actions that would require relatively low effort and have high potential impact, and/or are foundational pieces that need to be prioritized in the short-term. These actions should be completed in years 1-3.
- **Medium-term actions:** These are actions that require more time and investment, and/or are dependent on other actions being completed first. These actions are important in moving the City towards its goals, but should be completed in years 4-7.
- **Long-term actions:** These actions have high impact potential but require significant levels of effort and investment, and/or require other foundational pieces to be put in place before they can be acted upon. In other words, these actions are major undertakings that require more significant planning and lead up time. As such, these actions would be completed in years 8-10.

The prioritization of these actions will be summarized in the tables below.

Table 1 - Short-term Actions: 1-3 years

Action	Action Description	Pillar
1.1a	Implement diversity and accessibility-related targets for City-led events and programming and track performance and progress. *ongoing	1. Highlight Cambridge's Uniqueness, and Artistic and Cultural Diversity
1.1b	Investigate an annual keystone festival or event that celebrates and displays the diversity of arts and culture in Cambridge.	1. Highlight Cambridge's Uniqueness, and Artistic and Cultural Diversity
1.1c	Further invest in youth and children cultural programming at the Cambridge Centre for the Arts and across the city, leveraging the use of multi-purpose arts and culture spaces available.	1. Highlight Cambridge's Uniqueness, and Artistic and Cultural Diversity

Action	Action Description	Pillar
1.2a	Leverage existing City supports, resources, and assets to build engagement, promotion, and access to cultural opportunities among under-represented groups.	1. Highlight Cambridge's Uniqueness, and Artistic and Cultural Diversity
1.2b	Create a targeted campaign for newcomers to Cambridge to ensure that they are aware of all the various ways in which they can get involved in arts and culture in the city.	1. Highlight Cambridge's Uniqueness, and Artistic and Cultural Diversity
2.1b	Add staff positions within the City to serve dedicated roles that will improve arts and culture service delivery and support. *ongoing	2. Amplify Municipal Support for an Arts Friendly City
2.1c	Review staff responsibilities and proactively assess initiatives (on an ongoing basis) to address capacity issues and create more integration between departments.	2. Amplify Municipal Support for an Arts Friendly City
2.1d	Consider making the Placemaking Working Group (PWG) permanent.	2. Amplify Municipal Support for an Arts Friendly City
2.2a	Assemble an internal Interdepartmental Arts & Culture Working Group.	2. Amplify Municipal Support for an Arts Friendly City
2.2b	Develop internal process documents that support more effective cross-departmental workflows for special events, public art and placemaking projects, sector support services, and promotion of arts and culture in Cambridge.	2. Amplify Municipal Support for an Arts Friendly City
2.3a	Formalize a minimum percentage of Community Grants Program to be guaranteed for arts and culture.	2. Amplify Municipal Support for an Arts Friendly City
2.3c	Enhance visibility of designated City liaisons for arts and culture, such as the Film Liaison and Special Events Assistant who serves as a liaison for Special Events.	2. Amplify Municipal Support for an Arts Friendly City
2.3e	Invest in sector development programming, leveraging the use of spaces and equipment available at City-owned facilities (e.g., Cambridge Centre for the Arts).	2. Amplify Municipal Support for an Arts Friendly City
3.1a	Expand the role and authority of the Public Art Subcommittee to become a standing committee tasked with overseeing the selection, acquisition, stewardship, and de-accession of works of art.	3. Activate Public Spaces through Creative Placemaking and Public Art
3.1b	Pursue the inclusion of an allocation for public art in the Community Benefit Charge Strategy and by-law to encourage investment in public art.	3. Activate Public Spaces through Creative Placemaking and Public Art

Action	Action Description	Pillar
3.1c	Review possibility of allocating 10% from Cambridge's municipal allocation of the Municipal Accommodation Tax (MAT) revenue to the Public Art Reserve Fund.	3. Activate Public Spaces through Creative Placemaking and Public Art
3.1d	Explore the possibility of updating the one percent requirement for capital projects and increasing the public art reserve funding to \$70,000 to bolster funding for public art.	3. Activate Public Spaces through Creative Placemaking and Public Art
3.2b	Building on the Urban Guidelines for the three downtown cores (Galt, Preston, Hespeler), target specific placemaking and public art initiatives to enhance each core and tell their unique story. [establish a pilot project in the short-term]	3. Activate Public Spaces through Creative Placemaking and Public Art
3.2c	Identify strategic locations for new public art initiatives at locations across the city, in discussion with City staff, the BIAs, and the community. *ongoing	3. Activate Public Spaces through Creative Placemaking and Public Art
3.3a	Ensure City support is provided to an expanded definition of public art that includes community art. *ongoing (promotion of open calls)	3. Activate Public Spaces through Creative Placemaking and Public Art
4.1a	Create a robust, local arts and culture brand and marketing plan that speaks to a wide variety of audiences including newcomers, youth, and Indigenous peoples. [creation of a marketing plan]	4. Enhance Community Connection, Communication, and Collaboration
4.2b	Be a central resource that assists artists in accessing appropriate toolkits, resources, and supports they require to succeed. *ongoing	4. Enhance Community Connection, Communication, and Collaboration
4.2c	Become an ambassador for volunteerism, working alongside the Volunteer Waterloo Region (VWR).	4. Enhance Community Connection, Communication, and Collaboration
4.2d	Highlight and incorporate Cambridge artists as part of the Corporate Gifts program.	4. Enhance Community Connection, Communication, and Collaboration
4.3a	Host regular informal arts sector meet ups (i.e., quarterly or biannually) to improve visibility and increase collaboration and idea sharing across the arts and culture sector, as well as increase touchpoints between the sector and the City.	4. Enhance Community Connection,

Action	Action Description	Pillar
	*ongoing	Communication, and Collaboration
4.3b	Create and maintain a directory of artists to increase visibility across the artistic community and highlight the profiles of local artists – emerging and established alike.	4. Enhance Community Connection, Communication, and Collaboration
5.1a	Implement a Special Affiliated Events Policy that recognizes special events with considerable community impact.	5. Strengthen Special Events
5.1b	Grant the Cambridge Santa Clause Parade and Cambridge Celebrates Canada Day Event and Parade status as directly sanctioned special events.	5. Strengthen Special Events
5.1c	Provide financial support through the Community Grant Fund or MAT allocations for identified Affiliate Events to offset a portion of their special liability insurance costs.	5. Strengthen Special Events
5.2b	Develop and circulate updated tools and resources for successful event planning and execution.	5. Strengthen Special Events
5.2c	Host an annual special event organizers meeting. *ongoing	5. Strengthen Special Events
5.2d	Support ongoing work being completed by the City on the MAT policy and request to include an arts and culture lens.	5. Strengthen Special Events
5.2e	Conduct a regular (i.e., every four years) review of by-laws and policies. *ongoing	5. Strengthen Special Events
5.3a	Establish parameters for quantifying, measuring and tracking the levels of in-kind support provided by the City. *ongoing	5. Strengthen Special Events
5.3b	Establish a framework for allocation of in-kind support to events.	5. Strengthen Special Events
5.3c	Create a Success Evaluation Framework for Affiliate Events to understand if they are meeting the needs and desires of all those who live, work, and play in Cambridge.	5. Strengthen Special Events
5.4a	Continue to gather input from a diversity of community events to populate the Cambridge events calendar and clearly distinguish between community-led and Directly Sanctioned city-led events.	5. Strengthen Special Events
5.5a	Consider various outdoor spaces across the City of Cambridge to be chosen as priority events spaces, including Riverside Park (Preston), Churchill Park (Galt), Dickson Park (Galt), Forbes Park (Hespeler), and the new Recreation Centre (Galt).	5. Strengthen Special Events

Action	Action Description	Pillar
5.5c	Review and propose a category-based pricing strategy based on user type, commercial versus not-for-profit, size of event, and bundled amenities.	5. Strengthen Special Events
5.5d	Establish a lending inventory of staple event supplies.	5. Strengthen Special Events

Table 2- Medium-term Actions: 4-7 years

Action	Action Description	Pillar
1.1c	Further invest in youth cultural programming at the Cambridge Centre for the Arts and across the city, leveraging the use of multi-purpose arts and culture spaces available.	1. Highlight Cambridge's Uniqueness, and Artistic and Cultural Diversity
2.1a	Explore the establishment of a local or regional arms-length body (e.g., Cambridge Arts Council).	2. Amplify Municipal Support for an Arts Friendly City
2.3b	Connect the artistic community to existing local and regional studio, creative, and performance spaces.	2. Amplify Municipal Support for an Arts Friendly City
2.3d	Develop and launch a marketing strategy and campaign to boost awareness of the City-owned arts and culture facilities and assets, and resources available for arts and culture. *ongoing (implementation)	2. Amplify Municipal Support for an Arts Friendly City
2.3e	Invest in sector development programming, leveraging the use of spaces and equipment available at City-owned facilities (e.g., Cambridge Centre for the Arts).	2. Amplify Municipal Support for an Arts Friendly City
3.2a	Continue to explore and identify opportunities for mixed use space for arts and culture purposes in the three downtown cores and all corners of Cambridge. *ongoing	3. Activate Public Spaces through Creative Placemaking and Public Art
4.1a	Create a robust, local arts and culture brand and marketing plan that speaks to a wide variety of audiences including newcomers and youth. [implementation of the marketing plan]	4. Enhance Community Connection, Communication, and Collaboration
4.1b	Establish methods for ongoing communication and feedback with the community.	4. Enhance Community Connection, Communication, and Collaboration

Action	Action Description	Pillar
4.1c	Enhance and increase the promotion of regional tourism packages to highlight arts and culture in Cambridge across the region and beyond.	4. Enhance Community Connection, Communication, and Collaboration
4.2a	Re-evaluate an Artist in Residence program run through the Cambridge Centre for the Arts.	4. Enhance Community Connection, Communication, and Collaboration
5.2a	Formalize an Events Training Incubator.	5. Strengthen Special Events
5.4b	Identify asset needs and invest in expanding Cambridge's marketing content to portray Cambridge's diversity and unique identity more effectively. *ongoing	5. Strengthen Special Events
5.5b	Enhance each of the four chosen priority events spaces through the provision of additional amenities and/or capital projects. *ongoing	5. Strengthen Special Events

Table 3 - Long-term Actions: 8-10 years

Action	Action Description	Pillar
3.2b	Building on the Urban Guidelines for the three downtown cores (Galt, Preston, Hespeler), target specific placemaking and public art initiatives to enhance each core and tell their unique story. [to fully implement is a long-term undertaking]	3. Activate Public Spaces through Creative Placemaking and Public Art
3.3b	Prioritize functional and interactive public art pieces to define public spaces and engage residents.	3. Activate Public Spaces through Creative Placemaking and Public Art
3.3c	Explore opportunities for co-commissioned public art within the Waterloo region and other municipalities across the province and Canada.	3. Activate Public Spaces through Creative Placemaking and Public Art
4.3b	Create and maintain a directory of artists to increase visibility across the artistic community and highlight the profiles of local artists – emerging and established alike.	4. Enhance Community Connection, Communication, and Collaboration

4. Conclusion

Arts and culture bring an array of benefits to communities across Canada including driving economic opportunity and growth through jobs and tourism, building a sense of place and community, driving equity and inclusion, and improving learning and health. The City of Cambridge – home to rich built heritage, beautiful natural assets, and abundant activity in arts and culture – has an opportunity to bolster its already thriving arts and culture sector to the benefit of the entire community.

The above Arts and Culture Action Plan lays out a detailed plan for the City to focus and invest in arts and culture over the next 10 years. The plan outlines actions that will allow Cambridge to leverage its existing strengths, address ongoing challenges and limitations, as well as take advantage of emerging opportunities for the city. While some of the recommended actions will require additional investment beyond what existing resources allow, the successful implementation of this plan will allow the City to achieve its vision and progress towards achieving key priorities and goals outlined in the City's Strategic Plan.

Appendix A. Approaches of Interest

A.1 Keystone Cultural Events

A keystone festival or event would allow Cambridge to celebrate the diversity of arts and culture in the community. A large-scale community festival would also help to invigorate the downtown cores and promote local business activity. Similar to other jurisdictions, it would ideally include showcasing multiple art forms, including music, dance, poetry, and visual art by diverse local artists, groups and organizations, as well as highlighting the cultural diversity. Some examples from other jurisdictions include:

Carassauga (Mississauga, ON): Carassauga is Mississauga's largest multicultural event; it is a city-wide event spanning multiple days and is suitable/intended for all ages. The festival involves music, dress, dance, art, and cuisines across numerous featured countries. It is run as an incorporated non-profit volunteer community organization, and was born out of a call to action to all cultural groups by (former) Mayor Hazel McCallion.

Art on the Street (Guelph, ON): Run by the Guelph Art Council in partnership with the Downtown Business Guelph Association, Art on the Street is an outdoor art

exhibition that features contemporary fine art and craft from the city. The event provides an opportunity for emerging and established artists alike to showcase their work, and brings the community together in a celebration of local arts and craft.

Moksha Canada Foundation: The Moksha Canada Foundation is a non-profit organization produces multicultural events and festivals that bring together performing and visual arts, highlighting ethnic community groups. The organization puts on events across Canada, and holds several offices across Ontario. As an example, the organization led an Afro-Cuban Cultural festival in Toronto, spanning three days. The goal of this event was to celebrate and showcase the local Afro-Caribbean diaspora in Toronto through culture, arts, food, music, and heritage.

Luminato Festival (Toronto, ON): Luminato is an annual, international multi-day festival in Toronto that showcases contemporary art from across disciplines, including music, dance, theatre, and visual art. The festival brings local and international audiences together for a celebration of local, regional, and national art. Making use of multiple spaces and facilities, the festival brings foot traffic and interest throughout the city.

Elora Plein Air Festival (Elora, ON): The Elora Plein Art Festival is an annual multi-day event put on by the Elora Fergus Art Council and Elora Centre for the Arts. The event invites artists to partake; stationing them at various areas in Elora, Fergus, and the countryside to paint natural landscapes. As a celebration of Elora's picturesque-ness, the event incentivizes artists' participation by offering a series of awards (ranging from \$200 to \$1000). Audiences are invited to roam the city and experience the artists' painting first-hand. The festival also provides workshops to audience members to learn how to paint en plein air. The event culminates in a show and sale, where audience members can purchase artists' work.

A.2 Arts Councils

Many municipalities make use of a local arts council to provide dedicated support and services to the art and culture sector. Arts councils often sit at arms-length from a municipal government. This relationship is typically outlined through a service partnership agreement, whereby the City provides a level of operating funding. Some examples of arts councils from other jurisdictions include:

Brampton Arts Organization (Brampton, ON): BAO's mandate entails growing, celebrating, advocating, and connecting the creative sector in Brampton. The organization sits under the City of Brampton, and is a key partner in executing the City's Culture Master Plan. BAO delivers a variety of services for the arts sector, including: funding (including grants); leadership, advocacy, and innovation; and sector development (including artist training on topics such as marketing, artist fees, taxes, grant writing, mental health, disability arts, among others).

Guelph Arts Council (Guelph, ON): GAC champions Guelph's creative community, providing communications, resources for learning, and cultural programs and partnerships. It offers various programs and services, including artist workshops, historical walking tours, Art on the Street (an art sale and exhibition), an artist in residence program, and the Guelph Emerging Artist Mentorship (intended to link emerging artists with professional opportunities). GAC's website also houses a robust directory of local creatives and organizations across arts disciplines. Operating as a separate entity with its own staff and Board, the organization receives funding through the City of Guelph, Downtown Guelph Business Association, Ontario Arts Council, Canada Council for the Arts, and notable private sponsors. GAC also offers low-cost memberships for both individuals and arts organizations (\$30-\$50 per year). Memberships provide a range of benefits, including the ability to create a profile on the directory, book private consultations with GAC staff, access to all workshops and programs for free or at a discounted rate, among other benefits.

Kingston Arts Council (Kingston, ON): Housed in a City-owned facility, KAC serves as a key resource for all artists, arts workers, and arts organizations in the local community. The organization connects the artistic community with relevant information support, and advocacy. It also administers grant funding programs, including the City of Kingston Art Fund (CKAF). Some samples of the programs run through KAC include the YGK Arts Project (which celebrates and profiles notable artists in Kingston to increase their visibility), the Mayor's Arts Awards, and professional development workshops (e.g., grant writing, audience development, corporate sponsorship, among others).

A.3 Community Benefits Charge (CBC)

Under recent revisions to section 37 of the Ontario Planning Act, municipalities can adopt a Community Benefits Charge (CBC) by-law. This by-law enables municipalities to impose a percent for community benefit initiatives from private developments

and redevelopments that are five stories high and contain a minimum of ten resident units. Many municipalities are currently in the process of developing a CBC strategy to make use of such a mechanism to encourage financial contributions from private developers. Some municipalities, such as [Toronto](#), [Barrie](#), [Innisfil](#), and [Waterloo](#) have developed CBC strategies that incorporate and apply to public art.

A.4 Models for Mixed Use Spaces

One way that many municipalities have created mixed use spaces for arts and culture are through cultural hubs. Cultural hubs are physical spaces where people gather collectively to experience arts or heritage related activities and/or a facility which brings together and supports the arts and/or heritage sectors and creative disciplines. Cultural hubs are becoming an increasing point of interest for many jurisdictions, as noted by feasibility studies and developments in Vancouver (Oakridge Park), Oakville (downtown), Oshawa (Arts Resource Centre), and various other municipalities across Canada.

- [**Artscape Daniels Launchpad \(Toronto, ON\)**](#): Artscape Daniels Launchpad is a state-of-the-art, 30,000 square foot hub for art and design entrepreneurship that welcomes creatives from all disciplines to come together as a community to learn, create work, collaborate and thrive in their creative practices. The space has a variety of spaces open for community rentals including creative studios, a digital media lab, coworking and meeting rooms, and events spaces. It also has a variety of programming including educational workshops on entrepreneurship and creative practice, as well as networking events.
- [**401 Richmond \(Toronto, ON\)**](#): 401 Richmond is a restored, heritage-designated, industrial building turned arts and culture hub in downtown Toronto. It is home to a huge variety of artists, social innovators, art galleries, festivals, charitable organizations, and shops. It also provides office and event spaces, and hosts a variety of art and cultural events.
- [**The Squamish Lil'wat Cultural Center \(SLCC\) \(Whistler, BC\)**](#): The SLCC is an award-winning cultural centre designed to blend the traditional Squamish Longhouse with the Lil'wat Istken. The venue hosts several permanent and temporary exhibits of Indigenous art, culture, photography, and historical artifacts. It also houses a gift shop and café, provides an event venue for

private events and weddings, and hosts its own programming and events including workshops, tours, and craft activities.

- **[St Vlodymyr Institute \(SVI\)](#) (Toronto, ON):** SVI, strategically located in downtown Toronto, is a 46-room residence for Canadian and foreign students attending post-secondary educational institutions. Housing a theatre, library, museum, and event spaces, SVI also serves as a cultural centre for the public. SVI offers cultural programming and Ukrainian language lessons, hosts Ontario's annual Ukrainian Heritage Day activities, and showcases artists and academics exploring Ukrainian Canadian identity, history, culture, and experience. In addition, several organizations with a focus on Ukrainian history and heritage benefit from full-time office and display space at SVI.

A.5 Leveraging Unoccupied Spaces for Arts and Culture Use

Exploring opportunities to leverage unoccupied spaces in the private realm can provide multiple benefits. First, it provides space for artists to create, and showcase their work through exhibitions or performances. Second, filling it empty space – especially through arts activity that attracts audiences – can serve as a way to add vibrancy and reinvigorate a city's downtown. Walking down active streets also invites a sense of community and safety. Additionally, it provides private property owners with a way to use their space in the interim, while waiting for a long-term lease.

- **[Creative Spaces](#) (City of Melbourne, Australia):** Melbourne's Creative Spaces program connects local artists with existing spaces available for temporary use, including in vacant buildings. Artists are able to use these spaces as studios, galleries, and rehearsal and performance venues.
- **[Art in Storefronts](#) (San Francisco, California):** Established in 2010, Art in Storefronts was a City-led initiative that helped to reinvigorate the city's downtown in the aftermath of the 2008 economic downturn, by linking public art projects to vacant storefronts. The City has developed a [toolkit](#) for other cities looking to establish a similar program. The program cost the city approximately \$55,000 USD – not including city staff time. The toolkit answers key questions related to how the city went about recruiting artists

and arts collectives for the program, as well as information about insurance and contract samples.

- **[Made Here \(Minneapolis, Minnesota\)](#):** Made Here was an initiative run by non-profit organization, Hennepin Theatre Trust. The program was made possible through partnerships with local businesses and landlords who offered their empty storefronts for use by artists. Hennepin Theatre Trust put out a call for artists submissions, with a focus on providing opportunity for emerging and established artists alike the opportunity to showcase their work in a highly visible setting. The art on display rotated, until the program was officially closed in 2018 (after 6 years).
- **[Off the Grid \(Jacksonville, Florida\)](#):** Off the Grid was a program initiated by artist, Jim Draper, in partnership with Downtown Vision Inc, a non-profit organization with a mission to maintain vibrant downtowns. The goal of the program was to help revitalize Jacksonville's downtown core by matching artists with landlords, who offered artists reduced rent or rent-free spaces (with artists only paying for utilities) in empty storefronts and spaces downtown.

A City can play a supportive role in activating private spaces for arts and culture, such as by facilitating connections (matching artists to willing landlords). Municipalities can also provide incentives to help encourage property owners to engage in such initiatives. For instance, many cities have enacted vacant building bylaws, requiring landlords to register their storefront with the municipality and pay additional tax if it sits empty – as noted in research from Arts Habitat and the City of Edmonton's RECOVER Initiative, "[Activating Empty Storefronts](#)."

A.6 Public Art Examples of Interest

Functional and interactive public art: Interactive public art provides the public with an opportunity to directly engage with the work and their surrounding environment. These pieces can take many forms, including (but not limited to) sculptures, playgrounds and gardens, digital installations, and can be either temporary or permanent works. Some examples of interactive public art include:

- **[Musical Swings \(Montreal, QC\)](#):** Musical Swings is an interactive exhibit created by artist group, Daily tous les jours. Music is generated as participants

swing – inviting human connection through a collaborative music making experience for the community. The work was installed as a temporary public art piece in the Quartiers des spectacles in Montreal, and was re-installed on an annual basis each spring for ten years. Now, the work tours and has held space in Uptown Waterloo, New York, Singapore, among others.

- **Cloud gate sculpture (Chicago, IL):** Commonly referred to as “The Bean”, Chicago’s cloud gate sculpture is a longstanding, permanent public art piece that serves as a key landmark in the city’s Millennial Park. The Bean attracts the local community and tourists alike, providing visitors with an opportunity to see themselves reflected in the city’s skyline through the sculpture’s distorted mirror.
- **Light Drift (Philadelphia, PA):** Light Drift is a temporary lighting exhibit on display along the Schuylkill River, created by artists Meejin Yoon in collaboration with Mural Arts Philadelphia. Colourful orbs placed in the river directly respond to users engaging with connecting orbs placed on land. Through their engagement, participants are able to directly transform the lighting patterns and colours of the orbs in the water. Overall, this work allows the public to interact with and absorb sites from the river in new ways.
- **BELTLINE Bike Rack Transformation (Calgary, AB):** The Beltline Bike Rack Transformation involved updating existing bike racks to make them more lockable and visual. It is a part of a broader initiative to create interesting streetscapes through functional public art. Several bike racks in Calgary’s Beltline have been designed to not only accommodate more bikes, but also celebrate the Beltline as a standout Calgary community through detailed and colourful designs that allow for countless ways to lock up.

Co-commissioned public art: Co-commissioned works offer an opportunity for a municipality to share the work of local artists on a wider scale, and also expose the local community to inspiring and exciting works of art from outside the city. In many cases, a municipality will commission a piece of temporary and/or travelling art to loan out to other municipalities or regions. A pertinent example includes:

- **Light Up the Square (Mississauga, ON):** The City of Mississauga has partnered with the Quartier des Spectacles Partnership (QDSP) – a not-for-profit organization in Quebec – to develop a large scale interactive public art piece that will hold its world premiere in Mississauga’s Celebration Square (as

a temporary installation). Following its premiere, the work is planned for an international tour. The City of Mississauga will invest in a portion of the commission (alongside another Canadian municipality) and will also receive revenue from future rentals of this work. Aside from community benefits, the City sees co-commissioned public art as a way of increasing revenues for public art, or at least sustaining commissions (i.e., breaking even).

A.7 Artist-in-Residence Programs

Many jurisdictions have City-led artist in residence programs, which provide local artists with much needed access to professional development opportunities, greater opportunity to make a living, promotional assistance from the City, and in some cases, physical space to create and refine their craft. In reconsidering the development of its own artist in residence, Cambridge could consider:

- flexible residency periods depending on the work, but with opportunities for longer-term (i.e. year-long) residency;
- providing training, networking, and other professional development opportunities for artists;
- providing a living wage to artists during their residency, either through grants or a stipend to assist artists during their residency, and a commissioning fee;
- ensuring the program remains open to a wide variety of disciplines;
- Potentially providing consistent, designated physical space for artists, such as through the Cambridge Centre for the Arts.

Some examples of artist in residence programs that take a conventional approach (i.e., providing artists access to space), as well as community-based residencies:

- **[Neighborhood Engagement Artist Residency \(NEAR\)](#) (Los Angeles, CA):**
NEAR is a grant program and residency run by the Department of Cultural Affairs in LA. The program supports artists in Los Angeles in engaging with the local community through creative community-based, participatory projects. As part of the program, artists hold sessions with participants from the community, ending in one public presentation. Artists are encouraged to

work in non-arts venues, fostering broader connections and engaging community members new to cultural experiences.

- **Artists in Communities program (Vancouver, BC)**: This program, held annually by the City of Vancouver, engages and supports artists to work in neighbourhoods and community centres around Metro Vancouver. The goal of the program is to foster interactions between artists and residents alike. Through the program, artists work with community members to develop a piece of community-art, across artistic disciplines. The residency ties into the City's broader community cultural development goals. They are also piloting a new youth focused residency in 2024 and 2025, whereby two community centres will host the program focused on building connections with youth.
- **Artist in Residence (AIR) Program (Guelph, ON)**: Guelph's AIR program is open to all artists or artist-led groups across the city, with three selected to participate. Guelph opens its program to artists practicing in a broad range of mediums, including: visual arts, literary arts, performance, new media, and multi-disciplinary arts. This program is a shorter-term basis, (i.e., 4 months), but artists are also provided with awards in the amount of \$7,000 for their participation. Through the program, artists are also provided with access to City-owned facilities and venues; City assistance in any administrative processes required including promotional efforts and event coordination; and are provided with an opportunity to present their work at the end of the residency. In the latest iteration of the program (2023), Guelph will allocate a minimum of one of the three awards to an artist or artist-led group from an equity-seeking community.

A.8 Artist Directories

A number of municipalities maintain an artist directory in order to create more awareness of local creatives, and make it easier for the community to connect with creatives (i.e., to commission work, or for other employment opportunities). In some cases, the creation and maintenance of an artist directory is carried out by the local arts council (as is being recommended for Cambridge). In other cases, a municipality will take on the work themselves – often creating sector specific databases and profiles. Some examples include:

- **MAC Arts for Business Directory (Mississauga, ON):** Run through the Mississauga Arts Council (MAC), the Arts for Business Directory includes an inventory of professional performers, musicians, visual artists, arts instructors, photographers, etc. who are members of the council. The main aim of the directory is to connect community members looking for artists for hire. The Council also provides a liaison to help address any inquiries when it comes to booking an artist through the directory, or otherwise.
- **Member Directory (Guelph, ON):** The Guelph Arts Council (GAC) maintains a directory of its members. The directory is easily searchable and filterable by discipline (i.e., craft, dance, music, design, theatre, etc.).
- **Musician Directory (Surrey, ON):** As an example of a City-led directory, the City of Surrey maintains a directory of all local music talent – including separate musician and music business directories. The aim of these directories is to help the community find and locate talent, and also serves as a way for the City to keep abreast of music activity. Musicians and music businesses can apply through a contact form to be added to the directory.

A.9 Success Evaluation Frameworks

Service agreements between special events and municipalities outline terms and requirements that must be met to uphold the agreement. A Success Evaluation Framework for the City of Cambridge would help to outline what criteria would be pertinent, and by extension, what criteria special events would need to report on to maintain their affiliate status. A pertinent example of criteria is provided below:

- **Significant Festivals and Events Policy (Waterloo, ON):** The City of Waterloo's Significant Festivals and Events Policy outlines criteria that events must meet in order to obtain and maintain their Significant Festival and Events designation. It includes measuring the following indicators: the support the festival or event has within the community based on attendance figures; community involvement with festivals and events through the engagement of volunteers; elements of significance or uniqueness to offer to the community; economic impact through its contribution to community vitality, support of local artists and/or businesses, or attraction of visitors from outside of Waterloo; inclusivity and accessibility.

- **Event/Festival Evaluation Framework (Richmond Hill, ON):** The Event/Festival Evaluation Framework provides a set of criteria to identify and assess events that are closely aligned with the Town’s Strategic Plan and Cultural Plan, and how the event will impact the community. It considers a long list of criteria, including whether the event will draw visitors from the local community only, or from across the municipality, whether the event will provide programming aimed at children and youth, whether the event will provide a range of volunteer opportunities for residents, and whether the event organizer will participate in coordinated marketing initiatives.

Appendix B. Tracking Metrics

The measurable indicators provided throughout the document can be tracked in various different ways, including surveys and questionnaires, online feedback mechanisms, focus groups and town halls, social media listening, community liaison officers, and data analytics tools.

Data Collection Tool	Type of Data	Examples of Metrics
Surveys and Questionnaires - provide an excellent way to gather both quantitative and qualitative data, online and in-person, covering a wide range of topics. To maximize survey uptake, survey incentives (e.g., prize draws, access to free or discounted City-run program) should be considered.	Can be effective for quantitative and qualitative metrics.	Quantitative metrics: 1. Increased attendance and diversity of audiences at events 2. Reduced strain on capacity for Recreation and Culture staff Surveys and questionnaires can be distributed at the end of City programming or events to gather information on the # of attendees at events, as well as the demographic make-up of those attendees. Anonymous surveys/questionnaires can also be used to collect data from City staff to understand how new policies, processes and initiatives are impacting them. These surveys/questionnaires will need to be used repeatedly over time to understand trends such as “reduced strain”. Qualitative metrics: 1. Increased sense of inclusion and belonging 2. Increased event organizer satisfaction 3. Increased visibility on staff hours contributed Surveys and questionnaires can be distributed at the end of City programming or events to understand how participants felt -including their sense of inclusion and belonging. They can also be distributed to events organizers to understand their experience organizing the event. Similar to the quantitative measures, understanding trends such as “increases in satisfaction” will require using the survey/questionnaire repeatedly over time. Survey takers could also be asked how they would compare their experience to previous years to understand such trends.
Online Feedback Collected Through Engage Cambridge - offer accessible opportunities for people to submit feedback,	Best for qualitative metrics.	1. Reach and level of engagement with feedback process (# of responses) 2. Increased event organizer satisfaction Online feedback submitted through Engage Cambridge can provide insight into how folks are engaging with the feedback process based on the number of responses submitted. The types of responses submitted (i.e., number of complaints) can also be used to provide insight into satisfaction metrics. Additionally, Engage Cambridge can be

Data Collection Tool	Type of Data	Examples of Metrics
complaints, or suggestions.		used to host surveys for residents, artists, events organizers, and others.
Focus Groups - provide an opportunity to collect detailed feedback directly from various groups, either virtually or in-person, with the opportunity to ask clarifying questions and discuss.	Best for qualitative metrics.	1. Sense of welcoming and belonging among new community members 2. Improved efficiency and workflows across departments on arts & culture related initiatives 3. Quality of partnerships created Focus groups can be used to gather feedback from specific groups of people such as Cambridge residents, City staff, and the artistic community. Questions can be curated to gather data on specific metrics.
Town Halls - establish direct points of contact for residents and can facilitate ongoing communication and trust-building between the City and the community.	Best for qualitative metrics.	1. Increased civic engagement and community involvement in arts and culture 2. Improved quality and operations of special events Attendance and participation in town halls provide a clear indication of the community's engagement in arts and culture. Feedback gathered through these town halls also provide insight into the variety of topics covered at them, including the satisfaction with events in the city.
Grant Reporting and Success Evaluation Framework -	Best for quantitative metrics.	1. Increase in number of emerging and grassroots events 2. Increase in attendance at community-led events 3. Increase in number of public art activations led by local Cambridge artists Tracking data from grant applications and funding decisions can be used to gather data on the number and types of events taking place in the city. In addition, the Success Evaluation Framework that is a part of Service Affiliate agreements for events, provide an effective way to gather artist and audience participation numbers from community-led events.
Data Tracking Tools - can be employed to process and analyze data more efficiently. These tools can	Best for quantitative metrics.	1. # of attendees/participants 2. Increase in volunteer numbers across the sector 3. Increased access to and engagement with public art across Cambridge Data tools such as online ticketing systems, registration systems, and social media analytics tools can provide insight

Data Collection Tool	Type of Data	Examples of Metrics
identify trends and patterns that might not be immediately apparent in the data.		into reach, engagement, and participation in arts and culture activities across Cambridge. They can often provide more nuanced information on the groups being engaged. For example, ticketing systems can provide details on the types of tickets being sold (i.e., student, youth, senior, etc.)

Appendix C. Summary of Research Findings

The Cambridge Context

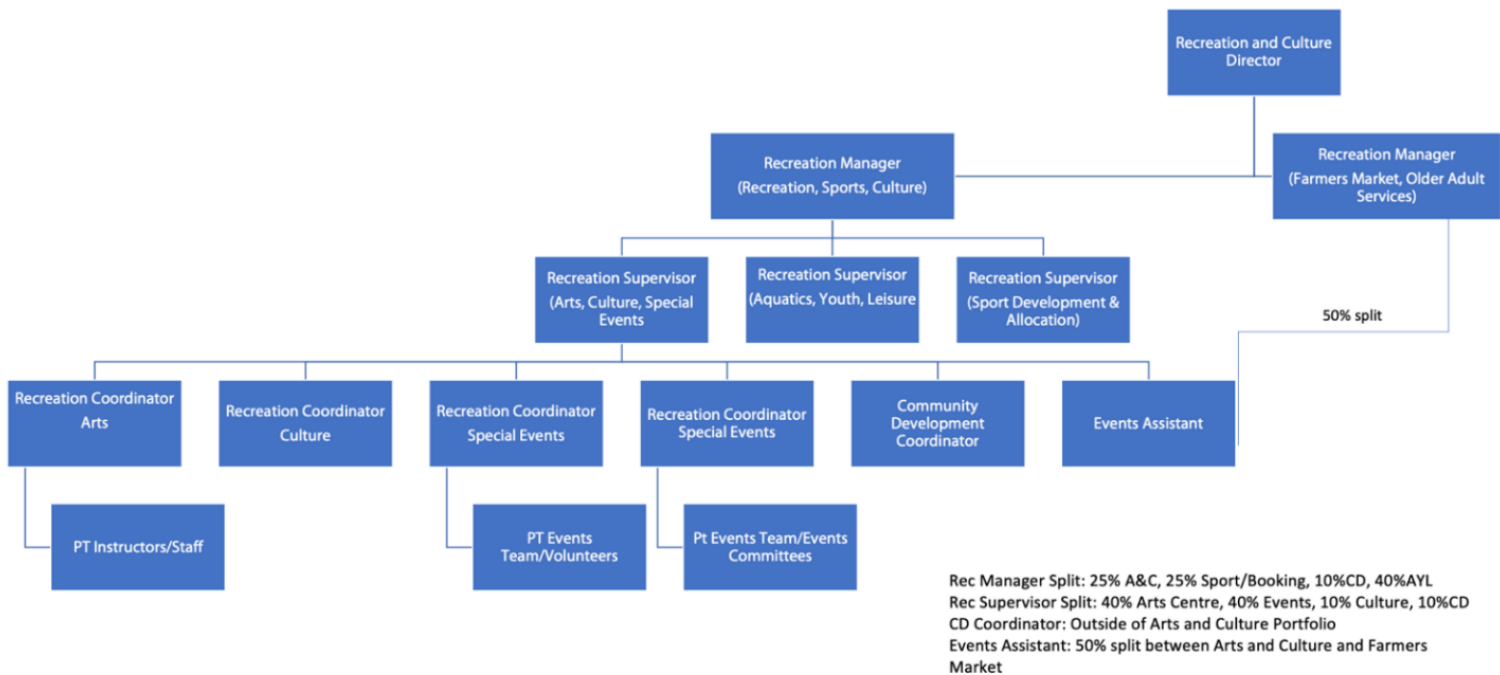
The City of Cambridge is a picturesque mid-sized city located in Southern Ontario at the junction of the Grand River. Incorporated in 1973, Cambridge emerged when the three municipalities of Hespeler, Galt, and Preston joined together – now forming three distinct, but united, historic commercial areas in the city. Cambridge is also part of the Region of Waterloo alongside other cities including Kitchener and Waterloo (collectively known as the tri-cities), and Townships of North Dumfries, Wellesley, Wilcot, and Woolwich.

Home to rich built heritage and beautiful natural assets, Cambridge is an attractive and growing community with abundant activity in arts and culture. To contextualize the state of arts and culture in Cambridge and to identify gaps in the ecosystem, Nordicity looked at how arts and culture are governed within the City of Cambridge and developed a robust map of Cambridge's key arts and culture assets. Nordicity also reviewed background documentation and policies to identify existing municipal and regional priorities that the Art and Culture Action Plan will align with and help advance.

Governance of Arts and Culture in the City

At the City of Cambridge, arts and culture fall under the Division of Recreation and Culture, which is part of the Community Development Department. The below diagram illustrates the organizational structure of the Division, which includes 8 distinct full-time equivalent (FTE) positions involved in arts and culture: the Recreation and Culture Director, Recreation Manager, Recreation Supervisor (Arts, Culture, Special Events), 4 Recreation Coordinators (Arts, Culture, and 2 for Special Events), and an Events Assistant.

Figure 1: City of Cambridge, Organizational Structure of Recreation and Culture Division



The Division not only oversees art and culture, but also oversees recreation and sport as well as other community development activities. Key arts and culture services delivered by the Division include running the Cambridge Centre for the Arts, as well as leading and supporting special events. Each area (arts, culture, special events) is also supported by a part-time team of instructors, volunteers, and/or committees.

There are a number of municipal Council-Appointed Advisory Committees at play in Cambridge – bolstering and propelling arts and culture in the city and keeping the Council and City staff attuned to community and sector needs. Arts and culture specific committees include:

- **Arts and Culture Advisory Committee (ACAC):** This advisory committee is responsible for advising Cambridge City Council on matters relating to arts and culture in Cambridge including the delivery of services, activities, and initiatives. According to the committee’s Terms of Reference, there are 9-13 seats available, requiring representation from at least four arts organizations in Cambridge. City personnel on the committee include one representative from Council and one staff liaison from the Community Services Department. Members are able to serve up to two terms for a total of eight years. As a

note of interest, there are no guidelines in the Terms of Reference to state that the business community should be represented on this committee, despite the recommendation to do so in the past 2009 Arts and Culture Plan.

- **Public Art Subcommittee:** A subcommittee of the ACAC. Members of the subcommittee were responsible for drafting Cambridge's Public Art Policy. According to Cambridge's current Public Art Policy, the subcommittee should be consulted at the planning stage of public space capital projects to identify opportunities for where and how public art can be included. According to section 10 of the Public Art Policy (titled 'Management'), this subcommittee acts as an advisory body to the ACAC, providing advice and recommendations regarding acquiring new artworks for the collection and de-accessioning when required.
- **Cultural Awards Committee:** As a committee of trustees, the Cultural Awards Committee has decision-making authority on administering and distributing awards from the Bernice Adams Memorial Fund. The committee also holds the annual Bernice Adams Memorial Night to celebrate the accomplishments and contributions of community members in the arts and culture field.
- **Cambridge Farmers' Market Committee:** This advisory committee provides Council with suggestions on policies and strategies in support of the Farmers Market in Cambridge.
- **Municipal Heritage Advisory Committee (MHAC):** This heritage committee advises Cambridge City Council on matters relating to the conservation of historical, architectural, and contextually significant properties. The committee is overseen by Planning Services but interacts with Recreation and Culture when it comes to public art works. The committee reviews development applications that involve cultural heritage assets.

There are also a number of adjacent committees that are not arts and culture specific but help ensure that arts and culture align with other city objectives, including accessibility, youth engagement, and economic development considerations.

- **Accessibility Advisory Committee (ACC):** This committee advises Council on ways to improve accessibility and improve access to services for those in

the community living with a disability. The committee can help ensure that arts and culture services also meet accessibility needs.

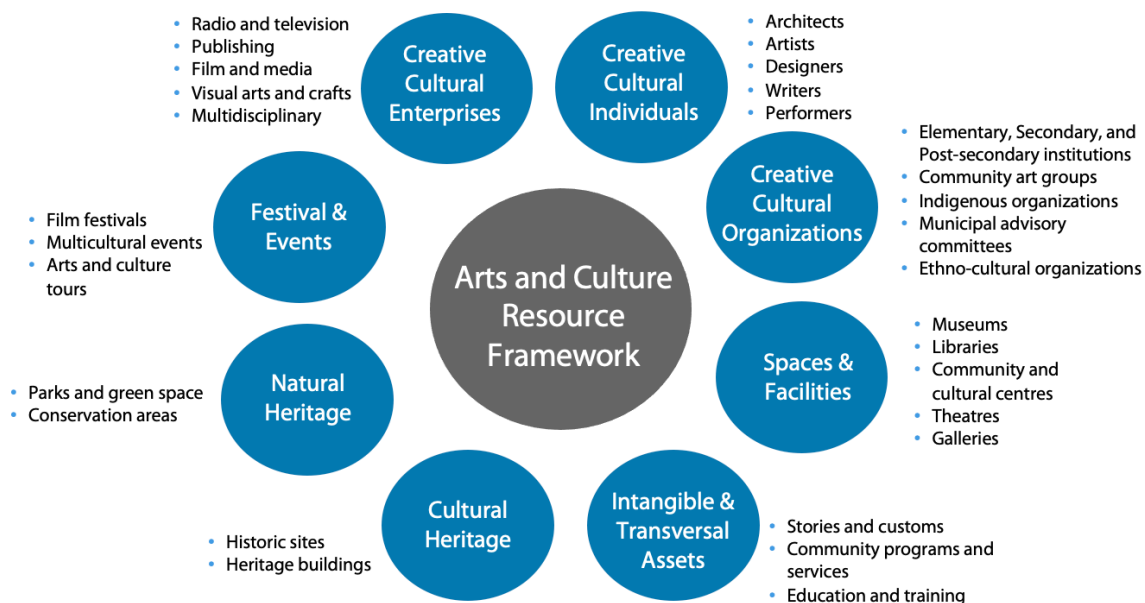
- **Economic Development Advisory Committee (EDAC):** This committee advises Council on economic development strategies and policies, and helps to coordinate initiatives in the community. A member from the Arts and Culture Committee also is present on EDAC.
- **Youth Advisory Committee of Council (YACC):** This committee provides Council with input on youth programming and raises awareness around youth interests in the community. The committee can help ensure that arts and culture programming is also meeting youth interests.
- **Grants Review Committee:** This committee reviews all applications from community non-profit organizations for municipal financial assistance. The committee also recommends levels of funding, based on their assessment process, to General Committee of Council.

Mapping Arts and Culture in the City of Cambridge

A cultural asset map is a systematic inventory of cultural services, resources and assets within a community. Asset mapping is often a key component of municipal planning processes as it helps communities identify the range of initiatives and activities underway and helps them learn about gaps or needs in the cultural landscape. Nordicity undertook the asset mapping exercise by first collecting data from various City and regional sources, crowd-sourcing assets from the community via a public survey, and then organizing them through the application of the cultural resources framework (shown in figure 2 below).¹

¹ The majority of assets were collected through City and regional sources. Most of the assets provided by the community through the survey were already identified by other means but served as a point of validation.

Figure 2: Cultural Resources Framework²



Data Collection

Cambridge's cultural asset map drew on numerous sources to develop a multilayered image of the cultural landscape. The asset map includes data from the following sources:

- **City of Cambridge Internal Sources:** Proposed interviewee list curated by City staff, Bernice Adams awards lists, 2019 Events List, 2009 Cultural Mapping
- **City of Cambridge External Sources:** Heritage Buildings List, Webpages (Trails, Parks, Community Centres, Arts and Culture, etc.)
- **Other Online Sources:** Waterloo Arts Fund Recipient List, Yellow Pages, Google Search

² Nordicity adapted this framework from the Cultural Resources Framework. City of Abbotsford. (n.d.). Cultural Resources Framework. Retrieved from <https://letstalkabbotsford.ca/10389/widgets/40322/documents/28632>

- **Cambridge Community Sources:** Discussions with Community Members and Key Stakeholders, Community Survey

Categorization of Culture Assets

Building a cultural asset map is not only about the identification of assets, but also the organization. Many taxonomies and categorization systems exist, informed by individual community context. In Ontario, municipalities such as the Niagara Region, Windsor, Vaughan, and Gravenhurst apply the Cultural Resources Framework, adapting it to the unique set of cultural actors, organizations, activities, and other assets within their communities. The Cultural Resources Framework distinguishes between multiple categories of cultural assets, and specific assets fall into these overarching categories.

Nordicity updated the framework to ensure that it captured the diversity of cultural assets in Cambridge. For example, by applying the term 'Creative Cultural Organizations' to 'Community Cultural Organizations' to distinguish this category from 'Creative Groups and Individuals.'

Through an application of the Cultural Resources Framework, Nordicity identified more than 900 cultural assets in Cambridge. Although not an exhaustive list, this list allows for a nuanced understanding of the many cultural activities and initiatives that exist in Cambridge. The table below presents an overview of the findings.

Overview of Cultural Assets in Cambridge

Category	Number of Assets	Notes
Cultural Heritage	+385 assets	▪ Cultural heritage in Cambridge includes heritage buildings, murals, local monuments, etc. ▪ Over 385 cultural heritage assets have been identified, of which nearly 350 are designated heritage buildings. ▪ Cambridge's historic buildings form a unique part of the local identity. ▪ Research participants noted murals such as Galt Wings, Gaslight heritage district, and Myers Road, a site of Indigenous cultural significance.
Creative Groups and Individuals	+230 assets	▪ Creative groups and individuals, including visual artists, musicians, poets, performing arts groups, etc.

Category	Number of Assets	Notes
		- We identified 232 creative groups and individuals across disciplines, which includes over 104 performing artists or groups and 90 visual artists. - This category includes groups such as the Cambridge Youth Symphony Orchestra and individuals such as Barb Di Renzo, recipient of the 2019 Bernice Adams Visual Arts Award.
Natural Heritage	+100 assets	- Natural heritage is comprised of parks, trails, conservation areas, and other places of natural significance. - Cambridge is home to at least 104 natural heritage assets, of which the majority are parks. - Many stakeholders thus far noted natural heritage as one of Cambridge's greatest strengths. - Examples include Riverside Park and the Grand River.
Festivals and Events	+70 assets	- Festivals and events range across movie nights, parades, music festivals, and other community or cultural events. 74 festivals and events were identified that take place across communities in Cambridge. - Cambridge's events calendar includes the Winterfest, the Scottish Festival, and many others.
Facilities and Spaces	+85 assets	- Facilities and spaces in Cambridge include galleries, theatres, libraries, educational institutions, etc. - We mapped 86 cultural facilities and spaces in our research, including 27 studios or schools. - Key examples are the Cambridge Centre for the Arts, the Old Post Office, and Idea Exchange.
Community Cultural Organizations	+65 assets	- Community cultural organizations include cultural organizations, neighbourhood associations, arts groups, etc. - Cambridge has at least 69 community cultural organizations. - Key examples include the Canadian Hindu Cultural Society Radha Krishna Mandir, Cambridge Art Attic, and the Cambridge Arts Guild.
Intangible Assets	9 assets	- Intangible assets encompass artistic awards, local tours, place names, etc. - Intangible assets in Cambridge include the Bernice Adams Awards and the Poppy Streets.

Of note, many cultural assets cut across categories. For instance, 50 Dickson Street is the site of City Hall, Civic Square, the Dorothy Harvey Gallery, and of Indigena Domain, a public sculpture by artist Stephen Cruise. This address is also the location of many local events, ranging from the Downtown Cambridge Potters Market to Movie Nights and Winterfest, as well as the offices of the Youth Advisory Committee of Council and the Municipal Heritage Conservation Advisory Committee. In sum, no fewer than 16 cultural assets are mapped to 50 Dickson Street, which fall under the categories of cultural heritage, spaces and facilities, festivals and events, and community cultural organizations.

Several other addresses also have multiple cultural assets mapped to them, because the building or location, the activities taking place, and/or the individuals or organizations within the space may each represent distinct cultural assets. This finding demonstrates the breadth of cultural assets in the City of Cambridge and the many strengths and gifts the community offers.

Cambridge Policies and Plans

As part of the Waterloo Regional Municipality, the City of Cambridge is governed by its own municipal strategies as well as regional planning contexts. Nordicity analyzed the regional and municipal policy documents listed below to better understand the wider priorities at play in Cambridge and to identify priorities that the Arts and Culture Action Plan should align with and support. The documents reviewed include:

- **Core Areas Transformation Fund (CATF) Framework:** This document outlines the framework of a targeted fund established by the City of Cambridge intended to stimulate projects in Cambridge's downtown areas.
- **Urban Design Guidelines for Downtown, Main Street, Preston Towne Centre** (2013): Three separate documents that outline the respective goals and directions for urban design across each of Cambridge's downtown areas.
- *** Cambridge Public Art Policy** (Updated 2015): A policy manual to guide public art including definitions, processes for selection and acquisition, the Public Art Reserve Fund, the Public Art Subcommittee, and guidelines for preservation.

- **Regional Municipality of Waterloo Public Art Policy:** A policy document outlining the acquisition and display of public art in the region.
- * **Master Plan for Leisure Services/Facilities – Special Events Policy** (2014), and an internal draft update of an Events Strategy (2018): The Special Events Policy outlines the distinctions and City in-kind support received by certain sanctioned events. Revisions to this support were proposed in an updated Events Strategy in 2018; however, this revised document was kept internal and did not move to Council.
- **Stronger Together; Diversity, Accessibility, and Inclusion Action Plan** (2018): This document outlines Cambridge’s comprehensive approach to a strategic vision for embedding diversity, equity, accessibility, and inclusion in City services, as a workplace, and in the community.
- **Indigenous Reconciliation Action Plan: Update and Actions** (2021): This report provides an assessment of the Truth and Reconciliation Commission Report Calls to Action as they relate to municipalities, an update on work underway towards the creation of a Reconciliation Action Plan, and outlines plans at the City for recognizing and acknowledging National Day for Truth and Reconciliation.
- **City of Cambridge Official Plan** (2018): This document outlines the Cambridge’s long-term land use strategy, particularly in the context of managing forecasted economic and population growth while maintaining broader City goals.
- **Waterloo Regional Official Plan** (2010-2030): This document outlines Waterloo regions long-term use strategy, highlighting four facets that should guide designing a livable and sustainable City in the region: cultural, economic, environmental, and social.
- **Cambridge Connected Strategic Plan** (2020-2023): A strategic plan for the City of Cambridge under the following three pillars: people, place, and prosperity.

* updated alongside the development of the new Arts and Culture Action Plan

The following emerged as common themes across the above documents.

City of Cambridge Priorities Identified through Background Documents

Theme	Relevance for Arts and Culture
Vibrant Community Core Areas	The City of Cambridge recognizes that vibrant, healthy core areas are fundamental in making a city a more desirable place to live, work, and play – thus fueling its economic potential. Cambridge’s Strategic Plan: Cambridge Connected emphasizes creating an inviting downtown that complements core areas and neighbourhoods, attracts diverse, multi-generational audiences, and that provides opportunities for residents and tourists to safely connect. It also emphasizes the need for disciplined and consistent messaging to reinforce Cambridge as a single city with multiple core areas/hubs and rivers. The Core Area Transformation Fund (CATF) was born from this understanding with the goal of investing in strategic projects that strengthen Cambridge’s local economy in three community core areas: Downtown Galt, Preston Towne Centre, Hespeler Village. One of CATF’s investment pillars includes placemaking and experiences that create “a unique sense of place” in Cambridge. Similarly, the various Urban Guidelines emphasize a need for increased vibrancy in City cores. Overall, the City has recognized that public art and placemaking initiatives play a key role in cultivating more vibrant city cores. The CATF specifically identifies placemaking projects and public art/streetscaping projects as funded activities. Specific examples include transforming public spaces, art installations, community gardens, and lighting of public assets. Public art and placemaking initiatives not only help to craft Cambridge’s unique identity but serve a larger economic purpose by attracting visitors and residents alike to these City cores, thus also spurring local business activity.
Conservation and Celebration of Local History	Cambridge has a rich past as a textile hub in southern Ontario and is home to an array of historical buildings. As such, the Urban Guidelines highlight the importance of promoting the heritage of Cambridge, creating a more cohesive public realm, and supporting active streetscapes. Heritage conservation is also a key objective outlined in the Cambridge Official Plan, and is also a Regional priority indicated in the Waterloo Regional Official Plan. Supporting these aims, public art and placemaking initiatives help to enhance the unique culture and heritage landscapes in Cambridge. The Urban Guidelines also outline that public art should be made place-specific in order to help share and celebrate the rich stories in Cambridge, and potentially designed to be interactive and functional.
Placemaking	Part of building vibrant communities and preserving local history is to develop a sense of place in Cambridge. Creating a sense of place is also highlighted in the Regional Official Plan and Cambridge’s Strategic Plan in terms of leveraging Cambridge’s natural, historical, and cultural assets to

Theme	Relevance for Arts and Culture
	cultivate a shared identity and attract local residents and tourists alike. Creating a unique identity based on place for Cambridge also helps to distinguish itself from neighbouring cities (i.e., Kitchener, Waterloo).
Community Building	Another City priority is to build a sense of community. To achieve this, Cambridge's Strategic Plan highlights goals around creating a sense of wellbeing and belonging in the community. These are areas in which arts and culture can play a key role by providing opportunities for community gathering, connection, and cultural exchange.
Equitable Opportunity (for Special Events and Public Art)	Updating the Special Events policy (last published in 2014) was part of Nordicity's mandate alongside developing a broader Arts and Culture Action Plan. A key priority for the revised Special Events strategy was to consider how best to provide equitable opportunity and support for events of different kinds in Cambridge given key resource and capacity constraints faced by the City. The new Public Art Policy, developed by Nordicity, prioritizes goals around building a collection of works by Cambridge artists and artisans as a lasting legacy for Cambridge citizens, ensuring public art is made available and accessible, and that the process for acquiring public art is open, fair, and equitable.
Planning for Future Growth – Accessible Infrastructure and Connected Communities	Cambridge's Strategic Plan notes planning for future growth as a key goal. Also noted in the City's Official Plan, Cambridge is prioritizing the "intensification of development" to ensure its infrastructure can match the projected growth in population. Within this development boom, the City is highlighting development that ensures convenient and accessible access to local services, including recreation and open spaces, for its residents. These efforts for better connection and access may be supported by a future LRT system. The City is also looking to promote mixed use development to live, work, play (and identify areas that could be transformed for mixed use). Additionally, the City wants to increase the attractiveness of new neighbourhoods currently in development, which could be another opportunity for public art and placemaking initiatives.
Diversity, Equity, and Inclusion	Diversity, Equity, and Inclusion is a growing priority for the City of Cambridge. The City's recently updated Strategic Plan: Cambridge Connected included "Enhanced Equity and Inclusion Efforts" as one of 13 strategic actions that the City will focus on over the next several years. The Strategic Plan also laid out the mandate of the Diversity, Accessibility and Inclusion Action Plan – Deliver accessible, inclusive, and age-friendly programs, services, and facilities. A total of 66 actions were identified for the City of Cambridge to complete between 2018 and 2022. The actions included everything from developing customer feedback processes, assessing public-use facilities such as parks and

Theme	Relevance for Arts and Culture
	trails for accessibility, and staff equity training. Though the plan aims to imbed an overall equity lens as the foundation for the City's work, focuses of the plan include newcomer outreach and supports, compliance with AODA standards and making the city more accessible, as well as Indigenous reconciliation. A focus on Indigenous Reconciliation: In 2020, the City of Cambridge along with area municipalities, established the Reconciliation Action Plan Work Group. The group was established in accordance with recommended actions from the Diversity, Accessibility, and Inclusion Action Plan. The group is developing a coordinated Reconciliation Action Plan with three key goals: (a) to address key themes of concern expressed by local Indigenous communities; (b) to see meaningful relationships enhanced between settlers and Indigenous people; (c) to respond to the calls to action laid out by the Canada Truth and Reconciliation Commission. One of those concerns raised by Indigenous community members was that access to space for cultural and ceremonial use can be a barrier to practicing Indigenous cultural customs and traditions. In response, the City of Cambridge Council voted to waive rental-related facility fees for Indigenous groups for ceremonies and cultural events in commemoration of the first National Day for Truth and Reconciliation. Event organizers will still be required to follow policies and permit requirements required by the City or Province and to pay associated fees.
Leveraging Regional Collaboration	As part of the larger Waterloo Region, the City of Cambridge often finds itself competing with neighbouring municipalities in the region (i.e., Waterloo, Kitchener). However, many of these documents also outline and point to a desire to seek more ways to collaborate across the region, particularly in terms of promoting cultural events, and building audience attention. Recently, the region collaborated on an "Arts and Culture Engagement Hub for the Region of Waterloo and Cities of Cambridge, Kitchener and Waterloo."

Comparative Review

Although no two municipalities are the same, a review of comparable municipalities can provide insight into best practices in arts and culture policy, service delivery, and management. Nordicity identified six Canadian municipalities that share certain features with Cambridge. The municipalities are either located in proximity to Cambridge, of a similar population size, and/or known for similar features, such as heritage buildings, community events, and greenspace. Taken together, Cambridge can draw lessons from each to understand how arts and culture services are provided in each comparable jurisdiction, ultimately informing the development of its own Arts & Culture Action Plan.

The table below presents the six municipalities, highlighting key characteristics of each, and the following sections present relevant practices related to arts and culture services, resources, policies, and innovations.

Overview of Comparable Municipalities

Municipality	Population	Key Characteristics
Cambridge, ON	138,479	- Mid-sized city - Part of a Tri-City region - Known for heritage architecture, community events, and parks
Kitchener, ON	256,885	- Mid-sized city - Neighbour to Cambridge and part of the Tri-city region - Known for technology and innovation
Waterloo, ON	121,436	- Mid-sized city - Neighbour to Cambridge and part of the Tri-city region - Known for technology and innovation - Home to University of Waterloo
Guelph, ON	143,740	- Mid-sized city - Located 35 km from Cambridge - Known for agriculture and food processing - Home to the University of Guelph
Brantford, ON	104,688	- Mid-sized city - Located 45 km from Cambridge - Known for historic architecture and cultural festivals
Abbotsford, BC	153,524	- Mid-sized city - Located in Fraser Valley, BC - Known for cultural diversity, community events, and parks - Home to University of the Fraser Valley - Recently updated its Culture Strategy
New Westminster, BC	78,916	- Small-sized city - Located in Metro Vancouver, BC - Situated between Burnaby (pop. 249,100) and Surrey (pop. 568,300) - Known for heritage sites, museums, and cultural events - Recently updated its Public Art Policy

The research revealed that municipalities have adopted a variety of approaches to arts and culture policy, service delivery, and management. Key examples include:

- **Several municipalities have established formal agreements with local arts and culture providers to enhance service delivery.** For example, arts

Councils in Guelph, Abbotsford, and New Westminster all play key roles in supporting the local sector, and their relationships are formalized through formal agreements.

- **Few comparable jurisdictions are leveraging technology and digital to its full extent to support delivery of cultural services.** This presents an opportunity for Cambridge to lead its peers in this area through online engagement and programming. The Quartier des spectacles in Montreal is an example that offers inspiration in this area.
- **Cambridge's staffing contingent is lower than its direct neighbours – Kitchener and Waterloo – but higher than the other municipalities reviewed.** These findings indicate that its cultural services are adequately resourced, but increased staffing could make it more competitive in the region. Cambridge's financial allocation could be enhanced to approximate the per capita spending found in Waterloo.
- **Cambridge's focus on professional artists in its original Public Art Policy is not reflected across municipalities reviewed.** Brantford, Waterloo, Guelph, and Abbotsford all include community arts within the scope of their policies, defined as public art projects co-created between an artist and a community. Cambridge's new Public Art policy developed in partnership with Nordicity expands the definition of public art to include community art initiatives as well.
- **Municipalities secure funding for public art through a variety of means.** All the jurisdictions reviewed have established a Public Art Reserve Fund, which finances public art projects as defined by each municipality. Most policies channel funding into this fund through a percent-for-public-art mechanism, the exceptions being Brantford and Guelph. This mechanism sees a percentage of construction budgets automatically directed in the reserves. In addition, municipalities make direct contributions to public art annually.

Special Events in the City of Cambridge

Pillar 5 of the Arts and Culture Action Plan provides a strategy for special events in the City of Cambridge. The strategy was developed through a thorough review of

events-related policies and processes, and extensive stakeholder consultation to understand the context, strengths and weaknesses of events in Cambridge. Key findings from Nordicity's research are summarized below.

In Cambridge, special events offer the most common point of community engagement with arts and culture, and as such, form a key part of the city's social fabric. In alignment with the City of Cambridge Strategic Plan (Connected Cambridge), events bring the community together to foster a shared sense of understanding, wellbeing, and belonging. Events also ignite interest among community members and visitors alike, helping to increase foot traffic throughout the city, animate the downtown cores and other neighbourhoods, and lift the profile of local businesses.

At present, Cambridge provides varying levels of services and in-kind support to the following three categories of events, distinguished based on leadership and operation responsibilities:

- Directly Sanctioned Special Events – Events for which the budget is included in the operating budget and city staff are primarily responsible. The success of Directly Sanctioned Special Events is dependent upon volunteer utilization (committee and/or day of event).
- City-Affiliated Events (Schedule A Events) – Events that are led by a volunteer committee with City support and municipal insurance coverage.
- Special Interest Events – Events that are run for a specific interest group which typically have a historical relationship (i.e., Fall Fair, Art Attic, Kin Carnival).
- Independent Events – Events organized and implemented by individuals and organizations with no affiliation to the City of Cambridge.

Numerous events currently obtain funding through the City's Community Grants Program. Changes to the program came into effect in 2022 following Council's approval of the Community Grants Policy in 2021. The revised program ensures that all groups who receive funding from the City must apply each year, in an effort to provide greater transparency and equitable access to funding provided from the City to community organizations. Grants are reviewed by an internal staff team and evaluated by the Grants Review Committee, with final approval and funding allocations determined by Council based on the Committee's recommendations.

As per the Special Events Policy, additional in-kind municipal supports are provided to Directly Sanctioned Special Events and Schedule A Events. City staff are often directly responsible or heavily involved in the production and promotions of Directly

Sanctioned Events. Both categories of events receive significant support from City staff liaisons, access to City space, photocopying, and liability insurance for volunteers. Special Interest and independent events do not receive the same direct municipal supports (except grants for eligible not-for-profit groups), but are eligible to attend City training sessions and access expertise and guidance through the Cambridge Special Events Advisory Team (SEAT).

SEAT serves as a direct touchpoint between special events operators and City operations. It helps to coordinate municipal services internally in an effort to better streamline special event applications and the City's approval process for event organizers. Members of SEAT also provide dedicated one-on-one support to event organizers, leveraging their municipal knowledge and expertise. In addition, SEAT connects event organizers with pertinent City resources including the Special Events Manual, which includes a timeline, checklist, and contact list for various relevant City Departments to assist in the successful execution of events. The City's event calendar also serves as a resource to promote events to the community.

Strengths, Weaknesses, Opportunities, and Threats

The research captured within this document paints a clear picture of the state of arts and culture in Cambridge. Cambridge is a growing community in a charming location, with a strong community-led arts and culture scene with equally eager community members wanting to participate in cultural activities. However, as with any municipality, there are challenges that limit participation and the ability for the arts and culture sector to truly thrive. At the same time, there are a myriad of opportunities to address these challenges and help advance arts and culture in Cambridge. Nordicity synthesized the key findings from all research streams into a SWOT analysis (strengths, weaknesses, opportunities, and threats), presented below. Nordicity then distilled key needs and priority areas (based on the key findings identified across all research points), which formed the cornerstones of the above Arts and Culture Action Plan.

Strengths

- Cambridge is home to rich built heritage, natural heritage assets, and three distinct downtown cores which all enhance Cambridge's uniqueness as a mid-sized city.

- Arts and culture in Cambridge is driven by a swath of community-led events, talented artists, and a strong grassroots scene.
- Cambridge has an array of existing spaces for arts and culture that are held in high regard by its residents – including (but not limited to) the Cambridge Centre for the Arts, Hamilton Family Theatre, and the Idea Exchange.
- The Recreation and Culture Division at the City has a small but highly dedicated team that supports arts and culture. They are strengthened by a number of key committees (e.g., the Cambridge Arts and Culture Committee, the Public Art Committee).
- The City provides a range of supports for arts and culture, including the Cambridge Centre for the Arts and Cambridge Arts Guild, in-kind services for special events, community grants, and funding through the Bernice Adams Memorial Fund.
- Cambridge's geographical position makes it an attractive place for artists to live with some artists noting that they have moved to Cambridge (i.e., from Toronto) because space is more affordable.

Weaknesses

- Capacity limitations (City): Existing staff resource capacity is currently unable to meet the needs and demands of the culture sector, and support growth in the sector. Current funding and support programs at the City are also not able to meet the high demand/needs of the local arts and culture sector. There is a need to understand what pressures are affecting staff resource capacity and how they can be addressed. For example, Cambridge's per capita arts and culture spend of \$6.21 is roughly half of Waterloo's (\$11.27), indicating that the arts and culture sector may be financially under resourced.
- Capacity limitations (Sector): Labour shortages and a fall in volunteerism post-COVID has placed significant strain on the volunteer-led arts and culture sector in Cambridge. In addition, artists and arts organizations are struggling financially with high and growing rental costs and a reliance on competitive and limited pots of money from the City. Currently, there is a gap in supports to help artists and arts organizations build capacity to successfully access (other) existing funding opportunities and address these challenges.
- Fragmented communication and collaboration across City departments limits the opportunity to leverage arts and culture to advance City-wide priorities. The lack of interdepartmental communication is also felt by the local arts and culture sector and broader community who sometimes feel that City

processes are not streamlined and difficult to navigate for arts and culture workers).

- Rigorous, complex, and hard to navigate City processes, requirements, bylaws, and policies serve as barriers for artists, arts organizations, and event organizers in providing arts and culture services to the community.
- Limited data tracking – particularly around performance statistics and economic/social impact – have impeded the sector and City’s ability to effectively communicate the benefits and inherent value of arts and culture. There is also no formalized process to regularly track and request feedback from the community to help improve arts and culture programming and events (and ensure programming meets the needs specifically for marginalized communities).
- A disconnected and siloed arts and culture sector – both within artistic communities and between Cambridge’s community cores – have led to missed opportunities for coordination, collaboration, and exchange. These opportunities are critical for a vibrant and thriving arts sector.
- There are currently space limitations for arts and culture in Cambridge. In particular, there is competition with sports and recreation for use of outdoor spaces for arts and culture purposes.
- There is a general lack of visibility and communication around arts and culture in Cambridge. Consequently, community members often do not know where or how to access the diverse arts and cultural experiences in their community.
- Engagement from Cambridge youth in arts and culture is limited, partially due to a lack of programming as well as due to a lack of adequate consultation with young people on their needs and desires.

Opportunities

- Arts and culture can be better leveraged to help advance City priorities, particularly around community building, preserving and celebrating Cambridge’s history (e.g., through public art initiatives), downtown

revitalization across the three cores (to help promote visits to local businesses).

- There is an opportunity for Cambridge to continue to build on existing regional collaboration initiatives. Greater collaboration will continue to bring benefits through the cross-pollination of ideas, audiences, and initiatives that overall grant more visibility and create more career advancement opportunities for artists and arts workers across the region.
- Ion rapid transit – the integrated public transportation network in the Regional Municipality of Waterloo – also offers opportunities for regional connection and collaboration.
- In parallel to more collaboration, there is opportunity for Cambridge to find its niche and establish itself as a leader of arts and culture in the wider Waterloo region. In this vein, Cambridge could leverage its unique heritage and natural assets, and craft itself as a key destination in the region for cultural experiences.
- Given the number of committees at play in the City, there is an opportunity to better leverage the expertise of members to build and strengthen relationships with the sector, enhance collaboration, build new partnerships, and overall advance arts and culture in the City. There is also opportunity to leverage adjacent committees (i.e., those not necessarily arts and culture related) to better align with accessibility and youth engagement needs (e.g., via the Youth Advisory Committee and Accessibility Committee respectively).
- There is an opportunity to leverage the existing Arts Guild, or consider supporting the establishment of an Arts Council with funding through a formal agreement. Such an initiative could shift the burden of service delivery, improve communication and coordination with the local arts and culture sector – and meet their tailored needs around capacity building.
- While there are a range of arts and culture activities in Cambridge, survey and consultation findings reveal that there is opportunity to build more offerings that are more diverse, equitable, and inclusive. In doing so, the City could leverage the expertise of advisory committees (e.g., the Accessibility Committee). Additionally, more formalized processes and regular capturing

of audience feedback could help improve cultural experiences and offerings to ensure they meet needs of all community members.

- The Cambridge Centre for the Arts could be leveraged as a true hub for arts and culture in the city where the community could gather and connection. Doing so would first require removing barriers to accessing the space for the community.
- Consultations and the survey indicate that there are a number of underutilized spaces in Cambridge that could be repurposed for arts and culture use. Some of these spaces include Carnegie Library, historic core downtown areas such as Galt City Centre, Preston Towne Centre, and Hespeler Village, public parks such as Riverside Park and Mill Race Park, as well as other outdoor space often preferentially given to sports and recreation use.
- The jurisdictional scan suggests that few comparable municipalities are leveraging technology and digital to its full extent to support delivery of cultural services. There is an opportunity for Cambridge to explore this space and become a leader among its peers. For example, Cambridge could look to the Quartier des spectacles in Montreal for inspiration.
- There is an opportunity to expand support for community events and arts through the updated Special Event Strategy and Public Art Policy. In each case, clear supports for community artistic and cultural practice could help promote the work of emerging artists and community organizations.
- The City already has people, working groups, policies, and initiatives in place to advance equity, diversity, and inclusion (EDI). An opportunity exists to leverage and build on this existing foundation to operationalize EDI-related values for tangible change.

Threats

- Ontario's Bill 23 (also known as the More Homes Built Faster Act) puts a number of Cambridge's historic properties in jeopardy.³ The Bill has made changes to the Ontario Heritage Act that may see a number of previously protected properties lose their historical distinction status. City Council must re-designate properties within two years before they are officially removed from the register.
- Limited understanding of arts and culture's value within the City and the broader community may impact support for investment in advancing arts and culture priorities.
- Inflation and recession may cause municipalities to enter an austerity period, which could lead to further stagnation or reduction in investment in arts and culture.

Key Needs & Priorities

- **Strengthened Special Events** – There is a need to enhance and support special events in Cambridge. To do this, the revised Special Events Strategy needed to strike a balance between continuing to support long-established, keystone events and supporting emerging community-led events. It also needed to ensure that the City can establish a way of meeting critical in-kind support needs through increasing capacity (in terms of City staff, leveraging committee members, etc.), streamlining processes, or rethinking what types of in-kind support can be offered across all events. This included improving tracking of such support. Further, the policy needed to ensure that transparent processes and event-friendly policies were adopted to help organizers navigate complex procedures, reduce barriers, and offer more flexibility in lead-up times. Finally, addressing insurance liability was identified as a crucial concern for Schedule A event organizers.
- **Open and Accessible Public Art (and Placemaking)**- To recognize the importance of public art in promoting downtown vibrancy, enhancing new

³ CBC, "[Thousands of heritage properties risk losing protection under Bill 23, including more than 300 in Cambridge](#)"

neighborhoods, celebrating Cambridge's heritage, and fostering community identity and well-being, it was critical the new Public Art Policy addressed ongoing challenges in the city. Firstly, it needed to broaden the definition of public art to include digital media and contemporary forms, embrace community art alongside professional artists, and encourage more function and interactive pieces to engage residents. It also needed to reevaluate the role of key stakeholders including ACAC and the Public Art Committee. Finally, to ensure openness and accessibility, the policy needed to include a thorough process for acquiring public art that included widely promoting open calls and highlighting procurement processes.

- **Supportive City Infrastructure** - In order to better support the rich community-led and grassroots activity happening in Cambridge, the City needs to ensure that the supports and infrastructure in place address key sector needs. This includes improving communication around the value and impact of arts and culture both in the City and in the broader community to see that arts and culture is made a higher priority; simplifying approval processes and reviewing bylaws and permits to ensure they are artist-friendly; addressing capacity limitations at the City; addressing the labour shortage by supporting succession planning for volunteers, encouraging talent to pursue/return to work in the arts, and supporting career development opportunities; and improving access to funding and affordable space for artists.
- **Community Connection, Communication, and Collaboration** - Inviting more community connection and improving visibility of arts and culture activity in Cambridge were recurrent themes from the research. In particular, there is a need to increase youth engagement in arts and culture in Cambridge, as well as a need to increase awareness of arts and culture events, programming, and activities more broadly. In addition, there is a need to ensure that there is equal distribution of arts and culture activities across the three cores, and more alignment across Cambridge, and to provide opportunities for artists to connect and network.
- **Equity, Diversity, and Inclusion** - With growing diversity in the city, research revealed a need for a continued and expanded emphasis on initiatives that make Cambridge more equitable and inclusive. This includes expanded programming that reflects the diversity of residents in Cambridge,

welcoming newcomers and offering opportunities for cultural exchange, as well as removing barriers to participation in arts and culture for equity-deserving groups.

Appendix D: Actions Without Budgetary Implications

The following short-, medium-, and long-term actions can be completed by leveraging existing resources and thus have little to no budgetary implications.

Table 4 - Short-term Actions (1-3 years) without budgetary implications

Action	Action Description	Pillar
1.1a	Implement diversity and accessibility-related targets for City-led events and programming and track performance and progress.	1. Highlight Cambridge's Uniqueness, and Artistic and Cultural Diversity
2.1c	Review staff responsibilities and proactively assess initiatives (on an ongoing basis) to address capacity issues and create more integration between departments.	2. Amplify Municipal Support for an Arts Friendly City
2.1d	Consider making the Placemaking Working Group (PWG) permanent.	2. Amplify Municipal Support for an Arts Friendly City
2.2a	Assemble an internal Interdepartmental Arts & Culture Working Group.	2. Amplify Municipal Support for an Arts Friendly City
2.2b	Develop internal process documents that support more effective cross-departmental workflows for special events, public art and placemaking projects, sector support services, and promotion of arts and culture in Cambridge.	2. Amplify Municipal Support for an Arts Friendly City
2.3a	Formalize a minimum percentage of Community Grants Program to be guaranteed for arts and culture.	2. Amplify Municipal Support for an Arts Friendly City
2.3c	Enhance visibility of designated City liaisons for arts and culture, such as the Film Liaison and Special Events Assistant who serves as a liaison for Special Events.	2. Amplify Municipal Support for an Arts Friendly City
2.3e	Invest in sector development programming, leveraging the use of spaces and equipment available at City-owned facilities (e.g., Cambridge Centre for the Arts). *No budget implication for leveraging existing City programming through Economic Development	2. Amplify Municipal Support for an Arts Friendly City
3.1a	Expand the role and authority of the Public Art Subcommittee to become a standing committee tasked with overseeing the selection, acquisition, stewardship, and de-accession of works of art.	3. Activate Public Spaces through Creative Placemaking and Public Art
3.1b	Pursue the inclusion of an allocation for public art in the Community Benefit Charge Strategy and by-law to encourage investment in public art.	3. Activate Public Spaces through Creative Placemaking and Public Art

Action	Action Description	Pillar
3.1c	Review possibility of allocating 10% from Cambridge's municipal allocation of the Municipal Accommodation Tax (MAT) revenue to the Public Art Reserve Fund.	3. Activate Public Spaces through Creative Placemaking and Public Art
3.1d	Explore the possibility of updating the one percent requirement for capital projects and increasing the public art reserve funding to \$70,000 annually to bolster funding for public art.	3. Activate Public Spaces through Creative Placemaking and Public Art
3.2c	Identify strategic locations for new public art initiatives at locations across the city, in discussion with City staff, the BIAs, and the community.	3. Activate Public Spaces through Creative Placemaking and Public Art
3.3a	Ensure City support is provided to an expanded definition of public art that includes community art.	3. Activate Public Spaces through Creative Placemaking and Public Art
4.2b	Be a central resource that assists artists in accessing appropriate toolkits, resources, and supports they require to succeed.	4. Enhance Community Connection, Communication, and Collaboration
4.2c	Build on being an ambassador for volunteerism, working alongside the Volunteer Waterloo Region (VWR).	4. Enhance Community Connection, Communication, and Collaboration
4.2d	Highlight and incorporate Cambridge artists as part of the Corporate Gifts program.	4. Enhance Community Connection, Communication, and Collaboration
5.1a	Implement a Special Affiliated Events Policy that recognizes special events with considerable community impact.	5. Strengthen Special Events
5.2b	Develop and circulate updated tools and resources for successful event planning and execution.	5. Strengthen Special Events
5.2d	Support ongoing work being completed by the City on the MAT policy and request to include an arts and culture lens.	5. Strengthen Special Events
5.2e	Conduct a regular (i.e., every four years) review of by-laws and policies.	5. Strengthen Special Events
5.3a	Establish parameters for quantifying, measuring and tracking the levels of in-kind support provided by the City.	5. Strengthen Special Events
5.3b	Establish a framework for allocation of in-kind support to events.	5. Strengthen Special Events
5.4a	Continue to gather input from a diversity of community events to populate the Cambridge events calendar and	5. Strengthen Special Events

Action	Action Description	Pillar
	clearly distinguish between community-led and Directly Sanctioned city-led events.	
5.5a	Consider various outdoor spaces across the City of Cambridge to be chosen as priority events spaces, including Riverside Park (Preston), Churchill Park (Galt), Dickson Park (Galt), Forbes Park (Hespeler), and the new Recreation Centre (Galt).	5. Strengthen Special Events
5.5c	Review and propose a category-based pricing strategy based on user type, commercial versus not-for-profit, size of event, and bundled amenities.	5. Strengthen Special Events

Table 5 - Medium-term Actions (4-7 years) with without budgetary implications

Action	Action Description	Pillar
2.3b	Connect the artistic community to existing local and regional studio, creative, and performance spaces.	2. Amplify Municipal Support for an Arts Friendly City
3.2a	Continue to explore and identify opportunities for mixed use space for arts and culture purposes in the three downtown cores and all corners of Cambridge.	3. Activate Public Spaces through Creative Placemaking and Public Art
4.1b	Establish methods for ongoing communication and feedback with the community.	4. Enhance Community Connection, Communication, and Collaboration
5.2a	Formalize an Events Training Incubator.	5. Strengthen Special Events

Appendix E: Budgetary Impacts for Short Term Actions

The following table outlines actions estimated to take place in the first three years of the plan, and their expected budgetary implications.

Table 6 - Short-term Actions (1-3 years) with budgetary implications

Action	Action Implications	Budgetary Implication	Pillar
1.1b	Investigate an annual keystone festival or event that celebrates and displays the diversity of arts and culture in Cambridge.	City support via Affiliate Event status. Additional budgetary supports may be required. Grants from the Ministry of Tourism, Culture and Sport can be explored, and/or review Municipal Accommodation Tax (MAT) as a possible funding source; to align with the ongoing Economic Development Action Plan.	1. Highlight Cambridge's Uniqueness, and Artistic and Cultural Diversity
1.1c	Further invest in youth and children cultural programming at the Cambridge Centre for the Arts and across the city, leveraging the use of multi-purpose arts and culture spaces available.	Enhance existing Youth Line in Recreation & Culture budget (Program Supplies and PT Line); approx. \$10,000 addition to support more programming. Supported by new Programming Coordinator at the Centre (action 2.1b)	1. Highlight Cambridge's Uniqueness, and Artistic and Cultural Diversity
1.2a	Leverage existing City supports, resources, and assets to build engagement, promotion, and access to cultural opportunities among under-represented groups.	Existing resources, though may require a slight expansion for marketing and outreach; approx. \$3,000 for a targeted campaign through EDIA. Review additional forms of financing including the IRCC Grant through EDIA.	1. Highlight Cambridge's Uniqueness, and Artistic and Cultural Diversity
1.2b	Create a targeted campaign for newcomers to Cambridge to ensure that they are aware of all the various ways in which they can get involved in arts and culture in the city.	Existing resources, though may require a slight expansion for marketing and outreach; approx. \$3,000 for a targeted campaign through EDIA. Review additional forms of financing including the IRCC Grant through EDIA.	1. Highlight Cambridge's Uniqueness, and Artistic and Cultural Diversity

Action	Action Implications	Budgetary Implication	Pillar
2.1b	Add staff positions within the City to serve dedicated roles that will improve arts and culture service delivery and support.	Budget required (an estimated total of \$340,800) to support new positions: - CCA Coordinator: \$99,100 (prioritize year 2) - Public Art Coordinator: \$99,100 (prioritize year 1) - Recreation & Culture Marketing Coordinator: \$99,100 (prioritize year 3) - Two Parks Seasonal Staff dedicated to Events: \$13,500 (prioritize year 2) Additional \$30,000 (\$10,000 per FTE) for supplies and materials.	2. Amplify Municipal Support for an Arts Friendly City
2.3e	Invest in sector development programming, leveraging the use of spaces and equipment available at City-owned facilities (e.g., Cambridge Centre for the Arts).	Additional funds for new programs designed in partnership could be pursued through sponsorship funds.	2. Amplify Municipal Support for an Arts Friendly City
3.2b	Building on the Urban Guidelines for the three downtown cores (Galt, Preston, Hespeler), target specific placemaking and public art initiatives to enhance each core and tell their unique story.	Public Art Reserve Fund; budget required will vary per project depending on scale (ranging from micro-to major). Budgets per project can therefore range between <\$15,000 to >\$250,000. Will require additional FTE Public Art Coordinator to support implementation of new initiatives (action 2.1b)	3. Activate Public Spaces through Creative Placemaking and Public Art
4.1a	Create a robust, local arts and culture brand and marketing plan that speaks to a wide variety of audiences including newcomers, youth, and Indigenous peoples.	Budget required for a marketing firm to develop a brand and marketing strategy (est. \$10,000 - \$25,000). Budget required to implement marketing strategy (est. \$10,000). Existing funds for promotion and marketing across different lines of	4. Enhance Community Connection, Communication, and Collaboration

Action	Action Implications	Budgetary Implication	Pillar
		business (totaling \$50,600) could be used towards this work. The City could also leverage the existing Corporate and Communications budget to implement local communications. *requires an additional position to assist implementation Recreation & Culture Marketing Coordinator (action 2.1b)	
4.3a	Host regular informal arts sector meet ups (i.e., quarterly or biannually) to improve visibility and increase collaboration and idea sharing across the arts and culture sector, as well as increase touchpoints between the sector and the City.	Largely using existing resources (i.e., leveraging City spaces, and partnerships when held in private spaces). May require some investment of \$3000-\$5000.	4. Enhance Community Connection, Communication, and Collaboration
4.3b	Create and maintain a directory of artists to increase visibility across the artistic community and highlight the profiles of local artists – emerging and established alike.	Would require an estimated \$15,000 to build this database, plus additional budget to maintain it.	4. Enhance Community Connection, Communication, and Collaboration
5.1b	Grant the Cambridge Santa Clause Parade and Cambridge Celebrates Canada Day Event and Parade status as directly sanctioned special events.	Would require staffing resources from the City. \$32,000 Recreation & Culture co-op student \$20,000 event expenses \$5,000 PT staff for day of	5. Strengthen Special Events
5.1c	Provide financial support through the Community Grant Fund or MAT allocations for identified Affiliate Events to offset a portion of their special liability insurance costs.	Review the possibility of earmarking a portion of the Municipal share of MAT to support this action (action 5.2d); to align with the ongoing Economic Development Action Plan.	5. Strengthen Special Events
5.2c	Host an annual special event organizers meeting.	Would require a budget of approximately \$11,500 total. This amount consists of costs for speakers and any equipment, refreshments, and training costs.	5. Strengthen Special Events
5.3c	Create a Success Evaluation Framework for Affiliate Events to understand if they are	Can be completed using existing resources, but	5. Strengthen Special Events

Action	Action Implications	Budgetary Implication	Pillar
	meeting the needs and desires of all those who live, work, and play in Cambridge.	may require procurement of external evaluation experts to develop the framework.	
5.5d	Establish a lending inventory of staple event supplies.	Approximately \$50,000 would be required to build the inventory and \$2000 annually to replenish. In addition, a service vehicle will be needed. There is potential to pursue a grant or donation for this cost.	5. Strengthen Special Events

Appendix F: Key Insights – Four Focus Areas from the Region of Waterloo and Cities of Cambridge, Kitchener, and Waterloo Engagement

Focus Area	Description
Distribution of Funds and Grants	Practitioners describe a general confusion around how funds and grants are distributed, and feel that ease of process in applying, in some cases, is difficult. While some seemed to navigate the system easily, others felt that they were not in the know. The perception that funding is broadly distributed left artists feeling there wasn't enough support available for them, especially if they were not a large institution. This distribution, for artists, was connected to how funding links to new voices to shape the arts and culture scene in the Region and Cities. Practitioners are generally consumed by who makes these decisions and how the funds are distributed.
Access to Physical Spaces	Reflections often referred to the potential to better leverage art spaces and assets already in the region – and use them for collaborative or 'co-location' spaces for multi-disciplinary art forms. Practitioners recognized the arts spaces available – but felt they were either underused or held administrative barriers to access. These feelings were coupled with the practical challenges of practitioners to work and live within the region due to high real estate costs and limited availability of suitable studio space.
Promotion & Awareness: Arts and Culture as a Brand	Both artists and residents felt that the arts and culture sector could be better promoted in the region and expressed a desire for better marketing of events; in general, many saw social media coverage for arts and culture as inadequate outside of downtown areas and pointed to examples such as a lack of a singular publication to promote local arts and events across the municipalities, leaving both residents and practitioners 'out of the know'. Reference to sources like blog TO were references as examples of publications resources in other cities. In general, practitioners want to see arts and culture wrapped into the 'brand' of the region's offerings.
Representation & Support	Practitioners expressed a general concern pertaining to representation in all aspects of the arts and culture ecology of the region: from who is making decisions to how programs for

	events are organized/decided upon, to how they are promoted and therefore supported. Practitioners referred to a desire for the sector to reflect the variety, creativity and cultural diversity of artists in the region.
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