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Town of Aurora

General Committee Report

No. CMS20-027

Subject: Cultural Master Plan Status Report

Prepared by: Phil Rose-Donahoe, Manager of Library Square

Department: Community Services

Date: November 3, 2020

Recommendation

1. That Report No. CMS20-027 be received; and
2. That Council approve the expansion of the Cultural Master Plan Collaborative Leadership Team by up to three (3) additional members.

Executive Summary

This report provides information regarding efforts to update the Cultural Master Plan (CMP).

- When complete, the new CMP will provide a roadmap for nurturing culture locally over the short to medium term.

Background

Council endorsed the Town's first-ever Cultural Master Plan (CMP) in June 2014. With the conclusion of the original CMP in 2019, Town staff have begun the process of updating the Plan.

Analysis

When complete, the new CMP will provide a roadmap for nurturing culture locally over the short to medium term

The updated CMP will speak to various themes that support how cultural planning decisions are made and will aim to empower the Town's Cultural Partners, and cultural community more generally, in implementing the Plan.

The new CMP will also be informed by extensive community engagement and a strong focus will be placed on developing meaningful partnerships with local cultural groups, artists, cultural professionals, and others, to ensure cultural development is seen as a shared responsibility across the municipality.

The process of updating the CMP began in January 2020 with the formation of a Collaborative Leadership Team (CLT) that is responsible for helping to guide the CMP process. The CLT is comprised of Town staff and representatives from the Town's Cultural Partners as defined by Council. They include: Aurora Cultural Centre, Society of York Region Artists, Aurora Public Library, Pine Tree Potters' Guild, Aurora Historical Society, Aurora Farmers' Market, Aurora Sports Hall of Fame, Theatre Aurora, and Aurora Seniors Association.

Staff recommend expanding the CLT membership to include up to three (3) additional members through an open call process. This would bring the team size to a maximum of twelve (12) members, not including Town staff. Although a larger team can pose challenges in terms of coordination and ensuring that everyone's contributions are reflected in the final Plan, the benefits outweigh these challenges. For example, expanding the CLT membership will mean there is greater representation and participation from Aurora's cultural community, which will result in a Cultural Master Plan that is more reflective of the diversity of ideas, values and experiences within the local creative sector.

Following the first meeting of the CLT in February, the CMP Work Plan was impacted by the COVID-19 pandemic. Although staff have not yet determined the exact timing for developing the Town's revised CMP, they continue to target October 2021 for its completion. The following is a breakdown of each phase of the process:

Work Breakdown	
Phase 1: Project Initiation	
CLT Terms of Reference	Complete
CLT Start-up Meeting	Complete
CMP Communications Plan	In Progress
Phase 2: CMP Development	
CLT Meetings	In Progress
Community Cultural Forums/Public Engagement	Not Started
Phase 3: CMP First Draft	
CMP First Draft	Not Started
Phase 4: Final Report/Council Approval	
CMP Final Draft	Not Started
Phase 5: Launch	
CMP Launch and Community Celebration	Not Started
Phase 6: Implementation	
CMP Implementation including annual report cards on implementation milestones	Not Started

Advisory Committee Review

The Manager of Library Square attended the Community Advisory Committee (CAC) meeting of September 17, 2020, to provide an overview of plans to update the CMP and gain feedback regarding the process. During the meeting, discussion focused on how the CAC might be involved in the CMP process, and it was generally agreed that the Manager of Library Square would attend future meetings to provide updates when certain project milestones are reached and continue to solicit CAC input at that time.

Legal Considerations

None.

Financial Implications

The Town has approved a total of \$180,000 to date in support of the Town's current Cultural Services Master Plan. Of this amount, approximately \$44,500 remains unspent; these funds are forecasted to be fully spent by the end of 2021.

An important component of the updated Cultural Master Plan will be a financial strategy that will outline how the plan is to be funded over its implementation period.

Communications Considerations

This report will be posted to the Town website for the general public. Ongoing or new projects will be communicated following the development of communications strategies.

Link to Strategic Plan

Enter text The Cultural Master Plan supports the following Strategic Plan goal of celebrating and promoting our culture in its accomplishment in satisfying requirements in the following key objectives within these goal statements:

- **Develop a Cultural Master Plan that includes heritage, music and art to promote more cohesive and coordinated cultural services**
- **Expand opportunities and partnerships that contribute to the celebration of culture in the community**
- **Actively promote and support a plan to revitalize the downtown that includes culture**

Alternative(s) to the Recommendation

1. Council may provide further direction.

Conclusions

Staff are in the process of updating the CMP and have targeted October 2021 for its completion. In developing the revised Plan, staff will continue to keep Council informed and solicit their feedback to ensure the final Plan speaks to the needs of the cultural community and residents.

Attachments

None.

Previous Reports

Report No. CMS19-025, Cultural Master Plan Status Report, October 15, 2019

Pre-submission Review

Agenda Management Team review on October 15, 2020

Approvals

Approved by Robin McDougall, Director, Community Services

Approved by Doug Nadorozny, Chief Administrative Officer