



CITY OF MONCTON

Cultural Plan

2016-2026



JUNE 2016

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In Moncton Culture Is A Way of Life

Moncton joins cities globally seeking to attract talent and investment in the rapidly expanding creative economy. A major driver in attracting people and business development opportunities is a city's quality of place. People want to live in communities with diverse cultural and entertainment options. They want interesting stories reflected in unique built heritage, artifacts and art.

With a population growth of 9.7%, or two times the national average, Moncton is now home to many new residents from many parts of the world. This has led to significant increases in the diversity in the city's population. This diversity is adding richness and new dimensions to Moncton's cultural life.

Shared experiences are vital in a city with such rich Acadian history and more recent multicultural realities and diversity. As Moncton changes so does the complexity and depth of shared cultural experiences and identity. Moncton's identity has long been known to include an innovative spirit, a belief that anything is possible, and a desire to build vibrant communities. Moncton has risen as a place that wants accessible cultural programs in every part of the city. It also wants opportunities and venues to support creative expression and cross-cultural exchange.

The first cultural plan led to many important achievements. The introduction of the Cultural Board was a major step forward in building capacity in the municipality and making connections in the community. There has been an increase in support for cultural activity and expression and public art. Funding programs have been revised and cultural policies have been crafted to enhance cultural experiences and programs in the community.

Moncton has the resources needed for its citizens to enjoy rich cultural lives. Moncton's cultural organizations and artists produce award winning work. On any given weekend in the summer there are thousands of people enjoying the many Acadian and multicultural arts and neighbourhood festivals, and a multitude of outdoor and recreation activities to pursue.

This Cultural Plan is a document designed by the City, cultural organizations and artists, leaders from business and community groups and residents. Partnerships and collaboration across these groups will be essential to implementing the Cultural Plan and support ongoing cultural development in Moncton.



Cultural Board

The Moncton Cultural Board served as the Steering Committee for the development of this new cultural plan.

Cultural Board Members (as of August 2019)

- Jeanne Mance Cormier, Manager and Curator, Musée acadien de l'Université de Moncton and Centre d'études acadiennes Anselme-Chiasson, Co-chair of the Cultural Board
- Thomas Raffy, CEO, Conseil économique du Nouveau-Brunswick, Co-chair of the Cultural Board
- Pierre Boudreau, Councillor, City of Moncton
- Blair Lawrence, Councillor, City of Moncton
- Chantale Bellemare, City Librarian, Moncton Public Library
- Michael Granville, Director, Hairy Tease Productions
- Louise Imbeault, Owner and editor, Bouton d'or Acadie
- D.J. Joseph, Nation Administrator, Elsipogtog First Nation
- René Légère, General Director, Aberdeen Cultural Centre
- Annie France Noël, Director, Galerie Sans Nom

Staff support (non-voting)

- Joanne Duguay, Cultural Development Officer
- Sophie Cormier, Director of Resurgo Place, Heritage and Culture
- Catherine Dallaire, General Manager, Recreation, Culture and Events

Ex-officio

- Mayor Dawn Arnold
- Marc Landry, City Manager



Objective of the Cultural Plan

The City of Moncton continues to be one of Canada's leading communities in its commitment to culture. On the eve of completing its first Cultural Plan (2011-2015), the City of Moncton is recognized for its achievement in weaving cultural resources and opportunities into all facets of planning and decision-making. This will continue to be a priority in its new Cultural Plan (2016-2026). Over the past few years, the City has forged a collaborative approach to cultural development by working closely with artists, cultural groups, other levels of government, and the private and voluntary sectors. Moncton is now known across the Maritimes for its success in providing accessible cultural participation for all citizens regardless of ethnicity, age, ability, sexual orientation or socio-economic status. The new Cultural Plan carries forward these same commitments to access by all its citizens.

Objective of the Cultural Plan

The Cultural Plan is intended to be a tool that will guide all aspects of cultural planning for the next ten years. The Cultural Plan will ensure that the application of a cultural lens is understood across various municipal programs and services. The plan will also serve to recommend changes or additions to municipal policies, guide funding decisions, and define the mandate of the Cultural Board.

Guiding Principles

The development of the Cultural Plan is guided by the following principles:

- **Sustainability** – actions will be aimed at building a sustainable arts, culture and heritage community. Promote sustainable cultural development by building bridges between businesses, community members and the cultural community. **The plan itself will also be a living document.**
- **Fiscal Responsibility** – make the most efficient and effective use of City resources. Support opportunities for economic growth by improving the city's quality of place.

- **Community Collaboration** – adopt a collaborative approach of shared responsibility for cultural development supported by ongoing communication between the City, the cultural sector, other levels of government, and the private and voluntary sectors.
- **Integrated Planning** – cultural resources and opportunities are considered and valued in all recognized and respected areas of planning and decision-making. **Ensure the application of a cultural lens across various municipal budgets, programs and services.**
- **Accessibility and Inclusion** – provide arts, culture and heritage opportunities that are accessible to residents of all ages, genders, ethnicities, races, socioeconomic statuses, abilities, religions, sexual orientations, and geographical areas.
- **Diversity** - build on Moncton’s unique identity as the only officially bilingual city in Canada, the contribution of Aboriginal people, and the increasingly diverse make-up of the population.

The Planning Process

Cultural planning is an integrated and place-based approach to local cultural development that places culture at the centre of planning and decision-making agendas. The current Cultural Plan builds on the success of the previous Plan in implementing this assumption. Building on the approach that Moncton’s first Cultural Plan had in securing endorsement in the 2012-2016 Corporate Strategic Plan, the planning process for the new Cultural Plan continues the focus on providing a strategic document that responds to community cultural aspirations while contributing to municipal decision making.

FIGURE 1: CULTURAL PLAN PROCESS



Outcomes of Cultural Development

Culture as an Economic Driver

A new Cultural Plan has come at an opportune time for Moncton. There is growing recognition across Canada and internationally of the importance of creativity, culture and quality of place in growing local and regional economies. Enhancing the quality of place through diverse cultural and entertainment offerings works to attract and retain talented people, which in turn attract businesses investments. There is increasing evidence that cultural industries and resources are powerful economic drivers. This interaction can be seen in the creative industries, in cultural entrepreneurs, and with cultural tourism.

Creative Industries

While the traditional economic levers have faltered in recent years, the creative economy continues to grow. The Canadian economy, along with the economies of cities, has undergone a rearrangement, moving away from traditional sectors towards more creative, innovative, and idea based industries. To this end, cities big and small are looking to cultural activity as a means for continued or renewed prosperity.

According to the Cultural Satellite Account, cultural industries contributed \$641 million (2.3%) of GDP to the economy of New Brunswick in 2010. In New Brunswick, culture jobs (9,381) accounted for 2.6% of the total number of jobs in the province. The largest contributors to culture jobs were governance, funding and professional support followed by audio-visual and interactive media.

The City's Economic Development Strategy highlights these figures and a need for a healthy creative economy to attract talent and youth, noting that an emergent arts and culture scene, in both French and English, can and has been contributing to that goal. Increased investments towards the driving force of that creativity will support the shift towards a more knowledge-based creative economy.

Cultural Entrepreneurship

Cultural production in creative and cultural industries is often driven by small networks of cultural entrepreneurs. These individuals are also often the main creators and distributors of cultural products. As such, cultural entrepreneurs play two key roles in supporting economic growth; first, they create audiences and opportunities for new revenues and secondly, they develop new forms and approaches to problem solving to support local growth.

As innovation in culture, entrepreneurship and technology become increasingly intertwined, the role of cultural entrepreneurs will be to knit together these diverse worlds. Cities and regions that recognize and seek to attract these innovators will have an increased advantage in bringing new dynamism to their local economy.

Cultural Tourism

Investment in cultural assets and resources not only attracts and retains local residents, but also attracts visitors and supports the development of local tourism, an increasingly important component of economic growth for cities. Cultural tourism is one of the fastest growing segments of a global tourism market. In Canada, the tourism industry represented more of Canada's GDP than agriculture, forestry and fisheries combined posting \$88.5 billion (GDP) to the national economy in 2013.

Travel surveys conducted in Canada and United States have illustrated that nearly two-third of adult travellers include a cultural, arts, heritage or historic activity or event while on a trip of 80 kilometres or more. In Moncton considerable work has already been invested in exploring the possibility of a contemporary art museum. If developed, it would be the only contemporary art museum in Atlantic Canada. Notwithstanding its own inherent cultural value, an art museum would make Moncton a major cultural destination in the region, especially when combined with Moncton's many other cultural resources and activities.

Research confirms that travellers are selecting destinations based on 'place-based' offerings. Place-based cultural tourism is more than just attractions but also the destination's history and heritage, its narratives and stories, its landscape, its townscape, its people. It is about discovering what makes a community distinctive, authentic, and memorable. It is about the experience of place. In short, cultural tourism draws on an integrated understanding of all of a community's cultural resources and turns them into revenue generating opportunities. In this respect, Moncton has the tremendous advantage of artistic and cultural offerings in both English and French.

Culture as an Expression of Diversity and Inclusiveness

Key to developing a rich cultural environment is to provide support for minority populations and encourage cross-cultural exchange. Cities across the world have begun to look inwards with the aim of better understanding the multitude of cultures within their own community. This strategy works to identify and celebrate the multicultural reality of communities in Canada. A critically important part of these diversity strategies is recognizing the history and traditions of the aboriginal communities, both urban populations and communities living on reserves often located on traditional lands. Another step is to identify and recognize the range of multicultural artistic and cultural expression. These two steps ensure an inclusive environment for all cultures.

Access to culture is a powerful tool in promoting social inclusion and responding to ever expanding diversity. The promotion of intercultural dialogue provides an opportunity to both fostering mutual understanding and establishing links between different cultures, communities and peoples. Research shows that the open celebration and expression of culture works to preserve culture (as a collective and as an individual) and ensures the continuation of traditions and practices from one generation to another.

Cultural expressions occur across every community at all times, but often go unnoticed. Developing and supporting multicultural opportunities fosters cultural acceptance within the mainstream community, strengthens community acceptance of cultural diversity, and reinforces the community as a multi-cultural society. Such event and programming educates the population as a whole on the diversity which exists in an inclusive fashion. Moncton's bilingual and bicultural situation has better prepared the city to celebrate its growing multicultural community.

Culture as a Catalyst for Societal Change

Top-down policies often fail to capture the real issues faced by vulnerable people whereas community-based approaches can identify the needs and abilities of the communities. One such tool is cultural mediation. Cultural mediation is a social inclusion tool, which builds stronger connection between people and culture. Cultural mediation works in two ways. It provides access to culture for a great number of people and it increases opportunities to connect cultural participation to addressing challenges in social work, healthcare, and educational settings.

Research is pointing to arts and culture as a tool for bettering societal issues such as homelessness. Arts based community program or partnerships between organizations and shelters work as capacity building resources for homeless populations. These programs promote group work and organization skills, as well as build critical thinking and presentation abilities. Art and storytelling is also a tool to raise awareness of other major societal issues like mental health and substance abuse. Cultural programming has the ability to build trust and establish dialogue around these subjects and often improve people's lives.

Another key aspect to culture as a problem solver is the use of cultural entrepreneurs as societal champions. While cultural entrepreneurs embody a new way forward for economic purposes, they are often engaged in facilitating larger social changes. Cultural entrepreneurs work to reimagine social roles and motivate new behaviours. Values such as critical thinking, diversity, cooperation, and co-creation are disseminated through cultural services and products including community arts programs and workshops offered by cultural entrepreneurs. To this end, similar to how cultural activities can assist marginalized populations in gaining broader acceptance, cultural entrepreneurs can facilitate societal shifts through education and awareness embodied in their work.

Culture and Quality of Life

There has been a great deal of attention paid over the past several decades to the economic impacts of culture and cultural development. More recently there has been a shift in focus to the positive social impacts that are an outcome of cultural participation. This research has demonstrated that communities with a vital cultural life also enjoy a variety of benefits including stronger community and civic engagement, improvements in public health and social stability, and economic revitalization.¹ Arguments and hard evidence related to economic and social impacts of culture must continue to reach new individuals and organizations or businesses/corporations.

Countries such as the United Kingdom have these arguments one step further. They continue to make the economic and social impact arguments, which they characterize as *instrumental*. Alongside instrumental arguments there is also a significant weight to be given to the *inherent* value of cultural activities and experiences. This includes the sheer pleasure of attending a performance, visiting a special exhibition, among others. In other words, while there are many qualitative and quantitative benefits to a thriving arts and culture scene, there is something to be said for the opportunity to appreciate and create art for art's sake.

¹ See the Social Impact of the Arts Project at the University of Pennsylvania <http://impact.sp2.upenn.edu/siap/>



Building on Success

Building on the achievements of the 2011-2015 Cultural Plan

The 2011-2015 Cultural Plan provided a clear collective vision for Moncton, which outlined priorities and actions to strengthen cultural development and promote cohesion and collaboration within the city and beyond. The plan celebrated the City's cultural heritage and, in particular, its unique Acadian culture and traditional roots. The plan also advocated for collaboration with neighboring communities to improve regional cultural initiatives and brought cultures together to promote cultural growth and advancement across the region. The plan outlined eight priority areas, which are echoed and still relevant to today's Moncton. These priority areas include:

1. Downtown revitalization and urban planning;
2. Festivals and events;
3. Funding and economic development;
4. Infrastructure;
5. Heritage promotion and preservation;
6. Partnerships and collaborative projects;
7. Promotion and communication; and
8. Public art.

These priorities crafted a foundation for the City of Moncton. They were responsible for the creation of the Cultural Board, the development of a Cultural Grants Policy, increased grant funding, a cultural asset mapping project, more public art in the downtown and increased awareness of cultural activities across Moncton. Carrying forward the momentum and success generated from the 2011-2015 Cultural Plan is a key goal for the next plan.

Moncton's cultural vibrancy has also grown on the backs of priorities and initiatives laid out in other plans and strategies, including: the Municipal Plan, the Economic Development Strategic Plan, the Downtown

Moncton Development Vision and the Financial Incentive Program for the Downtown Community Improvement Plan Area & Designated Heritage Properties, as well as the Corporate Strategic Plan.

The Municipal Plan, 2014, provides direction for the physical development of the city, including enhancements to cultural assets and the built environment as they relate to the quality of life and economic development of Moncton. The Municipal Plan speaks to embracing nature, creating beautiful and vibrant spaces including a walkable and unique city centre, and celebrating the history of the city. The plan is premised on an inclusive, year-round, active, and sustainable vision. Moncton is demonstrating leadership in allocating funds towards public art installations and continues to support enhanced civic design and a high quality public realm. To this end, it is important that cultural and natural heritage resources are reinforced and enhanced within the City.

Moncton's Public Art Master Plan² underscores the important role public art plays in everyday life including raising the quality of life, developing cultural destinations, and bringing diverse communities together. The plan identifies locations chosen for art installations within the city as well as different types of public art installations. Independent public art installations command and improve the places they occupy. Integrated and informal public art installations enhance interest and use of a place. Each of these public art types work to create a sense of place, which in turn provides opportunities for tourism, economic attraction and cultural expression. The Public Art Master Plan supports Moncton's creative life by establishing existing areas for enhanced cultural development.

The 2015 Strategic Direction for Moncton's Economic Development Office provides a vision which aims to increase local competition and realize the full growth potential of the city. Key goals within the strategic direction include growing Moncton's economy through business attraction, retention, and expansion as well as attracting people to nurture the city's economic base. The plan identifies the work completed by the Economic Development Office in terms of downtown redevelopment, managing growth, as well as attracting and retaining business. The plan aims to also redevelop the downtown as a culturally vibrant centre. Through increased investments in the quality of cultural resources, Moncton will be able to provide new levers to attract and retain both business and people.

The Downtown Moncton Development Vision sets forward a framework for developing a people orientated and business friendly space by developing the city centre as an activity hub. The vision calls for fostering and promoting the development of the waterfront, promoting and supporting active transportation and advocating for the creation of green and attractive gathering spaces. In addition to the vision, the City of Moncton developed a new Financial Incentive Program for Downtown Community Improvement Plan Area & Designated Heritage Properties. The program focusses on the revitalization of vacant or under-utilized properties in the Downtown Community Improvement Plan area. A key aim of the Cultural Plan is to contribute to existing strategies and programs intended to develop the downtown as a cultural destination. Reciprocally, efforts of the downtown revitalization program will support Moncton's cultural life.

Finally, the Corporate Strategic Plan delivers a framework for Moncton premised on a vibrant, dynamic, and culturally rich community. Key to this vision is operating as a bilingual city, which encourages diversity in language, culture and innovation in thinking, which in turn fosters a culture of continuous learning. The Strategic Plan recognizes the need to look beyond Moncton to the Tri-Community area to provide a number of programs and initiatives. This is a fundamental aspect of cultural development; culture does not simply end at the city boundaries but carries over into the surrounding area. A key strategy for building on

² The Public Art Master Plan is currently in development has not yet received City Council approval.

Moncton’s cultural experiences is to recognize both the bilingual reality and diversity of cultures within Moncton.

The current planning context in Moncton recognizes the importance of culture as a tool for social development, a lever for urban development, and a strategy for continued economic growth. This Cultural Plan will seek to foster continued success of existing policies and actions while also contributing to the creation of new opportunities for cultural growth within Moncton.

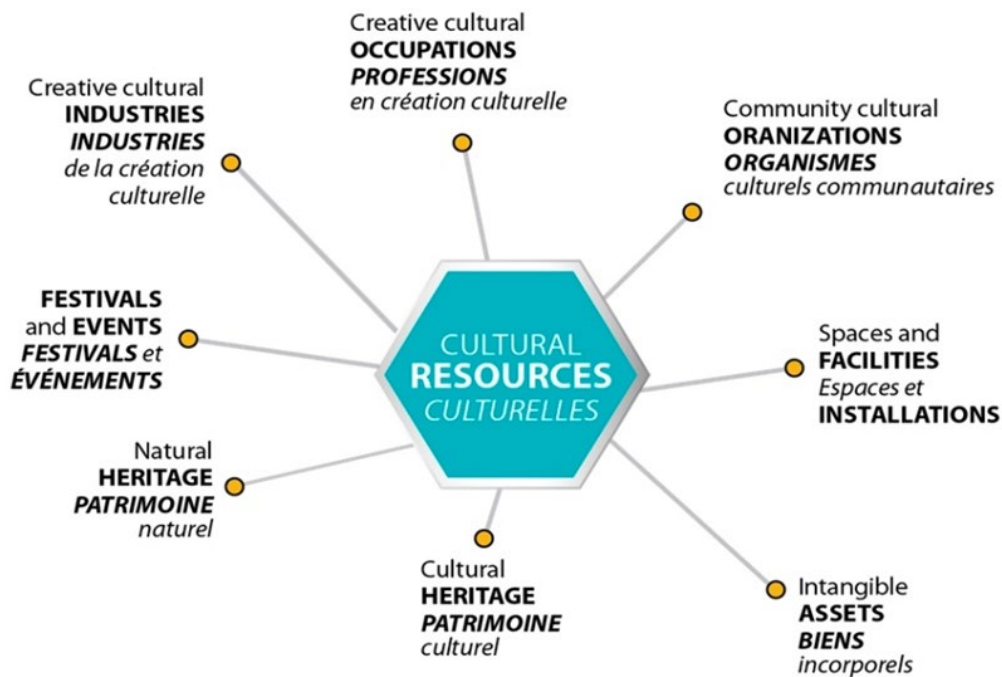
Building on our Cultural Resources

The City of Moncton has shown leadership as the first municipality in Atlantic Canada to undertake a comprehensive cultural mapping project. The Cultural Mapping Project was undertaken in 2013-2014 as a means of strengthening the city’s cultural sector and increasing culture’s contribution to larger City plans and priorities. The project was used to raise awareness and understanding within the city of the cultural assets that exist, as well as a tool to inform future planning and decision-making within the city.

Cultural mapping is a tool, which is developed through a consistent set of categories of cultural resources within which a wide range of existing information can be consolidated. The Cultural Mapping Project reported on assets pertaining to the Cultural Resource Framework.

The framework identifies assets related to six key categories: cultural industries; community cultural organizations; cultural facilities and spaces; festivals and events; cultural heritage; and natural heritage assets.

FIGURE 2: MONCTON’S CULTURAL RESOURCE FRAMEWORK



The cultural mapping exercise identified over 700 assets within Moncton. Specifically, the cultural mapping process identified a total of 279 cultural industries (including culture-based businesses and not-for-profit cultural organizations) in Moncton. The mapping exercise reveals that 35% (97) of the assets were based in design, photography and music which speak to the large number of small scale cultural industries that are present in the city. In terms of community cultural organization, the process identified a total of 43 organizations, often smaller, community-based informal organizations. Acadian cultural groups and multicultural groups represent the largest number of community cultural organizations, which speaks to the city's rich diversity.

The mapping project identified a number of cultural spaces and facilities, including 37 urban spaces and event zones. Similarly, a variety of festivals and events were identified as key cultural assets within the city. A total of 46 recurring festivals and events were listed including 12 musical festivals and events.

A number of cultural and natural heritage assets were also inventoried during the cultural mapping exercise. A total of 146 Built Heritage Properties and 22 Public Art installations were included. Ten natural heritage assets were identified including Moncton's riverfront park system that connects to the other communities located along the Petitcodiac River.

The Cultural Mapping report called for steps to be taken following the cultural mapping exercise to ensure greater sustainability of Moncton's cultural resources. Continuing mapping is an important tool that can assist municipal staff and community partners and organizations. In particular, it provides the City and community partners with a clear understanding all new cultural assets and how these assets can potentially contribute to the development of Moncton. The Cultural Plan supports continued mapping efforts and builds on the success of its contributions.



The Community's Voice

Given the importance of collecting input from a broad base of residents, artists and cultural sector workers, an extensive consultation process was essential. As part of the planning process an engagement summary report was prepared (**Appendix A**). The following engagement activities were undertaken:

- **One-on-one interviews** were conducted in both French and English with cultural industries and organizations, key community stakeholders, educational institutions, economic development partners, entrepreneurs, elected officials and senior management from the City of Moncton.

These discussions provided further insight into trends related to the City's cultural development, its current policy framework, as well as the state of current economic activities.

- **An electronic survey** in both official language directed at residents was administered in cooperation with the City of Moncton. The results of the survey focused on the participation levels across cultural activities.
- **A bilingual cultural forum** was convened to receive comments and input from the cultural community regarding priorities in cultural development and to support networking opportunities. The Forum also helped raise the profile of cultural issues in the community.
- **Council and Committee Workshops** were convened to assist in building a vision, a set of values and identification of key priority areas where the Culture Plan should focus.

Overall, input from approximately 200 individuals was obtained.

Emerging Themes

The opinions of residents, local and regional community leaders, and members of Moncton’s cultural community help to ground the data and findings that underpin the Cultural Plan. The consultation process identified eleven key themes that guide cultural development across Moncton.

1. Diversity and Inclusion

Moncton’s unique cultural composition and diversity, characterized by the presence of a diverse Anglophone community, a dynamic Acadian community, and a strong Aboriginal community in the region and close to 50 ethnocultural and multicultural communities, play a fundamental role in the city’s cultural vibrancy.

Vibrant cities are famously noted for the depth of culture woven into the fabric of day to day life. These cities are often associated with being a welcoming place for diverse populations bringing unique traditions and cultures. There was a desire for a shift in the City’s mindset towards the development of an intercultural approach that encourages cross-cultural conversations and exchange through events and activities. While currently there are many events celebrating individual diverse communities, there are fewer events fostering cross-cultural exchange and connecting with the larger population. This is changing quickly in the community as the benefits of intercultural approaches to designing events become clear.

As embraced in the first Cultural Plan, the coming together of two major linguistic groups in Moncton brings opportunities that other Canadian communities cannot access. Continued promotion of the harmonious coexistence of Anglophone, Acadian and Francophone groups, along with the many other multicultural communities was strongly encouraged.

2. Youth Education and Involvement

Creative and cultural assets have the ability to develop skills in youth which can carry into their future. Similarly, cultural assets in a community can be enhanced by including youth in the ongoing cultural planning process. Cultural organizations frequently cite youth engagement as defining indicators of success and strive to engage them in program or event planning. Locally, the Frye Festival provides a strong example of how youth involvement can provide more than 10,000 students access to authors from Canada and around the world. Often inspired by their interactions with authors, students then end up taking part in other events during the Festival.

There are several ways in Moncton to engage youth through programming and youth organizations. However, most of these streams are challenged. While school curriculums provide an introduction to several art disciplines, there is limited funding to support and develop afterschool programming to build skills. It was suggested that potentially the grant program process could be altered to include youth involvement as a component of the grantee’s request. This would assist in providing opportunities for youth to develop skills and also provide organizations a fresh set of ideas and perspectives.

3. Success and Civic Engagement

The city is home to several successful festivals and, many of which are becoming legacy-based (events that define Moncton). However, the city is also quite humble in promoting and communicating these successful stories beyond provincial borders. If the vision for Moncton is to become the ‘Cultural Capital of

Atlantic Canada’, then the City and its community partners need to prepare an effective outreach plan to build and grow the city’s legacy festivals and events. It is important to also celebrate success for smaller events that continue to add vibrancy to the city. In the previous Cultural Plan, one of the main priority areas aimed at reinforcing Moncton’s reputation as a vibrant arts and cultural community.

Celebrating success requires the ongoing development of tactics to build and maintain civic interest in festivals and events in the city and beyond. This begins by developing or reinforcing bridges that connect associations, businesses and organizations with event organizers, existing cultural outreach efforts, sponsorship opportunities, accessibility needs and education.

Moncton has done a great job at increasing its own cultural worth and can be considered a preacher by example. However, as with any successful product, the larger the commitment grows so does the request for greater resources. It was suggested that the City needs to look into diverse funding models that will allow for the successful development of legacy-based events. This includes potentially looking and advocating for funding from other government-based agencies.

4. Communication and Collaboration

Successful messages cannot be left to event organizers or individuals alone. There is a need for a strong communication and collaboration between the public, cultural organizations, as well as municipal and other levels of government to identify and articulate the value proposition of culture as an important driver of economic, social, and healthy benefits.

From a communication perspective, it was expressed that the message related to cultural development should exist within a vision of culture that includes aspects such as art, food, cultures, traditions, and heritage and the impact these resources have on economic growth, social wellness and healthy communities. The recently developed cultural mapping tool is a prime communication tactic that can engage and educate the public quickly on the community’s cultural assets. The hosting of regular forums with the public and the cultural community to discuss the progress of the Cultural Plan can also assist in promoting the city’s resources.

From a collaboration perspective, it was noted that cultural activities should not be limited to City borders. A culturally rich Moncton requires a healthy and cooperative region. With finite resources, regional projects and partnerships can open up new lines of funding and outreach efforts to strength all cultural organizations.

5. Cultural Tourism

Enhancing tourism offerings by sharing cultural stories and history with tourists and promoting historic places across the community can create a richer, more memorable experience. Developing an integrated tourism experience successfully, however, requires carefully blending arts, culture and heritage in a meaningful way.

Moncton is in a unique position to enhance its tourism offerings through three key factors. The first factor is Moncton’s position as the only officially bilingual city in Canada. The city prides itself in its bilingualism and celebration of Anglophone, Francophone and Acadian cultures. This pride often manifests itself throughout its cultural assets providing unique and memorable experiences. The second factor revolves around the city’s natural and cultural heritage resources. Areas such as the Magnetic Hill and the Tidal Bore of the Petitcodiac River provide one-of-a-kind experiences for tourists. Lastly, Moncton’s events and

festivals have also provided a vehicle for cross-cultural exchange for both residents and tourists. Festivals such as the Frye Festival or the *Festival international du cinéma francophone en Acadie* (FICFA) provide tourists both an entertainment and educational offering. Each of these factors can support the development of Moncton and the region's cultural tourism product.

6. Heritage Integration

Heritage can be divided into two main categories. On the one side, there is a heritage that presents itself in a material, tangible form: archaeology, art, movable objects, architecture and cultural landscapes. On the other side, another form of heritage exists referred to as intangible cultural heritage. Human creativity goes well beyond the construction of buildings or the manufacture of products. Human creativity also manifests itself through people's capacity to create original cultural expressions, to retain traditions celebrations, social interactions, and accomplishments and knowhow of a given period in time. The preservation of these heritage resources are important elements for city building, tourism development and education.

Four key suggestions were identified as opportunities for Moncton to build upon its current heritage resources. The first suggestion was that the City focus on preserving heritage through district planning rather than individual structures. It was noted that districts serve to preserve historically significant areas so that every Monctonian, present and future, can appreciate and take pride in the city's rich cultural heritage.

The second suggestion focused on developing tools that would help profile the important stories of the community in the community. There was a call for tools that could communicate the stories behind existing structures and sites such as religious institutions, structures, natural landscapes, etc. Tools such as the City's heritage plaque program could be enhanced using digital technologies. Tools will expand awareness of cultural heritage among Moncton residents while enhancing the cultural heritage experiences for tourists.

The third suggestion builds on communication and collaboration as a key component to preserving heritage resources. It was expressed that art and heritage based organizations often find themselves on the furthest ends of the spectrum. Bringing both parties together will support creative preservation of history.

Lastly, innovative building architecture was also identified as a form of new heritage that Moncton should encourage and promote. Proper integration of heritage can only be possible through the collaborative efforts of governments which are responsible for legislation, local organizations, and the residents, who have the capacity to identify their own heritage; a heritage that will remain coherent and relevant as long as it remains in the context where it originated.

7. Downtown Revitalization

As advocated in the Downtown Moncton Development Vision, Moncton's downtown revitalization calls for the development, promotion, preservation and support of cultural assets in the core. The previous Cultural Plan identified downtown revitalization as a key priority area. Outcomes of that process included the development of the Heritage iTour and the idea of a visible and defined cultural district in Moncton. Building on those efforts, it was expressed that there needs to be a greater emphasis on supporting and connecting downtown businesses with local artists to produce opportunities to express culture throughout

the core. Similarly, current vacant buildings and/or storefronts provide opportunities for temporary space for artists and cultural groups.

Year-round programming in the core was also identified as an important initiative to encourage cultural participation across all seasons – in particular the winter season. These activities would also work to further animate the downtown and attract people to the area. Additionally, it was felt that cultural assets could serve in building connections between the downtown and the waterfront. Assets such as public art or cultural performances can act as gateways that guide the flow of interaction with the downtown and waterfront.

8. Cultural Lens and Decision Making

The role of a city is multi-faceted. Cities are cultural destinations, providers of quality of life, grids for new ideas, centers of economic vitality, and lures for new residents. Culture is integral to every city's success and a pillar of sustainability. However, if culture is standing in isolation as a single sector or municipal department, then its potential to impact a city is limited. For a city to thrive, it must not rely only on a cultural plan. It must embrace a model of government that integrates culture holistically and comprehensively into the way it does business every day. In other words, it requires a cultural lens on planning and decision-making.

The City of Moncton has begun to adopt this lens by recognizing culture across its various plans as well as the establishment of dedicated budgets for cultural development. These first steps now suggest that the City move forward to develop and adopt a cultural filter or lens to be used by all municipal services. This requires that decision-making across departments considers the impact that any decision might have on the cultural vibrancy and identity of the community.

Culture is also more likely to be sustained when it is incorporated into the goals of multiple public agencies, as well as the private and non-profit sectors. It was expressed that the City's role should be one of "cultural gardening" in which all departments would support cultural development through the provision of information, facilitating partnerships, and seeding opportunities tied to cultural expression.

9. Municipal Policy and Fees

Permissive policies and fees related to cultural development and assets were identified as a real opportunity for change. The outcome of this discussion resulted in three key recommendations. It was encouraged that policies be more permissive in order to allow artists and cultural workers the ability to be more spontaneous and innovative in their practices and activity. Also encouraged, was a reduction in costs associated with cultural activities (such as festivals, busking, and art installations). It was expressed that the processes associated with such activities be simplified to encourage more on-street activity and ultimately a richer city experience. It was also suggested that publicly owned land such as natural areas or public space be promoted as key locations for cultural presentation.

10. Cultural Infrastructure

The strategic importance of cultural infrastructure to the future of Moncton is cited in a wide range of policies and plans across the municipality. Cultural infrastructure is an important catalyst for development and its contribution to defining community identity.

Guidance can be drawn from a national study of trends in cultural infrastructure in Canada undertaken by the Centre of Expertise on Culture and Communications at Simon Fraser University. The study highlighted that cultural policies and programs at federal and provincial levels are rarely sustained over a long enough period for adequate planning at the municipal, regional, or community levels. There has also been instability and inconsistency within and across these programs. Municipalities also face significant structural constraints in financing cultural infrastructure developments. Ultimately, this leads municipalities such as Moncton to search for new tools (access to financial/funding resources) and approaches to supporting cultural infrastructure.

The same study identified a growing trend across Canada away from single-purpose cultural facilities (e.g., a performing arts centre, a museum or art gallery) toward multi-purpose cultural infrastructure. Important to the conversation is the ongoing study on the establishment of a contemporary art museum in Moncton. The conversations stem from the need for professional exhibition space at a high level of standard. Preliminary discussions on the matter suggest that the contemporary art museum would have space allocated for multi-purpose functions that the community and artists can use for networking and business development.

The impacts of multi-purpose cultural infrastructure investment can be seen through three lenses. The investment can be seen physically through the animation of a vacant property, unused land or the preservation of historic buildings. The investment can be seen socially through increased arts programming for residents, additional multipurpose space for arts and non-arts uses, youth development and diversification of low-income communities. Lastly, the investment can be seen economically through the promotion of creative clusters, increased real estate values and diversification of community development activity. It will be important for the City to take on a supportive / seeding role in encouraging the development of multi-use cultural-creative spaces.

11. Cultural Mediation

The need for a holistic approach to addressing health inequalities is increasingly being understood in the context of community development approaches. Across Canada, planners and policy-makers are developing a much clearer understanding of how the social wellbeing agenda can be linked with economic, environmental and transportation policies (among others) to tackle the underlying causes of unhealthy people and cities (poverty, crime, etc.). The positive benefits to physical and mental wellbeing of participating in “active” aspects of culture such as dance or music are relatively well documented. But perhaps more powerful is the impact of other elements of culture. Intangible forms of culture including community stories and traditions have a significant contribution to make to health due to their ability to help provide a sense of identity and belonging. These intangible assets help build the identity of places, making them “communities” in a very real sense that can help support and sustain individuals and groups at risk.

It was widely expressed that the scale and diversity of Moncton’s cultural resources present excellent opportunities for positively influencing the health of its residents. Cultural mediation was suggested as a tool that can support and build on cultural resources and its capacity to building social wellbeing. Connecting and empowering cultural entrepreneurs to be social champions was also widely encouraged as a tactic to building social wellbeing.



Moncton's Cultural Plan

The Cultural Plan is a strategic document that will guide the cultural development of the City of Moncton for the next ten years. The core vision of the Plan is to develop, enhance and promote cultural resources and diversity in the City of Moncton to the benefit of residents, the creative community, the business sector and visitors.

Understanding that culture is a cornerstone upon which vibrant resilient, competitive and creative industries are built, the City is committed to supporting the growth and diversity of cultural activities and offerings in Moncton.

Like any healthy environment, Moncton's cultural fabric will continue to flourish because of its diversity and interdependence of its players, including the not-for-profit cultural sector, the creative industries and a wide range of cultural participants and consumers. This diversity will serve as a source of strength and inspiration for artists and be respected and celebrated by Moncton residents.

Cultural awareness and understanding will be the hallmark of decision-making in Moncton. Culture will be seen as a critical dimension of urban development, a benchmark of the city's maturity, and a social mediation tool. Cultural awareness also means embedding cultural considerations and development in all aspects of city building actions such as those surrounding economic development, land use, transportation and facilities planning.

Lastly, in building audiences and support, the City recognizes the need to strengthen the organizations and systems which support artists and creators in order to drive the quality and perception of cultural value within the community. It means working with civic partners – libraries, community centres, neighbourhood houses and social systems to ensure that cultural events of all kinds are accessible and affordable for all residents.

Vision

In 2026, successful implementation of the Moncton Culture Plan will have contributed to making Moncton a city in which:

- Moncton becomes the “Cultural Capital” of Atlantic Canada. Artistic excellence and cultural vitality are essential to making Moncton a creative, vibrant and sustainable community in which people and businesses are proud to live, work, learn and play.
- Culture engages and inspires cross-cultural communication and is a source of civic pride. Moncton’s strong creative cultural industries are major economic drivers in a thriving creative economy attracting talent and investment regionally, nationally and internationally.
- A ‘culture of design’ infuses decisions, producing a city that boasts a lively downtown and beautiful and engaging places throughout the community.
- Moncton has embraced a vision of a living heritage connecting past and present and encompassing the diverse cultural traditions of all its residents.
- The City of Moncton is recognized as a leading municipality integrating culture into all facets of planning and decision-making.

Defining the City’s Role

It is important to recognize that the City is a key, but by no means the only player contributing to the cultural vitality of Moncton. The Plan recognizes that the City’s distinct role in developing local cultural capacity is by acting as a promoter, funder, facilitator and champion, but impactful culture development requires a collaborative sector involving many partners each with their own unique role to play and contribution to make.

To be successful, it is critical that the responsibility for cultural development is understood fundamentally as a shared responsibility. Over the next ten years, the current sector partners must expand beyond its current community to include other partners such as educational institutions, the business community, the tourism industry, knowledge-based businesses and other levels of government. Artists, creative individuals, arts, heritage and cultural administrators, volunteers, audiences, associations and businesses will all need to embrace their roles - not just in driving cultural vitality but in connecting to and supporting the larger community’s needs and aspirations.

By working together with all sectors in defining their respective roles and confirming with them their responsibility, the City can achieve this Plan’s vision. Given the scope of issues addressed by the Cultural Plan that touch on issues across departments, the City of Moncton will play the following roles:

- **Planning and Policy** - integrating culture into plans and policies across all departments. Applying a cultural lens to municipal planning and decision-making
- **Partner** - establishing and sustaining relationships with external partners, with organizations within the cultural sector and with community and business partners
- **Facilitator and convenor** – building connections, strengthening collaboration

- **Promoter and champion** – acting as an advocate for cultural development within the City and beyond
- **Funder and Provider** – continuing to invest in cultural development and deliver programs and activities

Strategic Directions, Objectives and Outcomes

In achieving this vision, the Cultural Plan has identified the following strategic directions:

Strategic Direction #1 – Enable Cultural Investments with Supportive Municipal Policy Structures	
<p>The City of Moncton embraces a model of government that integrates culture holistically and comprehensively into the way it does business every day. The application of this cultural lens requests that all decision-making across the City consider the impact that any decision might make on the vibrancy and identity of the community. Cities are also conscious of the needs of cultural facilities and infrastructure. This applies to existing facilities in need of repair and upgrading as well as to potential new facilities responding to the needs and interests of the community today.</p>	
<p>Objectives</p> <ul style="list-style-type: none"> ▪ Raise awareness of the Cultural Plan across all departments ▪ Explore sources to support implementation of the Municipal Cultural Plan ▪ Streamline municipal licensing and permitting processes to enable cultural programming to occur more efficiently and effectively ▪ Invest in cultural facilities as anchors for cultural development in Moncton 	<p>Expected Outcomes</p> <ul style="list-style-type: none"> ▪ Culture staff is regularly invited to participate in cross-departmental initiatives ▪ New City of Moncton policies and initiatives are looked at through a cultural lens ▪ The number of artists and creative industry workers on boards and committees increases ▪ Artists and cultural organizations report fewer issues and higher satisfaction with respect to City of Moncton support and processes ▪ Spaces available for cultural activities and groups increases ▪ Strategic investments are made by the City of Moncton towards cultural infrastructure and public art.

Strategic Direction #2 – Leverage Creativity and Culture to Attract and Retain People as Key Drivers of Innovation and Economic Growth	
<p>The City of Moncton will collaborate with its partners in the community to take actions which foster innovation in all aspects of cultural policies, programs and services that support the incubation of cultural ideas and expression. The City of Moncton is home to strong and energetic cultural networks that inform, build, and mentor individuals and organizations on current opportunities within cultural development.</p>	
<p>Objectives</p> <ul style="list-style-type: none"> ▪ Implement an attraction strategy for people, business and investment in Moncton ▪ Create cultural and historic districts ▪ Support the cultural sector with funding, grant and mentoring programs ▪ Advocate for the creation of spaces for cultural industries and organizations across the City 	<p>Expected Outcomes</p> <ul style="list-style-type: none"> ▪ Arts and Culture support resident, business, and investment attraction efforts in Moncton ▪ Culture and Heritage districts are created ▪ Artists and cultural organizations report increased skills ▪ The numbers of artists and cultural organizations who report being unable to find affordable work and activity spaces decreases ▪ Arts and culture becomes more prominent in City of Moncton promotional materials

Strategic Direction #3 – Create an Environment Where Enhanced Cultural Activities Can Take Place

The City of Moncton’s status as a top destination in Atlantic Canada for both linguistic communities is linked to the pursuit of excellence in the creation and presentation of art, heritage and culture and the development of nationally recognized exhibitions, festivals and facilities. The City of Moncton will play a leadership role in finding practical ways to create an environment for collaboration and communication to create opportunities for continuing dialogue among cultural partners and to invite residents to engage and participate in cultural activities.

Objectives

- Develop and implement an action plan to attract cultural tourism investments
- Develop strategic communication tools to raise the profile of various cultural initiatives
- Explore and foster collaborative opportunities for cultural development
- Animate the urban environment with a variety of cultural programs and activities
- Develop and support partnerships between cultural organizations, businesses and government agencies to increase the organizational capacity for culturally related projects
- Support the Public Art Master Plan
- Examine the development of a cultural festivals and events strategy

Expected Outcomes

- Moncton sees an increase in cultural tourism
- The cultural mapping tool and culture website see an increase in usage and is regularly updated
- The City of Moncton enters into new partnerships for cultural initiatives
- The involvement of youth in the planning and participation of cultural activities increases
- The City of Moncton makes strategic investments toward cultural programming
- Seasonal distribution of arts, cultural and heritage activities increases
- The number of public artworks increases
- Overall attendance at cultural events increases
- Residents and visitors report higher satisfaction in the variety, quality and quantity of cultural offerings

Strategic Direction #4 – Implement a Recognizable Cultural Identity for the City that Communicates an Innovative, Transformative and Authentic Experience

Moncton’s rich resources and activities leave a legacy that will change the mindset of the city related to culture and the city and raise the profile of its artists and cultural organizations. Moncton recognizes the richness of its cultural diversity and heritage as a defining characteristic of the community; one which embeds openness, understanding, appreciation and shares cross-cultural expression in the daily lives of residents and provides individuals rich opportunities to expand and learn new skills.

Objectives

- Implement a recognizable cultural brand for the city that communicates an authentic experience
- Elevate awareness of, and support for, cross-cultural interactions and exchange in the community, with particular focus on providing more inclusive platforms and spaces for community engagement
- Encourage the use of cultural assets as a tool for social enhancement

Expected Outcomes

- Moncton’s arts and culture brand becomes more visible and better recognized
- Cultural programming becomes increasingly reflective of Moncton’s multi-culturalism
- The City of Moncton sees an increase in the diversity groups supported by the city as well as in the cultural programming offered by all groups.
- The number of cultural projects that support social inclusion or enhancement increases
- The number of residents who report having attended at least one cultural event in the last year increases
- The City of Moncton offers and supports cultural programs that are accessible to all residents

Cultural Action Plan 2016-2026

Interpreting the Action Plan

Each strategic direction is supported by several objectives and a list of actions. For each action a level of priority has been identified. The level of priority has been based on several criteria including:

- The level of immediacy based on the City's objectives
- The potential to contribute to the overall cultural vibrancy and identity of Moncton
- The resources required
- The logical sequence of actions, with each building from the last; in some cases, these are identified as separate steps to support the same overall objective

Legends

Priority: The priority level assigned to each action item also corresponds to a specific timeframe. The time frame for each priority level may be operationalized as:

- O - Ongoing – Initiatives already underway that will be continued or expanded upon
- S - Short term – within 1-3 years
- M - Medium term – within 4-6 years
- L - Long term – within 7-10 years

Partners and leads: The implementation of the Cultural Plan will be a shared responsibility of many City Departments as well as external stakeholders. The following abbreviations were used in the Action Plan:

- H&C – Heritage and Culture Department (Includes Resurgo Place)
- CB – Cultural Board
- Council – Moncton City Council
- SMG – Strategic Management Group (City of Moncton staff team composed of all General Managers)
- CC –Corporate Communications
- EDE – Economic Development and Events (Also includes Tourism and Immigration)
- PLS – Parks and Leisure Services (Includes Social Inclusion)
- UP – Urban Planning
- BI – Building Inspections
- IS – Information Systems (Includes Geographic Information System)
- HB – Heritage Board
- DC – Downtown Development and Revitalization Committee
- MO – Mayor's Office
- CO – City Clerk's Office
- SI – Strategic Initiatives
- ENG – Engineering (Includes Facilities)
- PNB Province of New Brunswick
- GOC – Government of Canada (Includes ACOA – Atlantic Canada Opportunities Agency)

Strategic Direction #1 – Enable Cultural Investments with Supportive Municipal Policy Structures							
#	Action / Tasks	Priority				Lead	Suggested Partners
		O	S	M	L		
1	Raise awareness of the Cultural Plan across all departments						
	Develop an internal communications strategy for the Cultural Plan		X			H&C, CC	
	Revise the Council Report Form to include culture as a checkbox item on decision-making agendas		X			CO, H&C	
	Continue to liaise with and educate all levels of government and policy makers on the outcomes the Cultural Plan aims to achieve and provide pertinent information to their cultural development agendas	X				H&C, SMG, Council	PNB, GOC
	Design and implement culture-specific performance measures			X		SI, H&C, SMG	
	Integrate culture into plans, budgets and policies across all departments. Apply a cultural lens to municipal planning and decision making.	X				SI, H&C, SMG	ENG, UP, EDE, CC, PLS
2	Explore sources to support implementation of the Municipal Cultural Plan						
	Continue to support the Cultural Board's mandate to guide the implementation of the actions identified in the plan	X				H&C, Council	CB
	Include artists, cultural businesses and organizations representation on boards and committees to assist in informing municipal decisions when it comes to cultural impact		X			Council, staff	Community organizations, Corporations
	Connect and continue dialogue with Provincial and Federal representatives to discuss potential avenues for assistance			X		H&C, Council, SMG	PNB, GOC
3	Streamline municipal licensing and permitting processes to enable cultural programming to occur more efficiently and effectively						
	Recognize the value of creative and cultural industries and consider opportunities revisions to policies if necessary to for cultural activities (both temporary and permanent)			X		H&C	SI, PLS, EDE

	Review the assistance service that supports individuals with permit processing, licensing, planning and marketing for cultural activities. This may include an online portal and calendar system to access licenses, permits, space and venue bookings, grants / funding, etc				X		H&C, CC	CO, BI, EDE, PLS
	Review the City's subsidized user fees or in-kind donations (free activity space, no rental fees) available for cultural activities; particularly those that are animating publicly owned properties or outdoor spaces				X		H&C, SI, PLS, EDE	CC
4	Invest in cultural facilities as anchors for cultural development in Moncton							
	Strive to achieve recognition of Moncton as a model for artistic excellence. Ensure that events exist in the community that can profile artistic excellence.					X	H&C, Council	Artists, Arts & Culture, Event organizers
	Consider the preparation of a feasibility assessment for building, operating and maintaining a multi-purpose cultural facility			X			H&C	Community cultural groups, Artists
	Consider the creation of a multi-purpose cultural facility for use by community-cultural organizations				X		Council, H&C	Community cultural groups, Artists
	Encourage the establishment or expansion of community space for cultural activity within private-built spaces				X		EDE, Council	Developers
	Support the current ongoing process to develop a Contemporary Art Museum for Greater Moncton	X					H&C, Council	Artists, Cont. Art Museum project group
	Continue to operate and support the Moncton Gallery in City Hall.	X						

Strategic Direction #2 – Leverage Creativity and Culture to Attract and Retain People as Key Drivers of Innovation and Economic Growth								
#	Action / Tasks	Priority				Lead	Suggested Partners	
		O	S	M	L			
5	Implement an attraction strategy for people, business and investment in Moncton							

	Consider a collaborative marketing campaign aimed at attracting targeted demographics. Investigate and implement virtual tourism portals and mobile applications as an element in marketing Moncton's cultural tourism offerings to potential visitors and residents				X		EDE	H&C, PNB
	Develop marketing collateral materials targeted to site selectors and real estate brokers selling Moncton's cultural resources				X		EDE, H&C	CC, Real Estate Board, 3+
	Develop materials that communicate the importance of arts and culture as a driver of innovation and design-thinking among businesses				X		EDE, H&C	CC, 3+, Venn
6	Create cultural and historic districts							
	Establish networks and connections with groups representing different cultural disciplines; academic institutions, and businesses to develop a cultural district within Moncton				X		H&C, UP, EDE	Arts & Culture facilities and institutions
	Establish networks and connections with cultural disciplines; academic institutions, and businesses to develop a historic district within Moncton				X		H&C, HB, UP, EDE	Arts, Culture & Heritage
	Support the work of the Moncton Heritage Review Board and the Downtown Revitalization Committee in their efforts to provide incentives for the redevelopment and conservation of built heritage.			X			H&C, CB	HB, DC, Heritage property owners and developers
7	Support the cultural sector with funding, grant and mentoring programs							
	Explore opportunities for partnerships to provide local creative individuals (artists, designers) with low-interest loans towards the establishment of their start-up business					X	H&C, EDE	
	Provide support for business development skills workshops for the cultural sector			X			H&C, EDE	3+, Venn, AAAPNB, Music NB, Arts NB, Artslink, Culture Plus
	Continue to provide support for existing cultural infrastructure	X					H&C, Council	Arts & Culture organizations and institutions
	Collaborate with local and regional youth organizations to support a mentoring system that provides opportunities for the youth of Moncton to participate in cultural development				X		H&C	Community Organizations
	Continue monitoring cultural funding programs and opportunities	X					H&C	Funding partners

8	Advocate for the creation of spaces for cultural industries and organizations across the City						
	Identify and advocate for the use of existing vacant buildings and/or storefronts as temporary space for artists and cultural groups				X	EDE	H&C, L'art ici svp, DMCI
	Advocate and support the creation of cultural spaces and places throughout each city neighbourhood (e.g. in parks, community or recreation centres, libraries, schools)	X				PLS, CB	Neighbourhood groups, Arts & Culture groups

Strategic Direction #3 – Create an Environment Where Enhanced Cultural Activities Can Take Place							
#	Action / Tasks	Priority				Lead	Suggested Partners
		O	S	M	L		
9	Develop and implement an action plan to attract cultural tourism investments						
	Connect with tourism and business leaders in Moncton to assess opportunities and gaps for cultural tourism infrastructure				X	EDE, H&C	TIANB, PNB, Hotels association, 3+. DMCI
	Identify potential funding programs and resource tools to support tourism operators, festival / event coordinators and business associations to develop or strengthen their activities			X		EDE	3+, ACOA
	Assist tourism associations in providing cultural tourism content for their wayfinding, promotion and programming strategies. Begin by building on the city's natural and cultural heritage resources. Areas such as the Petitcodiac River and the city's rich religious heritage are important to maintaining and enriching Moncton's sense of place and belonging			X		EDE, H&C	
	Enhancing tourism offerings by sharing cultural stories and history with tourists and promoting historic places across the community			X		H&C, EDE, CC	PNB, Museums & archives
	Use cultural tourism as a tool to build connections between the downtown and the waterfront			X		EDE, PLS, H&C	PNB
10	Develop strategic communication tools to raise the profile of various cultural initiatives						

	Continue to host regular cultural forums with the cultural community and other sectors to promote networking, the sharing of ideas and solutions on a variety of issues, and assessing progress on Cultural Plan	X				H&C	Arts & Culture comm., various depts.
	Prepare an annual report card that promotes and communicates the broad civic impacts that cultural development delivers		X			H&C, CC	Funding recipients
	Establish a dedicated place on the City's website for cultural organizations to access information on municipal services pertinent to their activities (e.g. event calendars, business supports, grants/funds for cultural groups)			X		H&C, CC	Arts & Culture comm., various depts.
	Establish a dedicated place on the City's website for cultural organizations to access information on facilities pertinent to their activities (e.g. public places where exhibitions can take place)			X		H&C, CC	Arts & Culture comity
	Promote and expand the cultural mapping tool as a prime communication tactic that can engage and educate the public quickly on the community's cultural assets		X			H&C, CC	IS
11	Explore and foster collaborative opportunities for cultural development						
	Explore collaboration opportunities with neighbouring communities of Riverview and Dieppe in the development of regional cultural initiatives			X		H&C, EDE	City of Dieppe, Town of Riverview
	Explore opportunities to develop partnerships with schools, post-secondary institutions and community groups				X	H&C	School districts, UdeM, McKenzie, various comm. groups
	Encourage artists to connect with historic assets to produce creative preservation of heritage	X				H&C, HB, CB	Artists, Museums
12	Animate the urban environment with a variety of cultural programs and activities						
	Promote the involvement of youth as volunteers on boards for festivals and cultural events so they are involved in the planning and decision-making of events		X			H&C, EDE, CB, Council, MO	Mayor's youth committee
	Alter the grant program process to include youth involvement as a component of the grantee's request			X		H&C	Funding recipients

	Track and complete a review of funding allocations for the support and delivery of cultural programming in Moncton		X			H&C,	SI, EDE, Finance
	Develop and adopt a strategy for supporting cultural programs			X		H&C, EDE	Artists, Arts & Culture Orgs.
	Support the delivery of temporary cultural installations / exhibitions and programming			X		H&C	PLS, EDE,
	Promote the development of year round activities across art, culture and heritage programs			X		H&C	Various community partners
	Provide funding to support and develop afterschool cultural programs to build skills in Moncton's youth				X	H&C, PLS	Various community partners
13	Develop and support partnerships between cultural organizations, businesses and government agencies to increase the organizational capacity for culturally related projects						
	Continue to pursue partnerships with the provincial and federal government relative to arts, culture and heritage initiatives	X				H&C	PNB, GOC
	Coordinate discussions between the business and cultural sectors to encourage the creation of potential partnerships			X		H&C, EDE	Business Owners, Chamber of commerce
	Consider developing networking meetings that connect associations, businesses and organizations with event organizers on outreach efforts, sponsorship opportunities, accessibility needs and education			X		H&C, EDE	Chamber of commerce, 3+, DMCI
14	Support the Public Art Master Plan						
	Implement the public art master plan to enhance the pedestrian experience, to create memorable environments and to makes art accessible to many people in the community who may have had no direct exposure to the arts		X			H&C	Artists, Architects, Planners, Developers
	Continue to beautify the city with art. (E.g. murals on blank building walls).	X				H&C	L'art ici svp, building owners
15	Examine the development of a cultural festivals and events strategy						
	Continue to promote cultural festivals and events regionally, provincially, nationally and internationally	X				EDE, H&C	CC, Event organizers

	Continue to build Moncton's brand as an entertainment hub through the hosting of major events and concerts	X				EDE	Event organizers, Venue managers, Promoters
	Consider the development of an effective outreach plan to build and grow the city's legacy cultural festivals and events				X	H&C, EDE	Event organizers, PNB, ACOA (GOC)
	Celebrate and support the success of smaller cultural events that continue to add vibrancy to the city		X			H&C, EDE, CC	Event organizers, Arts & Culture community

Strategic Direction #4 – Implement a Recognizable Cultural Identity for the City that Communicates an Innovative, Transformative and Authentic Experience							
#	Action / Tasks	Priority				Lead	Suggested Partners
		O	S	M	L		
16	Implement a recognizable cultural brand for the city that communicates an authentic experience						
	Install and strengthen signage that illustrates Moncton's identity along city trails, in the downtown and in strategic areas		X			PLS, H&C, EDE	DMCI, Heritage & Museum group
	Develop cultural markers for Moncton neighbourhoods and streetscapes that tell the story of each neighbourhood including both intangible and tangible history			X		H&C, PLS	Street name comm. Museums archives
	Collect the stories behind traditions, religious institutions, structures, natural landscapes, etc. to enhance storytelling tools				X	H&C	First Nations communities, Archives, Museums
	Continue the City's heritage plaque program to increase awareness of cultural heritage within the city; consider additions to the iTour	X				H&C, HB	Heritage building owners
17	Elevate awareness of, and support for, cross-cultural interactions and exchange in the community, with particular focus on providing more inclusive platforms and spaces for community engagement						
	Promote Acadian, Anglophone, Aboriginal and multicultural communities' cultural initiatives as a key contributor to Moncton's cultural scene		X			H&C, EDE, CB	Ethnocultural and Multi-cultural groups

	Provide greater visibility for Aboriginal arts and culture of all kinds. Make use of the public art program to mark culturally important places in the city. Communicate with Aboriginal representatives from the outset of any such initiatives.			X		H&C	First Nations Communities, artists
	Encourage the use of events and festivals as vehicle for cross-cultural exchange for both residents and tourists			X		EDE, H&C	Event organizers, Arts & Culture orgs.
	Continue to seek cultural exchange opportunities with other jurisdictions such as French and US Consulates	X				H&C, EDE, Council	Consulates
	Develop an intercultural approach that encourages cross-cultural conversations and exchange between civic agencies and Acadian, Aboriginal and multicultural cultural organizations			X			Ethno cultural & multicultural groups, First Nations communities
18	Encourage the use of cultural assets as a tool for social enhancement						
	Connect with New Brunswick's Social Development Office on using culture as a tool for social development across the province			X		H&C, PLS	PNB, Moncton Social Inclusion and Poverty committee
	Encourage cultural projects that support the City of Moncton's Social Inclusion plan.			X		H&C, PLS	Moncton Social Inclusion and Poverty committee, Arts & Culture community



Monitoring and Evaluation

In 2011, the Municipal Cultural Planning Indicators & Performance Measures Guidebook was prepared by the Canadian Urban Institute. The purpose of the Guidebook was to provide a set of indicators and performance measures to assist municipalities undertaking municipal cultural plans in evaluating and demonstrating benefits and outcomes in communities connected to the implementation of these plans. The report sets out a wide range of indicators and performance measures as well as a process to identify and implement effective monitoring and evaluation system for Municipal Cultural Planning. The development of performance measures for the Moncton Cultural Plan has followed principles of this guidebook.

There are three types of data referred to in this guidebook:

- Data the municipality is already collecting.
- Data that may be available from existing sources including Statistics Canada.
- Data the municipality may need to start collecting if it wants the information. This type of data may be largely qualitative and available through surveys.

Monitoring, Evaluation and Reporting

Progress on selected performance indicators will be monitored and reported on annually through a Report Card. The Report Card provides a means of updating Council and the wider community on progress in implementing the Plan, as well as in profiling new cultural initiatives not recommended or anticipated in the Plan.

In the short-term, Moncton will focus on reporting on data that is already being collected or is easily available for compilation. As the implementation of the plan progresses the City of Moncton and the Cultural Board may choose to collect or aggregate additional data in the medium and long-term implementation of the Cultural Plan.

Ongoing and Short-term Performance Indicators		
Indicator	Metric	Data source/Frequency of data
Total expenditures on arts and culture by municipality. Includes operating, grants and capital expenditures.	Total annual net operating expenditures plus total grants expenditures plus total capital expenditures.	Municipal budget/Annually
Total operating (net) expenditures by municipality on arts and culture	Total annual net operating expenditures on arts and culture by the municipality.	Municipal budget/Annually
Per capita expenditures on arts and culture by municipality	Total annual expenditures (including operating, grants and capital expenditures) divided by total population.	Municipal budget; census of population/Annually
Per capita cost to provide culture services	The total culture operating costs and culture grants divided by total population. (Does not include capital costs.)	Municipal budget; census of population/Annually
Total grants expenditures by municipality on arts and culture	Total annual arts and culture grants expenditures by the municipality.	Municipal budget/Annually
Per capita arts and culture grants expenditures	Total annual arts and culture grants expenditures by the municipality divided by total population.	Municipal budget; census of population/Annually
Number of community cultural organizations funded by the municipality	The number of community cultural organizations funded by the municipality.	Local Culture Department/Dependent on local data
Funds leveraged by municipal investment in arts and culture grants	Increase in operating budgets of community cultural organizations that received grants from the municipality. This is a total of earned revenue, private revenue, federal funds, provincial funds, municipal grants funds and other funds. The total amount can also be expressed as a percentage increase.	Municipal budget and audited financial statements of organizations receiving grants/Annually
Number of film and television productions	The number of location permits issued by the municipality for film and television productions.	Local Culture Department or Film Office/Dependent on local data

Number of celebrations and festivals supported by the municipality and seasonal distribution	The number of celebrations and festivals that are funded by the municipality. Total number of celebrations and festivals held in spring, summer, fall and winter.	Local Culture Department/Dependent on local data
Attendance at municipally supported celebrations and festivals	The estimated attendance numbers at municipally permitted celebrations and festivals.	Local Culture Department/Dependent on local data
Public Art	The total number of public art commissions by municipality. The total value of those public art commissions.	Local Culture Department/Dependent on local data
Municipal culture investment in culturally distinct and diverse communities	The number of community cultural organizations and artists from aboriginal or diverse ethnocultural communities who have received municipal culture funding and amount of funding received.	Local Culture Department/Dependent on local data

Suggested Medium-term and Long-term Performance Indicators		
Indicator	Metric	Data source/Frequency of data
Affordable cultural facilities and spaces	The total square footage of appropriately zoned space, and cost per square foot.	Local Cultural Resource Database data, local private sector data, and local non-profit sector data/Dependent on local data
Number of cultural events in municipal facilities	The number of cultural events held in municipal facilities.	Scheduling and programming data from Facilities Management Department/Dependent on local data
Percentage of residents satisfied with arts, culture and heritage offerings	Track responses to the survey question: "How satisfied are you with the selection of arts, culture and heritage offerings in your municipality?" Count the number choosing 'somewhat' or 'very satisfied' and divide by the total number of respondents with an opinion.	Local survey/Dependent on local data

Impact of the culture sector on GDP	Total GDP in dollars of information and cultural industries (NAICS 51) and arts, entertainment and recreation (NAICS 71).	Statistics Canada, CANSIM: Gross domestic product (GDP) at basic prices, by North American Industry Classification System (NAICS) and province, annual (dollars).
Number of visits to cultural facilities and spaces	Total number of visits to municipally-owned or municipally-funded cultural facilities and spaces.	Local Culture Department/Dependent on local data
State of good repair backlog in municipal and non-municipally owned cultural facilities and spaces	The aggregated amount of money required to bring municipal and non-municipally owned cultural facilities and spaces to a state of good repair.	Local Cultural Resource Database data, local private sector data, and local non-profit sector data/Dependent on local data.
Cultural Lens	The total number of Council Report Forms submitted that relate to culture.	Local Planning Department, Culture Department/Dependent on local data
Number of businesses in the culture sector	Total number of businesses in each of the cultural industries included in the culture sector, according to NAICS codes. Total number of businesses in all cultural industries in the culture sector.	Statistics Canada. No date. Canadian Business Patterns (CBP) (database). / available semi-annually
Number of workers in cultural industries	Total number of workers in cultural industries. Add total number of workers in each of the cultural industries at a four-digit NAICS code level.	<p>Statistics Canada, Census of Population, Statistics Canada catalogue no. 97-559-XCB2006009 Class of Worker</p> <p>Statistics Canada data for industries is only available up to 4 digit NAICS codes. <u>4 digit NAICS codes for cultural industries are:</u></p> <p>3231, 3271, 3346, 4144, 4511, 4512, 4539, 5111, 5121, 5122, 5151, 5152, 5161, 5175, 5191, 5322, 5413, 5414, 5418, 5419, 6116, 7111, 7113, 7114, 7115, 7121, 8129, 8132, 8133, 8139.</p>
Number of workers with cultural occupations	Total number of workers with cultural occupations. Add total number of workers in each of the cultural occupations, according to NOCS codes.	Statistics Canada, Census of Population, Statistics Canada catalogue no. 97-559-XCB2006011 NOCS

Number of municipal cultural heritage designations	The total number of municipally designated properties of cultural heritage value	Local Heritage or Culture Department, Heritage Properties Database, Dependent on local data
Number of visitors	Total number of person visits to the municipality in a year.	Local Tourism Operators, New Brunswick Tourism Office
Visitor Spending	Total amount of spending by visitors in dollars.	Local Tourism Operators, New Brunswick Tourism Office
Trip Activities	Total number of trip activities undertaken when visiting a particular place, by category. Categories included are: festivals/fairs; cultural performances; museums/art galleries; zoos/aquariums; sports events; casinos; theme parks; national/provincial nature parks; historic sites; any outdoor/sports activity	Local Tourism Operators, New Brunswick Tourism Office
Consumer spending on culture	Total spending on culture per household by adding total spending for 26 spending items considered "spending on culture".	Statistics Canada. Survey of Household Spending Survey (SHS), household spending on recreation, by province and territory, annual. CANSIM (database).
Estimated volunteer participation in community cultural organizations and cultural events, celebrations and festivals	Estimated number of volunteers, and volunteer hours at municipal and municipally-funded community cultural organizations and cultural events, celebrations and festivals. Multiply total number of volunteer hours x \$23.07.	Local Culture Department; Volunteer hourly rate in 2016 (Rate of \$23.07/hr)/Dependent on local data
Cultural resources database	The number of cultural resources added/removed from the database	Local Culture Department/Dependent on local data
Accessibility of arts, culture and heritage offerings	Track responses to the survey question "Do you feel that arts, culture and heritage offerings are physically, financially and geographically accessible to you?"	Local survey/Dependent on local data

Barriers to participation in arts, culture and heritage offerings	Track responses to the survey question "Have you encountered any barriers to participating in arts, culture and heritage offerings in the last four weeks?"	Local survey/Dependent on local data
Total capital (annual) expenditures by municipality on arts and culture	Total annual capital arts and culture expenditures by the municipality.	Municipal budget/Annually