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# *City of Fredericton Culture Plan*

*- A New Way of Thinking -*

Approved by Fredericton City Council July 14, 2014

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Appendix A: Responses to Community Outreach Questionnaire

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## Executive Summary

Culture can be one of the most important measures of our quality of life, our creativity, our prosperity and our health. It adds to our sense of belonging and contributing to our communities, and it is entwined with all facets of our lives. Culture is one of the most important determinants we can offer to present and future generations to make them feel connected and engaged with society.

The City of Fredericton recognizes the great value and consequence of the arts and culture in the life of our community. It recognizes that a rich artistic tradition builds social cohesion through the flow of energy and ideas, affirms the community's sense of pride and identity, and contributes to economic prosperity. As a Provincial Capital, as host to major educational institutions, and as a centre for commerce, research and technology, the City of Fredericton understands that culture and the arts are key to building a vibrant and sustainable community.

Fredericton has fostered a significant cultural landscape for generations, if not millennia. Long before the founding of Fredericton by the Loyalists in the 1780s, the region has been the home of the Maliseet First Nation for thousands of years, while this area along the St. John River was once the fortified capital of Acadia in the 1690s, as well as an Acadian village called Saint-Anne in the 1700s. Our cross-cultural nature runs deep.

Many Canadian cities recognize that there are four pillars to a sustainable city: Cultural vitality; Economic prosperity; Social equity; and Environmental responsibility. It is by recognizing the interconnections between these pillars, and balancing attention to each, that a vibrant community is sustained. Key to the health of a municipality's cultural vitality is the groundwork and adoption of a well-defined Cultural Plan.

The purpose of the Culture Plan is to identify goals and actions that will foster and strengthen Fredericton's cultural development over the next 3 to 5 years.

The specific objectives of the Fredericton Culture Plan are:

- Highlight the value of culture to the social and economic fabric of Fredericton;
- Motivate the City and its stakeholders to a plan of action;
- Set a framework of goals and specific actions for the City that unlock organizational, individual, and financial capital;
- Guide civic decision-makers and cultural stakeholders in operational changes and investments, and link cultural initiatives to wider City planning;
- Improve the lives of Frederictonians.

This Culture Plan has been prepared with substantial community involvement and consultation. The active, broader public was canvassed through a public survey questionnaire; interested citizens and stakeholders participated in a public forum; and cultural community leaders participated in interviews and round tables. The Plan was also developed while several

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complimentary planning processes were underway or recently completed in Fredericton: Vision 2020: Economic Development Plan, City Centre Plan, Performing Arts Centre Feasibility Study, Garrison Master Plan, Main Street Urban Design Plan.

The proposed vision statement of the City of Fredericton Culture Plan is:

***Cultural experience, expression and participation are essential to Fredericton, inspiring us to be innovative, inclusive, creative and vibrant.***

Concurrently, a Statement of Values list was compiled to act as the inspiration for where the City and cultural community want to be in 3-5 years.

Fredericton's culture plan is organized around five goals (and related sub-recommendations), reflecting consensus around the key themes that emerged during the public consultations:

- I. INTEGRATE THE ARTS AND CULTURE IN DAILY LIFE**
- II. EMBRACE DIVERSITY AND SUPPORT COLLABORATION**
- III. ENCOURAGE SUSTAINABILITY IN THE CULTURAL SECTOR**
- IV. SUPPORT THE DESIGN OF GREAT SPACES AND PLACES**
- V. UNDERSTAND AND EMBRACE CULTURE'S ECONOMIC VALUE**

There are numerous roles for City Council and the wider municipal government to play in the implementation of a culture plan. It is important to recognize these roles as follows: Leader, Instigator/Convener, Regulator, Operator, Funder, Monitor, and Land/Asset Owner. The City's Arts and Culture Advisory Committee can help the City to fulfill these roles. In addition, the wider community has a tremendous role to play in this initiative.

The implementation steps will revolve around a series of short, medium, and long-term actions, which will be identified in the next phase of this project. Since priority, investment, and timing are all matters for Council to decide, the actual sequencing will be reviewed and decided annually if not more frequently. To measure progress, the City's Economic, Development, Tourism and Culture Division could report regularly on several metrics.

This Culture Plan aims to integrate Fredericton's art, culture, economic development, heritage, and sense of community. Understanding the remarkable achievements of the City over generations, this document presents a set of values, goals and objectives, and recommended actions for guiding the City over the next three to five years and beyond.

With wide community involvement and integrity of vision as keystones, the new Culture Plan will pay great dividends. Investment in arts and culture should be considered a win-win investment in the citizenry of Fredericton: it promotes public and private sector economic growth, it brings capital and entrepreneurship to the community, and it makes our city a much better place to live – plain and simple. We encourage a new way of thinking where the City views its activities through a cultural lens.

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## **1. Introduction and Background**

### **1.1 Culture is who we are**

Culture can be one of the most important measures of our quality of life, our creativity, our prosperity and our health. It adds to our sense of belonging and contributing to our communities, and it is entwined with all facets of our lives. Culture is one of the most important determinants we can offer to present and future generations to make them feel connected and engaged with society.

The City of Fredericton recognizes the great value and consequence of the arts and culture in the life of our community. It recognizes that a rich artistic tradition builds social cohesion through the flow of energy and ideas, affirms the community's sense of pride and identity, and contributes to economic prosperity. As a Provincial Capital, as host to major educational institutions, and as a centre for commerce, research and technology, the City of Fredericton understands that culture and the arts are key to building a vibrant and sustainable community.

Fredericton has fostered a significant cultural landscape for generations, if not millennia. Long before the founding of Fredericton by the Loyalists in the 1780s, the region has been the home of the Maliseet First Nation for thousands of years, while this area along the St. John River was once the fortified capital of Acadia in the 1690s, as well as an Acadian village called Saint-Anne in the 1700s. Our cross-cultural nature runs deep.

With notable instances of natural and built heritage at our fingertips, our citizens have benefited enormously from our ability to protect and promote these facets of our region, but we have to be continuously diligent to maintain them. While Fredericton has often punched far above its weight in the realms of visual art, music, literature, fine craft and theatre for years, there is great opportunity to grow these disciplines for the benefit to the City, Province, and the entire country. Other cultural pursuits such as dance, architecture, design, film & media, among others, are practiced by professionals in Fredericton, and should similarly be supported and enhanced for the benefit of our quality of life and for substantial economic and social growth.

### **1.2 Reason and Resolve for the Plan**

Many Canadian cities recognize that there are four pillars to a sustainable city:

- Cultural vitality;
- Economic prosperity;
- Social equity; and

- Environmental responsibility.<sup>1</sup>

All of these pillars are important and each requires focused and dedicated attention by the municipal government and by the community as a whole. It is by recognizing the interconnections between these pillars, and balancing attention to each, that a vibrant community is sustained. Key to the health of a municipality's cultural vitality is the groundwork and adoption of a well-defined Cultural Plan.

In the spring of 2013, Fredericton City Council authorized the Department of Growth and Community Services to undertake a Culture Plan for the city. Substantial research and analysis (including public consultations and surveys) were undertaken to lay the groundwork for a new City of Fredericton Culture Plan. Any exercise of this nature and scope needs to be aspirational; understanding that it is not meant to be a loading of new burdens onto the municipality (financial, organizational or otherwise), but rather the encouragement of the civic administration to succeed as a committed arts & cultural champion. City officials and staff should feel part of a closely knit community/partner/city effort whose enthusiasm and energy will rely on all parties, as together we can achieve much more than as individuals racing after a challenging goal.

This Culture Plan proposes that the primary role of the City of Fredericton in local cultural development is to act as a catalyst for culture. The city should embrace the role of being a cultural convener and supporter. The purpose of the Culture Plan is to identify goals and actions that will foster and strengthen Fredericton's cultural development over the next 3 to 5 years.

The specific objectives of the Fredericton Culture Plan are:

- Improve the lives of Frederictonians.
- Highlight the value of culture to the social and economic fabric of Fredericton;
- Motivate the City and its stakeholders to a plan of action;
- Set a framework of goals and specific actions for the City that unlock organizational, individual, and financial capital;
- Guide civic decision-makers and cultural stakeholders in operational changes and investments, and link cultural initiatives to wider City planning;

Municipalities across Canada, and indeed globally, are making significant investments in cultural planning.<sup>2</sup> For example, the Province is currently about to adopt a renewed cultural policy, and in early 2013, the City created the Economic Vision 2020 Strategy in which culture was explicitly mentioned as part of the economic strategy. The time is right to establish a Culture Plan for

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<sup>1</sup> Kingston, ON and Waterloo, ON are among those that have acknowledged these four pillars in their own Cultural Plans. For background, see <http://socialsciences.uottawa.ca/governance/eng/documents/IntegratingCultureinSustainableCommunities-final.pdf> and [http://www.ces.uc.pt/myces/UserFiles/encontros/1097\\_DUXBURY\\_Torres\\_Vedras\\_05.09.2012.pdf](http://www.ces.uc.pt/myces/UserFiles/encontros/1097_DUXBURY_Torres_Vedras_05.09.2012.pdf)

<sup>2</sup> For evidence of this, see the recent establishment and work of the Creative City Network of Canada at: <http://www.creativecity.ca/about-the-network/history.php>

Fredericton that encourages consideration of culture in all facets of municipal government planning and decision-making, to help ensure that their actions contribute to building a vibrant cultural landscape.

### 1.3 Building Blocks of the Culture Plan

Culture planning is based on understanding local cultural assets, both tangible and intangible, strengths and opportunities, gaps and challenges. It is rooted in community engagement and the community's desires for local cultural development.

A scan of the cultural environment in Fredericton presents a solid foundation upon which to build the City's Culture Plan. Over the last decade or so, the municipal government has undertaken important initiatives to develop cultural activities and infrastructure. As well, parallel cultural institutions beyond the City's purview have progressed. The actions of the City in partnership with independent cultural institutions are the building blocks of a strong Culture Plan. This Plan will help guide Fredericton's growth and the development of cultural institutions, activities, and initiatives.

#### 1.3.1 City Initiatives

The City has launched a number of key initiatives over the last several years to establish a more pronounced cultural foundation and presence. They include:

- **Heritage and Culture Focus:** Created the Heritage and Cultural Affairs Division in 1999 through Development Services<sup>3</sup>;
- **Arts, Culture and Heritage Funding Program:** Established juried funding programs to support local cultural projects and activities;
- **Arts Policy:** Created a Municipal Arts Policy in 2003 which committed Fredericton to support arts and cultural activities, and leading to new initiatives;
- **Cultural Development Officer:** Created a dedicated full time position;
- **Discretionary Grant Program:** Created a mechanism and budget to fund cultural organizations;
- **Cultural Capital of Canada:** Developed the case for the City's designation as a Cultural Capital by the Department of Canadian Heritage in 2009. This included funding for a range of celebratory and legacy projects;
- **Arts and Culture Advisory Committee:** Established by Council in 2013;

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<sup>3</sup> Heritage is now part of the Community Planning Division in the Growth and Community Services Department

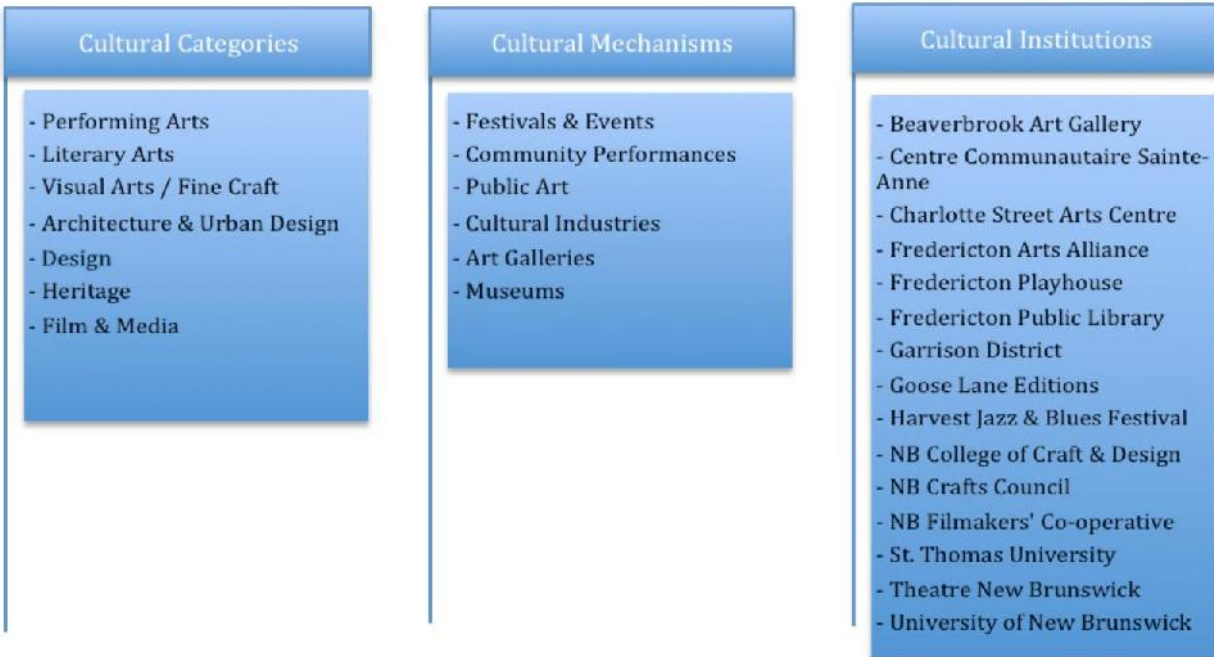
- **Public Art:** Promoted and sponsored several downtown juried public art projects by professional artists, with more to come in the future;
- **The Playhouse:** Purchased by the City with a new management board set in place with annual funding. This led to a wider reach and number of performance offerings;
- **Tourism Program:** Active in arts programming even prior to culture becoming part of official City policy, and has supported the growth and development of festivals;
- **Garrison District:** Invested in this National Historic Site through building enhanced Infrastructure and tourism programming;
- **Economic Development, Tourism & Culture:** Aligned City’s administrative structure to position culture alongside economic development;
- **Municipal Art Collection:** Developed an initial collection displayed in City Hall and other public spaces; and
- **Cultural Programs and Activities:** Catalyzed new public activities, such as “Culture Crawl,” “Doors Open,” exhibits at the city hall gallery, and poetry readings.

### 1.3.2 Cultural Institutions and Community Leadership

Fredericton has continued to enhance its cultural presence by building on historical strengths in many cultural categories. Each of these is a source of richness for Fredericton and rests on the foundation of eminent cultural institutions created by community leaders. (See figure 1, below). These institutions have become part of a thriving cultural ecosystem of artists, arts organizations, performers and performances, exhibits, events, festivals and showcases that are treasured by residents and visitors alike. Within Fredericton’s cultural ecosystem, there is continual evolution, innovation, and collaboration that provide a solid base for building progressive and rewarding cultural relationships into the future.



Figure 1 Fredericton's Cultural Framework



#### 1.4 Community Development of Fredericton's Culture Plan

This Culture Plan has been prepared with substantial community involvement and consultation. The active, broader public was canvassed through a public survey questionnaire; interested citizens and stakeholders participated in a public forum; and cultural community leaders participated in interviews and round tables.

##### 1.4.1. Public Questionnaire

Over 300 people responded to a questionnaire that was made available both online and gathered from individuals attending events at Harvest Jazz and Blues Festival, Centre Ste. Anne open house, Theatre New Brunswick, and University of New Brunswick Homecoming, as well as by individuals in the downtown core, the Boyce Farmers Market, and the Northside Market. Many participants at the public forum completed a questionnaire, and others did so directly online. The sentiments expressed by the public contributed directly to building the Culture Plan.

The compilations of responses are shown in **Appendix A**, with highlights summarized below:

- **Fredericton is a leading/emerging city** – The continued growth and viability of the City was a top priority. The recognition of Fredericton as a leading/emerging city in Eastern Canada, capable of attracting/retaining productive citizens, is of vital importance. An overall sense of civic pride and a generalized view of Fredericton as a special or “hidden” city prevails.

- **Culture is very important to Fredericton** – The majority of respondents agreed that arts and culture is “very important”, especially essential in the attraction of new residents and for the retention of youth.
- **Fredericton’s culture should be vibrant, dynamic and exciting** – Most respondents felt that Fredericton is better known for its heritage. When asked what Fredericton should aspire to, there was a strong emphasis on the ‘cool’. While this may reflect the nature of the events where people were canvassed, it is a strong sentiment, nonetheless.
- **Culture has a broad definition** – Respondents think of culture as a broad set of activities including parks and trails, public libraries, farmers market, movies, events at the Playhouse, music festivals, etc... This integrated view reinforces the need to approach culture as part of a wide range of services and community infrastructure.

#### 1.4.2 Public Forum

A well-attended public Forum of cultural stakeholders and interested citizens was held to discuss the needs and rationale for a Culture Plan. The discussion groups were asked to consider issues, opportunities and initiatives related to Fredericton culture. The main themes and discussion areas are summarized in **Appendix B**, with these highlights:

- **Awareness of the arts** - Awareness of the arts is a first step toward supporting public policies that foster arts and culture. Orienting citizens to the benefits of the arts, such as economic generation, tourism revenues and quality of life can strengthen policy and improve buy-in from stakeholders. Fredericton’s citizens generally understand the importance of arts and culture, but City programs and policies need to be reviewed to ensure they are aligned with this priority to the best of their ability.
- **Institutional knowledge and synergies** - Sharing institutional knowledge and Inter-organizational cooperation to leverage the cultural potential of Fredericton. The City must take a leadership role in helping to open dialogues, cooperation, and potential business opportunities, with the potential for growth across the cultural community.
- **Facilities** – There appears at present to be gaps in arts and culture infrastructure - including small and affordable workspaces for artists, and rehearsal and performance spaces for theatre groups.
- **Cultural activities** – There are plenty of cultural activities centered in the downtown, but less in other parts of the community. While the downtown cultural focus is healthy and desirable, reasonable efforts should be made to not discount cultural activities in other areas of Fredericton, if appropriate.
- **Cultural districts** - The concept of cultural precincts or districts was discussed at length. Such districts where interactions among government, private business, artists, and local citizens occur can foster the growth and expansion of cultural and artistic pursuits.

- **Public programming** - Public arts programming was a prevalent theme. The cutting of arts programs in public schools led many to express concern about potential gaps in a child's cultural learning. The City should be aware of these gaps and address where appropriate.

### 1.4.3 Interviews and Consultation Meetings

A series of interviews and roundtable meetings were conducted with Fredericton's cultural and community stakeholders, including the Arts and Culture Advisory Committee. These meetings were crucial to the development of the vision, goals, and implementation strategies of the Culture Plan.

Following are highlights of the discussions:

- A renewed and coordinated approach to culture would serve Fredericton well. Fredericton has a solid cultural tradition, but there was a sense that it was now time to better coordinate activities and initiatives, and place a higher priority on the realization of cultural goals. Suggestions included:
  - Celebrate contemporary arts and culture better, along with multi-ethnic and multi-generational influences.
  - Clearly and vigorously promote Fredericton's role as provincial capital and a cultural crossroads.
  - Provide incentives for quality built heritage restoration/redevelopment and continue to expand the uses of the Garrison District for public arts and mixed use development.
- Our community's focus on cultural tourism is a natural building block as arts and culture are symbiotic with tourism investments/initiatives. Some commented that an arts and culture lens should be applied to all future development, e.g. along the riverfront. Such development should integrate tourism, transportation, built heritage, public art and retail/commercial development.
- While many Frederictonians participate actively in arts and cultural activities, there was recognition that a number of arts organizations lack stable funding to serve this need. Greater collaboration around tools, physical assets, marketing and services could be extremely helpful. There was a sense of needing greater availability and coordination with city staff to facilitate planning, administration, and navigating regulations for festivals and events.
- There was a strong desire to have more effective policies, standards and regulations related to design excellence, architecture, and heritage preservation.
- There was recognition that a Culture Plan would be supportive of Fredericton's economic development. The Culture Plan would be complementary to tourism objectives,

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Economic Development’s 2020 vision, the investment in new integrated performance facilities, and the City Centre Plan. It was felt that a coordinated approach to city development will reap the greatest benefits for the whole community and region.

- Service Level Agreements with existing organizations such as the Charlotte Street Arts Centre would enable more arts and culture programs to be delivered in the community more efficiently than directly by the City.

## 2. Complementary Planning Process

The Culture Plan was developed while several complimentary planning processes were underway or recently completed in Fredericton:

- **Vision 2020: Economic Development Plan:** Fredericton’s Culture Plan dovetails the 2013 Economic Development Plan which lists arts and culture as an emerging growth area. The Culture Plan agrees with the “Vision 2020” plan, namely cultural designation of downtown places, refurbishing heritage facilities, creating shared spaces for artists, and sharing assets among cultural organizations.
- **City Centre Plan:** The City Centre Plan has significant crossovers with the Culture Plan, including support of heritage preservation initiatives, public art, streetscapes, festivals and events.
- **Performing Arts Centre Feasibility Study:** Citizen feedback points to the key role the Playhouse enjoys in the region. A downtown facility that fits the future performance needs of the community will play a central role in cultural and economic development.
- **Garrison Master Plan:** Garrison Plan – The Garrison District Plan will provide an overall vision for the City’s primary cultural-heritage-festival district downtown. The exercise will bring together various Historic Garrison District owners and stakeholders to develop a long-term vision for the site that will compliment both the City Centre Plan and the City’s Culture Plan.
- **Main Street Urban Design Plan** - The Main Street Urban Design Plan will provide a vision for one of the busiest areas of the city that will include cultural amenities such as entertainment opportunities, enhanced streetscapes and public art.

### 3. Vision and Values

#### 3.1 Vision statement

The vision is intended to describe our ideal future and should inspire and provide focus for civic and community action over time. The vision should reflect the community's priorities and paint a picture of Fredericton's ideal cultural future. The proposed vision statement of the City of Fredericton Culture Plan is:

***Cultural experience, expression and participation are essential to Fredericton, inspiring us to be innovative, inclusive, creative and vibrant.***

#### 3.2 Statement of values

These values are the foundation of the City of Fredericton Culture Plan and act as the inspiration for where the City and cultural community want to be in 3-5 years.

- We know future cultural development must be **authentic and true** to collective past and present realities;
- We see **vision, leadership and commitment** as fundamental to encouraging culture to thrive;
- We recognize that empowering citizens to effect change is essential to **community and cultural development**;
- We commit to developing **cultural literacy** and a broad appreciation of arts and culture, which can contribute to the overall wellbeing of our citizenry;
- We strive to be **inclusive and collaborative**, working together to enable all residents and visitors to engage in cultural pursuits and achieve shared cultural goals;
- We understand that culture and heritage define individual and shared **identities** that shape the community;
- We believe that a **livable city** requires balanced attention to economic, environmental, social, and cultural strategic priorities;
- We value **creativity and risk-taking** as essential to innovation and progress, creating new opportunities and addressing new challenges;
- We will celebrate Fredericton's **uniqueness** as the Province's **capital city**;
- We will **preserve, commemorate, and refurbish** our built heritage, and **encourage** contemporary design excellence in our architecture and infrastructure;
- We believe the creative output of artists and cultural entrepreneurs should aspire to produce projects, activities, performances and presentations of **integrity and quality**.

## 4. Goals and Recommendations

To achieve the community's vision for culture, Fredericton's culture plan is organized around **five goals**. The goals reflect consensus around the key themes that emerged during the public consultation process.

- I. INTEGRATE THE ARTS AND CULTURE IN DAILY LIFE**
- II. EMBRACE DIVERSITY AND SUPPORT COLLABORATION**
- III. ENCOURAGE SUSTAINABILITY IN THE CULTURAL SECTOR**
- IV. SUPPORT THE DESIGN OF GREAT SPACES AND PLACES**
- V. UNDERSTAND AND EMBRACE CULTURE'S ECONOMIC VALUE**

### 4.1 Recommendations for Each Goal

The Culture Plan's goals need focused recommendations to ensure their success. It proposes the following for the City's consideration to properly implement the Culture Plan. These recommendations laid out in the body of this plan require specific related actions to be further developed by City staff in an implementation plan.

#### **I. INTEGRATE THE ARTS AND CULTURE IN DAILY LIFE**

Fredericton has a tremendous cultural heritage and vibrant contemporary cultural life. Building on these strengths, the city should aim to increasingly incorporate art and culture throughout the community and make culture more deeply pervasive throughout municipal affairs and decisions involving physical infrastructure. A cultural lens should be applied from the get-go to all new or ongoing initiatives undertaken by the City. This will make Fredericton's citizens and government more open, inspired, engaged in community life, invested in their city, and enthusiastic about the future. It is win-win; not a burden. This goal encourages culture being increasingly integrated into people's lives at home, at work, in school, and in the wider community.

#### **Recommendations:**

- Consider cultural opportunities and the broad nature of Fredericton's culture throughout all municipal operations and departments.
- Investigate similar recent approaches and best practices adopted by other mid-sized municipalities.
- Review existing municipal bylaws, regulations, guidelines and associated processes as they relate to arts and cultural matters. Revisit and revise as necessary to encourage and support cultural vibrancy.

- Increase the City of Fredericton’s capacity to support collaborative activities in the festivals and events sector (these can be equipment, resources, expertise, etc.).
- Explore innovative ways to fund city-supported cultural activities and assets.
- Support arts exposure and learning opportunities for children and youth through current and future activities and programs.
- Develop recognition programs for the arts and culture sector (awards, profiles, etc.)

## II. EMBRACE DIVERSITY AND SUPPORT COLLABORATION

As New Brunswick’s Capital City, every citizen of the province has a stake in Fredericton’s cultural vibrancy. It should strive to be as inclusive as possible and create a sense of belonging for all. Culture can build community and offer everyone a stake in the wellbeing of the City by embracing diverse backgrounds and cultures, and encouraging interaction and collaboration among various communities and cultural stakeholders. Actions and initiatives that celebrate and build on community diversity can increase pride and participation from all corners of the population - creating a sense of belonging and dignity for everyone.

### **Recommendations:**

- Continue to develop arts and cultural opportunities throughout the city (festivals, public events, etc.) and develop strategies to involve/engage as many citizens as possible for these events.
- Pursue opportunities to build relationships and partnerships between the culture sector and other sectors of the local economy, with a focus on funding and support.
- Provide opportunities for networking, gathering, collaborations in the cultural sector
- Continue to acknowledge the cultural contributions and heritage of our three founding communities (First Nations, Francophone, and Anglophone), and expand opportunities and support for collaborative initiatives between these groups.
- Work with Aboriginal stakeholders to share integral local Aboriginal culture and heritage with the broader community.
- Celebrate Fredericton’s diversity of population, while continuing to increase the participation of ethno-cultural communities in the broader Fredericton community.
- Initiate discussions with leaders of educational, religious and institutional facilities containing performance and studio venues to find ways to improve community access and foster community use.
- Work closely with Universities and Colleges to increase collaborations between campuses and the community.
- Work closely with youth and youth service providers to develop meaningful opportunities for youth-focused cultural experiences.
- Encourage barrier-free accessibility to as many cultural events and cultural sites as possible.

- Establish an arts and culture recognition program for local citizens and groups, similar to the city’s longstanding Distinguished Citizen Award.

### **III. ENCOURAGE SUSTAINABILITY IN THE CULTURAL SECTOR**

A strong and sustainable arts and cultural community is critical to maintaining Fredericton’s quality of life, tourism brand, youth/immigrant retention, and business attraction. The strengthening of arts organizations, arts activities, and arts facilities must lead toward greater sustainability. This, in turn, leads to a more secure foundation for both artists and the community, and more effective long-term operations planning.

#### **Recommendations - Cultural Organizations and programming:**

- Conduct inventory and needs assessment of existing arts and cultural spaces (gap analysis). Incorporate this with any imminent Cultural Mapping exercises.
- Review discretionary grants program and the Arts, Culture & Heritage Funding Program to ensure they meet community ambitions and expectations.
- Work toward sustainable funding for non-profit cultural organizations which contribute to municipal objectives and Fredericton’s quality of life.
- Create incentives for non-profit cultural organizations to build their organizational and human capacity in order to collaborate more effectively.
- Facilitate the communication of arts and cultural initiatives to the public.

#### **Recommendations - Festivals and Events:**

- Foster a cooperative environment to share physical, staffing, and organizational resources among organizations of festivals and events.
- Support and promote the development and growth of new festivals and events, as well as the development of existing festivals to reach their artistic and audience potential.
- Support the contribution of successful festivals as destinations contributing to tourism and economic development.

#### **Recommendations - Cultural facilities and venues (buildings, specialized facilities, open spaces, and artist workshops):**

- Conduct inventory and needs assessment of existing arts and cultural spaces (gap analysis).
- Support the development of arts and cultural spaces where gap analysis demonstrates a need.
- Address the Playhouse’s infrastructure deficit.
- Encourage landlords to offer affordable artists’ studio and retail space in the downtown.



## IV. SUPPORT THE DESIGN OF GREAT SPACES AND PLACES

Place building is critical to creating environments that encourage dynamic social and cultural interaction, energetic public gatherings, and simply beautiful, inspiring areas. Environments like these support and stimulate the arts, the community, the economy, and our overall quality of life. They foster greater public safety and encourage tourism.

The place building goal celebrates and encourages excellence in architecture and urban design, public art, as well as initiatives for heritage preservation. Building on our valuable heritage building stock, the City must ensure contemporary architecture and urban design reflect integrity, high quality, best practices and creative excellence. In recent years, the city has often underperformed in these areas and so the time is right to show leadership and stewardship.

The downtown core and its public spaces/infrastructure should include more designated areas for the promotion and presentation of arts and culture as well as sites for Public art. The promotion of public art is a key strategy to make visual art accessible and inspiring to the public by animating public spaces.

### **Recommendations - Downtown & urban spaces:**

- Ensure cultural opportunities are considered in the planning of new developments.
- Encourage and support the animation of spaces with cultural activities and programs.
- Apply a cultural lens to city infrastructure, services and other projects.
- Aligned with City Centre Plan, designate cultural districts around clusters, e.g. the Garrison District; Marysville mill area; Devon Riverfront/Walking Bridge/Roundhouse; and the Beaverbrook/Playhouse/Legislature area, for example.
- Encourage the cross-pollination of culture, creativity and ideas through the creation of “bumping places” for artists, entrepreneurs and the IT industry.
- Preserve the built heritage and landscapes of the town plat and other architecturally significant areas throughout the city.
- Develop strategies to encourage excellence in contemporary architectural and landscape design.

### **Recommendations - Celebrating and rewarding excellence:**

- Raise awareness of the City’s public art program.
- Raise awareness of Fredericton’s built heritage and infrastructure.
- Recognize developers who incorporate excellence in design, culture facilities, and cultural features.
- Establish a juried program of awarding excellence in urban design and architecture.

### **Recommendations - Public art:**

- Continue the current Public Art program, and establish a public art fund which can be used to develop and leverage public art cost-sharing opportunities.
- Lead by example by setting aside 1% of development cost for public art investment on all major municipal capital projects (like several other New Brunswick cities).
- Encourage developers and other public and private organizations to invest in public art.

**Recommendations - Architecture and urban design:**

- Actively and willingly take on the role of guardians of Fredericton’s built heritage, understanding that it is one of the greatest assets of the City.
- Explore opportunities to encourage the preservation and restoration of the City’s built heritage.
- Promote and encourage excellence in the design of contemporary architecture and urban design. Employ open architectural competitions wherever possible.
- Create a high quality online digital photographic catalogue of the city’s current heritage stock along with archival images of the city’s architecture & urban spaces

**V. UNDERSTAND AND EMBRACE CULTURE’S ECONOMIC VALUE**

Fredericton’s culture contributes significantly to its economic vigor and location as a place to do business. As economic development is intrinsically tied to a community’s arts and cultural strength, this needs continued municipal leadership and acknowledgement, as well as municipal and private sector investment in cultural activity and infrastructure.

Cultural activities promote economic growth in Fredericton to an incredible degree. It is the crux of the tourist industry in the region, and it is one of our best advantages in attracting young people and new businesses. Growing Fredericton’s cultural sphere will pay tremendous dividends supporting entrepreneurship, innovation, business attraction and retention, employment growth, and top talent.

**Recommendations:**

- Develop and promote Fredericton as a dynamic, sophisticated and ‘cool’ place to live, work and visit.
- Promote Fredericton’s cultural assets and strengths as tools to attract and retain global interest from professionals, entrepreneurs, and investors.
- Understand that Fredericton’s cultural offerings tightly align with its talent attraction and retention. Align municipal strategies around this fact.
- Foster entrepreneurship and innovation in cultural-related activities.
- Use our cultural landscape as a way to increase the number of conventions

## 4.2 Roles for Fredericton's Municipal Government

There are numerous roles for City Council and the wider municipal government to play in the implementation of a culture plan. It is important to recognize these roles as follows:

**Leader** – City Council can emphasize culture as very important to the well-being of the community and to its economic development

**Instigator/Convener** – City officials and councilors can help launch new initiatives as a convener of business, non-profits and the like.

**Regulator** – Be at the helm of best practices in heritage preservation and development proposals.

**Operator** – Directly deliver cultural services or contract them out. e.g. recreational activities, providing arts related activities at the community level, and even garbage collection (for festivals and events).

**Funder** – Make grants to third parties for core funding to cultural organizations (e.g. the Playhouse) or sponsoring specific projects.

**Monitor** – Consider the advice of the Arts and Cultural Advisory Committee.

**Land/Asset Owner** – Show leadership and openness with regards to allowing City-owned and -managed buildings, equipment and land to be available as facilities for cultural activities and groups.

The City's Arts and Culture Advisory Committee can help the City to fulfill these roles.<sup>4</sup> The Advisory Committee can identify the needs on behalf of the cultural community. Since it was integrally involved with the development of the Culture Plan, it is in a good position to help guide its implementation.

In addition, the wider community has a tremendous role to play in this initiative. The general public, along with the business and educational sectors, should recognize the mutual benefits

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<sup>4</sup> Council's **Arts and Culture Advisory Committee** was appointed by City Council. Its purpose is to advise Council and make recommendations on matters affecting arts and cultural development within the municipality. Its terms of reference include the following:

- Liaison between City Council and cultural community
- Annual report card of the Municipal Arts Policy (MAP)
- Renewal of Municipal Arts Policy and development of culture plans
- Funding program guidelines and selection criteria
- Cultural mapping exercises, as required
- Arts awards and recognition programs
- Priorities for cultural planning, programs, and directions (either based on MAP, or other issues arising)
- Challenges and opportunities facing the cultural sector, particularly on issues involving the City

of investing in a strong arts and culture scene and how it will greatly enrich our region. The city cannot do it all, and to succeed, this plan depends on a commitment from the public being advocates, volunteers, customers, creators, instigators and leaders.

### **4.3 Implementation Steps**

The implementation steps will revolve around a series of actions, which will be identified in the next phase of this project. Annual budgetary and organizational resources will be factored into the priority setting process. The action items can be seen in short, medium, and long-term timelines, since some actions may require more planning than others.

As time progresses, actions may be added to or dropped as goals, objectives, and action implementation steps are achieved through other initiatives not yet on the horizon of this Culture Plan. Since priority, investment, and timing are all matters for Council to decide, the actual sequencing will be reviewed and decided annually if not more frequently.

## **5. Measuring Success**

Over the course of implementing these actions and to ensure that the City has achieved the goals that have been set out in the Culture Plan, it is important to have some measure of success that will have indicators measured at consistent intervals. The methods described in the list below outline how the City can measure growth in Fredericton's cultural sphere and can feed into future initiatives. These initiatives could include cultural mapping and inventorying, which are themselves essential to measure results.

To measure progress, the City's Economic, Development, Tourism and Culture Division could report regularly on several metrics, which may include (but not be limited to) the following as possible examples:

- Overall per capita municipal investment in culture – operations and capital
- Participation rates and other statistical information (e.g. attendance) in civic-supported cultural events and venues (Playhouse, festivals, galleries, library programs, etc.)
- Participation rates in municipal cultural services and funding programs
- Number of designated and protected heritage buildings
- Funding generated through municipally supported cultural events and venues, from outside agencies (provincial/federal/private) (ie. leveraging)
- Number of local cultural and design excellence awards
- Number of national or international awards related to culture
- Number of visitors to Fredericton and amount spent
- Investments into Municipal Art Collection
- Private and municipal contribution to public art projects

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## 6. Conclusion

This Culture Plan aims to integrate Fredericton’s art, culture, economic development, heritage, and sense of community. Understanding the remarkable achievements of the City over generations, this document presents a set of values, goals and objectives, and recommended actions for guiding the City over the next three to five years and beyond.

While change is necessary, if properly planned with wide community involvement and integrity of vision as keystones, the new Culture Plan will pay great dividends. Investment in arts and culture should be considered a win-win investment in the citizenry of Fredericton: it promotes public and private sector economic growth, it brings capital and entrepreneurship to the community, and it makes our city a much better place to live – plain and simple. We encourage a new way of thinking where the City views its activities through a cultural lens.

A culture plan is a living document. It must be animated, pushed, and supported in many different ways and by many different stakeholders. The City’s Arts and Culture Advisory Committee is critical to keeping the priorities to the forefront, and making sure that the goals and objectives are reviewed regularly, and revised if necessary. Civic leadership is also of paramount importance, as the real beneficiaries of a vibrant cultural life are the citizens of Fredericton, and their role as supporters and volunteers will be the ultimate basis of success.

**Appendix A: Responses to Community Outreach Questionnaire**

**Appendix B: Public Forum on Culture Plan: September 5, 2013**