



**Special Council
Meeting Agenda
(Procedural By-law Review
Workshop)**

Thursday, October 6, 2016

6 p.m.

**Council Chambers
Aurora Town Hall**



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Special Council
Meeting Agenda
(Procedural By-law Review Workshop)**

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Council Chambers

1. Declaration of Pecuniary Interest and General Nature Thereof

2. Approval of the Agenda

Recommended:

That the agenda as circulated by Legislative Services be approved.

3. Delegations

4. Consideration of Items Requiring Separate Discussion

5. By-laws

Recommended:

That the following confirming by-law be given first, second, and third readings and enacted:

5906-16 Being a By-law to Confirm Actions by Council Resulting from a Special Council Meeting on October 6, 2016.

6. Adjournment

Agenda Items

1. Procedural By-law Review Council Workshop

Recommended:

1. That the presentation regarding Procedural By-law Review Council Workshop be received; and
2. That Council provide direction.

2. Cultural Master Plan (2014-2019) Update

Recommended:

1. That the Cultural Master Plan (2014-2019) Update be received for information.



Procedural By-law Review Council Workshop

October 6, 2016

6 p.m.

Council Chambers

Purpose

- Background of Procedural By-law Review
- Status of review
- Summary of decisions (2015 Workshops)
- Themes, best practices, and technology
- Next steps



Background

- Council held Procedural By-law Review Workshops on November 24 and December 15, 2015
- Council received presentations and adopted several recommendations to improve the Procedural By-law
- Council directed staff to report on the necessary changes to the Procedural By-law to effect the policies adopted by Council at the Workshops



Summary of Decisions (Council Workshops – Nov. 24 and Dec. 15, 2015)

Themes	Policy Changes Adopted By Council	Workshop Date
Inclusion of Principals of Parliamentary Procedure	<p>That the inclusion of the following principles of parliamentary procedure in the Procedural By-law as an interpretive tool be endorsed:</p> <ul style="list-style-type: none">a) Every Member has the right to one vote, unless prevented by law;b) Each Member of Council has the right to be heard on a matter, unless prevented by law;c) Each Member of Council has the right to information to help make decisions, unless prevented by law;d) Each Member of Council has the right to an efficient meeting;e) Each Member of Council has the right to be treated with respect and courtesy;f) Each Member of Council represents the public and will first and foremost consider the well-being and interests of the municipality.	Nov. 24, 2015

Summary of Decisions (Council Workshops – Nov. 24 and Dec. 15, 2015)

Themes	Policy Changes Adopted By Council	Workshop Date
<p>Council/ Committee Structure</p>	<p>That the creation of a new “Budget Committee”, comprised of all Members of Council, to make recommendations to Council on approval of the Town’s annual Operating and Capital Budgets be endorsed; and</p> <p>That the Budget Committee order of business be the same as currently used for Special General Committee – Budget meetings; and</p> <p>That the Budget Committee be delegated the authority to:</p> <ul style="list-style-type: none"> a) Approve the meeting minutes of the Budget Committee; b) Direct staff to bring forward information to the Budget Committee as needed, and defer matters to a future Budget Committee meeting; and c) Direct staff to prepare and bring forth for Council’s consideration a report summarizing Committee recommendations on the annual Capital and Operating Budgets. 	<p>Nov. 24, 2015</p>

Summary of Decisions (Council Workshops – Nov. 24 and Dec. 15, 2015)

Themes	Policy Changes Adopted By Council	Workshop Date
Regular Meeting Schedule	<p>That the following schedule of regular Council, General Committee and Special Council – Public Planning meetings be endorsed:</p> <ul style="list-style-type: none"> a) General Committee shall generally meet on the first and third Tuesday of the month at 7 p.m.; b) Council shall generally meet on the second and fourth Tuesday of the month at 7 p.m.; c) Special Council – Public Planning meetings will normally be held on the third (3rd) Wednesday of the month; and d) Only one (1) General Committee meeting, one (1) Council meeting and one (1) Public Planning meeting will be held in each of December and January. 	Nov. 24, 2015
Summer Meeting Schedule	<p>That one (1) General Committee meeting and one (1) Council meeting be held in each of July and August.</p>	

Summary of Decisions (Council Workshops – Nov. 24 and Dec. 15, 2015)

Themes	Policy Changes Adopted By Council	Workshop Date
<p>Agenda and Order of Business</p>	<p>That the listing of the Confirming By-law as a separate Council agenda item be endorsed; and</p> <p>That the removal of the General Committee agenda item “Presentations by the Advisory Committee Chair” be endorsed; and</p> <p>That the listing of “Declaration of Pecuniary Interest and General Nature Thereof” following “Approval of the Agenda” be endorsed; and</p> <p>That staff report back on implementing a policy that information reports, generally defined as staff reports that do not contain recommendations requiring Council action or decisions, normally be published on the Town’s website and only be included on a Council or Committee agenda if requested by a Member of Council.</p>	<p>Nov. 24, 2015</p>

Summary of Decisions (Council Workshops – Nov. 24 and Dec. 15, 2015)

Themes	Policy Changes Adopted By Council	Workshop Date
<p>Publishing of Agenda</p>	<p>That Committee meeting agendas be provided seven (7) days prior to the meeting; and</p> <p>That Committee Additional Items be published twenty-four (24) hours before the meeting; and</p> <p>That Council meeting agendas be provided on the Friday prior to the meeting; and</p> <p>That Council Additional Items be provided on the day of the meeting.</p>	<p>Nov. 24, 2015</p>



Summary of Decisions (Council Workshops – Nov. 24 and Dec. 15, 2015)

Themes	Policy Changes Adopted By Council	Workshop Date
<p>Rules of Debate</p>	<p>That Members' speaking times be changed as follows:</p> <ul style="list-style-type: none"> a) At Committee meetings, Members be permitted to speak two (2) times on a subject, the first time being for a maximum of ten (10) minutes, and the second time being for a maximum of five (5) minutes; and b) At Council meetings, Members be permitted to speak two (2) times on a subject for a maximum of five (5) minutes each time. 	<p>Dec. 15, 2015</p>



Summary of Decisions (Council Workshops – Nov. 24 and Dec. 15, 2015)

Themes	Policy Changes Adopted By Council	Workshop Date
<p>Public Participation</p>	<p>That staff report back on the feasibility of moving Open Forum from Council meetings to General Committee meetings.</p> <p>That Delegations who appear before General Committee not be permitted to delegate again at the following Council meeting, but may submit written material to Members of Council through the Clerk's Office.</p> <p>That a policy which permits Delegations, on a majority vote, no more than one (1) extension of up to five (5) minutes be endorsed.</p> <p>That a policy requiring Presentations and Delegations to submit any Presentation or Delegation material prior to a meeting, to be included on an Additional Items agenda, be endorsed; and</p> <p>That an increase in the time limit for Delegations by Town staff, consultants or contractors retained by the Town, or other persons delegated authority by the Town, to ten (10) minutes be endorsed.</p> <p>That Delegations wishing to appear before Committee be required to advise the Town Clerk in writing no later than 4:30 p.m. two (2) days prior to the meeting.</p>	<p>Dec. 15, 2015</p>

Summary of Decisions (Council Workshops – Nov. 24 and Dec. 15, 2015)

Themes	Policy Changes Adopted By Council	Workshop Date
Notices of Motion	That the current rules on Notices of Motion be maintained.	Dec. 15, 2015
Specific Motion	That the inclusion in the Procedural By-law of rules on “Friendly Amendments,” defined as minor amendments approved by the mover and seconder that are not voted on, be endorsed.	
Voting	That staff be directed to report back to Council on options to use electronic voting at Council meetings following acquisition of an electronic meeting management system, and upgrades to the audio visual equipment in the Council Chambers; and That the inclusion of rules in the Procedural By-law to permit electronic voting by members be endorsed.	
Rules of Order	That the provisions of section 4.9 of the Procedural By-law be amended by replacing “Bourinot’s Rules of Order” with “Robert’s Rules of Order.”	

Summary of Decisions (Council Workshops – Nov. 24 and Dec. 15, 2015)

Themes	Policy Changes Adopted By Council	Workshop Date
<p>Closed Session</p>	<p>That section 2.20 of the Procedural By-law be amended to include a requirement that a Meeting shall be closed to the public when the subject matter to be considered is an ongoing investigation respecting the municipality, a local board or a municipally-controlled corporation by the Ombudsman appointed under the <i>Ombudsman Act</i>, an Ombudsman referred to in subsection 223.13 (1) of the <i>Municipal Act, 2001</i>, or the investigator referred to in subsection 239.2 (1) of the <i>Municipal Act, 2001</i>.</p>	<p>Dec. 15, 2015</p>
<p>Clarification and Interpretation</p>	<p>That the Procedural By-law be amended to authorize the Clerk to create and amend an annotated version of the Procedural By-law to assist Members in complying with the rules as enforced and interpreted from time to time; and</p> <p>That the Procedural By-law be amended to permit the Clerk to amend by-laws, minutes and other Council and Committee documentation for technical, typographical, or other administrative errors and omissions for the purpose of ensuring an accurate and complete record of proceedings.</p>	

Summary of Decisions (Council Workshops – Nov. 24 and Dec. 15, 2015)

Themes	Policy Changes Adopted By Council	Workshop Date
<p>Meeting Efficiency</p>	<p>That staff be directed to report back on options for procedural rules that should not be waived even by a two-thirds (2/3) vote based on other municipal best practices.</p>	<p>Dec. 15, 2015</p>
<p>Other</p>	<p>That staff be directed to report on the necessary changes to the Procedural By-law to give effect to the policies adopted by Council at its Workshops on November 24 and December 15, 2015, including any necessary transition plan.</p>	



Themes, Best Practices, and Technology

General:

- Plain language approach
- Define unwritten practices
- Additional definitions where required
- Clarify or provide process
- Housekeeping
- Health and Wellness break
- Ensure consistency in meeting processes with area and GTA municipalities



Themes, Best Practices, and Technology

Public Access and Transparency:

- Open Forum
- Delegations
- Notice and Further Notice
- Petitions
- Web-streaming
- Vote Record (searchable database of Council/
Committee meeting agendas and minutes)
- Annual Closed Meeting Report



Themes, Best Practices, and Technology

Meeting Efficiency and Governance:

- Consent Agenda
- Order of Business
- Announcements and New Business Items
- Waiving of procedural rules
- Information Reports
- Electronic recorded votes at Council
- Council Workshops
- Closed Session meetings
- Schedule of meetings
- Public Planning meetings

Slide 16



Next Steps

- November 3, 2016 – Draft Procedure By-law provided to Council for review
- November 4, 2016 – Draft Procedure By-law available for public review
- November 15, 2016 – General Committee Meeting – Council to review draft Procedure By-law and provide final direction and opportunity for public feedback
- November 22, 2016 – Council Meeting – Council to adopt new Procedure By-law to become effective January 1, 2017





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THE COVER IMAGE REPRESENTS THE COMMUNITY'S RESPONSE TO THE QUESTION "WHEN YOU THINK OF THE WORD 'CULTURE' IN AURORA WHAT IMMEDIATELY COMES TO MIND? " THE LARGER THE WORD, THE MORE FREQUENT THE RESPONSE



Executive Summary



Executive Summary

The Town of Aurora joins leading municipalities in Ontario and across Canada in recognizing cultural planning as an essential planning and economic development tool. To attract new and creative talents, to boost tourism and to enhance quality of life, cultural resources and opportunities in Aurora must be encouraged and supported. The Town of Aurora Cultural Master Plan provides a strategy and recommended actions to leverage local cultural resources to grow the economy, to improve quality of life, and to build and sustain a sense of community cohesion and pride.

In 2012 the Town of Aurora, committed to develop a Cultural Master Plan. An Ad Hoc Working Group was appointed by Council to oversee and help guide development of the Plan. The Working Group was comprised of representatives from the Municipality along with individuals representing a range of cultural, community, and business interests. Names of Working Group members are identified in [Appendix A](#). The Working Group met monthly throughout the entirety of the project. The consultants wish to express their gratitude to members of the Working Group for their valuable input and guidance throughout the process.

The Planning Process

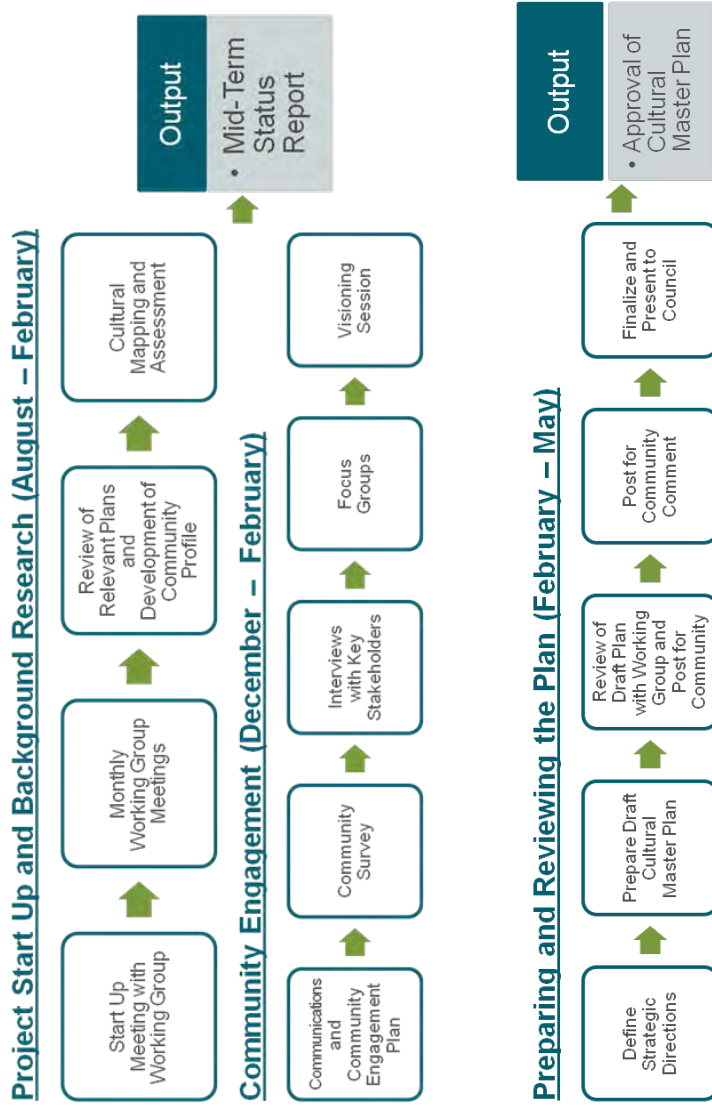
The planning process was launched in August, 2013 and will conclude with a presentation of the Cultural Master Plan to Town Council in May, 2014. The planning process is set out in Figure 1.

The Cultural Master Plan was developed through an extensive community engagement process to ensure that the Plan's directions and priorities reflect the community's ideas as well as Municipal needs and opportunities.

Prior to launching the community engagement process, background research was undertaken to ground the Cultural Master Plan in solid research and analysis. The first step in this research involved examining all relevant Town plans and strategies to define the planning context within which the Cultural Master Plan was being developed. The second phase of research involved cultural mapping, a systematic approach to identifying, documenting and analyzing the community's cultural resources. A summary of results from both bodies of research is set out later in this report. The combined findings from the background research and community engagement were summarized in a *Mid-Term Findings Report* reviewed by the Working Group.



FIGURE 1: PLANNING PROCESS



Strategic Directions and Strategies

The Cultural Master Plan is built on four **Strategic Directions** that anchor and set a context for a collection of **Strategies** associated with a range of specific recommended **Actions**. The Plan should not be considered a finished document. Rather, it should be viewed as a living document, an informed starting point based on an assessment of where Aurora finds itself today, together with the expressed needs and aspirations for the future. The Cultural Master Plan is a dynamic report designed to continue to respond to changing needs and opportunities. New actions will emerge throughout the lifespan of the Plan. An overview of Strategic Directions and Strategies follows.



Strategic Direction 1: Define the Municipality's Role and Build Partnerships

Strategies:

- Address Administrative and Resource Requirements to Implement the Plan
- Build and Sustain Public, Private and Community Partnerships

Strategic Direction 2: Expand Culture's Role in Economic Development

Strategies:

- Leverage Cultural and Heritage Resources to Support Downtown Revitalization
- Grow Aurora's Creative Cultural Industries
- Expand Tourism

Strategic Direction 3: Build a Strong and Vital Cultural Sector

Strategies:

- Strengthen Collaboration Among Cultural and Heritage Groups
- Increase Awareness of Cultural Resources
- Build on Current Activities to Strengthen Festivals and Events

Strategic Direction 4: Enhance Access to Cultural Resources

Strategies:

- Respond to the Cultural Aspirations of an Increasingly Diverse Community
- Promote Participation in Cultural Activities Across the Community
- Address the Needs of Youth and Seniors in the Community





1 Guiding Assumptions

1.1 Definitions

Cultural planning is an established priority for the Province of Ontario. Different language is used to describe this activity. The Province uses the language of *Municipal Cultural Planning*. However, the definitions and assumptions that guided the development of the Cultural Master Plan are consistent with those of Municipal Cultural Planning. The following definition of Municipal Cultural Planning has been endorsed by the Ontario Ministry of Tourism, Culture and Sport.

Municipal Cultural Planning is a municipally led process, approved by Council, for identifying and leveraging a community's cultural resources, strengthening the management of those resources, and integrating those cultural resources across all facets of local government planning and decision-making.

*Municipal Cultural Planning is part of an integrated, place-based approach to planning and development that takes into account four pillars of sustainability: economic prosperity, social equity, environmental responsibility and cultural vitality.*¹

It is important to build a shared set of assumptions among the many partners needed to successfully implement the Cultural Master Plan. The following definitions and principles are intended to help build this shared base of understanding.

- **Cultural Resources** – Municipal Cultural Planning embraces a broad definition of cultural resources that includes creative cultural industries, cultural spaces and facilities, natural and cultural heritage, festivals and events, and community cultural organizations
- **Cultural Mapping** – Municipal Cultural Planning begins with cultural mapping, a systematic approach to identifying and recording a community's tangible and intangible cultural resources (often using Geographic Information Systems)
- **Adopting a 'Cultural Lens'** – Municipal Cultural Planning involves establishing processes to integrate culture as a consideration across all facets of municipal planning and decision-making

¹ AuthentCity (2011). Municipal Cultural Planning: A Toolkit for Ontario Municipalities. Municipal Cultural Planning Inc. (<http://www.ontariomcp.ca/library-2>)



- **Cross-Sector Strategies** – Municipal Cultural Planning requires new partnerships or shared governance mechanisms (such as Cultural Roundtables) to support ongoing collaboration between the municipality and its community and business partners
- **Networks and Engagement** – Municipal Cultural Planning involves strengthening networks across the cultural sector with comprehensive and ongoing strategies to support community engagement

1.2 Culture and Economic Development

A Changing Economy

Development of the Cultural Master Plan in the Town of Aurora comes at an opportune time. There is growing recognition across Canada of the importance of creativity, culture and quality of place in growing local economies. Many communities are now recognizing that enhancing quality of place and creating attractive amenities can draw talented people, which in turn attract business investment in an emerging creative economy characterized by higher paying jobs. Cultural resources and experiences also attract visitors and help grow tourism, an increasingly important component of economic development strategies in all communities.

Aurora, like municipalities across Ontario and nationally, faces economic challenges owing to a fundamental restructuring of the economy away from manufacturing toward a creative economy in which talent, ideas and innovation drive wealth creation. In this economic environment, new sources of wealth creation and economic development must be found. In the context of this economic restructuring, cultural resources are assuming an increasingly important role. Communities that can identify and support elements of their creative economies – starting with cultural resources – will be well-positioned to capitalize on the opportunities a changing economy produces.

Creative Cultural Industries

An important way in which cultural resources help to drive economic growth in Aurora's economy is through the rapid expansion of the creative cultural industries. Cultural mapping undertaken in the development of the Cultural Master Plan identified a wide range of these enterprises. These creative cultural industries are one of the fastest growing business sectors in many jurisdictions today. Most of these industries (e.g. digital and interactive media, web design, sound recording, film and video, interior design, among others) are small- and medium-sized industries with relatively low barriers to entry in terms of front-end capital investment. The result is that they offer a source of employment for young individuals and entrepreneurs in communities.

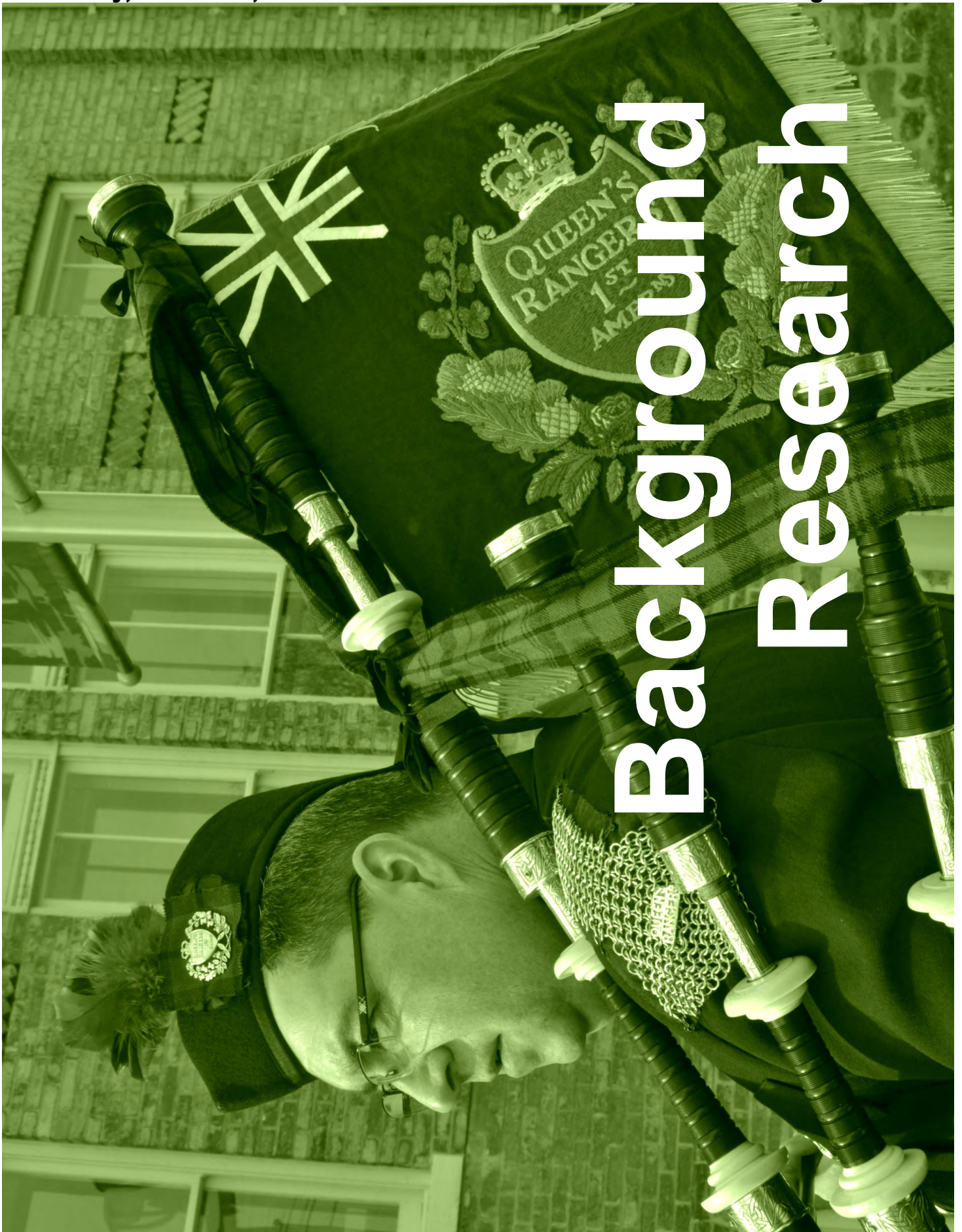


Culture and Tourism

Cultural resources and experiences attract visitors and help grow tourism, an increasingly important component of economic development strategies in all communities. The Canadian tourism industry is an \$8 billion industry and cultural tourism is one of the fastest growing segments of a global tourism market. There is also a trend toward what is called 'place-based' tourism. Research confirms that for cultural travelers, the visitor experience is about much more than a destination's cultural 'attractions': It's about a destination's history and heritage, its narratives and stories, its landscape, its townscape, and its people. It's about discovering what makes a city, town, or region distinctive, authentic, and memorable. It's about the experience of place. In short, cultural tourism draws on an integrated understanding of all of a community's cultural resources. This broad definition of cultural resources underpins the Town of Aurora Cultural Master Plan.

A Broader Vision of the Economy

A creative economy recognizes that all citizens and workers are creative and therefore can participate in and contribute to economic growth and community vitality. Aurora is a community of many different interests – long-time residents and families who have lived in the community for generations, a rapidly growing segment of new residents, many drawn from diverse communities, local business enterprises, churches and service clubs, active retirees and young families. All of these groups have their own unique needs and priorities and cherished hopes for the future. The Aurora Cultural Master Plan responds to these diverse interests and, in so doing, helps contribute to growing the local economy and contributing to enhancing community vitality.

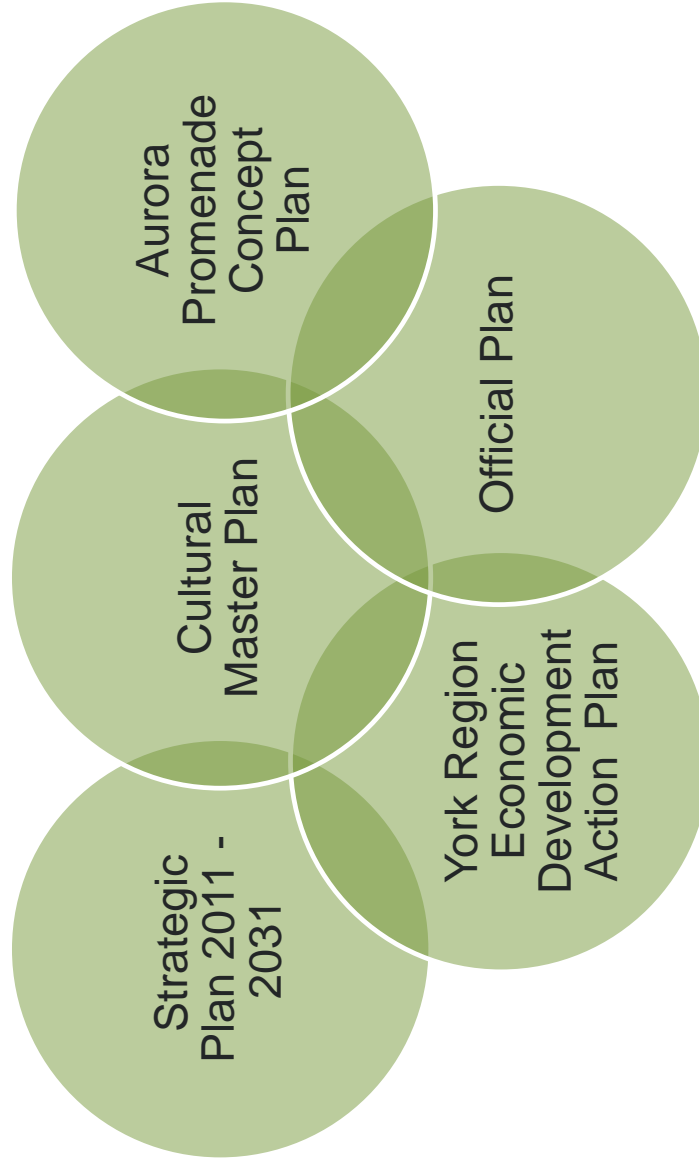




2 Background Research

2.1 The Planning Context

FIGURE 2: INTEGRATED PLANNING



Understanding the planning context within which the Cultural Master Plan was being developed was essential to identifying the opportunities that link the Plan to other municipal plans and priorities.



The following plans and documents were examined:

- Town of Aurora Official Plan (2010)
- Northeast Old Aurora Heritage Conservation District Plan (2006)
- Aurora Promenade Concept Plan (2014)
- Town of Aurora Strategic Plan (2011)
- York Region Economic Development Plan (2012)
- York Region Official Plan (2009)
- York Region 2051 (2011)

The following key themes were identified in the review of these plans:

Focus on Aurora Promenade

Plans and studies maintain that the Yonge and Wellington Streets area is the symbolic, cultural, and historic heart of Aurora. As the *Aurora Promenade Concept Plan* outlines, this area has been lacking in private sector development. The Plan includes Yonge Street's historic downtown, but includes a much larger area that has redevelopment potential.

A key overarching strategy is to reinforce and enhance 'A Cultural Precinct.' Within this three block area is the Aurora Public Library, the Church Street School Cultural Central, Trinity Church, The Wells Street School, the Armoury and the Town Park. The plan noted an opportunity to leverage this concentration of these cultural assets as an attraction, reinforced by additional cultural facilities, enhanced public spaces and distinct streetscape treatment.

The Aurora Promenade Urban Design Strategy recommended the development of a Public Art Policy and program. The plan further identifies visually strategic locations for public art installations including the terminus of view corridors, at entryways, on prominent corners, or in squares, parks and plazas. Significant public art installations offer an opportunity to mark entry into The Aurora Promenade.

The short-term Quick Wins specified in the *Aurora Promenade Concept Plan* are to facilitate placemaking. For example, new signage and banners, and implementing a no-truck bylaw on Yonge Street are low cost solutions that would greatly benefit the streetscape.

A revitalized downtown is also a goal of the *Town of Aurora Strategic Plan*. The Town wants to ensure and encourage high quality developments that fit with the existing character of the historic neighbourhoods. The plan envisions a return of a highly walkable main street with the possibility to live, work, and play. Currently there are many possible sites for low to midrise development, which would enable a shift in housing typologies. However, development alone will not transform the area, hence the creation of short term and long term recommendations.



A Growing and Diverse Town

As the population of Aurora grows quickly, the physical infrastructure must adapt as well. Currently there is a desire to be a 'complete community' with multiple modes of transportation and increased options in the housing market. Since roads are at capacity, and widening is unlikely, the long-term goal is for Aurora to become a walkable and transit oriented. Aurora offers a family-friendly environment, but lacks in options to support all members of society. A redeveloped *Aurora Promenade* will allow for flexible housing that can adjust to the Canadian trend of smaller households. A new mix of housing types will support more social connections, healthy living, and accessibility to all residents. Higher densities are supported in the *Official Plan*.

Continued Prosperity

Aurora has successfully attracted global headquarters and continues to be a competitive choice for employers in the region. Economic vitality of York Region is strong, and Aurora wants to channel this growth. By building on its current success, Aurora hopes to collaborate and partner with all levels of government, as well as the business community in order to facilitate future growth. Additionally, Aurora wants to work with the development community to establish a hotel and convention centre. *The Aurora Strategic Plan* estimates that the population will increase by 15,000 people over the next 20 years, with 12,000 new jobs.

Cultural Heritage

The high proportion of heritage buildings defines the character of the town centre. Repeatedly, the planning documents mention the small-town charm and feeling. The *Northeast Old Aurora Heritage Conservation District Plan* is the first heritage plan in Aurora, and laid the groundwork for future areas such as the *Southeast Old Aurora Heritage Conservation District Study*. The heritage plans do not want to create a static place where change is prohibited, but rather facilitate changes that harmonize with the existing surroundings. The 2014 *Aurora Promenade Community Improvement Plan* outlined new Heritage Property Tax relief programs to improve, preserve, restore and enhance elements of designated Heritage Properties which are being used for commercial purposes located in the Aurora Promenade district.

Natural Heritage

The Oak Ridges Moraine is predominantly featured across much of the planning literature. Access to well-maintained green spaces and green linkages corresponds to a high quality of life. Natural assets also provide recreation and leisure opportunities for the residents of Aurora. Though there are numerous parks and green spaces, a proper network is missing. Once connected, the economic and social development potential can be realized.



2.2 Cultural Mapping

2.2.1 Why Cultural Mapping?

Cultural mapping is defined as “a systematic approach to identifying, recording and classifying a community’s cultural resources.”² There are three broad purposes served by cultural mapping:

1. Cultural Mapping as a Policy and Planning Tool

Cultural mapping supports planning and decision-making related to cultural resources and opportunities in two ways:

- **Developing the Cultural Master Plan** - Cultural mapping was a foundational step in the development of the Cultural Master Plan. Cultural mapping helped build the base of information from which opportunities, challenges and strategies for advancing cultural development and contributing to economic and larger community development agendas were identified. Cultural mapping at the beginning of a cultural planning process helps establish benchmarks to assess future growth and change.
- **Ongoing Planning and Decision-Making Support** - Beyond informing the development of the Cultural Master Plan, cultural mapping is essential to building the capacity to apply a cultural lens – to bringing considerations related to culture and cultural assets into planning and decision-making across a wide range of planning issues in the municipality.

2. Raising Awareness and Increasing Access to Cultural Assets

One of the most consistent messages to emerge from the community engagement process for the Cultural Master Plan is a lack of awareness in the community of the depth and breadth of the community’s cultural resources and activities. Building consolidated base information on cultural assets in Aurora will help raise the profile of these assets for both residents and tourists. Cultural mapping can help establish ‘one-window’ cultural portals, interactive maps and searchable databases as tools for promoting and enhancing access to cultural assets.

3. Connecting the Cultural Sector

Another strong theme in the consultation was that the cultural sector in the community was fragmented and not well-connected. Building a base of information of cultural assets helps groups connect with one another, and support essential networking and collaboration.

² *Cultural Resource Mapping: A Guide for Municipalities* (2010). Prepared for the Government of Ontario by the Canadian Urban Institute



2.2.2 The Cultural Mapping Process

It is important to note that mapping work undertaken during the development of the Cultural Master Plan **marks the beginning, not the end** of cultural mapping in Aurora. Cultural mapping is an ongoing process that progressively broadens and deepens information on cultural assets in a community over time.

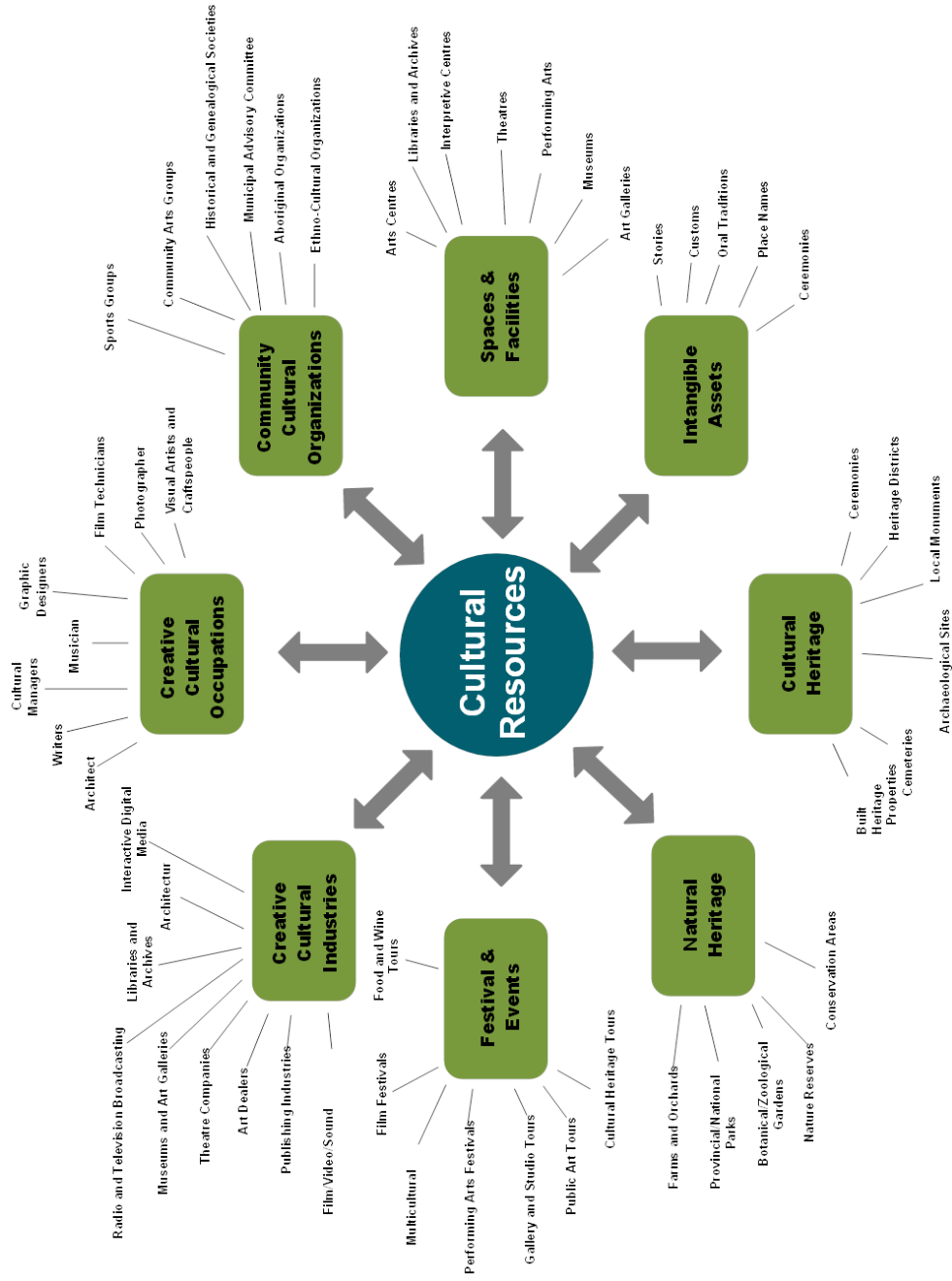
The first step in undertaking cultural mapping is determining a consistent set of categories of cultural resources known as a Cultural Resource Framework (CRF) within which a wide range of existing information can be effectively consolidated. One source of the definition of cultural resources in the CRF is the Statistics Canada's *Canadian Framework for Cultural Statistics* which defines and classifies cultural industries and occupations. Other resources are determined by categories of natural and cultural heritage assets defined by the Ontario Heritage Act and Ontario Planning Act.

The broad CRF illustrated in Figure 3 has been endorsed by the Ontario Ministry of Tourism, Culture and Sport as a guide to Ontario municipalities undertaking cultural mapping. However, the CRF is not intended as a rigid set of categories applicable in all communities. Each municipality must interpret it and adapt it to their particular circumstances and needs. In Aurora, the Working Group was asked to review the CRF to 'customize' it to reflect Aurora's unique culture and identity. A specific addition was the inclusion of a number of important local sports organizations which it was felt formed an important component of the cultural life of the community. It is important to note that the categories illustrated in Figure 3 do not represent the full CRF but rather depict a range of resources found in each of the major categories. The full CRF used for the Cultural Master Plan is set out as an appendix in the Mid Term Status Report.

Once the CRF for Aurora had been confirmed, the first step was accessing relevant information from *infoCanada*, a commercial entity that consolidates information drawing from two sources: Statistics Canada and local the Yellow Pages directory. This baseline information was then supplemented by a wide range of data provided by the Town. Once this data had been integrated with *infoCanada* data, the resulting database was reviewed by Town staff. Finally, a number of members of the Working Group were invited to review mapping data and make additions based on their knowledge of the cultural assets in the community.



FIGURE 3: CULTURAL RESOURCE FRAMEWORK³



³ Developed by AuthenticCity (2011)



2.2.3 Cultural Mapping Findings

Figure 4 illustrates the total breakdown of cultural resources identified to date in each of the major categories. As noted, this information will be added to over time through contributions from Town staff as well as the community.

All data has been geocoded (i.e. assigned points of latitude and longitude) to enable the data to be imported into the Municipality's Geographic Information System (GIS) to support Municipal planning and decision-making. The geocoded data also will enable the creation of an interactive cultural map (a recommended Action in the Cultural Master Plan). The map will be designed in a way to support continued updating.

FIGURE 4: TOTAL ASSETS BY CATEGORY





The Community's Voice



3 The Community's Voice

3.1 The Engagement Process

In order to maximize community input to shaping the Cultural Master Plan, the following engagement activities were undertaken.

- **Community Survey** – an on-line survey was mounted and completed by approximately 130 individuals. Based on the consultants' experience in other communities, this represents a strong level of return signaling strong interest in culture and cultural development in Aurora.
- **Individual Interviews** – more than 40 interviews were completed on-site with members of Council, Municipal staff, and representatives of a wide variety of cultural, business and community groups and interests.
- **Focus Groups** – focus groups were convened on three topics: Culture Sector Collaboration, Culture and Economic Development, and Culture and Downtown Revitalization.
- **Visioning Session** – this event took place January 22, 2014 at the Aurora Cultural Centre attracting more than 60 participants and was characterized by a high level of energy and enthusiasm about the potential of the Cultural Master Plan for Aurora.





3.3 Engagement Themes

Stronger Communications and Collaboration among Cultural Groups

The cultural community in Aurora, as in most municipalities, has tended to be fragmented, with relatively low levels of interaction across a wide range of arts activities, between arts and heritage groups, and between not-for-profit cultural groups and for-profit cultural businesses or enterprises. In addition to **missing opportunities for partnerships, collaboration and resource sharing**, a fragmented cultural sector undermines the development of a collective voice to advocate for cultural issues in the community.

One participant called for a **more 'whole community' approach** to cultural development with stronger networks and connections across the spectrum of activity. Others felt stronger connections would create synergies and promote innovation. On a pragmatic level, there was a call for regular (perhaps quarterly) **cultural networking sessions**. Simple ideas such as annual brochure swaps were suggested as one way to connect groups and encourage cross-promotion. Finally, **stronger communication and collaboration** would help to avoid scheduling conflicts for events.

It must be noted that a significant step in the direction of strengthened collaboration has been taken in Aurora through the establishment of the Cultural Roundtable. This group consisting of the Aurora Cultural Centre, the Aurora Public Library, Hillary House/Aurora Historical Society, Farmers' Market, and Theatre Aurora had been formed to help promote collaboration among these groups. While respecting the mandate of the group, there was some discussion about the possibility of extending its membership to include other cultural groups or activities in the town.

The view was expressed that the cultural sector in Aurora needed to **develop both a physical and virtual hub to support networking and collaboration**. The obvious choice for the physical hub – for example as a location for networking sessions is the Aurora Cultural Centre. There were many ideas related to opportunities for virtual hubs and mechanisms discussed in the next section on increased awareness.

Another issue raised in the context of cultural sector **collaboration and capacity building related to volunteers**. Overall, the feeling was expressed that Aurora had a strong base of volunteers supporting cultural groups in the community. However, while there is no shortage of volunteers willing to take on specific tasks or assignments, it is becoming more challenging to recruit volunteers to assume leadership positions on boards and committees. One individual suggested a cultural volunteer award be established comparable to awards granted in sports and recreation.

Beyond enhanced local collaboration, there was a call for **stronger regional collaboration**. Organizations such as YorkScene and Central Counties Tourism are working to support such regional collaboration. It was also noted that cultural plans have been developed in a number of cities across York Region (Richmond Hill, Newmarket, Vaughan, East Gwillimbury, Markham, and Georgina) along with a cultural mapping in Newmarket. Given plans in the various communities, there was a call for investigating what synergies could be explored across the various cultural plans and initiatives. For example, there has long been discussion of



approaching the Region about supporting a cross-Region cultural mapping system and infrastructure that would serve to establish consistency in mapping while at the same time supporting and enabling efforts at the local level.

There was effective collaboration mobilized to celebrate Aurora's 150th Anniversary. A question raised by one individual was whether another theme could be identified to encourage collaboration. One possibility raised was the upcoming 150th Anniversary of Confederation. While this major celebration could be a powerful local theme for collaboration, one individual suggested its significance could be a powerful catalyst for regional communication and collaboration.

Increasing Awareness of Cultural Resources and Activities

Another strong theme was the need for **greater attention to promotion and raising awareness of the rich array of cultural activity available in the community**. An underlying issue here relates to the proximity of Toronto and access to major cultural institutions and opportunities. Efforts must focus on communicating and convincing residents that quality cultural offerings are available locally.

There were calls for both more traditional print-based promotional materials as well as greater use of social media. There was a **call for a Cultural Guide** to parallel the existing Leisure Guide produced by the Town. Better connecting existing websites was identified by some. However, making information available online via websites; (a 'pull' communications strategy – pulling people to sites) it was felt should be complemented by a 'push' strategy of sending information out to people. This might take the form of an electronic opt-in alert broadcast sent to email addresses and smart phones.

The potential for Aurora to develop an **on-line interactive map** using cultural mapping data collected during the planning process is an important opportunity. Other communities such as Newmarket had launched interactive maps as an awareness building tool for residents and visitors/tourists.

Many proposed the development of an **integrated and branded cultural marketing strategy**. Once a cultural brand was established, it could be used on all communications vehicles, for example on signage created for festivals and events, in marketing materials/brochures by various cultural groups, and (potentially) on street banners, etc. In the context of an integrated marketing strategy, the obvious question arose what would Aurora's cultural brand be vis-à-vis other municipalities in the region. Some communities have used the vehicle of developing new 'signature festivals' as one means of distinguishing themselves from other communities.

The need to raise awareness was connected to the view expressed by many that an effort was needed to **engage the entire population in cultural activity**. In the minds of some residents, cultural activity was still perceived as an 'elitist' activity (unlike sports and recreation). This stereotype must be changed. The broad definition of cultural resources embraced for the Cultural Master Plan is a positive step in this direction. For example, communicating activities such as the Farmers' Market as a cultural resource it was felt would assist in shifting attitudes toward cultural activities in Aurora.



There was one issue that overlapped Increasing Awareness and that of Access and Inclusion. This is the question related to the perceived divide between 'old Aurora' (comprised of the downtown area and the west side of the community) and the 'new Aurora' of new residents living in developments on the east side of the community. **Communications efforts must reach out to all residents (new and old)**, with many participants pointing to the need for targeted efforts to engage many new residents drawn from diverse communities.

A range of more specific suggestions and initiatives emerged related to the topic of Increased Awareness as follows.

- The important role of churches both in terms of their role as cultural institutions and programmers, but also the opportunity (already utilized by the Town) to promote cultural events and activities in the town through printed programs and flyers.
- **A greater role for the Town in promoting cultural activities in the community** beyond their own programs through vehicles such as print ads and space in the Banner and/or Aurooran; there are economies of scale here that it was felt would benefit smaller groups unable to purchase space independently.
- In terms of support from the Town, there was also a call for the establishment of a comprehensive community calendar to which a wide range of community groups could add their events and activities.
- Ensuring knowledge across the community of opportunities to use YorkScene and Central Counties Tourism to support marketing and promotion of activities.
- Devising plans to leverage the domain name registered for the Cultural Master Plan (auroraculture.ca) to build out a potential centralized cultural website and portal; a similar strategy has been successfully implemented in Richmond Hill following the completion of their Cultural Plan.
- The need for the Town to take a more proactive and **effective approach to signage and wayfinding tools and strategies.**
- The potential to establish a 'Cultural Passport' program to drive attendance and potential membership at a range of cultural facilities and activities in the community; a successful program of this kind has been launched in Markham.
- **Develop a 'cultural postcard'** to be distributed through Welcome Wagon to new residents making them aware of cultural opportunities and, more importantly, where to locate information on cultural offerings. Reaching out through Welcome Wagon also has the benefit of working at a neighbourhood level to promote culture in Aurora.

Defining the Municipality's Role

Council and staff were congratulated for the leadership in undertaking the Cultural Master Plan.



There was considerable discussion about the fact that **culture had no administrative home in the Municipality**. Built heritage issues were addressed by Planning & Development Services department staff. Most other cultural issues and activities were addressed by the Parks, Recreation and Special Events Division but there is no explicit reference to culture in the name of that Division. Leading practice in other communities is for culture to be explicitly identified as an administrative unit. In some municipalities this unit falls in Community Services, often in conjunction with Parks and Recreation. However, in a growing number of municipalities it is more closely associated with Economic Development. In some municipalities, culture has even been located in the office of the City Manager or Chief Administrative Officer signaling the cross-departmental nature of cultural planning issues and opportunities.

Overall, there was also a strong call for the Municipality to **commit the human and financial resources needed to implement the Cultural Master Plan** and ongoing cultural development. There was a call for a **new dedicated cultural staff position**, potentially a Cultural Development Officer. A primary responsibility of the position would be to act as a facilitator and enabler of cultural activity in the community and to help build relationships and a shared knowledge base between the Municipality and the cultural sector.

One of the strongest messages in terms of roles for the Municipality is working to raise the profile of culture in the community, in two contexts. The first is to play a stronger role in raising awareness and increasing the profile of local cultural activity – becoming a hub for information on culture in the community (as discussed above). Equally important it was felt that the Municipality – both **Council and staff - must become strong champions and advocates for the importance of culture to the community** and as a Municipal priority. Part of this advocacy role is collaborating with cultural groups in getting the message out about the economic impacts and importance of culture to the local economy and future prosperity.

A final specific suggestion was that the Town consider establishing a **Cultural Awards program** to honour achievement and contributions to the cultural life of the community.

Building Municipal-Business-Community Partnerships

While there was as strong call for the Town to assume a leadership role in implementing the Cultural Master Plan, it was recognized that responsibility could not fall to the Municipality alone. In this regard, there was some discussion about the possibility of establishing some form of **partnership mechanism to support ongoing collaboration between the Municipality and the cultural, business and community partners needed to implement the Plan**.

Should such a leadership group be formed, it will be important to ensure representation from across the municipality geographically and from a wide cross-section of community groups and interests. Models and terms of reference for such a leadership group exist in other communities and can be looked to for guidance.



Culture and Economic Development

There were four ways in which cultural resources were discussed as drivers in local economic development. The first and most basic is the role played by **cultural resources and amenities as essential to the quality of life that makes Aurora a place where people will want to live, work and invest.**

The second economic development issue related to **growing the creative cultural industries in town.** One of the keys to growing creative cultural industries is to facilitate networking and relationship building either through co-location facilities (such as shared workspace or incubators) or through networking events. The Bacon Basketware building on Wellington at Yonge or other buildings in the community were raised as a potential facility for adaptive reuse both as a destination (the comparison was made to the Distillery District in Toronto) to providing space to support creative cultural industry growth in the community.

The third theme in culture and economic development related to **tourism and tourism development opportunities** for the town. Research has demonstrated that the majority of tourists to Aurora are family and friends of residents. Several individuals noted that the first step to expanding tourism should be to ensure local residents are more aware of cultural resources or offerings in Aurora; people spoke of a campaign to 'be a tourist in your own town' as a necessary precursor to effective promotion of tourism to non-residents.

Key to enhancing tourism is **building multi-layered or packaged experiences that expose people to a range of different cultural sites and activities.** Connecting cultural and culinary tourism is a growing trend that it was felt should be incorporated into thinking about tourism packaging and development in Aurora. A number of individuals spoke of opportunities to examine connections and **synergies between sports and cultural tourism.** The Farmers' Market was identified as a significant tourism asset that needed to be better promoted, potentially in a new location with better parking.

As in other areas, it was felt that regional collaboration was critically important to success in growing tourism. Central Counties Tourism is playing a regional coordinating role. There was discussion regarding the potential of partnership funding from RTO6 for festivals and events, tourism planning and way finding strategies.

Finally, in all discussions regarding culture and economic development discussion carried over into the critical importance of downtown revitalization, the next engagement theme.

Downtown Revitalization

Downtown revitalization has been the focus of a great deal of planning by the Town over the past several years. **The Aurora Promenade Concept Plan was completed to create an overall development vision for the downtown area.** One of the comments made during the engagement process was that the challenge in downtown revitalization was less a matter of a shortage of ideas than it was following through on implementing existing plans.



Efforts underway to re-establish a BIA in Aurora was seen as a critical step in advancing the downtown agenda.

Murals were raised in the context of a downtown revitalization agenda. A range of murals currently exist in the community. There was concern raised regarding the maintenance of current murals in addition to recommendations that a proactive murals program be established in Aurora to plan for new installations. This point is linked to a larger issue of **developing and implementing a professional public art policy and program as recommended in the Aurora Promenade Concept Plan.**

A significant focus of attention related to the downtown was discussion surrounding **further development of the Library Square.** There was considerable support expressed for the development of the square as the **cultural hub in the community.** The existence of some kind of public square or gathering space was felt to be a potential enhancement of the area. Challenges related to parking were acknowledged. Another idea that emerged (and that have been the subject of discussion in the community) was the potential for establishing a Fab Lab or Innovation Centre in conjunction with Seneca College either as part of the Library Square vision or in another location in the community (it was acknowledged these discussions were at a very early stage). The clustering of facilities and attractions was felt to be one pre-condition of success in downtown revitalization.

The current study underway related to the **development of the McIntyre Hillary House Park site** was also much discussed. Connecting the proposed Park to the downtown and other parts of the community connected to another strong theme in the engagement process which was that of transit and the need to enhance transit options (walking and bicycle trails, buses) to effectively connect various parts of the community.

An overarching theme in discussions related to downtown revitalization is the need to **make Yonge Street a destination.** Several individuals observed that driving north from Toronto on Yonge Street, Aurora was the only municipality with the potential to offer a **'village like' downtown experience.** However, success in this regard would require concerted attention to issues such as enhanced walkability, increased patio spaces, coherent signage, public art, new public spaces, among others. Many of these issues are proposed in the Aurora Promenade Concept Plan but have yet to be implemented.

There was a call for **additional festivals and events or programming in the downtown** as a means of animating street life. Music was felt to be a particularly important form or programming in terms of drawing people into the area.

Some participants expressed the view that the downtown needed a new 'marquee' attraction to succeed. It was in this context that many raised the issue of a potential new performing arts centre. Some individuals pointed to the success of municipalities such as Richmond Hill and Markham in leveraging the creation of such facilities as catalysts for downtown renewal. Others felt careful study would be needed before jumping to the conclusion that the same strategy would work in Aurora, in part due to the proximity of these rival facilities.

Finally, it was felt that there is an opportunity to **involve artists more in Town projects.** Examples cited included sculptures on bridges, murals on city-owned buildings or fences, etc. Artistic creativity can add value to new or existing infrastructure. This point was aptly captured in the idea that a goal in Aurora should be to **'make public works public art.'**



Accessibility and Inclusion

A range of issues were raised related to this theme. The most frequently raised was that of the **growing cultural diversity of the community**. Individuals and families are arriving in Aurora with cultural traditions drawn from countries around the world. As in other communities, there is also recognition of the importance of recognizing First Nations and Métis communities. This growth in diversity was felt to be raising important issues related to Aurora's identity. On the topic of diversity, there was one very interesting observation made by an individual connected to Welcome Wagon who greeted new residents, many from diverse cultural backgrounds. A number of these new residents commented that part of what drew them to Aurora (often from municipalities to the south such as Richmond Hill and Markham) was the absence of ethnic enclaves, culture-specific signage, etc. The implication was that the efforts in these communities to make new Canadians feel welcome and to accommodate diversity was proving to be a double-edged sword. While welcomed in some respects (particularly for first generation immigrants) new residents in Aurora expressed the view that there is a desire on the part of many to integrate and feel part of the larger communities in which they chose to live. In this regard, Aurora was described as a 'genuine or authentic' Ontario community that many new residents found appealing.

Notwithstanding these views, there is obviously a need for existing cultural institutions and activities in Aurora to reach out and **respond to the different cultural traditions and aspirations of an increasingly diverse population**. Identifying and engaging leaders in various diverse communities were felt to be an essential strategy in beginning to address these needs.

The need to **respond to the needs of youth** in the community was another issue raised related to access and inclusion. Schools were felt to be important in reaching youth and exposing them to the arts and culture in general and cultural resources and opportunities in Aurora in particular. Retaining youth in the community is a challenge given housing challenges. The high cost of housing and the lack of rental or affordable housing options mean that many young people, including young artists and creative entrepreneurs, were not able to stay in the community.

Finally, **addressing the needs and interests of seniors** was also raised through the consultation process. Some pointed to opportunities to engage seniors in oral history projects.



Vision, Mission, Guiding Principles



4 Vision, Mission, Guiding Principles

Vision

In 2020, implementation of the Town of Aurora Cultural Master Plan will have contributed to the following changes in the community.

- Broad community awareness of the town's cultural resources contributes to strong community support for cultural groups and activities
- Aurora embraces a vision of a living heritage connecting past and present and encompassing the many diverse cultural traditions in the community
- Aurora's vibrant downtown is the social and cultural hub of the community and a strong symbol of community identity
- Cultural activities and amenities are magnets attracting talent and investment in a vibrant creative economy
- Aurora's creative cultural industries are major economic drivers in the local economy
- A 'culture of design' infuses decisions, producing a town that boasts a vital downtown and beautiful places throughout the community
- Aurora is a tourism destination based on its rich heritage and the vitality of its culture community
- The Municipality of Aurora is recognized as a leading municipality integrating culture into all facets of planning and decision-making

Mission

Celebrating and leveraging Aurora's cultural resources to enhance the quality of life for all residents and grow a prosperous economy.



Guiding Principles

The following principles will guide implementation of the Cultural Master Plan and ongoing cultural development.

- **Collaboration** – adopt a collaborative approach to cultural development supported by sustained communication and collaboration between the Municipality and cultural groups, the public and voluntary sectors and other levels of government
- **Integrated Planning** – ensure cultural resources and opportunities are considered in all areas of planning and decision-making in the Municipality
- **Accessibility** – provide cultural opportunities, resources and activities that are accessible to resident of all ages, abilities, ethnicities, and economic circumstances and across all parts of the community
- **Fiscal Responsibility** – make the most efficient and effective use of the Municipality’s resources ensuring accountability and value for money
- **Innovation** – strive for continuous innovation in cultural planning and development involving all stakeholders

Town of Aurora Cultural Master Plan





5 Town of Aurora Cultural Master Plan

5.1 Strategies and Actions

The Aurora Cultural Master Plan is built on four **Strategic Directions** that anchor and set a context for a collection of **Strategies**. Each Strategy contains a range of recommended **Actions**. The following **Strategic Directions** provide the framework for the Plan

Strategic Direction 1: Define the Municipality's Role and Build Partnerships

Strategic Direction 2: Expand Culture's Role in Economic Development

Strategic Direction 3: Build a Strong and Vital Cultural Sector

Strategic Direction 4: Enhance Access to Cultural Resources

Strategic Direction 1: Define the Municipality's Role and Build Partnerships

Strategies:

1. Address Administrative and Resource Requirements to Implement the Plan

Actions

- 1.1 Add Culture to the name of the Parks and Recreation Department. Once established, the Director of Parks and Recreation will report on staffing and budget requirements in the 2015 budget.
- 1.2 Convene a regular forum for staff across departments to support working together to implement the Cultural Master Plan and support ongoing cultural development.
- 1.3 Strengthen marketing and promote greater use of the Town's current Recreation and Culture Community Grants.
- 1.4 Determine indicators and performance measures to demonstrate and evaluate the impacts of implementing the Cultural Master Plan in Aurora. Ensure these indicators are consistent with the Town's existing Key Performance Indicators.



2. Build and Sustain Public, Private and Community Partnerships

Actions

- 2.1 Recruit champions from the community to act as advocates to support implementation of the Cultural Master Plan and ongoing cultural development.
- 2.2 Ensure strong participation from business and community leaders in the recommended Annual Cultural Summit.
- 2.3 Consider an application to artsVest⁴, a Business for the Arts signature matching incentive and sponsorship training program, designed to spark new business sponsorship of arts and culture and to build capacity in Canada's cultural sector.
- 2.4. Explore opportunities for establishing a Community Leadership Group to support implementation of the Cultural Master Plan. Look at models in other municipalities such as Richmond Hill for guidance. Ensure strong representation from Council and staff on the Community Leadership Group.

Strategic Direction 2: Expand Culture's Role in Economic Development

Strategies:

1. Leverage Cultural and Heritage Resources to Support Downtown Revitalization

Actions

- 1.1 Advocate for implementation of the Aurora Promenade Concept Plan as a lever for putting cultural spaces and resources at the centre of downtown revitalization.
- 1.2 Actively promote the recommendation in the Aurora Promenade Concept Plan to establish a Cultural Precinct (encompassing Aurora Public Library, the Church Street School Cultural Centre, Trinity Church, The Wells Street School, the Armoury and the Town Park). Consider opportunities for marketing the Precinct as a focal point and key destination in the community.
- 1.3 Develop and implement a professional Public Art Policy and Program as recommended in the Aurora Promenade Concept Plan, the Town Strategic Plan and the Official Plan.
- 1.4 Ensure the public art policy and program addresses the maintenance needs of current murals as well as establishing proactive plans to expand an Aurora murals program.

⁴ <http://www.artsvest.com/>



- 1.5 Explore opportunities for enhancement of the Hillary House site.
- 1.6 Consistent with recommendations in the Aurora Promenade Concept Plan, examine opportunities to extend cultural facilities and opportunities in Library Square. Options could include a public square as a venue for cultural programming to adaptive reuse of an existing building (the former Public Library or Senior's Centre) as a multi-use cultural facility that could address needs identified through community consultation including affordable rehearsal space, artists' studios, multi-purpose meeting spaces, etc.
- 1.7 Explore opportunities for the adaptive reuse of suitable buildings/sites to serve as cultural hubs with potential artists' studio space, low cost space for emerging creative cultural industries, etc. Toronto Artscape⁵ is a potential resource for advising on such uses based on extensive experience with similar projects.
- 1.8 Contribute to making Yonge Street a destination through expanded cultural and entertainment activities. Consider designating one day per month throughout the year (e.g. 'First Fridays') as a focused opportunity to program the downtown area with cultural activities. Pay particular attention to the potential of music as part of this regular programming.
- 1.9 Explore opportunities to involve artists in Town infrastructure/development projects in the community.

2. Grow Aurora's Creative Cultural Industries

Actions

- 2.1 Establish a local 'Creative Minds' initiative providing an opportunity for creative enterprises (including creative cultural industries) to build networks and identify opportunities for collaborative initiatives. Successful models in other communities such as Prince Edward County⁶ and Hastings County⁷ can be examined as a guide to establishing such an initiative. The Aurora Chamber of Commerce would be ideally positioned to play a leadership role. Consideration might be given to exploring a regional initiative involving a number of surrounding municipalities targeting growth in creative cultural industries.
- 2.2 Explore opportunities to establish shared space for artists/artisans and new creative enterprises in empty or underutilized buildings in the downtown area.

⁵ <http://torontoartscape.org>

⁶ <http://www.buildanewlife.ca/site/index.php/Collaboration-Centre/Creative-Minds/Creative-Minds.html>

⁷ <http://www.hastingscounty.com/invest-here/creative-hastings.html>



3. Expand Tourism

Actions

- 3.1 Offer support and assistance in developing tourism packages offering integrated cultural, culinary and other experiences locally and regionally. Work collaboratively with the York Region Arts Council and Central County Tourism in the development of these packages.
- 3.2 Consider opportunities emerging from building stronger ties between sports and cultural tourism.
- 3.3 Consider the development of a tourism strategy for Aurora

Strategic Direction 3: Build a Strong and Vital Cultural Sector

Strategies:

1. Strengthen Collaboration Among Cultural and Heritage Groups

Actions

- 1.1 Convene regular networking sessions for culture and heritage groups at the Aurora Cultural Centre.
- 1.2 Convene an annual Cultural Summit to bring together cultural stakeholders and wider community members to review progress on the implementation of the Cultural Master Plan and to identify new opportunities and initiatives. The Summit can be a vehicle for striking task-based working groups to advance recommendations in the Cultural Master Plan or new cultural initiatives.
- 1.3 Explore a targeted community-wide program designed to recruit a new generation of cultural volunteers to assume leadership positions in support of cultural organizations and activities.
- 1.4 Consider the opportunity for Aurora playing a leadership role in convening a meeting of municipalities in York Region that have completed cultural plans or cultural mapping projects with a view to strengthen communication and explore potential collaborative initiatives.
- 1.5 Undertake a systematic audit of places and spaces in the community where cultural activities currently or potentially could take place (e.g. religious institutions, schools, commercial spaces). Make this database publicly accessible to assist cultural groups in finding potential venues for their activities.



- 1.6 Consider leveraging Canada's 150th Anniversary in 2017 as a vehicle for promoting collaboration among culture and heritage groups.
- 1.7 Develop strong municipal direction in determining the future of the Aurora Collection.

2. Increase Awareness of Cultural Resources

Actions

- 2.1 Communicate and promote the Cultural Master Plan widely in the community.
- 2.2 Ensure culture is well represented in the Town's broader marketing and promotion efforts.
- 2.3 Develop and publish a Cultural Guide comparable to the current Leisure Guide to promote cultural activities and resources.
- 2.4 Establish an interactive cultural map using cultural mapping data collected for the Cultural Master Plan.
- 2.5 Develop and implement an integrated and branded cultural marketing strategy to support increase awareness of cultural resources in Aurora.
- 2.6 Leverage auroraculture.ca to build a centralized cultural website and portal, potentially linked to the interactive cultural map, as a central reference point supporting cultural development in the community. Ensure strong social media content and connections for the site.
- 2.7 Establish a community-driven calendar of events to promote cultural activities.⁸ Ensure a link from the calendar to YorkScene.
- 2.8 Continue to work collaboratively with YorkScene and Central Counties Tourism to support regional marketing and promotion of cultural activity.
- 2.9 Strengthen signage and wayfinding in the community to profile cultural resources.
- 2.10 Build on and extend current efforts in cross-promotion and marketing among cultural organizations and activities.
- 2.11 Develop a 'Cultural Postcard' to be distributed to new residents by Welcome Wagon introducing cultural resources and activities in the community.
- 2.12 Consider establishing a Mayor's Cultural Award to recognize innovation and achievement in enriching the cultural life of the community. The Award should be available to both individuals and organizations.

⁸ The Peterborough Public Library cooperated with a local software developer to develop a 'wiki based' calendar of events that enables individuals and groups to post programs and activities months in advance and to assist in avoiding scheduling conflicts



2.13 Continue to support and promote the Aurora Sports Hall of Fame.

3. Build on Current Activities to Strengthen Festivals and Events

Actions

- 3.1 Encourage greater collaboration, coordination and promotion among festivals and events.
- 3.2 Consider establishing a new signature cultural festival to help create a unique cultural brand for Aurora.

Strategic Direction 4: Enhance Access to Cultural Resources

Strategies:

1. Respond to the Cultural Aspirations of an Increasingly Diverse Community

Actions

- 1.1 Promote attendance and active participation of new residents and diverse communities at the annual Cultural Summit and in Working Groups struck to address specific tasks or initiatives.
- 1.2 Encourage existing cultural institutions and activities in Aurora to continue their efforts to reach out to diverse communities in their programming.
- 1.3 Consider establishing an annual event to profile diverse cultural traditions in the community.

2. Promote Participation in Cultural Activities From Across the Community

Actions

- 2.1 Consider the potential to organize cultural events or programs in new and emerging neighbourhoods in the community.
- 2.2 Explore opportunities for making use of churches, schools and community centres in the delivery of these programs.

3. Address the Needs of Youth and Seniors in the Community

Actions

- 3.1 Consider establishing one or more festivals or events geared to the interests of youth. Engage youth in the determination of such an event(s).



- 3.2 Consider establishing an apprenticeship and mentoring program to connect young and emerging artists/artisans with experienced senior practitioners.
- 3.3 Build on existing efforts to strengthen cultural programming for youth in all Aurora cultural facilities and activities.
- 3.4 Explore opportunities for connecting youth (potentially through the schools) with seniors in establishing an oral history project. Collaboration and leadership roles could be played by the Aurora Historical Society and the Seniors Association.

5.2 Implementation and Monitoring

Implementation

The Cultural Master Plan must not be seen as a static document, but rather one that will evolve based on new needs and opportunities that will emerge in the course of implementing the Plan. In order to launch the implementation of the Cultural Master Plan, the following priorities and first steps are recommended.

1. Communicate and promote the Cultural Master Plan widely in the community.
2. Add Culture to the name of the Parks and Recreation Department
3. Bring forward a report on staffing and budget requirements in the 2015 budget.
4. Establish an interactive cultural map drawing on cultural mapping data collected during the development of the Cultural Master Plan
5. Leverage auroraculture.ca to build a centralized cultural website. Ensure strong social media content and connections for the site.
6. Once the necessary administrative structure and sustainable funding is approved, develop a detailed implementation plan based on the community priorities and recommended Actions set out in this report.

Monitoring

In 2011, the *Cultural Master 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 Ontario municipalities undertaking Cultural Master 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 cultural planning.

Five categories of indicators are provided addressing a range of community benefits or outcomes:



- Fostering Creativity
- Creating Wealth
- Creating Quality Places
- Strengthening Social Cohesion
- Organizational Change

In each category there is a mix of quantitative and qualitative measures. There are three types of data referred to in this guidebook:

- Data available from existing sources including Statistics Canada
- Data the municipality is already collecting
- 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

A fundamental point made by the Guidebook is that a collective decision must be made about *what stories you want to tell* in the identification and use of indicators. An early priority in the implementation of the Cultural Master Plan (as noted above) should be convening a meeting of the Cultural Master Plan Working Group to work through a process of selecting indicators and performance measures for the Plan. Regional consultants for the Ontario Ministry of Tourism, Culture and Sport are trained and available to facilitate this planning session.

Once a suite of indicators has been selected, it is recommended the Municipality monitor progress in implementing the Cultural Master Plan through a regular 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. The frequency of the Report Card could be determined. Some larger municipalities produce annual reports but reporting on less frequent basis (perhaps every two years) could reduce the time and resources required. Distribution of the Report Card could be timed for release prior to the Cultural Summit to communicate achievements in implementing the Plan. Examples of Report Cards successfully implemented in Richmond Hill and Newmarket could be examined for guidance.



Appendix



Appendix A: Working Group

Name	Association
Nancy Bodi	York Region Arts Council
Sergio Calderon	Theatre Aurora
Mayor Geoff Dawe	Town of Aurora
Allan Downey	Parks and Recreation Services
Stephen Forsey	Sport Aurora
Jill Foster	Aurora Public Library
Vanessa Hicks	Planning & Development Services
Jim Kyle	CAO's Office
Judy Marshall	Aurora Chamber of Commerce
Catherine Richards	Aurora Historical Society
Laura Schembri	Aurora Cultural Centre



The Corporation of The Town of Aurora

By-law Number 5906-16

**Being a By-law to Confirm Actions by Council
Resulting from a Special Council Meeting
on October 6, 2016.**

The Council of the Corporation of The Town of Aurora hereby enacts as follows:

1. That the actions by Council at its Special Council meeting held on October 6, 2016, in respect of each motion, resolution and other action passed and taken by the Council at the said meeting is, except where prior approval of the Ontario Municipal Board is required, hereby adopted ratified and confirmed.
2. That the Mayor and the proper officers of the Town are hereby authorized and directed to do all things necessary to give effect to the said action or to obtain approvals where required and to execute all documents as may be necessary in that behalf and the Clerk is hereby authorized and directed to affix the corporate seal to all such documents.

Read a first and second time this 6th day of October, 2016.

Read a third time and finally passed this 6th day of October, 2016.

Geoffrey Dawe, Mayor

Lisa Lyons, Town Clerk