



# Planning for a Creative Future

THE CITY OF ST. JOHN'S MUNICIPAL ARTS PLAN



ST. JOHN'S



## TABLE OF CONTENTS

Executive Summary .....	1
Introduction and Context .....	3
St. John’s Arts Community .....	9
Vision .....	11
Guiding Principles .....	13
Role of the City in the Municipal Arts Plan .....	15
St. John’s Municipal Arts Plan .....	17
Strategic Directions .....	21
Review .....	27
Credits .....	28





# Executive Summary



## EXECUTIVE SUMMARY

A desirable city for residents, visitors and businesses is one that has a mosaic of artists – from writers, musicians and actors to painters, sculptors and dancers. St. John's is that City – rich with artists whose creativity is key to shaping the vibrancy of this place. Artists and the arts community make important contributions directly and indirectly to the prosperity of the economy. The creative and innovation nature of artistic pursuits is one of the elements central to the quality of life in St. John's. As a creative city, St. John's recognizes that the cultivation of art is important to social cohesion and community development which are necessary for a healthy society. The arts are a core of the City of St. John's identity.

The City of St. John's presents this Municipal Arts Plan as the outcome of fruitful dialogue with artists and the arts community, as well as conversation with businesses and City departments. A review of municipal arts plans throughout Canada also provided insight and perspective about trends and issues cities are considering in arts planning and development.

The St. John's Municipal Arts Plan outlines a vision and role for municipal government in the development of arts in the community. The Plan recognizes that the development of the City and the arts community is one that is undertaken in a collaborative manner and with partners. It recognizes that investment in arts is an investment in the community and the economy.

To set the path for the future, a series of five strategic directions are described. For each of these strategic directions, Funding the Future, Cultural Space, Collaboration with Business, Public Engagement and Artist as Entrepreneur, priorities for action are identified. As a policy document, the St. John's Municipal Arts Plan sets the stage for the delivery of an implementation plan. In the coming months and with advice from the city's Arts Advisory Committee, a plan of implementation will be defined. It will identify partners, resource requirements, models and steps necessary for delivery. As this is a City's Arts Plan, opportunities will be sought to integrate the strategic directions and the priorities for action with other city plans. One of the lessons from the Arts Symposium was that there is value in "getting together" and to that end the City will host a biannual dialogue with the arts community.

The City of St. John's thanks the Arts Symposium Planning Committee, an ad hoc committee whose knowledge, perspective and insight were invaluable in the delivery of the City and Arts2 Symposium and the subsequent meetings and input to this Plan.

A set of appendices, available under a separate cover, provides background to the Municipal Arts Plan.



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# Introduction and Context



## INTRODUCTION AND CONTEXT

The City of St. John's has, as one of its assets, a productive arts community that has garnered an international reputation for excellence in all disciplines ("St. John's ... has begun to rival Halifax as Atlantic Canada's hipster nexus thanks to a network of artists, musicians and entrepreneurs" Steven English, *Aeroplan*, 2009). Naturally there are common goals shared between the City and the arts community. For example, often artists' needs become opportunities for the City. Artists need space and the City becomes energized with creative pursuit, or artists need to have their work presented and municipal buildings become filled with art.

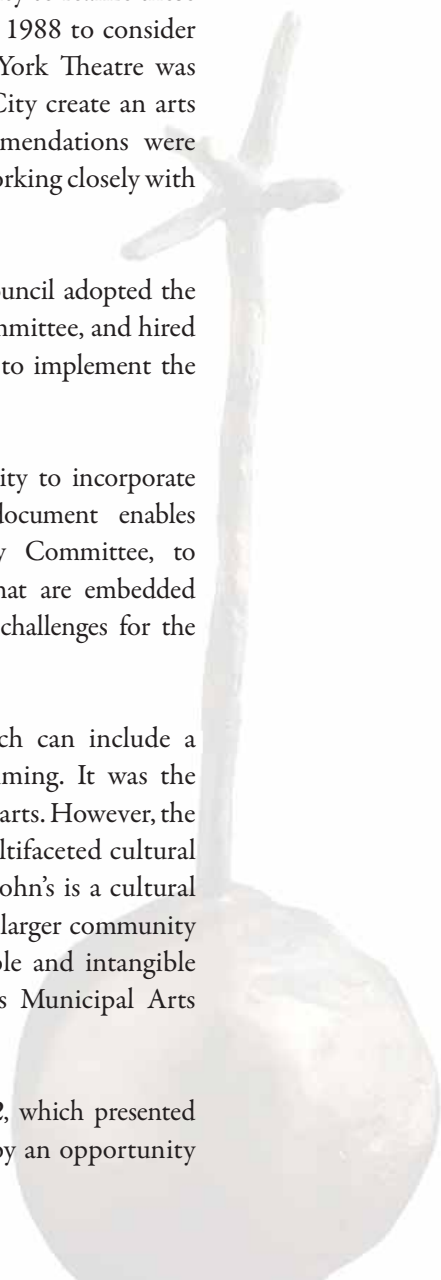
The City of St. John's has a history of working with the arts community to realize these shared goals. The first Arts Advisory Committee was established in 1988 to consider the proposal for renovating the York Theatre. Unfortunately the York Theatre was destroyed by fire, but the Committee also recommended that the City create an arts grants program and an art procurement program. These recommendations were accepted by Council and both programs continue to operate, again working closely with the arts community through peer assessed juries.

In March 2000, the City hosted a *City and the Arts Symposium*. Council adopted the report from the two day symposium, appointed an Arts Advisory Committee, and hired a full time staff person to work with the Committee and City staff to implement the recommendations of the report (see Appendix I).

The Arts Advisory Committee has worked diligently to assist the City to incorporate arts policies and programs into municipal government. This document enables government, with the continued guidance of the Arts Advisory Committee, to plan arts strategies over the next five to seven years – strategies that are embedded in the consultative process and reflect the current opportunities and challenges for the City to prosper as a City of the arts.

Some cities create "cultural" plans as opposed to arts plans which can include a larger scope such as heritage and community based arts programming. It was the decision of the City of St. John's to begin with specific strategies for the arts. However, the Cultural Capital of Canada Award in 2006 is a reflection of the multifaceted cultural community that St. John's is fortunate to contain. The City of St. John's is a cultural community and there is still untapped potential to partner with the larger community to create municipal programs regarding multiculturalism and tangible and intangible heritage. These opportunities will be explored once the St. John's Municipal Arts Plan is underway.

In 2008, the City hosted a follow up symposium, *City and the Arts2*, which presented to the arts community a report card of the past seven years, followed by an opportunity





to engage and discuss the City's role in developing an artistic, creative and vibrant St. John's (Appendix II). The results of this symposium, along with additional dialogue and review, form the strategic directions outlined in this document and will guide the City's work with the arts community over the next five to seven years.

## Strengths We Build On

The overriding recommendations from the first symposium were to increase support for the arts, incorporate the arts into civic policies, programs, and events, and engage the public with art. Over the last eight years, Council and staff have worked closely with the Arts Advisory Committee to develop the following programs and policies:

### Public Art

One of the first achievements of the Arts Advisory Committee was the creation of a Public Art Policy and Program for the City of St. John's. This included reinstating the Art Procurement Program, doubling its budget, and revising the policies and procedures for public art. These policies and procedures have been developed to ensure open, fair, and equitable competitions while at the same time ensuring that a quality art collection is built (Appendix III).

#### *Themed Exhibits in the Great Hall*

In the Great Hall a rotating schedule of themed exhibits from the City's permanent collection is continuously presented.

#### *City as Canvas*

Since 2002, and working with community groups, murals have been restored and created every summer in St. John's neighbourhoods. City Council also provides a legal graffiti wall on Carter's Hill Place.

#### *Sculpture*

Several new pieces of public art have been added to the City's streetscape under the auspices of the Public Art Program and in partnership with the corporate sector, community organizations, and other levels of government. *The Rower*, a sculpture in Quidi Vidi, celebrates the spirit of the oldest sporting event in North America. Council also contributed towards the Peacekeepers Memorial located in Blue Beret Park. The City constructed a public open space park in recognition of the cultural connection between the City of St. John's and the City of Ilhavo, and a large sculpture which is currently placed in the Great Hall. The City, in partnership with a private philanthropist and federal government, commissioned a sculpture that celebrates the contribution of the arts to the City of St. John's and placed it in the heart of the downtown on George Street. Council recently appointed a Public Art Advisory Committee with a mandate to provide guidance on future initiatives for public art.

### *Twinning with Waterford, Ireland*

In 2004, in partnership with the Garter Lane Arts Centre in Waterford, Industry Canada, and the Department of Tourism, Culture & Recreation, the City commissioned Sheilagh O’Leary to create a photographic exhibit to celebrate our official twinning with Waterford. The exhibit is now part of the City’s permanent art collection.

## **Public Engagement**

### *Summer Lunchtime Concert Series*

Beginning as a partnership with Memorial University’s School of Music and now in its sixth year, the summer concert series engages the public with art by providing free outdoor Friday lunchtime concerts to the citizens and visitors of St. John’s between Canada Day and Labour Day.

### *Cultural Heritage Tourism Strategy*

The Department of Economic Development, Tourism & Culture has consulted widely in the cultural, heritage, and tourism sectors to create a strategy that facilitates linkages between artists and tourism business to create new products, programs, and opportunities for visitors to engage in and experience the arts.

### *Poet Laureate*

The City accepted a recommendation from several writers’ groups, and the Arts Advisory Committee, to create a Poet Laureate for the City of St. John’s. Ms. Agnes Marie Walsh, the City’s inaugural Poet Laureate, was presented to Council on the March 27th, 2006 at Council’s regular meeting.

### *St. John’s Days*

St. John’s Days Celebrations on Discovery Day (June 24) weekend focuses on the arts and heritage of the capital city. Arts organizations open their doors to the public and, with support from the City, offer free programs and hands-on demonstrations over the course of the three-day weekend.

## **Support to the Arts Community**

Council appreciates the contribution the arts make to growing and developing our beautiful City and understands the importance of municipal investment in the development of original art. Municipal support also serves as seed money and enables the arts to leverage funds from many sources. This enables projects to be completed and presented; it also brings new money into the St. John’s economy.

### *Direct Investment*

Council serves as a partner with other levels of government and the corporate sector to invest in the arts through the Arts Grants, the Special Events and Festival Fund, the Community Grants Fund, and to special events that occur in the City from time to time (see Appendix IV).

*Cultural Infrastructure*

The City of St. John's partners with the Anna Templeton Centre for craft, art and design as custodians of the building that was once the Bank of Newfoundland and is now an historic site. Council owns and maintains the building while the Anna Templeton Centre operates from it, providing programs and educational opportunities for the general public and emerging artists.

Council has agreed to contribute approximately one third of the costs of renovations of the LSPU Hall, home of the Resource Centre for the Arts. Through this support Council recognizes the value and contribution of the "Hall" both as an incubator for the performing arts and as a contributor to our cultural mosaic.

In 2008 a study was contracted, (The Arts Venue Needs Assessment & Feasibility Analysis,) for the purposes of defining existing and anticipated future requirements for theatre venue space.

City Parks, particularly Bowring, Victoria, Bannerman, Harbourside and Prince Philip Plaza, are used as venues and spaces for arts programming and presentation.

**National Recognition***Cultural Capital of Canada 2006*

To reward the City for its achievements in municipal arts, and to support its future goals, the Government of Canada, through Canadian Heritage, proclaimed the City of St. John's as a Cultural Capital of Canada in 2006.

This award came with an accompanying purse of over \$500,000 with which to celebrate and advance its municipal arts goals. That year the residents and visitors of St. John's enjoyed over 19 projects designed to support, celebrate, market, and provide access to the dynamic arts community that has made St. John's its home (Appendix IV).

*Creative City Network*

In 2002, the City hosted the 2nd annual Creative City Network of Canada AGM and conference. Cultural officers, experts, and elected officials from across Canada including the Director General of the Arts Policy Branch of the Department of Canadian Heritage experienced recent art procurement, live music, theatre, and poetry performed by our local poets and were overwhelmed by the excellence of the arts in St. John's.

*New Department*

The Department of Economic Development, Tourism & Culture was created in 2003 – a clear recognition that the arts are a significant and permanent component of St. John's municipal government.





# St. John's Arts Community



## ST. JOHN'S ARTS COMMUNITY

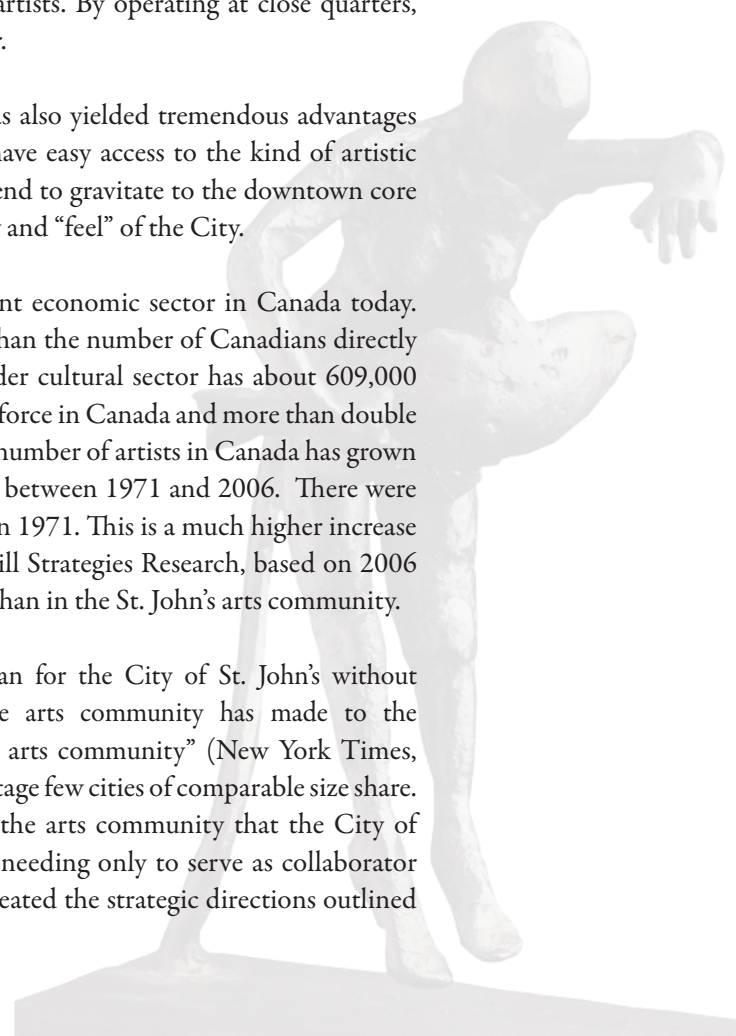
*“Classically artists agglomerate in interesting yet run-down areas, often subject to potential redevelopment pressures, but where the process has not yet started. The artist in effect is the explorer and the regenerator kick-starting a gentrification process, bringing life to run-down areas and generating the development of support structures such as cafes, restaurants and some shops.” Charles Landry, *The Creative City*, 2008.*

In the last thirty years, St. John's has enjoyed an explosion of artistic activity. This activity is being supported more than ever before. Through cultural policy development at the federal, provincial and corporate levels, and through the initiative of artists and artists turned administrators, there are more art galleries, theatres, live performance bars, recording studios, artists studios, companies and organizations who develop, present and sell art than cities far larger than St. John's. Most of this artistic activity takes place on Water Street and Duckworth Street from Plank Road to Quidi Vidi Battery. With each year, more studios and live/work studios are being created in the older neighbourhoods adjacent to the downtown core. This naturally occurring cultural corridor is advantageous for artists. By operating at close quarters, artists support, collaborate and sustain each other.

This intense concentration of creative pursuit has also yielded tremendous advantages for the City of St. John's. Those who live here have easy access to the kind of artistic expression they are seeking, and visitors – who tend to gravitate to the downtown core anyway – are amazed and delighted by the energy and “feel” of the City.

In fact, artists continue to evolve as an important economic sector in Canada today. The number of full time artists is slightly larger than the number of Canadians directly employed in the automotive industry. The broader cultural sector has about 609,000 workers and comprises 3.3% of the overall labour force in Canada and more than double the level of employment in Canadian banks. The number of artists in Canada has grown much more quickly than the overall labour force between 1971 and 2006. There were three and a half times as many artists in 2006 as in 1971. This is a much higher increase than the doubling of the overall labour force (Hill Strategies Research, based on 2006 Census). This increase is nowhere more evident than in the St. John's arts community.

It would be remiss to write a municipal arts plan for the City of St. John's without making reference to the great contribution the arts community has made to the character of this City. This “astonishingly active arts community” (New York Times, August 2002) gives the City of St. John's an advantage few cities of comparable size share. So much programming is generated already by the arts community that the City of St. John's finds itself in the enviable position of needing only to serve as collaborator and partner. It is in this role that the City has created the strategic directions outlined in the St. John's Municipal Arts Plan.





# Vision



## VISION

*The City of St. John's is experienced by its residents and visitors as a city of culture. A city of culture is vibrant, encourages life long learning, and fosters creativity, personal discovery and an appreciation for arts and culture. It:*

- respects its arts community
- recognizes the intrinsic contribution made by the arts
- recognizes the arts as an economic driver
- recognizes the importance of the arts to its growth and prosperity
- understands the many dimensions of the arts
- works with the arts to renew and revitalize itself, build community identity and pride, strengthen bonds, and improve quality of life on all socioeconomic levels
- builds on its strengths which are always the people







# Guiding Principles



## GUIDING PRINCIPLES

The City of St. John's sets the following statements as Guiding Principles for the St. John's Municipal Arts Plan. These Guiding Principles embody the philosophy of the Arts Plan.

**a) The arts are intrinsically linked to quality of life.**

St. John's is an energetic, creative and economically vibrant city and the arts are fundamental to its health and well-being. The arts shape our identity but also entertain, foster learning and build a sense of who we are.

**b) The arts create opportunities for social cohesion.**

The arts are a catalyst for positive change, engaging all ages and communities. Diversity is embraced through the arts, building trust and understanding.

**c) The arts are essential to the City's economic fabric.**

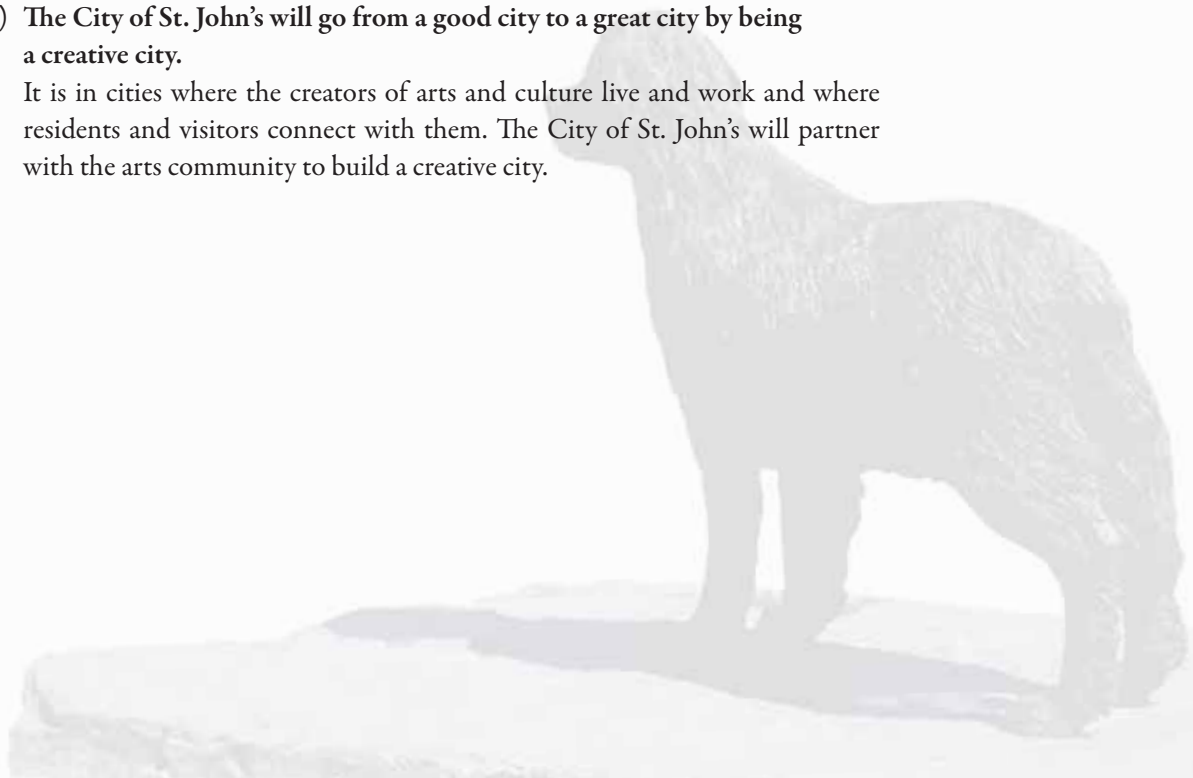
There is an intrinsic link between creativity and economic vitality in cities. Cities which are attractive for business have integrated creativity within economic and strategic plans. Creativity is the engine of the new economy.

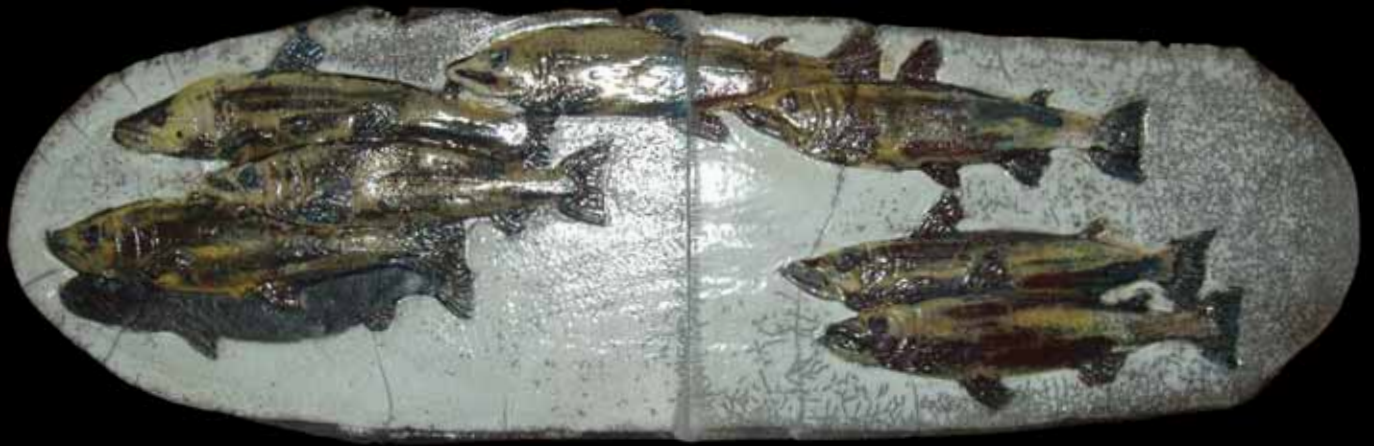
**d) The city appreciates the contribution of the arts.**

The arts create job growth, foster the "creative city", improve the ability of the City to attract skilled workers, and help the City distinguish itself based on a strong identity.

**e) The City of St. John's will go from a good city to a great city by being a creative city.**

It is in cities where the creators of arts and culture live and work and where residents and visitors connect with them. The City of St. John's will partner with the arts community to build a creative city.





# Role of the City in the Municipal Arts Plan



## ROLE OF THE CITY IN THE MUNICIPAL ARTS PLAN

In realizing the St. John's Municipal Arts Plan, the City of St. John's plays several roles:

As **Facilitator**, the City encourages linkages and coordination among members of the community to discuss, plan and act upon matters of mutual concern.

As **Communicator**, the City provides a platform for information exchange and outreach.

As **Advocate**, the City champions the arts. It increases awareness of the arts, and the value of the arts. It brings this awareness not only to its citizens but provincially, nationally, and internationally.

As **Supporter**, the City invests in the arts.

As **Partner**, the City works with a range of sectors including, among others, the art and business communities, public agencies, education and not for profit organizations to advance common interests.

As **Program Provider**, the City delivers arts programming and partners with other arts and community based organizations to deliver programs and increase participation in programming.





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# St. John's Municipal Arts Plan



## ST. JOHN'S MUNICIPAL ARTS PLAN

The St. John's Municipal Arts Plan is built on research and consultation with the arts community through a symposium held in the spring of 2008, dialogue with business interests, meeting with City departments, discussion with provincial government, and research and review of municipal arts and cultural plans across Canada. The Plan provides strategic directions to guide St. John's as a cultural community and sets a framework for a range of city-arts partnerships. The Plan's focus is on the development of resources and activities that encompass the full range of artistic disciplines.

The fundamental basis for the Plan was the Symposium, *Arts and the City 2* – a facilitated dialogue with nearly 100 artists, art organizations, community members, City staff and Council. It was a forum to both celebrate the contributions of the St. John's arts community and discuss ways and means by which the City can continue to play a role in its development. The weekend long forum concentrated on the current situation with the arts and the debate was targeted toward identifying and reinforcing the municipal role in supporting and strengthening its arts community.

Guided by two topics: (1) Cultural Infrastructure and (2) Engaging the Public, the discussions confirmed that the “the strength of the arts community largely stems from a history of support for the arts as well as a socially cohesive arts community. Today, this strength is maintained by community support, a diverse pool of talented artists, the support of the alternative press, existing organizations, institutions and programs, and the dedication of NGOs, artists, City Council and staff, organizers, and managers – many who volunteer their time and resources.” (Harris Centre Report on City and the Arts Symposium)

There were many areas identified for improvement – increase public awareness of the arts community, provide more funding of the arts, assist with space, marketing and audience development, create more partnerships and collaborations, and provide business training and support.

### Business-Art Linkages

Discussions with business representatives informed us that there is a role for the City to assist in cultivating collaborations between the business and arts communities, facilitating mutually beneficial opportunities for art space development, encouraging business to support and recognize artistic achievements and opening dialogue between art and business to build audiences, increase awareness of the economic value of arts in St. John's, and support artists as entrepreneurs. Arts activities are many and diverse and there is an opportunity to expand on the “vibe” about St. John's as a soul nurturing destination in which to live, visit and invest.

## City Departments and Operations

Whether through children's arts-based programs in the Department of Recreation or production of public art programs, the City of St. John's departments have been engaged in arts activities, however there are opportunities to enhance and extend an "arts lens" in many areas of policy, programming and services. Discussion centred around a variety of directions, from the potential to encourage audience development and promotion of the arts, to City funding of the arts, and how mechanisms used in other Canadian cities which support public art while encouraging private investment could be implemented. It was noted that research is underway respecting programming being undertaken in other Canadian jurisdictions regarding cultural space development/redevelopment models. Experiences to date in facilitating business outreach and tourism product development can be extended to the artist entrepreneur and the City's role as facilitator will be key.

Several of the City's strategic and operational plans recently completed, or in progress, present opportunities to better link arts activities with City operations. Already begun is an initiative to research a variety of programming being undertaken in other Canadian jurisdictions such as encouraging viable space development/redevelopment, promotion of art and encouraging audience development, opportunities to leverage funds with the private sector, municipal support of the arts community, and utilizing the information resources of the City in areas such as space identification. Incentive-based mechanisms to encourage investment in art by the private sector can also be explored. City programs and facilities can be "opened" to more arts-based programming, particularly through Parks and Recreation facilities and programming.

The City of St. John's, as the Capital City of the province, has shown leadership in advancing the arts at the municipal level. It has created a department that includes culture, an Arts Advisory Committee that reports directly to Council, and permanent staff who work exclusively in coordinating municipal arts initiatives. The following Strategic Directions, steeped as they are in public consultation, will enable the City to continue to play a leadership role in advancing the arts at the municipal level.







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# Strategic Directions



## STRATEGIC DIRECTIONS

### Strategic Direction A:

#### Financial Support of the Arts: Funding the Future

*“Artistic Activity is a major and varied contributor to economic vitality... [The] productivity of earnings in a regional economy rise as the incidence of artists within its boundaries increases, because artists’ creativity and specialized skills enhance the design, production, and marketing of products and services in other sectors. They also help firms recruit top-rate employees and generate income through direct exports of artistic work out of the region.”*

*The Artistic Dividend: The Arts’ Hidden Contributions to Regional Development, University of Minnesota*

#### Rationale

Although in the past we have tended to think of arts funding as solely benefitting artists, cities around the world are coming to the realization that funding the arts is a real investment in the prosperity of the City as a whole. Public investment in the arts and culture sector represents good value to all levels of government with the investment being returned several fold in economic and social benefits.

#### What We Learned

Cities’ investment in the arts is described by the amount of direct investment allocated to the arts as a percentage of the total population of that city. There is a measurable increase in local and regional benefits from strategic public expenditures on partnerships with the arts. This is multiplied through coordination with other levels of governments and the private sector.

#### Priorities for Action

1. Directly invest in the arts through grants to individuals and organizations at a per capita level commensurate with other municipalities of comparable population size and comparable arts community productivity. Research has begun to establish and clarify these comparisons.
2. Facilitate and encourage private sector investment in the arts.
3. Document the social and economic contribution made by the arts community.
4. Partner with other levels of government to secure adequate, predictable and long-term public investment in the arts.

## Strategic Direction B:

### Cultural Space: Working and Living

*“Cities that thrive in the twenty-first century will be cities that pay attention to developing a true diversity of human creativity. That means not only more (and more accessible) public art, but a new attention to creative alternatives in development – aging buildings rehabilitated into artists’ studios and living spaces, for instance, rather than demolished to make room for a new batch of condos: the creation of multi-purpose cultural meeting places/showcases in the heart of downtown.”*

*Max Wyman, The Defiant Imagination.*

#### Rationale

The importance of investment and innovation in knowledge, culture, and creativity has seen a growing emphasis in discussions about the development and sustainability of cities and communities. Municipal and regional planners are increasingly presented with the challenge of creating or fostering a vibrant, creative community. One of the key factors in this scenario is space – to create, experiment, innovate, rehearse, produce, perform, exhibit, preserve, interpret, engage, learn, share, and so forth. In most cities, tangible cultural infrastructure has been developed on an incremental, reactive, opportunity and site specific basis. A planned approach to cultural infrastructure is integral to a community’s creative and cultural development – as well as its ongoing vitality, cohesion, identity, and sense of place.

#### What We Learned

There is an extreme lack of affordable, adequate, dedicated space for rehearsal, office and studio and this has hampered the development of the arts. Sets have to be built over and over as there is no room for storage. Rehearsal spaces are rare, booked, and inadequate for many. Offices are small and difficult to work in. Venues go from small to too large for most productions. This has been a frustration for the arts community for over thirty years. The fact that we have a growing economy brings even stronger competition for available, affordable space.

#### Priorities for Action

1. Develop strategies for cultural infrastructure.
2. Explore different models for cultural facilities at the municipal and regional level.
3. Conduct an analysis of current usage of city facilities, space and parks for artistic activities.
4. Provide information to the arts community on available cultural infrastructure.
6. Collaborate with other institutions on opportunities to share space, e.g. schools, recreation plan.
7. Facilitate access to sustainable cultural spaces, e.g. increase access/ use of parks and other facilities.
8. Identify opportunities for cultural space development and explore mechanisms within city mandate and policies to facilitate cultural space development.
9. Explore opportunities for private sector involvement in cultural infrastructure.

## Strategic Direction C:

### Collaboration with Business and the Arts

*“Encouraging stronger relationships between the cultural community and the private sector strengthens the arts in Canada and improves the quality of life for all.”*  
*Business for the Arts, 2009.*

#### Rationale

There should be direct involvement and interaction between the arts and business communities, noting the synergies and networking that results. Cohesiveness can be established at many different levels and pride happens as a result of forging these relationships.

#### What We Learned

For the business community, participating is not only about cutting a cheque, it is about collaboration. Many businesses encourage employees to become actively involved in financially supported arts initiatives so that they are a part of the community.

The language of arts and the language of business can differ however and there is an opportunity for the City to play a role in areas of mutual development. Synergies can occur when business and the arts get together.

#### Priorities for Action

1. Facilitate the engagement of artists in the design of publically developed spaces – where arts programming may be considered.
2. Encourage linkages between the arts and business communities for mutual benefit.
3. Establish business and arts initiatives that jointly advance the sector.
4. Develop strategies for encouraging the leveraging of public resources and private sponsorship.
5. Facilitate the bridging of relationship and language between business and the arts.
6. Explore the concept of a business/arts forum.
7. Raise awareness between the business and arts community about the importance of connections within the arts community and the synergies that result from such connections.
8. Raise awareness of opportunities and integration between business and arts. Act as liaison between arts organizations and business organizations in an effort to raise awareness of art industries and encourage the cross fertilization of art-business linkages.
9. Increase awareness that growth comes to cities that are creative habitats in which all forms of creativity – arts, culture, technology, and business – flourish together.
10. Consider ways to encourage and recognize businesses that do value the contribution of the arts.

## Strategic Direction D:

### Public Engagement with the Arts

*“In these times of increasing economic pressures and social change, the arts provide a source of growth and well-being. The work of volunteers in support of the arts, the sense of fulfillment that people get from participation and appreciation of the arts, and the pleasure and pride gained from facilities, programs and events that enliven the environment, all contribute a sense of vitality and confidence to a community.”*

*Union of British Columbia Municipalities.*

#### Rationale

The arts are fundamental to our quality of life. It has been well documented that engaging with the arts contributes to a full and meaningful life. Engaging with the arts has an impact on personal health by enhancing overall health and well being. Engaging with the arts develops self esteem and positive self concept which are foundations to personal quality of life. Engaging with the arts provides individuals the opportunity to express their own creativity. It provides positive lifestyle choices and alternatives to destructive behaviour including vandalism and crime. It reduces self destructive and negative social activity in youth. It provides personal satisfaction and the power to achieve individual potential and enhance life satisfaction levels. It provides opportunities to learn new skills and information and it increases awareness of a broader spectrum of opportunities.

#### What We Learned

Arts activities are happening in the City, however, a major problem is getting the word out. There is a need to understand more about what and how the resident market learns about art events and activities. There is a need to increase awareness and to cultivate wider audiences for all events and activities, not just during the tourist season but year round.

The City can support audience development by building awareness of the arts and engaging the public in the arts. Many cities have developed new approaches to raising awareness of arts to the general public, e.g. programs that encourage the purchase of local art, or use vacant storefront properties to display artwork.

Many examples exist, particularly in Scandinavian communities, where the integration of art in civic programs, projects and initiatives is seamless. Additionally, international business industry events will often seek opportunities to showcase local artistic talent.

#### Priorities for Action

1. The City will collaborate with key stakeholders in the arts sector, business sector and community to raise awareness of and access to programs and information about civic and community arts and cultural programs, services and activities.

2. The City will make efforts to infuse arts components in marketing and promotional activities of the City particularly as it relates to tourism, business, and recreation.
3. The City will be a model in seamlessly incorporating the arts into civic programs, projects and initiatives.
4. The City will collaborate with the arts community on audience development initiatives.
5. The City will maximize the benefits of knowledge about the social and economic contributions made by the arts community.
6. The City will collaborate with provincial cultural strategy initiatives.
7. The City will create a Cultural Resource Map.
8. The City will collaborate with the arts community to review its public arts policies and to more effectively animate its Public Art Collection.

## Strategic Direction E:

### Artist as Entrepreneur

*“Artists are Businesses too.” -Bernice Morgan*

*“Artists are by nature entrepreneurs, they’re just not called that...They have the ability to visualize something that doesn’t exist, to look at a canvas and see a painting. Entrepreneurs do that.”*

*Bill Strickland, President & CEO Manchester Bidwell Corporation*

### Rationale

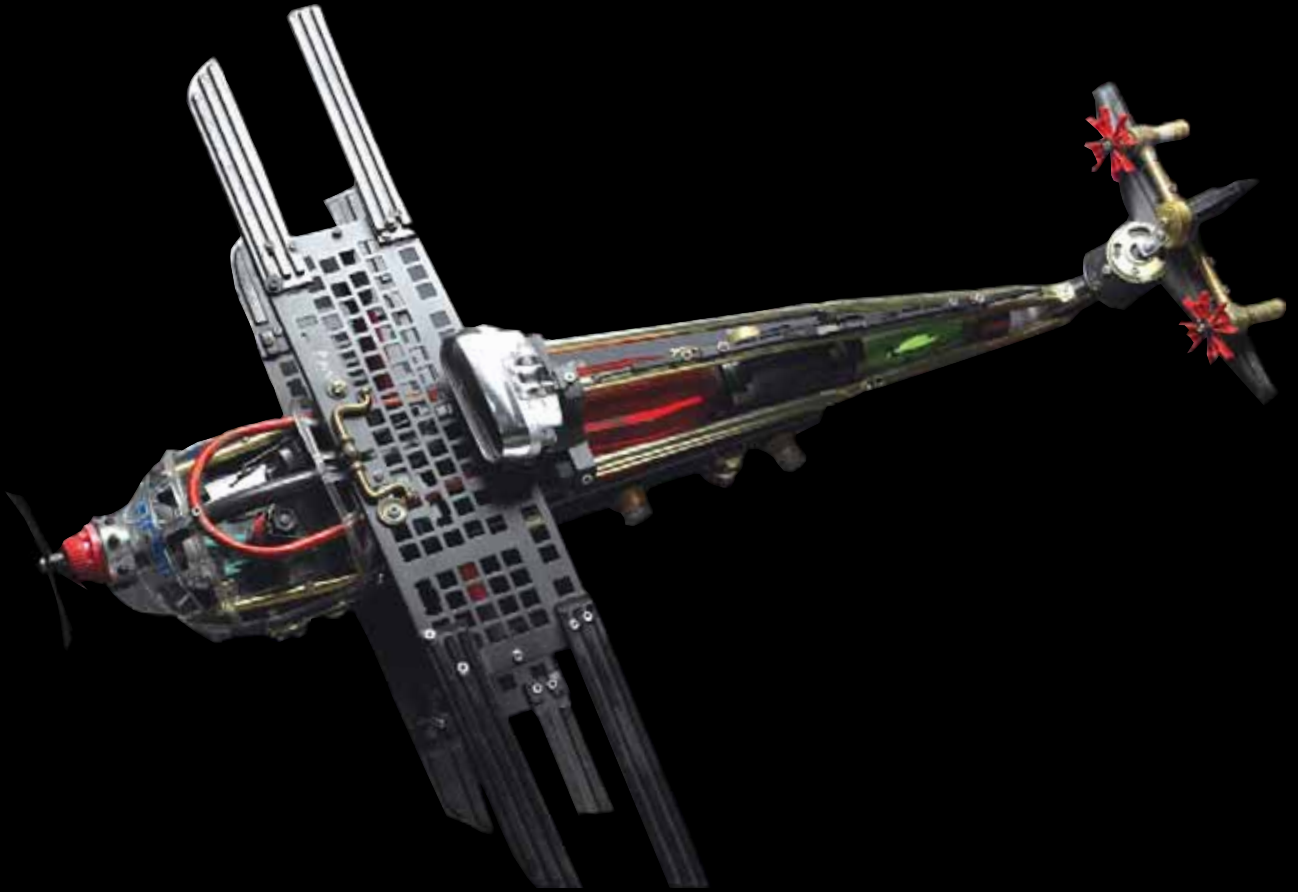
Artists are creators of ideas, producers of music, film, and script. They design crafts and express emotions on canvas and through dance. To conduct their craft, artists and art organization buy supplies, hire talent, rent space, and create, market and sell products and services. Artists are generators of the economy and their continued growth is prosperity for the City.

### Priorities for Action

1. In partnership with relevant public, private and education sectors and in association with artists, facilitate business training and mentorship for artists in all aspects of art enterprise, i.e. marketing, accounting, business management.
2. In partnership with business associations, explore opportunities for showcasing the arts in business environments, e.g. at business trade events.
3. Research initiatives in other municipalities with similar goals to determine best practices in encouraging healthy development of artists as entrepreneurs.
4. Facilitate the showcasing and exchange of successful artists as entrepreneurs and nurture relationships.
5. Research, maintain and promote information on the economic value of the arts industry to the City.







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# Review



## REVIEW

*“...organizing regular meetings and annual evaluations is essential to working towards these goals.”*

*Report from City and the Arts II Symposium*

### Rationale

Regular review of strategic plans is instructive, informative and necessary. A strategic plan must be a living document that stays relevant through the course of changes and evolutions in the City as well as the arts community. Perhaps one of the most important things heard and reported during and after the Arts Symposium was the value of hosting the art-city dialogue.

### Priorities for Action

1. The City of St. John’s will conduct an annual report of the Municipal Arts Plan for submission to Council and the public.
2. The City will endeavour to host a biannual dialogue for the purposes of continuing to engage and consult with the arts community and to review the arts plan.
3. Upon adoption of the St. John’s Municipal Arts Plan by Council, the City will begin to implement the Strategic Directions. Implementing the plan will involve defining priorities, partners and resources. This will be done with advice from the Arts Advisory Committee. Implementing the Strategic Directions will be done on an annual basis. As well, annual review of progress and achievements to date will be done and presented each year to Council, the arts community, and the general public.

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# ST. JOHN'S

CITY OF ST. JOHN'S PO BOX 908  
ST. JOHN'S NL A1C 5M2 CANADA  
[WWW.STJOHNS.CA](http://WWW.STJOHNS.CA)

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