



Cultural Development and Diversity Strategy

*City of Brandon – Community Services
July 2008*

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Executive Summary

Music, dance and art are the elements of life that do not necessarily require us to speak the same language. We can all appreciate the skill that goes into creating a sculpture, or the athleticism that is required in dancing on a stage or the foreign melodies that sooth our souls. We do not need to understand a common language in order to appreciate what we see or hear.

The world's art is created as a result of a various cultures. In countries that have been stricken by war, their art reflects hardship and strife. If we look at traditional dance, we can interpret the story that created that combination of movement and the makeup of the music. Art, in all its forms, is a reflection of a community, region, or nation's culture.

Brandon as a community has a desire to continue to grow and prosper. In order to do this, it needs to be a community that is able to attract and retain citizens. As the workforce in Canada continues to age, the need to replace workers will become a much greater issue even without the desire to grow. The retention of our youth, attracting and retaining immigrants, and attracting aboriginal people to our community in order to meet these needs will be paramount to our continued success as a community. There is no one answer on how to achieve this success, simply because there is no one thing that attracts or ties a person to a community. We do know that having a community filled with vibrant opportunities, whether they are economic, spiritual, artistic, etc. increases our chances.

In presenting this plan, we believe that arts and culture are tools that can assist us in celebrating and understanding the ever expanding cultural diversity within our community. We can see annually how the Lieutenant Governor's Winter Festival, brings our community together to celebrate the different cultures through learning about dance, art, customs, costume, etc. In this case, the arts and culture of many different nations binds us as a community and we see significant opportunity to expand this through the recommendations outlined in this plan.

There is also much more to recognizing and understanding the diverse cultures that are represented in the community today and will be in the future and then ensuring that as a community we honor our differences. This plan outlines a number of recommendations around improving the education and services offered, in order to improve the interactions between the City of Brandon and those individuals that speak a different language or come from a different country.

This plan is intended to outline what is believed to be the City of Brandon's (the organization), role in improving arts and culture and cultural diversity in the community. There are numerous organizations, groups, and individuals that work tirelessly, day to day, doing exactly this. By no means is this plan meant to diminish the amazing work these groups do for our community. This plan is intended to augment and support the work they do and to help define where the City fits into the picture. The time horizon on this plan is five to seven years and the funding required to support its implementation is contained within.



Introduction

In 2007, the Operational Services Division undertook a portfolio of both cultural development and cultural diversity through its Community Services Department. Over the past year, research about how other municipalities are addressing and supporting these elements within their communities has been completed in order to assist in developing a framework of engagement for the corporation of the City of Brandon. There are a number of aspects to both cultural development and cultural diversity that are impacted by various groups, economic conditions and community elements. The focus of the recommendations in this plan is on those things that are within the City of Brandon's jurisdiction and mandate and which the City of Brandon has the resources to fulfill.

As the face of Brandon changes, it brings with it new opportunities and challenges. The need to balance social, cultural, economic, environmental and governance issues in decision-making is critical in creating places where people want to live and in creating sustainable communities. People are very clear about what they want from their communities; places where they can live, work and play, places that are safe, clean, friendly and prosperous, places with amenities such as education, health services, shopping and green spaces and most importantly, one where they are welcomed as a distinct or unique individual or family.

To this end, this plan's framework is to connect our people (the cultural diversity of aboriginal, existing and immigrant populations) with our environment (heritage, social norms and arts) through the process of education and celebration.

The intent of the Cultural Development / Diversity Plan is to take a broad approach to culture. The purpose of the plan is to make connections between culture, community development, economic sustainability and vitality. The Cultural Development Plan stands alongside many other corporate documents that work co-operatively towards this end.

In Operational Services specifically, the Cultural Development Plan will act as a companion document to existing plans and policies including the Greenspace Master Plan, Recreation Facilities Master Plan, Brandon Transit Operating Strategy, Solid Waste Management Plan and Brandon's Environmental Strategic Plan. Additional corporate documents that will play a role or have been considered in advancing the arts and cultural vision in the City include the Economic Development Strategic Action Plan, Brandon and Area Planning District Urban Design Standards, and the Affordable Housing in Brandon Plan.

Culture

Culture is who we are. Culture is passion, hope, pride and a sense of belonging. Culture inspires. Culture is our traditions, the ones we have inherited and the ones we are creating. Culture is our past, our present and our future. Each individual person is a part of that mosaic and each person contributes to a community's culture.



Culture creates the environment in which we live. Our inherited environment, our built environment and our social environment all form a part of our culture. The environment may be our buildings, works of art, food, gardens, clothing, modes of transportation, and technologies or our inherited environment of our rivers, hills, valleys and trees.

Culture is our heritage, language, art and our social norms. The recognition of where we have come from provides context to our existing culture. Recognizing the changes in demographics, in the ethnic makeup of the community and in the impact that society as a whole has on how we each interpret changes in our community, are all a part of our culture. It is the value placed on family, home, work, community and recreation, in how we preserve our heritage, in the teaching and learning of customs and languages, and in how we reach out to those in need. The product of culture teaches us new skills and allows us to expand our circle of knowledge. It touches our lives and changes them forever.

Culture is our people. Those that helped to create our past and who are creating our future. It is the Aboriginal peoples, the explorers and pioneers, the people that are here now and the new immigrants that are coming. Brandon survives and prospers by the talent and ability of its people - their ability to innovate, to think anew, and to be creative.

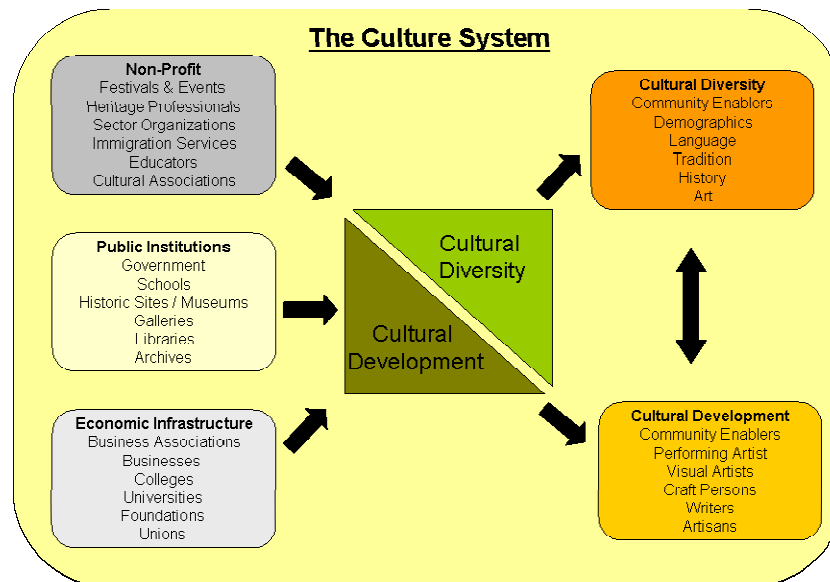
Politicians, chambers of commerce and leading columnists in the press across Canada are discussing the importance that cultural diversity and cultural development has on a healthy society and the benefits that this diversity can bring. It is also being written about in studies published regularly in the disciplines of sociology and urban planning as they examine the challenges of local development. We have been hearing talk of knowledge-based societies, creative economies, creative cities, creation as a development tool, and cultural diversity as a necessary means of positioning municipalities to take on the ever-changing challenges of the future.

The Culture System

In general terms the topics of cultural development and cultural diversity are considered as being distinct and separate. Cultural diversity generally refers to the ethnic make up and support systems that enable the blending of differences, where cultural development is often considered to be the support system that enables individuals to express their individual creativity through various artistic means. At their core, cultural diversity and development are both about encouraging and supporting individuals to celebrate and share their differences and uniqueness and by doing so impact the culture of a community.

It is true that the relationship between these two concepts with business and government can and is different; however their ability to positively impact each other within a community is paramount. As discussed, our culture is the make up of who we are as individuals and as a result, that which we are as a community. We share these differences not only through our language and traditions but through our creative expression in such forms as dance and visual art.





The Importance of a Culture System

The questions can be asked that, since our culture is who we are, why would a community need to take action to support and enhance the development of such a system, and would it not happen on its own? A culture system on its own does in fact support itself. It is self regulating. For example: artists will display their craft when enough interest is generated in the community to break down the barriers so that this can occur, a new type of ethnic restaurant will appear when the skills to support it come into the community, or a new service will be offered in a different language when a communication barrier is identified on a large scale.

The reason to enhance support and to focus on expanding a culture system within a community can come down to having a competitive advantage in generating wealth (in many different areas, not just fiscal) for a community. For some, they may not see the connection between the celebration of who we are as individuals and as a community, with the concept of a community having competitive advantage, but in the following sections, we will attempt to draw the parallel.

Trends

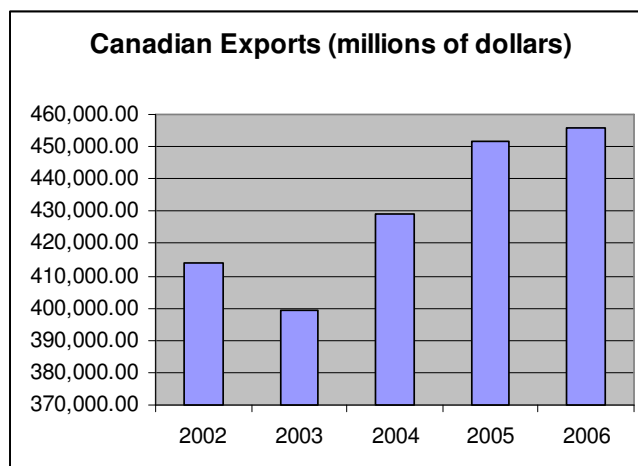
There are a number of trends that are generally impacting communities across Canada. The following is a brief description of them:

The Global Market

We have all heard the expression that our world is shrinking. In large extent, the strength of our economy depends on our ability to do business with and sell our products in countries in other parts of the world. In just the last five years, Canadian exports have grown by approximately



10% and this is anticipated to continue to grow as demand for our resources such as oil, water and grain continues to grow around the world.



Canadian companies have had to design products that meet the needs and traditions of people from other cultures and countries including addressing the language barriers that exist in some markets. These companies have had to develop strategies for marketing those products to other countries. Such activities require individuals who have diverse educational, experiential and skilled backgrounds.

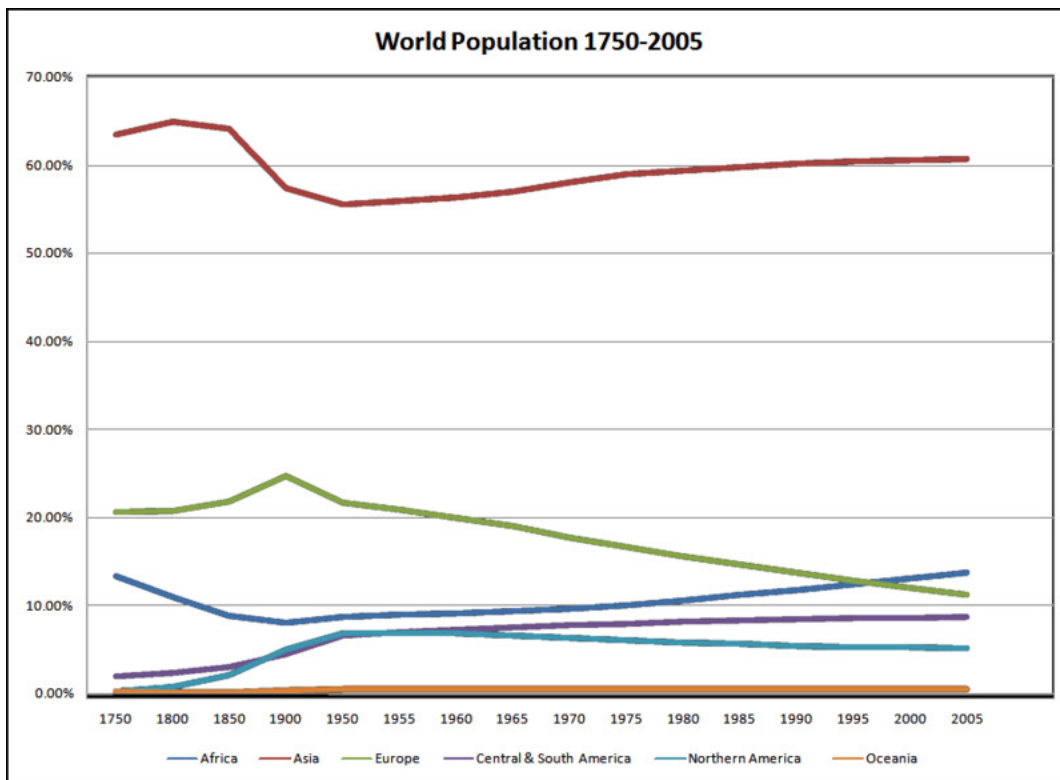
To sell a Canadian product and make profitable business deals with people from other countries, it only makes good business sense to develop an understanding and appreciation of their cultures—their languages, needs, wants, and customs. Our businesses cannot afford to make mistakes like Chevrolet made when it first tried to sell the Chevy Nova in Spanish speaking countries. In Spanish, “No va” means “It does not go.” Needless to say, the Nova never sold well in Spanish speaking countries. Similarly, when Pepsi started marketing its products in China, the Chinese translated the slogan “Pepsi brings you back to life” quite literally. The slogan in Chinese really meant, “Pepsi brings your ancestors back from the grave.”

Currently, countries with the biggest growth potential are the developing nations of Asia. RJR Nabisco and Eli Lilly are building plants in China; Owens-Corning Fiberglass and IBM are doing this in India; and AT&T is building facilities in Indonesia, to name a few. Other Asian countries with growing economies include Hong Kong, Malaysia, Singapore, Taiwan, and Thailand. Ford Motor Company and Chrysler Corporation build right-hand drive models of the Taurus and Neon for their customers in Tokyo. It is important to note that today four out of every five new jobs in the manufacturing sector in North America are a result of foreign trade.

A Changing Age Demographic

It is well understood that globally our population is growing exponentially, however the level of growth is not consistent around the world. In the chart below, we can see that the greatest growth of population in terms of percentage is in Asia, while there is a decline in Europe and North America.



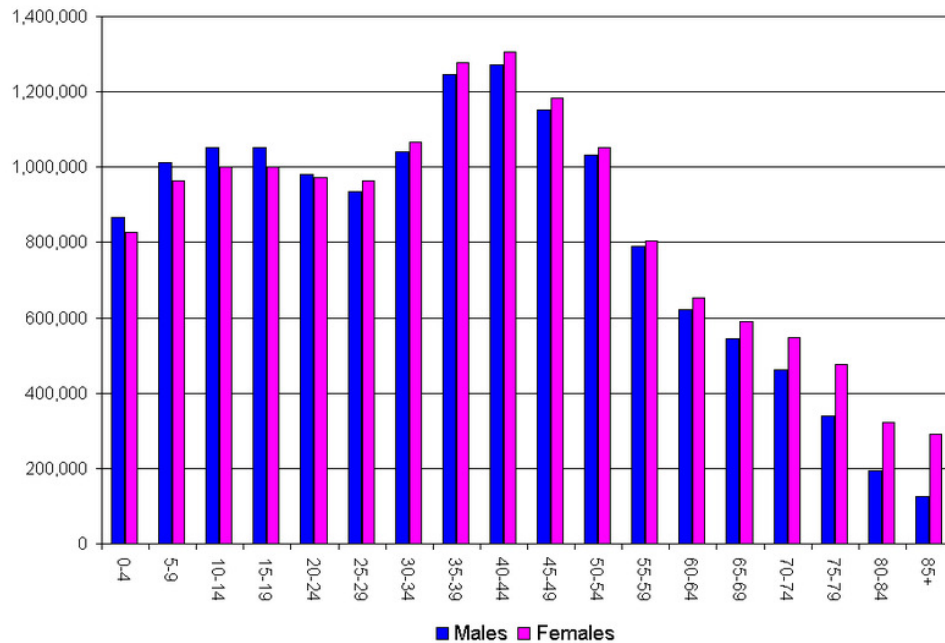


Population can have a huge impact on a country's economy. On the one hand, a lower population can mean more abundance of staples such as natural resources, food, water, etc. but at the same time a lower population can also result in human resource shortages that result in stagnant or declining economic growth. A reduction in a country's economic growth can result in a higher cost of living for those who choose to reside in that country if the living standards are to be maintained.

In Canada the rate of increase in population has declined, attributed to a lower birth rate over the last thirty years, but somewhat offset by longer life expectancy rates in the country. According to Statistics Canada, sometime between 2025 and 2030, the number of births to Canadian parents will equal the number of deaths.

It has been identified that our population is aging. As we can see in the chart below, we are now coming into a period where the number of people entering our workforce, will not be able to replace the number of people who will be leaving the workforce.





Shortages of skilled workers in certain sectors and regions are already occurring (e.g. shortages in Western Canada related to major construction projects) and are expected to continue. Governments at all levels and companies have identified immigration as a complement to the availability of domestic skilled workers. It is, and will continue to be, an important mechanism for responding to such shortages of workers in particular occupations, industries and regions, especially in the short-term.

A Changing Ethnic Demographic

Throughout time there has been the ongoing struggle between ethnic groups and cultures, to have the minority among them assimilate to the majority. Each distinct group has felt that their customs, the way in which things are done, their language, etc. are superior to the other and therefore that other group should take on these attributes. In the case of North America, this concept has been depicted as a “melting pot”, due to the diversity of groups represented throughout the continent. Diversity includes everyone, because people differ from one another in numerous ways. In other words, there are many different dimensions of diversity. The following are just a few dimensions of diversity.

Gender	Religious beliefs
Race	Marital Status
Ethnicity	Parental status
Age	Education
Physical & mental ability	Income
Sexual orientation	Occupation

At the same time, not that long ago, it was uncommon to have individuals voluntarily leave the communities, regions or countries where they were born to live as part of another community. When they did choose to voluntarily live in another community, they often did so anticipating the



need to assimilate to the traditions and culture of that other community in those cases where they were the minority.

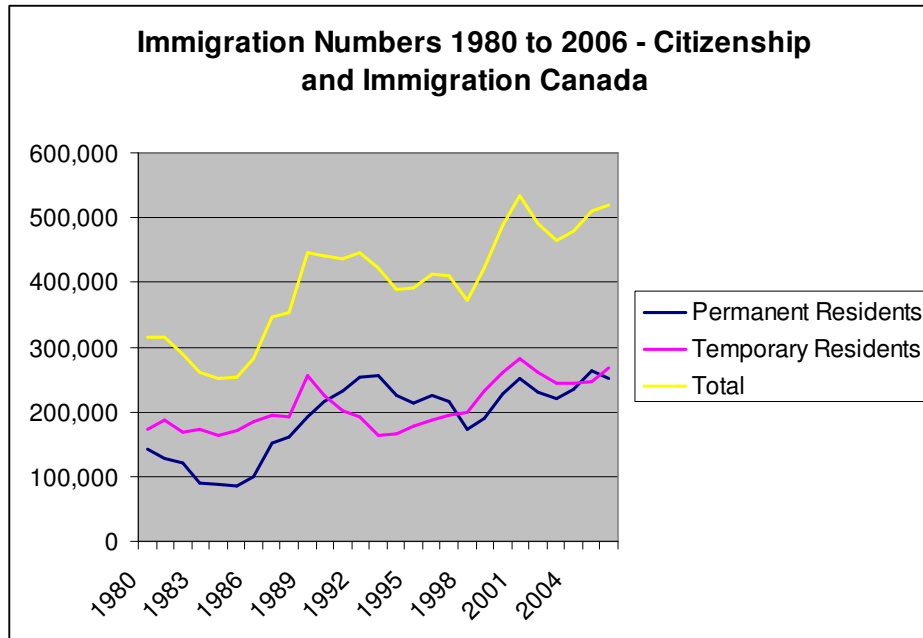
The introduction of technologies related to travel and communication has changed some of this thinking:

- Individuals are more willing to leave their community to seek opportunity in other communities, regions or countries. The introduction of cars, airplanes, etc. has meant that traveling back home to connect with family and friends is easier and more viable. Technology such as phones, internet, email make it easy to connect on a daily basis. In other words, choosing to live in another community no longer equates to diminishing ties with family and friends.
- Individuals are visiting other countries and learning about other cultures in increasing numbers and as a result, are considering other countries to live and work in. According to Statistics Canada the number of non-resident travelers (excluding the United States) into Canada is as follows:

Year	Visitors (in thousands)
2003	3,393
2004	4,218
2005	4,505
2006	4,517
2007	4,679

- Canada welcomes more than 150,000 international students every year. Foreign-student enrollment was up more than 15 percent across the country in 2006, with many provinces showing jumps of 20 percent or greater. These students choose to go to other countries to receive the highest quality of education in their chosen field. Technologies related to translation and communication have eliminated language barriers and have allowed for the transfer of knowledge and experience from country to country.
- The introduction of television and the internet has resulted in many of us being more aware of the challenges and opportunities in other countries. Our world has become smaller as a result.
- The movement of people around the globe has exposed more and more of them to different cultures and different opportunities. As a result the number of people immigrating has also increased, as they have taken advantage of these opportunities. The chart below depicts the temporary and permanent immigrants to Canada annually between 1980 and 2006.





These factors have all contributed to a change around people's opinions and beliefs regarding the need to assimilate. Individuals are no longer willing to give up their beliefs, customs and traditions just because they change their location. As a result communities are now being comprised of various distinct groups that have varying traditions, languages and ideals. These groups celebrate and attempt to share their uniqueness with the rest of the community. Today the terms "mosaic society" and "tossed salad" are being used rather than the traditional "melting pot" descriptor.

So the question that might be asked at this point is how do these various trends support the concept that cultural development and cultural diversity creates a competitive advantage for a community and thus generates various forms of wealth. The simple answer is through the diversity of people and their ideas, experience and talent.

A community is dependent on the companies and industries within it for employment and to generate operating funds through taxation. In some cases, these businesses may support the day to day needs of the community, but in many cases they may compete in national or global markets for the products and services they offer. The way in which a community attracts business is by having infrastructure that supports that business, for example, water and an employee base. In some cases, that may require a skilled employee base, where support from school institutions can develop those skills within the community. In other cases, they may need to be able to attract those skills into the community. Individuals make choices around locating to a new community based on the availability of schools, employment opportunities for all members of the family, the support services that are available, the presence of ethnic groups within a community, the quantity and quality of cultural programs and opportunities, family ties to the community, etc. When an individual or family is factoring in these various aspects, they are



evaluating how their needs as individuals will be met by the community and how comfortable they will feel within that community. Immigrants often leave their family support base when they choose to leave their countries and because of this it is especially important for them to develop support systems in their new community. Having a group of individuals or families of a similar religion, ethnic background, experiential base, etc. is comforting and can be the reason that a family chooses to come to a community.

As more and more communities face skilled labor shortages, it will be paramount for them to be able to attract to and retain these skills in the community in order to ensure that the needs of the existing and future businesses are and will be met. Those communities that are able to differentiate themselves as ones who celebrate diversity of their people and who support the development of the citizens within it, will have the best chance to attract people and as a result, business. Cultural development and cultural diversity is another of the aspects, along with economic development, environmental sustainability, standard of living, etc. that can be used to create a competitive advantage over other communities.

Immigration Policy

Richard Florida and his colleagues have argued that cultural diversity promotes creativity, and that creativity has replaced raw materials and geographic location as the crucial wellspring of economic growth. As these researchers say, "The ability to attract creative people in arts and cultural fields and to be open to diverse groups of people of different ethnic, racial and lifestyle groups provides distinct advantages to regions in generating innovation, growing and attracting high-technology industries, and spurring economic growth." To take an analogy from biology, new knowledge comes from new ways of thinking about old problems and having a broad diversity of approaches is essential to the long evolutionary processes that generate new ideas and knowledge. Our cultural diversity is an asset enabling us to welcome the world and understand it better, through new gateways to trade, new cultural exchange, new relationships, and new partnerships in education.

Our cultural diversity is an undeniable fact, with multiple cultural traditions, sustained by the high rate of immigration required by economic growth coupled to declining domestic birth rates. There is strong evidence that economic regions of high cultural diversity lead the world in innovation and trade competitiveness. But one must not confuse association with cause, and there are some signals that we are not creating the virtuous cycle of immigration, cultural diversity, innovation and trade competitiveness that the popular argument supposes.

A few observations about immigration (from recent studies produced by the Vancouver Centre of Excellence for Research and from Statistics Canada) will be sufficient to state some problems at the start of the cycle. Despite a highly selective immigration policy that gives preferential access to immigrants with business expertise, capital or education (i.e., those more likely to succeed in the Canadian labour market), most researchers agree that immigrants to Canada realize below average returns for their human capital. Recent studies in BC show that immigrants realize significantly below average returns from self-employment, and that these returns are dramatically lower for those (notably from South Asia) with lower levels of proficiency and education in either of our two official languages.

Historical trends make the picture still less comforting. Despite the significantly higher educational attainments of more recent immigrants, the 2001 employment rate of immigrants aged 25 to 54 who



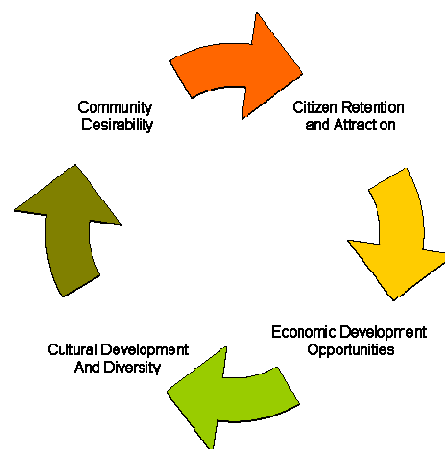
arrived in Canada during the previous five years trails native Canadians of the same age (65% vs. 81%). And this is a reversal of the situation twenty years earlier. Even for those who succeed in the employment market, the situation has deteriorated over time: recent immigrant men employed on a full year, full time basis saw their real earnings fall 7% on average from 1980 to 2000, when during the same period, real earnings of Canadians went up 7%. Interestingly, the earnings of immigrant women went up in that period, but the earnings of Canadian women went up much faster so that a growing earnings gap also emerged between recent immigrant women and their Canadian-born counterparts.

In summary, rather than producing the economic and social integration of immigrants, and profiting from the stimulative effects of cultural diversity on economic activity, there are signs that we have instead been producing too much ethnic stratification in employment and income, and the isolation and cultural rigidity that follows.

Education is a key mediating influence determining whether cultural diversity is likely to work beneficially to produce the creativity, innovation, intercultural communication, trade and partnerships that promote economic growth and the quality of life. All primary and secondary educational institutions and programs are important in this regard, and much of the task of stimulating greater mobility and integration amongst new immigrants lies with early childhood and K-12 educators. They require improved resources for second language teaching and for education that provides common bearings for immigrant children who must learn to navigate Canada's social and political terrain.

Trend Summary

In looking at these trends, they all point to the fact that in order for a community to grow and prosper there is a cycle that is undertaken. In order for economic development opportunities to be available, a community needs more than hard infrastructure; it needs to have a workforce. People stay in or migrate towards communities that meet their needs, whether those are attractions, family, cultural acceptance, work opportunities, etc. One of the factors that influences that decision is how accepted they feel in a community and whether or not they are able to participate in a wide variety of interests and activities.



Cultural Development and Diversity in Manitoba

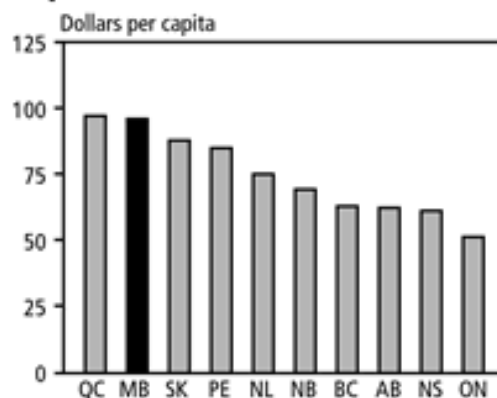
The challenges that were just outlined, do not only apply to the City of Brandon, they impact both the province and Canada as a country, but on a much larger scale.

Per Capita Spending

The Federal Government spent approximately \$84 million on culture-related activities in Manitoba in 2003 / 2004, or 2% of the total federal spending on culture in Canada, based on the latest period for which Statistics Canada's data on culture is available. In 2003, federal spending on culture activities in Manitoba was one of the lowest in Canada on a per-capita basis and was lower than the per-capita spending on culture by the Provincial Government. The level of federal per-capita spending in Manitoba at \$73 per person in 2003 was well below the national average (\$111). The major recipients of federal funding on culture were heritage (40%) and broadcasting (33%).

Per-capita provincial culture spending increased 20% over the period, from \$80 in 1996 to \$96 in 2003/2004, making Manitoba the province with the second largest provincial per-capita spending on culture activities in Canada. The chief recipient of provincial spending was libraries, which accounted for 43% of all provincial spending in 2003, followed by heritage with 36%. In total, the provincial government spent approximately \$112 million on culture in 2003.

Provincial Government Per Capita Expenditures on Culture, 2003/04



Source: Statistics Canada

Manitoba's Culture Employment

Manitoba reported a 6% rise in culture employment compared to an increase of 11% in provincial employment. Employment in the culture sector fell in 2000, 2002 and 2003, only exceeding provincial employment growth in 2001. The sharp increase in culture employment in 2001 can be attributed to strong employment growth in advertising, performing arts and broadcasting.



There were 6% more workers employed in the culture sector in 2003, accounting for approximately 3% of provincial employment in 2003. Most of the workers in Manitoba's culture sector were employed full-time; however, the proportion of full-time workers declined from 81% to 76% between 1996 and 2003.

Written media employed 5,900 workers in 2003 compared to 6,800 in 1996, a drop of 13% or 900 jobs. Most of the job losses occurred in establishments involved in distribution and production. Distributors reported declines of 33% over the period, mainly due to lower employment in retail activities. Federal and provincial spending in this sub-sector also declined in recent years. In 2003, for example, federal spending fell 26%, while provincial spending dropped 14%. Not only were a majority of culture workers in Manitoba employed in the private sector, the private sector's share of employment increased from 69% in 1996 to 72% in 2003. On the other hand, the public sector's share of employment fell from 9% in 1996 to only 5% in 1995. Self-employment in the culture sector increased slightly from 22% to 23% over the same period.

Establishments engaged in production activities were the major contributors to culture output and employment in the province. These establishments generated approximately 36% of culture output and 43% of culture employment in 2003. Manufacturers were the second largest contributors to output in the culture sector. They also reported the largest increase in culture output (59%) from 1996 to 2003. Establishments involved in distribution activities reported the fastest increase (33%) in culture employment over the period.

Programs and Services

In the case of both the Federal and Provincial Governments, they have a number of different grant programs that are specifically tailored to meet their overall mandates with regards to culture. One of the programs that will be discussed further in this report is the Culture Capitals of Canada grant that provides significant funding to communities who initiate arts and cultural plans. There are also grants such as the Community Places Grants that award funding for some capital projects on an annual basis. There are smaller grants related to programming in Aboriginal arts and culture and related to the literacy.

Some of these grants are available to municipalities and in other cases to non-profit groups. Grant writing can be a time consuming and underdeveloped skill and as a result, so many times groups and individuals do not apply. For those organizations that do apply they can at times become discouraged if they are not successful in the first few attempts.

For the most part, the development of arts, culture and cultural development programs is left to the individual municipalities which must generate plans and implement solutions. The other levels of government handle issues related to immigration and basic services.

Developing Brandon's Plan

In the following sections of the plan, there will be a review of Brandon's existing state, a review of what other communities are doing and a list of recommendations, but in order to conduct this



evaluation it was important to establish a set of guiding principles that would influence and govern this work. The following is a list of the overarching principles that not only helped to guide the research and evaluation, but also reflect the uniqueness of our community.

The City of Brandon, as a corporate leader in our community, is the builder of dialogue and trust, the witness to the evolution of a people and the incubator of the hopes and dreams of the individuals and neighbourhoods that define our City. The City of Brandon has taken this leadership role very seriously. Council and administration understand that there is a need to balance social, cultural, economic, and the environmental issues in decision-making in order to create a place where people want to live. People are very clear about what they want – places where they can live, work and play – places that are safe, clean, friendly and prosperous, with good amenities such as education, health services, shopping and green spaces.

Recognizing that arts, culture, and heritage are essential components of the community's unique appeal, the City of Brandon has long played an active role in arts, culture and heritage programming and service delivery.

Many municipalities across Canada have recognized that in addition to being fundamental to our quality of life, the arts, culture and heritage are vital assets for economic and social growth in our communities. As a result, many communities are engaged in various forms of cultural development and renewal. Often this evolves through the establishment and integration of approaches that are in keeping with overall strategic planning, as well as into broader municipal planning and management processes. Canada's Creative City Network (a network of Canadian cities and towns), along with support from community partners and other public entities, including various levels of government, is beginning to work collaboratively toward the development and evolution of stronger creative communities. Research indicates that an investment in a creative community, enriched with arts and cultural experiences and expression, will contribute substantially to the overall quality of life and vitality of a city.

- More specifically, the value of cultural development focuses on four significant benefits:
- Better health and well being of citizens
- Enhanced community identity and community unity
- Community revitalization and the re-development of neighbourhoods
- Positive economic effects

Being responsive to challenges and welcoming new opportunities for cultural renewal are necessary skills for everyone involved. A small step towards a common vision builds experiences and appreciation, all of which, over time, can make a big difference. Through the establishment and implementation of cultural strategies incremental change, intelligently applied, can lead to significant innovation.

Brandon, with its attractive natural features, rich ethnic diversity, vibrant countryside and rural communities, world-class educational institutions, and thriving industrial park, is regarded by many as one of Manitoba's most livable communities. Yet to remain such a desirable place in which to live, work, play, and do business requires careful planning and attention to those one-of-a-kind features that best define the area and contribute to its overall vitality. Key, in this regard, are the areas of the many arts, culture, and



heritage assets which provide an important link to the past, help to contextualize the present, and offer insight on what the future may bring.

We believe that in order for this plan to be adopted by City Council and the community and then to be effectively implemented the following principles needed to be considered. The plan needs to:

- quantify and clearly establish the City's role in terms of cultural development and diversity;
- establish recognizable features and elements within the community that represent the importance of culture and diversity in our community;
- promote racial harmony and respect for cultural diversity with in the community;
- foster partnerships among individuals, groups and organizations;
- create opportunities for cultural expression and learning; and
- build on community strengths by cultivating social connections and utilizing existing community resources.

Brandon – Current State

In order to understand where the City of Brandon will be able to make the greatest impact in both the areas of cultural development and as a result, cultural diversity it is important to conduct an evaluation of the community as it exists today. The City of Brandon, while an important player in helping to shape these areas, does not act exclusively. There are numerous groups and organizations that participate in supporting cultural development and this demonstrates the commitment of these organizations to the health of the community.

This report is intended to focus on the role that the City of Brandon organization can play in advancing these areas but the evaluation will encompass a community wide perspective.

As outlined previously, the area of cultural development in the Culture System reflects the areas of Non-Profit, Public Institutions and Economic Infrastructure. In some cases it is simple to delineate these areas based on a specific event or facility, but in other cases this is not so simple. Brandon has been built and continues to function as a result of numerous partnerships among these three groups.

Facilities and Institutions

In Brandon, we are fortunate to have a number of key facilities and institutions that support the development of culture. The following is a list of the significant facilities in the community and an outline of their role. Some of them are fully public funded and in other cases they maybe funded through a combination of public / private funding.

- Brandon University provides numerous programs and facilities that support the development of culture. They are nationally and internationally recognized for the School of Music and the talent that it produces along with their programs related to Liberal Arts and Native Studies. In addition they support the development of the visual arts through their drama and aboriginal art programming. Brandon University School of Music hosts an annual 'Pro Series'. Guest artists from across North America visit



Brandon to perform at the Lorne Watson Recital Hall. Numerous student performances and thrice-yearly visits from the Winnipeg Symphony Orchestra fill out the calendar. The Eckhardt-Gramatté National Music Competition takes place each May, rotating between Voice, Piano and Strings events each year. The facilities that are available at the University include the John E Robbins Library, Queen Elizabeth II Music Building, George T. Richardson Library, etc.

- Assiniboine Community College provides programs through their Continuing Studies in conjunction with the Manitoba Institute of Culinary Arts, related to foods of other countries and nationalities, such as France, South Africa, and India. In addition, they provide programming in the areas of the visual arts, such as photography, native crafts, etc.
- B.J. Hales Museum – “The B. J. Hales Museum collection consists of specimens documenting Manitoba’s natural heritage. B. J. Hales, a prominent Manitoba educator, writer and naturalist dreamed of a place that would educate and illustrate the diversity of the province’s various ecosystems. The B. J. Hales Museum of Natural History is the realization of that dream. The museum consists of hundreds of specimens of Manitoba’s Natural History. , www.brandonu.ca/bjhailes/
- Western Manitoba Regional Library - Brandon Library provides numerous resource materials related to culture, languages, visual arts, etc. They have expanded their offerings to include materials in various languages and in different formats for use.
- Art Gallery of Southwestern Manitoba provides numerous programs in the visual arts for people of all ages. Artists are encouraged to submit proposals related to the showing of their works through the available exhibition space. There is an emphasis made to show the works of artists from Aboriginal and Metis Communities. The ART connects Program is closely aligned with the AGSM’s exhibition programming and integrates all subjects in the Manitoba School Curriculum with the principles of art making. Participants interact directly with original works of art, expand their aesthetic awareness, discuss art works and artists and build a vocabulary for the basic elements of art. By becoming familiar with how visual artists convey thoughts and emotions through their art, participants develop their creative and expressive skills. The Art Gallery of Southwestern Manitoba exhibitions offer participants a wide range of opportunity to develop the knowledge and skills to give them access to their culture.” www.agsm.ca/education.html
- Western Manitoba Centennial Auditorium provides an 867 seat auditorium that has hosted events such as the Royal Winnipeg Ballet, the Winnipeg Symphony Orchestra, numerous high school and general theater and music productions, dance competitions and performances, etc. This auditorium is the largest facility of its type in western Manitoba.
- Keystone Center provides a wide range of amenities including the largest arena in western Manitoba that will seat 5102 for ice events and 7000 for concert events. They have additional amenities such as two smaller arenas, convention facilities and a 700 person amphitheatre. This facility and its grounds has been host to numerous fairs, sporting, and cultural events.
- Brandon School Division provides numerous programs related to cultural development and strongly supports the activities of cultural diversity. Their strategic plan is called Mitakuye Owasin or We Are All Related and in that plan, one of the strategic goals is: “To respect, appreciate and respond to the diversity of all.” The schools offer



programming such as French and Spanish language education, the International Baccalaureate program, and the visual and performing art programs such as art, drama, and band. On an annual basis, the high schools put on drama productions that are open to the general public for their enjoyment. www.brandonsd.mb.ca

- Daly House Museum is listed on the Canadian Register of Historic Places and is the only pre-1900 building remaining on 18th Street. The house was built in 1882 for Thomas Mayne Daly, Brandon's first lawyer and mayor, Manitoba's first federal cabinet minister and Canada's first juvenile court judge. It is one of the oldest buildings in the City of Brandon. Inside you will find a breathtaking oak staircase, original radiators, a brick fireplace, and original oak flooring in the parlor and master bedroom, which serve as stunning backdrops to exhibits such as a 112 year old antique dollhouse, the original City Council Chamber, etc. www.mts.net/~dalymus/tour.htm

Events

Brandon is also home to a number of significant events on an annual basis that assist in celebrating our culture. It is interesting to note that in all cases, these events would not take place if it were not for the tireless efforts of numerous volunteers throughout the community:

- Brandon Festival of the Arts - every February and March, the organizers encourage performers from all over western Manitoba to compete in the areas of dance and music. This festival is associated with the Manitoba Festival of the Arts, and participants regularly represent Brandon at the provincial level of the festival.
- Brandon Jazz Festival - Originating in 1983, it is an annual non-competitive event held in March of every year on the campus of Brandon University. It is an educational forum where young musicians come to perform for adjudicators and receive written, taped and verbal feedback on their playing and singing. Participants in the festival include both school based (junior high, high school and university age) as well as community organized groups from Manitoba, Saskatchewan, Alberta, Ontario, and the United States. Throughout the three days of the festival, there are many discussion sessions with featured guest speakers, clinics, workshops with adjudicators, and special evening concerts with featured guest artists. The festival is operated by volunteer workers from the Brandon School Division, Brandon University, and community. It relies on funding from registrations, concert attendance, community donations, and government grants.
- Brandon Folk, Music & Arts Festival – annually the volunteers of the Brandon Folk Music and Arts Society host local and regional talent within a variety of music genres, to entertain on an outdoor stage and conduct workshops on the Keystone Center grounds. In the last year, the group has expanded their offerings at the festival to include an onsite writing retreat where participants are able to improve their writing skills through workshops and the spoken word arts performances. The festival is operated by volunteer workers and relies on the funding from admission fees, community donations and government grants.
- Theatre Groups - Brandon also plays host to three non professional theatre groups; 7 Ages Productions, Mecca Productions and the Outcast Theatre Company. These theatre groups host a number of performances each calendar year and rely on volunteer performers, workers and funding from admission fees.
- Lieutenant Governors Winter Festival is an annual winter event that celebrates the various cultures within the community. It involves the individual nationalities “hosting”



the community through their pavilion where they showcase the drink, food and entertainment of their represented countries. This event has continued to grow in popularity with different cultures being represented annually. The festival relies on funding from the various levels of government, private sector contributions, fundraising activities, participant purchases, etc.

- Music in the Parks is a free biweekly summertime event that takes place across the various parks located in Brandon. Local musical talent is invited to volunteer to perform at one of the outdoor venues on Tuesday and Thursday evenings. This event relies on funding from the municipal government.
- Communities / Brandon in Bloom are programs that encourage beautification and expressions of creativity through the use of plantings. There are numerous events and workshops that are run throughout the year to support the overall program. This event relies on funding from the municipal government, fundraising activities, private sector contribution, volunteer support, etc.
- Water Fall of Lights is a display of lights that are constructed and displayed on an annual basis along the riverbank corridor in conjunction with Brandon Riverbank. These displays are breathtaking and are open for the enjoyment of all citizens and visitors free of charge. This program relies on funding from the municipal government, fundraising activities, corporate sector contributions, etc.

Organizations

There are also numerous groups and associations throughout the community that host smaller events, provide ongoing day to day support for individuals with cultural differences, provide education and teaching in traditional customs and dance. The following is a representative list of these organizations. A more complete list is included in Appendix A, however if an organization has been missed in either list, it certainly does not diminish the importance of that group in the cultural fabric of our community.

- Brandon Friendship Centre – provides support to both aboriginal and non-aboriginal persons in the areas of education, family support services, employment support, traditional language and customs, youth initiative programs, etc. They are a member of the Manitoba Association of Friendship Centres and are funded through the various levels of government.
- Westman Immigrant Services - provides assistance to immigrants as they adapt to life in Canada. These services include things such as enrolling kids in school, getting a Social Insurance Number, finding a job, finding a family doctor, and generally learning how to be comfortable in a new society. They also run the "Welcome Here" program; A EAL/Family Literacy class for mothers of infants and pre-school aged children is a joint program between Elspeth Reid Family Resource Centre and Westman Immigrant Services.
- 7th Street Health Access Centre / Brandon Regional Health Authority – provides assistance to all persons related to their healthcare needs. Their services are tailored to assist aboriginal persons and new immigrants in meeting their needs through the use of translatable websites, advisors, etc.
- Brandon and District United Way – provides funding to a number of key groups in the community focused on providing programming and services to assist new immigrants,



the aboriginal population, youth and seniors in meeting their needs related to feeling a part of this community.

- Brandon Neighborhood Renewal – is a not-for-profit organization which is dedicated to improving the quality of life for residents in Brandon's core residential neighbourhoods. Through partnerships with a number of government agencies and community groups and organizations, it delivers meaningful programs that strengthen housing choices, improve recreational and leisure amenities, build economic opportunities, strengthen community potential, and create safe, attractive and inviting neighbourhoods.
- The German Society of Western Manitoba – is an association that is focused on providing an avenue for fellowship, cultural awareness, and community service for individuals that are interested in the German culture. They are active participants in the Winter Festival and have hosted other seasonal events focused on bringing the German culture to Brandon.
- Community Strategic Plan – Cultural Diversity / Race Relations Network – is a group representing a number of different community groups that have come together to promote cultural diversity in the community. This group has taken on projects such as developing a “Welcome to Brandon” video that has been translated into 5 different languages. They have hosted and participated in events around the International Day for the Elimination of Racial Discrimination, Asian Heritage Month, etc.

Funding

The City of Brandon currently funds a number of facilities, organizations and events related to arts and culture. The following is a listing of the funds that were provided in 2007.

- Water Fall of Lights - \$25,000
- Lieutenant Governors Winter Festival - \$15,000
- Communities / Brandon in Bloom - \$40,000
- Daly House Museum - \$22,500
- Commonwealth Air Training Plan Museum - \$60,000
- Western Manitoba Regional Library - \$424,926
- Art Gallery of South Western Manitoba - \$172,283
- Music in the Parks - \$5,000
- Lieutenant Governor's Winter Festival - \$15,000
- Keystone Centre - \$425,606

This equated to \$1,292,815 in funding in 2007 or approximately \$31.14 per capita. Some may argue that the Keystone Centre is more of a recreation facility. If we remove it from the equation, the City provided \$867,209 in funding or \$20.89 per capita to arts and culture. As will be discussed further in this report, at these figures we fall within the range of funding provided in other centers of our size.

The City of Brandon Organization

In relation to cultural development, much of the work that is undertaken by the organization in this regard is done through the Community Services and Parks Departments. Community Services is responsible for supporting the activities related to events such as the Winter Festival and Music in the Parks. This group also oversees and supports the activities of Brandon's



Community Strategic Plan and provides further support by being an active participant in the Cultural Diversity group. In conjunction with the Parks Department, these groups have supported the addition of art features in a few of the parks, including tree carvings and bronze deer statues in Eleanor Kidd Gardens and the recently a restored fountain at City Hall. The Parks Department is instrumental on an annual basis in the set up, take down and storing of the Water Fall of Lights Displays. This involves determining placements and coordinating services to support those placements. The Community Services Department has also provided funding through the Aboriginal Network for Development of Education, for programming related to aboriginal culture and teachings, and through Knox United Church for special viewings of international and national viewing of films related to diversity.

In relation to physically supporting the cultural diversity of the community, overall the organization has subscribed to access a translation service via phone as required. Brandon Transit has undertaken some work in regards to having some of their materials translated into different languages in order to assist immigrants in using the service. A majority of the work in this area has been undertaken by the Economic Development Department. This group has acted as a liaison between specifically Maple Leaf, the other service groups in the community and the organization to provide information on the quantities and ethnic diversity of the new immigrants that are coming to the community to support the local businesses. They have also supported activities related to job fairs being held in foreign countries and have provided numerous resources on their webpage to support the immigration of new workers.

Concepts and Ideas – Other Communities

The approaches and ideas related to the areas of cultural development and cultural diversity are broadly varied across the country. There is certainly no “one size fits all” approach to how a community should approach these topic areas, mostly due to the fact that each community is different and thus needs to put their own stamp on things. This section is intended to look at a number of the leading communities across the country to explore how they have approached these elements. By doing so, it enables us to take those things that are attractive to us and incorporate them into our own plans for the future. In selecting the communities to research, we determined that we should look to those that have won awards on the Culture Capitals of Canada program funded under the Federal Government. We reviewed numerous cities and have identified four that we believe are leading the way; Edmonton, Victoria, St. John’s and Saskatoon.

Edmonton

The City of Edmonton was named as a Culture Capital for 2007 which allowed them to access up to \$2 million dollars through the Federal Government. These funds were then used to host a number of community events related to the arts and culture and were awarded to numerous artistic and cultural groups with a few of these projects represented below:



The Story That Brought Me Here

The Edmonton Public Library and Linda Goyette work with international writers to produce a published anthology of writing by Edmonton authors and poets who primarily write in other languages. The project also involves mentoring immigrants who hope to publish their writing in Canada.

Bissell Centre Murals Project

The Bissell Centre and mural artist Ian Mulder collaborate with community members in the development of a visual story reflecting life in the Bissell Centre community.

Living History Group: Carving a Tile within the Mosaic

This project will map and record the immigrant experiences of peoples from the Caribbean (arriving in Alberta in the 1950's and 60's), through the production of a script based on the oral histories generated through interviews.

The World of Story Project

The Mennonite Centre for Newcomers partners with new immigrants and a professional storyteller, artist, technician and designer to create folk tales in many languages. Stories will be available on CD. The project gives voice to over 30 languages and builds intercultural understanding and ways of knowing through the arts.

Brown Bag Ballads

The Edmonton Mennonite Centre for Newcomers and the Brown Bag Choir, under the direction of Diane Ellery, create an original evening of poetry and song, compiled from stories of many cultures.

On Institutionalized Aboriginal Women in Edmonton

Old Earth Productions will work with resource person, Yvonne Johnson from the Edmonton Institute for Women, to develop scenes of a play about Aboriginal women's experiences in prison.

The City of Edmonton provides a lump sum payment to the Edmonton Arts Council who then administers a grants program related to arts, festivals and celebrations. The Arts Council is governed by a volunteer board made up of city representatives from Community Services and Economic Development along with five other members representing the various art groups in the community. The grants that are provided do not fully cover the cost of operation and the various groups who apply for the grants are responsible for fundraising and other revenue generation in order to hold their event.

A second funding group, the Community Services Advisory Board is responsible for application, review and recommendation to Council regarding Operating and Hosting Grants related to multiculturalism, social services and amateur sports.

In 1993, the City of Edmonton established a Percent for Art Program in order to provide and encourage art in public areas. Under this program one percent (1%) of the qualifying construction budget of a publicly accessible municipal project, whether new construction or renovation that will be accessed by or be highly visible to the public, is used to fund art



programs. Construction projects include road/rail/foot bridges, streetscape improvements, buildings, recreation facilities and park/plaza/square developments. As part of this program, the City of Edmonton has also established an inventory of the artwork that it owns as a corporation. The City is committed to displaying art and cultural displays in and outside all municipally owned / operated facilities in order to demonstrate its commitment to arts and culture in the community.

The City of Edmonton provides some financial support to the Edmonton Multicultural Society where its mandate is to publicly advocate for multiculturalism, provides advice, guidance, referrals, information and networking facility to the Edmonton and outlying area communities, provides a resource center of publications on multiculturalism, organizes forums, panel discussions and meetings on current topics related to multiculturalism and initiates and/or supports activities promoting multiculturalism. This group is also funded through the other levels of government, casino events, membership and other fundraising activities. In 2005, the City established its Office of Diversity and Inclusion to develop and support a corporate approach to issues and opportunities resulting from shifting immigration, migration and urbanization patterns, an aging society and a growing awareness and acceptance of the range of human differences in Edmonton's population. The primary functions of the Office of Diversity and Inclusion include: development, promotion and support of corporate strategies that increase the diversity of the City's workforce, corporate service strategies that recognize the diversity of City customers and citizens, development of corporate training to effect valuing of diversity and inclusion, and staff ability to perform duties using required job diversity competencies.

Edmonton is a community that demonstrates its commitment to cultural development and diversity through the numerous events and festivals that are hosted there on an annual basis. It actively supports the arts and culture programs through funding programs and has established an organization structure to support the diverse needs of the community.

Victoria

The City of Victoria was named as a Culture Capital for 2005 which allowed it to access up to \$500,000 dollars through the Federal Government. The theme for its submission was - *Celebrating our Diversity* brings together myriad threads of interest. Among the highlights were the establishment of an Artist-in-Residence program; Arts in the City, a week-long showcase of professional and community artists; a Symposium of the Arts, a forum on arts and cultural issues; and the Inner Harbour First Nations Interpretive Walkway.

The City has undertaken a number of interesting initiatives related to arts and culture:

- Poet Laureate – in 2006, the City of Victoria named their first poet laureate to act as literary and cultural ambassador for a two and a half-year term as of June 30, 2006. The main goal of the Poet Laureate is to raise awareness of literary arts and the positive impact literature and poetry can have on the community. The Poet Laureate is required to produce three new poems each year and recite poems at seven community events annually; including the Butler Book Prize Gala and at least one City Council meeting. In compensation for this activity, the poet laureate is provided with an honorarium of \$2,500 annually.



- Percent for Art Program – like Edmonton, the City of Victoria has also established a policy where 1% of capital project funding is allocated to art projects.
- City of Victoria Special Project Grants provide up to \$10,000 for new and innovative projects that promote environmental sustainability, encourage social and cultural development and/or support economic vitality. Approximately \$85,000 is available annually and organizations may apply for either one-time only Seed Funding, or for one to-three year Demonstration Funding.
- The creation of a walkable, arts oriented Downtown linking the arts with heritage for a unique 'Victoria' flavour.
- Finding creative ways of using existing facilities in order to develop economic development strategies based around arts education.
- For the past four years, authors and publishers from Greater Victoria have been invited to participate in the annual City of Victoria Butler Book Prize that honours members of the literary community and awards a \$5,000 prize to a Greater Victoria author for the best book published in the preceding year in the categories of poetry, non-fiction, children's books, fiction and biography.

Victoria is part of Capital Regional District and in 2002 they undertook a study of the area to determine the funding levels for arts and culture in the various communities. The table below is the result of this study.

	Population	2002 per Capita Funding
Esquimalt	16,400	\$6.46
Oak Bay	17,644	\$6.48
Saanich	107,791	\$6.36
Victoria	74,996	\$19.59
North Saanich	10,931	\$5.54
Sidney	11,105	\$9.07
Highlands	1,649	\$0.55
Langford	20,059	\$0.73
Metchosin	5,087	\$0.19
Salt Spring & Southern Gulf Islands	15,140	\$1.47

In the per Capita funding in Victoria, it contributes to the following:

- The City of Victoria participates in the CRD Arts Service which provides a grant to non-profit arts organizations, contributing 39.9% to the annual budget for arts Operating and Special Project grants and for administration costs of the CRD Arts Development Office.
- The City of Victoria is one of the three municipal contributors to the Royal Theatre, which is managed by the Royal & McPherson Theatres Society and owned by the CRD. Victoria contributes 42% to the annual operating subsidy to the theatre, and a similar percentage to capital and equipment costs, through the annual CRD requisition.
- The City is the sole municipal contributor to the McPherson Playhouse, which is managed by the Royal & McPherson Theatres Society. Ownership of the McPherson is in the process of being transferred to the CRD. The City contributes to annual operating and to capital and equipment costs, through the annual CRD requisition.



- Requests for capital funding from arts organizations have been addressed on an individual basis, through the City's capital fund. In recent years, the City of Victoria has made capital grants to facilities owned by non-profit organizations including the Belfry Theatre and The Victoria Conservatory of Music. In 2000 a capital grant was made to the McPherson Playhouse, in addition to the CRD requisition, from the City's capital fund. A capital grant was provided to the Intercultural Association in 1999 for the purchase of a saddle span tent with the condition that the tent be available for use by other groups, and managed by the ICA.
- On an annual basis, the City grants permissive tax exemptions to the 'Royal & McPherson Theatres Society' (RMTS), The Art Gallery of Greater Victoria, The Victoria Conservatory of Music, Open Space, Belfry Theatre and the Victoria Theatre Guild (Langham Court Theatre).
- The 1993 *Percent for Public Art Policy* allocates up to 1% of the budget for public building construction or renovation projects in excess of \$250,000 towards the purchase or commission of public art. A Public Art Advisory Committee, appointed by City Council, meets as required for specific public projects. A budget line for public art exists in the capital budget of the City for \$50,000 annually; the funds do not accumulate for use in future years if this annual allocation is not utilized. Administration of the Public Art jury process is contracted out, by project. Currently, an internal review is being conducted to evaluate the implementation of the existing policy over the past ten years, to determine guidelines for the capital budget and to consider expansion of the policy into private development projects. The most recent application of the percent for public art policy has been in the construction budget of a new skateboard park which has resulted in a mural on the site.
- A number of grant programs administered by the Community Development Division are available for activities and projects within the City of Victoria. They are available to a wide range of non-profit organizations, including, but not limited to, the arts and culture.
- The Festival Investment Grant Program encourages activities in public spaces which contribute to a vibrant and active downtown and provide free access to programming. The program has an annual grant fund with three categories: Development Funding, First Year Production Grants and Operating Grants for Festivals /Celebrations held in the City of Victoria. "Celebration" is defined as "an arts and cultural event, organized for the purpose of building and celebrating a sense of community in response to a desire that is best addressed through celebration . . ."
- The City Services Fund was established in 1997 to offset the cost of services provided by the City in addition to policing costs. Examples include traffic control, clean-up, fire safety and electrical hook-ups for Inner Harbour events such as *Symphony Splash*, as well as events at other locations, such as *Luminara* in Beacon Hill Park. The City does not charge administration costs or permit fees for use of public space.
- The Special Project Grants Program is designed to assist community-based organizations to develop and /or to demonstrate new initiatives or special events. Applicants may apply for one-time seed funding or for one-to-three-year demonstration funding.
- The Neighborhood Development Grant Program, is available to encourage initiatives that "develop, build and celebrate community arts and culture" and has resulted in a number of innovative projects involving the arts.



- Free Cameron Bandshell Summer Concerts in Beacon Hill Park are programmed by the City from June to September, in conjunction with the Musician's Performance Trust Fund.
- Summer in the Square is programmed in Centennial Square, with City contributions that include fees for performers and production co-ordination, the tent, bleachers, and City services. The daily lunch time and evening programming over six weeks in July and August is free to audiences.
- Support for Cultural Industries - The Greater Victoria Film Commission receives an operating grant from the City on an annual basis. As well, the City has a permitting function with associated staff costs, for on-site filming locations.

In looking through the other communities a majority of them have also implemented some innovative programs:

- In Oak Bay, City Council traditionally contributes a bursary (\$300) to a graduating high school student for the purchase of artwork, where a student is going onto post secondary education.
- In Saanich, the Saanich Legacy Foundation has been established as an arms-length foundation of the municipality that receives donations of land, stocks or money for initiatives within the municipality related to the environment, arts or culture. The foundation includes the Youth Arts Legacy Fund, which provides grants for young artists on an annual basis.
- In a number of communities, arts and in culture organizations receive discounted rates of 50% off the normal fee to rent space municipality funded buildings, with the municipality funding the other portion. In the case of utilizing municipal building space, these groups are charged no fee.

In terms of cultural diversity, the City of Victoria funds the Inter-Cultural Association of Greater Victoria (ICA), a unique non-profit organization that combines arts and social services to address the needs of immigrants and to promote the embracing of cultural diversity in the community. The ICA offers services for newcomers including settlement and integration counseling, translation and interpretation, English classes, mentoring and volunteer matching, and peer support groups. It also provides outreach and education in the community with workshops on anti-racism, multiculturalism, diversity awareness, immigration, and human rights. The ICA's arts programs celebrate the worth and potential of a culturally diverse community through artistic expression. Founded in 1971 as an organization to produce the long-running multicultural arts festival Folk Fest, ICA has evolved over the years to encompass many different strategies for the creation and support of a welcoming community for newcomers to Canada. This organization is funded through The BC Ministry of the Attorney General - Settlement and Multiculturalism Division, the Department of Canadian Heritage, the City of Victoria, the BC Gaming Commission (Victoria Bingo Palace), the United Way of Greater Victoria, fees for some services (English classes), interpretation and translation, workshop admissions to events like Folk Fest or concerts, corporate sponsorships and foundations.

With respect to the organization itself, there does not appear to be a special group or individual focused on ensuring that there is culturally diverse service support.



St. John's

The City of St. John's was named as a Culture Capital for 2006 which allowed it to access up to \$500,000 dollars through the Federal Government. These funds were used to attract as many people as possible to arts and cultural events in the area. Among the many projects undertaken was the expansion of the *Summer Noontime Concerts*, an initiative that involves presenting concerts, stories, and theatre and the creation of cultural tourism infrastructure in order to provide a lasting legacy, bearing witness to the city's support for the arts, heritage, and cultural groups.

In 1989, City Council passed an Arts Policy in order to advocate and encourage the participation of the citizens of, and visitors to, the City in the many facets of amateur and professional arts, emphasizing the importance of theatre, dance, music, writing, film and visual arts and crafts. Under this policy, the total amount of funds available in support of the arts is determined on a per capita amount of \$1.00 annually. These funds are made available for both programming and facilities, and for both project and sustaining funding by either organizations or individuals. The policy also states that:

- Council will endeavour to meet with representatives of the artistic community annually with the purpose of the meetings to provide the artistic community with a forum to discuss with Council issues of concern to the artistic community;
- Council will endeavour to officially encourage private and corporate support of the arts; and,
- Council will endeavour upon application and where space permits to provide local artists with a forum to publicly display and/or perform their art.

The community has also undertaken a number of different initiatives:

- Similar to Victoria, it has established a poet laureate program.
- The City commissions murals to be painted in strategic areas throughout the community with an emphasis being placed on partnerships between professional and amateur artists working together on such murals.



www.stjohns.ca/cityservices/arts/murals.jsp



- The City of St. John's purchases art annually and displays the collection in City owned buildings that have public access so the collection is accessible to the City's citizens and visitors. The goals of the public art program are to contribute to the quality of life of their citizens by increasing their access to the visual arts, to invest in the local arts community, and to enhance their social, physical, and economic environments by displaying art in public places.

Saskatoon

The City of Saskatoon was named as a Culture Capital for 2006 which allowed it to access up to \$750,000 dollars through the Federal Government. These funds were used to celebrate their 100th anniversary. Among the many projects undertaken was a comedic revue of Saskatoon's history; *Celebrating our Heroes*, which saluted the heroes who built Saskatoon, and a strategy for creating an arts and cultural district within the community.

The City of Saskatoon has taken on a number of initiatives as it relates to arts and culture:

- The City of Saskatoon has, over the years, received donations of sculptures and made some sculpture purchases that are on permanent display in outdoor locations. The Public Sculptures enhance the beauty of open spaces, provide visual focal points and gathering places, encourage and showcase a broad range of artists and build public awareness of art and urban spaces. The sculptures have been located within a short walking distance of each other and provide for an interesting walking tour.
- The City has developed MĚ TA WĚ TÀN programs around sport, culture, and recreation. These programs are run by Aboriginal instructors (where possible) and as a component of each and every program, participants are introduced to Aboriginal traditions and customs. There are also MĚ TA WĚ TÀN community youth centres and programs which provide a gathering place for youth to learn healthy lifestyles through sport, recreation, and cultural activities. Two leaders provide a fun and active atmosphere while sharing aboriginal crafts, games, and other activities.
- The City of Saskatoon works with local communities and artists at the time of new infrastructure construction (buildings / facilities, traffic circles, pedestrian corridors, etc.) to seek submissions for the placement of works of arts to be incorporated into the new construction.

In terms of funding, the City of Saskatoon has set up a diverse set of grant programs in order to channel funding in terms of arts, culture, recreation and the environment. In 2006, the City of Saskatoon provided approximately \$825,000 in grant money to the community through this program. They also provided an additional \$1.6 million to the Mendel Art Gallery, \$1.3 million to the Saskatoon Arts and Convention Centre, \$550,000 to the Credit Union Centre and have \$150,000 set aside annually to support various events on behalf of the City. Below is the list of the grant programs offered:

- Urban Aboriginal Grant Program - Groups registered under the Sask NON-PROFIT Corporations Act can apply for project grants (cultural, sport and recreation) for Aboriginal people in Saskatoon.
- Community Grant Program - Groups registered under the Sask NON-PROFIT Corporations Act can apply for project grants (cultural, sport and recreation) from \$500 to \$5000 for Saskatoon.



- Assistance to Community Group Social Services & Environmental Grant Program - For registered NON-PROFIT social service or environmental groups. Not applicable to sport, culture or recreation.
- Sports Participation Grant - Any group (except Community Associations) registered under the Sask NON-PROFIT Corporations Act offering a sport program that fits the criteria (coaching, learn to, cost as a barrier) on the application form.
- Youth Sports Subsidy - This program subsidizes the rental cost of facilities required to deliver sports programs to youth who are 18 and under.
- Special Event Reserve - Only sport groups currently receiving funding under the Youth Sports Subsidy are eligible for this program. Rental subsidies for youth sports championships held in Saskatoon at the regional or national level. Applications for this program are accepted year round.
- Major Cultural Institutions Operating Grant - Major NON-PROFIT arts institutions, major heritage institutions, and major festivals in operation for at least two years, that had revenues of \$200,000 or more and served 10,000 or more people in the previous year, are eligible.

The funding outlined above equates to approximately \$20.00 per capita based on a population number of 213,654 per the 2007 Saskatchewan Health Numbers. This number is elevated based on some of the facilities and grant programs also serving recreation needs in the community.

What really sets the City of Saskatoon apart from the other communities that we researched as part of this report was its commitment and focus in the area of cultural diversity. The City has made a concerted effort over the past decade to improve services specifically related to the aboriginal people within the community. The following is a list of some of the initiatives:

- The MĚ TA WĚ TĀN Program / Initiative has been developed to tailor a variety of programs to encourage the aboriginal community to become involved in the programs and services offered throughout the community. At the same time, these programs are open to the entire community and through participation, non-aboriginal people are exposed to the aboriginal culture and traditions.
- The MĚ TA WĚ TĀN Community Resource Directory is a list of agencies and organizations that work with the Aboriginal community in Saskatoon. The MĚ TA WĚ TĀN Resource Directory has been in existence since the late 90's and has been in demand by people looking for resources or contacts through their work or for personal reasons. The Community Resource Directory lists the agencies and organizations that serve the Aboriginal community throughout the City of Saskatoon, including all the Friendship Centres of Saskatchewan, all First Nation communities and other First Nation or Métis governments in Saskatchewan.
- In terms of organization staffing they have a number of positions that focus on servicing the aboriginal community:
 - Aboriginal Planner – Community Development
 - Aboriginal Liaison Officer – Police Service
 - Aboriginal Resource Officer (victim services) – Police Service
 - Cultural Diversity and Race Relations Officer – Community Development
 - Community Resource Coordinator – Community Development
 - Urban Aboriginal Leadership Coordinator – Community Initiatives



- As part of the Human Resource practises, the City has established a goal of having the civic workforce be representative of the public it serves. In establishing this goal, it has changed how Human Resources recruit, encouraging staff to understand the barriers for different groups (immigrants, aboriginal, persons with a disability, women, etc) in achieving and retaining employment with the City. Programs have been tailored to reduce these barriers and identify programs that assist the workforce to be successful in the workplace.
- Partnerships have been developed with Aboriginal educational institutions to create awareness of City of Saskatoon job requirements.
- Council holds annual formal meetings with the Saskatoon Tribal Council and the Metis Nation – Saskatchewan. The City has collaborated to pursue affordable housing initiatives with the Federal and Provincial governments and has developed a “roles and responsibilities of good rentership program”.
- The City has prepared an issued papers and are now implementing a variety of strategies to address employment opportunities and retention of immigrant population in Saskatoon.
- The City is supporting the Saskatoon Regional Economic Development Authority initiative to expand employment opportunities through matching immigrants with specific employment opportunities.
- The City continues to promote and support multicultural initiatives by integrating cultural diversity into employee training.
- The City has established a cultural diversity and race relations policy and has put together the resources required to support the planning and implementation of initiatives related to improving its service.

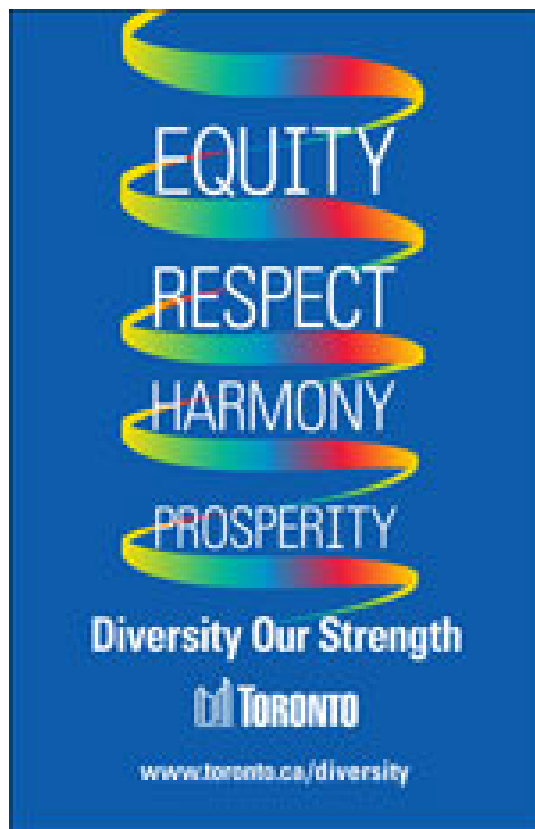
Other Communities

- The City of Winnipeg has developed an Aboriginal Citizens Package that is distributed through the Secretary of Urban Aboriginal Opportunities for the City of Winnipeg. The package outlines the services and offerings available throughout the community and is one of the initial steps in implementing the Municipal Aboriginal Pathways Policy that was adopted by Council in 2005.
- The City of Regina has developed an artistic walking tour in the downtown area, incorporating outdoor works of art, historic buildings, museums and galleries and has started to promote this as a tourist destination.
- The City of Fredericton has taken the artistic walking tour one step further and developed the Downtown Culture Crawl Summer Series. On the first Thursday of every summer month, it hosts a cultural tour where participants visit various museums, galleries and other cultural performances and upon completion of a specific number of events they are invited back to a reception with musical entertainment.
- The City of Montreal has developed a cultural mediation process - The current interest in cultural mediation has its roots in the public consultations held when developing Montréal's cultural development policy, "Montréal, Cultural Metropolis," which was adopted in 2005. While identifying obstacles to making culture accessible and democratic, a major issue was identified: significant portions of the population did not feel they were a part of the arts and culture events presented in Montréal, despite the numerous distribution and development efforts that were made. How, then, could culture



be made democratic, creating a convergence of art, artists and citizens? One of the key actions in the policy was cultural mediation. Although this term is related to developing audiences and providing cultural activities, the idea of mediation includes the notion of a gathering of two or more people. Because of this, mediation seems to bring forth new, dynamic and innovative activities that involve action, both from artists and cultural presenters as well as citizens involved in a mediation project. So, it is no longer necessarily a question of immersion or learning, but mutual exchange and communication. The City acts as the host and provides independent facilitator services to help mediate the discussion between all groups and to move the discussion towards the development of implementation plans for key ideas.

- The City of Yellowknife has taken aspects of its history, specifically the gold rush and the taming of the north by the RCMP and has capitalized on these stories by incorporating community sculptures, murals painted on buildings, lunch time music events, in theatre productions, and in how the City positions itself as a tourist and culture destination.
- The City of Toronto has put together a poster campaign that provides contact information on where individuals can receive assistance in their native languages.



Brandon's Plan – Recommendations

There are numerous approaches that can be taken in setting out the direction for where the City of Brandon could go in improving the way it develops its culture and how it supports and celebrates its cultural diversity. The recommendations that are being presented in this plan are intended to span a period of five to seven years.

Structure

In order to assist in facilitating the implementation of this plan, it has been structured to have one of the Community Development Coordinators within Community Services take on this portfolio. At this point, it is believed that this position will be able to implement many of the recommendations outlined in the plan over the desired period. That said, if some of the larger recommendations come to fruition, additional support may be required for periods of time.

The role of the Community Development Coordinator would be to coordinate and lead the implementation of this plan and to provide an annual report to Council on the progress to date in implementing the plan.

Under this new structure, a portion (\$10,000) of the existing operating budget within the Community Services Department has been allocated to support some of the smaller initiatives. There will be no impact to the 2009 Operating Budget and budget additions will occur in the 2010 budget year as part of the Community Services operating budget.

Policy and Funding

Recommendation #1 – Develop a comprehensive Public Art Policy and Program.

Overwhelmingly in each of the communities that were researched, all had in place a Public Art Policy and Program that demonstrated their commitment to art within the community. As part of those policies, they outlined their commitment to incorporate public art into the new construction of parks and facilities, but also to explore areas within their downtowns, traffic circles, and pedestrian corridors for the placement of visual art. They developed guidelines related to the use of public buildings as places where art could be displayed and viewed by the public on a regular basis, and used as places to create and perform art at low or no cost. Under their programs, they established inventories of the pieces of art that they have in their possession and ensured that the community understood these to be the assets of the community. Finally they acquired additional pieces of artwork / sculptures through the use of bursaries, honorariums, expressions of interest, etc.

Once the Public Art Policy is developed, it would come back to City Council for approval.

When:	Short-term
Partners:	City of Brandon and Cultural Organizations
Cost:	Allocation of staff time



Recommendation #2 – Establish a percent-for-art program for the City of Brandon.

Percent-for-art programs are designed by municipalities to use a set percentage of the capital projects budget to fund the addition of cultural amenities to the projects. This would be similar to the Green Space policy for new development. Examples of cities using the percent-for-art formulas as part of their public art policy are Calgary, Edmonton, Victoria, Regina, Halifax, Cambridge, Ottawa, Thunder Bay, Toronto and Waterloo. Defined differently in different communities, it could cover everything from artist-designed streetscapes as part of a major street renovation to public sculptures in front of a new public building or along pedestrian corridors. In each of the cities listed above, the implementation of this type of program has had a huge impact on how the country sees them as a cultural destination.

In Brandon, a percent-for-art program would represent an important adjunct to support the range of economic development initiatives under discussion. While actual formation of a program would require careful consideration by the City, some observations will highlight key components of such a program:

- The program should address City capital expenditures and provide guidelines on the types and spending thresholds for projects to be considered.
- A broad range of project types should be fundable including performing arts activities and neighbourhood-orientated cultural events.

While Brandon has had a few public arts pieces installed over the years (Eleanor Kidd Gardens, Brandon Tourism), these projects were generally funded through fundraising endeavors. A well-thought out percent-for-art program can play an important role in redefining Brandon's image. With a focus on arts and culture but also on excellent urban design, public art can contribute in significant ways to building a visual identity for Brandon.

Once the Percent-for-Art Program is developed, it would come back to City Council for approval.

When: Medium-term
Partners: City of Brandon
Cost: Allocation of staff time to setup the program

Recommendation #3 – Develop a “round-up” funding program that allows citizens to round up their tax and utility bills to support a special fund for arts and culture.

An innovative method of raising money that can be used in both public and private sectors is called “rounding up.” In brief, customers of utilities are given the option to round their bill to the nearest dollar or five dollars and have that amount earmarked for support of specific projects. These devices are relatively new, but several have raised funds for the arts, education, and environmental causes. In one case (Oklahoma City), the water bill alone raised over \$25,000 in a single year. Typically, local organizations are awarded all of the funds available and administrative costs are donated by the billing entity.



Such a method is worthy of exploration and participation in the program would be at the discretion of the individual resident. It could be applied to City utility bills (including water) or tax bills. Bill payers could authorize their contribution to support a specific area such as arts or cultural diversity programming.

Once the “Round Up” Program is developed, it would come back to City Council for approval.

When: Medium-term
Partners: City
Cost: \$1,000

Recommendation #4 – Improve the reporting to the community on the level of financial support provided by the City of Brandon related to arts and culture.

On the surface, many citizens and organizations are not aware of the level of financial support provided to organizations and groups, because as a community we discuss very little about our arts, culture and cultural diversity. Funds are provided through ongoing contribution agreements, such as those established with the Commonwealth Air Training Plan Museum, through the Grant Review Committee and as part of the gift-in-kind support that is provided to groups such as the Brandon Festival of the Arts. As a community we should be proud of the contribution we make to these important organizations and groups and should be proud to report this to those who may be considering Brandon to visit or to relocate.

When: Short-term
Partners: City of Brandon
Cost: Allocation of staff time

Building a Reputation

Recommendation #5 – Develop a “Cultural Capitals Committee” focused around putting together a grant submission for the Federal Government’s Cultural Capitals of Canada for consideration in 2011 or 2012.

The Culture Capitals of Canada funding program through the Federal Government provides for substantial funding in order to move ahead a community’s plans for arts and culture. In order to be considered for funding, a community needs to prepare a submission that clearly outlines their plans for the celebration year. The following is a list of the types of things that could be considered in the submission:

Celebration, to spotlight the *arts* and *culture*, for example by:

- using cultural and *heritage* events to celebrate significant anniversaries or special occasions in the community;
- developing new or expanding existing cultural and heritage *festivals* and other projects that promote the community's unique heritage;
- developing *reciprocal cultural exchanges* with neighbouring or distant communities (this **must** be the main focus of applications for the **Innovative**



Cultural Bridges, which must involve partner communities in at least two provinces or territories);

- incorporating the cultural diversity of the community, including *Aboriginal*, culturally diverse and official-language minority *professional artists* and their works;
- promoting the artistic achievements of young people and exposing local children and youth to the arts, culture, and the community's unique heritage.

Legacy-building, to integrate arts and culture into community planning.

- creating and/or expanding *public art* or *community art* programs;
- articulating a vision for cultural development and the means to achieve it through the development and implementation of *cultural policies* and action plans, or projects;
- developing strategies for cultural tourism, marketing, and promotion;
- identifying and implementing strategies for attracting private sector partners to support sustainable cultural development;
- developing close partnerships between *municipal cultural workers* and members of the arts and heritage communities;
- developing and carrying out programs for the preservation of cultural practices and *traditional knowledge* among Aboriginal populations;
- incorporating the diversity of the population;
- developing and implementing strategies to highlight, promote, and strengthen the capacity of Aboriginal, culturally diverse and official-language minority cultural organizations and professional artists.

It will be important to establish a diverse committee to discuss the possibilities under the submission. It is proposed that this group would encompass individuals from the City of Brandon, Brandon Tourism, Brandon First, Brandon Riverbank, Cultural Organizations, Brandon University, Community Strategic Plan Cultural Diversity Committee, The Friendship Centre, etc.

In order to be considered for 2011, the submission would need to be ready for December 31, 2008. Due to the time and extensiveness of a submission, this may not be possible, however this is a project that needs to commence immediately in order to ensure that a strong submission is ready for the 2009 submission date for consideration in 2012.

When:	Start immediately – Mid term
Partners:	As outlined above
Cost:	Allocation of staff time, estimated submission costs of \$5,000 to be allocated out of the 2009 Operating Budget

Recommendation #6 – Develop an arts and culture corridor in the City.

When researching what other communities had done in trying to build an awareness of a community's arts and culture scene, there were numerous examples of how others had defined a portion of their community as the "hub" for this type of activity. In doing so, it



focused the community's efforts in channeling funding, it allowed private sector businesses to find a "home" where they could fit with other similar or complimentary businesses, it allowed for effective programming, etc.

In mapping out a majority of Brandon's cultural amenities, it is believed that designating a corridor stretching from Pacific Avenue, south to Victoria Avenue and from Coronation Park, east to Rideau Park, would certainly allow us as a community to focus our efforts in establishing it as such. This area contains amenities such as the Art Gallery of South Western Manitoba, Brandon University, Western Manitoba Centennial Auditorium, Daly House Museum, Western Manitoba Regional Library, B.J. Hales Museum, The Brandon Friendship Centre, City Hall, Westman Immigrant Services, the 7th Street Health Access Centre, Community Centers, Churches, Parks / Green Spaces and much more.

One of Brandon's strengths as a community is its ability to build on partnerships. The proposed boundaries for the arts and culture corridor, includes the boundaries established by Renaissance Brandon and the Brandon Neighborhood Renewal Corporation. There are numerous opportunities for these groups to work together on projects to meet the mandate of all organizations.

In defining the corridor, it does not mean that this area can not be used for other ideas, nor does it mean that art and culture activities will only be contained or supported in this area. It simply provides for an area in which to focus the planning and implementation of activities as we attempt to build our reputation as an arts and culture community.

When:	Short-term
Partners:	City of Brandon
Cost:	No cost – to be included in the resulting initiatives

Initiatives

Recommendation #7 – Establish a "Culture Crawl" monthly series of events that includes gallery openings, mini performances, cultural displays, etc.

There is a need for frequent, on-going mechanisms to engage and grow the cultural audience that views Brandon as having an exciting cultural scene. Giving people a reason to come to Brandon frequently and regularly for arts and culture is an important way to build a habit of attendance that is currently weaker than it ought to be.

Working with an ad hoc committee of representatives from interested cultural organizations, as well as local artists and craftspeople, a particular day / evening once a month should be designated on which commercial and nonprofit performing arts organizations would hold open houses. Considering the level of effort that may be required to make this event as inclusive as possible, it might be wise to designate specific areas that would be involved on a rotating basis.

The programs to be offered could range from gallery openings to special mini performances. They need not be limited only to performing and visual arts



organizations; they could include cultural events, display, poetry readings, storytelling, etc.

When: Mid-term
Partners: Cultural organizations, artists and craftspeople, library, art gallery
Cost: \$5,000 / year

Recommendation #8 – Develop a mural program for the community.

Numerous communities have used the creation of exterior murals as a means of engaging the artists within their communities along with providing mentoring opportunities for youth, interested in pursuing the craft. These murals have not only served the purpose of community beautification, but they have also assisted in reducing the amount of graffiti within a community.

Many of the programs require an artist to partner with two / three youth within the community for each commission undertaken. Funding partnerships with local businesses / building owners would also be incorporated as an element of the program.

Murals would be focused initially in the arts and culture corridor with themes that build on that concept.

When: Short - term
Partners: City of Brandon and local artists
Cost: \$10,000 / year

Recommendation #9 – Consider a range of support mechanisms for individual artists, including subsidized workspace, display space and incubator space.

This plan would be remiss if it did not address the concerns of individual working artists who have contributed so much to the vitality of Brandon's cultural environment. These concerns range from the need to find suitable space in which to produce, perform, or exhibit their work. Notwithstanding their value in and of themselves, with the role of the cultural sector articulated by civic leaders throughout Brandon, it is critical to have a thriving cultural sector. This is impossible without a strong core of working artists. They form the backbone of many small-budget cultural organizations. They contribute to the livability of the community in a myriad of ways. For example, a large population of artists tends to improve the quality of supplies available for professionals and hobbyists alike.

Some of the issues can be addressed through relatively simple changes in designating public places and dates, such as City Hall, for the display of art or industrial buildings for the young graffiti artists; others require more extensive research and negotiation (such as subsidized work space for visual and performing artists). Some may be addressed through liaisons with existing Community Centres that may have space available.

Since the solution to the range of issues artists face will not come from one source, a variety of approaches must be developed. To this end, a committee made up primarily of artists, but also including representatives of the City of Brandon, should be convened to work on these issues. This body would set priorities among various concerns,



oversee any necessary research, and identify organizations or government or business entities that would take responsibility for working with them on specific components.

When: Long - term
Partners: City of Brandon and local artists
Cost: \$10,000/ year

Recommendation #10 – Work to strengthen business involvement with cultural nonprofits through a coordinated program of volunteer recruitment and board development.

Working with representatives of the business community and individuals from the cultural community, develop a schedule for “volunteer recruitment” sessions at some of the larger places of work. Cultural organizations can supplement this, if they chose to, by following up with open houses for prospective volunteers, committee members, and others.

When: Mid - term
Partners: City of Brandon, Arts and Culture Organizations, and the Business Community
Cost: \$3,000

Recommendation #11 – Improve the usage of the web-base calendar for cultural events, activities and instructors.

Among the most common complaints from representatives of the cultural sector has been the difficulty in getting information about cultural offerings. Many participants have suggested a comprehensive database of cultural events, activities and instructors. In reality, such a system already exists, having been created for just the reasons that participants have listed. The database is housed with City of Brandon Economic Development. In addition to sorts by date and location, codes for cultural events could also be sorted by arts and crafts; cultural/heritage; festivals/events; exhibitions, galleries and museums; historical; music; theatre; dance; and nightspots. Since this system has the power and flexibility required, the important task is to make sure that it is used more consistently by cultural organizations. Several steps should be taken to accomplish this:

- It would be useful to enlist cultural organizations and offer training opportunities to them. Sending copies of instructions on how the system works would be worthwhile as well.
- The system should be customized, branded, and promoted to address arts and cultural events and activities specifically so that both cultural organizations and potential users see this site as providing that type of information.
- Cultural organizations should take responsibility for circulating information to their patrons about this system and how to access and use it.

When: Short-term
Partners: Cultural organizations
Cost: \$2,000



Recommendation #12 – Strengthen the network of city facilities that can be used to deliver cultural programming in neighbourhoods throughout the city (ie. library, parks, schools, churches, community centres, etc.)

An important way to build audiences is to provide more programming that is of interest to culturally diverse groups. Using the United Nations, Federal, and Provincial Government recognized days/months as a starting point for days such as Asian Heritage Month, Black History Month, Women's History Month, etc, offer programming, or perhaps sampler programs, at venues that are closer to where citizens of these backgrounds live. For a list of these venues, reference Appendix E. Community Services already provides some cultural and audience development through the delivery of the Music in the Parks program and the partnership for the delivery of the Canada Day Celebrations. Both of these are excellent examples of facility use and partnership development and should continue and perhaps be enhanced.

There are some facilities that are well dispersed throughout the City, including public schools, parks, recreational centres, community centres, and churches. While there are some notable drawbacks to these facilities (some are heavily used and are not designed for professional performing or visual arts activities), they are still worthy of consideration. Events held at local, familiar sites, with programs that are relatively short and designed as "sampler" events, will have a greater likelihood of attracting the target audiences. If promotions are offered, such as free tickets to children who bring an adult, the likelihood of strong attendance is enhanced further.

It is true that cultural organizations will need to develop special programs for these events and it is not likely that they will be able to cover the costs from the sale of tickets since prices must be kept low. Funding should be provided to cover approximately 50 percent of the cultural organization's costs. Those institutions that host the performances should be prepared to forego any charges for the facility rental.

When: Mid -term
Partners: City of Brandon, Cultural Organizations, Religious Institutions, Service Providers
Cost: \$30,000 for both existing programming and support of new programs

Recommendation #13 – Establish a Poet Laureate Program for the City of Brandon.

The naming of a Poet Laureate demonstrates the importance of literacy in our culture and community. This individual would be required to write a number of poems throughout their term and would also do reading at special events and upon request. This demonstrates a commitment to the arts beyond just the visual arts. This program would offer the opportunity to work with Brandon University in the selection of a poet based on the expertise they have in this area.

When: Short - term
Partners: City of Brandon, Brandon University
Cost: \$1,000 / year



Recommendation #14 - Establish partnership programs among religious institutions with cultural activities to share venues and programs and to mix the range of artistic styles accessible to all attendees.

Much of the cultural life of Brandon occurs in and around religious institutions. Many of the religious institutions are sponsors of newcomers and immigrants to our City. The number of churches, (as well as the potential for new religious institutions such as synagogues and mosques to start up), that offer a range of cultural activities is quite large. It is important to both acknowledge the role that religious institutions play in arts and culture, and to develop mechanisms to make that role even more powerful.

The model for accomplishing this is drawn from the City of Durham, USA. It is an initiative called Durham Congregations in Action, which has a partnership program that pairs churches with one another. Participants go to fellowship dinners and meet in other settings as a way to get to know one another and focus on what they share. The variation of this model that had the greatest appeal was a program for specific religious institutions to “trade” choirs for special events. The choirs from two churches would perform at each other’s functions. Alternatively, both choirs could do a joint program to which both congregations would be invited.

It would be particularly exciting to pair choirs from different vocal traditions as a way to expand people’s awareness of the range and diversity of religious music. Such a program might expand to involve joint concerts that would be promoted to the entire community.

When:	Medium-term
Partners:	Religious groups, cultural organizations
Cost:	\$2,000 for seed money for concert costs

Cultural Diversity

Recommendation #15 – Develop a translation postcard / note to include in information that is being provided from the City.

This recommendation involves obtaining the various translations for, "This notice contains important information that may affect you. Please ask someone to translate it for you." and then incorporating that messaging into the various City systems, such as on tax bills, etc.

When:	Short-term
Partners:	City of Brandon, Westman Immigrant Services, Translation Services
Cost:	\$1,000

Recommendation #16 - Develop and provide culture diversity / awareness training to all employees.

In reviewing communities such as Vancouver, Calgary, Toronto and Saskatoon they have all implemented mandatory cultural diversity training for all employees and in some cases, their City Councils and volunteers working with the City.



Diversity is about who we are as individuals, both differences and similarities. The City of Brandon recognizes that its strength comes from the dedication, experience, and diversity of its employees and believes that, given the opportunity, each employee can make a difference.

Diversity cannot just be the responsibility of upper management or human resources. At the core of managing a multicultural workforce is being aware of cultural differences in the workplace. Misunderstandings arise from not only a lack of awareness of other cultural practices, but also from Canadian cultural norms. We often do not start to observe our own values and practices in the workplace until we start interacting with different backgrounds. The City of Brandon and all working groups (unions) acknowledge that without the cooperation and commitment of every employee this plan will not be successful. The Coalition of Municipalities against Racism and Discrimination has developed a series of commitments that municipalities can adopt to assist in their responsibilities. In part these include:

- Educate and sensitize elected officials and employees on mutual respect, citizenship and the obligation to protect and promote human rights.
- In partnership with the Brandon Chamber of Commerce, set up a program for businesses, organizations, and professional bodies to integrate mechanisms into their own organizations for combating racism and building inclusive and respectful workplaces.
- Organize regular community forums, in collaboration with existing organizations and mechanisms in order to offer residents an opportunity to discuss and be heard on issues of racism and discrimination in the City, including effectiveness of local policies and programs.
- Provide equitable support to cultural projects, programs, events and infrastructure so that the cultural diversity and heritage of the community can be preserved and diffused in a fair and representative way.

When: Short-term

Partners: City of Brandon, Cultural Diversity Training Organization

Cost: \$8,000

Recommendation #17 - Develop a loan service for training videos and manuals related to cultural diversity.

We want to expand the community's understanding of the importance of cultural diversity and we need to be a leader in providing information that business, organizations, and groups can use to increase their understanding. To setup a lending library will be relatively easy and there may be further opportunity to work with the Western Manitoba Regional Library for the lending, with the promotion of such taking place through the City.

The Chamber of Commerce can play a significant role in helping to promote these concepts within the business community.



When: Short-term
Partners: City of Brandon, Western Manitoba Regional Library, Chamber of Commerce
Cost: \$5,000 / year for two years.

Recommendation #18 – Develop a Welcome to the City of Brandon Poster Campaign.

Having colorful posters available to organizations and businesses in the community, which they can display in their stores and windows, ensures that there is a constant reminder of the diversity of our culture. Similar to the program used by the Winter Festival, we would encourage the use of students in the Brandon School Division as either part of their art programs in the younger grades, or as part of the Commercial Art program to develop a new poster on an annual basis. The posters would be provided free of charge to those businesses and organizations willing to display them.

When: Short - term
Partners: City of Brandon, Brandon School Division, Translation Service
Cost: \$1,000 / year

Recommendation #19 – Include a translation option on the City of Brandon website.

The Brandon Regional Health Authority has included a translation option on their website that allows for the translation of some of the words contained within the site. By no means is the translation perfect, however it does allow someone visiting the site to gain the essence of the information contained within.

When: Short - term
Partners: City of Brandon, Brandon Regional Health Authority
Cost: \$1,000

Recommendation #20 – Establish a goal of having the civic workforce be representative of the public it serves.

It is important to try to build in diversity within a workforce. It can be difficult to truly understand the diversity that may be contained within a workforce, because in Canada an individual is not required to declare their ancestry or nationality. That said, there are options for self declaration. The more an organization is seen to respect and value diversity, the more an individual feels proud of who they are as an individual.

Understanding the barriers and determining how to correct them can be gathered as part of recruitment, exit interviews, employee meetings, talking to other organizations, discussing differences with different cultural group leaders, and general discussions around diversity within the organization, etc.

When: Long - term
Partners: City of Brandon
Cost: \$1, 000 / year

Recommendation #21 – Establish a Multicultural Discussion Forum.

There are challenges that are faced by the different cultural groups within the community. In order to find solutions it is important to have a venue in which to discuss these issues. Spearheaded by Community Services, a representative group should be



convened to discuss issues at least semi-annually in order to continue to enhance this plan and our services.

This might take a variety of forms including an evening or dinner meeting that serves to update participants of new initiatives or key concerns, a monthly single-sheet newsletter or e-mail that provides updates on specific issues or concerns.

When: Short / Medium-term
Partners: City of Brandon / Cultural Representatives
Cost: \$1,000 / year

Recommendation Summary

The following is a summary of all of the recommendations that are outlined in this plan as a one-page quick reference.



Recommendation	Short (0 – 3 yrs)	Medium (3 – 5 yrs)	Long (5 – 7 yrs)	Budget
Develop a comprehensive Public Art Policy and Program.	X			Staff Time
Establish a percent-for-art program for the City of Brandon.		X		Staff Time
Develop a “round-up” funding program that allows citizens to round up their tax and utility bills to support a special fund for arts and culture.		X		\$1,000
Improve the reporting to the community on the level of financial support provided by the City of Brandon related to arts and culture.	X			Staff Time
Develop a “Cultural Capitals Committee” focused around putting together a grant submission for the Federal Government’s Cultural Capitals of Canada for consideration in 2011 or 2012.	X	X		\$5,000
Develop an arts and culture corridor in the City.	X			0
Establish a “Culture Crawl” monthly series of events that includes gallery openings, mini performances, cultural displays, etc.		X		\$5,000/year
Develop a mural program for the community.	X			\$10,000/year
Consider a range of support mechanisms for individual artists, including subsidized workspace, display space and incubator space.			X	\$10,000/year
Work to strengthen business involvement with cultural nonprofits through a coordinated program of volunteer recruitment and board development.		X		\$3,000
Improve usage of the web-based calendar for cultural events, activities and instructors.	X			\$2,000
Strengthen the network of city facilities that can be used to deliver cultural programming in neighbourhoods throughout the city (ie. library, parks, schools, churches, community centres, etc.)		X		\$30,000/year
Establish a Poet Laureate Program for the City of Brandon.	X			\$1,000/year
Establish partnership programs among religious institutions with cultural activities to share venues and programs and to mix the range of artistic styles accessible to all attendees.		X		\$2,000/year
Develop a translation postcard / note to include in information that is being provided from the City.	X			\$1,000
Develop and provide culture diversity / awareness training to all employees.	X	X		\$8,000
Develop a loan service for training videos and manuals related to cultural diversity.	X			\$10,000
Develop a Welcome to the City of Brandon Poster Campaign.	X			\$1,000/year
Include a translation option on the City of Brandon website.	X			\$1,000
Establish a goal of having the civic workforce be representative of the public it serves.			X	\$1,000/year
Establish a Multicultural Discussion Forum.	X	X		\$1,000/year



Summary

The City of Brandon has experienced significant change over the last few years. As a community, we have experienced growth, we have had an influx of immigrants to the community, we have citizens who have lived all over the country and the world associated with the military, and we have made a strong commitment to continue to grow through new economic opportunities.

Presenting a cultural development and diversity strategy at this time, is simply just one more of the spokes that makes up the wheel that will continue to move us forward as a community. Our cultural landscape will continue to evolve over time and this plan is a first step in making sure that we as a City can influence and be a part of that evolution.



Appendix A – Cultural Development Mapping – Sample Inventory

4-H Club Brandon

Stephanie Cruickshanks
1129 Queens Ave.
Brandon, Man
R7A 1L9
724-2997
726-6384
www.gov.mb.ca/agriculture
scruicksha@gov.mb.ca

71 Bty 2520 Royal Canadian Army Cadet Corp

Captain Marilyn Halliday
116 Victoria Ave
Brandon, Man
R7A 1B2
729-9133 and fax

7 Ages Productions – Community Theatre

George Buri
Brandon, Man
727-3156
Fax: 727-3156
<http://home.westman.wave.ca/~gburi>
gburi@westman.wave.ca

Army, Navy, & Air Force Veterans in Canada Unit #10

Margaret Wedgewood
31 14th St.
Brandon, Man
R7A 6R2

Art Gallery of Southwestern Manitoba

Jennifer Woodbury
710 Rosser Avenue, Unit 2
Brandon, Man.
R7A 0K9
727-1036 (w)
Fax: 726-8139
www.agsm.ca
info@agsm.ca



Association of Community Theatres of Manitoba Inc.

7 – 305 Lorne Ave

Brandon, Man.

R7A 0S7

actman@escape.ca

www.actmanitoba.mb.ca

Big Brothers & Sisters of Brandon

Carla Black

859 9ths St.

Brandon, Man

R7A 4B7

727-1787

727-4367 Fax

www.bigbrothersbigsisters.ca/brandon

brandonbbsb@aol.com

Brandon Community Orchestra

Jeff Harland

32 Ashgrove Blvd.

Brandon, Man

R7B 1C2

728-8294

Harland@westman.wave.ca

Brandon & District Stamp Club

Ken or Sheridan

Brandon, Man

728-3850 Ken

727-8010 Sheridan

Brandon Embroiders

Carol English

Box 18 Group 300 RR#1

Brandon, Man

R7A 5Y1

727-0699

Brandon Flying Club

Yvonne Bertram

Brandon Airport

Brandon, Man

728-7691

www.brandonflyingclub.com

info@brandonflyingclub.com



Brandon Folk Music & Art Society

Stacy May
Box 22091
Brandon, Man
R7A 6Y9
727-3928
www.brandonfolkfestival.com
info@brandonfolkfestival.com

Brandon Friendship Centre

Gail Cullen
836 Lorne Ave.
Brandon, Man.
R7A 7B2
727-1407
Fax: 726-0902
www.mac.mb.ca
bfcinc@mts.net

Brandon Garden Club

Gwen Beam
Brandon, Man
727-8558
beam@westman.wave.ca

Brandon Hills Model Railway Club

Frank Williamson
Town Centre, 800 Rosser Ave
Brandon, Man
R7A 6N5
728-5631

Brandon Jazz Festival

Site 150, P.O. Box 18, RR#1
Brandon, Man.
R7A 5Y1
724-7528
729-8099 Fax
info@brandonjazzfestival.com
www.brandonjazzfestival.com

Brandon Polish Folk Dancers

65 Wilnor Bay
Brandon, Man.
R7A 3H8



Brandon Riverbank Inc.

1 – 545 Conservation Dr
Brandon, Man.
R7A 7L8
729-2141
1-888-799-1111 Toll Free
729-2139 Fax
info@riverbank.mb.ca
www.riverbank.mb.ca

Brandon School of Dance

Barbara Ehnes
1104 or 1114 Rosser Ave.
Brandon, Man.
R7A 0L7
728-4007
bsod@westman.wave.ca

Brandon Tourism

1 – 545 Conservation Dr
Brandon, Man
R7A7L8
729-2141
1-888-799-1111 Toll Free
729-2139 Fax
brandontourism@westman.wave.ca
www.brandon.com/tourism

Canadian Ukrainian Men's Club

1005 Assiniboine Ave
Brandon, Man.
R7A 0G8

Circle 8 Square Dancers Club

Central Community Centre
529 4th Street
Brandon, Man
R7A 3H5
728-4683
grsawyer@westman.wave.ca

Dakota Ojibway Tribal Council

Ken McKay
345 10th Street
Brandon, Man
R7A 4E9
729-3631



Fax:726-5966
www.dotc.mb.ca
kmckay@dotc.mb.ca

Daly House Museum

122 18th Street
Brandon, Man.
R7A 5A4
727-1722 Phone/Fax
dalymus@mb.sympatico.ca
www.mts.net/~dalymus

Dance Images

Linda Kearns
710B 3rd Street
Brandon, Man
R7A 3C8
728-4657 Studio / 728-7586 (h)
kearnsl@westman.wave.ca
www.dance-images.com

Eckhardt – Gramatte National Music Competition

Queen Elizabeth 11 Music Building Brandon University
270 18th Street
Brandon, Man.
R7A 6A9
728-8212
728-6839 Fax
eckhardt@brandonu.ca
www.brandonu.ca/egre

Falkinn Icelandic Club

Bob Isleifson
36 Meadowlark Tr Ct
Brandon, Man
727-6441
Viking@westman.wave.ca

German Society of Westman

Manfred Wicht
Brandon, Man
729-7597
www.girlguides.mb.ca
germansociety@westman.wave.ca



Girl Guides of Canada (Assiniboine Area)

Carla Paddock
730 Queens Ave
Brandon, Man
R7A 1L4
725-0248
www.girlguides.mb.ca
ggcaa@mts.net

Helping Hands Soup Kitchen

Joanne Wilkinson
111 7th St
Brandon, Man
R7A 3S5
727-4635
helpinghands@westman.wave.ca

Icelandic National League, Falkinn Chapter

347 12th Street
Brandon, Man.
R7A 4M3
727-4457

International Peace Garden (Manitoba) Inc.

Box 419
Boissevain, Man.
R0K 0E0
534-2510
1-888-432-6733
www.peacegarden.com

Little Bits of Brandon Miniatures Club

Bobbie Bain
Brandon, Man
725-2629
dmbain@mts.net

Manitoba AG Days Inc.

1594 22nd Street
Brandon, Man.
R7B 1T7
571-6566
571-6567 Fax
www.agdays.com



Manitoba Agricultural Hall of Fame Inc.

1129 Queens Ave

Brandon, Man.

R7A 1L9

or

1175 18th Street

Brandon, Man.

R7A 7C5

728-3736

726-6260 Fax

agrifame@mts.net

www.mts.net/~agrifame

Manitoba Amateur Radio Museum Inc.

25 Queens Cres

Brandon, Man.

R7B 1G1

728-2463 Phone/Fax

dsnydal@mts.net

www.mts.net/~dsnydal/austin.html

Manitoba Association of Agricultural Societies

1129 Queens Ave

Brandon, Man.

R7A 1L9

726-6195

egauer@gov.mb.ca

www.gov.mb.ca/agriculture/organizations/associeties/

Manitoba Culture, Heritage & Tourism

340 9th Street

Brandon, Man.

R7A 6C2

726-6066

1-800-259-6592 Toll Free

726-6583 Fax

cmoore@gov.mb.ca

www.gov.mb.ca

Manitoba Métis Federation – Southwest Region

Leah LaPlante

656 6th Street

Brandon, Manitoba

R7A 3P1

725-7520

swmmf@mts.net

www.mmf.mb.ca



Manitoba Zero Tillage Research Association

Box 1000A R.R. #3
Brandon, Manitoba
R7A 5Y3
729-8838
725-3939
728-3858 Fax
mztra@mb.sympatico.ca
www.mbzerotill.ca

Peace by Piece (Quilting)

Marguerite Campbell
Southminster Presbyterian Church
1260 5th St.
Brandon, Man
R7A 3M5
725-1971 (h)

People to People

c/o The Marquis Project
707 Rosser Avenue
Brandon, Manitoba
R7A 0K8
726-9455
727-5683 Fax
charges@mts.net

Provincial 4-H Club & Youth Office

Kim Beilby
1129 Queens Ave
Brandon, Man
R7A 1L9
726-6388
726-6260 Fax
www.gov.mb.ca/agriculture
kbeilby@gov.mb.ca

Provincial Exhibition of Manitoba

Karen Oliver
#3 – 1175 18th St
Brandon, Man
R7A 7C5
726-3590
725-0202 Fax
www.brandonfairs.com
info@brandonfairs.com



Public Library Services

200, 1525 – First St. S.
Brandon, Manitoba
R7A 7A1
726-6590
1-888-243-1196 Toll Free
pls@gov.mb.ca
www.gov.mb.ca/chc/maplin

Reseau Communautaire (Westman)

528 5th Street
Brandon, Manitoba
R7A 3L2
727-6883
727-1878 Fax
www.sfm-mb.ca/rc

Stepping Time Dance Studio

Monique Roy-Keller
601 9th Street
Brandon, Man.
R7A 4B3
www.steppintime.com
dance@steppintime.com

The Canada – India Friendship Association (CIFA)

3 Fox Pl
Brandon, Man
R7B 3H3

The Marquis Project

707 Rosser Ave
Brandon, Manitoba
R7A 0K8
727-5675
727-5683 Fax
marquisp@mts.net
www.marquisproject.com

Troyanda School of Ukrainian Dancing

Tammy or Heather
1005 Assiniboine Ave
Brandon, Man
R7A 0G8
726-0873



Ukrainian National Home

John
1133 Stickney Ave
Brandon, Man
R7B 1T9
727-3253
728-4523 (h)

Ukrainian Orthodox Women (Lesia Ukrainka)

1133 Stickney Ave.
Brandon, Manitoba
R7B 1T9
727-3253

Western Manitoba Centennial Auditorium

Peter Pochynok
205 20th Street
Brandon, Man
R7B 1L6
728-9510/728-9511
728-2586 Fax
www.wmca.ca
Westman@mts.net

Western Manitoba Jewish Association

27 Cedar Bay
Brandon, Manitoba
R7B 0Z3
728-6548
727-1421

Western Manitoba Pioneer Auto Club

Warner Buck
2510 Park Ave
727-1022
726-0087 Fax
wluckca@westman.wave.ca

Western Manitoba Regional Library System

Regional Headquarters
Unit 1, 710 Rosser Ave
Brandon, Manitoba
R7A 0K9
727-6648
727-4447 Fax
wmrlibrary@wmrlibrary.mb.ca
www.wmrlibrary.mb.ca



Westman and Area Traditional Christmas Dinner Inc.

Mail to: Box 20157
Brandon South P.O.
Brandon, Manitoba
R7A 2W1

Physical Location:
#6 – B 1st Street
Brandon, Manitoba
R7A 2W1

728-7987 (October – December)

christmasdinner@westman.wave.ca

www.christmasdinner.org

Westman Immigrant Services

Doreen Copper
729 Princess Ave
Brandon, Manitoba
R7A 0P4

727-6031

725-4786 Fax

weslss@mts.net

www.wesls.com



Appendix B - Celebrate and Educate - 2008

January	
All Year	International Year of Planet Earth - It will be the biggest ever international effort to promote the Earth sciences.
1	New Year's Day
27	International Day of Commemoration – in memory of the victims of the Holocaust
31 – February 2	Brandon Winter Festival
February	
Black History Month	Celebrate the contributions of the Black community to our country, province and community.
First Week of February	International Development Week - Raise awareness of how our lifestyles in Canada impact others around the world.
Second Week of February	National Citizenship Week
Third Monday of February	The Heritage Canada Foundation promotes the third Monday in February each year as Heritage Day and has long advocated adopting this date as a national holiday.
2	Groundhog Day
6	Ash Wednesday – Lent begins - Christian
7	Chinese New Year
14	Valentine's Day
15	National Flag Day of Canada – Commemorate the anniversary of the Canadian Flag
18	Louise Riel Day - Manitoba
21	International Mother Language Day – Promote multilingual education and encourage linguistic diversity.
March	
Music in Our Schools Month	
Second Monday in March	Commonwealth Day. It is the day when Commonwealth countries which represent a quarter of all humanity acknowledge their membership of this unique voluntary association.
5 - 8	Canadian Music Week
8	International Women's Day and United Nations Day for Women's Rights and International Peace – Celebrate the progress made in the rights of women.
16	Palm Sunday – Christian Orthodox Sunday – Orthodox Christian
17	St. Patrick's Day - Christian
21	Good Friday – Christian Purim – Jewish Norouz (New Year) – Persian/Zoroastrian Now Ruz (New Year) – Baha'i



	Magha Puja - Buddhist
21	International Day for the Elimination of Racial Discrimination – Raise awareness of racism.
21 – 28	Week of Solidarity with the Peoples Struggling against Racism and Racial Discrimination – Work to eradicate racism
22	World Water Day
23	World Meteorological Day
23	Easter - Christian
April	
International Guitar Month	
4	International Day for Mine Awareness and Assistance in Mine Action
6	New Year - Hindu
7	World Health Day
15	Holocaust Day – Yom ha-Shoah – Speak out when you see unfair treatment.
17	Equality Day – Celebrate the anniversary of Section 15 of the Canadian Charter of Rights and Freedoms that provides for equality.
23	World Book and Copyright Day
27 – May 3	National Volunteer Week - Pays special tribute to Canadian volunteers across the country who give of themselves to better their communities and the lives of others.
28	Day of Mourning – recognized by Parliament in memory of workers killed or injured on the job. Each year on this day, the Canadian Labour Congress holds a Memorial ceremony in Ottawa in observance of the workers killed or hurt at work.
May	
Asian Heritage Month	Celebrate the contributions of the Asian Community to our country, province and community.
Second Sunday of May	Mother's Day
3	World Press Freedom Day – Celebrate the freedom to voice your opinions.
15	International Day of Families – Take time for your family. Plan an activity with them.
17	World Information Society Day – formerly World Telecommunication Day
18	International Museums Day
21	World Day for Cultural Diversity for Dialogue and Development - Implement policies that recognize the benefits of diversity.
22	International Day for Biological Diversity – formerly December 29, changed in 2001
24	Victoria Day – officially the Sovereign's birthday. The Sovereign's birthday has been celebrated in Canada since the reign of Queen Victoria (1837-1901) in honour of her actual birthday, May 24. It was declared a holiday by the Legislature of the Province of Canada in 1845.
The four days that follow Victoria Day	Aboriginal Awareness Week - Designed to increase awareness of Aboriginal peoples among federal public service employees.



25 – June 1	Week of Solidarity with the Peoples of Non-Self-Governing Territories
29	International Day of United Nations Peacekeepers
31	World No-Tobacco Day
June	
Black Music Month	
Third Sunday of June	Father's Day
4	International Day of Innocent Children Victims of Aggression
5	World Environment Day
17	World Day to Combat Desertification and Drought
20	World Refugee Day – Advocate for the rights of refugees and immigrants.
June 21 – July 1	Celebrate Canada – Eleven days of celebrating
21	National Aboriginal Day – Learn more about Aboriginal cultures
20	World Refugee Day
23	United Nations Public Service Day
24	Saint-Jean Baptiste Day
26	International Day Against Drug Abuse and Illicit Trafficking and International Day in Support of Victims of Torture
27	Multiculturalism Day – Take pride in your ancestry and create opportunities for everyone to feel welcome.
July	
First Saturday in July	International Day of Cooperatives
1	Canada Day – Celebrate the uniqueness of Canadian culture. On June 20, 1868, a proclamation signed by the Governor General, Lord Monck, called upon all Her Majesty's loving subjects throughout Canada to join in the celebration of the anniversary of the formation of the union of the British North America provinces in a federation under the name of Canada on July 1st.
11	World Population Day
19	Canada's Parks Day
August	
First Monday of August	Civic Holiday – The intent of the Civic Holiday is to "not work". In Canada Civic Holiday is in most cases the first Monday of August unless another civil or provincial holiday exists on a different date, in which case the local holiday is used. Civic Holiday in Canada is not statutory holiday. A bill has been attempted to be passed in the house of commons but it has always been unsuccessful. If an employer wants you to work, it is a work day.
9	International Day of the World's Indigenous People
12	International Youth Day – Acknowledge the youth in your life.
23	International Day for the Remembrance of the Slave Trade and its Abolition
September	
National Piano Month & Classical Music Month	
First Monday in	Labour Day - is always the first Monday of September. It is a statutory holiday



September	throughout Canada.
8	International Literacy Day – Reflect on the right to an education and the role literacy plays in our lives.
16	International Day for the Preservation of the Ozone Layer.
21	International Day of Peace – Work for peaceful resolution of conflicts in your family, your community and in our society.
During Last Week	World Maritime Day
October	
Country Music Month	
Women's History Month	Celebrate the contributions of women in Canadian society.
First Week of October	Annual "Sisters in Spirit" vigil - Sponsored by the Native Women's Association of Canada (NWAC), as well as KAIROS and Amnesty International, the goal is to have a national day of remembrance for missing and murdered Aboriginal sisters. The Anglican, Presbyterian and United Churches have all been sponsors of this five year initiative.
1	International Day for Older Persons – Honour the contributions older persons make to your community.
10	World Mental Health Day – Take care of yourself.
Second Monday of October	Thanksgiving Day - A Day of General Thanksgiving to Almighty God for the bountiful harvest with which Canada has been blessed.
Second Wednesday of October	International Day for Natural Disaster Reduction.
16	World Food Day – Raise awareness and take action on issues of food security and hunger
17	International Day for the Eradication of Poverty – Support efforts to eliminate poverty.
18	Persons Day – Mark the anniversary of women being declared "person" – women being declared "persons" in law.
Third Week of October	Citizenship Week – Show you are proud to be Canadian.
24	United Nations Day – Celebrate and education about the work of the United Nations.
24 – 30	Disarmament Week – Work for nuclear free zones, bans on landmines and peace.
31	Halloween
November	
International Drum Month	
Family Violence Prevention Month	Seek ways to end family violence.
5 – 11	Veterans Week – Reflect on the many Canadian men and women who gave their lives to protect our democratic way of life in Canada.
6	International Day for Preventing the Exploitation of the Environment in War and Armed Conflict – Work for peace.



16	International Day of Tolerance – move beyond tolerance to acceptance!
Third Thursday in November	World Philosophy Day – Share your philosophical heritage and open yourself to new ideas.
Third Sunday	World Day of Remembrance for Road Traffic Victims
20	Universal Children's Day – Celebrate those rights that allow children to grow and prosper without harm.
21	World Television Day
Third Week of November	Restorative Justice Week – Consider how our laws protect us and how our justice system provides remedies for all.
25	International Day to End Violence Against Women – Work to end gender violence.
23 – December 10	16 Days of Activism Against Gender Violence – Prevent violence in all its forms.
29	International Day of Solidarity with the Palestinian People
December	
1	World AIDS Day – Raise awareness of HIDS/HIV
2	International Day for the Abolition of Slavery – Discuss circumstances of how slavery can continue and work to eliminate them.
3	International Day of Disabled Persons – Raise awareness of the needs and concerns of disabled people.
5	International Volunteer Day for Economic and Social Development
6	National Day of Remembrance and Action on Violence Against Women – Remember the anniversary of the Montreal Massacre when 14 women were murdered at Ecole Polytechnique and educate others about violence against women.
7	International Civic Aviation Day
9	International Anti-Corruption Day
10	Human Rights Day – Celebrate and educate about human rights and fundamental freedoms by hosting an event, undertaking an activity or taking action.
11	International Mountain Day
18	International Migrants Day
19	United Nations Day for South-South Cooperation
20	International Human Solidarity Day
22 – 29	Hanukkah - Jewish
25	Christmas - Christian
2009	
All Year	International Year of Astronomy

Note: All dates and activities subject to change without notice. Not an exclusive list.



Appendix C - Cross-Cultural Training

Experts agree that managing a cross-cultural workplace is an ongoing objective that will not be achieved as a stand-alone training session; however, it can be a useful first step within an overall diversity strategy. Access the following cross-cultural training resources:

- SFU English Language and Culture Program <http://www.sfu.ca/cstudies/lang/elc>
- UBC Centre of Intercultural Communication <http://cic.cstudies.ubc.ca/index.html>
- Malkam Cross-Cultural Training <http://www.malkam.com>

Cross-Culture Tools

<http://www.multiculturalcalendar.com> – Electronic calendar with world religions

<http://www.malkam.com> – Online newsletter “Culture Shock”

<http://www.diversityatwork.com/> - Virtual training course on diversity

“Tips for Successful Cross-Cultural Communication” <http://www.schulersolutions.com>

Online Diversity Resources

<http://www.diversityupdate.com> – Canadian diversity newsletter

<http://www.diversitycentral.com> – Cultural diversity at work

<http://www.diversitybestpractices.com> – Best practices from corporate America

<http://www.shrm.org/diversity> - Diversity portal

Sources of Awareness Information and Training

Canadian Centre for Management Development (CCMD) Aboriginal Program – The Canadian Centre for Management Development (CCMD) offers courses which will help managers better respond to the challenges in leading, managing and offering the best possible advice and service. Aboriginal issues remain a priority on the federal government agenda. The Aboriginal Program helps public service managers realize the benefits of in-depth understanding of why and how Aboriginal issues influence the federal government’s policy development and service delivery agenda.



Appendix D - Bibliography

Websites

www.internationalstudentcanada.com/study_in_canada
www.winnipeg.ca
www.vancouver.ca
www.calgary.ca
www.fredrickton.ca
www.toronto.ca
www.halifax.ca
www.city.saskatoon.sk.ca
www.quebecregion.com
www.aboriginal-edmonton.com/communication_pdf/ann_rpts/2005_ann_rpt.pdf
www.saskatoon.ca
www.tbs-sct.gc.ca/rpp/06/07
www.regina.ca
www.brandonu.ca
www.bnrc.ca
www.brandonfolkfestival.com
www.brandonjazzfestival.com
www.brandonrha.mb.ca/en/Access_Centre
www.artslethbridge.org/
www.canadascapital.gc.ca
www.gov.mb.ca
www.icavictoria.org/
www.livewithculture.ca/
www.keystonecentre.ca
www.moosejaw.ca
www.ottawa.ca
www.surrey.ca
www.yellowknife.ca
www.tsowell.com/spcultur.html
www.wesls.com/index.htm

References

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Economic Development Brandon, September 2007, Foreign Worker Update



Other Business Plan References

Australia – National Cultural Diversity Plan 2004 – 2006
City of Berkley – Arts and Cultural Plan – 2004
City of Durham, North Carolina – Durham Cultural Master Plan – 2004
City of Fredericton – Fredericton Municipal Arts Policy – 2003
City of Oshawa – Parks, Recreation & Culture Strategy – 2005
City of Port Moody – A Cultural Strategic Plan – 2001
City of San Buenaventura – The 2005 Ventura Cultural Plan – 2005
City of Saskatoon – Cultural Diversity and Race Relations Policy – N/D
City of Sault Ste. Marie – Cultural Policy – 2003
City of Seattle – Municipal Art Plan – 2006
City of St. Catherines – Municipal Cultural Policy – 1999
Halifax Regional Municipality – Cultural Plan – 2006
Kamloops – Cultural Strategic Plan – 2003
Owen Sound – Cultural Master Plan – 2006
Prince Edward County – Strategic Cultural Plan – 2005
Red Deer – Community Culture Master Plan – 2001
Region of Waterloo – Arts, Heritage, Culture Master Plan – 2002
Scotland – Building Better Cities – 2003
The States of Guernsey – Cultural Strategy – 2006
Town of Ajax – An Integrated Community Arts and Cultural Plan – 2006
Town of Whitby – Culture, Parks, Recreation & Open Space Master Plan – 2005
West Vancouver – Arts & Culture Strategy – 2004
West Vancouver – Cultural Policy – 1999
City of Niagara Falls – Strategic Plan for the Provision of Parks, Recreation, Arts & Culture – 2007
Southern Windsor Region – Long-Term Strategic Economic and Community Development Plan – 2003
Town of Aurora – Strategic Plan Update – 2006

