



Creative Together

A Cultural Plan for the
Municipality of Dysart et al

FINAL REPORT

July 2012

The Municipality of
Dysart et al





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Executive Summary

The United Townships of Dysart, Dudley, Harcourt, Guilford, Harburn, Bruton, Havelock, Eyre and Clyde (hereafter the Municipality of Dysart et al) enjoy a breadth and depth of cultural organizations and activities unrivalled in Canada for a community of its size. Indeed, the number of talented artists, cultural organizations and enterprises, festivals and events and other cultural activity would be the envy of many much larger municipalities.

The Municipality of Dysart et al undertook a Municipal Cultural Plan to develop a 10-year agenda of strategies and actions to leverage these successes and build an even stronger, more vibrant and sustainable cultural sector. In turn a stronger sector will increase arts and culture's contribution to growing the local economy and enhancing community wellbeing. The Municipality viewed the Plan as a guide to better integrating culture into decision-making across a wide range of planning issues and to strengthening collaboration with its important business and community partners. Finally, the existence of a Municipal Cultural Plan will increase opportunities for the Municipality and its partners to seek funding and investment from both public and private sector sources.

The development of the Municipal Cultural Plan involved background research and extensive community engagement. An interim *Key Findings and Strategic Directions Report* was presented to Council in March 2012. That report established the framework and a set of strategic directions that guided the development of the final Municipal Cultural Plan. The report is available at the Municipal office as a background document.

An extensive inventory of cultural resources was also prepared and produced as a status report. This report provides a 'snapshot' of the current state of cultural resources and provides a foundation for future cultural mapping. This report is also available at the Municipal Office as a background document.

The Plan should not be viewed as a finished document. Rather, it should be viewed as a thoughtful starting point based on an assessment of where the community finds itself today and informed by the community's expressed needs and aspirations for the future. The Municipal Cultural Plan must be seen as a dynamic document that must continue to respond to changing needs and opportunities as they arise. Among the Recommended Actions set out in the Plan are mechanisms to support the Municipality and its partners in responding to these new opportunities.

The following provides an overview of the major components of the Municipal Cultural Plan.



Overview of Municipal Cultural Plan

Vision Statement

The following was generated by participants at the community Visioning Event.

Through multi-sectoral collaboration Dysart et al will support and through its actions, enhance a culturally rich, healthy, sustainable and vibrant community for all.

Guiding Principles

In pursuing this Vision, the Council of the Municipality of Dysart et al endorses the following Guiding Principles.

- We see culture as integral to planning for a sustainable community alongside social, economic and environmental considerations.
- We see our history and culture as a source of civic pride and shared identity that connects our community.
- We see our combined natural and cultural environments as key to the quality of place that attracts people and investment.
- We see creativity and culture as a source of inspiration and innovation in a rapidly changing world.
- We see our cultural assets as essential to building vibrant downtowns that are the social and economic hubs of our communities.
- We see a community in which cultural programs and activities are accessible to all parts of our community and throughout all phases of life.
- We see a community that values and supports strong cultural organizations working together toward shared goals.

Goals

- **Goal 1: Municipal Leadership** – Broaden the Municipality's role in strengthening collaboration among cultural groups and building partnerships with business and community interests.
- **Goal 2: A Strong and Collaborative Cultural Sector** – Ensure a vibrant and sustainable cultural sector through strengthening networks and collaboration.
- **Goal 3: Culture and Economic Development** – Leverage creativity, culture and quality of place to grow the local economy.
- **Goal 4: Heritage and Identity** – Conserve and promote local history and heritage



Recommended Actions

Each Goal provides a framework for a series of Actions summarized in Figure 1 and elaborated later in the document.

FIGURE 1: RECOMMENDED 10-YEAR ACTION PLAN

Goal 1: Municipal Leadership

- Discuss and Identify a Staff and Administrative Framework Needed to Implement the Plan.
- Create a Cultural Resources Committee Reporting to Council
- Implement a Communications Strategy to Promote the Plan
- Convene a Meeting with Senior Administrative Staff to Introduce and Review the Cultural Plan
- Integrate Culture into Strategic, Land Use and Operational Planning Systems of the Municipality
- Complete an Inventory of Municipal Cultural and Recreational Assets
- Prepare a Parks and Recreation Plan
- Prepare a Strategic Plan for the Haliburton Highlands Museum
- Develop Policies to Guide Municipal Decisions on Cultural and Heritage Issues
- Research and Create a Municipal Heritage Committee

Goal 2: A Strong and Collaborative Cultural Sector

- Convene an Annual Community Sustainability Summit
- Strengthen Local Cultural Networks
- Define Municipal Infrastructure Support for Community Events and Organizations
- Strengthen Relationships and Collaborative Programming Among Anchor Cultural Institutions
- Strengthen Regional Partnerships and Collaboration
- Strengthen Regional Cultural Managers Network
- Coordinate and Strengthen Marketing and Promotion
- Advocate for County-Wide Municipal Cultural Plan
- Support Efforts to Build County-Wide Cultural Mapping Capacity
- Address Cultural Facility Needs
 - Inventory Community Cultural Facilities and Spaces
 - Investigate the Potential for a Multipurpose Cultural Facility

Goal 3: Culture and Economic Development

- Develop an Economic Development Strategy
- Clarify The Role of the County and Municipalities Regarding Economic Development and Tourism Marketing
- Strengthen Ties with Haliburton County Development Corporation
- Strengthen Ties with Haliburton School of the Arts - Sandford Fleming College
- Grow Creative Cultural Enterprises
 - Profile Local Success Stories
 - Convene Creative Minds Events
- Strengthen Youth Engagement and Retention
 - Examine Opportunities for Youth Apprenticeship and Mentoring Programs
 - Strengthen Youth Programming
 - Connect High School Student Volunteer Requirements to Cultural Sector Development
- Strengthen Festivals
- Explore Opportunities to Attract Creative Enterprises to Downtown Haliburton

Goal 4: Heritage and Identity

- Identify the Haliburton Highlands Museum as a Lead Organization for Preservation and Promotion of Heritage
- Leverage Heritage Information for Tourism and Economic Development
- Re-launch Heritage Walking Tours
- Establish a Register of Heritage Properties, Sites, Landscapes, Zones and Vistas
- Define Strategies to Address Documentary Heritage



Introduction

The Municipality sees the Municipal Cultural Plan as an important step in establishing a shared vision that will help identify municipal and community priorities for strengthening the cultural sector and advancing cultural and economic development in the community.



1 Introduction

1.1 Purpose of the Plan

In 2011, the Municipality of Dysart et al secured funding from the Creative Communities Prosperity Fund of the Ontario Ministry of Tourism, Culture and Sport to develop a Municipal Cultural Plan. Specific objectives identified for the Plan included:

- Identifying connections and/or gaps between public and private sector groups and organizations;
- Identifying opportunities and/or gaps with respect to public and private operated facilities;
- Identifying opportunities for public and private sector groups to collaborate, support and enhance activities;
- Mapping out a sustainable long-term vision for cultural planning within the community;
- Developing policies and action strategies to implement this long term vision; and,
- Ensuring that municipal policies relating to cultural planning are integrated with strategic land use, economic development, tourism and operational plans.

1.2 The Planning Process

The development of the Municipal Cultural Plan was undertaken in six phases beginning in September 2011. The planning process and timelines are illustrated in Figure 2. The consultants wish to thank the strong support received from the Steering Committee established to guide the project. Members of the Steering Committee are listed in Appendix A.



FIGURE 2 PROJECT PLANNING PROCESS





1.3 Understanding Municipal Cultural Planning

Municipal Cultural Planning

The following definition of municipal cultural planning has been adopted by the Government of Ontario and has guided the development of the Municipality of Dysart et al Municipal Cultural Plan.

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

Municipal cultural planning is part of an integrated, place-based approach to planning and development that takes into account four pillars of sustainability: economic prosperity, social equity, environmental responsibility and cultural vitality¹.

Culture's Contribution to Economic Development and Community Building in Dysart et al

The following describes the range of ways in which culture contributes to economic and broader community development agendas.

Culture + Economic Development

Creativity and culture are increasingly important drivers in an emerging creative economy. Dysart et al and the County of Haliburton have a growing awareness of the importance of culture to economic development. The Haliburton County Development Corporation has been a leader in understanding the changes in the local and regional economy and the positive outcome of nurturing creative cultural enterprises through a range of programs and initiatives including the Haliburton Creative Business Incubator. Greater attention to cultural enterprises and activities will not transform Dysart et al's economy overnight. However, they do contribute to building a more diversified and resilient local economy more likely to produce higher paying year-round employment. The powerful role played by cultural resources as an attractor in growing local and regional tourism has long been acknowledged and leveraged to grow the local economy.

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



Culture + Downtown Revitalization

Downtown development and revitalization is a priority for the Municipality of Dysart et al. Major investments in infrastructure improvements in the downtown have been made over several years. A priority now is to shift the focus from hard infrastructure improvements to strategies aimed at attracting new businesses and activity into the downtown. Culture plays an integral role in creating beautiful public spaces through investments in public art. Cultural performances and activity help create a vibrancy to attract more people to visit and shop in the downtown. Finally, downtown renewal can be supported through supporting the presence of live-work spaces and inexpensive office space for creative enterprises in underutilized buildings.

Culture + Quality of Place

The unique quality of place that defines the Municipality of Dysart et al is a product of its wealth of cultural, natural and recreational assets and activities. It was this unique combination of assets and quality of place that attracted artists, cultural workers and cultural enterprises over several decades. The growing artistic community drawn by this quality of place was undoubtedly a factor in the decision to establish the Haliburton School of the Arts – Fleming College Campus in the community. The College has become a major factor in branding Dysart et al as a unique place to live, work and invest. The same quality of place offering an unrivalled mix of ‘culture and nature’ also constitutes the areas primary tourism attractor.

Culture + Youth Retention

Youth retention is a challenge in all small communities and was a strong theme heard throughout the planning and community engagement process. Ensuring accessible, youth-relevant cultural programs and opportunities is a first step in youth retention. However, the primary factor in youth leaving Dysart et al is the lack of employment opportunities. Exposure to cultural occupations – from individual artists to jobs in rapidly expanding creative cultural enterprises – is a source of potential employment that can often go unnoticed in communities. Finally, there is a wealth of evidence to suggest that participation in arts and cultural activities help youth develop lifelong learning skills, perform better academically and feel more connected to their community.

Defining Cultural Resources

One of the defining characteristics of municipal cultural planning is a broad definition of a community’s cultural assets or resources. The definition of cultural resources adopted for the Municipal Cultural Plan is illustrated in Figure 3.

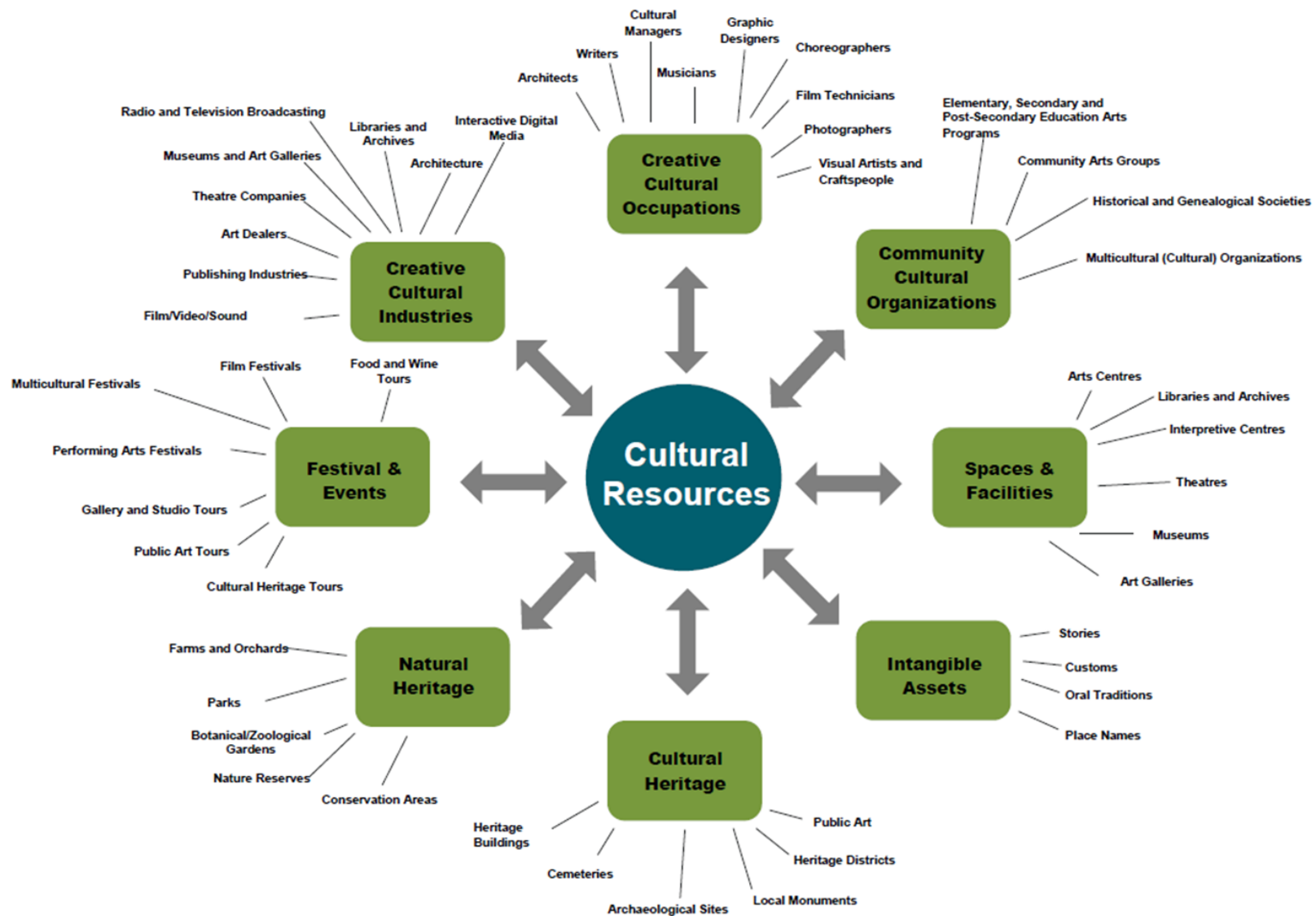
Many stakeholders noted the importance of understanding and reaffirming the connection between Dysart et al's natural heritage, its recreational assets, and the rich culture of the area.

By better understanding the interconnections among a wide variety of assets and resources in Dysart et al a more complete and attractive depiction of the community can be developed and a more compelling community narrative can be told.

- Key Findings and Directions Report



FIGURE 3: PROVINCE OF ONTARIO CULTURAL RESOURCE FRAMEWORK





Summary Findings

Fuller development of the community's cultural assets and amenities together with expansion of creative cultural enterprises is an essential part of any strategy aimed at building a local economy characterized by larger numbers of year-round, higher paying jobs.



2 Summary Findings from the Planning Process

2.1 The Research

The *Key Findings and Directions* established a foundation of research and analysis upon which the Municipal Cultural Plan has been developed. The Report summarized the results of several types of background research:

- A review of cultural mapping findings;
- A review of all culture-relevant Municipal policies and plans in order to establish the planning context within which the Municipal Cultural Plan was developed;
- An overview of major demographic trends in the municipality; and,
- An analysis of the creative cultural economy in the municipality in terms of creative cultural occupations and creative cultural industries.

From this research emerged the following themes.

- Findings from the cultural mapping process demonstrate conclusively the breadth and depth of cultural resources and activities in the municipality.
- Many Municipal plans and strategies exist that recognize the importance of cultural resources and activities. However, there is some question about the degree to which these stated commitments have been fully realized or implemented due to restricted resources and limited cultural planning capacity. Responsibility for implementing plans and policies related to cultural development requires effective partnerships between the Municipality and its cultural, business and community partners. Providing mechanisms to support these partnerships should be a priority in the Municipal Cultural Plan.
- Seasonal residents and tourism generate economic activity and bring many benefits to the community, but may also act to undermine an economy based on year-round higher paying jobs in more knowledge-based or creative industries.
- Innovative projects such as the Haliburton Creative Business Incubator speak to a level of understanding about the emerging creative economy and the importance of small enterprises in the growth of that economy.
- The Municipality does not have an integrated Economic Development Strategy in which culture can play an important role.



- The beauty and appeal of the natural environment and natural heritage constitute one of the area's most important assets in attracting new residents as well as tourists. Building and promoting stronger connections and synergies in promoting both natural and cultural assets hold potential to grow jobs and economic development.
- Dysart et al's population is growing and the community attracts a relatively high level of post-secondary education in college and apprenticeship programs relative to other rural jurisdictions. However, there is a high level of underemployment consistent with the performance of many rural communities. Youth unemployment is especially high and a concentration of seasonal employment and part-time employment constitutes major barriers to economic growth and prosperity.
- The growth in the cultural sector in Dysart et al over the past 30 years is remarkable and must be celebrated. While the numbers of creative cultural occupations and industries captured by formal statistics are still relatively small, the growth trend is significant. While the cultural economy will not immediately transform the local economy, it can contribute in significant ways to diversifying that economy, making it more resilient and less dependent on a small number of industries.

2.2 The Community's Voice

The second phase of work on the Municipal Cultural Plan was an extensive community consultation process that engaged more than 250 community residents and stakeholders in three ways:

- **Interviews** - 40 interviews conducted with members of Municipal Council, Municipal Staff, representatives from the cultural sector, together with a range of business and community interests and stakeholders;
- **Community Survey** – 173 respondents (an extraordinarily high response rate) completed a community survey representing a cross-section of the community and stakeholders; and
- **Community Visioning Session** – this session was held at the Haliburton School of the Arts - Fleming College, attracting over 50 participants representing a wide range of community groups and interests.

Based on findings from the research and community engagement the consultants produced a *Key Findings and Directions Report*. The Report summarized findings from all the work to date that informed a Strengths/Weaknesses/ Opportunities/ Threats (SWOT) analysis. This analysis led to the identification of a series of Strategic Directions, set out in the next section of this report, to guide the development of the Municipal Cultural Plan.



A Cultural Plan for the Municipality of Dysart et al

“Through multi-sectoral collaboration Dysart et al will support and through its actions, enhance a culturally rich, healthy, sustainable and vibrant community for all.”



3 A Cultural Plan for the Municipality of Dysart et al

3.1 Strategic Directions

Grow the creative cultural economy

The Municipality of Dysart et al has seen strong growth in creative cultural industries and occupations over the past decade. There are strong signals that this growth will continue and can be supported and enhanced through targeted interventions and initiatives. Growing creative cultural jobs and enterprises are potential sources of high paying, year-round jobs and potential sources of new employment to support youth retention and attraction.

Leverage quality of place to attract residents and grow tourism

The vitality of cultural activities and amenities combined with the beauty of the natural environment and recreational opportunities has produced a unique quality of place that serves as a magnet for new residents and businesses. The same quality of place is a primary 'attractor' for tourists providing opportunities to continue to grow its tourism industry. The community enjoys a rich history shaped by its unique geography and natural assets, the proud history of its forestry industry, its railway heritage, its hockey heroes and, more recently, the remarkable story of the The Haliburton School of The Arts - Fleming College, among many others. All these stories contribute to defining what makes Dysart et al a unique community.

Municipal leadership

The Municipal Cultural Plan must define a clear mandate and leadership role for the Municipality in support of cultural development. There is also an opportunity for the plan to recommend strategies to help strengthen and expand business and community partnerships. By clearly defining the Municipality's roles and responsibilities, and by building partnerships, the Plan will help build capacity to advance cultural development in Dysart et al. It was noted that there are many ways in which the Municipality can support cultural development through normal operations; these include things as improved signage in the community, strengthening coordination and collaboration across departments, new municipal infrastructure investments (such as washrooms in Head Lake Park), among others.

The beauty and appeal of the natural environment and natural heritage constitute one of the area's most important assets in attracting new residents as well as tourists. Building and promoting stronger connections and synergies in promoting both natural and cultural assets hold potential to grow jobs and economic development.

- Key Findings and Directions Report



Foster relationships

There is a need to work together, build on existing relationships and to forge the new partnerships needed to make things happen. Stronger relationships should be fostered between:

- The Municipality and the arts and cultural sector;
- The arts and cultural sector and the business community;
- The Municipality and Haliburton School of The Arts - Fleming College;
- The School Board and the broader community;
- All cultural groups and activities.

Address issues of access

While the Municipal Cultural Plan cannot resolve many of the social and economic challenges associated with poverty and exclusion in the community, it can help reduce isolation (particularly among youth and seniors) through increased access to cultural programs and activities. Strategies to combat the cost of transportation in the Municipality should be explored. Participation in cultural activities has been shown to assist in boosting confidence and creativity in youth, while at the same time exposing them to potential employment opportunities that might otherwise have gone unnoticed.

Promote, strengthen and celebrate shared identity

The Municipal Cultural Plan must define an inclusive vision of culture that can help unite various facets of the community and combat false perceptions of elitism. Ensuring the vision of culture encompasses the community's exceptional natural assets and recreational opportunities can help engage a wider cross-section of its population. This inclusive vision of culture can contribute to building a stronger sense of shared identity in the community. Extending cultural mapping to include the identification and celebration of the community's intangible cultural resources and community stories can be a powerful tool for building and reinforcing this shared identity.

Expand youth engagement

The Municipal Cultural Plan must define concrete strategies and actions that engage youth in a meaningful way by giving them opportunities to define their own cultural needs and aspirations. Cultural programming must be relevant and accessible to youth; new strategies are needed to increase active participation in the creation (rather than passive consumption) of cultural products and activities. Youth must have a genuine voice in the future of cultural development in the community.



Strengthen sectoral capacity

The Municipal Cultural Plan must propose concrete strategies and actions to strengthen coordination among cultural groups and activities. More effective coordination will contribute to building a vibrant and sustainable cultural sector in the community. Building capacity in the cultural sector will contribute to expanded economic impacts. Many specific suggestions were proposed to enhance this coordination and capacity.

Address cultural facilities needs

The Municipality of Dysart et al enjoys a wide range of cultural facilities and infrastructure. Among those most frequently identified as ‘anchor’ cultural institutions in the community include: the Haliburton School of The Arts - Fleming College Campus; Haliburton Highlands Museum; Dysart Branch - Haliburton County Library; Northern Lights Pavilion; Rails End Gallery and Art Centre. There was recognition that additional cultural spaces and facilities are needed to expand activity and help realize the full cultural potential of the community. There is a need to integrate cultural facilities planning into capital and operational planning in the Municipality.

3.2 Vision and Guiding Principles

Vision Statement

The following was generated by participants at the community Visioning Event.

Through multi-sectoral collaboration Dysart et al will support and through its actions, enhance a culturally rich, healthy, sustainable and vibrant community for all.

Guiding Principles

In pursuing this vision, the Council of the Municipality of Dysart et al endorses the following guiding principles.

- We see culture as integral to planning for a sustainable community, alongside social, economic and environmental considerations, as seen in the figure below.
- We see our history and culture as a source of civic pride and shared identity that connects our community
- We see our combined natural and cultural environments as key to the quality of place that attracts people and investment.
- We see creativity and culture as a source of inspiration and innovation in a rapidly changing world





- We see our cultural assets as essential to building vibrant downtowns that are the social and economic hubs of our communities.
- We see a community in which cultural programs and activities are accessible to all parts of our community and throughout all phases of life.
- We see a community that values and supports strong cultural organizations working together toward shared goals.

3.3 Goals

Emerging from the Strategic Directions outlined above have emerged four high-level goals that anchor and set a context for a range of Recommended Actions. The Plan is not a finished document. Rather, it should be viewed as a thoughtful starting point based on an assessment of where the community finds itself today, together with the expressed needs and aspirations for the future. The Plan must also be dynamic and continue to respond to changing needs and opportunities. New actions will emerge throughout the lifespan of the Municipal Cultural Plan; the Plan proposes mechanisms to respond to these new opportunities.

It should be noted that there has been a prioritization of Recommended Actions to reflect a logical sequence of activities, beginning with a number of foundational initiatives that will build the capacity of the Municipality and its partners to successfully implement many subsequent Actions. A proposed Implementation Plan is set out in Chapter 5, but again should be viewed as a flexible plan that can be adjusted to respond to new issues and opportunities.

GOALS

- **Goal 1: Municipal Leadership** – Broaden the Municipality's role in strengthening collaboration among cultural groups and building partnerships with business and community interests.
- **Goal 2: A Strong and Collaborative Cultural Sector** – Ensure a vibrant and sustainable cultural sector through strengthening networks and collaboration.
- **Goal 3: Culture and Economic Development** – Leverage creativity, culture and quality of place to grow the local economy.
- **Goal 4: Heritage and Identity** – Conserve and promote local history and heritage



3.4 Recommended Actions

For the series of Recommended Actions set out below, leading practices from other communities have been provided. It is recognized that many of these practices are drawn from much larger communities than Dysart et al, many with access to significantly greater human and financial resources. Nevertheless, these leading practices can provide insights and principles to support the implementation of these actions in Dysart et al.

GOAL 1: Municipal Leadership

Throughout the planning process, the Municipality was praised for the leadership role it had played in launching the municipal cultural planning process and for many of its past actions in support of cultural development. However, there was also a strong call for the Municipality to broaden its role in facilitating communications and networking among cultural groups, and strengthening collaboration with business and community partners.

Recommended Actions:

1. Discuss and Identify Staff and Administrative Framework Needed to Implement the Plan.

The Cultural Plan for the Municipality of Dysart et al has set out a long-term vision and recommended actions to advance cultural and broader economic development agendas in the community. Currently the Municipality does not have in place either the administrative structure or staff resources needed to implement this agenda over the long-term. Consideration must be given to how these needs will be addressed. While the Cultural Plan will only be successfully implemented through active participation and investment by the Municipality's business and community partners, a strong leadership role is needed from the Municipality of Dysart et al. Council should give consideration to the most appropriate administrative structure and staff resources needed to ensure success.

2. Create a Cultural Resources Committee Reporting to Council

Central to successful implementation of the Municipal Cultural Plan and ongoing support of cultural planning and development is creating new mechanisms to provide continuity and to sustain the important partnerships noted above. Each community must define the structure best suited to its needs and circumstances. However, the most successful mechanisms engage the following range of community interests and constituencies.

- Council
- Municipal staff
- Cultural sector representatives – across not-for-profit and for-profit sectors

Stakeholders commented on the need for a new structure to support ongoing communication and relationship building across a wide range of interests and public, private and voluntary sector stakeholders needed to support and advance cultural development.

- Key Findings and Directions Report



- Business representatives – Chambers of Commerce, BIAs, etc.
- Education – primary/secondary/post-secondary
- Youth

It is recommended that a Cultural Resources Committee reporting to Council be established to assume these responsibilities. Some communities establish these mechanisms as arm's length bodies while others create new municipal committees. The Cultural Resource Committee will serve an advisory function to Council, although its primary focus is *action-oriented*. The committee exists to mobilize resources and expertise to implement specific recommended actions set out in the Municipal Cultural Plan.

3. Implement a Communications Strategy to Promote the Plan

A first priority should be for the Municipality, working together with its partners and stakeholders, to raise awareness of the Municipal Cultural Plan including its Vision and Recommended Action. The first target audience should be those community members that participated in the community engagement process. The Municipality enjoys strong local media outlets that should also be leveraged to broaden awareness and understanding of the Plan. Consideration could be given to leveraging social media tools such as Facebook and Twitter to broaden awareness and invite engagement and participation as the implementation of the Plan moves forward.

4. Convene a Meeting with Senior Administrative Staff to Introduce and Review the Cultural Plan

Successfully implementing the Cultural Plan requires building shared understanding and collaboration among municipal staff. An early priority should be convening a meeting to present and review the Plan.

5. Integrate Culture into Strategic, Land Use and Operational Planning Systems of the Municipality

One of the most important outcomes of the Municipal Cultural Plan must be building the capacity of the Municipality to factor culture into decision-making across a range of planning areas. The Cultural Plan will build the capacity of the Municipality to achieve this objective by creating a clear planning framework, and by building shared knowledge and understanding related to cultural planning and development among staff and Council. Factoring culture into planning and decision-making means asking two fundamental questions:

- How can cultural resources contribute to addressing larger Municipal plans and priorities (e.g. economic diversification, retaining youth, growing cultural tourism, etc.)?
- How do local planning decisions impact cultural resources (e.g. the impact of development on valued natural or cultural heritage resources)?



6. Complete an Inventory of Municipal Cultural and Recreational Assets

The inventory of cultural resources produced through the planning process has provided a solid beginning in identifying cultural assets in the municipality. This initial work must be broadened and deepened over time. An immediate focus and priority should be on a more comprehensive inventory of cultural and recreational assets owned by the Municipality. While recreation planning did not fall within the scope of the Cultural Plan, there are clear cross-overs between cultural and recreational assets and facilities. A combined asset inventory will be an invaluable tool to support long-term strategic and operational planning.

7. Prepare a Parks and Recreation Plan

During the community engagement process, participants consistently drew attention to the strong linkage and synergies between cultural, natural and recreational resources and opportunities in the community. Preparation of a Parks and Recreation Plan will provide a similar planning framework and set of recommendations to those set out in the Cultural Plan for this important area of Municipal responsibility. A Parks and Recreational Plan will also provide an opportunity to consider connections and synergies with cultural planning and development strategies.

8. Prepare a Strategic Plan for the Haliburton Highlands Museum

The Haliburton Highlands Museums is one of the community's most important cultural institutions and assets. As a Municipally-owned facility, it plays a particularly important role in the current and future cultural vitality of the community. The Museum has been challenged in recent years by a reduction in budget and staff hours. It also faces a range of challenges related to changing programming, the need for new software to support collections management, a shortage of space and equipment for collections storage, among others. A Strategic Plan for the Museum will provide an opportunity to establish a clear, long-term vision for the organization and propose recommendations to address operational and curatorial challenges.

9. Develop Policies to Guide Municipal Decisions on Cultural and Heritage Issues

An overriding theme and priority identified for the Cultural Plan was to build on Council's past commitment and investments in cultural development but to assume a stronger role in planning and policy development in support of cultural development. The following are areas in which policy development are needed.



9A: Public Art Policy and Program

The Municipality of Dysart et al has made a major investment in downtown revitalization and infrastructure improvements in Haliburton Village. The development and implementation of a public art policy and program, while not restricted to the downtown, would further enhance and leverage these investments and assist in making the area an attractive destination for residents and tourists. The community already has a powerful example of the power of public art through initiatives such as the Haliburton Sculpture Forest. In the development of a Public Art Policy and Program for Dysart et al, the Advisory Committee for the Haliburton Sculpture Forest can play an important role, drawing on the experience and expertise it has evolved over many years. The Municipality should examine leading practices in other municipalities as another source of information and insight.

***Best Practices:** The North Vancouver Public Art Program is widely admired as a leading practice among Canadian municipalities. One element of the Program is to distinguish a series of different forms of public art programs and activities.*

- **Civic Public Art** – a category of *professional commissioned* works potentially funded by the Municipality and its community and business partners that covers a range of media in outdoor spaces (including murals, sculpture, etc.) as well interior spaces (including paintings, sculpture, multimedia installations, etc.)
- **Community Public Art** – a program that invites community residents to participate, either on their own or supported and facilitated by professional artists, to create public art. Community public art can be a powerful vehicle for promoting community dialogue and providing an opportunity for local residents to

9B: Heritage Policy

A series of recommended Actions related to heritage are set out in *Goal 4: Heritage and Identity*. The history and heritage of Dysart et al is one of the most powerful ingredients in defining the unique identity of the community, and an important source of information on which to draw in promoting and marketing the municipality. A stronger policy leadership role is needed on the part of the Municipality in supporting the preservation, interpretation and promotion of the community's unique history and heritage. The Municipality should develop an overarching Heritage Policy that articulates the importance of heritage to the community, and to set a context for more specific heritage-related Actions and initiatives set out in the Cultural Plan.



***Best Practice:** In September 2010, the City of Kingston adopted a Kingston Cultural Plan (KCP). Among its recommendations was that the City undertake an integrated Cultural Heritage Policy and Strategy to address the needs of its extensive inventory of built heritage assets, significant civic collections, the needs of the city's twenty plus museums, and its natural features. Central to the proposed initiative is to support the development of Kingston's powerful historical narrative and to leverage its intangible heritage and histories. A central objective is building a fuller and more inclusive narrative and identity for the city.*

9C: Funding Policy

There was a strong call during community engagement for the Municipality to implement a policy to guide current and future funding and investment in culture in the community. The primary concern and need identified related to establishing greater predictability from year to year for those funds provided to important cultural organizations and facilities. There was realism in the community that, given serious fiscal pressures facing the Municipality at this time, significant increases in funding were unlikely, at least in the short-term. A policy addressing predictable funding would support these institutions in effective planning and budgeting.

9D: Review Build Form Guidelines

The Municipality's current Built Form Guidelines were adopted in 2003 and should be reviewed to reflect significant changes and developments in the community since that time, including major capital investments in the downtown. Since 2003, the Municipality also has additional planning powers that provide greater opportunities to strengthen the original guidelines.

9E: Signage

Another area of policy, relevant to the Cultural Plan, is the need to review the current signage policies from time to time to address the changing needs of the community and to ensure consistency with the Built Form Guidelines. There was a call through the community engagement process for stronger and most consistent signage to help promote cultural resources and to assist residents and visitors in finding these resources and activities.

10. Research and Create a Municipal Heritage Committee

The Ontario Heritage Act mandates the creation of Municipal Heritage Committees, as advisory committees to Council, to play a leadership role in heritage conservation in Ontario municipalities. While the focus of most Municipal Heritage Committees is on built heritage, many have taken on broader roles in heritage conservation, including heritage



interpretation and marketing in the community. The Municipality should examine leading practices related to the formation and operation of Municipal Heritage Committees, particularly in smaller communities in Ontario.

GOAL 2: A STRONG AND COLLABORATIVE CULTURAL SECTOR

The Municipality of Dysart et al is home to a remarkably large and diverse range of cultural organizations and activities. Like most communities in Canada, the cultural sector suffers from fragmentation and a lack of collaboration that undermines the strength and sustainability of individual organizations and the sector as a whole.

Recommended Actions:

11. Convene an Community Sustainability Summit

Many municipalities in Ontario that have developed and implemented cultural plans have established 'Cultural Summits' to provide an opportunity to communicate progress on the implementation of the Plan, and to engage the community in identifying new cultural needs and opportunities. Rather than restricting such a summit to the Cultural Plan and cultural development, it is proposed that an Sustainability Summit be convened (at a frequency to be determined) to address the larger sustainability agenda in which culture plays such an important role. The Summit can still provide an opportunity to update the community on progress toward implementing the Cultural Plan, but presented in this larger community planning context.

12. Strengthen Local Cultural Networks

Strengthening and sustaining networking among cultural groups was a strong theme raised during the community engagement process. Organizations such as *Arts Council Haliburton Highlands* are already active in promoting such networking activity. There are also a range of County-wide networks such as Highland Performing Arts and the Heritage Roundtable that also play important cultural networking functions. The point is not to duplicate existing structures or initiative, but to identify a limited number of ways in which networking could be supported locally and regionally. However, there was a strong desire expressed during the community engagement process for more opportunities for local groups to meet and communicate on a regular basis.

One simple mechanism that has proven successful in other communities is short (60 minutes) networking sessions as a simple means of sustaining conversations and exchange of information across the cultural sector. Hosting sessions can rotate among organizations. A key to success is a well-facilitated session that keeps the discussion moving and makes minimum demands on people's time. Meetings can be cut across disciplines and be general information sessions, or can focus on shared interests among specific local cultural groups or activities – such as festivals facing similar issues and

One of the strongest and most consistent messages heard across all the community consultation process was the need for cultural activity to be better coordinated.

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challenges, or meetings of those ‘anchor’ cultural institutions to explore opportunities for cross-institutional programming or collaboration, among others.

13. Define Municipal Infrastructure Support for Community Events and Organizations

Many local cultural groups and activities face similar operational needs and challenges. The Municipality should examine ways in which it might support these groups through existing Municipal infrastructure – such as the development of the proposed inventory of cultural and recreational assets and facilities, policies addressing insurance for events, potential support services, etc.

***Best Practice:** The Prince Edward County Arts Council in 2010 established an innovative program in which, in return for a relatively modest annual fee, the Arts Council provides a range of common services to festivals in the County – umbrella insurance, marketing, ticketing, volunteer coordination, among others. The program has been successful in both leveraging stronger profile and attendance at events, as well as providing consistent leadership and continuity sometimes undermined by changing groups of volunteers associated with the various events.*

14. Strengthen Regional Partnerships and Collaboration

While strengthening local networks is essential, there are some issues and opportunities that can benefit from wider regional engagement and collaboration. Arts Council – Haliburton Highlands is already playing an important networking role and was highly praised throughout the planning process. The cultural mapping project is another example of the strength of regional collaboration. Additional initiatives that could be considered include the following.

14A: Clarify the Role of the County and Municipalities Related to Economic Development and Tourism Marketing

An important issue raised during consultations was a call for a clarification of the respective responsibilities of the County of Haliburton and municipalities such as Dysart et al in economic development and tourism marketing. Clearly both levels of government have roles to play, but clarification of these respective roles is critical to success both locally and regionally.

14B: Strengthen Regional Cultural Managers Network

Cultural managers (or other senior staff) in established organizations across the region often bring the strongest base of knowledge and expertise in cultural development issues and opportunities. Regular (often quarterly) meetings in other



communities have served as effective peer-to-peer learning opportunities as well as providing a forum for exploring larger strategic initiatives. Hosting and facilitation for each event can rotate across organizations.

14C: Coordinate and Strengthen Marketing and Promotion

There are many agencies locally and regionally involved in marketing and promotion efforts. There was a strong call for stronger coordination of these efforts and resources. Better coordination will both maximize the use of existing resources and ensure greater consistency in strategies and branding/messaging.

15. Support Efforts to Build County-Wide Cultural Mapping Capacity

The Municipality of Dysart et al made a significant contribution to the Haliburton County Cultural Mapping Project during the development of the Municipal Cultural Plan. Time was invested by both Municipal staff and the Steering Committee in strengthening existing data and generating hard copy maps of regional cultural assets displayed at the Visioning Session. Work undertaken to date on the Haliburton County Cultural Mapping Project is understood to be only the beginning of a longer-term goal of building and sustaining cultural mapping systems and capacities across the county. Success will require buy-in and support by both the County and individual municipalities such as Dysart et al, Minden and others.

There is a growing body of experience and more sophisticated cultural mapping systems being developed in Canadian municipalities. Successful mapping systems are being developed leveraging existing municipal investments in GIS technologies to create powerful interactive cultural maps. These maps enable ongoing contributions of information – on both tangible cultural assets and intangible assets or community stories – by the municipality and its partners as well as the community-at-large.

Best Practice: *‘Putting Culture on the Map: The South Georgian Bay Cultural Mapping Project; was a collaborative project by four small municipalities located in the South Georgian Bay area. The project created a portal capturing more than 700 cultural assets. The project made significant progress in the application of GIS tools to create interactive maps. The project’s success has led to the cultural mapping system and portal being expanded to all of Simcoe County. Interactive GIS-based cultural maps are soon to be launched in Newmarket and the Ottawa Valley that have pushed cultural mapping tools and practices in Ontario to a new level.*

Many community stakeholders pointed to the need for affordable facilities and community space for rehearsals, performances, classes and gatherings.

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16. Address Cultural Facility Needs

Anchor cultural institutions/facilities in Dysart et al include: The Haliburton School of the Arts – Fleming College Campus; Northern Lights Pavilion; Haliburton Highlands Museum; Dysart Branch, Haliburton County Library; Rails End Gallery and Arts Centre. Consultations revealed the need for new cultural spaces or facilities to address the following needs.

- **Performing arts space** – while the Northern Lights Pavilion was acknowledged as an innovative partnership between the community and the school board, joint use does pose some logistical challenges and barriers to its use; a need was expressed for smaller, less expensive space(s) for rehearsals, concerts or performances, etc.
- **Affordable and flexible community spaces** – to serve as a general gathering place for the cultural sector to support meetings, workshops or classes, rehearsals, etc.
- **Studio and live-work spaces for artists** – potentially located in existing unused or underutilized buildings and spaces in the community.

While falling outside the scope of the Municipal Cultural Plan, a significant facility issue raised related to long-term cultural development in the community was the need for student residences to support the Haliburton School of the Arts – Fleming College Campus.

In the context of current and future cultural facility needs, the following actions are recommended:

16A: Inventory Cultural Spaces and Facilities

Beyond the dedicated cultural spaces and facilities found in those anchor institutions listed above, spaces exist in churches, schools, recreation facilities or commercial spaces that could accommodate different types of cultural activity. A complete inventory of these spaces should be compiled and made accessible to increase awareness of a wider range of potential spaces for cultural activity.

***Best Practice:** One leading practice related to the creation of a comprehensive inventory of cultural spaces and facilities can be found in Oakville. CommUnity Arts Space emerged in response to demands from Oakville's creative groups to increase public space(s) for arts and culture in our town. CommUnity Arts Space was able to advise the Town in detail of current space needs for creative local community groups and guilds and continues to act as a link between the Town of Oakville and local community groups to ensure that space planning takes a multitude of views and needs into account. In June 2011, CommUnity Arts Space merged with the Oakville Arts Council to pool resources and build capacity to meet the needs of the Town's arts and culture sector.*



16B: Investigate the Potential for a Multipurpose Cultural Facility

A clear trend in cultural facility development in municipalities across Canada is the creation of multipurpose or multifunctional facilities intended to serve a range of cultural activities: exhibition and performance spaces, meeting rooms and studio spaces for individual artists/artisans. A multipurpose cultural facility could also serve as a shared administrative space for small cultural groups to meet basic needs such as meeting rooms, photocopier, small scale storage spaces, etc. The Municipality, working with its partners should investigate the potential for establishing such a facility through the adaptive reuse of an existing building or facility suited to these purposes.

***Best Practice:** The Vancouver Roundhouse is one of the most admired and successful multi-purpose cultural facilities in the country. The Roundhouse is located in Vancouver's oldest heritage building and has a twofold mandate: to be a centre for community cultural development and a community source for recreational activities for all ages. Its features include a black box Performance Centre, an exhibition hall, woodworking, pottery and dance studios, a full size gymnasium, a cafe area, and various multi-purpose spaces. The Roundhouse most importantly acts as a Connection. It exists to serve the needs of widely divergent communities. It reaches out to the places and situations where those communities feel comfortable.*

GOAL 3: CULTURE AND ECONOMIC DEVELOPMENT

Cultural resources and enterprises already make a significant contribution to the local economy in the municipality, and have the potential to contribute much more. There is also a need to broaden awareness of the economic importance of culture across the community.

Recommended Actions:

17. Develop an Economic Development Strategy

Discussions related to the need for an Economic Development Strategy for the municipality began with the call for better coordination of economic development among existing agencies such as the Chamber of Commerce, Haliburton BIA, Small Business Enterprise Centre, CFDC and Haliburton Creative Business Incubator. Elgin County was cited as an example of a community that had achieved strong collaboration among similar economic development agencies in part

From 2001 to 2006 there was a dramatic growth in the creative cultural occupations in Dysart et al far outstripping growth in the province as a whole. While Ontario's percentage of creative cultural occupations grew to 2.1%, Dysart et al's grew to 5.1%.

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through co-location in one facility. The larger issues identified in consultations was the strong call for an Economic Development Strategy for Dysart et al.

18. Strengthen Ties With the Haliburton County Development Corporation

The Haliburton County Development Corporation (HCDC) has played a strong role in community economic development, community planning, job creation and business development in Haliburton County since 1986. HCDC has also been a leader in understanding the nature and importance of the emerging creative economy and of the important role played by culture and creative cultural enterprises in that economy. There should be stronger ties and relationships built between the Municipality and HCDC broadly, and in particular in support of the implementation of the Cultural Plan. Representation from HCDC on the proposed Cultural Resources Committee would be one means of supporting and strengthening these ties.

19. Strengthen Ties with Haliburton School of the Arts – Fleming College

The College is one of Dysart et al's most important educational, cultural and economic assets. Stronger ties between the Municipality and the College have the potential to benefit both institutions and open up opportunities for collaboration on a range of areas of mutual interest. One simple way in which this could be achieved is through annual or semi-annual meetings between the Municipality and College officials.

20. Grow Creative Cultural Enterprises

The Economic Analysis of the Creative Cultural Sector revealed a diverse range of creative cultural industries or enterprises. The leadership demonstrated through the launch of the Haliburton Creative Business Incubator was also cited as an example of strong local and regional recognition of the importance of supporting innovative emerging entrepreneurs working in creative cultural enterprises. A number of initiatives could be undertaken to support and help grow these enterprises.

20A: Profile Local Success Stories

Many successful creative enterprises fly 'under the radar screen' in communities. Communicating stories of these successes are a powerful way to build the profile for the sector, inspire people and organizations, and attract new businesses and interest to the community. Short, inexpensively produced videos could be created to tell a range of these success stories.

Dysart et al has relatively high rate of youth unemployment. Youth age 15 to 24 is experiencing an unemployment rate of 19.7%, higher than both the County of Haliburton (at 19.4%) and the Province of Ontario (at 14.5%). This has led to increased youth out migration from the area to obtain educational and occupational opportunities.

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20B: Convene Creative Minds Events

These types of events are being implemented successfully in a growing number of communities in Ontario. They combine networking and peer-to-peer learning opportunities for individuals working in small and medium sized creative enterprises. The concept is simple. An after-work event is organized that begins with informal networking. This is followed by short presentations by 4-6 individuals on their current business or enterprise, as well as future business development plans. In some communities these presentations are videotaped and posted to YouTube or on a dedicated website for reference by those unable to attend the event. Presentations are followed by another opportunity for networking. The entire event is designed to last no longer than 2 hours.

21. Strengthen Youth Engagement and Retention

The needs and interests of youth in the community were raised in two contexts. The first was the need for accessible, affordable and relevant cultural programming for youth. The second was the challenge of keeping youth in the community through generating employment opportunities in the creative cultural sector. The following actions are recommended.

21A: Establish a Youth Apprenticeship and Mentoring Program

The Cultural Resources Committee should examine the potential to establish a program that connects local youth with individual artists, young entrepreneurs and creative professionals. These apprenticeship programs can provide real opportunities to expose youth to potential career options and future employment possibilities, as well as fostering skills development.

21B: Strengthen Youth Programming

A consistent message during the community engagement process was the lack of accessible and relevant cultural programming for children and youth. The Arts in the School program that welcomes artists from the area into local classrooms was cited as a strong example of the important work of fostering greater understanding of the arts and culture. The Haliburton County Library system has a reputation for its strengths in youth programming. There should be an examination of opportunities to better coordinate youth programming among local cultural organizations and activities. Ensuring youth representation on the Cultural Resources Committee would provide a powerful forum for exploring opportunities to address youth needs.

21C: Connect High School Student Volunteer Requirements to Cultural Sector Development

Every student who begins secondary school must complete a minimum of 40 hours of community involvement activities as a requirement for an Ontario Secondary School Diploma (OSSD). The purpose is to encourage students to develop awareness and understanding of civic responsibility and of the contribution that they can make to supporting and



strengthening their communities. The Municipality, working with the Cultural Roundtable, should examine opportunities to connect these volunteer requirements with the needs of not-for-profit cultural groups and activities. As with the apprenticeship and mentoring program, this initiative has the added advantage of exposing youth to potential employment opportunities.

22. Strengthen Festivals

Dysart et al's many festivals were identified as among the community's strongest cultural assets. However, they are also events facing a series of challenges and barriers to sustainability and development.

- Most events rely on a dedicated group of volunteers; many are led by individuals (in many cases founders of these events) who have played key volunteer leadership roles for many years; concerns were expressed about the challenge of recruiting a new generation of leaders to replace these individuals when they retire;
- A stronger collective marketing strategy would benefit all events and if well executed, attract higher levels of attendance from outside the immediate community. The potential is to attract audiences more likely to spend money on food, shopping and accommodation.

It is recommended a multi-prong festivals strategy be undertaken, elements of which may include:

- Creating a unified festivals brand and marketing strategy promoting festivals year-round;
- Distinguish different types of events in order to focus investment in festival development (i.e., *Tourism Events* – those that already attract sizeable numbers of attendees, a significant portion of which from outside the community; *Growing and Emerging Events* – those with the potential to grow into Tourism Events; and *Community-based Events* – those that are primarily community focused with limited tourism potential);
- Develop a proactive recruitment strategy for the next generation of volunteers.

Best Practice: *The growth of tourism is an economic development priority for the City of Burlington. To further this agenda, a Festivals and Events Strategy was developed. The Strategy established an overall guiding vision, recommended priorities for municipal investment and addressed capacity building issues and strategies for all events (including shared administrative facilities and/or services for festival groups). The Strategy also recommended that shared marketing and promotion campaigns are coordinated for all events. Similar strategies have been undertaken in Hamilton and Calgary.*

Many stakeholders commented on the rich number and variety of festivals and events that occur throughout the year, but particularly in the summer months. These festivals and events work to develop a sense of community and celebration in Dysart et al.

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23. Explore Opportunities to Attract Creative Enterprises to Downtown Haliburton

One of the biggest challenges facing many individual artists or artisans and small creative enterprises is the availability of affordable space. Some municipalities have implemented programs to reclaim empty or underutilized buildings and spaces (often in downtown areas) for use as live-work spaces, artist studios or office space for small (often start-up) creative enterprises. In some cases, rent subsidies have been offered as a means of attracting new users and uses for these spaces. The experience is often that artists or small businesses will invest their own 'sweat equity' to improve and upgrade these spaces. The ultimate goal is to draw more people and activity into the downtown; thereby increasing its appeal as a destination for both residents and visitors.

GOAL 4: HERITAGE AND IDENTITY

While arts and cultural activity have enjoyed strong (and highly deserved) profile and success, heritage issues and needs have received less attention as a critical component of the cultural vitality of the municipality.

24. Identify the Haliburton Highlands Museum as Lead Organization for Preservation and Promotion of Heritage

A trend in many museums in Ontario and elsewhere in Canada is for local museums to play a larger leadership role related to the preservation and promotion of heritage in the community. Museum managers and curators often bring strong knowledge of heritage conservation programs and practices beyond those of their own institutions. As part of the proposed Strategic Plan for the Museum, consideration should be given to how the institution could play this larger 'cross-community' role in heritage.

25. Leverage Heritage Information for Tourism and Economic Development

As noted earlier, the unique history of Dysart et al and the larger region is one of the primary ways in which it the community can be distinguished from other neighbouring communities and a powerful way to promote it as a cultural and tourism destination. There should be greater use made of heritage information in broader tourism and economic development strategies through its use in marketing materials, potential new plaques in the community, the integration of information into existing programming such as public art tours, among others.

26. Re-launch Heritage Walking Tours

A successful Heritage Walking Tour program did run successfully at one time. Consideration should be given to re-establishing this program. This could be done on a low-cost basis with some simple interpretative pamphlets. A more ambitious approach to the walking tours concept would be investigating the potential to implement a version of the highly

It is important to bring to life stories about the community's past as well as its present to fully express and develop Dysart et al's identity. The Haliburton region was a sacred place for the Aboriginal peoples and there is a strong and interesting history of settlers in the area and that should be better understood and appreciated. The history of lumbering, the railway and the Donald Chemical Plant are a few examples of other important historical themes that should be explored.

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successful [murmur] project in Toronto². The project collects and records people's personal histories and anecdotes about specific places in their neighborhoods or communities. In each of these locations a small [murmur] sign with a telephone number is placed that enables anyone with a mobile phone to call and listen to that story while standing in that place and engage directly in the physical experience of the place. The program does not draw on particularly sophisticated software and because it relies solely on use of a cell phone, it makes it highly accessible to residents and visitors.

27. Establish a Register of Heritage Properties, Sites, Landscapes and Vistas

The Ontario Heritage Act enables municipalities to establish a Heritage Register for purposes of identifying local heritage resources and potential and integrating these resources into the land use planning process. While the Ontario Heritage Act describes the information every municipality shall maintain on their registered properties, the approaches for identifying significant cultural heritage resources are inevitably tied to the unique and special qualities of local time, place and space.

The Municipality has shown leadership in designating a number of the most important heritage properties in the community. It is important to note that placement of a property on the Register has no connection or implication for the designation of these properties. Rather it is a tool for municipalities to take stock and record information on a wider range of important heritage sites and properties.

28. Define Strategies to Address Documentary Heritage

Critical to supporting the preservation and promotion of the community's history and heritage is the proper maintenance of archival and documentary heritage resources. Currently archival collections are held by a number of agencies, including the Municipality itself and the Haliburton Highlands Museum. Strategies should be developed to establish a more integrated and consistent approach to the collection and preservation of these invaluable heritage resources.

3.5 Monitoring

Part of the effective implementation of any plan is putting in place mechanisms to track progress toward the Vision and Recommended Actions identified in the plan. Periodic updates on progress should be made to Council, and communicated to the community. A formal review of progress toward implementation of the Municipal Cultural Plan should be made after five years.

² <http://murmurtoronto.ca>



Proposed Implementation Plan

Recommended Actions are outlined according to the following:

- **Timing:** Whether the action is to be initiated in YEAR 1 (assumed 2012) or three time horizons: Short term (2-3 years), Medium term (4-6 years), or Long term (7-10 years).
 - **Output Measures:** Measures or steps demonstrating the successful implementation of that Action.
 - **Lead Responsibility:** The lead group/agency (working with partners) responsible for that Action.
-



4 Proposed Implementation Plan

Recommendations		Timing				Actions	Lead Responsibility
		Year 1	S	M	L		
Goal 1: Municipal Leadership							
1	Discuss and identify staff and administration framework					- Identify staff position & staffing needs to lead plan implementation	Council/CAO
2	Create Cultural Resources Committee					- Establish term of reference - Recruit membership	Council/Staff
3	Implement a communications strategy to promote the Plan					- Design and implement a communications program	Cultural Resources Committee (CRC)
4	Convene with senior administrative staff to introduce and review the Cultural Plan					- Inform senior administrative staff of recommendations and interrelationships in MCP	Staff
5	Integrate culture into strategic, land use and operational planning systems of the municipality					- Greater understanding and increased capacity to factor culture into municipal planning systems	Council/Staff
6	Complete an inventory of municipal culture and recreation assets					- Inventory complete and available for long term planning purposes	Staff
7	Prepare a parks and recreation plan					- Vision and direction to guide decisions on parks and recreation infrastructure and programs	Staff/Consultant
8	Prepare a strategic plan for museum					- Vision and direction to guide decisions on heritage based infrastructure and programs	Staff/Consultant
9	Develop policies to guide municipal decisions on cultural and heritage issues					- New public art policy - New heritage buildings policy - New funding policy - Review built form guidelines - Review signage guidelines	Council/Staff/CRC/other Community Experts



10	Research and create heritage committee				- Role, policies and committee established	Council/Staff
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Recommendations		Timing				Actions	Lead Responsibility
		Year 1	S	M	L		
Goal 2: A Strong and Dynamic Cultural Sector							
11	Convene an Annual Cultural Summit					- Community visioning exercise based upon four pillars: cultural vitality, economic prosperity, environmental responsibility and social equity	Council/Staff/CRC
12	Strengthen Local Cultural Networks					- Arrange networking sessions with program operators, facilities managers and with strong cross-sectoral representation	CRC
13	Municipal infrastructure support for community organizations and events					- Inventory of facilities - Policy on support services - Policy on insurance etc.	Council/Staff/CRC
14	Strengthen regional partnerships and collaboration						
a.	Clarify role of County and municipalities in regards to economic development and tourism marketing					- Efforts are coordinated and supported	Council/Staff
b.	Strengthen regional cultural managers network					- Efforts of all groups are coordinated and supported	Arts Council/CRC
c.	Coordinate and strengthen marketing and promotion					- Culture coordinated with and integrated into broader municipal efforts	Staff, CRC, other municipal committees
15	Support efforts to build a County-wide cultural mapping capacity					- Secure Dysart et al Council support for creating a County-wide mapping system and propose to County Council	Council/Staff



Recommendations		Timing				Actions	Lead Responsibility
		Year 1	S	M	L		
Goal 2: A Strong and Dynamic Cultural Sector							
16	Address Cultural Facility Needs						
a.	Undertake a Comprehensive Inventory of Cultural Spaces and Facilities					- Complete inventory.	Staff/CRC
b	Investigate the Potential for a Multipurpose Cultural Facility					- Examine best practices - Identify potential buildings	Staff/CRC



Recommendations		Timing				Actions	Lead Responsibility
		Year 1	S	M	L		
Goal 3: Culture and Economic Development							
17	Develop an Economic Development Strategy					- Define terms of reference	Council/Staff/CRC/other Municipal Committees
18	Strengthen ties with HCDC					- HDCC representation on Cultural Committee and HBD Committee	Council
19	Strengthen ties with SSFC					- Arrange annual or semi-annual networking meeting between Municipal and College officials	Council/Staff/SSFC
20	Grow Creative Cultural Enterprises						
a	Profile Local Success Stories					- Identify success stories, record and publish stories (municipal newsletter, newspapers)	Arts Council/HCDC
b	Convene Creative Minds Events					- Convene first event.	Arts Council/HCDC



Recommendations		Timing				Actions	Lead Responsibility
		Year 1	S	M	L		
Goal 3: Culture and Economic Development							
21	Strengthen Youth Engagement and Retention						
a.	Examine opportunities for youth apprenticeship and mentoring programs					<ul style="list-style-type: none">- Investigate/brainstorm opportunities- Define program- Initiate discussions with high school	CRC/Cultural Organizations (e.g. Library, Gallery, Museum) or cultural businesses/TLDSB
b.	Strengthen youth programs					<ul style="list-style-type: none">- Inventory current programs- Identify gaps/opportunities- Identify partners	CRC/Cultural Organizations (e.g. Library, Gallery, Museum)/TLDSB
22	Strengthen festivals					<ul style="list-style-type: none">- Define strategic needs (infrastructure, resources, promotions)- Coordinate efforts (include timetable)- Secure funding	CRC with support from Council/Staff
23	Explore opportunities to attract creative enterprises to downtown					<ul style="list-style-type: none">- Identify space opportunities- Facilitate partnerships	CRC/Arts Council



Recommendations		Timing				Actions	Lead Responsibility
		Year 1	S	M	L		
Goal 4: Heritage and Identity							
24	Identify the Haliburton Highlands Museum as the lead organization for promotions and preservation of heritage					- Community leadership	Council
25	Leverage heritage information for tourism and economic development					- e.g., Railway history, logging history, etc. - Use of heritage plaques/markers, public art tours, etc.	Council/Staff/CRC/Partner Cultural Organizations and Agencies
26	Re-launch heritage walking tours					- Recruit volunteer - Plan events	Arts Council/Museum/CRC
27	Establish a register of heritage properties, sites, zones and vistas					- Create inventory/register	CRC/Staff/Museum/Community Experts
28	Define strategies to address documentary heritage					- Examine leading practices in other communities - Identify existing collections - Define integrated strategy	Museum/CRC/Staff



Appendices



Appendix: Steering Committee Members

Chair	<ul style="list-style-type: none">• Andrea Roberts, Councillor, Ward 1
Council	<ul style="list-style-type: none">• Dennis Casey, Councillor, Ward 2
Staff	<ul style="list-style-type: none">• Patricia Martin, Director of Planning and Development
Community Members	<ul style="list-style-type: none">• Tom Ballantine, Curator, Haliburton Highlands Museum• Jim Blake, Haliburton County Development Corporation• Sandra Dupret, Dean/Principal, Flemming College, Haliburton College• Laurie Jones, Director/Curator, Rails End Gallery and Arts Centre• Janis Parker, Board Member, Arts Council• Bessie Sullivan, CEO/Librarian, Haliburton County Library• Mike Jaycock, Manager, Haliburton Creative Business Incubator