



[TORC MCP FORUM SERIES 2008-2009:](#)

Economies in Transition: Leveraging Cultural Assets for Prosperity





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TORC 2008-2009 MUNICIPAL CULTURAL PLANNING FORUM SERIES

**Economies in Transition:
Leveraging Cultural Assets for Prosperity**

TORC proudly presents this Forum series in partnership with:

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About The Ontario Rural Council (TORC)

As a forum for all rural voices, The Ontario Rural Council (TORC) offers a vital venue for rural engagement in the form of dialogue, collaboration, action and advocacy. As a member-driven, multi-sector, provincial organization, TORC strives to foster communication that informs and ultimately helps shape and influence policy, programs and research development affecting today's rural Ontario. Members share a commitment to strong, healthy, vibrant rural communities, businesses and organizations. Through Public Issue Forums and our Rural Development Conference, TORC provides the only venue dedicated to drawing together the collective rural voice, working to break down the silos between sectors and encourage effective partnerships for progress.

TORC Members represent non-profit organizations, private sector organizations, the public sector, and individuals with specialized expertise and resources in rural matters. In our role as convenor, TORC brings together these diverse interests and perspectives and offers valuable networking opportunities to link people, information and activities in support of rural community development and capacity building.

The TORC Mission:

- To act as a catalyst for rural dialogue, collaboration, action and advocacy

TORC Aims To:

- Foster communications that inform – with the aim to influence and shape – policies, program and research development affecting rural Ontario
- Enhance the understanding of rural realities
- Act as a broker and clearinghouse of news, stories and research – linking local, regional, provincial and global thinking
- Build innovative rural networks that stimulate the formation of province-wide collaboration
- Be an outcomes-focused learning organization

About THE TORC REPORT

The TORC Report is an official document summarizing “*what we heard*” during the TORC Municipal Cultural Planning (MCP) Forum series. It is a critical outcome in so much as participant insights, observations and recommendations are intended to help inform stakeholders, as well as federal, provincial and municipal decision-makers, on the issue of MCP. It is hoped the **Recommendations for Action** herein will aid stakeholders and decision-makers in leveraging opportunities towards addressing a number of issues related to MCP.

Executive Summary

In Ontario, a growing number of rural communities are looking at municipal cultural planning (MCP) as an approach to economic revitalization and diversification. Traditional dependencies on agriculture and industry have left many communities vulnerable and open to pursuing new avenues in order to increase tax revenues, retain and attract population, and improve quality of life for its residents.

Many rural and small town communities have a wide-range of cultural assets (creative occupations, facilities and spaces, community organizations, cultural heritage, natural heritage, festivals and events, creative industries/businesses) that could form the foundation for attracting and supporting creative sector businesses and jobs. Communities need to understand the strategies and steps required to capitalize on this economic and community development opportunity. The Martin Prosperity Institute Report, *Ontario in the Creative Age* (<http://martinprosperity.org/research-and-publications/publication/ontario-in-the-creative-age-project>) effectively addresses the urgency of this action.

To explore the potential of MCP as a key strategy to support rural economic and community revitalization, The Ontario Rural Council (TORC) partnered with the Municipal Cultural Planning Partnership (MCP) and a number of sponsoring organizations to host a series of three MCP Forum events. These gatherings took place in **Brockville** (November 17, 2008), **Chatham** (November 26, 2008) and **Minett / Muskoka** (March 26, 2009) and attracted a total of 284 participants. The forum participants represented the following sectors¹:

- Residents
- Cultural organizations
- Community organizations
- Academic
- Private businesses
- Municipal – elected officials
- Municipal – staff
- Federal / provincial staff
- Provincial non-government organizations

¹ For a complete sector breakdown of participants at each Forum, refer to Appendices C, D and E.

A combined total of 78 Ontario municipalities were represented at the all three Forum events.² Copies of all Forum event presentations can be viewed on the TORC website (www.torc.on.ca).

Forum Objectives

- ✓ Build awareness of the value and economic development opportunity presented by MCP
- ✓ Illustrate through community examples and regional success stories, how municipalities are integrating cultural planning into municipal planning
- ✓ Identify tools and resources that could aid a municipality / community in MCP
- ✓ Identify barriers to effective municipal cultural planning and Recommendations for Actions to address these obstacles

The TORC MCP Forum series supported the interest currently in place around MCP as a tool for both furthering local economic prosperity in rural communities and for increasing cultural capacity. The collaborative and asset-based approach underpinning municipal cultural planning resonated with rural representatives. The opportunities for economic, community, social and business development were recognized, though it was noted municipal capacity is often limited. Community organizations are a key local resource and provide significant momentum for local MCP.

Speakers and participants at the forum events described a number of challenges and issues facing rural communities in implementing municipal cultural planning.

Key Challenges and Issues

- ⇒ Lack of clarity and agreement on the definition of “culture” for the purposes of MCP
- ⇒ Challenge to identify a common vision and develop a unified approach to MCP across diverse communities within the municipality and/ or region
- ⇒ Inadequate private sector access to capital
- ⇒ Need for greater awareness of the scope and economic value of culture
- ⇒ Insufficient human and financial capacity at the municipal level to effectively integrate culture into municipal planning
- ⇒ Need for strong municipal leadership
- ⇒ Need for policy framework at the regional, provincial and federal levels to strengthen the case for MCP and its subsequent practice
- ⇒ Lack of identifiable processes, tools and training to implement MCP

² For a complete list of municipalities represented at each Forum, refer to Appendices C, D and E. For a complete list of the combined municipalities represented at the three Forum events, refer to Appendix F.

- ⇒ Need for research on best practices and the economic, environmental and social impact of culture in the rural context
- ⇒ Need for effective community engagement models in order to secure community buy-in
- ⇒ Challenge to secure cross-sector participation in the MCP process
- ⇒ Challenge to leverage the MCP process as a means of engaging, attracting and retaining youth
- ⇒ Challenge to include aboriginal communities and newcomers in the MCP process
- ⇒ Challenge to maintain and preserve cultural assets
- ⇒ Inadequate development of the link between MCP, the creative industries sector and the “creative economy”

Recommendations for Action

The proposed recommendations culled from participant input at all three TORC MCP Forum sessions fall into two key areas:

1. Building and sharing the case for culture
2. Supporting the process of MCP through:
 - Policy and funding
 - Capacity building and tools
 - Inclusive engagement

An elaboration on the Recommendations for Action can be found on Page 22 and Page 23 of this Report.

Background to Municipal Cultural Planning

From TORC members to urban planners to regional decision-makers, those concerned with the future of local economies are beginning to recognize creativity, culture and quality of life as key proponents to renewing their economies and contributing to future prosperity. There is recognition of culture as a major driver in building prosperous and sustainable cities and communities. Current interest in MCP reflects an understanding of this importance.

Cultural planning first emerged in the late 1980s and early 1990s in Australia, Britain and the United States. It suggests a new approach to planning for culture in communities—an approach built on integrating culture into municipal planning and decision-making. MCP also stresses strong collaboration between the municipality and its business/community partners. MCP is built on a systematic identification of local cultural assets, or resources, called ‘cultural mapping’.

The Municipal Cultural Planning Partnership defines MCP as *“The strategic and integrated planning and use of cultural resources in economic and community development.”*

MCP has FIVE (5) anchor characteristics:

1. Cultural Resources

MCP embraces a broad definition of cultural resources that includes creative industries, community cultural organizations, cultural spaces and facilities, natural and cultural heritage, festivals and events

2. Cultural Mapping

MCP is built on a systematic approach to identifying and recording cultural resources (using Geographic Information Systems) to support more rigorous evidence-based approaches to planning and decision-making in culture

3. Adopting a Cultural Lens

MCP involves establishing systems and capacities to integrate culture as a consideration across all facets of municipal planning and decision-making.

4. Cross-Sectoral Strategies

MCP requires mechanisms (such as Cultural Roundtables) to support effective and ongoing collaboration with community and business partners.

5. Networks and Engagement

MCP involves strengthening networks across the cultural sector and systematic approaches to broader community engagement.

The choice of *municipal* cultural planning, rather than simply cultural planning, is deliberate. Cultural planning's roots rest in traditions of asset-based community development and engagement. As a result, the dominant perspective has been a community-based one – i.e., community cultural planning. While community perspectives and engagement, of course, remain essential to MCP, the focus is first and foremost on integrating culture with formal policies, plans and investments of local government.

MCP refers to TWO (2) distinct, but inter-related, components:

- 1. MCP as a Distinctive Approach to Developing a Plan** – understood as a specific process and initiative to establish an underlying vision and framework to guide ongoing efforts in any municipality.
- 2. MCP as Ongoing Planning and Governance** – understood as the ongoing integration of culture in planning and decision-making across all areas of municipal responsibility and governance.

Growing recognition of the value of culture in place-making, sustainable development and creative city planning has served to strengthen interest in MCP across Canada. The Ontario Ministry of Culture has identified MCP as a priority, with Ontario providing leadership in advancing the national agenda.

Bolstering the movement is The Municipal Cultural Planning Partnership (MCP), a coalition of provincial government ministries, the Association of Municipalities of Ontario, cultural service organizations, and the University of Waterloo. MCP plays a major role in raising MCP awareness and understanding, working in partnership to support Ontario municipalities in adopting cultural planning approaches.

MCP originated in late 2003 as a small working group led by the Ontario Ministry of Culture. The group came together to plan a series of MCP-focused events. The goal was to engage elected officials, municipal staff, and local business, community and cultural leaders to share leading MCP ideas and practices.

A total of eight forum events took place in 2005 and 2006, attended by more than 1,775 people. Participants represented a wide cross-section of municipal council and staff, the cultural sector (including strong participation by public libraries) and representatives of

business, community and post-secondary interests. Based on this strong interest, MCPP was formed to support the adoption of MCP in municipalities across Ontario. During this period, fully developed municipal cultural plans began to emerge in communities such as Prince Edward County, Orillia, Barrie, Chatham-Kent and Oakville.

Since then, MCPP has hosted numerous workshops and forums, provided technical expertise to municipalities interested in cultural planning, developed cultural planning practices and promoted MCP at various conferences and events. Over the course of the last year (May 2008-April 2009), MCPP has hosted or presented at 21 different events (which were attended by 1,500 people) and provided technical assistance to 19 Ontario municipalities. During the same timeframe, 19 municipalities undertook cultural planning initiatives. Today, there are 52 municipalities across Ontario engaged in cultural planning initiatives.

Currently, the work of MCPP centres on a set of focused priorities:

- building awareness and readiness in municipalities to undertake MCP
 - strengthening knowledge and practice in municipalities
 - supporting (not undertaking) initiatives to improve the policy environment for MCP in Ontario
- Progress is being made on a proposal to create a mechanism to support cultural mapping in municipalities, a toolkit of MCP resources, the collection and dissemination of best practices and the strengthening of the MCP community of practice. [THE TORC REPORT on Municipal Cultural Planning](#) will assist MCPP in setting priorities related to MCP in rural and small town Ontario.

Introduction to the TORC MCP Forum Series: Economies in Transition: Leveraging Cultural Assets for Prosperity

In the interests of exploring the potential of MCP as a key strategy to support rural revitalization, TORC partnered with MCPP and a number of sponsoring partner organizations to host a three Forum series on MCP in rural communities.

The TORC MCP Forum events were held in Brockville (November 17, 2008), Chatham (November 27, 2008) and Minett / Muskoka (March 26, 2009), attracting a total of 284 participants. The MCP Forum in Brockville attracted 74 participants, while 93 attended in Chatham and 117 in Muskoka.

Forum series participants represented the following sectors:

<u>SECTOR</u>	
Residents	2 %
Cultural organizations	13 %
Community organizations	20 %
Academic	<1 %
Private businesses	5 %
Municipal – elected officials (mayors; councillors)	11 %
Municipal – staff	31 %
Elected officials	8 %
Federal / provincial staff	13 %
Provincial non-government organizations	7 %

From a regional government perspective, participants at the TORC Forum series represented some 78 municipalities, or 18% of Ontario's municipalities.³

³ For a sector breakdown of participants at each Forum, refer to Appendices C, D and E. For a complete list of municipalities represented at each Forum, refer to Appendices C, D and E. For a complete list of the combined municipalities represented at the three Forum events, refer to Appendix F.

Across the three TORC Forum events, participants included mayors, municipal councillors, municipal staff, staff from various provincial ministries, representatives from community organizations (involved in the arts, heritage, cultural development, economic development, community development, recreation/health/fitness and environmental/natural/nature resources), workers from local libraries, museums, philanthropic organizations, the private sector and interested citizens.

Each one-day event featured a common agenda format with four major components:

- Keynote Address
- Panel Presentations highlighting Community Success Stories
- Making it Happen: Tools for Success
- Roundtable discussion to Identify Recommendations for Action

Speakers were drawn from municipalities, provincial government, non-profit organizations and the private sector. Collectively, they brought a significant range of related perspectives on MCP, economic development and community development. The intent of the chosen panels was to highlight tools, resources, current practices and approaches to assist municipalities in undertaking MCP initiatives. The TORC Forum events also provided participants the chance to share potential barriers, opportunities and success stories. Each forum ended with a participatory roundtable discussion guided by questions to seek input on issues, priorities and recommendations to enhance MCP in Ontario.

Emerging Themes from the Forum series

For each location, the line-up of speakers changed (with some overlap) as did the overall focus. Peter Kenyon's keynote address in Brockville had a strong focus on asset-based community development to identify a community's cultural assets. Kenyon also highlighted the importance of collaboration and community engagement in community revitalization. Dan Taylor's remarks in Chatham focused on the shift in economic opportunities away from traditional industry in favour of tourism and a more creative economy. At the Muskoka Forum, Mayor Laurence Mawhinney from Lunenburg, Nova Scotia, stressed the importance of 'place'; the concept of maximizing local cultural assets to diversify the local economy and enhance community development. In order to preserve and cultivate a

quality of 'place', Mawhinney noted, strong municipal leadership and supportive municipal policies are paramount.

For their part, the panellists brought a broad range of perspectives to the practice of MCP, including municipal and community experiences, success stories in implementing MCP, tools and resources, and the private sector role in MCP.

Though speakers and focus varied among the three TORC Forum dates, what remained steadfast were the shared commonalities and enthusiasm among participants and speakers with a vested interest in MCP.

Importance of Culture

Given the values inherent in many rural communities and the asset-based community development approach, a "glass half-full" perspective is readily accepted as an approach to MCP. The concepts of validating the various forms of local cultural expression, of celebrating community uniqueness, building social capital, grassroots involvement, and nurturing community in the broadest sense, all resonate with rural audiences.

Culture was spoken of as a positive factor in liveable and sustainable communities. Its role and contribution was thought to be complex and multi-layered. It was alternately referred to as the identity of a community, an economic driver, an employer, a factor in resident retention / attraction and the soul of a community.

Similar to the Canadian model of the Four Pillars of Community Sustainability (environment, economic, social and culture), to which several speakers referenced, Peter Kenyon identified four "table legs" to achieve sustainable balance (economic viability, environmental integrity, community well-being and cultural enhancement). Kenyon also spoke of the importance of "people, planet, prosperity and preservation".

Arts and culture are
at the core of the
human spirit...or the
expression of
humanity.

*Roundtable notes
Chatham Forum*

The Frame for Cultural Planning

Throughout the forum series, it was clear the shared enthusiasm for culture is strong, yet the range of content and perspectives presented clearly indicates there is a lack of shared consistency when it comes to the definition of MCP, how MCP differs from or complements, cultural planning, planning for culture, creative city planning and the creative economy.

Although there appears to be common language and the appearance of common meaning, this is not necessarily the case. Key terms including *creative*, *culture*, *community*, *assets* and *mapping*, are not used consistently within discussion of MCP or between cultural and other sectors. For example, several speakers and participants referenced the “creative city”, a term popularized in Richard Florida’s book *The Rise of the Creative Class*³. However, Florida’s use of the term “creative” in describing the “creative class” or “creative city” denotes a “knowledge”-based workforce and economy. MCP recognizes a specific subsection of Florida’s broad “creative class”, which focuses on creative occupations and industries as defined by the North American Industry Code System. This difference in interpretation of terminology was evident in the presentations and the general discussion. It presents a challenge to create a common understanding.

Focus on quality of life and development will follow as a logical outcome...

Anne Gilbert, Councillor,
Municipality of Chatham-Kent;
CFDCK Chair
Chatham Forum

The Municipal Cultural Planning Partnership (MCPP) describes municipal cultural planning as “...a process for leveraging a community’s cultural resources to support economic development and integrate culture across all facets of local planning and decision-making.”

Municipal leadership is put forward as a defining aspect of municipal cultural planning, but there are inconsistent messages on whether municipal-based leadership is essential. Furthermore, there is a lack of clarity regarding whether there is a distinct “MCP” process different from other forms of planning in a municipal context; for example, whether municipal cultural planning is the same as planning for culture. In some respects, one can mean the other,

³ Richard Florida, *The Rise of the Creative Class*, New York: Basic Books, 2002

but municipal cultural planning can be broader than planning for culture and, conversely, planning for culture is not necessarily limited to municipal.

There also exists some ambiguity around the development of cultural capacity within a community as being the means...or the ends. While MCP and planning for culture aren't necessarily interchangeable processes, how community-led cultural planning relates to, and impacts, the objectives and processes of MCP remains unclear. Furthermore, the understanding of how community development and MCP approaches differ or overlap, appears to be blurred. Given the lack of human resources dedicated to culture in most rural communities, community-led (or community-partnered) cultural planning is more realistic than leadership and process management from the municipality. Peter Kenyon's many examples from Australia were typically community-led processes, while other examples of planning such as in Orillia, Barrie and Prince Edward County, were municipally-led with a level of community involvement.

In roundtable discussions, participants from some smaller rural communities specifically noted that, given the lack of municipal interest or capacity, such planning would not be municipally-led, and that leadership would have to come from the community.

One participant suggested the term be changed from "municipal cultural planning" to "community cultural planning". The notion that cultural planning should *not* be a municipal exercise but, rather, more inclusive and community based, is reflected in comments from multiple roundtable groups.

The current view of culture within the public sector has been significantly influenced by Richard Florida's concept of the "creative city". Florida demonstrates the most successful North American cities today, in terms of community vitality and economic strength, are those that have been able to attract and retain talented and creative workforces. These workforces, the "creative class", are drawn to places that are authentic, culturally vibrant

The Province needs to distinguish between cultural planning to strengthen the cultural sector of a community, region, municipality and cultural planning to leverage cultural assets to increase economic prosperity.

*Roundtable notes,
Muskoka Forum*

and embrace diversity. Municipal cultural planning can be a strong foundation for the development of the creative industries sector at a community level.

Communities and municipalities need to understand and appreciate the link between cultural planning, municipal cultural planning, the creative economy and creative city planning.

It's not just about arts and culture; it's bigger and broader.
Don't get stuck in [the] culture pot.

*Dan Taylor,
Economic Development Officer,
Prince Edward County,
Chatham Forum*

One speaker, when addressing the shift to a creative economy and his community's activities noted, "this is not just about culture." For his municipality, culture was an economic driver and therefore was integrated into the economic development strategy.

Larger Framework

Currently, the Province of Ontario does not have a policy framework for culture. There are legislative frameworks in related cultural areas, such as the Public Libraries Act, the Ontario Heritage Act and, on the municipal side, the Municipal and Planning Act. There is no policy or legislation either mandating or guiding MCP activities within the provincial government, nor is there one to frame the relationship between the province and municipalities, or between the province and other interested groups (such as MCPP, ROMA), with respect to MCP.

Participants noted that such a framework would give MCP added "credibility" with rural councils. Mandated planning, along with financial incentives, would solidify cultural planning within municipal planning processes and priorities. The inclusion of MCP outcomes within municipal official plans will provide a policy context which can then trickle through other departmental master plans, work plans and budget priorities.

Collaboration

Throughout many of the forum presentations and discussions, the concept of collaboration was a common theme. One speaker noted the "power of partnerships" and another spoke of working "cooperatively and competitively".

The Ministry of Culture's role in promoting MCP was applauded, with participants recognizing the Ministry cannot be expected to advance it alone. It was viewed that, ideally, MCP was "everybody's job" and moving it forward should be a collaboration of multiple ministries, across multiple departments within municipalities, and with the involvement of local stakeholders. That said, participants noted many volunteer-driven organizations are experiencing burnout at the community level. There is also a lack of paid cultural staff, which consequently makes the consolidation of scarce resources that much more vital.

The necessity for collaboration at many levels was identified as such:

- within a municipality
- between a municipality, the community and cultural organizations
- within a community
- within government (such as municipality to municipality)

The purpose of the collaboration is to share information and practices, determine shared values and objectives, and leverage resources.

Within a municipality: A cross-silo perspective is a guiding principle of MCP, and communication and cooperation between departments is critical. Although the names of departments differ between municipalities, there is a commonality of functions that have, or should have, an interest in MCP such as planning, economic development, GIS services, facility management, culture, parks, recreation and leisure.

Collaboration between municipality and

community: In many rural communities, the culture-based capacity is held within the community and not within the municipal government. Rarely are there dedicated human resources for culture in smaller communities, and volunteer support is critical to advancing cultural agendas. In these smaller community settings, cultural planning is often led by local non-profit organizations and citizen leadership.

Culture is not the
business; culture is
a factor in the success
of business.

*Leah Leslie, Sales and Marketing,
The Rosseau, J.W. Marriott Resort
Muskoka Forum*

Ignore the naysayers
and proceed.

*Roundtable notes
Chatham Forum*

Collaboration within community: It is recognized that many sectors contribute to community sustainability; collaboration across economic, environmental, social, tourism and private sectors is essential.

Collaboration within government: There is tremendous interest in sharing approaches, tools and practices between municipalities. The province's leadership in advancing MCP through the Ministry of Culture is viewed as positive, but there is some confusion about the ministry's role and the mandate of MCPP.

Various ministries within the Province are positioned to advance MCP planning, including the Ministries of Culture, Agriculture, Food and Rural Affairs, Economic Development, Municipal Affairs and Housing, Tourism and others. Active engagement by these ministries and an ongoing cross-silo provincial approach will support cooperation and collaboration between policies, programs, initiatives and agencies.

Similarly, as culture is an area that crosses all levels of government, ideally then, collaboration should follow across federal, provincial and municipal lines. Collaboration between the federal and provincial government is noted as key to ensuring coordination of funding programs and priorities, toolkit development, resource allocation and policy development.

Key Issues and Challenges in Implementing Municipal Cultural Planning

Each TORC MCP Forum concluded with a working session among participants to identify Key Issues and Recommendations for Action. The small group roundtable discussions were guided by a series of questions:

1. Based on what you know, and what you heard today, what are the issues that need to be addressed in order to support your community/organization in more effectively moving forward in the area of municipal cultural planning?
2. What are three (3) key recommendations for dealing with these issues?

3. What is the most critical step requiring immediate action, and who or which group/organization should take responsibility for the action?

The following is a synthesis and summary of issues and challenges identified in the roundtables, question and answer periods, as well as from general discussion across the three TORC MCP Forum events:

Definition of culture and cultural assets

Rural communities differ from urban communities in their definition of culture and cultural assets. It was expressed that “we need to clarify what is culture, locally”. While rural communities may have fewer cultural assets than their larger, urban counterparts, these communities recognize and value different forms of cultural expression, which may be more difficult to quantify and visually map. The field of community development and community asset mapping practices has shown that mapping exercises can capture both tangible and intangible assets – techniques that are applicable to cultural mapping.

Definition of community

Many Ontario rural municipalities/districts are composed of multiple communities rather than a single town, either as a result of amalgamation or growth patterns. There are also multiple groups within the locality; the importance of including the aboriginal community was noted at roundtables at all three forum locations. Within these large geographic areas it is challenging to identify a common vision and develop a unified approach. It is equally challenging to “be sensitive to uniqueness of communities”. It’s important to remember cultural activity and partnerships extend “beyond local political boundaries”.

Private sector access to capital

The private sector is experiencing extreme difficulty in securing capital for redevelopment, renewal and repurposing of historical or “out-purposed buildings or sites”. Banks and lending institutions are hesitant to lend money for “adaptive reuse of building” projects due to their perceived “high risk”.

Awareness of Culture

The scope and value of culture are under-appreciated by rural governments and the general population. This is realized in many forms including: lack of inclusion of culture in municipal priorities, policies, and strategies; lack of human and financial resources dedicated to culture; the pervasive attitude that culture is a “frill”; and failure to protect cultural assets such as built heritage.

Human and financial resources

Rural municipalities rarely have dedicated human resources for culture and capacity is challenged. Without internal support infrastructure, MCP (or any culture-based activity) is difficult to resource or champion. But then, community resources, non-profit organizations and volunteers are also stretched.

Municipal Leadership

A MCP champion at the elected or senior staff level is needed to advance MCP within the municipality. Without this type of leadership, it is challenging to bring adequate attention to the opportunities presented by MCP.

Policy Context

The case for MCP would be stronger with regional, provincial and federal strategies or policy frameworks. It was, however, noted during a roundtable presentation it must “be made clear that municipalities are not dictating strategies for culture....they are facilitating”.

Tools and Training

While MCP is viewed as desirable, there is a gap between awareness of it and identifying the initial steps to implementing a process at ground level. While there are tools in some areas (like cultural mapping), there is a lack of identifiable processes, tools or training specifically addressing very first steps. The starting questions such as, “What is culture in our community?”, “What should cultural planning look like in my community?” and “Who should be involved?” remain major hurdles. Any training and tools developed need to be flexible to accommodate use by municipal staff, volunteers and community-based organizations.

Tools and training related to competitive business analysis and the identification of a community’s strengths in the creative industry sector will definitely be required.

Research

There is little research on the economic, environmental and social impact of culture...and even less in rural contexts. The few models available are urban-based and often not transferable, or not accepted as transferable, by rural municipalities. Performance measures and indicators to support the case for culture are required.

Community Engagement

Meaningful engagement, not merely consultation, is viewed as critical to community buy-in and long-term support. Best practices are needed to realize effective community engagement for MCP.

Cross Sector Engagement

It is essential that all sectors (private, economic, environmental, social, tourism etc.) are involved in MCP, as all contribute to community sustainability.

Youth Engagement

Migration of youth from rural areas is a key issue. Culture is viewed as a means of engaging and retaining youth while in the community, and attracting them back once they've left the community.

Inclusivity

Other groups, such as aboriginal communities and newcomers, need to be included in all MCP processes.

Preservation of Cultural Assets

Many cultural assets, such as built heritage, landscapes, downtowns, artefacts and traditions, are at risk in rural communities. A balance of awareness and appreciation, protective legislation and appropriate adaptive reuse are necessary to foster place-making and a sense of community.

Municipal Cultural Planning – to what end?

MCP, without a direct connection to economic and community development, is of minimal value. Private business development within the “creative industries sector” should be a purposeful outcome of MCP. At present time, this connection does not appear to be well established.

Recommendations for Action

As a document, The TORC REPORT is intended to reflect “what we heard” during the Forum series. As such, the following Recommendations are a synthesis and grouping of the feedback garnered at participant roundtable discussions at all three TORC MCP Forum sessions. Though they are neither ranked nor weighted against any particular benchmarks, they do reflect the most commonly-stated and/or -heard sentiments of valued TORC stakeholders.

CATEGORY 1: Building and Sharing the Case for Culture

- Research, develop and articulate an evidence-based case to increase awareness and acceptance of the value of culture and investment in culture
- Develop a communication strategy supporting the case for culture, and target it to government, the private sector, key organizations (i.e. AMO) and the public

CATEGORY 2: Supporting the Process of MCP

Policy & Funding

- A policy framework for culture must be developed at the municipal, provincial and federal levels to recognize and promote the role of the cultural sector in building communities
- The Government of Ontario must work towards funding municipalities for capacity building, planning and preservation/restoration
- Financial instruments and lending programs must be developed to provide private-sector access to funds for the “adaptive reuse and rebuilding of historical or cultural structures”, i.e. an insurance program through Canadian Housing and Mortgage Corporation (CMHC) and Community Futures Development Corporations (CFDCs)

- The Government of Ontario must work towards providing financial incentives for MCP initiatives based on the gas tax model

Capacity Building & Tools

- Develop strategies to increase planning capacity; accommodate local definitions of culture and community
- Provide new, or modify existing tools and templates in such areas as: measuring economic impact; developing cultural tourism; capacity building; cultural asset mapping; and product development
- Within the Province of Ontario, move MCP forward by working cross-ministry to maximize complementary policies, strategies, projects, resources and tools
- Government and communities must work to strengthen the relationship between cultural and private sectors to promote and facilitate the preservation and adaptive reuse of established cultural assets

Engagement

MCP advocates must work to:

- Ensure an inclusive, community-based approach
- Develop strategies to involve youth and integrate culture into the school curriculum
- Share ongoing successes and challenges in MCP practice

Conclusion

Interest in culture and the arts was clearly expressed by communities across Ontario through their participation in all three TORC MCP Forum sessions. How communities approach the issue of incorporating culture in municipal planning and local economic development, however, varies significantly – as does local interest and leadership in this movement. The strong representation from the non-profit sector reflects both an appreciation for the potential benefits of collaboration as a means of strengthening local culture, and an understanding of its role as a direct and indirect economic driver. While municipal champions for culture actively participated in all workshops, it was noted the private sector was largely unrepresented. Overall, it would appear that making the link between municipal cultural planning and municipal government, economic / business development and the creative industries sectors, remains a challenge.

TORC MCP Forum discussions confirmed that identification and description of successful governance models for cultural planning could definitely assist those rural communities currently considering cultural planning approaches for their areas. It was determined MCP tools and resources should reflect a range of options and avoid a single-response model.

In the rural context, the relationship between municipal cultural planning and the creative economy remains less clear than it does in the “creative cities” models. While it appears that rural communities are more apt to interpret the creative economy in terms of a direct relationship to the arts, the exploration of the broader continuum of applications should be encouraged. Further research may help to clarify under what conditions investment in the creative economy - compared to culture and the arts - is warranted.

Municipal cultural planning is not meant to be seen as the panacea for the challenges encountered by rural communities. Notwithstanding this fact, the effective integration of cultural planning into municipal planning definitely stands to benefit rural municipalities and communities. A community’s cultural assets play an increasingly important role in the enhancement of a community’s quality of place. By adopting a strong quality of place and quality of life, a community can better position itself to take advantage of the opportunities presented by the creative industries and the creative economy.

Simply believe...

*Mayor Mawhinney
Lunenburg, Nova Scotia.
Muskoka Forum*

APPENDIX A

Municipal Cultural Planning Forum Steering Committee

The following individuals played a critical role in helping to shape, organize and implement the TORC MCP Forum series:

- Dr. Greg Baeker, AuthentiCity
- Sarah Copfer, Muskoka Community Futures Development Corporation
- Larry Curley, Ministry of Culture
- Magdy EIDakiky, Ontario Ministry of Agriculture, Food and Rural Affairs
- Harold Flaming, The Ontario Rural Council
- Michele Hill, The Ontario Rural Council
- Andrew Jeanes, Ministry of Culture
- Betty Anne Keller, City of Waterloo
- Mike Marcolongo, Ontario Ministry of Agriculture, Food and Rural Affairs
- Bill Poole, Centre for Cultural Management, University of Waterloo
- Mary Robertson Lacroix, Creative Muskoka
- Emily Robson, Municipal Cultural Planning Partnership
- Eva Salter, Ministry of Culture
- Christopher Thorpe, Muskoka Community Futures Development Corporation

APPENDIX B

The Municipal Cultural Planning Partnership (MCCP)

The Municipal Cultural Planning Partnership (MCCP) is a coalition of provincial government agencies, municipalities, cultural service organizations, post-secondary institutions and others dedicated to promoting MCP across the province. The partnership began in 2003 with a small working group led by the Ontario Ministry of Culture that set out to organize a series of Municipal Cultural Planning Forum events throughout the province.

Mission

To support municipalities in integrating culture into all facets of community planning and decision-making as a means of building healthy, prosperous and sustainable communities. MCCP will do this by harnessing the expertise and resources of its member partners.

Values

- Respect Local Leadership – local leaders’ best understand their communities and have the capacity to affect change
- Acknowledge Different Contexts – municipal perspectives and needs vary due to size, location and economic or other circumstances; respect these differences
- Emphasize Results – support continuous monitoring and evaluation of results

Members

Gord Hume*, Chair, City of London
Bill Poole*, Executive Director, University of Waterloo

Municipalities

Stephen Hyndman, AMO Representative, City of Belleville
Jacqueline Noiseux, Association française des municipalités de l'Ontario (AFMO)
Petra Wolfbeiss, Association of Municipalities of Ontario
Bill Mates, Town of Ingersoll
Ken Doherty*, City of Peterborough (Past Chair)
Terry Nicholson, City of Toronto
Betty Anne Keller, City of Waterloo
Dan Taylor, The Corporation of The County of Prince Edward
Claire Loughheed, Town of Oakville
Tim Hanna*, Township of Strathroy-Caradoc

Provincial Ministries and Agencies

Mike Marcolongo, Agriculture, Food and Rural Affairs (Rural Development Division)
Alan Binks, Ministry of Culture (Senior Policy Advisor - Culture Policy Unit)

David McLachlan, Culture (Culture Liaison Consultant - Cultural Liaison Unit)
Natasha Lovenuk Markham*, Culture, Ministries of Citizenship & Immigration, Culture, and Health Promotion
Bonnie McNulty, Culture, Ministries of Citizenship & Immigration, Culture, and Health Promotion
Daniel O'Brien, Culture (Heritage Programs Adviser - Cultural Programs Unit)
Kate Oxley*, Culture (Heritage Outreach Advisor, Culture Services Unit)
Alida Stevenson*, Culture (Policy Advisor - Culture Policy Unit)
Rod Sawyer, Culture (Library Services Advisor - Culture Services Unit)
Eva Salter*, Culture, Ministries of Citizenship & Immigration, Culture, Tourism, and Health Promotion
Adriano Mena, Economic Development and Trade
Charles Starks, Municipal Affairs and Housing
Stephen Stein*, Municipal Affairs and Housing
Susan Gammon, Northern Development and Mines
Kathryn Townshend, Ontario Arts Council
Kathleen Sharpe, Ontario Cultural Attractions Fund
Paul Samson, Tourism, Ministries of Citizenship & Immigration, Culture, Tourism, and Health Promotion

Federal Departments and Agencies

Grace Thrasher, Canada Council for the Arts
John Bell, Department of Canadian Heritage

Cultural Organizations, Associations and Networks

Carolynn Bart-Riedstra, Archives Association of Ontario
Adele Dobkowski, ArtsBuild Ontario
Linda Albright, Arts Network for Children and Youth
Reid Henry, Artscape
Nichole Anderson, Business for the Arts
Warren Garrett*, CCI – Ontario Presenting Network
Murray McCabe, Federation of Ontario Public Libraries
Majdi Bou-Matar, The Multicultural Theatre (MT) Space
Sam Coghlan, Ontario Library Association
John Harrison, Tempo Foundation
Harold Flaming, The Ontario Rural Council

Universities

Robert Shipley, School of Planning, University of Waterloo
Robert Williams*, Political Science, University of Waterloo

** Indicates members of the Steering Group*

APPENDIX C

Forum Agenda & Speaker Biographies – Brockville



TORC PRESENTS:

Economies in Transition: Leveraging Cultural Assets for Prosperity

Monday, November 17, 2008 • 8:30 am – 4:15 pm • Brockville Arts Centre, 235 King St. West • Brockville

8:30am – 9:00am	Registration & Coffee
9:00am – 9:20am	<p>Welcome & Opening Remarks</p> <ul style="list-style-type: none"> • Harold Flaming, TORC • Emily Robson, MCPP • Dave Paul, Director of Economic Development, City of Brockville
9:20am – 10:30am	<p>Keynote Address: Life in the Past Lane</p> <ul style="list-style-type: none"> • Peter Kenyon, Director, Bank of I.D.E.A.S, Perth, Australia • Q&A
10:30am – 10:45am	Refreshment Break
10:45am – 12:00pm	<p>Community Success Stories: Leveraging Cultural Assets</p> <p>Moderator:</p> <ul style="list-style-type: none"> • Dave Paul, Director of Economic Development, City of Brockville <p>Speakers:</p> <ul style="list-style-type: none"> • Terri Donia, Planner, Region of Niagara, • Gary Clarke, Chair, and Don Ross, Executive Director, Frontenac Arch Biosphere Reserve • Rebecca LeHeup Bucknell, Executive Director, Ontario Culinary Tourism Alliance • Q&A
12:15pm – 1:15pm	Lunch at the River Walk Mill
1:30pm – 2:45pm	<p>Making It Happen: Tools for Success</p> <p>Moderator:</p> <ul style="list-style-type: none"> • Susan Hreljac, Regional Advisor, Ministry of Citizenship & Immigration, Ministry of Culture, Ministry of Tourism, Ministry of Health Promotion-Sport & Recreation Branch <p>Speakers:</p> <ul style="list-style-type: none"> • <i>Cultural Asset Mapping in Niagara</i>: Rebecca Cann, Cultural Planning

	<p>Supervisor, City of St. Catharines</p> <ul style="list-style-type: none"> • <i>Capitalizing on the Creative Economy</i>: Mike Marcolongo and Magdy EIDakiky, Community Economic Development Specialists, Ontario Ministry of Agriculture Food and Rural Affairs • <i>Community Engagement and Capacity Building</i>: Jeff Kohl, Ontario Healthy Communities Coalition • Q&A
2:45pm – 3:00pm	Refreshment Break
3:00pm – 4:00pm	<p>Working It Out: Recommendations for Moving Forward</p> <ul style="list-style-type: none"> • Roundtable discussion on barriers and Recommendations for Action
4:00pm – 4:15pm	Reporting Back & Wrap Up

SPEAKER BIOGRAPHIES - BROCKVILLE

Keynote Address: Life in the Past Lane

Peter Kenyon, Director, Bank of I.D.E.A.S

Peter Kenyon is a social entrepreneur and community enthusiast. Over the last decade he has worked with more than 1,000 communities throughout Australia and overseas, seeking to facilitate fresh and creative ways to stimulate community and economic renewal. He is motivated by the desire to create healthy, caring, inclusive, sustainable and enterprising communities.

Peter's career background involves roles as youth worker, teacher, youth education officer and tertiary lecturer. He has filled such posts as a Director of Employment in Western Australia, Manager of the Community Employment Development Unit in New Zealand, and Coordinator of the Natal Kwazulu Job Creation and Enterprise Strategy in South Africa.

At some point along his career path, Peter became convinced that one cannot develop communities from the top down...or from the outside in. What is required is for communities to build *from the inside out*, and for its residents to invest themselves, ideas, assets and resources in the process. Subsequently, in 1991, he created the Bank of I.D.E.A.S. (Initiatives for the Development of Enterprising Action and Strategies) to promote such a paradigm shift and assist with the necessary facilitation, ideas and skills.

Peter's consulting work has resulted in assignments in 45 countries and in all states of Australia. Peter has authored 16 publications within the fields of community and economic development, youth policy development and youth enterprise.

In 2003, Peter was awarded a Centenary of Federation medal for services to 'Community Development in Rural Australia'.

Community Success Stories: Leveraging Cultural Assets

Terri Donia, Planner, Region of Niagara

Terri Donia works as a Planner for Niagara Region, where her time is largely dedicated to projects that deal with making communities better places for people. Recently, she has been involved in the Local Food Action Initiative, introductory stages of Niagara's Growth Management Strategy, co-ordination of the Community Design Awards and supporting the Culture Committee. Terri received her undergraduate degree in Geography from Queens University (Kingston) and went on to pursue her Masters in Urban and Rural Planning from Dalhousie University (Halifax). Terri is also a Registered Professional Planner. She is currently enrolled in Leadership Niagara, for which her project group created a community garden in Welland to support those in need.

Don Ross, Executive Director, Frontenac Arch Biosphere Reserve

Don is a former Chief Park Naturalist at Point Pelee National Park and St. Lawrence Islands National Park in the Thousand Islands.

In 1983, Don left the National Park system and spent the next 19 years as owner/partner of a successful Brockville retail business. During that time, he remained active in the field of conservation. Don was a founding member of the Canadian Thousand Islands Heritage Conservancy, one of Ontario's early Land Trusts, where he remains active today. Of particular note, Don was also lead author/science editor on nomination papers that lead to the successful 2002 designation of the Frontenac Arch Biosphere Reserve as Canada's 12th UNESCO World Biosphere Reserve.

Today, Don Ross is the Executive Director of the Biosphere Reserve. He has developed and carried out several of its successful programs, helping to build the Biosphere Network's 80-member partnership in areas of ecology and conservation, cultural heritage, education, trails, Local Flavours, sustainable tourism, and many other aspects of sustainable community development.

Rebecca LeHeup-Bucknell, Executive Director, Ontario Culinary Tourism Alliance

Rebecca is the Executive Director of OCTA, working with regions across the province to advance culinary tourism.

In her previous role as Executive Director of Taste the County™ - Prince Edward County's Destination Marketing Organization - Rebecca became passionate about agriculture, tourism, arts and culture, and their interrelation. Over the last nine years, she has been instrumental in the development and management of tourism products, including the award-winning Taste Trail, the annual TASTE! (a celebration of regional cuisine), Maple in the County and Countylicious events, as well as the buy-local program, Harvestin' the County.

In addition to her event work, Rebecca has designed and developed courses for George Brown College's cutting-edge Culinary Tourism Management program, which are slated to launch in 2009. Rebecca is a member of the OTMPC Town & Country Committee and chair of the Prince Edward County Slow Food Convivium.

Making it Happen: Tools for Success

Rebecca Cann, Cultural Planning Supervisor, City of St. Catharines

Rebecca's career background is rich in variety and range. She has worked as a theatre director, producer, consultant, administrator and cultural bureaucrat. Currently, Rebecca is acting Cultural Planning Supervisor for the City of St. Catharines, a position she has developed for the municipality since September, 2000. The scope of her deliverables includes community relations, policy development, partnership and special events development, in addition to coordination, communications, cultural research and management of the City's art collection. Under her tenure to date, two new policies have been approved by City Council specific to the cultural sector: the *Public Art Policy: Section I* and the *St. Catharines Cultural Investment Program*. A new series of art exhibits at City Hall have been developed under her guidance, and she is currently part of a team at the City working in partnership with Brock University to develop plans for a new arts centre.

A graduate of York University (Toronto) with an Honours Bachelor of Arts through York's Theatre Studies program, Rebecca is an Executive Board Member of the Creative City Network of Canada.

Mike Marcolongo, Community Economic Development Specialist, Ontario Ministry of Agriculture Food and Rural Affairs

As a Community Economic Development Specialist with the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA), Mike is currently working to develop a downtown revitalization initiative for the Province of Ontario. Mike is also completing his Main Street Manager Certification through the U.S. Main Street Centre Training Institute. Mike has worked in community development for a number of organizations including the Ministry of Culture, UNICEF in Romania and Moldova, the Guelph Community Health Centre and the Evergreen Foundation.

Magdy El Dakiky, Community Economic Development Specialist, Ontario Ministry of Agriculture Food and Rural Affairs

Magdy has enjoyed a high-profile career in a number of significant roles. He has worked as a Senior Planning Consultant on Human Capital and the Environment with several UN programs and International NGOs, reaping success on a variety of rewarding projects. As an Associate Professor, he chaired a Program for Graduate Studies in Sustainable Rural Development at Al-Quds University in Jerusalem and, in Canada, taught at the Department of Political Science at Ryerson. Today he is a Community Economic Development Specialist at the CED unit of Ontario Ministry of Agriculture, Food and Rural Affairs. His main focus is community immigrant attraction and retention in medium-small and rural centres.

Jeff Kohl, Ontario Healthy Communities Coalition

Jeff completed a Bachelor of Environmental Studies, with a Minor in Peace and Conflict Studies, and a Minor in International Studies, at the University of Waterloo. Since then, he has coordinated recycling programs for the City of Guelph and County of Lanark, coordinated sustainable forestry projects for the Eastern Ontario Model Forest, served as the Executive Director of the Rideau River Roundtable, facilitated watershed planning processes in the Tay River and Rideau River Watersheds, and has led training programs for Canada World Youth.

FORUM ATTENDANCE – BROCKVILLE

TOTAL PARTICIPANTS		74
Residents	0	0%
Cultural Organizations	9	12%
Community Organizations	15	21%
Academic	0	0%
Private Business	4	5%
Municipal Staff	27	37%
Elected Officials	4	5%
Federal or Provincial Staff	12	16%
Provincial NGO	3	4%

MUNICIPALITIES REPRESENTED - BROCKVILLE

Number of Ontario Municipalities Represented: 28 (of 455)

Belleville	Leeds & The	Prince Edward County
Bracebridge	Thousand Islands	Renfrew
Brockville	Merrickville-Wolford	Rideau Lakes
Cobourg	Minden Hills	Smiths Falls
Cornwall	Mississippi Mills	South Dundas
Gananoque	North Glengarry	South Frontenac
Guelph	North Grenville	South Glengarry
Hastings	Ottawa	St. Catharines
Kingston	Pembroke	Toronto
Lanark Highlands	Port Hope	
Leeds & Grenville	Prescott	

APPENDIX D

Forum Agenda & Speaker Biographies – Chatham



TORC PRESENTS:

Economies in Transition: Leveraging Cultural Assets for Prosperity

Thursday, November 27, 2008 • 8:30 am – 4:00 pm • Retro Suites Hotel, 2 King Street West • Chatham

8:30am – 9:00am	Registration & Coffee
9:00am – 9:20am	<p>Welcome & Opening Remarks</p> <ul style="list-style-type: none"> • H. Flaming, TORC • G. Hume, MCPP • Randy Hope, Mayor, Municipality of Chatham-Kent
9:20am – 10:30am	<p>Keynote Address: Prince Edward County: Creative Rural Economy</p> <ul style="list-style-type: none"> • Dan Taylor, Economic Development Officer, Prince Edward County • Q&A
10:30am – 10:45am	Refreshment Break
10:45am – 12:00pm	<p>Community Success Stories: Leveraging Cultural Assets</p> <p>Moderator:</p> <ul style="list-style-type: none"> • Aileen Murray, Acting Director of Economic Development, Municipality of Chatham-Kent <p>Speakers:</p> <ul style="list-style-type: none"> • Cathy Bingham, Tourism Specialist, Tourism Oxford • Craig Metcalf, Director of Culture + Heritage, City of Orillia • Anne Gilbert, Councillor, Municipality of Chatham-Kent • Q&A
12:00pm – 1:00pm	Lunch
1:00pm – 2:15pm	<p>Making It Happen: Tools for Success</p> <p>Moderator:</p> <ul style="list-style-type: none"> • Marlee Percival Robinson, Chatham-Kent Strategic Planning Committee, Cultural Objectives <p>Speakers:</p> <ul style="list-style-type: none"> • <i>Cultural Asset Mapping in Niagara</i>: Rebecca Cann, Cultural Planning

	<p>Supervisor, City of St. Catharines</p> <ul style="list-style-type: none"> • <i>Quantifying the Cultural Economy</i>: Magdy EIDakiky, Community Economic Development Specialist, Ontario Ministry of Agriculture Food and Rural Affairs • <i>Community Engagement and Capacity Building</i>: Ernie Ginsler, Ontario Healthy Communities Coalition • Q&A
2:15pm – 2:30pm	Refreshment Break
2:30pm – 3:30pm	<p>Working It Out: Recommendations for Moving Forward</p> <ul style="list-style-type: none"> • Roundtable discussion on barriers and Recommendations for Action
3:30pm – 4:00pm	Reporting Back & Wrap Up

SPEAKER BIOGRAPHIES - CHATHAM

Keynote Address: Prince Edward County: Creative Rural Economy

Dan Taylor, Economic Development Officer, The Corporation of the County of Prince Edward

Prior to his post as Economic Development Officer for Prince Edward County, Dan worked for small entrepreneurial and large global marketing agencies. He has also been a copywriter, wine tour operator, wine grower and, now, a recently-retired virtual winery entrepreneur.

Dan's belief is that The Creative Rural Economy is a huge economic development opportunity for his community and many others across North America. Dan has undertaken many initiatives that have leveraged his community's culture for economic prosperity. He is a 2006 recipient of the Lieutenant Governor's Award for Marketing Excellence in Ontario and was co-awarded the Top 2006 EDCO (Economic Developers Council of Ontario) Strategic Plan Award for Prince Edward County Municipal Cultural Plan.

Community Success Stories: Leveraging Cultural Assets

Cathy Bingham, Tourism Specialist, Tourism Oxford

Cathy Bingham has a diverse background in industry, human resources and communications. An active supporter of the arts, her hobbies include travel, photography and culinary exploration.

Craig Metcalf, Director of Culture and Heritage, City of Orillia

Craig Metcalf is a graduate of McMaster University and has more than 20 years' experience in arts and cultural resource management. He has worked in a wide range of

fields and held senior positions in museum and historic site management, national music festivals and a Special Olympics world games. In 2003, Craig was appointed the first Director of the City of Orillia Department of Culture and Heritage. As such, he piloted the community through an intensive and innovative Cultural Planning Process. Craig has also developed and managed diverse teams of staff and volunteers. He was instrumental in the establishment of the Orillia and District Arts Council and the Ontario's Lake Country Tourism Marketing Board. He maintains an active interest in several professional and community organizations.

Anne Gilbert, Councillor, Municipality of Chatham-Kent

In addition to her role as Councillor, Anne is the current Chair of the Chatham-Kent Community Futures Development Corporation. Prior to running for Council, she was a Trustee for the Kent Public School Board and subsequent amalgamated school board of Lambton Kent for 10 years. In this term of Council she has strategically positioned herself by volunteering to be the Council member of the Chatham BIA, Heritage Chatham-Kent, the Strategic Planning Committee and the Library Board, all in an attempt to lobby, coordinate and better integrate cultural themes into the functions of the municipality.

As Chair of Community Futures Development Corporation of Chatham-Kent, she served as Chair of the Steering Committee to develop the Cultural Master Plan for the Municipality of Chatham-Kent. Community Futures jointly funded the Master Plan with the Federal Ministry of Culture and the Municipality.

Making it Happen: Tools for Success

Rebecca Cann, Cultural Planning Supervisor, City of St. Catharines

Rebecca's career background is rich in variety and range. She has worked as a theatre director, producer, consultant, administrator and cultural bureaucrat. Currently, Rebecca is acting Cultural Planning Supervisor for the City of St. Catharines, a position she has developed for the municipality since September, 2000. Under her tenure to date, two new policies have been approved by City Council specific to the cultural sector: the *Public Art Policy: Section I* and the *St. Catharines Cultural Investment Program*. A new series of art exhibits at City Hall have been developed under her guidance, and she is currently part of a team at the City working in partnership with Brock University to develop plans for a new arts centre.

A graduate of York University (Toronto) with an Honours Bachelor of Arts through York's Theatre Studies program, Rebecca is an Executive Board Member of the Creative City Network of Canada.

Magdy ElDakiky, Community Economic Development Specialist, Ontario Ministry of Agriculture Food and Rural Affairs

Magdy has enjoyed a high-profile career in a number of significant roles. He has worked as a Senior Planning Consultant on Human Capital and the Environment with several UN programs and International NGOs, reaping success on a variety of rewarding projects. As an Associate Professor, he chaired a Program for Graduate Studies in Sustainable Rural Development at Al-Quds University in Jerusalem and, in Canada, taught at the Department of Political Science at Ryerson. Today he is a Community Economic Development Specialist at the CED unit of Ontario Ministry of Agriculture, Food and Rural Affairs. His main focus is community immigrant attraction and retention in medium-small and rural centres.

Ernie Ginsler, Ontario Healthy Communities Coalition

Ernie Ginsler has invested more than 30 years working in the non-profit sector. As a social planner in Halifax, Toronto, and Waterloo Region, he has been involved in organizational planning and development as direct-service staff member, executive director, board member, and as university professor. In 1997, Ernie founded Ginsler & Associates Inc., a consulting firm assisting non-profit organizations and their stakeholders. Ernie has written several publications for non-profits, and has successfully delivered more than 250 workshops and consultations.

FORUM ATTENDANCE - CHATHAM

TOTAL PARTICIPANTS		93
Residents	4	4%
Cultural Organizations	11	12%
Community Organizations	11	12%
Academic	0	0%
Private Business	2	2%
Municipal Staff	35	39%
Elected Officials	9	10%
Federal or Provincial Staff	10	11%
Provincial NGO	6	10%

MUNICIPALITIES REPRESENTED - CHATHAM

Number of Ontario Municipalities Represented: 28 (of 455)

Amherstburg	Ingersoll	Norwich	St. Thomas
Central Huron	Kitchener	Orillia	Stratford
Centre Wellington	Leamington	Oxford County	Strathroy-Caradoc
Goderich	London	Petrolia	Tecumseh
Guelph	Middlesex Centre	Prince Edward	Tillsonburg
Haldimand County	Minto	County	Toronto
Halton Hills	Norfolk County	St. Catharines	Waterloo + Windsor

APPENDIX E

Forum Agenda & Speaker Biographies – Muskoka



TORC PRESENTS:

Economies in Transition: Leveraging Cultural Assets for Prosperity

Thursday, March 26, 2009 • 8:30 am – 4:00 pm • The Rosseau, a J.W. Marriott Resort & Spa • Minett / Muskoka

8:30am – 9:00am	Registration & Coffee
9:00am – 9:20am	<p>Welcome & Opening Remarks</p> <ul style="list-style-type: none"> • H. Flaming, TORC • B. Poole, MCPP • K. Ellis, Deputy Mayor, Township of Muskoka Lakes
9:20am – 10:30am	<p>Keynote Address:</p> <ul style="list-style-type: none"> • Introduction: Christopher Thorpe, General Manager, Muskoka Futures • Speaker: Laurence Mawhinney, Mayor, Lunenburg, Nova Scotia • Q+A
10:30am – 10:45am	Refreshment Break
10:45am – 12:00pm	<p>Community Success Stories: Leveraging Cultural Assets</p> <p>Moderator:</p> <ul style="list-style-type: none"> • Larry Curley, Regional Advisor, Ministries of Citizenship and Immigration, Culture, Ministry of Health Promotion: Sport and Recreation Branch <p>Speakers:</p> <ul style="list-style-type: none"> • Cheryl Kelley, Director of Economic Development, Town of Bracebridge • Anne Gilbert, Councillor, Municipality of Chatham-Kent • Vicki Kurz, Economic Development Manager, Dryden Development Corporation • Q+A
12:00pm – 1:00pm	Lunch

1:00pm – 2:15pm	<p>Making It Happen: Tools for Success</p> <p>Moderator:</p> <ul style="list-style-type: none"> • Tamsen Tillson, Coordinator, The Arts Council of Muskoka <p>Speakers:</p> <ul style="list-style-type: none"> • <i>Cultural Asset Mapping Methodology</i>: Sam Coghlan, Chief Executive Officer, Stratford Public Library, Municipal Cultural Planning Partnership Member • <i>Cultural Mapping</i>: Onalee Groves, Cultural Development Officer, City of Barrie • <i>Private Sector Engagement</i>: Leah Leslie, Sales + Marketing, The Rosseau, a J.W. Marriot Resort & Spa • Q&A
2:15pm – 2:30pm	Refreshment Break
2:30pm – 3:30pm	<p>Working It Out: Recommendations for Moving Forward</p> <ul style="list-style-type: none"> • Roundtable discussion on barriers and Recommendations for Action
3:30pm – 4:00pm	Reporting Back & Wrap Up

SPEAKER BIOGRAPHIES - CHATHAM

Keynote Address:

Laurence Mawhinney, Mayor, Town of Lunenburg, Nova Scotia

Joining Lunenburg Town Council in 1976, Laurence Mawhinney was first elected Mayor in 1979, a title he has consistently held for the last three decades. He was re-elected for his tenth consecutive term in October, 2008. On December 6, 1995, Old Town Lunenburg was designated a “WORLD HERITAGE SITE” by UNESCO’s World Heritage Committee.

Mayor Mawhinney is actively involved in speaking engagements on behalf of his community. His topics include heritage, sustainability and Council-Staff relationship building. Speaking engagements have taken him across the country. In 2006, Mayor Mawhinney was honoured to be a co-presenter with Dr. David Suzuki at a week-long series of university forums in Santiago, Chile. Mayor Mawhinney was also privileged to be named a ‘Canadian Observer’ at the World Heritage Committee meetings held last July in Quebec City.

Community Success Stories: Leveraging Cultural Assets

Cheryl Kelley, Director of Economic Development, Town of Bracebridge

Cheryl is a farm girl. She grew up on a dairy farm in Southern Ontario where she worked until graduating from high school. After completing a Bachelor of Environmental Studies

(Honours Urban & Regional Planning), Cheryl and her partner Scott, headed to Northern British Columbia. Cheryl's work has included: Manager of the Houston Chamber of Commerce; Houston Economic Development Officer; Manager of Tourism Prince George, Prince George Airport; The Exploration Place – Science and History Museum; the City of Prince George; and owner of a consulting business.

Cheryl was a Director and Vice President of the Northern BC Tourism Association, and a Director on the Board of The Exploration Place in Prince George. In 2003, Cheryl became the Director of Economic Development for the Town of Bracebridge. She is a member and Past Director of the Bracebridge Rotary Club, Chair of the Club's Rotaract Initiative, and Chair of the Economic Development Council of Ontario's Tourism Committee.

Anne Gilbert, Councillor, Municipality of Chatham-Kent

In addition to her role as Councillor, Anne is the current Chair of the Community Futures Development Corporation of Chatham-Kent. Prior to running for Council, she was a Trustee for the Kent Public School Board and subsequent amalgamated school board of Lambton Kent for 10 years. In this term of Council she has strategically positioned herself by volunteering to be the Council member of the Chatham BIA, Heritage Chatham-Kent, the Strategic Planning Committee and the Library Board, all in an attempt to lobby, coordinate and better integrate cultural themes into the functions of the municipality.

As Chair of Community Futures Development Corporation of Chatham-Kent, she served as Chair of the Steering Committee to develop the Cultural Master Plan for the Municipality of Chatham-Kent. Community Futures jointly funded the Master Plan with the Federal Ministry of Culture and the Municipality.

Vicki Kurz, Economic Development Manager, Dryden Development Corporation

Vicki Kurz is a homegrown 'Drydenite'. She holds a Degree in Interior Design and a Diploma in Economic Development from the University of Waterloo. Her background includes 13 years as owner and manager of a medium-sized business and 10 years of project management and business plan writing. She is Past President of the Northwestern Ontario Associated Chambers of Commerce (NOACC) and is currently a board member of Trans Canada Trail Ontario, representing the interests of trail organizations in Ontario's Northwest. In 2006, Vicki assumed the position of Economic Development Officer for the City of Dryden and has since been seconded to manage the newly-formed Dryden Development Corporation (DDC), responsible for the implementation of economic development and diversification initiatives in the greater Dryden area.

Making it Happen: Building Capacity for Municipal Cultural Planning

Sam Coghlan, Chief Executive Officer, Stratford Public Library

Sam grew up in what is now Thunder Bay, gaining some formative education there, as well as in Guelph, Windsor and London. Sam was Chief Librarian of the Oxford County Library for 16 years where he developed an interest and involvement in rural community development. He is a strong proponent of public libraries and their contribution to community development, especially in rural areas. Currently, Sam is a member of the Advisory Council to the Municipal Cultural Planning Partnership and Chair of the Cultural Mapping Committee. He is also Past President of the Ontario Library Association.

Onalee Groves, Cultural Development Officer, City of Barrie

Onalee joined the City of Barrie in 1990 as a Recreation Programmer in Seniors Services. She had previously worked in a longterm care facility and had always had a passion for working with older adults. Onalee was quickly promoted to the position of Seniors Coordinator and became responsible for three City of Barrie Seniors Recreation Centres. When Arts and Culture began to emerge at the municipal level, Onalee was asked to assist the City in developing a cultural plan from which a separate department was formed, with Onalee at the helm. Onalee has a Diploma in Social Services, a B.A. in Gerontology and is currently three courses away from completing a Masters Degree in Cultural Studies.

Leah Leslie, Director of Sales & Marketing, The Rosseau, A J.W. Marriot Resort & Spa

Leah Leslie's career in hospitality has spanned multiple hotel brands. She began her hotel career during high school in Huntsville, working in food and beverage at a local resort. Since then she has held leadership positions in sales for resorts, suburban hotels and city centre hotels. In 2000, Leslie joined Marriott Hotels & Resorts of Canada as Director of Sales & Marketing at Toronto Marriott Downtown Eaton Centre. In 2003, Leslie led the team that launched Canada's first Regional Sales Office, handling group sales for sixteen Marriott hotels across Canada. Since October, 2008, she has held the position of Director of Sales & Marketing for The Rosseau and, as such, is responsible for sales, marketing, public relations and event management.

FORUM ATTENDANCE - MUSKOKA

TOTAL PARTICIPANTS		117
Residents	1	2%
Cultural Organizations	17	15%
Community Organizations	32	27%
Academic	1	1%
Private Business	10	9%
Municipal Staff	19	18%
Elected Officials	9	9%
Federal or Provincial Staff	10	11%
Provincial NGO	6	8%

MUNICIPALITIES REPRESENTED - MUSKOKA

Number of Ontario Municipalities Represented: 32 (of 455)

New Tecumseth
Barrie
Bracebridge
Brock Township
Burlington
Caledonia
Chatham-Kent
Dysart et al
French River
Gore Bay
Gravenhurst

Guelph
Huntsville
Kawartha Lakes
Lake of Bays
Mattawa
McKellar
Minden Hills
Nipissing
North Bay
Oshawa
Parry Sound

Peterborough
Rainbow Country
Severn
St. Catharines
Stratford
Sundridge
Temagami
Toronto
Township of Muskoka
Lakes
Waterloo

APPENDIX F

Combined Municipality Representation for TORC MCP Forum Series

- | | | |
|-----------------------|-----------------------|-----------------------|
| 1. Amherstburg | 30. Leamington | 56. Port Hope |
| 2. Barrie | 31. Leeds & Grenville | 57. Prescott |
| 3. Belleville | 32. Leeds & The | 58. Prince Edward |
| 4. Bracebridge | Thousand | County |
| 5. Brock Township | Islands | 59. Rainbow Country |
| 6. Brockville | 33. London | 60. Rideau Lakes |
| 7. Burlington | 34. Mattawa | 61. Severn |
| 8. Caledonia | 35. McKellar | 62. Smiths Falls |
| 9. Central Huron | 36. Merrickville- | 63. South Dundas |
| 10. Centre Wellington | Wolford | 64. South Frontenac |
| 11. Chatham-Kent | 37. Middlesex Centre | 65. South Glengarry |
| 12. Cobourg | 38. Minden Hills | 66. St. Catharines |
| 13. Cornwall | 39. Minto | 67. St. Thomas |
| 14. Dysart et al | 40. Mississippi Mills | 68. Stratford |
| 15. French River | 41. New Tecumseth | 69. Strathroy-Caradoc |
| 16. Gananoque | 42. Nipissing | 70. Sundridge |
| 17. Goderich | 43. Norfolk County | 71. Tecumseh |
| 18. Gore Bay | 44. North Bay | 72. Temagami |
| 19. Gravenhurst | 45. North Glengarry | 73. Tillsonburg |
| 20. Guelph | 46. North Grenville | 74. Timiskaming |
| 21. Haldimand County | 47. Norwich | Shores |
| 22. Halton Hills | 48. Orillia | 75. Toronto |
| 23. Huntsville | 49. Oshawa | 76. Township of |
| 24. Ingersoll | 50. Ottawa | Muskoka Lakes |
| 25. Kawartha Lakes | 51. Oxford County | 77. Waterloo |
| 26. Kingston | 52. Parry Sound | 78. Windsor |
| 27. Kitchener | 53. Pembroke | |
| 28. Lake of Bays | 54. Peterborough | |
| 29. Lanark Highlands | 55. Petrolia | |

APPENDIX G



TOOLS & RESOURCES FOR CREATING QUALITY OF PLACE

EMILY ROBSON - COORDINATOR, MCP PARTNERSHIP (MCP)

c/o Centre for Cultural Management, University of Waterloo, PAS, Room 2426, Waterloo, Ontario N2L 3G1
Tel: 519.888.4567 ext. 38422 Fax: 519.746.3956 E-Mail: erobson@uwaterloo.ca

Home of MCP:

<http://www.ontariomcp.ca/>

Background/Case Studies on MCP: <http://ccm.uwaterloo.ca/MCPF/mcpfindex.html>

Ministry of Culture and MCP:

<http://www.culture.gov.on.ca/english/about/mcp.htm>

Municipal Cultural Planning Ambassadors and Speaker Resources

ELECTED OFFICIALS AND MUNICIPAL STAFF

Ken Doherty - Director Community Services Department, City of Peterborough; Member of MCP
Tel: 705-742-7777-ext 1823 E-Mail: kdohertry@city.peterborough.on.ca

Shellee Evans - Director of Community Services, Town of Perth; Host of 2006 Perth MCP Forum
Tel: (613) 267-3311 ext. 2227 E-Mail: sevans@town.perth.on.ca

Gord Hume - Councillor, City of London, Chair of MCP
Tel: 519 661-2500 Ext. 4877 E-mail: ghume@london.ca

Craig Metcalf - Director, Department of Culture and Heritage, City of Orillia; Host of 2005 MCP Forum
Tel: (705) 325-2998 E-mail: cmetcalf@city.orillia.on.ca

Jennifer Findlay - Economic Development Officer, City of Kenora; Host of 2006 MCP Forum
Tel: (807) 467-2127 E-mail: jfindlay@kenora.ca

Onalee Groves - Culture Officer, City of Barrie; Presenter on Barrie's integrated Culture Plan
Tel: 705-739-4220 ext. 4794 E-mail: OGroves@barrie.ca

Dan Taylor - Economic Development Officer, County of Prince Edward; Presenter at 2005 MCP Forums
Tel: (613) 476-2148 ext. 346 E-Mail: dtaylor@pecounty.on.ca

NON GOVERNMENT ORGANIZATIONS

Warren Garrett - Executive Director, CCI - Ontario Presenting Network; Member of MCPP
Tel: 416 703-6709 E-mail: wgarrett@sympatico.ca

Bill Poole - Director, Centre for Cultural Management; Executive Director of MCPP
Tel: (519) 888-4567 ext 35057 E-Mail: wpoole@uwaterloo.ca

Dr. Robert J. Williams - Professor Emeritus, Political Science, U of Waterloo; Member of MCPP
Tel: 519) 888 - 6871 E-mail: rwilliam@uwaterloo.ca

PROVINCIAL GOVERNMENT

Kate Oxley - Ministry of Culture (Programs and Services); Member of MCPP
Tel: (416) 314 7155 E-mail: kate.oxley@ontario.ca

Alida Stevenson - Ministry of Culture (Policy); Member of MCPP
Tel: (416) 314 7644 E-mail: Alida.Stevenson@mcl.gov.on.ca

Regional Services Advisors for the Ministry of Culture. For an Advisor serving **Central** Region call 1 877 395 4105; **East** Region 1 800 267 9340; **North** Region 1 800 465 6861; **West** Region 1 800 265 2189

A Global Perspective on Municipal Cultural Planning

Cultural Planning - Policy Task, Not Tool

Deborah Mills considers the significance of culture in the planning process, and suggests 'ways of seeing' culture within the functions of local government.

For more information: http://www.ccd.net/pdf/art55_cultural_planning.pdf

Final Report of the External Advisory Committee on Cities and Communities, June 2006

Chaired by Mike Harcourt, "From Restless Communities to Resilient Places" states that "...we easily understand the importance of economic, social and environmental sustainability to the well-being and future of our cities and communities. Cultural sustainability ties together the other three dimensions, and is essential to community success".

For more information - Google the title "From Restless Communities to Resilient Places"

From Cultural Silos to Cultural Systems

In his final report to the Municipal Cultural Planning Partnership, Dr. Greg Baeker outlines what was learned and what is needed in adopting a new mindset for municipal cultural planning, conclusions and next steps.

For more information: <http://ccm.uwaterloo.ca> → Municipal Cultural Planning→Final Report

Ontario in the Creative Age

Released in February 2009, **Ontario in the Creative Age** by Roger Martin and Richard Florida of the Martin Prosperity Institute offers recommendations on how Ontario can thrive in the transformation to an economy based on people's creativity and knowledge. Download Report at:

<http://martinprosperity.org/research-and-publications/publication/ontario-in-the-creative-age-project>

Ryerson Centre for Study of Commercial Activity (CSCA)

“Beyond Anecdotal Evidence: The Spillover Effect of Investments in Cultural Facilities” (October 2003) by Ken Jones, Ph.D., Director, CSCA, Ryerson University . Ryerson’s CSCA and Artscape created a new methodology to measure the neighbourhood impacts of cultural facilities.

For more information: <http://www.cscs.ryerson.ca/research/culture/ArtScapeShow.pdf> or Google the Title

The Rise of the Creative Class by Richard Florida examines creativity and its effects on placemaking. For more information: www.creativeclass.org

Using Arts and Culture to Stimulate State Economic Development

The National Governors Association (NGA) is the instrument through which USA’s 50 governors collectively influence the development and implementation of national policy and apply creative leadership to state issues. Governors increasingly recognize the importance of the creative sector to their states’ economy and ability to compete in the global marketplace.

For more information: <http://www.nga.org/Files/pdf/0901ARTSANDECONOMY.PDF>

MCP Case Studies

Barrie Arts and Culture Plan

The primary focus is to recognize the importance of the arts, and to make arts and culture a prominent component of Barrie's economic and social development strategies including downtown rejuvenation and a potential theatre district. For more information:

<http://www.barrie.ca/Content2.cfm?C=4472&SC=1&SCM=0&MI=1338&L1M=41> or Google: - Building a Creative Future

Culture, Economy, Community: A Cultural Plan for Chatham-Kent

Presentation delivered by Councillor, Municipality of *Chatham-Kent* at November 27 2008 "Economies in Transition Symposium" For more information:

<http://www.slideshare.net/erobson/culture-economy-community-a-cultural-plan-for-chathamkent-presentation>

Cultural Identity, Cultural Mapping and Planning in The Øresund Region

Denmark and Sweden are case studies on the role of culture in municipal and regional planning. The website provides many municipal cultural planning tools and resources

For more information: <http://www.culturalplanning-oresund.net/>

Culture, Economy, Community: A Cultural Plan for Chatham-Kent

A municipal cultural plan and extensive cultural mapping were undertaken.

For more information: Google “A Cultural Plan for Chatham-Kent”

Greater Sudbury Arts and Culture Charter

Given the historical importance of Anglophone, Francophone and Aboriginal cultures in Sudbury, the strategy recognizes the bilingual and diverse nature of the municipality. An arts and culture grant program is also included.

For more information: <http://www.city.greatersudbury.on.ca/> or Google “Greater Sudbury Arts and Culture Charter”

Ingersoll Cultural Strategy

The Strategy was motivated by the Community Strategic Plan and the Downtown Revitalization Strategy, both of which highlighted the importance of culture to the citizens of Ingersoll. Its focus is on citizens, youth, grass roots community development, and doable small-scale improvements to strengthen existing cultural resources.

For more information: <http://www.ingersoll.ca/> or Google “Ingersoll Cultural Strategy”

London Creative City Task Force Final Report

On August 3, 2004, Council identified “Culture” as one of the six strategic priorities that form its Community Strategic Agenda. London City Council has recently demonstrated its financial support of the London’s Creative City Task Force (CCTF) Report with substantially increased dollars for many of the report recommendations.

For more information: http://www.london.ca/creativecities/creative_city_final.pdf

Orillia Cultural Plan

Strategies include 1% for culture – 1% to art in municipal construction; 1% of development charges go to culture and heritage facilities and infrastructure; 1% surcharge on hotel/motel/B&B rooms.

For more information: <http://www.city.orillia.on.ca/> → City Hall → Culture and Heritage Department → A Culture Plan for the City of Orillia

Owen Sound Cultural Master Plan

Encourages learning through the arts and heritage. Promotes creative and sustainable partnerships between business and arts. For more information:

http://www.e-owensound.com/communityservices/Cultural_Master_Plan_2006.pdf

or Google “Owen Sound Cultural Master Plan”

Oxford Creative Connections Inc.

Established in 2008, Oxford Creative Connections has a mandate to identify, support, develop and promote a broad range of cultural activities across Oxford County to improve the lives of people living in Oxford as well as increasing the appeal to visit, work and play in this county.

For more information: <http://oxfordcreativeconnections.com/>

Paducah Artist Relocation Program

Paducah’s Artist Relocation Program was started in August of 2000 and is now a national model for using the arts for economic development. To date, 70 artists have been relocated with financial and cultural incentives...

For more information: <http://www.paducaharts.com/>

Prince Edward County Cultural Plan

Culture is identified as one of the 4 economic pillars in PEC. Plan focuses on developing cultural places and spaces i.e. cultural district in Picton, managing growth, and cultural tourism.

For more information: <http://www.thecounty.ca/> → Economic Development → Arts, Culture & Heritage → Reports → Strategic Cultural Plan

Project for Public Spaces (PPS)

PPS is an internationally recognized non-profit center for best practices, information, and resources about Placemaking. For more information: <http://www.pps.org/>

Strathroy District Arts Council Cultural Master Plan

This is not a Master Plan that focuses on Arts and Culture as the end result but rather one that focuses on the relationship that Arts and Culture has with the community, specifically in terms of ✓civic pride, ✓economic development, ✓tourism and the ✓social well being of the Township of Strathroy-Caradoc.

For more information: www.arts-council.ca and click CULTURAL MASTER PLAN

Provincial Resources

Building Canada Fund - Communities Component (BCF-CC)

The Building Canada Fund is a capital infrastructure program for municipalities under 100,000. Along with municipal investments, this program is expected to stimulate more than \$1 billion in capital investments to meet locally identified priorities. Eligible project categories include culture, sport and tourism infrastructure. The deadline for the first in-take is November 21st, 2008.

For more information: Contact your Regional Services Advisor and/or visit <http://www.bfontario.ca/english/>

Celebrate Ontario - Festival Development Grant

Celebrate Ontario 2009 is focused on tourism festivals and events.

For more information: Contact your Regional Services Advisor, and/or visit http://www.tourism.gov.on.ca/english/festivals/celebrate_ontario_2008_FAQ.htm

Community and Business Financing: A Guide to Funding Programs for Rural Ontario

An array of provincial and federal programs are listed

For more information: <http://www.reddi.gov.on.ca/> and click English → Implement Projects → Community and Business Financing

Doors Open Ontario

From April to October each year, Doors Open brings together communities across Ontario to celebrate and showcase their heritage, including commercial buildings, places of worship, gardens, natural heritage and more.

For more information: <http://www.doorsopenontario.on.ca/>

Friends of the Greenbelt Foundation

Dedicated to promoting and sustaining the Greenbelt as a beneficial, valuable, and permanent feature, enhancing the quality of life for all residents of Ontario, the Foundation will have two grant rounds in 2007, beginning in March and November.

For more information: <http://www.ourgreenbelt.ca/greenbelt-grants>

Historic Places Initiative (HPI)

The Ontario government is a participant in a new federal, provincial and territorial partnership aimed at identifying and conserving historic places across Canada. The Initiative furthers an appreciation of Ontario's heritage by promoting its historic places and encouraging heritage conservation and rehabilitation efforts. For more information: <http://www.culture.gov.on.ca/english/heritage/hpi-eligible.htm>

Ministry of Culture encourages the arts and cultural industries, protects Ontario's heritage and advances the public library system in order to maximize their contribution to the province's economic and social vitality.

Changing the way people view culture and its value is the real 'cultural renaissance'."

For more information on municipal governments planning for culture in their communities:

<http://www.culture.gov.on.ca/english/about/mcp.htm>

Ontario Arts Council (OAC) – Provincial Arts Funding Agency

An agency of the Ministry of Culture, the Ontario Arts Council offers more than fifty funding programs for Ontario-based artists and arts organizations, with funds from the Ontario government.

For more information: <http://www.arts.on.ca>

Ontario Cultural Attractions Fund (OCAF) The Government of Ontario's Cultural Attractions Fund (CAF) is a \$20 million initiative to help Ontario's arts, cultural and heritage organizations with new cultural programming ventures. It seeks to help reduce the financial risk of creating new ventures by providing up-front working capital.

For more information: <http://www.ocaf.on.ca>

Ontario Community Builders (OCB)

The Ontario's Community Builders program supports community projects that promote appreciation of our diversity, and increase awareness of Ontario's rich heritage.

For more information: <http://www.citizenship.gov.on.ca/english/living/builders/>

Ontario Heritage Tool Kit

It includes a series of guides that explain different aspects of the Ontario Heritage Act (OHA), the Planning Act, the Historic Places Initiative, and related programs. Guides include:

[Your Community, Your Heritage, Your Committee](#)

[Heritage Property Evaluation](#)

[Designating Heritage Properties](#)

[Heritage Conservation Districts](#)

[Heritage Resources in the Land Use Planning Process](#)

For more information: <http://www.culture.gov.on.ca/english/heritage/Toolkit/toolkit.htm>

Ontario Tourism Marketing Partnership Corporation:

Industry Partnership Proposal Program (IPPP)

The Ontario Tourism Marketing Partnership Corporation works collaboratively with groups in the tourism industry to develop and implement innovative and co-operative marketing programs.

Tourism Event Marketing Partnership Program (TEMPP)

TEMPP can assist with the promotion of selected tourism events and festivals across the province. If you are interested in submitting an event to be considered for TEMPP assistance, you can download the Application Form and follow the submission instructions.

For more information: <http://www.tourismpartners.com> and click → Partnership Opportunities

Ontario Trillium Foundation (OTF)

An agency of the Ministry of Culture, the Ontario Trillium Foundation awards grants to fund capital, operating and/or specific project costs in support of: Arts & Culture, Environment, Human & Social Services, and Sports & Recreation. The Foundation makes grants that have province-wide impact as well as grants in local communities across Ontario.

For more information: <http://www.trilliumfoundation.org/>

Premier-ranked Tourism Destinations Framework

Developed by the Ministry of Tourism, the Framework addresses the key attributes/factors/conditions necessary for a destination to be the 'best it can be' and, therefore, among the premier-ranked. A self guided workbook can be downloaded includes sections dealing with auditing community cultural resources.

For more information: http://www.tourism.gov.on.ca/english/IDO/premier_ranked.htm

Rural Economic Development Data & Intelligence (REDDI)

Brought to you by the Ministry of Agriculture, Food and Rural Affairs, REDDI has the tools to help you identify local priorities and carry out strategies that will achieve your community's goals:

[First Impressions Community Exchange](#) - A program that helps communities gain insight into their home town

[Downtown Revitalization](#) - Step-by-step strategies, information and tools

[Economic Analysis Tools](#) -Need help identifying your area's competitive advantage?

For more information: <http://www.reddi.gov.on.ca/>

Summer Experience Program (SEP)

SEP is a summer employment grant program to provide career-related employment opportunities for youth in a variety of areas including the citizenship, sport, recreation and cultural sectors.

For more information: <http://www.gojobs.gov.on.ca/SEP.asp>

Summer Jobs Service

This Ontario government program can help find a summer job. The program provides a \$2/hour wage support for jobs with businesses, as well as with not-for-profit and other community organizations. Go to:

http://www.omafr.gov.on.ca/english/rural/rsj/rjs_index.htm

For more information: <http://www.edu.gov.on.ca/eng/document/brochure/summerjobs.html>

Tourism Development Fund

This fund is created to assist with the Ministry of Tourism's priorities of investment attraction, product and experience development, and industry capacity building.

For more information: http://www.tourism.gov.on.ca/english/IDO/tourism_dev_fund.doc.

Other Resources

Artscape - Vision 2011: Thinking Big About Culture-led Regeneration

Vision 2011 is Artscape's road map for the next five years, tackles how to address the urgent needs of Toronto's artists and creative entrepreneurs and how creative city builders and developers can work together to make cities and communities liveable, prosperous and competitive.

For more information: <http://www.torontoartscape.on.ca/about/vision2011>

Bank of I.D.E.A.S.

The Bank of I.D.E.A.S. operates from the basic assumption that communities do not develop from the 'top down' or from 'the outside in'. It believes that communities need to build from 'the inside out', and for their residents to invest themselves, ideas, assets, capabilities and resources in the process.

For more information: <http://www.bankofideas.com.au/>

Bell Canada - Connected to Communities

Bell's Community Investment program is all about being Connected to Communities through youth and community economic development.

For more information: <http://www.bce.ca/en/community/investment/>

BizPaL

BizPaL is an online service that simplifies the business permit and licence process for entrepreneurs, governments, and third party business service providers.

For more information: http://www.bizpal.ca/index_e.shtml

BMO Financial Group

BMO contributes to both large and small organizations across a variety of areas including education, health, arts and culture, civic and community, and sports and athletics. Although support is broadly based, the focus is on assisting organizations and initiatives that encourage and facilitate learning

For more information: http://www2.bmo.com/content/0,1089,divId-7_langId-1_navCode-3676,00.html

Business for the Arts

[Artsvest Program](#) - ArtsVest is a pilot matching grants program created by Business for the Arts in partnership with the Ministry of Culture and the Ontario Trillium Foundation. Its goal is to help develop new, mutually beneficial partnerships between business and arts organizations that will in turn benefit Ontario communities. For more information: <http://businessforthearts.org/artsvest/artsvest>

Canada Council for the Arts -Federal Funding Agency

For more information: <http://www.canadacouncil.ca/>

Canadian Rural Partnership - Networking Initiative (Fund)

The Networking Initiative funds three types of rural community projects aimed at building community capacity building, learning events, partnerships and networks. The Initiative runs until March 2008.

For more information: http://www.rural.gc.ca/programs/networking_e.phtml

CIBC Community Investment Program

Programs involve donations to support health, education, community, arts and culture, with a focus on youth.

For more information: <http://www.cibc.com/ca/inside-cibc/in-your-community.html>

Commercial Theatre Development Fund

Administered by the Toronto Alliance for the Performing Arts, the fund assists the Ontario commercial theatre sector through associations with Ontario-based producers who seek to present small to mid sized commercial theatre productions..

For more information: <http://www.tapa.ca/membership/ctdf> or Google [Commercial Theatre Development Fund](#)

Communities in Bloom and WinterLights Celebrations

These are two National programs that are building pride and enhancing quality of life in communities across Canada. For more information: <http://www.communitiesinbloom.ca/>

Community Foundations Canada (CFC)

CFC is the membership organization for Canada's vibrant and growing network of 155 community foundations and a source of information for getting the endowment fund raising platform needed in communities for sustainable cultural infrastructure, etc.

For more information: <http://www.cfc-fcc.ca/>

Creative City Network of Canada (CCN)

CCN is a network of people employed by municipalities across Canada working on arts, culture and heritage policy, planning, development and support. Read "[Making the Case for Culture](#)".

Cultural Planning and Cultural Mapping Toolkits - The kits focus on general cultural planning.

For more information: <http://creativecommons.ca/> <http://creativecommons.ca/toolkits/>

Department of Canadian Heritage - All funding programs including Arts Presentation Canada, Building Communities Through Arts and Heritage, Cultural Capitals, Cultural Spaces, etc., as well as Canadian Culture Online (CCO) funding programs, provide meaningful and seamless access to content that helps deepen an understanding of Canada and its rich diversity.

For more information on all Financial Support Programs: <http://www.pch.gc.ca/pgm/lst/fndx-eng.cfm>

and for CCO <http://www.pch.gc.ca/pgm/pcce-ccop/index-pgm-eng.cfm>

Environment Canada - Eco Action Fund

EcoAction encourages project submissions that will protect, rehabilitate or enhance the natural environment, and build the capacity of communities to sustain these activities into the future. Projects require matching funds or in-kind support from other sponsors.

For more information: http://www.ec.gc.ca/ecoaction/index_e.html

Industry Canada Regional Development

Regional and Rural Development Initiatives - includes Canada-Ontario Municipal Rural Infrastructure, etc.

For more information: http://www.ic.gc.ca/epic/site/ic1.nsf/en/h_00168e.html

International Downtowns Association

This association has an interest in culture as a key in downtown renewal planning and development, a growing emphasis on the quality of place in commercial areas

For more information: <http://www.ida-downtown.org/eweb/startpage.aspx>

Placemaking on a Budget

A resource of the American Planning Association, it provides a step-by-step process for determining what is unique and important in the local culture; tapping into available resources; and organizing and implementing projects to create a strong sense of place downtown.

For more information: <http://www.downtowndevelopment.com/pob.php>

Places Journal

This is a “Forum of Design for the Public Realm”. It can be used to encourage architects, planners, landscape architects, engineers and politicians to plan with whole place fabric and relationships as the priorities.

For more information: <http://www.places-journal.org/>

Royal Bank Financial Group

RBC Financial Group provides donations that have direct social impact and strengthen the communities in which our clients and employees live and work.

For more information: <http://www.rbc.com/community/donations/application-guidelines.html>

Stewardship Canada Funders’ Guide

A comprehensive database of private and public Foundations in Canada, with varying interests of support.

For more information: <http://www.stewardshipcanada.ca/funders/>

Strategic Horizons LLP

Strategic Horizons LLP offers unique perspective that cofounders Joe Pine and Jim Gilmore articulate in such works as their best-selling book [The Experience Economy: Work Is Theatre & Every Business a Stage](#). For more information: <http://www.customization.com/>

The Ontario Rural Council (TORC)

TORC is a member-driven, multi-sector provincial rural organization with a mission to be a catalyst for dialogue, collaboration, action and advocacy on a wide range of rural issues. TORC provides the ‘collective rural voice’ on rural issues for the purpose of helping to inform and hopefully influence rural policy, program and research development. TORC is a member of MCPP

For more information: <http://www.torc.on.ca>

Youth Employment Strategy - Summer Work Experience

The Federal Government program creates summer employment opportunities for secondary and post-secondary students, and supports the operation of summer employment offices where they may also find a job. These jobs provide students with the opportunity to acquire skills, work experience and help finance their return to school.

For more information: <http://www1.servicecanada.gc.ca/eng/epb/yi/yep/newprog/summer.shtml>

Valuing Culture: Measuring and Understanding Canada’s Creative Economy, this report highlights the substantial social, cultural and economic contributions of Canada’s culture sector and assesses its economic footprint. For more information: http://www.torc.on.ca/documents/08-152_Canada’sCreativeEconomy.pdf

Prepared: March, 2009