

**City of Kawartha Lakes**

**2020 - 2030**

**Cultural Master Plan**

## **Vision Statement: Kawartha Lakes Culture in 2030**

*Kawartha Lakes is widely known for its thriving cultural sector. Residents and visitors alike enjoy a wide range of cultural activities, destinations and events provided by a well-resourced and connected community of engaged stakeholders including the municipality, which contributes to a vibrant quality of life and a prosperous local cultural economy.<sup>1</sup>*

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<sup>1</sup> The ten year vision statement for the Kawartha Lakes cultural sector was derived by combining the vision statements provided at the 2019 Cultural Summit and utilizing the phrases most often provided by stakeholders throughout the consultation process.

## Contents

Executive Summary .....	7
1 The City of Kawartha Lakes .....	8
1.1 The Importance of Creative Economy.....	8
Cultural Sector Trends.....	9
1.2 The Kawartha Lakes Policy Context .....	11
1.3 Kawartha Lakes Cultural Programs, Resources and Facilities .....	15
Cultural Administration and Cultural Programs.....	15
Cultural Sector Assets, Organizations and Cultural Facilities .....	17
The Kawartha Lakes Arts and Heritage Trail .....	19
1.4 City of Kawartha Lakes Investment in Culture .....	19
2 Cultural Planning in Kawartha Lakes .....	19
2.1 The 2013 Cultural Master Plan .....	19
2.2 The 2020 - 2030 Cultural Master Plan: The Process .....	20
2.3 The 2020 - 2030 Cultural Master Plan: The Methodology.....	22
The 2019 Cultural Summit.....	22
Key Stakeholder Interviews .....	23
Cultural Organization Meetings .....	23
Focus Groups .....	23
Community and Student Surveys .....	24
2.3 Monitoring Progress and Successes.....	24
4. 2020 -2030 Strategic Priorities and Implementation Plan .....	26
3.1 Priority One: Build Cultural Sector Capacity .....	27
3.2 Priority Two: Address Local Factors Inhibiting Cultural Sector Growth .....	29
3.3 Priority Three: Improve Cultural Spaces & Places .....	31
4.4 Priority Four: Expand Cultural Sector Funding Options .....	35
3.5 Priority Five: Develop Cultural Products Based on Authentic Local Culture .....	39
3.6 Priority Six: Collaborate and Build Partnerships .....	41
3.7 Priority Seven: Strengthen Cultural Promotion and Marketing.....	44
4.Incorporated Non-Profit Cultural Organizations.....	46
4.1KL Cultural Organization Profiles.....	46
4.2 Cultural Organization Operating Conditions.....	46
4.3 Future Cultural Facilities .....	51

5.0 Appendices .....	54
5.1 APPENDIX A: Table Six - Kawartha Lakes Cultural Assets Inventory .....	55
5.2 APPENDIX B: 2019 Cultural Summit .....	86
SWOT Analysis .....	87
Strategic Planning .....	92
5.3 APPENDIX C: Cultural Master Plan Consultation .....	95
5.3.1 Table Seven: Key Stakeholder Interviews .....	95
5.3.2 Focus Groups .....	100
5.3.3 Community and Student Surveys .....	105
5.3.4 Cultural Non-Profit Organization Meetings .....	123
5.4 APPENDIX D: Municipal Investment in the Cultural Sector .....	126

## **What is Culture?**

*Culture is the combination of characteristics, traditions, activities, values and beliefs that distinguish one group of people from another. Culture is expressed through the places and things that we create, and through forms of expression such as art (i.e. music, theatre, paintings, film, literature) and it is showcased in our art galleries, theatres, museums and communities.*

*Culture is passed down from one generation to the next, but it is ever-changing and evolves over time. Our museums are repositories of objects and stories that were a part of culture in the past – our cultural heritage. Cultural shifts or innovations can occur when different cultures intersect, exposing people to new ideas, different beliefs or activities.<sup>2</sup>*

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<sup>2</sup> This definition of culture is Kawartha Lakes specific. It was developed for the Arts and Heritage Task Force established by the City of Kawartha Lakes in 2016.

## **Glossary**

AGM Annual General Meeting

CKL City of Kawartha Lakes

CMP Cultural Master Plan

CPII Canadian Planning Institute Indicators

HODG Heritage Organization Development Grant is an operational grant offer by the Ontario Ministry of Tourism, Culture and Sport

HCD Heritage Conservation District

KAN Kawartha Arts Network

KLAC Kawartha Lakes Arts Council

KLSBEC Kawartha Lakes Small Business and Entrepreneurship Centre

KLHN Kawartha Lakes Heritage Network

PC Parks Canada

TSW Trent Severn Waterway

# EXECUTIVE SUMMARY

The purpose of the 2020 – 2030 Kawartha Lakes Cultural Master Plan (CMP) is to provide a long-term vision and a strategic action plan to guide growth of the local cultural economy, to enhance quality of life and placemaking, ensuring that it reflects the unique cultural identity of Kawartha Lakes. The City of Kawartha Lakes is asset-rich in terms of its cultural resources and natural heritage. These assets are the building blocks for a thriving cultural sector that will fuel the growth of the municipality's cultural tourism sector and overall creative economy. The 2020 -2030 Cultural Master Plan is based upon comprehensive engagement with cultural stakeholders, businesses and the broader community ensuring that it accurately reflects the current cultural and business landscape as well as the capacity and aspirations of cultural businesses and organizations who are actively engaged in delivering cultural products and services.

As a result of the municipality's commitment to supporting cultural sector growth through the introduction of an arts, culture and heritage program and staffing in Economic Development, much has been accomplished over the past few years. The cultural sector is well-connected, strategically organized and is growing rapidly.

The 2020 -2030 Cultural Master Plan identifies seven strategic priorities that reflect current conditions across the sector. These strategic priorities provided the rationale for objectives and recommended actions that will strengthen the capacity and outcomes of cultural sector operators, improve operational efficiencies and effectiveness, stimulate creativity, innovation and business growth, increase tourism, and enhance the distinctive identity of Kawartha Lakes.

The strategic priorities include:

- Training for Cultural Sector Businesses and Non-Profit Organizations
- Addressing Local Factors Inhibiting Cultural Sector Growth
- Improving Cultural Spaces and Places
- Expanding Cultural Sector Funding Options
- Focusing on Authentic Local Culture
- Maximizing Sector Growth through Collaboration and Partnerships
- Strengthening Cultural Promotion and Marketing

Culture, innovation and creativity, and a vibrant quality of place are key ingredients in growing the local economy. Cultural spaces, events and activities provide the opportunity for residents, newcomers and visitors to be actively engaged in community life, to meet others with similar interests, to learn new skills that may be the seeds for future careers and businesses, and contribute to the success and vibrancy of our communities. The CMP provides direction that will enable creativity to flourish in Kawartha Lakes by aligning ideas, people, and resources around a shared vision and strategies that will realize Kawartha Lakes' full potential.

# 1 THE CITY OF KAWARTHA LAKES

The City of Kawartha Lakes is a single tier municipality located 90 minutes north of the Greater Toronto Area (GTA). It is the second largest rural municipality in Ontario in terms of land area that has long been a destination for visitors who are attracted to its natural beauty, with over 250 lakes and rivers and the Trent Severn Waterway that provide unlimited outdoor recreational opportunities. With a population of 6,417,516 (2016 Census) GTA residents living within a one-hour drive of Kawartha Lakes, the potential for visitor and resident growth is substantial.

Kawartha Lakes' culture is inherently linked to the landscape and farming the land, and local traditions, artifacts and communities are the tangible and intangible legacies of the generations that have settled and thrived here. Charming towns, villages and hamlets dot the countryside set in a picturesque landscape. Its rural flavour, quaint towns and villages offer a slower-paced lifestyle that attracts over 1.6 million visitors who enjoy our bountiful lakes and rivers, and cottage-life.

Visitors have also discovered that Kawartha Lakes is rich in arts, heritage and cultural assets. The Kawartha Lakes Arts & Heritage Trail, introduced in 2017, showcases the diverse range of cultural destinations and artistic talent across the municipality. It is home to a wide variety of galleries, museums, theatres, working art studios, heritage districts, historic sites and cultural businesses. Nurturing and facilitating the growth of these valuable cultural assets will maximize local economic growth, add to its dynamic cultural tourism offerings, and ensure a high quality of life for Kawartha Lakes residents.

## 1.1 The Importance of Creative Economy

Cities that distinguish themselves from other cities based on their cultural heritage identities or arts, gain a competitive advantage as “destination cities” for cultural tourism. Travel industry research confirms that cultural tourism is the fastest growing segments of the tourism industry. Cultural industries create job growth, turn ordinary cities into destination cities, create interconnections between arts and business, revitalize urban areas, attract skilled workers, create spin-off businesses and attract new residents.

The creative economy is comprised of business, cultural service and creative sectors including advertising, media, design, music, film, performing arts, publishing and software development. These are creative industries in which ideas, innovation and intellectual property have the highest value and generate wealth and higher paying jobs. Unlike other economic sectors, creative industries have the potential to transform communities in many ways. Not only do they boost quality of life and vibrancy, a thriving cultural scene also

attracts talent and entrepreneurs, draws visitors, invigorates the local economy and reshapes a city's overall image.

Increasing the number of creative industries in our communities stimulates the local creative economy, an economy that is driven by ideas, knowledge, and innovation. In order to attract and retain entrepreneurs and a creative workforce, we need to invest in our cultural sector, revitalize our downtowns, showcase our heritage and support the creative core that will expand cultural tourism offerings, encourage creative businesses and attract residents to our communities.

According to Statistics Canada's Provincial and Territorial Indicators from 2010 to 2014, Ontario's arts, culture and heritage sector represents \$27.7 billion of the province's GDP and almost 302,000 jobs. The report shows that Ontario was responsible for 45% of the total GDP of Canada's arts, culture and heritage sector and 43% of Canadian culture sector jobs. Between 2010 and 2014, the GDP of Ontario's arts, culture and heritage sector increased by 16.4%. This compares to a 14.7% increase in the economy overall.

Based on 2016 Census data, Kawartha Lakes culture contributes 42.9 million to Ontario's GDP culture of \$26.7 billion. Census data also reveals that the cultural sector provided 527 jobs in Kawartha Lakes in 2017<sup>3</sup>. This includes 116 jobs in visual and applied arts, 81 jobs in live performance, 62 jobs in audio-visual and interactive media and 266 jobs in other domains<sup>4</sup>. However, 2016 Census data also indicates that workers in culture-related occupations in Kawartha Lakes earned an average of \$28,681 compared with \$47,402 for culture-related occupation salaries Canada wide<sup>5</sup>.

## Cultural Sector Trends

Over the past decade, the role and importance of the cultural sector has undergone significant change across Canada and internationally. Municipal cultural planning has been employed as a mechanism for place-making, for strengthening the local cultural economy and ensuring competitiveness in attracting new residents, business and opportunities. The following trends have been noted in Canadian municipalities:

- The economic potential of the cultural tourism industry and cultural small businesses in terms of income, jobs and visitor attraction has been proven.
- The very definition and experience of culture for audiences has undergone a shift away from the formal 'high arts' to more accessible forms of cultural expression such as

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<sup>3</sup> Statistics Canada, Provincial and Territorial Indicators, 2010 -2017, April 25, 2019

<sup>4</sup> Overall GDP and job totals represent both culture and non-culture products. Domain totals include only culture products given that non-culture products contribution cannot be allocated by domain. Source 2016 Statistics Canada based on a custom grouping of 54 National Occupation Codes related to culture.

<sup>5</sup> 2016 Statistics Canada based on a custom grouping of 54 National Occupation Codes related to culture.

festivals, street performance, craft shows and public art, and heritage districts, all of which contribute to local cultural vibrancy.

- Arts programs within the school system have been cut in many regions and as a result, community arts organizations have begun to play a more important role in arts education and arts instruction. Not only does this bring a wide range on creative programs to students, it also contributes to the viability and role of the cultural not for profit sector.
- There is greater interest in creative expression and appreciation of cultural heritage as a key part of community vibrancy and creative place-making
- Cultural clusters are recognized as an effective place-making strategy that accelerates growth of the cultural economy. Cultural clusters are geographic areas with a concentration of cultural destinations, venues, businesses and creative industries that encourage networking, the incubation of ideas and stimulates economic growth. Clusters tend to grow organically but can be encouraged through zoning and land use planning and can help to regenerate and revitalize downtown city or village area.
- Cultural planning is recognized as an essential planning mechanism that requires partnership between municipalities, cultural sector organizations, businesses and the broader community. Cultural planning effectively assesses and enables the development of strategies that will enhance quality of life, improve 'place competitiveness' and grow the local cultural economy.

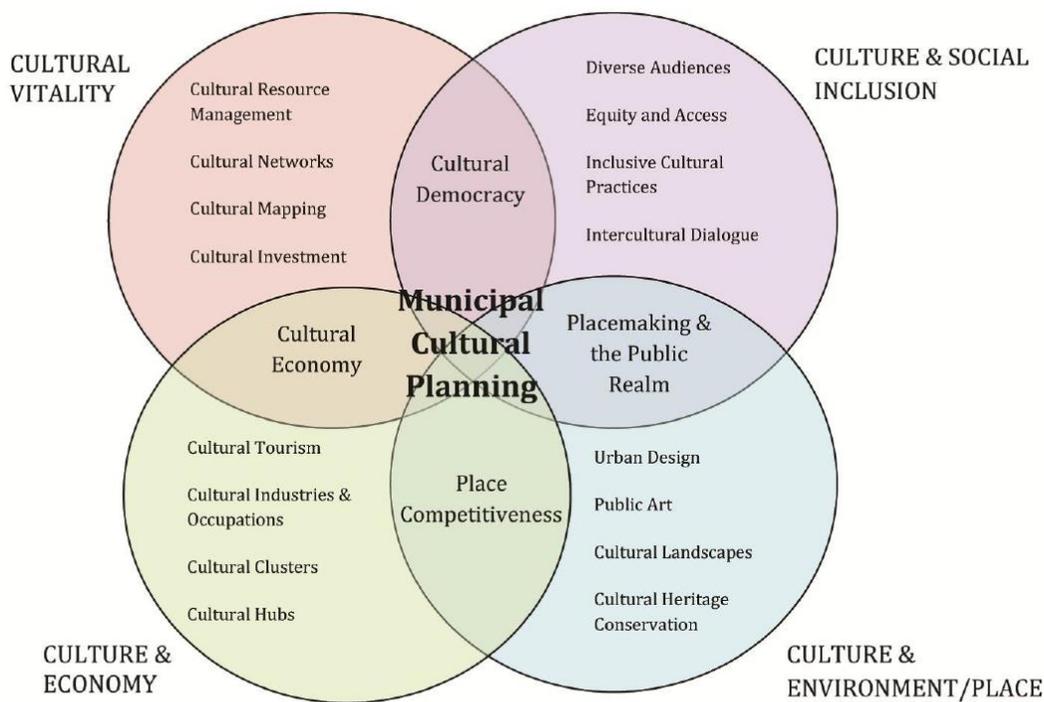


Figure Two: The Four Quadrants of Municipal Cultural Planning (Source: Municipal Cultural Planning Incorporated. 2011. *Municipal Cultural Planning: A Toolkit for Ontario Municipalities*)

## 1.2 The Kawartha Lakes Policy Context

The objectives and strategies identified in the 2020 -2030 Cultural Master Plan support the broader goals of the City’s Strategic Plan, Economic Development Strategy and other relevant departmental plans. Well-coordinated cultural sector planning contributes to local economic growth and quality of life by ensuring alignment with other municipal plans and guiding documents.

The following municipal plans, policies and strategies were examined and content that is relevant to planning cultural sector development is identified.

- City of Kawartha Lakes Official Plan (2010)
- City of Kawartha Lakes 2016 -2019 Strategic Plan; and emerging 2020- 2023 Plan
- Economic Development Strategy
- 2013 Cultural Master Plan
- 2013 Heritage Master Plan
- 2018 Public Art Policy

## *City of Kawartha Lakes 2012 Official Plan<sup>6</sup>*

The City of Kawartha Lakes Official Plan identifies objectives and provides policies that guide future growth and development throughout the municipality. In addition to overarching objectives that are included within the 2020 - 2030 CMP, the Official Plan notes the importance of heritage preservation through Heritage Victoria (now the municipality's Municipal Heritage Committee). The following guiding principles and objectives directly pertain to cultural development as a component of overall development in the municipality:

- Foster a vibrant City that takes pride in its heritage, culture and resources, embraces all members of the community and celebrates its strengths
- Encourage the conservation and enhancement of cultural heritage resources. Features of interest include buildings, structures and significant landscapes;
- Raise public awareness and celebrate the history of the community
- Support a healthy and productive agricultural industry as an important element to the City's heritage, identity and its economic base;
- Promote and enhance the tourism opportunities within the City;
- Promote the development of new businesses and economic activities that are not currently available in the City and encourage the expansion of existing businesses; and
- Promote the development of the City as a cultural, multi-functional community and encourage the use of cultural resources in tourist facilities. Concentrate forms of economic activity into nodes of interest, specifically highlighting the arts community and the City's significant cultural heritage attribute

### **Official Plan Tourism Objectives**

g) Promote the development of the City as a cultural, multi-functional community and encourage the use of cultural heritage resources in tourist facilities. Concentrate forms of economic activity into nodes of interest, specifically highlighting the arts community and the City's significant cultural heritage attributes.

### **Official Plan Community Facilities Objectives**

a) Foster a vibrant City that takes pride in its heritage, culture and resources, embraces all members of the community and celebrates its strengths.

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<sup>6</sup>The Secondary Plans for Kawartha Lakes which guide development in Lindsay, Bobcaygeon, Coboconk-Norland, Omeme, Fenelon Falls and Woodville are currently under appeal

- b) Provide open space, recreational, educational and cultural facilities for City residents, either through the City's own efforts or through the efforts of other public/private agencies.
- k) Support and encourage the development of art and cultural facilities in the City.

### **Official Plan Cultural Heritage Objectives**

- a) Conserve and enhance the City's cultural and heritage resources. Features of particular interest include buildings, structures and significant structural remains, areas of unique or rare composition, landscapes of scenic value, artifacts, archaeological sites, cemeteries and burial grounds.
- b) Raise public awareness and celebrate the history of the community.
- c) Encourage participation and involvement in preservation and restoration efforts and foster the community's understanding and appreciation of the area's heritage resources.

### ***City of Kawartha Lakes 2016 -2019 Strategic Plan***

The Municipality's Strategic Plan is the overarching document that guides major projects and the municipality's focus over the period of the plan. The current plan which spans 2016 – 2019, values collaboration, continuous improvement, excellence, innovation and results. The plan identifies the following strategic goals, objectives and actions that are pertinent to cultural sector development:

- 1. A vibrant and growing community
  - 1.1 A stronger and more diversified economy – Develop and execute a Comprehensive Economic Development Strategy to bring business to Kawartha Lakes and to expand local employment
- 2. An exceptional quality of life
  - 2.1 A more culturally vibrant community promoting culture, arts and heritage – Strengthen existing cultural and heritage assets

Council has prepared a new 2020 -2023 Strategic Plan in which arts, culture and heritage will continue to be a priority area for enhancing quality of life and community building. Additionally, culture is identified as an important part of a Vibrant and Growing Economy in which the municipality will seek to attract new businesses and expand local employment.

## *2017 Economic Development Strategy*

The City's 2017 Economic Development Strategy identifies goals and actions for the City as a whole and specific direction to the Economic Development Division in their work with the broader business community to foster local economic growth. The Economic Development Strategy identifies culture as one of five established or emerging clusters as the focus of economic development programs.

Specifically, cultural sector development activities should:

- Increase the number and capacity of arts, culture and heritage for profit and not-for-profit businesses (expansion and attraction);
- Foster the development of cultural events and festivals (partnering with tourism);
- Develop the arts, heritage, culture brand of Kawartha Lakes so that it becomes an attraction for tourists, new residents and entrepreneurs working in the sector;
- Grow the craft/ maker segment (number of small or micro businesses and sales per business due to increased tourism traffic); and
- Action the heritage and cultural implementation plans.

## *2013 Heritage Master Plan*

The Heritage Master Plan prepared in 2011 by Richard Fortin Associates recommends six categories of actions: Organizing for Heritage; Start-up and Support; Upgrading and Protection; Research Theme and Content Priorities; Cultural Heritage Development; and Cultural Heritage Tourism. The plan articulates the importance of protecting and promoting the value of cultural heritage in Kawartha Lakes. In addition to conservation objectives, it identifies economic development opportunities that are possible through heritage place-making that enhance retail and visitor attraction and are expressions of local identity and pride. The plan identifies the following key objectives that pertain to cultural development and the creative economy:

- Heritage as a key driver for economic development
- Upgrading, expanding, or creating facilities to celebrate key themes from the past that are currently underrepresented in Kawartha Lakes

## *2013 Cultural Master Plan*

The 2013 Cultural Master Plan prepared by Miller, Dickenson Blais identified twenty action items under five Strategic Priorities for the growth of the Kawartha Lakes cultural sector. These include: Define Municipal Role and Partnerships; Strengthen Connection between

Culture and Economic Development; Build Cultural Sector Capacity; Strengthen Cultural Promotion and Marketing; and Engage and Retain Youth. The plan has provided direction for cultural programming and activities for the past six years.

### *Plans and Strategies in the Development Stage*

A 2020 Destination Development Plan and a 2020-2025 Agriculture and Food Strategy are also currently being prepared. These planning documents will compliment and provide additional direction on the cultural dimensions of future tourism and agriculture and food industry development.

#### **2020 Destination Development Plan**

The 2020 Destination Development Plan will be a strategic plan to guide the long-term growth of the tourism sector in Kawartha Lakes and to build and manage the visitor economy. Cultural tourism is an important facet of local tourism that will also be captured in this development plan.

#### **2020 -2025 Agriculture and Food Strategy**

The 2020 - 2025 Agriculture and Food Strategy will provide comprehensive guidelines for the agricultural and food production sector including value-adding cultural activities that can take place in agriculture zones.

## **1.3 Kawartha Lakes Cultural Programs, Resources and Facilities**

### **Cultural Administration and Cultural Programs**

As is often the case in the municipal context, responsibilities for various aspects of cultural programs and service delivery in Kawartha Lakes are handled by multiple municipal departments. Arts and cultural programming and development activities are primarily delivered through the Development Services Department. The Economic Development Officer – Arts and Culture, is responsible for programs to develop and support the creative economy and cultural tourism. Statutory heritage planning and heritage conservation is also situated within Economic Development. A dedicated Heritage Planner position was introduced in this department in 2019. Planning and building approvals for cultural business operations is provided through Planning and Building divisions in the Development Services Department. The Community Services Department is responsible for the capital costs and operational aspects of cultural facilities, Community Development program, and also offers recreational / leisure arts opportunities and publishes an annual Community Guide regarding community recreational facilities and events. Archival management is provided through the City's Clerk's Office.

The City also has Council-appointed committees and volunteer boards who provide advice in the provision of arts, culture and heritage-related programs and services. These include the Kawartha Lakes Municipal Heritage Committee (previously Heritage Victoria), the Fenelon Falls Museum Board, the Coboconk Railway Station Restoration Committee, the Library Board, and the Downtown Revitalization committees for Lindsay, Omemee, Fenelon Falls and Coboconk-Norland.

Coordination of sector-wide planning, service delivery and programming can be challenging when multiple departments are involved. It is essential that cross-departmental mechanisms exist to coordinate long range planning and annual work plans, to monitor progress and facilitate communication with respect to CMP implementation, sector progress and emerging issues or opportunities.

## Cultural Sector Assets, Organizations and Cultural Facilities

Kawartha Lakes is asset-rich in terms of arts, culture and heritage resources. A 2019 inventory of cultural assets in Kawartha Lake was completed through primary and secondary research and provides a current and comprehensive base of information about the sector and the location of all assets. The profile of cultural assets has been categorized according to the Canadian Framework for Cultural Statistics which uses the Cultural Resource categories depicted in Figure Four. The inventory which is provided in Appendix A, identifies all cultural businesses, facilities, events, and organizations as well as natural cultural heritage assets and is also available as an online Cultural Map on the City of Kawartha Lakes website at <https://www.kawarthalakes.ca/en/things-to-do/arts-culture-and-heritage.aspx>

The City of Kawartha Lakes is home to many well-known cultural destinations located in City-owned cultural facilities dispersed across its expansive geography. These include:

- The Olde Gaol Museum / Victoria County Historical Society, Lindsay
- The Kawartha Gallery, Lindsay
- Coronation Hall, Omemee
- The Boyd Museum, Bobcaygeon
- Settlers Village, Bobcaygeon
- The Station Gallery, Fenelon Falls
- Maryboro Lodge /The Fenelon Falls Museum, Fenelon Falls
- The Kinmount Artisans Marketplace, Kinmount
- The Sheddon Historical Society / Coboconk Railway Station

Additionally, there are a number of key incorporated non-profit cultural organizations that own or operate out of facilities that are not a part of the City's assets. These include:

- The Kirkfield Museum, Kirkfield
- The Academy Theatre, Lindsay
- The Lindsay Little Theatre, Lindsay
- The Lakeview Arts Barn / Globus Theatre, Bobcaygeon
- The Manvers Historical Society

The City's two cultural umbrella organizations, operate without a fixed facility or venue:

- The Kawartha Lakes Arts Council
- The Kawartha Lakes Heritage Network



CATEGORY	NUMBER OF ASSETS
Cultural Businesses / Enterprises	186
Community Cultural Organizations	42
Cultural Facilities & spaces where culture may occur	91
Annual Cultural Festivals and Events	60
Natural Heritage	32
Cultural Heritage	102
<b>TOTAL CULTURAL ASSETS</b>	<b>513</b>

Figure Four: Cultural Resource Categories<sup>7</sup>

<sup>7</sup> The assets identified in each cultural resource category are an accurate count based upon primary research conducted in 2019 in Kawartha Lakes which produced a database profiling the local cultural sector. This

## **The Kawartha Lakes Arts and Heritage Trail**

The Kawartha Lakes Arts & Heritage Trail, introduced in 2015, showcases 54 cultural destinations that exemplify the rich heritage and diverse artistic talent of the area. This virtual trail allows visitors to plan tailored excursions to explore Kawartha Lakes' cultural destinations, living history, historic waterways and heritage buildings. The Arts & Heritage Trail also includes dozens of art galleries, artisan and art studios, craft shops, as well as audio walking tours, unique historic sites, natural heritage and culinary cultural destinations. The Trail can be accessed online at [www.artsandheritagetrail.com](http://www.artsandheritagetrail.com)

### **1.4 City of Kawartha Lakes Investment in Culture**

Although the City of Kawartha Lakes may rank lower in terms of overall investment in the cultural sector in comparison with many other Ontario municipalities, the City has increased its investment in culture since the introduction of a dedicated Arts, Culture and Heritage program, contributes through multiple department budgets, and plays a lead role in many facets of cultural sector programming. In addition, the municipality provides in-kind support across many departments and programs including marketing and promotion support for cultural events and activities through the City's Communications and Marketing Division, promotion for events, activities and cultural destinations by the Tourism Office, and marketing services for cultural destinations and leisure activities in the Kawartha Lakes Community Guide. Program budget investment in culture from City departments for 2018 and 2019 are provided in Appendix D.

## **2 CULTURAL PLANNING IN KAWARTHA LAKES**

### **2.1 The 2013 Cultural Master Plan**

In 2012, the City of Kawartha Lakes retained the services of Miller Dickenson Blais to develop their first Cultural Master Plan. The plan identified twenty action items under five Strategic Priorities for the growth of the Kawartha Lakes cultural sector: Define Municipal Role and Partnerships; Strengthen Connection between Culture and Economic

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database can be found in Appendix A which has also informed the Kawartha Lakes online Cultural Maps. It is noted that these numbers may differ slightly from data provided through Statistics Canada Census and the Provincial and Territorial Culture Indicators which are based upon self-reporting under general categories only.

Development; Build Cultural Sector Capacity; Strengthen Cultural Promotion and Marketing; and Engage and Retain Youth.

As of December 2018, the vast majority of the recommended actions under this cultural master plan had been accomplished. The 2020 - 2030 Kawartha Lakes Cultural Master Plan builds upon the goals of the City's first Cultural Master Plan completed in 2013, which are still directly relevant as we move forward. These include:

- Implementing a process that engages the community broadly in identifying and profiling cultural assets as well as helping identify future cultural needs and opportunities
- Maintaining an up-to-date inventory of cultural assets
- Identifying the strengths, weaknesses, opportunities and challenges affecting cultural development in Kawartha Lakes
- Ensuring the effective integration of the Cultural Master Plan with key City strategies and missions and the integration of culture into ongoing municipal planning and decision-making
- Introducing training and project development skills of our cultural organizations to maximize potentials and outcomes

## **2.2 The 2020 - 2030 Cultural Master Plan: The Process**

The 2020 -2030 Kawartha Lakes Cultural Master Plan is a strategic document that provides a comprehensive snapshot of the current cultural sector and provides a road map to guide future cultural development directions based upon extensive research and engagement with key cultural organizations, cultural businesses, artists and artisans, City staff, young people and the community at large. In this sense it is a community-wide plan that embraces the collective aspirations of the community and the municipality and reflects the maturing of the cultural sector.

The 2020 - 2030 Cultural Master Plan provides direction in three important ways:

1. It is a guide for making long-term municipal planning and budgeting decision-making. The objectives of the Plan can be embedded within other plans and processes so that cultural considerations are included in municipal decision-making;
2. It provides direction in the development of work plans in Economic Development and in the work plans of other pertinent departments; and
3. It is an important source of ideas and inspiration for community action and collaboration. The Plan reflects the community's aspirations and priorities and is seeded with new and innovative ideas which, with encouragement, will blossom and bear fruit.

The CMP strategic priorities and actions address gaps in municipal programs and service delivery with respect to civic collections, heritage assets, museums and the overall creative economy. It provides recommendations and identifies opportunities to combine resources and reduce duplication of services that will maximize outcomes and ensure that investment produces effective results.

The Cultural Master Plan was developed through a four phase process that commenced in the spring of 2019 and concluded in December of 2019.

### **Phase One**

Phase One focused on research instrument development, background research and organization meetings with the boards of directors of all Kawartha Lakes non-profit cultural organizations. Extensive input was received from cultural organizations on current operations, issues and aspirations as well as preferred sector-wide development strategies and potential models for future cultural facilities in Kawartha Lakes.

### **Phase Two**

During Phase Two primary and secondary research were carried out to identify current cultural assets and resources and produce an up-to-date city-wide cultural asset database. The database and cultural map depict the locations and concentrations of these assets and allows analysis of access, transportation and potential future clusters or districts. This database, which is available in Appendix A, informs the content for the 2020 Cultural maps available on the City's website.

### **Phase Three**

During Phase Three, all community engagement and research processes were carried out. This included a community-wide Cultural Summit attended by a broad cross section of cultural sector stakeholders, key stakeholder interviews, focus groups and community and student surveys.

### **Phase Four**

During Phase Four the draft Cultural Master Plan was prepared and circulated to all stakeholders and presented at a public meeting for feedback. Stakeholder feedback was incorporated into the final Cultural Master Plan presented to Council for adoption.

As evidenced by the strong role played by cultural stakeholders in Kawartha Lakes in the implementation of the municipality's 2013 Cultural Master Plan, cultural organizations have, and will continue to play an important role in helping to build a vibrant arts scene in Kawartha Lakes. Input that has been gathered for the Cultural Master Plan supports a continued role for umbrella cultural organizations and all cultural stakeholders in the implementation of the plan and the advancement of cultural sector growth.

The Cultural Roundtable, introduced in 2016, embraces the same model of collaborative participation by stakeholders throughout the municipality in the implementation of the 2013 Cultural Master Plan and should continue to be a platform for carrying out the 2020 -2030 Cultural Master Plan.

## **2.3 The 2020 - 2030 Cultural Master Plan: The Methodology**

### **The 2019 Cultural Summit**

The City's first Cultural Summit held in May 2019 was open to all members of the community. Approximately 70 people attended or participated in the event which showcased and celebrated local cultural talent, organizations and businesses. The goals of the Summit were:

- to document and celebrate progress that has been made over the past 7 years;
- to create a snapshot of the current Kawartha Lakes cultural landscape;
- to gather input from stakeholders on current sector issues and opportunities and future aspirations and main elements of a future vision for the sector; and
- to develop strategic directions for the next ten years of cultural sector development in Kawartha Lakes.

A strategic planning session was conducted using an electronic meeting system (EMS), an innovative facilitation process developed from research at the Queen's School of Business. The Queen's EMS, called "the Decision Centre", combines expert facilitation with a state-of-the-art group decision support system that enables groups to rapidly accelerate idea generation and consensus building. This system consists of a network of laptops accessing software designed to support idea generation, idea consolidation, idea evaluation and planning. The tool supports, but does not replace, verbal interaction; typically 25% of interaction takes place on the computers. Feedback from groups who have used the Decision Centre process has noted that meeting times can be cut in half; participation increases; there is improved better idea generation and alternative evaluation; it is a more structured process; and it enables automatic documentation of deliberations.

The strategic planning session commenced with a briefing on the 2013 Cultural Master Plan and an overview of actions from its implementation plan that have been completed. The group conducted a current state analysis by identifying internal strengths and weaknesses and external opportunities and threats. The group then drafted a vision statement for the cultural sector and brainstormed and prioritized strategic directions.

During the strategic planning session, participants were asked a wide range of questions that enabled identification, clarification and prioritization of issues, opportunities and aspirations. The questions included "What are our make or break issues in the next 2 years?". Participants typed in ideas on the laptops all of which appeared on a public screen at the front of the room. These ideas were then discussed and categorized into common

themes. The group was then asked “if we could only address five of these in the next year, which ones are most critical?” Individuals selected his/her top 5 and the overall results were then displayed to the group and further discussed.

### **Key Stakeholder Interviews**

Key stakeholder interviews were conducted with representatives of cultural businesses, cultural organizations, artists, design professionals and key agencies. The interviews were carried out using structured questions focusing on a future vision for the CKL cultural economy, current issues and opportunities and recommended strategies that will advance the prosperity and vibrancy of the sector.

### **Cultural Organization Meetings**

Organization meetings were carried out with board of directors from all non-profit cultural organizations in Kawartha Lakes. Each organization assessed their current operations and identified issues and aspirations associated with their own organization and its operations (Appendix D Section 7.4.5). They also considered sector-wide development strategies and potential models for future cultural facilities in Kawartha Lakes, with an understanding that no final model for cultural facilities and cultural program operations had yet been determined. Their input, as well as potential consideration by the municipality in terms of its long-term asset management plans would determine any outcomes. This is important because seven out of ten cultural organizations operate out of City-owned buildings, most of which are Part IV designations under the Ontario Heritage Act.

### **Focus Groups**

Focus groups were conducted with cultural stakeholders across a variety of cultural industry categories. These included:

- City staff from multiple departments with a role or interest in cultural sector development;
- Representatives from cultural businesses in Kawartha Lakes;
- Representatives from art-related cultural non-profit organizations in Kawartha Lakes; and
- Representatives from heritage-related cultural non-profit organizations in Kawartha Lakes.

Focus group methodologies provide the opportunity for group discussion and the exchange of viewpoints, beyond what can be obtained through interview research methods alone. Focus Group participants were asked to identify and discuss cultural resources and opportunities across the sector in Kawartha Lakes, to identify constraints to cultural sector

growth, and to prioritize and expand upon strategies that were identified through the Cultural Summit planning process.

## **Community and Student Surveys**

Online survey questionnaires were prepared using Survey Monkey and made available to all interested members of the community on the City's website. In order to ensure a youth perspective, two versions were created: one for high school students and one for residents of all ages. Kawartha Lakes high schools were contacted and asked to make the survey available to any interested students. A total of 91 surveys were completed by high schools students and 99 surveys were completed by City of Kawartha Lakes residents through the City's website. Figure Five: 2020 -2030 Cultural Master Plan Community Engagement

- A total of 400 + stakeholders engagements in one or more of the CMP consultation methods over a 4 month period
- 2019 Cultural Summit - 70 people engaged
- Key Stakeholder Interviews - 8 people engaged
- Focus Groups - 46 people engaged
- Cultural Organization meetings - 87 people engaged
- Student Online Surveys - 91 students engaged
- Community Online Survey - 99 people engaged

A full summary of all research instruments and results can be found in Appendix C.

## **2.3 Monitoring Progress and Successes**

The measurement of Cultural Master Plan implementation progress can be a complex exercise, but should be an integral part of the overall implementation process. Statistical data gathered at the provincial and federal levels through Statistics Canada and the Canadian Business Patterns database is helpful in painting a general picture of long-term trends, but do not accurately capture the details of creative economy within a single municipality, or emerging cultural growth areas and newer part-time businesses or employment growth. This information must be obtained through local data collection and reporting by local businesses and cultural organizations in terms of customer and visitor numbers, business reporting and municipal databases. Monitoring of progress in the implementation of CMP strategies and actions must be built into the implementation process with all stakeholders engaged in the collection of data identified within the implementation plan.

The Canadian Urban Institute has created a Guidebook that identifies 70 indicators that can be utilized to measure cultural sector progress (*A Guidebook for Cultural Planners*, 2011),

Canadian Urban Institute (CUI). Indicators from this source relevant to the Kawartha Lakes CMP have been identified in the implementation table in Section Three.

## 4. 2020 -2030 STRATEGIC PRIORITIES AND IMPLEMENTATION PLAN

The following section identifies the **strategic priorities**, **objectives** and **actions** that are recommended to maximize cultural sector growth and achieve the vision that has been articulated throughout the research process.

During the ten-year implementation process, it will be important to periodically review and assess objectives as the sector evolves, conditions change and new opportunities arise. Recommended actions may be selected for action during calendar years where funding opportunities are available. Recommended **actions** from the Implementation plan are the most likely to require updating to reflect future growth, changing conditions and opportunities across the sector.

### **3.1 Priority One: Build Cultural Sector Capacity**

The level of knowledge and professional expertise of practitioners is a key determinant in the success and growth of cultural sector businesses and cultural non-profit organizations. Well trained and qualified staff and volunteers ensure greater awareness of best practice in cultural sector activities and operations, improves operational capabilities and business viability, and increases the probability of success in grant applications. The provision of training opportunities by the municipality will significantly increase the effectiveness and sustainability of the cultural economy in Kawartha Lakes and demonstrates a commitment to the well-being of cultural businesses and non-profit organizations.

Monitoring and measurement of progress recommendations include the Canadian Urban Institute's cultural development indicators (CUII), as well as local CMP objective-based indicators.

#### **Constraints or opportunities addressed:**

Cultural sector organizations are operating at the peak of their current abilities. Most are run by hard-working volunteers who do not have formal or professional training. Most Kawartha Lakes cultural organizations cannot qualify for provincial or federal operational funding because they do not meet industry standards in terms of curatorial staffing, collections management expertise and climate-controlled collections storage. Lack of professional curatorial staff and expertise also rules out partnerships with Fleming College's Museum Management program.

The sector cannot grow beyond its current level of success without addressing these core operational issues

#### **OBJECTIVES AND ACTIONS**

**OBJECTIVE 1. Cultural sector non-profit organizations and businesses have strong operational, governance, professional and business skills.**

#### **RECOMMENDED ACTIONS**

- Develop a professional, management and business training program for CKL cultural businesses and organizations through Economic Development, the Kawartha Lakes Small Business and Entrepreneurship Centre (CKLSBEC) and outside agencies
- Partner with organizations to introduce governance training for the boards of non-profit organizations
- Partner with organizations to introduce workshop programs that feature specialists and local organizations with experience in state-of-the-art museum, gallery and cultural venue practices, as well as best practice in tourism products and events
- Introduce data gathering and feedback tools and facilitate data gathering practices across the sector to collect visitor and customer information and to continue board evaluations of operations and activities

## Progress Indicators

- Number of organizations completing training programs and applying new skills to enhance operations
- Number of organizations that receive provincial and federal grant funding
- Level of involvement with the Fleming College Museum Management Program
- Number of organizations that have completed governance training, and follow a business or strategic plan on a regular basis
- Evaluation tools developed and utilized to gather input from visitors, customers and managing boards of directors on a regular basis

**OBJECTIVE 2. Kawartha Lakes museums & galleries have access to professional conservationist /curatorial staff expertise, training and assistance in collections management and care and now qualify for a wide range of provincial/federal cultural grants. They have established partnerships with and work effectively with Fleming College's Museum Management program.**

### RECOMMENDED ACTIONS

- Invite conservation and curatorial professionals to hold training workshops for local cultural organizations
- Hire a professional conservationist / curatorial staff person to oversee and assist in the management and care of museum, gallery and municipal collections

## Progress Indicators

- Number of conservation / curatorial practice workshops held and number of attendees
- Municipal collections conservation / curatorial staff in place to advise and oversee collections management and care across KL cultural sector

**OBJECTIVE 3. Volunteer programs attract both new and existing residents and are effectively managed to maximize outcomes and ensure effective training and productivity**

### RECOMMENDED ACTIONS

- Support and assist in the development of a volunteer management plan that can be utilized by cultural non-profit organizations
- Invite organizations that have successful volunteer programs to mentor others (i.e. Kawartha Settlers' Village)
- Improve communications to inform new and existing residents of all ages about opportunities in cultural venues

## ➤ Progress Indicators

- The number of organizations completing volunteer training programs and applying new skills to enhance volunteer and organization operations

- The number of creative businesses and organizations working with the KLSBEC
- The number of volunteers, the duration of volunteer service and the outcomes achieved through volunteer efforts, volunteer retention
- The number of young people volunteering

### **3.2 Priority Two: Address Local Factors Inhibiting Cultural Sector Growth**

Local conditions, municipal zoning and other regulations, as well as regional factors significantly affect the health and success of cultural sector businesses and non-profit organizations in Kawartha Lakes.

#### **Constraints or opportunities addressed:**

- Municipal zoning, by-laws and permits approvals are not always supportive or clear for creative businesses and cultural events.
- It is difficult and expensive to obtain permission for cultural performances and events in City parks.
- There is a lack of interdepartmental communication within the municipality to facilitate cultural growth
- Seasonality of the tourism season reduces the viability and sustainability of the local cultural industry.
- Labour -Filling jobs is difficult because the sector is seasonal and small start-up businesses seeking to expand often have difficulties paying the minimum wage
- Lack of internet service in outlying areas inhibits cultural business growth

#### **OBJECTIVES AND ACTIONS**

**OBJECTIVE 1. Zoning, permits and by-laws encourage and enable home-based cultural businesses and provide clear requirements and regulatory parameters so that business owners understand these and can work within them from the onset.**

#### **RECOMMENDED ACTIONS**

- Review and amend zoning by-laws to facilitate home-based cultural businesses, ensuring they are clear and well-communicated so that business owners understand requirements and can work within them from the onset
- Review and amend sign by-laws to improve marketing and promotion of cultural businesses and venues especially those located outside downtown core areas where signage is critical to their operations
- Provide information that identifies all City requirements, by-laws and zoning approvals required for cultural businesses and cultural events

## Progress Indicators

- Information on City requirements available to cultural businesses
- Adoption of policies and by-laws that support the growth of cultural businesses

**Objective 2. Cultural activity and events are encouraged and accommodated in a wide range public areas and parks.**

### RECOMMENDED ACTIONS

- Review and revise cultural activity, event permits and regulations pertaining to event locations including the By-Law to Regulate Public Parks and Facilities in order to encourage more cultural activities and events in City parks and public areas

## Progress Indicators

- Number of cultural events and activities approved in City parks and public areas
- **Objective 3. There is effective inter-departmental consideration of the cultural dimensions of development and city operations.**

### RECOMMENDED ACTIONS

- Establish a structure and process for inter-departmental communication with respect to the implementation of the CMP and to encourage a cultural lens for new development and municipal projects. This could include cross-departmental CMP meetings or a CMP committee comprised of key staff from relevant departments.

## Progress Indicators

- There is an interdepartmental collaboration mechanism for culture within the municipality (Canadian Planning Institute Indicators)

**Objective 4. Cultural events and the opening hours of cultural destinations include the spring, fall and winter seasons.**

### RECOMMENDED ACTIONS

- Review and encourage scheduling of new and existing events and attractions to also include the fall, winter and spring seasons
- Explore funding options from external agencies such as the CFDC, that would provide a loan program for arts business over the winter season that would enable them to operate year-round as full time businesses with increased product developed to sell during the summer season
- Facilitate working relationships with the local school board to enable cultural organizations to provide arts & cultural opportunities for students year round

## Progress Indicators

- The number of cultural businesses, facilities and events open during the spring, fall and winter seasons.
- Productivity increases reported by project participants resulting from off-season financial support
- The number of cultural programs run by cultural sector organizations for the school board

**Objective 5. There is an adequate supply of labour through innovative labour solutions to support growth of cultural businesses in Kawartha Lakes.**

### RECOMMENDED ACTIONS

- Share information about the Canada Summer Jobs and other internship programs that provide financial help for young seasonal employees
- Facilitate growth of cultural sector businesses through partnerships / collaboration and combined marketing (Arts & Heritage Trail) that would increase business profitability and ability to hire staff

## Progress Indicators

- The number of full time, part time, seasonal and student / internship cultural jobs and business success reported by projects participants resulting from new off-season financial support

**Objective 6. Internet access is available to residents, businesses and visitors throughout CKL.**

### RECOMMENDED ACTIONS

- Continue to advocate for and encourage communications infrastructure to improve internet access

## Progress Indicators

- The level of internet access across all areas in the municipality

### **3.3 Priority Three: Improve Cultural Spaces & Places**

The availability, suitability and accessibility of spaces and venues for cultural activities and events is a key factor in the viability and the success of the cultural economy. Industry standard cultural facilities are required in order to obtain provincial and federal operational funding. Visitors and potential new residents expect cultural venues and outdoor spaces that are comparable to other types of municipal facilities and cultural destinations available in surrounding municipalities.

**Constraints or opportunities addressed:**

- Cultural facilities / infrastructure do not meet required industry standards in terms of climate controlled collections storage that are necessary for provincial and federal funding and many require upgrades to accommodate cultural programming
- Variable municipal support and availability of City-owned cultural facilities
- Not all CKL communities have access to cultural facilities
- There is a shortage of rehearsal and small performance space (50 – 150 seats)
- Lack of public art in CKL
- Continuing loss of heritage assets
- There are few cultural activities or events to invigorate public spaces / street life in CKL or in key tourist areas including along the Trent Severn Waterway (TSW)

## **OBJECTIVES**

### **OBJECTIVE 1. Climate controlled collections storage space is available to CKL cultural organizations**

#### **RECOMMENDED ACTIONS**

- Partner with cultural organizations to assess existing collections in order to determine the size and types of shared collections storage space that would be required
- Explore options for a shared climate-controlled collections storage space strategy that can be utilized by all Kawartha Lakes cultural organizations

#### **Progress Indicators**

- Collections characteristics and size have been assessed across CKL cultural facilities to inform climate-controlled storage needs, a feasibility study completed and the preferred model is implemented
- Number of cultural organizations with access to climate-controlled storage space
- Number of CKL organizations that qualify for operational provincial or federal funding
- Number of Fleming College Museum Management student internships in CKL
- Number of touring exhibitions hosted in CKL cultural venues

### **OBJECTIVE 2. Cultural venues support a range of targeted cultural activities and events**

#### **RECOMMENDED ACTIONS**

- Evaluate existing cultural venues in terms of space needs to optimize cultural program delivery, building condition and required repairs or renovations
- Evaluate opportunities to integrate cultural and library venues

- Ensure future feasibility studies reflect stakeholder preference for a hub and spoke model

### **Progress Indicators**

- Recommendations on venue uses, designs and renovations to increase the variety and number of cultural activities and events in existing spaces
- Visitor / audience numbers at cultural events and activities
- Amount of new space/ improvements to existing facilities

## **OBJECTIVE 3. Cultural facilities are equitably supported by the municipality**

### **RECOMMENDED ACTIONS**

- Review and revise facility budgets to ensure appropriate and equitable support of City-owned cultural venues
- Compare and move towards equitable capital and operating budgets for cultural, recreational /sport, and library venues

### **Progress Indicators**

- Level and type of budget support for all cultural venues

## **OBJECTIVE 4. There are small cultural hubs in outlying communities that offer a wide range of cultural activities**

### **RECOMMENDED ACTIONS**

- Assess City-owned facilities, including libraries, in terms of location, uses, building condition, heritage status and operational capacity in conjunction with a feasibility study to identify preferred cultural spaces that maximize access to all residents and visitors
- Select cultural hub locations to maximize access for everyone from all walks of life and ensuring there is a youth component in each

### **Progress Indicators**

- Number of cultural facilities that offer a range of cultural activities
- The number of young people participating and the youth programs that are developed

## **Objective 5. Increase flexible rehearsal and small performance space in CKL**

### **RECOMMENDED ACTIONS**

- As part of a cultural centre feasibility study, consider rehearsal and small performance space in a new cultural centre;

- Partner with cultural umbrella organizations to create a directory of community facilities and church-based spaces that could be utilized for cultural activities and rehearsal purposes

### **Progress Indicators**

- Number of rehearsal / performance spaces available
- Number of bookings for rehearsal space

## **Objective 6. A growing public art collection enlivens downtown and public space in CKL**

### **RECOMMENDED ACTIONS**

1. Partner with local organizations and businesses to encourage sponsored and fund-raised public art projects

### **Progress Indicators**

- Number of public art installations

## **Objective 7. Heritage assets are protected and conserved and contribute to a thriving local economy**

### **RECOMMENDED ACTIONS**

- Work with the City's Heritage Planning program to maximize conservation of CKL heritage assets

### **Progress Indicators**

- Number of Part IV designations
- Number of heritage Conservation Districts
- Number of listed heritage properties
- Inventory of heritage properties completed

## **Objective 8. Cultural activity, performance and events are a regular part of CKL downtowns and visitor areas.**

### **RECOMMENDED ACTIONS**

- Facilitate outdoor cultural activities and events in downtown areas and as part of the Downtown Revitalization process
- Explore the introduction of "Busking Space" as designated areas for street performers in desired locations including but not limited to Lindsay, Fenelon Falls, Bobcaygeon, Omeme, and Coboconk as well as in key spots along the TSW

- Encourage the introduction of craft fairs and craft booths by local artists and cultural businesses on a regular basis in visitor areas to increase tourism

### Progress Indicators

- Number of cultural events and activities in the Downtown areas
- The number of street performances in CKL
- The number and frequency of craft fairs in CKL

## 4.4 Priority Four: Expand Cultural Sector Funding Options

Operational funding is the most important funding required by non-profit cultural organizations. Although provincial and federal grants are available to address this core requirement, this funding requires effective grant writing and compliance with industry standards in terms of infrastructure and professional staffing. Small, rural and remote municipalities often do not possess or provide these capacities and resources. This is a deficit that needs to be addressed in order to achieve long term operational and financial sustainability in the cultural sector.

Studies conducted in Ontario municipalities reveal that municipal investment in the cultural sector leverages significant additional funding for every dollar invested. City investment initiates additional funding from a wide variety of other sources. In Ottawa between 2006 and 2010 reveal that the leveraging effect of municipal investment in sector yields \$6.28 to \$11.70 for every dollar that is invested.<sup>8</sup> In Toronto it was estimated that \$17.75 was generated for every dollar invested in cultural sector development, including \$45.48 from the private sector, \$5.15 from other levels of government and \$7.12 in generated revenues.<sup>9</sup> Innovative fund-raising and sponsorship programs are also needed to complement operational grant funding.

Rather than responding to the needs and aspirations of each cultural organization on a case by case basis, the municipality can maximize beneficial outcomes and ensure equity by offering structured support and assistance that is performance-based and can be accessed by all across the sector.

### Constraints or opportunities addressed:

Kawartha Lakes cultural organization's operational funding options are limited by a lack of climate-controlled collections storage infrastructure and professional staffing. Some CKL cultural organizations are successful in obtaining increasingly competitive project-based grant funding from provincial and federal sources but this funding does not cover the

<sup>8</sup>Ontario's Entertainment and Creative Cluster, A Framework for Growth, Ontario Ministry of Tourism and Culture, 2010

<sup>9</sup>Creative Capital Gains: An Action Plan for Toronto

fundamental day-to-day operational costs necessary just to keep the doors open. The dedicated volunteers who give their time and energy to maintain operations in spite of this deficit, often burn out or operate in crisis mode, due to funding shortages and a lack of cultural industry training and best practice knowledge.

## **OBJECTIVES AND ACTIONS**

**Objective 1. Grant writing assistance is available to improve the number, quality and success of CKL cultural sector organizations.**

### **RECOMMENDED ACTIONS**

1. Explore options for grant writing training and the assistance of a grant writer to assist organizations on grant applications.

### **Progress Indicators**

- Number of organizations supported in developing grant applications
- Number of grants applied for by cultural organizations
- The number of successful grants received by cultural organizations

**Objective 2. Cultural organizations build in a revenue stream in their business plans to improve financial sustainability**

### **RECOMMENDED ACTIONS**

- Provide training / workshops for cultural organizations to identify and include new revenue streams in their business plans (i.e. museum space rentals for events, ticketing for special events, historic book publishing, filming on museum sites, behind the scenes VIP experiences)

### **Progress Indicators**

- Revenues and grant income match or exceed operational costs for cultural organizations

**Objective 3. The municipality offers a modest performance - based grant program to help address current operational funding gaps for cultural sector organizations, with a ceiling on the amount of support available prior to their qualification for provincial and federal operational funding grants prior to their qualification for provincial and federal operational funding grants. The objective of this funding program is to enable local cultural organizations to improve their operational and professional capacities so that they are able to qualify for and obtain provincial and federal operational funding.**

## RECOMMENDED ACTIONS

- Review the current municipal funding model and grants programs to assess the degree to which they are equitable, meet the needs of the arts and heritage community, and introduce tools for monitoring the economic benefit of the programs. (i.e. Community Cultural Investment Program, Cultural Innovation Fund and museum funding agreements)
- Develop a performance-based grant program to address operational funding gaps and as an incentive for completing board governance, cultural management and business training that reflects best practice by cultural sector organizations. Higher levels of funding would be available on a step-wise basis based upon operational capacities and demonstrated achievements. Identify the maximum amount of City funding support that would be available to each eligible organization over a fixed period. Once organizations qualify for provincial and federal operational grant funding, municipal assistance would be reduced. All CKL cultural organizations would be eligible to apply annually but would be required to demonstrate prescribed levels of achievement, partnerships with other CKL organizations, enhanced events and cultural activities, increased visitor / customer numbers and annual earnings. Given that many external grants now require matching funds up front as a prerequisite, subsequent municipal funding could also require evidence of funding obtaining from other funding sources that matches the amount awarded by the municipality in the previous year.
- Introduce a shared curatorial / conservationist staff position to assist in training and the management and care of art and museum archival collections.

### Progress Indicators

- The number of cultural organization memberships and sponsorships annually
- Total expenditures on arts and culture by municipality (CPII)
- Total grants expenditures by municipality on arts and culture (CPII)
- Total capital (annual) expenditures by the municipality on arts and culture (CPII)
- Total amount of provincial and federal grants awarded to CKL cultural organizations
- The level of private sector support for cultural initiatives reported by organizations receiving City grant support
- Increases in events and cultural activities, visitor / customer numbers, annual earnings
- Number of organizations that are self sustaining/ sustainable

**Objective 4. There is strong philanthropic and business support for the cultural sector and community partnerships with the sector**

## RECOMMENDED ACTIONS

- Facilitate a program of inter-sector mentoring for those who have completed the ArtsVest or similar programs to share with others. This could be a municipal grant qualifying incentive.
- Partner with organizations to bring in philanthropy specialists to provide training workshops

### **Progress Indicators**

- The number of cultural organizations participating in mentoring programs annually
- The level of private sector support for cultural initiatives

### **3.5 Priority Five: Develop Cultural Products Based on Authentic Local Culture**

Increasing market share in the cultural tourism industry is dependent upon the number of attractions, events, destinations and activities that are available to visitors. It is recognized that today's visitors seek immersion in authentic local experiences that cannot be had elsewhere - they want to understand and connect with their destination. This requires development assistance to identify local cultural assets and stories, and to facilitate successful business start-ups and partnerships that utilize these within the sector.

#### **Constraints or opportunities addressed:**

There are few major cultural events or attractions to stimulate further growth and jobs in KL cultural tourism industry, especially outside of the summer season. There are also few experiential tourism products which is the growth area in the tourism market.

#### **OBJECTIVES AND ACTIONS**

**Objective 1. There are many new and expanded cultural business ventures in CKL throughout the year and a wide variety of cultural activities and events.**

##### **RECOMMENDED ACTIONS**

- Encourage cultural business relocation or start-ups by promoting the Arts & Heritage Trail to artists and entrepreneurs not currently on the Trail and outside of Kawartha Lakes
- Provide business and cultural venture start-up through assistance through CKLSBEC and City staff support

##### **Progress Indicators**

- Number of cultural businesses registered on the Arts & Heritage Trail and events marketed through the City's event calendars, Arts & Heritage Trail advertisements and the KLAC events website
- Number of visitors at cultural businesses, facilities and events reported by Arts & Heritage Trail participants annually

**Objective 2. Expansion of existing festivals and establishment of new festivals as successful long-term business ventures that add vibrancy and attract visitors to CKL.**

##### **RECOMMENDED ACTIONS**

- Encourage grants and budgets for new major events to include a component for a professional event planner

- Facilitate event planning and management training run by professional event planners or schools of event planning
- Encourage an annual music or busking festival
- Support the expansion of the CKL arts festivals and events

### **Progress Indicators**

- Number of event planning workshops, courses and training completed by CKL cultural stakeholders and new events held
- Attendance at permitted celebrations & festivals (CPII)
- Number, size and visitor numbers at cultural festivals and events

### **Objective 3. There is a wide variety cultural activities and events that showcase local culture**

#### **RECOMMENDED ACTIONS**

- Encourage volunteers and Boards of Directors at cultural venues to introduce new events and activities based on local cultural heritage for residents and visitors
- Collaborate with Parks Canada to identify locations along the Trent Severn Waterway and appropriate cultural activities in these areas
- Continue to tell our stories by developing and implementing Legends and Lore Audio Walking Tours and the Stories Map across Kawartha Lakes communities

### **Progress Indicators**

- Number of new cultural activities and events along TSW and key visitor routes
- Number of local activities and events in all cultural venues
- Number of Legends and Lore Walking Tours and stories entered on the Stories Map

### **Objective 4. CKL draws many visitors as a result of its unique experiential tourism products**

#### **RECOMMENDED ACTIONS**

- Encourage experiential tourism developers to facilitate the creation of new experiential tourism products in collaboration with CKL cultural destinations and operators as new businesses

### **Progress Indicators**

- New 'Kawartha Lakes Signature Experience' products

### **3.6 Priority Six: Collaborate and Build Partnerships**

So much more can be accomplished through collaboration than can be achieved independently. Bringing independent operators together across a sector creates a more unified ecosystem with greater self-awareness, knowledge and collective power. Problem solving capabilities are improved by combining talent, knowledge, resources and infrastructure and overall sector growth is accelerated.

#### **Constraints or opportunities addressed:**

Many artists, cultural organizations and businesses continue to operate in isolation from one another in CKL and from the broader cultural industry. Museums rarely share collections or program information. Many do not have a collections policy to guide acquisitions and manage existing collections -these are often excessive in size, include duplications and are in poor condition. Most museums either do not have database or have not digitized collections records. There is no professionally trained conservationist / curatorial staff in CKL. Most museums are not members of national museum agencies or peer networks to stay informed about best practices in museum management & heritage tourism sector trends. Regular opportunities to discuss and collaborate on sector growth and progress are needed. The City has expertise and resources that would help cultural sector operators become more sustainable and address these deficits.

### **OBJECTIVES AND ACTIONS**

**Objective 1: Cultural sector organizations and businesses work in partnership with the municipality in order to foster and achieve a thriving and sustainable cultural economy**

#### **RECOMMENDED ACTIONS**

- Provide municipal support to assist in cultural programming, collections storage and management
- Introduce training programs including existing city staff that will improve operational capacities

#### **Progress Indicators**

- Improved condition and content of collections across CKL museums, cultural organizations, galleries and municipality

**Objective 2. There is effective collaboration and partnerships across CKL cultural organizations and businesses.**

#### **RECOMMENDED ACTIONS**

- Encourage partnerships as a requirement of any municipal funding

- Encourage membership on the CKL Arts Council or CKL Heritage Network and support their membership on provincial and federal cultural industry organizations.
- Organize sector-wide workshops with cultural sector experts and visiting speakers on museum / heritage tourism best practices
- Support membership on provincial and federal cultural industry organizations
- Encourage continued growth and participation on the Arts & Heritage Trail
- Continue to hold workshops and tours that facilitate collaboration across Arts & Heritage Trail destinations

### **Progress Indicators**

- Number of organizations, businesses and artists actively participating on CKL Arts Council or CKL Heritage Network
- Number of organizations, businesses and artists members on the Arts & Heritage Trail
- Number of CKL cultural organizations that are connected to overarching cultural industry networks

**Objective 3. CKL cultural organizations are members and are involved in overarching regional, provincial and federal cultural industry umbrella organizations that provide best practice guidance and advance the sector collectively.**

### **RECOMMENDED ACTIONS**

- Partner with local cultural organizations to hold workshops featuring representatives from regional, provincial or federal cultural industry umbrella organizations regarding the benefits of membership

### **Progress Indicators**

- Number of workshops featuring representatives from regional, provincial or federal cultural industry umbrella organizations

**Objective 4. Museums and galleries work together to improve their collections, share knowledge to develop collections policies that reflect each museum's identity and mission and to maximize their success. Each museum has a digital database of their own collection that is shared or can be accessed by all CKL museums enabling City-wide searches to inform acquisitions and the planning of exhibitions.**

### **RECOMMENDED ACTIONS**

- Investigate collections digitization programs in each museum and hold training programs /workshops on collections policy development and management for all CKL museums based on a shared collections database and mutually supportive collections policies
- Coordinate the shared collections database purchase of software or negotiate shared licensing of existing software

## Progress Indicators

- Number of museums that participate in collections management training
- Number of cultural organizations that share collections information with each other
- Number of museums participating in collections workshops and training
- Number of museums that collaborate in a shared collections digitization program

**Objective 5. All CKL cultural organizations have access to professional conservationist / curatorial advice or staff assistance.**

## RECOMMENDED ACTIONS

- Provide training by conservationist specialists on conservation practices to all CKL cultural organizations
- Introduce a professionally trained conservationist / curator on a part-time or full-time basis to assist all CKL cultural organizations with collections management and care

## Progress Indicators

- Number of museums / galleries with access to a professionally trained conservationist / curatorial staff
- Condition of collections across CKL museums, cultural organizations, galleries and municipality

**Objective 6. Cultural Roundtables are held on a regular basis to facilitate productive partnerships between the municipality, community, business, and cultural sector stakeholders. A cultural summit is held every three years.**

## RECOMMENDED ACTIONS

- Schedule, promote and facilitate cultural roundtable meetings on selected topics from the CMP to encourage partnerships and active involvement in its implementation
- Hold a cultural summit every three years to review progress and revise the CMP in light of contextual and cultural sector changes.

## Progress Indicators

- Number of cultural roundtables and cultural summits held and number of stakeholders participating

### **3.7 Priority Seven: Strengthen Cultural Promotion and Marketing**

Effective marketing of our local cultural sector assets, cultural attractions and experiences increases cultural business and organization success, and through spin off effects, stimulates growth across the entire Kawartha Lakes economy. Raising awareness of our vibrant cultural sector attracts visitors, new residents, businesses and entrepreneurs enhancing long term growth, quality of life, and community pride.

#### **Constraints or opportunities addressed:**

Many cultural organizations and small businesses do not have the resources to market and promote themselves effectively to the tourist market and to reach broader markets.

#### **Objective 1. Encourage collaborative marketing initiatives that reduce advertising costs and improve marketing effectiveness.**

##### **Actions**

- Coordinate workshops for cultural sector organizations and business to meet with media representatives and collaborate on advertising

##### **Progress Indicators**

- Number of collaborative marketing initiatives
- Number of cultural organizations, businesses and media representatives that participate in workshops
- Number and effectiveness of ads and media promotion

#### **Objective 2. Continue to develop and support the Arts & Heritage Trail to showcase and market CKL cultural assets and encourage new cultural businesses and locations to join the Trail**

##### **Actions**

- Coordinate workshops for cultural sector businesses, organizations and media representatives to facilitate collaborative marketing of CKL cultural destinations and events (advertising, social media, website maximization)
- Expand marketing of the Arts & Heritage Trail across the GTA
- Utilize arts sector communications to attract existing and aspiring arts businesses to re-locate to Kawartha Lakes in order to take advantage of the marketing opportunities provided by the Trail

##### **Progress Indicators**

- Number of new or expanded Trail locations annually
- Number of Trail collaborative or experiential products and initiatives

## *4.9 The Role of Cultural Roundtables in Plan Implementation*

Successful implementation of the CMP and achievement of the ten-year vision for culture in Kawartha Lakes requires active participation by all stakeholders who have contributed to its content and direction. They have been identified in the implementation table as lead agencies and partners. Cultural Roundtable meetings will be an important ongoing mechanism to facilitate implementation of the 2020 -2030 CMP.

Cultural Roundtable meetings were introduced in 2017 to encourage participation across the entire Kawartha Lakes community in the implementation of the CMP through partnerships across community, business and municipal representatives. The Cultural Roundtable is a unique action-oriented process that significantly extends the municipality's leadership and capacity to achieve results by:

- Enabling networking, information exchange and partnerships amongst community participants and with the municipality
- Encouraging community leadership and innovation
- Supporting community-led solutions for the implementation of Cultural or Heritage Master Plan Strategies or to related issues identified by Cultural Roundtable or the community-at-large
  - Serving as a sounding board for ideas and actions
  - Encouraging resources from a wide range of sources for projects

Roundtable meetings are open meetings in which any interested members of the community are invited to discuss a selected objective from the CMP and propose steps that they could take collectively to achieve results. Independent project groups may self-establish to take on specific projects as an outcome of Roundtable discussions that contribute to the accomplishment of cultural and heritage master plan strategies or related opportunities.

# 4. INCORPORATED NON-PROFIT CULTURAL ORGANIZATIONS

## 4.1 KL Cultural Organization Profiles

Non-profit cultural organizations are the key bodies delivering cultural activities and managing cultural destinations in Kawartha Lakes. Non-profit organizations manage the facilities that draw visitors and present local arts, culture and heritage content to their audiences and that provide residents with the opportunity to learn about and actively participate in local culture. They work alongside cultural tourism destinations and creative businesses to enrich our communities and to produce new cultural products. Non-profit organizations also provide jobs, cultural knowledge and skills development opportunities for young people and the community at large.

Table Four presents profiles of the twelve non-profit cultural organizations in Kawartha Lakes, based on the information provided at meetings with each organization's board of directors for the CMP.

## 4.2 Cultural Organization Operating Conditions

Over the past seven years, local cultural organizations have become more organized. Most are members of either the Kawartha Lakes Arts Council or the Kawartha Lakes Heritage Network. This has resulted in significantly improved communication, collaboration and coordinated sector-wide activity. They are now better informed about the conditions challenges they face collectively and about the strategies that have been effective in achieving cultural sector growth in other municipalities. They have contributed their recommendations for the Cultural Master Plan in terms of the issues that need to be addressed in order to advance the sector beyond its current state.

Many KL cultural organizations are at a turning point. They are operating at the peak of their capacity, run by committed, hard-working volunteers. However, the overall absence of professionally-trained staff and board governance capabilities limits their operational sustainability and potential for grant funding.

In terms of overall cultural sector development there are four types of support or assistance that Kawartha Lakes cultural organizations require:

- Operational funding options
- Climate-controlled collections storage space with professional curatorial staff to help manage and care for the community's collections

- Training programs to improve board governance and cultural venue / cultural program management
- Facility maintenance costs

It would be strategic at this point in the development of the local cultural sector, to develop a financial assistance program open to all Kawartha Lakes cultural organizations that is tied to progression through a tiered training program and subsequent performance. Not only would this ensure an equitable opportunity for City support based on an annual capped grant program, it would identify criteria upon which funding would be available and provide an incentive for organizational improvement to deliver industry standard cultural programs. Future municipal support programs should be structured to enhance professional development and operational efficiency and ensure that investments foster high quality cultural programs and destinations that produce economic benefits for our communities.

**Table Four: Kawartha Lakes Cultural Organization Profiles**

Organization	Year Incorporated	Mission Statement	Business or Strategic Plan	Number of Part Time Staff	Number of Full Time Staff	Collection Policy	Number of Visitors Annually	Core Programs	KL Arts Council or Heritage Network Membership	2018 External Grants	Partnerships
Kawartha Lakes Arts Council (KLAC)	2014	To help our community discover, appreciate, and enjoy the work of those who create, and express our culture through the Arts. Our Goal is to support all creative forms of Art making including the visual arts, music, theatre, film, literature, artisans, and digital artwork.	Strategic Planning Retreats held twice a year	1 (contractual)	0	No collection	No facility	<ul style="list-style-type: none"> <li>• AGM</li> <li>• Made in Kawartha Lakes Art Show and Sale</li> <li>• 2 or 3 educational seminars / workshops per year</li> </ul>	Not applicable	Ontario Trillium Foundation	KL Heritage Network
KL Heritage Network (Museum Network)	2014	- Provide a unified voice that will promote and speak on behalf of the sector - Encourage innovation in the cultural heritage sector through collaboration and coordination...	No – this is an umbrella network for museum sector	0	0	No collection	No facility	<ul style="list-style-type: none"> <li>• Networking opportunities across members</li> <li>• Have held educational workshops</li> </ul>	Not applicable	none	<ul style="list-style-type: none"> <li>• KLAC</li> <li>• Network members</li> </ul>
Academy Theatre	1940's	To responsibly operate a premier, historic theatre; and to foster the development and enjoyment of the performing arts in the Kawartha Lakes	Yes		1	No collection except for costumes and props	(acquired new ticketing system – old system wasn't user friendly for data gathering)	<ul style="list-style-type: none"> <li>• Theatre programs</li> <li>• Education / outreach</li> <li>• Theatre rentals</li> </ul>	KLAC member since 2014	CHEST Fund, Toronto Foundation funding, local patrons and sponsors	<ul style="list-style-type: none"> <li>• KAN</li> <li>• Lindsay Little Theatre</li> <li>• Schools</li> </ul>
Olde Gaol Museum / Victoria County Historical Society	1950's, 1970 became charitable org. Incorporated again in 1976	To collect, preserve, exhibit and publish material pertaining to the history of Victoria County and Canadian historical records in general...	No formal plan	0 (3 summer students)	0	Yes a policy was recently approved by the Board	Estimated at close to 1000 visitors	<ul style="list-style-type: none"> <li>• Museum exhibition program</li> </ul>	No	None this year except for Canada Summer Jobs	None

Organization	Year Incorporated	Mission Statement	Business or Strategic plan	Number of Part time Staff	Number of Full time Staff	Collection ? Collection Policy?	Number of Visitors Annually	Core Programs	KL Arts Council or Heritage Network Membership	2018 External Grants	Partnerships
Boyd Museum	1984	1/ Care of the Museum interior and collection 2/ Exhibitions of the collection 3/ Fund-raising	No	0	0	Yes Yes they have a policy	2018 – 718 visitors	<ul style="list-style-type: none"> <li>• Museum exhibition program</li> <li>• Fund-raising events</li> </ul>	HN since Sept. 2018	<ul style="list-style-type: none"> <li>• CHEST funding</li> <li>• Canada Summer jobs summer student program</li> </ul>	<ul style="list-style-type: none"> <li>• Settlers' Village in the past</li> </ul>
Fenelon Falls Museum – Maryboro Lodge	2001	Manage the museum and the artifacts with volunteers in the most effective way while maximizing community use of the facility & its surrounding lands.	No	1 PT seasonal	7 FT seasonal	Yes	2018 – 7,518 visitors	<ul style="list-style-type: none"> <li>• Museum exhibition program</li> <li>• Weekly teas</li> <li>• School House program</li> <li>• Santa Day activities</li> </ul>	HN since Sept 2018	<ul style="list-style-type: none"> <li>• CHEST fund grant</li> <li>• ArtsVest</li> <li>• Virtual Museum of CA</li> <li>• Young Canada Works</li> <li>• CA. Museum operating grants</li> </ul>	Kawartha Heritage (their fund-raising body)
Kawartha Heritage  Primarily supports FF Museum with grants for projects and runs events to raise funds	2009	To undertake and promote the study in the Kawarthas, disseminate information, encourage the preservation of natural, historical, archaeological and architectural heritage. To collaborate with and support others sharing the society's objectives.	No	0	0	No collection	n/a (no facility)	<ul style="list-style-type: none"> <li>• Support for the FF museum</li> <li>• Weekly teas</li> <li>• In-house museum program support</li> <li>• Santa Day activities</li> </ul>	Heritage Network member since March 2019	<ul style="list-style-type: none"> <li>• Beautification Grant for Victory Gardens and gardens surrounding the museum</li> </ul>	FF Museum
Kawartha Art Gallery	1976	The Kawartha Art Gallery provides a venue to foster and promote the artistic interests of all citizens.	Yes – Strategic and Business Plan	3	0	<ul style="list-style-type: none"> <li>• Yes</li> <li>• Yes they have a policy</li> </ul>	8,516 visitors	<ul style="list-style-type: none"> <li>• Art Days for Kids every Saturday</li> <li>• Kawartha Lakes Youth Film</li> <li>• Art Warriors</li> <li>• School Bridging Program</li> <li>• Art Alive and Teach</li> </ul>	KL Arts Council member since 2014	<ul style="list-style-type: none"> <li>• Ontario Trillium Foundation project grant</li> <li>• ArtsVest grant</li> <li>• Canada Summer jobs</li> <li>• CHEST Fund grant for new office furniture</li> </ul>	<ul style="list-style-type: none"> <li>• Works in partnership with all other community groups to ensure art reflects and is relevant to all of the community</li> </ul>
Settlers' Village	1990	To develop and operate Kawartha Settlers' Village, a place where a people come to experience culture, arts, and heritage and to promote the artistic interest and history of Kawartha Lakes.	Yes - Strategic Plan	2	1	Yes	24,074 visitors	<ul style="list-style-type: none"> <li>• Festival of Trees</li> <li>• Settlers' Day</li> <li>• Haunted Village</li> <li>• Craft Beer &amp; Food Festival, Programs</li> <li>• Daily museum grounds programs</li> <li>• Provide a home or venue for other cultural organizations</li> </ul>	<ul style="list-style-type: none"> <li>• KL Heritage Network member 2014 – 2016, 2018 to the present</li> </ul>	<ul style="list-style-type: none"> <li>• Prov. Of Ontario Heritage Grant</li> <li>• Ontario Trillium Grant project grant</li> <li>• Eastern Ontario Development Program grant</li> <li>• CA Summer Jobs &amp; Y.C.W. grants</li> </ul>	<ul style="list-style-type: none"> <li>• Boyd museum</li> <li>• Legion</li> <li>• Kinettes</li> </ul>

Organization	Year Incorporated	Mission Statement	Business or Strategic plan	Number of Part time Staff	Number of Full time Staff	Collection ? Collection Policy?	Number of Visitors Annually	Core Programs	KL Arts Council or Heritage Network Membership	2018 External Grants	Partnerships
Kirkfield Historical Society	2005, became registered Charity in 2009	The purpose of this Society shall be to bring together those people interested in the diverse historical heritage of the Village of Kirkfield and the surrounding area to research, codify, retain, preserve and present historical data pertaining to the region.	Yes – Business Plan	0	0	Yes	Approx. 2,200 visitors	<ul style="list-style-type: none"> <li>Operate museum and run heritage programs</li> <li>Monthly concerts and/or variety shows</li> <li>Other programs i.e. dinners (with speaker or entertainment), car show at Kirkfield Festival and fundraising activities</li> </ul>	KL Heritage Network since 2017	<ul style="list-style-type: none"> <li>\$21,231 from New Horizons – new doors, masonry repairs, minor drainage work</li> <li>\$109,100 from Ontario Trillium Foundation – 2019 electrical upgrades, basement drainage insulation, archival storage room and software, computer and sound/lighting equipment</li> <li>Also receive \$614 most years in Heritage Organization Development Grant (HODG grants)</li> </ul>	<ul style="list-style-type: none"> <li>Kirkfield Lions</li> <li>Kirkfield Festival</li> </ul>
Sheddon Historical Society	2001	To record the history of the area and collect local historic photographs	No	0	0	Yes No policy – they accept what people donate	<ul style="list-style-type: none"> <li>No facility</li> </ul>	<ul style="list-style-type: none"> <li>Annual Jane's Walk</li> <li>Annual Local History night</li> <li>Booth at Summit and Norland Summer festivals</li> <li>Have held afternoon teas and flea markets in the past</li> </ul>	no	none	<ul style="list-style-type: none"> <li>Coboconk Chamber of Commerce</li> </ul>
Manvers Historical Society	1983	The preservation, conservation, exhibition and publication of material pertaining to the history of Manvers and preserving and maintaining buildings of historical importance.	No - They have a yearly operational plan	0	0	Yes No policy – they except donations and store in members' properties	<ul style="list-style-type: none"> <li>No facility</li> </ul>	<ul style="list-style-type: none"> <li>Publishing and Re-publishing Books - Laugh and the World Laughs with You, Reflections of Bethany (new by Kathy Moreton)</li> <li>Annual Cemetery Walk</li> <li>Bake Sale</li> <li>Plant Sale</li> <li>Annual general meeting /speaker</li> <li>Buddhist temple bus tours</li> </ul>	no	<ul style="list-style-type: none"> <li>Heritage Organization Development Grant (HODG) – operational grant) - \$1,205.00 annually</li> <li>Wind turbine grant Snowy Ridge Community Enhancement Fund - \$21,000 towards the restoration of the Old Post Office</li> </ul>	<ul style="list-style-type: none"> <li>Local organizations, Cavan-Monaghan, Northumberland municipalities and organizations</li> </ul>

### 4.3 Future Cultural Facilities

The City has been providing space for several community cultural organizations for many years and this is an important role that they should continue to play. Some of these are City owned heritage designated properties that, due to heritage preservation requirements, have limitations on how the buildings can be used or altered. It will be important to work within these parameters and to strategically evaluate where the most productive investments can be made. Both the municipality and cultural community would benefit from investment in existing facilities that will serve as flexible local cultural hubs that can be utilized for a wide range of cultural activities and events, by the widest range of people on a year-round basis.

Based upon the organization profile meetings with the Boards of Directors from all 12 Kawartha Lakes not-for-profit cultural organizations, there was broad support for a new cultural centre or centres, acknowledging that the final model has not been determined and that their input is important in helping to develop this. There is agreement across the sector that collections storage space and existing infrastructure is inadequate and that existing venues are not sufficient to attract visitors year-round or to provide a foundation for creative economy and cultural tourism growth.

Five out of twelve organizations would prefer a single centre located centrally in the municipality, but the majority (seven out of twelve) prefer either a multiple hub model or a combination of community hubs and central facility. Responses from community stakeholders obtained from all other forms of consultation reveals broad support for a new cultural centre(s) model recognizing that cultural infrastructure is inadequate and hours of operation are limited to the summer season. The introduction of a shared space that addresses these needs would also enable the sharing of administrative and marketing and communications resources, thereby maximizing investments in infrastructure.

Ninety three percent of organizations feel that the central facility should provide climate-controlled collections storage with conservationist /curatorial staff that can provide expertise in collections management and care to all Kawartha Lakes museums, galleries and historical societies. This provision would address a major deficit in Kawartha Lakes, providing the expertise to catalogue, assess and rationalize collections, share databases and to provide instruction and assistance in caring for our collections. It would enable Kawartha Lakes organizations to apply for provincial and federal grants that they currently do not qualify for because of this shortcoming, and would also enable partnerships with the Fleming College Museum Management program which require a qualified curatorial / conservationist staff to oversee student work.

The majority of organizations also suggested that marketing and the showcasing of all offerings in all Kawartha Lakes museums and cultural destinations would be valuable as key functions of a new centre. If this were to take place in a central facility, it should take the form of assigned exhibition spaces that each organization would be responsible for and

the centre should be one stop shop for visitor and residents to access further information, make reservations or buy tickets.

Most organizations also stated that multi-use function / meeting space is lacking and could be provided in either a central facility and / or in community hubs. This would accommodate workshops, classes, meetings or other educational activities, both at a local level and possibly larger cultural events, depending on the size of the space. It was widely asserted that any new space or spaces should be “accessible and inviting” to people from all walks of life; that it should not be an “elite” high arts facility but rather a practical, comfortable space in which the cultural community and the community at large can learn, grow and work together.

It has also been noted that the Kawartha Art Gallery is our only public art gallery and is the one key cultural function in our municipality that does not have a permanent home

### *The Preferred Cultural Centre Model*

The preferred model illustrated in Figure Six is a ‘hub and spoke’ model with a central hub or collections storage facility functioning as a shared resource that all outlying hubs (museums or cultural venues) could utilize for collection storage and care, with space in the central hub allocated for each to create mini-exhibits that showcase ‘what’s on’ in outlying museums and venues. As demonstrated in Table Four, five out of twelve organizations would prefer a single centre located centrally in the municipality, but the majority (seven out of twelve) prefer either a multiple hub model or a combination of community hubs and central facility. Each outlying hub would be an existing cultural facility that functions as a multi-purpose cultural space, each with its own unique focus and identity, but also providing space for local cultural activities, workshops or classes. The spokes represent programming, marketing and operation connections that enable coordination and the sharing of resources.

Figure Six: The Preferred Hub and Spoke Model for Cultural Facilities

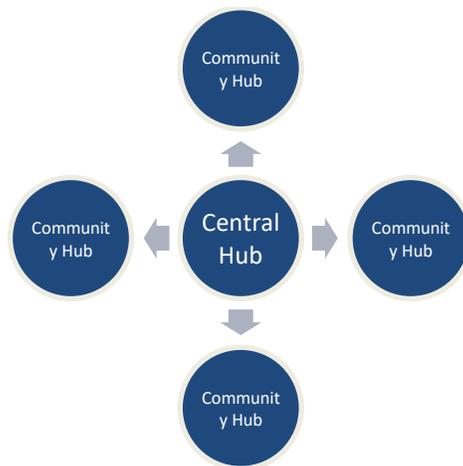


Table Four: Incorporated Cultural Organization Recommendations for Future Cultural Infrastructure

	Number of Organizations in Support	Provide meeting space and promote collaboration / partnerships and to rent out (revenue stream)	Space to support everyone's practical needs, Workshop Space and Educational / Youth programs	Marketing and exhibits to showcase / promote all KL museums/key destinations	Provide shared professional staff • (Conservation - Curatorial) • Marketing	Climate Controlled Collections Storage Space	Additional Comments
<b>CENTRAL CULTURAL FACILITY ONLY</b>	5	XXXX	XX	XXXXXX	XXXXX	XXXXXXXXX	Central facility but should not include a theatre
<b>LOCAL COMMUNITY HUBS ONLY</b>	4	XX		XX	XX	X	Investment in a central facility will mean fewer dollars to go around for all other cultural facilities that could be local cultural
<b>OTHER / BOTH HUBS and CENTRAL CENTRAL FACILITY WITH COLLECTIONS STORAGE</b>	3	X	XX	XX	XXXX	XXX	A central facility should include climate controlled storage for all collections with conservationist /curatorial staff expertise available for all  It should be a practical working centre that everyone is comfortable using - a place to meet, train, with space for information & exhibits from other museums, not an elite showpiece centre

## 5.0 APPENDICES

## 5.1 APPENDIX A: Table Six - Kawartha Lakes Cultural Assets Inventory

### Kawartha Lakes Cultural Assets 2019

#### Natural Heritage

##### Conservation Areas

Carden Plain Important Bird Area	917 Wylie Road	Kirkfield
Durham East Cross Forest Conservation Area	4531 Boundary Road	Manvers
Fleetwood Creek Natural Area	902 Ballyduff Road	Pontypool
Gamiing Nature Centre	1884 Pigeon Lake Road	Lindsay
Ken Reid Conservation Area	277 Kenrei Road	Lindsay
Pigeon River Headwaters Conversation Area	445 Gray Road	Janetville
Windy Ridge Conservation Area	998 Mt Horeb Road	Omemee

##### Nature Centres, Reserves and Sanctuaries

Gamiing Nature Centre	1884 Pigeon Lake Road	Lindsay
Fleetwood Creek Natural Area	902 Ballyduff Road	Pontypool
Altberg Wildlife Sanctuary	4164 Monck Road	Norland

## Provincial Parks

Balsam Lake Provincial Park	2238 Kawartha Lakes County Road 48	Kirkfield
Emily Provincial Park	797 Emily Park Road	Emily
Queen Elizabeth II Wildlands Prov Park	2238 Hwy 48 RR #1	Kirkfield

## Significant Parks

Beach Park	Park Street	Bobcaygeon
Bobcaygeon Wilderness Park	Wilderness Park Rd	Bobcaygeon
Four Mile Lake		Kawartha Lakes
Garnet Graham Park	98 Francis Street West	Fenelon Falls
Island Park		Fenelon Falls
Lions Park	6687 Highway 35	Coboconk
Mitchell Lake Beach		Kirkfield
Omemee Beach	2 George Street South	Omemee
Pumphouse Beach	4080 Kawartha Lakes County Road 121	Kinmount
River View Park	16 River Park Road	Bobcaygeon
Sandy Beach	Blanchard's Road	Coboconk
Valentia Sand Bar Beach	2 Beach Road	Little Britain
Verulam Park		Fenelon Falls

## Trails

Ballyduff Trails	851 Ballyduff Road	Pontypool
Balsam Lake Provincial Park Trial	2238 County Road 48	Kirkfield
Dunsford Nature Trail		Dunsford
Emily Tract Trails	Peace Road	Omemee
Gamiing Trails	1884 Pigeon Lake Road	Lindsay
Ganaraska Trail		Kawartha
Kawartha Trans Canada Trail		Kawartha
Doube's Trestle Bridge (Trans Canada Trail)		Omemee
Rivera Park Trail	83 St. Paul Street	Lindsay
Scugog River Trail		Lindsay
Somerville Tract Trail		Kinmount
Victoria Rail Trail		Lindsay

## Cultural Businesses

Advertising, Graphic Arts and Web Design

5 Star Signs and Graphics	14 Northline Road	Fenelon Falls
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Benstyle Graphics and Promotions *Called	2 Hill Street	Lindsay
Carver Creek Signs	282 County Road 36	Bobcaygeon
Colour and Code	84A Kent Street West	Lindsay
Design One- The Kawartha Promoter	48 Main Street	Bobcaygeon
Graphix By Design	1113 County Road 36	Bobcaygeon
Klervue Signs & Design	2266 Elm Tree Road	Lindsay
Lakeside Lazer Graphics and Engraving	134 Coldstream Road	Fenelon Falls
Mary Sullivan Web Design	8 Redwing Street	Lindsay
Maximum Signs	17 Sandbourne Drive	Pontypool
pb+j	17 William Street North Suite 4	Lindsay
Real Return Marketing	PO Box 978	Bobcaygeon
Sunrise Graphic Design	3 Roundtree Road	Lindsay
Superior Signs	1785 Peniel Road	Lindsay
Unique Signs	2541 County Road 36	Dunsford
What's Your Sign	68 Crego Street	Kinmount
Wylde Creative Solutions	18 Fells Point Road	Fenelon Falls

#### Antiques

Merry Mac's Antiques	1611 Highway 46	Argyle
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Buy And Sell Shop	31 Kent Street West	Lindsay
Corral	12 Francis Street West	Fenelon Falls
Country Sampler 1987	954 Highway 7	Oakwood
D K Stewart Antiques	1167 Highway 7	Oakwood
Douglas + Son	68 Bolton Street	Bobcaygeon
Grr8 Finds Markets	29 Colborne Street	Fenelon Falls
Merry Macs Antiques and Collectibles	1611 County Road 46	Woodville
Lorneville Store	Highway 46	Lorneville
Red Rock Antiques	1349 County Road 8	Fenelon Falls
The Purple Door	1718 Kirkfield Road	Kirkfield
The Way We Were	95 Colborne Street	Fenelon Falls

#### Architecture and Landscape Architecture

Awde Architecture-Planning	1458 King Street	Bethany
Integrity Home & Cottage	418 County 36 Road	Lindsay
M B Finney Ltd	189 Kent Street West	Lindsay
Wilcox Architects Inc	74 Lindsay Street South	Lindsay

#### Art and Craft Supplies

Aberdeen's Wool Company	228 Kent Street West	Lindsay
Hobbies And Beyond	113 Kent Street West	Lindsay
Scott's Decorating Centre	88 Kent Street West	Lindsay
Town & Country Decorating Ctr	50 Anne Street	Bobcaygeon

#### Art Galleries, Commercial and Framing

Cj Gallery	42 Colborne Street West	Lindsay
Colborne Street Gallery	44 Colborne Street	Fenelon Falls
Galaxy Picture Framing	19 William Street North	Lindsay
Kawartha Art Gallery	190 Kent Street West	Lindsay
My Favourite Things	10 King Street	Bobcaygeon

#### Artisan Food Products

Greenshire Eco Farms	1563 Pigeon Lake Road	Lindsay
Kawartha Lakes Honey	465 Colony Road	Bobcaygeon
NatureCures Health and Wellness Center	3235 County Road 121	Kinmount

#### Artisan Gift Stores

Appleseed Quiltworks	100 Kent Street West	Lindsay
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The Barn & Bunkie	7 May Street	Fenelon Falls
Butterfly Boutique	24 Colborne Street	Fenelon Falls
Butternut Folk Art	18 King Street East	Omeme
Curious	10-B Water Street	Fenelon Falls
Gilstorf & Gray	59 William Street	Bobcaygeon
Gull River Trading Company	7546 Highway 35 North	Norland
Kinmount Artisans Guild/Marketplace	4995 Monck Road	Kinmount
Peace Of Earth Pottery	58 Clifford Drive	Dunsford
Salem Alpacas	363 Salem Road	Manilla
Gridley's Soap and Bodycare	219 Peniel Road	Woodville
Quaker Oaks Farm	789 Monck Road	Sebright
Studio 358	90 Bolton Street	Bobcaygeon
Your Dreams in Wood	10 St. Peter Street	Lindsay

#### Artist-Run Galleries

Station Gallery	Haliburton County Road 121	Fenelon Falls
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#### Artists and Art Studios

Jean Watson Studio	268 Bulmers Road	Fenelon Falls
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Kawartha Wilds Studio	340 Oakridge Road	Bobcaygeon
Charolyns Studio	217 County Road 8	Fenelon Falls
Clayworks Pottery	112 Weston Road	Bethany
Dudley's Watercolour Art Studio	1884 Pigeon Lake Road	Bobcaygeon
Garden Art by Sandy	62 Moon Line North	Bobcaygeon
Henderson House Gallery/Kawartha Settlers' Village	85 Dunn Street	Bobcaygeon
Lindsay Monument	232 Kent Street West	Lindsay
Miskwaa Studio and Outdoor Gallery	250 Edwina Drive	Bobcaygeon
Sanderson Monument Co. Ltd.	17 Russell Street West	Lindsay
Rhonda Laursen Studios	75 Laird Drive	Lindsay
Six Hunter Street	6 Hunter Street	Kinmount
Williams Design Studio	1470 Highway 7A	Bethany

#### Body Art and Hair Salons

A Little Off The Top Beauty & Barber Shop	40 Division Street	Lindsay
A Second Look Hair Design	147 Main Street	Bobcaygeon
Anthony's Hair Studio	87 Adelaide Street North	Lindsay
ARK hair & beauty	20 Lindsay Street South	Lindsay
Chris's Hair World	29 Russell Street West	Lindsay

Christine's Hairstyling	4084 Kawartha Lakes County Road 121	Kinmount
Dymond Cut Salon & Beautique	13 Colborne Street	Fenelon Falls
Hair 36	418 County Road 36	Lindsay
Hair Care Salon	39 William Street North	Lindsay
Hair Shop	19 Albert Street	Coboconk
Heather's Hair Care	22 York Street South	Lindsay
Inn Style Salon	7 Kingsway Drive	Bobcaygeon
Iron Will Tattoo co.	18 Lindsay Street North	Lindsay
Jan's Haircutting Place	6 Francis Street	Fenelon Falls
Jolie Hair Studio	3 Kent Street West	Lindsay
Joyce's Hair Styling	111 Main St	Bobcaygeon
Katherine Rose Hair Studio	41 Bond Street West	Lindsay
Kent Barber & Salon	189 Kent Street West	Lindsay
Kent Street Tattoo	87 Kent Street West	Lindsay
Kim's Salon	59 William Street	Bobcaygeon
North End Beauty Salon	72 Victoria Avenue North	Lindsay
SALON 31	31 Colborne Street	Fenelon Falls
Tracy's Hair Styling Studio	2 King Street	Lindsay
Trends By Tracy Hair Design	71 Main Street	Bobcaygeon

Trish's Hair Design	803 Kawartha Lakes County Road 121	Fenelon Falls
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#### Book Stores

Book Gallery	44 Main Street, Market Square	Bobcaygeon
Coles	401 Kent Street West	Lindsay
Kent Bookstore	15 William Street North	Lindsay
The Book Lady	24 Market Street	Fenelon Falls

#### Cafes, Restaurants and Pubs Featuring Live Music or Local Art

Auk's Lodge - Fleming College	200 Albert Street South	Lindsay
Boiling Over's Coffee Vault	148 Kent Street West	Lindsay
Donattela Bar & Grill	83 Bolton Street	Bobcaygeon
Durham Cafe	102 William Street South	Lindsay
Kawartha Coffee Company	58 Bolton Street	Bobcaygeon
Lock Thirty-Two Pub Restaurant	53 Bolton Street	Bobcaygeon
Moose Lodge	34 Lindsay Street South	Lindsay
Murphy's Lockside Pub and Patio	3 May Street	Fenelon Falls
Olympia Restaurant Café and Bar	106 Kent Street West	Lindsay
Pane Vino Trattoria and Wine Bar	56 Kent Street West	Lindsay

That Place on Cameron	16 Oriole Road	Fenelon Falls
The Cat & The Fiddle	49 William Street North	Lindsay
The Cow and Sow	38 Colborne Street	Fenelon Falls
The Grilled Cheese Hideaway	33 King Street East	Bobcaygeon
The Pattie House Smokin' BBQ	6673 Ontario Highway 35	Coboconk

#### Dance Studios and Classes

Dancing Angels Academy	196 Saint David Street	Lindsay
Kawartha Country Cloggers	2 Lindsay Street South	Lindsay
Lindsay Dance Studio	38 Cambridge Street North	Lindsay
Marnie's Dance N' Kids	8 Durham Street East	Lindsay
SPOTLIGHT Dance Productions	16 Commerce Place	Lindsay

#### Fashion and Costume Design

Design by Jesse	232 Kent Street West #7	Lindsay
Griffin Jewelry Designs	401 Kent Street West	Lindsay
Johnson's Jewellers	157 Kent Street West	Lindsay

Peoples Jewellers	401 Kent Street West	Lindsay
Purdy's Jewellery and Gems	61 Bolton Street	Bobcaygeon
R and R Custom Embroidery		Bobcaygeon

#### Floral Design and Gifts

Big Event Floral & Decorating Co	13 Francis Street East	Fenelon Falls
Hill's Florist & Greenhouses	182 Lindsay Street South	Lindsay
Kawartha Lakes Classic Flowers & Gifts	95 Kent Street West	Lindsay
The Kent Florist	92 Kent Street West	Lindsay
Twine x Twig	2-2 Kent Street West	Lindsay
Village Florist Gift Shoppe And Custom Framing	73A Bolton Street	Bobcaygeon

#### Interior Design

Expressions of You Interiors	22 Pine Park Road	Bobcaygeon
In Fine Feather	49 King Street East	Bobcaygeon
Kate & Co.	30-B Kent Street West	Lindsay
Kawartha Drapery & Decorating	86 Russell Street West	Lindsay
Lairds	60 Main Street	Bobcaygeon
North 65	65 Bolton Street	Bobcaygeon

Southern Comfort Hearth and Home Inc.	8 Callaghan Road	Lindsay
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#### Music Products and Services

Checkers Entertainment Service	4875 Highway 35 North	Cameron
Dynamic Music Solutions	55 Cameron Road	Cameron
Gray's Piano Tuning and Vocal Studio	649 Sturgeon Road	Omeme
Larry Rogers Piano Tuner and Technician	28 Bury's Green Road	Fenelon Falls
Straight Edge Music	33 William Street North	Lindsay
Westerby Entertainment	22 Liam Street	Lindsay

#### Music Recording Studios

Audio Plus	319 Sturgeon Point Road	Fenelon Falls
Starlite Sound		Lindsay
Walkdown Sound		Little Britain

#### Music Stores and Instruction

Harrigans Music	116 Windmere Road	Woodville
Oliver Music Company	28 Bond Street West	Lindsay
The Guitar Boutique	252 Ski Hill Road	Bethany

Van Halteren Music Centre	8 Wellington Street	Lindsay
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#### Photography, Video and Film

Burns Photography	1017 Monarch Road	Lindsay
Canadian Family Photography	11 Maguire Street	Lindsay
Crystal Whitehead Photography	159 Saint David Street	Lindsay
Frost Quality Photography		Kawartha Lakes
Sweet Honeybee Photography	4703 Highway 35	Cameron
Hunt's Photo Studio & Frame	18 Amelia Street	Pontypool
Kim Magee Photography	49 Simcoe Street	Lindsay
Linnette Photography	50 Parkside Drive	Lindsay
Moonlight Studios	417 Kennedy Drive	Bobcaygeon
Morgan Bress Photography	17 William Street	Lindsay
NV Wedding Photography	11 Maguire Street	Lindsay
Nichols Cove Studio	1291 County Road 36	Bobcaygeon
Peter Lindsay Photography	1138 Somerville 3rd Concession	Fenelon Falls
Photography by Laura Elizabeth		Lindsay
Ridout Photography	48 Cambridge Street South	Lindsay

## Publishing and Print Media

CAPS/Scugog Communications Group	201 North Street	Port Perry
Kawartha Lakes This Week	192 Saint David Street	Lindsay
Kinmount Gazette	Rural Road 1	Kinmount
Lindsay This Week	192 Saint David Street	Lindsay
The Promoter	48 Main Street	Bobcaygeon

## Radio and Broadcasting

Bob FM	249 Kent Street West	Lindsay
Cable Cable Inc	16 Cable Road	Fenelon Falls
City of Kawartha Lakes Radio	14 Oak Street	Fenelon Falls

## Wineries and Microbreweries

Beer and Wine Factory	68 Mclaughlin Road	Lindsay
Kawartha Lakes Winery	6 Water Street	Fenelon Falls
Pie Eyed Monk	8 Cambridge Street North	Lindsay
River Wine Works	10 York Street North	Lindsay
Village Winery	15 Cambridge Street South	Lindsay
Vino Creations	71 Bolton Street	Bobcaygeon

## Cultural Facilities

### Cinemas

Century Theatre	141 Kent Street West	Lindsay
Highlands Cinema and Movie Museum	4131 County Road 121	Kinmount
Lindsay Twin Drive In Theatre	229 Pigeon Lake Road	Lindsay

### Community Centres

Baddow Community Centre	60 Somerville Road	Coboconk
Bobcaygeon-Verulam Community Centre	51 Mansfield Street	Bobcaygeon
Burnt River / Somerville Community Centre	16 Somerville Road	Burnt River
Carden Recreation Centre	258 Lake Dalrymple Drive	Sebright
Coboconk Community Centre	9 Grandy Road	Coboconk
Coboconk Train Station	6699 Highway 35	Coboconk
Coronation Hall	1 King Street West	Omeme
Dalton Community Centre	13 Rumohr Drive	Sebright
Dunsford Community Centre	26 Community Centre Road	Dunsford
Emily / Omeme Community Centre	212 Sturgeon Road	Omeme
Fenelon Falls Community Centre	27 Veterans Way	Fenelon Falls

Fenelon Township Community Centre	2255 Elm Tree Road	Cambray
Janetville Community Centre	693 Janetville Road	Janetville
Kinmount Community Centre	County Road 45 & Main Street	Kinmount
Lindsay Recreation Complex	133 Adelaide Street South	Lindsay
Little Britain Community Centre	9 Arena Road	Little Britain
Manvers Community Centre	Highway 35 & 7A	Bethany
Mariposa Community Hall	1010 Eldon Road	Oakwood
Norland Recreation Centre	Ward Park, Highway 35	Norland
Oakwood Community Centre	1010 Eldon Road	Oakwood
Ops Community Centre	2569 Highway 7	Lindsay
Palestine Community Centre	910 Hartley Road	Woodville
Victoria Park Armoury	210 Kent Street West	Lindsay
Woodville Community Centre	105 Union Street	Woodville
Woodville Town Hall	100A King Street	Woodville

#### Multicultural Centres

Curve Lake Cultural Centre	1024 Mississauga Street	Curve Lake
Dharma Centre of Canada	1267 Galway Road	Kinmount
Whetung Ojibwa Centre	875 Mississauga Street	Curve Lake

## Libraries

Bethany Public Library & Service Centre	1474 Highway 7A	Bethany
Bobcaygeon Public Library	21 Canal Street	Bobcaygeon
Burnt River Public Library	186 Burnt River Road	Burnt River
Coboconk Public Library	Bexley Office Hwy 35 and Grandy Rd	Coboconk
Dalton Public Library	13 Rumohr Drive	Sebright
Dunsford Public Library	26 Community Centre Road	Dunsford
Fenelon Falls Public Library	19 Market Street	Fenelon Falls
Kinmount Public Library	3980 County Road 121	Kinmount
Kirkfield Public Library	7 Munroe Street	Kirkfield
Lindsay Public Library	190 Kent Street West	Lindsay
Little Britain Public Library	9 Arena Road	Little Britain
Norland Public Library	3448 County Road 45	Norland
Oakwood Public Library	932 Highway 7	Oakwood
Omeme Public Library	24 King Street East	Omeme
Woodville Public Library	78 King Street	Woodville

## Other Event Venues

Lilac Gardens of Lindsay	Logie Street Park	Lindsay
Sir Sam Hughes Legion Hall	12 York Street North	Lindsay
South Pond Farms	1020 Gray Road	Pontypool

#### Performing Arts Facilities, Live Theatre

Academy Theatre	2 Lindsay Street South	Lindsay
Bobcaygeon Fairgrounds	51 Mansfield Street	Bobcaygeon
Fenelon Falls Fairgrounds	27 Veterans Way	Fenelon Falls
Gazebo Performance Stage	190 Kent Street West	Lindsay
Glenn Crombie Theatre, Fleming College	200 Albert Street South	Lindsay
Kinmount Fairgrounds	Highway 503	Kinmount
Lakeview Arts Barn	2300 Pigeon Lake Road	Bobcaygeon
Lindsay Fairgrounds	354 Angeline Street South	Lindsay
Lindsay Little Theatre	55 George Street West	Lindsay

#### Public or Non-Profit Art Galleries

Kawartha Gallery	190 Kent Street West	Lindsay
Kawartha Settlers' Village	85 Dunn Street	Bobcaygeon
Sheila Boyd Room Boyd Museum	21 Canal Street	Bobcaygeon

Station Gallery of Fenelon Falls	103 Lindsay Street	Fenelon Falls
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### Religious Facilities

Bethany United Church	3 George Street	Bethany
Bethel Christian Fellowship	128 Main Street	Bobcaygeon
Bethel Evangelical Missionary	70 William Street South	Lindsay
Cambray United Church	444 Cambray Road	Cambray
Cambridge Street Baptist Church	28 Cambridge Street North	Lindsay
Cambridge Street United Church	61 Cambridge Street North	Lindsay
Christ Anglican Church	43 Sherwood Street	Bobcaygeon
Church of Jesus Christ	48 Angeline Street South	Lindsay
Dunsfurd United Church	1981 Sturgeon Road	Dunsford
Fenelon Falls United Church	123 Colborne Street	Fenelon Falls
Janetville United Church	714 Janetville Road	Janetville
Kinmount Baptist Church	4937 Monck Road	Kinmount
Knox Presbyterian Church	6 Joseph Street	Bobcaygeon
Lakes Community Church	269 Main Street	Bobcaygeon
Oakwood United Church	949 Highway 7	Oakwood
Queen Street United Church	55 Mary Street West	Lindsay

Reaboro-Omemee Baptist Church	21 Sturgeon Street	Omemee
Shiloh Christian Centre	183 Kawartha Lakes County Road 8	Fenelon Falls
St Andrews Presbyterian church	40 William Street North	Lindsay
St. Aloysius Roman Catholic Church	41 John Street	Fenelon Falls
St. James Anglican Church	7 Bond Street East	Fenelon Falls
St. John's Anglican Church	1023 County Road 24	Dunsford
St. Luke's Church	178 Burnt River Road	Burnt River
St. Mary's	40 Russell Street East	Lindsay
St. Patrick's Catholic Church	4062 County Road 121	Kinmount
Sturgeon Point Union Church	119 Irene Avenue	Sturgeon Point
Trinity Full Gospel Church	6645 Highway 35	Coboconk
Trinity Providence United Church	44 William Street	Bobcaygeon
Trinity United Church	6 King Street West	Omemee
Woodville Community Presbyterian	111 King Street	Woodville
Woodville United Church	104 King Street	Woodville

## Cultural Festivals and Events

### Arts and Craft Festivals and Events

Annual Craft and Gift Show	354 Angeline Street South	Lindsay
Annual Juried Photography Studio	21 Canal Street East	Bobcaygeon

Annual Secondary School Students Juried Show	300 County Road 36	Lindsay
Christmas Market	4 Victoria Avenue	Lindsay
Kawartha Arts Festival	27 Veteran's Way	Fenelon Falls
Lindsay Central Exhibition-Visual Arts Show	354 Angeline Street South	Lindsay
Lindsay Creative Quilter's Guild Display	35 Lindsay Street North	Lindsay
Rolling Hills Studio Tour	1470 Highway 7A	Bethany

#### Dance and Performance Events

Annual Ontario Open Bobcaygeon Fiddle and Step Dance Competition	51 Mansfield Street	Bobcaygeon
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#### Fairs

Bobcaygeon Fall Fair	47 Mansfield Street	Bobcaygeon
Fenelon Falls Fair	27 Veterans Way	Fenelon Falls
Kinmount Fair	Highway 503 & Reid Street	Kinmount
Lindsay Central Exhibition	354 Angeline Street South	Lindsay

#### Food, Wine and Agricultural Events

Annual Craft Beer & Food Festival	85 Dunn Street	Bobcaygeon
Annual Kawartha Farmfest		Across Kawartha Lakes
Bobcaygeon Farmer's Market	51 Mansfield Street	Bobcaygeon
Bobcaygeon Horticultural Society Anniversary Garden Tour	85 Dunn Street	Bobcaygeon
East Central Farm Show	354 Angeline Street South	Lindsay
Fenelon Falls Farmer's Market	Bond and John Street	Fenelon Falls
Kinmount Farmer's Market	4953-4903, Kawartha Lakes County Road 45	Kinmount

Lindsay Farmer's Market	Victoria Avenue North	Lindsay
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### Heritage Events

Annual Candlelight Christmas House Tour	40 Russel Street East	Lindsay
Doors Open Kawartha Lakes		Across Kawartha Lakes
From Farm to Shield Driving Tour (CKL)		Lindsay
Horseless Carriage Museum Thanksgiving Weekend Harvest Festival	1427 Kawartha Lakes Cnty. Road 8	Fenelon Falls
Kinmount Heritage Walking Tour		
Lindsay Legends and Lore Walking Tour		Lindsay
Lindsay Walking Tour		Lindsay
Lovely Lakeside Driving Tour (CKL)		Lindsay
Omemee Legends and Lore Walking Tour		Omemee
Plain Historic Driving Tour (CKL)		Lindsay
Rolling Hills Driving Tour (CKL)		Lindsay

### Music Events

Concerts in the Park-Lindsay	Victoria Park	Lindsay
Concerts in the Park-Bobcaygeon	Lock 32 Trent Severn Canal	Bobcaygeon
Music Alive Concert Series	42 William Street	Bobcaygeon
Music in the Park (Kinmount)	Austin Sawmill Heritage Park	Kinmount

### Other Festivals and Events

Annual Home & Cottage Show		Fenelon Falls
Annual Lindsay Milk Run	133 Adelaide Street South	Lindsay
Annual Lindsay Model Railway Show	210 Kent Street West	Lindsay
Bobcaygeon Antiques and Collectibles Sale	21 Canal Street	Bobcaygeon

Bobcaygeon Bikefest	Bolton Street	Bobcaygeon
Bobcaygeon Cruisefest Antique and Classic Car Show	51 Mansfield Street	Bobcaygeon
Brits in the Park	Victoria Park	Lindsay
Classics on Kent Car Show	117 Kent Street West	Lindsay
Fenelon Falls Car, Truck and Bike Show and Flea Market	27 Veterans Way	Fenelon Falls
Friends of the Lindsay Library Book Sale	190 Kent Street West	Lindsay
Giant Book Sale (Boyd Heritage Museum)	21 Canal Street East	Bobcaygeon
Kawartha Lakes Classic Cycling Tour	435 Kent Street West	Lindsay
Mid-Ontario Championship Regatta (Sailing)	51 Golf Links Road	Sturgeon Point

### Seasonal or other Holiday Celebrations

Festival of Trees	85 Dunn Street	Bobcaygeon
Canada Day Celebrations in Bobcaygeon		Bobcaygeon
Canada Day Celebrations in Kinmount	Highway 503 & Reid Street	Kinmount
Canada Day Celebrations in Omemee	2 George Street South	Omemee
Canada Day Fireworks in Oakwood		
Canada Day in Fenelon Falls	98 Francis Street West	Fenelon Falls
Canada Day in Lindsay	235 Colborne Street West	Lindsay
Fenelon Falls Santa Day and Parade	101 Reindeer Lane	Fenelon Falls
Kawartha Settlers' Village Annual Haunted Village	85 Dunn Street	Bobcaygeon
Kinmount Christmas in the Village		Kinmount
Living Christmas Tree	40 William Street North	Lindsay

### Cultural Organizations

#### Artisan and Craft Organizations

Kawartha Hand Weavers and Spinners		Lindsay
Lindsay Creative Quilters Guild	35 Lindsay Street North	Lindsay
Norland Leather Craft Guild		Norland
Victoria Quilts Canada		Lindsay

## Art Organizations

Kawartha Lakes Arts Council		Kawartha Lakes
Kawartha Arts Network	41 Kent Street West	Lindsay
Kinmount Artisans Guild	4995 Monck Rd. K0M 2A0	Kinmount

## Heritage/Historical and Genealogical Societies

Kawartha Lakes Culture and Heritage Network		Kawartha Lakes
Beaverton Thorah Eldon Historical Society	284 Simcoe Street	Beaverton
Greater Harvey Historical Society		Bobcaygeon
Kinmount Pioneer Society		Kinmount
Kirkfield and District Historical Society	992 Portage Road	Kirkfield
Lindsay and District Model Railroaders	127 Albert Street North	Lindsay
Manvers Township Historical Society		Bethany
Omeme and District Historical Society		Omeme
Shedden Area Historical Society	18 Shedden Street	Coboconk
Victoria County Historical Society	50 Victoria Avenue North	Lindsay

## Horticultural Societies

Bobcaygeon Agricultural Society	51 Mansfield Street	Bobcaygeon
Bobcaygeon Horticultural Society	PO Box 964	Bobcaygeon
Coboconk Horticultural Society		Coboconk
Fenelon Falls Agricultural Society	27 Veterans Way	Fenelon Falls
Fenelon Falls Horticultural Society		Fenelon Falls
Kawartha Lakes Haliburton Federation of Agriculture	311 Valentia Road	Little Britain
Kinmount Agricultural Society	Highway 503	Kinmount

Lilac Gardens of Lindsay	Logie Street Park	Lindsay
Lindsay Agricultural Society	354 Angeline Street South	Lindsay
Lindsay District Horticultural Society (Lindsay Garden Club)		Lindsay
Norland Horticultural Society		Norland
Omemee Horticultural Society	PO Box 468	Omemee

### Music Organizations

Bobcaygeon Choristers	43 Cedartree Lane	Bobcaygeon
College Community Choir	200 Albert Street South	Lindsay
Gary Peters		Lindsay
Harry Peterson Band		Fenelon Falls
Kawartha Cavaliers Drum and Bugle Corps.	260 Kent Street West	Lindsay
Kawartha Lakes Singers	48 Angeline Street South	Lindsay
Kawartha Male Chorus	773 Cedar Glen Road	Dunsford
Kawartha Treble Troupe	45 Russell Street West	Lindsay
Manvers Amateur Dramatic Society		Manvers
Northern Spirit Big Band		Fenelon Falls
Pipes and Drums of Lindsay	24 Weldon Road	Lindsay
Royal Canadian Army Cadets Band	210 Kent Street West	Lindsay
The Black Fly Boogie Band	4721 Highway 35	Cameron
The Kawartha Lakes Singers	48 Angeline Street South	Lindsay
The Voices of Victory	61 Cambridge Street North	Lindsay

### Natural Heritage Societies

Kawartha Field Naturalists		Fenelon Falls
Kawartha Lakes Green Trail Alliance	3-232 Kent Street West	Lindsay

### Live Theatre Companies

Academy Theatre Foundation	2 Lindsay Street South	Lindsay
Bobcaygeon Music Council	PO Box 1088	Bobcaygeon
Globus Theatre Company Inc	2300 Pigeon Lake Road	Bobcaygeon
Lindsay Little Theatre	55 George Street West	Lindsay
Triple Threat Theatre		Lindsay

## Heritage Assets

### Heritage Designated Properties

21 Canal Street Bobcaygeon	Bobcaygeon
11 Water Street	Coboconk
37 Colborne Street	Fenelon Falls
72 Francis Street	Fenelon Falls
15 Lindsay Street	Fenelon Falls
103 Lindsay Street	Fenelon Falls
50 Oak Street	Fenelon Falls
13 Short Street	Fenelon Falls
52 Somerville 2 <sup>nd</sup> Concession	Fenelon Falls
746 Janetville Road	Janetville
15 Cluxton Street	Kinmount
4983 Monck Road	Kinmount
4 Station Road	Kinmount
5 Station Road	Kinmount
23 Adelaide Street North	Lindsay
28 Albert Street South	Lindsay
55 Albert Street North	Lindsay
57 Albert Street North	Lindsay
40 Bond Street West	Lindsay
46 Bond Street West	Lindsay
54 Bond Street West	Lindsay
60 Bond Street West	Lindsay
78 Bond Street West	Lindsay
9 Cambridge Street North	Lindsay
28 Cambridge Street North	Lindsay
31 Cambridge Street North	Lindsay
51 Cambridge Street North	Lindsay
58 Cambridge Street North	Lindsay

4 Colborne Street East	Lindsay
22 Elgin Street	Lindsay
19 Francis Street	Lindsay
21 Francis Street	Lindsay
26 Francis Street	Lindsay
9 Glenelg Street East	Lindsay
2 Kent Street West	Lindsay
3 Kent Street West	Lindsay
171 Kent Street West	Lindsay
180 Kent Street West	Lindsay
190 Kent Street West	Lindsay
210 Kent Street West	Lindsay
2 Lindsay Street South	Lindsay
10 Lindsay Street South	Lindsay
41 Melbourne Street West	Lindsay
29 Regent Street	Lindsay
46 Regent Street	Lindsay
63 Regent Street	Lindsay
10 Russell Street East	Lindsay
12 Russell Street East	Lindsay
29 Russell Street East	Lindsay
45 Russell Street West	Lindsay
17 Sussex Street North	Lindsay
37 - 39 Sussex Street North	Lindsay
45 Victoria Avenue North	Lindsay
50 Victoria Avenue North	Lindsay
86 Wellington Street	Lindsay
8-12 William Street South	Lindsay
37 William Street North	Lindsay
73 William Street South	Lindsay
155 William Street North	Lindsay

166-168 Ramsay Road	Little Britain
704 Fingerboard Road	Little Britain
1201 Salem Road	Little Britain
17025 Simcoe Street South	Manilla
3449 Monck Road	Norland
430 Taylor's Road	Oakwood
949 Highway 7	Oakwood
1 King Street West	Omemee
4249 Highway 7	Omemee
25 Pontypool Road	Pontypool
637 Ballyduff Road	Pontypool
1185 Ballyduff Road	Pontypool
119 Irene Avenue	Sturgeon Point
Rain Shelter	Sturgeon Point
56 King Street	Woodville
100A King Street	Woodville
121 King Street	Woodville
124 King Street	Woodville
145 King Street	Woodville
910 Hartley Road	Woodville

### Heritage Districts

Downtown Lindsay Heritage Conservations District	Lindsay	
Oak Street Heritage Conservations District	Fenelon Falls	

### Built Heritage

Balsam Lake Dry Stone Wall	Balsam Lake Drive	Kirkfield
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## Historic Sites

Coboconk Lime Kilns	Visible from west side of Highway 35	Coboconk
Doubes Trestle Bridge, Trans Canada Trail	Emily Park Road	Omemee
Omemee Legends and Lore Audio Walking Tour	King Street	Omemee
Lindsay Legends and Lore Audio Walking Tour	Kent Street	Lindsay
Plaque: Sir William Mackenzie Homestead	Portage Road	Kinmount
Austin Sawmill	5 Station Road	Kinmount
Highlands Cinema	4131 County Road 21	Kinmount
Kinmount Model Railway	Station Road	Kinmount
Horseless Carriage Museum	1427 County Road 8	Fenelon Falls
Plaque: John Langton	Colborne Street	Fenelon Falls
Lock 34, Trent Severn Waterway	Trent Severn Waterway	Fenelon Falls
Plaque: The Trent Canal	Main Street	Bobcaygeon
Lock 32 Trent Severn Waterway	Main Street	Bobcaygeon
Plaque: The Founding of Bobcaygeon	Canal Street	Bobcaygeon
Canal Lake Arch Bridge	Centennial Park Road	Bolsover
The Portage Road	County Road 46 and 48	Bolsover
Lock 37, Trent Severn Waterway	Trent Severn Waterway	Bolsover
Lock 35, Trent Severn Waterway	Trent Severn Waterway	Rosedale
Kirkfield Lift Lock	Kirkfield Road	Kirkfield
Plaque: George Laidlaw Homestead	Balsam Lake Drive	Kirkfield

## 5.2 APPENDIX B: 2019 Cultural Summit

The 2019 Kawartha Lakes Cultural Summit was held on May 9 at the Lakeview Arts Barn in Bobcaygeon. The event provided an opportunity to review what has been accomplished in the Kawartha Lakes cultural sector over the past 6 years and to engage with participants about the current issues and opportunities and to plan future growth strategies for the sector. Approximately seventy Kawartha Lakes residents, business owners, municipal staff and elected representatives, artists and cultural stakeholders with broad experience in the cultural sector provided extraordinary ideas towards the 2020 - 2030 Cultural Master Plan.

Based upon the 2019 Cultural Summit and community engagement that has been undertaken, vision statements were offered and refined regarding the Kawartha Lakes that we envision in 2030:

- We are a thriving, connected community of engaged and energized stakeholders experiencing culture through a vast, supportive network. A rich haven for cultural experiences and diverse opportunities
- Kawartha Lakes culture is diverse, inclusive, and that has access to the necessary supports and facilities to thrive and celebrate the unique and vibrant cultural experiences of the CKL
- We have a vibrant cultural sector made up of a “family” of cultural service providers that collaborate and work together effectively – everyone has something to bring to the table
- We have a thriving cultural spaces and activities that helps to retain our youth and also attracts new residents because it is culturally vibrant- even retirees coming out of GTA are drawn here because of the cultural vibrancy – there are lots of cultural activities, destinations and events It is a hustling, bustling place where our culture is a magnet for visitors to this area
- The new cultural centre is based on a hub-and-spokes-model that showcases all of our cultural destinations like spokes radiating out to all existing community cultural museums, historic sites and arts venues
- We make it easy for cultural entrepreneurs to establish new businesses or artists, hold events - live work – zoning and by-laws are supportive
- Our downtown areas and heritage landscapes are important and are charming, they have been revitalized and beautified – with festivals and cultural activities for people to explore and where they can shop
- Culture is not just an after-thought. The City makes business decisions through the lens of cultural –they not only provide funding but are committed to cultural growth through staffing, programs and operations
- There are regular arts tours for residents and for visitors – there is always an opportunity for local residents to take their guests on tours of the local area cultural attractions
- Our cultural organizations have found financial stability from municipal, provincial and federal government sources as well as their own successful fundraising initiatives
- Visitors come here to explore it all – the Arts & Heritage Trail and all cultural businesses are connected as a whole to make it easy to be ambassadors for each other

- There are major festivals occurring annually as 'destinations' for visitors in KL drawing 20,000 to 200,000 + visitors (multi-day, multi-venue)

## **SWOT Analysis**

A SWOT analysis was conducted as part of the current state analysis during the Cultural Summit, providing the opportunity for all participants to identify the strengths, weaknesses, opportunities and threats that currently effect the condition and future directions of the Kawartha Lakes cultural sector.

### **STRENGTHS**

- Numerous cultural assets
- Many talented artists and creatives
- Volunteers
- Dedicated hard working organizations
- Our heritage assets
- Small town atmosphere
- Variety of small villages and towns
- Proximity to GTA
- Natural resources
- Trent-Severn Waterway
- City support
- Large retired population with time and skills to offer
- Many small museums
- Permanent city cultural staff position
- Birding opportunities
- Fishing Shows
- Many historical sites
- Visitor Experiences

- Community passion for the arts
- Our stories
- Our community partners (schools, churches)
- Abundance of artifacts and archival material
- Local expertise
- Four seasons
- Adaptability
- Cultural development framework is established
- Low cost of living (comparatively)
- Trails
- Arts & Heritage Trail
- Our local fairs
- Our community clubs and sponsors
- Great local theatre
- Diversity
- Ideas

### **Weaknesses**

- Lack of funding
- Highly seasonal
- Few restaurants
- Lack of connections between artists
- Parochial thinking
- Lack of inclusiveness
- Poor transit
- Very large geographic area
- Inconsistent regulations
- Aging volunteer base
- A lot of heritage assets to maintain

- No climate-controlled storage space for collections
- Lack of signage
- Shortage of knowledgeable, trained people
- Too few young people stay here
- Over-reliance on volunteers
- Few professional development and training opportunities
- Lack of stable, sustainable funding sources
- Difficulty attracting young people out to events
- Volunteer groups are overloaded
- Low tax base
- Lack of financial opportunity to stay in Kawartha Lakes
- Local residents are reluctant to spend due to lower disposable income
- Lack of connection with schools
- Lack of cooperation between organizations
- Boards need training
- No operational funding for staff
- Risk averse
- Failure to attract new residents
- Marketing
- Need art studios
- Need music recording studios
- Need performance space
- Continued post-amalgamation rivalry
- Poor internet service
- Not enough parking'
- No indoor venues for large meetings
- No centralized calendar or website for events

## **OPPORTUNITIES**

- Tapping into the GTA market
- Coordinate with Air B&B to promote local events
- Beaches and beach facilities
- Musician's network to share information
- Mapping opportunities
- Maximize outdoor activities
- Collaborative advertising
- Partnerships
- Increasing awareness of local indigenous culture
- Draw on ideas that have worked from other municipalities
- Tap into provincial and federal funding
- Educational workshops and training programs
- Work with Economic Development to market heritage assets
- Effective use of social media
- Introducing cultural hubs
- Partner with TSW and other regional agencies
- Cultural facilities
- Working with school boards
- Mentorship of artists
- Arts & Heritage Trail growth
- Taking museum programming outside of museum walls into the community
- Building strong networks
- More Bus Tours
- Introduce Makers' spaces
- Introduce Culture Days
- Tapping into youth interests
- Revitalization of our downtowns
- Introducing music in the streets

## THREATS

- Climate change and extreme weather
- Weakening of heritage legislation
- Lack of funding
- Fragility of provincial funding
- weather events
- Red Tape
- Lack of jobs
- No operational funding
- High infrastructure costs in municipality
- Poor internet availability
- Competition from other surrounding municipalities
- Failure to fill shoulder seasons
- Unsupportive regulations and by-laws
- Price of fuel for travellers
- Lack of transit
- City constructions for revitalization
- Economic crisis and cost of living increases
- Gossip
- Archaic public perceptions on importance of culture
- Over-reliance on free volunteer labour
- Lack of employment
- Short term thinking
- Political resistance
- Large geographic area
- Volunteer burnout
- Poor coordination on event dates
- Pace of life increasing – no down time

- Doug Ford / provincial direction
- Fear of Change
- Poor communication
- Substance abuse
- Indifference
- Aging population
- Lack of cultural infrastructure
- Donor fatigue
- Decreasing government funding

### Strategic Planning

The Cultural Summit strategic planning exercise produced an extensive collection of ideas to address weaknesses and threats that are currently an obstacle to future sector growth in order to move towards the future vision of a thriving cultural economy in Kawartha Lakes. These included:

- 1) Sustained sources of funding - adequately resource the sector
  - 1.1) Increased focus during budgeting to support cultural activities. Make budgeting towards culture reflect the benefit percentage to the overall economy.
  - 1.2) implementing shared operational funding including staffing
  - 1.3) provide financial support and investment for our existing cultural and heritage organizations on an annual basis to sustain them while we are building the ten year plan
- 2) Assess current facilities and assets and identify gaps, availability and capacities. Assess and consult with all stakeholders to determine their needs
  - 2.1) assess existing facility availability and capacities
  - 2.2) Complete the feasibility study for a cultural centre/hub(s)

- 3) Improved collaboration between arts groups and the municipality.
  - 3.1) Improved collaboration between arts groups and the municipality. Shared destination and function of current (and new) buildings.
- 4) Engaging / collaborating with community leaders ... Create buy-in from council to support implementation of plan
  - 4.1) Clarify the municipality's priority as a leader in support of culture and heritage. Develop timelines for action with continued accountability.
- 5) Improved marketing and promotion campaign all round in the area and outside the area.
  - 5.1) Create a more diverse marketing strategy including social media
  - 5.2) Create integrated (automatic feeds) website so that individual sites can continue to function independently and have the complete picture. Basically to have multiple "Happenings Guides".
  - 5.3) evaluate ability to enhance communication (i.e. social media, promotions, etc.)
- 6) Organizations working together across the city (peer to peer). Creating opportunities to meet and share ideas while also connecting stakeholders and groups inside and outside of the sector
- 7) Celebrating, honouring and recognizing: the individuality of existing and longstanding cultural groups and individual stakeholders
  - 7.1) Support the sector for successful appreciation and growth of cultural and heritage events.
- 8) Advocacy, lobbying, grant finding: Improved government resources dedicated to culture and heritage.
  - 8.1) Need a municipal cultural/arts advocate. And, a "grant" advisor.
- 9) Engage youth through school board partnerships and development of youth engagement strategy
- 10) A functional centre with real people to meet and greet visitors and help them find what they may be looking for, artisans hub, better supports for all tourists to find treasures of our area, tourist info places should not be closed, signage

11) Better signage and way-finding. -> Need a capacity to use signage, highway, roadside, banners and highway signage and downtown direction signage.

12) Adoption, implementation and annual review of the Cultural Master Plan

### 5.3 APPENDIX C: Cultural Master Plan Consultation

#### 5.3.1 Table Seven: Key Stakeholder Interviews

	Municipal Partnership Role	Business and Organization Training	Collaborative Programming Model	Reduce Municipal Obstacles (Zoning, Permits, By-Laws)	Vision - Continue to develop our Cultural Assets	Maximize Marketing	Place-Making	Cultural Centre Vision
Intrvw 1	Municipal support and funding to make existing independent cultural organizations sustainable	Cultural organizations build community providing opportunities for new residents and retirees to participate – people who bring valuable skills and knowledge and a desire to help out / belong	A “ family” of cultural service providers that collaborate and work together effectively	Municipal planning and zoning needs to be more responsive and supportive of cultural business growth	Culture is a magnet for visitors			Climate controlled storage space for collections and curatorial resources  A hub-and-spokes-model with a central facility that showcases and provides services for all of our cultural destinations (spokes)
Intrvw 2	Culture is not just an after-thought. The City makes business decisions through the lens of cultural –they not only provide funding but are committed to cultural growth through staffing, programs and operations  Stable, ongoing operational funding so cultural organizations can deliver on their core mission –create a business model, plan the funding sources and revenue generation sources	Strong partnership with Fleming College  Quantify the economic impact of the sector - all organizations and cultural businesses collect customer / visitor data  Need NFP Board Training so people understand their fiduciary and legal responsibilities		We make it easy for cultural entrepreneurs to establish new businesses or artists, hold events - live work  Zoning and by-laws are supportive	Increase the number of cultural destinations and businesses  Things that attract artists, i.e. the Arts & Heritage Trail, studio space for artists and cooperative work spaces  Work regionally – work with RTO8 and Peterborough City and County  Festivals and cultural activities to draw people in		-Our downtowns and heritage landscapes have been revitalized with festivals and cultural activities attract people -Thriving cultural spaces help to retain our youth and attract new residents -Lots of cultural activities, destinations and events to take guests to -Lots of public art in towns, villages	It’s hard to create a sense of community across this vast area - a hub and spoke model may be a viable way to go – the A&H Trail is an excellent model – there can be regional clusters / spokes  Helps to galvanize partnerships and collaborations in arts and heritage  Need professional staff

	<b>Municipal Partnership Role</b>	<b>Business and Organization Training</b>	<b>Collaborative Programming Model</b>	<b>Reduce Municipal Obstacles (Zoning, Permits, By-Laws)</b>	<b>Vision - Continue to develop our Cultural Assets</b>	<b>Maximize Marketing</b>	<b>Place-Making</b>	<b>Cultural Centre Vision</b>
Intrvw 3	<p>Municipality provides predictable, sustainable, recurring funding for operations and staffing</p> <p>Cultural specialists should not have move away or feel they are transient to work in sector</p>		<p>Collaboration and integration with schools and college, faith organizations and service clubs</p> <p>Strong integration between arts and heritage community</p>		<p>More emphasis on the development of experiential tourism</p>			<p>A collection storage facility is needed</p> <p>There are multiple cultural hubs that share branding, professional staff and services, marketing etc.</p>
Intrvw 4	<p>Staffing for programs and the collections storage facility is provided by the municipality and shared by all cultural organizations</p> <p>Organizations have dedicated municipal operating budgets and are stable</p> <p>Stop relying entirely on volunteer resources – volunteer burnout has destroyed many great local initiatives</p> <p>If the municipality wants to see economic return we need to invest more in the department that drives it – one position is not enough – and it has to be multi-departmental</p>	<p>We need education, skills and vision to keep cultural programming and facilities viable – this includes governance and management training</p>	<p>Strong programming model that draws all groups together from all areas</p> <p>Cultural stakeholders buy in to a long-term vision and work together instead of being in silos – stronger when we work together</p>		<p>A strong music program</p> <p>Programming for youth</p>			<p>Each facility needs to have a revenue stream with tiered levels of contributions they receive from the municipality</p> <p>Collections are stored in a climate-controlled space with staffing to deliver programming and to provide curatorial / collections management and care</p> <p>The new cultural centre provides a level of efficiency for the municipality and cultural sector as a whole – it houses multiple cultural services like libraries, galleries, museums, studio space, and office space</p> <p>Visitors enjoy our cultural experiences, digital art and virtual reality provide experiences like museums internationally</p> <p>Hubs should be multi-purpose facilities</p>

	Municipal Partnership Role	Business and Organization Training	Collaborative Programming Model	Reduce Municipal Obstacles (Zoning, Permits, By-Laws)	Vision - Continue to develop our Cultural Assets	Maximize Marketing	Place-Making	Cultural Centre Vision
Intrvw 5	The municipality plays a supportive cheerleader role – facilitating growth through clear policies, educating and spreading awareness and excitement about culture, enabling new creative ventures and then marketing	Bring all of the businesses and organizations together- connect them as a whole - people don't come to visit a single destination, they come to explore it all - to see what's here. The Arts & Heritage Trail and is a good start – but there's further to go – we have to become ambassadors for each other			<p>There are major festivals occurring annually as 'destinations' for visitors in KL drawing 20,000 to 200,000 + visitors (multi-day, multi-venue)</p> <p>Pay staff to run festivals and events – if the municipality could provide a grants officer to guide cultural sector growth, rather than continuing to expecting volunteers and volunteer boards to run these – we need to grow up and put on big boy pants to get there</p> <p>There are spaces for theatre and outdoor events that can also be utilized by others year round</p> <p>Introduce programs to help support artists and entrepreneurs years round – develop an environment where they can be sustainable year round so they can produce work during off season to enable greater success during peak seasons</p>	Visitor information centres that promote us more than our Service Centres do – they have actual pieces of art, videos of live performance. It's not just about putting a pile of brochures out - staffed by people who are passionate and knowledgeable about what the area offers - they do not have to be City-run just supported by the city	Visitors see KL as destinations for arts and culture as well as its natural outdoor beauty and farm life	<p>We need spaces where artists and creatives can gather to foster ideas, collaborative and be entrepreneurial – they don't have to be a city-run 'palace of the arts' or mega-centres – they can be like working beehives</p> <p>Rather than a single facility, it should be like multiple hives – each with different focuses</p> <p>Not a 'palace of the arts' - It literally needs to be like a hive – doesn't have to be anything fancy – an accessible (in all versions of the word) space so that it can accommodate groups and ventures from all walks of life in the community</p> <p>Provide climate-controlled archive and collection space for all KL organizations</p> <p>It could be a KL Library / and Archives which can also include meeting space, offices, exhibition and performance space that showcases what everyone is doing in their local venues</p>

	Municipal Partnership Role	Business and Organization Training	Collaborative Programming Model	Reduce Municipal Obstacles (Zoning, Permits, By-Laws)	Vision - Continue to develop our Cultural Assets	Maximize Marketing	Place-Making	Cultural Centre Vision
Intrvw 6	Our cultural organizations have found financial stability from municipal, provincial and federal government sources as well as their own successful fundraising initiatives	Need to improve transparency about how are organizations are run including hiring practices Training on how to write grants We need an elevated bar of professional standards - staff with knowledge and skills that reflect industry standards for all facets of practice – grants, exhibitions, social media, marketing, hiring practices and volunteer management	Better connectivity amongst our stakeholders		We need major annual cultural events and festivals Lots of outdoor cafes There is outdoor space where our community can gather and use for festivals and events with a pavilion			- A central building like PAMA but not an isolated one building solution – both a central hub and local community hubs that reflect the interests of each area and provide training space for classes/ workshops with maker-space for demonstrations and community gathering - The primary facility should include acoustically designed multi-purpose space (classes, orchestra practice space or for ticketed performances with roll away seating) with exhibit space - Climate controlled space, industry standard docking and loading - The main hub could also be a visitor information centre where you can buy tickets to any KL performances making it easier for visitors and resident to plan and book cultural activities
Intrvw 7	There should be buy in from Dept. heads down – we need to regard culture as a focus for all new development Municipality needs to be supportive of new cultural ventures to help to get them off the ground to a point where they can be self-sufficient and themselves be major employers and investors in our communities		Well-connected cultural community where people are engaged and working together	Reduce red tape - be more willing to say “why not?” instead of “why” or “no”	A wide variety of artists and activities A major festival is offered run by business professionals not run by volunteers We have not lost our municipal public spaces, properties or buildings	Effective communications and marketing of what KL has to offer - broadcast our hidden gems and tell our stories Resident discount card as an incentive to go out and take in local attractions	Much more public art	Climate controlled collections storage Multi-purpose (arts, events community gatherings,) Offer supports for all existing cultural destinations / space to showcase what’s on elsewhere -museums - space for events -Generate its own revenue It should break down the barrier from high-brow arts to arts for all that are accessible to everyone

	Municipal Partnership Role	Business and Organization Training	Collaborative Programming Model	Reduce Municipal Obstacles (Zoning, Permits, By-Laws)	Continue to develop our Cultural Assets	Maximize Marketing	Place-Making for Quality of Life, Visitor and New Resident Attraction	Cultural Centre Vision
Intrvw 8			<p>A strong close-knit cultural community so they can direct visitors to many different cultural destinations and collaborate with one another easily acting as support &amp; ambassadors</p>	<p>Reduced municipal road blocks for cultural sector growth, zoning, by-laws, permits</p> <p>Because we are a complaint driven society – the municipality needs to find a way respond - there will always be naysayers who do not realize that economic growth benefits the entire community. The City needs new policies and by-laws that take this into account and be willing to take a position that will enable growth while recognizing community concerns</p> <p>Establish the “box” with clear boundaries so new businesses can thrive here knowing exactly what the parameters are</p>	<p>There are regular arts tours for residents and for visitors – there is always an opportunity for local residents to take their guests on tours of the local area cultural attractions</p> <p>The Arts &amp; Heritage Trail itself is built around local people’s interests with different categories (farm life, food, art, heritage) and visitors tailor their trip around their own interests – arts, heritage, biking, wineries, cooking classes, fishing, - they build their travel plans around this</p>	<p>Centralized marketing of cultural options and events /consolidate into one</p> <p>There is a local magazine like Headwaters Magazine which lists what’s on and offered each town</p> <p>We need more publications like the Arts &amp; Heritage Trail guidebook that link together the multitude of publications and brochures about what’s here – so many different guides are not visitor friendly – it needs to be consolidated</p>		<p>It would be that there is a cultural place for gallery, performance, event space all rolled into one instead of various places. The space would be beautiful, showcasing nature and the environment. There is so little money to go around - let’s join forces and have one amazing spot</p> <p>We still have to support our existing venues throughout the municipality</p>

### 5.3.2 Focus Groups

Focus Groups produced a great deal of discussion and the following recommendations which are grouped according to the composition of each Focus Group.

#### **Art Organizations Focus Group**

##### **Currently what are our most important cultural resources and opportunities in KL? (physical assets, programs, events)**

- Kawartha Art Gallery
- Academy Theatre
- Our network of small museums
- Our churches (they draw communities together and are a part of local community culture) and provide spaces for cultural activities
- Kawartha Art Network
- KL Boys & Girls Club
- Business and community support for the arts (invisible to the public)
- Senior volunteers (knowledgeable)
- Creative, entrepreneurial talent can thrive in KL as big fish in small pond, vs small fish in big pond – they can focus and grow
- Many 'big fish' are also hiding in our small pond for anonymity
- Kawartha Lakes is growing and changing in terms of demographics (able seniors, and young people and families will move here as well) – we need to ensure that there are cultural opportunities to attract and address their needs

##### **What are the biggest constraints to the growth of your artist and arts organization / NFP? What are possible solutions to these?**

- The municipality is reluctant to pay performers. We want to see great Concerts in the Park but we provide the park and nothing else – performers are not compensated. They are all able performers have invested years to learn their trade and if they were paid and supported they could stay here and grow rather than move away to become successful. “YOU HAVE TO INVEST IN YOUR ARTS COMMUNITY – IT’S NOT JUST AN EXPENSE OR BUDGET LINE ITEM.”
- Too many people only think about what’s here or going on today – they are not thinking long term – what will or could happen in the future – with attention to sustainability. Even if you invest in a start-up or first event, you have to plan for sustainability
- It is a mistake to offer cultural events for free because it lowers its value and sets up a perception that arts is not valuable or something you have to pay for
- We live in an economy where business rules, therefore they have to step an support the arts – but we also have business – sponsor burn out in KL

- Accessing grant money is increasingly difficult to obtain (for all municipalities) and you have to work so much harder to get it – in KL not many people pay grant writers but they can add expertise to the process –having access to a grant writer as a City staff position will not reduce the amount of time and work that NFPs have to put into the grant writing process since they have all of the content, historic and aspiration knowledge that has to be shared with a grant writer who can improve the quality of the application and likelihood of success
- There is confusion about pride of place in KL as a whole, that is still an after-effect of amalgamation
- Arts organizations that title their events and programs the “Kawarthas” should correct it to reflect “Kawartha Lakes”
- There is a lack of guidance and understanding on how to plan and run sustainable and successful events – who do we go to if you want to mount an event – what is the process? What are the costs? How do you promote it?
- Our community needs to understand that we need to change how we operate our cultural venues and organizations to run them like a business – there is resistance to change because people want to continue “the way we’ve always done it” - even though it has not been successful or sustainable – they want to receive funding to keep solvent but need to learn business and professional management skills and not resist change
- KL is growing – if the existing arts organizations aren’t willing to learn to run with professional management skills, they will be taken over by newcomers who come here and have the skills to run things effectively
- Boards need succession planning and new blood
- We need a way to welcome and involve able newcomers who want to be involved in the cultural sector and have skills to contribute

### **Heritage Organizations Focus Group**

**Currently what are our most important cultural resources and opportunities in KL?  
(physical assets, programs, events)**

- Our heritage buildings
- Our museums
- Our museum collections
- Our unique stories
- The Arts & Heritage Trail
- The partnerships we have across our heritage organizations
- Our Walking Tours
- The City’s Heritage Conservation staff, committee and program

**What are the biggest constraints to the growth of your Heritage NFP?**

- Lack of communication and venues or platforms for communication
- Coordination of all venues and organizations that operate independently (and are often protective of this) can be done but too few people

- Shortage of volunteers, welcome new residents – there is lots of work that
- Exposure / marketing and promoting – heritage sites are not visible they are off the beaten path – museums don't have extensive marketing dollars
- Need a digital archive of collections from all museums and heritage sites
- Professional development opportunities are needed including to learning from each other, from other communities to be better informed about how the museum sector is changing
- Municipal support (financial and otherwise)
- Relationship building between museums is needed
- It is difficult to promote your destination through signage – permits and permissions are restrictive

**What are possible solutions to these?**

- Heritage Network – In addition to its role as a network that connects heritage organizations, it could also have social events like Christmas parties for people to get to know each other socially in a relaxed context
- We now have a Town Crier! – we need to obtain City Council's Ok to have him formally serve as the Town Crier
- A funding base is needed to fund a digital database – joint projects by organizations teaming up to combine resources on this

**Cultural Businesses Focus Group**

**What are our most important cultural resources and opportunities in KL? (physical assets, programs, events)**

- Web-based tourism sites for culture
- The Arts & Heritage Trail
- Our Heritage Assets (museums etc.) – the assets should market and promote each other
- Cultural events

**What are the biggest constraints to the growth of your cultural business / NFP?**

- Capacity – manpower / labour - Larger firms have more \$ and human resources to work with
- High cost of labour (increase in minimum wage) (as cultural business owners we are used to working for pennies per hour – no one else will do this which affects the bottom line!)
- People often ask for donated arts products or perceive that creative business is not really work or is just a hobby
- How to reach the older demographic without print material and also reach a younger audience who relies on the internet
- There are fluctuations in sales throughout the season
- Artists often do not have business skills, training or background

- Zoning is not supportive of home-based business/ cultural business

### **What are possible solutions to these?**

- People need to understand that this is how we make a living
- a) Canada Summer Jobs may provide other options for extra help
- b) Could a temp service be tapped into in other areas (bookkeeping, cleaning, gardening, retail space renovations and merchandising etc.) to free up more time for artists to be productive
- Networks and business organizations that promote and educate people about the arts help to improve understanding of the creative sector and creative economy – also City to country towns KL bring a different understanding of the sector
- Improve internet service in KL
- Some sort of winter loan or grant system would help arts businesses to run full time year
- Connect with other community organizations that can be part of your customer market year-round and produce more product during the winter, and sell more during the busy season
- Introduce other business activities (i.e. classes) during the winter months
- Art colleges should provide business training to artists as well as arts skills or artists in business could offer these courses
- More up to date zoning that supports home-based businesses to grow the local economy

### **Kawartha Lakes City Staff Focus Group (Economic Development, Arts, Culture and Heritage, Tourism and Agriculture and Food Strategic Planning Meeting)**

#### **Most Important Assets and Opportunities:**

- Major cultural events/ festivals
- Public art & street performance
- Increase number of art studios and cultural businesses operating as home-based businesses that can be part of the Arts and Heritage Trail

Which is most important?

- Art studios and businesses → Long-term impact; these can feed the investment of festivals
- Cultural events and festival → big bang for buck; must be multiday; make them comfortable; they attract residents and new businesses; artisans introduced to area

#### **What are the constraints associated with these and what is needed to address them?**

- Support for event planners/entrepreneurs

- Infrastructure for visitors (roads, washrooms, transportation, wifi)
- Find people for public/private partnerships – money to fund new initiatives
- Convince council to back / approve these strategic aspirations to be included in CMP and to facilitate their development

**5.3.3 Community and Student Surveys**

*Community Surveys*

The following are the responses to the questions asked in the online community surveys through Survey Monkey which completed by 99 respondents. Not all respondents answered all questions.

**COMMUNITY SURVEY Q1 Which category matches your age?**

ANSWER CHOICES	RESPONSES	TOTAL
Under 18 years old	0.00%	0
19-25 years old	6.25%	6
26-39 years old	13.54%	13
40-55 years old	19.79%	19
56 – 65 years old	31.25%	30
66 +	29.17%	28
<b>TOTAL</b>		<b>96</b>

**COMMUNITY SURVEY Q2Where do you reside? (please specify town, village or rural area)**

- Lindsay - 34
- Rural area - 10
- Fenelon Falls - 8
- Bobcaygeon - 8
- Sturgeon Point - 2
- Woodville - 2
- Bethany - 2
- Kirkfield - 2

- Outside of KL - 7
- Kinmount - 2
- Pontypool - 1
- Norland - 1
- Dunsford - 1
- Janetville -1
- Raeboro -

**COMMUNITY SURVEY Q3 Have you participated in the following cultural activities over the past two years? (please check all that apply)**

ANSWER CHOICES	RESPONSES	TOTAL
Visited a museum	77.08%	74
Visited a historical site or attended a historical event	70.83%	68
Participated in a community heritage activity	45.83%	44
Visited an art gallery	75.00%	72
Visited a library	76.04%	73
Visited a book store	79.17%	76
Attended or participated in a live theatre performance	65.63%	63
Attended or participated in a dance performance	23.96%	23
Attended or participated in a concert or musical performance	73.96%	71
Participated in community arts activities	56.25%	54
Took an art or craft class	31.25%	30
Other (please specify)	10.42%	10
<b>TOTAL</b>		<b>96</b>

**COMMUNITY SURVEY Q4 Where do you usually participate in cultural activities?**

ANSWER CHOICES	RESPONSES	TOTAL
In Kawartha Lakes	81.44%	79
In more distant locations when I am on holidays	44.33%	43
I never participate in cultural activities	2.06%	2
In surrounding cities	75.00%	72
<b>TOTAL</b>		<b>97</b>

**COMMUNITY SURVEY Q5 How would you describe your involvement in arts, culture or heritage? (please check all that apply)**

ANSWER CHOICES	RESPONSES	TOTAL
I am part of the audience or a consumer purchasing art and cultural experiences	75.51%	74
I am an artist, designer, performer, writer, craftsperson, teacher or maker of cultural products or content	48.98%	48
I am involved in arts or heritage activities or organizations	41.84%	41
I volunteer or provide services to those in the sector	31.63%	31
I would like to be involved but haven't heard much about local cultural activities	6.12%	6
I am not involved in cultural activities	3.06%	3
I support or am involved with cultural activities in another way	13.27%	13
<b>TOTAL</b>	<b>100%</b>	<b>98</b>

**COMMUNITY SURVEY Q6 Do any of the following make it difficult for you to participate in cultural activities in Kawartha Lakes?**

ANSWER CHOICES	RESPONSES	TOTAL
There aren't enough cultural programs offered	35.53%	27
Programs are too expensive	9.21%	7
There is not enough information about activities or events	57.89%	44
I don't have enough time	38.16%	29
Cultural activities take place at times that are not convenient	26.32%	20
I don't know anyone else who is participating	10.53%	8
<b>TOTAL</b>		<b>76</b>

**COMMUNITY SURVEYQ7 How can our cultural resources be improved? (rank from 1 – 10 in order of the most important with 1 being the most important and 10 being the least important)**

	1	2	3	4	5	6	7	8	9	10
<b>More public art</b>	10.98%	18.29%	14.63%	13.41%	6.10%	9.76%	6.10%	6.10%	9.76%	4.88%
<b>More street music</b>	10.98%	7.32%	12.20%	12.20%	6.10%	8.54%	8.54%	12.20%	12.20%	9.76%
<b>More arts events and festivals</b>	23.17%	15.85%	17.07%	7.32%	13.41%	7.32%	4.88%	7.32%	1.22%	2.44%
<b>More cultural activities in Our downtown areas</b>	8.33%	17.86%	9.52%	25.00%	11.90%	13.10%	3.57%	5.95%	2.38%	2.38%
<b>More guided historic Walking tours</b>	6.10%	3.66%	4.88%	6.10%	17.07%	7.32%	14.63%	8.54%	8.54%	23.17%
<b>More classes and hands-on Learning opportunities</b>	6.17%	7.41%	8.64%	11.11%	9.88%	17.28%	13.58%	7.41%	13.58%	4.94%
<b>More visitor experiences to learn about our communities and natural environment</b>	3.66%	7.32%	12.20%	8.54%	6.10%	12.20%	18.29%	14.63%	9.76%	7.32%
<b>More arts and heritage facilities throughout our communities</b>	12.05%	12.05%	8.43%	9.64%	12.05%	8.43%	7.23%	20.48%	4.82%	4.82%
<b>A central facility that offers Centralized services for all</b>	12.94%	8.24%	7.06%	7.06%	7.06%	4.71%	10.59%	1.18%	20.00%	21.18%
<b>More opportunities to connect arts and cultural courses and programs to our schools</b>	11.36%	6.82%	10.23%	2.27%	11.36%	6.82%	10.23%	14.77%	10.23%	15.91%

**COMMUNITY SURVEY Q8 Do you think there are any deficiencies or gaps in Kawartha Lakes cultural activities? (please check the box that applies for each type of cultural activity)**

	MAJOR GAPS	SOME GAPS	ADEQUATE	TOTAL
Visual arts	19.54%	64.37%	16.09%	
	17	56	14	87
Performing Arts	22.09%	54.65%	23.26%	
	19	47	20	86
Digital Multimedia	34.18%	43.04%	22.78%	
	27	34	18	79
Literary Arts	37.80%	50.00%	12.20%	
	31	41	10	82
Other media / crafts	17.50%	65.00%	17.50%	
	14	52	14	80
Heritage and History	24.14%	60.92%	14.94%	
	21	53	13	87

**COMMUNITY SURVEY Q9 What would be the best way for you to find out about cultural activities or events in Kawartha Lakes?**

ANSWER CHOICES	RESPONSES	TOTAL
Newspapers	57.89%	55
Social Media - Instagram	36.84%	35
Social Media - Facebook	60.00%	57
Radio	18.95%	18
City's Website	34.74%	33
City event Calendar	53.68%	51
TOTAL		95

**COMMUNITY SURVEY Q10 Do you think that any of the following place-making improvements need to be undertaken to improve the cultural vibrancy of our municipality and enhance economic outcomes? (check all that apply)**

ANSWER CHOICES	RESPONSES	TOTAL

Introduce performance spaces and infrastructure for music, and special events in our downtowns	62.11%	59
Permit busking in downtowns and visitor areas	51.58%	49
Install public art	67.37%	64
More cultural festivals and events in our parks	81.05%	77
Encourage film-makers to make movies in Kawartha Lakes locations	58.95%	56
Place a greater emphasis on protecting and restoring the heritage architecture in our downtowns and neighbourhoods	60.00%	57
Be more flexible in terms of zoning and by-laws in order to encourage more home-based studios and creative businesses	67.37%	64
<b>TOTAL</b>		95

**COMMUNITY SURVEY Q11 Do you think that existing cultural facilities need to be improved? Please name the facility and indicate what should be improved.**

- We need to expand upon the archives at the library especially in Lindsay and the older Gail museum.
- Most communities have buildings but cannot afford them.
- Current offerings are not adequate to support a higher quality of arts
- Community accessibility to the Academy Theatre--the city needs to support the Academy financially so more community groups can use it
- Art Gallery at the library is difficult to access and could be larger. Also the student staff should be trained and expected to proactively engage with visitors rather than ignoring them.
- In one location. Art Gallery, Museum, Library, Little Theatre, Starbucks, Dance facility, Commercial retail for local arts & crafts, and more parking.
- The Farmers Market could be enlarged if it was expanded into Victoria Park or in a different larger location like the Old Mill park. It could also include a flea market and arts and crafts vendors to bring in a more diverse public.
- Town hall /chamber changes are needed to act as a central hub to promote art & culture to tourists.
- Olde Gaol Museum and Kawartha Art Gallery. Both are lacking a professional appearance with a high curatorial standard. The museum lacks adequate storage space for collection and professional staff people
- Bobcaygeon Library
- Continuous support of the Academy Theatre Renovate and improve the Victoria Park Gazebo Continuous support for the Library and History Museum.
- The Kawartha Art Gallery needs to be centrally located at ground level. People don't like to go to an upper level.

- City murals (restored), Park gazebos (enhanced for performance spaces...adequate power supply provided), Old Gaol Museum (courtyard transformed into attractive nature conservatory), Maryboro Lodge: The Fenelon Museum (roof), Kawartha Settlers Village (new barn beams veneered made to look old...this is a wedding reception rental space!)
- Community Halls need to be maintained as significant cultural hubs in communities instead of being destroyed - Coronation Hall in Omemee is a good positive example. We should not build a huge new centre we should foster eclectic community based multi-purpose spaces that already exist -coordinated from an office with the city.
- Old Gaol Museum
- Our museums need to have better storage facilities.
- Olde Gaol Museum - designated historical site, owned by the City, exterior of building is not being maintained on this destination tourist attraction.
- Open up the jail to art shows, farm-to-table or fine dining experiences, performances (music or theatre). Open up the courtyard to Artists and promote it. There's a lot behind Value Mart that faces Kent street that could make an excellent social hub - yet it just sits there. Look at that wall (side of Lingerie Loft) - fix it - it's gawd awful. It could house art, or a plexiglassed in information board as with only one paper in this town, it holds a very expensive monopoly on advertising for Artists or anyone for that matter. Who can afford a teensy weensy ad for \$600+. Look at surrounding towns (Peterborough), they have organized billboard areas where people can place posters for upcoming events etc. Make that area a social hub where people can gather, enjoy a coffee, meet people etc. Make it easier for landlords holding vacant stores to offer pop-ups to local artists. You see it all the time in Peterborough or Toronto. Most are happy to allow an artist to use it for a week or a month. Apparently not here. Again, there is very little here in this town of Lindsay to keep people happy, especially the youth. This town is turning in to a retirement town (if not already) - and we know older people don't shop for art. There is little to stop for in this town except for groceries before heading on to the cottage or another surrounding town that offers more
- Art Gallery
- The Olde Gaol museum is a nice heritage building but it is inadequate to stores its collection.
- Lindsay Public Library. It's a beautiful heritage building that is hidden behind a myriad of conflicting structures and installations. It was once more visible and more of a community landmark
- Library gallery
- Need a central cultural centre
- Kawartha Settlers' Village is amazing, and is working on building additional on-site facilities, office space etc. in order for it to continue to grow, it needs to keep building. Something to keep in mind for a venue that brings in over 30,000 visitors a year.
- I feel the Children's theme products at Maryboro Lodge are overtaking the other activities of the Museum. Children tearing around does not fit with the Afternoon teas and other experiences offered at Maryboro. Recognizing the impact of

Tinker Toys- To this challenge- I would advocate a dedicated CHILDREN's MUSEUM with a wood aspect -Note to Logging industry -thus providing a larger space for engaging with our young ones with changing exhibits that seek engagement and participation, along with a Musical Sculpture Garden- possibly made from Wood, Stone and steel.

- Lindsay Gallery. It has been stuck in that small space for years and the city could help with a location like Peterborough and Kingston's, make it a hub for all sorts of arts events and classes. The city wants to benefit from the art community and has to back it up.
- Art Gallery needs a better location?? Not aware that the municipality owns any cultural facilities. The Armouries hardly counts as a cultural space. Wasn't the old jail supposed to be independently run? It's not a very conducive building for anything but storage. Isn't the Academy Theatre privately owned & operated?
- Kawartha Art Gallery needs a permanent home
- The Art Gallery on the second floor of the Lindsay Public Library is lovely but very small and not always well-advertised - if something could be done to make it larger and more well known I think that would be excellent for the arts community in Kawartha Lakes

- **COMMUNITY SURVEY Q12 If a new cultural facility or facilities are introduced in Kawartha Lakes, what should be included? (please check all that apply)**

ANSWER CHOICES	RESPONSE S	TOTAL
Space for events/conferences and meetings	70.53%	67
Space for exhibitions and displays	80.00%	76
Space for small feature exhibits from all Kawartha Lakes museums, galleries, theatres and cultural destinations	71.58%	68
Space for live demonstrations / artisans at work	76.84%	73
Space for live performances	57.89%	55
Space for rehearsals and classes	55.79%	53
Climate controlled space for storing collections (art, museum artifacts, important assets)	49.47%	47
Collections maintenance work areas	33.68%	32
<b>TOTAL</b>	100%	95

**COMMUNITY SURVEY Q 13 Comments**

- Would love to see an Arts and Heritage centre in CoKL - something that could be a hub, bringing together artists, performers and audiences to share all they have to offer
- Recently I visited the new Arts Centre ([rotaryartscentre.ca](http://rotaryartscentre.ca)) in Cornerbrook Newfoundland (which has the same population as Lindsay). Their facility, which was part of the new City Hall complex, included a 100-person performance venue (for performance artists to rent who cannot afford to rent the local 400-seat live theatre venue), a medium sized display gallery for art (paintings, sculpture, jewelry, textiles, etc.) exhibits as well as a large well lit corridor display space for emerging artist displays, and 6 tiny (8' x 10') rental studios on the outside wall of the building. These studios have large windows and glass doors, to let light into the whole building and allow the public to view work in progress or artists actually working. These spaces are rented to local artists and writers for affordable 6-month terms and are most utilized during evenings and weekends because most of the renters have other jobs during weekdays. The revenue from the performance space and studios, as well as support from the Rotary Club and other local corporate sponsors keeps this not-for-profit organization afloat. I thought this was a good model for you to examine when trying to determine what would work in Kawartha Lakes. There must be a regular income stream for an arts centre to be viable long-term.

- The City of Kawartha Lakes has come a long way in the last 10 years. Arts and Culture is the next mountain to climb. Let's get started.
- We promote eat local / farm to table why don't we promote local artisan goods or shop / studio to home. We have restored value to local food sources and their place in the economy but why is the arts / heritage sector still treated as a "hobby" not "real". We are no longer an industrial based community why don't we promote these components of our economy. Professional curatorial staff housed in the centre should support cultural centres in the municipality. Proper storage facilities for artifacts, records should be available for small centres
- It is my belief that the existing cultural facilities in Kawartha Lakes need to be substantially upgraded, not replaced. A strong cultural sector can thrive in this municipality without a brand-new building; rather, funding needs to be allocated for massive improvements to collections storage, recurring educational/community-based programming, professional curation /exhibit design, and the attendant professional fees necessary to ensuring that our cultural sector doesn't rely solely on volunteer labour
- I would spend money locally to see and hear more music, theatre and art. Practice space is needed for choirs.
- The biggest improvement I would like to see is more inclusiveness. The way it is now, the cultural sector in KL is very closed to anyone whose politics offend the collectivist narrative and agenda. In fact, it can get violent and that is really bad for our community. Arts and culture are for everyone, not just for those who agree with you
- Generally speaking the municipality has been short sighted and neglectful in its management role with respect to specific cultural (heritage) assets. With respect to Lindsay only; the Lindsay Library is but one example. Others include the Academy Theatre, Old Mill, Cenotaph, Frank Banks Gazebo, Old Gael Museum. The municipality appears especially indifferent to privately held cultural assets, such as former Ontario Premier Leslie Frost's private residence, the Crandall House overlooking the Scugog River, and the Carew House on William Street North... The lack of downtown, outdoor creative spaces leaves many opportunities lost, e.g. the alley next to the Olympia Restaurant (potential outdoor gallery), the empty lot adjacent to the Lingerie Loft, (potential for an art installation) the empty lot (brownfield) next to the Victoria Park Armoury (potential for another on or event parking), art installation the empty lot next to the old Bell building (potential for event parking)... the list goes on.  
Don't feel we need another facility. We need to support and better utilize existing facilities. If you volunteer in the community other than in the art world, you would realize that being a depressed area, there are needs greater than a new cultural centre. As stated before we should better utilize wonderful facilities we have. I am an artist and proud of what we have to offer in City of Kawartha Lakes.

- Fenelon has a healthy number of events throughout the year and these seem well attended. While more festivals and events may benefit other CKL communities, I feel our town has a well rounded number of various music, art, and street events. More may create lower attendance or crossover with neighbouring town events. Would be great to have one significant central hub for galleries, demos, meetings, classes, archives, events, and maybe a few retail vendors (cafe, shop with local centric products).
- Arts and cultural events are a major tourism draw and enhance our quality of life 6/24/2019 10:10 AM
- I think Lindsay should be the home of any future cultural centre. While many efforts are being made to spread out the benefits of living in a geographically large, single tier municipality, this should not be one of those times we build something in an attempt to be politically correct. Let's put something like this where the most people are, to afford it the greatest opportunity to succeed.
  - We can't afford to do everything in every community, but the city needs to make cultural services available and accessible. Can't dump it all on the volunteer sector.
  - I think there is great value in the 'HUB' model for our vast region. With so many disparate neighbourhoods, spaces that draw people out to different communities helps to revitalize the Communities visited. Each neighbourhood could feel valued if they enjoy a Hub close by rather than always perceiving the urban centre of KL- Lindsay as the only viable place for these kinds of cultural offerings. I'd like to see the inclusion of Natural Heritage in the plan.
  - I find that most live performances are geared towards the "older" patrons and are boring for most of us
  - Arts and culture are so important and bring a vibrancy to Community Life
  - More cultural events and venues are always beneficial.

## Student Surveys

The following are the responses to the questions asked in the online student surveys through Survey Monkey which completed by 99 respondents. Not all respondents answered all questions.

### STUDENT SURVEY Q1 Which category matches your age?

ANSWER CHOICES	RESPONSES	TOTAL
Under 16 years old	57.58%	38
16 -18 years old	37.88%	25
19 - 21 years old	3.03%	2
22-25 years old	1.52%	1
26-35 years old	0.00%	0
TOTAL		66

### STUDENT SURVEY Q2 Have you visited, volunteered or taken lessons at any of the following over the past two years? (please check all that apply)

ANSWER CHOICES	RESPONSES	TOTAL
A museum	43.86%	25
A historical site or historical event	35.09%	20
An art gallery	21.05%	12
Live theatre	38.60%	22
Dance	17.54%	10
Musical performance and rehearsal / lesson space	29.82%	17
Other community arts classes or activities	28.07%	16
Other (please specify)	26.32%	15
TOTAL		57

**STUDENT SURVEY Q3 Where do you usually participate in cultural activities?**

ANSWER CHOICES	RESPONSES	TOTAL
In Kawartha Lakes	56.06%	37
In more distant locations when I am on holidays	19.70%	13
I never participate in cultural activities	34.85%	23
TOTAL		66

**STUDENT SURVEY Q4 How would you describe your involvement in arts, culture or heritage? (check all that apply)**

ANSWER CHOICES	RESPONSES	TOTAL
I am part of the audience or a consumer purchasing art and cultural experiences	24.62%	16
I am an artist, designer, performer, writer, craftsperson, teacher or maker of cultural products or content	18.46%	12
I am involved in arts or heritage activities or organizations	7.69%	5
I provide services or volunteer in the sector	9.23%	6
I would like to be involved but haven't heard much about local cultural activities	20.00%	13
I am not involved in cultural activities	47.69%	31
TOTAL		65

## STUDENT SURVEY Q5 Do any of the following make it difficult to participate in cultural activities in Kawartha Lakes?

ANSWER CHOICES	RESPONSES	TOTAL
There aren't enough cultural programs offered	17.19%	11
Programs are too expensive	14.06%	9
There is not enough information about activities or events	23.44%	15
I don't have enough time	51.56%	33
Cultural activities take place at times that are not convenient	12.50%	8
I don't know anyone else who is participating	45.31%	29

## STUDENT SURVEY Q6 How can our cultural resources be improved? (rank from 1 – 10 with 1 being most important and 10 being least important)

	1	2	3	4	5	6	7	8	9	10
More public art	30.51%	22.03%	10.17%	15.25%	5.08%	1.69%	3.39%	8.47%	1.69%	1.69%
More street music	20.34%	23.73%	13.56%	3.39%	10.17%	1.69%	8.47%	3.39%	3.39%	11.86%
More arts events and festivals	13.79%	17.24%	34.48%	13.79%	6.90%	6.90%	1.72%	0.00%	1.72%	3.45%
More cultural activities in our downtown areas	1.67%	13.33%	13.33%	31.67%	15.00%	8.33%	1.67%	3.33%	10.00%	1.67%
More guided historic walking tours	1.69%	5.08%	6.78%	8.47%	28.81%	20.34%	5.08%	6.78%	11.86%	5.08%
More classes & hands-on learning opportunities	12.07%	5.17%	3.45%	8.62%	18.97%	29.31%	6.90%	10.34%	5.17%	0.00%
More visitor experiences to learn about our communities and natural environment	6.90%	3.45%	3.45%	6.90%	3.45%	17.24%	41.38%	10.34%	3.45%	3.45%
More arts and heritage facilities throughout our communities	0.00%	1.69%	3.39%	3.39%	5.08%	15.25%	18.64%	37.29%	11.86%	3.39%
A central facility that offers centralized services for all	3.28%	8.20%	3.28%	6.56%	1.64%	1.64%	6.56%	13.11%	39.34%	16.39%
More opportunities to connect arts and cultural courses and programs in schools	12.70%	3.17%	9.52%	6.35%	7.94%	1.59%	3.17%	1.59%	6.35%	47.62%

**STUDENT SURVEY Q7 Where do you reside?**

- Lindsay - 58
- Fenelon Falls - 2
- Bobcaygeon - 4
- Bethany -1
- Peterborough - 14
- Oshawa - 4
- Dunsford - 1
- Raeboro - 1

**STUDENT SURVEY Q8 Do you think there are any deficiencies or gaps in Kawartha Lakes cultural activities?  
(please check the box that applies for each type of cultural activity)**

	<b>MAJOR GAPS</b>	<b>SOME GAPS</b>	<b>ADEQUATE PROVISION</b>
<b>Visual Arts</b>	17.86%	67.86%	14.29%
<b>Performing Arts</b>	26.32%	49.12%	24.56%
<b>Digital Multi-Media</b>	29.31%	58.62%	12.07%
<b>Literary Arts</b>	20.34%	57.63%	22.03%
<b>Other Media Arts</b>	15.52%	74.14%	10.34%
<b>Heritage and History</b>	28.81%	47.46%	23.73%

**STUDENT SURVEY Q9 What would be the best way for you to find out about cultural activities or events?**

ANSWER CHOICES	RESPONSES	TOTAL
Newspapers	12.50%	8
Social Media - Instagram	59.38%	38
Social Media - Facebook	7.81%	5
Radio	15.63%	10
City's Website	4.69%	3
City Event Calendar	0.00%	0
<b>TOTAL</b>		<b>64</b>

**STUDENT SURVEY Q10 Do you think that any of the following place-making improvements need to be undertaken to improve the cultural vibrancy of our municipality and enhance economic outcomes? (check all that apply)**

ANSWER CHOICES	RESPONSES	TOTAL
Introduce performance spaces and infrastructure for music, and special events in our downtowns	39.34%	24
Permit busking in downtowns and visitor areas	29.51%	18
Install public art	50.82%	31
More cultural festivals and events in our parks	34.43%	21
Encourage film-makers to make movies in Kawartha Lakes locations	40.98%	25
Place a greater emphasis on protecting and restoring the heritage architecture in our downtowns and neighbourhoods	16.39%	10
Be more flexible in terms of zoning and by-laws in order to encourage more home-based studios and creative businesses	27.87%	17
Be more flexible in terms of by-laws to enable house concerts or other performance activities in residential areas	27.87%	17
<b>TOTAL</b>	<b>100%</b>	<b>61</b>

**STUDENT SURVEY Q11 Do you think that existing cultural facilities need to be improved? Please name the facility and indicate what should be improved.**

- There no cultural facilities that I would consider using in Kawartha Lakes
- There’s nothing in downtown Lindsay for young people, I go to Peterborough or home for that
- I like the Art Gallery but found it by accident - didn’t know it was in the library (why?). It should be in its own building
- I am from Fenelon Falls. Cultural facilities should be improved there.
- The Academy theatre is cool but there is no backstage space and it needs to be more modern
- What’s with the Old Gaol? It’s not a jail museum, but it should be.
- Why don’t we have some type of art studio or demonstration spaces so we can see art being created? We could learn from them. I have been to a few cities where they had this type of facility and it was really interesting and fun to go to.
- You should take arts out on the street and have bussing and street performers
- There are a lot of museums but they are hard to get to if you don’t own a car. Maybe we should have one space for all the museums so the history is all in one place.

**STUDENT SURVEY Q12 If a new cultural facility or facilities are introduced in Kawartha Lakes, what should be included? (please check all that apply)**

ANSWER CHOICES	RESPONSES	TOTAL
Space for events / conferences and meetings	31.25%	20
Space for exhibitions and displays	34.38%	22
Space for small feature exhibits from all Kawartha Lakes museums, galleries, theatres and cultural destinations	25.00%	16
Space for live demonstrations /artisans at work	31.25%	20
Space for live performances	50.00%	32
Space for rehearsals and classes	31.25%	20
Climate controlled space for storing collections (art, museum artifacts, important assets)	31.25%	20
Collections maintenance work areas	18.75%	12
<b>TOTAL</b>	<b>100%</b>	<b>64</b>

## **STUDENT SURVEY Q 13 Comments**

- Kawartha Lakes needs to get on the map and offer better cultural events and activities. There is very little for young people to do here.
- It seems like everything is offered for older people and seniors. I would like to see more main stream arts and performers everywhere. We have to go to Peterborough or elsewhere for that kind of thing
- Maybe the City should think about ways to get more students from our schools and from the college involved in planning arts, that way there will be more things that appeal to younger people in our towns
- There are great old buildings and lots of history in Lindsay and in other towns in Kawartha Lakes. We should make sure they don't get torn down.
- Put more money into arts
- It is good that you are asking these questions and that there is going to be a new plan for culture. It's one of the things that would make me want to stay here if there was more to offer. Could we have some better ways to reach students and tell them about what is happening so we can become more involved?
- I love living in Lindsay but I wish there was more to do - more music and street art would be great.

### 5.3.4 Cultural Non-Profit Organization Meetings

Meetings held with the Board of Directors from each of the incorporated non-profit cultural organizations in Kawartha Lakes included a discussion of a possible future cultural centre or centres. All organizations recognized that facilities are one of the most important obstacles to the future growth of the cultural sector in Kawartha Lakes. The following are the recommendations provided by each organization.

#### Organization 1

- It should provide space for fund-raising and gala events
- Shared staff and maintenance contracts with all other cultural interested cultural venues
- Provide administrative services across all cultural organizations including data sharing – central or shared marketing
- It should not compete with the Academy Theatre, but offer a different type of space
- Facilitate partnerships with other cultural organizations
- An incubator for arts entrepreneurs and others with skills to come together that could be shared

#### Organization 2

- It has areas for displays from all museums to promote them
- Climate controlled collections storage area with a courier service that delivers items when they are needed
- There should be more than one building
- Provide space for functions, dinners, conferences and educational workshops
- A marketing / social media staff person and equipment to promote all museums
- A staff position to help with grants

#### Organization 3

- It should support the museums we already have
- There should be multiple centres and we should be one
- It should be run by a central organization
- It provides climate-controlled storage for all KL museums and galleries and collection restoration services, mounting exhibitions and security
- Communications hub for the entire local community and its events

#### Organization 4

- Space for cultural organizations that don't have home
- An archaeological repository

- Affordable space for programs & events for larger audiences
- Shared curatorial staff for all museums
- Attract visitors to outlying museums by showcasing some of what they offer

#### Organization 5

- Greater visibility which will increase gallery traffic
- Offer programs offering higher level of visitor engagement
- Space to share the permanent collection with the community
- Rent out space to raise revenue
- More staff

#### Organization 6

- No comments

#### Organization 7

- Hub for all existing facilities and a place for information on all of them
- A place to meet and network
- Provide climate-controlled storage space for collections staffed by a professional curator
- Provides a connected searchable database for all collections
- Lecture space
- Exhibition space
- Rotating mini exhibits by all KL museums
- Marketing and promotion staff help for all cultural destinations

#### Organization 8

- Extend reach into community
- Enable more effective collaboration with others

#### Organization 9

- Represents and provides a unified voice for activities and funding at all levels
- Strengthens public awareness of our museum
- Additional Exhibition space
- Archival storage space and curatorial expertise
- It could include public libraries
- Establish connections with education sector

#### Organization 10

- It would be a part of larger network and help stay connected to what's going on
- Storage space for their collection with professional curatorial staff
- A shared database so we could include the historical information that we have gathered for everyone to access
- Help to provide information for visitors about the history of Coboconk and this area
- Provide info about the our local Historical

#### Organization 11

- Provide a central hub with people and resources - professional conservationist staff assisting all communities, also marketing, websites, social media, advertising, grant writing, the opportunity to learn from them
- The opportunity to know what other museums have in their collection so they can better improve and exchange items and lend items for others' exhibitions since lots of items in each museum never get displayed
- Volunteer management program to attract volunteers that they don't have in this community

#### Organization 12

- Needs to be here because people want their ancestral locally
- Investment in a local facility that could act as a hub in the south end would be preferable
- Multi-sites (hubs) would be most beneficial
- Some investment in space anywhere could keep people interested in history, a place to hold workshops to train people in conservation methods, tourism and visitor best practice
- A central facility could advertise what is on I outlying communities
- Danger of loss of artifacts if it goes to a central facility

## **5.4 APPENDIX D: Municipal Investment in the Cultural Sector**

The following are budget allocations from City departments towards cultural sector development in 2018 and 2019.

### **Economic Development**

Cultural policy development, cultural programs and creative economy development budgets are situated in Economic Development within the Development Services Department. During 2018 the total department expenditure on culture was \$198,117 and as of September 30, 2019 was \$197,863.

### **Economic Development Officer - Arts, Culture and Heritage**

During 2018, expenditures for all arts, culture and heritage initiatives including the Arts, Culture and Heritage staff position, totaled \$150,000

- As of September 30, 2019, expenditures for arts, culture and heritage totaled \$176,000. These costs included the Arts & Culture staff position and the introduction of a dedicated heritage planner salary that commenced in June, 2019

### **Kawartha Lakes Tourism**

- During 2018, expenditures for cultural tourism initiatives totaled \$46,117
- As of September 30, 2019, tourism expenditures devoted to cultural tourism initiatives totaled \$18,869

### **Kawartha Lakes Small Business and Entrepreneurship Centre (KLSBEC)**

- During 2018, small business training costs directed to cultural sector totaled \$2,000
- As of September 30, 2019, business training benefiting cultural sector businesses was estimated at \$2,894.00

### **Clerks' Office**

The Clerk's Office budget covers all costs associated the management of City archives, records and collections. In 2019 a new Records and Archives Manager position was created, to oversee City records and archives management but will also provide collections management advice and assistance to all Kawartha Lakes cultural organizations. As of September 30, 2019, the City-wide cultural organization support associated with this position was estimated at \$50,000.

### **Community Services Department**

The combined budget for cultural sector investment from the Community Services Department budget was \$143,134 for 2018 and \$105,069 for 2019, as of September 30, 2019.

- In 2018, cultural facilities capital costs from the Community Services Department were \$109,634.00, and \$79,101 for 2019 as of September 30, 2019
- The 2018 programming budget was \$5,000 for Concerts in the Park and \$10,000 for the Fenelon Falls Museum Committee of Council, and as of September 30, 2019 was also \$15,000
- Grant contributions towards cultural initiatives through the Community Partnership and Development Fund in 2018 totaled \$18,500. In 2019 as of September 30<sup>th</sup>, this grant fund contributed \$10,968.00 to cultural initiatives.

Table Five summarizes direct cultural investment during 2018 and 2019 across all City departments and programs.

<b>Department Budgets</b>	<b>2018 Initiative</b>	<b>2018 Investment</b>	<b>2019 Initiative</b>	<b>2019 Investment</b>
<b>Cultural Policy, Programming and Creative Economy Development</b>				
ECONOMIC DEVELOPMENT Arts, Culture and Heritage	Programs and Staff Positions	\$150,000	Programs and Staff Positions	\$176,000
ECONOMIC DEVELOPMENT	Cultural Tourism Marketing	\$46,117	Cultural Tourism Marketing	\$18,869
ECONOMIC DEVELOPMENT	Cultural CIP Incentives (Grants and Loans)	\$26,460	Cultural CIP Incentives (Grants and Loans)	\$11,000
ECONOMIC DEVELOPMENT Kawartha Lakes Small Business and Entrepreneurship Centre	Business Training Workshops benefiting cultural sector businesses	\$2,000	Business Training Workshops benefiting cultural sector businesses	Est. \$2,500
EC DEVELOPMENT TOTAL		\$224,577		\$208,369
<b>Archive \ Records Management</b>				
CLERK'S OFFICE	n/a	n/a	Records and Archives Manager Staff Position (cultural component) estimated salary percentage of staff time to be directed to assisting cultural organizations on collections management and care	Est. \$50,000
CLERK'S OFFICE TOTAL	<b>All department programs</b>		<b>All department programs</b>	\$50,000
<b>Cultural Facilities Capital Costs</b>				
COMMUNITY SERVICES	Cultural Facilities Capital Costs	\$109,634	Cultural Facilities Capital Costs	\$79,101
<b>Community Services Program Costs</b>				
COMMUNITY SERVICES	Fenelon Falls Museum Committee of Council	\$10,000	Fenelon Falls Museum Committee of Council	\$ 10,000
COMMUNITY SERVICES	Concerts in the Park	\$ 5,000	Concerts in the Park	\$ 5,000
<b>Cultural Grants Investment</b>				
COMMUNITY SERVICES	Community Partnership and Development Fund	\$ 18,500	Community Partnership and Development Fund	\$ 10,968
<b>COMMUNITY SERVICES TOTAL</b>	<b>All department programs</b>	\$143,134	<b>All department programs</b>	\$105,069
<b>MUNICIPAL TOTAL CULTURAL INVESTMENT</b>	<b>All programs</b>	<b>\$367,711</b>	<b>All programs</b>	<b>\$363,438</b>

