millierdickinsonblais

creativity + prosperity + community

A 10 year Cultural Plan for Hastings County + Quinte Region

COMMUNITIES with OPPORTUNITIES HASTINGS COUNTY

QuinteWest
A Natural Attraction

BELLEVILLE
on the Bay of Quinte

Community Futures Development Corporation
of North & Central Hastings and South Algonquin

Ontario

Contents

Executive Summary

The County of Hastings has partnered with the City of Belleville and the City of Quinte West to develop a regional Cultural Plan that addresses the needs and opportunities of these municipalities. The development of a Cultural Plan was identified as a priority area in the *Hastings County Economic Development Action Plan 2009-2012.* The collaboration among the three municipalities, together with the regional approach to cultural planning, is breaking new ground in Ontario. By its nature, regional cultural planning formalizes a 'better together' philosophy minimizing competition while fostering regional collaboration and partnership. The Region covered by the plan includes Hastings County, the City of Belleville and the City of Quinte West.[1]

The development of the Cultural Plan has been guided by the project Steering Committee[2] with support from an Advisory Committee[3]. The Plan has been financially supported by the Creative Communities Prosperity Fund (CCPF) through the Ontario Ministry of Tourism and Culture; the Eastern Ontario Development Fund (EODF) through the Community Futures Development Corporation of North & Central Hastings and South Algonquin; together with support from the three municipalities. The Hastings County and Quinte Region Cultural Plan is also being undertaken to complement and integrate the findings and recommendations set out in the *North Hastings Municipal Cultural Plan Project* (completed in 2010).

The planning process began in December, 2011. Community engagement has been the cornerstone of the project with community forums, online surveys, stakeholder interviews, and focus groups informing the report. An interim *Key Findings and Strategic Directions Report* summarized findings from the research and community engagement and proposed Strategic Directions to guide the Cultural Plan. A draft Cultural Plan was then prepared, reviewed by the Steering Group and Advisory Committee, and presented for approval by the three Municipalities in September, 2012.

One of the defining features of the Cultural Plan for Hastings Region is a broad definition of cultural resources illustrated in Figure 1. An important part of the development of the Plan was undertaking a systematic mapping of cultural resources across the region. The results of this baseline cultural mapping are set out later in this report.

The regional approach to cultural planning is breaking new ground in Ontario… regional cultural planning formalizes a 'better together' philosophy…
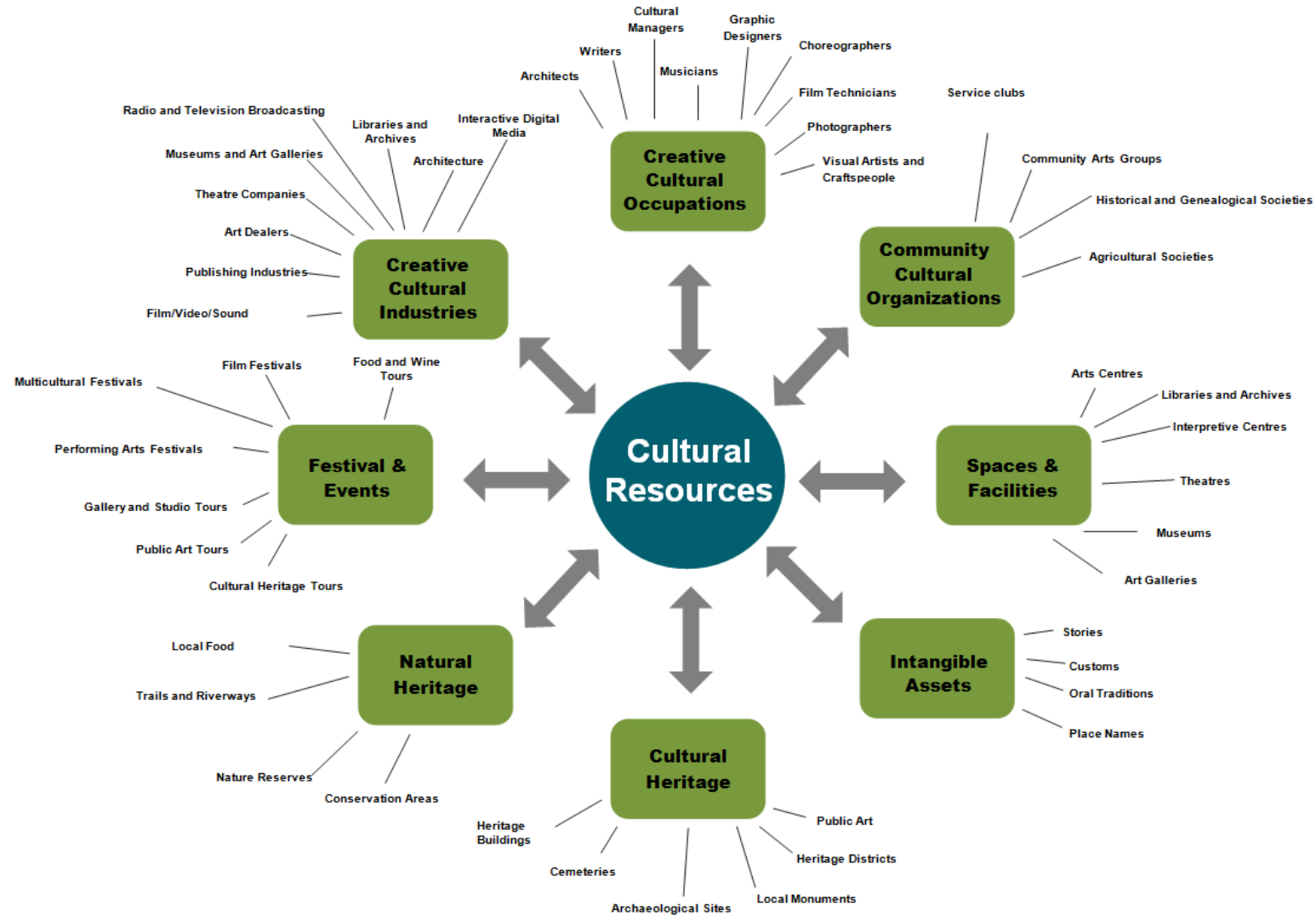
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1 The 'Quinte Region' encompasses both Belleville and Quinte West.
2 The project's Steering Committee members include: Mark Fluhrer, Linda Lisle and Andrew Redden.
3 The project's Advisory Committee is comprised of sixteen local stakeholders, each with strong connections to the Region's cultural assets.

FIGURE 1: CULTURAL RESOURCES

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Cultural Resources

Creative Cultural Occupations
- Architects
- Writers
- Cultural Managers
- Musicians
- Graphic Designers
- Choreographers
- Film Technicians
- Photographers
- Visual Artists and Craftspeople

Community Cultural Organizations
- Service clubs
- Community Arts Groups
- Historical and Genealogical Societies
- Agricultural Societies

Creative Cultural Industries
- Radio and Television Broadcasting
- Libraries and Archives
- Interactive Digital Media
- Museums and Art Galleries
- Architecture
- Theatre Companies
- Art Dealers
- Publishing Industries
- Film/Video/Sound

Spaces & Facilities
- Arts Centres
- Libraries and Archives
- Interpretive Centres
- Theatres
- Museums
- Art Galleries

Festival & Events
- Multicultural Festivals
- Film Festivals
- Food and Wine Tours
- Performing Arts Festivals
- Gallery and Studio Tours
- Public Art Tours
- Cultural Heritage Tours

Intangible Assets
- Stories
- Customs
- Oral Traditions
- Place Names

Natural Heritage
- Local Food
- Trails and Riverways
- Nature Reserves
- Conservation Areas

Cultural Heritage
- Heritage Buildings
- Cemeteries
- Archaeological Sites
- Local Monuments
- Heritage Districts
- Public Art

Overview of the Cultural Plan

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

Vision Statement

Hastings County and the Quinte Region embrace the role of culture in promoting economic vitality and a high quality of life for current and future generations.

Guiding Principles

In pursuing this vision, the Councils of the County of Hastings, the City of Belleville and the City of Quinte West endorse the following guiding principles.

- We see creativity, culture and quality of place as major drivers in attracting talent and investment in our Region
- We see our unique history and heritage as the bedrock of our culture and source of civic pride that connects our Region
- We see our rich natural and cultural assets and unique mix of our rural and urban environments as central to the quality of place that attracts new residents and tourists
- We see a Region in which cultural programs and activities are accessible to all community members throughout their lifetime
- We see cultural resources and activities as essential ingredients in building and sustaining vibrant downtowns as social, economic and cultural hubs
- We see a region that values and supports strong cultural organizations that work together toward common goals

Goals

- **Goal 1: Foster Regional Cultural Collaboration**

- **Goal 2: Grow Culture-Driven Economic Development**

- **Goal 3: Celebrate the Region's Rich History and Heritage**

- **Goal 4 Build a Strong and Collaborative Cultural Sector**

Recommended Actions

Each Goal provides a framework for a series of Recommended Actions to be implemented over a 10-year period through collaboration between the three Municpalities and their many community partners. These actions are summarized in Figure 2 and elaborated later in this document. A Proposed Implementation Plan setting out additional details and timeframes is set out in Chapter 4.

FIGURE 2: RECOMMENDED 10-YEAR ACTION PLAN

Goal 1: Foster Regional Cultural Collaboration

- **Implement a Communications Strategy to Promote the Plan**
- Build Partnerships and Resources to Support Collaboration
- **Convene a Cross-Regional Municipal Staff Forum on the Cultural Plan**
- **Convene an Annual Regional Cultural Summit**
- **Sustain and Expand Regional Cultural Mapping**
- **Integrate Culture into Municipal Planning and Decision-Making**

Goal 2: Grow Culture-Driven Economic Development

- **Replicate Creative HastingsEvents**
- **Create an Integrated Cultural Tourism Brand and Strategy for the Region**
- **Strengthen Cultural Tourism Product Development**
- **Develop a Festivals Strategy**
- **Leverage Cultural Resources to Support Downtown Revitalization**
  - **Provide Spaces for Artists and Creative Enterprises**
  - **Develop a "Downtown Arts Exchange Program"**
- **Leverage Waterways and Waterfront Development**

Goal 3: Celebrate the Region's Rich History and Heritage

- **Strengthen Cultural Heritage Conservation Capacity**
- **Undertake a Cultural Heritage Landscape Study**
- **Develop a Region-Wide Trails Strategy**
- **Launch a Regional Murmur Project**
- **Launch a Regional Storytelling Program**

Goal 4: Build a Strong and Collaborative Cultural Sector

- **Establish a Regional Cultural Managers Network**
- **Strengthen Communication and Collaboration Among Arts Councils Regionally**
- **Establish a Region-Wide Calendar of Programs and Events**
- **Strengthen Volunteer Recruitment and Management**
- **Address Cultural Facility Needs**
  - **Undertake a Comprehensive Inventory of Cultural Spaces and Facilities**
  - **Investigate Opportunities to Adapt Existing Spaces or Create New Multipurpose Cultural Facilities**
- **Strengthen Youth Retention and Engagement**
- **Establish an Ongoing Communications and Social Media Strategy**

Introduction

1 Introduction

1.1 Purpose and Objectives of the Plan

The fundamental *purpose* identified for the Cultural Plan is:

To engage community residents, partners and stakeholders to identify the cultural assets that already exist, profile the cultural assets and develop a cultural plan that will help inform municipal decision-making.

Specific *objectives* 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
- Completing an inventory and baseline mapping of cultural assets and conducting an analysis of these assets
- Identifying the strengths, weaknesses, opportunities and threats affecting cultural development in the County and Quinte Region
- Ensuring the effective integration of the Cultural Plan with key County and City planning and economic development strategies
- Building capacity to integrate culture into ongoing municipal planning and decision-making
- Developing a strong Implementation Plan that will ensure the success of the project and deliver the desired economic and community outcomes
- Establishing the strong communications strategies and partnerships needed to sustain momentum and successfully implement the Cultural Plan

1.2 The Planning Process

The planning process began in December, 2011 and concluded with presentations to Councils in Hastings County, Belleville and Quinte West in the fall of 2012. The Plan was developed through a series of phases illustrated in Figure 3.

A project website at www.hastingsculturalplan.com was created to increase awareness and broaden participation in the planning process. The website will serve as a tool to support implementation of the Cultural Plan and ongoing cultural development across the Region.

FIGURE 3 PROJECT PLANNING PROCESS

Project Launch	Current Context	Community Engagement	Develop Cultural Plan	Project Completion
Start-up Meeting with Steering Group	Review of Background Documents	Community Survey	Prepare Draft Cultural Plan	Review Draft Plan with the Steering Group and Advisory Committee
Communications Plan	Economic Analysis of the Creative Cultural Sector	Key Stakeholder Interviews	Prepare Implementation Plan	Present to County and City Councils for Approval
Project Brand and Website	Cultural Mapping	Focus Groups and Community Forums		
		Key Findings and Strategic Directions Report		

Communications With the Steering Group and Advisory Committee

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1.3 Cultural Planning and Cultural-Driven Economic Development

Cultural Planning

The following definition of (municipal) cultural planning has been adopted by the Government of Ontario and has guided the development of a Cultural Plan for Hastings County and Quinte Region.

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

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

A more comprehensive description of municipal cultural planning ideas and methodologies is set out in *Municipal Cultural Planning: A Toolkit for Ontario Municipalities*[4] prepared by AuthentiCity for Municipal Cultural Planning Inc. and the Ontario Ministry of Tourism, Culture and Sport in 2011.

Culture-Driven Economic Development

This is an opportune time for cultural planning in Hastings County and the Quinte Region. Many communities in Ontario – specifically in suburban and rural southern Ontario – are undergoing a profound shift in their economic base. For many, it is a shift away from a reliance on 'traditional' industries stressing natural resources and large manufacturing companies as the foundation of many local economies, and toward a creative economy driven by ideas, innovation, knowledge, collaboration and creativity. Communities that can identify and support elements of their creative economies – starting with cultural resources – will be well-positioned to capitalize on the opportunities that this shift produces.

These opportunities relate to the growing number of small and medium-sized creative businesses responding to new consumer demands for original and local place-based products and services in the fields of information technology, graphic design, food, craft beer, and hospitality - to name a few. Scholars interested in the creative rural economy have also examined the role of artists in culture-led economic development. They have noted that smaller areas can be 'havens' for artists because of factors such as natural amenities, arts infrastructure and the cost of living,

Communities that can identify and support elements of their creative economies – starting with cultural resources – will be well-positioned to capitalize on the shift away from traditional industries...

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

leading to the attraction of creative talent. Developing a comprehensive understanding of the unique local resources that can support a creative economy is a critical early step in this process.

Successful municipalities will be those that offer an appealing and attractive community, that are diverse and welcoming, that have interesting public spaces, that celebrate public art and urban design and that understand linking these elements is the magnet to attract people and talent. Culture contributes to the overall attractiveness and vitality of a community, which in turn increases its competitiveness. This connection was confirmed by research completed by the Martin Prosperity Institute at the University of Toronto.[5]

In a presentation by Betsy Donald, Professor of Geography at Queen's University given at the *2012 Economic Revitalization Conference* hosted by the Monieson Centre at Queen's University, Professor Donald outlined the need for a new approach to policies and programs in rural economic development. She spoke specifically about the new approach needed involving a stronger integration of the arts and culture into the rural economy; she developed the notion of "the art of the rural". This includes crafting a unique regional identity for rural places and developing a multidisciplinary and multifaceted approach that links identity creation, cultural development and economic development.

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5 Beautiful Places: The Role of Perceived Aesthetic Beauty in Community Satisfaction. Working Paper Series: Martin Prosperity Research. Prepared by: Richard Florida, University of Toronto, Charlotta Mellander, Jönköping International Business School, Kevin Stolarick, University of Toronto March 2009; The research found the overall attractiveness and aesthetic character of a community has a positive and significant effect on community satisfaction.

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Summary of Findings

2 Summary of Findings

2.1 Cultural Mapping

One of the defining characteristics of cultural planning is a broad definition of a community's cultural assets or resources. The definition of cultural resources adopted for the Cultural Plan for Hastings County and Quinte Region that guided the cultural mapping process is illustrated in Figure 1 (as presented on page 2 of this report).

This Cultural Resource Framework (CRF) has been officially endorsed by the Province of Ontario as a guide for municipalities undertaking cultural mapping and municipal cultural planning. The cultural mapping process[6] has produced a robust set of baseline data. However, the cultural mapping completed for the Cultural Plan must be considered the beginning, not the end of cultural mapping activity for the Region. Using the CRF this baseline data can be broadened over time.

It is noteworthy that this phase of the cultural mapping did not capture individual artists, cultural managers, technicians and others working in various facets of the cultural field in Hastings County and Quinte Region. It is the imagination and dedication of people working in the field – in full-time, part-time or volunteer capacities – that breathe life and vitality into the cultural life of the region. Identifying individuals in any mapping process must be approached with caution given privacy considerations. However, some municipalities, such as the City of Greater Sudbury, have extended tangible asset mapping to include individual artists and other professionals in a public mapping portal drawing on information already in the public domain through agencies such as the Sudbury Arts Council.[7]

FIGURE 4: CULTURAL MAPPING SUMMARY

Cultural Assets	
Creative Cultural Industries	252
Festivals and Events	99
Spaces and Facilities	71
Community Organizations	57
Cultural Heritage	214
Natural Heritage	62
Total	**755**

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[6] A primary source of baseline data was info Canada. This data was then reviewed and 'scrubbed' for duplicate or miss-assigned categories by the consultants. This 'baseline' data was then supplemented through Google searches and by accessing a range of local databases. The extended database was reviewed by the Steering Committee and project Advisory Committee.

[7] http://www.ylm.ca/ylm/ylm_home.aspx?f=sudburycultural&l=1

Figure 4 summarizes the total number of assets identified in each asset category for Hastings County and the Quinte Region. Appendix A contains more detailed results and maps illustrating the cultural resources identified through the development of the Cultural Plan.

2.2 The Research

The following summary of research is drawn from the Key Findings and Strategic Directions Report.

The Planning Context

In order to gain a comprehensive understanding of the context in which the cultural plan would be placed, a planning context scan was completed by the project team. By taking a holistic view of the overall planning context in Hastings County, Belleville and Quinte West, it is evident that each jurisdiction, have *individually* and *collectively* been ahead of many municipalities in terms of understanding the important role played by culture and integrating it across a wide range of municipal plans and policies. Woven through the plans and policies is the notion that community strength is closely tied to a sense of community identity - one that is rooted in the natural environment, local heritage and history and culture.

Another theme to emerge from this review is that the residents of Hastings County, Belleville and Quinte West enjoy a high level of cultural activity. However, reports also reveal that artists and cultural workers suffer from low levels of income and that a great deal of cultural activity is reliant on high levels of volunteer involvement. While this volunteerism is a positive sign of community engagement and support, there is the threat of a diminishing volunteer base that leaves many organizations and activities vulnerable due to a lack of facilities and financial support.

Nevertheless, each municipality has made significant strides in identifying the importance of culture across a range of planning documents, and taking steps to act on these cultural policies or initiatives. But, it is clear that a challenge across all three municipalities has been mobilizing the resources and capacities to fully advance stated policy and planning commitments to cultural development. The regional approach and 'better together' philosophy evident in the decision to collaborate on the Hastings County and Belleville/Quinte West Premier Ranked Tourist Destination reports demonstrates the value of regional collaboration and capacity building. This commitment to regional collaboration forms an underlying assumption guiding the development of the Cultural Plan. It is important that the three municipalities continue to strengthen their regional bonds and this can be done through ensuring that important planning documents like Official Plans, for each municipality, are in sync with the other regional municipalities in terms of policies related to culture and economic development.

Hastings County, Belleville and Quinte West have individually and collectively been ahead of many municipalities in terms of understanding the important role played by culture…

Creative Cultural Economy Analysis

In addition to a scan of the current planning context, the project team developed a creative cultural economy analysis for the region. The creative cultural economy analysis examines both creative cultural occupations and creative cultural industries.

In terms of creative cultural occupations, graphic designers and illustrators represent the highest number of creative cultural jobs in the region, numbering 225 positions. There are also a significant number of artisans and craftspeople in the area. Interestingly, with regards to the craftspeople, over 50% of 105 craftpersons in the Region work outside of Quinte West and Belleville in the more rural regions of Hastings County. This highlights the relationship between the rural lifestyle, natural and cultural heritage features *and a lower cost of living* that lure artists and artisans to rural areas. A higher proportion of painters, sculptors, and photographers also work outside of the urban centres of the Region. This distribution of the cultural labour force across rural and urban areas speaks to one of the advantages of adopting a regional approach to cultural planning. An important factor in the ability of artists and other cultural workers to locate outside urban areas is due to advances in rural broadband connectivity and online networking and sales.[8]

Over 50% of the 105 craftspersons working in the Region are found in the more rural areas of Hastings County

There are, however, significant clusters of particular creative industries including design, advertising and graphic design throughout the overall Region. As of June, 2011 there were 303 creative cultural industries in the Hastings County and Quinte Region. Belleville constituted the largest concentration of these businesses with 153 creative cultural businesses located within the City; 43 of the total number of businesses were located in Quinte West with an additional 100 businesses located outside of the two major urban centres in the County.

Most creative cultural industries are made up of largely small and medium-sized enterprises (SMEs) that can be assisted by community-based economic development programming and services. By coordinating activity and providing support for these small businesses, the Region can enable the creative cultural sector to continue to grow.

2.3 The Community Voice

Community input and engagement is a central facet of the cultural planning process. Accordingly, the project team utilized a variety of community engagement tools to gain insight from the members of each municipality. These tools included an On-line Survey, Stakeholder Interviews, Community Forums, and Focus Groups. Community

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[8] The Eastern Ontario Regional Network (EORN) is working towards the goal of providing higher speeds and bandwidth to at least 95% of homes and businesses in Eastern Ontario.

participation in each segment of the community engagement process was strong. There were 190 Survey Responses, 39 individual Stakeholder Interviews, 3 Focus Groups, and 3 Community Forums. The 3 Forums were held in different parts of the Region with over 100 people in combined attendance. A summary of themes emerging from the community engagement process has been distilled into Figure 5 expressing community Needs, Values and Aspirations.

FIGURE 5 NEEDS, VALUES AND ASPIRATIONS: COMMUNITY ENGAGEMENT SUMMARY

Needs

- Greater community-wide appreciation of the economic importance of culture to the Region's current and future prosperity
- Maintaining and increasing community engagement and participation in cultural activities
- Better marketing and promotion of the Region's cultural resources
- Stronger networking, partnerships and collaboration among cultural organizations across the Region
- Strategies to strengthen volunteers by reaching out to a new generation of volunteers - particularly new residents
- Strategies to strengthen, sustain (and potentially evolve) current festivals and events
- Stronger engagment with youth and investment in youth programming
- Engage businesses to support and participate in cultural activities
- Specific cultural facility needs
- Sustainable funding and investment strategies for cultural organizations and activities
- Improvements to downtown s and waterfronts throughout the region
- A strong Regional brand to help support coordinated marketing and tourism development

Values

- Respect for the community's history and heritage
- Valuing the Region's talented artists and artisans
- The contribution of Aboriginal culture, identity and traditions
- The contribution of cultural resources and activities to local and regional identity
- Respecting diversity, inclusion and access to culture for all community members
- Valuing natural heritage, rural landscapes, waterways and waterfronts of the Region

Aspirations

- Strengthened regional collaboration among cultural groups and activities
- Strong collaboration and joint investments among the three municipalities
- A new dedicated cultural centre that would also assist in branding the Region as a cultural destination
- Development of more integrated cultural tourism experiences
- Expanding creative cultural occupations and enterprises throughout the Region
- Expanded community engagement and participation in cultural activities

A Cultural Plan for Hastings County and Quinte Region

3 A Cultural Plan for Hastings County + Quinte Region

3.1 Vision and Guiding Principles

Vision Statement

Hastings County and the Quinte Region embrace the role of culture in promoting economic vitality and a high quality of life for current and future generations.

Guiding Principles

In pursuing this vision, the Councils of the County of Hastings, the City of Belleville and the City of Quinte West endorse the following guiding principles.

- We see creativity, culture and quality of place as major drivers in attracting talent and investment in our Region
- We see our unique history and heritage as the bedrock of our culture and source of civic pride that connects our Region
- We see our rich natural and cultural assets and unique mix of our rural and urban environments as central to the quality of place that attracts new residents and tourists
- We see a Region in which cultural programs and activities are accessible to all community members throughout their lifetime
- We see cultural resources and activities as essential ingredients in building and sustaining vibrant downtowns as social, economic and cultural hubs
- We see a region that values and supports strong cultural organizations that work together toward common goals

3.2 Goals

The Cultural Plan is built on four high-level goals that anchor and set a context for a range of Recommended Actions. The Plan is not a finished document. Rather, it should be viewed as a thoughtful starting point. It is based on an assessment of where the Region finds itself today together with the expressed needs and aspirations for the

future. The Plan must also be dynamic and continue to respond to changing needs and opportunities. New actions will emerge throughout the lifespan of the Cultural Plan; accordingly, the Plan proposes mechanisms to respond to these new opportunities.

The Proposed Implementation Plan set out in Chapter 4 reflects a prioritization of Recommended Actions and a logical sequence of activities. It begins with a number of foundational initiatives that will build capacity in the Region to successfully implement many subsequent actions. Once again, the Implementation Plan should be viewed as a flexible document that can be adjusted to respond to new regional issues and opportunities.

GOALS

- **Goal 1: Foster Regional Cultural Collaboration**
- **Goal 2: Grow Culture-Led Economic Development**
- **Goal 3: Celebrate the Region's Rich History and Heritage**
- **Goal 4 Build a Strong and Collaborative Cultural Sector**

3.3 Recommended Actions

For a number of the Recommended Actions set out below, leading practices from other municipalities are provided. Some of these leading practices are drawn from much larger communities and municipalities than those in the Region. Nevertheless, they are included because they can provide ideas and insight to support the implementation of Recommended Actions in the Region.

Goal 1: Foster Regional Cultural Collaboration

The Hastings County and Quinte Region Cultural Plan is breaking new ground in Ontario in completing a regional cultural plan. This builds on a past history of the three municipalities working cooperatively on a range of projects. Breaking new ground will require some innovative approaches to collaboration among the three municipalities and community partners.

The Cultural Plan is not a finished document. Instead, it must be dynamic and continue to respond to changing needs and opportunities…

Recommended Actions:

1. Implement a Communications Strategy to Promote the Plan

As a first priority, the three Municipalities should jointly develop and implement a communications and social media strategy to promote the Cultural Plan. The communications strategy should place a strong emphasis on the economic importance of culture in the Region and in doing so help shift attitudes across the Region from one of *subsidizing* cultural resources to that of *investing* in cultural resources. Support and funding from all sources (public, private and philanthropic) must be viewed as an investment that will reap returns in the form of economic prosperity and quality of life across the Region. The existing Cultural Plan website can serve as one vehicle to support this communications and social media strategy.

2. Build Partnerships and Resources to Support Collaboration

A growing number of municipalities in Ontario are establishing cross-sectoral leadership groups (sometimes referred to as Cultural Roundtables) to mobilize partnerships and resources to support cultural development. The Roundtable's mandate is not that of an advisory body, but an action-oriented mechanism to support implementation of the Cultural Plan and ongoing cultural development. Staff support is needed to provide administrative assistance to the Roundtable to ensure its efficient operation, to act as coordinator and champion for the Cultural Plan, and to play a strong facilitating and networking role. The operational model of the Cultural Roundtables is to strike task-driven Working Groups to implement recommended initiatives or actions. These Working Groups can recruit individuals and organizations in the community (i.e., not only those serving as members of the Roundtable) to access the expertise and resources needed to address the recommendations.

No jurisdiction is the same and each must define a structure that meets its own unique needs and circumstances. Given the large geographic area encompassed by the Cultural Plan, it is recommended that a Cultural Roundtable (or leadership group) give consideration to two factors when defining its mandate and determining its membership.

Sectoral Representation

The Roundtable should include representation from the following constituencies.

- Council
- Municipal staff
- Cultural sector representatives – across not-for-profit and for-profit sectors
- Business representatives – Chambers of Commerce, BIAs, etc.
- Education – primary/secondary/post-secondary

The communications strategy should place a strong emphasis on the economic importance of culture in the Region…

- Youth

Municipal and Geographic Representation

Municipal and geographic representation should be a second consideration in defining the composition of the leadership group. This is crucial to ensure community buy-in to leverage and mobilize existing resources. The North Hastings Cultural Plan, for example, suggests that this part of the County must have adequate representation on the group. Terms of Reference for two successful Cultural Roundtables in Prince Edward County and Orillia are found in Appendix C and can serve as a source of information in defining a structure, membership and mandate for a similar leadership group in the Region.

Some municipalities have also established funding programs to be administered by the Cultural Roundtable with contributions from the municipality to support implementation of specific recommendations in cultural plans as well as other innovative projects in the community. Clearly-articulated selection criterion would need to be developed, with preference for creative and sustainable concepts with the ability to generate economic, social, environmental or cultural benefit to the community. Projects stressing collaborative efforts among cultural groups should also be a consideration in defining funding criterion. Whenever possible, funding programs should seek to leverage external funding opportunities through such agencies as The Trillium Foundation or other business or community partners.

3. Convene a Cross-Regional Municipal Staff Forum on the Cultural Plan

Successfully implementing the Cultural Plan requires building a shared understanding across departments within individual Municipalities, and between these Municipalities across the Region. Immediately upon adoption of the Cultural Plan, the Steering Committee and Regional Cultural Round Table should consider organizing a Forum to engage relevant staff from across the Region. The forum would represent the Cultural Plan and serve to develop a shared understanding of cultural planning and cultural development opportunities.

4. Convene an Annual Regional Cultural Summit

In a number of other communities, Cultural Summits have proven an effective means of sustaining communication and engagement with a wide range of stakeholders and members of the community. The event is an opportunity to profile achievements in implementing the Cultural Plan over the past year, and provide an opportunity for the community to identify new issues and opportunities that have emerged following the initial development of the Plan. The Summit can be convened by the Regional Cultural Roundtable and be moved around the Region each year in order to fully engage all residents.

5. Sustain and Expand Regional Cultural Mapping

The cultural mapping work completed as part of the Cultural Plan provides a solid foundation upon which to broaden and deepen regional cultural mapping efforts over time. The current mapping data provides a picture of the current 'state of cultural resources' in the Region, and a benchmark from which to measure growth and change in the asset base over time. The North Hastings Cultural Plan developed a strong inventory of cultural resources, and called for an annual update of that information.

The cultural mapping work completed through the development of the Cultural Plan marks the beginning not the end of cultural mapping in the Region. There will always be new information and new organizations and activities to be added. Once the Regional Cultural Roundtable has been established, a Cultural Mapping Working Group should be struck to examine leading practices in Canada and to bring forward recommendations regarding the implementation and ongoing maintenance of a Region-wide cultural mapping system.

There is a growing body of experience in Canadian municipalities in cultural mapping. Many of these systems are being developed leveraging existing municipal investments in Geographic Information System (GIS) software and tools. GIS is a tool municipalities use to maintain a wide range of community information that is spatially mapped in the community. Using these tools, municipalities are creating powerful interactive cultural maps that enable ongoing contributions of information by municipalities, community-based organizations (e.g., historical societies, local arts councils), and tourism marketing groups and in some systems contributions from individual residents. The Cultural Mapping Working Group should examine leading practices in other municipalities and determine the system best suited to meet the needs of the Region.

6. Integrate Culture into Municipal Planning and Decision-Making

One of the most important outcomes of the Cultural Plan is to build the capacity of staff within and across the three Municipalities to incorporate culture into ongoing planning and decision-making. 'Adopting a cultural lens' or factoring culture more effectively into a range of other plans and policies means asking three questions:

- How can cultural resources contribute to addressing broader municipal goals and priorities (e.g. economic diversification, retaining youth, growing cultural tourism, etc.)?
- How do local planning decisions impact cultural resources (e.g. the impact of new developments on existing and valued natural or cultural heritage resources)?
- How can cultural resources enhance the quality of place, form and function of the built environment and the public realm? (e.g., public art installations, urban design guidelines, public art commissions for new buildings, etc.). Many of these issues are addressed through supportive policies in Official Plans.

The current mapping data provides a picture of the current 'state of cultural resources' in the Region, and a benchmark from which to measure growth and change in the asset base over time.

The Cultural Plan will help build the capacity of staff in each Municipality to integrate culture into planning more effectively by:

- Establishing a shared set of definitions and planning assumptions to support cross-departmental planning
- Establishing a stronger base of cultural information through sustained cultural mapping

At this time, Hastings County is currently updating their Official Plan. It has developed a section entitled the Emerging Rural Economy that sets out policies dealing with development of the creative economy, conservation of rural landscape character and individual cultural heritage resources, supporting and promoting tourism development, and a range of other issues addressed by the Cultural Plan. The City of Belleville is also updating its Official Plan providing another opportunity to connect the Cultural Plan and embed culture firmly in the Official Plan.

Goal 2: Grow Culture-Driven Economic Development

The development of a Cultural Plan was recommended in the County of Hastings Economic Development Strategy. This demonstrates the County and the broader Region's recognition of the important role played by culture in growing local and regional economies. The Creative Cultural Economy Analysis completed for the Cultural Plan demonstrated an expanding base of creative cultural industries and occupations across the Region. Tourism development opportunities leveraging cultural resources and activities were another strong theme in community consultations.

The Creative Cultural Economy Analysis demonstrated an expanding base of creative cultural industries and occupations across the Region.

Recommended Actions:

7.   Replicate Creative Hastings Events

Led by Hastings County Economic Development, "Creative Hastings" sessions have been organized. The purpose of these sessions is to celebrate local creativity and to profile a growing number of small, niche creative cultural industries in Hastings County. Moving forward, consideration should be given to establishing similar events in the two cities. These events may be convened by groups such as local Chambers of Commerce. The experience of the Hastings County Economic Development Department could be used as a template on which to launch and promote these programs.

The events combine networking and peer-to-peer learning opportunities for individuals working in small and medium sized creative enterprises (SMEs). The concept is simple. An after-work event is organized that begins with a period of informal networking. This is followed by short presentations by 4-6 individuals describing their business or enterprise, as well as future business development plans. In Creative Hastings, presentations are videotaped and

posted to YouTube and other social networking sites to broadcast that the County is home to a creative economy. The event is designed to last for less than 2 hours.

8.   Foster Cultural Tourism

The potential for the Cultural Plan to advance a regional cultural tourism agenda was a strong and consistent theme throughout the community engagement process. As previously noted, the three Municipalities have already established a precedent for collaboration in this area through the regional Premier Ranked Tourism Destination program. As a result of this endeavour the Bay of Quinte Tourist Council has grown substantially. A major development since then has been the introduction of a hotel tax levy that generates revenue for tourism product development and marketing.

There were three interrelated cultural tourism issues and recommended actions identified through the development of the Cultural Plan. They have been grouped here as part of an integrated cultural tourism development agenda. There was a call for strong collaboration and coordination of any new cultural tourism initiative with the projects and initiatives of the following tourism agencies:

- The Bay of Quinte Country Tourist Council
- Each Municipality
- Regional Tourism Organizations 9 and 11
- Ontario East Economic Development
- Hastings Opportunities in Tourism (HOT)
- Comfort Country and Land O' Lakes Tourism
- Local Chambers of Commerce
- Local Business Improvement Areas

8. A)   Create an Integrated Cultural Tourism Brand and Strategy for the Region

A strong message emerging from the community engagement process for the Cultural Plan was the need for the Region to develop an overall cultural brand (or 'meta story') to help communicate a consistent message about the Region as a cultural destination. The Region has a rich and diverse range of cultural resources and experiences and the idea of the brand is not to diminish or overwhelm these unique assets, but to find a way to collectively market them more effectively. Finding one overarching brand is a challenge but was felt to be important to advancing the tourism agenda.

There is a need for the Region to develop an overall cultural brand (or 'meta story') to help communicate a consistent message about the Region as a cultural destination.

8. B) Strengthen Cultural Tourism Product Development

Community consultations emphasized that strengthening cultural tourism is more than simply developing more effective marketing, but requires the development of a stronger range of cultural tourism products and packages. In this context, there was emphasis on the need to move to a more 'experiential' view of tourism that focused less on individual assets or attractions and more to an overall cultural experience for visitors. A number of jurisdictions have moved to create story-based cultural packages and itineraries; for example in the Niagara Region a number of story-based cultural packages and itineraries have been built on the basis of the rich Black History in that region. Additional examples include the Niagara Greenbelt tourism website[9] which has modeled some innovative approaches to promoting natural and cultural heritage resources and experiences.

8. C) Develop a Regional Festivals and Events Strategy

The strength of festivals and events in Hastings County and in the Quinte Region were identified as strong cultural assets. However, these assets are facing challenges:

- Most events rely on a dedicated group of volunteers, many of whom have been in leadership positions for many years. Concerns were expressed about 'succession planning' and the challenge of recruiting a new generation of leaders to replace these individuals when they retire
- A stronger collective marketing strategy for all festivals would benefit all events and, if well executed, potentially attract higher levels of attendance from outside the Region. It would also contribute to building a reputation for Hastings County and Quinte Region as a significant cultural destination

It is recommended a multi-pronged Festivals Strategy be undertaken, elements of which may include:

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

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[9] http://www.niagaragreenbelt.com

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

9.   Leverage Cultural Resources to Support Downtown Revitalization

Successful and culturally vibrant downtowns provide the necessary workspaces, galleries, theatres, cafés, streets and public spaces that support interaction among a varied mix of resident and stakeholders. While there was a call for greater efforts in downtown revitalization in many communities across the Region, there was also recognition of the success stories in downtown revitalization in Belleville and Quinte West (Trenton). In both municipalities major investments had been made over several years that include a strong focus on cultural resources and experiences. It was recommended that approaches to downtown revitalization be 'unique but consistent' across the Region. Two specific initiatives were identified related to the overall agenda of downtown revitalization.

9 A: Provide Spaces for Artists and Creative Enterprises - One of the biggest challenges facing many
individual artists or artisans and small creative enterprises is the availability of affordable space. A number of municipalities in Ontario have implemented programs to reclaim empty or underutilized buildings and spaces in downtown areas for use as live-work spaces, artist studios or office space for small (often start-up) creative cultural enterprises. In some cases, rent subsidies have been offered as an incentive for attracting new users and uses for these spaces. In other cases property owners themselves have provided space at reduced rent in the knowledge that improvements to the space would increase resale value. The experience is often that artists or small businesses will invest their own 'sweat equity' to improve and upgrade these spaces. The ultimate goal is to draw more people and activity into the downtown; thereby increasing its appeal as a destination for both residents and visitors. Consideration should be given to establishing a Region-wide program to support these objectives

9 B: Develop a "Downtown Arts Exchange Program" – This initiative was described as an opportunity for
artistic and creative products to be exchanged between different downtown areas across the Region. This idea was suggested by a number of individual artists needing alternative spaces to display their work. Artists in the Region generally have single venues where they display and sell their work. An exchange program between different venues across the Region would enhance exposure and reinforce regional linkages within the artistic community. Such a

program would require no investment outside of facilitation and co-ordination. Downtown Business Improvement Associations are best positioned to coordinate this program, but the program's launch will require municipal action.

10.   Leverage Waterways and Waterfront Development

A consistent message in the community engagement process was the importance of waterways and waterfronts as a defining feature of the Region. However, it was felt that they are also in need of investment and improvement both to increase their attractiveness and appeal for residents and as a unique tourism offering and opportunity. A specific point raised, related to this theme, was the need to extend the Lake Ontario Waterfront Trail to establish an active transportation route to connect Belleville and Trenton. This remains a top priority for the Waterfront Regeneration Trust and Quinte West is currently exploring the viability of this project.

Goal 3: Celebrate the Region's Rich History and Heritage

The Region has a rich and diverse history that many consider to be inadequately appreciated or promoted. The establishment of the new Belleville and Hastings County Archives has been a tremendous success story. It reflects a growing understanding of the need for great attention and investment in researching and communicating the unique stories and history of the Region. Identifying and communicating stories with historical significance that span the entire Region can be a powerful way of fostering a sense of shared identity and a unifying theme for tourism product development and marketing. The important story of Aboriginal people and First Nations was identified as a rich and unifying historical theme.

Recommended Actions:

11.   Strengthen Cultural Heritage Conservation Capacity

The Ontario Heritage Act mandates municipalities to establish Municipal Heritage Committees (MHC) to play a leadership role in identifying and conserving significant heritage resources in their communities. Heritage Belleville is the City's MHC and has played a strong role in establishing a Register of Heritage Properties and undertaking the designation (and protection) of properties of exceptional heritage importance. The City of Quinte West has just established a MCP, although the City has already been active in establishing a Register and designating a number of important heritage properties in the community. Hastings County is at a less advanced stage in formalizing its approach to cultural heritage conservation. However, the County's new Official Plan places a strong focus on policies to support cultural heritage conservation.

There is a need to extend the Lake Ontario Waterfront Trail to establish an active transportation route to connect Belleville and Trenton.

There should be a heritage forum convened to draw individuals and organizations active in heritage conservation efforts across the Region. The group would explore the opportunity for a sharing of knowledge and expertise and building Region-wide capacity in this important area.

An important perspective in moving forward with a shared cultural heritage agenda across the Region is adopting an integrated vision of heritage and heritage conservation. Consistent with Provincial heritage policy, heritage conservation does not stop with the *preservation* of valued heritage resources in all their forms but extends to include their *interpretation* and *integration* into the life of the community. Cultural heritage is a critical ingredient in enriching the quality of place in communities that attracts people and investment. A community or a region's heritage contributes to defining the unique identity of a community or region that is a major factor in attracting tourists.

12.   Undertake a Regional Cultural Heritage Landscape Study

Given its early settlement, the Region has many significant individual heritage properties, as well as building complexes, that express important historical and architectural values. However, the Region's early development is intimately linked to a larger and more integrate vision of heritage landscapes characterized by specific settlement patterns, peaks, ridgelines, vistas, water bodies, forests, and environmental protection areas. There is a growing movement in heritage circles to embrace an integrated vision of heritage landscapes as an important focus of conservation efforts. Cultural heritage landscapes are defined in the Provincial Policy Statement (2005). Consideration should be given to undertaking a cultural heritage landscape study (a study mandated by the Ontario Heritage Act) by a professional heritage conservation consultant.

13.   Develop a Region-Wide Trails Strategy

Trail strategies serve to coordinate and develop an area-wide trail network, and typically create a Trails Committee that provides both coordination and a voice for trail activities and development. The continued improvement and development of a trails network requires leadership in terms of development, management, user-conflicts, and monitoring. A regional trails strategy would set out clear roles for each member municipality and trail based organization. It could also create efficiencies in the management and development of existing trails. As a first step, the Region's municipalities should approach the Eastern Ontario Trails Alliance and Friends of the Trail to discuss the benefits of such a strategy.

There should be a heritage forum convened to draw individuals and organizations active in heritage conservation efforts across the Region.

14. Launch a Regional Murmur Project

Consideration should be given to establishing a Region-wide version of the highly successful [murmur] project in Toronto[10]. The project collects and records people's personal histories and anecdotes about specific places in neighborhoods or communities. In each of these locations a small [murmur] sign with a telephone number is placed that enables anyone with a mobile phone to call and listen to that story while standing in that place, allowing the listener to engage directly in the physical experience of the place. The program does not rely on particularly sophisticated or expensive software. In addition, because the program relies solely on the use of a cell phone; therefore, the program is highly accessible to residents and visitors.

15. Launch a Regional Storytelling Program

Stories have been called the 'DNA of culture'. Every community or region has a rich array of stories to tell that express its unique identity. A storytelling program could be initiated using a combination of new as well as existing channels:

- Inviting residents across the Region to contribute their own stories using simple tools such as Survey Monkey or more sophisticated technologies (such as the interactive GIS maps noted earlier)
- Add a storytelling component to one or more existing festivals or events
- Convening an annual storytelling festival, and
- Determine an appropriate mechanism for storing and enabling community access to stories.

Support for professional storytellers and storytelling is being examined by funding bodies such as the Ontario Arts Council and there is a growing network of professional storytellers that could be engaged to participate in an annual festival or special event.

Goal 4: Build a Strong and Collaborative Cultural Sector

Hastings County and the Quinte Region are home to a remarkably large and diverse range of cultural organizations and activities. However, like most jurisdictions in Canada, the cultural sector suffers from fragmentation and a lack of collaboration that undermines the strength and sustainability of individual organizations and the sector as a whole.

Stories have been called the 'DNA of culture'. Every community or region has a rich array of stories to tell that express its unique identity.

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10 http://murmurtoronto.ca

Recommended Actions:

16. Establish a Regional Cultural Managers Network

Cultural managers (or other senior staff) in established organizations across the Region often bring the strongest base of knowledge and expertise in cultural development issues and opportunities. Regular (often quarterly) meetings in other communities have served as effective peer-to-peer learning opportunities as well as providing a forum for exploring larger strategic initiatives. Hosting and facilitation for each event can rotate across organizations. Representation from the Network on the Cultural Roundtable would ensure the knowledge and insights of these cultural professionals would inform the actions of this group.

17. Strengthen Communication and Collaboration Among Arts Councils Regionally

A number of Arts Councils, with varying titles and structures, exist across the Region but they could work together more effectively to their collective benefit. Important steps are being taken to advance this agenda through the formation of the Eastern Ontario Regional Arts Councils Alliance. Individual Arts Councils across the Region should be encouraged to get involved with this group and support stronger networking and collaboration.

18. Establish a Region-Wide Calendar of Programs and Events

One recommendation that emerged from the community engagement process was the establishment of a Region-wide calendar of cultural programs and events. The ideal tool is one that invites cultural organizations and individuals themselves to contribute content on a continuous basis. The Peterborough Public Library worked with a local software developer to launch a community calendar that has subsequently been adopted by a considerable number of municipalities in the province. Establishing a calendar that enables cultural groups to post activities or programs months in advance has the added advantage of helping groups to avoid scheduling conflicts and competition for audiences/participants on the same date. This calendar should be wildly promoted and publicized on each municipality's website, and reproduced and distributed at community facilities.

19. Strengthen Volunteer Recruitment and Management

There is a need to centrally coordinate volunteers through an online portal with potential staff (shared municipal staff support). The Region is strongly supported by volunteers and is already serviced by Volunteers and Information Quinte. This organization is a tremendous regional asset, but it could be better leveraged to serve the entire Region. This organization is already providing the types of services that are required to sustain volunteer activities in the

Region, but there are opportunities to broaden its scope and enhance its community profile. Community engagement yielded no mention of this organization which speaks to its limited profile.

20. Advance Cultural Facility Needs

Several themes related to cultural facility needs emerged from community consultations.

- **Dedicated Cultural Facilities –** a great deal of cultural activity across the Region occurs in community centres, churches, schools and other community facilities. While there are many advantages to accessing space in these kinds of venues, there was a call for a number of more 'purpose built' or dedicated cultural facilities to meet the needs of the expanding level of cultural activity

- **Studio and live-work spaces for artists** – potentially located in existing unused or underutilized buildings and spaces in the community

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

20 A: Undertake a Comprehensive Inventory of Cultural Spaces and Facilities – While a great deal of activity does occur in those community venues and facilities as noted above, there is no comprehensive inventory of these spaces. A better inventory of these spaces that could be made publicly available would support groups in locating space for activities that might otherwise remain unknown. This is a simple exercise, as this information is already available, but the goal is providing this information for the Region in a consolidated document/ webpage

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

20 B: Investigate Opportunities to Adapt Existing Spaces or Create New Multipurpose Cultural Facilities – A clear trend in cultural facility development in municipalities across Canada is the creation of multipurpose or multifunctional facilities intended to serve a range of cultural activities: exhibition and performance spaces; meeting rooms; studio spaces for individual artists/artisans. A multipurpose cultural facility could also serve as a shared administrative space for small cultural groups to meet basic needs such as meeting rooms, photocopiers, small scale

A great deal of cultural activity across the Region occurs in community centres, churches, schools… there is demand for more 'purpose built' or dedicated cultural facilities…

storage spaces, etc. The potential for a co-funded facility by the three Municipalities and other business and community partners should be examined. This could either take the form of the adaptive reuse of an existing facility or a new purpose-built cultural centre.

> **Leading Practice:** In Collingwood, Ontario the Tremont project involved the preservation, restoration and revitalization of an important designated building in the Collingwood Heritage District and its adaptive reuse to provide commercial opportunities and live/work space for the creative sector. The historic Tremont building underwent a 16-month restoration beginning in June 2009. The Tremont is now home to The Bay School of Art, The Tremont Cafe, The Elihu Book Room and nine artist studios.

21.   Strengthen Youth Retention and Engagement

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

21 A: Establish a Youth Apprenticeship and Mentoring Program – The Cultural Roundtable should work toward establishing a program that connects local youth with individual artists, young entrepreneurs and creative professionals in different parts of the Region. Such apprenticeship programs can provide opportunities to expose youth to potential career options and future employment possibilities in the community, as well as fostering skills development

21 B: Connect High School Student Volunteer Requirements to Cultural Sector Development - Every student who begins secondary school must complete a minimum of 40 hours of community involvement activities as a requirement for an Ontario Secondary School Diploma (OSSD). The purpose is to encourage students to develop awareness and understanding of civic responsibility and of the contribution that they can make to supporting and strengthening their communities. Working with the Regional Cultural Roundtable, each municipality should examine opportunities to connect these volunteer requirements with the needs of not-for-profit cultural groups and activities. As with the apprenticeship and mentoring program, this initiative has the added advantage of exposing youth to potential employment opportunities

22.   Establish an Ongoing Communications and Social Media Strategy

A communications and social media strategy is recommended to communicate information about the vision and recommendations in the Cultural Plan. However, a sustained communications and social media strategy is needed to help strengthen the cultural sector and support ongoing cultural development. The underlying goal of this strategy is to

The Cultural Roundtable should work toward establishing a program that connects local youth with individual artists, young entrepreneurs and creative professionals in different parts of the Region.

encourage cross-promotion of events and organizations through collaborative web links, guest postings, guest tables at events, shared news of each other's events via email lists, or mentions in print materials. The following specific actions have been selected to accommodate the regional scope of the Plan.

The current website built to support the development of the Cultural Plan can be one tool to support this strategy but the website will need to evolve and be expanded to serve this ongoing function. There are two specific actions that would increase the website's profile and impact.

- **Regular Communications –** It is crucial to increase awareness and traffic on the current site. One way of driving increased use is through regular emails and/or newsletter type communications, dedicated time to facilitate social media conversations and exchange, and networking with other relevant social media forums or platforms

- **Linking Websites -** Extensive linking of websites across the Region would broaden profile and strengthen networks across the cultural sector

- **Facebook, twitter and cell phone text alerts –** These alerts can increase awareness and drive traffic to the website. One of the community forums with strong youth representation underscored the importance of text alerts as a means of communication and staying current with events

3.4 Monitoring

Part of the effective implementation of any plan is putting in place mechanisms to track progress toward the Vision and Recommended Actions identified in the plan. One mechanism for monitoring progress is through the preparation of an "*Annual Report Card.*" The creation of the Report could be the joint task of the Regional Cultural Roundtable. Distribution of the Report could be timed for release prior to the Annual Cultural Summit to promote achievements over the past year and draw the broader community into a conversation about the Plan and its implementation.

creativity +
prosperity +
community

a 10 year Cultural Plan for
Hastings County +Quinte Region

Proposed Implementation Plan

Recommended Actions are outlined according to the following:

- **Timing** – whether the action is to be initiated in Year 1 (assumed 2013) or three time horizons. **S**hort term (2-3 years), **M**edium term (4-6 years) or **L**ong term (7-10 years)

- **Actions** – steps taken to implement the recommended goals and objectives described in the previous section.

4 Proposed Implementation Plan

Recommendations	Timing				Actions
	Year 1	Short	Medium	Long	
Goal 1: Foster Regional Cultural Collaboration					
1 **Implement a Communications Strategy to Promote the Plan**	■				▪ Three Municipalities to jointly develop and implement a communications and social media strategy
2 **Build Partnerships and Resources to Support Collaboration**	■				▪ Define Terms of Reference for the Roundtable ▪ Recruit members and convene first meeting ▪ Seek funding to support the Roundtable ▪ Establish task-driven working groups
3 **Convene a Cross-Regional Municipal Staff Forum on the Cultural Plan**	■				▪ Cultural Plan Steering Committee lead convening of Forum
4 **Convene an Annual Cultural Summit**		■			▪ Regional Cultural Roundtable defines plans for the first Summit ▪ First Summit promoted and convened

Recommendations		Timing				Actions
		Year 1	Short	Medium	Long	
Goal 1: Municipal Leadership						
5	**Sustain and Expand Regional Cultural Mapping**		▓	▓	▓	■ Establish cross-municipality Cultural Mapping Working Group ■ Define plan for shared responsibility in sustaining and expanding cultural mapping system
6	**Integrate Culture into Municipal Planning and Decision-Making**	▓	▓	▓	▓	■ Ongoing
Goal 2: Grow Culture-Driven Economic Development						
7	**Replicate Creative Hastings Events**		▓			■ Recruit lead agency in Belleville and Quinte West ■ Secure assistance from Hastings County Economic Development Department in convening first event(s)
8	**Foster Cultural Tourism**					
8 A	**Create an Integrated Cultural Tourism Brand and Strategy for the Region**		▓			■ Establish Working Group to lead brand development ■ (Potentially) secure consulting support to develop Brand and Strategy
8 B	**Strengthen Cultural Tourism Product Development**	▓	▓	▓	▓	■ Collaborative efforts among regional tourism ■ Utilize funding from hotel tax/levy to support product development
8 C	**Develop a Festivals and Events Strategy**					■ Define terms of reference for Strategy ■ Strike Working Group of Roundtable and/or recruit consulting support to develop Strategy

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Recommendations	Timing				Actions
	Year 1	Short	Medium	Long	
Goal 2: Grow Culture-Driven Economic Development					
9 — **Leverage Cultural Resources to Support Downtown Revitalization**					
9 A — **Provide Spaces for Artists and Creative Enterprises**			▮	▮	▪ Define cross-municipal program ▪ Secure funding to support rent subsidies ▪ Launch program
9 B — **Develop a "Downtown Arts Exchange Program"**		▮			▪ Strike Working Group of the Roundtable to develop plans for the program ▪ Launch program
10 — **Leverage Waterways and Waterfront Development**			▮	▮	▪ Define common principles to guide action in each Municipality
Goal 3: Celebrate the Region's Rich History and Heritage					
11 — **Strengthen Cultural Heritage Conservation Capacity**		▮			▪ Convene heritage forum to develop strategy for Region-wide capacity building

Recommendations	Timing				Actions
	Year 1	Short	Medium	Long	
Goal 3: Celebrate the Region's Rich History and Heritage					
12 **Undertake a Cultural Heritage Landscape Study**			▓		▪ Develop terms of reference for study ▪ Secure funding and hire heritage consultant to complete study
13 **Develop a Region-Wide Trails Strategy**			▓		▪ Develop terms of reference for study ▪ Secure funding and hire heritage consultant to complete study
14 **Launch a Regional Murmur Project**			▓		▪ Strike Working Group of Roundtable to investigate feasibility and costs of launching program ▪ (Pending findings) secure funding and launch project
15 **Launch a Regional Storytelling Program**		▓			▪ Strike a Working Group of the Roundtable to define approaches and initiatives to support the program
Goal 4: Build a Strong and Collaborative Cultural Sector					
16 **Establish a Regional Cultural Managers Network**		▓			▪ Identify and convene first meeting of managers ▪ Determine levels of interest and potential collaborative actions or initiatives ▪ Determine desired frequency of meetings
17 **Strengthen Communication and Collaboration Among Arts Councils Regionally**	▓				▪ Continue to build on current networking efforts and initiatives ▪ Promote expanded participation in the alliance/network

Recommendations	Timing				Actions
	Year 1	Short	Medium	Long	
Goal 4: Build a Strong and Collaborative Cultural Sector					
18 **Establish a Region-Wide Calendar of Programs and Events**		■			▪ Strike a Working Group of the Roundtable to examine leading practices and tools ▪ Secure funding and establish Calendar
19 **Strengthen Volunteer Recruitment and Management**		■			▪ Strike Working Group of Roundtable to develop plans and initiatives working closely with Volunteers and Information Quinte
20 **Advance Cultural Facility Needs**					
20 A **Undertake a Comprehensive Inventory of Cultural Spaces and Facilities**		■			▪ Strike Working Group of the Roundtable to define and scope the project ▪ Recruit summer students to undertake inventory overseen by the Working Group
20 B **Investigate Opportunities to Adapt Existing Spaces or Create New Multipurpose Cultural Facilities**			■		▪ Leveraging findings from the facilities inventory, identify existing spaces that could be upgraded to serve as multipurpose facilities equipped with adequate space and equipment requirements (e.g., enhanced sound systems and lighting) ▪ In building new public facilities (e.g., schools, community or recreational facilities) consider the potential to incorporate

Recommendations	Timing				Actions
	Year 1	Short	Medium	Long	
Goal 4: Build a Strong and Collaborative Cultural Sector					
21	**Strengthen Youth Retention and Engagement**				
21 A	**Establish a Youth Apprenticeship and Mentoring Program**		▮			▪ Establish Working Group of Roundtable to develop overall plan and approach to launching the program
21 B	**Connect High School Student Volunteer Requirements to Cultural Sector Development**		▮			▪ Establish Working Group of Roundtable to develop an outline of the program ▪ Approach school boards in each Municipality to determine levels of interest ▪ Launch program
22	**Establish an Ongoing Communications and Social Media Strategy**	▮				▪ Establish Working Group of the Roundtable to develop strategy and recruit individuals and organizations to support ongoing communications initiatives

4.1 Timeline Summary

Proposed Implementation Plan				
Action/Timing	Year 1	Short Term 2-3 years	Medium Term 4-6 years	Long Term 7-10 years
1	�			
1	■			
2	■			
3	■			
4		■		
5		■	■	■
6	■	■	■	■
7		■		
8A		■		
8B	■	■	■	■
8C			■	
9A			■	■
9B		■		
10			■	■
11		■		
12			■	
13			■	
14			■	
15		■		
16		■		
17	■			
18		■		
19		■		
20A			■	
20B			■	
21A		■		
21B		■		
22	■			

Appendices

Appendices

Appendix A: Cultural Mapping Findings

One important deliverable from the project developing the Cultural Plan is the creation of a database of individual assets across all categories, complete with information such as street address, contact information, website addresses (where relevant and available) and other basic information on each asset. Each assets has also been geocoded (i.e., assigned a point of latitude and longitude) that enable the database to be imported into the Geographic Information Systems (GIS) of all three Municipalities. This information will provide another important 'layer' of information in these GIS systems to support more informed planning and decision-making across a range of planning issues. The database also creates the potential for developing interactive GIS-based cultural maps to increase access to information on cultural assets across the Region for residents and tourists. The following section provides a summary of the number of assets identified across the categories set out in the Cultural Resource Framework.

Creative Cultural Industries

The findings of the creative cultural industries show a robust local creative economy with 252 creative businesses in the region, and the largest category of the mapping exercise. Most creative cultural industries fall into the category of small and medium size enterprises (SME's) that constitute the fastest growing segment of the economy.

FIGURE 4 CULTURAL INDUSTRIES
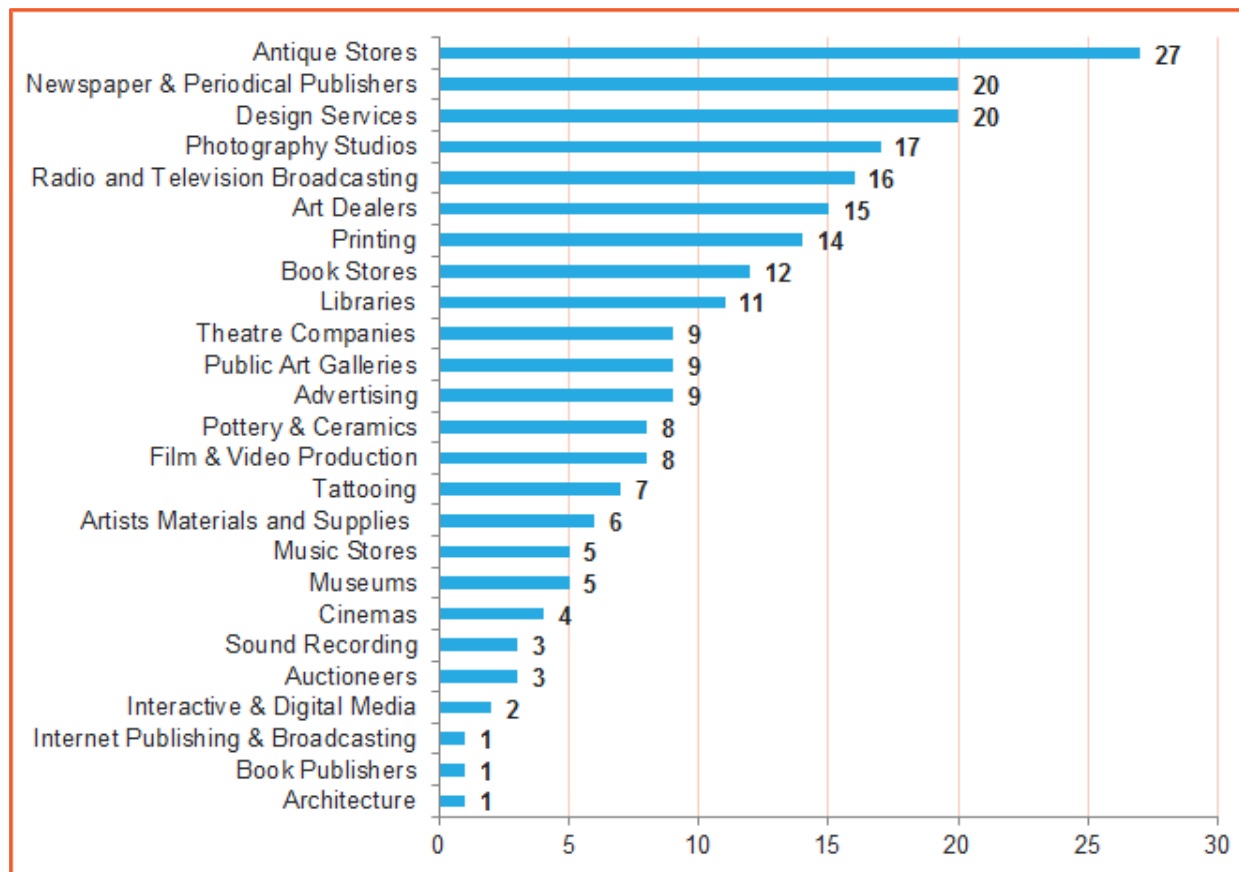
Festivals and Events

The Hastings County and the Quinte Region enjoys a wide variety of festivals and events spanning a wide range of arts and cultural disciplines (e.g., artists' tours, authors' festivals, film and music festivals) and community-based events (e.g. farmers' markets, country fairs and seasonal celebrations such as Canada Day, Victoria Day and Santa Clause parades). While events take place in locations across the region, there is a large concentration along the Bay of Quinte coast including in Quinte West and the City of Belleville.

FIGURE 5 FESTIVALS AND EVENTS
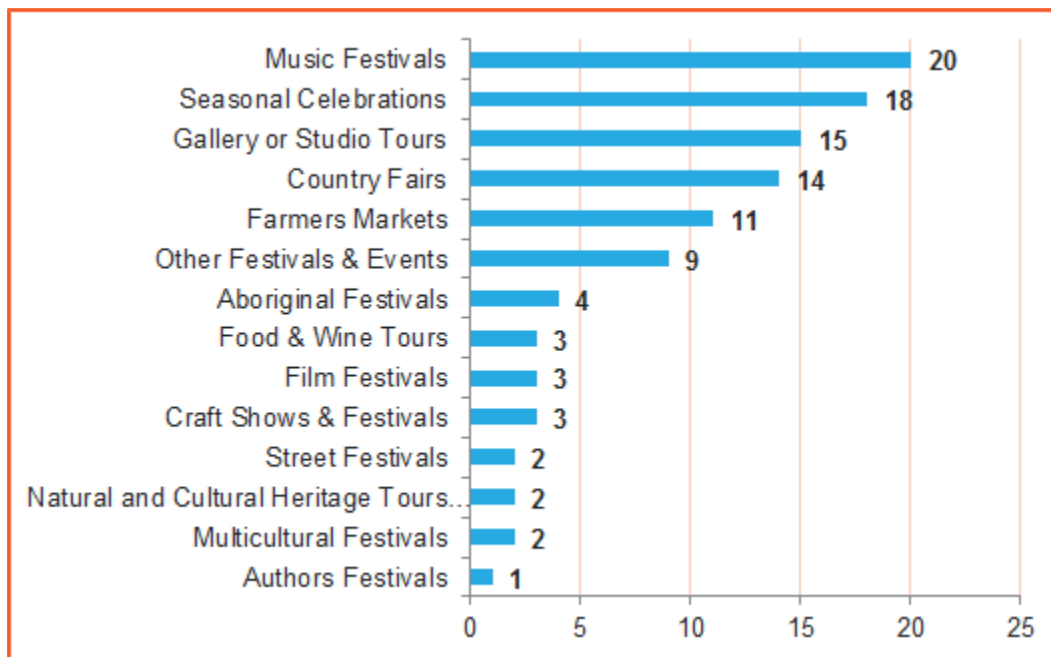
Cultural Spaces and Facilities

Hastings County and the Quinte Region have a wide range of community facilities (e.g., community centres and libraries) in which cultural activities take place. There are a number of theatres and art galleries that are important to the cultural community including the Empire Theatre. There is a strong network of local libraries and museums that promote community development throughout the Region.

FIGURE 6 FACILITIES AND SPACES
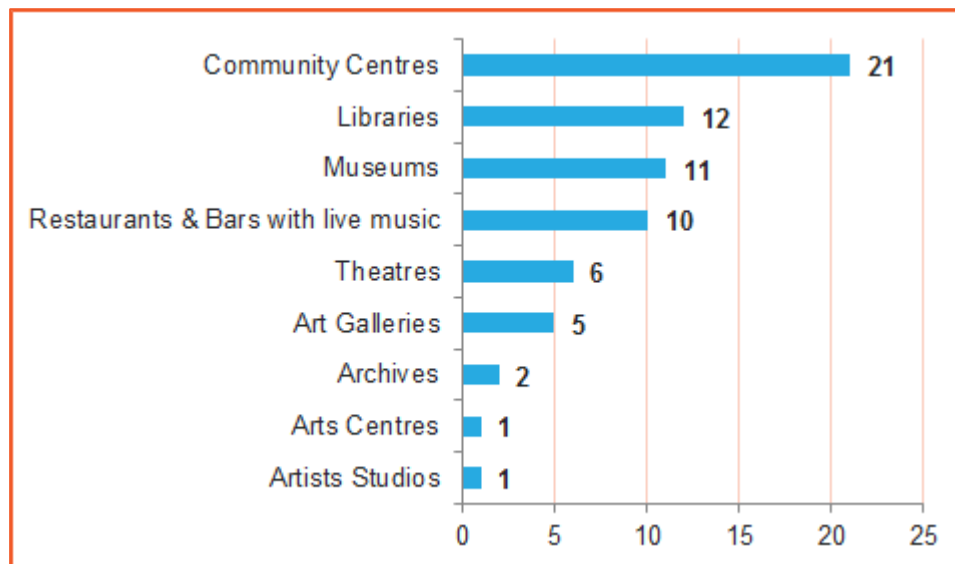
Community Cultural Organizations

Small community cultural organizations are essential to the cultural life of any community. These grassroots organizations often fall between the cracks in formal databases; therefore input from the community is essential to their identification. A total of 57 organizations were identified.

FIGURE 7 COMMUNITY ORGANIZATIONS
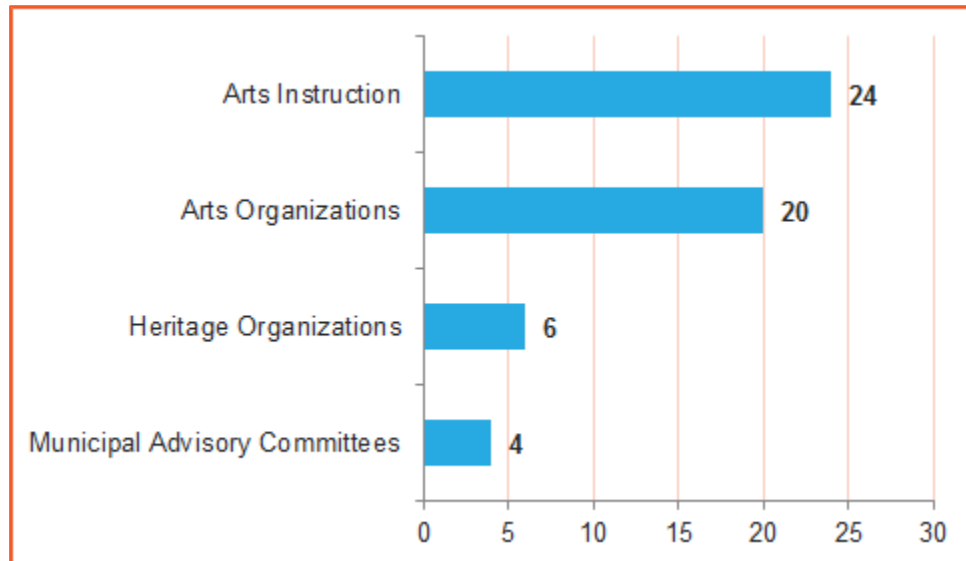
Cultural Heritage

The Hastings County and the Quinte Region has a long and rich history that is reflected in a significant stock of cultural heritage resources of many kinds. Both the City of Belleville and Quinte West have established Registers of significant heritage properties and undertaken the designation of particularly important local heritage properties. While Hastings County does not have a formal Register of heritage properties, cultural heritage policies contained in the new Official Plans provide a framework for greater attention to conserving a wide range of cultural heritage resources.

Drawing on information already collected by the three Municipalities, a total of 214 properties were identified.

FIGURE 8: CULTURA HERITAGE
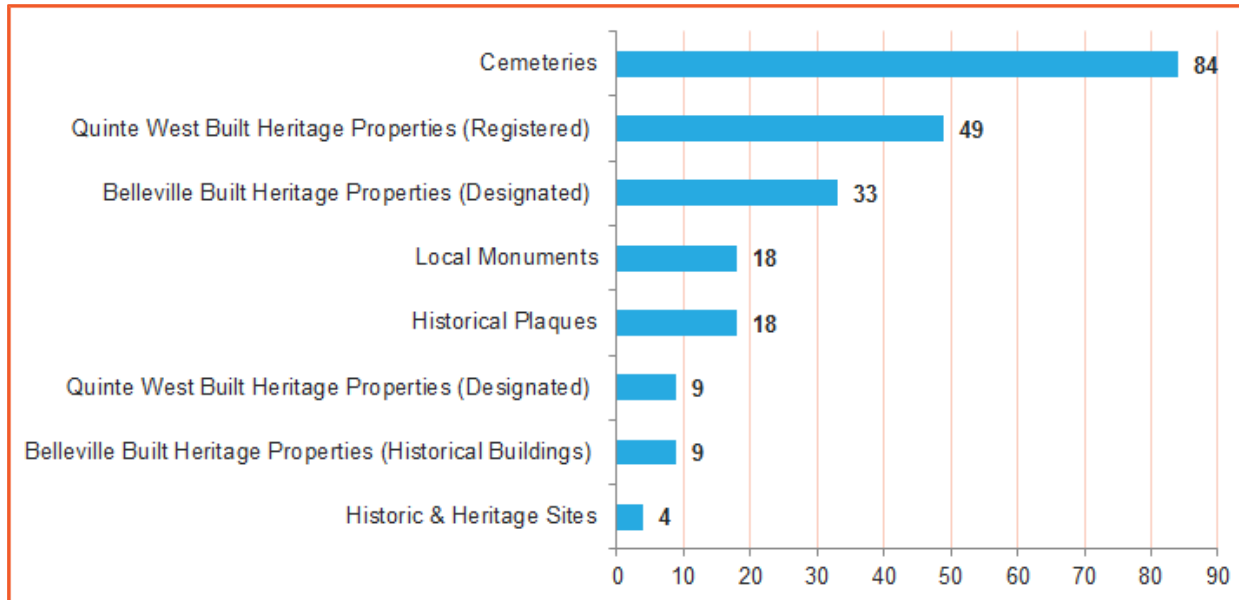
Natural Heritage

One of the strongest messages to emerge from the community consultation process was the importance of the preservation and stewardship of the region's unique natural heritage resources. It is important to note that the Cultural Resource Framework that guided cultural mapping does not include an exhaustive list of natural heritage resources. The primary focus is on those natural heritage assets that offer opportunities for community access and cultural or recreational use. In this context, a total of 62 natural heritage resources were identified under the following categories.

FIGURE 9 NATURALHERITAGE
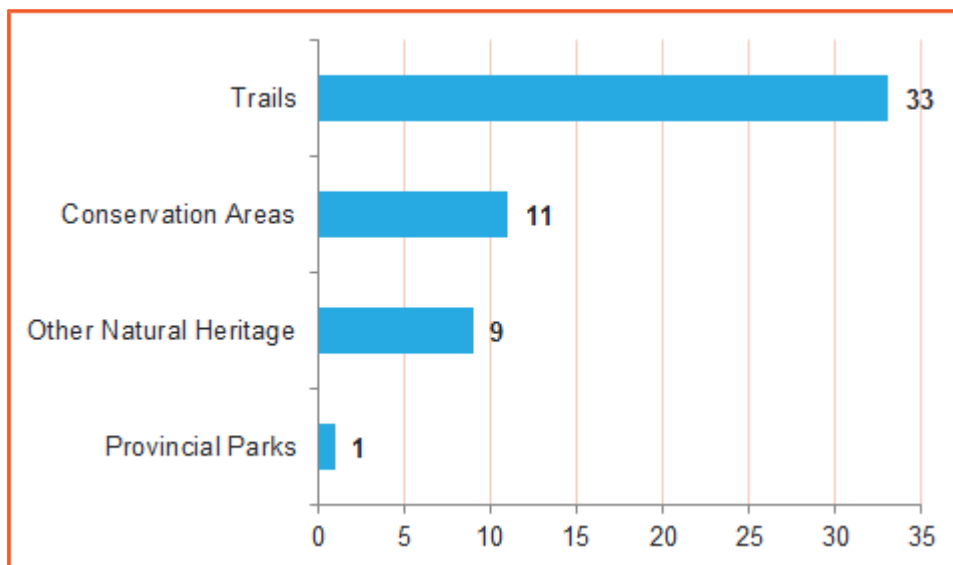
Appendix B: Leading Practices in Cultural Roundtables

Cultural Roundtable - Orillia, Ontario

Orillia's Cultural Plan was led by a Steering Group with wide representation including Council members and staff, representatives of the cultural sector, the business community, First Nations and a range of other community leaders. Upon the adoption of the Plan in 2006, the Steering Group evolved into a Cultural Roundtable mandated with the task of supporting its implementation, as well as addressing other cultural development opportunities in the community. The model proved highly successful not only in implementing the Cultural Plan but in bringing forward a range of successful new programs and initiatives. City staff provides administrative support to the Roundtable, but it does not itself receive financial or operating support.

Orillia Cultural Roundtable Terms of Reference

Purpose

- The Cultural Roundtable builds community capacity in cultural development by facilitating communication and supporting collaboration among community, business and municipal interests

Roles

- Building a shared vision and understanding of culture in Orillia
- Acting as a catalyst for leadership and innovation
- Serving as a sounding board for ideas and actions (including issues being brought forward to Council)

Administration

- **Finances** - The Cultural Roundtable will be responsible for generating the financial support needed to sustain its work. This may take the form of funding and sponsorships and/or earned revenue and memberships. A long term plan for financial sustainability will be developed
- **Administrative Support** - The Department of Culture and Heritage provides administrative support to the Roundtable including:

  - Scheduling and meeting logistics
  - Supporting communications with the community (e.g., maintaining a contract list, press releases, website updates, periodic newsletters)
  - Serving as a contact point for referrals and networking ('who could I talk to?')

- **Leadership** - Consistent with its purpose and guiding principles, the Cultural Roundtable will be governed using a shared leadership model. The role of the Chair will be to enable participation and facilitate dialogue among members of the Roundtable and the larger community.

A small steering group of 3 to 4 people will serve as a sounding board and coordinating body between meetings of the full Roundtable.

Cultural Roundtable – Prince Edward County, Ontario

The establishment of the Cultural Roundtable was one of the anchor recommendations of the Cultural Strategic Plan adopted by Council in 2006. Beyond its role in supporting the implementation of the cultural plan, the group continues to play a vital role in the community in connecting resources and acting as a catalyst for action. The composition of the Roundtable includes at least one member of Council, municipal staff, representatives of the cultural sector, the business community, and a range of other community leaders. The group meets monthly with County staff providing administrative support, but receives no direct operating support. The Roundtable is not an official committee of Council, but reports annually to Council as well as to the Annual Cultural Rally (Summit). A major recent achievement of the Roundtable has been acting as a catalyst for the formation of a Prince Edward County Community Foundation. The Cultural Strategic Plan made no mention of a Community Foundation, but its formation speaks to the power of a mechanism that sustains conversations and collaboration across a wide range of community interests.

Terms of Reference for the Roundtable: http://culturalroundtable.ca/documents/Termsofreference.pdf

Policies and Procedures for the Roundtable: http://culturalroundtable.ca/documents/PolicyandProcedures.pdf