



**A MUNICIPAL
CULTURAL
PLAN for
KENORA**

Submitted to:
Lake of the Woods Development
Commission
Kenora, Ontario

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Executive Summary

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NOTE TO READERS

This Executive Summary document was developed based on the following more detailed reports:

Working Chapter #1: Where Are We Now?

Working Chapter #2: Where Do We Want to Go?

Working Chapter #3: How Do We Get There?

For more detail on any aspect of the Municipal Cultural Plan process, findings or recommendations, please refer to the Background Documents report provided under separate cover and dated May 31, 2011.

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TABLE OF CONTENTS

INTRODUCTION	1
SUMMARY OF PART 1: WHERE ARE WE NOW?	2
SUMMARY OF PART 2: WHERE DO WE WANT TO GO?	4
A VISION FOR CULTURE IN KENORA	6
‘MADE IN KENORA’ DEFINITION OF CULTURE	7
DRAFT CULTURAL POLICY STATEMENT	8
RECOMMENDATIONS FOR CULTURAL DEVELOPMENT IN KENORA	9
STRUCTURE OF THE IMPLEMENTATION COMMITTEE	20
IMPLEMENTATION PLAN	21
MONITORING AND EVALUATION TOOLS	26

INTRODUCTION

Background and Context

In February 2011, the City of Kenora embarked on a cultural planning process in order to understand its cultural assets, to create a vision and goals for their development, and to provide an action plan to achieve the goals.

The plan was developed in three phases, each leading to a ‘Working Chapter’ or interim report:

- Part 1: “Where Are We Now?”
- Part 2: “Where Do We Want to Go?”
- Part 3: “How Do We Get There?”

These phases of the work were respectively comprised of: a status report and inventory of Kenora’s cultural assets, documentation of a public consultation process undertaken to obtain community input on the Municipal Cultural Plan, and development of an implementation plan.

This Document

This document provides an overview of the background, findings and recommendations of a cultural planning process leading to a 2011-2015 Municipal Cultural Plan for the City of Kenora.

A Beginning for Cultural Planning

While strategic directions are provided within the Municipal Cultural Plan, both the implementation plan and report resulting from this planning initiative should be viewed as a beginning for cultural planning and policy development in Kenora—a set of tools for moving forward rather than a static document.

Ambition for the Plan

Municipal cultural planning in Ontario has taken off in the last five years as a means of cataloguing the current cultural situation in communities, devising a plan for local cultural assets, and finding ways of integrating culture into municipal practices across all municipal departments.

Municipal cultural planning rests on a recognition of the four pillars of community sustainability: the cultural, social, environmental and economic. Culture works to enhance the social, environmental and economic vibrancy of the community.



SUMMARY OF PART 1: WHERE ARE WE NOW?

Working Chapter #1

This first part of the Municipal Cultural Plan was prepared as a summary of the planning context and current conditions in Kenora.

It addressed three key questions which set the context for cultural development in Kenora:

- What has contributed to making Kenora a special place?
- What is the City of Kenora (and its partners) currently doing to plan its future?
- What are the present cultural assets in the community?

Working Chapter #1 explored each of these questions in turn, through a community cultural narrative and profile, local and regional policy review, and summary of assets. An inventory of cultural assets was also included as an Appendix.

This Chapter also discussed the rationale for municipal cultural planning in Ontario and the relevance of the Plan for the City of Kenora. It provided an introductory discussion of the scope and definition of culture for the purposes of Kenora's Municipal Cultural Plan.

Cultural Narrative Key Findings

Developed from a review of local history sources, this section outlined key aspects of Kenora's physical geography and historical patterns.

Some of the key themes of Kenora's story over the years include the following:

Ancient Origins

Kenora is a place whose ancient landscape and human origins are still a part of daily life.

Link between East and West

Kenora is the point where Canada's east and west meet.

'A Natural Attraction'

Kenora is 'a natural attraction,' situated on famous Lake of the Woods and in the Canadian Shield and Boreal Forest. It is rich in resources and is home to many rare plants, birds, and other species.

Co-Existence of Two Cultures

European and Aboriginal cultures share the land and a history.

Cottagers and Residents

Kenora also has a resident population and a summer resident population—the influx of cottagers in the warm months is part of the cycle of seasons in Kenora.

Cycles of Resource Extraction

Kenora's has always had a resource-based economy, and has had to continually reinvent itself as a community in response to industry cycles. Today the community is learning to use resources differently.

The Legacy of Place Remains

Kenora is finding its future in the uniqueness of its place.

Community Profile Key Findings

The community profile provides an overview of the most recently available data on local residents, seasonal residents, and tourists in Kenora.

Observations from this review included:

- Relatively small population
- Large visitor and cottage population in the summer
- Public and institutional employers
- Strong aboriginal influence
- Many leisure and outdoor activities
- High level of connection with Manitoba

Governance and Administration Key Findings

A review of current resources dedicated to culture on a municipal level and within the community led to the following key observations:

- City of Kenora has dedicated Museum staff
- Kenora Public Libraries is a key cultural agency in the community
- Similar to other communities of this size, there is no dedicated cultural department or cultural officer
- Local community foundation and CFDC offer sources of funding
- A coordinating body for arts and culture exists in the Lake of the Woods Arts Collective (LOWAC)
- City has a Heritage Committee and local historical society

Policy Context Key Findings

A review of local and regional key initiatives, plans and policies yielded the following observations:

- This is the first municipal cultural plan for Kenora.
- Since the Downtown Revitalization Plan (2004) and the Economic Development Plan (2006), there has been a flurry of municipal policy development and initiatives, many of which require and support increased local cultural development.
- Culture is viewed as a key component in community sustainability and in a vision for the future of Kenora
- There is recognition of culture's role in economic development broadly
- Linkages between culture and tourism are established in the Tourism Strategy
- Significant support exists for heritage preservation and interpretation
- Natural heritage is an important component of heritage in the community
- Downtown revitalization, architectural guidelines and waterfront guidelines are in place, with community beautification as an identified priority

- There is support for public art projects (and several have been undertaken)
- Public spaces and parks, trails and outdoor gathering spaces are supported
- There is interest in showcasing aboriginal culture in the community
- Special events are seen as a strategic draw for tourism
- Arts and culture are viewed as potential partners for education and training initiatives
- Infrastructure is a high priority; a performing arts centre/conference facility is a community priority and has been so for many years
- Kenora's corporate strategic plan suggests a role in leadership for cultural development including promotion and monitoring of plan

Cultural Assets Key Findings

A preliminary cultural asset inventory was conducted at the outset of the planning process. This inventory is available in the Appendix to Working Chapter #1.

Key observations from this review included:

- Digital production companies
- Heritage properties and three museums
- Few dedicated cultural facilities (Museum and Library are exceptions)
- Active volunteer base for organizing concert series and special events
- Vibrant small retail outfits (craft and gift stores, refinishing and furniture shops, florists, music and bookstores)
- Lively music scene with jam nights, festivals and bands
- Home-based and small office design outfits (e.g. web design, jewellery design, and architecture)
- Significant natural heritage and built heritage
- Churches and schools are key assets as organizations and facilities
- Many non-traditional community organizations involved in cultural programming

SUMMARY OF PART 2: WHERE DO WE WANT TO GO?

Working Chapter #2

This working chapter was devoted to development of a vision for culture in Kenora through a consultation process undertaken with municipal stakeholders and the public.

Consultation Process and Methods

Staff & Council Consultation

Members of Kenora City Council and senior staff met individually with a representative of the consulting team.

Conversations were loosely structured around the following questions:

- Strengths of Kenora’s cultural environment
- Expectations for the Municipal Cultural Plan as a process and initiative
- Views on the role of municipal government in cultural activities, and in places for cultural activities
- Views on the top priorities for cultural development in Kenora
- Vision for culture in Kenora in the next 5-10 years

Public Consultation Processes

A public meeting was held on the evening of March 10, 2011, attended by approximately 35 community members. The session was publicized on local radio and via email invitations disseminated through targeted groups, each having broad membership and strong linkages to the community (i.e. Chamber of Commerce, Young Professionals Network, Lake of the Woods Centre for the Arts, Lake of the Woods Arts Collective membership, Museum Board, etc.)

The format of the session was a brief presentation by a consulting team member, followed by self-facilitated roundtable discussions in small groups of approximately 6-8 individuals.

A youth consultation session was held on March 10, 2011 at Beaver Brae Secondary School with a focus group of 10 students. The purpose of the discussion was to capture (in an anecdotal fashion) a snapshot of youth concerns, issues and ideas around their existing and desired forms of participation in culture in Kenora.

Web-Based Consultation Methods

Three web-based forums were set up to disseminate information about the municipal cultural plan process as well as to collect feedback from community members:

- Kenora Municipal Cultural Plan website at www.kenora.ca/culturalplan
- ‘Kenora Culture’ Facebook Page
- Kenora Municipal Cultural Plan survey

The dedicated Municipal Cultural Plan website was designed by City staff (with content provided by the Consultants) and promoted via similar channels as the public meeting. The existence of the web-based forum was also reported through the *Kenora Daily Miner & News*.

The Municipal Cultural Plan website included information on the purpose of the planning initiative and ways to get involved, and background documents were made available for download and comment. Links were provided to the Plan Facebook page and web survey.

A “Kenora Culture” Facebook page was set up in order to foster additional involvement in the cultural planning process. The page included a link to the dedicated cultural plan website as well as a link to a brief Municipal Cultural Plan survey. Over 90% of responses to the survey came through a link on the Facebook page¹.

More than 100 surveys were completed.

¹ The Facebook feed was also promoted on the MCP website and some traffic could have come through in this manner.

Results of the Consultation

Conversations and comments received through various forms of consultation reflected a relatively consistent sense of opportunities and concerns for cultural development on the part of staff, council, and community members.

Working Chapter #2 reports on common themes arising in the discussion of each of the following issues:

- Current Areas of Cultural Strength for Kenora
- Current Challenges for Culture in Kenora
- Cultural Development Priorities (Activities)
- Cultural Development Priorities (Facilities)
- Views on the Role of Municipal Government in Cultural Development
- Defining a Vision for Culture in Kenora (next 5-10 years)

Opportunities to better integrate culture in municipal decision-making and day-to-day processes were also discussed with City staff and Council.

Full results of the public meeting and web survey are provided in the Appendix to Working Chapter #2.

Areas of Cultural Strength

Residents of Kenora identified several aspects of the current cultural environment and asset base in the city. The main areas of strength are viewed as:

- Natural heritage (e.g. the Lake, the forests)
- Aboriginal communities and culture
- Volunteers and community spirit
- Diversity of activities and artists
- Recent growth and coalescence of the cultural sector
- Rich history and heritage

Challenges in the Cultural Environment

The main challenges in the cultural environment in Kenora relate to:

- A “stigma,” lack of valuing, and a need for awareness of culture

- Lack of central information hub
- Lack of appropriate facilities
- Need for additional training and professional development opportunities
- Community and sectoral fragmentation
- Need for volunteer coordination and nurturing
- Lack of a policy framework/leadership
- Lack of a ‘year-round,’ four-seasons approach

Priorities for Cultural Development: Activities

Respondents discussed activities to be pursued, which fell into the following categories:

- Policy, education and awareness
- Coordination and organizational support
- Four seasons activities
- Aboriginal partnerships
- Cultural tourism and cultural industries
- Funding

Priorities for Cultural Development: Facilities

Areas of focus for community members, staff and Council related to cultural spaces and facilities were:

- Performing Arts Centre/cultural centre/community centre/education centre
- Coordination of existing spaces
- Retain and Enhance Built and Natural Heritage

A VISION FOR CULTURE IN KENORA

During the consultation process, staff, Council and community members were asked to provide their vision for culture in Kenora in the next 5-10 years. While specific descriptions varied, a number of underlying themes were frequently cited:

- Celebration, recognition, pride, understanding, appreciation of culture
- Culture is a driver for community reinvention
- A home for culture
- Strong partnerships and collaboration
- World-class four season destination
- Culture and education are linked
- Showcasing local talent and welcoming exposure to outsiders
- Complementing and respecting Kenora's natural features

The draft Vision Statement for Cultural Development in Kenora is:

“Kenora is a vibrant, diverse and sustainable community that values arts, culture and heritage and our relationship with the natural environment. We work collaboratively to nurture and celebrate local talent and welcome others to share experiences in this place of beauty and rich history.”

'MADE IN KENORA' DEFINITION OF CULTURE

In the first Working Chapter (“Where Are We Now?”) a provisional definition of the ‘scope’ of culture for the purposes of the Cultural Plan was provided.

This definition acknowledged the broad UNESCO definition of culture whereby “culture is the set of distinctive spiritual, material, intellectual and emotional features of society or a social group ... it encompasses ... lifestyles, ways of living together, value systems, traditions and beliefs.”

However, it also noted the need to narrow down the definition to ensure it captures specific cultural activities and cultural places.

During consultations, it was often noted that culture in Kenora is specific in its inclusion of appreciation, stewardship of nature and outdoor recreation as part of the spectrum of cultural values.

Similarly, youth respondents spoke interchangeably of hockey and the music scene as part of the “cultural identity” of Kenora.

Defining Kenora’s Culture

Kenora’s culture is deeply rooted in a unique landscape which has shaped the identity of its residents for millennia. The values which have evolved from this relationship between peoples and the land has strengthened Kenora’s sense of community and shared identity.

Kenora’s cultural heritage expresses itself through many traditions and through the townscapes and landscapes which connect its past to its future.

Culture in Kenora also plays an important role in daily life through a wide range of individual and collective forms of expression and through community gatherings and celebrations.

Forms of Cultural Expression

Culture in Kenora finds expression in a wide range of activities and places, namely:

- Civic Arts (e.g. architecture, landscaping, public art)
- Communications Media (e.g. TV broadcasting, print media, radio)
- Crafts (e.g. quilting, wood crafts)
- Design Arts (e.g. graphic and web design offices)
- Electronic Arts (e.g. cinemas, video, new media, film)
- Festivals & Events (e.g. civic and independent, outdoor event sites)
- Heritage (e.g. natural, cultural, material, museums, historic sites, heritage properties)
- Literary Arts (e.g. non-fiction and fiction writing, library, bookstore)
- Performing Arts (e.g. music, spoken word theatre, dance, musical theatre, coffee houses, community centres, churches, bars, schools, production facilities)
- Visual Arts (e.g. painting, photography, sculpture)

DRAFT CULTURAL POLICY STATEMENT

Whose Plan Is It, Anyway?

While this is a Municipal Cultural Plan, there are aspects of ensuring strong cultural development in the community that are not entirely within the Municipality's control, such as ensuring strong organization on the part of the cultural sector and its partners.

Members of the community who have an impact on cultural vitality in the community include institutions, organizations, businesses, funders, and individuals. These and the Municipality act as agents of cultural development and have a role in the process of implementing the plan.

This table summarizes the main roles of each:

Municipal Role	Community Role
Leadership	Organize activities
Encouragement and recognition	Advocate
Promotion of awareness	Work collaboratively
Integration	Provide leadership
Coordination	Partner with municipality
Facility provision and development	Share expertise
Planning and facilitation of activities	Provide input on directions
Support for volunteer organizations	Support
Fund and leverage funding	Foster awareness
Foster relationships	Promote and educate

Draft Cultural Policy Statement

By adopting this Municipal Cultural Plan, the City of Kenora will be making a commitment to foster cultural development and incorporate culture in its planning and decision-making.

The following Draft Cultural Policy Statement describes this principle:

"The City of Kenora recognizes that culture is a pillar of community sustainability. Cultural vibrancy makes Kenora a better place to live, work, do business and a more desirable destination for visitors.

In order to support and better integrate culture into its decision-making processes, the City will actively promote culture, seek out best practices, educate staff members, and will continue to work in collaboration with and in support of community organizations.

The City will be a partner in Kenora's cultural development through leadership, facilitation, coordination and relationship-building."

RECOMMENDATIONS FOR CULTURAL DEVELOPMENT IN KENORA

Overarching Themes

1. Raising the Profile of Culture
2. Integrating Culture into Planning
3. Improving Communication and Promotion
4. Providing Coordination and Support for Community Organizations
5. Addressing Cultural Facility and Gathering Space Needs
6. Maintaining and Developing Aboriginal Partnerships
7. Expanding Lifelong Learning & Professional Development Opportunities
8. Fostering and Attracting Cultural Industries
9. Building Cultural and Environmental Tourism
10. Investing in Cultural Development

Strategy #1: Raising the Profile of Culture

What's Happening Now:

Since *Moneysense Magazine* published an article calling Kenora a 'cultural wasteland,' a community of artists has sprung up to make the point that Kenora is anything but. Many smaller-scale activities are taking place in settings such as the local bars, kitchens, and arenas. The music scene is thriving at the moment.

Culture has similarly been brought to the forefront with recent larger-scale and City-led initiatives, such as the downtown revitalization, Heritage Kenora, the Harbourfront Tent and the Discovery Centre.

Despite the increased visibility and momentum in the local cultural sphere, however, there is a strong sense that the 'cultural message' and a strong understanding of culture's relationship to personal and community well-being is not comprehensively documented or widely recognized. There is also a lack of a public policy framework to describe how a healthy cultural environment is to be fostered and supported.

The Cultural Plan goals should include bringing visibility and recognition to culture.

Vision: *Culture's role in the community is understood, recognized and celebrated.*

ACTION STEPS	Municipal Task	Community Task
1.1 Adopt Kenora's Municipal Cultural Plan and guiding principles.	X	
1.2 Form a Municipal Cultural Plan Committee comprised of Staff and community representatives in order to oversee implementation of this Plan.	X	X
1.3 Collect current attendance, membership and volunteer contribution figures for existing events and institutions in one place to use toward an annual report card.	X	X
1.4 Create an awareness campaign to document and share the importance of culture on a personal level to individuals in the community, on an economic level, environmental, and social level.	X	X
1.5 Join the Creative City Network (national) and Municipal Planning Partnership (provincial) in order to access best practices and exchange experiences with other communities.	X	
1.6 Participate in national Culture Days event.	X	X
1.7 Participate in Kenora District cultural mapping initiative and ensure linkages are made to the Cultural Plan.	X	
1.8 Include Cultural Achievement and Contribution categories in Civic Awards. Determine categories in consultation with cultural sector.	X	X

Lead: City of Kenora & Community

Timeframe: Years 1-5. Building awareness and leadership is a first priority as planning commences on other streams and priorities of the Cultural Plan for Kenora. Promotion continues as plan advances.

Potential Cost: Nominal cost for awareness campaign; cost of association memberships; cost for coordination of Culture Days (in kind).

Strategy #2: Integrating Culture into Planning

What's Happening Now:

Integrated cultural planning is about incorporating culture across a range of municipal decision-making processes. There are many instances where integrated planning is already happening in the City of Kenora. There is a need, however, to document the partnerships that are occurring and to create policies to ensure consistency. There is also an opportunity to increase the level of integration by facilitating more forums to share ideas and information between Municipal staff in different departments.

Vision: *Culture is a consideration in municipal decision-making and is incorporated in the everyday practices of the City of Kenora.*

ACTION STEPS	Municipal Task	Community Task
2.1 Incorporate Cultural Policy and core principles into forthcoming Corporate Strategic Plan and future Official Plans. Develop a checklist to use in consideration of municipal decisions that could affect cultural vibrancy.	X	
2.2 Conduct training sessions for municipal staff on goals of the Municipal Cultural Plan and departmental implications.	X	
2.3 Document and share current best practices in community partnerships and integration of culture that are taking place across City departments through inclusion in annual report card.	X	X
2.4 Explore Planning Act (Section 37) tools that could be applied to better link culture to development (e.g. 1% for public art fund; exchange increased density for provision of cultural space in new developments, favour development proposals that enhance the public sphere).	X	
2.5 Explore opportunities to incorporate local artists' work into developments, public works (e.g. public art).	X	
2.6 Create a murals policy to describe approach to commissioning and preserving existing and future murals.	X	X

Lead: City of Kenora

Timeframe: Years 1-5

Potential Cost: Staff time; potential incentives.

Some examples of ways that culture is currently integrated into City projects:

Parks:

- Trails interpretation and stewardship partnership with local schools (e.g. woodworking class built interpretation panels)
- Cemetery Tours and Ice Candles event

Planning:

- Townscape murals as public art
- Heritage Committee and Museum staff review development applications before they are approved
- New gateway signage by local artists/contractors

Tourism:

- Winter Carnival, with video of carnival history on event website
- Hiring professional photographer for events

Recreation:

- Skate park inauguration: Concrete Chaos event paid tribute to the artistic aspect of skating subculture

Strategy #3: Improving Communication and Promotion

What's Happening Now:

The City of Kenora is in the process of revamping its website; once live, the user experience should be vastly improved. Tourism Kenora and local organizations are making use of social media marketing tools in promoting their events and activities, but more could be happening to ensure the message is getting out beyond traditional media outlets.

The Kenora Public Library, the Recreation Centre and the Tourism Office each report that they operate as 'community hubs' in that locals, seasonal residents, and tourists alike come to them for information about 'what's on'. A more systematic approach to disseminating information on events and activities could be occurring.

Vision: *Kenora has a central online hub for information about 'what's on' in the community and a network of physical points to access information about activities and events.*

ACTION STEPS	Municipal Task	Community Task
3.1 Form a working group to assess the needs to be addressed by an online information hub and to recommend the most appropriate form of development (e.g. cultural listserv, blog, wiki, dedicated website, section of City site, or combination.).	X	X
3.2 Expand assistance in promotion of non-City events (e.g. through recreation, culture or tourism guides, etc.). Consider ways of incorporating an events calendar into the redesign of the City of Kenora website, taking into account Working Group findings and those of the regional cultural mapping project to begin shortly (as appropriate).	X	X
3.3 Aim to increase the usage of social media outlets in promotion of local activities and events. Publicize social media workshops by or for local community organizations.	X	X
3.4 Explore potential of shared advertising in local and out-of-town media outlets.	X	X
3.5 Look at establishing a network of bulletin boards or other postering mechanism at set points throughout the city.	X	X

Lead: City of Kenora, Kenora Public Library & Community

Timeframe: Years 1-2

Potential Cost: Cost of developing hub (if applicable), staff time to explore opportunities and cost of potential incorporation of an events calendar on City website.

Strategy #4: Increasing Coordination, Support and Partnerships with Community Organizations

What's Happening Now:

Community organizations and volunteer-run committees provide Kenora residents with a wealth of opportunities to participate in their city and develop their personal abilities and enjoyment, as do local businesses.

There are many ways to show support and appreciation for what the sector brings to the community. Often, support is available (e.g. grant-writing assistance, free or low cost meeting space, support in navigating the requirements for holding an event on public property), but more could be done to ensure all are aware of these opportunities.

While there are several recently created groups which serve as a network for the cultural community (e.g. LOWAC, LOWCA), the cultural sector does not currently speak with a single 'voice' that is given recognition by the municipality.

Vision: *Community organizations are supported, recognized for their efforts, and given the tools to access available City resources and navigate required processes (e.g. permits). Various groups within the cultural sector work collaboratively to achieve common goals.*

ACTION STEPS	Municipal Task	Community Task
4.1 Discuss role of a 'cultural network' linking various organizations – determine appropriate model for liaison with the City on moving forward with cultural plan recommendations. Work with community partners including LOWAC, LOWCA, Historical Society to create a means of discussion with other cultural partners to work against silos.	X	X
4.2 Establish a cultural liaison function in City administration to assist the cultural sector and serve as dedicated staff support for implementing the cultural plan. Ensure a welcoming environment for activity and event coordinators to approach City government with ideas.	X	
4.3 Publicize opportunities to access City expertise and resources. Encourage mentorship opportunities among community leaders.	X	X
4.4 Establish an annual event to thank volunteers in the community and assist with recruitment.	X	
4.5 Foster engagement of seasonal residents in cultural development.	X	X

Lead: City of Kenora & Community

Timeframe: Years 1-5

Potential Cost: Cost of hosting annual event; salary costs or staff time for cultural liaison function.

Strategy #5: Addressing Cultural Facility and Gathering Space Needs

What's Happening Now:

Creating a dedicated space for performance has been a community priority for over a decade, with at least two studies prepared over this period describing options for development. More recently, the Lake of the Woods Centre for the Arts corporation was formed to advance the project toward completion. There is also a separate project led by the Lake of the Woods Development Commission currently looking at the business case for an education/training facility with a cultural component.

Spaces to gather 'en masse' as a community are a frequently cited need. There is a need to come to terms with the facility needs expressed by the community.

While many are satisfied with the level of preservation of historic and heritage buildings that is occurring, it is important to keep this as a priority.

Vision: *A dedicated space for performance and gathering, and stewardship for Kenora's heritage buildings. A comprehensive view of cultural spaces which includes a network of small and large indoor and outdoor spaces for events and activities.*

ACTION STEPS	Municipal Task	Community Task
5.1 Complete assessment of opportunities for centre for the arts to be co-located with education and training facility. Depending on outcome, determine whether additional planning is required for stand-alone arts centre meeting expressed needs.	X	X
5.2 Conduct a review of available/surplus spaces/disused spaces of interest (e.g. schools, heritage properties). Consider potential for creating a 'network' of smaller meeting spaces for cultural and other activities and gatherings.	X	X
5.3 Maintain inventory of spaces (indoor and outdoor) suitable for cultural activity use. Create a master list of available (ready to rent) spaces in the community with key details (e.g. capacity, amenities, cost). Coordinate with cultural mapping project to begin shortly and publicize based on findings of Community Information Hub working group.	X	
5.4 Continue to support the preservation of heritage properties and cultural landscapes.	X	
5.5 Explore opportunities to diversify farmers' market and artisan market presence.	X	X

Lead: City of Kenora

Timeframe: Years 1-5

Potential Cost: Cost of preliminary planning, capital, and/or operating dollars toward redevelopment and development of existing and new facilities (not quantified at this stage), in kind services, staff time.

Strategy #6: Maintaining and Developing Aboriginal Partnerships

What's Happening Now:

Community leaders report a marked improvement in relationships in recent years. Courses are available to learn about aboriginal culture and traditions, and there are good links made to aboriginal culture in local schools.

Vision: *Strong relationships, working together, showcasing aboriginal culture.*

ACTION STEPS	Municipal Task	Community Task
6.1 Work with aboriginal community to enhance and to explore new ways to showcase aboriginal culture to the wider community through festivals and events, workshops, learning circles, etc.	X	X
6.2 Promote neighbouring events (e.g. pow wows, feasts) to locals, seasonal residents and visitors.	X	X
6.3 Document existing forms of collaboration and support best practices (e.g. elders working in schools, integration of aboriginal culture in school curriculum).	X	X
6.4 Continue to work collaboratively toward finding an appropriate use for Tunnel Island.	X	X

Lead: Community, City of Kenora, local Friendship Centres and aboriginal organizations.

Timeframe: Years 1-5

Potential Cost: In kind.

Strategy #7: Expanding Lifelong Learning and Professional Development Opportunities

What's Happening Now:

For those interested in acquiring and practicing artistic skills, there are several opportunities, but these are precarious (largely based on who happens to be available when), and sometimes limited to the most popular pursuits (e.g. more piano lessons, fewer drum kit lessons).

In addition, the limited number of teachers means that it can at times be difficult to advance a skill level or gain exposure to different approaches.

Artists seeking professional development opportunities often don't find them.

There appears to be a strong level of interest in workshop-type activities that would highlight local expertise, as well as draw expertise from outside the community.

Vision: *A forum for the sharing of talents and expertise and for learning.*

ACTION STEPS	Municipal Task	Community Task
7.1 Explore opportunities to offer entry-level arts programming (e.g. dance classes, children's art classes, adult and senior programs) at the Recreation Centre and other Municipally owned facilities through a community development/partnership model similar to that used to provide other recreational programming.	X	
7.2 Initiate a discussion with school board partners regarding the state of arts education in local schools and ways to collaborate to improve opportunities for young people to gain exposure and skills in arts and culture.		X
7.3 Work with partners to provide or publicize professional development opportunities in the business of culture (e.g. corporate sponsorship, entrepreneurship).	X	X
7.4 Diversify opportunities for learning and development of artistic skills (e.g. dance, music, visual arts workshops).	X	X

Lead: City of Kenora & Community

Timeframe: Years 1-5

Potential Cost: In kind.

Strategy #8: Fostering and Attracting Cultural Industries

What's Happening Now:

In the wake of the loss of over 600 jobs with the closure of the mill, there is a great deal of concern around securing sustainable jobs in Kenora and stemming the tide of population decline. There is a need to increase job opportunities in Kenora and the cultural sector is no different in needing to be fostered.

Kenora has studios and retailers, two production studios exist, and there are several architectural and graphic design studios. There is potential to attract additional telecommuters and home based industries.

Vision: *Kenora is a valued place to invest, work and do business.*

ACTION STEPS	Municipal Task	Community Task
8.1 Research best practices in attraction of cultural industries to remote areas.	X	
8.2 Host a conversation with existing and prospective cultural industry businesses in Kenora and outside Kenora. Explore incentives which would have traction.	X	
8.3 Continue to foster youth entrepreneurship in cultural pursuits (e.g. Canadian Youth Business Foundation Loan Program; Government of Ontario's Summer Company Program).	X	
8.4 Build on the Artpreneur Conference to offer opportunities to build entrepreneurship skill sets specific to artists and other cultural sector workers.	X	X

Lead: City of Kenora

Timeframe: Years 1-5

Potential Cost: Nominal funds to host meetings; in future there may be incentives or awareness campaigns associated with this Strategy.

Strategy #9: Building Cultural and Environmental Tourism

What's Happening Now:

Kenora and the Lake of the Woods area is a playground for Winnipeggers, U.S. residents, and others, and has been so for many decades. Kenora is a service centre for the seasonal population as well as other visitors.

Natural heritage is one of Kenora's key assets, and there are several growing festivals and events, the farmers' market and other anchor attractions like the Museum and Library. Kenora has also recently added key infrastructure for the larger scale events and a centre to welcome visitors (Harbourfront Tent, Discovery Centre).

The existing policy context (Economic Development Plan, Tourism Plan) in Kenora supports product development, an all season approach and development of special events.

Vision: *There are opportunities to celebrate and things to do and see in Kenora all through the year. Opportunities are well-promoted. There is a good understanding of the tourist market and of the seasonal resident market.*

ACTION STEPS	Municipal Task	Community Task
9.1 Develop calendar of annual events and publicize widely in Winnipeg market and locally well in advance. Expand vision and promotion to a four seasons approach; embrace winter activities. Create a Summer in Kenora Guide and a Winter in Kenora Guide, incorporate both natural and cultural attractions in guide. Publicize both city-run and community organized events which might be aimed at tourists. Coordinate promotion efforts with Online Information hub as appropriate.	X	
9.2 Work with partners in Winnipeg to help publicize Kenora (e.g. Winnipeg Airport, Winnipeg Tourism).	X	
9.2 Obtain better and more localized data on tourist and seasonal resident profile and understanding of wants and needs.	X	
9.4 Ensure natural attractions are protected and viewed as part of the cultural offering of Kenora.	X	
9.5 Identify and grow festivals and special events with potential to attract tourism.	X	X
9.6 Pursue the following as thematic anchors for Kenora: <ul style="list-style-type: none"> • First Nations Culture • East meets West – raucous history • Natural beauty & outdoor activities • Gatherings & showcases 	X	
9.7 Implement Beaches, Parks & Trails landscaping recommendations.	X	

Lead: City of Kenora, Lake of the Woods Development Commission

Timeframe: Years 1-5

Potential Cost: Staff time.

Strategy #10: Investing in Cultural Development

What's Happening Now:

Culture is relatively well-resourced when it comes to the key institutions in the community (Library, Museum) as well as Municipally-run special events and Parks operations. There are also two sources of funding that can be accessed by cultural community organizations through the Lake of the Woods Business Incentive Corp. (LOWBIC)'s Local Initiatives Fund and the Kenora and Lake of the Woods Community Foundation (These pools of funding are not dedicated to cultural endeavours but in practice often support them).

Some of the directions proposed in the municipal cultural plan will require investment on the part of the Municipality, either directly or through leveraging funding provided by other government and private sector partners.

Vision: *A well-resourced sector, well aware of available funding opportunities; consistent funding for community cultural priorities, including capital, operating and project-based. A clear process for allocating funding to outside groups.*

ACTION STEPS	Municipal Task	Community Task
10.1 Ensure cultural organizations and activities have access to community granting programs offered by the City.	X	X
10.2 Assign cultural development duties to a staff person, skilled in culture, facilitation, and planning (job description could include other duties).	X	
10.3 Explore applicability and desirability of applying for Cultural Capitals of Canada program.	X	
10.4 Collaborate with community to access funding from various levels of government.	X	X

Lead: City of Kenora, Lake of the Woods Development Commission

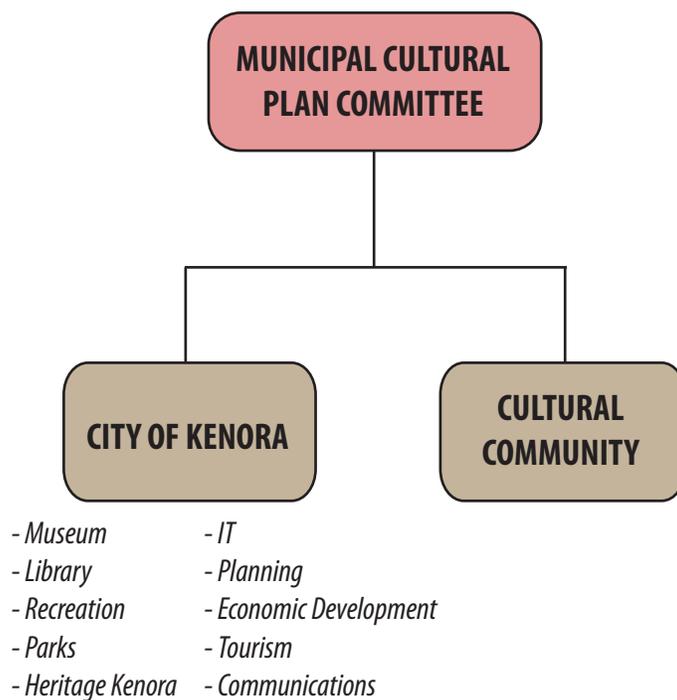
Timeframe: Years 1-5

Potential Cost: City funds, potential to leverage funds from senior levels of governments.

STRUCTURE OF IMPLEMENTATION COMMITTEE

The existing Project Steering Committee will lead the development of the Municipal Cultural Plan Committee, which will have representation from City departments and the community cultural sector.

The diagram below outlines the key participants in the Implementation Committee:



IMPLEMENTATION PLAN

		2011	2012	2013	2014	2015	2016-2021
Strategy #1: Raising the Profile of Culture							
1.1	Adopt Kenora's Municipal Cultural Plan and guiding principles.						
1.2	Form a Municipal Cultural Plan Committee comprised of Staff and community representatives in order to oversee implementation of this Plan.						
1.3	Collect current attendance, membership and volunteer contribution figures for existing events and institutions in one place to use toward an annual report card.						
1.4	Create an awareness campaign to document and share the importance of culture on a personal level to individuals in the community, on an economic level, environmental, and social level.						
1.5	Join the Creative City Network (national) and Municipal Planning Partnership (provincial) in order to access best practices and exchange experiences with other communities.						
1.6	Participate in national Culture Days event.						
1.7	Participate in Kenora District cultural mapping initiative and ensure linkages are made to the Cultural Plan.						
1.8	Include Cultural Achievement and Contribution categories in Civic Awards. Determine categories in consultation with cultural sector.						
Strategy #2: Integrating Culture into Planning							
2.1	Incorporate Cultural Policy and core principles into forthcoming Corporate Strategic Plan and future Official Plans. Develop a checklist to use in consideration of municipal decisions that could affect cultural vibrancy.						
2.2	Conduct training sessions for municipal staff on goals of the Municipal Cultural Plan and departmental implications.						

2.3	Document and share current best practices in community partnerships and integration of culture that are taking place across City departments through inclusion in annual report card.						
2.4	Explore Planning Act (Section 37) tools that could be applied to better link culture to development (e.g. 1% for public art fund; exchange increased density for provision of cultural space in new developments, favour development proposals that enhance the public sphere).						
2.5	Explore opportunities to incorporate local artists' work into developments, public works (e.g. public art)						
2.6	Create a murals policy to describe approach to commissioning and preserving existing and future murals						
Strategy #3: Improving Communication and Promotion							
3.1	Form a working group to assess the needs to be addressed by an online information hub and to recommend the most appropriate form of development (e.g. cultural listserv, blog, wiki, dedicated website, section of City website, or combination.).						
3.2	Expand assistance in promotion of non-City events (e.g. through recreation, culture or tourism guides, etc.). Consider ways of incorporating an events calendar into the redesign of the City of Kenora website, taking into account Working Group findings and those of the regional cultural mapping project to begin shortly (as appropriate).						
3.3	Aim to increase the usage of social media outlets in promotion of local activities and events. Publicize social media workshops by or for local community organizations.						
3.4	Explore potential of shared advertising in local and out-of-town media outlets.						
3.5	Look at establishing a network of bulletin boards or other postering mechanism at set points throughout the city.						

Strategy #4: Increasing Coordination, Support and Partnerships with Community Organizations							
4.1	Discuss role of a ‘cultural network’ linking various organizations – determine appropriate model for liaison with the City on moving forward with cultural plan recommendations. Work with community partners including LOWAC, LOWCA, Historical Society to create a means of discussion with other cultural partners to work against silos.						
4.2	Establish a cultural liaison function in City administration to assist the cultural sector and serve as dedicated staff support for implementing the cultural plan. Ensure a welcoming environment for activity and event coordinators to approach City government with ideas.						
4.3	Publicize opportunities to access City expertise and resources. Encourage mentorship opportunities among community leaders.						
4.4	Establish an annual event to thank volunteers in the community and assist with recruitment.						
4.5	Foster engagement of seasonal residents in cultural development.						
Strategy #5: Addressing Cultural Facility and Gathering Space Needs							
5.1	Complete assessment of opportunities for centre for the arts to be co-located with education and training facility. Depending on outcome, determine whether additional planning is required for stand-alone arts centre meeting expressed needs.						
5.2	Conduct a review of available/surplus spaces/disused spaces of interest (e.g. schools, heritage properties). Consider potential for creating a ‘network’ of smaller meeting spaces for cultural and other activities and gatherings.						
5.3	Maintain inventory of spaces (indoor and outdoor) suitable for cultural activity use. Create a master list of available (ready to rent) spaces in the community with key details (e.g. capacity, amenities, cost). Coordinate with cultural mapping project to begin shortly and publicize based on findings of Community Information Hub working group.						
5.4	Continue to support the preservation of heritage properties and cultural landscapes.						
5.5	Explore opportunities to diversify farmers’ market and artisan market presence.						

Strategy #6: Maintaining and Developing Aboriginal Partnerships							
6.1	Work with aboriginal communities to enhance and to explore new ways to showcase aboriginal culture to the wider community through festivals and events, workshops, learning circles, etc.						
6.2	Promote neighbouring events (e.g. pow wows, feasts) to locals, seasonal residents and visitors.						
6.3	Document existing forms of collaboration and support best practices (e.g. elders working in schools, integration of aboriginal culture in school curriculum)						
6.4	Continue to work collaboratively toward finding an appropriate use for Tunnel Island						
Strategy #7: Expanding Lifelong Learning and Professional Development Opportunities							
7.1	Explore opportunities to offer entry-level arts programming (e.g. dance classes, children’s art classes, adult and senior programs) at the Recreation Centre and other Municipally owned facilities in addition through a community development/partnership model similar to that used to provide other recreational programming.						
7.2	Initiate a discussion with school board partners regarding the state of arts education in local schools and ways to collaborate to improve opportunities for young people to gain exposure and skills in arts and culture.						
7.3	Work with partners to provide or publicize professional development opportunities in the business of culture (e.g. corporate sponsorship, entrepreneurship).						
7.4	Diversify opportunities for learning and development of artistic skills (e.g. dance, music, visual arts workshops).						
Strategy #8: Fostering and Attracting Cultural Industries							
8.1	Research best practices in attraction of cultural industries to remote areas.						
8.2	Host a conversation with existing and prospective cultural industry businesses in Kenora and outside Kenora. Explore incentives which would have traction.						
8.3	Continue to foster youth entrepreneurship in cultural pursuits (e.g. Canadian Youth Business Foundation Loan Program; Government of Ontario’s Summer Company Program).						

8.4	Build on the Artpreneur Conference to offer opportunities to build entrepreneurship skill sets specific to artists and other cultural sector workers.						
Strategy #9: Building Cultural and Environmental Tourism							
9.1	Develop calendar of annual events and publicize widely in Winnipeg market and locally well in advance. Expand vision and promotion to a four seasons approach; embrace winter activities. Create a Summer in Kenora Guide and a Winter in Kenora Guide, incorporate both natural and cultural attractions in guide. Publicize both city-run and community organized events which might be aimed at tourists. Coordinate promotion efforts with Online Information hub as appropriate.						
9.2	Work with partners in Winnipeg to help publicize Kenora (e.g. Winnipeg Airport, Winnipeg Tourism).						
9.3	Obtain better and more localized data on tourist and seasonal resident profile and understanding of wants and needs.						
9.4	Ensure natural attractions are protected and viewed as part of the cultural offering of Kenora.						
9.5	Identify and grow festivals and special events with potential to attract tourism.						
9.6	Pursue the following as thematic anchors for Kenora: First Nations Culture, East Meets West- Raucous history, Natural beauty and outdoor activities, Gatherings and showcases						
9.7	Implement Beaches, Parks & Trails landscaping recommendations.						
Strategy #10: Investing in Cultural Development							
10.1	Ensure cultural organizations and activities have access to community granting programs offered by the City.						
10.2	Assign cultural development duties to a staff person, skilled in culture, facilitation, and planning (job description could include other duties)						
10.3	Explore applicability and desirability of applying for Cultural Capitals of Canada program.						
10.4	Collaborate with community to access funding from various levels of government						

MONITORING AND EVALUATION TOOLS

Just as important as setting in motion a strong plan is creating a means to track and ensure progress going forward.

The Municipal Cultural Plan Committee should be responsible for tracking progress and reporting to Council on an annual basis.

Recommended Approach

- Develop indicators in concert with other information collection exercises and begin to track
- Worksheet/checklist on progress of the plan action items
- Produce an annual report card on the two items above
- Convene a bi-annual state of culture summit to discuss progress with the community
- Ensure plan is open to change and additions

Potential Indicators to Track

The specific indicators to track will depend on resources available to conduct the surveys needed to establish benchmarks on a regular basis.

Indicators which would be useful to track include:

- Annual visitation to local cultural facilities and sites
- Attendance at performances and exhibits of all kinds
- Number and strength of arts organizations
- Number of volunteers/volunteer hours dedicated to arts and cultural organizations and events
- Expenditure on culture (as percentage of household expenditure)
- Number/diversity of programs offered
- Number/diversity of events held
- Number/diversity of community partnerships
- Job creation/employment in the cultural sector and related industries
- Heritage building protection
- Community attitudes toward culture/greater awareness, support of culture/change in perception
- Specific indicators or milestones reached (e.g. building a cultural centre)
- Municipal expenditure on culture
- Broad demographic trends (population growth, attraction of young families)

CULTURE IN KENORA: A FEW FIGURES

Average number of annual visitors to the Lake of the Woods Museum: **12,000**

Number of Kenora Public Library cardholders as of February 2011: **12,224**

Number of Carnival buttons sold at Kenora's 2011 Winter Carnival: **8,000+**

Number of volunteers at a typical Ice Candles Festival: **50-75**

Number of days after going on sale that tickets to the Beach Boys were sold out: **2**

Number of practicing artists, bands, authors in Kenora: **Dozens**

Impact of culture on Kenora: **Priceless**