

**A Municipal Cultural Plan for
The City of Dryden
2011 - 2014**

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MCP touches many important issues in your community: public art and urban design, youth engagement, immigration and diversity, building strong, healthy neighbourhoods, and more. Creativity and culture builds community pride. It is the basis of the shared identity that gives communities the capacity to work together to achieve shared goals.

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EXECUTIVE SUMMARY

Introduction

The culture of Dryden is changing; this is a natural and inevitable evolution that occurs in all communities. Dryden is not the same community in 2011 as it was at the time of incorporation 100 years ago, or during the booming 1970's. The economy is in transition from long term dependence on a single resource based industry, access to natural resources for economic development is complex, and changes in the local demographic are evident. How will these present day shifts in the social, economic, and environmental conditions impact local culture or the 'way of life' that is continually identified as the community's most valuable asset? Conversely, how can the cultural vitality of the City influence economic prosperity, social equity, and environmental sustainability? Finally, what is the role for local government in protecting and developing the people, places and traditions that are the heart of Dryden's unique cultural identity and vitality? This Municipal Cultural Plan for the City of Dryden strives to answer those questions with relevant, and realistic solutions.

The necessity for investment in, and promotion of, our unique northern lifestyle or exceptional quality of life is not new to local decision makers. In fact, the City of Dryden has a good record of support for established cultural institutions and activities, as well as infrastructure renewal that influences quality of life and investment readiness. Consistent support for Library and Museum services, downtown revitalization projects, investment in the Dryden Performing Arts Centre, trail development, the proposed waterfront development project, a successful Communities in Bloom program, and our Centennial celebrations are all strong examples of investment in quality of place and promoting community identity. The current challenge is to maintain this momentum within the current reality of a shifting tax base, changing demographics, and increased competition for outside funding for municipal programs and projects. The immediate opportunity is to validate, develop, and promote local cultural identity as a significant asset and competitive advantage for economic and social development.

Municipal Cultural Planning (MCP) is an economic development tool for identifying what is unique about a community and using it for economic prosperity and improved quality of life. Central to the MCP process is a Municipal Cultural Plan, which outlines diverse strategies and specific actions for cultural development leading to comprehensive integration of a cultural 'lens' into the municipal decision making process. Thus, adopting and implementing the Municipal Cultural Planning (MCP) process and a Municipal Cultural Plan for Dryden are fundamental steps towards ensuring that the local government's role and investment in culture or quality of place is strategic and responsible.

Background

This Municipal Cultural Plan is the logical next step in Dryden's Municipal Cultural planning (MCP) process. This process was initiated and championed by dedicated community volunteers working with minimal municipal support from 2006 until 2009. Strong advocacy during that time resulted in the inclusion of Cultural Policy in the 2007-2010 Strategic Plan, a Municipal Cultural Strategy, and provincial recognition for community leadership in MCP.

The City of Dryden assumed responsibility for advancing the MCP process with the adoption of the Municipal Cultural Strategy in June 2009 by City Council. The Strategy included several recommendations that would continue the momentum of the planning process including; establishing a Cultural Roundtable (CRT), continuing and expanding cultural resource mapping, identifying funding opportunities to hire a Cultural Planner, and developing a Cultural Policy¹ (now understood to be a Municipal Cultural Plan).

In October 2009, the Dryden Development Corporation (DDC) submitted a proposal to the Provincial Ministry of Tourism and Culture's *Creative Communities Prosperity Fund*. The proposal, if successful, would enable the hiring of a Cultural Planner to implement the other key recommendations of the Strategy. In March 2010 funding was awarded; success was attributed to the excellent ground work of volunteers, the economic development rationale behind the proposal, the local potential, and the opportunity to build capacity at the local level for MCP.

The Planning Process

Broad community support and enthusiasm for MCP was essential to the planning process, and is critical to successful implementation of the Plan. The establishment of the Cultural Roundtable (CRT) in July 2010 was a fundamental first step towards the necessary partnership development and initial community outreach. The principal role for this new advisory committee of Council was to guide the development of a Municipal Cultural Plan, including a permanent Terms of Reference for the CRT.

The next step in the planning process involved extensive research and comprehensive community consultation. Research included the review and analysis of other Municipal Cultural Plans and existing Reports, Plans and Strategies for Dryden. Community consultation involved three approaches: focus group workshops, presentations and interviews with local experts, and an online public survey, and two objectives: inform the community about the planning process, and gather grassroots information about gaps, opportunities and priorities for cultural development. Over 300 individuals were reached through this methodology with sufficient data collected to establish a common vision and principles, and to identify the municipal roles for cultural development through strategies and actions.

¹ Municipal Cultural Strategy, 2009

Developed in parallel to this planning process was a baseline inventory of cultural resources through the practice of cultural mapping. This mapping exercise identified over 240 cultural resources in the local area. Opportunities to expand this database and use this tool for analysis and planning purposes and to develop tourism are supported by the City of Dryden IT department, the Dryden Development Corporation (DDC) and the CRT.

Strategies and Actions

This four year Plan includes a Vision and set of Values, 3 distinct strategies, and specific actions for implementation. Prior to this Plan, the municipal role in cultural development has not been obvious or intentional. This Plan, developed to meet the unique needs and priorities of Dryden, recognizes several municipal projects and programs already underway that influence cultural development, identifies projects that require ongoing partnership development and collaboration, and distinguishes new initiatives to support development of cultural resources. Local government's influence on cultural development cannot be underestimated as decisions are regularly made and projects implemented that impact the physical appearance and social wellbeing of the community, as well as organizational processes and efficiencies. but prescribes coordination and streamlining of municipal resources and implementation as resources become available.

A significant challenge to planning for implementation is the absence of an established culture department or designated permanent position within the municipal organizational structure. This Plan is designed to be implemented by all municipal departments, Boards and Committees, working collaboratively and streamlining resources. Full implementation of all the strategies and actions will occur as resources are available.

An overview of the vision, values, strategies and actions in this Plan are illustrated on the following page.

Figure I- Overview of Vision, Strategies and Actions

Vision:

Dryden is a vibrant, prosperous community; unified by the underlying respect for cultural diversity, creative expression, and our rich heritage. As the regional centre for cultural exchange, opportunities to experience, share and learn about culture are abundant and accessible to everyone. A deep connection to our natural surroundings is integral to the exceptional quality of life enjoyed by all residents and visitors.

Principles: We value...

People, Partnerships, Communication, Diversity, Creativity, Leadership, Our Natural Surroundings

Strategy 1:

Engage and Communicate with the Community

Actions:

- Celebrating Cultural Diversity
- Nurturing People and Organizations
- Cultural Resource Mapping

Strategy 2:

Build on Our Unique Quality of Place

Actions:

- Creating Places and Spaces for People to Gather
- Energizing Public Spaces
- Designation as Cultural Capital of Canada

Strategy 3:

Integrate Municipal Cultural Planning

Actions:

- Applying a Cultural Lens to Decision Making
- Develop Internal Capacity for MCP
- Political Advocacy

MUNICIPAL CULTURAL PLANNING DEFINITIONS

Municipal Cultural Planning in 2010/11 is an emerging practice and discipline. Dryden's planning process benefited from the adoption and inclusion of cultural planning definitions by the Ministry of Tourism in Culture as part of the guidelines for the 2011 Creative Communities Prosperity Fund. The standardization of terms and language connected to MCP establishes consistency for both planning and implementation of cultural strategies.

There are several key MCP terms that require definition in order to fully comprehend this planning process. A full glossary of terms is included in the Appendix.

Dryden Area Culture Partnership's Definition of Culture, 2006

"A sense of place; who we are, where we come from and what we will become."
(City of Dryden Municipal Cultural Strategy, 2009)

Culture

"The distinctive spiritual, material, intellectual and emotional features of society or a social group and that it encompasses, in addition to art and literature, lifestyles, ways of living together, value systems, traditions and beliefs. Culture is at the heart of contemporary debates about identity, social cohesion, and the development of a knowledge-based economy."

(UNESCO Universal Declaration of Cultural Diversity, 2002)

Municipal Cultural Planning (MCP)

Is a municipal government-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 municipal government planning and decision-making.

Cultural Mapping

It is a systematic approach to identifying and classifying a community's cultural resources using Geographic Information System (GIS) technologies.

Cultural Resources:

Accepted as both tangible and intangible expressions of culture including: cultural spaces & facilities (museums, libraries, theatres, community centres, and fairgrounds); fixed or immovable heritage (buildings, cultural landscapes); moveable heritage (collections); festivals & events, creative industries (non-profit and commercial), and the unique histories, values, traditions and stories that combine to define a community's identity and sense of place.

Cultural Resource Framework (CRF)

Cultural mapping is built on a consistent set of categories (taxonomy) of local cultural resources. The Cultural Resource Framework consists of the following categories, each of which is further broken down into subcategories:

- Creative Cultural Industries
- Community Organizations
- Spaces and Facilities
- Cultural Heritage
- Natural Heritage
- Festivals and Events

Figure II – Cultural Resource Framework



SUMMARY OF RESEARCH AND CONSULTATIONS

If establishing a distinctive community and quality of place is the rationale for implementing Municipal Cultural Planning (MCP), then developing a Plan that is unique to the community it aims to serve is paramount. This requires both primary and secondary research, as well as broad community consultation in order to determine the current reality and reliable data for decision making.

The Environmental Scan

Initial research included review of current Culture Plans or Cultural Policies being implemented by municipalities across Canada and Ontario. As the practice of MCP as a comprehensive and integrated planning tool is relatively new and an emerging discipline, access to Municipal Cultural Plans was limited. Communications with municipal cultural staff in other communities provided valuable insight into universal challenges and opportunities associated with implementation of Cultural Plans.

Comprehensive secondary research on the current demography of Dryden was conducted through review of; the community profile maintained by the DDC, the socio economic impact study conducted in late 2009, the 2007-2010 Strategic Plan, Economic Development and Tourism Development Strategies, and Library and Museum Strategic Plans. The following facts were extracted from research data²:

- The population of Dryden declined at approximately 0.7 % per year since 2001;
- Urban Aboriginal populations are growing in proportion to non Aboriginal; 15% - 25% of northern Ontario communities;
- Populations are aging; the area is losing its youth;
- A significant factor influencing residency in the Dryden area is described as 'topophilia' or human love of place;
- The area is experiencing higher unemployment rates, and lower household incomes than the provincial average

This data validates the need for strategic planning and establishing a competitive advantage over other municipalities. The provincial and national rivalry between towns and cities for human capital and new funding is intense and Dryden must continue to be confident and bold in order to thrive.

Cultural Mapping

Cultural mapping is an important exercise in the MCP process. It is the systematic identification and categorizing of tangible and intangible cultural resources. Creating a comprehensive inventory with findings from mapping exercises results in establishing an

² Taking Stock- Socio-Economic Conditions in Dryden Area 2009; commissioned by Community Matters

important database that is an invaluable tool for analysis and planning. Cultural mapping also serves to build awareness of and pride in local resources, and facilitates community engagement in cultural development.

A cultural resource inventory project conducted in parallel to the development of this Municipal Cultural Plan revealed significant data that legitimizes the necessity for this Plan. Over 240 cultural resources were identified in the initial baseline mapping exercise. It is anticipated that this number will grow as local awareness for this tool is increased. Additionally, this project established the utilization of municipal Geographic Information Systems (GIS) to compile and spatially display cultural resources for public consumption. This is an efficient use and added value to existing technology that can be transferred to other web based technologies. Creating an appealing, user friendly, interactive and accessible web presence that engages residents and visitors in the culture of the community is a necessity for tourism product development and local information exchange. The continued practice of cultural mapping as a community engagement and communications tool is central to the implementation of MCP in Dryden. Opportunities to expand cultural mapping to include other communities in the region are under development and will be pursued through partnerships and collaborative efforts.

Community Consultation

The establishment of an Interim Cultural Roundtable (CRT) was a key recommendation of the Municipal Cultural Strategy and a fundamental step in the development of this Municipal Cultural Plan. Guidance and oversight of the development of the Municipal Cultural Plan was their principle task and diversity in experience with the community was mandatory. The members of the Interim CRT must be commended for the leadership, vision, and commitment to community demonstrated by their dedication to this committee and Plan. The Cultural Roundtable Advisory Committee, a new advisory committee of Council, is permanently established with the Terms of Reference included in the Plan, and will be an invaluable asset and resource to staff and Council in the implementation of the Plan. (See Appendix A for Terms of Reference)

With the CRT established in July 2010, community consultation could commence in earnest. A three phase-2 objective approach was applied in order to gather timely and accurate information, and develop understanding and support for the MCP process. Focus group workshops, presentations and interviews with local experts, and a public survey were utilized as research tools.

Vital to the successful development and future implementation of the Plan was developing capacity for this integrated planning tool amongst key municipal staff and members of the CRT. This was achieved through MCP workshops in October 2010, facilitated by Dr. Greg Baeker, a nationally recognized leader in cultural mapping and

MCP. A half day mapping workshop and full day planning workshop were successful in increasing the collective understanding of the MCP process for 40 attendees. Participation from the community via the CRT members, and municipal managers from multiple City departments (IT, economic development, public works, museum, library, police, recreation and parks, finance, child care) was a breakthrough for the local MCP process. Also in attendance were three visitors from other northern Ontario communities (Wawa, Red Lake, Oliver-Paipoonge) who traveled to Dryden to learn about MCP and the local process from Dr. Baeker.

These initial workshops established the basic framework for Dryden's Municipal Cultural Plan including the beginnings of a vision statement, principles, strategies and actions. This framework was used to conduct two additional focus group workshops for typically hard to reach demographics; Aboriginal residents and youth.

In parallel to the workshops, more than 15 stakeholder presentations and interviews were conducted with the goal of generating public awareness and support, and gathering primary data about culture in the Dryden area. It was essential to learn from the producers and consumers of culture what grassroots opportunities existed for cultural development, and what the municipal role should be. Key findings included;

- Significant interest in cross cultural or diversity training for municipal employees and the community at large;
- The need to increase awareness of the quality and quantity of cultural activities ongoing in the community;
- The necessity of technical support for cultural organizations and artists, specifically to access funding opportunities;
- Dryden has a broad base of many arts, heritage, sport and ethnic organizations, and many different venues to help showcase these assets. What is missing is an organization/facilitator that can help these resources to promote, integrate, organize and partner to maximize their potential and identify as many opportunities as possible for them to showcase this uniqueness.

The final phase of consultation was the employment of an online public survey. The survey was posted on the City of Dryden website, the DDC tourism website, and the Dryden Rotary Club's website from the 18th of November until the 5th of December. Notice of the survey was distributed via email distribution lists and local media; 150 (106 female, 44 males) responses were submitted which are summarized in the following points:

- almost 70% indicated they are a participant in cultural events; 25% consider themselves a professional or non professional artist; 10% are employed in a cultural industry; 27% are organizers/producers of cultural events; and 40% are volunteers
- CKDR website was noted the most frequently as the preferred source for cultural information; Dryden Observer was second

- 65% of respondents indicated that cultural diversity was significantly or extremely important in influencing cultural development; 4% indicated it was not at all important
- 43% indicated a definite interest in learning more about different ethnic/religious groups; 40 % are satisfied with the information available
- 71% of respondents indicated that incorporating art and design in public spaces was either significant or extremely important
- 6% of respondents indicated they attended a cultural event about once a week; 70% attended 6-12 x per year; 5 % indicated that culture influences their daily activities
- The greatest influence on attendance at cultural events was content, followed by scheduling, venue, peer pressure, cost, ease of purchasing tickets, with transportation last.

The Planning Context

No community or municipal government is exempt from the increasingly competitive challenge of retaining and attracting a youthful skilled workforce, and financial investment. Cities and towns across Canada and around the world are discovering that a holistic approach to planning and investment is connected to economic prosperity. The four pillars approach to sustainable community development designed by Jon Hawkes in 2001 and recommended by the federal Harcourt Commission in 2003 describes: economic prosperity, environmental sustainability, social equality and cultural vitality, as a more balanced and progressive model for development and is being adopted around the world.³

The community of Dryden in 2010 is a good example of how these four pillars (economy, environment, social, and culture) are interconnected.

- Recent significant changes in the economy due to job losses in forestry have put increased demands on social services;
- Changes in legislation to protect the environment impact access to natural resources and job creation;
- Increases in the urban Aboriginal population have created new jobs in education and growing cultural awareness;
- Out migration of youth and young families mean workforce shortages and fewer new volunteers to support the vital work of service organizations;
- The opportunity to attend performances of local or imported talent at The Performing Arts Centre generates revenue for local businesses and a sense of pride, and vitality in the community that will encourage residents and visitors to stay.

³ Hawkes, Jon; The Fourth Pillar of Sustainability; cultures essential role in public planning; Common Ground, 2001

As the environment, economy, and social issues influence cultural vitality, the reverse is also true. The idea that people will follow jobs is now being replaced by the theory that jobs will follow people; therefore, the importance of quality of life or cultural vitality cannot be underestimated.

MCP has emerged as a powerful tool for leveraging cultural resources to combat decline, build the local economy, and shape the future of a community. The MCP process has been underway in the Dryden area since 2006 with cultural development identified in 3 key municipal strategies.

- The development of a Cultural Policy (Plan) was identified as an action item in the City of Dryden's 2007-2010 Strategic Plan.
- The DDC's Tourism Development Strategy completed in 2008 identified the establishment of the CRT as a strategic goal for cultural tourism and product development.
- The Municipal Cultural Strategy adopted by Council in 2009 with recommendations for continuing the MCP process.

In the current municipal planning context, the timing is excellent for applying the basic principle of MCP – integration of a cultural lens into municipal plans and decision-making. A municipal election during the development of the Municipal Cultural Plan simultaneously challenged the process, and created new opportunities:

- A new strategic plan for the City of Dryden will be developed in 2011
- The DDC will renew their economic development work plan in early 2011

Additionally;

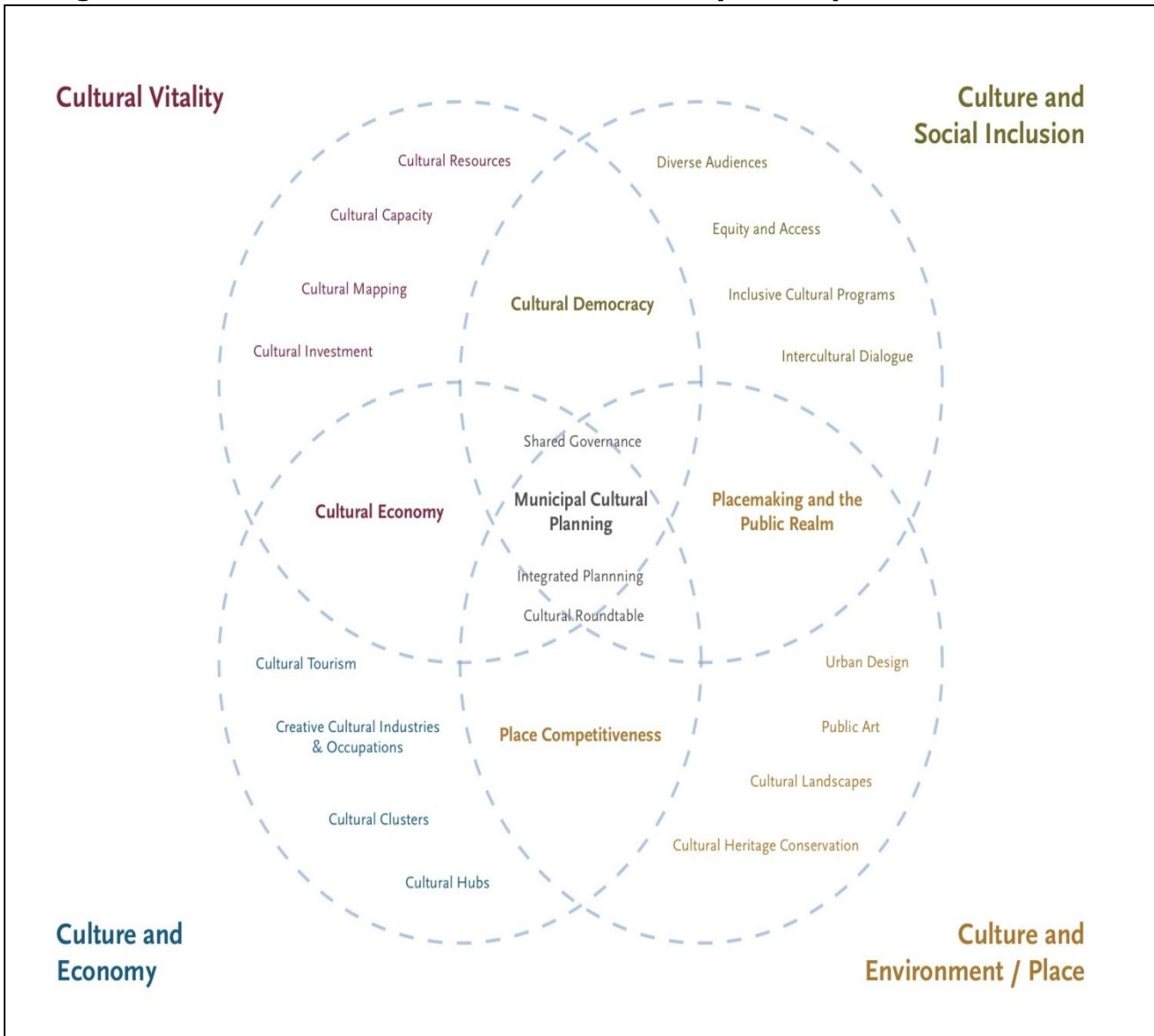
- The Official Plan will be reviewed in 2011, including zoning by-laws
- The Community Improvement Plan is due for renewal
- The City of Dryden's IT department is poised to expand their GIS services throughout the region, including the practice of Cultural Mapping
- The Dryden Public Library will undertake strategic planning in 2011

Strategies and actions within the Plan acknowledge this current planning context and how the City of Dryden can leverage cultural development through improved coordination and streamlining of municipal services and integrated planning practices.

One of the strengths of MCP is that it embraces a broader definition of culture including the traditions and forms of expression of diverse communities. It is a tool for combating social exclusion and enabling all groups to participate fully in the economic and social life of the community.

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Figure III –Four Pillars of Sustainable Community Development⁴



⁴ Authenticity; Creative Together, a Cultural Plan for the City of Vaughan

THE MUNICIPAL CULTURAL PLAN

Vision and Principles

Dryden is a vibrant, prosperous community; unified by the underlying respect for cultural diversity, creative expression, and rich heritage. As the regional centre for cultural exchange, opportunities to experience, share and learn about culture are abundant and accessible to everyone. A deep connection to our natural surroundings is integral to the exceptional quality of life enjoyed by all residents and visitors.

We value....

People – We champion social equity and life-long learning as the means to a healthy, sustainable, resilient community.

Partnerships- We value the diverse institutions and organizations that contribute to our unique way of life, and recognize that our social capital is our greatest resource.

Communication- We believe that consistent exchange of information is vital to fostering community engagement, participation, civic pride, and public accountability.

Diversity- We understand that our quality of life is enriched because we respect and accept all people equally.

Creativity – We encourage expression of culture through all forms of art and innovative practices.

Leadership – We cultivate community leaders through consultative processes, inclusiveness, and mentoring.

Natural environment – We recognize that our unique quality of life is connected to the natural resources that surround us; we are proud stewards of this resource.

Roles and Partnerships

The City of Dryden is recognized regionally and provincially as a leader in municipal cultural planning practices and is breaking ground for other northern municipalities interested in this emerging practice for community regeneration. This early success is primarily due to the dedicated volunteers who led the process from 2006 until 2009; advocating for financial support, educating the community, and developing strategies. The City assumed the lead and responsibility for continuing the MCP process with the adoption of The City of Dryden's Municipal Cultural Strategy in June 2009.

This commitment and progressive effort was rewarded in March 2010 with funding through the Creative Communities Prosperity Fund. The Province's investment in the community has enabled the City of Dryden to take a great stride forward in their MCP process through implementation of the key recommendations in the Cultural Strategy.

The establishment of a permanent Cultural Roundtable Advisory Committee and development of this Municipal Cultural Plan are key recommendations from the Strategy, and a pivotal point in Dryden's MCP process. Cultivating municipal knowledge, fostering community partnerships, and developing capacity at the local level will ensure that this Plan for Dryden is relevant and efficient, and that implementation of the Plan is sustainable.

This Municipal Cultural Plan includes a Policy to establish the Cultural Roundtable Advisory Committee (CRT) as a permanent advisory committee of the Municipal Council. The CRT will serve the Municipal Council, staff, and community of Dryden using its collective wisdom and diversity to make recommendations and provide advice on Municipal Cultural Plans, Policy and development. The CRT will realize its full potential with a full complement of members who represent cultural organizations and community stakeholders. This platform for cultural advocacy, networking and building partnerships will be an effective, positive influence for the municipal government and community.

Strategies and Actions

Our collective culture, or way of life, has been consistently identified as both a strength and an opportunity in past development plans and investment strategies.⁵ Prior to this Municipal Cultural Plan, the City of Dryden's role in fostering and promoting this cultural vitality has not always been obvious or intentional.

⁵ City of Dryden Strategic Plan 2007-2010

The current opportunity is to assume a leadership role and leverage this strength in a fiscally responsible and sustainable manner. This means:

- Engaging and communicating with the community to establishing partnerships and develop the local cultural ecology.
- Building a physically attractive and accessible community that enhances our unique quality of place
- Integrating culture into the complex municipal planning and decision making process in order to streamline activities and coordinate project development;

This is a four year Plan. The strategies and actions identified in this Plan are a combination of; support for existing Plans and activities, streamlining and developing new Cultural services, and establishing new internal processes that will integrate Culture into the municipal system. Implementation of this Plan and developing the potential of the CRT is dependent upon the resources allocated through the annual municipal budgeting process

Adoption of this Plan and executing the following priority recommendations and action items will result in efficient deployment of resources, increased opportunities to attract outside project funding, and demonstrate continued municipal support for the local MCP process:

- Establish the permanent Cultural Roundtable Advisory Committee by adopting the Terms of Reference (Appendix A) and re-appointing the membership by Council resolution.
- Identify a designated staff position (Municipal Cultural Coordinator) to be responsible for implementation of the Municipal Cultural Plan and to be a resource to the CRT for the term of the Plan. This position would report to the Director of Community Services.
- Create a municipal interdepartmental culture team as a mechanism for Plan implementation and integration of MCP. The Team should include; Municipal Cultural Coordinator, Library CEO, Museum Curator, Manager Recreation and Parks, Manager of Dryden Development Corporations, Planning Administrator, Manager of Capital Planning, and a representative from the Dryden Police Services.

The acronyms for leads identified in the action plan are expanded below:

City = City of Dryden Council and administration

CRT = Municipal Cultural Roundtable

ICT = Interdepartmental Culture Team

DDC= Dryden Development Corporation

MCC = Municipal Cultural Coordinator

Strategy 1: Engage and Communicate with the Community

This strategy and implementation of the following actions will result in increased respect and appreciation for community diversity, civic participation, and overall pride in the richness of local cultural resources.

How we will do this:	Lead
Action 1.1 – Celebrating Cultural Diversity	
<ul style="list-style-type: none"> ○ Facilitating diversity training and community cultural awareness <ul style="list-style-type: none"> ▪ Implementing municipal employee training program ▪ Providing access to resources on cultural diversity for residents 	MCC
<ul style="list-style-type: none"> ○ Cultivating multicultural activities <ul style="list-style-type: none"> ▪ Expand and promote annual Cultural Fair ▪ Promoting recognition and awareness of multicultural traditions and celebrations (Canada Day, National Aboriginal Day, etc) 	MCC CRT
<ul style="list-style-type: none"> ○ Working towards Immigration programs and projects <ul style="list-style-type: none"> ▪ Continue participation in Northern Ontario Immigration Portal ▪ Develop local awareness about immigration opportunities and celebrate success stories 	MCC
Action 1.2- Nurturing people and organizations	
<ul style="list-style-type: none"> ○ Functioning as liaison for local Cultural organizations <ul style="list-style-type: none"> ▪ Establish a single point of contact within municipal organization to: <ul style="list-style-type: none"> • Assist with navigation of local government processes • Coordinate and promote cultural activities, ie. centralized calendar of events, regular e-communications • Facilitate development of existing and new cultural attractions and events (Moosefest, Winter Festival, film festivals, food and drink festivals, exhibits, etc) • Funding or grant application assistance • Collaboration and Partnership development • Support Dryden Regional Arts Council in establishing a permanent Gallery space • Maintain MCP pages on city website 	MCC

<ul style="list-style-type: none"> ○ Supporting community based retention and attraction initiatives, ie. <ul style="list-style-type: none"> ▪ Youth Strategic Plan ▪ Age Friendly Network ▪ Physician recruitment and retention 	<p>CRT City</p>
<ul style="list-style-type: none"> ○ Fostering the entrepreneurial spirit and consumption of local products <ul style="list-style-type: none"> ▪ Promotion of services available at Northwest Business Centre (ie. ARTpreneur Conference, Biz Kids program) ▪ Support buy-local programs ▪ Support local food initiatives ▪ Promote displays and exhibits of local art in businesses and institutions 	<p>DDC City CRT</p>
<ul style="list-style-type: none"> ○ Growing Community Leaders <ul style="list-style-type: none"> ▪ Continued support for and participation in Leadership Dryden program ▪ Continued support for super host, service excellence training, and the Ambassador program ▪ Develop annual recognition event and awards program for outstanding volunteer contribution to culture ▪ Develop policies for municipal volunteers 	<p>CRT DDC City</p>
<p>Action 1.3 – Utilizing Cultural Resource Mapping</p>	
<ul style="list-style-type: none"> ○ Build and expand on GIS mapping inventory ○ Educate and promote cultural mapping technologies and applications to broader community groups and cultural resources ○ Develop and administer accessible and interactive web presence that promotes awareness of and access to cultural resources, and participation in cultural activities and events ○ Develop projects that would result in the collection and preservation of intangible cultural resources (unique community stories) as an important community asset. ○ Explore new complementary technologies i.e. Murmur and Bee ○ Leverage cultural mapping data as economic planning and analysis tool. ○ Apply to Regional Tourism Organization and other funding sources to support Place-based Cultural Tourism and tourism product development ○ Maintain a mapping working group within the CRT 	<p>DDC CRT MCC</p>

Strategy 2: Build on Our Unique Quality of Place

This strategy and implementation of the following actions will result in attractive, accessible, well designed public spaces that: support a variety of activities, encourage community gatherings, and reflect the community’s deep connection to the surrounding natural environment.

How we will do this:

	Lead
Action 2.1 – Creating Places and Spaces for People to Gather	
<ul style="list-style-type: none"> ○ Investing in Downtown Revitalization <ul style="list-style-type: none"> ▪ Determine viability for new incubator* art space ▪ Facilitate use of vacant buildings- more retail shops and services-ongoing ▪ Implement a Community Improvement Plan ▪ Establish Wi Fi hot spots ▪ Improve transportation infrastructure between downtown and highway entrances 	DDC City
<ul style="list-style-type: none"> ○ Implementing the Waterfront Development Plan <ul style="list-style-type: none"> ▪ Rehabilitate the Laura Howe Marsh ▪ Improve trail system ▪ Support development of the Outdoor Discovery Centre 	DDC
<ul style="list-style-type: none"> ○ Establishing public spaces that encourage events and activities <ul style="list-style-type: none"> ▪ Establish Parks and Green space development plan including plans for maintenance and updating of play structures, infrastructure and the additions of other amenities ie, outdoor stage ▪ Develop policy for facilities, tent and other equipment rental 	ICT
<ul style="list-style-type: none"> ○ Supporting the Dryden Performing Arts Centre <ul style="list-style-type: none"> • Assist with strategies and plans to improve usage and affordability 	CRT
<ul style="list-style-type: none"> ○ Establishing alternative transportation routes <ul style="list-style-type: none"> ▪ Developing and promoting the use of trails, bike routes, water routes ▪ Maintaining public access to water, boat launches, and appropriate public parking facilities 	ICT

** An Incubator is a dynamic business strategy that can help nurture new business ventures for those first few months or years until they have established themselves firmly in the community. Entrepreneurs can look to the incubator for hands-on management assistance, education, information, technical and vital business support services, networking resources, financial advice as well as advice on where to go to seek financial assistance.
(Canadian Association of Business Incubators - <http://www.cabi.ca>)*

Action 2.2 – Energizing Public Spaces

<ul style="list-style-type: none"> ○ Investing in programs and projects that enhance the attractiveness of the community; ie. Communities in Bloom <ul style="list-style-type: none"> ▪ Support a baskets and planters program ▪ Develop a community banner program ▪ Promote and maintain artists benches ▪ Use indigenous plant species/perennials to reduce costs and showcase natural heritage ▪ Continue with annual tree maintenance program 	City ICT
<ul style="list-style-type: none"> ○ Developing and implementing a Signage/ Way finding Policy <ul style="list-style-type: none"> ▪ Establish processes and consistency in design for all municipal sign installations ▪ Installing an electronic message board at a central location ▪ New signage will meet or exceed accessibility requirement 	ICT
<ul style="list-style-type: none"> ○ Developing and implementing a public art policy <ul style="list-style-type: none"> ▪ Investigating a % for Art Program ▪ Support installation of public art in public facilities and commercial buildings 	CRT MCC
<ul style="list-style-type: none"> ○ Encouraging preservation of built and natural places of historical value <ul style="list-style-type: none"> ▪ Investigate formation of a local heritage committee 	
<h2>Action 2.3 - Designation as Cultural Capital of Canada</h2>	
<ul style="list-style-type: none"> ○ Research ○ Partnerships ○ Steering Team ○ Project and Budget Development ○ Submit application in Feb 2014 	CRT MCC

Strategy 3: Integrate Municipal Cultural Planning

This strategy and implementation of the following actions will result in the comprehensive integration of culture into the municipal organization and decision making process. This will validate the importance of the unique cultural identity of Dryden to quality of life and economic development.

How we will do this:

Lead

Action 3.1 – Applying a Cultural Lens to Decision Making

- **Including MCP in Municipal Plans and Strategies**
 - 2011-2014 Strategic Plan
 - 2011 Economic Development work plan
 - Community Improvement Plan
 - Inclusion of MCP strategies and actions in 2011 Official Plan and zoning bylaws

CRT
City

- **Including MCP in Municipal Policy**
 - Informing new policy and review of existing policy

CRT

Action 3.2 – Developing Internal Capacity for MCP

- **Establishing an interdepartmental culture team responsible for:**
 - Implementation of trail study recommendations
 - Establishing a Signage policy
 - Identifying new and existing opportunities for integrating MCP
 - Developing a communications strategy

City
MCC

- **Providing Training in MCP for all staff**
 - New employee and Council orientation

MCC

- **Participating in organizational reporting processes**
 - MCP on agenda for Divisional, SMT, Managers Meetings
 - Submit quarterly and annual report to Council
 - Regular meetings of CRT

MCC

Action 3.3 – Political Advocacy

- Encouraging increased support for the Mayor’s Committee for Children and Youth Universal Recreation Program
- Protecting our natural environment
- Developing speaking points and backgrounders for elected officials and staff
- Promotion of Dryden’s MCP process to municipal organizations i.e. KDMA, NOMA, AMO
- Presentations on MCP to local organizations and stakeholders

City
CRT
MCC

Monitoring and Evaluation

The underlying objective of this four year Municipal Cultural Plan is to validate, strengthen and elevate the unique cultural identity of the community which will result in improved social, economic, and environmental conditions for the Dryden area.

While it is a corporate municipal document, successful implementation is dependent upon partnerships between The City of Dryden and other community stakeholders and institutions. The establishment of a permanent Cultural Roundtable to provide the platform for partnership development, exchange of information and expertise is integral to successful monitoring and evaluation of the Plan.

The efficient integration of Culture into municipal decision making requires changing some existing practices and processes within the corporate organization. A fundamental element to implementing this change is the creation of an Internal Culture Team. A majority of the Strategies and Actions within the Plan cannot be executed by municipal departments or the DDC working in isolation. Establishing this group will improve communications and streamline service delivery.

Another essential step towards successful implementation of the this Plan and maintaining the momentum for the MCP process started in 2006 is the designation of a municipal employee, department or division to champion the Plan and MCP internally, provide leadership to the Culture Team, and staff support to the CRT.

Specific tools for monitoring and evaluating the Plan are:

- Regular meetings of the CRT with minutes submitted to Council as per municipal policy
- Annual report card presented to Council by the CRT
- Quarterly and annual staff reports submitted to Council

Acknowledgments

The City of Dryden is sincerely appreciative to the members of the Cultural Roundtable who guided the development of this Municipal Cultural Plan. Their willingness to assume leadership of this innovative planning process exemplifies the community spirit and quality of place that this Plan strives to nourish and grow. This MCP project was a capacity building exercise, the only requirement for membership was enthusiasm for the future of Dryden. The diversity of the members' expertise was a significant strength; an embodiment of the principles guiding the strategies and actions within the Plan. Many thanks to:

- John Borst
- Angie Bujold
- John Carlucci
- Stephanie Cran
- Judith Hamilton
- Sally Ledger
- Devon MacKinnon
- Mardi Plomp
- Marjorie Salavich
- Louis Simard Sr.
- Chuck Schmitt – Chair
- Councillor Mary Trist

Municipal staff and other resources:

- ◆ Jennifer Francis – Manager, Recreation and Parks; City of Dryden
- ◆ Leah Gardner – Curator, Dryden and District Museum
- ◆ Arie Hoogenboom – City Manager
- ◆ Vicki Kurz – Manager, Dryden Development Corporation
- ◆ Calista Livingston – Community Development Coordinator, P.A.C.E.
- ◆ Natasha Lovenuk-Markham – Regional Advisor- Provincial Ministry of Tourism and Culture
- ◆ Sandra Weitzel- CEO, Dryden Public Library

This Municipal Cultural Planning project was successfully completed with;

Funding provided by the Government of Ontario



And in partnership with;

The Dryden Development Corporation



and **The City of Dryden** 

Many other community members, cultural organizations, and municipal departments must also be recognized for their significant contribution to the plan:

- Dryden Native Friendship Centre
- Dryden Area Cultural Partnership
- Dryden Regional Training and Cultural Centre
- Dryden Ukrainian Literary Society
- Northwestern Health Unit
- Dryden Artists Association
- Dryden High School; gr. 10/11 civics class
- Authenticity – Dr. Greg Baeker
- City of Dryden IT department
- City of Dryden Building and Planning offices
- Chief MacKinnon; DPS
- City of Dryden Public Works Department
- City of Vaughan Cultural Plan
- Members of Creative Cities Network
- Museum Advisory Board
- Dryden and District Chamber of Commerce
- CKDR
- The Dryden Observer
- Q104 fm
- Dryden Regional Health Centre
- Dryden Go Getters
- École Catholique de L'enfant -Jesus
- Dryden City Council (2006-2010)
- Dryden Rotary Club
- Dryden Regional Arts Council
- City of Thunder Bay – Culture Dept
- Town of Collingwood – Culture Dept.
- Northwest Business Centre
- City of Dryden Finance office
- Children's Resource Centre
- Municipality of Red Lake
- Municipality of Oliver-Paipoonge
- Town of Wawa
- Dryden Public Library Board
- Moose on the Loose Productions

For more information about the City of Dryden's Municipal Cultural Plan please contact the Municipal offices at: (807) 223-1147 or email: generalinquiries@dryden.ca

Appendix A



Cultural Roundtable Advisory Committee

Terms of Reference

Approved by Council on (t.b.c.)

TERMS OF REFERENCE

Committee Name: Cultural Roundtable Advisory Committee (also known as the CRT)					
Type of Committee: Advisory Committee					
Sub Committees:					
Date Established: By Resolution/By-law #		Term: Permanent: please check <input type="checkbox"/> or Sunset Date (if applicable): _____			
Staff Resource: T.B.D.		Department Linkage: T.B.D.		Enabling Legislation (if applicable): n/a	
Total # of Members	Public – 4 to 8	Youth - 2	Council - 1	Aboriginal Organizations - 2	Other: 3 (non voting)
Budget Allocation and Account # (if applicable):					
Reporting Method to Council: The options for the Cultural Roundtable Advisory Committee to report to Council shall be done at either the Committee of the Whole or Regular Council Meeting as follows: <ol style="list-style-type: none"> 1. Via the Chair – Presentation 2. Via Staff Resource – Staff Report 					
Describe how this ties into the City of Dryden Strategic Plan: Our Wilderness City....Dryden Community Strategic Plan 2007 to 2010: Our Social Character - Part G. Cultural Diversity (page 17)					
This Section to be Completed by Clerk's Department					
Reviewed by: (print & sign)			Date:		
Terms of Reference Conforms with the Committee Policy? If not, please detail exemptions required: <ol style="list-style-type: none"> 1. Membership of Committee shall consist of no more than four (4) members who may not be eligible electors. 					
Appendices: <ol style="list-style-type: none"> 1. Committee Policy 2. Code of Conduct for Committee Members 					

Mandate:

The Cultural Roundtable (CRT) is an Advisory Committee to the City of Dryden Council and staff. The MCR is responsible for acting as a catalyst to strengthen cultural development by supporting collaboration across community, business and municipal departments and interest groups. The CRT shall serve the Council and community of Dryden by using the collective diversity and wisdom of its members to support the implementation and promotion of the Cultural Plan for Dryden.

Definitions:

- A. **Culture:** “The distinctive spiritual, material, intellectual and emotional features of society or a social group and that it encompasses, in addition to art and literature, lifestyles, ways of living together, value systems, traditions and beliefs. Culture is at the heart of contemporary debates about identity, social cohesion, and the development of a knowledge-based economy.” (UNESCO Universal Declaration of Cultural Diversity, 2002)

- B. **Municipal Cultural Planning (MCP):** Is a municipal government-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 municipal government planning and decision-making.

Goals/Objectives

Goals:

1. Serve as a resource to municipal staff for the development of municipal cultural policies and plans.
2. Make recommendations to Council on issues of municipal cultural policy and planning.
3. Present an annual report to Council on the status of the Cultural Plan.
4. Make recommendations to Council on annual capital and operational budgets that will advance the Cultural Plan.
5. Establish partnerships and advise municipal staff on the pursuit of funding opportunities that will advance the Cultural Plan.

Objectives:

1. Being the Cultural forum for networking and information exchange.
2. Advocating publicly for MCP, through leadership and action.
3. Working with municipal staff on projects that advance the Strategies of the Cultural Plan.

Membership Selection and Committee Composition:

Membership Selection:

The membership of the Cultural Roundtable will represent and reflect the unique cultural diversity of the Dryden area. Experience or expertise with community cultural organizations, creative cultural industries, community development, and committee governance will be prioritized. Recruitment and selection of the members shall be recommended to Council based on input from the CRT and the Clerk's Department and formal approval by Council resolution.

Generally Recruited Members (voting members):

1. One (1) member of Council;
2. No fewer than four (4) and not more than eight (8) members of the public at large;
3. Up to two (2) members representing Youth; (Age 16 – 29); and,
4. Up to Two (2) members nominated by local Aboriginal organizations.

Staff Resources (non voting member):

1. One (1) Designated municipal employee:
 - a) Municipal Cultural Coordinator.

Other Resources (non voting member/external):

1. Community Development Coordinator - Patricia Area Community Endeavours (PACE).
2. Ontario's Ministry of Tourism and Culture Regional Advisor.
3. Other professional or expert resources will be accessed as needed to assist the CRT.

Eligibility:

1. To be eligible to serve as an appointed member of the public on a Board or Committee of Council, individuals must meet the eligibility requirements of the City of Dryden Committee Policy except as determined and approved by Council in the CRT's Terms of Reference.

Appointments and Term:

1. Appointments to the CRT for generally recruited members shall be by resolution of Council in accordance with the City of Dryden Committee Policy.
2. Members shall be appointed for the term of Council and may stand for re-appointment at the conclusion of their term and may serve for a maximum of two (2) consecutive terms.

Governance:

Decision Making:

1. A quorum shall consist of a majority of members in good standing for carrying out business.
2. The objective is to reach consensus with members verifying their positions through a voting process. Each voting member shall be entitled to one (1) vote.
3. Prior to initiating or presenting any decisions or recommendations, the CRT must formalize and adopt the decision or recommendation by resolution with a majority of votes in the affirmative from members present at that time and document in the official minutes.
4. All members shall follow City policies, procedures and by-laws and comply with applicable legislation.

Chair:

1. The CRT shall select a chair from the appointed members annually and ensure the Clerk's Office is notified of the member appointed.
2. Duties of the Chair:
 - a) The Chair shall preside at all meetings of the CRT and provide instructions to all Sub Committee and Working Committee Chairs.
 - b) The Chair shall set meeting agendas in consultation with the Staff Resource.
 - c) Act as spokesperson for the CRT.
 - d) Express the direction and call the vote for all questions reached by the CRT.

Vice Chair:

1. In the absence of the Chair, the CRT shall select a voting member to fill in as interim Chair for the meeting.

Meetings:

1. CRT meetings shall be conducted in accordance with the City of Dryden Committee Policy and in accordance with the City's Procedural By-law and all records of the CRT shall be retained in accordance with the City of Dryden Record Retention By-law.
2. The CRT shall meet at least four (4) times per year. Regular meetings will be scheduled on the 2nd Tuesday of the month from 3:30 -5:30 p.m.; unless otherwise agreed by a majority of the voting members.
3. All meetings shall be open to the public and held in an accessible location.
4. Unless otherwise authorized by the CRT, the public shall only address the CRT when they are a scheduled delegation on the agenda.
5. An agenda will be provided to the members in advance of the meeting date. Minutes shall be recorded in accordance with the City of Dryden Committee Policy and the City of Dryden Procedural By-law.
6. Copies of all agendas and minutes shall be forwarded to the Clerk's Department to be received by Council and posted for public review in accordance with the City of Dryden Committee Policy and Procedural By-law.
7. The Clerk's Department shall be advised of all meeting dates and times to ensure public posting of notice of meetings.

Reporting Requirements and Method:

1. Recommendations within the mandate of the CRT shall come forward in either of two forms:
 - a) to Committee of the Whole or Council as a Staff Report to be presented by the Staff Resource;
 - b) to Committee of the Whole or Council as a Presentation conducted by the Chair.
2. An Annual Report on behalf of the CRT shall be presented annually to Council for the purpose of reviewing all Committee Annual Reports and shall include the CRT's mandate and achievements.

Working Groups:

1. Working groups may be established for special purpose through resolution and noted in the minutes. All working groups shall have two (2) members of the CRT sit as a member of the group. Recruitment and selection of other members of a working group shall be at the discretion of the CRT and comply with the City of Dryden Committee Policy. Other than Council appointed members, no other members of a working group or sub Committee shall have voting rights.

Finance:

1. No purchasing is carried out by the CRT, and therefore no budget submission is applicable to this CRT. All purchasing and all expenditures are solely carried out by the Staff Resource and applicable Department through the approved budget for that Department.

Staff Support:

1. The City of Dryden will assign a staff resource to the Committee with non voting privileges. The staff resource will provide:
 - a) administrative services including scheduling and meeting logistics, preparing agendas, reports and speaking points;
 - b) preparing staff reports with recommendations within the CRT mandate to Committee of the Whole or Council as directed by the CRT and its Chair;
 - c) recording meeting minutes, conducting research and data collection, and maintaining regular communication with the membership;
 - d) managing the records of the Committee in accordance with City policies and procedures and Records Retention By-law.

DOC:S:\DIRECTORY REVIEW\Boards and Committees\Cultural Round Table\Draft CRT Terms of Reference Ver 4.docx

Appendix B -Glossary of Terms

The following glossary was compiled from the following sources. ⁶ Exceptions are identified by their own endnote.

Aboriginal: Individuals self identifying as Métis, Inuit, or First Nation⁷

Artist: Creator in any art form or discipline

Arts: Include but are not limited to: performing (theatre, dance, opera, music, puppetry); visual (painting, sculpture, printmaking, potter, fibre and fabric art); literary (prose, poetry, storytelling); and media (photography, film, video, print, audio, digital and graphic).

City of Dryden: Municipal government of Dryden, Ontario⁸

Comprehensive Culture Plan: Addresses the full spectrum of arts, heritage, libraries, commercial cultural activity and other aspects of local cultural development. These can take the form of Cultural Master Plans, Cultural Policies, Creative Cities Plans, Cultural Strategic Plans, etc. Characteristics include a broad definition of culture, and cultural resources, cross disciplinary partnerships, attention to community capacity building, and the integration of culture/cultural policies into a wide range of local government planning and decision-making systems (ie. Official Plans, Land use Planning, Growth Plans, economic development/tourism strategies) among others.

Community: Is created through commonalities such as geographic location, interests, demographics, shared cultural heritage, or simply the desire to come together. In the context of cultural planning and development, “community” usually describes both a physical place, and the more subjective feeling of identity and belonging.

Community of Dryden: The geographic area that includes the municipal boundary of the City of Dryden and the surrounding areas with a connection to it, including smaller communities, rural areas and First Nation communities.⁹

⁶ Definitions derived from research by Synercom Strategies Inc.; UNESCO(Universal Declaration on Cultural Diversity) Creative City Network of Canada; Colin Mercer, 2003; Charles Landry, 2000; and Joh Hawkes, 2001, AuthentiCity + Toronto ARTscapes (vision 2011), 2009.

⁷ Creative Communities Prosperity Fund, Ontario Ministry of Tourism and Culture

⁸ City of Dryden Municipal Cultural Strategy, 2009

⁹ Ibid

Community Capacity Building: The ability of communities to mobilize residents, organizations and agencies in addressing civic challenges. It requires strong mediating leadership to develop collaborative approaches, engage the skills and knowledge of individuals, resolve issues, and manage change with the intention of strengthening the community.

Community Cultural Development: A comprehensive approach to local development that involves managing community change by involving citizens in a process of defining what must be done and facilitating their participation in achieving these ends.

Creative economy:

The creative economy is about a major shift in the structure of the global economy - from one based on the production of goods to a more knowledge based economy driven by ideas and innovation. It is *industry-agnostic* and employs creative workers who work across all industries and sectors – including manufacturing and agriculture. The Creative Economy is as much about architects as artists, programmers as potters, bohemians as brokers, entertainers as entrepreneurs.¹⁰

The creative economy is an evolving concept based on creative assets potentially generating economic growth and development. It can foster income generation, job creation and export earnings while promoting social inclusion, cultural diversity and human development.¹¹

Culture:

“The distinctive spiritual, material, intellectual and emotional features of society or a social group and that it encompasses, in addition to art and literature, lifestyles, ways of living together, value systems, traditions and beliefs. Culture is at the heart of contemporary debates about identity, social cohesion, and the development of a knowledge-based economy.” (UNESCO Universal Declaration of Cultural Diversity, 2002)

Cultural Diversity: Is embodied in the uniqueness and plurality of the identities, artistic disciplines, and vocation of individuals, groups, organizations and communities. Our cultural diversity is a source of celebration, exchange, innovation and creativity and is a means to achieve a more satisfactory intellectual, emotional, moral and spiritual existence. Ibid

¹⁰ *Creative Potential: Straddling Two Mega Regions*. Martin Prosperity Institute.

¹¹ Prosperity Institute. *Creative Economy Report 2008*. United Nations

Culture-led regeneration:

The process of culture-led regeneration can be defined as any type of regeneration-focused activity that is stimulated, catalyzed and driven through cultural activities. These can include activities around art forms, or focused on land-forms and various aspects of the built environment, heritage or cultural industries. "**re generation**" is about a fusion between economic activity and social well-being.

Cultural Lens:

This refers to the process of examining any planning and development decision in a community from the vantage point/perspective of the impact that decisions will have on the cultural life of the community.

Cultural Mapping

Is generally the first step of a cultural planning process. It is simply a systematic approach to identifying and classifying a community's cultural resources using Geographic Information System (GIS) technologies. Cultural mapping by local governments can be understood as taking two basic forms: Baseline and Applied. *Baseline cultural mapping* is a process of identifying cultural resources, developing a cultural resource database, collecting data, and producing maps to illustrate the scope and location of the cultural resources in the community. *Applied cultural mapping* is a process of transforming the baseline cultural map into an applied map to form and inform local government policies and plans.¹²

Cultural Policy

In general refers to government measures taken to encourage or to protect activities in areas defined as cultural.

Cultural Resources:

Accepted as both tangible and intangible expressions of culture including: cultural spaces & facilities (museums, libraries, theatres, community centres, and fairgrounds); fixed or immovable heritage (buildings, cultural landscapes); moveable heritage (collections); festivals & events, creative industries (non-profit and commercial), and the unique histories, values, traditions and stories that combine to define a community's identity and sense of place.

¹² Bird, Elena. Cultural Mapping and Cultural Planning: Making the Connection. *Public Sector Digest*, February 2010.

Cultural Resource Framework (CRF)¹³

Cultural mapping is built on a consistent set of categories (taxonomy) of local cultural resources. The Cultural Resource Framework consists of the following categories, each of which is further broken down into subcategories:

- Creative Cultural Industries
- Community Organizations
- Spaces and Facilities
- Cultural Heritage
- Natural Heritage
- Festivals and Events

Municipal Cultural Planning (MCP)

Is a municipal government-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 municipal government planning and decision-making.

Place-based cultural tourism:

(as opposed to attractions-based tourism), identifies and then capitalizes on the unique cultural character and sense of place that distinguishes one place from another. It is a strategy by which cities, towns and regions sustain, preserve and steward the cultural assets they most value¹⁴.

Social Capital:

Features of social organization such as networks, norms, and social trust that facilitate coordination and cooperation for mutual benefit. The most frequently used indicators of social capital are voter turnout, newspaper readership, participation in voluntary organizations, and attendance at meetings in local organizations.¹⁵

Human Capital:

Is an essential asset in communities and includes labor market skills, leadership skills, general education background, artistic development and appreciation, health and other skills and experiences.¹⁶

¹³ Baeker, Greg. *Rediscovering the Wealth of Places: A Municipal Cultural Planning Handbook for Canadian Communities*. Municipal World Inc., 2010.

¹⁴ Thorne, Steven. Place as Product. *Municipal World*, September 2008

¹⁵ Putnam 1995, p. 67

¹⁶ Green/Haines. *Asset Building & Community Development*, 2nd Edition; 2008