

# The Corporation of the City of Kawartha Lakes

## Council Report

Report Number ED2017- 003

---

**Date:** March 7, 2017

**Time:** 2:00 p.m.

**Place:** Council Chambers

---

**Ward Community Identifier:** All

**Subject:** Arts, Culture and Heritage Committee of Council Alternative

**Author/Title:** Debra Soule, Economic  
Development Officer - Arts, Culture and Heritage

**Signature:**



### Recommendations:

**RESOLVED THAT** Report ED2017-003, **Arts, Culture and Heritage Committee of Council Alternative**, be received;

**THAT** staff be directed to establish a Cultural Roundtable as a process for supporting the City's leadership in the development of the cultural sector and to inform and assist in the implementation of the Cultural Master Plan and the Heritage Master Plan; and

**THAT** the Terms of Reference for the City of Kawartha Lakes Cultural Roundtable as outlined in Appendix E to Report ED2017-003 be approved.

---

**Department Head:**

**Corporate Services Director / Other:**

**Chief Administrative Officer:**



## **Background:**

At the Council Meeting of June 28, 2016, Council adopted the following resolution:

**CR2016-614**

**Moved By** Councillor Dunn

**Seconded By** Councillor Macklem

**RESOLVED THAT** Report ED2016-006, **Culture and Heritage Task Force Final Report**, be received;

**THAT** the 2013 Cultural Master Plan and the 2012 Heritage Master Plan be endorsed by Council and the Task Force's updated Implementation Action Plans for each Master Plan be adopted;

**THAT** the CAO be authorized to establish a permanent full time Arts, Culture and Heritage position prior to the current contract lapsing;

**THAT** the Manager of Economic Development prepare a 2017 Budget for Arts, Culture and Heritage based upon the updated recommended implementation actions for 2017 in the Cultural Master Plan and the Heritage Master Plan to be considered in 2017 budget deliberations; and

**THAT** an Arts, Culture and Heritage Committee of Council be established with the Terms of Reference to be determined.

**Carried**

This report addresses that direction to establish an Arts, Culture and Heritage Committee of Council.

## **Rationale:**

In order to inform the establishment of an Arts, Culture and Heritage committee in Kawartha Lakes and to ensure its effectiveness, research was undertaken examining the operational structures that have been employed in other municipalities that are succeeding in developing their local creative economy. This included the municipalities of Prince Edward County, Belleville -Hastings-Quinte, Chatham-Kent, Orillia, Halton Hills, Minto and North Bay. The research revealed that a cultural roundtable model has been utilized in all of these municipalities rather than a committee of council. These municipalities attribute their success in cultural sector development to the roundtable model which is action-oriented rather than advisory.

The action-oriented nature of a cultural roundtable has been found to significantly extend a municipality's leadership and capacity in the implementation of the cultural and heritage master plans by:

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

The Kawartha Lakes Arts, Culture and Heritage program is guided by the objectives and strategies set out in the Implementation Action Plans within the Cultural Master Plan and the Heritage Master Plan that were adopted by Council in June, 2016. In order to accomplish these objectives and strategies, implementable actions must be identified and carried out. The municipality is identified as the 'initial lead' for these in the Cultural Master Plan, however, the municipality's success can be significantly extended by mobilizing existing resources in our community organizations, businesses and external agencies. The cultural roundtable model facilitates this process by bringing these players together to discuss strategies and establish projects that will accomplish the implementation process.

Drawing upon roundtable structures and processes that have been successfully utilized elsewhere, the following model is proposed for Kawartha Lakes.

#### No Membership

The Roundtable is not an organization. It is an open assembly for dialogue, action-planning and implementation that will accomplish the strategies set out in the Cultural and Heritage Master Plans. An effort will be made to maintain a balance of participants attending the Cultural Roundtable from the following groups:

- Local cultural groups – including the arts, heritage, libraries and commercial cultural activity
- Business
- Community
- Council
- Municipal staff
- Community-at-large

It is expected that participants will change over time. People may participate in discussions on specific topics and establish independent project groups without committing to participation at the Roundtable on an ongoing basis.

### Roundtable and Forum Coordination

A small core group of 7 – 9 persons will be nominated to serve as a coordinating body between meetings of the larger Roundtable group and the annual forum and to take minutes. They will be nominated by the organizations that they represent and serve staggered terms from one to three years. In order to ensure a well-rounded core group it is recommended that the core group includes the following representatives:

- Up to four representatives from Kawartha Lakes cultural organizations
- One Kawartha Lakes Arts Council representative
- One Kawartha Lakes Heritage Network representative
- Two culturally-focused Chamber of Commerce, BIA or business representatives
- One community-at-large representative
- City staff representation

If more than nine individuals are nominated to serve on the Cultural Roundtable core group for the first year, it is proposed that members of the City's former Culture and Heritage Task Force review and select year one core group representatives. In subsequent years, these applications would be reviewed by a nominating committee comprised of Kawartha Lakes Arts Council and the Kawartha Lakes Heritage Network board representatives and a City representative. The Cultural Roundtable Terms of Reference includes criteria for the selection of the core group.

A Chair or Co-Chairs will be nominated by the Core Group to facilitate Roundtable meetings.

The Economic Development Officer – Arts, Culture and Heritage will participate in Cultural Roundtable meetings and will provide information on city-led arts, culture and heritage initiatives associated with master plan implementation and will contribute to the dialogue on potential future collaborative projects that achieve this purpose. Staff will prepare a report to Council for their consideration on any recommendations that may arise from the Roundtable and will liaise with with appropriate City Departments and partners to facilitate the delivery of agreed upon projects and programs regarding master plan priorities or any request for municipal involvement on a proposed project.

### The Roundtable Process – Bi- Monthly Meetings and an Annual Forum

A roundtable is a process that consists of regular public meetings that focus on specific issues in order to explore solutions, define actions, and develop projects that take action on these. A roundtable focuses on issues rather than people and aims to create win-win outcomes.

Cultural Roundtable meetings will generally be held six times per year and will be held in a variety of locations throughout Kawartha Lakes in order to maximize participation by rural communities. The Economic Development Officer - Arts, Culture and Heritage will attend all meetings and will organize the first Roundtable meeting. Key cultural leaders and organizations will be contacted directly and invited to participate, and meeting times publicly advertised and open to all.

A Kawartha Lakes-wide cultural forum will be held annually in partnership with the municipality. The purpose of the annual forum is to provide the opportunity for broader community involvement to discuss issues, opportunities, challenges and ideas pertaining to arts, culture and heritage and the implementation of the two master plans. The forum encourages new people to participate in monthly Roundtable meetings and broadens ideas for future projects and partnerships to carry out action. It will also provide current information to update the Cultural and Heritage master plans. The Cultural Roundtable Core Group will attend the forum to guide discussion groups. The Economic Development Officer - Arts, Culture and Heritage will attend to assist and help prepare a summary of the Forum. Other City staff and Councillors will be welcome to attend the Annual Forum.

### Roundtable Projects

Projects or activities that are identified through Roundtable discussions will be led and implemented independently by the proponents: self-nominating individuals or partnering groups or businesses that form project-based working groups. Project agreements or memorandums of understanding should be developed for each project to guide the implementation and clearly articulate roles and responsibilities of all partners. Progress on any independent projects can be shared at Roundtable meetings.

### **Other Alternatives Considered:**

A Committee of Council could be established, although it is not the recommended alternative. Committees of Council are limited in terms of their capacity to take action and implement master plan strategies; their role is primarily advisory in nature. They are voluntary committees appointed by Council to make recommendations to Council on strategy, policies and various issues. The City is currently trying to reduce the number of Committees of Council and to minimize resources and staff time that is required to maintain them. Although staff time would be required for the Cultural Roundtable model, the mandate and outcomes that can be achieved through this model are substantially greater and aligned with the City's priorities.

## **Financial Considerations:**

The costs associated with a Cultural Roundtable will be similar to those of a Committee of Council. Costs would include staff time, public advertisements for meetings and any room rental costs, although most meetings can be held in City-owned venues. It is estimated that the costs of the Annual Cultural Forum would be approximately \$1,500 to cover possible venue rental, workshop materials and light refreshments. These costs would be covered from the existing Economic Development - Arts, Culture and Heritage budget.

## **Relationship of Recommendations To The 2016-2019 Strategic Plan:**

The City's Strategic Plan outlines Council's Vision of a Vibrant and Growing Economy, Quality of Life and a Healthy Environment.

The recommendations provided in this report contribute to a Vibrant and Growing Economy and an Exceptional Quality of Life.

## **Review of Accessibility Implications of Any Development or Policy:**

N/A

## **Servicing Comments:**

N/A

## **Consultations:**

Culture and Heritage Task Force Councillors Pat Dunn, Patrick O'Reilly and Rob Macklem

The Kawartha Lakes Arts Council Board of Directors

The Kawartha Lakes Heritage Network Board of Directors

Susan Taylor (former Culture and Heritage Task Force member)

Tom Mohr (former Culture and Heritage Task Force member)

Penni Holdham (former Culture and Heritage Task Force member)

Rebecca Mustard, Manager of Economic Development

Chris Marshall, Director

## **Attachments:**



Appendix A  
CulturalRoundtableM



Appendix B  
Belleville-Hastings Cu



Appendix C Halton  
Hills Cultural Roundta



Appendix D Minto  
Cultural Roundtable. f



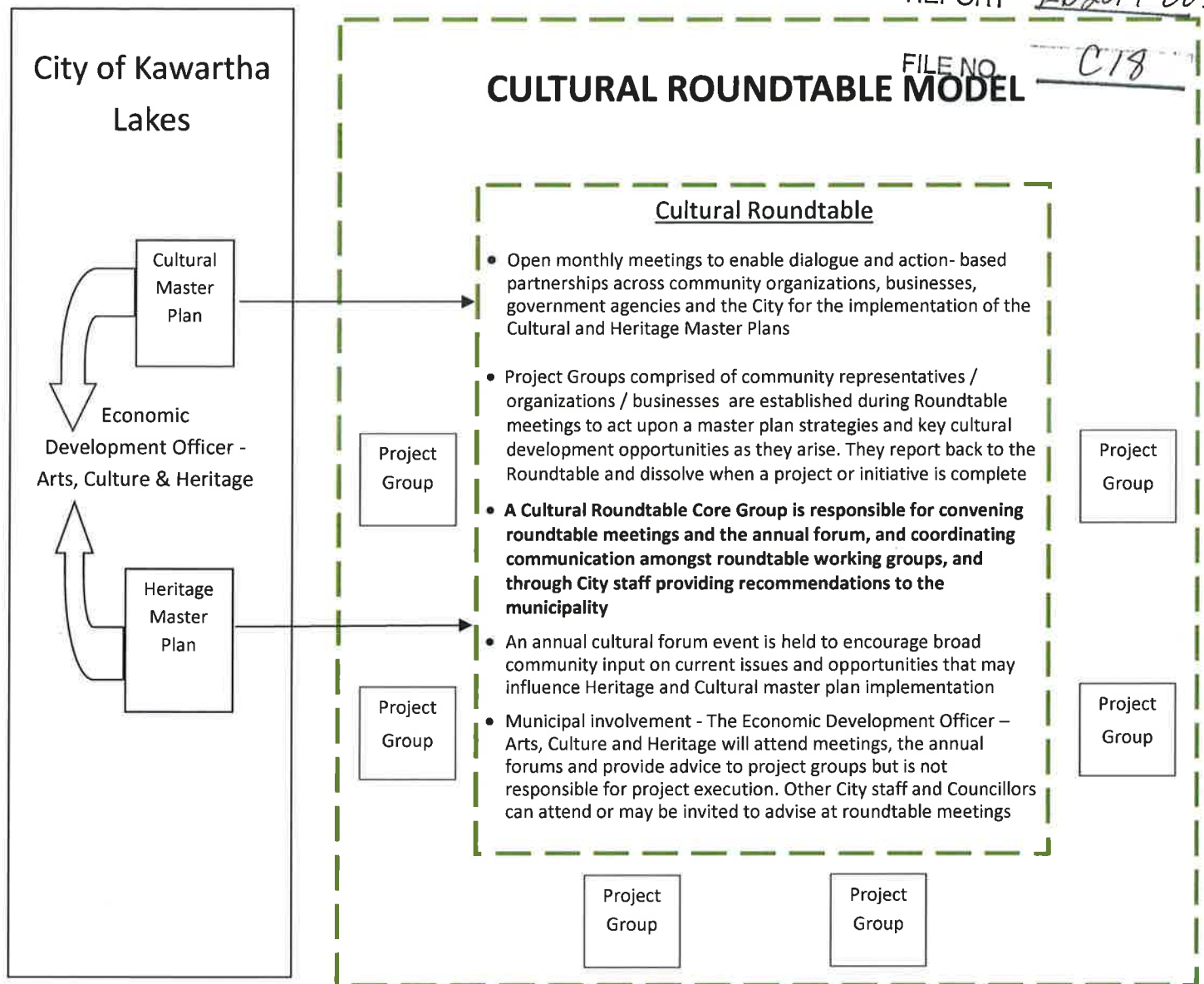
Appendix E Cultural  
Roundtable Terms of

**Phone: (705) 324-9411 ext. 1498**

**E-Mail: [dsoule@city.kawarthalakes.on.ca](mailto:dsoule@city.kawarthalakes.on.ca)**

**Department Head: Chris Marshall, Director**

**Department File: C18**



Advantages of a Cultural Roundtable:

- **An action- oriented body** for master plan implementation, rather than an advisory group
- **More effectively utilizes existing community stakeholder strengths and resources** - maximizes the opportunity for input and involvement by the entire community, rather than by appointment
- **Duration of involvement in the roundtable is flexible** and based on project group activities, beyond the core group who would be selected by the Culture and Heritage Task Force in year one, and by a nomination committee from the Arts Council and Heritage Network in subsequent years. They would serve for a 1-3 yr. period
- **Formal project agreements are developed** by project groups and guide all roles and responsibilities for each project
- **Optimizes resource utilization** – Municipal funding is not required for implementation projects. Roundtable participants can seek funding from any source (patrons, foundations, grants for other levels of government). However a specific Project Group may also request City involvement or a contribution on their project, in which case, a proposal would be prepared as a report to Council for their consideration, through staff. If multiple projects are brought forward to the Roundtable that seek City support, the Roundtable Core Group will call a vote by Roundtable participants to prioritize these by recommendation in their report to Council. Final decisions regarding the proposed prioritized order of projects, or the City's agreement to participate or contribute to any project are at the discretion of City Council.



# CULTURAL PORTAL

BELLEVILLE + HASTINGS COUNTY + QUINTE WEST

## Cultural Roundtable

The Cultural Plan for Hastings County and Quinte Region is being undertaken as a partnership between the County of Hastings, the City of Belleville and the City of Quinte West. To oversee and guide implementation of the Plan, a Cultural Roundtable was formed, which was a recommendation in the Plan itself.

The image below helps outline and visualize the Roundtable, who is part of it and how it functions:



It should be noted that the Roundtable is not an exclusive group. If a person or organizations wishes to join, they may do so. An effort is made, however, to keep key stakeholders and the community-at-large apprised through the "Creative Network". Should an organization or individual wish to volunteer for a "Working Group";, they are welcome to do so, or propose a new task or Working Group, relating to a recommendation in the Plan, that they wish to lead.

*Halton Hills*  
**CULTURAL ROUNDTABLE**  
Helping Culture Grow

## WHAT WE DO

HHCR is a community non profit organization, funded at arm's length by [The Town of Halton Hills](#). HHCR provides support to organizations, individuals and businesses in the following sectors:

<b>Arts Culture</b>	<b>Heritage Volunteer</b>
-------------------------	-------------------------------

Support takes many forms, from advising on grant application readiness, whether or not to incorporate your organization, what insurance you should hold for your projects, and how to brand your organization and projects. See our [RESOURCES](#) page for more details.

## PARTNERSHIPS

HHCR partners with Federal, Provincial and Municipal government departments and initiatives, the local tourist office, as well as community groups and events teams. Our partners include:

Artisans Attic  
[Canada Summer Jobs Programme](#)  
[Canada150](#)  
Credit Valley Artisans  
[Culture Days](#)  
Downtown Georgetown Business Improvement Area  
[Georgetown Highland Games](#)  
Halton Hills Chamber of Commerce  
[Head for the Hills](#)  
[Light up the Hills](#)  
[Red Door Gallery](#)  
[Rock the Hills](#)  
[Town of Halton Hills](#)  
[Town of Halton Hills Sustainability](#)  
[Town of Halton Hills Georgetown](#)  
[Town of Halton Hills HHH Committee](#)  
[Town of Halton Hills Tourism Committee](#)  
[Acton Business Improvement Area](#)  
[Visit Halton Hills](#)  
[Williams Mill Visual Arts Centre](#)

## **MINTO CULTURAL ROUNDTABLE**

**The mandate of the Minto Cultural Roundtable is to give guidance and input related to culture and to implement the Cultural Plan for Minto.**

**The Cultural Roundtable does this by:**

- Supporting community led solutions to issues identified by the Cultural Roundtable or the community at large.
- Encouraging leadership and innovation.
- Facilitating networking and information exchange.
- Serving as a sounding board for ideas and actions.
- Reviewing policies related to culture.
- Supporting the integration of cultural development plans into related Town plans (i.e. Official Plan and Strategic Plan)

**The Minto Cultural Roundtable is made up of 16 people representing the following groups/organizations:**

- Town of Minto Council
- Minto Arts Council
- Grey Wellington Theatre Guild or the Norgan Theatre Board
- Minto's Heritage Groups (Clifford Historical Society, Harriston Historical Society, Palmerston Railway Heritage Museum, Minto Heritage Association)
- Harriston-Minto or Palmerston Agricultural Societies
- Minto Chamber of Commerce
- Minto Branches of the Wellington County Library
- Youth (Age 15 – 24)
- Four to Seven members of the public
- Staff Resources:
  - Manager of Economic Development
  - Recreation & Marketing Coordinator
  - Treasurer

## Kawartha Lakes Cultural Roundtable Terms of Reference

### Purpose

The Cultural Roundtable is a community-based initiative that is a catalyst to strengthen cultural development<sup>1</sup>, cultural tourism and the creative economy in Kawartha Lakes through partnerships across community, business and municipal representatives. It is a gathering of stakeholders that is open to all, who meet as equals to explore solutions around specific issues and opportunities through focused discussion and partnership-building. It is not an advisory committee but rather a discussion and action-oriented process that confronts issues rather than people to create win-win outcomes. Independent project groups may self-establish to take on specific projects as an outcome of Roundtable discussions that contribute to the accomplishment of cultural and heritage master plan strategies or related opportunities.

### Maximizing Outcomes of Municipal Leadership

Cultural development and the growth of the Kawartha Lakes creative economy is an important component of economic development in the municipality. In June 2016, Council adopted the implementation plans for the Cultural Master Plan and the Heritage Master Plan and approved a full time permanent staff position to lead and support the development of a vibrant arts, culture and heritage sector through community engagement, inter-departmental collaboration and a wide range of development activities.

The Cultural Roundtable is a valuable action-oriented body that significantly extends the municipality's leadership and capacity to achieve results by:

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

### The Roundtable process –Meetings and an annual Cultural Forum

Cultural Roundtable meetings will generally be held six times per year. The Economic Development Officer - Arts, Culture and Heritage will organize the first Roundtable meeting. Representatives from cultural organizations will be contacted directly and invited to participate. Meeting times will be publicly advertised and open to all.

---

<sup>1</sup> **Culture is defined as:** the characteristics, traditions, activities, values and beliefs that distinguish one group of people from another. Culture is expressed through the places and the things that we create, and through **the arts**, including forms of artistic expression such as music, theatre, visual arts, film, literature or other handmade/artisan creations. Culture is showcased in our art galleries, museums, theatres and community events. Culture is ever-changing and evolves over time. Our museums, libraries and cultural maps are repositories of objects and stories from the past, and our buildings and streetscapes are a part of our unique cultural heritage.

A Kawartha Lakes-wide Cultural Forum will be held annually, in partnership with the municipality. The purpose of the annual forum is to provide the opportunity for the broader community to talk about issues, opportunities, challenges and ideas pertaining to arts, culture and heritage in their communities and organizations and how these pertain to strengthening creative economy and cultural tourism outcomes. Cultural Roundtable core group representatives will attend the forum to lead discussion groups. The Economic Development Officer - Arts, Culture and Heritage, will attend, assist and prepare a summary of the Forum. The forum encourages new people to participate in monthly Roundtable meetings and broadens ideas for future projects and partnerships to carry out action. It will also help to “keep a finger on the pulse” in order to update the Cultural and Heritage master plans.

### No Membership

The Roundtable does not have appointed members or an assigned membership, aside from the coordinating core group. It is an open assembly for dialogue, action-planning and project implementation that will accomplish the strategies set out in the Cultural and Heritage Master Plans. Meeting times will be publicly advertised and open to all.

It is expected that participants will change over time. People may participate in discussions on specific topics and establish independent project groups without committing to participation at the Roundtable on an ongoing basis.

### Roundtable and Forum Coordination

A small core group of 7 – 9 persons will be nominated to serve as a coordinating body between meetings of the larger Roundtable group and the annual forum and to take minutes. They will be nominated by the organizations that they represent and serve staggered terms from one to three years. In order to ensure a well-rounded core group it should include the following representatives:

- Up to four representatives from Kawartha Lakes cultural organizations
- One Kawartha Lakes Arts Council representative
- One Kawartha Lakes Heritage Network representative
- Two culturally-focused Chamber of Commerce, BIA or business representatives
- One community-at-large representative
- City staff representation

If more than nine individuals, beyond City staff representation, are nominated to serve on the Cultural Roundtable core group for the first year, members of the City's former Culture and Heritage Task will review and select year one core group representatives. In subsequent years, these applications will be reviewed by a nominating committee comprised of Kawartha Lakes Arts Council and the Kawartha Lakes Heritage Network board representatives and a City representative.

The following criteria will guide the selection of core group representatives:

- Knowledge of the Kawartha Lakes cultural sector
- Demonstrated ability to facilitate and foster effective communication amongst community groups
- Commitment to building cultural sector capacity and local creative economy growth
- Commitment to implementing the City's Cultural and Heritage Master Plans.

A Chair or Co-Chairs will be nominated by the Steering Committee to run Roundtable meetings. The role of the Chair of the Cultural Roundtable is to lead discussion at Roundtable meetings, to facilitate dialogue and contributions from members of the Roundtable and to schedule or call meetings. Minute taking responsibilities will also be assigned to a core group representative.

### Municipal Support

The Economic Development Officer – Arts, Culture and Heritage will participate in Cultural Roundtable meetings and provide advice on city-led arts, culture and heritage initiatives associated with master plan implementation and will contribute to the dialogue on potential future collaborative projects that achieve this purpose. Staff will prepare reports to Council on any recommendations that arise from the Roundtable regarding master plan priorities or requests for municipal involvement on a proposed project.

### Decision-Making and Recommendations

Any recommendations that are considered with respect to Cultural or Heritage Master Plan priorities or with independent projects that respond to these, will be prioritized by majority vote by the stakeholders who participated in that particular Roundtable meeting(s) discussion.

### Roundtable Projects

Projects or activities that are identified through Roundtable discussions will be led and implemented independently by the proponents: self-nominating individuals or partnering groups or businesses that form project-based working groups. Project agreements or memorandums of understanding should be developed for each project to guide the implementation and clearly articulate roles and responsibilities of all partners. Progress on any independent projects can be shared at Roundtable meetings.