

**The Corporation of the City of Kawartha Lakes**  
**Committee of the Whole Report**

**Report Number ED2020-005**

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**Meeting Date:** February 4, 2020

**Title:** Cultural Master Plan 2020-2030

**Description:** An introduction to the Cultural Master Plan 2020-2030 for adoption and implementation

**Ward Number:** All

**Author and Title:** Rebecca Mustard, Manager of Economic Development

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**Recommendation(s):**

**That** Report ED2020-005, **Cultural Master Plan 2020- 2030**, be received;

**That** Council approve the Cultural Master Plan 2020-2030 as outlined in Appendix A to Report ED2020-005;

**That** Staff bring forward to Council implementation action items for consideration through the annual budget processes; and

**That** this recommendation be brought forward to Council for consideration at the next Regular Council Meeting.

**Department Head:**\_\_\_\_\_

**Financial/Legal/HR/Other:**\_\_\_\_\_

**Chief Administrative Officer:**\_\_\_\_\_

## **Background:**

At the Council Meeting of March 26, 2019, Council adopted the following resolution:

CR2019-224

That the City work with the Cultural Centre Committee to establish a working group to prepare an RFP for a Cultural Centre(s) Feasibility Study to be conducted by an independent qualified consultant;

That representatives from the municipality, including Economic Development staff and other required staff and Councilor's Seymour-Fagan and Richardson, be added to the Cultural Centre Committee or working group;

That the City include up to \$100,000 as a decision unit in the 2020 budget as the City's contribution towards the Cultural Centre(s) Feasibility Study;

That the working group, in consultation with staff, propose options for the oversight of the feasibility study for Council's consideration; and

That staff be directed to complete the 2019 Cultural Master Plan by the end of 2019 which will include engagement with community stakeholders on their needs and aspirations for a future cultural centre and their future vision and strategies for Kawartha Lakes cultural sector growth.

This report addresses the direction to complete the Cultural Master Plan.

## **Rationale:**

### **1. Cultural Master Plan 2020-2030**

The Cultural Master Plan 2020- 2030 builds on the goals of the City's first Cultural Master Plan (completed in 2013) and provides a long-term vision and strategic action plan to guide the growth of the local cultural economy. The Cultural Master Plan 2020-2030 also strives to enhance quality of life and place making, by providing direction to ensure that future investments reflect the unique cultural identity of Kawartha Lakes.

The Cultural Master Plan 2020-2030 begins with a ten year vision statement for the Kawartha Lakes cultural sector. The vision statement was created from work at the 2019 Cultural Summit and input consistently provided through the stakeholder consultation process. The vision statement drives the direction of the Cultural Master Plan 2020-2030, stating that in 2030;

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

## **2. Methodology**

The Cultural Master Plan 2020-2030 was developed in four phases between Spring 2019 and Winter 2019 using primary and secondary research methods and best practice in municipal cultural planning. Engagement with the cultural sector was a fundamental component of the process.

### **Phase One: Research Design**

A focus on research instrument development, background research and meetings with all Kawartha Lakes non-profit cultural organization boards of directors.

### **Phase Two: Cultural Mapping Update**

An update of the Kawartha Lakes Cultural Map was completed using primary and secondary research to identify current cultural assets and resources. A total inventory of 513 cultural assets was identified and categorized using the Canadian Framework for Cultural Statistics.

### **Phase Three: Engagement**

Contributions from the cultural and broader Kawartha Lakes community were a central focus of the development and included the 2019 Cultural Summit, stakeholder interviews, and meetings with organizations, focus groups and public surveys. Over 400 stakeholder engagements in one or more consultation methods over the four month period, including 91 student online surveys completed.

### **Phase Four: Draft Cultural Master Plan**

Preparation and circulation of the draft Cultural Master Plan for stakeholder feedback which was incorporated into the final Cultural Master Plan 2020-2030 for presentation to Council.

## **3. Strategic Priorities**

Culture, innovation, creativity and a vibrant quality of place are key ingredients in growing the local economy. The Cultural Master Plan 2020-2030 provides direction that will enable creativity to flourish in Kawartha Lakes by aligning ideas, people and resources around a shared vision and strategies that will realize the potential of Kawartha Lakes.

To do so, the Cultural Master Plan 2020- 2030 includes seven strategic priorities to address the current conditions in the cultural sector;

1. Training for cultural sector businesses and non-profit organizations
2. Addressing local factors inhibiting cultural sector growth
3. Improving cultural spaces and places
4. Expanding cultural sector funding options
5. Focusing on authentic local culture
6. Maximizing sector growth through collaboration and partnerships
7. Strengthening cultural promotion and marketing

The strategic priorities include objectives, actions and progress indicators to guide and evaluate the impact of the Cultural Master Plan 2020- 2030 in growing the cultural sector and achieving the vision.

#### **4. Implementation and Reporting**

Delivering the actions and achieving the objectives will require contribution from multiple City departments as well as cultural sector organizations and businesses.

Reporting on the Cultural Master Plan 2020-2030 at regular intervals will be important for measuring the impact of actions undertaken as well as revisiting the current objectives to reflect the evolution of the sector over time. It is proposed that Council receive an annual review of activities undertaken, and every five (5) years, a report on the Progress Indicators.

#### **Other Alternatives Considered:**

The Cultural Master Plan 2020-2030 provides Council with a roadmap to support the continued growth and development of the cultural economy in Kawartha Lakes. As an alternative to current recommendations, Council could decide to adopt the plan in part, however it is recommended that the plan be adopted in its entirety.

#### **Financial/Operation Impacts:**

The Cultural Master Plan 2020- 2030 is a ten year strategy. As such, it contains a number of actions with a financial impact to the City. The cost of these impacts has not yet been determined as scope of work requires additional details and planning.

Implementation work undertaken in 2020 will be completed within the approved 2020 operating budget.

Other actions will be evaluated and brought forward to Council for consideration over the life cycle of the Cultural Master Plan 2020-2030.

## **Relationship of Recommendations to the 2016-2019 Strategic Plan:**

The Cultural Master Plan 2020-2030 was created with regard to the Strategic Plan and directly supports;

Goal 1: A Vibrant and Growing Economy through the creation of a plan that further implements the Economic Development Strategy 2017 to bring businesses to Kawartha Lakes and expand local employment, and;

Goal 2: An Exceptional Quality of Life creating a more culturally vibrant community promoting culture, arts and heritage by strengthening existing cultural and heritage assets.

The Cultural Master Plan 2020-2030 also implements the Official Plan, Economic Development Strategy and aligns with other relevant department plans.

## **Consultations:**

Chief Administrative Officer  
Director of Community Services  
Manager of Building and Property  
Manager of Economic Development  
Economic Development Officers- Culture, Heritage and Tourism

Over 400 stakeholder engagements in one or more consultation methods including;

2019 Cultural Summit- 70 people engaged  
Key Stakeholder Interviews- 8 people engaged  
Focus groups- 46 people engaged  
Student online surveys- 91 students engaged  
Community online survey- 99 people engaged  
Cultural Organization meetings- 87 people engaged (see list below)

Kawartha Lakes Arts Council  
Kawartha Lakes Heritage Network  
Academy Theatre  
Boyd Museum  
Fenelon Falls Museum- Maryboro Lodge  
Kawartha Art Gallery  
Kawartha Heritage  
Kirkfield Historical Society  
Manvers Historical Society  
Old Goal Museum/ Victoria County Historical Society  
Settlers' Village  
Sheddon Historical Society

## **Attachments:**

Appendix A – Cultural Master Plan 2020-2030



Final Accsbl  
CMP\_Council.pdf

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