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**MINDEN HILLS  
MUNICIPAL CULTURAL PLAN**

**CULTURAL PLAN**

September 2012

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# INTRODUCTION

## EXECUTIVE SUMMARY

### Two Stages of Work

Work on the Municipal Cultural Plan for Minden Hills began in early 2011 with the preparation of the first background report. At the direction of the Township, work was put on hold for a year and resumed in late spring 2012 and concluded in the early fall of 2012.

### Where Are We Now?

The process for developing a Municipal Cultural Plan for the Township of Minden Hills began with a review of the community history, community characteristics and policies and cultural activity. This review revealed:

- A rich cultural narrative
- A high level of cultural program activity and community engagement
- An exceptional level of cultural assets (facilities, art collections, etc)

The results of this review are contained in Background Report #1 which is included as Appendix 1 of this report.

### Where Do We Need to Go?

The process for the Municipal Cultural Plan also included input from 60 members of the community whose comments and observations produced a number of cultural development priorities for Minden Hills including:

- Protect the cultural assets we have
- Build on our existing base of cultural assets
- Market our culture to others
- Communicate better among ourselves
- Ensure inclusion and accessibility
- Maintain a balance between art and nature
- Make healthy living a cultural priority
- Make downtown Minden a cultural centre

This process also produced a Vision Statement for Culture in Minden Hills which contained a set of cultural values.

The results of this input are contained in Background Report #2 which is included as Appendix 2 of this report.

### How Do We Get There?

The final part of the process for developing a Municipal Cultural Plan for Minden Hills began with an analysis of the key factors which affect cultural development in Minden Hills. This analysis revealed two broad themes:

- The need for organizational clarity at the municipal level (policy statements, communications, administrative and operational structures, etc)

- The need for organizational capacity for the cultural sector including coordination and communications at a regional level

A plan of action related to these themes was then developed with goals and strategies for:

- Improving cultural organization at the municipal level
- Formulating and communicating municipal cultural policy
- Increasing the understanding of culture in Minden Hills
- Building the organizational capacity of the cultural sector
- Developing a cultural program investment program
- Creating a cultural capital fund

### **OVERRIDING PURPOSE OF THE PLAN**

While Minden Hills is a small community, it has cultural strength which would represent a significant achievement in a much bigger community, not to mention one of the size of Minden Hills.

The overriding purpose of the Municipal Cultural plan is to create the policy framework and the organizational structures and processes which will allow all cultural programs and initiatives in Minden Hills to be sustained and flourish.

### **FUNDAMENTAL ASSUMPTION OF THE PLAN**

For a small rural community such as Minden Hills in a time of low economic growth, cultural sustainability can only be achieved by increasing organizational and financial capacity.

# CONTEXT FOR CULTURAL DEVELOPMENT IN MINDEN HILLS

## DEFINING CULTURE

### Culture is a Sector

This plan begins by defining the cultural sector as one of the four pillars of community sustainability along with the social, economic and environmental sectors.

The plan also states that culture can manifest itself in both non-profit (civic, recreational) forms and as commercial enterprises (cultural industries.)

A strong cultural sector contributes to each of the other three sectors in creating a sustainable community.

### Culture is Intangible and Tangible

In its intangible form, culture is the shared history and values of generations of people (community) who have inhabited a defined geographic location (place) over the years (time.)

The story of a community is captured in its myths and legends, the biographies of its residents, material and tangible artifacts (personal and public records) and built objects (townscapes, buildings, etc.)

A community's heritage is "yesterday's culture" which informs the culture of today and tomorrow.

### Living Culture

Culture as it occurs in the present moment is defined as products of the imagination and celebratory events developed and expressed by individuals or groups in a given community setting.

## Culture occurs in Activities and Places

Culture manifests itself as expressions of the human imagination and celebrations in the following types of activities:

- Performing arts
- Visual arts
- Crafts
- Heritage
- Design arts
- Communications media
- Electronic arts
- Civic arts
- Literary arts

These areas of cultural expression each typically have specific places where they occur and most require a specialized building.

(A full discussion of the foregoing is contained in the Introduction section of Background Report #1 which is attached as an Appendix 1 of this document.)

# CULTURAL RICHNESS IN MINDEN HILLS

## CULTURAL NARRATIVE OF MINDEN HILLS

While all contemporary communities are influenced by our globalized culture, every community has its own unique story which begins with the earliest settlement and continues through to the present. This story sets a community apart from all others. This is the story that defines “who we are.”

The second chapter of Background Report #1 provides a summarized cultural history of Minden Hills in order to authenticate the local story and provide a set of reference points for cultural development.

The idea is that culture contributes to civic well-being when “who we are” defines “who we want to be.”

## NATURAL HISTORY AND THE CULTURAL NARRATIVE

It is clear that the cultural narrative of Minden Hills has a symbiotic relationship to its natural heritage: this relationship exists in the past and the present and it will exist for the foreseeable future.

The question for this plan is how the natural history – which has been so influential in shaping the Minden Hills – relates to the development of culture in this community.

Clearly, any site or feature that would qualify under the Ontario Heritage Act would fall under the cultural pillar designation. So too would any work of environmental art or creative interpretation of the landscape.

For the purpose of having a clearly defined municipal cultural plan, care should be taken to distinguish those activities and

places which fall most properly under the environmental pillar designation.

The framework provided by UNESCO would be helpful in this regard. (Pursuing this subject is unfortunately beyond the scope of the present assignment.)

## LIVING CULTURE: CULTURAL INVENTORY

Minden Hills is a municipality of some 5,500 persons comprising some 35% of the population of Haliburton County of which it is a part.

For a community of its size within an essentially rural setting, Minden Hills has a surprising level of cultural activity and engagement by residents in cultural events and pursuits.

The Cultural Inventory supplied by the Township for this process (see: Background Report #1 – Appendix A) contained nearly 250 entries of cultural activities and places in the Township of Minden Hills including:

- More than 65 organizations, businesses and artists identified as cultural industries
- More than 80 identified as cultural spaces or facilities
- More than 40 identified as festivals and events
- More than 35 identified as community cultural organizations
- More than 40 natural heritage features

### **SIGNIFICANT CULTURAL ASSETS IN MINDEN HILLS**

While the Cultural Inventory itself is quite impressive, a review of the place-based assets in Minden Hills (not including natural heritage) provides further testimony to the community’s claims of cultural vitality and a solid foundation for cultural development.

These place-based assets are located for the most part in the Village of Minden and include:

- The historic downtown on Bobcaygeon Road from Peck Street to the bridge
- The Gull River corridor including the Riverwalk and connecting wetlands boardwalks and park
- The cultural cluster on Bobcaygeon Road including Lion’s Hall, Molly’s, Cultural Centre and Archie Stouffer School
- The Fairgrounds and Cemetery (a heritage cluster)
- The recreational cluster including the Curling Club, Arena, Community Centre

These assets benefit enormously from their relative proximity.

### **CULTURAL RICHNESS IN HALIBURTON COUNTY**

As noted elsewhere in this document, the boundaries of municipal jurisdiction are not the boundaries of culture. The culture of Minden Hills is integrally related to the larger identity of “Haliburton Highlands” which also has a wealth of cultural activities and places.

# CULTURAL DEVELOPMENT AGENDA FOR MINDEN HILLS

## COMMUNITY PRIORITIES

Many community and cultural leaders and stakeholders contributed to the process of developing this plan. While personal interviews were held, much of the community input was obtained in a “visioning” workshop which was conducted with 45 participants.

This workshop identified 10 overall community priorities (including but not limited to cultural priorities):

- Marketing the community’s assets
- Maintaining and developing the Cultural Centre
- Performing arts facility/multi-purpose centre
- Recreation/fitness centre
- A transportation plan
- Collective studio space/artist live-work
- County wide community calendar
- Affordable programming
- Affordable housing
- Youth business training

Three of these community priorities are directly cultural (2, 3,6) while a further three (1, 7, 8) include culture.

## CULTURAL PRIORITIES

This workshop also produced a set of 8 priorities specifically related to cultural development including:

- Protect the cultural assets we have
- Build on our existing base of cultural assets
- Market our culture to others
- Communicate better among ourselves
- Ensure inclusion and accessibility
- Maintain a balance between art and nature
- Make healthy living a cultural priority
- Make downtown Minden a cultural centre

(A full discussion of the process and detailed outcomes from this Visioning workshop is contained in Background Report #2 which is attached as an Appendix to this document.)

## STRUCTURAL IMPEDIMENTS TO CULTURAL DEVELOPMENT

The exploitation of the potential which is suggested in the richness of the inventory and clusters of assets which exist in Minden is being frustrated by a number of “structural” conditions which need to be brought to the forefront of the cultural development agenda.



### **Cultural Administration at the Regional Level**

While financial and administrative responsibilities are contained within the boundaries of municipal jurisdictions, these arbitrary lines are invisible to those who make, participate in and enjoy culture.

Given the nature and common identity features of Haliburton Highlands, the establishment of common principles for cultural development and enhancement across the region is strongly indicated. These principles would assist in the eventual development of a regional cultural policy.

Clarifying the goals, roles and responsibilities of each participating municipality of Haliburton County will be the foundation on which an effective regional cultural policy can be built.

### **Cultural Administration by the Township**

As a separate municipality and within its boundaries, the Township of Minden Hills has responsibilities for culture which are both mandated (e.g., Ontario Heritage Act) and implied (e.g., ownership and governance of the Cultural Centre.)

The lack of clarity around roles and responsibilities which exists at the regional level is also reflected within the municipal structure of the Township which has a number of Council appointed committees whose responsibilities are directly cultural including:

- Cultural Centre Committee
- Community Engagement Committee

- Library Committee (also relates to Provincial Statute)
- Cemetery Board (also relates to Provincial Statute)
- Events Committee

And committees which have an indirect relationship to culture:

- Economic Development Committee
- Parks and Recreation
- Planning and Development

Notable by its absence on the committee list is:

- Heritage Advisory Committee (also relates to Provincial Statute)

Most other municipalities have fully adopted the idea that culture is one of the four pillars of community sustainability and, for these municipalities, the administration of culture is now a core municipal function.

Virtually all larger municipalities in Ontario now have departments of culture while smaller municipalities are bringing all their cultural interests together under a dedicated staff person.

Responsibilities for culture frequently also include civic and special events and the maintenance of a corps of community volunteers.

### **Distance and Accessibility**

The distance between Minden's downtown and the Cultural Centre was noted frequently.

The perception is that these two main cultural features are a long way apart. In fact, the actual distance between the river and the Cultural Centre is about 350 meters (about a third of a kilometer or about one-fifth of a mile or less than a four minute walk.)

The real issue is the nature of the Bobgaygeon Road streetscape between the bridge and the Cultural Centre and this is a matter of integrating urban planning with the community's cultural goals.

This report also recognizes that many citizens of Minden Hills reside outside the village of Minden both in historic hamlets and rural settings. While transportation issues are beyond the scope of this assignment, this report favours the concentration of municipal cultural programming and services in the village of Minden.

This is not to say that some community halls in the outlying hamlets should not be considered cultural capital assets and included in an eventual cultural capital program which is identified as one of the goals for the Municipal Cultural Plan.

On the other hand, access due to inadequate communications or a lack of affordability can be addressed in a deliberate and direct way through the supplemental program funding program which is identified as one of the goals for the Municipal Cultural Plan.

### **Organization of the Cultural Sector**

Municipalities have a role in culture but they do not have the full responsibility for culture. The cultural sector itself has a role to play.

Within Minden Hills and across the County of Haliburton there are a great many individual cultural producers and presenters who are operating in a highly fragmented planning environment.

Respondents to this study noted that there was often overlap and duplication in the provision of cultural events and programs and that there was no single effective clearing house for cultural organization and information.

The Arts Council of Haliburton Highlands (300 members) has a self-declared mandate to provide services, advocacy, development, etc on behalf of the cultural sector.

Respondents to this study endorsed the concept of the Arts Council but expressed concern that it did not have a direct mandate from the Haliburton municipalities and that it lacked the resources to fulfill its mandate as stated.

Initiatives such as the Haliburton County Community Cooperative (while not specific to culture) were also cited as providing a useful service in establishing a platform for organizational hosting.

**Cultural Communication within Minden Hills**

The public communications environment around culture in Minden Hills is very cloudy and, therefore, an impediment to cultural development.

Respondents believed that there should be a communications plan for culture in Minden Hills that it should begin by ensuring that everybody in Minden Hills has the same understanding of how culture is defined generally and how it is organized in Minden Hills.

Once this is accomplished, Council should develop a clear and concise statement of culture and should confirm their unequivocal support for the existing cultural resources and their intention to develop culture as a pillar of community sustainability.

The clarity of cultural messaging will be developed hand-in-hand with the Township’s efforts to achieve organizational clarity.

**Cultural Communication beyond Minden Hills**

Minden Hills also needs to be communicating outside its boundaries for a variety of reasons, not least of which is attraction of investment, new residents and visitors. Communications related to cultural matters will need to be integrated with communication of other municipal initiatives.

Having established a level of clarity in its local cultural communications, a plan for external communications would address such questions as:

- What messages does Minden Hills want to deliver about its culture to audiences locally, regionally and provincially?
- Who are the targets for these messages and what are the anticipated results? What are the appropriate communications media?
- How does Minden Hills coordinate its cultural messages with those of the other regional municipalities, the County, the Province?

**Volunteerism**

Cultural activities rely heavily on volunteers. The volunteer environment is changing with the aging of the Baby Boomers and the rise of the “Net Generation.” Maintaining a corps of community volunteers is important to the continuing provision of cultural events in Minden Hills and, as such, volunteerism needs to be recognized as part of cultural administration.

**Financing Cultural Development**

Minden Hills is a small municipality with a large service area and, like all municipalities, having to make choices about its spending priorities within its budget envelope.

Fortunately, culture has the type of relationship with its community which opens up other avenues (always through channels which are independent to the municipality) for financing. It should be noted that the protocols and methods of accessing this funding are also different from usual municipal administration practice and require special skill sets.

In this context, the first principle for financing culture in Minden Hills is to ensure that the administration of cultural assets and programs is efficiently managed by experienced cultural managers who know how to deliver high value to the community.

This is an inherent requirement but also one that builds confidence in potential community partners.

The second principle for supplemental financing for culture in Minden Hills is to ensure that the contribution of culture to community sustainability is well understood. This can be described in two ways:

- As the business case for culture (general principles)
- As the impact and benefit of culture in Minden Hills

The third principle for supplemental financing for culture in Minden Hills is that it is carefully and cumulatively aggregated over time on a project-by- project basis and that every project can be seen to be a “winner” for the community.

#### **Culture and Economic Development**

A strong cultural sector can contribute to the local economy by creating:

- Destination facilities and events in a unique setting (think Shaw Festival and Niagara-on-the-Lake)
- A supportive environment for cultural industries

Minden Hills can use its cultural assets in the furtherance of its community economic goals by:

- Continuing to invest in the public realm in the downtown and river corridor
- Actively recruiting small scale cultural industries and providing support and incentives related to facilities
- Ensuring that the Cultural Centre continues to provide abundant and varied programs throughout the year

#### **CULTURAL SWOT ANALYSIS IN A NUTSHELL**

On the basis of all the foregoing, what are the key factors which might influence the formation of a Municipal Cultural Plan for Minden Hills?

##### **Strengths**

- A place with exceptional natural attributes
- A strong community history
- A high level of cultural program activity
- Exceptional place-based assets
- Seasonal residents with extensive networks

##### **Weaknesses**

- A small resident base and tax base
- A lack of clarity and capacity related to cultural organization both locally and regionally

**Opportunities**

- Consolidating the significant cultural achievements made to date
- Truly making culture a pillar of community sustainability

**Threats**

- Inability to focus on the overriding goals and/or a failure to mobilize around the issues identified in this plan

## THE VISION FOR CULTURE IN MINDEN HILLS

Based upon research and input from the community, this plan proposes the following Vision Statement for Culture in Minden Hills:

- Culture in Minden Hills will continue to be deeply rooted in natural heritage, in the experience of land and water throughout the seasons.
- Culture in Minden Hills will also uphold and maintain the legacy of the social heritage which has produced a cooperative, caring and self-reliant community.
- While honoring the past, Minden Hills will continue to encourage and support all forms of cultural expression and celebration as a core community value and as a way of life.
- Minden Hills will be a destination where many forms of cultural expression can be experienced and where works of art are produced.
- Cultural experience in Minden Hills will be open and accessible to all and will contribute to a higher quality of life.
- Cultural vibrancy will make Minden Hills a better place to do business and it will make a direct contribution to the local economy.
- Culture in Minden Hills will continue to explore the unique relationship between art and nature.

# PROGRAM FOR CULTURAL DEVELOPMENT IN MINDEN HILLS

## GOALS FOR CULTURAL DEVELOPMENT

While there are an endless number of existing cultural programs and potential cultural initiatives, the overriding purpose of the Municipal Cultural Plan is to create the policy framework and the organizational structures and processes which will allow all cultural programs and initiatives in Minden Hills to grow and be sustained.

This plan therefore proposes the following 6 goals:

### **Goal #1: Improve Cultural Organization at the Municipal Level**

This goal addresses the need for clarity with respect to the Township’s various interests and activities within the cultural sphere

### **Goal #2: Formulate and Communicate Municipal Cultural Policy**

This goal addresses the need for the Township to articulate its commitment to culture as a core municipal function.

### **Goal #3: Increase Understanding of Culture in Minden Hills**

This goal addresses the need for a common understanding of culture both in its broader sense of shared values and more specifically as products of the imagination and communal celebrations. There is also a need to clarify the role of non-commercial culture (having a civic, social and educational purpose) and cultural industries (cultural activities that have a commercial purpose.)

### **Goal #4: Build the Organizational Capacity of the Cultural Sector**

This goal addresses the need within the cultural community for organizational capacity separate and apart from the municipality’s cultural operations. Since culture does not recognize political boundaries and since the cultural identity of Minden Hills is closely aligned with the cultural identity of “Haliburton Highlands,” this report suggests that the proposed cultural sector organizing body be regional in scope.

Presumably, the most likely platform for such an entity would be the existing Arts Council of Haliburton Highlands whose structure could be re-aligned from that of a member service organization to that of a cultural sector development organization with an appropriately modified business plan.

### **Goal #5: Develop a Cultural Program Investment Program**

This goal addresses the need to create and maintain a supplemental source of revenue for cultural programming beyond the municipal budget. This goal also strengthens the relationship between cultural programs and local business.

This fund would contribute to cultural program enrichment and to cultural program access.

This goal is proposed on the following assumptions:

- There is minimal capacity in the tax base to expand cultural programs and access
- Senior government support will continue to be project specific

- There is untapped potential in the permanent and seasonal resident base to create a program fund
- Program development should occur on the basis of agreed community priorities to avoid competition between local projects

In order to be effective, this fund needs to be at arm’s length from the Township but in service of goals jointly endorsed by the municipality and the community.

**Goal #6: Create a Cultural Capital Fund**

This goal addresses the need to create and maintain a fund for capital maintenance of existing cultural facilities and for the development of new cultural facilities.

A number of cultural capital initiatives have been identified including the development live/work spaces (for small scale cultural industries); facilities for cultural skills development (workshops, studios) and a live performance facility (fixed seats, ample stage.)

This goal is proposed on the following assumptions:

- There is minimal capacity in the tax base to support cultural capital
- Senior government capital support will continue to be small in scale
- There is untapped potential in the permanent and seasonal resident base to create a capital fund

- Capital development should occur on the basis of agreed community priorities to avoid competition between local capital projects

In order to be effective, this fund also needs to be at arm’s length from the Township but in service of goals jointly endorsed by the municipality and the community.

**ACTION PLAN FOR CULTURAL DEVELOPMENT**

This report addresses the organizational requirements to enable culture in Minden Hills to be sustained and flourish. The emphasis within the Action Plan is on building a solid foundation on which culture in Minden Hills can grow successfully over time.

This report believes that overall capacity building is the priority – even though there are a myriad of individual ideas, initiatives and potential projects on the community’s agenda.

The following action items are therefore recommended:

**Goal #1: Improve Cultural Organization at the Municipal Level**

Designate the existing Council-appointed Cultural Centre Committee as Township’s agent for cultural planning

Give the Cultural Centre Committee a mandate to review and analyze all the Township’s current roles and responsibilities in the cultural sphere

Charge the Cultural Centre Committee with the formulation of recommendations for re-structuring and consolidating the Township’s cultural responsibilities



Ask the Committee to clarify the Township's role related to:

- Development, maintenance and review of municipal cultural policy including integration with other municipal policies
- Governance of municipal cultural policy (e.g., Council appointed committee)
- Administration of culture (staff roles and responsibilities)
- Cultural program delivery by municipality or its agents
- Cultural programming partnerships and relationship with external cultural program providers
- Cultural capital asset management
- Cultural data base
- Cultural program and capital funding from sources outside the municipal tax base

Ask the Committee to report by March 31 2013

**Goal #2: Formulate and Communicate Municipal Cultural Policy**

Develop a clear statement of significance for culture (e.g., a "business case" for culture)

Adopt a Vision Statement for Culture including guiding principles

Develop statements, goals and guiding principles for the Official Plan in the areas of:

- Public realm development including public art and monuments
- Built heritage (buildings, sites, precincts, streetscapes and vistas)
- Public cultural facilities and private (e.g., live/work spaces, cultural industry production spaces) cultural facilities

Develop statements, goals and guiding principles for the Economic Development Plan in the areas of:

- Recruitment of small scale cultural industries
- Support for external marketing initiatives for cultural events and programs

Develop a clear statement of the relationship between culture and natural history including:

- Natural heritage
- Environmental art

Complete this goal by the end of 2012.

**Goal #3: Increase Understanding of Culture in Minden Hills**

Adopt a definition of culture which is consistent with the definitions included in Background Report #1 of this plan

Develop and post a cultural section on the municipal web-site including

definitions of culture, description of municipal culture organization, municipal programs, links to cultural sector organizing body, calendars, etc

Include “cultural literacy” as component of municipal programs

Execute the communications plan which is laid out in the final section of this report

Consider a common, integrated visual identity program for the municipality which allows for sub-components (e.g., culture, sport, nature, etc)

Develop municipal performance measurements for culture and commit to an annual report to the community

**Goal #4: Build the Organizational Capacity of the Cultural Sector**

Consider the interests of Minden Hills in cultural sector organization at the regional level

If the decision is made for Minden Hills to take a leadership role in cultural sector organizational development, host an exploratory meeting with regional municipalities to discuss:

- The potential role and function of a regional cultural sector organizing body
- The governance and administrative model for a regional cultural sector body
- The funding model for a region organizing body

- The process for putting such a model in place (as a re-aligned Arts Council or other)
- Recommendations to take back to respective municipal councils

If there is support for a cultural sector organizing body, make the appropriate commitment to participation

**Goal #5: Develop a Cultural Program Investment Program**

List potential “champions” who have links to the community and an interest in culture

Identify and recruit the “volunteer leader” from this list

Prepare a briefing paper: the case and priorities for cultural development in Minden Hills

Convene an informal meeting with “champions” group to discuss structures, goals, methods and tasks for moving forward

Identify the arm’s-length organizational platform for receiving and managing funds

Establish the criteria and protocols for distributing funds

Identify the first project

**Goal #6: Create a Cultural Capital Fund**

(While there will eventually be two separate funds, there will be only one group of “champions” and one development process.)

# MEASURING CULTURAL DEVELOPMENT

## DATA GATHERING

There has never been a time when maintaining a data base related to cultural activities in Minden Hills could have been more easy. Having numerical information in a set a relevant facts which can be measured and compared from year to year will build confidence and credibility for the ongoing development of culture in Minden Hills.

## ANNUAL REPORT ON THE STATE OF CULTURE IN MINDEN HILLS

This information can be compiled as an annual review of the “State of Culture in Minden Hills.” The presentation of this annual report to Council should occur during the annual cross-Canada “Culture Days” event in September. It should be provided to all stakeholders and interested parties

Reporting should be organized by the following sub-sectors:

- Natural Heritage
- Cultural Heritage
- Living Culture
- Cultural Businesses and Industries
- Festivals and Special Events

## GUIDING PRINCIPLES FOR EVALUATING THE PROGRESS OF THE PLAN

The performance indicators for the annual State of Culture in Minden Hills report may include:

### Participation Levels

- Overall number of attendees at cultural events and activities
- Overall number of citizens involved in organizing cultural events
- Overall number of cultural volunteers

### Growth in Cultural Product and Offerings

- Overall number of cultural events
- Number and type of new events since last report
- Overall number of cultural businesses
- Number and type of new businesses since last report

### Distribution of Cultural Events and Activities

- Overall number of event and activity sites
- Distribution of events and activities by location
- Distribution of events and activities by date

### **Impact of Cultural Events and Activities**

- Cultural profile: level and types of media traffic related to culture
- Cultural sector employment profile
- Number of private businesses supporting culture
- Types of support

### **Cultural Sector Capacity and Performance**

- Initiatives undertaken for cultural advocacy and public awareness
- Initiatives undertaken for integrated planning and coordination
- Description of overall marketing and promotional program
- Description of sectoral capacity building and administration

### **Access and Inclusion**

- Initiatives undertaken to increase access to programs, events and activities
- Initiatives related to newcomer integration

### **Cultural Facilities and Infrastructure**

- Status report on heritage buildings and sites
- Status report on public presentation facilities and sites
- Status report on facilities for skills development and training
- Status report on facilities for cultural industries

## COMMUNICATIONS RELATED TO THIS PLAN

The completion of the process of developing the Municipal Cultural Plan represents an important opportunity to set the agenda for cultural development and generate new interest in cultural planning in Minden Hills.

### Communicating to Council

- Prepare staff report
- Presentation to Council
- Adoption by Council and directions to proceed

### Communicating to Stakeholders

- Distribute the Plan to all participants and stakeholders
- Convene a meeting to discuss the implementation of the Cultural Plan

### Communicating to the General Public

- Post the Cultural Plan on the municipal website
- Prepare a “messaging” outline for use in all communications
- Prepare and send a media release following Council’s adoption of the Cultural Plan
- Prepare to respond to public comment

### Launch the Cultural Plan

- Organize a “ribbon cutting” event for the Cultural Plan
- Make the event a demonstration and celebration of culture

# APPENDIX

**Appendix A:** Background Report #1, May 2011

**Appendix B:** Background Report #2, July 2012