

Town of Huntsville





Town of Huntsville Cultural Strategy



Table of Contents

Preface — The Importance of Investment in Culture	6
1. What is Culture?	8
2. What is Creativity?	8
3. Seven Principles Underlying Municipal Provision of Cultural Services	9
4. Responsibilities of Cultural Organizations.....	10
1. Introduction to the Cultural Strategy	12
1.1 Purpose of this Strategy and its Relationship to the Unity Plan and Other Municipal Policies, Strategies, and Practices	14
1.2. Activities Undertaken.....	15
1.3 Caveats and Cautions.....	15
1.4 Structure of this Report.....	17
2. Situation Analysis	18
2.1 What Makes Huntsville Unique?	20
2.2 SWOT Assessment as the Basis for Strategic Planning.....	21
2.3 Strengths of Huntsville’s Culture Sector	21
2.4 Weaknesses of Huntsville’s Culture Sector	22
2.5 Opportunities Facing Huntsville’s Culture Sector	23
2.6 Threats Facing of Huntsville’s Culture Sector	26
2.7 Strategic Implications of the Foregoing.....	27
3. Strategic Recommendations	28
3.1 Vision and Mission.....	30
3.2 Recommendations	30
4. Implementation of the Cultural Strategy.....	40
4.1 Roles and Responsibilities.....	42
4.2 Next Steps: Timeframe and Responsibility for Implementation of Actions	42
4.3 Financial Implications of the Strategy	43
4.4 The Importance of Accountability.....	44
Endnotes	49

Preface

The Importance of

Investment in Culture



In this introductory section, the terms 'culture' and 'creativity' are introduced, as they are fundamental to the discussion and development of the plan. Next, seven principles underlying the provision of municipal services in culture are presented. These principles in turn influence the development of the plan. They also articulate the importance of individuals and cultural organizations in working with the municipality to provide cultural services.





1. What is Culture?

The term 'culture' can mean different things to different people:

- It can be the formalized expression of visual, performing, literary, and media arts activity in the community, as expressed in places such as art galleries, theatres, libraries, and museums
- It can be the customs, history and heritage (including built heritage) of a community, particularly when represented by a critical mass from a certain cultural tradition or background
- It can be the energy and 'buzz' created through nightlife, festivals, events, and creative industries in downtowns and other focal points in the community

The strategy described herein considers 'culture' to encompass **all of the above**.

2. What is Creativity?

Several key terms are commonly heard in contemporary discourse on culture and creativity in a municipal context. Foremost among these terms are 'creative class', 'creative economy', and 'creative city'.

- **Creative Class** — In our knowledge-based economy, innovation and creativity driving the creation of new

products, new services, new businesses, and new jobs. A new class of entrepreneurial workers—coined the 'creative class' by economics guru Richard Florida—is now powering the economic growth of North America's cities. The defining characteristic of the creative class is that its members work with *ideas*. They are also young, highly educated, self-motivated, and entrepreneurial. Creative class workers include academics, medical professionals, financial analysts, high-tech workers, and those who work in the cultural sector: writers, filmmakers, actors and artists. This group has grown tremendously in the last century, from 10% of the working population in 1900 to over 30% today. (In fact, according to Richard Florida, there are more members today of the creative class than there are blue collar workers.)

- **Creative Economy** refers to the various economic sectors that draw in large part upon the energies and talents of the creative class. These economic sectors include private sector enterprises involved with the creation of new products and services: advertising agencies, new media and software development, engineers and architects, and commercial art

galleries. However, the creative economy also embraces the non-profit cultural sector: arts and heritage organizations, museums, theatres, festivals, public art galleries, and arts education.

- **Creative City**, which refers to both an *intentional stance* as well as an *outcome*. The intentional stance occurs when a municipality strives to proactively provide for the cultural and creative needs of its residents. The outcome is that the municipality attracts and develops its creative class and its creative economy sectors.

3. Seven Principles Underlying Municipal Provision of Cultural Services

Within the context of these definitions of 'culture' and 'creativity', there are seven principles that comprise our statement of beliefs about the importance of culture to a fulfilling and meaningful life, and the ways in which governments should provide cultural services for these needs of their residents:

1. **Everyone has the potential to be a creative individual** — Following from the extensive work of Charles Landry¹ and others, we believe that everyone has within them a creative potential (and beyond that, a basic need and

desire to express that creative potential). Cultural activities in communities should be an important and accessible outlet for this potential creativity.

2. **Municipalities (as well as other levels of government) have a responsibility to develop cultural amenities for their residents** — It follows from the foregoing that healthy communities concerned with providing for the full range of needs of their residents will provide a range of opportunities for engagement in culture and creative opportunities, for persons of all ages and backgrounds.²
3. **Investment in culture is an economic development strategy** — Beyond providing for the essential needs of residents, investment in culture is an economic development strategy for communities. The work of Richard Florida³ and others has amply shown that communities with a high quality of life—of which cultural opportunities are an essential component—attract the "Creative Class", who in turn invest in businesses, create jobs and contribute in myriad other ways to the health and vitality of the community.

4. **Now is the time to invest in culture** — Especially in a time of economic downturn, there is a natural tendency for decision-makers to regard investment in culture as an 'inessential frill', something that can easily be deferred in favour of addressing more immediate priorities. We hold that, given the evidence of culture-led regeneration in cities across North American and Europe⁴, and given the scope of opportunities available in Huntsville, investment in culture is a vehicle for economic development that can provide a significant return. Moreover, from a purely practical point of view, if monies are to be spent on public infrastructure, recessionary conditions generally offer cost savings in both capital and labour. As such, infrastructure investments can spur the creation of new jobs.
5. **The dual nature of the leadership role of the municipality** — We see the role of the municipality in the development of the cultural life of the community as being twofold: first, it is to demonstrate leadership in consultation and policy development—through assessing what the community is saying it wants and needs by way of cultural facilities and services. (This is leadership in the

sense that Charles Block sees it: creating the conditions for, and convening, a conversation with the community to identify what is needed.⁵) The second role is then to respond by providing facilities, programs, services, etc., in accord with community needs, tempered by the wisdom of municipal staff and elected officials regarding what is affordable and reasonable at the time.

6. **The community creates its own culture** – Notwithstanding the municipality’s essential role as a provider of key cultural facilities and services, ultimately it is community-based organizations and individuals that create the culture of a community; municipalities are “enlightened enablers”. Accordingly, municipal politicians and staff must keep their ears to the ground and ensure that new and innovative organizations that reflect areas of emerging need in the community are nurtured and given a chance to grow.
7. **Accountability is critical** – Any plan for investment in municipal infrastructure and services must monitor and evaluate progress, and demonstrate the return on investment

of the funding and staff time expended. In this regard, one very useful framework is the Triple Bottom Line (TBL framework) that examines benefits in a multidisciplinary context considering social, economic and environmental benefits.⁶ (A TBL framework is suggested as a potential framework for accountability.)

4. Responsibilities of Cultural Organizations

The discussion that follows highlights areas in which the municipality is encouraged to invest, and help develop, the cultural life of the community. Huntsville can provide leadership, policy, facilities, staff support and funding. However, in keeping with the philosophy articulated at the outset of this report, ultimately the cultural life of the community is shaped by the participating individuals and organizations that call Huntsville their home. The Town cannot ‘create’ culture in Huntsville: that is only possible through the active involvement and participation of organizations and individuals.

Recognizing that the role of the municipality is to provide certain essential elements for the cultural life of the community, the role of both organizations and individuals should be:

- To become familiar with the strategy developed and articulated here, and provide input and guidance to help shape and fine-tune it on an on-going basis
- To work in cooperation with the staff resources allocated by the municipality to implement this strategy: participate in networking, communications and coordination activities, provide updated information
- To continue to develop and provide the diverse and excellent range of programming that at present exists collectively across the sector
- To support one another’s efforts by attending events and festivals, purchasing works of art, advocating formally and informally on behalf of specific organizations
- To act as ambassadors for Huntsville/ Muskoka culture both within and outside of the community
- To speak, wherever possible, with a collective voice in discussions with the Town of Huntsville concerning key issues related to culture and the Cultural Strategy.

These statements reflect the underlying philosophy and resulting attitudes that all members of the consulting team have brought to this consulting assignment.



Section 1

Introduction to the

Cultural Strategy



This section presents the context of the Cultural Strategy starting with the Unity Plan—Huntsville’s plan for sustainability—and the role of this Cultural Strategy within it. Next, the specific activities involved in the development of this strategy are described, and various caveats possibly affecting the results are outlined. Finally the structure of the balance of the report is described.





1.1 Purpose of this Strategy and its Relationship to the Unity Plan and Other Municipal Policies, Strategies, and Practices

The purpose of this Strategy is to harness the potential of Huntsville's arts, culture, and heritage sector (ACH sector) in the service of Huntsville's economic and social development, in alignment with the Town's objectives for sustainability.

The Strategy charts a course for Huntsville to realize its opportunity to become a sustainable, creative community and Muskoka's cultural hub. The Strategy recommends how the Town can facilitate and enable the ACH sector's growth. In addition, the Strategy offers a Cultural Mission Statement and Statement of Core Cultural Values to guide the development of the sector, designed to ensure that Huntsville's ACH organizations and institutions work collaboratively with each other, and work collaboratively with the Town. An implementation plan, detailing roles and responsibilities, timelines, and implementation requirements is designed to build the capacity of ACH sector to realize its potential.

In developing this Strategy, special attention was paid to how the ACH sector can serve Huntsville's economic development, including opportunities in

cultural tourism, downtown development and/or redevelopment, place competitiveness, and community branding. Accordingly, Town policies, strategies, and practices that affect the ACH sector and its capacity to contribute to economic development were reviewed in drafting of this Strategy. These Town policies, strategies, and practices include:

- Investment in the ACH sector overall
- Resourcing for the office of the Manager of Culture, Heritage, and Programming
- ACH sector representation before Town Council
- Rental policies and pricing for the Algonquin Theatre
- The Town's support for Muskoka Heritage Place
- The Town's support for the Huntsville Public Library
- The Town's public art policy
- The Town's in-kind or ad hoc support for other cultural initiatives
- The Town's marketing initiatives related to ACH
- The Unity Plan and this Strategy's positioning vis-à-vis the Unity Plan

With respect to the Unity Plan, this Strategy aligns with the Unity Plan's *Vision for the Future*:

Huntsville is a vibrant, welcoming and healthy place in which to live and play as we foster innovation, celebrate arts, culture, heritage, and recreation, develop a strong and resilient economy and follow an ethic of social caring and environmental stewardship.⁷

More specifically, the recommendations in this Strategy serve the Unity Plan’s Goal No. 10 for arts, culture and heritage:

The community will encourage and foster continual growth of arts, culture, and heritage through municipal and community awareness, education and support.⁸

In the Unity Plan, five strategic directions are linked to Goal No. 10:

- 10.1 Foster and encourage ongoing appreciation for arts and culture
- 10.2 Protect or preserve heritage buildings and sites
- 10.3 Promote the linkages between art and natural environment
- 10.4 Promote the linkages between art and education
- 10.5 Become a leader in Muskoka as an arts destination and community

Each direction is amplified, with one exception, Strategic Direction No. 10.2: “Protect or preserve heritage buildings and sites”. Apart from recommendations that concern Muskoka Heritage Place, issues related to architectural preservation and conservation fall outside this Strategy’s purview. That said, the overall thrust of this Strategy is wholly consistent with, and supportive of, the protection and preservation of Huntsville’s heritage buildings and sites.

In summary, this Strategy is designed to harness Huntsville’s ACH sector—its visual and performing artists, media and literary artists, curators, managers and administrators, producers and entrepreneurs, fundraisers and volunteers—as a force for Huntsville’s economic and social development, whose efforts are supported and facilitated by the Town. Where existing Town policies, strategies, and practices are deemed not to support the opportunity that the ACH sector affords Huntsville, modifications to these policies, strategies, and practices are advised. Where warranted, new policies, strategies, and practices are recommended.

1.2 Activities Undertaken

This Cultural Strategy is the outcome of a research and analysis process undertaken

by TCI. Work began in the late spring of 2010 and concluded in the autumn of 2010. More than 50 individuals and organizational representatives participated in the project. These individuals represented Huntsville’s ACH groups, the Town, tourism and business interests, and Huntsville’s youth. In addition, many Huntsville residents offered their own input into the planning process, unaffiliated with any larger group. The findings of these research activities have been analyzed and synthesized, and form the basis for the SWOT analysis, strategic recommendations, and implementation strategy that follows in this Plan. See exhibit 1 for the outcomes of the research activities.

1.3 Caveats and Cautions

Several caveats and cautions should be borne in mind when reading this Strategy.

Huntsville’s opportunity for ACH development is broader than this Cultural Strategy suggests.

Because of budgetary constraints, this Strategy does not include an inventory of Huntsville’s for-profit ACH sector and an analysis of its relationship with the non-profit ACH sector. For-profit ACH assets include commercial fine artists, writers, and professional musicians; commercial

Exhibit 1
Research activities

ACTIVITY	PURPOSE
1. Twenty one-on-one interviews with representatives from Huntsville's ACH groups, the Town of Huntsville, tourism and business interests, and Huntsville's youth.	<ul style="list-style-type: none"> Uncover issues and opportunities related to ACH sector development
2. An on-line survey of Huntsville's ACH organizations	<ul style="list-style-type: none"> Determine organizational structure, financing and budgets, programming and audiences, venues, and organizational needs
3. An on-line community survey of Huntsville's permanent and seasonal residents available over the Town's website (Note: More than 100 completed surveys were received.)	<ul style="list-style-type: none"> Explore residents' involvement with ACH in Huntsville, and opinions related to the provision of ACH programs, facilities, marketing, and Town support for the ACH sector
4. Two town-hall forums with Huntsville residents	<ul style="list-style-type: none"> Gather views on culture's role in the community (as per item 3)
5. A roundtable discussion with representatives from the ACH sector	<ul style="list-style-type: none"> Explore issues affecting sectoral development
6. A meeting with a group Huntsville's teens and pre-teens	<ul style="list-style-type: none"> Discuss issues affecting youth engagement with ACH activities
7. Site visits to the Algonquin Theatre, Muskoka Heritage Place, Huntsville Public Library, Canada Summit Centre, Waterloo Summit Centre for the Environment, River Mill Park, Huntsville Railway Station, and numerous galleries and restaurants in the downtown	<ul style="list-style-type: none"> Assess Huntsville's ACH facility assets, and other related cultural assets
8. A driving tour of the Town of Huntsville (including Port Sydney and Utterson), along with the towns of Gravenhurst and Bracebridge	<ul style="list-style-type: none"> Understand Huntsville's ACH sector in a broad community and regional context
9. A review of Town policies, plans, and background documents with implications for the ACH sector development	<ul style="list-style-type: none"> Ensure familiarity with extant Town policies, plans, and background materials
10. An inventory of Huntsville's ACH sector assets, including venues, programs and activities, collections, and organizations	<ul style="list-style-type: none"> Ensure familiarity with Huntsville's tangible ACH sector assets
11. An inventory of Huntsville's intangible cultural character and identify, including values and traditions that are unique to Huntsville	<ul style="list-style-type: none"> Ensure familiarity with Huntsville's intangible ACH sector assets
12. A review of best practices in ACH development among selected Ontario cities, including Orillia, Strathroy, Chatham, Barrie, Prince Edward County, and Cambridge.	<ul style="list-style-type: none"> Examine ACH development models in other communities for applicability to Huntsville's ACH development

art galleries; commercial dance and music schools; bookstores; music and musical instrument retailers; graphic designers; and visual art suppliers among others. In addition, although Huntsville possesses a variety of restaurants, the culinary arts are not inventoried or analyzed. When these for-profit ACH assets are combined with the non-profit ACH assets that are this Cultural Strategy's focus, the economic and social impact of the ACH sector is notably increased, with significant implications for cultural tourism, place competitiveness, community branding.

The community survey was not statistically representative.

The resources available to this project did not permit undertaking a statistically representative survey of community residents. It is therefore assumed that the input received from the community reflects the perspectives of those most knowledgeable about, and invested in, Huntsville's arts and cultural life. Notwithstanding, 100 completed surveys is a very high completion rate for a community the size of Huntsville and is indicative of strong support for the ACH sector amongst residents.

Results depend on full implementation.

This Cultural Strategy proposes a series of

actions on the part of the Town that are designed to generate returns, both social and economic. These actions are mutually reinforcing. They are intended to be implemented, in their entirety, in the timeframe that is detailed in this Plan's implementation strategy (see Section 4).

We caution that, if this Cultural Strategy's actions are viewed as an 'à la carte menu' from which Town Council may pick and choose, they are unlikely to realize the potential of Huntsville's ACH sector.

1.4 Structure of this Report

The report is divided into four main sections:

Section 1 : Introduction to the Cultural Strategy

Section 1 outlines the Huntsville-specific context through which this Cultural Strategy has evolved, the way in which the Cultural Plan was developed, and context in which it exists.

Section 2 — Situation Analysis

Section 2 is a situation and SWOT analysis in which the findings of the Cultural Strategy's 12 discrete research activities are synthesized and interpreted. Strengths and weaknesses of the ACH sector are identified, and the sector's opportunities

and threats are considered. Section 2 concludes by reviewing the strategic implications of the SWOT laying the groundwork for actions designed to realize the ACH sector's potential.

Section 3 — Strategic Recommendations

Section 3 is the heart of the Cultural Strategy. It articulates a Cultural Mission Statement and Statement of Core Values by which the Town can facilitate and enable the ACH sector's growth. It then offers a series of recommendations clustered within five categories that correspond to the major areas of sectoral development that need to be addressed: (1) organization and networking, (2) facilities, (3) policies and programs, (4) marketing, and (5) innovation.

Section 4 — Implementation

Section 4 is a blueprint for implementing the recommendations laid out in Section 3. It proposes timelines to actualize the Cultural Strategy in the short term, medium term, and long term, including roles, responsibilities, and resource requirements.

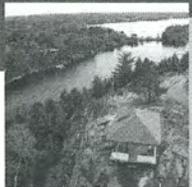
Section 2

Situation

Analysis



This section describes the results of the surveys and interviews using a 'Strengths, Weaknesses, Opportunities and Threats' (SWOT) framework.





2.1 What Makes Huntsville Unique?

Before exploring the range of strengths, weaknesses, opportunities and threats that were highlighted through the interview and survey process, it is useful to review some of the key characteristics that make Huntsville a *unique* community, not just from the perspective of arts, culture and heritage, but from the point of view of the community overall. This context will then provide a better framework within which to view the full range of attributes and characteristics of the Town as discussed in the SWOT analysis.

Below are some of the attributes that we note position Huntsville quite positively as compared to many other communities of a similar size and situation.

- **Chosen for the G8 summit** — After an exhaustive selection and due diligence process, Huntsville was chosen in 2008 as the host community for the 2010 G8 summit of world leaders.
- **Exceptional association with arts and the natural environment** — Huntsville lies at the north end of Muskoka, a district known nationally and internationally for its scenic outdoor beauty (as well as being a Designated Arts Community). The Town is the closest major centre to the world-

famous and iconic Algonquin Provincial Park. The new Waterloo Summit Centre for the Environment (a partnership with the University of Waterloo) acknowledges the Town's proximity to the wilderness and resulting excellence as a research environment. The Group of Seven Outdoor Gallery reinforces the association of the community with the nationally renowned Group of Seven, which specialized in capturing the beauty of the outdoor environment on canvas.

- **A close association with First Nations** — Huntsville has a long and close association with First Nations people. The area is the ancient hunting, fishing and gathering ground of the Anishinabek people (although they apparently did not settle in the vicinity of the Town). The Town maintains a tradition of hosting Casino Rama's Community Wellness Program storytelling (at Muskoka Heritage Place on Mondays in the summer). Also, to our knowledge, Huntsville is the only municipality that has partnered with two other aboriginal groups to host a sunrise ceremony and pow wow (the UNITY pow wow, held on National Aboriginal Day June 21, 2010) as part of the G8 welcoming

celebrations.⁹

- **Distinctive events** — Huntsville has a long tradition of genuinely different and unique events. These include the Portage Flyer Festival (train ride at Muskoka Heritage Place), the Great Pumpkin Trail (safe Halloween event in an authentic pioneer village), the nighttime Santa Claus Parade, the Festival of the Arts, studio tours, and many more. These events reflect and reinforce many of the themes mentioned above.

Thus in many ways Huntsville is a unique community, in terms of its geographical position, the creative energies of its residents, and the ways in which it interacts with its citizens and the rest of the world. This presents a unique perspective from which to view strengths, weaknesses, opportunities and threats, to which we turn next.

2.2 SWOT Assessment as the Basis for Strategic Planning

A SWOT analysis can provide the basis for a strategic plan. Different elements (strengths, weaknesses, and so on) will logically imply different types of strategic actions and initiatives, shown in exhibit 2.

Through the surveys and interview, the

Exhibit 2
Definition of SWOT

	How Defined Strategically?	Strategic Actions
Strengths	<ul style="list-style-type: none"> • Unique or very strong factors that provide current advantages or benefits in the provision of services to residents and visitors 	<ul style="list-style-type: none"> • Protect an advantage • Further develop or capitalize upon an existing advantage
Weaknesses	<ul style="list-style-type: none"> • Areas of current disadvantage in the provision of services to residents and visitors 	<ul style="list-style-type: none"> • Strengthen weak areas • If possible, redefine weakness (through the creation of alternative perceptions)
Opportunities	<ul style="list-style-type: none"> • Situations that present opportunities for future advantage or benefit 	<ul style="list-style-type: none"> • Feasibility testing • Implementation planning
Threats	<ul style="list-style-type: none"> • Situations that present dangers of future disadvantage 	<ul style="list-style-type: none"> • Risk assessment • Contingency planning

following were mentioned within the context of this SWOT approach.

2.3 Strengths of Huntsville’s Culture Sector

Major strengths identified throughout the interview and survey process include the following:

- **Beautiful environment in which to work** — Huntsville is an inspiring place in which to live and create.
- **Small town safe and friendly atmosphere** — Related to the previous point, this provides a friendly and supportive atmosphere in which to live and create.
- **Proximity to other culturally- and**

historically-minded individuals —

The proximity to other artists and crafts-persons who can influence and inspire one another was mentioned as being a key strength.

- **History and heritage** — A wealth of interesting history and heritage resources was seen as both a strength and an opportunity (i.e. further development and promotion).
- **UNITY Plan, and this Cultural Strategy** — The fact that the community had undergone a sustainable planning process (the UNITY Plan), and was undertaking this specific follow-up strategy, was seen as a major strength.

- **Office dedicated to arts, culture and heritage matters** — The fact that the Town has an office dedicated to the arts, culture and heritage sector, with senior-level management overseeing ACH issues, was seen as a strength.
- **Public art policy** — The relatively new public art policy adopted by the Town was seen as a very positive sign, and strength of the community. However, the implementation of the strategy, in terms of timing and resource commitments, etc., is somewhat uncertain at this point.
- **Strong ethic of volunteerism** — Another key strength for the community overall as well as the arts, culture and heritage community specifically, is the strong motivation to volunteer in a variety of organizations that exist throughout the community.
- **Strong organizations, lots of activities** — Another common strength seen was the success of organizations such as the HFA, the BIA, and the Chamber, and the wide variety of activities and events put on in the community on a year-round basis.
- **Excellent provision of facilities** — Despite some gaps in provision seen by some (see next section) many did mention that the facilities provided by the Town (Algonquin Theatre,

Muskoka Heritage Place, the library, the CSC) were excellent, especially when compared to many other communities of its size. The new Active Living Centre (ALC) also presents significant programming possibilities in this regard as well.

- **Tourism destination** — Another key strength was that Muskoka and Huntsville are major destination focal points for cottagers as well as tourists, and this brings potential markets and audiences for heritage-related and cultural products right into the area.
- **'Arts, culture and heritage seen as vitally important for a healthy community'** — In our community survey, 90% of respondents agreed with this statement, and the remaining 10% of respondents indicated that they 'somewhat agreed' with the statement. Clearly, arts, culture and heritage are seen as a key community priority.
- **Group of Seven Outdoor Gallery** — Several mentioned that the Group of Seven Outdoor Gallery was a major differentiator for the Town and lent it a distinct and unique identity. (Note that there were a few detractors as well to this program, thinking it to be too traditional and rooted in the past—not 'edgy' enough.) But the number of proponents seeing this feature as a

strength far outweighed those seeing it as a negative. It is our view too that it is a strength.

2.4 Weaknesses of Culture Sector

Some weaknesses were mentioned throughout the interview and survey process including the following:

- **Some lack of diversity** — Several mentioned that Huntsville lacked cultural diversity, especially when compared to communities to the south and that this was unfortunate for the community.
- **Arts, cultural and heritage opportunities for youth** — Another common theme heard was that Huntsville lacked cultural activities and facilities for youth and that this contributed in part to individuals leaving the community in search of opportunities elsewhere.
- **Lack of a public art gallery** — Many thought that a public art gallery was the one key facility that Huntsville was lacking, and that if this could be provided, the community would be able to offer a well-rounded and complete set of cultural facilities to the public.
- **Unwelcoming attitude** — Notwithstanding the previous

comment (In the 'strengths' section) relating to the friendly small town atmosphere, a significant minority did comment on the fact that newcomers to the community had a hard time fitting in and being welcomed to the Town.

- **Library needs renewal** — Several mentioned that the library is old, tired and in need of an 'overhaul' and expansion. Some felt a brand-new facility was required, others a refurbishment of the existing facility.
- **Affordability of Algonquin Theatre** — Several complained that the pricing structure and business model for the Algonquin Theatre was such that is not affordable by community groups.
- **Need for improvements at Muskoka Heritage Place** — Several interviewees (especially those involved with volunteer activity at Muskoka Heritage Place) reported that there were several areas in which Muskoka Heritage Place (and the associated railway activity) was in need of improvement and refurbishment.
- **Lack of unified voice for ACH sector at Council** — The heritage sector has a specific and dedicated voice at Council through the auspices of the Huntsville Heritage Committee. However, no such similar voice exists for the arts and culture side. Some suggest that

there should be a 'Huntsville Arts and Culture Advisory Committee' created, others think that a larger ACH sector group that adopt an integrated approach to the full scope of arts, culture and heritage issues to be appropriate.

2.5 Opportunities Facing Culture Sector

As context for the discussion of opportunities it is instructive to present some information resulting from the public survey. Exhibit 3 shows the percentage of respondents who felt that there was a 'major deficiency' in the provision of different ACH opportunities. Those areas where a third or more of the response indicates a 'major deficiency' are indicated in **yellow**; those where half or more indicated such a lack are highlighted in **blue**.

The highest deficiency was seen in the provision of *multicultural opportunities*. A majority of respondents saw major deficiencies. Here, learning opportunities were reported as the most severe deficiency, followed by opportunities to watch and appreciate, followed in turn by opportunities to participate.

The next most commonly-mentioned category was the *visual arts*, where

learning opportunities and 'opportunities to appreciate talent from outside the region' were the greatest deficiencies.

The next most critical gap area appeared to be 'media arts', where one third of the sample response indicated that they would like to see various learning opportunities put into place.

With these results as context, specific opportunities that were seen (roughly in order of the frequency with which they were mentioned) were:

- **Public art gallery** — By far the major opportunity mentioned was for a new public art gallery. (Note that not all respondents necessarily appreciated the fact that a public art gallery — as opposed to a large commercial selling art gallery — would involve a permanent collection, a curator, an exhibition mandate, etc.).
- **Greater utilization of Canada Summit Centre** — Several mentioned greater opportunities to better utilize the facilities at the Canada Summit Centre to exhibit art, as well as other cultural activities and events.
- **New library (and possibly archives)** — Several believe that a new library facility is needed. While several saw a

Exhibit 3

Perception of Major Deficiencies in Provision of ACH Opportunities in Town of Huntsville

Type of Opportunity	Arts, Culture Heritage Sector	% of Survey Response Reporting 'Major Deficiency'
Learning opportunities	Visual Arts	33.8%
	Performing Arts	19.7%
	Media Arts	33.3%
	Literary Arts	31.0%
	History and Heritage	11.9%
	Multicultural Activities	62.1%
Opportunities for active engagement as a participant or volunteer	Visual Arts	14.8%
	Performing Arts	9.7%
	Media Arts	28.3%
	Literary Arts	26.4%
	History and Heritage	10.5%
	Multicultural Activities	51.8%
Opportunities to observe or otherwise appreciate performances or activities undertaken by local/regional residents	Visual Arts	18.2%
	Performing Arts	3.2%
	Media Arts	20.4%
	Literary Arts	32.2%
	History and Heritage	6.6%
	Multicultural Activities	53.6%
Opportunities to observe or otherwise appreciate performances or activities undertaken by talent from outside the area	Visual Arts	33.9%
	Performing Arts	8.5%
	Media Arts	32.1%
	Literary Arts	33.3%
	History and Heritage	19.6%
	Multicultural Activities	49.1%

new facility would be an ideal opportunity to develop a new public art gallery facility. Others felt as well that this would be an opportune time to develop a proper archives facility for the Town.

- **Multicultural activities** — Several noted in the interviews and surveys that the Town lacked ethno-cultural diversity and that this was a particular weakness. Related to this, several reported that a major opportunity to rectify this weakness could be to develop more activities and events that might have a multicultural aspect to them. This could:

- Involve those multicultural individuals and families that do live in the Town and area in arts and cultural activities
- Expose the Town populace overall to a greater range of diversity, and c) act as an additional attraction for visitors to the Town (perhaps attracting non-traditional visitors to the Town and area).

- **Aboriginal focus** — Somewhat related to the foregoing, some felt that a greater emphasis upon the Aboriginal culture and heritage of Huntsville would be warranted. At present there is a small Aboriginal display at

Muskoka Heritage Place—this could be expanded. As well, there may be other festivals, events and activities that could be explored. (In discussions with staff, it is understood that the Town does participate to a significant extent in Aboriginal-related activities [see the previous section on ‘*What Makes Huntsville Unique?*’], and that possibly this points to an opportunity to increase awareness of the Town’s activities in this regard.)

- **Public market** — Several mentioned the opportunity to develop a public market (likely downtown). In addition to a traditional public market (selling locally grown produce, and featuring locally-made food items) this could include local artists and crafts persons.
- **Small performing arts space** — Some mentioned the desirability of developing a small (50–100) performing arts space (possibly in a new or refurbished library facility) for lectures, small-scale screenings, recitals, etc. This venue would compliment the much larger Algonquin Theatre facility by providing a smaller-scale venue.
- **More opportunities for youth** — Many mentioned that there should be more opportunities for youth engagement in a wide variety of arts

and culture activities. An example cited was ARTSpace in downtown Chatham (see:

www.artspacechathamkent.com).

‘Improv classes’ was another opportunity mentioned on occasion.

- **Permanent downtown arts creation space** — Some suggested that an opportunity for engagement and innovation could be some sort of arts creation space downtown, which would provide a venue and visibility for arts and culture activities in the community. (Again, ARTSpace in downtown Chatham is an example of how such a downtown arts creation space might function.)
- **Outdoor band shell or performance venue** — A few saw that the development of an outdoor band shell or performing arts venue could be a key opportunity.
- **More arts workshops in summer** — Some noted that more arts-related workshops over the summer period would be desirable. Somewhat related to this was an opportunity to explore the possibility of a Huntsville branch of the Haliburton School of the Arts. (Note that a trial version of this is currently under negotiation.)
- **Continuing expansion of Group of Seven outdoor gallery** — As noted in

the ‘strengths’ section, many saw the Group of Seven Outdoor Gallery as unique and differentiating and suggested that the program should continue, if not expanded.

- **More profile for Captain Hunt** — A few interviewees and survey respondents felt that there was an opportunity to give the story of Captain Hunt who founded Huntsville greater profile and visibility. (The questions of whether this should be at MHP, downtown, or elsewhere was not addressed.)
- **Highest and best use of Club 55 space** — A few interviewees and survey respondents observed that the space in Town Hall currently being used by Club 55 might not represent the ‘highest and best use’. If Club 55 could be relocated into the Canada Summit Centre, the space might be more appropriately given over to theatre-related purposes (e.g. rehearsal space).
- **Program or activity partnership with new Waterloo Summit Centre for the Environment (WSCE) facility** — The new Waterloo Summit Centre for the Environment space is a beautiful new facility. Some suggested that there may be some scope for the Town to explore joint arts and culture programs with the University of Waterloo and that

this possibility should be actively explored.

- **Arts directory** — Some suggested that there should be a comprehensive arts directory available for the Town (they are not aware whether such a directory already existed). Related to this is a need for a single source where Town information relevant to arts, culture and heritage is available.
- **Greater opportunities for GBLT community** — A few respondents suggested that there could be more arts and cultural activities for the gay, bisexual, lesbian, transgender (GBLT) community (without specifying what sorts of activities might be appropriate).
- **Increase accessibility for lower-income residents** — Some commented that the Town might consider some sort of sponsorship or subsidy (perhaps through solicitation of corporate support) to enable individuals, families and groups that otherwise could not afford access to various arts, culture and heritage activities to attend or participate.
- **More performing opportunities for younger musicians** — Some expressed an interest in developing more opportunities to showcase the talents of young musicians from the area.

Related to this were suggestions for a 'Huntsville folk festival'.

- **History of women in Huntsville/Muskoka** — Several mentioned that one historical theme that deserved stronger emphasis in programming was the role of women in the history of the Town. This was suggested as a theme that could be pursued not only at places such as Muskoka Heritage Place but also a focus for historical events and activities.
- **Capacity-building support for arts, culture and heritage organizations** — One suggestion made by a few was to have 'capacity-building' workshops for not-for-profit groups and organizations in the community. They might discuss topics of common concern such as audience development, fundraising, succession planning, etc. This initiative might be something to explore on a larger Muskoka-wide basis.
- **ACH summit event** — One suggestion made was that an annual one or two-day workshop session or summit devoted to leadership in the arts (or other arts-related issues could be hosted).
- **ACH awards program** — Another suggestion was to give out awards to the arts, culture and heritage sector

(individuals and organizations) for noteworthy community contributions. This recognizes and acknowledges achievement, as well as acting possible as an inspiration to others. One possibility would be to add on an arts/culture/heritage achievement award to the existing Business Excellence Awards, an initiative of the Chamber of Commerce.

- **Consolidation of facilities of NFP groups** — A few suggested an opportunity to encourage all community arts, culture and heritage organizations to locate in one facility and share services for creative synergies and greater cost effectiveness. Such a move would encourage greater cross-communication and service coordination by these groups.

2.6 Threats Facing of Culture Sector

Some key threats that were identified throughout the interview and survey process included:

- **Financial situation of the Town** — Several expressed concern relating to the overall financial situation of the Town, and whether some of the strategic directions outlined in this cultural plan (as well as the overall

UNITY Plan) would be feasible and affordable. Related to this, some fear was expressed that the Town might not be able to support existing commitments to venues and activities (e.g. Algonquin Theatre, Muskoka Heritage Place).

- **Stalled economic recovery** — Several also indicated that a major threat would be continuing economic recession and/or a stalled economic recovery, which would dampen the enthusiasm of local and seasonal residents, as well as tourists to the area, to participate in events, purchase arts and cultural products, etc.
- **Difficult times for not-for-profit organizations** — Times of economic recession, stagnation or even slow growth are always difficult for not-for-profit organizations that are dependent upon grants, donations, and members' support. A threat perceived by some is that these organizations in Huntsville and Muskoka may be threatened over the next few years.

2.7 Strategic Implications of the Foregoing

Some of the strategic implications arising from the SWOT assessment are outlined in exhibit 4.

Exhibit 4

SWOT strategic implications

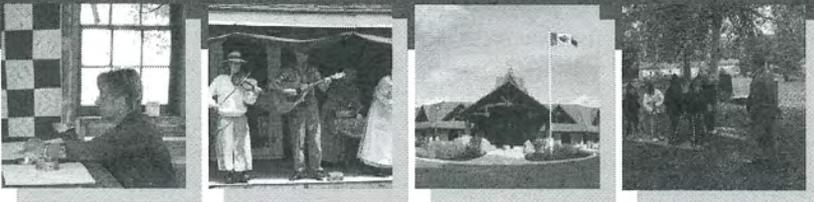
Strengths	<ul style="list-style-type: none"> • Create strong strategic plan that articulates community vision for arts and culture and builds upon the UNITY plan framework • Continue to work with other community organizations to provide excellent facilities and programs (Algonquin Theatre, Muskoka Heritage Place, CSC Art Gallery, Huntsville Festival of the Arts, Group of Seven Outdoor Gallery, etc.) • Capitalize upon opportunity presented by Waterloo Summit Centre for the Environment • Capitalize on the strong images and associations of the area through an 'arts and culture' brand for the area (recognize that the District has already branded itself as a 'Designated Arts Community')
Weaknesses	<ul style="list-style-type: none"> • Consider ways and means to involve youth in on-going cultural planning • Upgrade and refurbish facilities where required (library, MHP, Algonquin Theatre)
Opportunities	<ul style="list-style-type: none"> • Investigate the need for a public art gallery, and (assuming need and desirability can be demonstrated) ways and means of providing it • Develop refurbishment plan for new library • Develop more focused marketing approach for arts, culture and heritage facilities and activities • Opportunity to develop a cultural tourism product marketing and development plan for the Town • Undertake analysis, and promote results, showing that ACH sector is an economic engine for the community and generates a significant return-on-investment to the community
Threats	<ul style="list-style-type: none"> • Consider provision of capacity-building support tools for ACH organizations to ensure their ongoing sustainability • Potential to undertake an economic impact assessment to demonstrate ROI of the ACH sector to potential funders

Strategic

Recommendations



This section of the report outlines the Strategy itself. First, the Vision and Mission are presented; next, the various strategic recommendations that comprise the Strategy are described.





3.1 Vision and Mission

The Vision for Huntsville as a community overall as expressed in the UNITY Plan adopted by Council is:

Huntsville is a vibrant, welcoming and healthy place in which to live and play as we foster innovation, celebrate arts, culture, heritage, and recreation, develop a strong and resilient economy and follow an ethic of social caring and environmental stewardship.

Within this context, the proposed **Cultural Mission Statement** for the Town is:

The Town of Huntsville ensures the provision of a wide range of arts, culture and heritage opportunities available to residents and visitors alike by working actively in partnership with community organizations and enterprises. These efforts will result in Huntsville being recognized as a leading creative community in Ontario.

Supporting this Cultural Mission Statement, the proposed articulation of **Core Cultural Values** for the Town is as follows:

The Town of Huntsville holds the following values relating to the

importance of arts, culture and heritage activities:

- *Every individual is a creative being and has creative potential*
- *One key responsibility of a healthy community is to provide opportunities for individual to realize their creative potential*
- *The Town respects its past and should provide opportunities for residents and visitors to connect to and understand this proud history*
- *The role of the Town is to respond to the needs of residents and community-based organizations to create the cultural life of the community through partnerships that provide services, facilities and programs that meet community demand*

The Town will undertake the above in an environmentally and fiscally responsible manner, that reflects the principles and aims of the Unity Plan.

3.2 Recommendations

Recommendations to achieve the Cultural Mission are developed in the following exhibits. For each we outline the suggested timeframe in which the recommendation would be implemented, and its rationale.

- Strategic Context (exhibit 5) — Strategic context recommendations are those that link this Cultural Strategy to the overall planning context of the Town.
- Organization and Networking (6) — Organization and networking recommendations are those having to do with how the Town organizes itself to respond to arts, culture and heritage initiatives.
- Facilities (7) — These recommendations are those having to do with facilities that the Town provides for arts, cultural and heritage activities and the ways in which the Town eases access to these facilities.
- Policies and Programs (8) — Policy and

program recommendations are those having to do with policies that the Town puts in place specifically to support arts, culture and heritage activities.

- Marketing (9) — Marketing recommendations are those having to do with the way the Town promotes arts, culture and heritage activities to its residents, cottagers and visitors throughout the year.
- Innovation (10) — Innovation recommendations are those aimed at encouraging the on-going development of new arts, culture and heritage related services from within the community.

Exhibit 5
Strategic context

Recommendation	Timeframe	Rationale
1. Adopt the Cultural Mission Statement and Statement of Core Cultural Values articulated above	Immediately (i.e. as soon as possible)	<ul style="list-style-type: none"> • This clearly links the Cultural Strategy to the UNITY Plan • This will provide the context within which all of the foregoing recommendations will be implemented
2. Adopt this Cultural Strategy as official policy, and promote it as the cultural policy extension of the UNITY Plan	Immediately (i.e. as soon as possible)	<ul style="list-style-type: none"> • Goal #10 of the UNITY Plan (relating to Arts, Heritage and Culture) recommended that the Town develop and adopt a Cultural Strategy • This will ensure that this Cultural Strategy is seen as the arts, culture and heritage arm of the overall UNITY Plan • This should also ensure that those residents who signed up for participation in the UNITY Plan presentation are actively utilized in the implementation of this Cultural Strategy

Exhibit 6

Organization and Networking recommendations

Recommendation	Timeframe	Rationale
<p>3. Establish Heritage, Arts, Culture working group to advise The Unity Plan Committee on arts, culture and heritage activities on an ongoing basis—comprised of resident representatives of all existing arts/culture/heritage groups, engaged individuals, as well as invited participation from selected other groups</p>	<p>Immediately (i.e. as soon as possible)</p>	<ul style="list-style-type: none"> • This will be a sub-working group to the Arts, Culture, Heritage/ Social Well-being/Affordable Housing focus group to the Unity Plan Advisory Committee • This group is a key implementation vehicle for this Cultural Strategy, as it fulfills the goals of the Unity Plan • This is a strategic group rather than an operating committee • This special purpose body is balanced within the Heritage, Arts, Culture working group • Existing Heritage Committee would be ‘folded into’ this new working group • There is at present no single voice for arts, culture and heritage activities at Unity Plan Advisory Committee • Some concern regarding lack of shared information among arts and culture groups, which this recommendation would address • This would convey a positive impression to Unity Plan Advisory Committee that arts, culture and heritage community can and does speak with a united voice on key issues
<p>4. Investigate youth advisory group to Heritage, Arts, Culture working group to provide ongoing input regarding youth perspective)</p>	<p>Short-term (i.e. within next 1-2 years)</p>	<ul style="list-style-type: none"> • This could be an informal group of high-school students invited to participate at Heritage, Arts, Culture working group meetings, and provide their input • Youth could receive recognition of volunteer hours spent in return for time • More formal or longer-term involvement might evolve out of this structure
<p>5. Change the name of the manager position from ‘Manager of Culture, Heritage and Programming’ to “Manager of Arts, Culture Heritage and Programming” to clearly reflect the arts focus</p>	<p>Longer-term</p>	<ul style="list-style-type: none"> • This will send a strong signal reinforcing the importance of ‘arts’ in the mix of activities in which the Town is involved • This clearly identifies this position as the support person for Goal #10 of the UNITY Plan • As various elements of this strategy are implemented, additional resources for the Manager of Arts, Culture, Heritage and Programming will be required • Particular areas of need will relate to marketing, capacity-building, etc.

Recommendation	Timeframe	Rationale
6. Provide capacity-building support to local arts, culture, heritage organizations	Short-term (i.e. within next 1-2 years)	<ul style="list-style-type: none"> • With other arts organizations throughout the District of Muskoka (e.g. Arts Council of Muskoka, other local arts groups), should investigate potential to provide capacity-building workshops for local arts and culture organizations; investigate interest in and potential for topics such as audience development, grant-writing and fundraising, marketing and promotion, succession planning, etc. with help of models already available
7. Join the Creative City Network of Canada	Immediately (i.e. as soon as possible)	<ul style="list-style-type: none"> • This network can be a tremendous resource for information, tools, ideas (see: www.creativecity.ca) (current cost \$265 for community under 20,000) • This also sends a very strong message to the community overall as to the importance of arts and culture and the 'creative economy'
8. Establish a partnership with Waterloo Summit Centre for the Environment (WSCE) and other educational bodies as opportunities arise	Short-term (i.e. within next 1-2 years)	<ul style="list-style-type: none"> • This new iconic facility has very interesting potential as a partner with the Town in various arts and culture initiatives (e.g. venue for classes, participant in arts activities and events, showcase for the community) • Once tenancy has been established by the University staff, initial exploratory conversations should take place in this regard • Explore possibility of WSCE being on Heritage, Arts, Culture working group
9. Host periodic (possibly annual) ACH summits to discuss the state of arts, culture and heritage activities in Huntsville; also develop an awards program	Short-term (i.e. within next 1-2 years) for first; every 2-3 years thereafter	<ul style="list-style-type: none"> • A one-day or weekend summit event has a strong advantage in focusing the community's attention on arts, culture and heritage activities (i.e. their significance and importance) and signaling intentions to improve the sector • The first such summit (we suggest in 2011) would be to launch this strategy, and discuss ways and means of its implementation • The recommended shoulder season activity would be mid-winter or early-spring • Those who expressed interest in being involved in arts, culture and heritage activities (i.e. those who signed up at the Unity Plan workshop in the summer of 2010) should be solicited for participation and advice

Exhibit 7
Facilities recommendations

Recommendation	Timeframe	Rationale
10. Continue to monitor the pricing structure for all town cultural facilities and activities to ensure competitive affordability for local groups	Short-term (i.e. within next 1-2 years)	<ul style="list-style-type: none"> • One key purpose of facilities is to enable local residents to experience the thrill of being on-stage in an excellent facility rework • The pricing structure should be such as to ensure affordability to local user groups • A pricing study needs to be undertaken, with a view to ways and means to ensure affordability (reviewing existing non-profit rate in light of community rates for comparable theatres) • Future resourcing should consider sponsorship development to supplement Town funding and increased fees for non-local use • Ensure the communications rationale accompanies price adjustments • Provide adequate lead time on any price adjustments for inclusion in forward planning by partner agencies/users/brokers/promoters • Where organizations are viable to afford the pricing of the Algonquin Theatre they should be made aware of alternative performance venues such as churches and schools
11. Undertake a building conditions review and possibly landscape plan for Muskoka Heritage Place, and develop a plan to implement needed improvements	Short-term (i.e. within next 1-2 years)	<ul style="list-style-type: none"> • The interview and on-site visits revealed several physical deficiencies with respect to Muskoka Heritage Place (e.g. roofing, artifact storage, archival storage) • This facility should be brought up to the same standards of visitor satisfaction and community pride as is exemplified in the Algonquin Theatre • Philosophy is to maintain facilities we already have before developing new ones
12. Undertake a survey of needed capital upgrades to Algonquin Theatre, develop plan to implement improvements	Medium-term (i.e. 3 to 5 years)	<ul style="list-style-type: none"> • Interview with manager revealed several areas that are going to need professional attention in the next few years • The philosophy is to look after/maintain facilities we already have before developing new ones
13. Continue enabling support of exhibit art gallery function at the Canada Summit Centre (CSC)	On-going	<ul style="list-style-type: none"> • This is an excellent way to support working local artists of merit in a prestigious and active facility with ample use that exposes users to the variety and quality of local artists • It also provides some income to local artists as CARFAC (Canadian Artists' Representation/le Front des artistes canadiens) fees are paid • Continue to support working group of volunteers who jury the show

Recommendation	Timeframe	Rationale
14. Continue enabling support for the Group of Seven Outdoor Gallery	On-going	<ul style="list-style-type: none"> The Group of Seven Outdoor gallery of art murals sponsored by Downtown Huntsville BIA provides an excellent way to provide public art that is intimately tied with the history of the area, as well as giving local artists and the community overall an opportunity to participate in the creation of works of art; they are a tangible symbol to visitors and residents alike of the pride the Town takes in its heritage and artistic talents and blends the two in a very appropriate and meaningful way This provides a strong and positive differentiator for the Town The Town should work with the BIA to ensure the continuation and expansion of this program
15. Investigate the feasibility of a public art gallery facility possibly in a location associated with a new library (including public-private partnerships [PPP] possibilities)	Long-term, and possibly phased in	<ul style="list-style-type: none"> The facility most lacking according to survey response and interviews is a public art gallery With the existing Heritage Place and Algonquin Theatre, this would provide a complete range of facilities for a community that is fully engaged with its cultural sector Note that this is a <u>professionally curated function</u> as opposed to just 'wall space to showcase art' and that this would not be a commercial art gallery
16. Assess the feasibility of development of a new public library facility	Long-term (i.e. 5+ years)	<ul style="list-style-type: none"> There are some significant concerns expressed through interviews and surveys with the existing main library facility in downtown Huntsville (size too small, facilities aging, location not prominent) As consultants we share these concerns New development in a more prominent location would send significant message about the importance of this critical function to the community as well as the role of a library in the 21st century in a smaller community It also could provide a logical home for a new public art gallery facility A feasibility/planning study should be undertaken in the longer term (5+ years from now) to determine feasibility and desirability at that point
17. Review a feasibility of a facility for community-oriented arts, culture and heritage groups to have offices and shared services in one place	Long-term (i.e. 5+ years)	<ul style="list-style-type: none"> Suggestions were made from several arts groups that there would be significant advantage to all arts, culture and heritage groups being able to share space in one facility (could be existing space as opposed to purpose-built) Advantages would accrue in lower costs, shared services, and increased interaction and communications among groups Role of Town would be to assist groups in evaluating feasibility of this joint arrangement but not necessarily (or even likely) to provide space Town role is to be react to local groups and organizations who would need to approach Council with a proposal

Exhibit 8

Policies and programs recommendations

Recommendation	Timeframe	Rationale
18. Investigate the community interest in additional arts and culture programs offered by the Town	Medium-term (i.e. 3 to 5 years)	<ul style="list-style-type: none"> • The community survey revealed that the gaps in programming most frequently identified were: <ul style="list-style-type: none"> • Multicultural programs • Aboriginal programs • Media arts • Visual arts • Literary arts • Explore potential to offer new types of programs in these areas in partnership with existing arts organizations or private sector organizations • Offer new programs on a trial basis to determine affordability and demand • Consider using those who signed up at the Unity Plan presentation to help solicit interest, develop courses, test demand
19. Support longer-term development of a School of the Arts in Huntsville	Medium-term (pending results of pilot program)	<ul style="list-style-type: none"> • Several interviewees and survey respondents suggested the possibility of establishing a 'Haliburton School of the Arts' (HSOA) or similar partnership in Huntsville • This could possibly even be a branch of the HSOA • This would also establish Huntsville clearly as the arts and culture location in Muskoka • The Town is looking at pilot program in partnership with Fleming/ Haliburton for summer 2011
20. Implement the new Town public art policy	Immediately	<ul style="list-style-type: none"> • The Town's newly-approved Public Art Policy (2010) provides direction and support for the active support of public art
21. Compile inventory of public art and sports memorabilia	Immediately	<ul style="list-style-type: none"> • This is a requirement of the Town auditor, for all Town facilities (CSC, ALC, library, Town Hall, theatre, civic centre, public (non-museum areas) of MHP) art, memorabilia, awards, plaques, trophies, etc. • The inventory is to contain location information, condition, image • It will be very useful for on-going planning purposes • A potential resource would be the youth experience summer job program

Exhibit 9

Marketing recommendations

Recommendation	Timeframe	Rationale
22. Create a brand for Huntsville as the arts and culture location in Muskoka	Long-term (i.e. 5+ years)	<ul style="list-style-type: none"> • There may be some potential to create a brand image and identity for Huntsville as the arts and culture location for Muskoka, building upon the existing and growing strong identities of HFA, the G8 legacy, a public art gallery, the partnership with University of Waterloo, etc. • The Town, through the External Marketing Committee (Huntsville and Lake of Bays) as well as the existing offices of manager of marketing and manager of ACH, and Chamber of Commerce and economic development should investigate this potential
23. Develop more aggressive marketing of arts, culture, and heritage activities in Huntsville	Short-term (i.e. within next 1-2 years)	<ul style="list-style-type: none"> • The seasonal market in particular suffers from a lack of awareness of arts, culture, and heritage activities in Huntsville • The Town, likely in cooperation with the Chamber of Commerce, should develop a more intensive program to ensure that seasonal residents are aware of arts, culture and heritage activities and opportunities • This campaign should explore non-traditional venues for promotion (e.g. displays, booths at LCBO outlets on weekends) • Social marketing tools (e.g. Facebook, Twitter) should be actively incorporated as well
24. Create a directory of arts, culture and heritage organizations and persons in Huntsville	Short-term (i.e. within next 1-2 years)	<ul style="list-style-type: none"> • Many interviewees and survey respondents indicated that such a directory (available in both print form as well as on-line) would be highly desirable • As well, such a directory will show the significant critical mass that the sector has, which will start to change perceptions about the importance of the sector • Assistance of the economic development department should be solicited in this initiative • Note that the beginnings of such a directory already exist in the form of the Town's leisure guide
25. Develop a cultural tourism product development and marketing strategy for Huntsville	Medium-term (i.e. 3 to 5 years)	<ul style="list-style-type: none"> • Capitalizing upon the brand developed (see recommendation 21) and the facilities developed and approved, develop a cultural tourism strategy to maximize the tourism and visitor impact that Huntsville can achieve with its cultural assets
26. Undertake an economic impact assessment of the size and significance of the ACH sector	Medium-term (i.e. 3 to 5 years)	<ul style="list-style-type: none"> • Several other communities have found that information about the economic impact of the ACH sector (i.e. its actual performance as an economic engine in the community) can be very influential with politicians and residents alike • Assistance of the District of Muskoka and possibly Chamber of Commerce should be solicited in this initiative

Exhibit 10

Innovation recommendation

Recommendation	Timeframe	Rationale
<p>27. Review feasibility of establishing small annual ACH seed fund from corporate or foundation support for innovative projects in arts, culture or heritage dependent upon matching funding or in-kind contributions from applicant</p>	<p>Long-term</p>	<ul style="list-style-type: none"> • Part of the Town Vision indicates an intention to foster innovation in the arts and culture (as well as other aspects of Town operations) • Similar initiatives exist in other communities to encourage innovation in the arts • HACHAG could play key consulting role in developing guidelines for application and in advising on allocation of funds



Implementation of the



This section discusses implementation of the Cultural Strategy. First, roles and responsibilities of the various organizations in the community implementing the Strategy are outlined. Next, timeframes and responsibilities are discussed. Finally, the financial implications of the Strategy and the need for accountability are developed.





4.1 Roles and Responsibilities

One of the principles articulated at the outset of this report was ‘the community creates its own culture’ (point #6 in the Preface). This principle reinforced the fact that it is not the municipality that ‘creates’ the cultural life of the community. Rather, it is the community itself that does this. The municipality bears certain responsibilities relating to the provision of facilities and programs and responding to the wishes of the community overall. However, it is ultimately the responsibility of the community to create the sort of arts, culture and heritage environment it desires.

This is an important principle to bear in mind when thinking about the implementation of the strategy presented in the previous section. The Town clearly has many responsibilities in bringing about the sorts of conditions in which cultural activity and heritage preservation and interpretation can occur (as described in the set of recommendations in section 3 of this report) but other community groups and organizations have responsibilities too, including:

- Individuals becoming involved in volunteer activities that help sustain the not-for-profit organizations that constitute a large part of the arts, culture and

heritage sector and that help guide Council’s efforts

- Organizations themselves becoming involved in fundraising activities and other initiatives that help support the sector
- Residents and *local politicians* supporting the wide variety of arts, culture and heritage activities that are put on across the municipality throughout the year through membership, attendance and participation
- Funding and granting organizations recognizing the cultural vitality of the community and supporting it through the provision of appropriate resources

All these players have important parts to play in the successful implementation of Huntsville’s cultural strategy and this should be kept foremost in mind as the rest of this implementation plan is discussed.

4.2 Next Steps: Timeframe and Responsibility for Implementation of Actions

The recommendations outlined in Section 3 of this Strategy are designed for implementation over the short, medium and long terms. *Short term* is defined as the year following the adoption of this Strategy (in effect, 2011). *Medium term* is de-

defined as the two-year period stretching from 2012 to 2013. *Long term* is defined as the year 2014 and beyond.

Implementing this Cultural Strategy's recommendations may require some adjustment to the time horizons according to the Town's budget cycle, other Town planning priorities, and unforeseen vicissitudes. That said, exhibit 11 outlines what, in our view, is the ideal framework for implementation. The framework cites each recommendation, the primary agent(s) responsible for implementing each recommendation, and the proposed time horizon for each recommendation.

Note:

1. The ordering of the recommendations corresponds to the sequence of their implementation beneath each "Strategic Context" heading.
2. The numbering of the recommendations corresponds to their ordering in Section 3.
3. The primary recommendation is for Council to approve this Strategy in principle and to delegate an implementation team of municipal staff to propose ways and means to actualize it in accordance with the timetable.
4. Three critical path actions (i.e. those that must occur in order that other recom-

mendations can proceed) are highlighted in yellow.

4.3 Financial Implications of the Strategy

The financial implications of the budget are outlined in this section. In order to make the projection, we have assumed that any given budget item should be inflated both by the consumer price index, averaging 1.5% annually over the last three years for Ontario and the population growth rate which averaged 1.3% annually over the period 2001 to 2006. This rate is assumed to hold in future. The combined inflation rate accounting for both CPI and population growth is therefore 2.8% annually. This rate was used to inflate base budgets corresponding to each recommendation.

For each recommendation, the year of implementation is highlighted in yellow in exhibit 12 on the following page. The table shows the net increase in operating costs associated with each recommendation. The assumptions for each recommendation are shown in the column on the right. The strategy shows net financial implications increasing from approximately \$35,000 in 2011 to approximately \$340,000 in 2016.

Note that these represent the *maximum* amounts that the Town might be called upon to provide. The financial implica-

tions to the Town may be through: procuring volunteer resources can be (such as the volunteer assistance that was provided to Muskoka Heritage Place some years ago); accessing grant funding; soliciting foundation support; and forging partnerships with other organizations. While it may be a challenge to secure sponsors, the community should consider capitalizing on any business sponsorship opportunities to supplement Town funding where possible. The potential to offset resources of this type should be actively explored throughout the implementation of the Strategy.

4.4 The Importance of Accountability

At the outset of this report, one of the key principles articulated was that of 'accountability' (point #7 in the Preface). Accordingly, it is very important for an annual report to Council on the implementation of this Strategy to be prepared. This should be undertaken with the input of Heritage, Arts, Culture working group and be consistent with the accountability reporting done on the various other UNITY Plan initiatives. The Manager of Arts, Culture, Heritage and Programming should make the report to Council (with Heritage, Arts, Culture working group in attendance).

At minimum, the progress update should cover:

- A general report on notable arts, culture and heritage achievements in Huntsville over the past year
- Progress made on recommendations contained within this Strategy
- Barriers to implementation and ways and means of overcoming these

- New arts, culture and heritage opportunities that have arisen in the course of the past year
- (When undertaken) report on the economic impact of arts, culture and heritage and the return-on-investment of the Town's expenditure in these areas

In addition to financial return-on-investment, consideration should also be

Exhibit 12

Implementation of recommendations

Recommendation	Responsibility	Short Term (2011)	Medium Term (2012 - 2013)	Long Term (2014+)
Strategic Context — Organization and Networking				
1. Adopt Cultural Mission Statement and Statement of Core Cultural Values	<ul style="list-style-type: none"> • Council to approve. • Staff to incorporate into day-to-day outlook and activities 	✓		
2. Adopt this Cultural Strategy as official policy and promote it as the cultural extension of the UNITY Plan	<ul style="list-style-type: none"> • Council to approve in principle • Staff to recommend ways and means to adopt 	✓		
3. Establish Heritage, Arts, Culture working group	<ul style="list-style-type: none"> • Council to approve 	✓		
4. Establish youth advisory group to Heritage, Arts, Culture working group for ongoing input re: youth perspective	<ul style="list-style-type: none"> • Manager of Culture, Heritage and Programming 		✓	
5. Re-title "Manager of Culture, Heritage and Programming" to "Manager of Arts, Culture and Heritage and Programming" to reflect inclusion of arts	<ul style="list-style-type: none"> • Council to approve 	✓		

Recommendation	Responsibility	Short Term (2011)	Medium Term (2012 - 2013)	Long Term (2014 +)
6. Provide capacity-building workshops to local ACH orgs	<ul style="list-style-type: none"> • Council to approve • Manager of Culture, Heritage and Programming to implement 	✓		
7. Join the Creative City Network of Canada	<ul style="list-style-type: none"> • Manager of Culture, Heritage and Programming 	✓		
8. Establish a partnership with Waterloo Summit Centre for the Environment (WSCE)	<ul style="list-style-type: none"> • Council to approve • Manager of Culture, Heritage and Programming to implement 	✓		
9. Host periodic ACH summits to discuss state of ACH. Develop awards program	<ul style="list-style-type: none"> • Manager of Culture, Heritage and Programming 	✓		
Strategic Context — Facilities				
10. Continue to monitor pricing structure for all Town facilities to ensure affordability for local groups	<ul style="list-style-type: none"> • Manager of Culture, Heritage and Programming; Algonquin Theatre Manager 	✓		
11. Undertake review of building conditions and landscaping at Muskoka Heritage Place. Develop plan for improvements.	<ul style="list-style-type: none"> • Council to approve • Manager of Culture, Heritage and Programming to oversee 	✓		
12. Undertake survey of needed capital upgrades to Algonquin Theatre. Develop plan for improvements.	<ul style="list-style-type: none"> • Manager of Culture, Heritage and Programming; Algonquin Theatre Manager 		✓	
13. Continue enabling support of art exhibits in Canada Summit Centre	<ul style="list-style-type: none"> • Council to approve 	✓		
14. Continue enabling support for the Group of Seven Outdoor Gallery	<ul style="list-style-type: none"> • Town continue to work with and support BIA 	✓		
15. Investigate feasibility of a public art gallery facility (possibly in location associated with a new library— see item 15, below)	<ul style="list-style-type: none"> • Council to approve 			✓
16. Assess feasibility of developing new public library	<ul style="list-style-type: none"> • Council to approve 			✓
17. Review feasibility of facility for community-based ACH organizations to share offices and services	<ul style="list-style-type: none"> • Manager of Culture, Heritage and Programming 			✓

Recommendation	Responsibility	Short Term (2011)	Medium Term (2012 - 2013)	Long Term (2014+)
Strategic Context — Policies and Program				
18. Investigate community interest in additional ACH programs offered by the Town	<ul style="list-style-type: none"> • Manager of Culture, Heritage and Programming; Community Services Dept. 		✓	
19. Support development of a School of the Arts in Huntsville	<ul style="list-style-type: none"> • Manager of Culture, Heritage and Programming 			✓
20. Implement existing Town public art policy	<ul style="list-style-type: none"> • Manager of Culture, Heritage and Programming 	✓		
21. Compile inventory of public art and sports memorabilia	<ul style="list-style-type: none"> • Manager of Culture, Heritage and Programming 	✓		
Strategic Context — Marketing				
22. Create brand for Huntsville as premier ACH destination in Muskoka	<ul style="list-style-type: none"> • Council to approve • Manager of Culture, Heritage and Programming; Economic Development Dept; Huntsville COC • External Marketing Committee 			✓
23. Market ACH activities more aggressively in Huntsville	<ul style="list-style-type: none"> • Manager of Culture, Heritage and Programming; Manager of Marketing; Huntsville COC 	✓		
24. Create directory of ACH orgs and individuals in Huntsville	<ul style="list-style-type: none"> • Manager of Culture, Heritage and Programming; Economic Development Dept. 	✓		
25. Develop cultural tourism product development and marketing strategy	<ul style="list-style-type: none"> • Council to approve • Manager of Culture, Heritage and Programming; Economic Development Dept.; Huntsville COC 		✓	
26. Undertake economic impact assessment of ACH sector	<ul style="list-style-type: none"> • Manager of Culture, Heritage and Programming; • Economic Development Dept., Huntsville COC 		✓	
Strategic Context — Innovation				
27. Review feasibility of establishing small annual ACH seed fund with corporate or foundation support for innovative ACH projects	<ul style="list-style-type: none"> • Manager of Culture, Heritage and Programming 			✓

Exhibit 12
Financial implications

Recommendation	Short Term	Medium Term		Long Term			
	2011	2012	2013	2014	2015	2016	
1. Adopt Cultural Mission, Values statements	\$0	\$0	\$0	\$0	\$0	\$0	
2. Adopt this strategy as official policy	\$0	\$0	\$0	\$0	\$0	\$0	
3. Establish Heritage, Arts, Culture working group	\$0	\$0	\$0	\$0	\$0	\$0	Operating costs contained in existing budget
4. Establish Youth Advisory Group	\$0	\$0	\$0	\$0	\$0	\$0	Operating costs contained in existing budget
5. Re-title Manager of Arts, Culture and Heritage	\$0	\$0	\$0	\$0	\$0	\$0	
6. Provide capacity-building workshops	\$2,000	\$2,056	\$2,114	\$2,173	\$2,234	\$2,296	Facilitator and expenses contracted
7. Join Creative City Network of Canada	\$300	\$308	\$317	\$326	\$335	\$344	Membership dues
8. Partner with Waterloo Summit Centre for the Environment	\$2,500	\$2,570	\$2,642	\$2,716	\$2,792	\$2,870	Some additional operating expenses
9. Host periodic ACH summits	\$0	\$3,000	\$0	\$3,169	\$0	\$3,348	Summit every other year
10. Continue to monitor pricing for Algonquin Theatre	\$0	\$0	\$0	\$0	\$0	\$0	
11. Undertake review of Muskoka Heritage Place facility	\$10,000	\$0	\$0	\$0	\$0	\$0	Some internal resources for review; excludes capital improvements
12. Develop capital plan for Algonquin Theatre	\$0	\$15,000	\$0	\$0	\$0	\$0	As above
13. Continue enabling support of arts exhibits at Canada Summit Centre	\$0	\$0	\$0	\$0	\$0	\$0	Town provides in-kind support through provision of space

Recommendation	Short Term		Medium Term		Long Term		
	2011	2012	2013	2014	2015	2016	
14. Continue enabling support for the Group of Seven Outdoor Gallery	\$2,000	\$2,050	\$2,114	\$2,173	\$2,234	\$2,296	Town maintains its own murals
15. Establish public art gallery	\$0	\$0	\$0	\$25,000	\$200,000	\$205,564	Feasibility study and gallery operating funds
16. Feasibility study of new library	\$0	\$0	\$0	\$25,000	\$0	\$0	Integrated library, art gallery feasibility study. Excludes capital budget
17. Feasibility study to share offices	\$0	\$0	\$0	\$0	\$0	\$0	Assumed done internally
18. Investigate community interest in additional ACH programs	\$0	\$0	\$10,000	\$12,000	\$14,000	\$16,000	Investigation leads to additional \$10,000 program with \$2,000 increments
19. Support development of School of the Arts	\$0	\$0	\$0	\$25,000	\$0	\$0	Study cost shared with province which bears most operating costs
20. Implement public art policy	\$5,000	\$5,140	\$5,284	\$5,432	\$5,584	\$5,740	\$2,000 for inventory and \$3,000 for exhibit fees
21. Compile inventory of public art and sports memorabilia	\$0	\$0	\$0	\$0	\$0	\$0	Responsibility of Manager of ACH and Programming, possibly using volunteer support
22. Create brand for Huntsville	\$0	\$0	\$0	\$40,000	\$25,000	\$25,695	feasibility then marketing
23. Market ACH activities more extensively	\$10,000	\$10,280	\$10,568	\$10,864	\$11,168	\$11,481	
24. Create directory of ACH organizations	\$3,000	\$0	\$0	\$0	\$0	\$0	Assumes some printing costs
25. Develop cultural tourism product, marketing strategy	\$0	\$40,000	\$10,000	\$10,280	\$10,568	\$10,864	Create product, then market
26. Undertake economic impact assessment of ACH sector	\$0	\$10,000	\$0	\$0	\$0	\$0	Contracted service
27. Review feasibility of establishing ACH seed fund	\$0	\$0	\$0	\$10,000	\$10,280	\$10,568	Feasibility done internally, results in \$10,000 fund.
Total Incremental new operating funds	\$34,800	\$90,410	\$43,038	\$174,132	\$284,194	\$297,066	

Endnotes

1. See Charles Landry, *The Creative City – A Toolkit for Urban Innovators*, Earthscan, 2000.
2. Again Charles Landry, this time *The Art of City Making*, Earthscan, 2006.
3. See, for example, Florida's *The Rise of the Creative Class* (Basic Books, 2002) and *Who's Your City?* (Random House, 2008).
4. Notable examples are Pittsburgh, Pennsylvania; New Haven, Connecticut; Glasgow, Scotland; and Bilbao, Spain.
5. See Charles Block, *Community – The Structure of Belonging*, Berrett-Koehler Publishers, 2008.
6. See Andrew Savitz, *The Triple Bottom Line*, Jossey-Bass, 2006.
7. *Unity Plan: Huntsville's Guide to a Sustainable Future*, p. i. Town of Huntsville, Sept. 3, 2010.
8. *Ibid.* p. 32.
9. Still another example would be a joint resolution signed by the Town of Huntsville and Rama First Nation and Wasauksing First Nation regarding the right to clean water and sanitation, to be presented to the G8 Summit participants.



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LEGEND	COLOUR
Finished, ongoing	25/27
Started, needs attention	2/27
Future goal	0/27
STATUS @ Feb 29/16	27/27

Town of Huntsville

CULTURAL STRATEGY UPDATE

Goals at a Glance • February 23, 2016

#	Item	Description	Page
1	Adopt Cultural Mission, Values	Ensure provision/collaborate/lead – adopted February 22, 2011 res. No. 50-11	30
2	Adopt Cultural Strategy	Strategic Plan – http://huntsville.ca/en/visiting/artscultureheritage.asp	1-49
3	Establish ACH Working Group	Unity Plan ACH/SWB/AH group – January 24, 2011 resolution No. 31-11, Goal #10 of Unity Plan	31-32
4	Investigate Youth Advisory to ACH	Informal or formal, could be part of ACH UP or other; UP Recreation Group potential, ongoing, CS 2013-03 – Youth Engagement, UofW students rep't, support Huntsville Art Society – Jan 2014 HHS Art Show – Youth Advisory Committee of Council 2014-18 Council Term	32
5	Re-title Manager - ACH	Done, 2011	32
6	Provide capacity-building workshops to support local ACH groups	Capacity investment artsVest/Business for the Arts – 2011 to 2012; ongoing goal, WorkInCulture, CS 2013-04; sector consultations ongoing. Art orgs – Jan 17, Bracebridge; workshop HAS/Edge of the Woods/Jumblies (supported by OTF) Jan 18, 2014	33
7	Join Creative City Network	Done, 2012	33
8	Partner with Waterloo Summit Centre for the Environment	Ongoing, 2013 Incubation Entremedia, Sheertech Alternate Energy; Heritage planning courses, Aug 2013	33
9	Host periodic ACH summits	Networking with CARFAC and OCC, July 2011. Ongoing. Ec Impact Study, Goal #26 engagement, 2013 - Community Performers, Arts Orgs	33
10	Monitor pricing for Algonquin Theatre and municipal cultural facilities	Yearly comparison analysis within sector as part of annual review/branding/tactics/planning/operational plans	34
11	Undertake building condition review of MHP and develop plan	CS2011-16 – Appendix A – living document, ongoing	34
12	Review needed upgrades AT	CS2012-23 June 6, 2012, ongoing	34
13	Continue to support visual art at CSC	By end of 2014 will have hosted 20 exhibits; paid CARFAC artists' fees, ongoing	34
14	Continue to support Group of Seven outdoor gallery	Gerry Lantainge, BIA, other partners. Support, market, enable, celebrate, participate. Tom Thomson 100 th 2012-2017 initiative, ongoing.	35
15	15 Assess feasibility of new Public Art Gallery	Longer term goal (2014), maintain partnership relationships with arts organizations is ongoing, seed funding in 2014 budget approved, WorkInCulture Session Feb 17 2016 INCORPORATE OUTCOMES OF FEB 17 SESSION IN NEW PLAN	35
16	16 Assess feasibility of new Public Library	Longer term goal (2014), maintain relationship with Library as asset in ACH sector, ongoing, may be able to combine with #15 funding opportunity – Library Board Goal – town purchase of property 2015 – Library Board and Strategic Plan	35
17	17 Assess feasibility of shared space for local ACH groups	Longer term goal (2014), perhaps in conjunction with #15 and #16, maintain relationship with groups as asset in ACH sector, ongoing - RFP CNR Station group; continue to collaborate, Culture Hub lease June 2014 CoC, HaAHS, HAS, HTSS	35
18	Investigate community interest in new ACH activities offered by town	Medium term goal (2013), survey, develop Key Performance Indicators, communicate, corporate Community Services goal, ongoing, comparative research and competitive analysis ongoing, private nfp partnership HAS uptake, programs Pilot with The Haliburton School of The Arts in 2011, return for 2012, ongoing, 2013 retained relationship. New opportunities supported, Community Engagement/Economic Development/private sector lease space potential.	36
19	Support School of the Arts	Haliburton withdrawal; Cultural Hub? ACHAdvisoryGoal	36
20	Implement Town's 2010 Public Art Policy	Policy developed and adopted resolution No. 191-10, June 10, 2010, ongoing – 2013, Partner's Hall, Library, CSC – 2014 items offered for purchase/donation/loan – compliance with PAP	36
21	Compile inventory of public art and sports memorabilia	Sports inventory done March 2012, Sports Display completion target Nov 2012. Public Art inventory – to be done in 2013 Sports Display Completed – CS-2013-06 Jan 15, 2013; public art inventory assessment underway 2014; Heritage Collection assessment values/conditions. CS-2014-22 update every 3 years, insurance issues	36
22	Create brand for Huntsville as THE arts and culture destination in Muskoka	Longer term goal (2014) Ongoing, continue to build partnerships, awareness of value of ACH sector, internally with Manager of Marketing and Executive decision-makers, externally with collaborators, partners, and broad-base communication, tie to all other goals – Note: Dec 2013, Gravenhurst became the second town in Muskoka to adopt a Cultural Plan. Gravenhurst also has this goal. Staff have reached out to collaborate. Gravenhurst in process of hiring Director of Recreation, Arts & Cultural Services (Jan 2014)	37
23	23 Undertake more aggressive marketing of ACH assets	Shorter term goal (2012) ongoing, Social Media policy 2012, tie to #25, budget implications/constraints to implement, see #25, 2013 – Marketing of area as 'place' is indicated as next step(s) in Goal #25. – Town Ec Dev – ongoing with partners – EE RTO 12; MTMA; HV/LoB Chamber of Commerce – IMPLEMENTATION NEW PLAN GOAL – review of brands - Town (the Corporation) and Town (the Place/Destination) ongoing	37
24	Create Directory of ACH individuals and organizations	Ongoing, Leisure Guide, Chamber of Commerce	37
25	Develop Cultural Tourism Plan	Collaborative project with Chamber of Commerce, funding application to ON Tourism Dev Fund, Kate at Chamber lead, Aug 2012, 2013 – Funding ON Tour Ec. Dev. RFP issued by Chamber of Commerce Feb 7, 2013, closes Mar 7, 2013. Presented to Committee, council accepted for information IMPLEMENTATION – NEW PLAN GOAL	37
26	Undertake Economic Assessment of ACH sector	Funding secured via Muskoka Community Futures & Explorers' Edge - collaborative pilot project with Creative Muskoka, District wide – CS-2013-15 Feb 12, 2013; ratified Council, Feb. 25, 2013. – RENEWAL	37
27	27 Assess feasibility of ACH seed fund	Longer term goal (2014), work with Community Engagement/Budget, research into municipal sector practices underway. (Culture adhoc, CCNC) FURTHER ASSESSMENT AND IMPLEMENTATION – NEW PLAN GOAL	38