

TOWNSHIP OF HURON-KINLOSS CULTURAL ACTION PLAN



SOWING THE SEEDS OF LOCAL CULTURE

PREPARED BY
COBALT CONNECTS, 2013



CREDITS

The Township of Huron-Kinloss Cultural Action Plan process was funded by the Ministry of Tourism, Culture and Sport through the Creative Community Prosperity Fund. The Cultural Action Plan process was conducted over a 10-month period from May 2012 to February 2013.

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INTRODUCTION

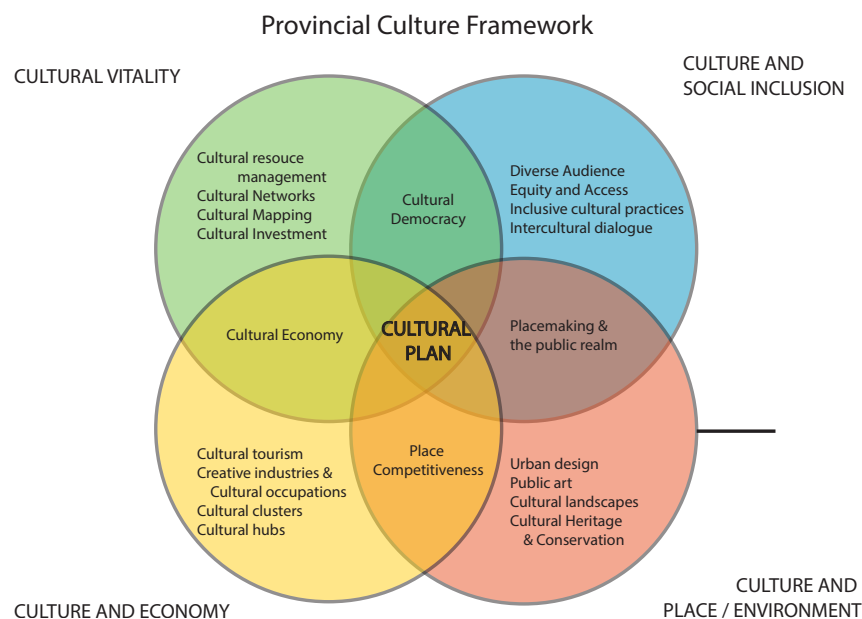
In 2012 the Township of Huron-Kinloss was successful in securing funding through the Creative Community Prosperity Fund to undergo a process of cultural asset mapping and to create a Cultural Action Plan. Since 2009 the Ministry of Tourism, Culture and Sport has funded more than \$2.9M in cultural planning exercises across the province of Ontario in more than 100 municipalities. Huron-Kinloss now joins that alliance of communities large and small that are making cultural development a priority.

The process of cultural planning seeks to align the policies and procedures of the municipality with the desires and aspirations of its residents and community cultural agencies. Through extensive community consultation the plan should seek to develop common outcomes, outline roles and responsibilities, and implement a structure through which the local culture can be preserved, fostered, leveraged and celebrated.

Provincial Framework

By working through the Creative Community Prosperity Fund, the Township of Huron-Kinloss is leveraging the extensive body of best-practices and frameworks created by other municipalities and organizations who have studied the role of Municipal Cultural Planning over the past 5 years – most notably the Province of Ontario, The Municipal Cultural Planning Incorporated, Hill Strategies, The Martin Prosperity Institute, Authenticity and the Canadian Urban Institute.

The provincial framework for cultural planning consists of 4 key areas of interest: Cultural Vitality, Social Cohesion, Culture & the Economy, and the Culture of Place & Environment. As illustrated in the diagram below:



Throughout the process of creating Huron-Kinloss' Cultural Action Plan, CoBALT Connects sought to understand the culture of the Township through this framework. As referenced in many of the existing planning documents for the Township, Huron-Kinloss is made up of a number of distinct communities, each of which had ample opportunity to engage in this process and share their unique characteristics. The Cultural Action Plan seeks to unite those characteristics into a single plan that can guide the Township, its residents and cultural agents.

Methodology

The Cultural Action Plan process was led by CoBALT Connects, a provincially designated Arts Service Organization, under the guidance and leadership of Mary Rose Walden and Taralyn Martin from the Township of Huron-Kinloss.

Our process for the project included 5 main components:

Cultural Mapping

Cultural mapping is the process of gathering key data on the location of cultural assets in the community. Cultural assets range from individual artists and cultural producers to community organizations, heritage sites and cultural facilities, creative businesses, and intangible assets such as stories and memories of the people within the community.

This information serves multiple purposes including physically creating a picture of where culture resides within a geographic area, but also by creating a timeline of cultural values and development. In the case of this project, CoBALT Connects created a visual timeline with participants with the assistance of visualization specialist Matt Jelly.



Internal Literature Review

Each municipality has existing planning documents and strategies that reveal patterns of engagement, community philosophies, data from previous efforts and preferred methods of operating. An in-depth review of this material provides essential insight into the development of a successful Cultural Action Plan. The following documents were reviewed:

A Study of the Bruce County Public Library
First Impressions Community Exchange: Lucknow
First Impressions Community Exchange: Ripley
Ripley Spruce the Bruce Community Toolkit
Lucknow Spruce the Bruce Community Toolkit
Bruce County Official Plan
Huron-Kinloss Official Plan

A full review of these documents is included in the Internal Literature Review as Appendix A of this document.

Comparable Cities Review

When creating a plan for any community it's imperative that it be tailored to the unique characteristics and conditions of that locale. However, understanding how comparable communities address similar issues also provides valuable information and best practices.

Through working with Township staff, CoBALT Connects identified Goderich (ON), Minto (ON), Ottawa Valley (ON), Prince Edward County (ON), and Morden (MB) as comparable communities. These

communities were selected for a number of reasons including: proximity to Huron-Kinloss, similar scale and population, comparable rural base, and the innovative ideas outlined in their cultural plans and other planning documents.

This comparison served to provide a context for what can be accomplished in a cultural plan for a community the size of Huron-Kinloss, and what neighbouring municipalities are doing from a competitive-edge lens.

The full Comparable Cities Report is included as Appendix B of this document.

Public Consultation

Engaging a wide range of the public during a cultural planning process is essential. CoBALT Connects was selected for this project due its willingness to spend a significant amount of time in the community, and for some of its unique approaches to public engagement.

Approximately 200 residents were directly engaged by the process which included: a launch event, 3 public consultation nights, 2 elementary school engagement sessions, more than 40 individual interviews, and a targeted session focused on young families.

This extensive public engagement has given CoBALT Connects staff a true feel for the community, its residents, skills and talents, and potential obstacles or deficiencies.

A full breakdown of the consultation process can be found as Appendix C of this report in the Community Consultation Report.

Steering Committee Review

In addition to the review conducted by Township staff, the Cultural Action Plan project also created a Steering Committee of local residents and engaged cultural participants in the community. The Steering Committee hosted a half-day session with the CoBALT Connects team to refine key definitions and work through resource planning on key recommendations. The Steering Committee was also given a draft version of the plan for review and comment prior to it being delivered to Council.

Based on the knowledge gained from the above noted processes, CoBALT Connects has prepared a Cultural Action Plan that we feel addresses the principle desires of the community and lays a foundation for how to move forward, where to access resources, and whom to engage in the implementation.

DEFINITION OF CULTURE & CULTURAL VISION

Defining the culture of a place is not an easy task. Huron-Kinloss spans more than 440 square kilometers, has a population of 6,790 people, and is an amalgamated Township with unique jurisdictions. Reaching a consensus on any given topic can be difficult.

Without a definition for culture that is specific to the community's residents and region, an Action Plan runs the risk of not being focused enough to generate the community buy-in and necessary support required to move forward.

After consultation with the community and the Steering Committee, CoBALT Connects is recommending the following definition for culture in the Township of Huron-Kinloss. The definition is a combination of provincially recognized standards along with local guiding principles and vision that will allow a broad spectrum of the community to see their place in the definition.

Framework

Culture is a broad concept which encompasses the people, places and things that reflect our community identity and channel creative expression including:

- Cultural Heritage
- Creative Cultural Workers
- Creative Cultural Industries
- Cultural Organizations
- Festivals and Events
- Natural Heritage
- Cultural Spaces and Facilities
- Stories, Values and Traditions

This definition is based on the Province of Ontario's Cultural Resource Framework.

Local Vision

- Culture is central to what makes Huron-Kinloss a community in which people wish to live, work, play and invest
- Cultural is rooted in the people and the intimate sense of interaction found in our close-knit communities
- Culture has a strong connection to the land and unique geographical features of the Township
- Culture is the expression of our identity including local history & heritage, rural traditions and practices
- Culture is a tool that builds a sense of place, quality of life, civic pride and community
- Culture plays a role in connecting generations, creating a sense of home for those who have come and gone, and for providing inspiration to youth

RECOMMENDATIONS & ACTION PLAN

Huron-Kinloss, like many rural communities, is facing a number of factors that make cultural development challenging in a traditional framework. A 2009 Queen's University study notes that many rural communities are struggling with "youth out-migration, an aging population, lower incomes, a smaller tax base to pay for services delivered over long distances, fewer educational and cultural opportunities, a less-educated workforce and an employment base whose traditional agricultural and manufacturing roots are undermined by globalization." Based on these factors many rural communities are turning to the creative industries as an economic development tool to combat these conditions.

Fortunately for Huron-Kinloss a number of these factors are not true. Based on Statistics Canada's 2011 census data, Huron-Kinloss has grown by 4.2% since 2006. While this growth is slower than the national average of 5.9%, Huron-Kinloss outpaces all of its neighbouring census divisions including Kincardine. Outside of the 50-65 years of age demographic, the next strongest cohort is 0-4 years, implying that young families are making the township home and raising families locally. Strong employment from Bruce Power, trades and the agriculture sector are ensuring consistent employment and quality wages.

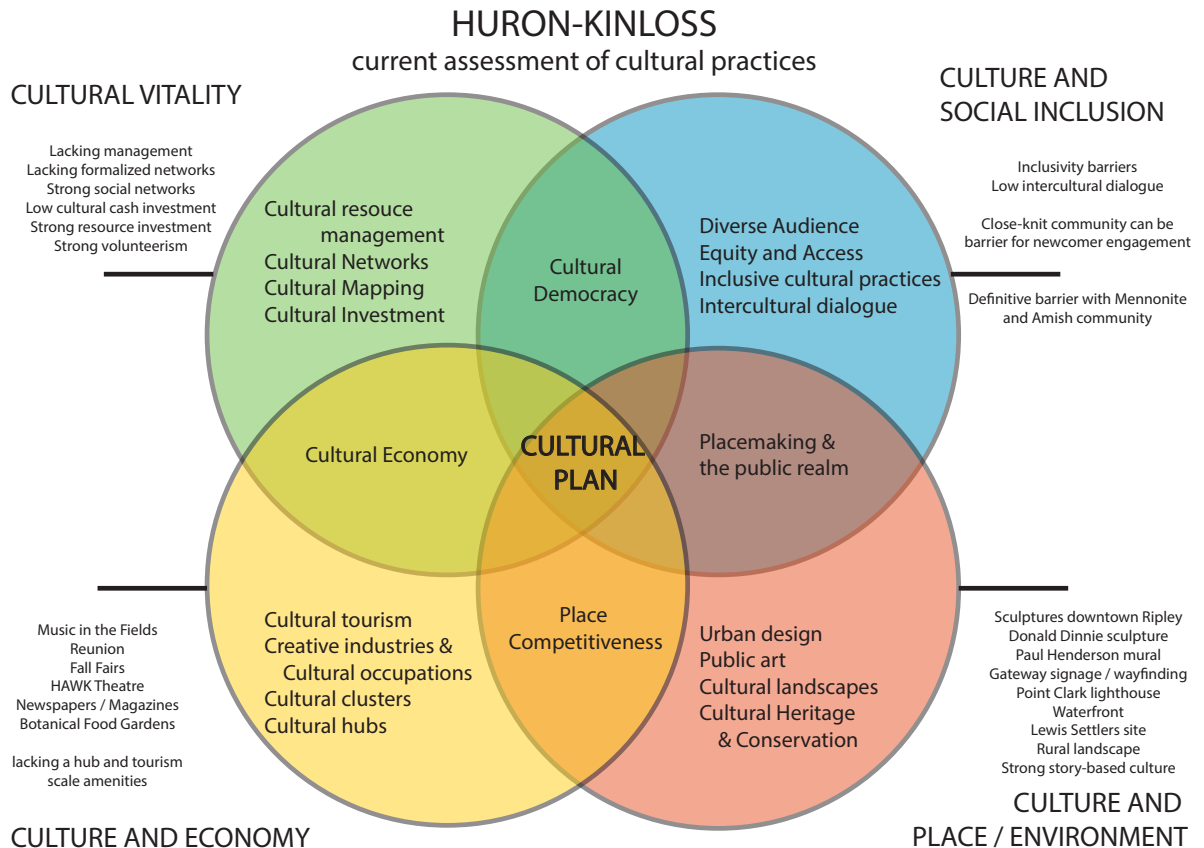
Currently cultural employment in Huron-Kinloss (1.1%) is well below the provincial and national average (3.0%), but from our research we do not see culture unfolding in the same way as we might in a more urban centre. Cultural organizations and major events (Fall Fair, Music in the Fields, HAWK Theatre, Bruce Botanical Food Gardens) are almost entirely run by volunteers and community service clubs. Individual creative residents primarily engage in their artistic practice for personal enjoyment as opposed to professionally. Organizations with deep roots in the community (Women's Institutes, Kinsmen, 4H & Agricultural Society, etc.) have been doing their work for decades and are seen as part of the social fabric of the community. Culture is enacted in a way that doesn't lend itself to be seen through an economic development or employment lens – its part of daily life and one's responsibility as a member of the community.

With this in mind CoBALT Connects does not think the Township should be approaching cultural development as a job creation or economic development tool in the traditional sense, or a major player in a tourism strategy. It will act as a tool for developing strong social networks, resilient communities, increased quality of life and civic pride, improved aesthetics and resident expression. These outcomes will in turn have economic benefits by continuing to root residents in the communities, create improved environments to retain youth, increasing commercial/retail activity in downtowns, etc.

From our perspective the major factors facing Huron-Kinloss' ability to develop quality of life amenities and cultural assets are:

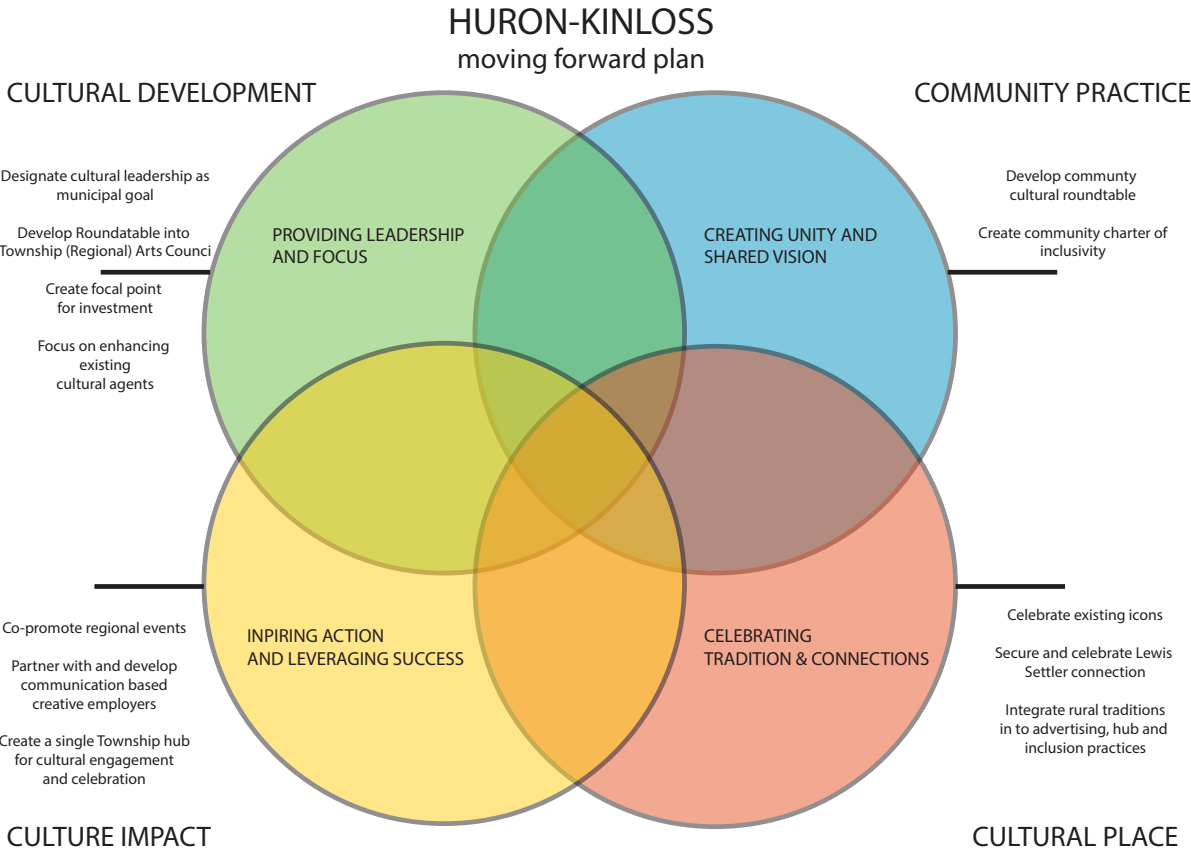
- Commercial competitiveness with retail and cultural amenities in Kincardine
- Lack of opportunity, or high risk environment, for creative entrepreneurs
- Lack of individual or organizations with experience leading cultural development (i.e., arts council, municipal cultural officer, etc.), and access to established cultural funding at Provincial level
- Low availability of 'Main Street' real estate to house commercial or non-profit developments that could enhance quality of life and provide cultural amenities
- Lack of tourism focused amenities that could act as catalyst for economic development (i.e., hotel, full-service restaurants, cultural attractions , signature year-round cultural asset, etc)
- Communication gaps creating disconnected generations
- Inability to unify communities within Township for collective success (includes linking 3 primary communities, connecting with cottager population, overlapping service clubs, shopping locally, etc.)

The chart below takes the provincial framework from the introduction and shows you where Huron-Kinloss has active cultural assets in each category, and some of the identified barriers to development.



MOVING FORWARD

To move the community forward CoBALT Connects has developed a number of recommendations. A good number of the initiatives can be enacted with little or no investment. Others will require the collective efforts of residents, businesses, cultural organizations and the Township – and in some cases all of the communities within the full Township working in unison.



FOR FURTHER CONSIDERATION

In every community consultation process we hear feedback that we understand and respect but wish to challenge in some way. During the process for this plan we heard two topics that we would challenge the community to openly discuss and seek opportunities to address.

Beach/ Waterfront Development

We understand that local residents do not want the beach to become over-used and congested by tourists. As the lighthouse moves towards completion we would encourage the Township to more effectively capitalize on this asset and its incredible waterfront, while still remaining respectful to the local desire. The addition of simple mobile businesses (kayak rental, food trucks/stands, ice-cream) at the waterfront would increase day-tripper tourist traffic and provide seasonal employment opportunities for teenagers who often find no opportunities locally.

Mennonite Relations

In many communities when a clearly unique sub-culture exists within it, it is celebrated and leveraged positively for its unique features and offerings. Unfortunately we felt immediate tension in the community regarding the relationship with the Mennonite population. We were extremely pleased to have an interview with Mennonite representatives and to see them attend the public session in Lucknow. We felt this was a pivotal moment.

The depth of this divide was made true during our elementary school sessions. Youth were found on both sides of the issue, which they brought up and debated on their own. We were taken aback by the openness with which children openly expressed themselves.

This divide will only get deeper with time if positive steps aren't encouraged a stronger relationship. While we understand there are differences, we see them being far outweighing by the potential positives of working together.

Planning Endorsement

In addition to the above recommendations CoBALT Connects would agree with many of the recommendations in the BR+E Study, especially with respect to downtown development. Without the development of the downtowns in both Lucknow and Ripley the community vibrancy will not improve. We would encourage the Township to make addressing aesthetic changes and clear way-finding a priority, and to lean on the strong sense of civic pride to make 'sprucing up' the downtowns a community event.

We also fully support the aims of staff to combine the Cultural Action Plan, BR+E Study and Strategic Plan to pursue Rural Economic Development grant to support projects that are aligned amongst these three plans.

CULTURAL DEVELOPMENT	Timing	Investment	Partners
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Designate Cultural Development as a Township Goal			
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> officially adopt the cultural plan and work to complete the work plan	short-term	consideration for strategic investments in goals of the Cultural Plan	Township Council, City staff
> Township to take internal leadership in implementing the Cultural Plan	immediate	retention of staff to carry out recommendations	

Seek Opportunity to Build Capacity of Local Organizations & Artists			
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> align Cultural Plan with current Strategic Plan efforts including cultural goals	short-term	completion of Strategic Plan	Township Council, City staff, consultant
> pursue funding opportunities that support cultural/community development (ie. Rural Economic Development, Ontario Trillium Foundation, Compass, etc.)	mid-term		Township staff
> continue, and seek opportunities to enhance support of HAWK Theatre, Music in the Fields & Bruce Botanical Food Gardens as primary cultural programs	ongoing	possible link to Cobalt Connects	Township Council, City staff
> continue to aid Bruce Botanical Gardens in reaching its full potential as a local cultural hub, and a unique regional education and tourism draw	ongoing		
> reach out to the University of Guelph Rural Planning & Development program for capacity building and tangible project development assistance	long-term	possible link to Summer Student employment program	Township staff, University of Guelph, Service Clubs
> consider co-applying to the Ontario Arts Council for regional Arts Service Organization project support for above noted groups	mid-term	possible link to Cobalt Connects	Township Council, City staff and Arts Service Organization

Create a focal point for Community Culture Investment			
> create a Township-wide cultural investment fund where residents, events, businesses and the Township can make cultural investments	mid-term		City staff, Cultural Roundtable, Service Clubs
> fund to be led by Cultural Roundtable representing all communities within the Township with staff support	mid-term		Cultural Roundtable
> lead with a modest contribution from the Township	mid-term	Township to make lead contribution	Council
> leverage online engagement to create a kickstarter or indigogo type campaign to encourage resident investment and ongoing support from former residents	mid-term	Leverage investment above in campaign	Whole community
> designate the cultural fund as a primary recipient of a portion of the Reunion funds from all communities in 2015	long-term		Reunion organizing committees
> develop an employee matching donations program with Bruce Power and other major employers	long-term		Township staff and residents who work at Bruce Power

CULTURAL IMPACT	Timing	Investment	Partners
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Build Networks and Co-Promote Cultural Assets			
> develop a single cultural brand for the entire Township under which each community brand can exist	mid-term		Township staff & Cultural Roundtable
> use Township brand for advertising Township throughout the province, and local brands locally	ongoing		
> focus brand on existing assets (natural spaces, waterfront, small town/ rural pride, etc) and icons (ie Donald Dinnie, Hawk Theatre, Lighthouse, Lewis Settler site, Paul Henderson mural, etc.) to ensure you can deliver on the experience you are promoting	ongoing		
> create a monthly Huron-Kinloss Cultural e-blast that is sent to residents, service clubs, beach associations, BIAs, sports clubs, Legion members, etc.	mid-term	staff & volunteers	township staff, BIAs, Cultural Roundtable, other networks
> partner with local publications (Lucknow Sentinel, KidsTown, etc.) to promote local cultural assets	short-term		
> leverage alternative distribution networks to reach beyond the local (ie. Distributing information via Pine River Cheese distribution, through other goods exported from Township, etc)	long-term	larger investment for design and high volume printing	
> develop a Huron-Kinloss Cultural Pass that rewards patrons for visiting multiple cultural activities throughout the township (like the Ice-Cream Trail project)	long-term	modest marketing investment	Township as lead

Develop a Single Township Cultural Centre			
> source a single physical location that can become the hub for developing ideas, sharing history, enhancing learning and building networks	mid-term	Focal point of Cultural Fund	Cultural Roundtable
> gather information to be shared on resource for cultural development (ie. Granting information from various provincial programs, local programs like Community futures program, Ontario Arts Council, etc)	mid-term		Township staff

> create opportunities for all communities to participate in the development of the site - not just one group or individual	mid-term		Cultural roundtable
> start initially with a space that is readily available but build the vision for a larger centre	short-term		
> make centre the hub for reunion events, registration, etc. to encourage donations and idea generation	long-term		Township staff & Reunion committee
> engage local property owners in dialogue	short-term		Township staff
> work with property owners to develop accommodation and lifestyle amenities (ie. restaurants, café, etc) to encourage social hub development around centre	long-term	Explore municipal mechanisms to asset local developers	Township staff & Council
> engage business development resources to make centre a hub for developing small enterprises (ie. artist workshops, cooking classes, agri-education, etc)	mid-term		Township staff, Bruce Community Futures

CULTURAL PLACE	Timing	Investment	Partners
Celebrate Local Icons			
> explore stories of local residents (Women's Institute history, childhood memories, Agricultural society history, Mennonite community development, etc)	short-term	volunteer time	Cultural Roundtable
> find incredible stories about everyday people not just icons like Paul Henderson and Donald Dinnie	short-term	volunteer time	Cultural Roundtable
> consider creating Facebook and Twitter accounts that represent local icons (ie. Lucknow = Donald Dinnie, Ripley = Lewis Settler, Point Clark = Lighthouse keeper), develop ongoing dialogue and story telling tied to cultural history	short-term	volunteer time	Cultural Roundtable
> share these stories on Facebook and Twitter to engage residents in story-telling and broader community in the tales of rural life	short-term	volunteer time	Cultural Roundtable
> leverage stories into marketing and branding of each community	mid-term	part of overall branding investment	Cultural Roundtable
> turn stories into project (ie. Hand-painted billboards on roadside approaching town) that helps stop traffic and create local intrigue	mid-term	depends on scall of desired project	Cultural Roundtable
> Apply to Ontario Arts Council with HAWK Theatre to create a play out of local stories (ie. Farm Show by Paul Thompson)	long-term		Cultural Roundtable
> Work with Dalton Pottery to create series of Township items based on stories (ie. commemorative plates, mug set, etc.)	long-term		Cultural Roundtable
> Apply to Ontario Cultural Attractions Fund to present works as part of the Reunion	long-term		Cultural Roundtable

Secure and Celebrate the Lewis Settler Site			
> continue to explore relationships that can assist in securing the Lewis Settler site	mid-term	Investment in the Lewis Settler site can range from local in-kind support to a large conversation approach. We simply hope the site can continue to be enjoyed and protected from future erosion.	Township staff
> register the site with the Ontario Heritage Trust	short-term		Township staff
> contact the Scottish Studies Foundation at the University of Guelph for assistance	short-term		Township staff
> link the development of the Lewis Settler site with the Bruce Botanical Food Gardens to create a rural cultural site	ongoing		Township & Bruce Botanical Food Garden
> ensure Lewis Settler stories are incorporated into the storytelling projects	ongoing		

TOWNSHIP OF HURON-KINLOSS - CULTURAL PLAN RECOMMENDATIONS

COMMUNITY PRACTICE	Timing	Investment	Partners
Create a Community Cultural Roundtable			
> membership should include cultural groups from all communities, not separate ones for each	short-term	staff time no financial investment required	Township staff leadership
> membership should include Township staff, residents and cultural leaders	4 meetings per year		Cultural leaders, individual artists, residents, service clubs
Create Online Communication Forums			
> create Township Culture Roundtable Facebook group, Twitter account, Trello project boards	mid-term	staff time	Township staff
> focus on engaging young adults online	ongoing	volunteer time of the Cultural Roundtable members	Cultural Roundtable members
> ongoing communication to those not on the core Cultural Roundtable	ongoing		
> opportunity to engage participants, volunteers, donors & sponsors	ongoing		
> use online forums to connect to those who have moved away (Reunion attendees)	mid-term		Source 4-6 community delegates in the young adult demographic to act as online ambassadors
Create a Youth Community Culture Roundtable			
> mirror of the core Cultural Roundtable	mid-term	staff time no financial investment required	Township staff, service clubs, schools

Develop a Community Engagement Charter			
> develop a community engagement charter that outlines how the community is going to remain connected, informed and engaged	long-term	staff time minor investment in a few community forums	Full community
> include representation from all demographics	ongoing		
> ensure Mennonite and Amish communities are invited to the process	ongoing		
> project should not only result in document, but a plan for actions/projects that re-enforce the bond throughout the community	review Future Ideas chart generated through the Community Engagement events		
> target creating a "Welcome to Town" initiative for new comers	mid-term		City staff with BIAs

*** a full list of the ideas generated during public engagement for future activities are included as an appendix to this report**

CONSULTATION PROCESS REPORTS

The following pages are full copies of the various reports and reviews created by Cobalt Connects throughout the research and consultation process. We recommend all Township Staff, members of Council, and major cultural community stakeholders read the full report as it illustrates the thorough approach taken by the team, and much greater insight into the feedback provided by the community.

Included in this section are:

Internal Literature Review

Comparable Cities Report

Community Consultation Report

Rural Heritage Centre Information Report

Future Ideas List

Funding Opportunities Chart (provided as separate document to staff)

TOWNSHIP OF HURON-KINLOSS
CULTURAL ACTION PLAN
INTERNAL LITERATURE REVIEW

APPENDIX A

HURON-KINLOSS - CULTURAL ACTION PLAN INTERNAL LITERATURE REVIEW

METHODOLOGY

As part of the cultural planning process, CoBALT Connects has conducted an in-depth internal literature review of existing policies, plans and resource documents. A literature review provides the historical context for participants engaged in the planning process and a basis to move forward with new recommendations and policies. The intent of this report is not to provide analysis or critique of past documents but to provide a concise overview to allow for further discussion and research.

The Cultural Plan internal literature review focuses primarily on documents that are related to culture and revitalization (i.e. Cultural Mapping, Bruce County Library study, etc.) but also looks at broader research and planning documents (i.e. Business Retention and Expansion report, Official Plan, etc.) that are relevant to this project.

LITERATURE REVIEWED

- A Study of the Bruce County Public Library
- First Impressions Community Exchange Lucknow
- First Impressions Community Exchange Ripley
- Ripley Spruce the Bruce Community Toolkit
- Lucknow Spruce the Bruce Community Toolkit
- Bruce County Official Plan
- Huron-Kinloss Official Plan

HURON-KINLOSS - CULTURAL ACTION PLAN

INTERNAL LITERATURE REVIEW

A STUDY OF BRUCE COUNTY PUBLIC LIBRARY: A SUMMARY OF BENEFITS

Date: 2004

Project Lead: Southern Ontario Library Service

The Study of the Bruce County Public Library was undertaken by Southern Ontario Library Service, an agency of the Ministry of Culture, to determine how and to what extent the Bruce County Public Library serves as a community gathering place, and contributes to community awareness, identity and vitality for residents and visitors to Bruce County. This study also examines the library's contributions to the local economy.

A variety of data collection methods were used in this study including:

- An in-house user survey administered in all 18 branches (202 surveys completed)
- Two focus groups with seniors
- One staff focus group
- Library visits to 9 branches, observing activity and use patterns
- Informal 'in the library' and 'on the street' interviews with 47 individuals, a mix of residents and visitors
- Careful examination of library bulletin boards and pamphlet racks

Highlights of the study include:

- The branch libraries attract, on average, 16,000 visitors a month; totals 195,208 visitors to the library per year (2003)
- Program attendance for the year 2003 was just under 10,000 people
- Circulation of library materials topped 400,000 items
- 78% of survey respondents report they like to spend time in the library reading, researching, or just visiting

This study documents numerous benefits of the library system including:

1. Social interaction / sense of community: library offers a breadth of service to wide variety of participants
 - Library programs (2003) attended by 9,672 people
 - Summer programming drawing 2,400 people
 - Non-residents library cards to 376 visitors during summer months
 - 44% survey respondents use library as fun place for family; 73% believe it is 'very important' or 'important' that library be a fun place for family
 - 78% survey respondents like to spend time in library reading, researching or just visiting, and of those who rated the importance of this service, 74% believe it to be a very important service of the public library.
 - 60% believe it to be very true or true that the public library will be the focal point for the community in the future

2. Satisfaction with the community as a place to live: community facilities and services contribute significantly to residents' reported satisfaction with their municipality as a place to live.
 - 83% of survey respondents are very satisfied or satisfied with their community as a place to live.
 - 88% rated library's importance as 'very important' or 'important' to their satisfaction with the community
 - Residents and visitors commented on the importance of a library to a community, especially in more isolated communities

3. Community Awareness: the library plays an essential role in maintaining and preserving the community's local history (i.e. access to local history, genealogy, local events, etc.)
 - 54% of the survey respondents use the library for information on community events and services
 - 66% believe it is 'very important' or 'important' that the library provide this service to the community
 - 57% use the library for information on the community's history
 - 77% believe this service to be 'very important' or 'important'
 - 38% of survey respondents use the library for information for visitors

4. Economic Impact: the library can support the continued viability of downtown retail areas (i.e. promote local business, tourism, etc.)
 - In 2003, the library paid out \$1,336,121 in salaries
 - Spent \$280,000 in the purchase of local goods and services
 - With that yearly investment, the library was able to lend out a total of 408,352 items in eighteen branches across the county
 - 25% of survey respondents report that they normally combine a trip to the library with shopping; 26% combine it with banking; 30% combine it with a recreation program or activity.
 - 48% visit at least once a week; 90% visiting once every 2 or 3 weeks
 - 68% report using library for reasons connected with their job or a business they operate

FIRST IMPRESSIONS COMMUNITY EXCHANGE, SUMMARY

COMMUNITY VISITED: RIPLEY

Date: November 2010

Project Lead: Huron-Kinloss, Special Projects

On November 1st, 2010, six community members from Palmerston (Town of Minto) participated in a 'first impressions' tour of the town. The purpose of the tour was to identify the strengths and weaknesses of Ripley. Below is a summary of key findings:

Downtown

- Quite a few empty storefronts
- Caters to an artistic community
- 'Hub of Huron' signs were a great accent, they tied the community branding together
- Some businesses would benefit in participating in a façade and signage program
- Not a large variety of retail outlets to shop at. Most are related to the arts
- Potential for the downtown to play a greater role in tourism:
- Recommendation: grow BIA events: Artisan's Festival; Christmas in the Park with parade of lights

Business and Industry

- Appeared to be artists and boutique type stores, which is great for stopping cottage traffic
- Did not see a place where visitors or residents could buy clothing and shoes
- Variety of goods local residents appear to need to travel to surrounding communities to buy (i.e. larger grocery store, clothing, pharmacy, dentist/optometrist, gas, financial, etc.)

Tourism, Entertainment, Recreation

- Splash pad could draw children and families from other communities.
- The Ripley Fall Fair is known throughout the agricultural community as a vibrant Fair
- Community events that could be expanded and/or developed to become tourist attractions (i.e. music festival in Lewis Park or an "Art in the Park" to promote the local artisans, maybe initiate a Farmers' Market)
- The proximity to the lake could be developed more to attract tourists

Restaurants and Accommodations

- Could have a "fine dining" or bistro to compliment the artistic offerings in the area
- Currently not many offerings, variety

Public Infrastructure

- Parks well-maintained and add character to town; Lewis Park the feature

Culture and Heritage

- There is a lot of heritage throughout the community; some buildings are maintained while others are not.
- The municipal building is beautiful
- Variety of religious buildings in community; no noted outstanding architectural or design features

Community Residents

- The residents that we did speak with had a positive attitude about the community
- They liked the small town feel; sense of security
- They like the proximity to the city and to cottages
- No major issues were identified to our group (i.e safety, etc.)

About this Community

- Most outstanding features include: artist studios, the park downtown, arena and community centre
- Most memorable aspects of community: friendly atmosphere, the downtown park
- Local restaurants, shop, attraction that would bring you back: Daltons Art & Pottery, Dragonfly Art & Pottery

Tourism

- Not considered suitable as a destination, but you could get travellers to stop on their way through to cottages and vacation spots. There is potential to create tourism opportunities in the park in the centre of town.
- Could market Ripley as a great escape for city people as it has all of the amenities. It is also close to the Lake and Kincardine, and still has small town charm with a quaint relaxing environment.

Three potential opportunities available to the community:

1. Promote the quaint atmosphere
2. Proximity to the lakes
3. Artisan destination

FIRST IMPRESSIONS COMMUNITY EXCHANGE, SUMMARY

COMMUNITY VISITED: LUCKNOW

Date: November 1, 2010

Project Lead: Huron-Kinloss, Special Projects

On November 1st, 2010, six community members from Palmerston (Town of Minto) participated in a 'first impressions' tour of the town. The purpose of the tour was to identify the strengths and weaknesses of Lucknow.

Entering the Community

- Highway 86 from Wingham needs improvement
- Entrance signs are difficult to read
- More directional signage would be an asset

Downtown

- Good variety of shopping available for visitors and for residents, especially for the size of the community
- Customer service was excellent! Very friendly and knowledgeable staff, had a positive attitude towards their community
- Window displays could use some attention, found them to be very confusing- displays didn't match signage on buildings
- There was an abundance of parking available
- Downtown has the potential to play a bigger role in tourism as it is on a well travelled road in the summer

Business and Industry

- Good mix of retail shopping for the size of the town
- Many stores were closed on Mondays
- The overall appearance of the downtown was good. Most facades were in good condition
- There appeared to be many empty storefronts
- Residents would need to travel to buy: clothing, shoes, sportswear, furniture

Local Government Information

- Tourism and Chamber of Commerce is located in the arena, which enhance the public presence
- It was staffed with knowledgeable employees; some materials out of date (i.e. Recreation and Leisure Guide)

Tourism, Entertainment, Recreation

- Tourism sector appears to be minimal, does not appear to be a destination but rather a stop on the way
- Scottish theme, but no slogan or brand noted
- Well-known attraction, event or festival: Lucknow Music in the Fields, Fiddlers Jamboree, Strawberry Summer Fest Craft Sale
- Community events that could be expanded and/or developed to become tourist attractions: Fiddlers Jamboree, opportunity for shopping and eating if these areas were enhanced, build on "Hockey Town" and Paul Henderson's name, Music in the Fields

Restaurants and Accommodations

- Has eateries, restaurants, etc. that could cater to tourists (i.e., B Kool Ice Cream Parlour, Pizza Plus, Armstrong's Home Bakery, Maple Breezes Manor, etc.

Culture and Heritage

- Paul Henderson mural beautiful and adds character; tells community history
- Variety of religious buildings (Lucknow Christian Reform, South-Kinloss Presbyterian Church, St. Peter's Anglican Church, United Church)

Community Residents

- Residents were very positive, they expressed that the community catered to a "bedroom community" but that there was always a lot of support
- Some concern expressed for agriculture community

Outstanding Features

- Recreation facilities, arena, ball diamonds, pool, mural of Paul Henderson
- The bakery would bring people back to visit Lucknow

Four potential opportunities available to the community:

1. Promoting tourism (i.e. Paul Henderson): build on "hockey town" idea
2. Find ways to stop traffic- (improving facades & streetscapes): if they stop they will shop
3. Development of recruitment materials to attract new businesses
4. BR+E (Business Retention & Expansion) program to retain existing businesses

SPRUCE THE BRUCE COMMUNITY TOOLKIT

Date: March 2011

Project Lead: Bruce County Planning and Economic Development

Spruce the Bruce is a local community involvement initiative sponsored by the County of Bruce. Its goal is to enact positive change to support liveable, economically viable communities. This program focuses on downtown cores as Bruce County main streets, which represent over 70% of our commercial assessment and are the main point of contact with tourism dollars – our second largest industry.

The Community Toolkit development process began in the spring of 2010 with the launch of the Spruce the Bruce Committee in Huron Kinloss. The Committee is composed of key staff at the Township as well as community stakeholders from both Lucknow and Ripley. The goal of these Toolkits is to showcase each community's unique identity for the purpose of enhancing their distinctive characteristics and inherent charms.

The Toolkit development process was a 10-month process involving an extensive research phase that culminated in the formation of this Toolkit.

RIPLEY TOOLKIT

In the summer of 2010 the Spruce the Bruce (STB) team collected background information regarding the health of downtown Ripley in order to develop a structured and focused downtown revitalization program. The research findings were a result of the following sources:

- Community stakeholders who undertook Downtown Diagnostic exercises
- Building stakeholders through Key Informant interviews
- Public input through a Resident's Survey, Public Workshop and Photo Survey

Community Stakeholders

Community stakeholders participated in a variety of Downtown Diagnostic exercises. Key findings include:

Downtown Roles Analysis: participants asked to compare the importance of the current function of the downtown for both Commercial/Economic Roles and Social/Non-Business roles to that of 10 years ago.

- The number of retail stores and services as well as visitor services has increased over the last 10 years while restaurant and entertainment options have decreased.
- The number of commercial offices has stayed about the same.
- The social/con-business role of the town has increased over the last 10 years; institutional services have stayed about the same.

Downtown Function Analysis: participants asked to provide a score out of 4 for 25 different characteristics of a well-functioning city. The 25 different characteristics were broken down into four components: organization, marketing, economic development and design.

- Organization: the average score was 2.4/4
- Marketing, average score was 2.7/4
- Economic Development, average score was 2.6/4
- Design, average score was 3.3/4

SWOT Analysis: The SWOT (strengths, weaknesses, opportunities and threats) analysis asked participants to assess the function of the downtown based on: organization, marketing, economic development and design.

- Strengths: strong chamber and service clubs; specialty crafting shops; beautiful new streetscape; Lewis Park
- Weaknesses: The town needs a critical mass of crafting retailers; need to fill some of the remaining vacant buildings
- Opportunities: the three crafting stores provide a great starting point to build Ripley as a crafting hub; bring together artisan community, Service clubs and Chamber of Commerce; buy local campaign
- Threats: The cost for private and public sector is a major factor in a complete revitalization.

Business Stakeholders

A survey was conducted in July and August 2010 with business owners and operators downtown:

- The top two suggestions to help improve the retail environment were more and better festivals and events and better signage.
- Other responses included removing eyesore buildings, attracting more specialty and niche stores, more restaurants and entertainment facilities and improved parking
- There are not enough businesses to draw lots of people; not enough people coming to support increased businesses

Public Input

A survey was mailed out to every household in Huron-Kinloss asking questions regarding the town they lived closest to (Ripley or Lucknow). The survey touched on marketing and economic development elements in the downtown. In total, 2480 surveys were mailed out and the response rate was 6%:

- Nearly 54% indicated that they were familiar with the identity elements for the Township; and 42% indicated they were familiar with identity elements for their community
- 28% of respondents indicated that they shop in downtown Ripley at least two times per week compared with 70% that are shopping in Kincardine at least two times per week
- 30% of people are running quick errands in Ripley whereas 57% of respondents were running these same errands in Kincardine
- 40% are participating in recreational activity in Ripley
- 53% of respondents work in Ripley
- 64% indicated that they rarely or never shop in Ripley
- 33% indicated that the products they wanted were not available in Ripley
- Would like to see the following businesses in Ripley: restaurant/pub, gas station, pharmacy, and clothing store

Public Workshop

The two main components to the workshop were: a visioning exercise and round table discussions. 16 people were in attendance for the workshop:

- Visioning Exercise: opportunity for Ripley residents to express their wishes and desires for community over next 10 years
- The priority areas are Economic Restructuration and the need to support and enhance the business atmosphere in downtown Ripley

- Specific ideas included: support for farmers' market; additional places to eat; revitalized buildings; storefronts occupied; unique shops; etc.

Photo Survey

Disposable cameras were handed out to various members of the Ripley community in order to undertake a photo analysis of what defined their community

- Themes highlighted were: Community assets, family, local businesses, rural landscape.
- For Lucknow the main themes were: Downtown, green space/parks, community heroes, community.

Establishing the Identity

With the core assets that exist in downtown Ripley, the Glass Hummingbird, Dalton Pottery, and the Woodworking Shop, the potential to develop Ripley as a day tripping tourism destination exists.

The Identity – Homemade and Hands On: offering visitors an opportunity to experience some of the best local artisans and crafters – hands on. Dalton Pottery and the Glass Hummingbird have seized this market niche by offering classes – a participatory experience to those that travel to their stores. The focus of the hands on experience needs to be learning the traditional, rural culture (i.e. quilting, knitting, pickling, butter and candle making)

Vision: Downtown Ripley has the Homemade and Hands On artisan experience that is unparalleled. Ripley is blessed with an artisan community and strong agricultural history which presents the perfect opportunity to pass on traditional rural skills as well as the unique artisan trades in downtown. Ripley will become the heart of rural culture by providing a hand's on learning experience that strives to keep these many traditions alive.

Mission Statement: To create a critical mass of artisan shops that offer a homemade and hands on experience in downtown Ripley and to market and promote the village as the heart of rural culture.

Goals:

GOAL 1: To foster an environment of organization, leadership and management;

GOAL 2: To investigate programs to attract a critical mass of artisan based retail;

GOAL 3: To undertake specific economic development initiatives to foster increased retailers;

GOAL 4: To develop a Marketing Strategy to promote to the artisan/crafter day trip, tourism destination.

LUCKNOW TOOLKIT

In the summer of 2010 the Spruce the Bruce (STB) team collected background information regarding the health of downtown Lucknow in order to develop a structured and focused downtown revitalization program. The research findings were a result of the following sources:

- Community stakeholders who undertook Downtown Diagnostic exercises
- Building stakeholders through Key Informant interviews
- Public input through a Resident's Survey, Public Workshop and Photo Survey

Community Stakeholders

Community stakeholders participated in a variety of Downtown Diagnostic exercises. Key findings include:

Downtown Roles Tool: participants asked to compare the importance of the current function of the downtown for both Commercial/Economic Roles and Social/Non-Business roles to that of 10 years ago.

- Importance of the Commercial/Economic Role in Town (retail services, offices, restaurants and entertainment options, and visitor accommodations and services) have stayed about the same over the last 10 years
- The importance of Social/Non-Business roles (community meeting places, arts and culture, institutional services and residential diversity) has increased over the last 10 years – this can be mainly attributed to the addition of the HAWK theatre in the Town Hall

Downtown Function Analysis: participants asked to provide a score out of 4 for 25 different characteristics of a well-functioning city. The 25 different characteristics were broken down into four components: organization, marketing, economic development and design.

- Organization: the average score was 1.6/4
- Marketing: the average score was 2.4/4
- Economic Development: the average score of 2.1/4
- Design: the average score was 1.9/4

SWOT Analysis: The SWOT (strengths, weaknesses, opportunities and threats) analysis asked participants to assess the function of the downtown based on: organization, marketing, economic development and design.

- Strengths: strong Chamber of Commerce, Service clubs (Lion's, Kinsmen, Kinettes), good core of essential services in town (grocery store, bakery, butcher, hardware, doctor, dentist etc), located on a main highway that leads to the Lake and excellent customer service.
- Weaknesses: Too many empty store fronts, absentee landlords with no desire to maintain their buildings, volunteer burnout, missing a "shop at home" attitude, bad economic climate, lack of focus on community identity
- Opportunities: Shop in Lucknow campaign, repair streets, add trees, facade improvements, fill empty storefronts, better communication of grant opportunities for facade improvement
- Threats: Economy, population is mainly lower – middle class, proximity to larger centres, (Goderich, and Kincardine), lack of funds to make improvements.

Business Stakeholders

A survey was conducted in July and August 2010 with business owners and operators downtown. The top suggestions were:

- To fill the number of empty storefronts; the window displays; lack of uniform hours of operation of the businesses
- People are coming downtown to shop for necessities; would like to see more stores and the downtown cleaned up; politics and a lack of funding are preventing improvement from happening.

Residents Survey

In total, 2480 surveys were mailed out, 740 with the postal code N0G 2H0 (Lucknow). In total, 52 households with the postal code responded to the survey resulting in a response rate of 7%:

- Nearly 60% indicated that they were familiar with identity elements for the Township; 58% indicated they were familiar with identity elements for their community
- Donald Dinnie, Paul Henderson, horseshoes, tartan, Sepoy town and drive canny, were popular responses to identity elements for their community: 51% of respondents felt that these elements did not accurately reply the community; 79% felt that visitors to the community did not recognize these identity elements
- 79% shop in downtown Lucknow at least two times per week; 72% run quick errands; 60% are doing their grocery shopping in town; 74% indicated that they shop out of Lucknow at least once a month
- Respondents would like to see more clothing stores, especially for men and children, more restaurants and a gym or fitness centre
- To improve the physical design of Lucknow, the follow suggestions were made: planting trees, pulling weeds, and cleaning up the empty buildings.

Public Workshop

The two main components to the workshop were: a visioning exercise and round table discussions:

- Both Economic Restructuring and Physical Design emerged as priority areas for the community
- The priority was to address the vacancy rate in downtown Lucknow
- Decline of businesses in Lucknow over the last several years; significant amount of retail leakage happening from downtown Lucknow to places like Wingham and Goderich
- Need for improvements to traffic flow and accommodation of alternate means of transportation; beautification of the streetscape through the incorporation of street trees, lights and greenery; and improvements to storefronts and building facades to improve the overall look of the Town
- Potential themes for Marketing and Promotion: Scottish Heritage, Amish/Mennonite Community, Sepoy Community, Paul Henderson, Oktoberfest, Donald Dinnie, Strawberry Festival, Music in the Fields

Establishing the Identity

Lucknow's function is one of supply town or general store. Lucknow is not a destination in its own right and will not be competing with lakeshore and inland lake destinations. However, they have an excellent opportunity to benefit from those travelers passing through their downtown to reach their seasonal destinations.

The Identity – The General Store: In the same way a general store would be run, Lucknow needs to run its downtown as a unified traditional retailer carrying a broad selection of merchandise packed into a relatively small area where travellers and people from the town can come to purchase all their general goods.

Lucknow has the potential to cater to a growing consumer trend related to the small, localized shopping experience. People want to know where their products are coming from and build a relationship with those that are serving them. Lucknow has all the makings of the local general store with unparalleled customer service.

Vision: Downtown Lucknow is the General Store where residents and tourists alike come to enjoy friendly personalities, general goods and everyday needs. Lucknow is small-town charm with the everyday essential goods that people will not travel out of town to get. The businesses are bustling in Lucknow and people are enjoying the street and the local, grassroots experience where they know where the products they are purchasing have come from and build a relationship with those that are serving them.

Mission Statement: To re-establish the range of businesses and services to downtown Lucknow and improve the overall physical environment to support economic growth.

Goals:

GOAL 1: To foster an environment of organization, leadership and management;

GOAL 2: To increase the range of businesses and reduce the commercial vacancy rate;

GOAL 3: To improve the physical design of the main streetscape and the primary intersection;

GOAL 4: To improve the physical appearance and functionality of main street buildings;

GOAL 5: To develop a marketing and promotion strategy for downtown.

TOWNSHIP OF HURON-KINLOSS OFFICIAL PLAN

Project Lead: Township of Huron-Kinloss

The Township of Huron Kinloss's Official Plan is the Township's land use planning and policy document. Its general purpose is to establish land use designations and policies for the physical development and redevelopment of the Township having regard to social, economic and environmental matters.

The Official Plan also contains maps which designate land uses and which help guide municipal decisions on public facilities and services such as transportation, roads, parks and infrastructure. It also encourages the preservation of lands, buildings or structures having environmental, historic or architectural value. The current Township of Huron Kinloss Official Plan was approved by the County of Bruce and will direct development that is expected to occur to the year 2010.

Below is a summary of the Plan contents that are either directly or indirectly related to cultural development:

1.3 Goals

The Plan contains a variety of goals. The following are relevant to the cultural planning process:

- To maintain and enhance the Township as a caring, progressive community, rich in its diversity of amenities, with quality of life and economic prosperity strived for throughout the Township's communities.
- In recognition of the importance of being responsive to public and market needs, fostering trust within the community and improving communication, it is the objective of Township Council that a wide range of public participation opportunities be an integral part of all planning decisions.
- To concentrate the majority of the growth in the Township within the Villages, Lakeshore Urban Area, particularly where services can be provided in a cost effective and environmentally responsible manner.
- To ensure that there is an adequate supply of appropriately zoned and serviced land to accommodate all urban growth needs within the Township's Settlement areas.
- To promote and facilitate local business retention and new business attraction opportunities throughout the Township with particular focus on the commercial core areas in the Villages of Lucknow and Ripley.
- To facilitate the provision of an adequate level and a wide range of commercial services and employment opportunities in the most appropriate locations, including those related to the tourism, travel accommodation and agricultural industries.
- To promote and facilitate opportunities for people of all ages and cultural background to experience a wide range of arts and cultural activities.
- To create safe, attractive and accessible communities in which to live and work through, among other matters, the implementation of community improvement policies, and the use of good urban design in all new development.

- To encourage partnerships with private and public landowners, public groups, the Conservation Authorities, the Lake Huron Coastal Centre, and the governments of Ontario and Canada for the continued stewardship and enhancement of the Township's natural environment.
- To protect, conserve or wherever feasible, rehabilitate and/or reuse the cultural heritage resources of the Township.

2.0 COMPREHENSIVE PLANNING POLICIES

2.6 Cultural Heritage Resources: This section deals directly with Cultural Heritage Resources. It notes the following:

- Huron-Kinloss is known to have significant archaeological sites and potentially significant built heritage resources.
- The Township recognizes the desirability and value of preserving buildings, structures and sites of historical and/or cultural merit.
- Council may, through the evaluation of development applications require a heritage impact assessment report to identify significant cultural heritage resources.
- Council may seek to protect significant cultural resources through zoning by-law provisions and/or conditions of subdivision or consent as set out in the Planning Act.
- Council may also consider the establishment of a heritage advisory committee or LACAC to advise Council on matter of cultural heritage resources.

3.0 LAND USE POLICIES

3.2 Agricultural Areas: Agriculture is integral to the culture of Huron-Kinloss. With respect to agricultural areas, the Plan notes the following:

Agriculture is the predominant use of land in the Township of Huron-Kinloss. The protection of the agricultural land base is of primary importance for the maintenance of the economic and social fabric of the community. The protection of prime agricultural land as defined in the Provincial Policy Statement is established in this land use designation.

3.2.3 Permitted Uses: the permitted uses include primary agricultural uses, secondary uses and agriculturally related uses. Existing institutional uses, such as places of worship, schools and cemeteries, are also permitted in the Agricultural designation.

3.2.3.2 Secondary Uses (of Agriculture): Secondary uses include home industries, home occupations, and small scale tourist accommodation all of which are to be secondary to the primary farm use.

Home industries may take place in a farm residence or a building such as a shed or a farm building. The Home Industry shall be located within an existing farm building cluster. Home industries include such uses as minor equipment repair (not including automobiles), woodworking, crafts, sale of products grown or raised on the farm, welding etc. provided that the Industry is small in scale. All such uses must not alter the principle use of the property for agriculture.

Home Occupations may only take place in a farm residence and include such uses as day care, hairdresser, professional services etc. Severances of the Home Occupation from the farm parcel will not be permitted.

Tourist accommodation including bed and breakfast establishments and farm vacation uses may be permitted on farm parcels provided they are associated with an existing farm operation and are appropriately zone to regulate the size and scale of the use.

3.3 Rural Areas

The primary objective within the Rural Areas designation is to protect the natural resources and the rural landscape. The land uses and economic activity within this area will include agricultural uses, forestry, recreation and tourism based uses, and limited residential uses. In all cases the protection of the natural and cultural rural landscape is of primary importance.

3.3.3.2 Commercial Recreation and Tourism Uses: Commercial Recreation and Tourism uses which require a rural location and landscape or natural resource setting are permitted. These uses include golf courses, riding stables and equestrian centres, camps and sports/hunting/fishing clubs. Country Inns, lodges and other tourism accommodation uses associated with or in close proximity to a tourism resource or attraction are also permitted.

3.5 Village of Lucknow Secondary Plan

The Village of Lucknow is the largest urban settlement in the Township of Huron-Kinloss and is expected to continue as the largest service and residential centre.

3.5.3.3 Commercial Core Area: The Commercial Core is the heart of the Village of Lucknow focused in a linear, compact pattern on Campbell Street extending approximately from Victoria Street on the west, easterly to Havelock Street. Minor extensions of the Commercial Core Area south on Inglis Street to Willoughby Street are also provided for. On other streets, the boundary of commercial core generally relates to properties having frontage on Campbell Street.

It is the intent of this Secondary Plan to:

a) maintain a clearly defined, compact commercial core area; and

b) enhance the function and appearance of the commercial core as the prime retail, commercial and cultural node of the Village.

Within the Commercial Core Area, the full range of commercial, retail, office, cultural institutional, entertainment, recreation and government facilities shall be permitted.

Residential uses shall only be permitted in the form of apartment units above and to the rear of non-residential buildings, or in a situation where a home business in a dwelling is highly visible from the street, or as part of a bed and breakfast establishment, all subject to the Hazard policies in Section 3.5.3.8.

3.5.3.4 Highway Commercial

The predominant use of land within areas designated Highway Commercial shall be for commercial uses serving the travelling or tourism public or commercial uses not considered appropriate for the Commercial Core Area.

Permitted Uses: The Highway Commercial designation shall permit uses catering to the travelling and tourism public such as motels, hotels, restaurants, bed and breakfast establishments in existing dwellings, motor vehicle sales and service, convenience commercial uses and commercial recreational uses.

3.6.3.5 Major Institutional

There are three Major Institutional areas within the Village of Ripley; the Town Hall with the former Ripley Public School, Ripley Huron Community School and the Curling Club.

Due to the size of the Village, the location and services provided by these institutional uses are significant to the entire community.

This Secondary Plan encourages and promotes the location of civic institutional and educational facilities in close proximity to the Commercial Core Area.

Permitted Uses: The primary uses permitted in the Major Institutional area include religious institutions, educational and health care facilities, cultural and governmental uses.

To allow for adaptive re-use of lands and buildings, multiple residential, health care centres and offices shall also be permitted. Multiple residential development shall be in accordance with the policies for this use as set out under the Residential policies of Section 3.6.3.2.

3.6.3.6 Parks and Open Space

The objectives of the Parks and Open Space land use category is to recognize large parcels of land and facilities that provide a variety of recreational opportunities for the Village residents. The Ripley Arena/Community Centre and sports fields located north of Queen Street to the rear of the Township offices as well as the soccer fields on Park Street are the major recreational facilities in the Village.

Permitted Uses: Permitted uses in the Parks and Open Space designation consist of parks, libraries, arenas, community centres, playing fields and both active and passive recreation.

3.7 Lakeshore Urban Area Secondary Plan

The Lakeshore Urban Area has evolved from clusters of distinct seasonal resort areas to a continuous urban area from Amberley Beach to Kincardine between the Lake Huron shoreline and the Algonquin bluff. Conversions of seasonal residences to permanent residences and subdivision development have contributed over time to a changing land use structure pattern.

This Secondary Plan provides land use policies to ensure the proper development of the Lake Huron Shoreline, the prime recreational resource of the Township.

This Plan will continue to promote the Lakeshore Urban Area as a major focus for tourism and recreational uses, improve public access to the shoreline and adopt policies to protect the sensitive coastal environment.

3.7.4.2 Residential: Secondary uses that are necessary to serve the Residential area and are compatible with the residential character shall be permitted in areas designated Residential. These uses may include home businesses, bed and breakfast establishments, local institutional uses such as religious institutions, local commercial and personal service uses, public community and recreational uses, parks and open space.

3.7.4.3 Tourism Commercial: Within lands designated Tourism Commercial, permitted uses shall include all forms of tourist accommodation, trailer parks, commercial campgrounds, restaurants, retail commercial, marinas, clubs, day camps and those commercial and recreational uses accessory thereto.

3.7.4.5 Parks and Open Space

The primary objective of the Parks and Open Space land use category is to recognize land and facilities that provide a variety of recreational and social opportunities for the Township residents. This includes local parks, playfields and the land and building associated with the Point Clark Community Centre.

The National Historic Site of the Point Clark Lighthouse is also designated Parks and Open Space and it is the objective of this Plan to promote the use of the site for heritage preservation and tourism purposes.

BRUCE COUNTY OFFICIAL PLAN

Date: Adopted by Council 1997; Approved OMB 1999; Reviewed 2010

Project Lead: Bruce County

The purpose of the Bruce County Official Plan is to establish a policy framework to guide the physical, social and economic development of the County and to protect the natural environment within the County to the year 2021. Through this Official Plan it is County Council's intent to:

- achieve an orderly pattern of settlement;
- protect and conserve good agricultural land;
- protect and when possible enhance the quality of the natural environment;
- encourage economic development and prosperity; and
- encourage necessary social, cultural and educational facilities and services.

The following is a summary of content that is applicable to the cultural planning process:

3.0 VISION, GOALS AND OBJECTIVES

The Goals, Objectives, Policies and Schedules of this Official Plan descend from the County's Vision, which was established by County Council as the contextual basis and direction for all County initiatives.

3.2 VISION: The Vision for the County of Bruce is one which protects the quality of life of Bruce County while ensuring the growth of sustainable communities based upon diverse economic opportunities, which respect the natural environment.

3.4 COUNTY GOALS & OBJECTIVES

The County of Bruce has established a number of important Goals and Objectives, which are considered of prime importance to the Community. The Goals and Objectives have been therefore included in this document to serve as a basis for future decision making.

Social Goals

- Maintain the small community environment and enhance the quality of life in Bruce County;
- Ensure the provision of educational, social, recreational, health and cultural facilities and services to meet the needs and resources of County residents;
- Provide affordable housing for all residents of Bruce County;
- Ensure an adequate supply of land is available to accommodate anticipated development to the year 2021 recognizing the future needs and resources of the Community.
- Encourage a co-operative and mutual approach to social and land use planning issues with the first Nation Communities.

Economic Goals

- Provide opportunities for the continued development of a diverse, sustainable and viable economic base within the County, which is compatible with the natural environment;
- Strengthen the industrial and commercial base of the County;
- Recognize the interest in and importance of economic growth of the County;
- Recognize, promote and strengthen tourism as a viable, vital component of the County economy; and, recognize, promote and strengthen the agricultural community as a viable and vital component of the County's economy;
- Promote energy generation as a viable form of economic development including, but not limited to, nuclear, renewable alternative and green energy supply.

4.4.2 Population Projections

Based upon the population projections supplied in the Bruce County Housing Study (March 2005), the County is expected to have a population of 69,130 permanent residents by 2021. This represents a growth of 5,238 people (8.2%) between 2001 and 2021.

- The Bruce County Housing Study anticipates a healthy population growth in Kincardine and Saugeen Shores over the next 10 years due to the expected expansion at Bruce Power and continued growth in tourism and retirement population. The growth will not be as significant during 2016 to 2021 as in-migration is expected to level off and expansion at Bruce Power will have been completed.
- The population growth rate in South Bruce Peninsula and Northern Bruce Peninsula will not be as large during this same time period. Some growth will occur over the next 10 years as a result of tourism activity and the attraction of seniors as a retirement area. However, during the 2016 to 2021 period, no growth is expected due to the aging of the population.
- The populations of South Bruce, Huron-Kinloss, Brockton and Arran-Elderslie are expected to grow at a slow rate or remain stable as a result of the aging of the population and slower growth in agricultural employment.

Growth is important to the future of the County and its municipalities, however, it must be managed in a way that will minimize adverse impacts on agricultural and heritage features, take into consideration the availability of appropriate types and levels of services and implement the goals and objectives of this Plan.

4.5 ECONOMIC DEVELOPMENT

The following economic development goals are relevant to the cultural planning process:

- Identify, protect and promote the County's natural resources and environment which are fundamental to a sound tourism and recreation industry;
- Broaden and encourage the range of business activity including home industries in the County that can adapt to economic change;
- Recognize and promote local economic development initiatives;
- Stimulate the growth of the tourism industry by encouraging the improvement of existing services and facilities for existing and future tourists;
- Promote a four season tourism industry that includes both private and public facilities;
- Identify and promote the County's natural resources which create recreation and tourism potential;
- Identifying, protecting and promoting the agricultural community and resources in the County;
- Encourage and promote opportunities to work with the First Nations in seeking mutually beneficial and socially and environmentally sustainable economic development opportunities.

4.9 COMMUNITY FACILITIES

Facilities for such purposes as education, culture, the arts, heritage and religion, health facilities, municipal and public administrative facilities, and community facilities for such purposes as day care centres shall be permitted in appropriate locations visible and accessible to the residents of the County.

4.9.2 Locational Guidelines: Specialized community facilities such as museums and community colleges and regional community facilities such as hospitals, places of worship, high schools and major community centres, which serve the entire, or a large proportion of the County's population should be situated in accordance with the following criteria:

- Should demonstrate there is a need for the proposed facility;
- Strategically located in order to minimize travel time and be readily accessible;
- Generally located within Primary, Secondary or Hamlet Areas;

- Protected and separated from incompatible uses and utilize proper buffering measures where required;
- Located on a site adequate to accommodate buildings, future expansions, accessory parking and landscaping;
- Have access to major traffic thoroughfares;
- Combined, where possible, with open space and other institutional uses;
- An appropriate level of water supply and sewage disposal is available;
- There is no reasonable alternative location which would avoid locating on agricultural areas; and,
- Shall meet the requirements of the Minimum Distance Separation Formulae

4.10 HERITAGE

In cases where archaeological resources involve First Nations heritage sites or burial grounds, the First Nations shall be consulted regarding the manner in which these resources and features are to be dealt with.

5.2 URBAN AREAS

It is the policy of County Council to encourage and strengthen the role of Secondary Urban Communities as local service centres and in some instances tourism/recreation centres accommodating a more limited range of residential, tourism, economic and social services and facilities than those provided by the Primary Urban Communities.

TOWNSHIP OF HURON-KINLOSS
CULTURAL PLAN

COMPARABLE CITIES
LITERATURE REVIEW

APPENDIX B

TOWNSHIP OF HURON-KINLOSS CULTURAL PLAN COMPARABLE CITIES LITERATURE REVIEW

METHODOLOGY

As part of the cultural planning process, CoBALT Connects has conducted a review of the cultural planning literature from 5 'comparable cities'. The purpose of this review is to provide an overview of the types of cultural planning and/or initiatives that have been conducted in cities that are comparable to Huron-Kinloss, Ontario (either via population size, demographics, population distribution, proximity/location, etc.).

The Comparable Cities Literature Review focuses primarily on cultural planning and tourism documents that are relevant to this project. The provides the consultants, staff and Steering Committee with the background necessary to identify best practices, competitive advantage/disadvantage and benchmarks for performance in the Huron-Kinloss context.

COMPARABLE CITIES REVIEWED

Goderich, Ontario

Minto, Ontario

Morden, Manitoba

Ottawa Valley, Ontario

Prince Edward County, Ontario

GODERICH, ONTARIO

Goderich is a town in Ontario and is the county seat of Huron County. It is located on the eastern shore of Lake Huron, at the mouth of the Maitland River.

Land Area Total: 7.91 km²
Population Total (2011): 7,521
Population Density (2011): 950.8/km²
2006 to 2011 Population Change (%): -0.6

Industry

Sifto Canada operates a salt mine underneath Goderich's harbour. The mine extends 5 kilometers under Lake Huron and is the largest underground salt mine in the world.

Goderich Harbour is owned by the town, but is operated under contract by Goderich Port Management Corporation. It is an industrial harbour, used primarily to load salt from the Sifto salt mines onto lake and ocean freighters. There is also Snug Harbour which is a marina located within the industrial harbour basin.

Demographics

Age Group	Both Genders	Male	Female
0-4	315	170	140
5-9	420	230	195
10-14	450	220	235
15-19	480	225	250
20-24	430	215	215
25-29	340	150	190
30-34	360	180	180
35-39	405	205	195
40-44	515	225	290
45-49	570	275	295
50-54	620	295	325
55-59	600	300	305
60-64	420	185	235
65-69	375	175	200
70-74	345	150	195
75-79	365	155	205
80-84	275	105	175
85+	275	90	185
Total Population	7,563	3550	4010

GODERICH, ONTARIO

Goderich Harbour Cultural-Heritage Landscape Study, 2010

The purpose of the Cultural-Heritage Landscape Study is to document the features of Goderich Harbour that may support consideration of the area as a Cultural Heritage Landscape (CHL) under the terms of the Provincial Policy Statement (PPS). This Study will examine the history, character and planning framework of the area to determine its significance.

Cultural Heritage Landscape: “a defined geographical area of heritage significance which has been modified by human activities and is valued by a community. It involves a grouping(s) of individual heritage features such as structures, spaces, archaeological sites and natural elements, which together form a significant type of heritage form, distinctive from that of its constituent elements or parts.” (i.e. villages, parks, cemeteries, main streets and neighbourhoods, etc.)

Goderich Harbour

The Goderich Harbour is considered an “organically evolved” landscape, as it has evolved based on the following occurrences: settlement of early pioneers on “the Flats” and subsequently the more developed town area; the industry’s historic and continued operation in the Harbour; and the changing recreational uses in the area. More specifically, this includes:

- The Goderich Harbour was instrumental in the settlement of the Huron Tract by the Canada Company
- Several early settlers not only lived in the area, but actively participated in establishing the Harbour, the Town of Goderich and developing the character of these places that still remains today.
- The settlement pattern of the Huron Tract was driven by the landscape, particularly by the existence of the Goderich Harbour.

Heritage Resources

The Study also notes significant heritage resources in the area including:

- The Canadian Pacific Railway (CPR) station is a historic focal point in the Goderich Harbour.
- The historic lighthouse, built in 1847, still overlooks the Harbour today
- Numerous built heritage resources (i.e. bridges, salt mine, mineral springs, light towers, etc.)

Official Plan

This Study relies on the Huron County, the Town of Goderich and the Township of Ashfield---Colborne---Wawanosh Official Plans to provide its context, and it will reflect and respect the policies found therein.

The Huron County, Town of Goderich and Township of Ashfield-Colborne-Wawanosh Official Plans provide a basic level of policy framework to permit Part IV and V designations, but do not specifically speak to a Cultural Heritage Landscape. The management method that Goderich chooses to assume when creating and managing a Cultural Heritage Landscape will determine the type of amendments needed to the Official Plans.

Land Use Designations

The specific land use policies of the Town of Goderich Official Plan prescribe the following uses for the lands within the proposed Cultural Heritage Landscape:

- Harbour Industrial - Applies to the Sifto Salt Mine and the Goderich Elevator and Transit Complex.
- Waterfront Recreational Commercial - Applies to the marina and lake front.
- Natural Environment - This area pertains to the valley sides.
- Residential - Applies to the residences in the nearby neighbourhood.
- Community Facility - Applies to the water treatment plant.

Designated Properties

Under Part IV of the Ontario Heritage Act, a municipality can conserve places in the community that are of cultural heritage value. Designation applies to real property and helps to recognize and protect the heritage features on that property.

Goderich Heritage Enactment Fund: The Municipal Heritage Committee and the Town of Goderich have developed and recommended the establishment of a Goderich Heritage Enactment Fund (GHEF) Program to provide financial assistance for heritage projects. Funds are provided as loans and/or grants out of a special Reserve Fund to restore or reconstruct original heritage resources. The GHEF program is funded by the Town and when available the Provincial and Federal government

Façade Restoration Loan Program: This program provides financial assistance to property owners for façade improvement to buildings designated the Ontario Heritage Act. The façade improvements must conform to the Official Plan Heritage Conservation policies and the relevant Heritage Conservation District Plan. Only exterior renovations are eligible.

Planning Conclusions

From a planning perspective, the policies, land uses and zoning that exist within the proposed CHL boundary are conducive for considering designation of a Cultural Heritage Landscape. However, updating Goderich's plans and policies to better represent the creation and maintenance of a landscape, including specific reference to Cultural Heritage Landscapes is highly recommended.

Findings

- The Goderich Harbour warrants conservation as it satisfies the Provincial Policy Statement, 2005 definition of a significant Cultural Heritage Landscape
- Study of the area's character revealed three possible boundaries that will need to be discussed with community stakeholders
- From a planning perspective, the policies, land uses and zoning that exist within the proposed CHL boundary are conducive to considering designation of a Cultural Heritage Landscape however, specific reference to Cultural Heritage Landscapes should be added to the Official Plans

- Municipalities in the Province of Ontario have used Part IV Designation, Part V Designation and Official Plan policies to manage their Cultural Heritage Landscapes
- An option that does not appear to have been used yet to manage identified CHL's is to create a Community Improvement Plan under the Planning Act
- Specific Official Plan policies applied to duly identified CHL's is the best option as they can be flexible, specific and tailored to the unique circumstances of a given municipality.

Recommendations

The recommendations of this Study for the Goderich Harbour are as follows:

Public Consultation

- Based on the finding of this study there are two items that should be examined by the community. Therefore, the following steps should be taken:
 - a) Consult with community stakeholders to select the appropriate management mechanism for the Goderich Harbour
 - b) Consult with the community stakeholders to determine the appropriate boundary for the Goderich Harbour Cultural Heritage Landscape

Content of the Goderich Harbour Cultural Heritage Landscape Management Policy

- The Goderich Harbour warrants protection as a Cultural Heritage Landscape. As such, a management approach should be prepared that addresses the following points:
 - A recommended mechanism for managing the Harbour
 - Design guidelines according to the recommended mechanism
 - Policy statements, guidelines and procedures for achieving stated objectives and managing future changes

Interim Actions

- Providing timely and continuing updates on the Town and County web pages regarding the Study along with updated information on the status of the Cultural Heritage Landscape
- Making some of the materials collected for the Cultural Heritage Landscape Study available to stakeholders, the Municipal and Marine Heritage Committee, and the general public
- Pursue Part IV Designation of the heritage resources which are identified in the Municipal Register of Cultural Heritage Properties as priorities
- Pursue listing in the Municipal Register of Cultural Heritage Properties for properties in the Goderich Harbour area which were identified in this Study

MINTO, ONTARIO

Minto is a town in Midwestern Ontario, on the Maitland River in Wellington County. The Town of Minto was formed in 1999 through the amalgamation of the Township of Minto, the Towns of Harriston and Palmerston, along with the Village of Clifford.

Land Area Total: 300.57 km²
Population Total (2011): 8,334
Population Density (2011): 27.7/km²
2006 to 2011 Population Change (%): -2.0

Industry

The top four industry divisions in Minto are: Manufacturing, Agriculture, Forestry Fishing and Hunting, Retail Trade and Health Care and Social Assistance.

Demographics

English- 19%
German- 17%
Scottish- 17%
Canadian- 15%
Irish- 14%
Other- 8%
Dutch- 6%
French- 4%

Age Group	Both Genders	Male	Female
0-4	510	260	250
5-9	585	310	275
10-14	620	330	290
15-19	615	295	320
20-24	560	295	265
25-29	405	205	200
30-34	475	235	240
35-39	495	255	240
40-44	600	300	300
45-49	635	315	320
50-54	585	285	300
55-59	535	270	265
60-64	410	210	200
65-74	725	350	375
75+	750	305	445
Total Population	8,505	4,220	4,285

MINTO, ONTARIO

Town of Minto Strategic Plan, 2009

The Town of Minto Strategic Plan was last updated in 2009 and contains the core vision for the Town. Key strategic directions and expected outcomes required to execute this vision:

Vision

We celebrate the values of country living and community life.

Neighbourliness and togetherness.

Stability, safety and affordability.

Volunteerism for the benefit of each other, and for the good of our town.

Responsible economic growth.

Respect for nature and what it provides.

These values are what make us unique, and what make the Town of Minto the community where families belong.

The Strategic Plan identifies 10 different Strategic Directions and Outcomes: Economic Vitality, Fiscal Responsibility / Financial Strategies, Health, Destination, Agricultural Identity, Leadership, Linkage, Retail / Downtown Strategy, Environment, and Arts & Culture. A number of these are directly / indirectly related to culture and tourism. They are as follows:

Strategic Directions and Outcomes

Economic Vitality: Establish sustainable economic development strategies

- Encourage a healthy, clean, interesting quality of life which will attract and retain engaged citizens → provide a welcoming environment for creative and entrepreneurial people
- Develop a Community Improvement Plan (CIP) for the Town of Minto utilizing the expertise of both internal and external resources.

Fiscal Responsibility / Financial Strategies: Establish sustainable financing mechanisms and sources. They are sustainable because they can be maintained over time. They don't require extraordinary time, money or expertise to implement and upkeep.

- Work with Federal & Provincial governments to ensure Minto receives its fair share of grants and revenue-sharing programs
- Work with neighbouring municipalities and the County to devise mutually-beneficial cost-sharing arrangements
- Ensure facilities and programs are operated as efficiently and effectively as possible

Health: Ensure a safe, healthy environment for our residents.

- Implement strategies to complete Physical Activity Plan including: "Walkable Community" policy, linking trails systems, walking and cycling map and signage

Destination: Establish a successful and sustainable tourism product.

- Increase awareness of Minto as a "Family Destination" (i.e. attend tourism events outside of town, create a passport program, etc.)

- Facilitate businesses and/or groups offering a range of agri-tourism offerings including those geared toward educating children and families about agriculture → including work with Fall Fairs to promote agricultural awareness; explore expanding “Taste of Minto” program; investigate developing Farmers’ Market; Contact farmers to develop B&Bs, farm stays, pick-your-own, country family courses (i.e. making preserves, holiday ornaments) and other appealing tourist offerings
- Utilize Minto's heritage/culture to create a unique family destination → including heritage tours and plaques; consider developing National Toy Museum; engage Mennonite community in idea generation involving their culture; diversify Norgan Theatre’s cultural offerings
- Increase tourist use of recreational facilities & attractions → development of various sporting tournaments and special events
- Maintain dialog with the local retail sector in tourism 'destination' development → involve tourism community in Tourism, Heritage, Arts & Culture Committee; improve communications via info packages, regular meetings, etc; attract outside retailers, etc.

Agricultural Identity: Expand Minto’s agricultural image / identity and encourage developments of agri-industry and agri-tourism

- Increase awareness of Minto’s agricultural identity
- Strengthen and expand existing agricultural-related products and services, and develop new ones → Farmers’ Market, annual event surrounding local food)
- Assist & encourage current farming businesses and family farms in diversifying into tourism → temporary work group of tourism/agricultural leaders; information and seminars; joint advertising opportunities; agri-tourism award; encourage on-farm experiences
- Provide a range of agri-tourism offerings including those geared toward educating children and families about agriculture. Ensure they are fun
- Strengthen the relationship between agriculture and retail (i.e. Buy Local campaign, etc.)
- Attract farm related industries
- Engage Mennonite community

Linkage: Linkage refers to the ability of Minto to overcome the challenge of combining four former municipalities into one → To provide a structure that supports 'one community' and improves communication between related town services, organizations, businesses, education, healthcare and tourism

- Minimize overlapping services; cross-promotion; coordinated events, etc.

Retail / Downtown Strategy: Ensure there is a downtown area that will encourage tourism and new business growth

- Reverse the flow of resident dollars so they flow into Minto's retail businesses vs. the surrounding municipalities (i.e. shop local campaigns, etc.)
- Continue to invest resources into maintaining and improving the visual appeal of the downtown core
- Investigate and define the types of retail businesses that appeal to tourists seeking a family destination
- Investigate and define the types of retail businesses that can build upon the agricultural heritage of Minto

Arts & Culture

- Participate in the Southwestern Ontario Rural Creative Economies Study
- Cultural Mapping

Building a Creative Rural Economy: A Cultural Plan for Minto, 2011

The Town of Minto Cultural Plan was initiated in 2010 and received final Council approval in 2011. Minto was one of the first rural communities to receive funding from the Creative Communities Prosperity Fund (CCFP) and is one of the smallest municipalities to undertake a cultural mapping and planning project.

The purpose of the Cultural Plan is to establish an overall vision and set of strategies and actions to guide cultural development.

Specific objectives include:

- To create a shared vision and foundation for collaboration, resource sharing and audience development for cultural and heritage activities and attractions
- To build interest and understanding of culture in the community
- To explore the role culture can play in community economic development, downtown revitalizations and other important community plans and initiatives
- To integrate culture across other areas of municipal planning and community projects
- To attract creative cultural industries

The Cultural Plan includes the following vision:

“From our earliest history until today, the success of our community has been a product of the creativity and imagination of the people who came here to build a life for themselves and their families. A spirit of enterprise and innovation has been a key ingredient in building the vibrant rural community that is Minto today.

Our unique identity as a community is a product of a proud agricultural heritage, the history and contributions of those who settled in this place and the sense of volunteerism and commitment to community that has helped us achieve everything that Minto is today. Our culture and heritage is the glue that connects old residents and new, our past and our future.”

The Cultural Plan process included the following elements: literature review, community consultation, cultural mapping (tangible and intangible assets), development of a project brand and blog. It also included a summary of the economic context of the Town of Minto.

Key points include:

- Minto, like many other municipalities across Ontario faces economic challenges due to major economic restructuring and demographic trends
- Rural depopulation is a continuing challenge for rural communities: population retention and attraction of key importance for Minto

- The 'creative food economy' offers great opportunity: must also broaden definition of rural economy to include artists, digital media developers, lawyers, etc.
- Creativity and culture are not 'silver bullets' capable of transforming the local economy but can be an important source of wealth and economic development

This work resulted in the Cultural Plan for the Town of Minto. Included in the plan are the vision, values and outline of roles and responsibilities (stakeholders and municipality). It also notes the 4 key elements / mechanisms needed to support implementation of Cultural Plan:

1. Representation on the Economic Development and Planning Committee: add an individual to committee to represent creative economy and culture
2. Establishing the Minto Cultural Roundtable: regular meetings of cultural stakeholders in community; look to Prince Edward County for model
3. Convening an annual Cultural Rally: annual event to profile and celebrate cultural community; encourage broad community involvement
4. Establishing a Creative Economy Fund: establish a modest fund to support new initiatives and leverage additional funding opportunities

This report makes the following immediate recommendations to Council to launch the implementation of the Town of Minto Cultural Plan.

1. Adopt the Cultural Plan in Principle: Council should adopt the plan in principle as an indication of the Town's endorsement of culture as a planning and policy priority
2. Mandate the Establishment of a Cultural Roundtable: Cross-sectoral leadership group to lead implementation of Cultural Plan
3. Request Staff and the Roundtable to Develop a Detailed Implementation Plan
4. Develop and Implement a Communications and Community Engagement Strategy

Additionally, it contains a series of strategies and actions with proposed timeline and budget. This includes:

Strategy 1: Creative Identity: Telling Our Story

- Expand community storytelling: via workshops, festivals, online tools, etc.
- Creative Class Marketing Campaign: creation of marketing materials, videos, downtown ambassador program
- Develop and implement strategic and ongoing communications and community engagement strategies to build awareness, understanding and active engagement of the Cultural Plan and cultural resources: via online and social media, annual cultural rally, etc.

Strategy 2: Creative Capacity: Cultivating Talent and Innovation

- Strengthen networks and collaboration among cultural groups and individuals: Cultural Roundtable, social/networking events, database of volunteers
- Support small enterprise and strengthen entrepreneurship: professional development workshops, etc.
- Develop youth engagement strategy: youth ambassadors, social media, mentorship program

Strategy 3: Creative Enterprise: Connecting and Leveraging Assets

- Extend cultural resource mapping: establish ongoing cultural mapping group, explore regional cultural mapping, etc.
- Expand and diversify tourism offerings: link cultural, culinary and agri-tourism, expand on current regional tour offerings, develop a new Minto-based tour
- Strengthen festivals and events: cross-promotion, leverage and extend success of fall fairs, investigate small seed funding program for new initiatives

Strategy 4: Creative Places: Enhancing Quality of Place

- Support establishment of BIA's for 3 urban centres: ensure cultural representation on BIA's
- Artist relocation program: attract emerging artists to live rent free / cheap in designated areas, artist-in-residence program, visiting professors, creative industry incubator
- Enhance public spaces downtown: public art
- Develop inventory of spaces for cultural activities in the community

MORDEN, MANITOBA

Morden is a city located in the Pembina Valley region of southern Manitoba. Morden was designated a “Cultural Capital of Canada for 2008.” Morden received this award based on the town's emphasis on art and culture in the community. This includes hosting various festivals such as the Back Forty Festival, which highlights aboriginal influences in the community.

Land Area Total: 12.44 km²
Population Total (2011): 7,812
Population Density (2011): 401/km²
2006 to 2011 Population Change (%): 1.2

Industry

The top four industries in Morden are: Manufacturing, Health care and Social Services, Business Services and Other Services.

Demographics

Age Group	Both Genders	Male	Female
0-4	400	195	200
5-9	400	210	190
10-14	500	245	255
15-19	470	235	230
20-24	430	205	225
25-29	420	200	220
30-34	450	220	230
35-39	420	205	215
40-44	420	215	210
45-49	440	210	230
50-54	410	210	200
55-59	355	165	190
60-64	290	140	155
65-69	255	125	125
70-74	240	100	140
75-79	245	110	135
80-84	215	85	130
85+	210	80	130
Total Population	6570	3155	3410

MORDEN, MANITOBA

Town of Morden Cultural Policy 2006

Vision

Morden takes pride in its roots, its natural environment, its rich cultural heritage built by its past generations, and the creative work of its artists.

Morden wants to ensure that its residents and future generations can benefit from a healthy, stimulating, and unique cultural environment, one that fosters a sense of pride, identity, belonging and openness to the world.

Morden wishes to promote and value the rich diversity of its many cultures, its artistic and heritage resources, and the excellence of all forms of artistic expression found within its borders, all of which gives Morden an enviable quality of life.

Mission

The Town of Morden will provide leadership and work with other stakeholders to ensure that culture in Morden continues to grow in a spirit of respect for various languages and cultures.

Morden will encourage cultural development by promoting such things as artistic excellence and intercultural dialogue and exchange.

Morden will recognize and appreciate its heritage, foster excellence in the work of its artists and promote cultural diversity.

Morden will take steps to develop a wider audience and improve access to cultural resources for its residents.

Beliefs

- That culture substantiates our society, helping us to define who we are as a people.
- That multiculturalism stimulates new ideas and challenges us to look at life in other ways, and that the contributions of the Anglophone, Francophone, German and other cultures living in Morden enhance the lives of all Mordenites.
- That, beginning early in life, culture has a profound beneficial effect on the development of the individual, and that this needs to be supported lifelong learning opportunities.
- That the expertise of artists and heritage professionals must be valued and recognized.
- That artistic independence, integrity, the pursuit of excellence and freedom of expression must be encouraged and supported.
- That culture, including cultural industries and enterprises, plays an important role in the economic prosperity of our Town.
- That heritage resources are important, and that heritage stewardship encompasses our cultural and natural environment, inherited from the past, contributed to by the present, and handed on to the future.

- That it has a responsibility, in partnership with others, to protect and enhance the cultural heritage resources and artistic expression of Morden.

Policy Goals

The policy goals identified below establish the general direction that will be pursued by the Town of Morden regarding Arts and heritage, in order to move Morden toward the ideal described in the Vision for this policy.

1. To improve access to and awareness of culture in Morden and to increase participation in cultural activities and to encourage excellence in their endeavors.
2. To preserve and increase the opportunities within Morden's culture and its cultural resources.
3. To preserve and increase the opportunities within Morden's culture and its cultural resources.

OTTAWA VALLEY, ONTARIO

The Ottawa Valley is the valley along the boundary between Eastern Ontario and Western Quebec along the Ottawa River. From west to east, the major Ottawa Valley communities are Mattawa, Deep River, Petawawa, Pembroke, Fort Coulonge, Shawville, Renfrew, Quyon, Arnprior, Ottawa, Rockland, L'Orignal, Hawkesbury and Rigaud.

Approximately 1.3 million people reside in the valley (and along its tributaries), of these the majority, around 80%, reside in Ottawa, the remainder on the north side of the Ottawa River, in Quebec. The total area of the Ottawa Valley is 2.4 million hectares (6 million acres).

Activities

The Ottawa Valley is part of Ontario's Highlands Tourism Organization (OHTO), one of 13 Regional Tourism Organizations created by the Ontario government to increase tourism to the province. The OHTO covers a large region in eastern Ontario, which includes the counties of Haliburton, Lanark, and Renfrew and portions of Frontenac, Hastings, and Lennox and Addington. Cultural events and social activities are rich in variety and talent. There are symphony orchestras, musical groups, dance studios, drama clubs, artist associations, craft fairs and festivals.

Industry

In Ottawa Valley, more than 8,000 people are employed in the manufacturing sector, producing everything from wood based products to high-tech components for the nuclear and aerospace industries. The technology sector of the economy benefits from its close proximity to Ottawa's Silicon Valley North, with many local firms engaged in the research and manufacturing of prototype products.

OTTAWA VALLEY, ONTARIO

Ottawa Valley has recently taken a regional approach to cultural planning and related tourism activities. As these are relatively new initiatives, there are few formal reports at this point in time. However, it is worthwhile to explore the current initiatives underway:

Ottawa Valley Culture (website), 2012

The City of Pembroke, County of Renfrew and the Ottawa Valley Tourist Association (OVTA) were successful in obtaining funding assistance from the Creative Communities Prosperity Fund (\$67,150) to create a cultural mapping website. After one year of planning and development, OttawaValleyCulture.ca was launched. This website contains a cultural asset inventory of over 900 tangible and intangible natural and human-made cultural resources.

Website Features:

- Over 900 mapped cultural assets
- Users can select and map the cultural assets that interest them most (filtered by: cultural facilities, cultural industries, festivals and events, cultural heritage, community cultural organizations)
- A collection of stories about the culture and identity of the region → website visitors can submit their own stories
- General information about cultural mapping
- Links to tourist information

Beyond the mapping, this project is also working at producing the following outcomes:

- A cultural asset inventory
- Regional Cultural Steering Committee – 3 committees formed in different parts of the Valley to provide input into project (mix of municipal, cultural, business and community representatives)
- Cultural Policy – a broad framework to support cultural planning and development in municipalities across the Valley
- Cultural Heritage Roundtable – tasked with coming up with new tools to develop the Valley's creative economy, inform local citizens and governments about the cultural mapping project

Rural Ramble (website) 2012

The Rural Ramble is a joint venture between the City of Pembroke, County of Renfrew, the Ottawa Valley Tourist Association and a handful of other local sponsors. The Rural Ramble began as a self-guided driving tour (printed guides) and has since evolved into an interactive website that allows users to view and map a variety of rural / tourist destinations. This feature allows visitors to customize their own fall touring experience and runs from September 1st – October 31st.

Website Features:

- Search and view activities in the following categories: Adventure and Exploration, Agriculture and Food, History and Heritage, Arts and Culture
- Users can search by date, add the events they are interested in attending to create a customized driving map
- Event operators (i.e. farms, culinary destinations, etc.) can submit their own listings to the site
- Information about general regional driving tours that can be taken at any time throughout the year
- Event calendar

PRINCE EDWARD COUNTY, ONTARIO

Price Edward County is located in Southern Ontario at the eastern end of Lake Ontario. The Bay of Quinte surrounds it on the north and east. The county is technically an island because the Murray Canal now connects the bay to Lake Ontario, across the only land connection.

Prince Edward County includes the population centres of Ameliasburg, Bloomfield, Carrying Place, Cherry Valley, Consecon, Demorestville, Fawcettville, Glenora, Hillier, Lake On The Mountain, Milford, Mountain View, Northport, Picton, Rednersville, Rosehall, Rossmore, Salmon Point, Waupoos, Waupoos Island, Wellington, West Lake, Woodrour, and Yerexville.

Land Area Total: 1,050.45 km²
 Population Total (2011): 25,258
 Population Density (2011): 24.0/km²
 2006 to 2011 Population Change (%): -0.9

Demographics

Age Group	Both Genders
0-4	920
5 - 9	980
10 - 14	1,170
15 - 19	1,520
20 - 24	1,170
25 - 29	930
30 - 34	965
35 - 39	1,070
40 - 44	1,345
45 - 49	1,885
50 - 54	2,230
55 - 59	2,225
60 - 64	2,470
65 - 69	2,025
70 - 74	1,550
75 - 79	1,205
80 - 84	895
85+	700
Total Population	25255

PRINCE EDWARD COUNTY, ONTARIO

Leveraging Growth and Managing Change: Prince Edward County Strategic Cultural Plan 2005

The Prince Edward County Strategic Cultural Plan was precipitated by the completion of a Strategic Economic Development Plan. Culture was identified as one of the four pillars of Prince Edward County's (PEC) economy. It also argued that connecting all four pillars in this economic cluster was the "quality of place" enjoyed by the County. As such, the County commissioned a Cultural Plan as a first step in establishing a more systematic and strategic approach to cultural development.

The goals of the Cultural Plan are as follows:

- To define a more systematic approach to cultural development
- To leverage greater benefit from the County's rich cultural resources in support of economic and community development
- To help improve the environment for both foreign and domestic investment.

Public Consultations

Visioning Sessions: A series of 5 public visioning sessions were conducted as part of the Cultural Plan. Common themes emerged at these sessions – most notably: Heritage, Character and Culture is preserved; The Arts Community is Strong; Jobs, Training and a Strong Economy; Managed Growth.

Among the most significant factors shaping the context for the Cultural Plan are the following:

Challenges

- A stable population, but one dependent upon immigration to the County to maintain the population and tax base
- Declining traditional industries and evolving agriculture economy to sustain employment and wealth creation
- Arts, heritage and cultural assets in need of increased investment

Opportunities

- Expanding employment in the combined cultural and tourism/accommodation industries
- Extraordinary cultural resources and natural environment as a magnet for attracting new residents, businesses and investment
- Strong articulated support for arts, heritage and culture (although support that does not necessarily translate into greater investment)

Advisory Group: consisting of individuals from a cross-section of government, community and business interests. The Advisory Group participated in a SWOC (strengths, weaknesses, opportunities, constraints) exercise. The results are as follows:

Strengths

- Authenticity (unique history, built heritage, distinct ambience, 'island culture')
- Creativity (artists and craftspeople, arts and culture activity, emerging food and wine centre)
- Natural Beauty (open land, natural and agricultural landscapes, coastline)
- Agricultural & Maritime Heritage (agriculture, emerging wine industry, maritime history)

Weaknesses

- 'Island Culture' (resistance to change)
- Assets taken for granted (resistance to investment)
- Economic Challenges (declining industry, shrinking/aging population, eroding tax base)
- Development Pressures (potential erosion of County's unique identity)

Opportunities

- Role of County (amalgamation, establish priorities, better connections)
- Main streets and built heritage
- Partnerships and collaboration (between cultural community and local business, different parts of County)
- Cultural and eco-tourism (natural and cultural resources, connect these tourism markets)

Constraints

- Weak marketing and promotion (no central directory of activity)
- Lack of coordination mechanisms (need improved collaboration, coordinated access to government funding)
- Short tourism season

Additional Consultation:

- Surveys distributed to more than 300 individuals and organizations across the County
- Interviews with approximately 35 individuals
- Public meeting exploring strategic themes emerging from consultation

Following the series of public consultations, the Cultural Plan goes on to identify the role of the County in moving cultural initiatives forward along with a series of strategies and recommendations:

Cultural Governance – Role of the County

The Plan notes that (at the time of this plan) the Community Services Department was undergoing an operation review that will define which department will 'lead' cultural development. However, it notes that due to the scope and significance of culture, not single department can assume complete responsibility – but that culture should be approached with a 'whole of government' approach.

The Plan goes on to note that the County must balance Planning and Policy with program/service delivery and facility management. It states that the tradition in Ontario municipalities has been to be more involved in direct service of culture,

leaving little time or resources for policy and planning. In defining the County's role, and appropriate role of both functions should be maintained.

Identified Strategies & Actions

Managing Growth: taking steps to ensure needed growth and development does not undermine quality of place.

1. Managing growth and development in Picton
 - Build on work underway through the Street Smart Initiative
 - Ensure a strong overall vision and seek specialized professional expertise
 - Insist on complementary new buildings to replace those lost to fire
 - (Long-term) need for by-pass to divert traffic from downtown
 - Harbour - better docking for boats, improved boardwalk
 - Incorporate a prominent public square in downtown revitalization plans
2. Managing growth and development across the County
 - Shorelines - restrict residential development blocking waterfront views
 - Commission comprehensive heritage inventory
 - Address the fragility and potential loss of public buildings – schools, churches, town halls, as well as hub commercial buildings such as general stores
 - Protect rural landscapes through careful approach to planning

Cultural Places and Spaces: extending and improving the places where culture happens in the County – promote an integrated vision of cultural places in the County; improve and extend access to cultural venues across the County

3. Promote an integrated vision of cultural places in the County ('Hub and Spokes')
 - Develop and make use of an interpretive framework to connect cultural resources and stories across the County.
 - Develop a Cultural District in Picton
 - Reinforce and support unique identity of towns and villages but linked by some common urban design features
 - Make better use of County museums as 'nodes' of cultural activity
 - Develop old railway line for bicycling, hiking, cross-country skiing
 - Establish Doors Open event
 - Increase art in public spaces
4. Spaces and facilities – improve and extend access to cultural venues across the County
 - Provide access to space in County buildings and other public buildings (schools, libraries, churches) at subsidized/reduced rates for performances, exhibitions, meetings, live-work space
 - Develop and revitalize the Heights as arts centre, live-work and studio space

Cultural Tourism: build on existing strengths and overcome barriers to collaboration – extend tourist season; strengthen tourism packaging, cluster cultural, eco- and culinary tourism; strengthen marketing and promotion

5. Extend the season – build shoulder seasons through programming
 - Develop a year-round ‘festival’ celebrating themes in County heritage and culture
 - Develop activities ‘natural’ to shoulder season – maple syrup in spring, chili tasting in winter, etc.
6. Strengthen tourism packaging - based on an interpretive framework for the County
 - Develop historical walks and tours
 - Develop packages that connect theatre and performing arts offerings to local history tours and activity, visits to museums, etc. – and links to food and wine (Taste the County)
7. Exploit strong links (cluster) of cultural, eco-, and culinary tourism
 - Closer collaboration with Sandbank Provincial Park
 - Push further on already established collaboration between arts community and wine industry
 - Address limits placed on tourism (especially bus tours and larger groups) by shortage of accommodation and larger hotel complexes
8. Strengthen marketing and promotion - through collaboration and shared investment
 - Develop integrated visual identity and ‘brand’
 - Strengthen market research to support both cultural and tourism objectives
 - Pool cultural and business resources for more effective and sophisticated campaigns
 - Build on Premier Ranked Tourism Destination
 - Establish central booking service for theatre tickets, accommodation, restaurant reservations, etc.

Prince Edward County Culinary Tourism Study, 2006

The Culinary Tourism Study was lead by Ryerson University and the Economic Development Office. The emergence of Prince Edward County (PEC) as a culinary tourism destination has provided an opportunity to study the transition of a largely rural region in Ontario from a resource and manufacturing based economy to a service economy.

Literature Review

The Culinary Tourism Study includes an extensive literature review that explores the history of food production and culinary tourism in the area. Key points include:

- PEC has a long history of agriculture / food production – dating back to 1860’s
- Growing emphasis on organic products; specialty food and beverage
- A 2005 tourist destination report identified 3core attractors: beaches, outdoor activities, and wine and culinary experiences
- *Taste the County* (established 1999 with provincial funding) promotes sustainable tourism and agriculture by working with a variety of businesses and organizations → has created interactive web site, printed brochures, signature events, etc.

- Annual events, fall fairs, etc. are a significant draw – particularly those with a culinary element / focus
- Culinary experiences are offered through a variety of accommodation options (i.e. B&B's offering packages including cooking classes, custom meals, etc.)

Methodology

The purpose of the study is to learn more about visitors to the County and in particular those who engage in culinary related activities during their stay. A questionnaire consisting of 22 questions was designed to learn more about these visitors (restricted to those 19 years or older and on the main streets of Picton or Bloomfield).

Survey Results

A total of 526 questionnaires were gathered. The following is a summary of some of the data:

- 52% male; 48% female
- 51.7% between ages of 45 – 64; 21.9% between 35 – 44
- 58.5% without child dependents at home; 39.5% with children at home
- 51.3% achieve a minimum of a BA; 32.6% had some post secondary education
- 93.1% spoke English at home; 4.9% French;
- 28.5% had annual household income of \$100,000 or more; 35.9% between \$50,000 - \$99,000
- 85.2% of visitors from Ontario; 9.1% from other Provinces; 3.2% USA, 2.6% European
- 34.2% were day trippers; 39.1% 1-2 nights; 9.3% 1 week or more
- Information sources that influenced trip decisions: work of mouth; internet and guidebooks mentioned most frequently
- Reason for visit: visiting friends and relatives (24.2%), relaxation (16.5%), Sandbanks Provincial Park (11.4%), camping (8.3%), cottaging (4.6%) and general shopping (4.8%); wineries (4.0%)
- The most common category of expenditure for casual dining was less than \$100; Over 80% spent no money on entertainment and almost as many did not pay for any attractions

The Study also looked at the differences between Culinary Tourists (CT) and General Tourists (GT). Key points include:

- CT represented 28.7% of the sample population
- CT were a more affluent group, earning somewhat higher annual incomes; had a higher level of educational achievement; greater professional success
- The CT was more likely to travel to the County with a partner than with the family
- CT visitation would be typically shorter in duration than the GT.
- An overwhelming majority (98.3%) indicated that they would engage in one or more culinary activities during their visit.
- CT spent \$621.14 per visit compared to \$544.52 for GT

Prince Edward County Agri-Food Markets Study 2007

The Agri-Food Markets Study is a culinary tourism study undertaken during the summer and fall of 2006. This study focused on the following:

- Respondent demographic characteristics
- Trip and visitation characteristics
- Attitudinal and motivational related aspects of County visitation
- Consumer expenditures and consumer purchase behaviour

Using survey data from five separate questionnaires, three major components of the foodshed were examined. These consist of the producers and processors of agricultural and animal products, commercial businesses (i.e. lodging, foodservice, retail) and residents and visitors who purchase local produce at the County farm gates.

Below is a synopsis of the relevant findings:

- The agri-food Industry of PEC is composed of small independent businesses, a majority of which experience annual sales volumes of less than \$250,000 annually.
- With the exception of the producers, most of the businesses within the agri-food Industry are relatively young enterprises that have been operating for less than ten years.
- A majority of the businesses have experienced healthy increases in their annual revenues over the past three years with a majority of them realizing increases greater than ten (10) percent on an annualized basis.
- It appears that the local commercial businesses seem “to get it” in the sense that they realize the County’s agricultural heritage is a key driver in supporting individual businesses. Nearly all the lodging, foodservice and retail businesses interviewed stated that they promote local products within their enterprises with a significant number of them indicating they thought that it helped “drive” business their way.
- There is much evidence that there is a strong community spirit among these same businesses within the County, since the large majority of respondents stated that they promote local products in support of the larger community.
- There was no consensus on the most effective methods of promoting local products, nor were there new or original suggestions about additional tools or resources that would aid in their promotion.
- Much of the agri-food products that are produced and processed within the County stay within the County. Less than one fifth of those interviewed derive more than fifty percent of their annual income from out-of-County distribution.
- County residents and visitors who shop at local farm gates appear to be a mature and well-educated market. Almost two-thirds of them were fifty or years of age or greater and more than two-thirds have attained a post secondary level of education.

- The strong support of the agri-food industry among residents of the County is evident in their shopping patterns. They tend to shop at local farm gates on a daily or weekly basis where they spend more than twenty percent of their total weekly food budget.
- The most important factors that motivate shoppers to patronize County farm gates are quality, freshness and taste of the available products.
- A greater reliance on local foods could be effected with improvements in convenience, quality and year-round availability.
- Almost forty percent of the farm gate consumers who were interviewed for the study were visitors to the County and of those, forty percent were day-trippers.
- Agricultural related attractions were seldom the primary purpose for visiting the County, but seven of the top nine activities involved some type of agri-food or agri-tourism.
- With the exception of overnight lodging accommodation, dining, wine purchases and farm gate shopping were the three highest expenditure categories for visitors to the County.

Economic Restructuring through Culture in Small Towns and Rural Areas: Building Creative Rural Economies, A Case Study of Prince Edward County, Ontario, 2008

The Building Creative Rural Economies report explores the challenges that small towns and rural areas face related to economic restructuring, using Prince Edward County as a case study. This report offers a number of concepts and planning assumptions that can be applied to building creative economies in rural communities.

Background

Prince Edward County (PEC) is in the middle of the “The Mega Region” defined by Richard Florida (the Windsor to Quebec City corridor, southern Lake Ontario / Upper New York State). The Mega Region’s economy is approximately \$530 Billion. A basic premise of the creative rural economy being built in PEC is the potential to tap into a portion of that economy.

This report explores the historic “waves of economic prosperity” that have occurred in the region – starting in 1860-90 with the barley industry; followed closely by the development of the dairy industry / cheese; and the canning industry. The report states that PEC is currently in the ‘forth wave’ (starting in the late 1970’s) with the migration of “new bohemians and artists” and the close proximity to a variety of markets / larger cities.

Past Economic Strategies in PEC

The report explores past economic planning documents and studies in order to provide further context:

Investment Market Readiness Study & Strategic Economic Development Plan (2004)

- Concluded that The County had zero competitive advantages in attracting traditional industry / manufacturing
- Study recognized that PEC could follow different economic development model built on quality of place built on four pillars → Agriculture, Arts and Culture, Tourism, and Commerce Industries

Following this study, a series of 8 key plans and research projects were conducted through PEC's Economic Development office and built upon the 2004 economic strategy to ensure integrated thinking, planning and execution.

The economic outcomes from the systematic economic development strategies pursued by The County over the past few years have produced impressive results.

- 45 million in wine industry investment (over 7 years); 12 New Wineries
- \$18 million per annum in wine sales today (from \$0, 8 year ago)
- \$50M-\$85 million in wine sales potential 5-7 years out – potentially doubling Agricultural GDP
- Building permits increased by 300% over 7 years. \$150 million in incremental investment
- Booming Construction Industry
- Tourism visits up 74%; spend up 168% - From \$25 million spend per annum in 1999 to \$65M in 2004: expected
- Property Assessment up 3/4 of a \$1 billion
- Picton downtown revitalization \$20-\$30 million in new investment over last few years.
- Major Condo, Commercial & Retail developments, Major Boutique Hotel Development
- Declining population 1996 – 2001 census to rising 2% 2001 – 2006 census
- \$300 Million in Qualified investment leads

TOWNSHIP OF HURON-KINLOSS CULTURAL PLAN

COMMUNITY CONSULTATION REPORT

APPENDIX C

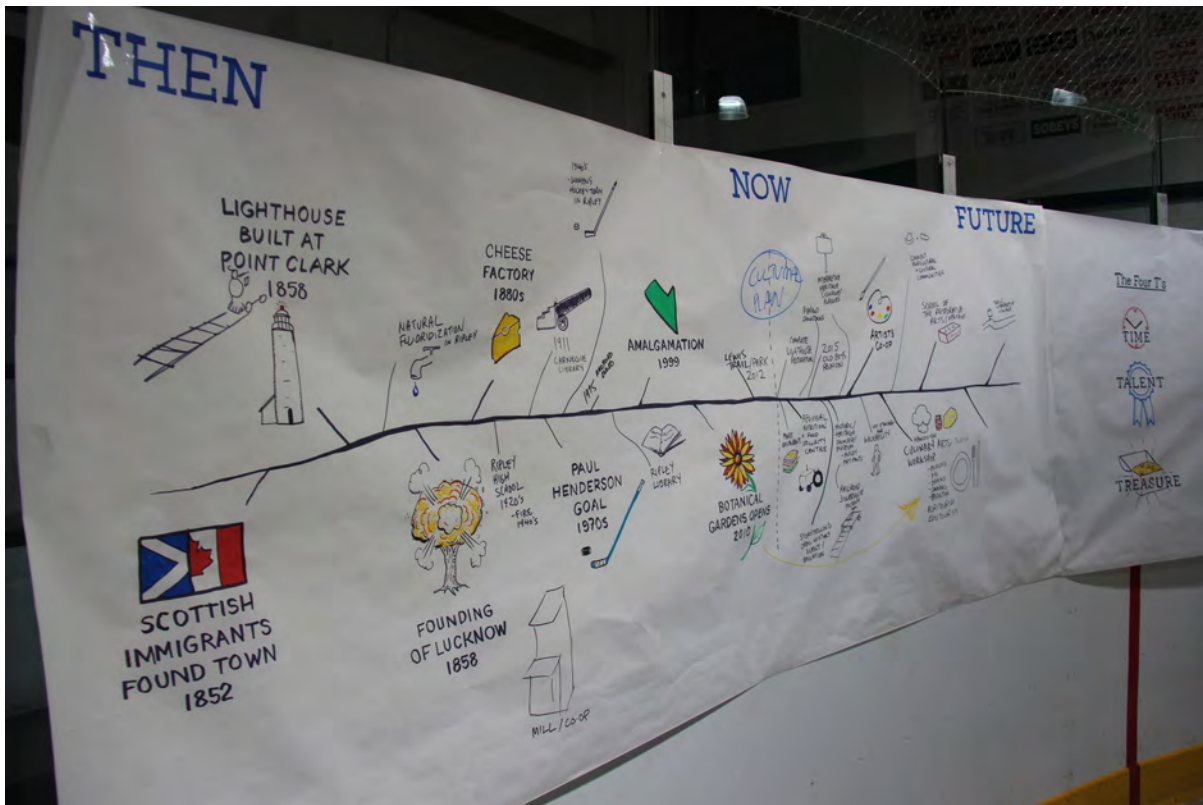
COMMUNITY CONSULTATION REPORT

A major component of every cultural planning process is to engage the public in the dialogue throughout the project. Culture resides within the people and places of a community, so bringing them into the process is vital.

For the Township of Huron-Kinloss Cultural Action Plan, CoBALT Connects employed a number of public engagement strategies to ensure that people of all ages and walks of life felt welcome and valued in the project. Below we'll describe the methodology for each engagement group and process, and then explore the common themes and areas of interest which emerged.

LAUNCH EVENT

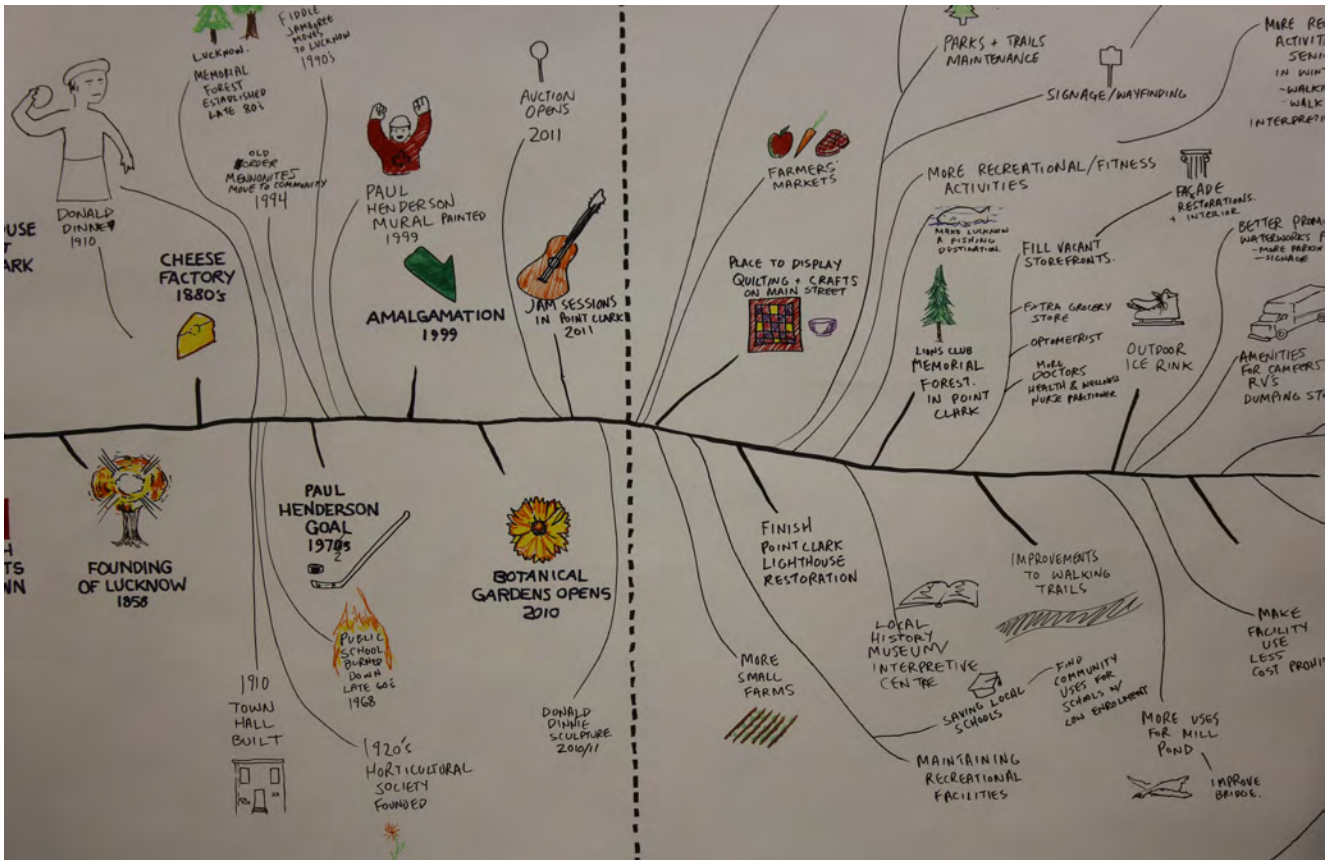
The Launch event was a first opportunity for the community to meet the team from CoBALT Connects and the Ministry of Culture, Tourism and Sport, and a chance to learn about what a cultural planning process includes. The event was designed to be interactive and included Matt Jelly, Cobalt's visualization specialist, taking the community through two hands-on projects to help illustrate their local culture. By the end of the evening, hosted in the Ripley Arena and Community Centre, the attendees had mapped dozens of cultural goals and helped fill in the cultural database with historic, current and desired cultural assets.



COMMUNITY CONSULTATIONS

Three community consultation events were held in Ripley, Point Clark and Lucknow. These events were again designed to be open-house style gatherings where the public could come and share ideas, bring cultural artifacts, tell stories and continue to help fill in the illustrated history and future of the culture in Huron-Kinloss.

We were thrilled that the process drew out young and old, residents from all communities, Mennonite representatives, lifelong residents, 'boomerangers' and newcomers. Over the course of the three sessions and the launch more than 50 residents participated in the process.



TARGETED INTERVIEWS

In each community there are pivotal people and organizations who are engaged in preserving, creating and championing local culture. To ensure we got a full picture of how the community interacts we chose to interview 40+ key individuals who each brought with them a unique perspective.

Individuals and Organizations interviewed included:

Kara Van Myall	Bruce County
Marilyn Reid	Ripley Agricultural Society, Purple Grove
Joy Hunt	Glass Hummingbird
Diane McCulloch	Ripley Business Community
Barb Fisher	Bruce Community Futures (by phone)
Ruth Dalton	Dalton Pottery
Gord Lee	Lurgan Beach Association
Dave Grant	Bruce Beach Association
Carol Anwright	Point Clark Beach Association
Ron Findlay	Huron Shores Lions Club
Rick Murray, Ken Irwin	Lucknow Kinsmen
Morten Jakobsen	Lucknow Chamber of Commerce
Joan Chamney	Lucknow Beautification Committee
Vijay Kumar	Pine River Cheese
Judy Snobelen	Pine River Church Bazaar
Bob Courtney	Point Clark historian
Sharon Courtney	Five Star Quilters Guild
Sandra MacDonald	Historical Society
Ida Piel	IC Greenhouses
Dwight and Amy Irwin	Grey Bruce Kids
Mike Vollmer	Lake Huron Shore Friendship Club
Rob Thompson	Thompson Feed/ Ripley historian
Donald Andrew	HAWK Theatre
Paul Henderson	Hockey Legend (phone interview)
Barrie Johnson	Lucknow Lions Club
Heather & Lynn Taylor	Botanical Food Garden
The Morrison Family	Grassroots Rural Retreat & Whitefield Farms
Elmer Brubacher & Simon	Mennonite community
Township Staff & Officials	Mayor Twolan, Clr. Wilf Gamble Taralyn Martin, Mary Rose Walden, Sonya Watson, Jody MacArthur

YOUNG ADULT ENGAGEMENT

Throughout the engagement process Cobalt Connects recognized that we were missing a key demographic in the community – namely young adults aged 25 to 40 (approx.). This demographic tends to be heavily engaged in the community and is primarily responsible for population growth and sustainability. To address this issue CoBALT Connects reached out to Dwight and Amy Irwin to pull together an evening of other young families so we could connect with this age group.

Thanks to their enthusiasm and community connections we held an informal session at the Ripley Legion with 7 couples and 2 individuals representing young families from Ripley, Lucknow and Point Clark. The evening was extremely informative and brought a great deal of key issues to the table.

Based on this engagement session CoBALT Connects will be creating custom recommendations to reach out to this group specifically.

COMMUNITY CONSULTATION FINDINGS

While each individual brought specific knowledge to the consultation process we find it best to report the findings from this process thematically instead of by engagement group. This allows each engagement group to see themselves reflected in various topics, but also to see the feedback given by others.

Below we'll explore the information gathered throughout the consultation process and how it may shape recommendations of the plan.

Primary Observations

Rural Pride

- All participants see agriculture and farming as a distinct element of the local culture but there is some concern that the industry has shifted away from the traditional practices that made it a strong link socially and culturally in the community
- Agriculture, farming and stewardship of the land are a part of culture links young and old, Mennonite and non-Mennonite, male and female, and those engaged directly or not in those industries to the rest of the community
- Traditional activities associated with rural life (ie quilting, preserving, knitting, etc) are still strong practices amongst the older generations, and there is a desire to pass-on and learn these skills by the younger generations.
- There is a connection between the hands-on nature of these activities and the hands-on nature of agriculture
- Youth see agriculture and farming as an exciting part of their community citing 4H as an organization they enjoy engaging with > the question becomes how do you sustain that engagement if the majority of their families are no longer directly engaged in agriculture

Distinct Communities

- While the three primary communities of Huron-Kinloss (Lucknow, Ripley, Point Clark) are bound by many common principles and geography, they are distinct communities to the residents and need to remain identifiable
- The scales of the communities is part of their identity – despite wanting some of the amenities of larger communities these desires do not override the desire to keep them tight-knit and family-oriented
- Some recognize that this firm desire to remain autonomous communities presents a difficult picture for long-term sustainability citing other small town that have been deemed unincorporated territories
- All of the communities, Lucknow and Ripley more so than Point Clark, are seeking increased vibrancy and sustainability within their downtown cores (Point Clark benefiting from the downtown amenities of the other two)
- Proximity to Kincardine and Goderich is creating a demand drain on the downtown cores of Ripley and Lucknow whereby opening new businesses is a major risk for entrepreneurs. Commercial or even cultural developments will likely need to be spurred through collective approaches and shared community ownership/risk if the picture is to change

Generational Gaps

- There is a communications gap between the adult and seniors population in some cases that is impacting the effectiveness and sustainability of organizations and activities that are core to maintaining the culture of Huron-Kinloss (ie. Women's Institute groups, Service Clubs, etc)

- While the small town values of each community are appealing to the youth they are seeking amenities and aspiring to life goals that cannot be served by the existing communities

Cultural Assets

- Signature community events such as the Fall Fairs, Reunions and Music in the Fields are absolutely essential to maintaining the cultural core of each community
- Newer cultural developments such as the Botanical Food Gardens and HAWK Theatre that would benefit from a more united Township are having challenges in raising the necessary capital to develop strong operational models
- Botanical Food Gardens, HAWK Theatre and Music in the Fields would benefit greatly from professional assistance with grant writing, revenue generation, marketing and communications etc. In time these organizations could require at least part-time professional management to achieve the cultural and business development goals
- The majority of cultural activities in the community are run by volunteers. While there is a sense of pride in this community-led culture there is also a fear of burn-out and lack of engagement from a younger generation
- For the most part the Mennonite community is not viewed as a cultural asset, where in other communities it is celebrated and embraced
- The Produce Auction project and site has the opportunity to be a larger cultural asset if opened up to additional opportunities
- Cultural goals placed in the 'future' section of the timeline project are divided into a number of core fields:

Educational – development of educational facilities and programs that tie together the ideas of culture, rural traditions, food sector business development, and nature-based learning

Heritage Preservation/Celebration – signage and way-finding that highlights the heritage aspects of the communities, façade improvements, development of core properties in Ripley and Lucknow, using heritage to attract cottagers and tourists

Broader business / Downtown development – grocery store, gas station, children's clothing store, men's clothing store, kids hobby shop, fitness centre, restaurant/bar/café, etc. While these may not be 'cultural' they are the amenities that will continue to make the community inviting to families

Nature Focused – development of trail system along beachfront, cycling routes, use of ponds and trails in Ripley.

Social Engagement – cafés, restaurants and gathering points for social interaction, continued development of parks and sporting facilities, live music venue, etc.

Branding & Marketing

- General confusion on the role and path for effectively branding the community
- Branding overload (too many brands) and brand misalignment is causing divisiveness instead of unifying the community
- Lack of follow-through or direction for branding exercises is causing a lag in action
- A clear sense of the audience needs to be defined for future branding initiatives

THE RURAL HERITAGE CENTRE
INFORMATION REPORT

THE RURAL HERITAGE CENTRE

Working Definition: The Rural Heritage Centers engage families and community in cultural and educational experiences by preserving rural traditions which teach lessons for present and future generations.

Below are a series of cases study facilities that act as rural heritage centres throughout North America. Each centre provides unique services and facilities the to communities they are located in. Some are focused on museum displays, others are more education or experience based facilities.

We've gathered this set together to assist Huron-Kinloss in its exploration of what would make a successful rural heritage centre in your community. Throughout the consultation process we heard a number of core activities that could be married together into a successful centre including:

- Educational opportunities > cooking classes, children's music classes, rural traditions workshops (ie Women's Institute activities), art classes
- Agricultural focus > understanding an appreciating agricultural practices (ie. 4H club), connecting producers to product makers (ie. jam production)
- Historical Society > linking various historical societies at a central hub, storage and display of local artifacts, genealogical records

As one of the core long-term recommendations we think it is vitally important the Huron-Kinloss create a rural heritage centre that connects these three core activities to ensure broad community buy-in and an efficient investment by the Township.

RURAL HERITAGE CENTER

Location: Thomaston, Alabama
Website: <http://www.ruralheritagecenter.com/>
Population: 383
Focus: community center to help stimulate economic development by creating jobs to strengthen the community.

The Alabama Rural Heritage Foundation (ARHF) was formed in 1986 and incorporated as a non-profit foundation in 1990. The University of Auburn Rural Studio helped renew the home economics building of the former Marengo County High School which now serves as the home for the Alabama Rural Heritage Foundation as the Alabama Rural Heritage Center (ARHC).

The Rural Heritage Center is now a vibrant community center in the town of Thomaston, Alabama. It houses the Heritage Gift Shoppe, a dining space to seat 50, a FDA-certified industrial kitchen and the administrative office for the ARHF. Using these resources the committed members of the ARHF are dedicated to the mission of preserving Alabama's rural heritage and strengthening Thomaston's economy. The ARHF hosts community events in support of agriculture and the arts throughout the year and in the Heritage Gift Shoppe you can purchase traditional folk art, crafts, and food products from across Alabama. The Rural Heritage Center is also open for private events and hosts the famous Pepper Jelly Festival.

History

In August of 2003, the Alabama Rural Heritage Foundation, and the Rural Studio of Auburn University began a partnership. Five Auburn students in the Rural Studio Program, Abbey Barnett, Melissa Harold, Paul Kardous, Nathan Makemson, and Robert White, embarked on a thesis project to design and construct the Alabama Rural Heritage Center (ARHC). With the help of a \$400,000 grant from U.S. Department of Housing and Urban Development - \$190,000 of which is going toward construction, the people of Thomaston are using the Alabama Rural Heritage Foundation to help stimulate economic development by creating jobs to strengthen the community.

They carried out renovations and the construction of a new 5,000 square-foot addition to the Home Economics building of the old Marengo County High School.

On April 9, 2005, The Alabama Rural Heritage Foundation celebrated the grand-opening of the new Alabama Rural Heritage Center.

Rural Heritage Center Gift Shop

The Heritage Shoppe is presently located in the former Marengo County High School building. A part of the Alabama Rural Heritage Foundation, the Shoppe specializes in Mama Nems Products, made in the Heritage Center kitchen, handmade craft items, specialty foods, and art, all created by Alabama craftsman and artists. Also sold in the gift shop is the famous **Mama Nem's Pepper Jelly**. This is homemade right at the Rural Heritage Center using a local recipe. The peppers are grown locally to ensure the best possible quality.

GREY ROOTS

Location: Georgian Bluffs, Ontario
Website: <http://www.greyroots.com/>
Population: 10,404
Focus: To promote preservation, understanding and communication of the unique heritage of Grey County

Grey Roots Museum & Archives is a multi-faceted attraction that preserves and promotes the cultural and heritage traditions of Grey County. The current facility is located just south of Owen Sound of Grey Road 18. Grey Roots has interpretive programs and demonstrations, rotating exhibits, a heritage village and archival resources. Grey Roots has an Educational Programs that are developed with the Ontario curriculum expectations in mind. In the 2009-2010 school year, over 5,000 students from across Grey and Bruce Counties participated in educational programs at Grey Roots.

While Grey Roots has a staff directory of approximately twenty people, they also have a large volunteer base that assists with interpretive tours that depict pioneer life throughout the Village. Volunteers also help sew the historical costumes and participate in learning workshops and seminars.

History

Grey Roots Museum & Archives has grown and developed into a unique facility from the County Museum's beginning in 1955 and the later establishment of a County Archives in 2000 in order to promote and preserve the heritage of Grey County. Initial interest for a Grey County Museum began by the forming of a committee to establish a museum project, displaying borrowed artefacts in a temporary space. A permanent home became realized in 1959 by the work of the Grey County Historical Art Society and the purchase of a church building in Owen Sound followed by the official opening of an Art Gallery and Museum accommodation. With the growing expansion of both the museum and archives, the County acted to bring together both facilities. The new and current facility, Grey Roots Museum & Archives, which also includes Grey County Tourism, had its grand opening on June 18, 2004.

COUNTRY HERITAGE PARK

Location: Milton, Ontario
Website: <http://www.countryheritagepark.com/>
Population: 84,362
Focus: A heritage park depicting the evolution of agriculture and rural life over the last 170 years.

Country Heritage Park is an interactive heritage park depicting the evolution of agriculture and rural life over the last 170 years. The park is located just under the Niagara Escarpment south of Highway 401, on Tremaine Road west of Milton, Ontario. Country Heritage Park has over thirty exhibit buildings and twenty thousand artifacts. The park has a collection of antique tractors, steam engines, farm equipment, heritage buildings and rural life artifacts as well as agricultural crop plots, horticultural shows, and general public/day tripper programs.

Mission: The mission of Country Heritage Park is to preserve the history of rural life and agriculture in Ontario and showcase its evolution (past, present and future) through public events and education programs.

Vision: At Country Heritage Park people of all ages will learn about our rural heritage, the role of farmers in putting food on our tables, and the importance of agriculture in our lives.

Objectives:

Maintain and display an outstanding collection of farm and rural artifacts, historical buildings and exhibits.

Manage and operate our 80-acre property and 30 + buildings on a financially viable and sustainable basis.

Provide and effectively market an imaginative blend of ever-improving education programs, events, interactive exhibits, living history performances and recreational activities through which people will be able to explore the evolution of agriculture and rural life in Ontario from 1830 to the present.

Foster a dynamic volunteer program that supports and compliments full and part-time staff roles.

Grow an active membership and increase opportunities for member involvement.

Forge creative partnerships and compatible business and sponsorship opportunities that will enhance the attraction and strengthen the financial viability of the Park.

Offer rental facilities that meet the highest possible standards of cleanliness, safety, comfort and client suitability; treat our rental clients with courtesy and respect.

BLACK CREEK PIONEER VILLAGE

Location: Toronto, Ontario
Website: <http://www.blackcreek.ca/>
Population: 2,615,060
Focus: Help people apply the history of life in the Toronto region to build a better future in their own communities

Black Creek is a working village, typical of those established in south central Ontario between the 1790s and the 1860s. Four decades ago, the Toronto and Region Conservation Authority created a small agricultural community at Toronto's northern edge that honours the ways of Canada's early settlers. For the holidays, Black Creek offers Christmas baking workshops that allows families to bake on their wood-burning stove and follow Christmas recipes loved by the pioneers.

Black Creek Pioneer Village also has a historic brewery that opened to the public in June 2009. The brewery is located in the heart of beautiful Black Creek Pioneer Village. Here they have recreated a working brewery, as it would have been in the mid-1800s. Their brewers, in period costume, handcraft the same ales and porters enjoyed in Ontario's country villages before Confederation. Visitors to the Village can enjoy a lively brewery tour led by their interpreters.

History

In 1957 the Metropolitan Toronto and Region Conservation Authority was formed to incorporate the many smaller Conservation Authorities in the city watersheds. The MTRCA operated the Dalziel Museum in 1957 and in 1958 expanded to include lands on the southwest corner of Jane and Steeles - the Stong farm, in the Stong family from 1816 to 1958. This property was to become the nucleus of Black Creek Pioneer Village. The MTRCA recognized the long history of the Stong farm complex and decided to preserve it and enhance the story told by creating a typical 19th century village around the farm buildings. In just the same way that many communities grew in early Ontario, the Village began to develop around the crossroads with the farm on one corner, a blacksmith shop, a store, a home and a church. In 1960 Black Creek Pioneer Village opened to the public. Over the next 2 decades the MTRCA continued to save other historical buildings and the Village grew.

DOON HERITAGE VILLAGE

Location: Kitchener, Ontario
Website: <http://www.waterlooregionmuseum.com/doon-heritage-village.aspx>
Population: 219,153
Focus: History village that shows visitors what life was like in Waterloo Region in the year 1914

Doon Heritage Village is a 60 acre living history village that shows visitors what life was like in Waterloo Region in the year 1914. Waterloo Region Museum is the entrance to the historic village. The living history village is open seasonally from May to December. The village is a living exhibit that contains 20 historic buildings, period furnishings, farm animals, heritage gardens and demonstrations of daily chores. The museum hosts numerous events, workshops and lectures throughout the **year**.

History

The organization was incorporated under the name 'The Ontario Pioneer Community Foundation' in 1956. Doon Pioneer Village opened one year later on June 19, 1957 with the raising of a barn. The name Doon was chosen to reflect the nearby village, begun in 1834.

During the 1960s, the layout of the village as we know it today began to take shape with many of the existing buildings being moved to or erected at the village. And Doon Pioneer Village's collection would get a boost at the start of the decade, with the donation of the Waterloo Historical Society museum collection begun in 1912.

Many of the buildings came to Doon Pioneer Village because they were threatened by growth and road construction.

MACAULAY HERITAGE PARK

Location: Picton, Ontario
Website: <http://www.pecounty.on.ca>
Population: 3,983
Focus: Historical buildings restored to the 1850's period and provides visitors with a taste of nineteenth century life

The Macaulay Heritage Park houses changing exhibits on local history and the Rectory interprets daily life of a prosperous mid 19th C family. The Park offers self guided & guided tours, education programs, children's activity boxes, craft/cooking demonstrations or classes, exhibits and displays, garden tours, special events, catering services, facility rentals, a gift shop, and picnic areas. Macaulay Heritage Park is also accessible to researchers who are interested in studying their artifacts, collections records, and detailed information about the Macaulay Family. Most research requests are serviced through Prince Edward County Archives. The Park also offers information and advice on how to care for heirlooms and resale of archival cleaning/storage materials.

History

Macaulay Heritage Park is an attractive historic site featuring many points of interest: Macaulay House, built in 1830 and restored to the mid 1850s; the historic former Church of St. Mary Magdalene, now the Prince Edward County Museum; the old St. Mary Magdalene Parish Cemetery; the Heritage Gardens and the Carriage House. Reverend William Macaulay was originally sent to this area as a missionary. In 1823 he organized the Parish of Hallowell, donating the land for the church and paying for much of its construction from his own personal wealth. Reverend Macaulay's contributions to the community were not only spiritual, but civic—donating his property for the construction of both a school and a courthouse; the latter has been in use since 1831. Macaulay was also instrumental in the naming of the town of Picton.

With support of the Government of Ontario, through the Ministry of Tourism and Culture Museums and Technology Fund the Museums of Prince Edward County, The Macaulay Heritage Park was able to open the County Memory Trail. The trail is an online experience for learning more about the parks historical sites and the valuable heritage resources that Prince Edward County has to offer. The County Memory Trail consists of a digitized view of the museum's collection and a virtual interactive walkthrough of Macaulay Church Museum.

FARMTOWN PARK

Location: Stirling, Ontario
Website: 4,978
Focus: Celebrates rural life, and the importance of agriculture and farmers who provide us with food.

Farmtown Park is the new name of the Hastings County Museum of Agricultural Heritage in Stirling, Ontario, which celebrates the culture of rural Ontario and the importance of agriculture and the farmers who provide them with safe, local food.

Farmtown allows visitors to find out about cheese and butter making and the development of farm machinery. Visitors can walk through Heritage Village, visit their one-room school house and explore the Discovery Centre with their collection of toy trucks, tractors and cars.

Volunteers at the Farmtown Park help run the centre and do all sorts of jobs such as painting, plumbing, wood working, cleaning, cataloguing items, picking and hulling strawberries to welcoming visitors and showing them round. Volunteers have also helped extend the museum's collection by donating the wonderful artifacts.

The Quinte Agricultural Wall of Fame has pride of place in the Dairy Building at Farmtown Park. It recognizes agricultural and food leaders in the Counties of Northumberland, Hastings, Prince Edward and Lennox and Addington.

The objective of the Quinte Agricultural Wall of Fame is to formally and publicly recognize the individuals in the Quinte area who have made an outstanding contribution to the agriculture and food industry at the local, provincial and/or national level. A photo and history of the individual's achievements are placed on the "Wall of Fame".

History

The idea for the Hastings County Museum of Agricultural Heritage was born in 1986 at the International Plowing Match here in Stirling as a way to capture the history of agriculture and rural life in Hastings County. Twenty five years later Agmuseum at the Stirling Fair Grounds is an amazing facility showcasing rural life and our living farming heritage. In 2012 the name was changed to Farmtown Park to reflect all the new developments. Farmtown Park is operated by the Hastings County Museum of Agricultural Heritage.

ST. JACOBS VILLAGE

Location: Woolwich, Ontario
Website: <http://www.stjacobs.com/village-of-st-jacobs>
Population: 23,145
Focus: Retail focus of Mennonite heritage

St. Jacobs not only has Canada's largest year-round farmers' market, it also contains three theatres, The Maple Syrup Museum, St. Jacobs Quilt Gallery, and many other exhibits and galleries that showcase the village's history, artistic talent as well as a special exhibit about the Mennonite community's history, culture and religion.

St. Jacobs also hosts a Mennonite farm tour that is lead on a horse-drawn trolley through a typical Old Order Mennonite mixed farming operation. There is also a heritage railway ride between Waterloo, St. Jacobs Farmers' Market and the Village of St. Jacobs. To learn more about the Mennonites in the community, there is a newly refurbished Mennonite Store Visitor Centre.

At the market, the local Mennonite and Amish farmers bring their fresh fruits and vegetables, baked goods, preserves, and Maple Syrup. At its peak in the summer time, the Farmers' Market has around 600 vendors and business people selling their wares of crafts, baking, meats, fruits and vegetables, cheeses, Mennonite furniture and clothes. The village of St. Jacobs is also known to have buskers of all sorts: musicians, singers and jugglers.

COMMUNITY CONSULTATION FUTURE IDEAS

The project ideas and opportunities listed below were gathered from residents during the public consultation process. Many of these ideas can be incorporated in the Rural Heritage Centre concept, or led by the Cultural Roundtable they it builds resources and momentum in the community.

Connecting

Connect arts & culture with food

Connect agricultural & cultural communities

Natural & Outdoor Assets

Better promote waterworks park (more parking, signage)

Improvements to walking trails

Lions Club Memorial Forest in Point Clark

More uses for Mill Pond / improve bridge

Outdoor ice rink

Parks & trails maintenance

Set standard for walkability

Trails, interpretative signage

Tree planting

Tourism

Make Lucknow a fishing destination

Local food destination

Hands-on culinary arts & tourism workshop (pickling, pie, baking, canning, production)

Railroad Jiggerhouse museum

Education

Life skills training / cooking classes

Safe kitchen / certified kitchen

School of The Restorative Arts / Heritage

Agricultural

Agritourism / Edutourism

Farmers' Markets

More small farms

Regional nutrition & food security centre

Artists

Artists' Co-op

Arts / artisan community

Arts Co-operative

Fibre arts centre
Place to display quilting & crafts on Main Street
Storytelling / oral history event
Storytelling / theatre event

Major Assets

Finish Point Clark Lighthouse restoration
Find community uses for schools with low enrollment
Historic showcase museum / Ripley Artifacts
Local history museum / agricultural museum at Ripley Feed Mill
Maintaining recreational facilities
More recreational activities for seniors in winter

Downtown Development

Coffee / tea room
Interpretative heritage signage / plaques
Extra grocery store
Façade restorations & interior
Fill vacant storefronts
More doctors, health & wellness, nurse practitioners
More recreational / fitness activities
More restaurants
Signage / wayfinding
Streets resurfaced in Lucknow
Vibrant downtowns

Accommodation

Amenities for campers / RVs (dumping station)
New housing (affordable, broader range)
Programs to encourage home ownership