



SECTOR SUSTAINABILITY

WHERE DOES THE MONEY COME FROM?

Funding for Ontario's not-for-profit cultural organizations comes from three main sources:

- government grants (federal, provincial, municipal) that may support annual operations, special projects and/or capital (building and renovations)
- earned income (admissions, membership, merchandise, gift shops)
- philanthropy (gifts from individuals, organizations, clubs, businesses) or sponsorship (corporations and businesses)

Typical operating budget items include salaries and benefits, rent, property maintenance, program costs, insurance, advertising and marketing, IT and office supplies, auditor and legal costs. In order to secure operating grants, cultural organizations often need to meet many of the following grant application requirements :

- Have core operating budgets in place
- Have yearly audited financial statements prepared by chartered accountants. Often the costs for an audit are prohibitive for many organizations
- Be able to provide matching funds to the grant amount
- Employ professional staff (curator or arts administrator)
- Meet industry standards for storage of collections

The majority of the cultural organizations in the City of Kawartha Lakes do not meet these criteria and are therefore ineligible for operating grants. Some cultural

In 2014, the estimated direct economic impact of cultural industries in Canada was \$61.7 billion. This impact is greater than that of other sectors such as agriculture, forestry, fishing and hunting (\$29 billion); accommodation and food services (\$38 billion); and utilities (\$43 billion).

Desjardins, E. (2016). Provincial and Territorial Culture Indicators, 2010 to 2014, Statistics Canada.

In 2011, each dollar that the Canada Council for the Arts invested through operating grants for Ontario arts organizations leveraged \$17.16 in total revenue.

organizations may be eligible for time-limited and specific project grants. Project grants create the following challenges:

- Limited staff and volunteers often don't have the skillset to compose increasingly intensive grant applications
- There is a high level of competition to secure grants
- Project grants do not cover operational costs
- Staff are in place only for the life of the project
- If no grants are in place, there is no staff and no program
- Heavy reliance on summer student funding (Canada Summer Jobs, Young Canada Works) to hire students to do programming, tours, events, and daily activities to keep their organizations open to the public, while organizations struggle to keep operating and to provide adequate supervision
- Many exceptional local projects have been developed and run on grants; once the funding ends, the project shuts down. Not only is there the termination of valuable projects, but there is no continuity of operations and profile for the cultural organization, and it causes undue pressure on the rest of the staff (if there are any) and the volunteer board
- Project funding does not create sustainability

A current example of project funding coming to an end is the Ontario Trillium Foundation grant of \$64,000 awarded to the Kawartha Lakes Arts Council and the Heritage Network in October 2017 to hire the first Program Coordinator for the new City of Kawartha Lakes Arts & Heritage Trail.

With this dedicated staff person, membership on the Trail has grown from 22 to 50 in ten months, members have connected with one another and learned more about the geographic and cultural ranges within our region, have received professional training in data collection, marketing, working with the media, programming and experiential tourism. The Arts & Heritage Trail provides great profile for the City of Kawartha Lakes, and is enjoyed by residents and tourists. It is a tangible example of cultural tourism and economic development. The Trail has garnered the attention of regions outside of Canada who wish to follow the City's example.

It needs to be sustained, grown and invested in otherwise it will result in:

- Limited communication among current members
- No recruitment of new members or destinations
- Limited promotion of destinations on the Trail
- No seeking out of opportunities for the further development of the Trail

Philanthropy and sponsorship are also potential sources of funding. To be successful, organizations need to have the capacity – staff and leadership volunteers - experienced in developing long term relationships with donors, businesses and foundations. Dedicated staff are required who understand donor cultivation and stewardship, proposal writing, donor and sponsor recognition programs, how to evaluate programs and write impact reports, tax receipting and other laws related to charities.

WHAT IS THE ANSWER FOR OUR COMMUNITY'S CULTURAL SECTOR FUNDING CHALLENGES?

Our cultural organizations need basic core funding to hire and maintain staff who, in turn, can leverage other funding sources, create collaborative programming and share resources across the sector. **Our municipality needs to make further investments as our partner and assist eligible cultural organizations with core operational funding support.**

On September 18, 2018 the Kawartha Lakes Arts Council and the Kawartha Lakes Heritage Network will present to Council recommendations for the following:

Canada Council for the Arts. (2013). *Canada Council for the Arts Funding to Artists and Arts Organizations in Ontario, 2011-12: National Overview*. Ottawa, ON: Research and Evaluation Section

According to the Federation of Canadian Municipalities, "arts, culture and heritage improve the ability of municipal governments to influence local economic development by attracting and retaining a skilled and talented workforce."

Policy Statement on Social-Economic Development, Federation of Canadian Municipalities, March 2016.

ON THE ARTS & HERITAGE TRAIL...

22 heritage destinations

(museums, historic places, natural heritage landscapes)

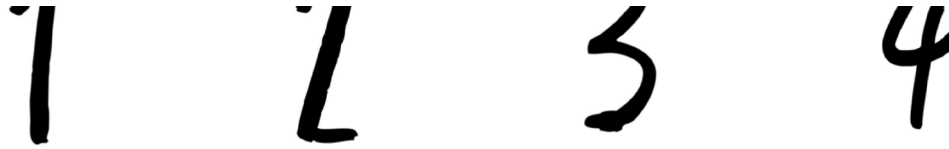
28 arts destinations

(galleries, studios, artisan and craft shops, theatre, performance, culinary culture)



VISIT THE WEBSITE





2019 Budget - expand on the current funding model that is in place for Maryboro Lodge/Fenelon Museum to include similar funding for comparable cultural organizations using eligibility criteria developed by the Steering Committee noted below

Municipal Leadership - to increase the number of City cultural staff positions in Economic Development from one position to the following:

- Senior Leader, Culture
- Heritage Planner – currently proposed by Development Services
- Cultural Organizations & Arts & Heritage Trail Programmer
- Administrative Assistant – to be shared with Kawartha Lakes Arts Council and Kawartha Lakes Heritage Network

Steering Committee - to meet immediate needs in the cultural sector (including develop funding eligibility criteria for core funding) and develop the first Municipal Cultural Plan:

- Senior Leader, Culture
- Heritage Planner
- The Cultural Organizations & Arts & Heritage Trail Programmer
- City Councillors (number to be determined)
- Members from the Arts Council/Heritage Network's Cultural Centre Committee
- Shared administrative assistant

New Cultural Centre - in the next six months, the City, the Cultural Centre Committee (a joint committee of Kawartha Lakes Arts Council and Kawartha Lakes Heritage Network), and other potential partners create the RFP and fund the feasibility study for a future Community Cultural Centre/Community Complex

INTERESTED IN WHAT YOUR PROVINCIAL GOVERNMENT HAS TO SAY ABOUT CULTURE IN OUR COMMUNITY?

Please check out the following excerpts from, *Environmental Scan of the Culture Sector Ontario Culture Strategy Background Document Prepared for the Ministry of Tourism, Culture and Sport by Communications MDR April 2016*

4.1.3 Social and Economic Benefits of the Arts

The arts have inherent value and make valuable contributions to the quality of life in Ontario's communities. They widen individual perspectives, give voice to points of view and aspirations, stimulate curiosity, and bind people together in shared experiences. The arts are increasingly recognized as an important factor in wellness. For youth, there is a demonstrated link between the arts and improved education outcomes.

For example, music education contributes to the development of hard skills such as math, logic, and cognitive processing. Arts education programs have been shown to build skills in critical inquiry and lateral thinking. Artists and arts organizations offer arts education programs for learners of all ages and engage in outreach activities in their communities. Arts in learning environments is associated with a wide range of social benefits, such as increased self-esteem, resiliency, and enhanced discovery skills. Youth engagement in the arts has been demonstrated to promote social relationship skills. The arts are also important to Ontario's economic health, contributing \$936 million to GDP and creating 24,786 jobs in 2010.

4.2. Key Trends

4.2.1 Evolving Demographics and Arts Practices

Ontario's demographic trends are mirrored in a blossoming of diverse art forms, activities, and services. Studies have linked cultural diversity amongst artists to the development of hybrid artistic practices that combine traditional and contemporary art forms, particularly by artists trained in both traditional and contemporary practices. This evolving arts scene brings opportunities for greater engagement by diverse Ontario audiences, along with the challenge of accommodating new artists and art forms within the existing physical and fiscal environments. In the past two decades, "Deaf and disability arts" has

Ontario alone is home to more than 58,000 professional artists.

Ontario Arts Council, (2014). *Vital Arts and Public Value: A Blueprint for 2014-2020*.

79% of Ontarians believe that the government should spend public dollars to support the arts.

88% of Ontarians believe that if their community lost its arts activities, people living there would lose something of value.

Impressions of the Impact of the Arts on Quality of Life and Well-Being in Ontario: Ontario Arts Council Survey Findings, by Nanos Research for the Ontario Arts Council, March 2017.

gained recognition in Canada as an emerging field of practice. Key concerns for these artists are access to funding, access to training, and access to physical resources such as training institutions, performing arts venues, and art galleries.

The Ontario Art Council's latest strategic plan designates Deaf artists and artists with disabilities as a priority group and has established distinct programs and services addressing their needs. Responding to an aging population, collaborations are forming to place the arts in settings concerned with healthy aging.

The Ontario Trillium Foundation supports a number of community-based projects that engage seniors in arts and cultural activities. Projects are built on the themes of Active People, Connected People, and Inspired People. Some other jurisdictions have added arts programs for seniors to their program offerings (e.g., Vancouver's Healthy Aging Through the Arts project). The challenge is to ensure that the artists have appropriate supports through collaboration with health and elder-care professionals. The Vancouver program, now expanded to other parts of British Columbia, matches professional artists with people working in the seniors' services field.

Artists, especially young artists, are increasingly interested in working with other sectors such as environment, justice, or human rights. Collaborations between artists, the scientific community, and cultural industries can drive innovation in artistic expression, creative tools, and products.

In Ontario, the Adjacent Possibilities in art+energy project of the Studio Y fellowship program of MaRS (a registered charity) is bringing artists and energy entrepreneurs together to reframe how climate change is considered. Some First Nations, Métis or Inuit artists are experimenting with and developing hybrid Indigenous art forms that bring together traditional worldviews with contemporary art practices. Many jurisdictions have developed policies and funding structures to encourage Indigenous arts. The Ontario Arts Council has an Aboriginal Arts Office with dedicated staff and programs.

To read the full document: <https://www.ontario.ca/document/environmental-scan-culture-sector-ontario-culture-strategy-background-document>



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OPERATIONAL LEADERSHIP

WHO MANAGES THE SECTOR?

OUR CULTURAL ORGANIZATIONS

Most cultural organizations in Ontario are established as not-for-profit corporations, governed by a volunteer Board of Directors, and managed by an Executive Director. The Board is responsible for strategic planning, financial sustainability, reputation management, risk management, legal compliance, and oversees and evaluates the Executive Director. Often the Board members will also be donors to the organization, and passionate volunteers who help with community engagement, special events and advocacy.

The Executive Director often has expertise as an arts administrator or curator. The Executive Director is responsible for drafting and implementing the annual business plan, managing the Board approved annual budget, meeting program goals, supervising staff, stewarding relationships with funders, media, donors and sponsors, and ensuring policies and procedures are followed.

The majority of our community's cultural organizations in the City of Kawartha Lakes do not have core funding to run their day-to-day operations. They cannot meet the required criteria to be eligible for operating grants (see Issue #1). Many do not have full-time (or part-time) paid Executive Directors, or any permanent staff to run programming, write grants, work with donors and sponsors, manage finances or execute marketing plans. These organizations are left to source project grants – project grants do not

In general, wages in the culture sector are lower than the national average. About half of those working in the culture sector are self-employed, and many hold multiple jobs.

Hill Strategies Research Inc., "A Statistical Profile of Artists and Cultural Workers in Canada" (Hill Strategies, October 2014): 5.



cover operating expenses, and hired contract staff is only in place during the term of the grant.

With limited or no staff, organizations often rely on volunteers who do not have the knowledge of accepted provincial and national standards for museums/galleries/cultural organizations and lack the formal training in cultural sector practices and not-for-profit management to run successful non-profit organizations and registered charities.

This lack of understanding of proper Board governance may result in organizations:

- Incurring institutional financial, reputational and legal risk by not understanding their fiduciary responsibilities
- Not providing proper stewardship of their assets i.e. Collections
- Having no standards, procedures or policies, resulting in the diminishing of the organization's programs and creation of unintended liabilities
- Not providing the proper stewardship of their donors, sponsors and volunteers

Risk management is a reality of managing a not-for-profit organization. Understanding and working to reduce risk needs to be a priority for any not-for-profit wishing to run an effective operation that protects its reputation and assets.

Failure to manage risks can result in damage to the not-for-profit including harm to people or assets, financial costs to the not-for-profit, and most importantly, loss of reputation and goodwill. Without goodwill, an organization will find it very difficult to raise funds, attract volunteers, members, donors and sponsors, and implement programming.

...just as having no volunteers to contribute to the charity is a bad strategy in most cases, so is the over reliance on volunteers by some organizations. Not everything can or should be done by volunteers. If something is important to the charity, unless you have the volunteers with the correct skill set, time, equipment, and infrastructure to accomplish the task, you are better off paying for the services. In the long run, the charity will be better off. How many times have I seen a volunteer 'bookkeeper' who is working really hard to keep the books and records of the charity straight? Yet they really have little idea of what they are doing and they are potentially imperilling the registered charity status of the organization. The same applies to the lawyer or accountant on the board who knows little about legal or accounting issues specific to nonprofits and charities. A charity's reliance on them may only lead to misery in the long run.

Volunteers and risk management for Canadian nonprofits and charities, Charity Village, September 8, 2008. Written by: Mark Blumberg, Mark Blumberg, Blumberg Segal LLP in Toronto, Ontario.

Over 280,000 Ontarians volunteer in arts and culture organizations.

In 2013, about 900,000 Canadians (3% of the population) volunteered the equivalent of 56,000 full-time jobs in the cultural sector. Using the average hourly wage in Canadian arts, entertainment, and recreation industries in 2013 (\$17.58), this volunteer contribution can be valued at nearly \$1.9 billion.

The 107 million hours contributed to arts and culture organizations represent an average of 120 hours per volunteer.

Volunteers and Donors in Arts and Culture Organizations in Canada in 2013, *Statistical Insights on the Arts* Vol. 13 No. 3, by Hill Strategies Research Inc., February 2016.

OUR CITY AS PARTNER

In many conversations with cultural organizations, we have learned there is a great need for training in Board governance, strategic planning, business plan development, financial literacy, human resource management, risk management, marketing and philanthropy. Kawartha Lakes Arts Council (KLAC) and Kawartha Lakes Heritage Network (KLHN) Board members and other community leaders are willing to work with the City to create and deliver these essential training programs.

WHAT STAFFING SUPPORT DOES THE CITY CURRENTLY PROVIDE FOR OUR CULTURAL SECTOR?

In 2016 Council endorsed the hiring of a permanent full time City staff position of an Arts, Culture & Heritage Development Officer within the Economic Development Department of Development Services. Due to the growth in cultural tourism activities and the heavy workload of the Arts, Culture & Heritage Development Officer in the past two years, City staff is proposing Council consider a second position, specific to Heritage, for inclusion in the 2019 budget.

WHAT IS THE ANSWER FOR OUR CITY'S CULTURAL SECTOR STAFFING CHALLENGES?

On September 18, 2018 Kawartha Lakes Arts Council will present to Council recommendations for the following:

1 2 3 4

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New Cultural Centre - in the next six months, the City, the Cultural Centre Committee (a joint committee of Kawartha Lakes Arts Council and Kawartha Lakes Heritage Network), and other potential partners create the RFP and fund the feasibility study study for a future Community Cultural Centre/Community Complex

WHY SHOULD THE CITY SUPPORT AN INCREASED 2019 BUDGET FOR CULTURAL STAFFING TO FURTHER DEVELOP OUR COMMUNITY'S CULTURE?

The Kawartha Lakes Arts Council (KLAC) and the Kawartha Lakes Heritage Network (KLHN) represent committed volunteers working together with the City to promote economic development through cultural tourism. As not-for-profit organizations, these two organizations are in a position to apply for grants that the City is not eligible for, and engage with private donors and sponsor who invest in arts, culture and heritage.

1. In 2017 KLAC and KLHN wrote a successful grant application to the Ontario Trillium Foundation for \$64,000 to pay for a Program Coordinator (and travel and workshop expenses) for the City's new Arts & Heritage Trail. This was a SEED grant under OTF, and ends October 2018. We strongly recommend a full-time position be added in Economic Development supporting the Arts & Heritage Trail and looking at other initiatives which will increase economic benefits for our community.
2. In 2017, KLAC received a gift from a private donor of \$50,000 to support a feasibility study for a proposed Cultural Centre/Community Hub. With matched funding by the City a full community consultation, site appraisals, governance and sustainable business models can be explored (see Issue #3).
3. KLAC and KLHN were incorporated in 2014, and for four years have been run by volunteer boards with no staff resources. Board members' expertise would be leveraged with an administrative assistant shared part-time with Economic

The objective and actions of the City's Strategic Plan is to foster a more culturally vibrant community promoting culture, arts and heritage by strengthening cultural and heritage assets.

<https://www.kawarthalakes.ca/en/resources/General/Documents/Reports-and-Studies/City-of-Kawartha-Lakes-2016-2019-Strategic-Plan.pdf>

The City's recently published progress report for 2017-2018 states: *"We're rolling out an Economic Development Strategy that builds on our strengths in the tourism, culture, agriculture and specialized manufacturing sectors. The foundation of the plan is fostering a positive business culture that attracts new entrepreneurs and develops a workforce to meet the needs of our changing economy."*

Development. For the Request For Proposal (RFP) process for the feasibility study for a new Cultural Centre/Community Hub, administrative support will be essential to assist with the scope of the community consultation required.

https://www.kawarthalakes.ca/en/resources/General/Documents/KL_ProgressReport_20172018accessible.pdf

In 2014, Ontario's cultural sector contributed 301,933 jobs as well as \$27.7 billion in direct economic impact, or 4.1% of the province's GDP. This also represents 45% of the total cultural GDP in Canada.

Desjardins, E. (2016). Provincial and Territorial Culture Indicators, 2010 to 2014. Statistics Canada.



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BUILDING TOWARDS THE FUTURE

WHAT CAN THE FUTURE OF CULTURE IN OUR COMMUNITY LOOK LIKE?

We are recommending that the City work with the Kawartha Lakes Arts Council and other community leaders and volunteers in the cultural and heritage sector to achieve the following:

- A** LONG-TERM : Creation of the first Municipal Cultural Plan (MCP) – a strategic planning document to guide city-building
- B** SHORT-TERM: Partner with the Cultural Centre Committee (a joint committee of Kawartha Lakes Arts Council and Kawartha Lakes Heritage Network) and other organizations to develop and fund a feasibility study for a future Cultural Centre and Archival Collections Facility

MUNICIPAL CULTURAL PLAN

A Municipal Cultural Plan (MCP) brings together vision and partners for the betterment of our community. Leadership from elected Council, municipal staff, experienced volunteers and community members create a strategic framework and together implement a plan with specific cultural priorities. A MCP is a significant tool in city-building. Over 72 municipalities in Ontario have a Municipal Cultural Plan. Our

Planning is critical to success in every facet of our lives. Cultural planning offers an opportunity for communities to create a roadmap unique to their needs, aspirations and strengths. By planning strategically, local governments and arts and heritage groups can work together to integrate culture more fully into their community.

— Honourable Stan Hagen
Past Minister of Tourism, Sport and the Arts

neighbours, the City of Peterborough and the Municipality of Trent Hills have adopted Municipal Cultural Plans - Peterborough in 2012 and Trent Hills in 2011. To see their plans, follow these links:

<http://www.peterborough.ca/Assets/City+Assets/Arts+Culture+Heritage/Peterborough+Municipal+Culture+Plan+FINAL.pdf.pdf>

<http://www.trenthills.ca/en/services/culturalplan.asp>

"Someone's sitting in the shade today because someone planted a tree a long time ago."

— Warren Buffett

FEASIBILITY STUDY FOR THE PROPOSED CULTURAL CENTRE

In 2017, KLAC received a gift from a private donor of \$50,000 to support a feasibility study for a proposal Cultural Centre/Community Hub. With matching funds and engagement from the City we can ensure a full community consultation, including site appraisals, governance and sustainable business models can be explored.

IN THE LAST THREE YEARS SIGNIFICANT PROGRESS HAS BEEN MADE

Since 2015, our volunteers and City Council have initiated some major steps and significant progress has been made over the past several years within our community's cultural sector:

2015

At the Council Meeting of October 22, 2015, Council adopted the following resolution:

CR2015-1327 RESOLVED THAT Report ED2015-013, **Establishment of a Culture and Heritage Task Force and Recommended Terms of Reference**, be received;

- **THAT** a Culture and Heritage Task Force be established; and **THAT** the recommended Terms of Reference, as outlined in Appendix A to Report ED2015-013, be approved and adopted by Council.

2016

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

CR2016-614 RESOLVED THAT Report ED2016-006, **Culture and Heritage Task Force Final Report**, be received;

- **THAT** the 2013 Cultural Master Plan and the 2012 Heritage Master Plan be endorsed by Council and the Task Force's updated Implementation Action Plans for each Master Plan be adopted;
- **THAT** a permanent full time City staff position for arts, culture and heritage be established;
- **THAT** the Manager of Economic Development prepare a 2017 budget for arts, culture and heritage based upon the updated recommended implementation actions for 2017 in the Cultural Master Plan and the Heritage Master Plan to be considered in 2017 budget deliberations; and
- **THAT** an arts, culture and heritage committee of council be established with the terms of reference to be determined.

2017

At the Council Meeting of March 7, 2017, Council adopted the following resolution:

CR2017-193 RESOLVED THAT Report ED2017-003, **Arts, Culture and Heritage Committee of Council Alternative**, be received;

- **THAT** staff be directed to establish a Cultural Roundtable as a process for supporting the City's leadership in the development of the cultural sector and to inform and assist in the implementation of the Cultural Master Plan and the Heritage Master Plan; and
- **THAT** the Terms of Reference for the City of Kawartha Lakes Cultural Roundtable as outlined in Appendix E to Report ED2017-003, be approved.

Follow up to the recommendations of Resolution **CR2016-614**; With the Council endorsement and adoption of the 2013 Cultural Master Plan and the 2012 Heritage Master Plan and the Task Force's updated Implementation Action Plans for each Master Plan, a five-year work plan was put into place.

Within a two-year time period all of the five-year initiatives have been put into place.

With increased financial support from our municipal government, our community is ready to invest in the opportunities that exist to raise our capacity to the next level for an innovative and thriving cultural tourism sector.

A VISION FOR A NEW COMMUNITY CULTURAL HUB – THE FUTURE

The public face and shape of art galleries and museums are undergoing dramatic changes across North America and internationally. New designs for cultural activity space and alternative programming models are proving to be more effective in terms of reaching wider audiences, engaging communities, and providing more meaningful experiences for visitors. These new models also offer alternative solutions to the financial and functional challenges that are faced by many cultural organizations that operate in traditional cultural facilities.

A new Culture and Heritage Centre will place Kawartha Lakes on the forefront of arts and heritage best practice in Ontario – becoming one of the first GLAMs (Gallery, Library, Archives and Museum) in the province. The Centre will be a much needed community hub – providing area residents with engaging, improved and productive arts and heritage programming and the opportunity to incorporate new technologies into the centre's functions. It will spur economic development by providing a dynamic destination for tourists, by attracting newcomers to live and work in a community that values culture, innovation and entrepreneurship. It will enrich our quality of life. Its programs and activities would provide capacity building experience and space for people to create, learn, perform and play – bringing museum, art gallery, research library and public archive functions together in a unique collaborative environment.

The new centre would focus on delivering cultural experience, with less emphasis on 'old stuff on shelves' and pictures hanging on walls, and more on telling our community's stories, on creating interactive exhibits out in the community with community partners. It will provide Kawartha Lakes arts and heritage organizations with services, expertise and opportunities that are currently not able available to them. It will combine gallery and museum functions in a space that enable all museums, historical societies and galleries to showcase and promote their own programs. It will create performance, event and artists' spaces for the wide range of arts and cultural activities in the Municipality.

DRIVING THE VISION

A Cultural Centre Committee, comprised of representatives from the Kawartha Lakes Arts Council, the Kawartha Lakes Heritage Network and other major cultural groups from Kawartha Lakes, is leading this ambitious project and is working to obtain commitments from major partners who will help bring it to fruition.

Development of new programming models will enable organizations to provide more dynamic, meaningful and cost-effective programming and cultural services for local organizations and museums. They will take exhibits out into the community that bridge the arts and heritage sectors and be a service provider for other museums and cultural organizations. They are prepared to contribute their expertise, resources and future programs towards a new Culture and Heritage Centre and to provide the required services that will be essential for the new centre's operations.

65% of Ontario business leaders say that a thriving arts and culture scene is something that would make it easier to attract top talent to their community.

Businesses' thoughts on attracting employees through the arts and culture, by Nanos Research for Business for the Arts, May 2016.

65% of skilled workers agree that a thriving arts and cultural scene is something they would look for when considering moving to a new community.

Skilled workers' impressions of the arts, by Nanos Research for Business for the Arts, April 2016.

IN THE NEWS...



KAWARTHA LAKES THIS WEEK, March 29, 2018

**ARTS COUNCIL RECEIVES
\$50,000 FOR STUDY**

Collaborative opportunities will also be offered to other organizations who wish to contribute to the development and implementation of programming initiatives that complement their own operations. Collaboration with other organizations is being explored in such areas as infrastructure, collection storage, maintenance and programming with an emphasis on youth.

The Centre would be operated as a community benefit organization and various models of governance which promote long term sustainability (not-for-profit, social enterprise, cooperative, etc) will be explored. The model will promote inclusivity and engage with major partners and other interested stakeholders, including the Indigenous community and other representatives from the community at large.

Private funding has been secured to undertake a feasibility study that will assess options on the specific functions that the centre could provide where it might be located and the associated costs for each option. When those options have been decided upon, a dedicated business/financing plan will be developed that considers both the capital costs of construction and preferred models for ongoing operational costs. Capital funding for the Centre will be sought from a variety of funding programs of all three levels of government. There will also be a fundraising campaign which will inspire financial support from individuals, businesses, foundations, community groups and granting agencies.

Gift from anonymous donor will be used by the Cultural Centre Committee to look into potential of creating a cultural hub



THE LINDSAY ADVOCATE, March 23, 2018

LARGE DONATION ALLOWING FOR STUDY ON CULTURAL CENTRE FOR KAWARTHA LAKES

TWO COMPONENTS: A CULTURAL COMMUNITY HUB AND AN ARCHIVAL COLLECTIONS FACILITY

The Culture and Heritage Centre model that is envisioned consists of two components. The first is a community centre hub which should be centrally located to maximize accessibility for residents and be in proximity to visitor services and amenities. The second component is a separate collections storage facility that could potentially be located in another location. The objective is to create industry-standard space that is eligible for all federal and provincial funding and complies with standards that will maximize functional and event opportunities with other major cultural facilities.

THE HUB: The Kawartha Lakes Culture and Heritage Centre

A new Cultural and Heritage Centre will be a community hub that is a service delivery model, not a conventional museum or gallery. It will bring together service providers to offer a range of services that respond to demonstrated community needs and priorities. It will be a place where area residents and visitors can meet and participate - take lessons, exhibit creations, create art, perform, learn and communicate - a place that is welcoming and inclusive, responding to all ages, income groups and backgrounds.

It is anticipated that there will be shared exhibit space (including space for museums and arts and cultural organizations), performance and event space for artists, shared administrative space, meeting space as well as other cultural development uses. A feasibility study will be undertaken in order to identify space characteristics and uses that best respond to community needs and aspirations, and that will be financially sustainable.

AN ARCHIVAL AND ARTIFACT SPACE: Shared Community Collections Storage

All KKL heritage societies, museums and cultural facilities are feeling the burden of artifact storage. In addition to the Culture and Heritage Centre, an artifact and archival storage space should also be created which could be located elsewhere in the municipality. This would provide collections storage and maintenance space with conservatorialsupervision and climate control, and provide all cultural and heritage organizations with the opportunity to store, care for and rationalize their collections and to borrow from a central inventory for exhibits as needed. Creating a separate space

A common thread in the feedback received was the value of partnerships and collaboration in helping artists and the culture sector flourish and grow. "Collaborative" was one of the top words chosen at the town halls to describe how participants would like to see culture in Ontario in 10 years.

Breaking down silos and fostering collaboration across culture sectors and with other sectors, large and small organizations, municipalities and ministries will help strengthen the sector and, in turn, enhance creative and economic benefits for Ontarians.

From the Ministry of Tourism, Culture & Sport, Culture Talks 2016

located in a neutral location will eliminate any potential 'ownership' questions and will enable everyone to access appropriate climate control, curatorial services and the comprehensive cataloguing of all organization's collections.

NOW IS THE TIME TO MOVE FORWARD

Both the provincial and federal government have recognized the importance of the cultural economy in growing our overall economic base and creating thriving communities. New programs at both the provincial and federal levels have been introduced with new funding opportunities on the horizon. Now is the time to commence local planning processes in order to be shovel-ready, and to build strong local partnerships that will enable us to move forward with our vision.

A new Culture and Heritage Centre would address many of the financial and operational challenges currently faced by cultural organizations in the City of Kawartha Lakes. It would also provide the opportunity for our cultural sector entrepreneurs to be innovative, to explore and realise their aspirations, and to work together to create a new operational and physical hub that will position Kawartha at the forefront of cultural practice. It will increase cultural vibrancy for current and future residents, increase the number of visitors to our region and enhance the local cultural tourism experience.

This is the time to unite and move forward.

Our diverse cultural heritage resources tell the story of our shared past, fostering social cohesion. Culture helps cities to develop compelling city narratives and distinctive brands, with unique selling points for tourists and business investors. Culturally rich districts also enhance competitiveness by attracting talent and businesses.

Ministry of Tourism, Culture & Sport, Culture Talks, 2016.

IN CONCLUSION

On September 18, 2018, the Kawartha Lakes Arts Council will go before Council to put forward a proposal for a partnership with our municipal government and the arts and heritage sector that will develop a roadmap of cultural tourism unique to the needs, aspirations and strengths of our community.

These recommendations are:

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- The Cultural Organizations & Arts & Heritage Trail Programmer
- City Councillors (number to be determined)

New Cultural Centre - in the next six months, the City, the Cultural Centre Committee (a joint committee of Kawartha Lakes Arts Council and Kawartha Lakes Heritage Network), and other potential partners create the RFP and fund the feasibility study study for a future Community Cultural Centre/Community Complex

KLHN

- Members from the Arts Council/Heritage Network's Cultural Centre Committee
- Shared administrative assistant

Remember, we are talking about investment in a sector that contributed to 301,933 jobs in Ontario in 2014, and had a direct economic impact of \$27.7 billion, or 4.1% of the province's GDP.

Desjardins, E. (2016), Provincial and Territorial Culture Indicators, 2010 to 2014, Statistics Canada.



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CANDIDATE RESPONSES ON ARTS & CULTURE

We asked each of the candidates running in the municipal election to declare support for the ArtsVote platforms and provide their comments to our questions. Check out what they have to say below.

**ARE YOU RUNNING FOR OFFICE?
IF SO, ANSWER OUR QUESTIONS
ABOUT THE CULTURAL SECTOR.**



ANSWER
OUR
QUESTIONS

WARD 1

EMMETT YEO
CANDIDATE FOR WARD 1

Many communities in the province of Ontario, similar to the City of Kawartha Lakes, provide financial operating support through a dedicated arts and culture budget allocation within the overall City budget. If in favour of a dedicated arts and culture budget allocation, what criteria do you feel organizations should need to meet to qualify for operational funding? If not in favour, and knowing the provincial and federal economic value of the sector, please explain why not. I agree there should be a budget allocation for Arts and Culture. I believe the Arts and Culture Council should be given a budget to disperse among their membership as they see fit. City Council are not experts in this area and should act as facilitators to the group. Membership with the Arts and Culture group should be the first criteria followed by a sound business case and if possible a return on investment. Providing Operating Costs for any group is not something Council should be directly involved in at any level.

What is your perspective on the best ways to collaborate with other levels of government to ensure sustainability and growth for the cultural sector of our community? Collaboration with other levels of Government is a must whether your talking Arts, Doctors, or Roads and Bridges. We as a municipality cannot afford to do it

WHAT ARE THE BOUNDARIES?

North - Municipal Boundary

East - South from Municipal Boundary at Lot 17 Concession 13 and 14 of Somerville; All lands lying west of Lot 16 Concession 13 and 14 and lots 37 to 72 Concession fronting on the River (Gull River and Silver and Shadow Lakes) east to Balsam Lake, including all islands; south to intersection of Rosedale River and Balsam Lake.

South - North ½ of Lot 26 Concession 1 and 2 Fenelon and

alone. If we don't have the support of the upper levels of government then we will keep prodding along with little gains and higher property taxes. We need to have our house in order and be ready to act when the monies become available through Grants and Partnerships.

What suggestions do you have to strengthen cultural organizations at the Board and staff levels? We need to set priorities, we need to be efficient, we need to hold staff accountable for their budgets and we need to stick to those budgets. Once we reach the level of efficiency and accountability we should all expect from Municipal Staff then we can start to reap the benefits of funding more education for staff , of hiring more Arts and Culture staff and more project partnerships with the City.

Summarize your position on the need for increased municipal staffing to support the development of the economic impact within our cultural sector. My position on increasing Staff anywhere is to show me a strong business case, show me an expected return on our investment and demonstrate the need for the increase. This is an area where we should be asking other levels of Government for funding to sustain the Arts and Culture group at a staff level. Again it boils down to being ready to pounce when Government funding becomes available, the property tax base simply cannot afford to do it all.

Is it possible to leverage funding opportunities, community resources and expertise within the cultural sector without an investment in municipal staffing? I don't think its possible, we need staff to be a part of the cultural sector . We need to be in touch with the sector and know it's strengths and weaknesses . Knowing where the sector stands and how healthy it is will help inform Council of the need for further investments in the sector. We definitely need to staff this area.

What role do you envision for arts and culture in our economic future? I envision a strong role in our economic future as long as we attain efficiencies and maintain our focus on being ready for investment. Through strong partnerships between the sector and all levels of government we can be successful .

If elected, are you willing to be a council member of a steering committee to create a Municipal Cultural Plan (MCP)? I am sure there are better qualified people to get involved in this sector, honestly I am more of a building and planning type. That said I would not turn down the chance to be part of such a group.

What elements of the Peterborough and Trent Hills Municipal Cultural Plans do you feel are most appropriate for the City of Kawartha Lakes? • Leveraging and nurturing cultural assets; • Building the capacity of the cultural sector; • More fully integrating culture into all facets of municipal planning and decision-making; • enabling greater long-term sustainability and prosperity.

ROB MACKLEM

CANDIDATE FOR WARD 1

Many communities in the province of Ontario, similar to the City of Kawartha Lakes, provide financial operating support through a dedicated arts and culture budget allocation within the overall City budget. If in favour of a dedicated arts and culture budget allocation, what criteria do you feel organizations should need to meet to qualify for operational funding? If not in favour, and knowing the provincial and federal economic value of the sector, please explain why not. Strongly supporting arts culture & heritage, every organization should be considered based on contribution to lifestyle in Kawartha Lakes.

What is your perspective on the best ways to collaborate with other levels of government to ensure sustainability and growth for the cultural sector of our community? Partnering with the municipality opens possibilities to additional funding from upper levels.

What suggestions do you have to strengthen cultural organizations at the Board and staff levels? Collaborating with municipal staff will increase confidence in success.

North of Lot 16 Concession 1 to 11 Eldon.

West - Municipal Boundary

LOOK AT A MAP

Summarize your position on the need for increased municipal staffing to support the development of the economic impact within our cultural sector. Absolutely, our municipal staff do an excellent job but are far overworked.

Is it possible to leverage funding opportunities, community resources and expertise within the cultural sector without an investment in municipal staffing? Well yes, as above it will be more successful partnering with the municipality.

What role do you envision for arts and culture in our economic future? Culture is human achievement collectively regarded by people i.e. it is lifestyle and is a major economic driver!

If elected, are you willing to be a council member of a steering committee to create a Municipal Cultural Plan (MCP)? We now have an adopted 10 year Cultural Master Plan. I was member of the Culture and Heritage Task force and would gladly do it again.

What elements of the Peterborough and Trent Hills Municipal Cultural Plans do you feel are most appropriate for the City of Kawartha Lakes? I think it's more important to focus on what works for Kawartha lakes than what others have done.

WARD 2

STEPHEN SLACK CANDIDATE FOR WARD 2

I did indeed read through the information. The questions you have on the website are very targeted and would require significantly more knowledge and insight than I have at this moment in time. I can certainly answer them but my ignorance would be obvious and would provide very little useful input. To answer them with the appropriate level of knowledge would take an expert in the area ... I thought that was the role of the new Staff position to bring forward suggestions and act as a liaison to the larger Arts and Culture community. This is very much like Council relying on Staff expertise in many areas to provide input/suggestions etc. for consideration.

I also understood that In June 2016, City Council adopted the implementation plans for the [Cultural Master Plan](#) and the [Heritage Master Plan](#) to support the development of a vibrant arts, culture and heritage sector. I questions to you is ... what is not working ? ... if it is not doing what it should then that is something I think Council could help with ... Balancing what we would like with what we can afford is a tricky process that the community at large really dictates to the Council.

It is not a question of whether we do or do not support the Arts ... of course we do. That is why it is critical that we have the link between Council and the Arts Community and if it is not working we need to fix it ... if it is working then how to take it to the next level is a team effort that will take time.

LESLIE MIESZKOWSKI CANDIDATE FOR WARD 2

I totally support the Kawartha Lakes Arts Council ! Having been involved with music my hole life. My aunt sang in the European opera Co.as a soprano I in turn spent 8 years studying at the conservatory of music in Toronto for piano. I also spent time teaching students how to sing .

I graduated from Humber College, North campus in advertising and graphic design as a commercial artist.

I believe that people in the northern wards want to see live theater and have the resources to do so.They just need to have a form of transportation to bring them home at an affordable cost. I believe

WHAT ARE THE BOUNDARIES?

North - Municipal Boundary

East - Municipal Boundary

South - East in Sturgeon lake to point north of Lot 12 Concession 8 Verulam to north Corner of Lot 11 Concession 8; east on Concession 10 between Concession 11 and 12 to Boundary.

West - Boundary with Ward 1 and 3 and South from Somerville Boundary - all lands lying west of the east ½ of Concession 3 from Lots 25 to 32 east along south lot 25 Concession 3 and 4; North to Lot 23/24 Concession 4/5; all lands east ½ of Concession 5 Lots 16 to 23 to North side of Island Verulam.

LOOK AT A MAP

that uber would serve the purpose let alone I have helping the arts community getting funding from ticket sales.I can only advocate for you if I have the opportunity to be your Ward 2 councillor.

KATHLEEN SEYMOUR FAGAN
CANDIDATE FOR WARD 2

Many communities in the province of Ontario, similar to the City of Kawartha Lakes, provide financial operating support through a dedicated arts and culture budget allocation within the overall City budget. If in favour of a dedicated arts and culture budget allocation, what criteria do you feel organizations should need to meet to qualify for operational funding? If not in favour, and knowing the provincial and federal economic value of the sector, please explain why not.

A community with vibrant arts, culture and heritage sites will attract visitors and residents to CKL. The Federation of Canadian Municipalities has evidence that investments in this sector attracts and retains a skilled and talented workforce. We have jobs in the Municipality we cannot fill. I support investing in cultural organizations because of the direct economic impact. However, the organizations should have a good business plan, including marketing and communications plans, and experienced staff to run the organizations before receiving funding. The City needs to be assured of a return on its investment, and that it is not responding to "crisis funding needs."

What is your perspective on the best ways to collaborate with other levels of government to ensure sustainability and growth for the cultural sector of our community?

As a current sitting councillor, I supported the City's decision in 2016 to create a full time staff position in Economic Development - the Arts, Culture & Heritage Officer - and we have seen positive results already. For example, the City's collaboration with Kawartha Lakes Arts Council (KLAC) led to securing provincial funding from the Ontario Trillium Foundation for a Program Coordinator for our new Arts & Heritage Trail. If in the future we are want to build a cultural centre/cultural hub in the City of Kawartha Lakes, we can collaborate with private funders, KLAC and other not-for-profits, the province and the federal government. Other Municipalities do this - the Canadian Canoe Museum in Peterborough is a good example of this kind of funding collaboration.

What suggestions do you have to strengthen cultural organizations at the Board and staff levels?

The City's Small Business and Entrepreneurship Centre offers free services in business planning, training, and coaching in the areas accounting, human resources, marketing and social media. Our cultural organizations are businesses too -- perhaps we could provide services for the not-for-profit sector through this Centre.

Assuming there is interest from cultural organizations (and our broader not-for-profit community), we could explore partnerships with Fleming College and Trent University to see if specific courses could be offered in Board development and staff training. There are consultants who offer training in these areas. If a municipal budget line is established for arts and culture, some funds could be allocated for a training budget.

Summarize your position on the need for increased municipal staffing to support the development of the economic impact within our cultural sector.

If the business case can be made that there will be a return on investment in hiring additional staff, I would support it. I would like to see ongoing staffing support for our new Arts & Heritage Trail - in one year, with dedicated staff funded through the OTF grant, the Trail membership grew from 22 to 50. It doesn't make good business sense to let this momentum falter.

Is it possible to leverage funding opportunities, community resources and expertise within the cultural sector without an investment in municipal staffing?

We need to be creative and work collaboratively - not everything can be solved by just hiring more municipal staff. We have a lot of talent and expertise in our community volunteers and we should be partnering with them.

What role do you envision for arts and culture in our economic future?

As a business woman and a life long volunteer, I have seen the positive impact that investing in arts and culture brings to a community. In my Ward 2, Bobcaygeon has been bursting this summer with visitors and residents enjoying the Impact 32 beautification projects, the new mural on the Kawartha Coffee Company's patio, the Bobcaygeon music concerts by the locks, the Boyd Museum, Globus Theatre, live music (karaoke too!), our excellent home decor stores, craft ale, Settlers' Village and its roster of excellent programs, and now a new art studio. I see arts and culture as an essential ingredient in our economic development plans.

If elected, are you willing to be a council member of a steering committee to create a Municipal Cultural Plan (MCP)?

Certainly. I see this new plan fitting in with our 10 year Financial Plan, and building upon the momentum in the cultural sector created in large part by Council in the last four years.

What elements of the Peterborough and Trent Hills Municipal Cultural Plans do you feel are most appropriate for the City of Kawartha Lakes?

The decision to create and fund a "made in Kawartha Lakes" Municipal Cultural Plan is the big critical step. We will tailor a plan that fits the unique attributes of our own community, while learning from the processes undertaken by our neighbours.

JOHN SNIDER

CANDIDATE FOR WARD 2

With respect to Arts and Culture, I would like to support cultural organizations as I know they are very important to communities. However, the problem is the municipality is in a debt crunch, as well as, projected tax increases of 4.5% for the next five years. I believe help for Arts and Culture can happen but not until the municipality is on better financial footing and property taxation has been brought back in line to the rate of inflation.

WARD 3

STEVE CLARKE

CANDIDATE FOR WARD 3

Many communities in the province of Ontario, similar to the City of Kawartha Lakes, provide financial operating support through a dedicated arts and culture budget allocation within the overall City budget. If in favour of a dedicated arts and culture budget allocation, what criteria do you feel organizations should need to meet to qualify for operational funding? If not in favour, and knowing the provincial and federal economic value of the sector, please explain why not. (500 words maximum):

I believe in Art and Culture. As a musician myself I can see that Art and Culture have a greater worth than we pay for them. Especially when reaching out to our younger generation. Yes I would support a budget allocation but that at least 80% of that allocation must go towards actual projects and the remainder to the administration. Also that the whole of Victoria County be included when deciding the hosting of Cultural or Artistic Events.

What is your perspective on the best ways to collaborate with other levels of government to ensure sustainability and growth for the cultural sector of our community? I think staying relevant would be the first thing to aim for. Other than that, rather than collaborate with Government I would collaborate with other Organizations like yours across Ontario (Canada) so you have a voice or a union all with the same message, not just to the Minister of Culture but to the public, Canada wide Crowd Funding for the Arts. Now there's an idea!

WHAT ARE THE BOUNDARIES?

North - North of Rosedale River to and including island to intersection of southern boundary of Fenelon/Somerville Boundary - east along fourth boundary of Somerville

East - Boundary with Ward 2 to Sturgeon Lake; west to Island Canal to Lot 27 Concession 5 Ops

South - Sturgeon Lake west along Lot 27 Concession 1 - 5 Ops and Lot 23 Concession 11 Mariposa and east ½ Lot 22 Concession 11 Mariposa; north along east ½ of Lot 22 Concession 11 to intersection with south boundary of Ward 1.

What suggestions do you have to strengthen cultural organizations at the Board and staff levels? Boards and Staff like to feel that what they are doing has purpose. Pursue projects that inspire staff and the board. Less Consulting and greater use of on-board wisdom. Consultants never get it right anyway and leaves you feeling like you've just eaten a toffee with the wrapper on! Use Consulting as a last resort. Visit successful projects and copy their method. Success is inspiring for everyone.

[LOOK AT A MAP](#)

Summarize your position on the need for increased municipal staffing to support the development of the economic impact within our cultural sector. I don't think we need to increase staffing but I do think that resources from the Economic Development and Tourism Department could be shared and embark on shared projects in a way that works for everyone's benefit.

Is it possible to leverage funding opportunities, community resources and expertise within the cultural sector without an investment in municipal staffing? As Above

What role do you envision for arts and culture in our economic future? I think it will a pivotal role because it is ever evolving. As it imitates us we imitate it! We are woven together by our stories, our music and our Art. Like it or not between AI and Retirement we are all going to have more time on our hands. To create ourselves or be inspired to create by another. Art and Culture allow us to be introspective and explore the deeper meanings of life. To distract us when we get too busy or stressed. The Economic benefit is of course as people come to see a show or exhibit, they will have a meal or stay overnight or return if the experience was good. People who live here get to experience it all year round! Art and Culture play a huge role in that

If elected, are you willing to be a council member of a steering committee to create a Municipal Cultural Plan (MCP)? Yes I would be on a steering committee. This is an excellent way to get the process started. I would also like to see full public input at every stage of the discussion. Maybe some kind of public forums or Town Halls to see where the public interest lies. To define what Art and Culture actually means to different people from different backgrounds, which in and of itself is not as easy to define as it would at first appear.

What elements of the Peterborough and Trent Hills Municipal Cultural Plans do you feel are most appropriate for the City of Kawartha Lakes? I haven't had a chance to review the plans for Trent Hills and Peterborough at the time of writing. I have no comment.

DOUG ELMSLIE

CANDIDATE FOR WARD 3

Thank you for the opportunity to comment on Arts and Culture. As the sitting Councillor for ward 6 I have worked closely with Debra Soule in the City's Ec. Dev. Dept. on several heritage issues, including Downtown Redevelopment, and the designation of Oak St. in Fenelon Falls as a Heritage District. I am currently a Council representative of the Downtown Revitalization Committee. In addition I sit on the Board of both Maryboro Lodge, the Fenelon Museum, which is a heritage building as well I am on the Board of The Fenelon Cemetery.

In terms of my arts involvement, I have been a supporter of The Lindsay Art Gallery, on many issues that have come to council. In addition I work with the group Fenelon Live, whose mandate is to bring Live Performances to our area, an example of a recent success was Simcoe Day and the 1812/14 re-enactment. Also, I am working with a group who wants to bring live outdoor theater performances to the area, and I also work with a group that wants Public Art displays on the street, an example are the hangings on the Fenelon Bridge, and finally, I have long supported the Fenelon Art Gallery and their very important festival held on Labour Day weekend.

I hope this gives you some insight into the contributions I have tried to make to the local Arts, Heritage and Culture activities and structures in our area.

WARD 4

JOHN POLLARD

CANDIDATE FOR WARD 4

Many communities in the province of Ontario, similar to the City of Kawartha Lakes, provide financial operating support through a dedicated arts and culture budget allocation within the overall City budget. If in favour of a dedicated arts and culture budget allocation, what criteria do you feel organizations should need to meet to qualify for operational funding? If not in favour, and knowing the provincial and federal economic value of the sector, please explain why not. I am not in favour of a dedicated budget at this time as the City resources and needs are stretched to the limit. I am in favour of reviewing every year at budget time the needs of all organizations including the arts and culture programs, who present their requirements to Council.

What is your perspective on the best ways to collaborate with other levels of government to ensure sustainability and growth for the cultural sector of our community? The City of Kawartha Lakes can assist organizations with presentations to all levels of government through our Economic Development department.

What suggestions do you have to strengthen cultural organizations at the Board and staff levels? Cultural organizations should co ordinate their efforts so as to present their unified needs to all levels of Government.

Summarize your position on the need for increased municipal staffing to support the development of the economic impact within our cultural sector. Again, by similar groups co coordinating their efforts a more inclusive and stronger position will be presented to all levels of government. At this time I believe our staffing is adequate.

Is it possible to leverage funding opportunities, community resources and expertise within the cultural sector without an investment in municipal staffing? We support with adequate staffing through the Economic and Development department. The current budgets do not allow for any further enhancements to the Economic and Development department.

What role do you envision for arts and culture in our economic future? The arts and culture activities are important for a vibrant community. The City through our Economic Development department can assist and guide for future needs.

If elected, are you willing to be a council member of a steering committee to create a Municipal Cultural Plan (MCP)? When elected I will consider being part of a municipal cultural plan, balancing my available time. It is important to me that a plan be developed to serve the community.

What elements of the Peterborough and Trent Hills Municipal Cultural Plans do you feel are most appropriate for the City of Kawartha Lakes? The plans of Peterborough and Trent Hills MCP is something which could be explored by the City of Kawartha Lakes, once again depending on the funds available.

GEORGE DAVIDSON

CANDIDATE FOR WARD 4

Many communities in the province of Ontario, similar to the City of Kawartha Lakes, provide financial operating support through a dedicated arts and culture budget allocation within the overall City budget. If in favour of a dedicated arts and culture budget allocation, what criteria do you feel organizations should need to meet to

WHAT ARE THE BOUNDARIES?

North - All lands lying south of Lot 17 Concession 1 - 10 Eldon

East - All lands lying west of Concession 11 Eldon; west ½ of Lot 22 Concession 1 to 15 and Lot 23 Concession A and B Mariposa to Lake Scugog

South - Municipal Boundary from west limit to Lot 23 Concession B Mariposa

West - Municipal Boundary

LOOK AT A MAP

qualify for operational funding? If not in favour, and knowing the provincial and federal economic value of the sector, please explain why not. Financial statements and a Ccplan

What is your perspective on the best ways to collaborate with other levels of government to ensure sustainability and growth for the cultural sector of our community? Communication

What suggestions do you have to strengthen cultural organizations at the Board and staff levels? Passion

Summarize your position on the need for increased municipal staffing to support the development of the economic impact within our cultural sector. This would be a council decision and a rational would need to be developed

Is it possible to leverage funding opportunities, community resources and expertise within the cultural sector without an investment in municipal staffing? Probably

What role do you envision for arts and culture in our economic future? Positive

If elected, are you willing to be a council member of a steering committee to create a Municipal Cultural Plan (MCP)? No thanks. I don't have the knowledge in the Arts you would need

What elements of the Peterborough and Trent Hills Municipal Cultural Plans do you feel are most appropriate for the City of Kawartha Lakes? Not aware of these plans

WARD 5

DUNCAN GALLACHER CANDIDATE FOR WARD 5

Many communities in the province of Ontario, similar to the City of Kawartha Lakes, provide financial operating support through a dedicated arts and culture budget allocation within the overall City budget. If in favour of a dedicated arts and culture budget allocation, what criteria do you feel organizations should need to meet to qualify for operational funding? If not in favour, and knowing the provincial and federal economic value of the sector, please explain why not. Though I would like to see a dedicated arts and culture budget allocation. I am concerned with some of the unique challenges that we as a "city" see. We are geographically a massive area that has a smaller tax base then other cities in the area. With a financial debt owed by the city and still struggling for a cohesive economic plan, a dedicated arts and culture budget allocation of anything above a token amount would be perceived as wasteful by some (I know it is not, but there is some very conservative thinking in this area) I think that the safest way to start improving the arts and culture in the city is by council taking the lead in advocating for private business to support local arts and culture as a bridge to when the city is financially stable enough and economically strong enough to have a allocation. At that point I would gladly champion such an allocation

What is your perspective on the best ways to collaborate with other levels of government to ensure sustainability and growth for the cultural sector of our community? I think that the city needs to stop ignoring the massive amounts of talent that comes out of this area and allow for local facilities to be used for shows and exhibits for little or no cost. I understand the cost of having a public building open for use, but if the city could initiate some of the events and work with the arts and artisan community to better promote their work. You could create a collective benefit for both the artist and the city. The increase of tourism from the GTA alone would justify the cost of a city organized art gallery tour. In the last election, I floated a collective art exhibit in

WHAT ARE THE BOUNDARIES?

North - West ½ of Lot 28
Concession 8 Ops; lands lying south of Lot 29 west ½
Concessions 6, 7 and 8 to Sturgeon Lake; follow Lake to south boundary of Ward 3

East - West ½ of Lot 21 to 28
Concession 8 Ops

South - Dew Drop Inn Road to Hwy 7B/35 to Kent Street West, jog Lindsay Street North to Kent Street East to west ½ of Lot 21
Concession 8 Ops

West - East ½ Lot 22 Concession 10 - intersection adjacent to Dew Drop Inn Road.

LOOK AT A MAP

Lindsay that would help sell for local artist and help promote tourism in the city. I think that this is still a good idea and would want input on it.

What suggestions do you have to strengthen cultural organizations at the Board and staff levels? I think that the cultural organizations at the board and staff level could reach out to other charity groups that deal with some the less fortunate groups in the community. They have learned to function on the tightest of budgets and both groups could learn different tactics from each side. It would also allow for some unique and awesome cross branding. Big brothers, big sisters art class taught by local artist for example.

Summarize your position on the need for increased municipal staffing to support the development of the economic impact within our cultural sector. I think there is need for a better focus by council on cultural development in the city, but I am hesitant to commit to increased in staffing until I know all the facts. Not that I am against it, just that I will not say something unless I can back it up. I understand that the long term economic growth of the city will have an arts and culture component to it. all well ran cities do. But I hate half measures and feel that we could do more damage then good when it comes to arts and culture if it has money spent on it without a long term plan.

Is it possible to leverage funding opportunities, community resources and expertise within the cultural sector without an investment in municipal staffing? I think initially that this would be the way to go. I think that there would be many people in both the private and public sector that if approached correctly could contribute to the advancement of arts and culture in the city. As I have said previously, innovative use of public resources and cross charity support would create a network that could create resources until the city is at the point that they could have a strong, long term allocation to support the arts of the city.

What role do you envision for arts and culture in our economic future? We are long past the dirty industry days of the old Lindsay and now have to look at different ways to develop our economy. Arts and culture can and should be a cornerstone to that development. With a population and economic powerhouse like Toronto only ninety minutes away, this mindset should have been fostered a long time ago. I would gladly be involved in shaping that vision in the future.

If elected, are you willing to be a council member of a steering committee to create a Municipal Cultural Plan (MCP)? I would most certainly be willing to be a council member of a steering committee to create a Municipal Cultural Plan.

What elements of the Peterborough and Trent Hills Municipal Cultural Plans do you feel are most appropriate for the City of Kawartha Lakes? Given that it is a 123 page detailed document and that a great deal of my time is spent on campaigning right now, I won't lie, I have not read it all word for word. So to say which parts can and can't be used would be folly. From what I have read, there is a great deal that could be used to help expedite the creation of our cultural plan. Not only that, there would be people who created the cultural plan in Peterborough that could give expert judgement and guidance to our cities work. Also, tie in events by both communities could strengthen both groups.

JOHN HAGARTY

CANDIDATE FOR WARD 5

Many communities in the province of Ontario, similar to the City of Kawartha Lakes, provide financial operating support through a dedicated arts and culture budget allocation within the overall City budget. If in favour of a dedicated arts and culture budget allocation, what criteria do you feel organizations should need to meet to qualify for operational funding? If not in favour, and knowing the provincial and federal economic value of the sector, please explain why not. I'm in favour and the criteria would be financial disclosure, business plan, an indication of what the funding will be used for and reporting requirement on what benefit was observed.

What is your perspective on the best ways to collaborate with other levels of government to ensure sustainability and growth for the cultural sector of our community? Collaborate is the key word, that would require a constant connection with the city, possibly economic development/tourism

What suggestions do you have to strengthen cultural organizations at the Board and staff levels? I'd suggest a SWOT analysis and the development of a business/start plan

Summarize your position on the need for increased municipal staffing to support the development of the economic impact within our cultural sector. I don't know enough about the staffing levels dedicated to answer this, but recognize the challenges of budgets and staffing, I'd look towards how staff are located now in this area and others before suggesting their needs to be an increase.

Is it possible to leverage funding opportunities, community resources and expertise within the cultural sector without an investment in municipal staffing? Anything is possible, but I'd suggest with zero funding/municipal support the challenges would be to great.

What role do you envision for arts and culture in our economic future? The arts and culture define a community, its identity and will always be linked to economic development.

If elected, are you willing to be a council member of a steering committee to create a Municipal Cultural Plan (MCP)? Yes

What elements of the Peterborough and Trent Hills Municipal Cultural Plans do you feel are most appropriate for the City of Kawartha Lakes? Honestly, I am unaware of what they are doing.

PAT DUNN

CANDIDATE FOR WARD 5

Many communities in the province of Ontario, similar to the City of Kawartha Lakes, provide financial operating support through a dedicated arts and culture budget allocation within the overall City budget. If in favour of a dedicated arts and culture budget allocation, what criteria do you feel organizations should need to meet to qualify for operational funding? If not in favour, and knowing the provincial and federal economic value of the sector, please explain why not.

I am not opposed to the development of an Arts and Cultural Budget. The process for developing the criteria would be similar to the process I chaired when we created the Arts and Culture position in Development Services. A task force composed of Staff, Council and members of the Arts and Cultural community would make recommendations to Council.

What is your perspective on the best ways to collaborate with other levels of government to ensure sustainability and growth for the cultural sector of our community?

Once we figure out what we want to do then meeting with our MP and MPP to advocate on our behalf for available funding. Staff resources, because of their skills in writing funding applications are an important part of the process.

What suggestions do you have to strengthen cultural organizations at the Board and staff levels?

Board training is fundamental to running a successful organizations. Im not sure if the United Way stills offers the training but if not the City should assist the various organizations in acquiring it. I would be prepared to offer whatever guidance or support I could.

Summarize your position on the need for increased municipal staffing to support the development of the economic impact within our cultural sector.

There have been no request for an increase in staffing from Development Services under the Arts and Cultural portfolio. I would be more than happy to consider any request after I read their business case.

Is it possible to leverage funding opportunities, community resources and expertise within the cultural sector without an investment in municipal staffing?

No, partnerships with the City are critical.

What role do you envision for arts and culture in our economic future?

Arts and Culture are a critical part of the development of our Tourism industry.

If elected, are you willing to be a council member of a steering committee to create a Municipal Cultural Plan (MCP)?

Absolutely.

What elements of the Peterborough and Trent Hills Municipal Cultural Plans do you feel are most appropriate for the City of Kawartha Lakes?

We need to develop our own made in Kawartha Lakes plan and not be concerned with coping with what other communities with different resources are doing.

WARD 6

EMILY NIGRO
CANDIDATE FOR WARD 6

I am a candidate for Ward 6 in the City of Kawartha Lakes. As a musician and sketch artist myself, I applaud your commitment and passion to enhance the cultural arts. I play the piano for Omeme Baptist Church on Sundays and am always amazed at how music can move the heart and soul of people. I share your passion. When I walk through downtown Lindsay or Omeme, I see many people that are struggling to make daily ends meet. I don't see the growth and prosperity that provides new employment opportunities and enhances the quality of life for residents. At this point, I want to concentrate on reducing city budgets with the goal of freezing property taxes. I would like to move the city in the direction of lowering property taxes to attract investment dollars and new employment opportunities. As investment increases, there is more opportunity for the City to provide assistance for cultural endeavors. While I share your over-riding principles, the City of Kawartha Lakes needs to be placed into a more solvent financial condition that will allow the type of sustainable future you seek. At this stage, I am not prepared to support any expansion of the budget with the intent of hiring more staff. I would be amenable to the application of grants to assist with the creation of the proposed Community Cultural Center provided it would be built in Omeme. I trust this answers your questions. Thank you for the opportunity to provide comment.

PAT WARREN
CANDIDATE FOR WARD 6

I have always been a supporter of the Arts in Kawartha Lakes. I recently volunteered to promote the Melissa Payne concert in Omeme. This Downtown Revitalization project aims to make Coronation Hall a music destination in the Kawarthas.

I have also supported the Lindsay Gallery, Settler's Village, the Boyd Museum and other cultural groups throughout the years when I was on Council. I intend to be a strong

WHAT ARE THE BOUNDARIES?

North - South Boundary of Wards 2 and 3

East - Municipal Boundary from south boundary of Ward 2 to Lot 23 Concession 12 Emily

South - along Pigeon Lake to all lands lying west of Lot 10 Concessions 3, 4 and 5 and north of Lots 1 to 9 Concession 2 Emily to Pigeon River to Hogsback Road, south to Lot 25 Concession 14 Manvers and all lands north of Concession 13 Manvers; east ½ of Lot 1 to 28 Concession 8 Ops and east ½ Lot 18 Concession 14 Manvers

West - East Boundary of Wards 5 and 7

LOOK AT A MAP

voice for the arts if elected.

Arts, heritage and culture not only makes our community a more pleasant place to live, it also supports economic development by increasing tourism, our second largest industry. It also fosters an environment for volunteerism.

I believe all COKL arts, cultural and heritage organizations should be supported by making sure there is a committed staff member for this important sector who is able to help with grant/funding proposals. This move will ensure that COKL becomes an arts destination for tourists and residents, improving the bottom line for everyone.

RON ASHMORE CANDIDATE FOR WARD 6

Many communities in the province of Ontario, similar to the City of Kawartha Lakes, provide financial operating support through a dedicated arts and culture budget allocation within the overall City budget. If in favour of a dedicated arts and culture budget allocation, what criteria do you feel organizations should need to meet to qualify for operational funding? If not in favour, and knowing the provincial and federal economic value of the sector, please explain why not. To qualify for operational funding, organizations must convince council they have an inspired vision, a viable plan and a costed budget for how their operations will enrich our community. In addition, organizations must provide evidence that their operations can manage funding responsibly.

Arts, heritage and culture belong to all citizens of Kawartha Lakes. Any application for operations funding would need to include a plan for significantly growing citizen participation in the sector.

What is your perspective on the best ways to collaborate with other levels of government to ensure sustainability and growth for the cultural sector of our community? Sustainability and growth require a long-game plan. Building and maintaining good relationships is key. Good relationships require trust and reliability. Our partners must feel confident to rely on us to follow through with our commitments over the short term and in the long run and to be responsible, accountable and transparent for funding we receive from them. The consistent practice of open communication, fairness and respect in all our relationships will go a long way to building workable collaboration strategies with provincial and federal governments and with neighbouring, national and international municipalities.

What suggestions do you have to strengthen cultural organizations at the Board and staff levels? We need a Protection of Heritage Act so plans will not be undercut by development.

Councillors and/or volunteers with good economic development experience should work with boards - on committees or as individual consultants - to ensure good leadership. Rick Fortin who consulted for the City on Arts, culture and heritage warned about the threats posed by autocratic leadership unfamiliar with the Not For Profit Corporations Act that create havoc among volunteers and staff and that alienate funders through mismanagement of funding.

Ideally, board directors should be paid to ensure accountability but if that is not possible, then council needs to invest in close development and accountability initiatives.

Summarize your position on the need for increased municipal staffing to support the development of the economic impact within our cultural sector.

Council needs to review staffing needs.

Current staff should be interviewed to determine their interests in working with the whole community, including private businesses, to grow the arts, culture and heritage economy. If staff has been focusing only on council for 100% of the arts, heritage and

culture operational funding, they should be educated about other responsible ways to raise operational funds.

Until council can determine the effectiveness of current staff, it would be premature to give an opinion on the need to hire more staff.

Is it possible to leverage funding opportunities, community resources and expertise within the cultural sector without an investment in municipal staffing? We already have several economic development officers. I think the key may be better use of their resources and better management of and direction to them, not more staff.

So, the short answer is yes, it is possible.

For it to be doable requires an inviting, inclusive and rewarding incentive for talented volunteers to get involved and an engaged and interested council that actively includes its constituents.

What role do you envision for arts and culture in our economic future? The best case scenario is that arts, culture and heritage initiatives in the municipality partner with the province, nation and world to recognize the importance of, to protect and to grow arts, culture and heritage.

In Kawartha Lakes, I envision arts and culture will contribute to the growth of cultural tourism, including eco- and agricultural cultural tourism. It will be a pillar of our economy.

If elected, are you willing to be a council member of a steering committee to create a Municipal Cultural Plan (MCP)? Didn't we already spend \$500,000 for a Master Cultural Plan (MCP)? See here: <https://www.kawarthalakes.ca/en/things-to-do/resources/Documents/Kawartha-Lakes-Cultural-Master-Plan---Accessible.pdf>

That 2013 plan is now outdated and I am unwilling to spend twice that amount, thanks to inflation, on another plan that will require until the next election to complete. We need to get on with things now.

Council should create a committee to work with representatives of the arts, heritage and culture community to create a skeleton framework for economic development based on extensive ongoing consultations with constituents through online surveys. I would be happy to sit on such a committee with the goal of implementing initiatives to grow the sector now.

My ward, Ward 6, has tremendous cultural heritage business potential that is ready to blossom and grow right now. I will be a voice for my constituents to grow an arts, culture and heritage economy.

What elements of the Peterborough and Trent Hills Municipal Cultural Plans do you feel are most appropriate for the City of Kawartha Lakes? Trent Hills admits that creating an overall cultural vision and identity is a challenge. In so far as we have an overall vision and identity, it is crucial to remember arts, culture and heritage are living expressions of community and as such, evolve and change.

Kawartha Lakes shares with Trent Hills a rich agricultural heritage and culture. Agriculture needs to be key to any plan the City implements to grow an arts, heritage and culture community.

I like Strategic Direction 6 of the Peterborough plan - Encourage inclusivity and Facilitate Diversity. Insularity and homogeneity are poison to growing an arts, heritage and culture economy.

MARY ANN MARTIN
CANDIDATE FOR WARD 6

Many communities in the province of Ontario, similar to the City of Kawartha Lakes,

provide financial operating support through a dedicated arts and culture budget allocation within the overall City budget. If in favour of a dedicated arts and culture budget allocation, what criteria do you feel organizations should need to meet to qualify for operational funding? If not in favour, and knowing the provincial and federal economic value of the sector, please explain why not. I support a dedicated arts and cultural budget allocation within the City's budget. It would have to be accountable to Council with a plan of why the funding would be used for and adjusted accordingly.

What is your perspective on the best ways to collaborate with other levels of government to ensure sustainability and growth for the cultural sector of our community? I feel the most effective way would be through collaboration with a designated staff member either through Economic Development or Tourism. That person would be the liaison with other levels of government which would hopefully allow for funding.

What suggestions do you have to strengthen cultural organizations at the Board and staff levels? Collaboration and communication are key with appropriate staff and will build long term relationships that would be more efficient. The stronger this is, more can be accomplished and more goals reached.

Summarize your position on the need for increased municipal staffing to support the development of the economic impact within our cultural sector. Long term economic growth from the arts and culture sector within Kawartha Lakes, will determine the need for staff from the municipality. Knowing the passion of our residents and the financial gain that will come from the arts, will determine the number of staff needed.

Is it possible to leverage funding opportunities, community resources and expertise within the cultural sector without an investment in municipal staffing? I don't think so as they should both go hand in hand for success and growth.

What role do you envision for arts and culture in our economic future? We want a strong, vibrant community and the arts and culture sector are key components for achieving this.

If elected, are you willing to be a council member of a steering committee to create a Municipal Cultural Plan (MCP)? I would be delighted to be a part of it to create a plan needed for success.

What elements of the Peterborough and Trent Hills Municipal Cultural Plans do you feel are most appropriate for the City of Kawartha Lakes? Shame on me as I haven't totally immersed myself in their plans. However, I can assure you that we can learn much from their successes and we should collaborate with them to implement their strategies to encourage a very successful outcome.

WARD 7

PAT O'REILLY
CANDIDATE FOR WARD 7

I am in favour of a dedicated arts and culture budget and the most important piece is that they must have a sustainable business plan. I believe it is a must for all the 5 major organizations to collaborate and work together. They must attract the right people for their organizations vision, commitment and planning. The municipality is going in the right direction and maybe any new staff could work with Diane Stevens and her department.

There are a number of organizations within our community that the cultural sector can partner with and also possibly some not-for-profits which always opens up the

WHAT ARE THE BOUNDARIES?

All lands west of boundary of Ward 6; south of boundary Ward 5; east of boundary ward 4 and north of Lot 1 to 18 Concession 12 Manvers.

[LOOK AT A MAP](#)

opportunity for grants and loans. I would be happy to sit on the (MCP) Committee or Board. I think that there is a very bright future as the arts & cultural sector is certainly growing.

We must fund the arts & culture sector with the proper staff and resources to be sustainable. I bring many years of experience to the arts & culture sector helping with fundraisers and attending a number of events in our community and abroad. Most recently as a member of the 50th Anniversary Nayoro Twinning Committee.

WARD 8

DAVID G. WATSON CANDIDATE FOR WARD 8

Thank you for inviting me to provide my thoughts on the issue of culture as it specifically relates to the arts in the municipality of Kawartha Lakes. You have sighted three main themes that pose challenges to deliver an effective, community supported and sustainable program. I will endeavour to offer my views on the matter of the arts as it relates to the three current issues that you have sighted. I should say, that I believe that the word arts is inclusive as it also relates to heritage and cultural and the many other branches that extend from that. It is a broad term in my opinion.

Before I get into any details, I must advise your council that I am a supporter of the arts. It seems odd to have to say this as culture is essentially part of who we are as Canadians. We express culture in many different forms, with the most visible through artistic expression. The arts tell the story of our ancestry, our collective beliefs, and the history of a people. It is really the beauty of all the positive attributes that tell the story of who we are. The arts are part of the human experience. We often think of the arts though theory, which to me is the creation and appreciation of beauty and the physical expression of creativity found in human societies and cultures. To me the arts, in various forms, are one of the cornerstones of human expression. When historians investigate ancient human history, one of the key discoveries are artefacts that revealed how people lived and that is most often show through art. Medieval discoveries in Britain for example, show us that ancients adorned themselves with beautiful jewellery that was fashioned by artisans. Ancient symbols and crafted objects reveal people's appreciation for beauty and that many races of people often communicated allegory by artistic means. Every culture on earth reveals their lives and beliefs through some form of artistic expression. Our museums are full of these artefacts and we teach and enjoy ancient writings and theatre today. We express ourselves through plays, dance, writing, art, music and many other artistic forms. The most coveted objects of desire and value in our society are artistic objects, sounds and writing. When human conflicts have occurred throughout history, the first priority of people is to protect their culture. Time after time counties and religions hide and protect artistic masterpieces. These are the most scared symbols that reveal cultural expression. Our art tells the story of our people. Art is tangible record that we existed.

I understand that you're board can define art much more effectively than me, however, I believe that in order for you to get a sense of my true character as it relates to the arts it is important that I communicate my interpretation of the arts and the relationship it has in our society.

Having said the above, I want to address the three key points that you have requested candidates to provide opinion. It is important to say that as I use the word art in my comments, it also relates to heritage and culture. I believe that there is a clear interconnection of all three major themes. In some cases, people cannot be fully express one without the other. In addition, when we speak about heritage, we must remember all the small groups across the region who promotes history locally. I also believe that heritage is manifested through built heritage. This area has many examples of fine architecture features that tell the story of our past. That is one reason that I am so

WHAT ARE THE BOUNDARIES?

All lands Lots 1 to 25,
Concessions 1 to 13 Manvers and
all lands south of the boundary
with Ward 6 to Municipal
Boundary.

LOOK AT A MAP

disappointed to see the down town core lose an important structure to modern design. The opportunities for prosperity are significant if the old street-scape in Lindsay remains intact. If I was on council, I do not believe that I would have supported the removal of heritage buildings. In Pontypool, an extraordinary history exists, as this area was a summer recreation location for the Jewish community from Toronto. During the mid-20th century, hundreds of middle class Jews came to Pontypool to relax and enjoy the country environment. This is an example of what the Arts Council and the municipality could develop to bring people to the area and with it outside dollars to assist the community. I suspect there are other similar stories elsewhere. This is something to be celebrated.

Sector Sustainability

I believe that the arts are a fundamental part of who we are as people. It is forever challenging to gain financial support to encourage artistic development and fund councils who promote the arts. Everyone enjoys the benefits of art, but drawing funds through donations is challenging, particularly when the economy is struggling or as we recently learned. Kawartha is home to hundreds of people who are living under very difficult conditions.

To sustain the arts community, a strong partnership must exist between the council and the municipality. I think that many different levels of government give recognition of the central role of culture in building creative, dynamic and attractive communities. Municipalities have embraced the notion that cultural vitality is one of the four pillars of sustainability along with economic prosperity, social equity and environmental responsibility. Having resided in different areas of the province, I have seen municipalities encourage the arts within their communities. In the small municipality of Pelham, which is Niagara, the municipality has worked along with the local artists association to build an old time gazebo within a beautiful park setting. Hundreds of people come every Sunday to enjoy musical entertainment. It has become a summer time tradition that now attracts people outside the municipality. This type of entertainment was popular in earlier years; with towns having their own bands playing in the park. The example in Pelham, demonstrates that our tastes may have changed, but our desires are similar to our ancestors.

Sustaining the arts requires vision and the development of a mission statement. This mission statement must receive acceptance by municipal council and it must clearly demonstrate commitment to supporting various arts initiatives. If one exists, then a plan must be developed by the municipality, with consultation with key players, like the Kawartha Lake Art Council (KLAC) to design a practical working document with realistic, achievable and measurable goals. The plan could be developed using a consultant that has experience in this area and understands techniques for drawing on participant's experiences to make a cohesive plan. Many of the goals to advance the arts sector can sometimes be realized at a low to no cost. A plan will take advantage of the skills and organizational structures already in place in the municipality. Some goals or objectives may be tasked to the existing groups, such as KLCA and others. Achievable goals and aligned strategies will represent the ideals and aspirations of participants. Strategies must involve short, intermediate and long-term time lines. Acceptance of the philosophy behind the goals and strategies is the first step. So a mission statement signed by all involved is a good first step. The plan is reviewed annually and amended when necessary to ensure that it continues to achieve the purpose of promoting, enhancing and supporting local Arts, Culture and Heritage.

In summary, sector sustainability will succeed when a plan is developed and all parties commit their time and energy to a common goal. As part of that, funding by the municipality must occur to help move the plan forward. Often with the municipality becoming a key participant funding applications to various other levels of government and even special funding agencies can be more successful.

Operational Leadership

By the title alone, this issue pertains to the long-term management of the municipal and Council partnership. As I mentioned earlier, for leadership to occur it must come through buy-in from the municipality. An agreement and plan of action will occur that establishes clear roles and responsibilities. Additionally, a budget must be created and

be a line item must appear within the municipal budget document. The plan that is developed will determine the budget allocation that satisfies the implementation of the plan. I am aware that the municipality has hired someone to lead the charge in this area. That in itself is a major step and is actually progressive for a small rural municipality. I suspect that this new staff person will liaison with your group and others to advance various cultural, heritage and art activities across the jurisdiction. I assumed that your Council is thrilled to see a dedicated person that can lead the charge and secure municipal money and corporate funding for various projects. This person would also bring together all the organizations that exist and coordinate cooperative endeavours. I cannot say for certain, but I suspect that the community is home to many artists. A coordinator will hopefully discover the talents of citizens and expose their artistic endeavours for the cultural benefit of all citizens. I can envision new events established in the community, which not only expose talent, but also generate funds for the advancement of the arts. I would hope that a cooperative approach might help keep the Academy Theatre a viable entertainment venue. It would be a tremendous loss if this important part of our community is closed. To succeed, a strong leader must be present to carry the banner of the arts community.

Building towards the Future

People's dreams and passion are what lay the groundwork for any successful endeavour. Success comes from agreement, which is sometimes difficult to achieve. But if the community and those who have passion for the arts work together as a cohesive group to set goals and be diligent, I would envision more and more achievements will be realized each year. The future is sometimes not clear, but that is what plans do. Everyone involved must agree and be committed. There must be no backing out, no leaving in annoyance and there is no place for public criticism. We have all seen wonderful plans fail because of discord. That is why a mission statement is important and a municipal plan that is developed through consultation with all parties. I think the future is bright and we know many municipalities have achieved great successes. The municipal council must understand that the promotion of the arts is not for a select few, but for the entire community. The municipality itself will realize benefits and it is possible that great events and attractions could bring in revenue for business and the municipality.

In many cases, the history of all communities is told by artistic endeavours of its people. By nature, all human beings must express themselves by doing something artistic. It may not be singing or playing an instrument, but the layout of a garden, needlework or woodcarving and many other pursuits. The list can be a long one. As success grows so does enthusiasm in the community. When that happens, people and groups want to participate. Participation from people who are excited about the arts grows the dream and sets into place a strong base to expand. I believe that we have to stop thinking that the arts are for only a select segment of the community. Arts benefit the community directly, by lifting spirits and by generating prosperity. I am very familiar with Niagara Region and I can tell you that Niagara-on-the-Lake would not be one of the most visited areas in our country if it were not for the Shaw Festival. I saw the prosperity of the old town grow and today the wealth generated has allowed the municipality to expand programs and improve services. The arts can be powerful in so many ways. Music and theatre is used by the many wineries in Niagara to attract attention and new customers. This has been very success and it is growing each year. An interesting concept that is quite brilliant. These types of events also spur on others to experiment and build their own successes. While the falls are a major attraction, it is safe to say that many activities in the interior of the peninsula draw as many customers as the falls.

Thank you again for inviting me to participate. My comments are personal and from a non-professional. That said if I am fortunate to gain a council seat I would be supportive of initiatives that promote goals that offer assistance to expand the role of arts, heritage and culture in our community. As I have said, I have seen it happen first hand in Niagara. The arts and business have joined and together they bring prosperity and also rise the spirits of Niagarians.

TRACY RICHARDSON
CANDIDATE FOR WARD 8

I am a firm supporter of the Kawartha Lakes Art Council, and programming for the Kawartha Lakes Arts and Heritage Trail. I understand the value and opportunity it brings to the City of Kawartha Lakes. The local art scene generates a sense of accomplishment in our community. The active local arts program not only generates tourism but allows the community to showcase its local talent on a broader spectrum.

Key issues must be addressed and supported to allow our local scene to flourish. I believe we should be investing now in sustainable infrastructure, we need to understand the opportunities the arts and culture have and help acceralate local art initiatives, because now is the time to stimulate new opportunities for the present and the future. It should be recognized how far our local scene has come and keep pushing it forward so more people can engage and enjoy.

Good leadership means recognizing and driving innovative ideas that connect the arts to the wider communities, its important to have the funding to continue to have this management in place to keep moving our local growing arts forward.

Building towards the future, is finding, adapting and understanding our local talent and helping the City of Kawartha Lakes become more visual and become of one of the top Ontario destinations. The KLAC has grown so much and we must continue to support and help, if elected on Council I will be very much in support of your programs and support your mission.

Thank you for this opportunity to be apart of the Kawartha Arts Vote.

HEATHER STAUBLE

CANDIDATE FOR WARD 8

Many communities in the province of Ontario, similar to the City of Kawartha Lakes, provide financial operating support through a dedicated arts and culture budget allocation within the overall City budget. If in favour of a dedicated arts and culture budget allocation, what criteria do you feel organizations should need to meet to qualify for operational funding? If not in favour, and knowing the provincial and federal economic value of the sector, please explain why not. I am in favour of financial support through dedicated arts and culture allocations within the City's budget. I have a background in arts and non profit administration and do believe that arts, culture and heritage are the glue that binds a community, speaks to and is a reflection of that community.

As you have stated, that many non profit organizations are run by well-intentioned volunteers who often have no experience in the role they are asked to undertake. Training and support to both Board and staff is critical to volunteers undertaking roles and to allowing staff to do their job.

The minimum criteria to get operational funding from the City would be a City wide focus, incorporated Board, Annual Financial Statements and Activity Reports, Strategic Plan, Action Plan, training staff and volunteers. As an organization funded by the City, it has to be accountable to the public and would have to work with City departments and comply with City Policies, Procedures, Codes of Conduct, bylaws and all applicable legislation.

Ongoing funding requires genuine support built on the community's values or it will erode and will not be sustainable. It is critical that the organization works with the community and reflects the community's values and builds genuine community support. Ongoing annual presentations and reports to Council that build awareness and that demonstrate genuine community support and the positive impact on the municipality economically, culturally, socially will help to sustain the funding.

What is your perspective on the best ways to collaborate with other levels of government to ensure sustainability and growth for the cultural sector of our community? Take the steps outlined above and then send designated volunteers/staff

to gather input and deliver your message to help develop policy, programs and access funding opportunities at provincial and federal levels

What suggestions do you have to strengthen cultural organizations at the Board and staff levels? An ongoing commitment to Vision, Mission, Values Statement, board policies and practices, a Strategic Plan, Action Plan.

Training in administrative practices, governance, roles and responsibilities, grant writing, promotion and any other skills that would help support the organization.

Engagement with the community, municipality and arts sector.

Summarize your position on the need for increased municipal staffing to support the development of the economic impact within our cultural sector. Increased municipal staffing with the right individual will move the organization to a point where it will provide real and solid support to sector members, solidify and strengthen a network within the community, establish a solid core framework of administrative and governance support and lead to continued growth and strength within the sector at the community and broader level.

Is it possible to leverage funding opportunities, community resources and expertise within the cultural sector without an investment in municipal staffing? Yes, it is possible, but it is more difficult. There are examples of individual artists and arts, cultural and heritage organizations that have secured cultural funding or investment but they have generally benefitted from policies or funding programs that promote Canadian or Ontario artists or content, which are run by the Province or Government of Canada.

What role do you envision for arts and culture in our economic future? That Kawartha Lakes as a community and municipality, understands and supports the value of arts and culture to the community economically, socially and culturally including; the opportunities for entertainment, shared experiences, contemplation, enjoyment, inspiration, and celebration; improved educational outcomes, enhanced quality of life, increased mental and physical wellness, increased social cohesion, and revitalized communities; and the economic benefits of creating jobs, attracting tourism, spurring innovation, and contributing to GDP.

That Kawartha Lakes as a community and a municipality, continues and increasing becomes a place which produces and nurtures future artists, preserves and showcases our heritage and culture, and becomes a place where other artists come to learn, grow and share with each other and the public.

If elected, are you willing to be a council member of a steering committee to create a Municipal Cultural Plan (MCP)? Yes.

What elements of the Peterborough and Trent Hills Municipal Cultural Plans do you feel are most appropriate for the City of Kawartha Lakes? Both plans have a great deal of detail and focus on the need for real community support to be sustainable. Peterborough's is more urban in focus while Trent Hills has a more rural perspective. Both require that any plan incorporate city policies, Official Plans, and other master plans such as Transportation, Economic Development, Community Services and provincial and regional plan. Plans must be inclusive and there must be cross departmental coordination. In both cases there was extensive consultation and consideration of the communities' input and an inventory of venues, historic sites, natural features, sport and arts groups, and a SWOT analysis. Funding and human resources were identified in both documents.

Trent Hills' included the following excerpts "Protecting and enhancing our major environmental assets: Natural landscapes, water quality and sustainable" "Participants saw "a clear linkage between their lives and lifestyles and their environment" and expressed a strong desire to ensure continued protection for the local environment". "importantly, residents were asked about their views on the scale of development that should occur in Trent Hills. The majority of respondents indicated that the priority should be on reuse and revitalization of existing spaces (54%), smaller scale projects (30%), followed by large new development (10%)"

Peterborough's included "a 'four pillar' approach to sustainability by focusing on economic prosperity, social equity, environmental sustainability and cultural vitality." " the Report noted the importance of cultural vitality as the 'glue' that holds the other three pillars together. The four pillars approach recognizes that a community's quality of life is closely related to the quality of its cultural engagement, expression, dialogue, and celebration." "One particular area in which the City excels compared to other municipalities of its size is in the number of historic buildings it has designated under Part IV of the Heritage Act."

MAYOR

ANDY LETHAM

CANDIDATE FOR MAYOR

Many communities in the province of Ontario, similar to the City of Kawartha Lakes, provide financial operating support through a dedicated arts and culture budget allocation within the overall City budget. If in favour of a dedicated arts and culture budget allocation, what criteria do you feel organizations should need to meet to qualify for operational funding? If not in favour, and knowing the provincial and federal economic value of the sector, please explain why not. We have come a long way with art and culture in Kawartha Lakes. Allocating a budget for art and culture is the next logical step if we are to move forward as I think we should. It is important to note that because of some hard work by this council, the city is now in a better financial position to proceed. A cultural master plan is needed and a good solid business plan showing notable progress points. Council must continue to be accountable with tax dollars and a good solid plan moving forward will insure that all residents understand where we are going with it.

What is your perspective on the best ways to collaborate with other levels of government to ensure sustainability and growth for the cultural sector of our community? Having a local MPP as a member of the ruling party will go a long way toward collaborating with other levels of government. Best way to involve other levels of government and have actual success is when you approach them with a plan and show them how everyone benefits. Putting out your hand and asking for funding doesn't accomplish much these days as everyone is struggling to get finances under control. Must have a good solid plan!

What suggestions do you have to strengthen cultural organizations at the Board and staff levels? A cultural organization is strong when there is a realistic affordable goal. A clear path with measurable and reasonable steps goes a long way to strengthening everyone's vision. Staff, the board and council will all get on board if we have common straightforward goals. These goals must show a reasonable path with progress reports along the way.

Summarize your position on the need for increased municipal staffing to support the development of the economic impact within our cultural sector. I have no problem supporting an increase in staffing to further the economic impact of investing in the Kawartha Lakes. As mentioned before, for me this must be well laid out in a clear business model so there is a measurable path moving forward. More areas in our city will eventually need more staffing as we increase service levels and invest in our community. This makes even more sense where the payback economically is larger. But this absolutely must be done in an affordable responsible manner.

Is it possible to leverage funding opportunities, community resources and expertise within the cultural sector without an investment in municipal staffing? I would cautiously say anything is possible! The level of support, commitment and opportunity will obviously rise with an increase in resources to plan and leverage available funding resources and expertise. A strong building will last longer if the foundation is solid. A commitment will help insure the foundation is good.

What role do you envision for arts and culture in our economic future? A bright future. In the short time I have been on council, I have seen an unwavering commitment from residents and volunteers. It is time for other levels of government to catch up. I also think it is important to focus on what we already do well and have naturally in our community. We should build on that first. We should not try to do too much too fast. I see it being a key economic driver in our community in the near future if we can work together and build a strong foundation. We should partner with other organizations within the community because we are stronger when we work together.

If elected, are you willing to be a council member of a steering committee to create a Municipal Cultural Plan (MCP)? I am always willing to help out where needed.

What elements of the Peterborough and Trent Hills Municipal Cultural Plans do you feel are most appropriate for the City of Kawartha Lakes? With the City of Peterborough plan, I like the 7 strategic directions. When you break something down, it becomes easier to follow and helps to simplify a complicated plan. With Trent Hills, I like where they talk about a collection of assets, rural character and natural heritage. I like the high level of community engagement and where they talk about the pride in specific rural and the small nature of the communities. I do want to add that I find both plans very wordy and complicated and although we might be able to pull pieces out of them, we should stay focused and simple. The more people that can follow along, the more success we will have. Just my opinion. Thank you.

GORD JAMES

CANDIDATE FOR MAYOR

Many communities in the province of Ontario, similar to the City of Kawartha Lakes, provide financial operating support through a dedicated arts and culture budget allocation within the overall City budget. If in favour of a dedicated arts and culture budget allocation, what criteria do you feel organizations should need to meet to qualify for operational funding? If not in favour, and knowing the provincial and federal economic value of the sector, please explain why not. If I receive the honor of Mayor of CKL in October, we will be offering 8 standing committees to provide oversight and recommendations to Council. Each committee will have 3 voting positions available to residents and organizations. Our Arts and Culture community would have an opportunity to have a representative sit and be a voting member of our Economic Development Advisory Committee. I personally would support an Arts and Culture line item under the Economic Development budget banner.

What is your perspective on the best ways to collaborate with other levels of government to ensure sustainability and growth for the cultural sector of our community? All levels of government recognize local initiatives favorably and particularly partnerships. By booking space, presenting your vision, including timetables and funding expectations to representatives of each level at the same event, in my opinion would serve your interests best. Stimulating conversations and perspective visions around Arts and Culture would be inevitable.

What suggestions do you have to strengthen cultural organizations at the Board and staff levels? Our greatest assets are our residents and they are an under utilized resource. If we were to reach out and engage the good people who live, work and play here, I am confident that the talent in this community would step up. Most just need a proper invitation.

Summarize your position on the need for increased municipal staffing to support the development of the economic impact within our cultural sector. As a flourishing community, we need to ensure all divisions are staffed appropriately with passionate people. As your Mayor . I would prioritize staffing levels.

Is it possible to leverage funding opportunities, community resources and expertise within the cultural sector without an investment in municipal staffing? Applications for funding opportunities favor plans that have municipal support. This support could be in the form of staff resources, funding, facilities or possibly in principal.

What role do you envision for arts and culture in our economic future? I have served 12 years on Council and I have witnessed this important sector growing in all areas of our great region. It is my expectation that all our communities will continue to cherish and support our Arts and Culture community.

If elected, are you willing to be a council member of a steering committee to create a Municipal Cultural Plan (MCP)? Absolutely!

What elements of the Peterborough and Trent Hills Municipal Cultural Plans do you feel are most appropriate for the City of Kawartha Lakes? Please accept my apologies, I haven't been able to access those plans prior to this deadline.

PETER WEYGANG

CANDIDATE FOR MAYOR

I have a problem in responding to a special interest group. It seems a bit like lobbying. I have always had a great interest in the arts. I played in Chekov's *The Anniversary*, which reached the finals of the one act play competition in New Zealand. I also played in *Harvey*, *The Sorcerer*, *Shaw's Arm and the Man*, and several Gilbert and Sullivan operas. My favourite art form is grand opera, but I paint, write poetry, enjoy ballet, visit museums of fine art, and so on.

However, I am very much aware that other people have other interests, that they would like to see supported from the tax base. In addition we have serious social problems, specifically in caring for our disadvantaged citizens. Most of these cannot make ends meet, and have nothing left over to buy a theater ticket, or a box of paints.

A mayor must have a priority list based on needs, not wants. On that list, potholes outrank Verdi. I also have a deeply ingrained suspicion of anything that smacks of bureaucracy.

I do have the germ of an idea to help special interest groups, but that must wait to a later time.

BRIAN JUNKIN
CANDIDATE FOR MAYOR

Many communities in the province of Ontario, similar to the City of Kawartha Lakes, provide financial operating support through a dedicated arts and culture budget allocation within the overall City budget. If in favour of a dedicated arts and culture budget allocation, what criteria do you feel organizations should need to meet to qualify for operational funding? If not in favour, and knowing the provincial and federal economic value of the sector, please explain why not. We do spend a lot on arts culture and heritage through funding opportunities. I am in favor of a dedicated budget allocation to transparently determine how these funds are spent. Organizations should have strong management capability, community involvement, and have the ability to spend the funds wisely with the greatest impact to the community. We have a great arts and culture community, and we want as many residents as possible to experience what we have to offer.

What is your perspective on the best ways to collaborate with other levels of government to ensure sustainability and growth for the cultural sector of our community? We need to work together. If our different groups are all in competition it will look like we are not together. When contacting other levels of government we need to speak with one strong united voice.

What suggestions do you have to strengthen cultural organizations at the Board and staff levels? Our economic development department will continue to provide many education opportunities to help organizations improve their leadership and management skills. Continuing to use these resources for organizations will lead to strong management, increased funding success, and sustainability.

Summarize your position on the need for increased municipal staffing to support the development of the economic impact within our cultural sector. Council has shown commitment by the addition of a full time arts, culture, and heritage officer. We are a diverse community and many sectors need staff support from the economic development department. We have to balance the needs of the whole community with the resources we have and make sure additional resources have the greatest possible impact for the whole community.

Is it possible to leverage funding opportunities, community resources and expertise within the cultural sector without an investment in municipal staffing? Yes it sure is. When I look at the strength of our community organizations and their capacity to raise funds and accomplish great things I think municipal staff should take some notes from them.

What role do you envision for arts and culture in our economic future? Arts and culture is a key component to economic development. A strong arts, culture and heritage community is key to attracting new residents which is critical for economic development, and arts and culture benefit from a strong economy.

If elected, are you willing to be a council member of a steering committee to create a Municipal Cultural Plan (MCP)? As Mayor I would be supportive of this committee.

What elements of the Peterborough and Trent Hills Municipal Cultural Plans do you feel are most appropriate for the City of Kawartha Lakes? The City of Kawartha Lakes is very unique and difficult to compare to other municipalities on many fronts. Our arts cultural and heritage community should develop a made for Kawartha Lakes plan.



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COMMUNITY VIEWS ON ARTS & CULTURE

We've asked our community to share their thoughts on arts and culture and what they would like to see happen in the City of Kawartha Lakes. Click [here](#) to submit your thoughts and share ideas for the future.

What criteria do you feel organizations should have to meet in order to qualify for operational funding?

1. Demonstrate real need, inclusive of recorded, measurable, and verifiable data
2. Be accountable for how they allocate funds and other resources
3. Plan appropriately for future self-sufficiency

What suggestions do you have to provide training to staff, Board members and other volunteers in running successful cultural organizations?

1. Build a detailed data base of volunteer assets, inclusive of capabilities, availabilities, interests, and specialized skillsets
2. Provide streamlined factual evidence of needs and returns
3. Work cooperatively with all entities within the cultural sector, i.e. give and take

What are your top 2 or 3 reasons you feel arts, cultural and heritage are vital to our community?

1. Preserves our community stories
2. Permits community education
3. Provides a necessary outlet for creativity

What elements of the Peterborough and Trent Hills Municipal Cultural Plans do you feel are most appropriate for the City of Kawartha Lakes?

Any specifics that are easily transferable, but no other community blueprint should be our community blueprint. It's not good enough to simply mirror what other communities are doing. It's more valuable to look outside our geographic neighbours for successful approaches and to stimulate an approach that is uniquely ours in our geographic region.

Submitted by Garnet Brydon, Lindsay

What criteria do you feel organizations should have to meet in order to qualify for operational funding?:



**ANSWER OUR
QUESTIONS ABOUT
THE CULTURAL
SECTOR.**

[SUBMIT YOUR COMMENTS](#)

- Stakeholder Board approved Business Plan (3Year Road Map minimum)
- collection and evaluation of DATA Metrics relevant to their operations
- Min of one properly paid person in leadership or management position with venue

What suggestions do you have to provide training to staff, Board members and other volunteers in running successful cultural organizations?:

- Collaborative Training workshops for Not for Profit orgs
- Tourism-inspired Workshops to help increase traffic at each and every venue or operation
- Inclusion of Thought Leaders who inspire and initiate new ideas and new approaches to traditional programs
- Volunteerism- introduction at High School level for youth to recognize values to themselves for community engagement

What are your top 2 or 3 reasons you feel arts, cultural and heritage are vital to our community?: These are an economic driver. We have an abundance of creators in CKL that are becoming more of a Visitor Draw from the GTA area for Day-Trippers. These sectors are the origins of 'Our Stories' - which serve community pride and engagement. Arts, Culture and Heritage provide us a sense of 'place'.

What elements of the Peterborough and Trent Hills Municipal Cultural Plans do you feel are most appropriate for the City of Kawartha Lakes?: I need to review these plans to provide an informed answer.

Submitted by Penni Holdham, Fenelon Falls

What criteria do you feel organizations should have to meet in order to qualify for operational funding? Cultural institutions must be appropriate to the area, inform, and employ locally. Artisans should be that and not just re-sellers / assemblers.

What suggestions do you have to provide training to staff, Board members and other volunteers in running successful cultural organizations? Learn from examples that are working - even if that example isn't in our area. Teach them every organization is not the same, and as such to keep at an arm's length, realizing that the organizations need to have the final say. Teach them the need for true holistic grass roots growth and organization joint ventures.

What are your top 2 or 3 reasons you feel arts, cultural and heritage are vital to our community? It gives opportunities for peoples of all economic situations a chance to be self supporting to some degree. Cultural and heritage organizations help to educate people and foster a greater sense of community involvement and identity. Its proven that these areas improve the vitality of the community.

What elements of the Peterborough and Trent Hills Municipal Cultural Plans do you feel are most appropriate for the City of Kawartha Lakes? Sorry I have not read this.

Submitted by James Lukow, Lindsay

What criteria do you feel organizations should have to meet in order to qualify for operational funding?: organizations should be looking toward offering supportive information to local artists and also some skill enhancing workshops as needed

What suggestions do you have to provide training to staff, Board members and other volunteers in running successful cultural organizations?: workshops are a great way to enhance people's skills as they can exchange ideas with professionals. There is board member training available for volunteers and, people should be encouraged to participate in these trainings.

What are your top 2 or 3 reasons you feel arts, cultural and heritage are vital to our community?: The ARTS, CULTURE AND HERITAGE are very important sectors and businesses as they encourage tourism which brings money into the local area. These interesting places offer great interactive experiences for visitors, children and tourists to have a wonderful time in the local area. And HERITAGE is very important as we all need to appreciate our own background and where we came from in order to really enjoy fully our own lives.

What elements of the Peterborough and Trent Hills Municipal Cultural Plans do you feel are most appropriate for the City of Kawartha Lakes?: It is gratifying to see that city council is appreciating that these sectors are a vital part of our towns and that there are many small businesses that are providing very interesting experiences and they should be valued and supported publicly with grants and other opportunities to really survive.

Submitted by Beverley Williams, Bethany



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