



City of Temiskaming Shores Municipal Cultural Plan

April 2013

DIALOG[®]





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ACKNOWLEDGEMENTS



The City of Temiskaming Shores would like to thank the members of the Cultural Plan Steering Committee for their support and dedication to the project:

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We would also like to thank the DIALOG project team who worked with us through the completion of the Cultural Plan.

Thank you also to everyone who participated in the project through the various public meetings and stakeholder interviews, as well as by filling out the Discussion Guide. Without your input, the City of Temiskaming Shores Cultural Plan would not have been possible.



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PART 1:
BACKGROUND



Haileybury from the water

1.1 INTRODUCTION

Temiskaming Shores is a vibrant northern Ontario community, home to a wealth of cultural assets and workers. Situated on the beautiful shores of Lake Temiskaming, the area is already a regional destination for recreation and major events. A strong sense of responsibility and pride has led local residents to develop a robust volunteer sector, which has helped to build a robust cultural sector in the city and its surrounding areas. This culture provides residents with a high quality of life, and is an attractive element in drawing new members to the community. However, a series of risk factors are currently threatening the vitality of the cultural sector in Temiskaming Shores. Acting proactively, the City has commissioned this Municipal Cultural Plan in order to increase the resiliency of the cultural sector, and to develop the necessary preconditions to build new energy and direction for culture in Temiskaming Shores. By establishing Temiskaming Shores as a creative and vibrant cultural hub that is attractive to businesses, residents, and visitors, a strong cultural sector will help to strengthen the economy of Temiskaming Shores through measures intended to retain youth, attract talent, and support local entrepreneurship.

“I tried to reflect on what ‘made’ me return to this area. It is the beauty of this area. The City needs to capitalize on this and encourage others to settle/return here.”

Cultural planning process participant

1.2 PURPOSE OF THE PLAN

The objective of the Temiskaming Shores Municipal Cultural Plan is to support the city’s economic development potential by increasing its appeal as a place to do business, and as a place that offers job opportunities and a superior quality of life. Specific objectives of the Plan include:

1. To develop robust, fun, and strong downtown cores that are the creative heart of the city, and social gathering places offering arts, culture and heritage, food and entertainment, business and commerce, and a place for people to live;
2. To recognize the uniqueness of the Francophone, First Nation, Métis, Anglophone, and other identifiable cultures and celebrate their contributions to the social fabric of the city;
3. To build upon and promote the unique characteristics of the “Little Clay Belt” and the economic and cultural opportunities created by the agricultural community;
4. To identify, protect, and market heritage and cultural assets that make the city distinctive and unique;
5. To recognize and promote regional cultural assets that benefit the city;
6. To acknowledge and promote community arts, culture, and sports festivals and events and their contribution to the culture and economic prosperity of the community;
7. To improve communication and encourage collaboration with federal, provincial, regional, and municipal agencies, as well as local stakeholder groups; and,
8. To provide realistic and attainable strategies and policies to support and further develop a strong, culturally vibrant, creative community.



Participants of the final Open House discuss the content from an interactive panel

1.3 THE CULTURAL PLANNING PROCESS

The Municipal Cultural Plan is a result of widespread public consultation and stakeholder input that directly engaged over one hundred community members over a three-phase process that began in September, 2012 and concluded in April, 2013. Commissioned by the City of Temiskaming Shores, the process was led by consulting firm DIALOG, in collaboration with local Community Liaison Anne-Denise Mejaki, with further guidance from a Steering Committee made up of key representatives of Temiskaming Shores' arts, heritage, and business communities.

In Phase I, a comprehensive analysis of the cultural sector in Temiskaming Shores was undertaken through a series of stakeholder interviews, site visits, and other public and stakeholder consultations. A Stakeholder Meeting, attended by over 50 individuals, was held in order to describe the process and gather feedback on participants' vision for culture, as well as the cultural opportunities and constraints present in Temiskaming Shores. A Discussion Guide was also introduced and distributed throughout the community to gather similar feedback. As an outcome of this phase, the key emerging factors or forces that would shape the direction and development of the Plan, called the Cultural Drivers, were identified, as well as a draft Vision Statement.

In Phase II, the Cultural Drivers and draft Vision Statement were presented to the public at an Open House at Riverside Place in late November, 2012, called the Cultural Planning Fair, which saw over 40 attendees provide input through interactive panel displays. Following the Cultural Planning Fair, another major stakeholder consultation event was held, called the Cultural Café. This event was attended by over 45 invited stakeholders who worked in small groups to brainstorm ideas for the policy framework of the Plan and to refine the draft Vision Statement. A final Vision Statement, Principles, and the five Strategic Directions were generated as direct outcomes of this event.

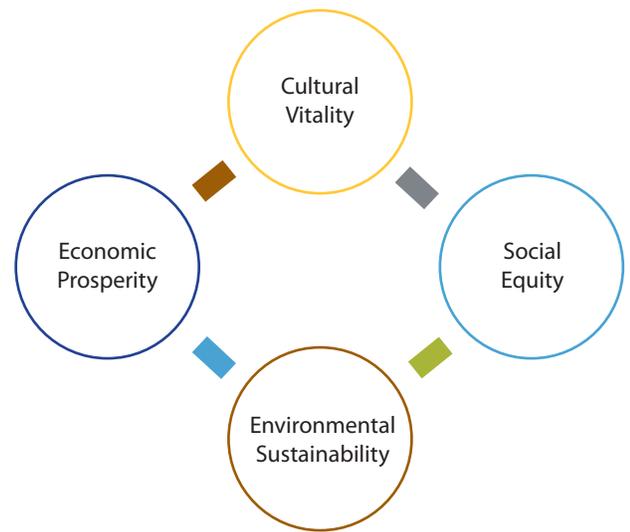
In Phase III, DIALOG worked closely with the City of Temiskaming Shores and the Steering Committee to develop the Plan's policy framework, made up of the Strategic Directions, Objectives, and Actions. These were presented to the public at a final Open House on February 12, 2013 for comment. The Open House was attended by over 70 members of the public.

The background is a solid brown color. In the upper right quadrant, there are several white, thin-lined geometric shapes that resemble stylized mountains or abstract architectural forms. These shapes are composed of straight lines and are arranged in a way that suggests depth and perspective, with some shapes appearing to be layered behind others.

PART 2:
WHAT IS
MUNICIPAL
CUTLURAL
PLANNING?

2.1 MUNICIPAL CULTURAL PLANNING: PLANNING FOR SUSTAINABILITY

In 2006, the External Advisory Committee on Cities and Communities (also known as the Harcourt Commission), released its report, entitled *From Restless Communities to Resilient Places: Building a Stronger Future for all Canadians*. The report marked the first time in Canada that culture was recognized as a fundamental, fourth “pillar” of sustainability, alongside environmental sustainability, social equity, and economic prosperity. It noted that as a fundamental element of both identity and community, culture is an important link that bridges the other three pillars, and is an essential element of community success. The report also stated that recognizing this importance will better position Canadian cities to meet future challenges and opportunities by changing the way we learn, work, and live, and by generating more cohesive, confident, and attractive places.



The four pillars of sustainability

Cultural planning is a place-based approach to planning that attempts to leverage this important contribution culture makes to sustainability to create better places. In Ontario, municipal cultural planning attempts to integrate culture into the local planning and decision-making processes of a municipality. It is based on the belief that cultural resources make a city unique, and play a fundamental role in expressing a community's values. The focus of municipal cultural planning, therefore, is on identifying the cultural resources of a community and leveraging them for economic and community development. Cultural resources are the building blocks of municipal cultural planning, and the raw materials of a community's success. Cultural resources can be both tangible (facilities, organizations, and events), and intangible (the unique stories and qualities that give identity to communities). Municipal cultural planning recognizes culture's important contribution to sustainability by calling for the effective and responsible management and development of cultural resources; and by addressing issues of planning, social equity, and economic development from a perspective that is both sensitive to, and informed by, culture.

2.2 CULTURE AND THE ECONOMY

Ontario's economy is changing. Manufacturing and agriculture no longer dominate the way they once did, and jobs from these sectors are increasingly being replaced by jobs in what has come to be known as the 'knowledge' or 'creative' sector. What this means is that investment in intellectual creativity in the form of ideas, innovations, and knowledge is replacing capital investment in large plants and heavy machinery as the primary driver of economic growth. It also means that the nature of work is shifting so that creative thinking, analytical skills, and the ability to problem solve, innovate, and collaborate, are becoming increasingly valuable to employers.

Richard Florida, Director of the Martin Prosperity Institute in Toronto and a leading economist internationally, has identified the people who work in the knowledge industry as the "creative class". He believes that these workers are well educated and for the most part, fall into one of two groups. The first is the Super-Creative Core – scientists, engineers, professors, artists, entertainers, designers, and architects. Their primary job function is to develop creative and innovative ideas. The second group is made up of Creative Professionals – people who generate wealth through the delivery of classic knowledge-based services like health care, technology development, financial services, legal professions, and business management.

In Ontario today, the creative class comprises roughly 35 percent of the workforce, and that 35 percent collects 51 percent of all wages. The creative economy in Ontario pays over 1.5 times more than the traditional manufacturing industry workers make, who are in the next highest wage category. It is also highly resilient, with double digit employment growth and low unemployment. Between 1988 and 2008, unemployment in creativity-oriented occupations never reached as high as four percent, even during the recession of the early 1990s, which saw high overall unemployment. By contrast, unemployment in routine-oriented occupations has never fallen below four percent.¹

Richard Florida and others have argued that in the creative economy, the traditional economic growth model that courts large-scale business investment in order to attract jobs and people is less relevant today than in the past. Instead, it is increasingly recognized that the clustering of talented and creative people in specific locales is what drives economic growth and development in those places. Where people choose

¹ Prince Edward/Lennox & Addington Community Futures Development Corporation (PELA CFDC). (2009). Canada's creative corridor: Connecting creative urban and rural economies within eastern Ontario and the mega region. Retrieved from http://pelacfdc.ca/photos/custom/Final%20Report_EN_cover.pdf



Chat Noir Books in New Liskeard

to live depends increasingly on a variety of factors, including tolerance, social climate, and access to cultural amenities, experiences, and quality of place (including cultural and entertainment options, and a unique natural and built heritage), rather than the immediate availability of employment. In other words, today, jobs follow talent, rather than the other way around. This means that, more than ever before, place matters. In response to this new reality, cities and communities around the world are seeking to mobilize the benefits of urban life in order to create the sorts of places in which people want to live. The most successful of these communities are supported by institutions that not only celebrate creativity, but also are collaborative, democratic, and innovative. Those communities that are most successful at promoting the development of both culture and quality of place are positioning themselves for the greatest success in the new economy. Communities as diverse as Toronto, Vancouver, Thunder Bay, Prince Edward County, and Dryden, Ontario have all developed their own municipal cultural plans that recognize the fundamental role that culture plays in their economic development.

The total economic footprint of the cultural sector in Canada in 2007 was \$84.6 billion, or approximately 7.4 % of real GDP.

The collective experience of many communities across Canada has shown that investment in arts, culture, and heritage leads to significant returns that benefit a municipality overall. In the City of Winnipeg, for example, every dollar that the municipality spends on arts, culture, or heritage, leverages an additional \$18.21 in the form of private donations, contributions from other levels of government, and tax dollars collected by the municipality. In Toronto, this number has been estimated at \$17.75.²

These benefits extend beyond the spinoffs associated with attracting talent to a city. The cultural sector itself accounts for a larger and larger share of economic output in Canada. When accounting for combined direct, indirect, and induced effects, the total economic footprint of the cultural sector in Canada in 2007 was \$84.6 billion, or approximately 7.4 percent of real GDP.³ In Ontario, in 2001, the cultural sector employed over 250,000 people, or four percent of the total workforce.⁴ That is twice as many people as are directly employed by the auto sector in Ontario today, usually considered a major driver of Ontario's economy.

Admittedly, comparing the auto sector to the cultural sector is not like comparing apples to apples, but the importance of a thriving cultural community on overall economic growth is often overlooked. Economist Anne Markusen has coined the phrase 'artistic dividend' to describe the overall rise in a regional economy's productivity and earnings in correlation with the number of artists living there, arguing artists are more a cause than a result of a successful economy.⁵ Her work has demonstrated the important links between a thriving cultural community and a prosperous economy.

The rise of the creative economy certainly does not mean that the traditional economy, based on manufacturing, agriculture, and resource extraction, is going to disappear. It will continue to make a large contribution to Canada's overall economy, and is still the primary generator of economic activity in some regions of the country, such as Alberta, Newfoundland and Labrador, and regions of the north. But even these regions will build resiliency and diversity into their economies through a strengthening of the cultural sector.

² City of Toronto. (2011). Creative Capital Gains: An Action Plan for Toronto.

³ Bloom, M. (2008). Valuing Culture: Measuring and Understanding Canada's Creative Economy. The Conference Board of Canada.

⁴ Singh, Vik. (2001). Economic Contribution of the Culture Sector in Ontario. Ottawa, ON: Statistics Canada.

⁵ Borrup, Tom. (2006). The Creative Community Builder's Handbook: How to Transform Communities Using Local Assets, Art, and Culture. Saint Paul MN: Fieldstone Alliance.



The Thornloe Cheese factory, a local creative industry

2.3 CREATIVE RURAL ECONOMIES

For a long time, research on the creative economy focused mainly on large urban centres. Recently, however, there has been a growing interest in how rural areas can also benefit from the creative economy, based on a recognition that rural communities offer many of the place-based amenities that are attractive to creative workers, including a heightened quality of place, natural setting, and unique cultural and heritage opportunities.⁶ Research in both the US and the UK suggests there is a link between employment in the creative sector and the overall strength of rural economies. However, the creative economy also appears to manifest itself differently in rural areas as compared to urban ones, and so creative economic development strategies need to be tailored to the specific circumstances found in rural communities. For example, the rural creative class tends to be older than its counterpart in urban areas, and is also more likely to be married, suggesting that improving the quality of local schools might be a more important strategy than attracting downtown cafes.⁷

An important element of many rural creative economies is the creative food economy, a consumer-led phenomenon that is growing at an estimated rate of anywhere between 15% and 25% per year in Ontario.⁸ The creative food economy is characterized by artisanal production, greater links between producers and consumers, and a focus on local and organic products that makes place central to quality food making, marketing, and consuming. The creative food economy is also characterized by a greater role in the means of production and management of farming activity by highly creative knowledge workers, as well as extra-firm institutions.⁹ Rural communities across the province are turning to the creative food economy to create a competitive advantage that is fuelled by creative brand management, and a focus on local quality of place.¹⁰ These communities are finding that the creative food economy supports creative occupations through innovation and entrepreneurship, increases the amount of higher income jobs, and pride of place, while building a positive cultural identity.¹¹

⁶ Hall, Heather. (2011). Harvesting the Rural Creative Economy. The Monieson Centre, Queen's School of Business. Retrieved from http://business.queensu.ca/centres/monieson/docs/knowledge_resources/knowledge_syntheses/knowledge%20synthesis%2018%20-%20creative%20economy%20-%20rev%204.pdf

⁷ Hall, Heather. (2011). Harvesting the Rural Creative Economy. The Monieson Centre, Queen's School of Business.

⁸ Donald, Betsy. (2009). From Kraft to Craft: innovation and creativity in Ontario's Food Economy. Martin Prosperity Institute.

⁹ Donald, Betsy. (2009). From Kraft to Craft: innovation and creativity in Ontario's Food Economy. Martin Prosperity Institute.

¹⁰ Martin Prosperity Institute. (nd). Food Glorious Food. Martin Prosperity Insights.

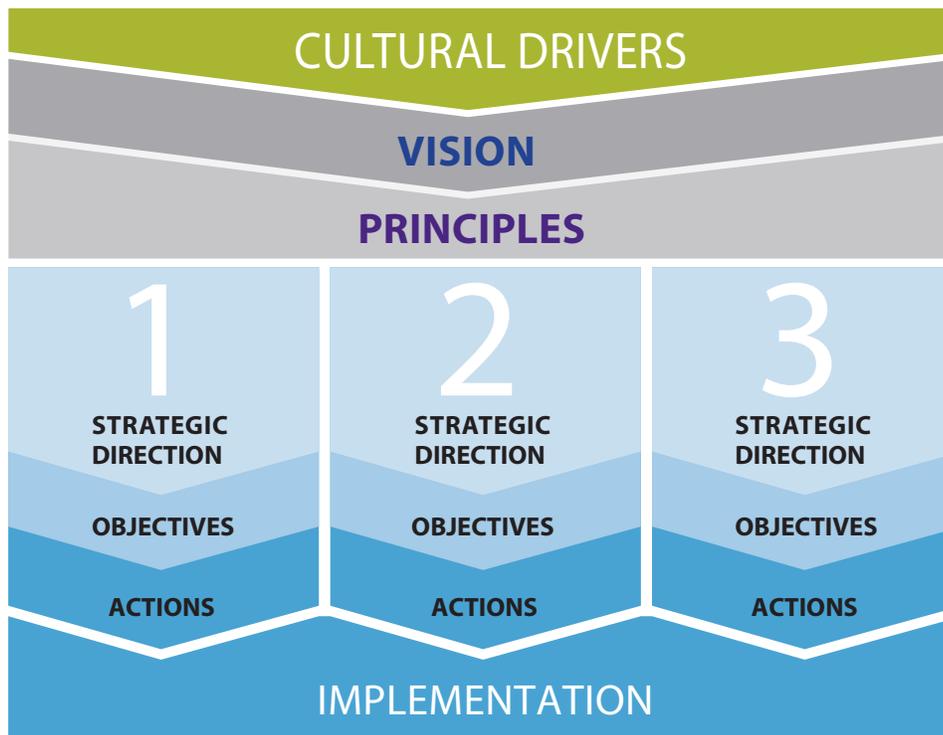
¹¹ Martin Prosperity Institute. (nd). Food Glorious Food. Martin Prosperity Insights.



PART 3:
THE TEMISKAMING
SHORES MUNICIPAL
CULTURAL PLAN

3.1 CULTURAL PLANNING FRAMEWORK

As a policy framework, the Plan begins with a set of Cultural Drivers, or key opportunities and constraints for culture in Temiskaming Shores that shaped and focused the community and stakeholder conversations throughout the planning process. The Cultural Drivers were identified through background research, analysis of Temiskaming Shores’ cultural assets, and the engagement of key community and political leaders, stakeholders, and the broader public. From the Cultural Drivers, the Plan establishes a shared Vision for culture in Temiskaming Shores, and provides a set of guiding Principles that will ensure its successful implementation. The five Strategic Directions represent the big moves of the plan; the Objectives are the major steps necessary to achieve the Strategic Directions; and the Actions are the specific projects required to implement each Objective.



The Cultural Planning Framework

3.2 CULTURAL DRIVERS

The Cultural Drivers are summarized below. For a more detailed version of each, please refer to Appendix A.

ACCESSIBILITY TO CULTURE

Building a culturally vibrant city will mean ensuring that cultural activities are physically accessible, affordable, and available in both official languages.

HISTORY AND LANGUAGE

Raising awareness of the rich, multi-cultural history of Temiskaming Shores will help to highlight the uniqueness of the region's heritage.

CRITICAL MASS

Achieving a critical mass in Temiskaming Shores' core areas will help support synergies and a greater diversity of cultural amenities and activities.

STRONG TOWN CENTRES

An important strategy towards building critical mass will be strengthening the town centres of Haileybury and New Liskeard, so that they become thriving and vibrant cultural centres.

YOUTH

Creating new opportunities for youth to remain in Temiskaming Shores is essential to the long-term success of the region.

CAPACITY-BUILDING & SUPPORT

Propelling culture's role in Temiskaming Shores will mean providing increased capacity-building and support to businesses, organizations, and individuals in the cultural sector so as to leverage their role in the local community.

CAPTURING TOURISM POTENTIAL

Accelerating Temiskaming Shores' tourism potential means leveraging the city's existing cultural assets and building critical mass.

“Culture touches every
aspect of our lives.”

Cultural planning process participant



A boat on Lake Temiskaming



"A town is the collective sum of its past built on the projections of its future."

Brenda McLennan, resident

Great Fire memorial



A REGIONAL HUB

Already serving as an economic and service hub for the greater region, Temiskaming Shores has the opportunity to take on a more prominent cultural destination role in Northern Ontario.

ROLE OF THE MUNICIPALITY

The City of Temiskaming Shores acts as a steward of local culture through its support, promotion, and integration of culture locally.

COLLABORATION

Promoting collaboration among the cultural sector in Temiskaming Shores can generate new opportunities and strengthen the sector overall.

FOOD & AGRICULTURE

In a rural community such as Temiskaming Shores, agriculture can be an important pathway towards developing a stronger creative economy and can help to reshape the city's social, environmental, and economic identity.

“People care about our community and its future, and they share a vision of the area that promotes culture.”

Cultural planning process participant

3.3 VISION

Temiskaming Shores: A northern hub of cultural excellence and diversity in a pristine natural setting.

Temiskaming Shores is a thriving community that values culture as a pillar of its economic and social well-being. Our culture is fundamental to our shared identity, which is grounded in the rich histories, traditions, and languages of our multicultural community. Temiskaming Shores is recognized for the beauty of its natural setting, and our residents are known for their inclusiveness, generosity, and hospitality. We celebrate and support local artists, cultural organizations, and creative entrepreneurs; all of whom work collaboratively to strengthen and promote Temiskaming Shores as a cultural hub within northern Ontario. Our culture is our pride, and is essential to our current and future prosperity.



Children participate in a martial arts class in Temiskaming Shores

3.4 PRINCIPLES

YOUTH & EMERGING LEADERS

The Cultural Plan should strive to retain and engage youth, and support the growth of emerging leaders within Temiskaming Shores and its neighbouring communities.

VOLUNTEERISM AND HOSPITALITY

The Cultural Plan should recognize and leverage Temiskaming Shores' strong sense of volunteerism and hospitality.

ACCESS TO CULTURE

The Cultural Plan should aim to reduce barriers that restrict access to culture within Temiskaming Shores.

DIVERSITY AND INCLUSION

The Cultural Plan should recognize and integrate the existing cultures present within Temiskaming Shores and its neighbouring communities, and ensure that future immigrants and newcomers are welcomed and supported by the community.

ACTIVE LIFESTYLE

The Cultural Plan should support Temiskaming Shores as an active, outdoor, and naturally beautiful city.

COLLABORATION

The Cultural Plan should improve coordination within the cultural sector, as well as between cultural groups and the municipality, neighbouring municipalities, private businesses, and regional organizations.

ECONOMIC GROWTH

The Cultural Plan should identify and nurture economic growth opportunities related to the cultural sector.



“Being a creative city requires... taking some measured risks, widespread leadership, strategic principles, and flexible tactics.”

Tüzün Baycan, *Creative Cities: Context and Perspectives*

An aboriginal craftsman builds a canoe



3.5 STRATEGIC DIRECTIONS

The Strategic Directions form the backbone of the Municipal Cultural Plan's policy framework. They are designed to strengthen the role of culture within both the municipal organization and the community, promote economic development, collaborations, and partnerships, and to leverage and strengthen existing cultural assets.

Each Strategic Direction is accompanied by a short summary analysis of key outcomes and insights that have been partly derived from the public consultation process.

Following this summary are the individual policy goals, or Objectives, as well as a series of actionable items, called Actions. Each Action is accompanied by an indication of the lead organization or individual responsible for its implementation, a list of potential partners (in some cases), and a measure of its implementation horizon: Short (one to three years), Medium (three to six years), or Long (five to ten years). Actions that are identified as ongoing have already been identified as priorities and are currently underway. Their inclusion in this Plan is an affirmation of their important contribution to culture in Temiskaming Shores.

1. RECOGNIZE THE VALUE OF CULTURE IN SUPPORTING A HIGH QUALITY OF LIFE



Recreational opportunities on Lake Temiskaming contribute significantly to the city's quality of life

Access to culture can increase quality of life by improving mental health, decreasing crime rates, and fostering a sense of community. In Temiskaming Shores, culture is recognized as an integral component in the quality of life enjoyed by its residents. In a community founded on rich histories and traditions, preserving and enhancing local culture for future generations is a priority direction. Temiskaming Shores already benefits from a wide array of cultural events and activities, the presence of talented cultural producers, and its proximity to cultural assets.

Despite these opportunities, the quality of life benefits of culture are not being fully realized at present. Through the consultation process, there was a strong consensus

that improved accessibility should be a key outcome of the Municipal Cultural Plan. Universal accessibility to culture for all Temiskaming Shores residents is impeded by both physical and linguistic barriers. In addition to improving accessibility, there is the potential to more effectively leverage existing cultural assets. Specifically, the opportunities afforded by Lake Temiskaming and the surrounding natural environment, as well as the presence of the heritage downtowns, offer a unique cultural advantage to Temiskaming Shores.

A INCREASE ACCESS TO CULTURE

	LEAD	PARTNERS	PRIORITY
i Encourage community cultural organizations to provide affordable cultural programming	Cultural Planner		LONG
ii Continue to rent civic spaces to cultural organizations at a reasonable cost	City of Temiskaming Shores	School Board	ONGOING
iii Ensure that improvements to the transit system increase access to cultural programming and events	City of Temiskaming Shores		LONG
iv Endeavour to make community facilities accessible to people of all ages and abilities	City of Temiskaming Shores		LONG

B SUPPORT CULTURAL INITIATIVES THAT LEVERAGE ACTIVE, OUTDOOR LIVING

	LEAD	PARTNERS	PRIORITY
i Promote Temiskaming Shores as a hub for winter and summer recreation	City of Temiskaming Shores	Community Organizations	MEDIUM
ii Promote greater use of Temiskaming Shores' recreational trails	City of Temiskaming Shores	Community Organizations	LONG

C SUPPORT CULTURAL INITIATIVES THAT LEVERAGE LAKE TEMISKAMING AS AN IMPORTANT CULTURAL ASSET

	LEAD	PARTNERS	PRIORITY
i Recognize the value of Lake Temiskaming as an asset that connects the multiple cultures and communities within the region	City of Temiskaming Shores	RTO 13a	SHORT

D STRENGTHEN THE HERITAGE DOWNTOWNS OF NEW LISKEARD AND HAILEYBURY AS CULTURAL DESTINATIONS

	LEAD	PARTNERS	PRIORITY
i Increase the critical mass of housing and activity in downtown Haileybury and New Liskeard by facilitating mixed-use developments there	City of Temiskaming Shores	BIA	LONG
ii Facilitate the use of underutilized or vacant City-owned properties to accommodate exhibition opportunities, public art, and non-profit tenancies for cultural organizations and cultural producers	City of Temiskaming Shores		MEDIUM
iii Establish a Heritage Management Framework to help identify properties of cultural heritage significance and add them to a Municipal Register, as required under Section 27 of the Ontario Heritage Act	City of Temiskaming Shores	Heritage Committee, Museums, Library	MEDIUM
iv Consider creating a Strategic Plan to support the development and vitality of downtown New Liskeard and Haileybury, and protect key waterfront assets.	City of Temiskaming Shores	BIA, Chamber of Commerce	LONG

SHORT
1-3 YEARS

MEDIUM
3-6 YEARS

LONG
5-10 YEARS

2. INCREASE THE CULTURAL PROFILE OF TEMISKAMING SHORES



Participants gather for the annual Bikers Reunion, a major tourist attraction for the region.

Temiskaming Shores is recognized within the region as a centre of natural heritage, supplemented by a rich history spanning thousands of years. The city already attracts visitors for trips oriented around outdoor recreation, cultural festivals, retail, services, and sporting events. However, there was a consensus during the public consultations that more could be done to increase the cultural profile of Temiskaming Shores. Particularly, it was felt that many in the local community and surrounding regions were not aware of the full depth and variety of the cultural opportunities available.

Improving public awareness of Temiskaming Shores’ cultural assets, events, and history will generate both social and economic benefits for the community. Regionally, a stronger cultural profile will help attract new visitors to Temiskaming Shores, and encourage existing visitors to take greater advantage of the available cultural

opportunities. Locally, increased awareness of culture would build support for ongoing initiatives, and help develop a broader appreciation of Temiskaming Shores’ heritage and social diversity.

Success in this area will require a creative approach, in order to ensure the best possible outcomes without the need for significant investment. For example, including historical information on street signage, such as the origin of the term “Millionaire’s Row”, will help to build an appreciation of the city’s history, while creating new ways for residents and visitors to interact with the city itself. Achieving these outcomes, and ensuring their long-term sustainability, will require the implementation of an effective cultural governance model that is able to work across jurisdictional boundaries and promote culture on a regional level.

A PROMOTE CULTURAL ASSETS AND EVENTS, BOTH LOCALLY AND REGIONALLY

	LEAD	PARTNERS	PRIORITY
i Collaborate with cultural organizations to identify and promote a bilingual Cultural Portal to advertise local cultural organizations and events	City of Temiskaming Shores		MEDIUM
ii Create a bilingual staff “Cultural Planner” position to coordinate cultural events and programming, and liaise with local cultural organizations	City of Temiskaming Shores		SHORT

B INCREASE EFFORTS AT REGIONAL COLLABORATION

	LEAD	PARTNERS	PRIORITY
i Work with neighbouring municipalities to coordinate cultural programming and events at a regional level	Cultural Planner		LONG

C PROMOTE THE HISTORY OF TEMISKAMING SHORES AND ITS PEOPLE

	LEAD	PARTNERS	PRIORITY
i Consider new ways of communicating local history through digital media, signage, and/or technology	Cultural Planner	Community Organizations, ARTEM	MEDIUM
ii Develop a signage/wayfinding policy that establishes consistency in the design for municipal sign installations. Consider ways of incorporating historical notes as well as artwork in the design of signs for the heritage downtowns. Replace existing signage with new signage gradually, over time	City of Temiskaming Shores		LONG

D ESTABLISH A PERMANENT GOVERNANCE MODEL FOR CULTURE IN TEMISKAMING SHORES

	LEAD	PARTNERS	PRIORITY
i Establish a Cultural Roundtable as a permanent committee of Council with broad representation from the local arts community and Council, responsible for acting as a catalyst for strengthening local cultural development by supporting the implementation of the Cultural Plan and promoting collaboration across the community	City of Temiskaming Shores / Cultural Roundtable		SHORT

SHORT
1-3 YEARS

MEDIUM
3-6 YEARS

LONG
5-10 YEARS

3. LEVERAGE CULTURE TO PROMOTE ECONOMIC DEVELOPMENT



The cultural sector is closely linked to economic growth in small communities. In addition to tourism benefits, a strong cultural sector helps communities retain youth, attract skilled talent, and encourages local business development. Through an existing entrepreneurial spirit, strong informal social support networks, and formalized assistance through organizations such as the South Temiskaming Community Futures Development Corporation, numerous successful small businesses in the cultural sector have already recently been launched within the community.

Public consultation indicated that further initiatives should be undertaken to leverage economic benefits from the cultural sector. New business opportunities could be cultivated through cultural initiatives that leverage existing sectors of the economy, such as the food production industry. In addition, finding new ways to support youth and emerging leaders' engagement in the cultural sector would lead to increased entrepreneurship. Finally, it is important that emerging individuals and businesses have the tools and infrastructure resources at their disposal to allow their businesses to grow locally in Temiskaming Shores.

A CONNECT AND PROMOTE FOOD INDUSTRIES THROUGH CULTURAL INITIATIVES

	LEAD	PARTNERS	PRIORITY
i Establish a Food Roundtable comprised of local representatives from the agricultural sector, food producers, and the New Liskeard farmer's market	Health Unit		MEDIUM
ii Connect the Food Roundtable with regional organizations, such as the Food Security Research Network, to draw on external best practices and gain exposure	Health Unit		LONG
iii Launch a public awareness campaign in Temiskaming Shores regarding the economic, social, and health benefits of local food networks	City of Temiskaming Shores	Health Unit	LONG
iv Promote local food by incorporating it within cultural and municipal events	City of Temiskaming Shores		ONGOING



B ENGAGE YOUTH IN CULTURAL INITIATIVES

	LEAD	PARTNERS	PRIORITY
i Include representation from local student groups on the Cultural Roundtable	City of Temiskaming Shores / Cultural Roundtable		SHORT

C PROMOTE/SUPPORT CULTURAL ENTREPRENEURIALISM

	LEAD	PARTNERS	PRIORITY
i Promote, endorse, and celebrate creative talent, particularly among youth and emerging leaders, by creating competitions and awards for ideas and achievement in the area of Cultural Entrepreneurialism	Chamber of Commerce	City of Temiskaming Shores, Enterprise Temiskaming	SHORT
ii Encourage local high schools to provide programming in enterprise education	School Boards	Enterprise Temiskaming	MEDIUM
iii Continue to provide financial and business support to new businesses in the cultural sector	Enterprise Temiskaming	STCFDC, City of Temiskaming Shores	ONGOING

D IMPROVE LOCAL TECHNOLOGICAL INFRASTRUCTURE

	LEAD	PARTNERS	PRIORITY
i Advocate for improved technological infrastructure throughout Temiskaming Shores that will support creative industries, including high speed internet, fibre optics, and reliable cell phone service	Enterprise Temiskaming	City and community lobby	SHORT

SHORT
1-3 YEARS

MEDIUM
3-6 YEARS

LONG
5-10 YEARS

4. EMBRACE CULTURAL AND LINGUISTIC DIVERSITY



The large Francophone community is a defining feature of Temiskaming Shores' cultural landscape

Temiskaming Shores is a culturally and linguistically diverse community comprised of Francophones, Anglophones, First Nations, and other immigrant groups. This diversity is further enhanced by the community's geographic proximity to Quebec, which enables a constant flow of people, cultures, languages, and ideas between the two provinces.

Although Temiskaming Shores is inherently multicultural, there is a sense among the community that more could be done to integrate these groups and improve access to culture. At the municipal level, a greater emphasis on bilingualism in official publications, consultation, and

among front-line staff will help provide fair and equitable access to culture and other facets of civic life to the city's large francophone community. These initiatives should also be encouraged among private sector businesses and organizations that regularly interact with the public. In addition, opportunities to better engage First Nations groups and immigrants within community initiatives will help strengthen culture locally. For new arrivals to Temiskaming Shores, providing increased social support and resources would improve integration, strengthen in-migration, and allow the community to derive the associated economic benefits sooner.

A INCREASE ACCESS TO THE FRENCH LANGUAGE

	LEAD	PARTNERS	PRIORITY
i Identify municipal staff positions for which employees should be trained to communicate in both official languages; and identify municipal public services that should be made available in both official languages.	City of Temiskaming Shores		SHORT to MEDIUM
ii Encourage businesses and community groups to communicate in both Official Languages	ARTEM / ACFO		LONG
iii Provide more opportunities for bilingual public engagement	City of Temiskaming Shores	ARTEM, ACFO	ONGOING

B FOSTER STRONGER RELATIONSHIPS WITH FIRST NATIONS COMMUNITIES

	LEAD	PARTNERS	PRIORITY
i Conduct roundtables and forums with local and aboriginal community leaders to promote greater cultural awareness	City of Temiskaming Shores; First Nations Community Representatives		MEDIUM
ii Include representation from the Aboriginal community on the Cultural Roundtable	City of Temiskaming Shores / Cultural Roundtable		SHORT

C INCREASE SUPPORT FOR NEW IMMIGRANTS

	LEAD	PARTNERS	PRIORITY
i Improve access to resources for new immigrants and residents	North Bay District Multicultural Centre	City of Temiskaming Shores, Chamber of Commerce	SHORT to MEDIUM

SHORT
1-3 YEARS

MEDIUM
3-6 YEARS

LONG
5-10 YEARS

5. SUPPORT COLLABORATION WITHIN THE CULTURAL SECTOR



Participants from across the cultural sector come together to brainstorm ideas for the new Cultural Plan

Historically, Temiskaming Shores has greatly benefited from a strong sense of volunteerism among its residents, and the commitment and dedication of those involved in the cultural sector. As a result, the cultural sector has been able to offer local residents a level of service, support, and amenities far greater than might be expected in similarly sized communities. In recent years, however, declining financial and volunteer resources have hampered their ability to deliver the same benefits.

Recognizing the new fiscal realities facing the City, there is a need to find creative solutions to these challenges through partnerships with the private sector, and increased collaboration among cultural organizations. Proactively attracting new volunteers, and reemphasizing the role of volunteerism as an integral part of Temiskaming Shores' heritage, will help ensure long-term sustainability within the cultural sector. Finally, providing access to shared information via an online Cultural Portal, and facilitating the sharing of limited physical resources, will improve coordination within Temiskaming Shores' cultural sector.



A CREATE A STRATEGY TO RECRUIT, MANAGE, AND RECOGNIZE VOLUNTEERS

	LEAD	PARTNERS	PRIORITY
i Consider new volunteer recruitment initiatives, such as volunteer auctions	Chamber of Commerce		MEDIUM
ii Establish a central database, accessible through the Cultural Portal, of all local volunteer opportunities, and ensure that it is advertised to high school students needing to complete mandatory volunteer hours	Chamber of Commerce		SHORT

B FACILITATE THE SHARING OF RESOURCES WITHIN THE CULTURAL SECTOR

	LEAD	PARTNERS	PRIORITY
i Coordinate with local cultural organizations and entrepreneurs to establish a shared resource centre with access to a photocopier, telephone, and meeting space	Cultural Planner		SHORT
ii Encourage greater communication between local cultural organizations to facilitate the sharing of resources and the coordination of activities	Cultural Planner		MEDIUM

C PROMOTE COLLABORATION BETWEEN PRIVATE, PUBLIC, AND NOT-FOR-PROFIT SECTORS ON CULTURAL INITIATIVES

	LEAD	PARTNERS	PRIORITY
i Recognize corporate and business leaders that support arts, culture, and heritage in an annual awards ceremony	Chamber of Commerce		LONG
ii Initiate a collaborative program to stimulate business support and investment in the arts	Chamber of Commerce		LONG

SHORT
1-3 YEARS

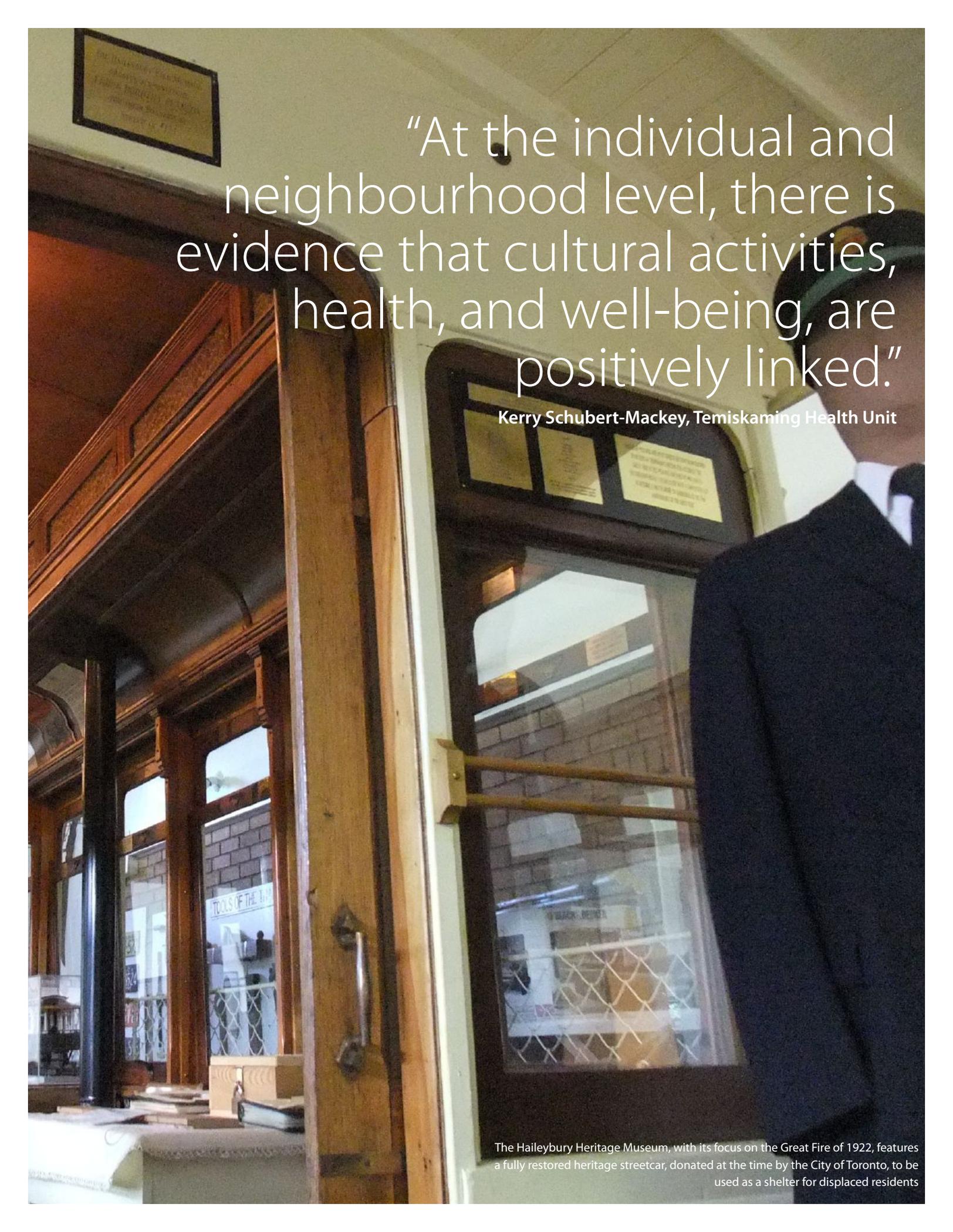
MEDIUM
3-6 YEARS

LONG
5-10 YEARS

3.6 PRIORITY ACTIONS

The Temiskaming Shores Municipal Cultural Plan is a strategic document that identifies municipal and community priorities to strengthen the cultural sector and support the city's development as a northern creative centre. The Strategic Directions, Objectives, and Actions contained in the Plan represent a 10-year agenda for the City and its community partners. Implementation will begin following the adoption of the Plan by Council. To begin, a series of priority objectives have been identified for early implementation. These 'quick wins' will form a strong foundation that will support the implementation of longer-term priorities. The Priority Actions are listed below.

1. Establish a Cultural Roundtable as a permanent committee of Council with broad representation from the local arts community and Council, responsible for acting as a catalyst for strengthening local cultural development by supporting the implementation of the Cultural Plan and promoting collaboration across the community. See [Action 2.d.i](#)
2. Create a bilingual "Cultural Planner" position to coordinate cultural events and programming, and liaise with local cultural organizations. See [Action 2.a.ii](#)
3. Collaborate with cultural organizations to identify and promote a bilingual Cultural Portal to advertise community organizations and events. See [Action 2.a.i](#)
4. Provide more opportunities for bilingual public engagement. See [Action 4.a.iii](#)
5. Coordinate with local cultural organizations and entrepreneurs to establish a shared resource centre with access to a photocopier, telephone, and meeting space. See [Action 5.b.i](#)



“At the individual and neighbourhood level, there is evidence that cultural activities, health, and well-being, are positively linked.”

Kerry Schubert-Mackey, Temiskaming Health Unit

The Haileybury Heritage Museum, with its focus on the Great Fire of 1922, features a fully restored heritage streetcar, donated at the time by the City of Toronto, to be used as a shelter for displaced residents



PART 4:
CONCLUSION



“There can be little doubt that the age we are living through is one of tremendous economic and social transformation.”

Richard Florida, *Cities and the Creative Class*

The Temiskaming Shores Municipal Cultural Plan is the result of a community-driven process that saw the involvement of a significant number of residents, stakeholders, City staff, and community leaders. The City's first ever cultural plan, it establishes a vision of Temiskaming Shores as a culturally vibrant northern community that celebrates diversity and values creativity, and it makes the first steps towards positioning Temiskaming Shores to thrive in the new creative economy. The five Strategic Directions outline a strategy for achieving the Plan's priorities, as well as the major Actions (or steps) that will be necessary in order to achieve this. The Plan builds on the city's already high quality of life, and is a recognition of the fundamental importance of culture as a pillar of sustainability.



APPENDIX A: CULTURAL DRIVERS

Below is the full text of the Cultural Drivers, as identified by participants in the Cultural Planning process.

ACCESSIBILITY TO CULTURE

Many people choose to live in Temiskaming Shores because of its natural setting and abundant recreational and cultural opportunities that give the region a high quality of life. However, for some members of the population, there are significant barriers that make access to those opportunities difficult. For example:

- Seniors, students, and lower-income residents without access to a vehicle find it challenging to get around the city on a transit system that is viewed as expensive, slow, and unavailable at off-peak hours;
- Although cultural and recreational activities in the city may be subsidized by tax dollars, fundraising, and volunteerism, affordability is an issue for some residents; and
- There is a need for greater effort to accommodate and reach out to the Francophone community, for example, by advertising for events in French in the media, in print, and on the radio, and by providing front-line City services in French as well as English.

Addressing these barriers will help Temiskaming Shores reach its full potential as a culturally vibrant community that is inclusive to all its residents.

HISTORY AND LANGUAGE

With the Francophone community making up nearly one third of the total population, Temiskaming Shores is a linguistically diverse municipality. The region in which Temiskaming Shores is located is steeped in a rich history that extends far beyond the era of European settlement to a time when First Nations people regularly paddled Lake Temiskaming. It is a history that reflects the triumphs and struggles of the area's three dominant cultures: the First Nations/Métis, and later the French and English European fur traders and settlers. This rich history should be acknowledged and celebrated for its important contribution to the uniqueness of Temiskaming Shores' cultural identity.

CRITICAL MASS

A critical mass of population, employment, and visitors is necessary to achieve cultural vibrancy, support retailers, and facilitate community amenities. Temiskaming Shores struggles to achieve the necessary critical mass, partly due to its relatively small population distributed across a large region and multiple centres, which compete for retail, cultural, and civic amenities. This situation is exacerbated by the presence of regional retail destinations on the urban periphery, which pulls visitors away from downtown areas. Encouraging more residents, workers, and visitors in the central areas of New Liskeard and Haileybury will help support a greater range of amenities and cultural activities.



Downtown New Liskeard

STRONG TOWN CENTRES

The heritage town centres of Haileybury and New Liskeard are regional assets that serve important commercial, institutional, and administrative purposes. They are also key places where culture is both produced and consumed, and therefore contribute significantly to the cultural vitality of the community. However, both are threatened by the expansion of highway-oriented retail, which siphons businesses towards the urban periphery and undermines the effort to achieve a critical mass of activity within each. Strengthening both will mean a stronger emphasis on developing a quality public realm, the preservation and adaptive reuse of heritage structures, encouraging retailers to stay open later, and directing new retail development to occur within them.

YOUTH

Temiskaming Shores is currently experiencing an outflow of youth, who face a lack of education, employment, and entertainment options within the community. Providing more opportunities for the younger generation of residents from Temiskaming Shores to remain in the community and to become more engaged locally is essential to achieving cultural sustainability.

CAPACITY-BUILDING & SUPPORT

Temiskaming Shores benefits from a plethora of engaged community organizations, active individuals, and local businesses. However, there is an opportunity to better leverage these resources by building capacity and providing increased support. Potential opportunities could include a centralized resource centre that would allow organizations and individuals to share resources, and could assist with grant writing and strategic planning, allowing organizations to focus more energy on efforts that directly benefit the local community. Similarly, new businesses in the cultural sector trying to get established would benefit greatly from professional guidance, business-planning support, and increased access to capital.



The Little Claybelt Homesteaders Museum, a local tourist attraction

CAPTURING TOURISM POTENTIAL

Temiskaming Shores is blessed with a strong base of cultural assets that include its rich history, cultural diversity, an abundance of local artists and musicians, renowned festivals such as the Bikers Reunion, two museums, the art gallery, local food production, excellent recreational infrastructure, and an exceptional natural setting on picturesque Lake Temiskaming. In addition, the presence of cultural assets in the greater region, such as Cobalt, Thornloe, and Elk Lake, boosts the overall tourism profile of Temiskaming Shores. Strengthening and better leveraging these cultural assets to create a more immersive experience of place will be an important strategy if the city is to increase its tourism potential.

A REGIONAL HUB

Temiskaming Shores is well established as a regional hub, providing healthcare and retail services to an extensive trade area. In addition, the city acts as a regional sports hub for tournaments and is well situated to accommodate overnight stays with a supply of 450 hotel rooms. To a limited degree, Temiskaming Shores is already attracting tourists on a regional scale for certain cultural activities and events, such as winter recreation and the Bikers Reunion. Building off this regional role, Temiskaming Shores has the opportunity to serve as a stronger cultural destination, tying together surrounding assets such as its proximity to Quebec and Lake Temiskaming.

ROLE OF THE MUNICIPALITY

The City of Temiskaming Shores has an important role to play in supporting local culture. There is a sense among the community that the City historically played a stronger role, but that this has diminished over time due to budgetary constraints. As a starting point, it should be recognized that cultural expenditures are not a cost, but an investment with well documented economic returns. Moving forwards, the municipality has the opportunity to play a more encompassing supporting role through the provision of coordination, support, and services. Even with budget limitations, seemingly small gestures by municipalities, such as the free use of facilities, tables, and chairs, can have large impacts for small charities and organizations.

COLLABORATION

An engaged population, a strong sense of volunteerism, and a desire to collaborate, has helped the local cultural sector in Temiskaming Shores to deliver a notable range of events and activities. However, a lack of overarching coordination within the cultural sector strains the community's limited resources. This disconnect is magnified at the regional level, and between Francophone and Anglophone groups. Enhanced collaboration within the cultural sector, as well as between the cultural sector, the business community, and the municipality, could lead to significant benefits in terms of the coordination of key dates, sharing of resources, and the pooling of talent and audiences. In addition, expanding the volunteer base to include a greater proportion of the younger demographic will help to sustain the cultural sector in the long-term. Overall, building stronger linkages through greater collaborations within Temiskaming Shores' cultural sector could have a significant positive impact on its sustainability.

FOOD & AGRICULTURE

Temiskaming Shores is located within a fertile agricultural belt that is an important economic driver for the region. Longer growing seasons have enabled local farmers to diversify beyond their traditional focus on dairy, and they now grow a wide range of crops including barley, canola, wheat, oats, soy, sweet corn, strawberries, raspberries, and vegetables. The success of Thornloe Cheese is an indication of the opportunity to leverage this important local asset by enhancing the connection between local food production and consumption through the creation of a local food cluster and a stronger focus on agritourism. The creation of a local food cluster is not only a way of leveraging an important local asset, but can help to generate an enhanced cultural identity for Temiskaming Shores, as well as build a competitive advantage through the creation of new cultural products.



“I see that our city
is full of people
with a strong sense
of community.”

Cultural planning process participant

