



Town of Sylvan Lake Cultural Master Plan

April 2017



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Executive Summary

Consistent with trends in municipalities across Canada, the Town of Sylvan Lake has developed a Cultural Master Plan to guide cultural development in the community over the next 7+ years. It has done so, recognizing the increasingly important role culture and cultural resources are playing in enhancing the quality of life and quality of place in the community, as well as contributing to economic development and diversification. As such, cultural development has strong connections to many of the Town's most important plans and priorities.

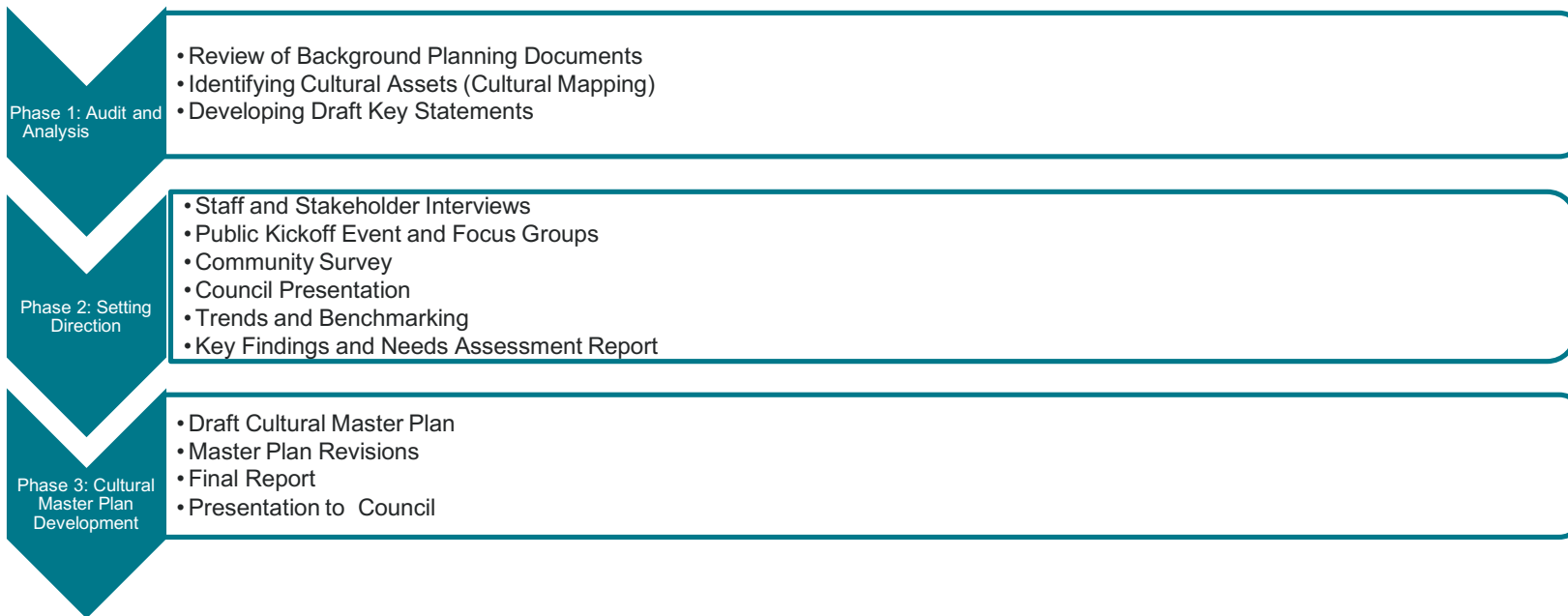
Areas of Focus

The Town identified the following areas to be addressed by the Cultural Master Plan.

- **Policy:** Includes an overarching vision, directed policies, and actions for the roles and responsibility for culture. The policy considers the linkages to municipal economic development, tourism, land use planning and development, other municipal policies and plans and other related initiatives.
- **Asset-based Cultural Development:** Recognizes the roles, strengths, and assets that individuals and organizations bring to creative community building within the Town of Sylvan Lake.
- **Administrative Structure/Supports and Resources:** Includes internal staffing, advisory committees, roles, who does what, as well as financial resources.
- **Programs, Services and Facilities:** Identifies opportunities for sector support considering cultural grants, public art program, historic properties, arts and heritage programs, archives, and current cultural development projects.

The Planning Process

The planning process was launched in August 2016 and is concluding in April 2017. To guide the development of the Master Plan, a Task Force of community members was struck. The planning process involved phases and tasks set out in the diagram below.



The result of all research and community engagement findings defined a Cultural Master Plan built on four overarching Strategic Directions. Each Strategic Direction supports a series of Objectives, which in turn set the context for specific Actions.

Cultural Master Plan Framework

Strategic Direction 1: Build Cultural Capacity

- Strengthen Communication and Collaboration
- Build Social Capital
- Address Cultural Governance and Leadership

Strategic Direction 2: Strengthen Municipal Roles and Policies

- Build Staff Capacity
- Establish New Policies

Strategic Direction 3: Leverage Culture-Led Revitalization

- Animate Public and Private Spaces With Cultural Activity
- Strengthen Festivals and Events

Strategic Direction 4: Strengthen Programs, Services, and Facilities

- Expand Cultural Programs for all Ages and Backgrounds
- Expand Performance and Exhibition Spaces in the Community

The list of Actions is a prioritized starting point based on research and community input at a point in time. It is by no means an exhaustive list of all the potential actions for the Town and its partners. New cultural initiatives and opportunities will emerge during the period addressed by the Plan. The Master Plan should not be viewed as a fixed document but rather a flexible one that evolves over time in response to changing circumstances.

Like many Alberta communities, the Town of Sylvan Lake faces a period of economic challenge owing to uncertainty in the oil and gas industry. In the short-term, these conditions will require that recommended Actions proposed in the Cultural Master Plan reflect these realities. However, discussions with Council, staff, stakeholders and community members made clear that the Master Plan must set out more aspirational long-term actions and initiatives consistent with identified community need.

1 Where Are We Now? Audit and Analysis

1.1 Planning for Culture

Culture is playing an increasingly important role in municipal planning and decision-making across a range of departments and planning issues. This is due to the growing recognition of the role culture plays in economic and broader community building agendas. Experience in communities, large and small, confirms the important role cultural development plays in enhancing the quality of life, attracting and retaining new residents and businesses, developing tourism and growing small business enterprises in the creative cultural industries.

To understand how culture could contribute to the community and economy in Sylvan Lake, a number of planning documents were reviewed. This review defined the planning context for developing the Cultural Master Plan. A full review of the Planning Context is found in the Key Findings and Needs Assessment Report– Section 2.1.

FIGURE 1: DOCUMENTS REVIEWED

Recreation, Parks & Open Space Master Plan (2010)	Feasibility Study for a Community Complex (2010)	Community Needs Assessment (2012)	Sylvan Lake Municipal Development Plan (2014)	Economic Impact Assessment of Sylvan Lake Tourism (2014)
Sylvan Lake Tourism Strategy, 2013-2018 (2014)	Council Strategic Planning Session, 2014-2015 (2014)	Central Alberta Destination Management Plan (2015)	Council Strategic Planning Session, Setting the Priority Agenda for 2016-2017 (2016)	Tourism Profile, 2016-2017 (2016)
Visitor Friendly Assessment and Action Plan (2016)	Waterfront Commercial District Branding, Development and Marketing Action Plan (2016) (Draft)	Community Social Master Plan 2016-2017 (2016)		

Five major themes emerged from the document review as opportunities for culture to connect to existing plans and priorities:

- Culture as a resource for downtown and waterfront revitalization
- Fostering collaboration among cultural, community and business groups
- Culture and social development
- Contributing to growing the tourism sector
- Recognition of the importance of cultural and recreational programs and activities.

1.1.1 Culture and Revitalization

Revitalization considerations are highlighted in a number of documents. The *Municipal Development Plan* calls for revitalizing neighbourhoods by attracting events, cultural and recreational facilities as well as incorporating public arts and culture into the overall planning for new and infill development. This type of development would support tourism development by broadening amenities and activities while providing residents with cultural and recreational experiences. The *Plan* also places an emphasis on urban design, placemaking¹ and enhancing the public realm². Establishing a comprehensive public art program and incorporating art and culture into the overall planning process are recommended when infill and new development are identified in the *Plan* for beautifying the community.

The use of cultural resources and activities as tools to support downtown and waterfront revitalization was a strong theme in the documents reviewed. Among the initiatives supported by the *Sylvan Lake Visitor Friendly Assessment and Action Plan* were beautifying vacant lots and façade improvement to support revitalization efforts along Centennial Street, as well as the Waterfront Area. The Town's purchase of a significant piece of waterfront land is a major opportunity for economic and broader community development. A strong cultural component is expected in this new development. Additionally, the *Community Social Master Plan* calls for the integration of public art and cultural facilities to ensure that residents have strong, positive, social connections in the community.

¹ Placemaking involves building attractive vibrant places in the community that attract people and fosters community interaction and engagement.

² The public realm is defined as any publicly owned streets, pathways, right of ways, parks, publicly accessible open spaces and any public and civic building and facilities. The quality of our public realm is vital if we are to be successful in creating environments that people want to live and work in.

1.1.2 Collaboration

The theme of collaboration is present in the *Council Strategic Planning Session 2014-2015* report, which advocates for establishing a collaborative policy framework to promote community-based initiatives. Building on this, the *Council Strategic Planning Session, Setting the Priority Agenda for 2016-2017* report outlines opportunities to partner with local high schools to develop joint facilities and to link facilities (e.g. schools and cultural facilities) so that resources can be pooled. This same planning document proposes improved and focused marketing efforts between community organizations and between community organizations and the municipality.

While these recommendations extend beyond culture, they point to the need for more focused efforts to increase collaboration, communication, and coordination among culture groups, as well as between cultural groups and partners such as schools, tourism businesses and agencies, recreational groups and facilities, among others.

This *Council Strategic Planning Session 2014-2015* report identifies the need for partnerships outside the community citing opportunities to establish cost-sharing agreements with neighbouring municipalities, as one means of proceeding with important community infrastructure, in the face of the fiscal restraints facing all jurisdictions.

Additionally, Sylvan Lake's recently completed *Community Social Master Plan* highlights collaboration as a guiding principle, discussing how sharing ideas and resources and working together will help the Town achieve its goals and use resources efficiently.

Further, the *Central Alberta Destination Management Plan* highlights the need to develop a collaborative destination leadership model. It proposes to leverage regional and inter-regional partnerships to develop complementary tourism packages with adjacent destinations and to undertake a regional approach to attracting private sector investment and influencing public sector involvement. The *Visitor Friendly Assessment and Action Plan* identifies opportunities to link tourism objectives with the Cultural Master Plan, as well as other municipal policies and plans.

1.1.3 Culture and Social Development

Sylvan Lake's *Community Social Master Plan* was completed in July 2016. The Plan set out to identify what quality of life meant to residents and what could be done over a three-year horizon to move toward a vision of Sylvan Lake as a safe and caring community where all residents enjoy a healthy quality of life. One of eight components of quality of life identified is "residents are engaged positively in the community." Cultural resources and activities are powerful ways of engaging people in their community. This can take the form of volunteers helping to organize events or support cultural organizations and the delivery of their programs. Community engagement is also fostered through people's coming together to participate in cultural activities

and experiences. Culture and heritage are sources of meaning and identity in people's lives, reinforcing a sense of connectedness and belonging in the community.

Connections between the town's social and cultural development can be found in the following recommended actions in the *Community Social Master Plan*:

- Promoting block parties and expanding opportunities to participate in arts and culture activities in the community as a way to allow residents to have strong, positive, social connections in the community
- Encouraging participation in interagency meetings to ensure that service providers are aware of all available programs and services as well as the priorities and planned future initiatives of other organizations addressing social needs in the community
- Raising awareness of the potential benefits of integrated planning and identifying organizations and individuals who offer similar programs that may benefit from joint planning as a way to increase collaboration between organizations delivering social (and cultural) programs and services in the community.

1.1.4 Expanding Tourism Opportunities

The tourism sector and tourism related opportunities are recognized as a key asset and economic driver for Sylvan Lake. The town welcomed over 761,000 visitors in one summer alone.³ Sylvan Lake's *Tourism Economic Impact Assessment* found that the tourism sector generated \$74,967,391 including \$25,743,081 in labour income.

The *Municipal Development Plan* also recognizes the potential to grow the economic impact of tourism, pointing to the need to enhance hospitality and tourism opportunities in Sylvan Lake, through harnessing the benefits of arts, culture, entertainment, hospitality, and tourism to create jobs and enhance the quality of life, as well as attracting special events. To this end, documents emphasize that the tourism sector contributes not only to economic development in Sylvan Lake, but also to the quality of life, community engagement, and other benefits.

The natural environment and ecotourism were highlighted as important elements of the town's tourism 'offer'. Existing adventure and ecotourism assets in the town have led to a high volume of tourists during the summer months.

The *Sylvan Lake Tourism Strategy*, however, notes the lack of public understanding, acceptance and support for the tourism sector as a key issue to address going forward. To support greater awareness and understanding, the *Council Strategic*

³ Sylvan Lake, Tourism Profile 2016-2017

Planning Session, Setting the Priority Agenda for 2016-2017 recommends increased communication and validation of the value of the tourism sector. This includes using existing communications channels (e.g. blogs, websites, presentations) to illustrate the economic value of the sector to the community.

The *Central Alberta Destination Management Plan* and the *Sylvan Lake Visitor Friendly Assessment and Action Plan* provide opportunities to support the growth of the tourist sector, including hiring a tourism development officer and developing a tourism friendly strategy.

1.1.5 Cultural and Recreational Assets

Many of the documents reviewed highlight the need and desire for more recreational assets, including sports, tourism, and culture-related opportunities. More specifically, two documents, the *Recreation, Parks & Open Space Master Plan* and the *Feasibility Study for a Community Complex* (the first study leading to the construction of the Multiplex NexSource Centre) recognized the opportunity to link recreational facilities with a community arts centre. Both documents identified the need for a culture centre in Sylvan Lake. The *Feasibility Study for a Community Complex*, completed in 2010, recognized the opportunity for the creation of a regional community hub that includes multiple recreational and cultural spaces capable of hosting large and regional sporting, cultural or entertainment events. These spaces and facilities can help address the demand for cultural programming space until a dedicated Cultural Centre, and additional cultural venues can be established.

The *Feasibility Study for a Community Complex* identified the potential to host large, regional sporting, cultural and entertainment events in a combined recreational and cultural facility. This would help to not only raise the profile of culture in Sylvan Lake but would also provide the opportunity of attracting larger scale events and their visitors. To this end, the regional hub would provide two key benefits to Sylvan Lake by providing additional cultural space for programming and exhibition, as well as supporting the growth of the tourism sector throughout the year. Documents reviewed also pointed to the desire for additional child- and youth-oriented cultural and recreational programming as a method of attracting younger families.

The number of parks and trails is also seen as an asset for Sylvan Lake, which could be further leveraged. The *Municipal Development Plan* suggests providing increased interconnectivity between local and regional parks and open spaces and maintaining the existing passive and recreational parks.

1.1.6 Conclusion

The Town of Sylvan Lake, through these planning documents, demonstrates an understanding of the fundamental role the arts, culture, and heritage play in economic and broader community development agendas. These plans, and their recommendations create a rich soil within which to develop recommendations in the Cultural Master Plan. The plans reviewed already make significant commitments to enriching the cultural life of the community as a means of contributing to a wide range of Town plans and objectives. The Cultural Master Plan must craft an agenda – both short-term and longer-term - that will contribute to advancing a new cultural agenda while adding value to existing Town goals and commitments.

1.2 Sylvan Lake's Cultural Resources

Cultural mapping is a systematic approach of identifying, recording, and analyzing cultural assets within a community. Sylvan Lake joins many municipalities across Canada, both large and small, in undertaking cultural mapping as a means of building a base of information to support cultural planning and development. Cultural Mapping works to identify local cultural resources and opportunities. It confirms both strengths and gaps in a community's cultural amenities and opportunities for participation. It is important to note that cultural mapping is an iterative and ongoing process, which continues to broaden and deepen information on cultural assets and resources in a community over time.

Figure 2 illustrates the Cultural Resource Framework (CRF), a consistent set of categories of cultural resources within which information on cultural resources can be organized and sustained over time.

FIGURE 2: CULTURAL RESOURCE FRAMEWORK



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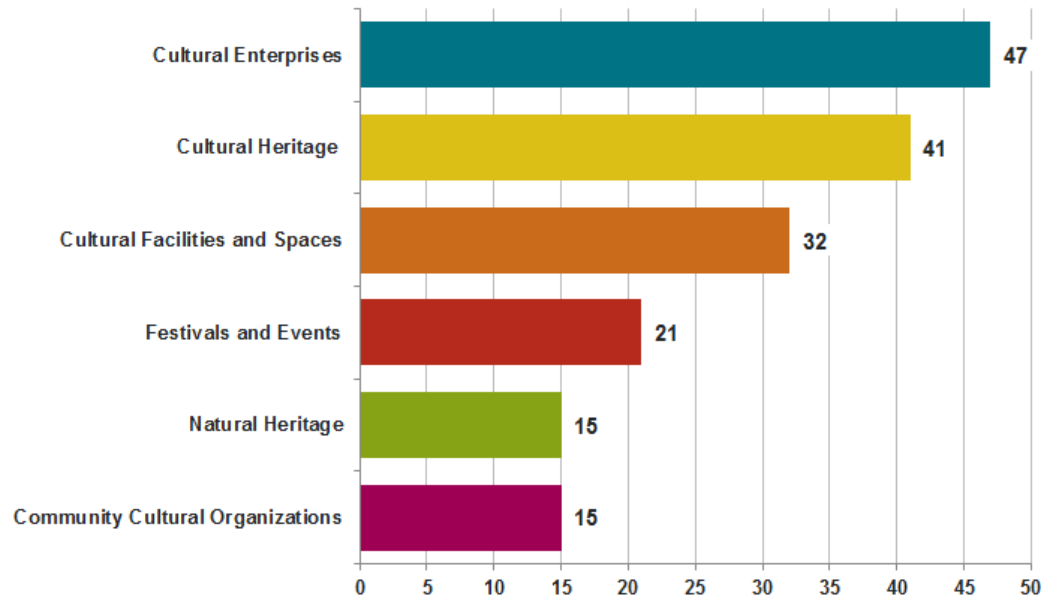
In total 171 cultural resources were identified ranging across six categories:

- **Cultural Enterprises** – these are for-profit and non-profit cultural organizations with staff and, in most cases, dedicated facilities (e.g. libraries, museums, bookstores, sound recording studios)
- **Cultural Heritage** – cultural heritage features or attributes (e.g. heritage buildings or sites, monuments)
- **Cultural Facilities** – spaces and places where cultural activity takes place (e.g. theatres, performing arts centres, schools and churches that open their doors for community cultural activities)
- **Natural Heritage** – natural heritage features or attributes (e.g. trails, parks, botanical gardens)
- **Festivals and Events** – a wide range of recurring (usually annual) programs and activities (e.g. fall fairs, street festivals, music festivals)
- **Community Cultural Organizations** – volunteer-run cultural groups (e.g. historical societies, craft clubs, community choirs)

While it does not fit neatly into these categories, there was a strong opinion expressed that the Town of Sylvan Lake itself should be considered one of the community's most important cultural resources and critical to advancing a progressive and sustainable cultural development agenda in the town.

Figure 3 below highlights the number of cultural assets found under each of the six CRM categories⁴. Following this chart, several select categories of cultural resources are presented that provide a fuller picture of these categories of assets. A full list of all Sylvan Lake cultural assets organized by category is set out in the Key Findings and Needs Assessment Report – Section 2.2 and in the Appendix.

FIGURE 3: TOTAL CULTURAL ASSETS



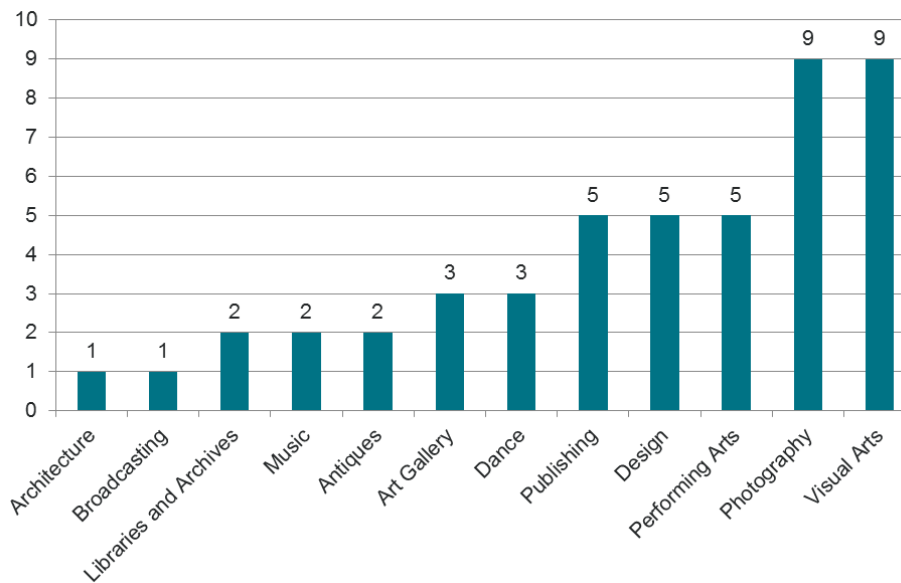
⁴ Individual artists and occupation were not collected for reasons of privacy. The suggestion of an Artists Directory where artists confirm their desire to have their names appear in the public domain is a suggestion that arose through the community consultation process.

1.2.1 Cultural Enterprises

Cultural enterprises, including for-profit and non-profit cultural organizations, make up 27% of all cultural assets. On the for-profit side, these include a number of visual arts and photography businesses. On the non-profit side, Sylvan Lake is home to the Sylvan Lake and District Archives and Sylvan Lake Municipal Library, two highly valued organizations in the community. The community consultations pointed to the lack of a museum or other heritage space to exhibit and highlight the town's history. It should be noted that there are other opportunities outside of developing a museum to support the exhibition of local heritage and history, including creating space in existing community facilities (e.g. recreational spaces, library, and town hall).

While there is a range of cultural businesses, as highlighted in Figure 4, there is an opportunity to grow the creative cultural industries, one of the fastest growing business sectors in Canada and internationally. These include digitally produced and distributed cultural products and services such as film and video, sound recording, digital and interactive media, computer games, among others. By establishing and supporting the growth of these industries, Sylvan Lake can grow its business sector and be in a stronger position to attract new residents and businesses.

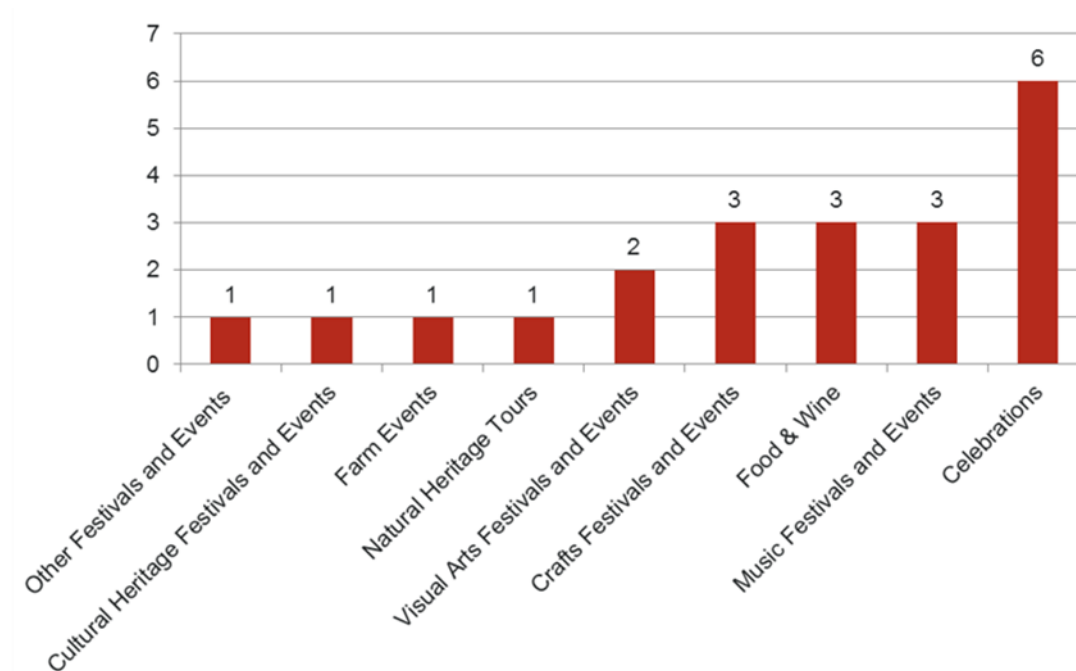
FIGURE 4: CULTURAL ENTERPRISES



1.2.2 Festivals and Events

Many consulted during the community engagement planning process indicated that the town's festivals and events were among its strongest cultural assets. Sylvan Lake is home to 21 festivals and events including a farmers' market, a natural heritage tour, three music festivals and six holiday or seasonal celebrations. Both Shake the Lake and Jazz at the Lake are significant music festivals that draw people from well outside the community. Sylvan Lake is also home to two outdoor movie screening events, including Movies in the Park at Centennial Park and the Sunset Cinema Series on Lakeshore Drive. In terms of the six celebrations, four are holiday celebrations (e.g. Spirit of Sylvan Yuletide Festival, Spooktacular Extravaganza) and two are considered season celebrations (e.g. Sylvan Lake Winterfest, Light up the Lake). The lack of year-round festivals and events was identified as a need to be addressed in the consultation process.

FIGURE 5: FESTIVALS AND EVENTS



1.2.3 Conclusions

A number of broad conclusions can be drawn from mapping findings.

- The town, overall, has greater assets in the performing arts than the visual arts and heritage
- This strength in the performing arts is manifested in part due to the strength of musical festivals
- There are opportunities to grow the creative cultural industries
- There is a lack of dedicated cultural space in the form of a Sylvan Lake Cultural Centre of some kind and a space devoted to celebrating the rich heritage of the town.

2 Where Do We Want to Be? Direction Setting

2.1 Community Engagement Process

Community engagement is critical to ensuring the Cultural Master Plan is grounded in the community needs and aspirations. The engagement process for the Master Plan consisted of the following elements.

Community Survey

A challenge in any community engagement process is reaching a broad and representative group of individuals in the community. There is a tendency for individuals who turn out to participate in public meetings, focus groups or interviews to be individuals who are already involved directly in supporting cultural activities. To connect beyond this group, a web-based survey was used to reach out to a wider cross-section of the community.

Community Consultation Kickoff

The Community Consultation Kickoff Event was held on January 24, 2017, at the Town's Family and Community Centre. The event was widely promoted in the community and attracted approximately 40 participants. The event provided residents and cultural stakeholders with an opportunity to shape an overarching vision to guide the Cultural Master Plan and to suggest specific strategies and actions needed to achieve that vision. The evening began with a presentation by the consultants, followed by small group discussions based on three Key Statements.

Key Statement 1: Culture Master Plans involve identifying and leveraging cultural resources to enhance the quality of life in our community.

Key Statement 2: Culture Master Plans involve identifying and leveraging cultural resources to support a strong economy, including tourism.

Key Statement 3: A key outcome of the Culture Master Plan will be to increase community understanding regarding the importance of cultural resources to Sylvan Lake and to build support for culture.

Interviews

Interviews were conducted in person and by telephone with a wide variety of individuals. These included municipal Councillors, staff members, and individuals representing a range of cultural organizations and activities. Interviews enabled the consulting team to delve in-depth into a wide range of cultural planning and development issues and needs. Close to 30 interviews were completed.

Focus Groups

Based on discussions with the Project Task Force, three focus groups were identified. These sessions enabled an in-depth discussion from the perspectives of youth and seniors. Young families were another important group targeted for discussion but it was not possible to confirm attendance for a focus group. Issues connected with young families were discussed in the youth focus group and a number of interviews.

Council Presentation

On January 23, 2017, a presentation, giving a summary of the project progress, was given to Town Council. The presentation included an overview of the planning process and some early findings.

Review of Draft Cultural Master Plan

In March and April 2017, the draft Master Plan was reviewed by Council, the Community Services Committee and Town staff. Strong input was provided that strengthened and sharpened the final document.

2.2 Community Engagement Findings

A full summary of themes uncovered from the community engagement can be found in the Key Findings and Needs Assessment Report – Sections 3.3 and 3.2.

2.2.1 Sample Community Survey Findings

A total of 68 individuals responded. Based on the experience of the consultants in communities of similar size to Sylvan Lake, this is a strong response to the survey. The survey asked a total of 7 questions. The following are responses to 3 questions using WordCloud. The larger the word in the diagram the more frequently it was found in responses.

Regarding the profile of respondents, 71% indicated that they were females while 29% indicated that they were male. Of the 68 people who completed the survey, the majority of respondents were between the ages of 35 and 64. No one under the age of 24 responded to the survey. This suggests that Sylvan Lake may face a challenge in engaging with this younger demographic – both individuals and young families. Finally, 22% of residents indicated that they have lived in the town for less than five years and 31% have lived in Sylvan Lake for longer than 20 years.

Question: What are the three most important physical cultural resources in the community for you?

FIGURE 6: IMPORTANT PHYSICAL CULTURAL RESOURCES



FIGURE 7: IMPORTANT NON-PHYSICAL CULTURAL RESOURCES



Question: What are the five most important words you would want to see in a vision statement for culture in a Cultural Master Plan for the Town of Sylvan Lake?

FIGURE 8: CULTURAL VISION STATEMENT FOR SYLVAN LAKE



2.2.2 SOAR Summary of Engagement Findings

To examine and consolidate findings from the engagement process, a SOAR (Strengths, Opportunities, Aspirations, Results) framework was used. As an alternative to a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, SOAR provides a more positive approach to strategic thinking and planning. It builds on what is already working well rather than focusing on Weaknesses and Threats.

FIGURE 9: CHARACTERISTICS OF A SOAR ASSESSMENT

S	Strengths What can we build on?	<ul style="list-style-type: none"> • What are we doing well? • What key achievements are we most proud of? • What positive aspects of cultural development have individuals and organizations commented on?
O	Opportunities What are our best possible future opportunities?	<ul style="list-style-type: none"> • What changes in demand do we expect to see over the next years? • What external forces or trends may positively impact development? • What are key areas of untapped potential?
A	Aspirations What do we care deeply about?	<ul style="list-style-type: none"> • What are we deeply passionate about? • As a Town, what difference do we hope to make (e.g. to residents, for institutions, to business development)? • What does our preferred future look like?
R	Results How will we know we are succeeding?	<ul style="list-style-type: none"> • What meaningful measures will indicate that we are on track to achieving our goals? • What resources are needed to implement our most vital projects and initiatives? • What are the key goals we would like to accomplish to achieve these results?

Strengths

- Making the best use of what we have
- Strong community spirit
- Strategic location between Calgary and Edmonton
- Pride in existing cultural resources and activities
- Vibrant artistic traditions, particularly with music
- Strong volunteer commitment (although challenges facing succession and recruitment of new volunteer leaders)
- Rich community history, including historical markets throughout the community
- Community vitality enhanced through strong festivals and events
- Respected cultural facilities, including the Sylvan Lake and District Archives and Sylvan Lake Municipal Library
- Opening of NexSource Centre multiplex facility, with some cultural meeting and programming space
- H.J Cody School arts programs and spaces accessible by the community
- Energy and ‘buzz’ emerging from summer cultural festivals – attracting residents and tourists
- Rich natural environment, including the lake, waterfront, and trails – a significant facet of quality of life that draws people to the community
- A large number of artists working at a high level of artistic talent
- Lower cost of living and high quality of life - assets that act to attract artists (as well as new residents) to the town
- Neighbourhood engagement – supported by the kit developed by the Town to assist neighbourhoods organize block parties
- Efforts to revitalize the downtown area through Farmers Market, Food Trucks, and Buskers during the summer months

Opportunities

- Use cultural resources to support and stimulate community engagement and residents’ sense of identity and belonging
- Develop an inventory of facilities and spaces in the community suitable for different cultural activities; use the inventory to identify gaps for future facility planning; make this information available for groups seeking space
- Plan to establish a small “black box”⁵ theatre, or use venues available in schools, to meet the need for a small performing arts venue
- Identify small spaces in the community, appropriate for displaying works of art or heritage exhibitions
- Ensure a strong cultural component in plans for the Waterfront Commercial District development, including public art
- Partner with the Landmark Theater to enable access by cultural groups for performances during theatre “downtimes”

⁵ A black box theater (or experimental theater) consists of a simple, somewhat unadorned performance space, usually a large square room with black walls and a flat floor. It is a relatively recent innovation in theatre.

- Utilize Centennial Park for additional events, including use as an outdoor music venue
- Utilize vacant buildings and store fronts as temporary art studios, venues, or exhibition spaces
- Provide additional visual arts classes and child/youth cultural programming
- Leverage Sylvan Lake's radio station the Anchor⁶ to highlight upcoming events and opportunities
- Strengthen coordination of marketing and promotion of cultural events and activities
- Develop small year-round performing arts events
- Leverage existing success and expand frequency of Farmers Market, Food Truck events and busking, especially during the summer season
- Reduce planning policies currently restricting live music in bars and restaurants in the town
- Establish an annual, weekend-long cultural festival along the main street with pedestrian priority
- Profile and promote local talent
- Encourage cooperation and collaboration between cultural organizations
- Partner with tourism organizations to establish cultural camps for locals and visitors
- Develop a Cultural Report Card to communicate progress on implementing the Cultural Master Plan and profiling other cultural success stories in the community
- Ensure a strong community perspective and connection to culture in the Tourism Festivals and Events Strategy

⁶ <http://tunein.com/radio/Sylvan-Lakes-Modern-Rock-The-Anchor-s224943>

Aspirations

- By embracing a shared vision and agenda, an arm's length cross-sector Cultural Roundtable in place and working collaboratively with the Town in implementing the Master Plan and supporting ongoing cultural development. The group be made up of a range of groups including the Town, arts and cultural stakeholders, community and business partners
- Cultural resources and activities stimulate community engagement and help build social capital
- Make use of the Community Services Committee to advise Council on matters pertaining to cultural planning and development in the town (i.e. support a governance function in culture)
- Seek opportunities to collaborate with neighbouring municipalities on a range of cultural matters including cost-promotion of events, collaborative programming, fundraising, marketing, cultural tourism, cost-sharing in new cultural facilities, etc.
- Connect economic development, social development and planning decisions with cultural development
- Develop a Public Art Policy and Program; connect the Policy and Program to plans and strategies aimed at downtown and waterfront revitalization and regional tourism strategies
- Establish a public art walking tour
- Explore the potential to hire a dedicated Town staff member (initially part-time) to support cultural development in the community
- Over the long-term, establish a dedicated Sylvan Lake Cultural Centre that could provide spaces for performances and exhibitions, educational programming, meeting rooms, etc. Other facility needs identified were a museum and expanded library that could potentially also be incorporated into the facility
- Encourage collaboration between the Sylvan Lake and District Archives and Sylvan Lake Municipal Library to mount small historical exhibitions for display in different venues in the community
- Embrace a vision of festivals and events that are "resident focused and visitor friendly"
- Acquire a portable stage and equipment to enable additional performances in Centennial Park and other places in the community
- Support and grow volunteerism with residents of all ages
- Develop resource materials ('kit') to support community and neighbourhood groups in organizing cultural events and activities across the community (similar to the Kit produced by the Town to support groups in organizing block parties)
- Increase awareness of existing resources and activities within the community
- Include information on cultural resources in Welcome Wagon packages for new residents
- Leverage cultural activities and opportunities, together with expanded shopping options in the downtown and waterfront commercial district, to keep visitors in the community for longer periods of time
- Encourage the celebration of cultural diversity through programs and events
- Increase communication and cooperation between cultural, arts, and heritage groups
- Aspire in the longer term to generate enough cultural information to warrant a dedicated cultural website/portal to promote cultural resources and activities; in the short term, leverage use of the Town's new website to include a wide range of cultural programs

- Establish additional programming for young adults and 'empty-nesters'
- Define strategies to provide a physical presence in the community of First Nations culture
- Create an Artists Directory, listing artist's contact information (with approval) and description of their work
- Promote cultural activity at the neighbourhood level through block parties, murals and public art, film nights, etc.
- Expand the current funding program for recreation and culture with additional funds; examine new cultural funding criteria to support and align with directions set out in the Cultural Master Plan
- Broaden attention to performing arts, beyond music, to include dance and drama
- Develop a new arts festival that celebrates arts in all its forms – possibly over a weekend

Results

- Communication and collaboration between cultural organizations and between cultural organizations and the Town have been strengthened
- New partnerships between cultural organizations and business and community groups have been established
- New partnerships have been established between the Town and neighbouring municipalities across a range of cultural development issues
- A dedicated staff position (initially part-time) has been established at the Town to assume a range of responsibilities including grant writing, supporting collaborative initiatives in the community, assisting in the delivery of Town programs, providing support to community groups to deliver programs, strengthening communications and promotion, assisting community groups in strengthening their operations, among others
- Strong cross-departmental collaboration in support of cultural development and other town development goals has been maximized
- Awareness and recognition of cultural opportunities have been expanded
- A Public Art Policy and Program has been developed and implemented
- Heritage policies and bylaws have been strengthened to support preservation of valued heritage buildings and sites
- Cultural activities are used to animate public space and enhance the public realm throughout the community
- Empty and/or underutilized buildings in the downtown are leveraged for additional cultural spaces and uses
- Festivals and events are strengthened through collaboration among festivals groups, the Town, and business and community interests
- Expanded year-round cultural programming has been established, especially during the winter months
- Interim performance and exhibition spaces are identified and utilized
- Cultural resources are supporting an increase in community engagement in Sylvan Lake
- A feasibility study for a new Cultural Centre has been completed (in the medium-term) that supports the need and further planning with the aim of establishing a Cultural Centre (long-term)
- Creative cultural industries have grown and expanded locally
- Cultural programming has been expanded to include activities for all ages
- A portable stage and equipment are in heavy demand to mount performances across the community

3 How Do We Get There? The Cultural Master Plan

3.1 Vision

In 2027, implementation of the Town of Sylvan Lake Cultural Master Plan will have contributed to the following changes in the community.

- Broad community awareness of the town's cultural resources contributes to strong community support for cultural groups and activities
- Flourishing cultural organizations and activities are stimulating community engagement and contributing to residents' sense of identity and belonging
- Cultural resources and activities are major contributors to the vitality of the downtown and waterfront areas, attracting residents and visitors
- Cultural activities and amenities are magnets, attracting artists and creative cultural industries, expanding small business enterprises in the community
- There is widespread awareness and understanding of the town's rich history and traditions, which are a source of community pride and identity
- Sylvan Lake is a year-round tourism destination appreciated by residents and visitors alike
- The Town of Sylvan Lake is widely recognized as a leading municipality, integrating culture into all facets of planning and decision-making

3.2 Guiding Principles

The following principles will guide implementation of the Cultural Master Plan and ongoing cultural development in Sylvan Lake.

- **Collaboration** – adopt a collaborative approach to cultural development, supported by sustained communication and collaboration among cultural groups, between cultural groups and the Town, community and business interests, and with neighbouring municipalities
- **Integrated Planning** – ensure cultural resources and opportunities are considered in all areas of Town planning and decision-making
- **Accessibility** – provide cultural opportunities, resources and activities that are accessible to residents of all ages, abilities, ethnicities, and economic circumstances and across all parts of the community

- **Fiscal Responsibility** – make the most efficient and effective use of Town resources, ensuring accountability and value for money
- **Innovation** – strive for continuous innovation in cultural planning and development, involving all stakeholders

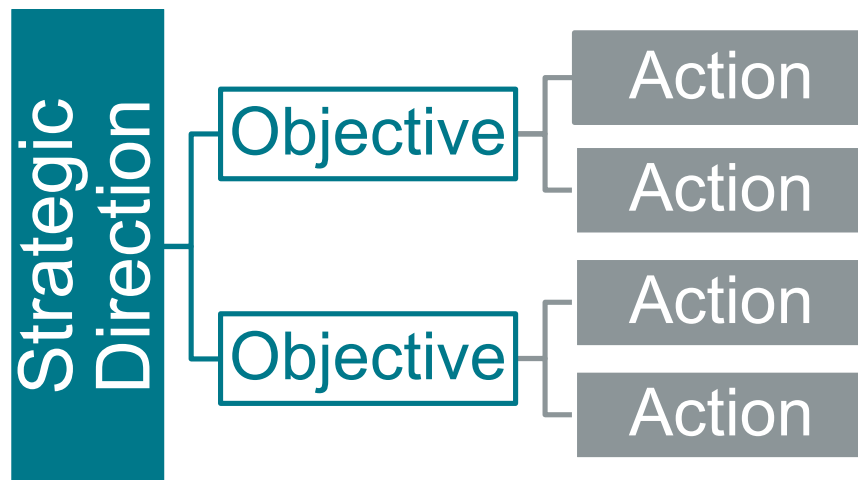
3.3 Strategic Directions, Goals, and Actions

The Sylvan Lake Cultural Master Plan is underpinned by four high-level Strategic Directions, intended to anchor and qualify a series of Objectives and Actions to be implemented by the Town, working with its community and business partners over the next ten years. The strategic framework for the Master Plan supports the Town's planning and policy priority, together with community needs and visions.

It should be noted that the list of Actions is a prioritized starting point, based on research and community input at a point in time. It is by no means an exhaustive list of all the potential actions for the Town and its partners. New cultural initiatives and opportunities will emerge during the period addressed by the Plan.

For the purposes of the Town of Sylvan Lake Cultural Master Plan the **Strategic Directions, Objectives and Actions** are presented in the following structure:

FIGURE 10: STRUCTURE OF RECOMMENDATIONS



Strategic Directions: The vision and desired outcomes that emerged from the strategic planning process and a view of the aspirations of the community's residents and stakeholders.

Objectives: How these Strategic Directions are to be achieved and what must be accomplished.

Actions: The concrete steps and initiatives the Town and its stakeholders will undertake to advance the Objectives and Strategic Directions.

Issue Category: The issue-type identified by the Town that all actions should fall within. Categories include:

- Policy (P)
- Asset-based Community Development (ACD)
- Administrative Structure/Supports and Resources (ASR)
- Programs, Services, and Facilities (PSF)

Priority Timing: The timeframe for implementing the proposed Actions fall into the following timeframes.

- Short-term (S) - 1 to 3 years
- Medium-term (M) - 4 to 6 years
- Long-term (L) - 7+ years
- Continuous (C) - over the timeframe of the Plan

3.3.1 Strategic Direction 1 - Build Cultural Capacity

Objective	Issue Category	Strengthen Communication and Collaboration	Priority Timing				Potential Lead/Partners	Outcomes
			S	M	L	C		
Action #1.1	ACD	Promote regular networking events for the cultural community, similar to Stony Plain's CultureFWD program ⁷					Local cultural community Local schools for youth volunteers	Increased awareness of cultural resources and activities The broad cultural community is working in a collaborative way. Fresh new ideas emerging from a new generation of volunteers
Action #1.2	ASR	In the short-term leverage the Town's (T) new website to raise awareness of cultural activities and opportunities. In the long-term, when sufficient content can be generated, consider building a dedicated cultural portal (CP)	T	T	CP			
Action #1.3	ACD	Create an Artists Directory to support communication among artists and promote their work to potential buyers						
Action #1.4	ACD	Develop a coordinated approach to recruiting the next generation of volunteer leaders in culture. Determine if needs in other areas such as recreation are similar and if so, consider a coordinated approach						
Action #1.5	ACD	Encourage collaborative marketing and cross-promotion of programming among cultural organizations						

Objective	Issue Category	Build Social Capital ⁸	Priority Timing				Potential Lead/Partners	Outcomes
			S	M	L	C		
Action #1.6	PSF	Promote cultural activity at the neighbourhood level through block parties, film nights, murals and community-based public art. Support this activity with Town organizational and programming resources					Library and Archives Sylvan Lake Film Society Sylvan Lake Community Partners	Increased community engagement across a range of activities Greater sense of belonging in neighbourhoods and
Action #1.7	PSF	Stimulate community pride and identity by installing interpretive panels telling the story of Sylvan Lake's history and achievements at strategic locations in the town including parks and along trails. Make use of						

⁷ See key Findings and Needs Assessment Report. Best Practices 4.2

⁸ *Social capital* is a form of economic and cultural capital in which social networks are central, transactions are marked by reciprocity, trust and cooperation and where market forces produce goods and services not mainly for themselves, but for a common good.

		similar panels or other historical/cultural elements to stimulate a sense of place in new neighbourhood development					Association	the community as a whole
Action #1.8	ACD	Encourage the celebration of cultural diversity and inclusion as a facet of festivals and events in the community					Festival Organizers	Expanded knowledge of community history A culture of diversity and inclusion
Action #1.9	ASR	Establish regular meetings and interaction with the Community Services Committee to identify ways in which cultural resources in the community can advance the goals and agenda of the Community Social Master Plan					N/A	N/A

Objective	Issue Category	Address Cultural Governance and Leadership	Priority Timing				Potential Lead/Partners	Outcomes
			S	M	L	C		
Action #1.10	ASR	Undertake a community development initiative to create a Cultural Roundtable as a cross-sectoral leadership group in the community to support the implementation of the Cultural Master Plan. Building relationships between the Town (who will provide initial leadership) and its cultural, community and business partnerships will establish connections, generate ideas and foster enthusiasm to move culture forward. This will involve an action-oriented, task-based group working to implement the Cultural Master Plan					Cultural community and stakeholders (with stronger networks and collaboration) Community and business partners (including the Chamber of Commerce, etc.)	Mobilizing of public-, private- and voluntary-sector partnerships and resources supporting cultural development Cultural community and Town administration are working together in a coordinated fashion
Action #1.11	ASR	Organize an annual Cultural Forum for community members, stakeholders, and the Town to celebrate achievements in implementing the Master Plan over the past year, recognize other cultural initiatives and achievements, and undertake "opportunity citing" to identify new ideas and initiatives						
Action #1.12	ASR	Consider developing a Cultural Report Card to celebrate progress in implementing the Cultural Master Plan and other cultural success stories in the community					N/A	Providing transparency and accountability in

								implementing the Master Plan and monitoring other cultural achievements
Action #1.13	PSF	Identify and pursue opportunities to partner with neighbouring municipalities on a range of cultural planning and development issues, including potential cost-sharing in cultural facilities. This will be completed by the Intermunicipal Collaborative Framework					N/A	Leveraging shared resources to realize outcomes in culture Completion of the Tourism and Event Strategy

3.3.2 Strategic Direction 2 - Strengthen Municipal Roles and Policies

Objective	Issue Category	Build Staff Capacity	Priority Timing				Potential Lead/Partners	Outcomes
			S	M	L	C		
Action # 2.1	ASR	Ensure the Town's three-year Council Strategic Plan and Business Plans includes a dedicated staff position (part-time term position in the short-term increasing to full-time in the medium-term). Dedicated staff is needed to provide leadership and continuity in implementing the Master Plan. The staff position must bring experience and expertise in cultural development.	P/T	F/T			N/A	Staffing resources for culture are allocated based on Town planning cycles Strengthened Town leadership in cultural development
Action # 2.2	ASR	The Cultural Master Plan must be considered a corporate plan with responsibilities for its implementation spanning multiple departments. Connecting cultural planning and decision-making with plans and policies in agendas related to planning and development, economic development and social development will be critical to the success of the Cultural Master Plan.						Town departments work in a coordinated fashion to advance mutual goals
Action #2.3	ASR	Use the Community Services Committee as the designated Council committee to review matters related to cultural development in the town and bring matters forward to Council for consideration (i.e. the						Culture has a strong voice with Council through the

		governance body for culture)						Community Services Committee
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Objective	Issue Category	Establish New Policies and Programs/Procedures	Priority Timing				Potential Lead/Partners	Outcomes
			S	M	L	C		
Action #2.4	P	Arts, culture and heritage groups participate in consultation and community engagement when shaping planning or economic development plans/strategies where connections can be built					Arts, culture and heritage groups	Embedding cultural resources and opportunities in the Town's plans and priorities Plans for waterfront and downtown regeneration include strong policy commitments to public art as integral to redevelopment plans
Action #2.5	P	Establish a public art policy (P) and program (PR) to beautify the community and support revitalization efforts in the waterfront and downtown areas	P	PR				
Action #2.6	P	Seek to strengthen heritage preservation policies with the next revision of the <i>Land Use By-Law</i>					N/A	Heritage buildings and sites are given greater protection

3.3.3 Strategic Direction 3 - Leverage Culture-Led Revitalization

Objective	Issue Category	Animate Public and Private Spaces with Cultural Activity	Priority Timing				Potential Lead/Partners	Outcomes
			S	M	L	C		
Action #3.1	ACD	Increase cultural activities in the downtown and waterfront areas to attract people to visit and shop, thereby supporting local businesses and keeping people in the community longer					Chamber of Commerce Culture organizations	Culturally vibrant downtown and waterfront areas
Action #3.2	P	Ensure strong input from cultural groups in shaping new plans and policies for the Waterfront Commercial District					Downtown and Waterfront District businesses	More people visiting and shopping in these areas
Action #3.3	ACD	Strive to grow the size and frequency of the Farmers Market, Food Truck events and busking to draw more people into the downtown					Commercial building owners	A mature cultural community engaging in important planning and development decisions
Action #3.4	ACD	Explore an operational model such as an artists' co-op that could work at securing studio space, exhibit space etc. in the downtown area					Local visual artists and performers	

Objective	Issue Category	Strengthen Festivals and Events	Priority Timing				Potential Lead/Partners	Outcomes
			S	M	L	C		
Action #3.5	ACD	Continue to provide support to the town's existing successful festivals. For example through grants, road closures, site checks, Special Event Permitting assistance, etc.					Artists and cultural organizations	Festivals and events are part of a year-round cultural and tourist calendar
Action #3.6	ACD	Organize small-scale music events around the community year-round					H. J. Cody arts programs	Cultural activities are available close to where people live
Action #3.7	ACD	Explore opportunities for year-round programming to serve residents and to lengthen out the tourism season					Jazz at the Lake Shake the Lake	
Action #3.8	ACD	Encourage and support performing arts activities in the community outside of music (e.g. dance and drama events/activities)					Yuletide festival Dance studios	A wider range of events is available for residents and visitors Year-round activities support local business

3.3.4 Strategic Direction 4 - Strengthen Services, Programs, and Facilities

Objective	Issue Category	Expand Cultural Programs for all Ages and Backgrounds	Priority Timing				Potential Lead/Partners	Outcomes
			S	M	L	C		
Action #4.1	ACD	Establish additional programming for young adults and 'empty nesters'					Cultural organizations Neighbourhood Associations Municipal Library Archives First Nations representatives	All age cohorts within the community have access to cultural programming Cultural programming is accessible across community resulting in growing appreciation and participation in town cultural activities Heightened appreciation for community heritage and of First Nations history and presence in the area
Action #4.2	ASR	Acquire a portable amphitheater and equipment (e.g. lighting and sound) to extend venues for performances throughout the community						
Action #4.3	PSR	Over time, expand resources allocated to the current grant programs serving recreation and culture. Review criteria for cultural funding in the context of directions and priorities defined by the Cultural Master Plan						
Action #4.4	ACD	Encourage collaboration between the Archives and Library in mounting small historical exhibitions for display in different venues in the community. Identify appropriate public and private exhibition spaces. Use the initiative to explore First Nations history						
Action #4.5	ACD	Identify strategies to recognize First Nations history in the area. Establish a physical presence for First Nations in the community through public art or other strategies						
Action #4.6	ACD	Establish a self-guided walking tour (real and virtual) to profile Sylvan Lake's community and cultural assets						

Objective	Issue Category	Expand Performance and Exhibition Spaces in the Community	Priority Timing				Potential Lead/Partners	Outcomes
			S	M	L	C		
Action #4.7	PSF	Develop an inventory of spaces (including the size and nature of spaces, in addition to specialized facilities or equipment) across the community to address short-to-medium term space requirements. Draw on the inventory of spaces developed by the Tourism Festivals and Events Strategy. Use this information to support future facility planning as well as making the inventory accessible to groups seeking space in the community					Landmark Theatre Business Owners Artists and cultural organizations Chamber of Commerce	Cultural groups have a range of appropriate spaces to showcase their talents and activities The Town's long-range capital plans incorporate the needs of the cultural sector
Action #4.8	PSF	Building on findings from #4.7 commit "to making the best use of what we have" with existing facilities. Make maximum use of the newly available space at the NexSource Centre (e.g. "Night of the Arts at the NexSource Centre"). Communicate use of the Centre as a cultural as well as sports and recreation facility					Schools	
Action #4.9	PSF	Undertake a feasibility study to assess the needs and potential for a Cultural Centre in Sylvan Lake.						
Action #4.10	PSF	Based on the results of the feasibility study, explore further planning for a multi-purpose Cultural Centre that may include (but not be limited to) a performance venue (with good lighting, sound and acoustics), an exhibition area, programming space, (including working spaces), meeting rooms, library, museum and archives. The feasibility study will define the best combination of facility components						
Action #4.11	PSF	Explore the use of performance venues at the schools as a potential black box theatre						

4 Implementation Plan

The previous section of the Cultural Master Plan has set forward a 7-year + agenda of Actions to be undertaken by the Town working in collaboration with its cultural, community and business partners. The timing assigned to each Action is presented as an initial guide but will inevitably shift as the Master Plan is implemented and new opportunities or unforeseen challenges emerge.

It is proposed that staff from across those departments identified in the Master Plan be charged with developing a detailed Implementation Plan for the first three years (i.e., the Short-Term time horizon) of the current Master Plan. This Implementation Plan should:

- Confirm which Actions to be assigned to Years 1, 2 or 3
- Develop individual project plans for each Action in Year 1 setting out
 - Tasks and timelines
 - Responsibilities
 - Budget estimates
- For those Actions requiring/requesting resources from the Town, ensure planning is aligned with Town planning and budget cycles

A review of progress implementing the Master Plan should be formally undertaken in Year 4.

As one step toward developing a Short-Term implementation agenda, a series of short-term priority areas have been identified below based on input from the Cultural Master Plan Task Force, Council, the Community Services Committee, and Town staff.

4.1 Short-Term Priority Areas

Short-term Actions span the first three years of implementing the Cultural Master Plan. Within this short-term larger agenda, there are a series of priority areas and Actions that should receive immediate attention if subsequent Actions are to be successfully implemented.

4.1.1 Strengthen the Municipal Role

The Cultural Master Plan must be understood and embraced as a corporate plan cutting across a range of departments and planning areas.

- **Action # 2.1 – Establish a dedicated part-time term position to support cultural development.** By the end of Year 3 of Implementing the Master Plan, secure a part-time term staff position dedicated to supporting cultural development. The position will provide needed leadership and continuity in implementing the Cultural Master Plan.
- **Action # 2.2 – Implement a corporate or cross-departmental approach to implementation of the Master Plan.** One means of operationalizing this priority is scheduling regular (e.g. quarterly) meetings of relevant staff from across departments to review progress in implementing the Cultural Master Plan and to identify new areas for potential collaboration in cultural development.
- **Action #2.3 - Adopt the Community Services Committee as the designated Council Committee as the governance structure for culture.** Consider if revisions to the terms of reference and membership of the Community Services Committee are appropriate given its broadened mandate.

4.1.2 Early Successes

In order to sustain the enthusiasm and momentum generated through development of the Cultural Master Plan it will be important to identify a number of proposed Actions that it is anticipated can be implemented early in the process. Such Actions include (but are not limited to) the following.

- **Action # 1.2 – Leverage the use of the Town’s new website to promote awareness of cultural activities and opportunities in the Town.** Until a critical mass of cultural content can be generated on a regular basis to populate a stand-alone portal, the Town’s website is able to play this role of raising awareness and participation in culture in the town.
- **Action # 4.2 - Acquire a portable amphitheater and equipment (e.g. lighting and sound) to extend venues for performances throughout the community.** Examine options in such equipment and consult other communities that have made successful use of such equipment.
- **Action # 4.6 - Establish a self-guided walking tour (real and virtual) to profile Sylvan Lake’s community and cultural assets.** Profile artistic/cultural (including public art), cultural and natural heritage assets.

4.1.3 Make the Best of What We Have

- **Action # 4.7 – Develop an inventory of spaces in the community that can be used for cultural purposes.** Draw on findings from the Tourism Festival and Events Strategy being undertaken by the Chamber of Commerce. Make use of the information to inform future facility planning and to make the community aware of spaces that can be used for cultural purposes.
- **Action # 4.9 – Undertake a feasibility study for a Cultural Centre** - Building on a commitment to “make the best of what we have” in existing facilities, including space at the NexSource Centre, assess the needs and potential for a Cultural Centre in Sylvan Lake.

4.1.4 Connect People and Foster Ideas and Innovation

- **Action #1.10 – Establish a Cultural Roundtable** as a cross-sectoral leadership group to support implementation of the Master Plan. Undertake a community development process to establish and build the capacity of the Cultural Roundtable to play a leadership role, with initial support and leadership from the Town.
- **Action # 1.11 – Organize an annual Cultural Forum** – Provide an opportunity for residents and stakeholders to come together to foster enthusiasm and to build shared knowledge and awareness by celebrating achievements in implementing the Cultural Master Plan and other cultural initiatives/achievements over the past year. Use the Forum as a source of new ideas and innovation.

4.2 Monitoring and Evaluation

Performance measures and indicators are gaining greater attention in Canadian municipalities. One source of insight is the *Municipal Cultural Planning Indicators and Performance Measures Guidebook* prepared in 2011 by the Canadian Urban Institute. The report sets out a wide range of indicators and performance measures as well as a process to identify and implement an effective monitoring and evaluation system. Five categories of indicators are provided, addressing a range of community benefits or outcomes:

- **Fostering Creativity** – refers to the capacity to create the conditions for creativity to flourish. Measured through investment in financial, human and social capital
- **Creating Wealth** – refers to the ability of a place to generate wealth. Measured by attracting visitors, leveraging investments and attracting cultural occupations and industries
- **Creating Quality Places** – refers to the resources and policies that foster a sustainable quality of life for all individuals. Measured by cultural facilities and spaces, public realm, environment and conditions of livability of a place
- **Strengthening Social Cohesion** – refers to cultural activities and experiences that bring people together and promote the well-being of individuals. Measured by increased social capital, new skills, increased participation and integration.
- **Organizational Change** – refers to the integration of cultural planning across all facets of municipal government and decision-making. This can be measured through policy, municipal structural change and collaboration.

The Guidebook suggests that the first step to take in developing a set of indicators is to decide what “story” the municipality wants to tell through its monitoring and evaluation. Generally, this “story” is tied to municipal plans and priorities. Once adopted, an early priority in the implementation of the Culture Master Plan should be convening a meeting with Town staff to determine the suite of indicators best suited to the Town’s needs.

In the beginning the Town should select a limited number of indicators as well as indicators that are not tremendously labour intensive to implement. Once a suite of indicators has been selected, it is recommended the Town work collaboratively with the Cultural Roundtable and other community leaders to monitor progress in implementing the Master Plan through a regular Report Card (Action 1.12). The Report Card provides a means of updating Council, the cultural sector, and the wider community on progress in implementing the Plan as well as in profiling new cultural initiatives not profiled in the Plan. The frequency of the Report Card should then be determined, with some municipalities producing annual reports and others reporting on a less frequent basis (perhaps every two years) to reduce the time and resources required.