



NAVIGATOR

Culture, Economy, Community:

A CULTURAL PLAN FOR CHATHAM-KENT

FINAL REPORT – DECEMBER 2007

AUTHENTICITY
Creating Urban Wealth

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THE PROJECT

Planning Assumptions

Chatham-Kent joins leading municipalities across Ontario in acknowledging the importance of culture to local economic development and in turning to new municipal cultural planning (MCP) approaches to leverage economic returns. MCP embraces a different set of assumptions than those used in the past, assumptions that underlie the Cultural Plan for Chatham-Kent. MCP is:

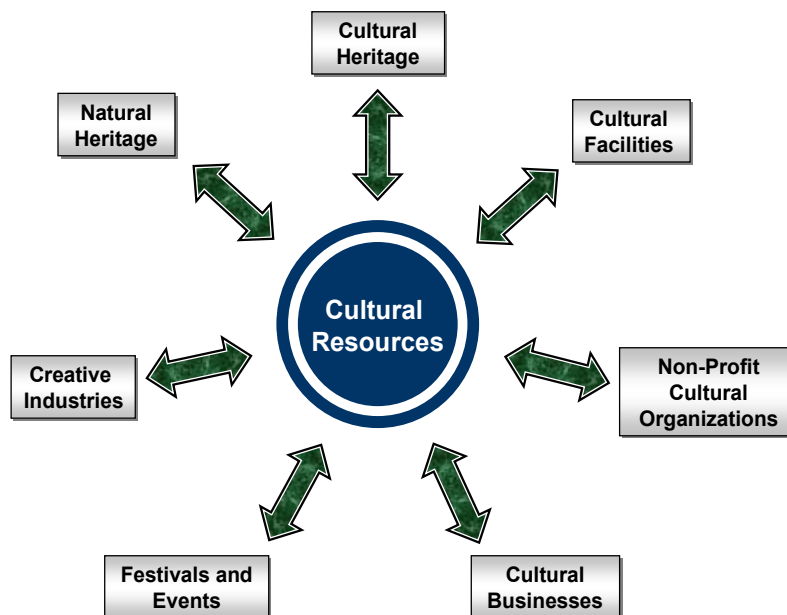
The strategic and integrated planning and use of cultural resources for economic and community development.

Municipal Cultural Planning Partnership

Defining characteristics include:

- *Cultural resources* – MCP embraces a broad definition of cultural resources (below)
- *Cultural mapping* – MCP is built on cultural mapping which is a systematic approach to identifying a community’s cultural resources.
- *New municipal roles* – MCP requires municipalities to broaden their role assuming broader and more strategic roles and responsibilities.
- *Community partnerships and shared governance* – MCP is built on collaboration and shared decision-making between the municipality and its business and community partners.

Definition of Culture - ‘Culture’ is a notoriously difficult concept to define. In the widest sense, culture is understood as *the unique ways of life that characterizes a community or social group*. It is comprised of all elements – both tangible and intangible – that combine to define the unique identity of a community. While this broad understanding of culture is important, the focus of the Cultural Plan is focused more concretely on a specific set of *cultural resources* illustrated below.



Acknowledgements

The consultants would like to thank all those who contributed to the study. Thanks to the many that responded to surveys and participated in community forums for their ideas and input.

Community Leaders Group

The consultants wish to thank members of the Community Leaders Group that brought time, enthusiasm and strategic insights to the project. In particular thanks are owed to two people who invested tremendous time and energy in the project. The Community Leaders Group was chaired by Anne Gilbert, Community Futures Development Corporation. The staff liaison was Janet Raddatz, Manager of Culture and Special Events.

<p>Council</p> <p>Mayor Randy Hope</p> <p>Councillor Bill Weaver</p>	<p>Cultural Organizations/Businesses</p> <p>Dan Donaldson, Ike Erickson, John Gardner, Leonard Jubenville, Marion Matt, Shannon Prince</p>
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Working Group Members - The following individuals provided thoughtful input to Working Groups struck to develop specific proposed action at the conclusion of the project.

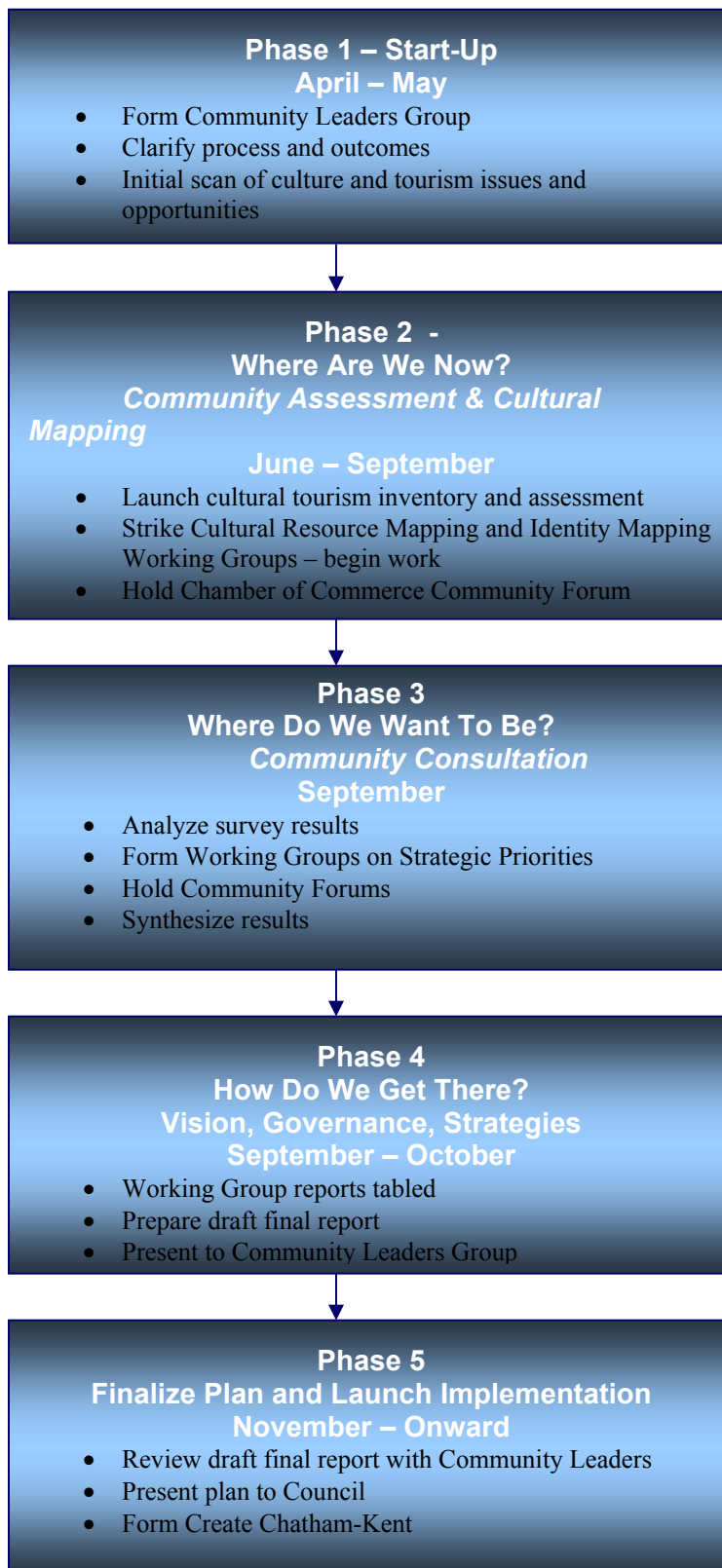
Helen McLaren, Penny McGregor, Chris Ford, Tracy Callaghan, John Lawrence, Alan Devillaer, Arthur Pegg, Alysson Storey, Ken Tremblay, Janet McGuigan, Catherine Fitzgerald, Janice Wieringa

Ex-Officio Government Representatives - Barb Burgess, OMAFRA; Darren Winger, Ministry of Culture

Consultants - Dr. Greg Baeker, AuthentiCity; Steven Thorne, Steven Thorne Associates

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The Planning Process



SUMMARY

Conclusions

Culture and tourism are priorities for the Municipality of Chatham-Kent. They are highlighted as key economic assets and priorities for economic development in the recently completed *Economic Development Strategy for Chatham-Kent*. Council identified culture and tourism as priorities in the *Municipal Strategic Directions and Goals 2007-2010*.

This report is the result of a study approved by Council in late 2006 and undertaken between April and November 2007. The purpose is to establish a set of assumptions and actions to maximize culture's contribution to economic and broader community development agendas in Chatham-Kent. The Cultural Plan for Chatham-Kent (CPCK) is rooted in the following core elements.

Our Vision of Culture

The Corporation of the Municipality of Chatham-Kent embraces the following vision to guide its work.

We see creativity and culture as central to what makes us a community in which people wish to live, work, play and invest.

We see our creative and cultural industries as important and expanding sources of employment and economic growth.

We see culture as the foundation of our shared identity as a municipality.

We see a dynamic cultural tourism destination built on strong cultural attractions and our unique history and identity as a community.

We see the authenticity and vitality of our downtowns as essential cultural and economic assets.

We value and support strong cultural organizations working together toward shared purposes.

We value creativity and culture as tools for celebrating diversity and fostering inclusion.

Municipal Roles and Community Partnerships - Implementing this vision requires the Municipality to realign its resources and to play a stronger role in strategic planning, policy and community development described in more detail later in this report. The CPCK also proposes the creation of Create Chatham-Kent (Create CK) as a new mechanism to support collaboration between the Municipality and its business and community partners.

Strategic Priorities and Actions – Research and community consultation identified a comprehensive set of strategies and actions to mobilize cultural resources in Chatham-Kent in support of economic and broader community development. These are summarized in the following pages.

Cultural Tourism - Cultural tourism is a central focus of the CCK. *Building Capacity, Realizing Opportunities: Cultural Tourism in Chatham-Kent Situation and SWOT Analysis* is a major report completed as part of the study process. The full report is available on request. Major findings and recommendations are summarized later in this report. At the heart of tourism findings is the following vision statement.

A Vision Of Cultural Tourism In Chatham-Kent In 2017

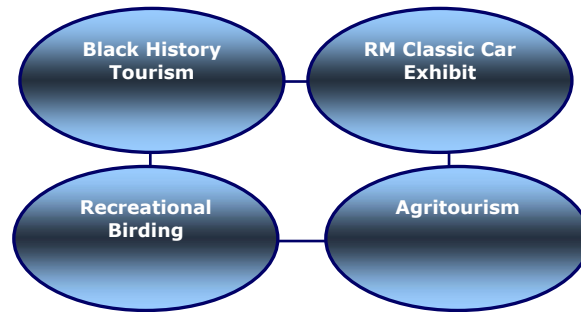
The year is 2017. For the past 10 years, Chatham-Kent has engaged intensively in developing and marketing its cultural tourism assets. Its reputation as a cultural destination is well established in the Municipality's domestic and U.S. markets. The Chatham-Kent tourism brand is widely recognized and is responsible for a significant growth in visitor volume and revenues. The success of cultural marketing effort has spurred restaurateurs to develop new culinary experiences. Hoteliers have upgraded properties and established new properties to meet the growing demand generated by discriminating cultural travelers.

Travel to Chatham-Kent from the United States and Canada has increased substantially, driven primarily by the penetration of the Black History market. Profiled extensively in travel publications and web sites in Michigan and beyond in the U.S. and throughout Canada, Chatham-Kent's Black History experiences combined with the remarkable success of the new RM Classic Car Museum - which generates more than 300,000 admissions annually - have driven increased market awareness. The award-winning Capitol Theatre draws strong regional audiences contributing to a significant increase in Chatham-Kent's share of the Ontario travel market. Along with its reputation as a destination for Black History tourism and for classic car aficionados, Chatham-Kent is also recognized as a premier Canadian destination for recreational birding, and a leading agritourism destination.

The economic impacts of cultural tourism have resulted in increased investment in cultural assets by the Municipality, the Province of Ontario, the Government of Canada, and local business. These investments have broadened and deepened the range of Chatham-Kent's cultural experiences. Attractions and experiences that in 2007 were deemed not market ready have been strengthened and developed. Cultural tourism is widely understood as an essential part of a larger vision of sustainable economic and community development that has been fully embraced by the Municipality. Cultural resources are understood to be central to the quality of life that attracts and retains a vibrant, young, educated population and workforce. Culture defines the shared identity and sense of place across the municipality that has overcome the legacy of amalgamation in the 1990s.

A range of award winning marketing vehicles, promotions, and communications strategies support Chatham-Kent's cultural experiences and provide a high level of visibility for restaurants, hotels, and other local business. Above all, the visitor experience of Chatham-Kent is one of quality and authenticity. Chatham-Kent's cultural tourism initiative is a success story in cultural tourism development, and serves as a model for like initiatives elsewhere.

Primary Cultural Tourism Opportunities in Chatham-Kent



Strategic Priorities and Actions

Community consultations identified the following strategies and actions. They are organized in three categories.

Organizing Ourselves - Municipal Roles and Community Partnerships

Implementing the CPCK requires new roles and responsibilities on the part of the Municipality and its business and community partners. These actions deal with these new roles and relationships.

Building Capacity to Support Culture

Implementing the CPCK requires putting in place three core strategies to support everyone working more effectively: Cultural Mapping; Community Awareness and Engagement; Strengthening Cultural Organizations and Networks.

Cultural Tourism Strategies

Strategies and actions related to expanding and strengthening cultural tourism in Chatham-Kent as set out here.

Organizing Ourselves - Municipal Roles and Community Partnership

Strategic Priority	Objective	Identified Actions
Municipal Capacity Building	Establish Inter-departmental Culture Team	<ul style="list-style-type: none"> Establish Team <ul style="list-style-type: none"> Confirm mandate Appoint members – e.g., Directors of Planning, Economic Development, Community Services, Library Services; Manager, Culture and Special Events, and Coordinator, Community Partnerships, plus others as required
	Establish Mandate and Roles	<ul style="list-style-type: none"> Review and confirm proposed mandate and roles, adjust as needed Ensure this mandate complements and addresses other corporate priorities identified in the Economic Development Strategy and Municipal Strategic Directions 2007-2010.
	Develop Organizational Plus Staffing Proposals	<ul style="list-style-type: none"> Consider organizational options set out in the CPOCK – assess in light of the overall Corporate Review process Ensure input from Create CK Consider new staffing requirements to implement the CPOCK – assess in light of the Economic Development Strategy and Municipal Strategic Directions.
	Develop Multi-Year Implementation Plan	<ul style="list-style-type: none"> Develop detailed plans and budgets to implement the CPOCK ensuring integration with other Corporate priorities, in particular Economic Development Strategy Ensure the Municipality ‘leads by doing’ addressing its own critical facility and program needs
Create Chatham-Kent (Create CK)	Develop Detailed Implementation Proposals	<ul style="list-style-type: none"> Establish Transition Board for Create CK to confirm formal mandate, founding members Define a specific role for Create CK in cultural tourism development Propose ongoing financial and administrative support Develop 3 year operating and project workplan and budget Ensure effective collaboration with business and community partnership, especially those identified in Economic Development Strategy Present to Council
	Establish Create Chatham-Kent	<ul style="list-style-type: none"> Establish regional Cultural Action Teams (CAT) Establish Task Forces as needed to address priorities addressed in the CPOCK Secure financial support for three years from the Municipality and other community sources
	Convene First Summit	<ul style="list-style-type: none"> Determine date, venue, agenda Promote widely and deliver Summit

Building Capacity to Support Cultural Development

Strategic Priority		Identified Actions
Cultural Mapping	Establish Necessary Project Resources	<ul style="list-style-type: none"> • Confirm approvals and recruit contract staff
	Complete Baseline Mapping	<ul style="list-style-type: none"> • Complete consolidation, coding and cleaning of data • Ensure effective administrative and policy interface with other municipal databases • Create self-posting tool for organizations • Develop and establish mapping icons
	Establish Partnership Framework	<ul style="list-style-type: none"> • Confirm initial Strategic Partners • Develop and sign Memorandum of Understanding • Launch Partnership
	Build Out Mapping System – Support Other Priorities in the CCK	<p><i>Short Term</i></p> <ul style="list-style-type: none"> • Develop press release template for cultural organizations • Build out an extension of current calendar of events and self-posting capabilities • Mount awareness campaign and encourage community participation <p><i>Medium to Longer Term</i></p> <ul style="list-style-type: none"> • Support tourism marketing and other economic development priorities • Strengthen heritage databases and support the work of the Municipal Heritage Committee and Municipal Heritage Planner • Develop the capacity to use mapping to tell community stories and support theme based tours, routes and itineraries, etc. • Support interface with Information kiosks at strategic locations – including libraries, Senior’s Centres, Highway Service Centres, etc.
Community Awareness and Engagement	Raise Awareness of CCK	<ul style="list-style-type: none"> • Develop standard script and messages to include: ‘what is municipal cultural planning’, ‘why does culture matter?’ ; ensure strong emphasis on economic significance of culture • Post relevant information to community portal • Develop presentation tools and resources and recruit community leaders to carry the message across the municipality • Engage youth to promote plan using web-based tools (e.g., Facebook)
	Support Launch of Create CK and First Summit	<ul style="list-style-type: none"> • Develop visual identity and web design - launch website • Develop and deliver a communications strategy for the first Summit
	Build Out Engagement and Support Other CCK Priorities	<ul style="list-style-type: none"> • Develop long-term engagement strategy integrating web-based and community-based engagement based on best practices from other communities – engage youth in leading web-based engagement • Hold forum on community economic development – for Council, business and civic leaders (possibly as part of the Summit) • Support tourism marketing – e.g., consolidated Visitors Guide, lure brochure • Other potential projects/initiatives: create Community Ambassadors Program (including succession plan); establish competition and prize for best planning idea; support annual celebration of World Town Planning Day; establish competition and prize for young artist
Strengthen	Establish Support	<ul style="list-style-type: none"> • Establish a Task Force under Create CK to develop detailed proposals

Cultural Organizations and Networks	Mechanism	<p>for an organization or mechanism to support networking and collaboration</p> <ul style="list-style-type: none"> • Explore options for an organization or mechanism to support networking and collaboration – consider re-purposing an existing organization or establishing a new one • Build relationships with regional Cultural Action Teams • Develop Ontario Trillium Foundation 3-year funding application; seek matching funds from local sources
	Communicate with Cultural Organizations	<ul style="list-style-type: none"> • Establish listserve with cultural organizations identified through cultural mapping work • Use Survey Monkey to determine needs and interests of cultural organizations (acquire and adapt recent Lambton County survey) • Strengthen collaboration with public libraries • Other potential projects/initiatives: hold joint networking forum and training event; ensure connection with Francophone cultural organizations; develop strong relationship with Thames Institute of the Arts
	Develop Capacity Building Tools for Cultural Organizations	<ul style="list-style-type: none"> • Establish contact with other Ontario municipalities developing similar capacity building tools • Support work of cultural mapping group – e.g., press release tool, calendar of events (with self posting capacity), others to be determined • Other potential projects/initiatives: develop strategy for joint delivery of brochures to locations around the municipality; study feasibility of shared administrative services (e.g., a shared bookkeeper) and facilities
	Launch Major New Multidisciplinary Festival	<ul style="list-style-type: none"> • Plan event to engage a wide variety of arts and cultural groups • Ensure festival supports cultural tourism strategies and priorities • Potentially connect to launch of festival to re-opening of Capitol Theatre

Cultural Tourism Strategies

Strategic Priority	Objective	
Product Development	Address Priority New Tourism Development Opportunities	<ul style="list-style-type: none"> • Develop strategies for Black History and Agritourism (explore partnership cultural and agritourism partnerships with Prince Edward County) • Continue development strategy for recreational birding • Undertake feasibility study for major new tourism attraction in RM Classic Car Exhibit/Interpretive Centre • Take maximum advantage of War of 1812 Bicentennial to strengthen tourism attractions and overall tourism industry capacity
	Strengthen Existing Tourism Products and Experiences	<ul style="list-style-type: none"> • Ensure completion of the Capitol Theatre • Develop Cultural District Strategy for downtown Chatham to support revitalization • Support revitalization of downtowns across the municipality as key tourism assets • Develop Erieau beautification strategy • Ensure strong facilities and programs at the Chatham Cultural Centre as a tourism (as well as community) asset • Work with Rondeau Provincial Park to explore the new Visitor Centre

		<ul style="list-style-type: none"> • Consider Francophone heritage district and tourism strategy
	Improve Signage	<ul style="list-style-type: none"> • Address poor signage across the municipality
Marketing and Promotion	Establish Visual Identity and Brand	<ul style="list-style-type: none"> • Develop recognized tourism brand for Chatham-Kent • Ensure brand is complementary to overall branding and marketing strategy for Chatham-Kent
	Strengthen Tourism Marketing Products	<ul style="list-style-type: none"> • Consolidate cultural tourism offerings in Visitor Guide • Replace ‘pay-as-you-play’ with municipal investment to ensure full coverage of tourism experiences • Develop lure brochure • Develop standalone tourism website using visual identity – ensure it is complementary to but distinct from the Municipal website • Establish ‘in-market’ marketing campaign to residents to promote visits by friends and relatives and promote all residents as tourism ambassadors • Explore potential for cultural tourism kiosks at key locations – supported by cultural mapping system
Build Industry Capacity	Define and Implement New Organizational Arrangement	<ul style="list-style-type: none"> • Consider organizational proposals/options set out in the CCK when determining new organizational structure for the Economic Development Department • Encourage recruitment of new Director of Economic Development with strong culture and cultural tourism experience
	Build Marketing Research Capacity	<ul style="list-style-type: none"> • Develop ‘marketing intelligence system’ to support stronger research/information to inform marketing decisions • Establish performance measures and indicators to track results – report annually on performance and economic impacts • Explore partnership with St. Clair College to support overall tourism development strategies, including research capacity • Explore partnerships with other regional tourism development agencies – e.g., Lambton County
	Strengthen Human Resources	<ul style="list-style-type: none"> • Enhance training and professional development program to support and enhance industry professionalism and capacity
	Establish Destination Marketing Fee	<ul style="list-style-type: none"> • Examine feasibility and timing for introduction of fee to support marketing and industry development

PART ONE – STUDY CONTEXT

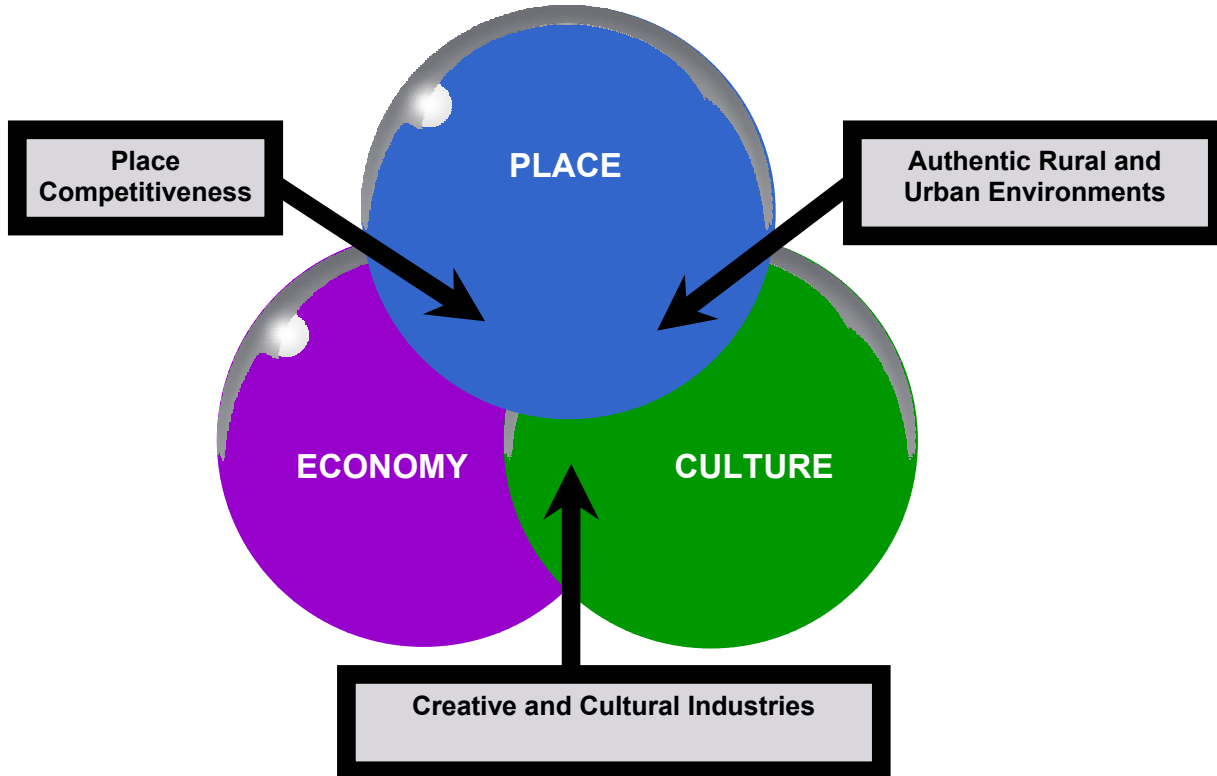
Culture and Economic Development: Place + Culture = Wealth

Why the rising attention to culture in Ontario municipalities? The answer is growing recognition province-wide of the powerful role creativity and culture plays in economic restructuring and wealth creation. This is rooted in the fundamental economic reality that wealth today is generated less by the exploitation of natural resources or the efficiency of manufacturing processes and more by the exploitation of our ideas and imagination.

Four influential thinkers and economists have contributed to our current understanding of place-based economic development.

Concept	Autho	Key Ideas
Home Grown Economies	George Latimer	<ul style="list-style-type: none"> • 80% of future investment and economic growth is driven by assets <i>already in the city</i> • Rather than leveraging these assets, economic development offices spend too much time chasing a small number of business/industry relocations
Place Marketing	Philip Kotler	<ul style="list-style-type: none"> • Strategic marketing of place is key to building vigorous local economies • Cities must invest in essential public infrastructure and market distinctive local features and assets
Industry Clusters	Michael Porter	<ul style="list-style-type: none"> • Economic success depends on geographic concentrations of interconnected companies, suppliers and research infrastructure • Cluster strategies are needed to map existing strengths and assess gaps/weaknesses
Creative Economies	Richard Florida	<ul style="list-style-type: none"> • Creativity and culture are the new economic drivers • Quality of place is a now core competitive advantage because business and investment follow people – not vice versa

Together these economic assumptions point to local economic development strategies that put together planning for *place, culture* and *economy*. Authentic places bubbling with lively cultural and entertainment options are magnets that attract and retain creative people. This creative workforce in turn generates wealth in an expanding knowledge economy.



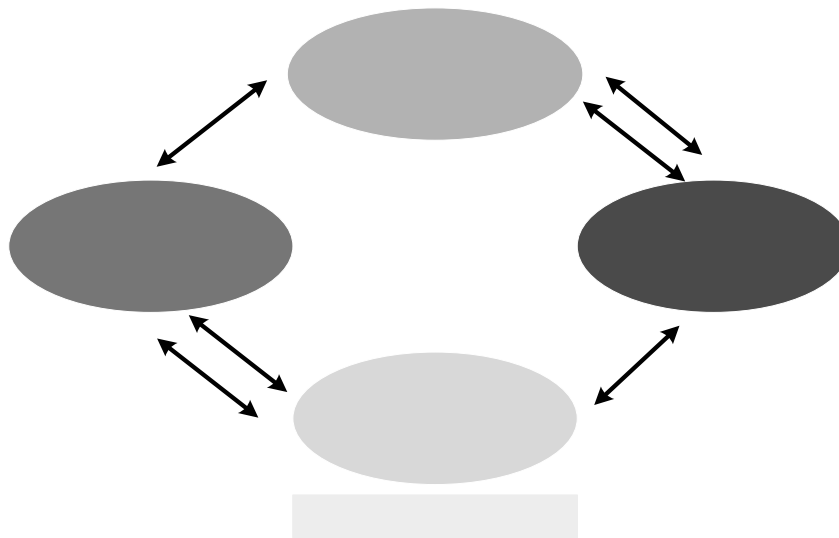
Leading Practice

Prince Edward County

One municipality that has excelled at putting creativity and culture at the centre of its economic development strategy is Prince Edward County. While the context is different than Chatham-Kent, a number of underlying ideas and economic assumptions are instructive.

In 2004 the County retained consultants to develop an Economic Development Strategy. The central conclusion was that traditional economic development strategies based on attracting industry and business relocation would not succeed. The County simply could not be competitive working in this economic development paradigm. However, the County *was* well positioned to take advantage of a different economic development model, one focused on *creativity, culture and quality of place*.

The entire strategy is built on quality of place as the County's most important economic asset. This quality of place consists of: its unique character and way of life; the authenticity and appeal of its natural and cultural heritage and rural landscapes; and an expanding employment base working in culture and related tourism industries. The economic development strategy defined four pillars on which to build economic growth; *arts/culture/heritage*; *tourism*; *agriculture* (especially new specialized agriculture such as wineries); and, *commerce and industry*.



Horse

Viney

Among the relevant statistics:

- Employment in the information/culture/entertainment sector combined with accommodation and food now exceeds forestry and agriculture.
- The number of tourism visits has increased 74% from 253,000 in 1999 to 440,000 in 2004.
- The amount of visitor spending has increased by 168% from \$14 million in 1999 to \$43 million in 2004.

Rural heritage

Since the completion of the Economic Development Strategy in 2004, the County has gone on to develop a Cultural Strategic Plan and Tourism Development Strategy. The Cultural Strategic Plan completed by Dr. Greg Baeker of AuthentiCity was awarded best strategic economic plan from the Economic Development Council of Ontario in 2006.

Arts

Although updated tourism statistics are not yet available, tourism has continued to grow with the addition of 7 wineries, 21 high end hotel rooms, 100 new hotel rooms planned for 2009 and 10's of millions of incremental investment dollars coming into this community in tourism and culture.

Culture

History

Dan Taylor, the Economic Development Officer for the County was a keynote speaker at the Chatham Chamber of Commerce event *Culture, Economy, Community: A Cultural Plan for Chatham-Kent* held June 26, 2007 and attended by 60 people. Based on discussion at the event, interest has been expressed by Prince Edward County in exploring potential partnership opportunities in cultural and agritourism with Chatham-Kent.

Stores

Leading Thinking - Creative Rural Economies

Artisans

Prince Edward County is now leading an effort to advance a *Creative Rural Economy Strategy* in Ontario. At its core, the creative economy is about creativity and innovation as drivers in an expanding knowledge based economy. While most of the attention related to creativity and the creative economy has focused on cities and large urban centres, many of the principles and strategies also apply to rural areas and small towns.

Theatre

Writers

Culinary

Musicians

Qua

of

The same forces of economic restructuring facing cities also confront smaller communities. Traditional dependencies on agriculture and a relatively small number of mills still leave rural areas

vulnerable. With closures, these communities face very real questions of viability in the face of a reduced tax base and the capacity to pay for basic services and infrastructure.

These communities, no less than larger urban centres, need new economic development visions and strategies to respond to these challenges. Leading municipalities such as Prince Edward County are pointing the way forward by demonstrating the power of new economic development strategies built on creativity, culture and quality of place. The County is now leading a project to examine best practices in Ontario and beyond in order to create new tools and strategies to support creative rural economic development. Chatham-Kent could participate in this emerging provincial agenda.

Closer to home, Lambton County has recently completed an Economic Development Plan that positions creativity and culture as key economic drivers. The Plan focuses on two culture-based economic sectors: cultural tourism and creative industries.

Municipal Strategic Directions and Goals 2007–2010

The Municipality of Chatham-Kent is committed to a strategic approach to its plans and investments. Culture and tourism are identified as priorities in two core planning documents: the *Community Strategic Plan (CSP)* and the *Municipal Corporate Strategic Plan (MCSP)*.

Community Strategic Plan

The CPS developed in 2002 was a visionary planning process. Few municipalities in Ontario at that time were undertaking strategic planning based on an integrated vision of community development. The CSP established an overall community vision rooted in six objectives. For each objective a set of specific outcomes and corresponding activities were identified.

Vision	Objectives
Chatham-Kent is a proud, proactive and progressive community dedicated to celebrating its diversity and ensuring a high quality of life for all its people.	A. Health - are a healthy community B. Economy - we are a prosperous community C. Environment - we are a green community D. Culture - we are a cultural community E. Civic engagement - we are an engaged community F. Learning - we are a learning community

Culture is acknowledged as an essential component of building prosperous and sustainable communities. The CSP anticipated the conclusions of the *External Advisory Committee on Cities and Communities* (the Harcourt Committee), a group struck by the Federal government to develop a vision of Canadian cities in 30 years, and strategies to achieve that vision. At the heart of the Committee’s vision is a planning framework built on the four ‘pillars’ or dimensions of sustainability—economic, environmental, social and cultural. The Committee also argues: “We must put creativity and place at the centre of the vision of cities.”

The CSP identified the following overarching statement about cultural development in Chatham-Kent.

Chatham-Kent is rich in heritage, arts, and culture. Various groups and organizations have made significant contributions to the cultural landscape of Chatham-Kent, both in the past and the present. However, the cultural community still faces challenges. There is a lack of understanding and appreciation in the general community of the economic benefits of this objective, in part because individuals and groups do not effectively communicate the opportunities available in heritage, arts, and culture. A solution to this problem would be to bring together a central organization, which could help small and disparate groups become part of the larger community vision.

The Plan set out detailed outcomes and activities most related to the need to strengthen cultural organizations and activities, themes central to the CPCK.

Municipal Strategic Directions and Goals - 2007-2010

Council identified four strategic directions and corresponding goals for the period 2007-2010. While culture is most directly connected to Strategic Direction 1, it has a role to play in realizing outcomes in the other three Strategic Directions.

Strategic Direction	Goals	Comments on Culture
Strategic Direction 1 - We will focus on our recreational and cultural opportunities with emphasis on our natural and historical advantages.	Goal 1.2 - We will invest \$400,000 to increase culture and heritage amenities to promote tourism and education.	This investment will be used to implement the first generation of initiatives emerging from the CKCP and related cultural tourism strategy.
Strategic Direction 2 - We will support sustainable growth in business and industry with an emphasis on next generation energy, environmental industries and related technologies.		The importance of culture to integrated economic development strategies in communities has been described above. The Economic Development Strategy Update strongly points to the significance of culture and quality of life as major economic drivers for future growth.
Strategic Direction 3 - We will diversify and grow Chatham-Kent's population by recruiting and retaining recent immigrants and active retirees from major Canadian centres.	Goal 3.1 - We will have an increase of 1,000 net new recent immigrants and an increase of at least 50 active retired families new to the community.	Culture is widely acknowledged to be central to the quality of life in the community that is a magnet to attract and retain people. This was a key theme that emerged in community consultations for both the CKCP and the Economic Development Strategy Update (see below).
Strategic Direction 4 - We will be a Municipality of quality services, effective structure and fiscal responsibility	Goal 4.1 - We will have identified and implemented the agreed upon recommendations of a	The CKCP is a source of ideas and analysis to feed into the corporate review.

	corporate review.	
	Goal 4.2 - We will have implemented an effective communications and marketing plan.	Culture defines the unique identity and sense of place of a community. Other communities have built on their cultural mapping and exploration of community identity and key cultural tourism themes to create integrated marketing and communications strategies that built in the genuine culture of that community.
	Goal 4.3 - We will have aligned our services, programs and activities with our Strategic Directions and legislated and mandated requirements.	The CPCK sets out a series of ideas and proposals relevant to this goal.

Other Plans and Studies

Culture has relevance for the following plans and studies. The Cultural Plan for Chatham-Kent sets a context and provides relevant tools to contribute to the following current or pending plans and strategies.

- Economic Development Strategy Update
- Urban Design Framework and Urban Design Guidelines
- Brownfield and Bluefield Studies
- Library Master Plan
- Trails Master Plan
- Parks & Recreation Master Plan
- Tecumseh Park Master Plan
- Business Facade & Streetscape Improvement Incentive
- Cultural Centre Master Plan
- Development Charges Master Plan

The CKCP establishes a planning context and set of tools to support and enhance these plans:

- A coherent vision of culture and definition of cultural resources
- A cultural mapping system providing a stronger information base to inform planning
- A strengthened municipal role – including an Inter-Departmental Culture Team
- Create Chatham-Kent as an enabling partnership model

PART TWO: WHERE ARE WE NOW?

A Statistical Portrait of Chatham-Kent

The Municipality of Chatham-Kent is a single tier urban-rural municipality in southwestern Ontario. The Municipality is currently the 35th largest municipality in Canada in population but is the second largest in size, posing a unique set of governance and community development challenges. The Municipality was amalgamated in 1998 and continues to be challenged to create a unified sense of community and identity connecting different parts of the municipality.

Due to its location, there are 950,000 Canadians living within a one-hour drive of the municipality. In addition, there are three major United States border crossings within an hour's drive and over 60% of the United States population lives within a six-hour drive of Chatham-Kent.

Chatham-Kent faces many of the same economic challenges in other small and mid-sized municipalities in Ontario hard hit over the past decade by factors such as the overall migration of the population to larger urban centres, and a decline in manufacturing brought on by lower labour costs and overseas competition and, more recently, the high Canadian dollar. Like other municipalities, Chatham-Kent is working hard to diversify its economy and attract and retain the educated work force that is the key to success in the expanding knowledge based economy. In this regard Chatham-Kent faces some significant challenges reflected in the following statistical portrait.

Population - Chatham-Kent's population has remained relatively constant over the past five years, having grown to 108,177. This reflects a 0.8% increase from the 2001 Census. Although it does appear Chatham-Kent is slowly rebounding from its population figures (mid-1990s), this increase is still significantly lower than the current provincial increase of 6.6%.

Age - Chatham-Kent's population is marginally older, compared to the rest of the province, with a median age of 41 (compared to the provincial median age of 39). Approximately 18% of the population in Chatham-Kent is under 14, while 21% is 60 or over. Clearly, many Southwestern communities, including Chatham-Kent have high levels of senior/retiring persons. In 2006, the median age for the population in Ontario was 39.0 years, while the median age of Canada is slightly older at 39.5.

Declining Youth Population and Employment Cohort - The more serious challenge and trend is that Chatham-Kent has a low percentage of persons within the key labour market cohorts (25-34 & 35-44 years old), a percentage that has fallen over the past several years – a worrying trend.

Education – Chatham-Kent faces challenges in levels of educational achievement relative to provincial averages and surrounding municipalities such as Windsor, London and Sarnia. Analyzed by post-secondary fields of study, Chatham-Kent has comparable percentages in many areas of study. It has lower percentages in Humanities and related fields but comparable levels in Fine and applied arts. Understandably it has higher than average levels in Agriculture, biological, nutritional, and food sciences. It has significantly lower levels in Engineering and applied sciences (although higher in Engineering and applied science technology and trades) and Mathematics and physical sciences.

Income - According to 2001 Census data, the average household income in Chatham-Kent was \$55,482, compared to the Ontario average of \$66,836. Current estimates suggest that Chatham-Kent's income has increased by 5.6% to \$58,632 in 2006. While income levels have increased, the average 2006 household income for the Province of Ontario (\$75,003) was significantly higher, suggesting Chatham-Kent is not keeping pace with the rest of the province.

Major Employment - The main industries in Chatham-Kent are agriculture and other resource-based industries, manufacturing and construction industries, and health and education. Manufacturing remains Chatham-Kent's largest industry, representing 23% of the labour force. This figure is well above the 2001 provincial figure of 16.4% and most neighboring communities.

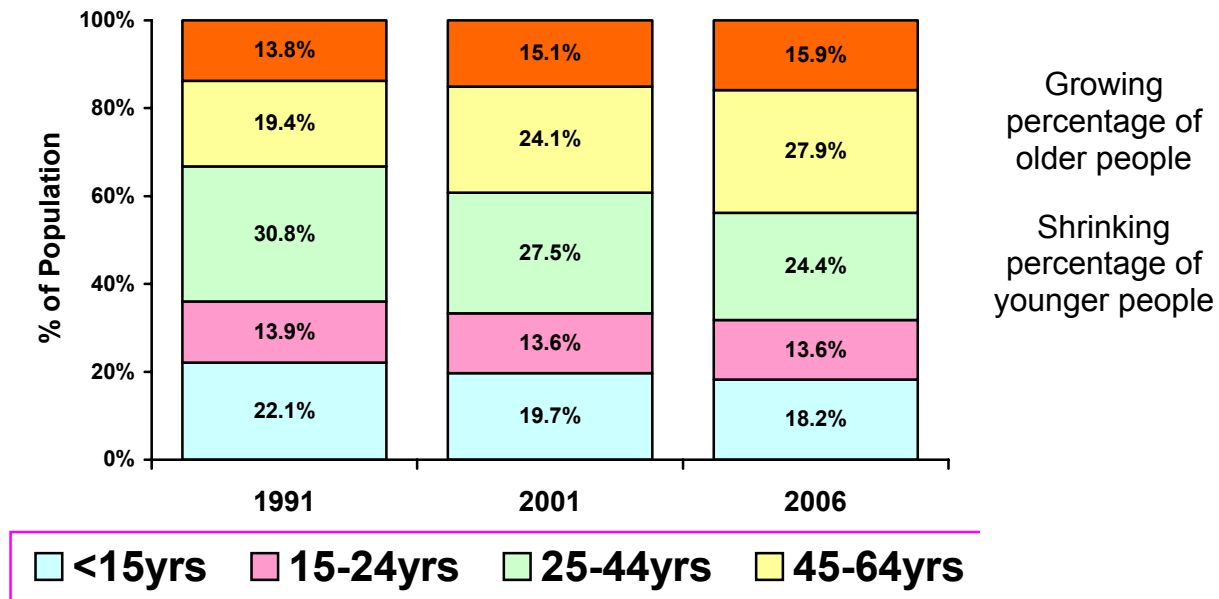
Cultural Employment - Employment in these sectors is significantly larger than specified employment in "Art, Culture, Recreation, and Sport" of 1.4%. However, this reflects a very narrow definition of the sector itself and closely related sectors. As noted above, in Prince Edward County the combined employment in information/culture/entertainment/hospitality together with hospitality and food now exceeds forestry and agriculture – their traditional economic mainstays.

Another factor in the underestimation of employment in the area of creativity and culture is the non-traditional nature of a significant amount of employment in the field, including small and medium sized businesses that do not get captured because they fall outside standard occupational categories.

Tourism – Tourism has significant economic impacts and is highly dependent on the quality and character of attractions and the overall visitor experience. Direct economic impacts include:

- Chatham-Kent's 1,033,000 visitors in 2004 spent \$56 million on lodging, food and beverages, transportation, entertainment and retail purchases, generating \$36,255,000 in total GDP. This sum supported 660 part-time, full-time, and seasonal jobs.
- In 2004, taxes that accrued directly to the Municipality of Chatham-Kent as a result of visitor spending exceeded \$1 million.

Population by Age Groups Municipality of Chatham-Kent (1991 – 2001 - 2006)



(Source: Statistics Canada 2006 Census Data)

Economic Development Strategy Update 2007

In 2001, the Municipality retained PricewaterhouseCoopers LLP to undertake an Economic Opportunities Study that recommended 8 key target sectors as the focus for economic development efforts: Agriculture, Aircraft/Precision Parts Manufacturing, Automotive Parts Manufacturing, Commercial Development, Contact Centres, Food Processing, Logistics and Distribution, Plastics Products Manufacturing, Tourism

Earlier this year, the consulting team of Millier, Dickinson Blais Inc. was retained to assist in an update of this Economic Development Strategy. The project involved extensive research and community consultation including interviews, an online survey, and three community forums.

The final report contains substantial and important analysis and recommendations that parallel themes addressed in this report. The timing of these two studies presents an important opportunity for the Municipality to bring together conclusions into an integrated economic development strategy for Chatham-Kent with culture and tourism as essential elements.

Barriers and Opportunities to Economic Growth

Three community forums informed the Economic Development Strategy. Participants at each forum identified both barriers and opportunities to economic growth and investment in Chatham-Kent. *The importance of a stronger role for culture in future economic development strategies was among the top priorities identified across the three forums.*

The following points were raised across the focus groups and summarized by the consultants. All point to the strong connection between the Economic Development Strategy and the Cultural Plan for Chatham-Kent.

- Enhancing cultural and recreation facilities will foster a strong sense of community, enhance quality of life for community members and will help attract and retain youth.
- Many respondents agree that there is a need for a post-amalgamation brand or vision for the Chatham-Kent area. A branding exercise could help twofold: increase the marketability of the Municipality to potential businesses and visitors and help define what the Chatham-Kent community is and how they want to view themselves in 10, 20 or 50 years.
- There is an opportunity to better connect post-secondary education programs to specific workforce and economic development needs as a resource for business improvement and youth retention
- The results of the on-line survey yielded similar results, pointing to the importance of culture as a key dimension of quality of life attractors, together with the potential of cultural tourism as a significant economic sector.

The report makes recommendations about the organization of the economic development function in the Municipality that relate to and have implications for organizational issues and proposals raised in the CPOK.

The following are core areas of agreement between the Economic Development Strategy and CPOK.

- Cultural resources and amenities are defining elements of the quality of life in Chatham-Kent necessary to attracting and retaining people, in particular a younger, educated labour force working in the expanding knowledge and creative economy.
- Cultural tourism holds significant potential for Chatham-Kent as an economic growth area.
- Success in cultural tourism requires strong cultural products and experiences that will require increased investment by the Municipality and its business and community partners. Existing levels are inadequate and no one can do this alone.
- The need for a clear cultural tourism brand and stronger marketing strategies and materials.
- The need for an overall branding and marketing strategy for Chatham-Kent, one that ideally is rooted in its authentic culture and identity.
- New organizational arrangements within the Municipality to better serve economic and cultural development objectives.
- The need for strengthened collaboration between the Municipality and its business and community partners.

Cultural Mapping: Identifying Our Cultural Assets

Cultural mapping is a core and defining feature of municipal cultural planning (MCP) approaches and was a cornerstone of this project. MCP is a form of asset based community development that begins with systematically identifying a community's cultural assets or resources.

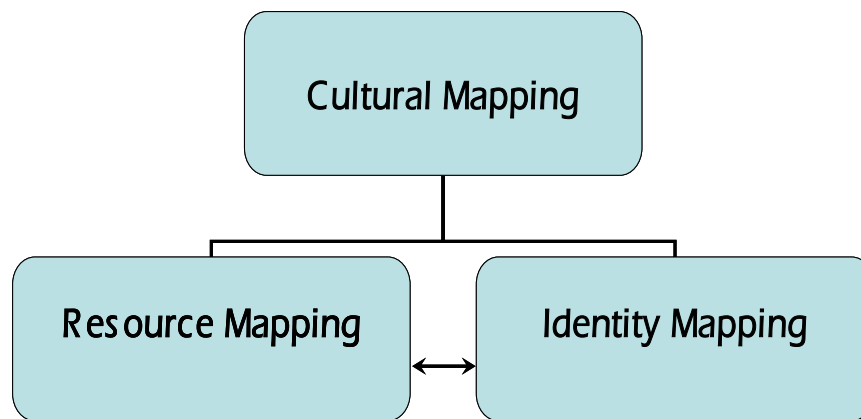
We know generally that 80% of future economic growth in communities grows out of assets and resources already in the communities. We also know that creativity, culture and quality of place are

increasingly significant economic drivers in communities. Building a strong base of knowledge about cultural resources is the essential first step in economic and broader community development strategies.

Types of Mapping

Cultural mapping as an anchor to municipal cultural planning consisted of two interrelated activities:

- a. *Resource Mapping* – identifying and documenting physical (or tangible) cultural resources;
- b. *Identity Mapping* – exploring and recording ‘intangible cultural resources’ – the stories defining a community’s unique identity and sense of place.



Cultural mapping has some very practical uses and applications:

- *In planning and policy* – a stronger base of information on culture informs evidence-based planning and decision-making by the Municipality and other community and business agencies;
- *In tourism marketing and promotion* – information on cultural resources collected through mapping can be translated into searchable web-based maps to raise awareness of culture for both residents and visitors. The stories identified through identity mapping can help create thematic routes and tourism itineraries to enrich the tourism experience;
- *In cultural programming* – mapping can help enhance cultural programs delivered by cultural organizations, schools, and other community and business groups by building a web-accessible base of relevant information and resources – from print materials, to podcasts, to relevant weblinks, etc.

Chatham-Kent has an opportunity to join several other leading municipalities in Ontario to develop some powerful mapping applications such as those described above. These municipalities include Prince Edward County, Orillia, Oxford County, Oakville, among others. Collaboration also raises the possibility of joint/shared investments in these applications.

Cultural Resource Mapping

There are three goals in the first phase of cultural resource mapping.

1. *‘Baseline’ mapping* – to build a solid baseline of information that forms the foundation for continuing the mapping after the conclusion of the project.

2. *Partnership Framework* – to put in place the partnerships needed to sustain and strengthen the mapping system over time.
3. *Longer range planning* - to establish a longer term vision and set of goals to continue mapping through the partnerships.

Baseline Mapping

Contrary to popular belief, municipalities are rich in information on culture and cultural resources. The problem is that this information is collected by different people, for different reason and exists in different locations. The focus of work is therefore not on collecting new information but consolidating existing sources of information. This process of consolidation and the organization of data are informed by the application of a Cultural Resource Framework (CRF) to the data (see Appendix A). The CRF is essentially a coherent set of categories (typology) of cultural resources to support cultural planning and development.

The Municipality of Chatham-Kent has a community business and service directory that was the source of the “base” or “standard” information on cultural resources. The Municipality is committed to providing the GIS platform on which to build the mapping system over time, and to support the ongoing management of this system. However, responsibility for populating, updating and continually enriching information cannot be the responsibility of any one agency; it is a shared responsibility.

To date, the “standard” or “base” cultural data from the business and service directory has been vetted. The Planning Department’s heritage site database has been merged with the business and service directory structure. Relationships from the heritage data to the standard directory data have been made. The next step was coding the data using the CRF.

In building out Chatham-Kent’s cultural mapping system and capacities, the following municipal databases have been identified as having relevant information.

Municipal Department	Database
Economic Development	Tourism Database Media List Photo Gallery
Public Health	Restaurants Schools Churches

Culture and Special Events	Regional Museums Antique Stores Agricultural Societies Horticultural Societies Local Agriculture Associations Service Clubs Historical and Genealogical Societies Secondary School Art Dept Heads Media Dance Schools Drama and Music Teachers Events held on CK Property Wineries
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In addition to these municipal sources, many community groups and agencies have databases with relevant information that can enrich and extend municipal data. This is the goal of the Partnership Framework (below). Among the potential sources of information are the following.

BIA's Chambers of Commerce Individual businesses and organizations United Way CKEN – Festivals Service Clubs Heritage Chatham-Kent	Genealogical and historical societies Agricultural Federations Conservation Authorities First Nations Heritage Farms Ontario Heritage Trust Provincial Ministries Federal Government
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An underlying principle of any Partnership Framework is that responsibility for collecting, updating and enriching mapping information must rest with those organizations closest and most familiar to that data. Conservation Authorities for example will have extensive information on natural heritage; BIAs on local businesses, etc.

Partnership Framework

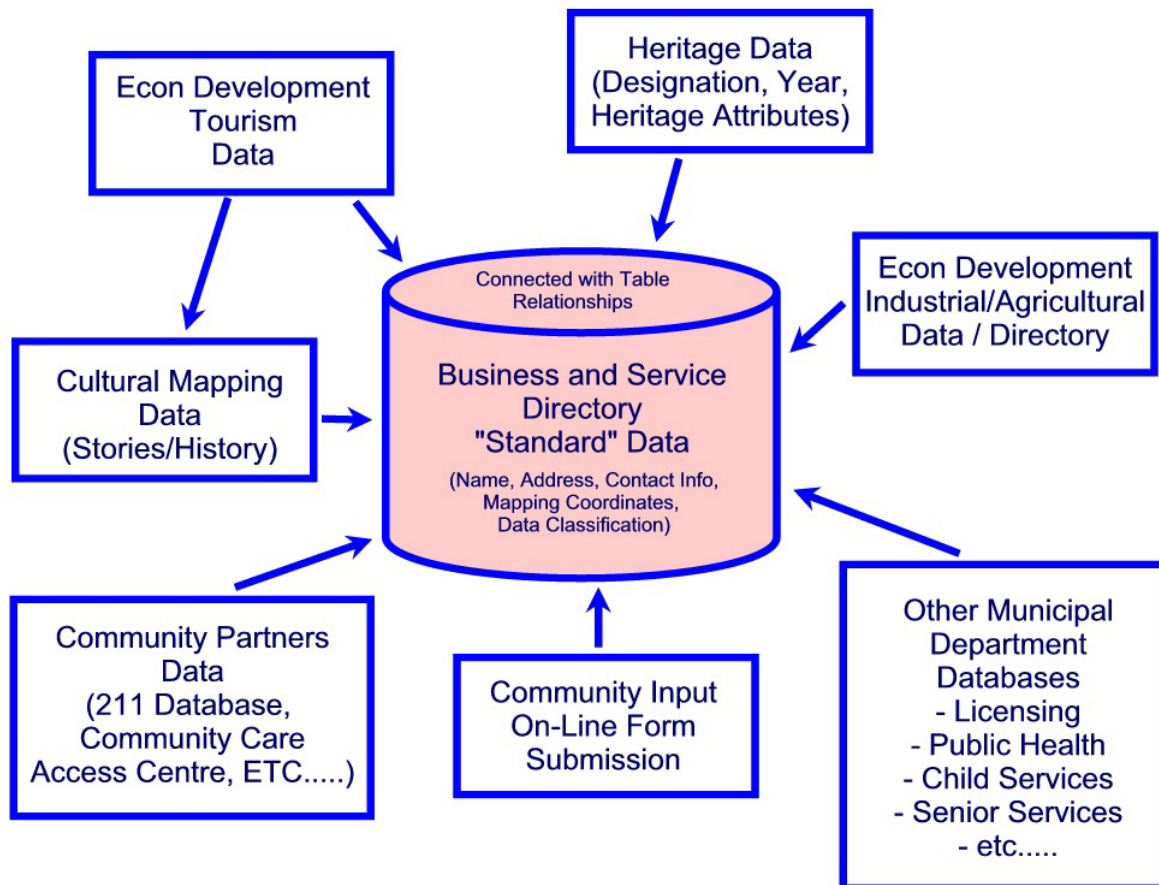
Among the commitments involved in the Mapping Partnership Framework (to be set out in a Memorandum of Understanding) are:

- A common technology platform and specifications;
- A consistent way of categorizing information (CRF);
- The core data fields for which partners must maintain accurate information (including an annual (at minimum 'cleaning' of this data);
- A commitment to participate in regular meetings and contribute to shaping future plans related to cultural mapping.

The Mapping Partnership Framework cannot be completed in isolation. Other partnership opportunities with the Municipality exist that could be leveraged to generate stronger outcomes for all. It is essential that an overall vision of a Municipal Partnership Framework is explored or conflicts will arise with existing or future databases and arrangements.

A specific issue raised by the Working Group related to future mapping work in the Municipality relates to the result of this work and its implications for existing tourism marketing vehicles currently operated on a “pay to play” basis.

Resource Framework for Data Partnership



Community Identity Mapping

The second type of cultural mapping, equally important as resource mapping, is mapping those intangible cultural resources that define a community’s unique identity and sense of place.

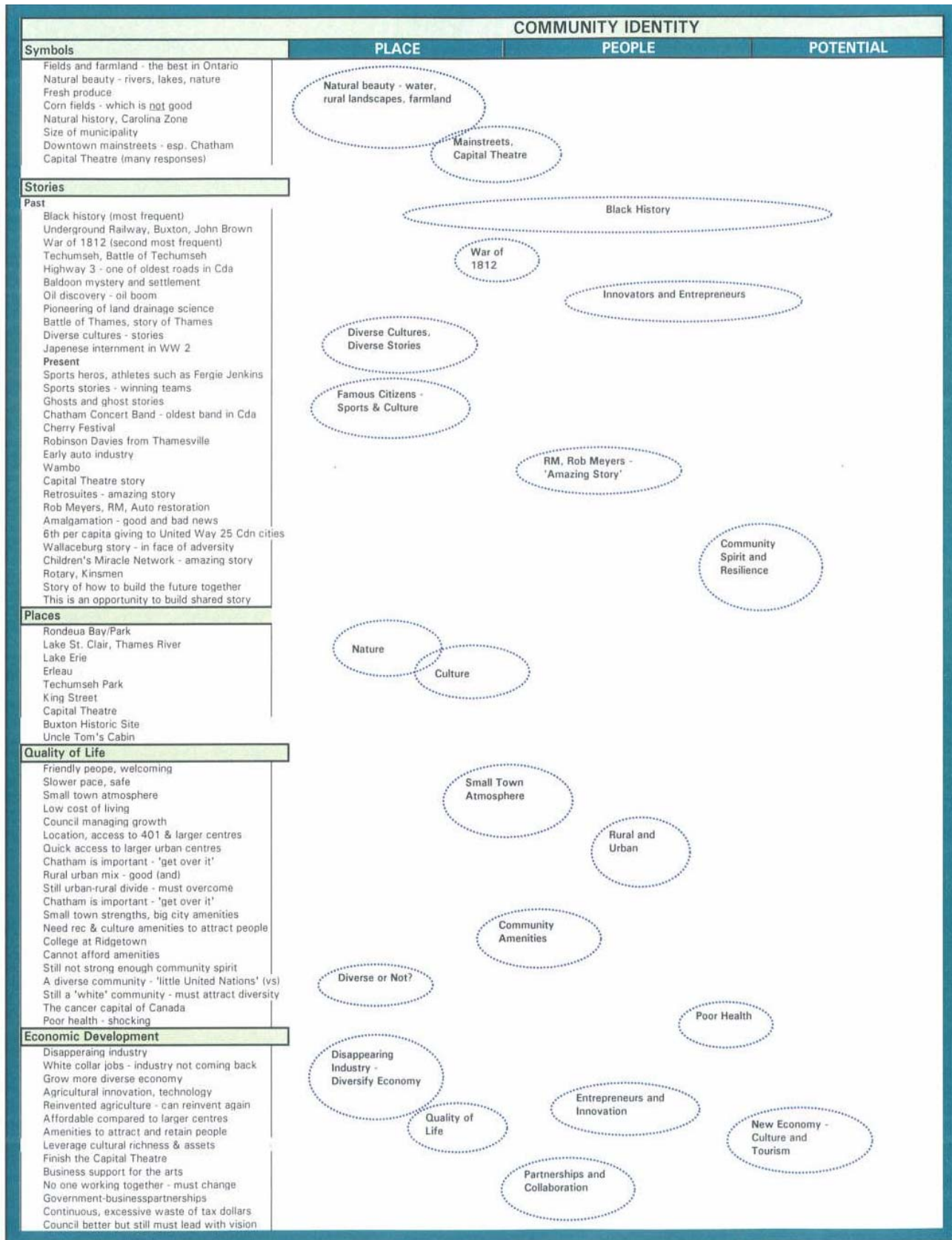
Identity mapping was undertaken using a survey widely distributed in the community through the memberships and distribution networks of many of the organizations represented on the Community Leaders Group. The survey posed eight questions.


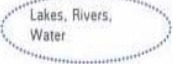


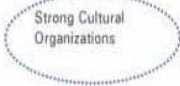
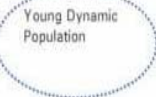



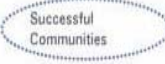
1. What is the first image that comes to mind when you think of Chatham-Kent?
2. What 3 places come to mind first?
3. What is it about our quality of life that makes Chatham-Kent unique?
4. Every community has stories – about people, places, activities, achievements, etc. – that express something important about its identity. What 2 or 3 stories do that for you?

5. When you are hosting a guest who has never visited Chatham-Kent before, what tourism attraction(s) do you most want them to see?
6. Look ahead and imagine Chatham-Kent as a vibrant successful community in 20 years. What would that place look like? Name one or two things would have changed that would represent success?
7. What one action today would move us toward that vision?
8. Are there any other comments or suggestions you would like to make?

More than 300 responses to the survey were received – a very strong response rate (the best of any community in which this methodology has been used). Responses yielded rich and diverse ideas and images that serve as a powerful resource to inform future action. The synthesis that follows cannot do justice to the responses.

Several caveats related to the identity mapping survey should be noted. A short respondents profile was part of the survey. Results tell us the following. A disproportionate number of responses came from people in the Chatham area and from people 45 or more years of age. The challenge to effectively reach out to engage youth is one confronting all communities, not just Chatham-Kent. This is a serious issue because they are the source of the ideas and energy that will shape the community in the years to come.



STRENGTHS AND OPPORTUNITIES - LOOKING FORWARD			
Tourism Attractions	Attractions	Future Chatham-Kent	Actions
<p>Culture Uncle Tom's Cabin - most frequent Capital Theatre Chatham Cultural Centre RM Restoration, incl. auction Museums (all frequently but Buxtown most often) Various festivals (many times) Victoria Street and beautiful homes Rural countryside, fruit stands Rural fairs Retro Suites Parks Blueberries Wheels Inn</p> <p>Nature St. Clair River and Lake Rondeau Provincial Park Wambo, including Heritage Days Mitchell's Bay, sunsets and fishing Lake Erie, St. Clair river, boats Lighthouse Cove Walpole Island</p> <p>Areas-Districts-Routes Downtown Chatham Erieu Village and area Tecumseh Park, riverfront, events Wine tour Trillium Trail Drive along the river to the Lighthouse</p>	  	T	
<p>Chatham Kent in 20 Years</p> <p>Culture A community with a 'culture of culture' Capital Theatre - successful & no empty seat Successful festivals - major new one celebrating whole community Integrated cultural tourism marketing King Street alive with activity at 10 pm Award winning bike and hiking trails Strong cultural organizations and network Shared administrative space/services for organizations Increase pay levels for culture - ridiculously low State of the art arena downtown</p> <p>Community Full of creative, young and employed people Young diverse population Able to attract wide range of professional Expanded St. Clair College United community with shared vision Award winning riverfront and programs Healthy population New Recreation Wellness Centre build City administration with diversity A green Chatham-Kent</p> <p>Economy Diversified economy Integrated economic development strategy in place New technology industry</p> <p>Strong community-municipal-business partnerships/governance Strong community brand and integrated communications strategy By-pass around Chatham New 401 exit Integrated cultural tourism tours & itineraries Kick ass' farmers market A prominent tourism destination with strong attractions Strong government cooperation (munic.prov.fed.) Lower taxes Tax incentives for downtown businesses Wallaceburg thriving</p>	      		
<p>Actions Original vision for Capital - African-Cdn Heritage Festival Establish and promote a prize for young artists Complete the cultural map and exploit opportunities Do downtown Chatham cultural district strategy Complete the Capital Theatre Increase funding for tourism and tourism marketing Implement Joe Story's daughters plan Strategy to celebrate local successes Find way to celebrate smaller towns Develop ways to engage the community more Nurseries all donate trees to community Extend Community Improvement Plan to other areas Develop integrated marketing strategy around Thames Congratulations on the project - great idea (many times)</p>			

Some Survey Highlights

The most frequently cited symbols, images, stories, etc. are described below.

Symbols and Images - What is the first image that comes to mind when you think of Chatham-Kent?

- *Nature and culture* – there was almost an equal balance of images of natural assets – rivers, lakes, rural landscapes; and Chatham-Kent’s cultural heritage – especially downtown streetscapes and cultural attractions, and frequently the Capitol Theatre.

Places - What 3 places come to mind first?

Paralleling responses to images and symbols, the places that came to people’s minds were again fairly evenly split between natural and cultural assets and places:

- *Nature* – including Rondeau Bay and Park, Lake St. Clair, Thames River, Erieau, among others
- *Culture* – including King Street in Chatham, the Capitol Theatre (frequently), Buxton Historic Site and Uncle Tom’s Cabin.

Quality of Life - What is it about our quality of life that makes Chatham-Kent unique?

- *Small town atmosphere* – many people commented on Chatham-Kent offering the appeal of a smaller community – a more relaxed pace and lower cost of living with proximity to larger urban centres;
- *Community amenities* – a challenge related to the small town atmosphere noted was the challenge of establishing and maintaining the quality of cultural and recreational amenities needed to attract and retain people
- *Diverse or not?* - there were very different views about the degree to which Chatham-Kent was a diverse communities and the degree to which it was open and welcoming to this diversity
- *Poor health* – many people noted the overall poor health of the community as both disturbing and a priority to address.

Economic Development – many responses to the quality of life question yielded economic responses.

- *Disappearing industry and diversifying the economy* – many commented on challenges related to the decline of Chatham-Kent’s traditional economy and the need to find new and more diverse forms of economic activity
- *Reinvention and innovation* – set against this people spoke of Chatham-Kent’s reinvention of agriculture in the past as an example of the community’s capacity to renew itself
- *Quality of life as economic asset* – many observed that quality of life amenities were essential to economic renewal but one person wondered if Chatham-Kent could afford this without excessive taxes
- *Culture and tourism* – were frequently mentioned sources of new economic growth and development with the Capitol Theatre mentioned often as a symbol of new economic assets

- *Partnerships and collaboration* – the challenges Chatham-Kent faces can be overcome but this will require better cooperation between government and business and community partners

Stories - What 2 or 3 stories express something important about Chatham-Kent?

- *Black History* – was the most frequently cited story, followed closely by stories connected to the War of 1812
- *Innovators and entrepreneurs* – though people did not explicitly say this, there was pride expressed in past creativity and innovation shown in the community – from early oil discovery to the pioneering of land drainage science to the early auto industry to Rob Myers and RM and Retrosuites to the Children’s Miracle Network. This was cited as a reason for confidence in economic renewal and addressing current challenges.
- *Diverse cultures and diverse stories* – in addition to Black History people spoke of other stories of diversity, though not all of them positive stories. The internment of Japanese Canadians in World War II was cited by several people
- *Famous citizens* – people spoke with pride about many citizens from all walks of life that had gone on to success; Fergie Jenkins was the most frequently identified
- *Community spirit and resilience* – again people talked about challenges facing communities such as Wallaceburg but also that this was not the first time the community has faced problems and overcome them. Many noted the strength and importance of community groups such as Rotary and Kinsmen as a source of community spirit and resolve.

Tourism Attractions - What tourism attraction(s) do you most want guests to see?

- *Uncle Tom’s Cabin and Capitol Theatre* – consistent with previous answers about important places and stories, these were the most frequently mentioned attractions
- *Other cultural attractions* – following closely many of Chatham-Kent’s cultural facilities and attractions were identified – Chatham Cultural Centre, the community’s many unique museums, RM Restorations
- *Natural attractions* – here the most frequently noted here the St. Clair River/Lake, Rondeau Provincial Park, Wambo, followed closely by Mitchell’s Bay, Lighthouse Cove and Walpole Island
- *Districts and scenic routes* – downtown Chatham was the most frequently mentioned destination followed by Erieau Village, Tecumseh Park; wine tours were cited as experiences that did exist currently but had great potential to expand.

Chatham-Kent in Twenty Years - What would Chatham-Kent look like if the CCK is fully implemented?

- *‘A culture of culture’* – cultural programs/activities/festivals/events will be highly valued and supported – e.g., ‘the Capitol Theatre will be open with no empty seats’
- *A highly recognized and successful tourism destination* – with strong cultural attractions and experiences linked to strong natural/outdoor activities
- *Healthy thriving downtowns* – attractive main streets that are vibrant places - “King Street alive at 10 pm at night”
- *Strong cultural organizations and work force* – healthy organizations with good paying jobs

- *Young, dynamic population* – a healthy, educated professional work force well employed and served by an expanded St. Clair College
- *Extended community amenities* – a new Recreational/Wellness Centre built, award winning riverfront and programs, the Capitol Theatre open and successful, a rejuvenated Chatham Cultural Centre
- *A diversified vibrant creative economy* – success in new technologies supported by strong new economic development strategies, municipal-business-community collaboration; a revitalized and thriving Wallaceburg
- *Strong community brand and identity* – a shared identity supported by successful communications and marketing strategies

Actions - What one action today would move us toward that vision?

Responses to this question are found throughout this report. A few highlights follow.

- Implement the earlier idea for an African-Canadian Arts and Heritage Festival at the Capitol Theatre
- Do a downtown Chatham cultural district strategy – potentially linked to the completion of the Capitol Theatre + complete the Capitol Theatre (repeatedly)
- Implement the Joseph Storey Architectural Conservancy's plan to preserve and promote important mid-century modern architecture.
- Develop driving routes across the municipality based on important stories – Black History, the War of 1812, etc.
- Improve signage generally across the municipality – connect this to overall branding and marketing strategy for Chatham-Kent
- Establish kiosks for communicating information about cultural resources at prominent locations – e.g., libraries, downtown street corners,
- Identify potential heritage districts to be designated – such as a French District in Grande Point/Pain Court
- Establish and promote a prize for young artists
- Develop strategy for adaptive re-use of abandoned churches
- Explore tax relief for commercial heritage buildings through the provincial program
- Support the adaptive re-use of the Armories as an essential heritage building and resource
- Establish an ‘ambassadors’ program to support residents promoting Chatham-Kent’s cultural resources – to other residents and to visitors
- Find way to celebrate smaller towns
- Develop ways to engage the community in all ways
- Get nurseries to all donate trees to plant throughout the community
- Extend the Community Improvement Plan to other areas
- Develop an integrated marketing strategy based on the Thames River

Many respondents congratulated the Municipality in undertaking the cultural plan project.

One individual through correspondence drew attention to the formation of a coalition called the Chatham-Kent Wind Action Group (C-KWAG) concerned about the proliferation of industrial wind turbines across the municipality.

PART THREE: WHERE DO WE WANT TO BE?

Community Consultation Results

Community Leaders Group

Throughout the project, the Community Leaders Group provided strong strategic input on future directions and needs. Later in the project members formed smaller Working Groups to develop specific recommended actions. The Group's input is reflected throughout this report.

Community Survey

As a source of ideas and proposals for future actions, the survey results provide a much richer source of ideas than can be summarized in these pages. They can serve as a powerful resource as the agenda moves forward.

Community Forums

The previous sources of input yielded many important ideas that formed the basis of preliminary conclusions presented at five community forums in Wheatley, Ridgetown, Dresden, Pain Court and Chatham. At each forum an overview of the project and preliminary findings were described. This was followed by discussion about 'what's right, what's wrong, what's missing?' Appendix B summarized ideas and proposed actions that arose across the five forums. The following overall themes can be identified.

- *Raise awareness and promote what we have* – before the community can effectively promote itself to visitors and tourists, we must do a better job of making our own residents aware of the rich variety of cultural experiences that are here.
- *Cultural groups working together* – we can achieve so much more working together – in joint marketing of cultural programs, in collaborative programs and activities, in partnerships with business, in resource sharing and organizational development
- *Engage the community more* – strategies are needed to help tap the energy and capacity of people that exists across all parts of the municipality
- *Stronger municipal-business-community partnerships* - we can achieve more working together than any one sector on its own; balancing responsibilities across sectors is important – no one can do it alone but equally no one should be allowed to dominate.
- *Telling our community's stories* – Chatham-Kent has amazing stories to tell about its history; some of these are 'big' stories – War of 1812, Black History, etc.; others are smaller stories about people and events that must be captured (e.g., through doing oral histories with older people) and told more effectively; we have a rich Francophone heritage and culture that is not sufficiently known.
- *Culture is important to Chatham-Kent* - culture is critical to our future health and prosperity; this must be better understood and communicated across all parts of the municipality

Cultural Tourism Analysis

The tourism study was based on an extensive assessment of cultural tourism attractions and assets. Almost 4000 km were traveled touring every part of the municipality. Visits were conducted

anonymously and each attraction assessed in terms of its market readiness. The study has also involved an extensive review of research and literature pertinent to the project.

A final report *Building Capacity, Realizing Opportunities: Cultural Tourism in Chatham-Kent Situation and SWOT Analysis* is available on request. The research also produced an extensive database of tourism attractions and experiences across the municipality, each rigorously assessed as to their market readiness. This database will serve as a valuable resource in moving forward with the cultural tourism agenda.

Major findings from the final report are set out below.

Chatham-Kent Cultural Tourism Sector

- Demand for cultural tourism experiences is being driven principally by aging baby boomers seeking learning-based travel and cultural enrichment. Given the rapid expansion of this key demographic group, demand for cultural tourism experiences during the next two decades is projected to climb steadily.
- Cultural tourism is a fast-growing and lucrative segment of the North American travel industry. In Canada, more domestic trips include visit to cultural events and attractions than to casino gambling, or cruising, or amusement parks, or downhill skiing. The value of cultural tourism to Canada's domestic travel industry exceeds \$3 billion annually.
- Cultural tourists are the tourism industry's "best friends" – they stay longer at the destinations they visit, earn more, spend more, and are more likely to choose commercial accommodation than to stay with friends or relatives.
- Within the cultural tourism market, there are four "cultural cohorts": heritage tourism enthusiasts, visual arts tourism enthusiasts, wine and culinary tourism enthusiasts, and performing arts tourism enthusiasts. In both Canada and the U.S., each of the four cultural cohorts is growing at a rate that exceeds the rate of population growth.

Cultural Tourism in Chatham-Kent

- In 2004, Chatham-Kent welcomed 1,033,000 visitors. Of this total, 614,000 were same-day visitors, while 419,000 were overnight visitors. Eighty percent of visitors originated in Canada, while 19 percent originated in the U.S.
- Chatham-Kent's 1,033,000 visitors in 2004 spent \$56 million on lodging, food and beverages, transportation, entertainment and retail purchases, generating \$36,255,000 in total GDP. This sum supported 660 part-time, full-time, and seasonal jobs.
- In 2004, taxes that accrued directly to the Municipality of Chatham-Kent as a result of visitor spending exceeded \$1 million.
- Ontario is the primary market of origin for overnight visitors to Chatham-Kent. Outside of Ontario, Michigan is the single largest market (11 percent of overnight visitors). In total, the U.S. generates 19 percent of overnight visitors.

Strengths and Opportunities

- The single greatest advantage for developing Chatham-Kent as a cultural tourism destination is the presence of Highway 401 bisecting the geographic heart of the municipality and the potential to reach the enormous volume of traffic to well marketed cultural tourism experiences.

- Chatham-Kent’s black history experiences are a notable strength of its cultural tourism product mix, with enormous potential for development and export, particularly to the nearby State of Michigan.
- Festivals and experiences related to antique and classic automobiles are another notable strength, particularly given Chatham-Kent’s proximity to Michigan’s automobile museums and the work of the Motor Cities National Heritage Area to attract a large volume of car enthusiasts to the state.
- Chatham-Kent’s birding experiences are among the best available in Canada, providing a strong natural history complement to the municipality’s human heritage experiences.
- Although they require extensive product development, Chatham-Kent’s agritourism assets hold the promise of making a significant contribution to the municipality’s overall mix of cultural tourism experiences.
- The 200th anniversary of the War of 1812 – for which province-wide commemorations are being planned – is an opportunity for Chatham-Kent to claim centre stage.
- The Village of Erieau is an unrealized opportunity for cultural tourism. The village has a idyllic, yesteryear quality that harkens back to memories of 1960s Ontario lakeside resorts. Beautification of the core retail blocks augmented by reader boards that tell the history of the village would do much to enhance Erieau’s appeal.
- There are two cultural drive routes that can be developed in Chatham-Kent.
 - The first drive route would begin at the RM Classic Car Exhibit and head south through Blenheim to Erieau. From Erieau, the drive would then proceed to Smith & Wilson Estate Wines and past Pardoville’s fruit stands to Merlin Road. At Merlin Road, the drive would turn north to the Our Lady of the Rosary Shrine before proceeding to North Buxton. This drive could well be conceived as a “loop drive” that connects the No. 90 and No. 81 interchanges on Highway 401.
 - The second drive route is from Chatham to Light House Cove, following the south side of the Thames River along River View Road. Here, views of the Thames River and numerous market gardens offer a variety of pleasing vistas. If complemented by several agritourism experiences offered by market gardeners, this drive route could have special relevance in interpreting the agricultural history of Chatham-Kent.
- An opportunity exists to designate a scenic drive approach to Chatham as an alternative to the taking the No. 90 exit from Highway 401. Travelers heading to Chatham from the east could be offered the option of exiting the highway at exit No. 101 (Kent Bridge), driving north to River Line, and approaching Chatham via the south side of the Thames River.
- The absence of a competing effort by another southern Ontario municipality or county to develop and market its cultural tourism experiences gives Chatham-Kent a strategic advantage vis-à-vis its competitors.

Weaknesses and Threats

- Given the geographic size of the municipality, Chatham-Kent is home to a relatively small number of cultural tourism experiences that are widely dispersed without a concentration of experiences in any given area.
- There are few “marquee” cultural tourism experiences available in Chatham-Kent. Additionally, most of the experiences available in the municipality are in need of concentrated product development to enhance their market readiness.

- Chatham-Kent’s museums, heritage homes, black history experiences and other heritage attractions (including the RM Classic Car Exhibit) are largely static, offering visitors limited opportunities for interactive involvement or “hands-on” engagement.
- Current levels of funding are insufficient for Chatham-Kent Tourism to engage in a range of tourism marketing initiatives needed to penetrate target markets aggressively. The existing tourism web site, which is integrated within the municipality’s corporate web site, does not functionally or aesthetically serve cultural tourism marketing needs.
- The absence of a recognized tourism brand for Chatham-Kent does not support the promotion and recognition of the municipality as a tourism destination.
- U.S. leisure travel to Canada remains in decline for a variety of reasons: tremendous recent increases in the value of the Canadian dollar; lingering 9/11 concerns related to personal safety, new passport protocols, high gasoline prices affecting both air and rubber-tire traffic. Next to the Canadian domestic market, the U.S. market is the principal source of visitors to Chatham-Kent and perhaps its largest potential market for growth.

Working Groups on Strategic Priorities

Based on themes and priorities identified throughout the project, Working Groups were established to develop specific proposed strategies and actions. Groups were comprised of members of the Community Leaders Group and other knowledgeable community members. A list of Working Groups is set out in Appendix C.

Each Working Group developed recommended actions in the short (first six months), medium (first year) and longer term.

Working Group One: Municipal Capacity Building - was charged with developing recommendation related to how the municipality could best coordinate its resources and capacities to implement the CCKK and support ongoing cultural development in Chatham-Kent.

Working Group Two: Partnerships and Shared Governance – was asked to develop strategies and mechanisms to support collaboration and partnerships between the municipality and its community and business partners.

Working Group Three: Cultural Mapping – was asked to bring forward recommendations about how to continue the mapping work begun during the project.

Working Group Four: Community Awareness and Engagement – was charged with proposing strategies to raise the profile of culture in Chatham-Kent for both residents and visitors.

Working Group Five: Strengthening Cultural Organizations – was asked to bring forward proposals to strengthen individual cultural organizations through expanded networking and collaboration.

Working Group Six: Cultural Tourism Development – a major component of the project was a cultural tourism report prepared by Steven Thorne: *Building Capacity, Realizing Opportunities: Cultural Tourism in Chatham-Kent Situation and SWOT Analysis*. This Working Group was asked to propose specific actions and priorities drawing on the analysis and recommendations in this report.

Analysis and proposed actions developed by all Working Groups are set out in the next section of this report.

PART FOUR: HOW DO WE GET THERE? A CULTURAL PLAN FOR CHATHAM-KENT

The Cultural Plan for Chatham-Kent is set out in three sections:

Vision – Where are we headed? What do we want to achieve? What are the core assumptions that will guide our work?

Governance – How will we organize ourselves to achieve this vision? What is the Municipality’s role? How do we support business and community partnerships?

Strategic Priorities and Actions – What do we want to do? What are our priorities for action?

A Vision Of Culture

The Corporation of the Municipality of Chatham-Kent embraces the following vision to guide its work.

We see creativity and culture as central to what makes us a community in which people wish to live, work, play and invest.

We see our creative and cultural industries as important and expanding sources of employment and economic growth.

We see culture as the foundation of our shared identity as a municipality.

We see a dynamic cultural tourism destination built on strong cultural attractions and our unique history and identity as a community.

We see the authenticity and vitality of our downtowns as essential cultural and economic assets.

We value and support strong cultural organizations working together toward shared purposes.

We value creativity and culture as tools for celebrating diversity and fostering inclusion.

Guiding Values

- i. *Partnerships and collaboration* - We will collaborate with our business and community partners to achieve shared objectives.
- ii. *Acknowledge local leadership* – We believe local leaders’ best understand the needs of their communities and have the capacity to affect change.
- iii. *Inclusive engagement* – We are committed to the broadest possible participation of the community.
- iv. *Emphasize results*– We will work toward lasting change through continuous monitoring and evaluation of results.

Definition Of Culture

‘Culture’ is a notoriously difficult concept to define. In the widest sense, culture is understood as *the unique ways of life that characterizes a community or social group*. It is comprised of all elements – both tangible and intangible – that combine to define the unique identity of a community. While this broad understanding of culture is important, the focus of the Cultural Plan is on a specific set of *cultural resources* which we define to include:

- Public (cultural) facilities
- Not-for-profit cultural organizations
- Creative or cultural businesses and enterprises
- Human or cultural heritage
- Natural heritage
- Festivals and events

Municipal And Community Roles

This section of the Plan is in two parts:

- *The Municipal role* – the roles and commitments of the Municipality itself;
- *Partnership model* – the mechanisms and strategies to support business and community collaboration.

The second is as important as the first. The research is clear that those municipalities best able to support economic restructuring and solve other complex community challenges are those that establish shared planning and decision-making (governance) systems supporting collaboration between government, business and community interests.¹ The research also confirms that this collaboration does not just happen but require dedicated mechanisms to support it. Create CK is the mechanism proposed to play this role in Chatham-Kent (see below).

The Municipal Role – Organizing Ourselves

Across Ontario, in order to fully exploit the potential of culture to support economic and broader community development agendas, municipalities are rethinking what they do and how they organize themselves to do it. Municipalities have always played strong roles in managing cultural facilities – such as the Chatham Cultural Centre, and delivering cultural programs and events (‘rowing’). These responsibilities must now be expanded to play a stronger role providing strategic policy and planning

¹ Canadian researchers are generating leading work in this area. Neil Bradford (2004). *Cities and Communities that Work: Innovative Practices, Enabling Policies*. Canadian Policy Research Network. MERIC Gertler and David Wolfe (2002). *Innovation and Social Learning: Institutional Adaptation in an Era of Technological Change*. Munk Centre for International Studies, University of Toronto.

leadership ('steering'). The trend across Ontario and nationally is also away from keeping different types of cultural activity (e.g., arts, heritage, libraries and cultural businesses) in separate 'silo' departments and toward consolidated cultural departments linking these activities.

The Working Group on Municipal Capacity Building considered three things.

- *Mandate and roles* – what are the core responsibilities of the Municipality?
- *Organizational arrangements* – what is the best way of organizing people and resources?
- *Cross-departmental coordination* – how will the Corporation support coordination and collaboration across departments?

Mandate and Roles

***Mandate** - To provide leadership and support to advance cultural development in Chatham-Kent for purposes of economic and broader community development*

***Roles** - In fulfilling this mandate the Municipality will play the following roles.*

i. Policy and Planning

- Act as a resource to Council and the CAO
- Develop corporate policies and plans in support of cultural development.

A specific policy and planning role identified in community consultations was for the municipality to play a stronger role in heritage planning and in supporting the work of the Municipal Heritage Committee. The Committee is a formal legislated requirement under the Ontario Heritage Act.

ii. Investment and Resource Development

- Work to increase investment in cultural development from all sources.

iii. Communications and Capacity Building

- Communicate and advocate the importance of culture to Chatham-Kent's economy and quality of life
- Support effective partnerships with business and community partners
- Support collaboration among cultural organizations.
- Serve as an initial point of contact for inquires related to culture in Chatham-Kent.
- Provide advice to individuals and organizations engaged in cultural development.

iv. Managing Municipal Facilities and Delivering Programs

- Manage municipally owned or operated cultural facilities (e.g., Chatham Cultural Centre)
- Deliver quality programs and services - such as gallery exhibitions, festival and events.

Organizational Arrangements

There is no standard or accepted structure or administrative arrangement for culture in Ontario municipalities. A few examples make this clear.

- *Prince Edward County* – Culture is located under Community Services with strong links to the Economic Development Department
- *Orillia* – the Department of Culture and Heritage is a stand-alone department reporting to the City Manager
- *Peterborough* – the Department of Arts, Culture and Heritage forms part of the Community Services Department. The Department includes the Peterborough Public Library.
- *Kingston* – the Division of Cultural Services includes Parks and Recreation Divisions and reports to the Department of Community Services.
- *Strathroy-Caradoc* - The cultural portfolio is a shared responsibility of the Chief Administrative Officer, the Department of Recreation and Leisure Services, Economic Development, and Corporate Services.
- *Toronto* – Culture here forms part of an integrated Culture, Tourism and Economic Development department reporting directly to the City Manager.
- *Sudbury* – this is an amalgamated municipality with some similarities and challenges as Chatham-Kent. Recently a new Tourism, Culture and Marketing Department have been formed reporting to a Division of Growth and Development.
- *Lambton County* – has a consolidated Libraries, Museums and Cultural Services Department reporting to Corporate & Community Services.

Lambton County's experience warrants further attention. The consolidation of libraries and cultural services is a growing trend in Ontario. The public library community in Ontario is strong supporters of new municipal cultural planning approaches which it sees as a strong vehicle for better integrating library services with municipal and broader community development agendas.² Recently Lambton County completed a project that examined how its consolidated cultural services department could better support and be integrated with the work of other cultural organizations across the municipality. It is a potential source of ideas for Chatham-Kent.

The Working Group considered a number of possible new administrative arrangements for culture. It acknowledged that any changes must be examined in the larger context of the current Corporate Review process.

A key question discussed by the Working Group is where culture would best be located?

- *In Community Services* – as at present.
- *Reporting Directly to the CAO* – given its cross-departmental nature, a direct reporting relationship to the CAO is one model used in some municipalities.

² One indication of this support for municipal cultural planning is a new leadership program *Advancing Public Library Leadership* developed by the Southern Ontario Library Service (SOLS) that identifies municipal cultural planning in particular and municipal relationships more broadly as a core leadership competency.

- *Culture and Economic Development* – locating culture in Economic Development would speak to recognition of its expanding economic significance.
- *Libraries and Cultural Services* – as per the analysis above.
- *Other Possible Arrangements and Combinations* – involving areas such as Recreation, Communications, and IT.

There are advantages and disadvantages to all options. Two options were felt to be less desirable at this point in time. The first is a direct reporting relationship to the CAO. The Municipality is moving to reduce not increase such direct reporting arrangements.

The second is locating culture in Economic Development. Given the strong connection between the Economic Development Strategy and the CCKK connecting the two makes sense in many ways. While not precluding this connection in future the Group felt that at this moment the two had sufficiently different organizational ‘cultures’ that a combination would not be effective. However, if the Municipality’s vision of economic development shifted this link should not be excluded as a possibility. The Group also identified the opportunity for the Municipality to recruit a new Director of Economic Development with skills and experience in culture and tourism.

Staffing Requirements

In the context of a larger cultural mandate and set of responsibilities, the Working Group discussed staffing needs and resources. It was agreed that an expanded role for the Municipality in culture would be difficult to achieve given existing staff resources. Staff connected with Culture and Special Events already have heavy responsibilities and commitments. Moreover, the new roles required of the Municipality were in the areas of strategic policy, planning and community development. These responsibilities differ significantly from the more operational focus of Culture and Special Events. Consistent with trends in other municipalities in Ontario any new staff resources should take the form of a *Cultural Development Officer*.

Inter-Departmental Culture Team

The Municipality has mechanisms to support cross-departmental coordination in such things as the Technical Advisory Committee (TAC). The following Terms of Reference for an Interdepartmental Cultural Team is proposed.

Members

- Director of Planning
- Director, Economic Development
- Director, Library Services
- Director, Community Services
- Manager, Culture & Special Events
- Coordinator, Partnership Development.

Other departments that will be brought in on an as needed basis are Police, IT, Budget. Efforts will be made to build connections to others – e.g., Medical Recruitment, School Board, Health Alliance, etc.

Roles

The Interdepartmental Culture Team will assume the following responsibilities.

- i. To provide a forum for communication and consultation among all departments to fulfill municipal objectives, goals and time frames.
- ii. To provide knowledge and expertise related to cultural issues across the full range of municipal services and activities, ensuring that development occurs with full awareness of the implications across service areas.
- iii. To support positive working relationships between the Municipality and its community and business partners.
- iv. To identify emerging issues and trends.
- v. To undertake research and recommend the development of new corporate policies as required.
- vi. To monitor service levels and provide continuous improvement.
- vii. To support customer satisfaction by providing guidance through municipal processes.

Create Chatham-Kent – Enabling Community Partnerships

Other Ontario municipalities have put in place various models of shared governance systems for culture. The Working Group however felt none of these met the unique needs of Chatham-Kent. They proposed a ‘made in Chatham-Kent’ model called Create Chatham-Kent (Create CK). Due to its large geography, continued pre-amalgamation loyalties and identities, Chatham-Kent needed a comprehensive and inclusive governance system reflecting and serving different geographic areas as well as cross-municipal and sectoral needs.

‘Two Tiered’ Model

The first tier is the proposal that Chatham-Kent be divided into five regions. Each region would have a Cultural Action Teams (CAT) to undertake specific projects important to that location. Boundaries would be fluid and based on historical and cultural development of the region. People would be free to join any initiative in which they were interested and to which they felt they could contribute. The following regional titles are proposed:

- Sydenham
- Thames-St. Clair
- Land Between the Lakes
- Erie Ridge
- Upper Thames (Fairfield)

Members of the CATs would be drawn from the region and be comprised of a cross section of business, community and cultural leaders known to be proactive and innovative leaders. Each CAT will be represented on the overarching leadership group/governance board - Create C-K.

The second ‘tier’ relates to organizing for partnerships and collaboration addressing the needs of the municipality as a whole. This will be done through Task Forces struck to undertake specific projects and initiatives. These are not advisory committees but action oriented groups committed to addressing and implementing specific initiatives.

The Municipality would provide basic administrative and financial assistance to support scheduling of meetings, generating minutes, direct meeting expenses, etc. Both CATs and Task Forces would be provided with a modest budget for project development that will serve as seed money to leverage further investment.

Membership

Membership of Create CK should be drawn from a cross-section of municipal, business and community groups. While the group must remain a reasonable size to be effective, membership could be drawn from among the following possible groups (to be determined).

- Representatives from each region
- Mayor plus one Councillor
- Tourism industry
- Post-secondary education
- BIA/Chamber of Commerce
- Communities in Bloom
- Heritage Chatham-Kent
- Individual community leaders
- Ex-Officio members could include representatives of provincial ministries or federal departments, Community Future Development Corporation, etc.

Mandate

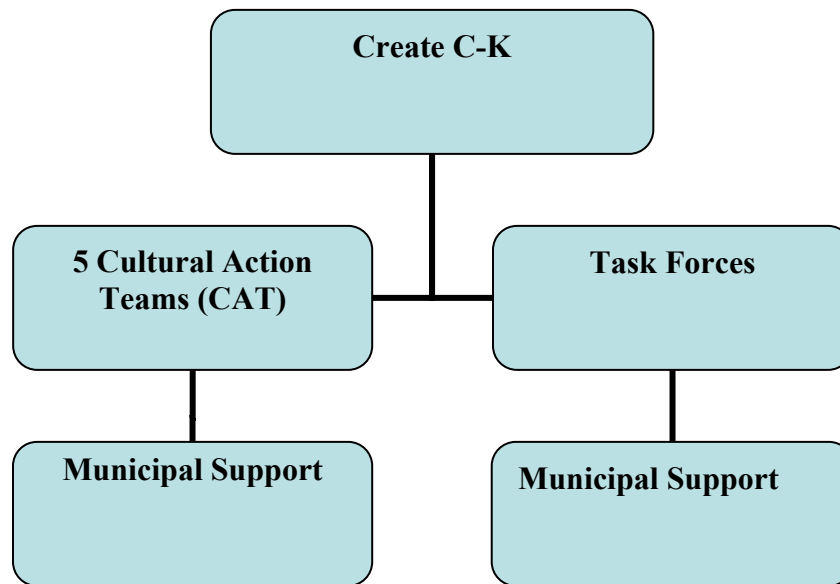
Create CK will:

- i. Provide support to the regional Cultural Action Teams
- ii. Establish Tasks Forces to address specific municipal wide or cross-sectoral initiatives (e.g., developing tourism opportunities such as Black History)
- iii. Advocate the economic benefits of enhancing cultural opportunities for residents, business and tourism
- iv. Enhance communication and marketing of cultural initiatives throughout Chatham-Kent
- v. Investigate and implement funding partnerships for projects and initiatives from all sources
- vi. Assist organization and individuals in connecting with available resources and expertise, including funding opportunities.
- vii. Act as an advisory body to the Municipality on cultural issues, as required.
- viii. Provide advice and act as an intermediary with provincial and federal agencies, as required

Create C-K will operate at arm's length with governing policies approved by Council.

Annual Create C-K Summit

An annual event will provide an opportunity to engage the wider community. The event is an opportunity to review accomplishments over the past year, identify strategic opportunities and needs for the coming year and continue to build partnerships and shared vision across the public-private-and non-profit sectors. The Summit will ensure that the work and initiatives identified by CAT's and Create C-K are informed and grounded in broader community input and need.



Cultural Tourism Recommendations

Recommendations coming forward in the tourism study fell into two categories: Product Development and Marketing.

Product Development Recommendations

To realize Chatham-Kent's cultural tourism potential, a concentrated focus is required on further developing the municipality's cultural tourism experiences. Product development strategies are needed specific to Black History tourism, and specific to agritourism. A strategy is already in development for recreational birding. With respect to the RM Classic Car Exhibit, a feasibility study is warranted to consider the opportunity for the Municipality of Chatham-Kent and RM to enter into a partnership with the objective of developing a major tourism attraction on Highway 401.

Marketing Recommendations

- i. Increase investment to provide sufficient support for Chatham-Kent Tourism to engage in the range of tourism marketing initiatives needed to penetrate target markets aggressively.
- ii. Develop a recognized tourism brand for Chatham-Kent that promotes it effectively and positions the municipality as an important tourism destination.
 - a. This brand must provide a consistent look and visual identity for other recommended actions below
 - b. It must communicate the full range of tourism experiences on offer in the municipality, both cultural and recreational.
 - c. Any tourism brand must also support and complement (but not be identical to) any broader marketing and communications (branding) strategy developed by the municipality.

- iii. Consolidate all market-ready cultural tourism experiences identified in the situation analysis in a section of the Chatham-Kent Visitor's Guide dedicated to cultural tourism.
- iv. Develop the Visitor's Guide as a marketing vehicle not dependent exclusively on advertiser revenues, thereby allowing the Guide - or a portion of the Guide - to function as a lure.
- v. Develop a lure brochure that is separate from its Visitor's Guide. The distribution of such a lure brochure would be less costly than the distribution of the Visitor's Guide, thereby allowing the Visitor's Guide to function as fulfillment.
- vi. Design and build a stand-alone web site that is distinct from the Municipality's web site to promote tourism in Chatham-Kent. Such a web site would share common design aesthetics and content with the Visitor's Guide while offering the user an itinerary planning function complemented by a range of tourism search tools and features.
- vii. Invest in product development strategies specific to black history tourism, and specific to agritourism. A strategy is already in development for recreational birding.
- viii. Undertake a feasibility study as a joint project to examine the potential of RM Classic Car Exhibit as the focus of a major tourism attraction on Highway 401 (potentially as a jointly funded public, private sector study).
- ix. Contract a specialist in tourism product development to work to address all of the product development issues and challenge outlined in this report.
- x. Promote Chatham-Kent's cultural experiences to the oft-neglected Visitors, Friends and Relatives (VFR) market. Given that main travel purpose of 40 percent of the municipality's overnight visitors is visiting friends or relatives, we recommend an in-market effort to reach the municipality's residents.

Building Tourism Industry Capacity in Chatham-Kent

Beyond specific actions taken in support of cultural tourism attention must also be paid to building the capacity of the overall tourism sector or industry in Chatham-Kent. One municipality that has focused strongly on capacity building strategies is Prince Edward County. In 2006 the County completed *Sustaining and Managing Growth: Prince Edward County Tourism Strategy*. The strategy addressed many similar product development and marketing issues such as those being brought forward in Chatham-Kent. However, attention was also directed to a range of other tourism 'system' needs. For example:

- Development of a comprehensive marketing intelligence system (stronger market research to inform marketing decisions)
- Enhanced tracking of marketing communication effectiveness
- Regular communication of tourism industry benefits to municipal decision-makers and the general public/community
- Enhanced visitor information services
- Assisting accommodation operators to maximize occupancy
- Facilitating training to enhance industry professionalism
- Expanding on media relations successes

- Assisting County residents to become effective tourism ambassadors
- Developing and implementing tourism facility and service quality assurance programs.

None of these strategies can be implemented only for cultural tourism but applies to the tourism industry as a whole.

Addressing these system needs may also be better addressed as part of a larger regional tourism strategy and infrastructure. Lambton County has been exploring cultural mapping and cultural tourism development and may offer opportunities for partnerships and shared investment.

Other regional groups such as the Southwest Economic Assembly (SWEA) may also support these efforts. The mandate of SWEA is: to provide leaders in business, agriculture and agrifood, manufacturing and trade, education, government, and tourism and culture an opportunity to gather to work collaboratively on strengthening and promoting the economy of Southwestern Ontario.

Strategic Priorities

Emerging from research and community consultations was a tremendous range of potential actions and priorities. However, there was strong agreement on the part of the Community Leaders Group that immediate action was needed on a few critical priorities. This would establish momentum and help mobilize energy and engagement to continue work on the larger agenda.

Strategic priorities and actions are captured in three categories.

Organizing Ourselves - Municipal Roles and Community Partnership

Implementing the CPCK requires the Municipality to organize itself and work differently. Implementation also requires a mechanism to support partnerships between the Municipality and its business and community partners.

Building Capacity to Support Culture

Implementing the CPCK requires new systems and strategies to build the capacity of the Municipality and its partners to achieve cultural objectives:

- Cultural Mapping – broadening and deepening information on cultural resources in Chatham-Kent through Municipal, business and community collaboration.
- Community Awareness and Engagement – raising awareness and broadening participation in culture across the community
- Strengthening Cultural Organizations and Networks – ensuring strong, sustainable cultural organizations and activity through collaboration and resource sharing.

Cultural Tourism Strategies

A major focus of the CPCK is growing and strengthening cultural tourism opportunities. These strategies and actions address this goal.

APPENDIX A – CULTURAL RESOURCE FRAMEWORK

Group	Class	Discipline
Public Facilities		
	Cultural facilities	Archives Art galleries Community centres Fairgrounds Interpretive centres (natural or cultural heritage) Libraries Museums Recreation centres Theatres or performing arts venues Town halls
Cultural Organizations		
	Not-for-profits arts, heritage and cultural organizations	Aboriginal cultural organizations Agricultural societies Community arts councils Cultural service organizations Genealogical societies Historical societies Literary arts groups Multicultural organizations Performing arts groups Presenting groups Visual arts groups Women's Institutes
	Cultural businesses and creative industries	Antique stores or markets Architects Art dealers and suppliers Bars or restaurants with live music Bookstores Commercial Galleries Craft stores/studios Designers Dinner theatres Film or video production Local media (radio and TV) Local newspapers Music businesses Performing arts schools/studios Photographers Printing companies Publishers – book or magazine Sound recording

Cultural and Natural Heritage		
	Cultural heritage	Aboriginal heritage site Archaeological site Cemeteries Cultural landscapes Heritage buildings Heritage districts Historic corridors Industrial heritage sites Living history site
	Natural heritage	Bird or wildlife sanctuaries Botanical or zoological gardens Conservation authorities Cross-country skiing trails Decorative gardens Forests Natural history site Open farms and orchards Provincial or national parks Public parks Scenic lookouts Unique flora and fauna Walking trails Waterfalls
Activities		
	Programs and events	Aboriginal events Artists or artisan/craft studio tours Built heritage tours Country fairs Craft festivals Farmers markets Factory tours Gallery tours Garden tours Literary festivals Museum or art gallery programs Music festivals/events Performing arts festivals Street festivals Walking tours – cultural heritage Walking tours – natural heritage or agriculture

Satellite (Related) Resources

Group	Class	Discipline
Recreation		
	Sites or facilities	
	Programs	
Religious Organizations		
Educational Organizations		
	Primary and secondary schools	
	Universities and community colleges	
s		
Business and Tourism		
Tourism and Hospitality Resources		

APPENDIX B – COMMUNITY FORUM RESULTS

Themes	Issues and Actions
<p>Raise awareness and promote what we have</p>	<ul style="list-style-type: none"> • Better road signs are needed to bring people in from the 401 and to direct them to the great places that are here - such as Grande Point/Pain Court as a French district • Put information kiosks in accessible locations – e.g., on either side of the 401. • How do we promote ourselves better – better signage, print maps, the Internet, iPods, interactive websites for “things to do” • A big issue is branding. It still goes back to amalgamation; every community feels they need their own identity; you don’t want to lose that but you do want people to have a sense of feeling part of something bigger and that’s branding. • Billboards at Libraries and community centres would get the message out to the community. Lots of people go to the libraries and tourists booths and a billboard outside would leave information available all the time. • Need someone to organize activities for seniors who travel and for special activities for the weekends. BIA or culture groups could do this. • There are fishing charters in Wheatley that no one knows about. This is a good marketing tool to get the people to our area. • Produce print brochures or maps for visitors that list attractions and the time it takes to travel to each • We have an aging community that is interested in nature but they need amenities – like shaded places to sit, better parking • If a press release tool/template is created for cultural groups these media releases these should also be sent to tourist groups/agencies so that they know what is happening. • 20 years from now over 40% of the population is going to be seniors who like to travel and learn about the history of places they visit • Put together bus tours for seniors that had a tour guide and interesting place to stop this could be a large draw. This could include an agricultural tour. • When you are mapping cultural resources don’t exclude churches; we have the 2nd oldest church here in the London diocese (?). We have had people from Indonesia, Africa, and Russia visit our church, especially when we have a Christmas concert. Churches and graveyards are quite a tourist attraction in the States (and Europe.)
<p>Cultural groups working together</p>	<ul style="list-style-type: none"> • There is a lack of communication between organizations and attractions. • Is there a way for people and organizations to become more aware/sooner of upcoming events? • There are lots of federal and provincial grants out there – we need to become more aware of them and how to apply for them to get good things for our community. • We need help getting our marketing materials out (posters, flyers etc.) If everyone chipped in some money and hired one person we could distribute all our material more effectively • We don’t have museums working together well enough – even for Black History Dresden doesn’t have as strong a working relationship with Buxton and Chatham as it should; there is a sense of competition for resources and attention rather than working together • There is a need for additional space for programs and activities that are updated and modern. We should create an inventory of spaces for community programs. • We need to expand some of the excellent existing programs rather than feeling we always need new ones. • Cooperation among theatre groups is non-existent. • We are missing some central organization that supports cultural groups in working

	<p>together.</p> <ul style="list-style-type: none"> • We want to work together but we're all so busy trying to survive and raise money that we don't know how to do that. • Festivals and Events Network – a lot of good work has been done but we are an impatient group and want to do more; we have to be stubborn, it takes time. • It is amazing how little we support each others activity – for example there isn't nearly enough support and cooperation with St Clair College's Thames Institute of the Arts. • If all of us worked together to support it all of us benefit – people who come stay at B & B's, they eat at restaurants, they attend other cultural attractions • Communications and marketing for special events is not coordinated. Let's start with the web portal. • Competition is a good thing among groups and attractions!
<p>Engaging the community</p>	<ul style="list-style-type: none"> • Have a contest for best planning or community development idea • Establish a prize for a young artist • We need more to engage the youth of Chatham-Kent. Explore the use of Facebook to support this • We need to focus on groups and activity <u>outside</u> Chatham. • We need to engage schools. If you don't get the kids then we're lost before we start. • Spirit walks in Chatham and Ridgetown sell out every time. • Need to get the word out to all our business owners to train their staff as ambassadors for Chatham-Kent. If you want to bring people back you need to treat nicely whether they are at a cultural attraction or just having dinner or buying gas. • We need to explore partnerships with Communities in Bloom – one of their areas of focus is natural and cultural heritage; we have many of the same goals
<p>Stronger municipal-business-community partnerships</p>	<ul style="list-style-type: none"> • We must make sure the municipality supports community work but doesn't take over • The municipality must assist in developing the economic potential of Chatham-Kent; look at other communities like Stratford and Niagara-on-the-Lake – that's what's possible if government and business work together • A model of partnership is Erieau, Rondeau Park and Long Point. • There is an opportunity for partnerships with Guelph and Ridgetown College for planning, reforestation projects etc. • A major outcome of the plan will be leaving in place the mechanisms to continue the work. • We have to learn to do the planning, the engagement and the acting/doing at the same time; it's not linear but simultaneous • What are the ideas that could come forward in Dresden but that feed into the bigger picture or that make it all “click together?” We need to figure out how to grow our unique ideas and strengths but not impose false frameworks around them • The advantage of being in a smaller community is that it is all integrated together – we can't separate culture from heritage from economic development; it's all part of the same thing • One example of how things can work is the trails strategy. It was a book, a strategy to create more trails, raising awareness of our heritage, getting people to shop, etc. It involved a partnership between IODE, Rotary, Horticultural Society, etc. • The Tecumseh Trail proposal (called the Tecumseh Parkway) is another example of how things should work together. It connects signage, promotion of attractions, bringing people to our community. The route in the Tecumseh Trail is Highway 2 (River Road) – all the way to Thamesville. One of the oldest paths in Ontario – for the most part it's the original native trail. • Community Partnership Fund has been great. We were able to establish our own priorities in our community. We got funding and then doubled it. If there was something

	<p>like that just for culture, it could be established as a priority.</p> <ul style="list-style-type: none"> • But you will also need project and funding for projects that are municipality-wide; but distinguish the two • You must have the right people on the Roundtable group to make things happen; it can't be the same people who have always been there or all this will fall on deaf ears; they see it as "same old, same old" story. • Cultural Roundtable – will need to be headed by a respected business leader • The mandate for the Roundtable must be clear. Is it to move culture forward on the municipal agenda; to increase communication and knowledge among cultural groups (e.g., lists of grants available); track the results of the cultural tourism recommendations to make sure they happen; all these things? • Is the Municipality currently set-up/structured properly to support culture? (e.g., combining departments or business functions)
<p>Cultural tourism ideas</p>	<ul style="list-style-type: none"> • We need themed trails or routes narrated with community stories • Bird watching is #1 trend with the old and young as well as mountain biking. • People are traveling within our own province and Quebec, so don't get caught up with US visitors that are declining. We need to focus on our own province. • Not strong enough co-ordination between attractions and groups – e/g/. need more integrated marketing approaches connecting Black History stories in - Dawn Settlement, Shrewsbury, Chatham, Buxton, Dresden • The tourism study identified and assessed 140 Attractions – what makes these different than others? Do we need to call them cultural tourist attractions rather than old fashion tourist places? • Can the list of cultural attractions in the tourism study be grouped or clustered around themes • Black History still not ready to market; will the plan make recommendations on how to improve on marketing? • There are natural resources here that are under utilized. Where else can you find a community that has 2 lakes, 2 rivers, a provincial park, beaches etc.? This should be marketed as a whole (fishing, birding, boating). • There is a huge opportunity with the War of 1812 Bicentennial? • We should have buses lined up to see Black History. Package tours need to be multi-purpose trips – e.g., people stay over several days and see multiple sites. These people will also shop, stay in hotels, etc. – they will expand our economy • If 40% of our tourists are here to visit friends/family, how do we get the friends/family knowledgeable about what's going on here? Make lists of local sites available to the local community (not just tourists). • Our tourism publications must be strengthened. Elgin County's publications are excellent and they are no bigger as a community - we can do better. • If the cultural tourism study said we're not market ready, how do we get more "market ready"?
<p>Telling our community's stories</p>	<ul style="list-style-type: none"> • Our important stories – War of 1812; Black settlements; we must tell the story of Native people; early Settlements • We have amazing stories that we have to capture from elderly people before they die – record our unique history and use it to promote ourselves • We need to use new tools – record our stories and make them available to download onto an Ipod or mp3 player; people can buy them at a service centre and listen to them as they driving through the area. • (One person) is transcribing the personal diaries of people who lived in the area e.g., 25 years of the diary of Harry Lampman (1894). • King Street w s the original native trail – this is a history of well over 200 years of

	<p>settlement.</p> <ul style="list-style-type: none"> • The Black history story is about people who came here with nothing – nothing but the shirts on their backs and they became successful businessmen. These are success stories we need to tell. • There were also black men of wealth who came to Dresden from the United States; they invested and stayed for awhile but then left. This is another interesting story. • Driving paths should be built around physical assets but also based on our unique stories.
Importance of culture	<ul style="list-style-type: none"> • Culture is about the economy! 80% of economic activity comes from expansion of existing businesses, not attracting new businesses. • We have treated culture as a ‘nice to do’ instead of a ‘must do’ – if you have a place where people want to live businesses will follow. • Many of the same issues we are talking about tonight are the same as those talked about at the Economic Development Strategy forums – this has to come together somehow • How does the culture plan fit with the municipal corporate strategic plan? These have to be brought together. The culture plan is part of the corporate strategic plan • We need to talk more about Richard Florida’s book <i>The Rise of the Creative Class</i> • The world “culture” is a silo that we have to overcome – for example hockey is an important part of our culture and our heritage. • Do we want to promote our own culture or adopt a culture and promote something that we know we can sell?
Other great ideas	<ul style="list-style-type: none"> • What do we need to get our cultural facilities up to speed? The Chatham Cultural Centre is looking tired; Museum/Gallery entrance, studio 2 are hot spots. • Museum needs more interactive things to do, better lighting (especially lighting that points to interpretative signs) • Develop the “parks for preservation” of natural heritage. • East of Chatham on the Thames River is a unique place as is the Sydenham. They are unspoiled and not polluted by power boats, etc. • From London to Chatham you have 275 km or so of natural, undeveloped waterway completely away from traffic, etc. There are banks that are 150 feet high, 60 foot high oak trees, etc. Nobody sees those parts of the Thames. • The newest trend is Geocaching - for people with GPS devices in their cars. People use their GPS devices to find gifts that are hidden, but there are lots of stops in between where they learn about the communities that they are traveling through. You have to replace the gift, then you go on line and register with Geocaching and enter where you found them and you get points. There are 202 countries in the world that do Geocaching. • We have important and attractive streetscapes in Ridgetown and Dresden. Dr. Gord Shaw did large volume of work through a Main Street Ontario program over many years before the funding for the program was cut; this research still exists and we need to dig it out and use it.

One forum unlike the others took place in Pain Court and explored the rich Francophone heritage and culture of Chatham-Kent.

Pain Court and Francophone culture	<ul style="list-style-type: none"> • There are incredible stories here – we have a 15th generation Canadian at the table! • We have the oldest French high school in Ontario • Rather than focus so much on US tourism we have a potentially larger tourism market in Quebec • We need to promote what we have to offer francophone tourists through articles in
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	<p>Quebec magazines</p> <ul style="list-style-type: none"> • We can help with translation in existing venues like Rondeau • We need to establish a heritage district; something to make people feel they have entered a unique area • Distinctive signage is needed. • The process for getting street names changed is onerous. There was a proposal to make street signs say "Rue ..."; but ultimately the "Rue" was left off (or replaced with the "Street") – this is creeping assimilation • We sometimes get associated with Quebec separatism and this is a negative association that works against working in cooperation • The largest employer here is agriculture. The 2nd largest employer here is the French language education. • Is there an opportunity to bring in a summer adult language school; perhaps a summer immersion school. • There is a strong group that brings in French language singers but they need more help advertising the events. • We can attract Francophone tourists from Windsor and other locations
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APPENDIX C – STRATEGIC PRIORITIES WORKING GROUPS

Strategic Priority	Working Group	Outcomes
Group One: al Capacity Building	Leads/Champion: Gerry Wolting Members: Evelyn Bish, Kathryn Goodhue, Tom Beaton, Janet Raddatz, Helen McLaren, Alan Devillaer, Larry Najjar	<i>Optimum organizational arrangements and processes</i> to support cultural development Chatham-Kent. <i>Advisory committee structure and mandate</i> - to support an ongoing advisory function that best serves the needs of the municipality and the community in cultural development. <i>Integration of culture in Strategic Directions</i> – establishing goals, actions and budget estimates for culture in the period of 2007-2010
Working Group Two: Partnerships and Shared Governance	Leads/Champion: Anne Gilbert, Gerry Wolting Members: Larry Najjar, Teresa Fysh, Christie Dawson, Barb Burgess, Darren Winger, Ken Tremblay, Bill Weaver, Penny McGregor, John Lawrence, Janet McGuigan, Tom McCarthy	<i>Strong municipal- community-business partnerships</i> to advance shared interests and agendas. <i>Leadership and innovation</i> across the community in support of cultural development. <i>Collaboration and support for municipal goals and priorities</i> – leveraging increased outcomes from municipal policies, plans and investments.
Working Group Three: Cultural	Leads/Champions: Joann Kjeldsen <i>Members:</i> Marsha Coyne, Kathryn Goodhue, Catherine Fitzgerald, Arthur Pegg, Joy Sim	<i>A baseline cultural map</i> – a coherent foundation for future mapping efforts. <i>A partnership framework</i> – develop a proposed mechanism to support ongoing collaboration between the municipality and community and business partners. <i>Mapping plan</i> – a plan that sets out medium-long term mapping goals and outcomes
Working Group Four: Awareness and Engagement	Leads/Champions: Deborah Furlan & Karen Kirkwood-Whyte Members: Bob Fox, Shannon Prince, Jan Taylor, Peter Epp, Simon Crouch, Ike Erickson, Clara and Louie Roesch, Sheila Bateman	<i>Widespread understanding of economic importance of culture</i> – across the municipality and the community. <i>Greater awareness</i> of Chatham-Kent’s extraordinary cultural resources among residents and visitors <i>Engagement opportunities</i> – more opportunities to tap the passion and expertise in the community.
Working Strengthening Cultural Organization	Leads/Champion: Dan Donaldson, John Gardiner Members: Joseph Benoit, Leonard Jubenville, Eunice Ryk, Janet Raddatz, Marg Eberle, Alysson Storey, Marion Matt, Tracy Callaghan	<i>Strong cultural networks</i> among cultural organizations to build relationships and opportunities for collaboration. <i>A collective voice for cultural</i> to increase the profile and influence of cultural groups. <i>Capacity building tools</i> that assist cultural organizations to work effectively and efficiently through the application of web-based tools and resources.
Working Group Six: Cultural Tourism	Leads: Sheila Bateman Members: Joy Sim, Colleen Warrener, Bill Parks Senior, Marsha Coyne, Janice Wieringa, Chris Ford, Kathy Cottingham, Shannon Prince, Lynn McGeachy Schultz	<i>Establishing a shared vision</i> of Chatham-Kent’s unique identity and potential as a cultural tourism destination. <i>Propose initial actions</i> - to move the agenda forward <i>Propose an effective partnership model</i> to support municipal, business and community collaboration in cultural

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