Where Inspiration is Planted, Creativity Thrives and Culture Abounds

CULTURE
INNISFIL
Abundant Experiences Shared

CULTURE MASTER PLAN 2020-2025

Innisfil Culture Master Plan | 2020 – 2025

Final Report

October 2019

Delivered to Town of Innisfil

Prepared by Nordicity in association with Lord Cultural Resources

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INTRODUCTION

Purpose and Objectives

Municipalities across Ontario and Canada are recognizing the role that culture, creativity and quality of place play in community development and growth. As a result, many communities are developing Culture Plans to guide the support and development of culture in their communities.

The benefits and impact of culture on economic development, community development, placemaking, well-being and social cohesion are well documented. These benefits are recognized in Innisfil's key planning documents. Indeed, enhancing cultural programming in Innisfil is a recurring priority across the Town's policy and planning documents. Culture is recognized in Innisfil as a driver for building a more connected community, stimulating creativity and innovation, and creating a happier and more prosperous community. The Town's Community Strategic Plan, Inspiring Innisfil 2020, identifies the development of a Culture Master Plan as a key tactical action towards developing culture in Innisfil.

The Culture Master Plan for the Town of Innisfil will contribute to the Town's strategic goals of Grow, Connect and Sustain by:

- Reinforcing the principles of creative placemaking;
- Catalyzing community connections;
- Building civic engagement and community agency;
- Enriching and activating the built and natural environment; and
- Nurturing creativity, experimentation and innovation.

Guiding Principles

Town staff have identified a series of guiding principles that governed and guided the Culture Plan development process and will be upheld through the implementation of the plan. These guiding principles, aligned with the Town's guiding values, include:

SHARED IDENTITY

We know future cultural development must be authentic and true to collective past and present realities. The plan will help create an authentic and shared identity while also valuing and reflecting the diversity of communities and identities that exist in Innisfil. Success is dependent on the development of cultural resources, support for creative activities, and quality of place rather than on individual disciplines like dance or theatre.

COMMUNITY DRIVEN

We value the insights and contributions of those that live and work here and believe in developing locally minded solutions. This plan is community-driven and strives to respond to community needs while supporting community-led culture development.

All residents, cultural organizations, businesses, industries, educational, and community agencies nurture artistic and creative talent and incubate new ideas and initiatives. We recognize that empowering citizens to effect change is essential to community and cultural development. It will be necessary to build and maintain strong support networks and relationships among all levels of government, individuals, businesses, and community groups.

INCLUSIVITY AND ACCESSIBILITY

We recognize our roles as members of a global community, welcoming all and recognizing we are stronger together. We strive to be inclusive, enabling all residents to engage in cultural pursuits. The interaction between people of diverse cultures, traditions, and backgrounds creates synergies that produce new ideas, an authentic identity, talents, and perspectives that fuel innovation and have positive economic and social impacts.

FUTURE FACING

We value creativity and risk-taking as essential to innovation and progress. We see vision, leadership, and commitment as fundamental to encouraging culture to thrive. Innisfil is fertile ground for inventive minds and those with entrepreneurial spirit.

This Culture Master Plan provides an aspirational plan for culture development in Innisfil, guided by a clear and compelling vision. We forge boldly ahead, optimistically focused on the future.

STRIVING FOR BALANCE

We believe that a livable city requires balanced attention to economic, health and wellness, environmental, social, and cultural strategic priorities. This plan considers both community and economic objectives.

We also believe it is possible to find harmony between growth and conservation. While we embrace elements of urban life, we are honoured stewards of our rural roots and the land upon which we live.

PRACTICAL AND ACTIONABLE

Proactive decisions today coupled with our ability to adapt and implement enable us to stay on the leading edge of innovation. This plan provides meaningful, authentic, and achievable outcomes-driven recommended actions.

An accompanying implementation roadmap and outcomes measurement framework ensures that the plan will be actionable and accountable.

STRATEGIC GOALS AND ACTIONS

Strategic Goals

As an extension to the overarching vision outlined above, we have identified a number of strategic goals that we hope to achieve through implementation of the Culture Master Plan.

Build a resilient community. Inspire social cohesion and community connectedness through increased cultural participation to build a resilient community.

Foster inclusivity. Reflect and celebrate Innisfil's increasingly diverse communities by supporting and promoting all forms of cultural creation and participation.

Honour local Indigenous heritage and history. Build strong, lasting partnerships with local Indigenous communities to support cultural activity that honours and highlights the indigenous heritage and history of Innisfil.

Cultivate well-being. Cultivate a sense of belonging by bringing culture into the everyday lives of Innisfil community members.

Nurture creativity and innovation across the community. Create a culturally-minded town and foster creativity and innovation in all aspects of life by making culture a central part of civic and community life in Innisfil.

The recommended actions for this Culture Master Plan have been organized into three pillars: *Better at the Basics; Cultural Experimentation and Innovation;* and *a Culturally-Minded Town.* The objectives and recommended actions under each of these pillars are described below.

Objectives and Actions

PILLAR 1 | BETTER AT THE BASICS

Being better at the basics is about addressing the key barriers to cultural participation in Innisfil. It means giving community members more opportunities to participate in culture in ways that resonate with how they define culture. It also means improving awareness about the opportunities that exist to engage in cultural activities and removing as many barriers to participation as possible.

We know that community members would participate more if there were a wider variety of opportunities to participate and that there is a demand for more culture opportunities. We also know that other key barriers include location and transportation along with awareness or access to information about what cultural opportunities are available.

OBJECTIVES

- Create more opportunities for access to and participation in cultural experiences locally in Innisfil.
- Embed culture into daily life in Innisfil across all four seasons.
- Create more opportunities for social connection/collision.

ACTIONS

1. **Identify gaps in programming and opportunities for cultural activation.**

   a. Review and update the cultural asset inventory to identify and include "**hidden assets**" (e.g., ice fishing, boating and beach club community, etc.)

   b. Explore opportunities to enhance the cultural offering by leveraging **hidden assets**.

   c. Explore opportunities to **address existing gaps** in the cultural offering, based on community demand (e.g., movie screenings, live music, events and festivals, public art).

   d. Explore opportunities to increase programming or initiatives targeted at **youth and seniors**.

   e. Identify opportunities to leverage **shoulder seasons and the winter months** for culture programming in order to boost opportunities for participation **year-round**.

   f. Work with community groups to foster, highlight, support and build inclusion around the **diverse cultural and religious celebrations** happening across the community (e.g. Diwali, Earth Day, Indigenous Peoples Day, etc.).

2. **Develop an effective engagement strategy for culture in Innisfil.**

   a. Identify strategies for more effective outreach and communication with youth.

   b. Explore tools that can be used to communicate the multitude of opportunities for cultural participation (e.g., an online calendar of events, curated self-guided tours that highlight the agricultural history and flourishing agri-food businesses around Innisfil, self-guided tours that highlight local natural and/or cultural heritage – including Indigenous history and stories).

   c. Identify strategies and approaches for proactive promotion of culture happening across Innisfil (e.g., screens, signs at hamlet or village boundaries across Innisfil).

   d. Review messaging being used to promote cultural initiatives across the community.

   e. Develop an interactive online database of heritage assets, including any local archival and historical collections as well as archeological sites (explore opportunities for integration with County initiatives).

3. **Address key barriers to participation.**

   a. Conduct a feasibility study to understand how municipal data (e.g., transit, program participation, growth data) can be leveraged to promote participation and address barriers to participation (e.g., affordability, accessibility, location).

PILLAR 2 | A PLACE FOR CULTURAL EXPLORATION AND INNOVATION

The second pillar focuses on actions that will enable and support bold cultural development. These are strategies that will help to support community members in developing innovative cultural initiatives that highlight Innisfil's character, strengths and assets. Bold cultural development includes bringing arts and culture to new non-traditional contexts (e.g., hidden assets). It also includes taking bold action to create connections between cultural and artistic expression in Innisfil and other aspects of the Town's civic and community life.

A Place for Cultural Exploration and Innovation is about creating the right conditions to stimulate the development of unique destination experiences that will help make Innisfil the gem in Simcoe County.

The focus of this pillar is on creating the necessary support ecosystem to catalyze grass-roots cultural initiatives that are unique to Innisfil. Where *Better at the basics* is more about ensuring that the community has access to the cultural opportunities it wants without having to leave the community, *A Place for Cultural Exploration and Innovation* is all about making Innisfil a place where cultural exploration, experimentation and innovation can thrive. It is about creating the conditions that allow the community to create bold, innovative cultural destination experiences that highlighting what makes Innisfil unique in Simcoe County.

OBJECTIVES

- Support culture-preneurship (an entrepreneurial approach to cultural development).
- Support cultural exploration, risk-taking and innovation.
- Develop unique and innovative cultural experiences and destinations across Innisfil.

ACTIONS

1. **Create space for culture.**
   a. Explore strategies to improve access to existing under-utilized spaces for creation, planning, development and presentation of cultural initiatives and leverage the community's creativity (e.g., live performances or events in public arenas and community centres, responsive pricing for the use of space in Town-owned and operated facilities, etc.).
   b. Identify opportunities to leverage non-designated spaces for cultural animation or programming (e.g., art exhibitions in public and civic spaces such as the Rizzardo Health & Wellness Centre, public art and heritage interpretation in parks and trails, rail trail, Mobility Orbit, medians, and streetscape beautification etc.).
   c. Identify opportunities to create new purpose-built cultural spaces.

2. **Improve access to funding for culture initiatives.**
   a. Explore the feasibility of establishing designated funds to support culture organizations and/or projects.
   b. Develop strategies for promoting and building awareness of cultural funding opportunities (both from local sources and from other sources regionally, provincially, and nationally).
   c. **Strengthen relationships with partners** to create opportunities for external financial support (e.g., with other levels of government).

3. **Establish a robust support ecosystem to support community-led initiatives.**
   a. Establish an **arts/culture launchpad** or incubator to stimulate innovative cultural creation.
   b. Establish a dedicated **culture services community liaison** position to catalyze and support community-led cultural initiatives.

PILLAR 3 | A CULTURALLY-MINDED TOWN

A culturally-minded town includes two central ideas:

Adopting a cultural lens will encourage creative problem solving and support innovative solutions to key civic issues.

Adopting a cultural lens will encourage municipal employees and community members to recognize opportunities for cultural activation in unexpected places and as part of other civic and community activities.

The concept of adopting a cultural lens is twofold. On the one hand, it is a call to action to consider the potential for cultural activation in all of the Town's development initiatives and activities. On the other hand, it is also about building a mindset that allows for creative thinking around key civic issues. It is about creating the conditions that allow cultural initiatives to be considered among or part of the solutions to those issues.

Culture is increasingly being recognized for its adjacencies or indirect effects on economic prosperity, public health and wellness, and community resilience. Building *a culturally-minded town* recognizes these intersections and seeks to harness culture to enhance civic engagement, increase community connection, and improve all aspects of life in Innisfil.

OBJECTIVES

- Uncover and promote a wide understanding of the tie-ins between arts and culture and other civic objectives (e.g., connectedness, economic prosperity, wellness, etc.)
- Build a cultural lens to support creative solution-finding for key civic issues.
- Build culture programming/activation into planning initiatives from the start.
- Empower all civic employees to identify opportunities for embedding culture into everyday services.
- Empower Innisfil citizens to bring culture into their everyday lives.

ACTIONS

1. **Establish a culture lens mindset among all Town staff to support cultural opportunities and creative solution-finding for key civic issues.**

   a. Develop a change management program to implement strategies for effecting change, controlling change, and helping people adapt to change.

   b. Pilot the culture lens on ongoing development initiatives (e.g., the Rizzardo Health & Wellness Centre, the new Town Square initiative, Innisfil Beach Park Master Plan, Mobility Orbit community).

2. **Identify opportunities to showcase culture through small gestures (low-cost, low-effort interventions that yield high impact).**

   a. Explore opportunities to **showcase local art and culture in civic spaces** by continuing and expanding existing (e.g., art displays/exhibitions, community arts initiatives, etc.)

   b. Develop an **education and interpretation program** to animate parks, trails and road ends with art, self-guided tours, and other solutions that highlight local natural and cultural heritage, **including an emphasis on highlighting Indigenous culture**.

3. **Re-ignite the public art program.**

   a. Develop a **public art fund** to support the acquisition of public art for Town-owned land and spaces in accordance with the Public Art Policy.

   b. Develop a **public art strategy**, building from the Official Plan's Public Art Policy, which outlines public art priorities, objectives, and strategies for investment in public art (e.g., from private developments).

Appendices

APPENDIX A | GUIDING ASSUMPTIONS

The development of Innisfil's Culture Master Plan comes at a time when municipalities are putting great emphasis on community and social development.

Innisfil is in the midst of a rapid growth trajectory and a key priority for the Town is to find strategies for navigating that growth without losing Innisfil's unique character and small-town feel. The need to solidify a shared community identity and build social cohesion is key to helping Innisfil navigate growth with grace as a community. In addition, amidst the population growth, demographic changes in the population, a workforce made up primarily of commuters, and the town's history of amalgamation all pose additional challenges to community building in Innisfil.

Bearing this context in mind, the development of this Culture Master Plan is built on the foundation of the following five Guiding Assumptions:

1. Culture helps build community resilience

Resilience refers to the capacity of a community to cope with and overcome adversity and adapt positively to change[1]. Resilience Frameworks - such as those developed by the Organisation for Economic Co-operation and Development (OECD) and the Rockefeller Foundation (to govern the 100 Resilient Cities project) - outline a number of resilience drivers, including:

- Health and Well-being;
- Economy;
- Society;
- Infrastructure;
- Environment;
- Leadership and Strategy; and
- Governance.

Most of the literature regarding community resilience focuses on urban resilience and the idea of creating a stronger, more resilient community in the face of external threats. In Innisfil, the concept of rural resilience is an equally relevant guiding principle. Rural resilience refers to a community's ability to tolerate and adapt to change before reorganizing around a new set of structures and processes.[2] Rural resilience also refers to the balance between maintaining rural populations and a rural way of life while building a strong local economy.

Cultural resilience is a major aspect of rural resilience because it helps ensure the presence of sufficient human capital in the region. In the context of culture, a rural region needs a collective identity and sense of belonging to foster the collective force.

Arts and culture provide a means to build rural resilience through:

- Sense of Purpose
- Diverse and Innovative Economy
- Embracing Differences[3]

These drivers also contribute to individual resilience through improved health and well-being. A study from the Journal of Rural studies provided two cases in rural Scotland regarding how community activities, connectivity and digital archives can help develop more resilient communities.[4]

2. Culture has a positive impact on health and well-being

In measuring the well-being of societies, the OECD developed the Better Life Index. Health and life-satisfaction are listed as two out of 11 factors that contribute to a society's well-being. The impact of cultural activity on health and well-being is well documented and has been gaining traction as an essential part of the solution to addressing issues such as loneliness and isolation, which are contributing factors to mental and physical health.

The Creative City Network of Canada (CCNC) published the "Making the Case for Culture" study series which analyses culture's role in contributing to society's well-being. The project, supported by the Canada Council for the Arts, further illustrates how and why culture is the key to betterment. According to the series, culture and arts impact health and well-being through three aspects:

- Building Community Identity and Pride (sense of belonging)
- Quality of Life/Place (healthy lifestyle/active living)
- Positive change in Communities (individual resilience)

In addition, Ontario Arts Council's report The Arts and the Quality of Life: The attitudes of Ontarians showed that over 80% of Ontarians believe arts are important to one's quality of life, and over 90% think arts activities help enrich the quality of community life.

The Arts and belonging study conducted by the Community Foundations of Canada shows that arts have a greater impact in rural areas and small towns than in larger urban cities. Evidence also suggests a strong correlation between a person's perception of the quality of the arts offering in their community and a sense of community belonging.

Culture can be a catalyst for developing a resilient community through the positive impact on health and well-being in two ways:

- Arts and culture —> Collective Culture —> Belonging —> Happiness and well-being —> stronger community —> resilience
- Arts and culture —> Health and Wellbeing —> stronger individual —> stronger community —> resilience

3. Culture is a core tenet of Placemaking

The concept of placemaking was used by the Project for Public Spaces (PPS) in New York in the mid-1990s to describe its approach to developing public spaces. Placemaking is about improving citizens' local environment through redesigning and repurposing spaces and buildings. Placemaking involves two important aspects: public accessibility as well as social and cultural engagement.

Rural places face unique challenges that are different from urban areas such as: sparse communities, adapting to population influx while cultivating an integrated identity, and limited access to arts opportunities and facilities. Placemaking as a means to define a place through physical, social and cultural identities can be used by rural communities to develop capacity to deal with these challenges on their own terms.

More specifically, creative placemaking leverages the power of arts, culture and creativity to transform and improve the quality of a place.

Creative placemaking can contribute to rural resilience by enhancing healthy sustainable communities. Artscape has identified a range of approaches to creative placemaking including artist relocation projects, public art, and community arts initiatives, among others.

RECOGNIZING INDIGENOUS COMMUNITIES IN PLACEMAKING

While placemaking is being adopted to create sustainable and resilient communities in Canada, it is crucial to recognize and acknowledge the role of Indigenous peoples as the original placemakers and traditional stewards of the land.

4. Culture drives economic benefits

The economic benefits resulting from investing in culture are reflected in a number of ways: business attraction, job creation, GDP growth, increased tax revenue, and tourism attraction (growing the visitor economy).

Research published by the City of Toronto shows that business recruiters often feature local theatres, museums, and other cultural attractions in their efforts to lure talented employees. Communities with a strong culture scene provide important leisure, entertainment and community engagement opportunities that attract skilled workers, managers, and entrepreneurs.[6] The research also shows that most respondents reported «nurture creative industries» as one of the benefits of investment in culture.

In addition to attracting talent, a strong culture environment is key to developing the local human capital by building skills that support creativity and innovation. Indeed, a recent Nordicity report for Maple Ridge shows that art helps people develop their creativity through imagination and vision.[7]

According to an environmental scan conducted by the (then) Ontario Ministry of Tourism, Culture and Sport to inform the Provincial Culture Strategy, the culture sector supports the economy through direct and indirect job creation. The Creative City Network of Canada also reported that culture-based businesses and organizations provide direct economic benefits and create job growth.[8]

GROWING A VISITOR ECONOMY

The Creative City Network of Canada recently conducted research that demonstrates how the arts and creative industries in rural communities contribute to the rural economy. Cultural tourism is identified as an economic mainstay for a rural community. Indeed, the Rural Ontario Institute also reports that growing the visitor economy can lead to significant economic benefits for a community, including business growth and job creation, which lead to increased tax revenue.[9]

A vibrant culture sector that fosters the creation of destination experiences can also encourage visitors to the community to extend their stay and encourages spending in the community.

5. Public Art is a key component of civic engagement in culture

The Association for Public Art defines public art as art that is "placed in public sites [and] is there for everyone, a form of collective community expression. Public art can express community values, enhance our environment, transform a landscape, heighten our awareness, or question our assumptions." Public Art can take various forms but ultimately it is "a reflection of how we see the world – the artist's response to our time and place combined with our own sense of who we are."[10]

The Americans for the Arts and Public Art Network (PAN) Advisory Council listed five benefits of Public Art in a report "Why Public Art Matters (2018)":

- Economic Growth and Sustainability
- Attachment and Cultural Identity
- Artists as Contributors
- Social Cohesion and Cultural Understanding
- Public Health and Belonging

Overall, these benefits can be grouped into two categories: community benefits and economic benefits.

COMMUNITY BENEFITS

Several communities across the U.S. and Canada have shown that prioritizing public art can lead to increased levels of community engagement and social cohesion. Public art can also function as a powerful catalyst for improved mental and physical health. There are many examples where public art has been used as a tool for fostering community revitalization, social connections, and improved health outcomes.

The Rural Nova Scotia Uncommon Common Art Program (UCA), which presents site specific contemporary public art in multiple locations in a rural community, was shown to increase environmental awareness and physical activity for both residents and visitors.

In Philadelphia, the Porch Light Program uses public art to promote health and wellness in the city. Research in collaboration with Yale School of Medicine also showed an increase in collective efficacy and improved perceptions of the pedestrian environment and neighbourhood safety.

ECONOMIC BENEFITS

Some cases have shown that public art can lead to economic benefits in real-dollar terms. For example, public art can be used in destination marketing and can lead to direct commercial benefits as well. The District 7 headquarters of the California Department of Transportation included a state-mandated commitment of one percent of the development budget to be designated for investment in public art at the site. The public art project is designed with neon tubes that resemble car taillights. This $2 million investment in public art has become a signature landmark. The building is now used frequently as a backdrop for feature films, television shows, and commercials. Citylab reported that Caltrans now receives a substantial, ongoing income stream by licensing the entry plaza as a backdrop for still photography and TV/film.

APPENDIX B | SUMMARY OF RESEARCH FINDINGS

Our Process

Innisfil set out to develop a Culture Master Plan that would be community-driven and respond to community needs. As such, the culture plan team at the Town of Innisfil along with the consulting team developed a process that included extensive consultation with key stakeholders and the wider community across Innisfil. The process included the following steps:

- Preliminary consultations (Spring and Summer 2018)
- Background research (Fall 2018)
- Community and stakeholder consultations (Fall 2018)
- Visioning workshops (Winter and Spring 2019)
- Analysis and plan development (Summer 2019)

The results of the research and analysis behind this Culture Master Plan are summarized in the following pages.

The culture plan development process also occurred in tandem with a review of Innisfil's Strategic Plan. As such, our process included following the progress of the Strategic Plan to ensure that the Culture Master Plan remains aligned with any new priorities or directions emerging from that process.

Policy and Planning Context

THE LOCAL POLICY AND PLANNING CONTEXT

Part of the background research that informed the development of this Culture Master Plan included an extensive review of other planning and policy documents that are relevant and related to cultural development in Innisfil. The key documents that were reviewed included the following:

Inspiring Innisfil: Community Strategic Plan (2017-2020)

The vision of the plan is to retain a strong sense of community, rural atmosphere, and small-town feel for the Town of Innisfil. To be respectful of tradition, but not bound to it, and willing to evolve as the community develops into 2020. **Culture is specifically addressed in this plan as a way to further connect the community through enhanced cultural programming. A cultural master plan is specifically outlined as a tactical action towards this goal.** The plan also includes a number of other recommended actions that point to **enhancing and enriching the cultural offering and creating more opportunities for community participation in culture**, such as:

- Supporting the expansion of arts, cultural and heritage programs throughout the town;
- Encouraging and creating opportunities to increase cultural events and programming;
- Supporting the creation of vibrant places that support and enable planned and spontaneous events, activities and interaction;
- Promoting opportunities for the participation of youth and seniors in cultural events and activities;
- Developing a public art policy; and,
- Partnering with local organizations in delivering new arts and culture opportunities.

Our Place Official Plan (2018)

The plan provides a guide to enhance place making, community character and social connections in Innisfil. It outlines direct municipal actions and other Town master planning processes needed to strengthen the sense of place for citizens. The plan intends to outline ways for Innisfil to be "a place to grow, a place to connect, a place to work and a place to call home". Through six distinct sections—making our place great, connecting our place, growing our place, sustaining our place, implementation & interpretation, and area specific policies—the report outlines what makes Innisfil great and strategic actions with specific action steps to enhance placemaking.

Being "culturally connected" was outlined as a key aspect of placemaking, and the plan outlines three areas to focus on to enhance cultural connectivity:

- Through **public art**, which should be encouraged throughout the

Town and in new developments and required in development proposals within key locations (e.g. Downtown Commercial Areas, gateways, subdivision entrances, entrances to large developments, and parks);

- **Creating space for culture and community gathering**; and
- **Maintaining and enhancing cultural and natural landscapes**.

Tourism Destination Management Plan (2017)

Tourism promotion was recognized as one of the strategic objectives in the Inspiring Innisfil 2020 strategic plan. As such, in 2015 the Town of Innisfil commissioned a Tourism Destination Management Plan (TDMP), to ensure "the strategic development of facilities, amenities, activities, services and experiences available to attract visitors while simultaneously providing business growth opportunities within the broader destination and its local communities."

In this plan, culture is discussed in relation to its assets—people, physical buildings and cultural events—and how they support tourism. For example, the plan refers to how cultural facilities play an important role in tourism due to the types of people-based experiences they offer. It also refers to human assets, such as the artists, that are critical to creating these experiences (e.g., the annual artist Studio Tour and local annual events and festivals). **One of the recommended actions in the plan was the creation of a task force for developing opportunities around arts**.

In so far as it refers to the development and promotion of experiences and destination places, the Tourism Destination Management Plan presents some interesting synergies with the Culture Master Plan. After all, experiences and destinations benefit both tourists and local residents.

Parks and Recreation Master Plan and Trails Master Plan (2016)

Innisfil's Parks and Recreation Master Plan aims to formulate a collective vision for the Town of Innisfil in how parks, recreation, and culture facilities are served. The main objectives are to develop a strategy for parks, recreation, and cultural facilities, programs, and services and to address the Town's responsibility in providing leisure and recreational opportunities.

In total the plan includes 71 recommendations concerning parks and recreation facilities and services, most of which place emphasis on the importance of placemaking and creating a sense of belonging in Innisfil.

Of particular interest in the context of the Culture Master Plan, the Parks and Recreation Master Plan **acknowledges the community's expressed desire for a strong arts, culture and heritage sector** and gives a number of recommendations related to responding those needs, including:

- Conducting an inventory of assets;
- Engaging with the County to enhance support for cultural initiatives; and
- Conducting an audit of multi-purpose spaces to determine if there are opportunities for improvements in their capacity to serve arts and culture activities.

In 2013, the Transportation Master Plan found that trails and sidewalks were severely underdeveloped and not well connected, resulting in the commissioning of the Trails Master Plan (a related but separate component to the Parks and Recreation Master Plan). The goal of this plan is to act as a guide in advancing Innisfil's trails and active transportation infrastructure over a ten-year period. The plan acknowledges the cultural and heritage sector by stating how increased and well-maintained trails will enable users to appreciate Innisfil's natural heritage assets and further engage with the community. In its recommendations, the plan states that interpretive signs along trails may serve as an opportunity to highlight the site's natural, cultural, or historical significance.

The Trails Master Plan also notes that the lack of active transportation infrastructure and the geographic spread of communities in Innisfil has resulted in residents relying heavily on motorized vehicles to commute from place to place. This infrastructure makes commercial, recreational, institutional, and cultural destinations less accessible to those who do not have access to a motorized vehicle (e.g., adolescents, seniors, person living with disabilities, etc.).

Other documents and policies that were reviewed included: The *Cookstown Community Improvement Plan* (2014); the policies, guidelines and funding reports related to the *Inspiring Innisfil Fund*; and the *guidelines for implementing Section 37 of Planning Act in Innisfil* (2018).

THE REGIONAL POLICY AND PLANNING CONTEXT

While the Culture Master Plan is primarily community-facing, Innisfil is a lower-tier municipality and therefore also operates within the context of the County administration of Simcoe County. As such, the consulting team also conducted a review of key planning and policy documents at the regional level that are of relevance for the development of the Culture Master Plan. These documents included:

- Cultural Study Report for County of Simcoe (2013)
- Simcoe County Official Plan (2016)
- Simcoe County 2015-2025 Strategic Plan (2015)
- Bruce Grey Simcoe Music strategy (2018)
- Growth Plan for the Greater Golden Horseshoe (2017)

A review of the regional planning context also revealed a strong focus on growth management. However, where they differ from local planning and policy is that Tourism attraction is a key priority and increasing diversity (along with growth) is a key recurring theme. The review also revealed **a number of opportunities for leveraging County initiatives and programs to support cultural development in Innisfil**.

KEY FINDINGS

Growth management, and in particular preserving the character of Innisfil within that growth is a key planning objective.

Placemaking, the process of transforming public space into hubs of community connection, is a recurring concept that underpins Innisfil's planning and policy documents. The role that culture plays as a key driver in in placemaking is also recognized throughout existing plans.

Building and supporting a strong, vibrant, and connected community is also a strong recurring theme with emphasis on creating opportunities for community gathering and connection (both in terms of places and experiences).

Lake Simcoe is underlined as a key community asset. Improving access to the lake as well as preserving the shoreline and the lake are highlighted as a top priority across the Town's policy and planning documents.

Enhancing and enriching the cultural offering in Innisfil is also a recurring theme, along with ensuring that there is space for culture to happen.

Collaboration between the Town and the Community on key community development initiatives appears to be the primary approach for community development initiatives.

Innisfil Community Profile

The consulting team also conducted a community profile analysis that examined population growth and demographic trends across Innisfil. Innisfil is home to a substantial local resident population as well as a significant seasonal population. The Town also welcomes a flow of tourists every year, mostly comprised of day trippers and visitors staying for short periods to visit friends and family.

Innisfil is experiencing rapid population growth. The population increased by 11.7% over the five years from 2011 to 2016, a significant growth rate compared to the provincial average (4.6%) and Canadian average (5%) for the same period.

When examined by age, three interlocking segments of the population increased as a share of the total population: children 0 to 9 years of age, adults from 20 to 35 years of age, and residents 50 and older. Conversely, there were marked declines in the population of teenagers 10 to 19 years old, and adults from 35 to 49 years of age. The chart below breaks out the population of Innisfil by age group in 2011 and 2016, and compares the 2016 population with Canada overall.

COMPOSITION OF INNISFIL POPULATION BY AGE AND PERCENT CHANGES, 2011 TO 2016
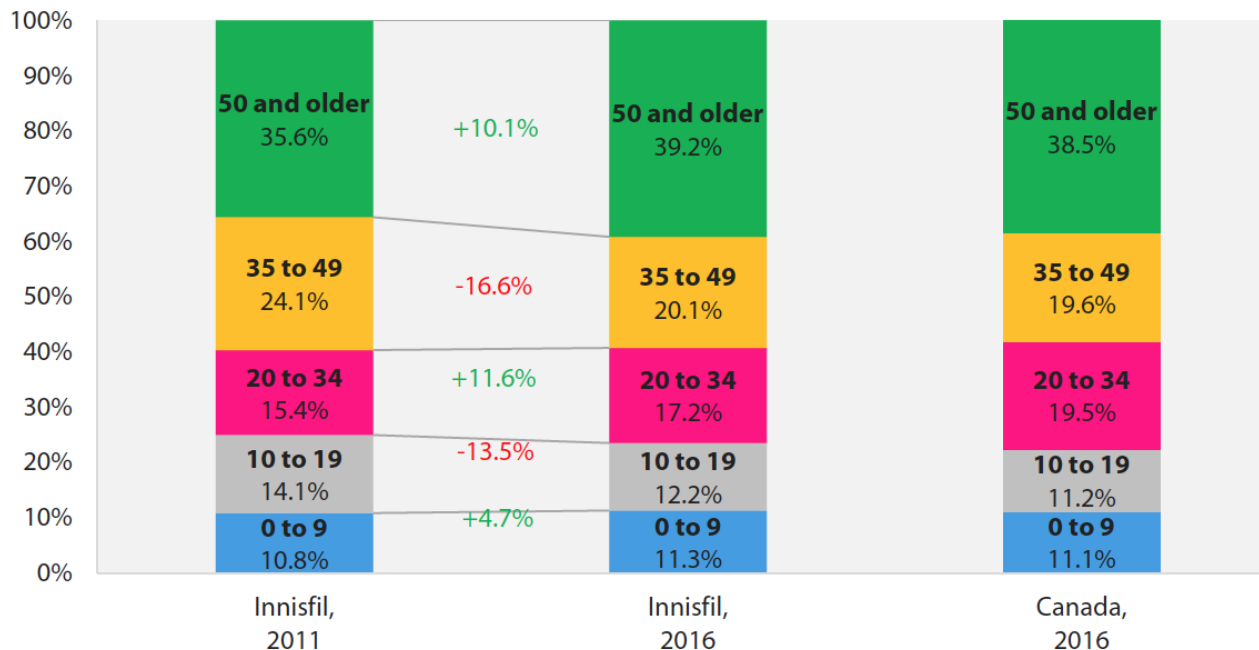
Source: Statistics Canada, 2011 and 2016 Census (Table 98–400–X2016002).

In addition, Nordicity applied Statistics Canada's Life Tables to estimate the portion of Innisfil's population that could have been retained (after accounting for deaths, based on residents' age in the 2011 population), and assumed a constant birth rate to estimate the portion of the 2016 population comprised of **net migrants to Innisfil**.[5] This additional analysis allowed us to better understand the source of population growth and the changes in the distribution of population by age.

DISTRIBUTION OF BIRTHS AND NET MIGRATION IN THE 2016 INNISFIL POPULATION, BY AGE
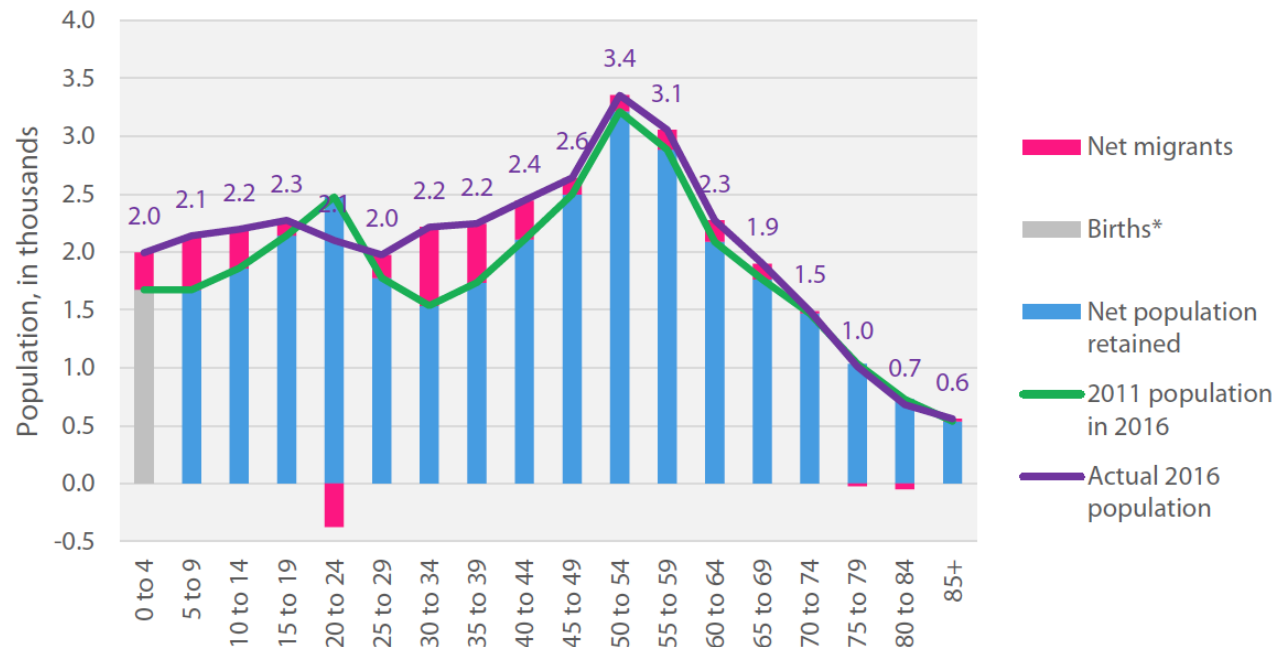
As the chart illustrates, there was notable growth in every demographic segment except post-secondary-aged young adults, indicating that Innisfil is attracting new residents of nearly all ages. This observation suggests that the town is a draw to individuals in all walks of life. However, one notable observation is that **net migration peaks among adults in the 25 to 49 age segment**, with 16% of the population in this segment comprised of net migrants. The chart also shows that the growth in the population of children from 0 to 19 years of age represented a significant source of net migration. This demographic was the next largest source of growth. These findings illustrate that **Innisfil has increasingly become home to families with young children** from 2011 to 2016. Due to the coincidence of migration in parent-aged adults and individuals under 20 years of age, it appears likely that the majority of the net migration observed in Innisfil's population growth is **due to families migrating to Innisfil with young children**.

The analysis also showed significant growth in the 50 years of age or older category during the period from 2011 and 2016. However, the analysis indicates that most of that growth was (likely) due to existing residents aging in place (or at least leaving at the same rate as they are replaced with similarly aged inbound migrants), rather than the result of migration by older adults into Innisfil. Still, Innisfil's population is increasingly made up of a larger proportion of adults aged 50 years and older.

KEY FINDINGS

Innisfil is experiencing significant population growth at a rate of 11.7% growth from 2011 to 2016.

Much of that population growth is being driven by inbound migration, much of which appears to be from young families with young children (or just before having children).

Innisfil's population has increasingly become characterized by young families with young children.

Older adults, over the age of 50, are the largest age group in Innisfil's population and their share of the total population is increasing as existing residents (particularly Baby Boomers) age into that demographic.

Cultural Asset Inventory

As part of the preliminary work for the development of a Culture Master Plan for Innisfil, Town staff undertook work to develop a **Cultural Asset Database** for Innisfil. The database classifies organizations, events, and facilities that form part of and support the local culture sector in Innisfil. This database was used as the foundation for further work including consolidation with other data sets provided by the Town, independent desk research, and an assessment of the cultural asset tracking processes and classification systems employed by the Town.

At the outset of this engagement, the Cultural Asset Database included a list of assets coded with a set of classifications: the North American Industry Classification System (NAICS), the Canadian Framework for Cultural Statistics (CFCS), and Municipal Cultural Planning Incorporated's Cultural Resource Framework (CRF) classifications. A copy of these frameworks can be found at the end of this section. Each record also included a description, link to images (if available/applicable), latitude and longitude coordinates, and contact information.

The Town also provided a document with a **Public Art Inventory** for the town of Innisfil, which Nordicity added to the Cultural Asset Database. Though art is not covered by industrial classifications, the Canadian Framework for Cultural Statistics (CFCS) includes reference to product classifications in its definitions. As such, public art was included in any subsequent tabulations that were classified by CFCS Domains (and/or subdomains), but not tabulations that were classified using NAICS.

In addition to resources provided by the Town, Nordicity performed independent desk research to complete the inventory by referring to various sources of public data, including arts practitioners listed in the **Innisfil Arts, Culture and Heritage Council** (IACHC) Member Directory, Innisfil-based participants in the **2018 Innisfil Studio Tour**, and Innisfil-based artists and organizations listed in the **Artists in Canada** online directory, Facebook, and recent local news.

Finally, Nordicity cross-referenced the list with recipients of the (former) Inspiring Innisfil Community Grant, which provided funding for initiatives that support the community, tourism, arts, culture and heritage, and the economy. Nordicity reviewed recipients since 2013 and added any cultural and heritage related funding recipients to the Cultural Asset Database.

The analysis of the Cultural Asset Database was primarily used to establish an understanding of what cultural assets exist in Innisfil that could be further developed and supported and what gaps might exist in the cultural landscape locally in Innisfil. The analysis served to inform the development of the strategic directions and recommended actions contained in this plan. This analysis also provides a baseline of information about the local cultural resources in Innisfil against which future growth and development can be measured.

A summary of the analysis is provided below.

The following chart illustrates the full contents of the Cultural Asset Database by CRF category. It should be noted that independent artists are included in the "Creative Cultural Industry" category in the analysis below.

CULTURAL ASSET DATABASE, BY CRF CATEGORY
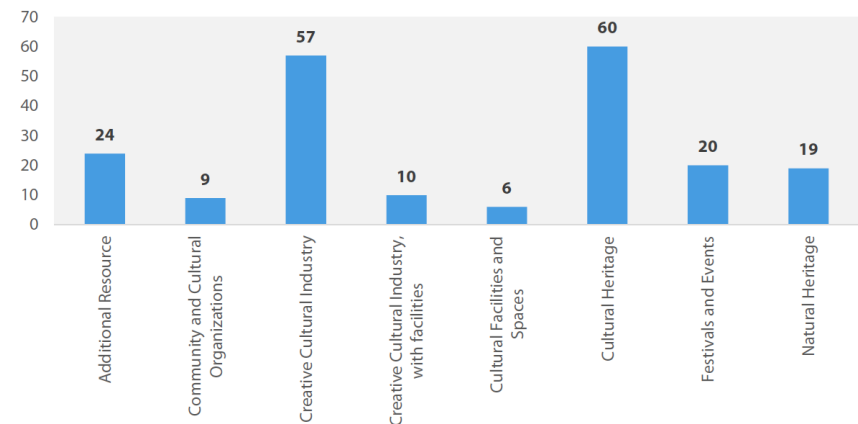
To provide additional detail to our analysis, we conducted a tabulation of the two Creative Cultural Industry categories from the CRF (those with and those without facilities), broken down by NAICS classification. The results of that analysis are shown in the figure below.

CULTURAL ASSET DATABASE, CRF CATEGORIES "CREATIVE CULTURE INDUSTRY" AND "CREATIVE CULTURE INDUSTRY, WITH FACILITIES", BY NAICS CLASSIFICATION
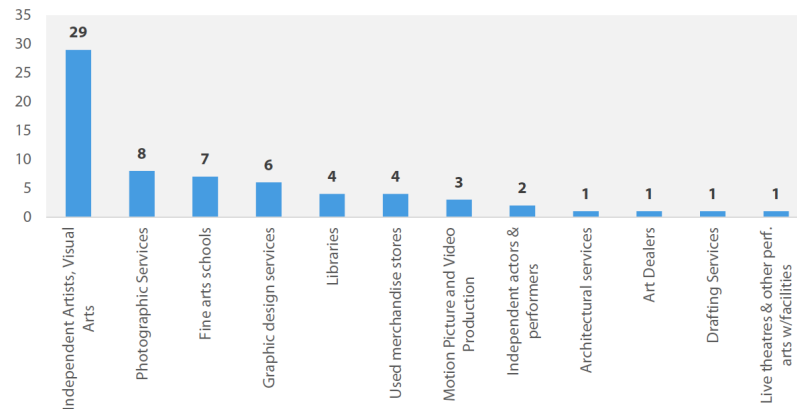

Finally, the consulting team conducted an analysis of the Database using the Canadian Framework for Cultural Statistics, including some additional breakouts of the "live performance" and "visual and applied arts" domains broken down by NAICS classification. The results of the CFCS analysis are illustrated in a series of charts below.
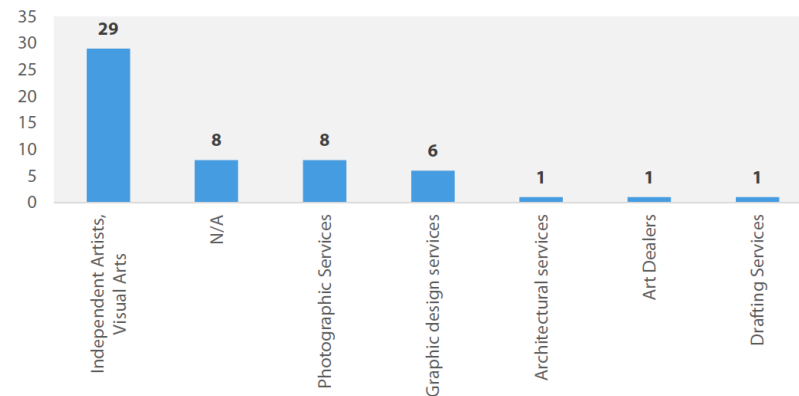
CULTURAL ASSET DATABASE, BY CFCS DOMAIN
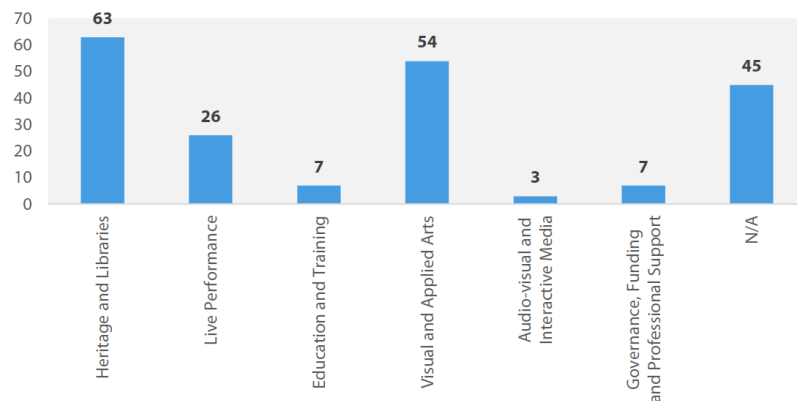
CULTURAL ASSET DATABASE, CFCS CLASSIFICATION LIVE PERFORMANCE, BY NAICS CLASSIFICATION
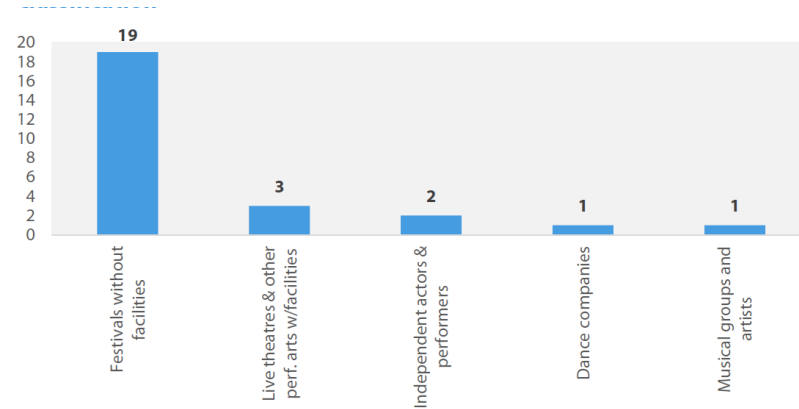
CULTURAL ASSET DATABASE, CFCS CLASSIFICATION VISUAL AND APPLIED ARTS, BY NAICS CLASSIFICATION

The review of the Cultural Asset Database illustrates that Innisfil's richest cultural asset categories are primarily cultural heritage (which includes historic and heritage sites and cemeteries) and independent visual artists. Innisfil also has a significant number of natural heritage assets and festivals and events.
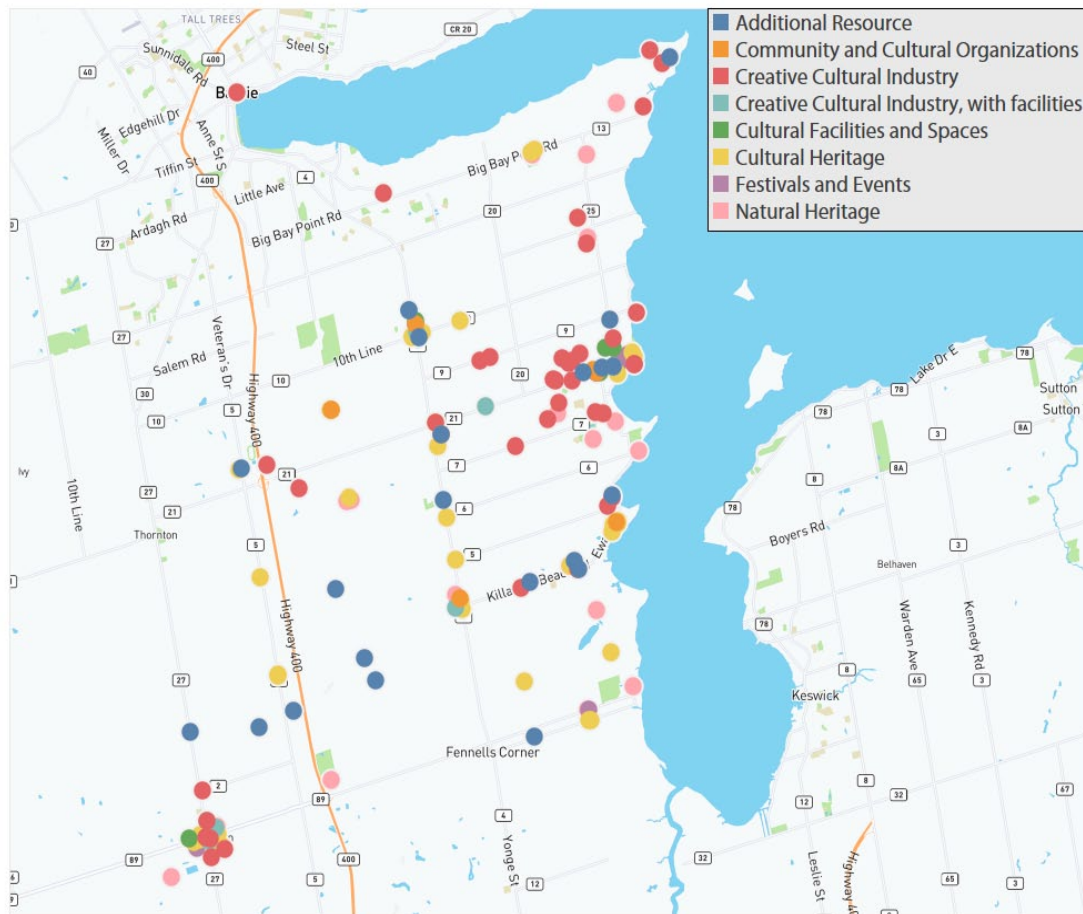
On the other hand, the analysis illustrates the small number of dedicated cultural facilities and spaces in Innisfil.

From a geographic perspective, Innisfil's cultural assets appear to be largely concentrated in Alcona and Cookstown, especially the Creative Cultural Industry assets. The Cultural Heritage assets are spread throughout the various communities in Innisfil and the Natural Heritage Assets are largely located along the shoreline of Lake Simcoe.

Depending on the purpose for which the database will be employed going forward, there are several types of assets that are not consistently included in the Cultural Asset Database. For instance, there are cultural organizations (and non-cultural organizations with links, or potential links, to culture) that serve the wider Simcoe and South-Central Ontario regions that are not currently included. In addition, stakeholder consultations highlighted the presence of agricultural societies and community groups in Innisfil that could be considered as part of the wider culture ecosystem.

MAP OF CULTURAL ASSETS IN INNISFIL

Legend:
- Additional Resource
- Community and Cultural Organizations
- Creative Cultural Industry
- Creative Cultural Industry, with facilities
- Cultural Facilities and Spaces
- Cultural Heritage
- Festivals and Events
- Natural Heritage

KEY FINDINGS

Innisfil has a wealth of natural and built heritage assets that are highly valued by the community.

Innisfil has a core group of local resident independent artists.

Innisfil has very few dedicated cultural facilities for the creation, presentation, exhibition, or performance. However, there are opportunities to leverage or re-purpose existing under-utilized spaces for cultural activity.

Community and Stakeholder Needs Assessment

The development of the culture master plan was supported by a robust community and stakeholder engagement process that took place over several months spanning the Spring, Summer and Fall of 2018, led by the Town and Consulting teams. Consultation activities included interviews with council members, staff, sector stakeholders and non-sector stakeholders; four stakeholder roundtables; and a number of community outreach and pop-up consultation activities. A complete list of the consultation activities is provided at the end of this section. The results from these consultation activities are summarized in the pages that follow.

DEFINING CULTURE IN INNISFIL

Consultations revealed that culture is strongly valued by the people of Innisfil. Community members and stakeholders who participated in consultations **most commonly associated culture with the community coming together to celebrate the stories, history, heritage, and cultures that contribute to Innisfil's character and identity**.

Community members and stakeholders **described culture as the thread that binds the diverse communities in Innisfil together, while celebrating the individual identities of those communities**. Culture is viewed as the means by which community identity is built and celebrated.

When asked about what role culture played in the community, participants indicated that culture provides **opportunities for formal and informal gathering**, **shared experiences**, and **connection** with other community members. Participation in arts and culture was also strongly associated with enjoyment, spending time with friends and family, and being part of the community. During consultations participants frequently defined community identity in Innisfil along three axes:

- **Geographic** – based on hamlet and village boundaries within Innisfil, each with their own history and unique character.

- **Communities of interest** – the three key communities that were identified included the agricultural community, the outdoor recreation community, and the beach club/boating community.

- **Ethnic or cultural communities** – with population growth, largely driven by inbound migration from other parts of the province, Innisfil is experiencing an increase in the diversity of its population alongside a rise in the concentration of community members with specific similar or shared ethnic heritage. Religious communities were also mentioned as part of this definition of community.

"We need to identify the individual strengths of each community and make them an attraction" – Participant at the Culture Sector Stakeholders RoundTable

COMMUNITY NEEDS

Community members and stakeholders were asked to tell us what cultural assets in Innisfil they treasure the most and what cultural assets, opportunities or activities they would like to see more of in Innisfil.

Innisfil's most treasured cultural assets are:

- The **natural and agricultural landscape**, and activities related to enjoying them (such as outdoor recreation);
- Key **community events and festivals** such as the (former) Summerfest and Ribfest, and the Santa Claus parade (many participants also mentioned the former Celtic Festival as an event that they enjoyed and greatly missed);
- The **local agricultural industry**; and
- **The ideaLAB & Library** which provides a wide variety of programming and is a pillar of community life in Innisfil for many community members.

In addition to these treasured assets, consultations did reveal a desire for more opportunities to participate in cultural activity within Innisfil. The most frequently cited barriers to participation in culture by community members and stakeholders were:

- **Variety**. While community members value and appreciate the cultural assets they have, community members indicated that access to more variety and the types of cultural activities available locally in Innisfil presented a barrier to more cultural participation.
- **Location**. While geography and transportation are known issues within Innisfil, traveling within Innisfil was not seen as a key barrier to participation. Rather, community members most frequently cited location as a barrier when indicating that they had to leave Innisfil in order to access certain experiences such as live music performances, movie screenings, and art (whether in a gallery or as public art).
- **Access to information** – Community members also expressed that they are not always aware of the opportunities that exist to engage in arts and culture in Innisfil. Youth stakeholders in particular expressed a desire more proactive outreach to their demographic in order to build awareness around what opportunities exist for them to engage with culture in their community.

Overall, community members indicated that they wanted more opportunities to connect and share experiences – both formally at events and festivals, and informally through spontaneous interactions in public spaces.

Community members also pointed to some key cultural assets they would like to see more of in Innisfil, largely aligning with the assets that are most treasured by the community and the gaps in the cultural offering in Innisfil. **Live music performances**; **Festivals**; and **Community events** were the most frequently cited asset community members would like to see more of in Innisfil. Movie screenings and sidewalk attractions (e.g., public art, murals, patios and plazas) were also among the most frequently mentioned assets that Innisfil community members felt would improve the culture offering in the town.

CHALLENGES AND BARRIERS FOR CULTURAL DEVELOPMENT

The consultation process also revealed a number of challenges that inhibit local, community-led efforts towards cultural development, including:

- **Access to suitable space**. Stakeholders and community members felt that a lack of dedicated or suitable space for "culture to happen" is a key barrier to cultural development in Innisfil. There is a need for greater access to space for the creation, development, and presentation of cultural initiatives.
- **Lack of collaboration and coordination.** Stakeholders indicated community-led cultural initiatives tend to happen in isolation and that there is a lack of coordination and collaboration. Many attributed this reality primarily to a lack of awareness, information, and communication about what is happening in Innisfil.
- **Low volunteer engagement.** Lack of information about volunteer opportunities as well as the reality of Innisfil's demographics (with a high percentage of young families and a high percentage of commuter labour) both contribute to low volunteer engagement. Community-led cultural initiatives struggle to grow and develop without greater volunteer support.
- **Access to financial support.** Until recently, the Town has been providing financial support to cultural initiatives through a community

grant. However, the fund was limited, and cultural initiatives had to compete against a wide variety of other community initiatives to access the funding.

- In addition, the community grant funds will now be administered by the new Community Foundation, which has resulted in a change of scope for those funds. This change may further limit access to funding for cultural initiatives going forward.

- In addition, given that these initiatives are often community-led and volunteer-run, they have little capacity to seek financial support from alternative sources. Stakeholders expressed the need for greater financial support, including in the form of in-kind support such as providing space free of charge. They also expressed the need for greater support in accessing funding from other sources, such as other levels of government.

- **Lack of visible leadership**. The town does not currently have a department or staff position dedicated to cultural development or cultural liaison. Cultural services are instead delivered by a number of different functional areas across the Town's structure. In addition, the ideaLAB & Library has been leveraged by the Town as a champion and leader of cultural development. However, many stakeholders felt that the Town's leadership in cultural development was not as visible as it could be. This created a perception of a leadership and support gap among stakeholders. A better defined and more visible cultural services champion was identified as a key need for supporting more cultural development in Innisfil.

"The Town's role should be to support and enable, the community's role should be showing up and leading"
– Participant in the Culture Sector Stakeholder RoundTable

KEY FINDINGS

Innisfil community members value culture and cherish the existing cultural assets in their community.

Opportunities for formal and informal gathering, shared experiences, and connection with other community members are central to how Innisfil community members define and understand culture.

Community identity is central to stakeholders' definition of culture and the role that they think culture plays in community. Culture is seen as a tool to help shape a shared identity and to share and celebrate the various underlying community identities that exist within Innisfil.

The community particularly values the festivals and events that happen in Innisfil and wants more opportunities to connect and share experiences at these types of events. They also want more opportunities to share and connect informally through spontaneous interactions in public spaces.

The Town's natural landscapes, especially the lake, are the community's most treasured assets and are central to how the community defines culture in Innisfil. Increasing opportunities to enjoy and engage with those assets are a top priority for the community.

Creating space for culture to happen was identified as a top priority by both community members and stakeholders.

Access to information and information sharing was identified as a key barrier to participation in cultural activities as well as a key challenge for cultural development, inhibiting collaboration and coordination among community-led initiatives.

Building more visible leadership and support (financial and non-financial) from the Town for cultural development was identified as a top priority.

Summary: Strengths, Weaknesses, Threats, Opportunities and Aspirations

Building from the results of the research and consultation process, a number of conclusions were identified that have been organized into strengths, weaknesses, threats, opportunities and aspirations.

STRENGTHS

- Existing emphasis on placemaking in public policy
- A wealth of natural and built heritage assets that are highly valued by the community
- Rich, multi-layered community identity – geographic, ethnic, communities of interest
- A core group of local independent artists
- Active community groups organizing and hosting community events
- Proximity to larger municipalities such as Barrie, York region, and Toronto

WEAKNESSES

- Lack of suitable facilities for cultural activity
- Lack of communication/ information sharing about events and activities taking place
- Support from the Town - no cultural services staff or department in the Town structure
- Limited local financial support

THREATS

- Geographic distribution of Innisfil's communities
- Continued siloization of Innisfil's different communities
- Competition from offerings in surrounding communities
- Lack of financing/funding
- Low citizen engagement (volunteer engagement)
- Increased isolation from regional initiatives

OPPORTUNITIES

- Leveraging "hidden" or under-utilized assets to create space for culture (e.g., Speedway and Casino, Innisfil Beach Park, trails, road ends, arenas, community centres)
- Leveraging our "hidden assets" and "communities of interest" (e.g., the agricultural and agri-food business community, boating and beach club community, the ice fishing community)
- Collaboration with other levels of government on culture initiatives
- Collaboration with post-secondary education institutions (e.g., Georgian College)
- Public private partnerships
- Collaboration with Friday Harbour (to leverage their dedicated resources for culture and entertainment programming)
- Leveraging assets in neighbouring communities (e.g., through coordination and collaboration)
- Integration of culture programming/activation into plans for large ongoing and future development projects (e.g., Rizzardo Health Centre; Mobility Orbit community being planned around the new GO Station, etc.).

ASPIRATIONS

- Build a stronger shared identity for Innisfil
- Build a cohesive and connected community
- Develop a civically engaged community
- Create innovative cultural experiences and destinations – be the gem in Simcoe County
- Build economic prosperity
- Become a resilient community
- Build a more environmentally sustainable community
- Become a culturally-minded municipality by employing culture to solve community challenges in innovative ways

Summary of Consultation Activities

The following table provides a summary of the consultation activities that were undertaken by the the culture plan team at the Town of Innisfil and the Consulting team:
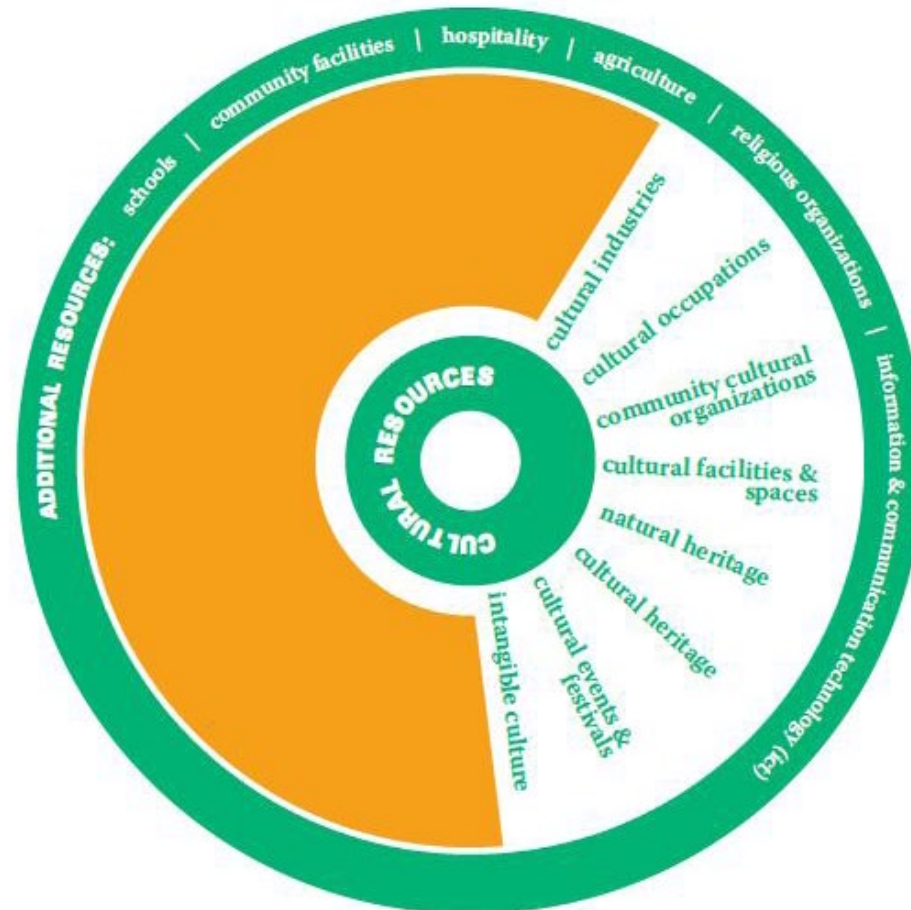
Activity	Dates	Target Stakeholder Group	Consultation Lead
Longtable Workshop	Summer 2018	Sector stakeholders	Town culture plan team
Summer Outreach (4 sessions)	July - August 2018	Community Stakeholders	Town culture plan team
Culture Definition Activity (5 sessions)	March – May 2018	Internal and External Stakeholders	Town culture plan team
Get Involved Innisfil Survey (104 responses)	July – November 2018	Community Stakeholders	Town culture plan team
Interviews (with council members, staff, sector stakeholders and non-sector stakeholders; Total = 21)	September – November 2018	Internal Stakeholders, External Stakeholders, Sector Stakeholders	Consulting team
Stakeholder RoundTables (4 sessions; Youth, Community Groups, Business owners, culture sector organizations and individuals	November 2018	External Stakeholders, Sector Stakeholders, Community Stakeholders	Consulting team
Pop-up Open House consultations (4 sessions at varying locations; 123 participants in total)	November 2018	Community Stakeholders	Consulting team
Visioning Workshop with Culture Team	February 2019	Internal Stakeholders	Consulting team
Visioning Workshop with Town of Innisfil Senior Management Team	April 2019	Internal Stakeholders	Consulting team

Classification Frameworks

CANADIAN FRAMEWORK FOR CULTURE STATISTICS; DOMAINS (STATISTICS CANADA)

Culture Domains					
A. Heritage and libraries	B. Live performance	C. Visual and applied arts	D. Written and published works	E. Audio-visual and interactive media	F. Sound recording
Core Culture Sub-domains					
• Archives • Libraries • Cultural heritage • Natural heritage	• Performing arts • Festivals and Celebrations	• Original visual art • Art reproductions • Photography • Crafts	• Books • Periodicals • Newspapers • Other published works	• Film and video • Broadcasting • Interactive media	• Sound recording • Music publishing
Ancillary Culture Sub-domains					
		• Advertising • Architecture • Design	• Collected information		
Transversal domains					
G. Education and training					
H. Governance, funding and professional support					
Infrastructure domains					
I. Mediating products					
J. Physical infrastructure					

CULTURAL RESOURCE FRAMEWORK (MUNICIPAL CULTURAL PLANNING INCORPORATED)

The diagram shows a wheel-style framework with an inner ring labeled "CULTURAL RESOURCES" surrounded by segments: cultural industries, cultural occupations, community cultural organizations, cultural facilities & spaces, natural heritage, cultural heritage, cultural events & festivals, intangible culture. The outer green ring reads "ADDITIONAL RESOURCES: schools | community facilities | hospitality | agriculture | religious organizations | information & communication technology (ict)".

Endnotes

1. The University of Queensland and University of Southern Queensland, (2008), Building Resilience in Rural Communities https://planh.ca//sites/default/files/building_resilience_in_rural_communities_toolkit.pdf

2. Heijman, Wim & Hagelaar, Geoffrey & Heide, C. (2007). Rural resilience as a new development concept.

3. The University of Queensland and University of Southern Queensland, (2008), Building Resilience in Rural Communities https://planh.ca//sites/default/files/building_resilience_in_rural_communities_toolkit.pdf

4. Beel D, Wallace C, Et al. 2018, 'Cultural resilience: The production of rural community heritage, digital archives and the role of volunteers', Journal of Rural Studies, vol. 54, pp. 459-468.

5. "Net migrants" is a measure of a) immigration to the municipality minus b) emigration from the municipality. In other words, the net migration measure is the minimum number of migrants required to reach the 2016 population, assuming all residents in 2011 stayed in the town. However, it should be noted that given that inbound migration is netted against outbound migration, there is a possibility that some of the residents counted in the "population retained" category left Innisfil and were replaced by new arrivals.
Note: New migrants in this context does not necessarily refer to New Canadians. It is simply referring to residents who have migrated to Innisfil from other places, including other municipalities (based on Census Subdivisions) in the region, Ontario or Canada.

6. From the Ground Up: Growing Toronto's Cultural Sector, (2011), City of Toronto, https://www.toronto.ca/legdocs/mmis/2011/ed/bgrd/backgroundfile-41204.pdf

7. City of Maple Ridge Cultural Plan (2017-2027) Final Survey Report (2017), Nordicity

8. Making the Case for culture Culture as an economic engine, The Creative City network of Canada, https://www.creativecity.ca/database/files/library/culture_economic_engine(2).pdf

9. Rural Ontario Foresight Papers 2017 The Visitor Economy and Rural Cultural Amenities, Rural Ontario Institute, http://www.ruralontarioinstitute.ca/uploads/userfiles/files/Rural%20Ontario%20Foresight%20Papers%202017_Visitor%20Economy%20and%20Northern%20Perspective.pdf

10. What is Public Art? Association for Public Art, https://www.associationforpublicart.org/what-is-public-art/