



**Final Report**

# **Cultural Needs Analysis**

**City of  
Clarence-Rockland**



**February 19, 2009**

# **PGF**



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## INTRODUCTION

### CONTEXT

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The City of Clarence-Rockland is nestled on the shores of the historic Ottawa River just 30 kilometres east of Downtown Ottawa. More than 23,000 people reside in Rockland, an area that offers both the quiet of the countryside and the urban offerings of a big city.

For more than 20 years, the population of Rockland and surrounding areas identified the need to build a recreation complex in order to have a meeting place to practice favourite sports and cultural activities and to better serve the needs of the community. With the recent demographic and economic boom which occurred in the City of Clarence-Rockland, the recreation and cultural complex idea resurfaced.

The City of Clarence-Rockland recently constructed a new recreation and cultural complex in partnership with the Conseil scolaire de district catholique de l'Est ontarien, the National Capital's YMCA-YWCA and the Clarence-Rockland public library. In addition to funding received from the Ministry of Education for this expansion, the City of Clarence-Rockland invested \$711 631.50 dollars in this project. The new complex was constructed as an expansion to the École secondaire L'Escale and includes sports facilities, a new public library, a grand hall for arts exhibitions and other events, a promenade with café, allocated spaces for community and business meetings, and a performance hall.

The new recreation and cultural complex officially opened on December 5<sup>th</sup>, 2008. The opening of the performance hall is set for September, 2009.

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## NATURE AND SCOPE OF THE MANDATE

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In order to ensure that the new recreation and cultural complex will be used to its maximum potential and that the cultural programming offered by the City of Clarence-Rockland at this new facility and also at the existing facilities in Clarence-Rockland responds to the needs and expectations of the community, the City of Clarence-Rockland committed to performing a Cultural Needs Analysis.

The desired outcome of the Cultural Needs Analysis is to provide a solid, research-based foundation upon which the City can develop policies that will guide the future cultural programming of the community. The City of Clarence-Rockland wishes to develop more programs or services or to enhance the existing ones in response to the community's needs. Another desired outcome of this study is to improve communication, cooperation and coordination among stakeholders in the community; such as schools, social groups and groups and individuals representing arts, culture and heritage.

To this end, the City of Clarence-Rockland retained the services of PGF Consultants Inc. to plan and execute a consultative process with targeted stakeholders in the community and to provide all of the residents of the community with an opportunity to participate in the consultation process. The specific objectives of the consultations were:

- To provide the City of Clarence-Rockland with a list, as comprehensive as possible, of the existing regional and local cultural resources; and,
- To identify the cultural needs of the community.

The mandate included:

- Consultation of documents pertinent to the Cultural Needs Analysis;
- Create an inventory of existing local and regional cultural resources;
- Design and validate an interview guide to be used in the one-on-one interviews with key stakeholders in the City of Clarence-Rockland;
- Organize the logistics of the one-on-one interviews;
- Administration of the one-on-one interviews;
- Synthesis and analysis of the results of the one-on-one interviews;
- Design and facilitate two public town hall meetings on the cultural needs of the community (one conducted in English and one conducted in French);
- Synthesis and analysis of the discussions at the town hall meetings;
- Prepare an interim report and discuss its contents with the Project Authority and representatives from the City of Clarence Rockland; and,
- Finalize and submit a final report.

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## METHODOLOGY

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In order to complete its mandate, PGF committed to three steps: 1) Consultation of documents pertinent to the Cultural Needs Analysis; 2) Create an inventory of existing local and regional cultural resources; and, 3) Cultural Needs Analysis – Consultation with the citizens and key stakeholders in the City of Clarence-Rockland.

The City of Clarence-Rockland provided PGF with the following documents for our review: Dialogue 2007: Rapport final de la journée de concertation touristique du 19 avril 2007; Rockland First Impression Community Exchange Report – June 2006; and the Community Activity Guide/Business Directory. Whereas, the first two reports identified possible areas of cultural development for the City of Clarence-Rockland, the Community Activity Guide served as a starting point to create the inventory of existing local and regional cultural resources.

Starting with Community Activity Guide and a list of key stakeholders that was provided by the City, PGF created a comprehensive list of groups and individuals who are active in the areas of arts, culture, heritage and social programming in the City of Clarence-Rockland. PGF used the list of key stakeholders to organize and conduct one-on-one interviews with these groups or individuals for the following purposes: 1) to collect information on their group or activity; 2) to inquire as to whether or not they could identify other cultural resources in the region; 3) to determine the current use of facilities in the City; and 4) to identify how the City is expected to be involved in the area of arts and culture. PGF also consulted various regional and national cultural organizations as well as conducted research on several internet sites in order to identify possible cultural resources for the City. PGF also created a list of facilities that are available or that may be available for cultural programming that appears in the inventory of cultural resources.

The final step of our methodology was to design and facilitate two public town hall meetings with the citizens of Clarence-Rockland; one delivered in French and the other delivered in English. The City of Clarence-Rockland issued notices to several media outlets in the City of Clarence-Rockland inviting the residents to participate in the consultation process; emphasizing the importance of arts and culture in their community and their desire to listen to the needs and expectations of its residents.

The following report contains a synthesis and analysis of the products of the two town hall meetings and a synthesis and analysis of the products of the one-on-one interviews. The inventory of the existing local and regional cultural resources can be found in a separate volume.

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## LIMITATIONS

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This study sought to identify from qualitative information the cultural needs of the community and to provide the City of Clarence Rockland with a list of local and regional cultural resources. The information contained herein was not obtained scientifically and cannot be considered statistically significant.

As this report demonstrates, the City of Clarence-Rockland has a robust cultural community with arts, culture and heritage being promoted through traditional providers of cultural programming as well as through the schools, and social and religious groups. Given that the time allowed for the mandate was limited, the consultations targeted key stakeholders who were deemed most knowledgeable of the cultural programming of the City and that would best represent the various groups involved.

## CULTURAL NEEDS

PGF consulted with key stakeholders through one-on-one interviews and the community through two public town hall meetings in order to determine the cultural needs of the community. The following section presents the findings of our one-on-one interviews with key stakeholders in the area of arts, culture and heritage in the City of Clarence-Rockland. The next sections present the findings from interviews with area schools and from the public town hall meetings.

### RESULTS – ONE-ON-ONE INTERVIEWS WITH KEY STAKEHOLDERS

#### PARTICIPANTS

The City of Clarence-Rockland provided PGF with a list of key stakeholders for us to contact. The list consisted of individuals that had organized or participated in activities in collaboration with the City in the past. The Project Authority made additions to this list as others were identified. Other additions were made after individuals and organizations were identified during interviews with these key stakeholders and at the public town hall meetings. Due to the fact that most of these organizations or groups are run by volunteers and are not available during regular business hours, contacting some of these groups was challenging. PGF conducted one-on-one interviews with a total of 21 stakeholders in the community. It should be noted that interviewees and those we attempted to contact were invited to participate in the public town hall meetings.

As previously described, PGF created an interview guide that was reviewed by the Project Authority and representatives from the City of Clarence-Rockland. The guide was developed to serve the following purposes: 1) to collect information on their group or activity; 2) to inquire as to whether or not they could identify other cultural resources in the region; 3) to determine the current use of facilities in the City; and 4) to identify how the City is expected to be involved in the area of arts and culture. In addition to gathering contact information and details on the groups or individuals activities, the guide included the following questions:

- Do you know of other resources in Clarence-Rockland in the culture, arts, leisure, education or community service areas that we should talk to?
- Which facilities in the City of Clarence-Rockland do you currently use or have you used in the past for your programming needs? In what capacity do you use or have you used these facilities (presentations, exhibitions, courses, meetings)?
- Will you be using the new recreation complex in the future for your programming needs? If so, in what capacity (presentations, exhibitions, courses, meetings)?
- Do you currently use or have you in the past used facilities outside the City of Clarence-Rockland for your programming needs? If so, why do you use these facilities (lack of facilities in Clarence/Rockland, scheduling conflicts with other organizations, to reach other clientele)?
- What role do you see the City of Clarence-Rockland having in terms of cultural programming for the area (promotion, strictly provision of facilities)?
- What measures could the City of Clarence-Rockland take to improve the cultural programming available to its residents (partnerships with other Municipalities, better promotion, better management of facilities, other services)?
- In your opinion, how would the addition of a cultural coordinator impact the cultural programming of the City of Clarence-Rockland (improved communication and cooperation between groups, better promotion, better organization, more effective use of the facilities available)?

A copy of the interview guide is available in Appendix A.

## SUMMARIES

The one-on-one interviews with the key stakeholders have identified several common observations:

- The City of Clarence-Rockland is currently very interested and implicated in the cultural programming of the region;
- The City could improve cultural programming by increasing funding; to perhaps match its contribution to sports;
- The addition of a cultural coordinator is essential and could help in promotion, publicity and procuring financing from different levels of government and sponsors and serve as a permanent point of contact for cultural programming in the region; and,
- The performing arts groups are highly anticipating the new performance hall whereas the visual artists have all stated that the new facility may be inadequate for their use.

Other key observations:

- Some of those interviewed indicated that promotion could be broader than just the immediate region and that tourists from Ottawa and Quebec could be brought in;
- Several key stakeholders mentioned MIFO in Orleans as a centre to be emulated;
- The City should form partnerships with area schools; and
- The City's role should be one of integrating and centralizing cultural programming in the region.

The following sections provide summaries of the one-on-one interviews conducted by PGF; they appear in no particular order.

## KEY STAKEHOLDERS

### **Don Jacobs – Creator: R & B Festival, Creator: Christmas Concert – An Evening of Sharing**

Don Jacobs is a retired music teacher from Northern Ontario who has recently made the City of Clarence-Rockland his home. He is active in promoting music and the performing arts in the region having founded a local R & B Festival that will be having its second season this coming year. He also is responsible for organizing an annual Christmas concert called “An evening of sharing”. Mr. Jacobs is interested in promoting tourism and economic development in the region through strengthening the cultural community but also in giving local musicians and entertainers a venue to share their diverse talents in a public performance. Being a retired music teacher, Mr. Jacobs has a particular interest in developing youth music programs, specifically a Community Youth Concert Band Program in conjunction and partnership with the school boards and other community groups. He also sees the potential for seminars, workshops and perhaps even scholarship programs.

In the past, Mr. Jacobs has used the River Rock Hotel and the Paul Guy Lalonde room at the Marc Lalonde arena in Rockland to stage his performances. He has indicated that he is looking forward to using the new performance hall for future events.

Mr. Jacobs sees the City having a principal supporting role in the arts community of Clarence-Rockland, particularly as a liaison between all levels of government. He feels that in order to better support arts and culture in the area the City should augment their cultural spending and give more help in the promotion of local events.

When asked how the addition of a cultural coordinator would impact cultural programming in the City of Clarence-Rockland, Mr. Jacobs responded that there was a “critical need” for such a position to



organize and promote the arts community as well as helping them with financing strategies, whether it be through government grants, sponsorships or partnerships with the business community.

*Of note:* Mr. Jacobs attended both public town hall meetings and also communicated directly with PGF afterwards. At the first town hall meeting the participants agreed to have the contact information of all in attendance distributed to each of them. In his email correspondence to PGF he indicated that such a contact list, a “Master List” should be developed by the City and made readily available.

**Gilles Yelle – President and founder: Coloris sur la Baie**

Gilles Yelle is the President and founder of Coloris sur la Baie, an photo and visual art exposition formed by a group of artists in May 2006 as a non-profit organization to promote the arts by a fundraising activity which would benefit charitable and/or cultural groups which would be chosen annually. In the three years that it has been in existence the annual event has raised thousands of dollars for local and regional recipients.

Mr. Yelle has used the Centre culturel La Ste. Famille, the Jardins Belle Rive and a local hotel for exhibitions. He is unsure as to whether the new recreational and cultural complex will be suitable for his future needs as he fears the rooms are too small; however he is open to exploring the possibilities.

Mr. Yelle feels that the City of Clarence-Rockland has shown great interest and is already very implicated in the cultural programming of the area. He sees the City’s role as mainly promotion and publicity. In his view, the City could help the arts community obtain financing through the various levels of government. Currently, the only support that the provincial government has given his event is publicity in the tourist guide.

In his opinion, the addition of a cultural coordinator would positively impact the cultural programming of the city of Clarence-Rockland. He made specific reference to the success of MIFO; a similar cultural centre in Orleans just west of Clarence-Rockland. The coordinator could promote events in the region but perhaps also expand promotion farther to attract tourists from Quebec and Ottawa. He made it clear that the position must be filled by someone competent and that that person should draw on the experience of the existing network of cultural resources in the region.

**Diane Labrosse – Secretary: Le Centre culturel La Ste-Famille**

Founded in 1969, the Centre culturel La Ste-Famille is dedicated to providing regular annual cultural and artistic programming in French to francophone and francophile residents. It is also dedicated to promoting francophone artists; amateurs and professionals alike. It is concerned with matters of francophone heritage including exposing those it serves to all facets of francophone culture and an initiative called Photo-Sauvetage that has collected and archived almost 3,000 historical photos of the region.

As the Centre has its own facility, they are not sure if they will be using the new recreation and cultural complex for its activities.

The Centre Culturel La Ste-Famille indicates that the City of Clarence-Rockland already provides great support to them especially in terms of promotion and organization of projects and activities; although they do agree that the addition of a cultural coordinator would probably be of help.

**Jennifer Fontaine – President and Music Director: Ain't Seen Noth'n Yet**

Founded in 2006, Ain't Seen Noth'n Yet is a local private producer of musical theatre that uses its programming not only to educate and expose youth in the region to the performing arts, but also to provide Canadian performers a place to share and develop their talents. They produce three professional musical shows a year and also organize a ten-week summer camp for children 10 to 16 years of age.

ASNY currently performs in a tent for its summer performances and the Clarence-Creek Arena as well; it is highly anticipating the new performance hall for its annual events.

ASNY feels that the City is currently very involved in the promotion and organization of cultural events in the area but that they could perhaps help more in the area of financing. They suggest that the City could increase its funding to the arts to bring it more in line with they are spending on sports. The City could also help diversify the types of cultural activities offered and also help improve transportation to the area.

The addition of a cultural coordinator is very important in their opinion. The coordinator could help with promotion, organization, financing and sponsors. The coordinator would be a permanent contact that would know the needs of the arts and culture community.

**Pascal Demonsand – Sculptor**

Pascal Demonsand is an artist active in the visual arts and multimedia. Mr. Demonsand was responsible for a contemporary art exposition called "Art in Bourget" that was held in Bourget from 2001 to 2005 at the local church. He also has a sculpture featured at the new recreation and cultural complex. Mr. Demonsand offers educational activities with six local school through "Artists in Education"; a program supported by the Ontario Arts Council.

Other than the church in Bourget and the classroom, Mr. Demonsand has not used local facilities for his cultural programming and feels that the new recreation and cultural complex will be inadequate for his needs.

Mr. Demonsand indicated that the City of Clarence-Rockland has always been very involved in cultural programming in the region and has always shown great interest; however, it may have lacked sound advice in the past. In his opinion, the City could dedicate funds specifically for the arts. From his point of view they should encourage contemporary art, art education and promotion.

The addition of a cultural coordinator would certainly be helpful in his opinion but he also repeated the need for sound expert advice.

**Francine Dupras – President: Chœur du Moulin**

The Chœur du Moulin was founded in 1982 and offers training to those interested in participating in its choir. Its members come from all corners of the region, even as far away as Ottawa. It performs concerts in the spring and at Christmas in churches throughout the township of Prescott-Russell in order to raise money for local charitable causes. The choir has made an important contribution to French Canadian culture in the region.

The Choir currently uses the École Ste-Trinité to practice and performs in churches across the region. They are looking forward to using the new performance hall as a concert hall and also as a permanent local site for its practices.

The Chœur du Moulin finds that the City is very involved in the cultural programming of the area and that they have made it a priority. The choir, however, is looking for more investment by the City. They feel that a cultural coordinator is necessary and that they should follow the example set by MIFO in Orleans.

**Yolande Labelle – Vice-President: Artisan Ste-Trinité**

The Artisan Ste-Trinité is a group of women aged 16 years and older that has existed since 1958. It gives traditional crafts workshops to the elderly and has an annual exposition of items made by its members. The group suggested that we also contact the Union Culturelle des femmes franco-ontariennes.

This group uses the facilities at the Ste-Trinité church and occasionally an arena and does not anticipate using the new recreation and cultural complex.

For this group, the City can provide management of the facilities and equipment and promotion. They feel the City needs to involve its youth in culture, specifically music and theatre.

They feel the addition of a coordinator is necessary especially for publicity and promotion.

**Madeleine Chabot – Trésorière: Union culturelle des femmes franco-ontariennes**

The mandate of this organization is to provide and develop activities for Franco-Ontarian women. It originated in 1937 as one of 41 chapters of the Union catholique des fermières. They have an exposition and sale once a year in September.

This group uses local facilities for its programming and does not foresee a need to use the new recreational and cultural complex.

In their view, the City could promote an annual craft show for local participants. This group felt that the addition of a cultural coordinator may be useful but it would depend on who was hired; the individual would have to have a sensitivity to the arts.

**Johanne Lefebvre – Jojo et Les Productions Mylzami**

Johanne Lefebvre is a singer and musician who has been recognized by the franco-ontarien cultural community for her excellence in children's programming. For the last ten years Les Productions Mylzami has been very active in the community performing shows at schools and cultural centres throughout the region and in the province of Québec as well as organizing annual festivals at their farm in Hammond. Jojo offers workshops and educational activities to schools. Jojo has also recorded CD's and DVD's of children's music and programming. Jojo et Les Productions Mylzami encourage children to discover the arts and culture in all its forms.

Mme. Lefebvre has performed in community centres and primary schools throughout the region as well as MIFO in Orleans, City Hall in Hammond and the Recreation Centre in Bourget. She is definitely planning on using the new performance hall and would like to help develop programming for children in the region.

Mme. Lefebvre would like to see the City of Clarence-Rockland take a leadership role in the cultural community and feels they must increase their financial support for arts and cultural programming. She suggests putting in place an office or a committee for the arts in the region. The City must also promote culture and should take into account the various forms of culture in the region.

Jojo feels that the addition of a cultural coordinator would certainly be of benefit to the cultural programming in the City of Clarence-Rockland. It will be important to provide the coordinator with an

adequate budget and that the coordinator establishes quality cultural programming in both official languages.

### **George Guibord – President : La Fanfare de Rockland Concert Band**

La Fanfare de Rockland Concert Band dates back to 1893 and has existed without interruptions since 1893 making it one of the oldest musical institutions in Canada. The Band provides experienced brass, woodwind and percussion musicians the opportunity to perform a variety of concert band material, in a spirit of camaraderie and pride in maintaining this long-lived musical tradition. The Rockland Dixieland Band is an exciting component of the Rockland Concert Band, performing in the “New Orleans Jazz” tradition. Annually, the Rockland Concert Band participates in the Canada Day and Remembrance celebrations, in the Annual Community Christmas Concert, as well as in local concerts at Senior Residences in Rockland and surrounding communities.

La Fanfare has its own facility, the René Rochon Bandshell in Simon Park in Rockland for practices and performances but anticipates using the new performance hall for some concerts.

From the perspective of La Fanfare de Rockland, the City could help in the promotion of arts and culture in the community. La Fanfare emphasized that the City has always been very supportive in the past, providing the band with 50% of their budget to construct the Bandshell. As for funding, La Fanfare is independent, receiving its funding from the Trillium foundation to develop its website and for its musical programming. La Fanfare does not charge membership fees to its musicians.

### **François Viau – Author and Storyteller**

Mr. Viau is an author and a storyteller. His aim is to expose youth to poetry, music and song through storytelling. He has been a professional artist since 1976 and since 1987 he has been active in educational programming, offering workshops in schools and has recorded a CD for the Minister of Education of Ontario. Some of the workshops he offers include composition of songs; the students learn how to write music, lyrics and even have the opportunity to record their creations.

Mr. Viau feels that the City of Clarence-Rockland has to invest in culture and in educating the public. The City could help provide access to resources and equipment and help get more artists into the schools. The city could also organize more festivals and free cultural activities, for example “Street Art”.

The addition of a cultural coordinator in the City would be beneficial to establish cultural programming in the City and to increase the quality of programming currently available.

### **Hélène Tassie – Owner: Academie Extravadanse**

Academie Extravadanse is a private company, offering a variety of traditional and recreational dance and fitness classes to children and adults. Academie Extravadanse is recognized by the National Ballet Company and has over 200 students. Founded in 1998, the school is involved in fundraising activities for the local schools and Ms. Tassie herself has been active in the community for over 20 years.

Academie Extravadanse has an annual recital that is currently being performed at Rideau High School in Ottawa that is attended by over 700 people. Extravadanse also performs in local schools with a small touring group. They have also had to use Gisèle Lalonde High School in Orleans. They are looking forward to being able to perform the new Recreation and Cultural Complex for their annual performances that take place 3 times a year: a Christmas Recital, and End of Year Recital and dress rehearsal.

In their opinion, the City could develop public/private partnerships in order to plan and develop cultural programming in the region. Ms Tassie envisions the creation of a regional arts council with members from the music, dance, and visual arts communities.

Extravadanse relies on volunteers and Ms. Tassie hopes that the City can establish a cultural committee in the community that could help organize the cultural programming in the City. She also feels that the addition of a cultural coordinator would help in the organization and promotion of culture in Clarence-Rockland and would be a central point of contact for the community.

### **Nathalie Charette – Arc en Son**

Arc en Son is a violin school that operates in Rockland and has 56 students from the region. The students play at a variety of local events and churches. Mme. Charette is a teacher at Du Rosaire, a local elementary school and offers lessons in 6 other local schools.

She is looking forward to the opening of the new recreational and cultural complex. She has found it hard to find a facility for their performances, and has used Jardins Belle Rive and Hotel River Rock in the past. She anticipates using the new facility in December 2009.

The City of Clarence-Rockland could help with a variety of things in terms of cultural programming for the region. There is definitely a need for someone to manage the facilities in the region and for promotion of the cultural community locally. The community needs to know that they don't have to go to Ottawa for the arts; it will be more affordable and more convenient for them to stay in Rockland and also they can access quality arts and culture programming in Rockland.

Mme. Charette is aware that there may not be a large budget for cultural needs in the City but wants to point out that there is great potential in the local youth. Perhaps the City could help get government grants. A full-time cultural coordinator would go a long way to achieving these goals but it would have to be someone who is familiar with the community, and specifically the cultural community, who could make good, informed choices in terms of cultural programming for the City.

### **Gaeten Page – President – Clarence Creek Lions Club**

A participant in one of the town hall meetings suggested that we talk to Mr. Page with regards to any needs that the Clarence Creek Lions Club may have in the area of culture. In Mr. Page's view, the programming that his organization provides in the community, the Winter Carnival and the Annual Golf tournament do not qualify a cultural programming.

When asked, Mr. Page suggested that the City could be involved in the promotion of events in the community and could help identify performers for their Winter Carnival. The City already supports their group by providing facilities for their events.

### **Nick Stauker – Sound and Lighting technician – Volunteer: Rhythm n' Blues Fest 2009**

Mr. Stauker is a sound and lighting technician that does mostly corporate work: events, conferences and that has worked in the film industry in Vancouver. He recently moved to the region and has volunteered to help with the annual Rhythm n' Blues Fest.

To Mr. Stauker, art and culture is very important; it "adds soul to the community" and it brings people together, especially for bedroom communities like Clarence-Rockland. He thinks that it would be nice to have a semi-professional community theatre in the region. Another suggestion for cultural programming in the City of Clarence-Rockland is more outdoor family oriented festivals that would take advantage of the outdoor venues in the area.

In his view, the City has an obligation to be a facilitator; to help with permits, facilities etc. They also need to find out what people want to see and do; to make sure their programming is properly vetted at the outset. The programming also needs to be mindful of community values; for example a punk rock band concert may not be appropriate in this community. The City also needs to be a coordinator; to

make sure events don't overlap and to help community groups find the volunteers it needs. Mr. Stauker suggests having a standing committee volunteers.

From his perspective, a cultural coordinator would definitely be helpful to organizations that are made up of volunteers that have limited time to dedicate to cultural programming. It would be good to have someone that is a clear point of contact for cultural programming; Mr. Stauker is from the arts community in Vancouver, where even there he saw cultural programming stall due to a lack clear point of contact.

**Guy Schryburt – Proprietor: Bourgetel**

Bourgetel is a bar, bistro and restaurant in Bourget that is active in the cultural community in Clarence-Rockland. Their banquet hall is used to present dinner theatre such a musicals and murder mysteries and the bar area has also been home to work for local visual artists, such as during the Art Tour in Prescott Russell.

Mr. Schryburt is very interested in promoting culture in the area and has surveyed his clientele on their cultural needs in the past. He feels though that he is in competition with other centres that provide cultural programming like MIFO and the new recreation and cultural complex in Rockland and that some not-for-profit groups may have an advantage as far as costs and subsequent ticket prices are concerned. This being said, Mr. Schryburt is open to partnerships with other cultural centres and local artists and feels that if the cultural programming was better coordinated then there would be less conflicts with events and the full potential of cultural programming in the area could be achieved.

Bourgetel is used mainly for private events like weddings and seminars but has been used in the past for book signings by local authors and for a vocal competition. He was also involved in the "Art in Bourget" initiative. Mr. Schryburt sees the potential in partnerships with local artists in terms of cost and risk sharing and also to help create awareness in the community.

He feels that a cultural coordinator would provide the leadership and direction needed in order for cultural programming to get off to a good start in the City of Clarence-Rockland. He also points out that it is important that the City not forget to take full advantage of the churches for use as facilities as these were the original auditoriums of our communities.

**Karen Gilmore-Thomson – Coordinator: Communities that Care**

Communities that Care is a community initiative that uses comprehensive prevention programs to address the specific risks to youth in a given community. CTC is run through the Prescott-Russell Services to Children and Adults Program and has also been launched in the Hawkesbury and Casselman regions. In order to better understand challenges faced by youth every day, a survey was conducted in the Spring 2007 to which took part 2200 students in 24 Prescott-Russell schools. The committee that supervises the program made up of key stakeholders and youth representatives in the community chose the school-based program *Lions Quest - Skills for Adolescence*. Offered through workshops in the classroom, the program helps youth develop decision-making skills, establish good relationships and manage difficult situations.

As part of its ongoing consultations with youth in Clarence-Rockland the CTC recently conducted a youth forum which included sessions in both official languages. During the youth forum, both the English and the French youth identified the same cultural needs: studio or performing space for music and a drama or performing arts program. The youth find that currently the arts and culture programming that is offered in the schools is school specific, i.e. if you want to do music in an English school then you go to St. Francis Xavier HS; they are looking for programming that is more accessible to everyone.

Most of the programming for the CTC is offered in the classroom or in area schools. They also have partnerships with key stakeholders like the YMCA and currently use their facilities when needed. For

the youth forum, the CTC used the cafeteria at L'Escale High School as other meeting rooms in the City were too small for the event. They have found that the City has been very supportive of their programming, offering facilities if needed; for example the Council chambers in Clarence Creek and Simon Park.

As the youth in Clarence-Rockland find that the space for performances and programming is currently limited, the CTC is looking forward to the opening of the new performance hall and to see what programming the City will be offering to its youth.

### **Karen Gatien – Célébration**

Karen Gatien is a citizen of the City of Clarence-Rockland that in collaboration with different cultural organizations in the region, organizes a fund-raising event called Célébration. Célébration raises funds for the Canadian Cancer society and local cultural organizations. The event is an opportunity for those in the community who are not usually involved in the arts to participate. She is also active in other cultural events in the City and has more than 20 years experience in organizing such events.

Mme. Gatien feels that the role of the City in cultural programming is important and that they must take a leadership role in this area. The City's support is essential to promote events in the region. She feels that the City must dedicate more funds to programming and promotion.

Mme. Gatien feels that the addition of a cultural coordinator would be helpful in order to centralize information.

### **Michael Beauchamp – Director: Bourget Community Centre**

The Bourget Community Centre is a facility that provides leisure activities and is the community service centre for the area. The Centre offers a variety of workshops, including programs for youth and the elderly.

M. Beauchamp sees the City of Clarence-Rockland as a point of centralization and integration of cultural programming for the region. He suggests that the City form partnerships with area schools and that they promote local events.

A cultural coordinator could help with the management and coordination of cultural programming and could also centralize information on cultural programming for the region.

### **Sandra Potvin – Director: Hôtel River Rock**

The Hôtel River Rock provides its facilities and equipment to a variety of local cultural groups as exhibition space and to present performances to the community. They provide logistical support for these events and they are a partner and principal contributor the following events: the Rhythm n' Blues Fest; the Christmas concert; Coloris sur la Baie; and to the former Art en Bourget.

Mme. Potvin feels that the City of Clarence-Rockland plays an important role in the planning and promotion of events in the region and could also establish partnerships with the City of Ottawa.

A cultural coordinator could provide a lot of help to coordinate the cultural programming and associated logistics for the region.

### **North Easton – Owner: Rockland Music**

Rockland Music is a privately owned business that provides a variety music lessons to over 100 students on a weekly basis. The business has been in operation for 5 years and they currently have 4 teachers that provide lessons in guitar, piano, vocal, bass, drums and song writing; these lessons can be provided in both official languages. Rockland Music also has a rehearsal room and is currently

constructing a recording studio. Mr. Easton indicated that the business has experienced a rapid growth in the past 2 years due in part to the regions economic boom but also by increased awareness.

Rockland Music performs recitals and other events occasionally but the challenge has been to locate an appropriate and affordable venue. They have used the Knights of Columbus hall in the past. They will consider using the new performance hall as long as the cost is not prohibitive.

Mr. Easton feels that the City could improve and better promote cultural programming by creating more forums for artists to perform; for example outdoor festivals, talent shows and open stage events. They could also bring in more external talent to perform in the area; he remarks that people are still going outside Rockland for some of their cultural needs.

The City could also either help in subsidizing the rental of facilities or by helping to cut through the red tape to acquire funding from other sources. They could help with promotion and logistics. He feels that the addition of a cultural coordinator is a good idea as people would know who to contact for cultural matters.

Mr. Easton embraces any opportunity to increase awareness of music in the community and intends to make his new recording studio available to other groups. He is also open to forming partnerships with other providers of cultural programming; he sees the value in giving back to the community; he sees the importance of networks. One project that Mr. Easton has considered is recording a CD of artists from Clarence-Rockland and using it to promote locally the talent that exists in Rockland.

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## RESULTS – INTERVIEWS WITH AREA SCHOOLS

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The City of Clarence-Rockland provided PGF with a list of area elementary and secondary schools, in both the Public and Catholic school boards. PGF conducted one-on-one interviews with either principles or the directors of the music programs of six of nine elementary schools and one of the four secondary schools in the region in order to determine how the City could help them with their cultural programming, any potential partnerships with the schools and if their facilities are currently being used by any cultural groups in the City of Clarence-Rockland. A copy of the interview guide used for these interviews (facilities) is available in Appendix B.

### SUMMARIES

The one-on-one interviews with the key stakeholders in the schools have identified several common observations:

- A major issue for schools is the cost of transportation involved in their cultural programs. Most schools indicated that the City could help with transportation costs;
- In general, the schools have little contact with the City and are not aware of the local cultural programming;
- Most schools do not provide access to external groups to their facilities; and
- There is potential for partnerships between the schools, the City and local providers of cultural programming.

### **Stephen Pankiewicz – Music Director: St. Francis Xavier Catholic High School**

St. Francis Xavier Catholic High School is recognised for its comprehensive music and arts program, offering a variety of programming including their concert bands, a vocal ensemble, a jazz ensemble and guitar. Many students attend this school specifically to take advantage of the arts and music program, in fact, one out of every two of the 400 students in the school are involved in the music program.



The school, especially the concert band, performs regularly at local events, such as the opening of the new recreation and cultural complex, as well as local elementary schools and churches. They have also performed at regional events like the Ottawa Tulip Festival. They have partnerships with local cultural groups including Ain't Seen Noth'n yet and Don Jacobs.

The school is looking forward to the opening of the new performance hall as they do not have a facility that is large enough and of sufficient quality to perform for a large audience. Currently, the concert band has to perform to large audiences in their gymnasium. The school anticipates using the new performance hall to put on musicals and other performances as well; "the sky is the limit".

Mr. Pankiewicz says that the City of Clarence-Rockland and other local cultural stakeholders have been more and more involved in the music programming at the school. Don Jacobs has recently helped promote the school music program, expanding its reach into the community. The City has helped the school with the transportation of equipment and instruments which can be a prohibitive cost for the school; this is perhaps the most significant challenge for the school. The City could also help the school with promotion and to help the school perform at different venues.

Mr. Pankiewicz says that the addition of a cultural coordinator in the City would definitely be beneficial.

**Robert Hannigan – Principal: Pope John Paul II Catholic Elementary School**

Pope John Paul II Catholic Elementary School has annual arts and culture programming, including a spring concert and a Christmas concert.

Currently, the schools facilities are not used by external groups. This school currently shares some facilities with St. Patrick Elementary School. They do not anticipate the need to use the new recreational and cultural complex for their cultural programming, however would be interested in being invited to events planned at the centre.

The school currently has minimal contact with the City of Clarence-Rockland. They feel that the City could provide assistance with transportation fees that the school incurs in the provision of their cultural programming. The school thinks a cultural coordinator would be a good addition and looks forward to the City proposing any ideas for potential partnerships.

**Nadine Goulet – Principal : École Ste-Felicité**

École Ste-Felicité was founded in 1960 and currently 200 students attend the school. The school presents 6 performances annually, including a Christmas Choir and a talent show.

Currently, no external groups use the schools facilities for its programming. The school would possibly use the new recreation and cultural complex depending on the programming that will be offered there in the future.

Mme. Goulet says that the role the City could have in cultural programming for the region is to coordinate the facilities in the region. The City could also promote programming in the region and in the local schools and ensure that the programming is accessible. They would be interested in partnerships with the City.

Mme. Goulet says a cultural coordinator could be a point of contact for cultural programming and that would aid in the distribution of information.

**Louis P. Houde – Principal : École Sacre-Coeur**

École Sacre-Coeur provides cultural programming to its students, including field trips to museums and a variety of festivals in Ottawa as well as bringing various artists to the school. Some of these artists include theatre groups, musiciens, singers and circuses. The school also offers extra-curricular activities in the arts such as an art exhibition and a Christmas concert.

The school currently uses the recreation facilities of the City, including their own school yard which is shared with the City of Clarence-Rockland. They anticipate using the recreation and library facilities at the new recreation and cultural complex in the future.

M. Houle says that the City could increase their budget for arts and culture in order to finance more projects and could perhaps form more partnerships with the business community, and the existing cultural resources in the region. The City should support local initiatives and maximize the use of the new performance hall, ensuring that it is widely accessible.

M. Houle says that the addition of a cultural coordinator may be a good idea; however, perhaps the existing resources could be better utilized.

**Benoît Boulerice – Principal : École Ste-Trinité**

École Ste-Trinité uses its cultural programming to reinforce its focus on heritage and their pride in being francophone. Some of their programming includes a week of francophonie, an Acadien festival and a Christmas concert at the church. The school also has a partnership with the Optimist Club to put on other performances and the school has a special fund for the arts including its field trips to museums. The school has a committee to help organize these events that has the participation of parents as well.

Currently, the Chœur du Moulin and a youth theatre group called Les Petits Molière currently uses the schools facilities for their practices. The school plans to use the new recreation and cultural complex for some of its activities but other than the church does not currently use facilities in the area for its programming.

M. Boulerice feels that the City of Clarence-Rockland should coordinate the facilities and information in the region. He makes a point to mention that the City has always been very supportive and involved in the production of their events. To improve cultural programming in the region, the City could increase their budget for the arts and culture and promote the francophonie.

M. Boulerice thinks a cultural coordinator is an excellent idea as a means to better coordinate information and as a liaison between the schools and the community. He feels the promotion of francophonie should be a key responsibility of this position.

**Chantal Beaudry – Principal: École St-Mathieu**

In a short interview with PGF, Mme. Beaudry indicated that École St-Mathieu offers music lessons to its students as part of the curriculum; specifically guitar and piano lessons.

Currently, the school uses the church for larger events, but with the recent arrival of a new priest Mme. Beaudry is not sure if it will still be available to them. The school itself has only a small gymnasium but feels the new complex is too far for its needs. The school may be interested in using the new recreation and cultural complex; they would have to survey the parents to see if they would travel that distance.

Mme. Beaudry feels that the addition of a cultural coordinator would improve the cultural programming for the City.

**Patricia Rogers – Principal: Rockland Public Elementary School**

Rockland Public school has over 450 students from kindergarten through grade eight. To plan their cultural programming Mrs. Rogers consults a directory of educational programming that is distributed to their school called MASC. This directory describes the performers and how to book their services. The school also consults flyers that it receives from local cultural resources. The school brings in performers like singers and theatre groups to support their curriculum. The concert band from St. Francis Xavier High School also performs annually at the school.

There are activities that are organized by teachers at the school such as a drama club, a choir and a talent show. Unfortunately their music teacher is currently on long-term disability and they do not have a replacement; as elementary school teachers are generalists, the cultural programming that the school can offer is dependant on the teachers' abilities. Currently they do have a complement of instruments for their students.

Mrs. Rogers feels that arts and culture is very important to their overall programming but they are restricted by their budget. She would like to develop this area of their curriculum. In the past a committee made up of parents tried to get a grant for an art exposition and they were not able to obtain the funding. There clearly is interest in the school for such programming.

Currently, the facilities at the school are used by local social groups such as Guides. The school does not anticipate using the new recreation and cultural complex for its programming as the school has its own stage. They may consider using it if there was more educational programming.

Mrs. Rogers feels that the City of Clarence-Rockland could help their school by creating partnerships in the community in order to bring in artists that could enrich the current cultural programming of the school. Perhaps they could provide a list of such performers to the schools. She also feels that the City should work towards keeping the population in the region to access their cultural programs. There needs to be a mechanism to distribute the information. Currently, the school has no knowledge of local cultural resources, other than the flyers she gets in the mail and through communication with parents. She indicated that she would be interested in a partnership with the City.

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**RESULTS – PUBLIC TOWN HALL MEETINGS**

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The following section presents the findings from the public town hall meetings.

**PARTICIPANTS**

The first public town hall meeting was held on Wednesday, January 21<sup>st</sup>, 2009, at 7:00 p.m. at the council chambers at 425 Lemay Street in Clarence-Creek. This meeting was conducted in French. There were 19 people in attendance in addition to the Community Services Director and the Communications Officer from the City of Rockland, and three representatives from PGF.

The participants represented different areas of the cultural community in the region such as musicians, performers, visual artists, social groups, youth groups and heritage. There was even representation from a citizen not attached to any particular group or organization. The participants in this town hall meeting also came from different areas of the City of Clarence-Rockland: Bourget; Clarence-Creek; Hammond; and Rockland.

The second town hall meeting was held on Thursday, January 22<sup>nd</sup>, 2009, at 7:00 p.m. at the old Public Library located at 1560 Laurier Street in Rockland. This meeting was conducted in English. There were 18 people in attendance for this town hall meeting as well as 4 members of the City council including the mayor of the City of Clarence-Rockland. There were three representatives from the City in attendance: the Chief Administrative Officer; the Community Services Director and the

Communications Officer. Also in attendance was a journalist/photographer from VISION. PGF had two facilitators present for this meeting.

The participants in the second town hall meeting were mainly people from the visual and performing arts community but were also composed of ordinary citizens. Several participants had also participated in the town hall meeting the night before. The participants on this night were from Rockland and Clarence-Creek proper.

The attendance lists from these meetings are presented in Appendix C.

## **SUMMARY**

The two town hall meetings were designed to determine what the cultural needs of the community are and to give all residents of Clarence-Rockland the opportunity to participate in the consultations. Power point presentations were created to assist in the facilitation of the meetings. A copy of each of the Power point presentations is available in Appendices D and E.

Briefly, the presentation framed the context and the mandate of this Cultural Needs Analysis and introduced PGF. The first set of questions, “How important are the arts and culture to you?” and, “What place do they have in your community” served to anchor the discussion in the importance of arts and culture in the community. The rest of the presentation was composed of open questions that helped guide the discussion to areas that were identified to be of interest namely: identifying their cultural needs; what were their expectations from the City of Clarence-Rockland; what improvements could be made to cultural programming in the City; how can the facilities in the region, including the new recreation and cultural complex, best be used; and how would the potential addition of a cultural coordinator impact cultural programming in the City.

As most participants in the meetings were stakeholders in the cultural community of the area, the discussions started quite easily and moved from topic to topic of interest naturally. This was truer of the French session than the English.

Some of the common elements prevalent at both of the meetings were:

- That culture is extremely important as it identifies a community, it is instrumental in education and development and it promotes and preserves heritage which is important in a minority language community;
- The City of Clarence-Rockland has been very interested and supportive of cultural programming in the past;
- Cultural programming needs to be centralized in one physical location;
- Some type of cultural community support network should be established to help with communication and coordination between different groups;
- The City should provide a coordinator that could work in conjunction with this support network to help with the promotion and coordination of cultural programming in the City as well as acting as a liaison to different levels of government;
- The City should increase funding to arts and culture;
- The City should produce and distribute in the community a monthly or annual Cultural Events Calendar to aid in the promotion and coordination of cultural events;
- This is an opportunity to establish a proper foundation for cultural programming in the City; and,
- The City needs to ensure that all of the facilities and venues in the area are used to their maximum potential, including the new recreation and cultural centre.

Some other relevant points were:

- The City needs to have a clear strategic plan for cultural programming; and,
- The City needs to promote partnerships within the cultural community and also with the business community.

The participants had differing opinions on the following issues:

- The City should promote not only inside the region but should also look to expand their promotion to Ottawa and Quebec in order to attract tourists; and,
- There should be two levels in the fee structure for the use of City facilities, one for Non-profit organizations and another for profit organizations.

The following section summarizes the discussions on the issues listed above as well as a few others.

## **THE IMPORTANCE OF CULTURE IN THE COMMUNITY**

### ***“Art touches everything”***

As evident by the attendance of both of the town hall meetings, arts and culture is very important in the City of Clarence-Rockland. One participant said that “the arts preserves our heritage” and that the arts and heritage could be promoted together. It was said that “you need to know where you come from to know where you are going.”

Many participants commented that arts and culture is an important component in the development and education of adults, seniors and especially children. It was remarked that the children of today are the artists and consumers of art of tomorrow and that they need to be exposed to a variety of arts and culture and have it readily available to them; youth need to be offered a balance between sports and culture and to be given the opportunity to develop their talents. Whereas sports are mainly for the young, “there is a place for everyone in the arts”. One participant said “We don’t value arts like we should.” The group “Community that Cares” consulted two groups of youths on their needs for the community and independently of each other, both groups identified music and theatre as cultural needs.

Not only is arts and culture important developmentally but also socially; “It is a way to express yourself; it connects the generations”.

One participant said that arts and culture is “our identity; it is what identifies us as a community and as individuals”. Another said that “Culture is our soul; independent of colour or language; it brings people together.” A participant in the English meeting remarked that with sport it is competitive and often an individual effort, whereas culture is often a group activity. “Cultural outlets help to slow down our busy lives; they are refreshing and calming experiences”. Art can be very therapeutic.

Another participant in the English group remarked that “art is the only thing left of any real value” and that “with growth comes Walmart and hockey teams”.

## CULTURAL NEEDS

In general, there were four themes to the cultural needs identified at the town hall meetings: centralization, coordination, collaboration, and promotion.

### Centralization

Several participants commented that there should be a cultural centre in the City of Clarence-Rockland; a nucleus that is a place that people know where to go for arts programming. Someone suggested having this be located in or near a Visitors Centre and someone else thought it could emulate the Visual Arts Centre in Orleans. Some thought this centre should be separate from the new recreation and cultural complex. Perhaps there could be resident artists as well.

### Collaboration: A Community Arts Network

***“We are all small groups; we need to find the common threads that join us”,***

***“If we keep to ourselves, we will lose our culture; we need to all stick together”***

“The City needs to be a catalyst” to bring these groups together. There should be a committee formed of representatives of cultural groups in the region that could meet two to three times a year that would work with a coordinator from the City. This group could give the coordinator direction and in this way the dialogue remains open with the City on cultural issues. One participant suggested that “if the City saw them as organized then they would have more leverage”.

Different groups could collaborate in their events; one participant suggested a “showcase”. There are currently such collaborations that exist in the community such as the one between Ain’t Seen Noth’n Yet and the St. Francis music program. One participant remarked that given the success of the Centennial celebration that an annual “Heritage Day” could combine heritage with arts and culture.

Groups could also collaborate in the promotion of their cultural programming. Perhaps partnerships with other similar cultural centres, such as MIFO in Orleans, would be beneficial.

Partnerships with social groups could also help with attracting volunteers and with fundraising. For example, the girl guides are interested in showing their members the value of volunteering; they could volunteer with arts and cultural programming. Another potential source of volunteers could be with local secondary schools as students need to acquire a certain amount of volunteer hours in order to obtain their diploma.

*Of note:* After the meetings the participants lingered to speak of potential collaborations and after the first town hall meeting it was decided by the participants that the contact information would be shared with those present in order to facilitate collaboration. Clearly, there is a desire to collaborate within the cultural community.

### Coordination

Participants identified the need for better coordination of cultural activities in the City as there are several groups doing similar things often at the same time. One participant suggested that groups have annual dates for activities. Better coordination would help to avoid scheduling conflicts not only at facilities but also to spread out the programming throughout the year.

There could be better coordination with the schools and school boards to provide or enhance their cultural programming. One participant said “We need to educate people to get them interested in the arts”. The schools can also offer good facilities for the cultural community to use; however some facilities, like the auditorium at RDHS are not available.

The cultural community needs someone who knows how to manage. “We have the vision; we need direction”. A permanent salaried coordinator could be guided by a committee of representatives from the cultural community. This coordinator could liaise with all levels of governments and both the French and English communities. It was suggested that there may be a need for more than one person to handle the coordination of cultural programming in the City.

### **Promotion**

#### ***“Nous manquons de confiance en nos capacités”***

There was a general agreement that “we need to keep people in our community; not go to Ottawa” for their cultural needs. Another person said “we want the community to say to themselves, if I can get good programs here, why would I go elsewhere?”

However, there was a difference of opinion as to whether or not the City should be promoting their cultural programming outside of the immediate community. Some felt that “we need to bring people in from Ottawa to Rockland” and they want to promote Clarence-Rockland as a cultural centre. Others disagreed, stating that “if we can’t promote culture to our own residents then “why are we doing it; this should be for the benefit of our community”. In rebuttal, it was indicated that encouraging cultural tourism would be of economic benefit to the community as well as increasing the demand for cultural programming; thereby giving more opportunities for residents to share their talents.

A majority of participants indicated that the costs of promoting cultural events can be prohibitive and any assistance in this area would be appreciated.

A few participants indicated that if there was a main type of promotion, with standardized distribution then residents would know where to look for cultural programming and would be expecting it. One suggestion was to distribute either an annual or monthly calendar of cultural activities. Someone suggested that it could be published in the local papers on the same page every week. Another participant suggested that the calendar could be integrated into the Community Activity Guide. It was also suggested that perhaps the Community Activity Guide needs to be revised in terms of format to better serve cultural programming in the City.

Someone suggested that the cultural community could be promoted through coverage of cultural events by local and regional media. Increased coordination leads to increased exposure which leads to increased word of mouth and therefore increased interest from the community and the region.

A participant proposed having a collective website for the cultural community in the City of Clarence-Rockland, to which other participants responded that it should be a part of the existing website for the City.

There could also be promotion in terms of the cultural groups themselves. The groups are always in need of volunteers and of exposure to their programming. One participant suggested having an annual open house where representatives of every cultural group could present their organization, their programming and put a call out for volunteers. Another participant suggested having cultural groups offer workshops to residents so the residents would be able to determine if the cultural programming would be of interest to them. One group said “We need to let the community know that there is good quality cultural programming available right here in Rockland!”

It was also suggested that promotion be a part of a cultural strategic plan for the City.

## THE ROLE OF THE CITY IN CULTURAL PROGRAMMING

Many people commented that the City has done a great job in the past in supporting the cultural community with equipment, facilities and promotion, but there is room for improvement. The City could provide more assistance with promotion, coordination and funding.

### A Good Foundation

#### *“This is our chance to organize; a golden opportunity”*

One prevalent theme at the town hall meetings was the fact that a good start to the cultural programming for the city is essential. It was said that “we can’t make errors; we need to start on the right foot. One participant suggested that “we need to start small but well and then we can think of inviting others”. Another participant commented that the cultural programming for the City “has lots of potential” but that there needs to be patience as “Rome was not built in one day”.

In order to provide this good foundation, it was suggested that the city develop a formal cultural policy and a strategic plan for its cultural programming. Several participants suggested consulting other similar cultural centers in the region that have had success, such as MIFO and Embrun.

It was also emphasized that the programs and facilities need to be financially accessible to families. The mayor of the City of Clarence-Rockland pointed out that the City has the eighth lowest mean family age in the province.

## WHAT CAN THE CITY BE DOING BETTER?

It should be noted that a majority of the participants in both town hall meetings made a point to mention that the City has been very supportive of the arts and culture community in the past; offering resources, facilities and promotional services. As mentioned in the sections above, the City could perhaps provide more funding and more support in terms of man hours dedicated to cultural programming as well as provide a cultural coordinator.

## THE NEW RECREATION AND CULTURAL COMPLEX

The Chief Administrative Officer of the City of Clarence-Rockland pointed out that the new complex was constructed with the aid of several partners and it has to serve the needs of a variety of groups and individuals.

One participant pointed out that in order to use the new recreation and cultural complex to its potential they would need more than just community groups using the facility. Another participant expressed their concern that the smaller local groups may be pushed out in favour of “professional” artists; the local groups need the opportunity to benefit from the new recreation and cultural centre. A professional artist present indicated that from their experience with other regional cultural centres that there are five to eight outside performers brought in a year and that leaves plenty of opportunity for other interested parties to use the facilities. One participant suggested that there be a two-tier fee structure; one for non-profit organizations and another for for-profit organizations. A representative suggested that even the “for-profit” organizations are not that profitable and expressed a hope that the fees would not be prohibitive for such groups.

A majority of participants expressed that they were looking forward to the opening of the performance hall in order to take advantage of the “top-notch” facilities. The performing arts community is particularly looking forward to the facility as they have had trouble in the past with finding adequate facilities for their performances.



Others were happy to have a place to have an exhibition. One local art studio has used the corridor of the new complex to display students' work at no cost to them.

It was indicated that with the new facility come high expectations from all areas of the community. One participant felt that there needs to be "a sense of ownership and accessibility" for the new complex developed in the community.

Another small point is that someone should be placed in charge of the technical equipment used at the facility to ensure that is maintained properly.

Some suggested uses of the facility were to show movies and to hold marriages. These types of activities could help to fund the new complex and the cultural programming.

It was mentioned that not just the new complex but rather all the facilities in the region, including parks need to be used to their full potential and that there needs to be an inventory of existing facilities; those managed by the city and others as well. Someone mentioned that there are nice facilities in some of the local schools that are not available to the cultural community; such as the auditorium at Rockland District High school.

## INVENTORY OF EXISTING LOCAL AND REGIONAL CULTURAL RESOURCES

One of the objectives of this cultural needs analysis was to provide the City of Clarence-Rockland with a list, as comprehensive as possible, of the existing regional and local cultural resources. This inventory will serve as a working tool that the City can use to help plan their future Recreational Master Plan and their annual cultural programming. This document could be used to form a cultural committee to assist the City in managing the cultural needs of the community and also to identify potential partnerships within the cultural community.

Starting with the Community Activity Guide and a list of key stakeholders that was provided by the City, PGF created a comprehensive list of groups and individuals who are active in the areas of arts, culture, heritage and social programming in the City of Clarence-Rockland. During our one-on-one interviews with key stakeholders, PGF added to this list based on suggestions from some of the interviewees. PGF also consulted another similar cultural centre and various regional and national cultural organizations as well as conducted research on several internet sites in order to identify possible cultural resources for the City.

PGF has also included in the inventory a listing of existing facilities in the City of Clarence-Rockland.

This inventory was developed by consulting and consolidating the following sources:

- ◆ The list of key stakeholders provided by the City of Clarence-Rockland;
- ◆ Patrick Bourbonnais – Artistic Director: MIFO - Mouvement d'implication francophone d'Orléans
- ◆ The Community Activity guide and Business Directory;
- ◆ [www.clarence-rockland.com](http://www.clarence-rockland.com);
- ◆ Arts Ottawa East-Est
- ◆ Canadian Amateur Musicians
- ◆ Alliance nationale de l'industrie musicale
- ◆ Association des auteures et auteurs de l'Ontario français
- ◆ Association des professionnels de la chanson et de la musique
- ◆ Association des théâtres francophones du Canada
- ◆ Bureau des regroupements des artistes visuels de l'Ontario
- ◆ Conseil des arts du Canada
- ◆ Conseil des arts de l'Ontario
- ◆ Écho des services en français (ÉSF)
- ◆ Fédération culturelle canadienne française
- ◆ Office des affaires francophones
- ◆ Réseau Ontario
- ◆ Réseau national de développement économique francophone
- ◆ Rideau
- ◆ Théâtre Action
- ◆ Association canadienne-française de l'Ontario
- ◆ Through suggestions provided during the one on one interviews and by citizens of the City of Clarence-Rockland.

The Inventory is available in a separate volume.

## OBSERVATIONS AND RECOMMENDATIONS

### SUMMARY OF OBSERVATIONS

PGF observed several common cultural needs that were identified by both the participants in the town hall meetings and by the key stakeholders that were interviewed:

1. **Coordination:** The addition of a cultural coordinator would be of great benefit to the arts, culture and heritage community in the City of Clarence-Rockland, especially in terms of improving the coordination, communication and collaboration between stakeholders in the community;
2. **Promotion:** One challenge faced by the cultural community in the City of Clarence-Rockland is adequate, effective and affordable promotion of their cultural programming. The promotion of cultural programming needs to be more effective in engaging the local community and could also be expanded to include the Ottawa area as well as regions in Quebec;
3. **Financing:** The cultural coordinator could act as a liaison between the cultural community and all levels of government; perhaps assisting with obtaining more financial support for cultural activities;
4. **Support from City of Clarence-Rockland:** Although it is generally agreed that the City of Clarence-Rockland has been an excellent supporter of the arts and culture in the past, providing equipment, facilities and promotional services, the city should increase funding to cultural activities in the region; perhaps to a level similar to what is allocated to sports and leisure activities. The City could also increase support by increasing the number of man hours dedicated to cultural activities;
5. **Partnerships:** The potential for partnerships exist within the cultural community and between the cultural community and the business community, regional cultural resources, the media, the school boards and all levels of government; and
6. **Solid Foundation:** It is essential that in order to achieve maximum benefit from the new recreation and cultural complex as well as from the existing infrastructure in the region that the management of cultural programming in the City has a solid foundation. This includes but is not limited to the development of a formal Cultural Policy for the City of Clarence-Rockland, the development and actioning of a strategic plan, and the formation of an advisory committee to work cooperatively with the cultural coordinator.

Other interesting observations were:

7. **Inventory of Cultural Resources:** The creation of a master contact list of cultural resources in the community should be created and made available to the cultural community. This would assist in collaboration within the cultural community.
8. **Cultural Centre:** There should be a cultural centre in the City of Clarence-Rockland. There are conflicting views as to whether the facilities at the new recreation and cultural centre are adequate for all types of cultural programming or whether a distinct location should be developed in the future.

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## RECOMMENDATIONS – NEXT STEPS

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The following are PGF's recommendations to the City of Clarence-Rockland for next steps:

1. **Hire a Cultural Coordinator:** This position should be created and filled as soon as possible as with the opening of the new performance hall scheduled for September, 2009 the cultural programming will have to be in place shortly. The major responsibilities of the cultural coordinator should be:
  - **Design** of cultural programming;
  - **Coordination** of facilities, groups, and scheduling;
  - **Promotion** of events and of the cultural community itself;
  - **Liaising** with the various levels of government;
  - **Communicating** with stakeholders, other regional resources, media and the community; and,
  - **Developing** partnerships amongst stakeholders, school boards, local social groups, levels of government, and regional cultural resources and cultural centres.
2. **Formation of an Advisory Committee:** This advisory committee should be composed of members representing all facets of the arts and culture community as well as have representation from all regions of the City. The committee should also represent the interests of both the French and English communities in the City of Clarence-Rockland.
3. **Develop a Strategic Plan:** This plan should be used in conjunction with a formal Cultural policy to aid in the design, delivery, promotion and communication of cultural programming in the City of Clarence-Rockland. Other regional cultural resources and similar cultural centres, such as MIFO in Orleans should be consulted.

**APPENDIX A: INTERVIEW GUIDE – KEY STAKEHOLDERS**



**Guide d'entrevue**  
*Interview Guide*

**Étude des besoins culturels**  
*Cultural Needs Analysis*

**Recension des ressources existantes -  
locales et régionales**  
*Review of existing local and regional  
resources*



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Guide d'entrevue / Interview Guide  
 Étude des besoins culturels / Cultural Needs Analysis  
 Recension des ressources existantes - locales et régionales / Review of existing local and regional resources

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**INTRODUCTION**

**CONTEXTE**  
 La Cité de Clarence-Rockland est située en bordure de la Rivière des Outaouais, à une trentaine de kilomètres à l'est du centre ville d'Ottawa. Plus de 23 000 y résident et forment une communauté mi-rurale, mi-urbaine, offrant une qualité de vie exceptionnelle, qui allie la tranquillité de la campagne aux avantages d'un milieu de vie urbain.

En 2008, La Cité de Clarence-Rockland a construit un nouveau Complexe récréatif et culturel en partenariat avec le Conseil scolaire de district catholique de l'Est ontarien, le YMCA-YWCA de la Ville d'Ottawa et la bibliothèque publique de Clarence-Rockland. Le Complexe rattache à l'École secondaire l'Escale et comprend des installations sportives, une nouvelle bibliothèque publique, une salle d'exposition pour les arts et la tenue d'activités spéciales, une promenade et un café-bistrot, des salles de réunion accessibles à la communauté et aux entreprises de la localité, ainsi qu'un cafetier. Le Complexe récréatif et culturel a ouvert officiellement les portes le 5 décembre 2008.

La population de Rockland et de ses environs exprime depuis plus de 20 ans le souhait d'implanter un centre récréatif et culturel qui lui permettrait de répondre à divers besoins qui se manifestent au sein de la communauté. La croissance démographique et le développement économique que connaît la Cité de Clarence-Rockland depuis quelques années permettent aujourd'hui de faire valoir la pertinence d'un tel projet et en assure la faisabilité. Le ministère de l'Éducation de l'Ontario a contribué au financement de la construction de l'auditorium du Complexe récréatif et culturel. La Cité de Clarence-Rockland a investi pour sa part 1,1 million de dollars dans ce projet.

**MANDAT**  
 C'est dans ce contexte que PGF Consultants Inc. a reçu, de la part de La Cité de Clarence-Rockland, le mandat d'effectuer une étude des besoins culturels dans la région.


**MÉTHODOLOGIE**  
 PGF réalise ce mandat à partir d'entrevues personnalisées auprès des intervenants clés de la Ville et de la communauté de Clarence-Rockland afin de d'identifier les ressources locales et régionales actuelles et potentielles dans les secteurs de la culture et des arts, des loisirs, de l'éducation et des services communautaires.

**INVITATION**  
 A titre de représentant ou représentante de l'un de ces organismes, PGF vous invite à participer à une entrevue personnalisée d'environ une demi-heure. Aux pages suivantes se trouvent les thèmes et questions d'entrevues.

**Nous vous remercions de votre collaboration.**

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Guide d'entrevue / Interview Guide  
 Étude des besoins culturels / Cultural Needs Analysis  
 Recension des ressources existantes - locales et régionales / Review of existing local and regional resources

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**INTRODUCTION**

**CONTEXT**  
*The City of Clarence-Rockland is nestled on the shores of the historic Ottawa River just 30 kilometers east of Downtown Ottawa. More than 23,000 people reside in Rockland, an area that offers both the quiet of the countryside and the urban offerings of a big city.*

*The City of Clarence-Rockland recently constructed a new recreation and cultural complex in partnership with the Conseil scolaire de district catholique de l'Est ontarien, the National Capital's YMCA-YWCA and the Clarence-Rockland public library. The new complex was constructed as an expansion to the École secondaire L'Escale and includes sports facilities, a new public library, a grand hall for arts exhibitions and other events, a promenade with café, allocated spaces for community and business meetings, and a performance hall. The new recreation and cultural complex officially opened on December 5<sup>th</sup>, 2008.*

*For more than 20 years, the population of Rockland and surrounding areas identified the need to build a recreation complex in order to have a meeting place to practice favorite sports and cultural activities and to better serve the needs of the community. With the recent demographic and economic boom which occurred in the City of Clarence-Rockland, the recreation and cultural complex idea resurfaced. In addition to funding received from the Ministry of Education for this expansion, the City of Clarence-Rockland invested 1.1 million dollars in this project.*

**MANDATE**  
*It is in this context that PGF Consultants Inc. received from the City of Clarence-Rockland, the mandate to conduct a study on the cultural needs in the region.*

**METHODOLOGY**  
*The first step in achieving our mandate is to conduct interviews with key stakeholders in the City of Clarence-Rockland and the surrounding community in order to identify the existing and potential local and regional resources in the areas of culture, arts, leisure, education and community services.*

**INVITATION**  
*As a representative of one of these organizations, PGF invites you to participate in an interview, approximately one half hour in length. Attached is a copy of our interview guide for your reference.*

**We thank you for your collaboration.**

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Guide d'entrevue / Interview Guide  
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 Recension des ressources existantes - locales et régionales / Review of existing local and regional resources

**PROFIL DU RÉPONDANT / RESPONDENTS PROFILE**

1. Nom / Name: \_\_\_\_\_

2. Fonction / Position: \_\_\_\_\_


**PROFIL DE L'ORGANISME, ARTISTE OU SITE CULTUREL / PROFILE OF THE ORGANIZATION, ARTIST OR FACILITY**

3. Nom de l'organisme, artiste ou site culturel / Name of the organization, artist or facility: \_\_\_\_\_

4. Adresse et coordonnées / Address and contact information :

Rue / Street address :
Ville / City:
Province :
Code Postal / Postal Code:
Téléphone / Telephone:
Télécopier / Fax:
Courriel / email:
Site Web / website:


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Guide d'entrevue / Interview Guide  
 Étude des besoins culturels / Cultural Needs Analysis  
 Recension des ressources existantes - locales et régionales / Review of existing local and regional resources

5. Langues / Language :

	Français / French
	Anglais / English
	Autre(s) / Other –

6. Secteur d'activité / Sector(s) of activity: \_\_\_\_\_


7. Clientèle / Clientele :

	Auditoire / Performance
	Lectorat / Meeting
	Publique ciblée / Public
	D'autre(s) / Other

8. Personnes ressources / Personnel

Nom / Name	Fonction / Position	Téléphone - Telephone	Courriel - email


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 Guide d'entrevue / Interview Guide  
Étude des besoins culturels / Cultural Needs Analysis  
Recension des ressources existantes - locales et régionales / Review of existing local and regional resources

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**HISTORIQUE ET MISSION / HISTORY AND MISSION**


9. Description de l'organisme ou site culturel / Description of the organization or facility:


10. Mandat de l'organisme ou site culturel / Mandat of the organization or facility:


11. Bref historique de l'organisme ou site culturel / Brief history of the organization or facility:


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Recension des ressources existantes - locales et régionales / Review of existing local and regional resources

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**DESCRIPTION DES ACTIVITÉS / DESCRIPTION OF ACTIVITIES**

8. Programmation annuelle / Annual programming:


9. Activités : animation, éducation etc. / Activities:


10. Produits culturels (événements, programmes et publications – incluant vidéo et internet) / Cultural products (events, programs, publications):


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Recension des ressources existantes - locales et régionales / Review of existing local and regional resources

**AUTRES RESSOURCES / OTHER RESOURCES**

11. Connaissez-vous d'autres ressources dans le secteur de la culture, des arts, des loisirs, de l'éducation et des services communautaires dans Clarence-Rockland?  
*Do you know of other resources in Clarence-Rockland in the culture, arts, leisure, education or community service areas that we should talk to?*

Oui / Yes       Non / No

Si « oui », lesquels? / If yes, which?


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Recension des ressources existantes - locales et régionales / Review of existing local and regional resources

**UTILISATION DES INSTALLATIONS / USE OF FACILITIES**

**Questions pour individus ou groupes / Questions for Individuals or groups**

12. Quelles installations dans la Cité de Clarence-Rockland utilisez-vous présentement, ou avez-vous utilisé dans le passé pour vos besoins culturels? À quelles fins, ou pour quelles raisons, utilisez-vous ces installations? (pour des présentations, expositions, cours, rencontres)  
*Which facilities in the City of Clarence-Rockland do you currently use or have you used in the past for your programming needs? In what capacity do you use or have you used these facilities (presentations, exhibitions, courses, meetings)?*


**Note pour l'intervieweur:** Si la personne interviewée ne fait pas mention du complexe récréatif comme installation, veuillez poser la question suivante :

**Interviewer instruction:** If the new recreation complex is not identified as a facility that is being used please ask the following question:

13. Avez-vous l'intention d'utiliser le nouveau complexe récréatif pour vos besoins de programmation? Si oui, de quelle manière? (pour des présentations, expositions, cours, rencontres)?  
*Will you be using the new recreation complex in the future for your programming needs? If so, in what capacity (presentations, exhibitions, courses, meetings)?*


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**Recension des ressources existantes - locales et régionales / Review of existing local and regional resources**

**14.** Est-ce que vous utilisez présentement ou avez-vous déjà utilisé dans le passé, des installations à l'extérieur de la Cité de Clarence-Rockland pour vos besoins culturels? Si oui, pour quelles raisons avez-vous utilisé ces installations? (manque d'installations dans la Cité, manque de disponibilité de salles, dans le but de rejoindre d'autres clients?)  
*Do you currently use or have you in the past used facilities outside the City of Clarence-Rockland for your programming needs? If so, why do you use these facilities (lack of facilities in Clarence/Rockland, scheduling conflicts with other organizations, to reach other clientele)?*


**15.** Selon vous, quel est le rôle de la Cité de Clarence-Rockland, vis-à-vis le développement culturel? (Est-ce un rôle de promotion, de gestion d'installation ou autre?)  
*What role do you see the City of Clarence-Rockland having in terms of cultural programming for the area (promotion, strictly provision of facilities)?*


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**Recension des ressources existantes - locales et régionales / Review of existing local and regional resources**

**16.** Quelles mesures la Cité devrait-elle mettre en place pour améliorer la programmation culturelle sur son territoire? (Développer des partenariats avec autre municipalités ou les organisations nationale, améliorer la promotion des événements et autres, améliorer la gestion des installations, autres services?)  
*What measures could the City of Clarence-Rockland take to improve the cultural programming available to its residents (partnerships with other Municipalities or national cultural organizations, better promotion, better management of facilities, other services)?*


**17.** Selon vous, comment est-ce que l'ajout d'un ou d'une coordonnatrice culturelle pourrait améliorer la programmation culturelle de la Cité de Clarence-Rockland? (amélioration des communications, de la coopération entre groupes, de la promotion, amélioration de l'utilisation des espaces disponibles, etc.)  
*In your opinion, how would the addition of a cultural coordinator impact the cultural programming of the City of Clarence-Rockland (improved communication and cooperation between groups, better promotion, better organization, more effective use of the facilities available)?*


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**Rappel :** Deux assemblées publiques locales - les 21 et 22 janvier prochain.

L'assemblée du 21 janvier se déroulera en français à la salle du conseil municipal, 415, rue Lemay, Clarence Creek, tandis que celle du 22 janvier, en anglais, aura lieu à l'ancienne bibliothèque publique de Rockland, 1560, rue Laurier, Rockland. Les deux sessions débiteront à 19h. Les gens actifs dans le domaine des arts et de la culture mais également le public en général sont bienvenus à ces assemblées publiques.

**Reminder:** Two Townhall meetings on January 21st and 22nd to discuss the needs and interest of its citizens regarding arts and culture.

A French meeting will be held at 7:00 pm on January 21st in the council Chambers located at 425 Lemay Street in Clarence Creek and an English meeting will be held at 7:00 pm on January 22nd at the old Public Library, located at 1560 Laurier Street in Rockland. People active in the arts and culture fields as well as the public are invited to these meetings.

**Merci de votre collaboration! / Thank you again for your collaboration!**

**APPENDIX B: INTERVIEW GUIDE – FACILITIES**



**Guide d'entrevue - Installations**  
*Interview Guide - Facilities*

**Étude des besoins culturels**  
*Cultural Needs Analysis*

**Recension des ressources existantes -  
locales et régionales**  
*Review of existing local and regional  
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**PROFIL DU RÉPONDANT / RESPONDENTS PROFILE**

1. Nom / Name: \_\_\_\_\_

2. Fonction / Position: \_\_\_\_\_


**PROFIL DE L'ORGANISME, ARTISTE OU SITE CULTUREL / PROFILE OF THE ORGANIZATION, ARTIST OR FACILITY**

3. Nom de l'organisme, artiste ou site culturel / Name of the organization, artist or facility: \_\_\_\_\_

4. Adresse et coordonnées / Address and contact information :

Rue / Street address :
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Province :
Code Postal / Postal Code:
Téléphone / Telephone:
Télécopier / Fax:
Courriel / email:
Site Web / website:


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5. Langues / Language :

	Français / French
	Anglais / English
	Autre(s) / Other –


6. Secteur d'activité / Sector(s) of activity: \_\_\_\_\_


7. Clientèle / Clientele :

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8. Personnes ressources / Personnel

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**HISTORIQUE ET MISSION / HISTORY AND MISSION**


9. Description de l'organisme ou site culturel / Description of the organization or facility:


10. Mandat de l'organisme ou site culturel / Mandat of the organization or facility:


11. Bref historique de l'organisme ou site culturel / Brief history of the organization or facility:


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Recension des ressources existantes - locales et régionales / Review of existing local and regional resources

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**DESCRIPTION DES ACTIVITÉS / DESCRIPTION OF ACTIVITIES**

8. Programmation annuelle / Annual programming:


9. Activités : animation, éducation etc. / Activities:


10. Produits culturels (événements, programmes et publications – incluant vidéo et internet) / Cultural products (events, programs, publications):


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**AUTRES RESSOURCES / OTHER RESOURCES**

11. Connaissez-vous d'autres ressources dans le secteur de la culture, des arts, des loisirs, de l'éducation et des services communautaires dans Clarence-Rockland?  
*Do you know of other resources in Clarence-Rockland in the culture, arts, leisure, education or community service areas that we should talk to?*

Oui / Yes       Non / No

Si « oui », lesquels? / If yes, which?


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Recension des ressources existantes - locales et régionales / Review of existing local and regional resources

**UTILISATION DES INSTALLATIONS / USE OF FACILITIES**  
**Questions pour installations / Questions for Facilities**

12. Quels groupes actifs dans le domaine des arts, culture et sports dans la Cité de Clarence-Rockland utilisent vos installations présentement, ou ont utilisé dans le passé pour leurs besoins culturels? À quelles fins, ou pour quelles raisons? (pour des présentations, expositions, cours, rencontres)  
*Which groups active in the areas of art, culture or sport in the City of Clarence-Rockland currently use your facilities or have used your facilities in the past for their programming needs? In what capacity have they used your facilities (presentations, exhibitions, courses, meetings)?*


15. Selon vous, quel est le rôle de la Cité de Clarence-Rockland, vis-à-vis le développement culturel? (Est-ce un rôle de promotion, de gestion d'installation ou autre?)  
*What role do you see the City of Clarence-Rockland having in terms of cultural programming for the area (promotion, strictly provision of facilities)?*


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**Recension des ressources existantes - locales et régionales / Review of existing local and regional resources**

16. Quelles mesures la Cité devrait-elle mettre en place pour améliorer la programmation culturelle sur son territoire? (Développer des partenariats avec autre municipalités, améliorer la promotion des événements et autres, améliorer la gestion des installations, autres services?)  
*What measures could the City of Clarence-Rockland take to improve the cultural programming available to its residents (partnerships with other Municipalities, better promotion, better management of facilities, other services)?*


17. Selon vous, comment est-ce que l'ajout d'un ou d'une coordonnatrice culturelle pourrait améliorer la programmation culturelle de la Cité de Clarence-Rockland? (amélioration des communications, de la coopération entre groupes, de la promotion, amélioration de l'utilisation des espaces disponibles, etc.)  
*In your opinion, how would the addition of a cultural coordinator impact the cultural programming of the City of Clarence-Rockland (improved communication and cooperation between groups, better promotion, better organization, more effective use of the facilities available)?*


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**Recension des ressources existantes - locales et régionales / Review of existing local and regional resources**

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**Merci de votre collaboration! / Thank you again for your collaboration!**

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## APPENDIX C: ATTENDANCE LISTS FROM TOWN HALL MEETINGS

### TOWN HALL MEETING – JANUARY 21<sup>ST</sup>

Nom / Organisation	Ville	Adresse	Téléphone / Courriel
Denise Vaillancourt Club Optimiste	Rockland	1903 pr. Claudette	613-446-1805 denisemv@videotron.ca
Madeleine Charron Club Optimiste	Rockland	C.P. 511, rue Juliette	613-446-5909 Madeleine.charron@yahoo.ca
Andrée Lortie Coloris sur la Baie	Rockland	204-1026 Laurier	613-446-7121 andreelortie@videotron.ca
Luc Borleau	Clarence Creek	C.P. 192	613-488-2065 Luc_helene@yahoo.com
Jean-Guy Giroux ACFO - Prescott et Russell	Hammond	C.P. 184 KOA 2A0	613-487-3665 giroux@mondenet.com
Madeleine Chabot UCFO – Clarence Creek	Clarence Creek	133 ch. Bouvier	613-488-2583
Ginette Hébert Théâtre sans toit	Rockland	3359 Cercle Des Cotes	613-446-5886 ginetteahebert@sympatico.ca
Gilles Chartrand Centre culturel La Ste-Famille	Rockland	1157 Laurier K4K 1J5	613-446-5086 T : 613-446-6085 Tigilles206@hotmail.com
Patricia Fatoric Guides Franco Canadiennes	Rockland	257 St. Denis	613-446-6751 Patricia.fatoric@tc.gc.ca
Chantal Scarlett Guides Franco Canadiennes	Rockland	3048, cercle Lemay K4K 1A7	613-446-4834 Chantal.scarlett@cpsa-afpc.gc.ca
Suzanne Denault Guides Franco Canadiennes	Rockland	3387 cercle des côtes K4K 1A8	613-446-1810 s_denault@sympatio.ca
Hélène Bélanger UCFO Clarence-Creek	Bourget	2190 St-Félix	613-487-2538
Johanne Lefebvre JoJo et Les Productions Mylzami	Hammond	3449 Gendron	613-487-2668 jojo@jojo.ca
Mario Perrier Jojo et les Productions Mylzami	Hammond	3449 Gendron	613-487-2668 jojo@jojo.ca
Dominique Auger Le Centre culturel Ste. Famille	Rockland	1500 avenue du Parc	613-446-5770 dominiquaea@sympatico.ca
Don Jacobs Evening of Sharing, RnB Fest, Community Support Network of the Arts	Rockland	274 Des Epinettes Crt	613-833-1381 Donald_j@videotron.ca
Raymond Serrurier Théâtre sans toit	Rockland	127 Jasper Cr	613-446-6273 Rserrurier@sympatico.ca
Myriam Roy-Lévesque Studio Art Plus	Clarence Creek	2035 Landry	613-488-9826 Bernard.levesque2@sympatico.ca
Thérèse Lefavre Cité de Clarence-Rockland			613-446-6022 poste 2226 tlefavre@clarence-rockland.com
Julie Chartrand Cité de Clarence-Rockland			613-446-6022 poste 2227 jchartrand@clarence-rockland.com

**TOWN HALL MEETING – JANUARY 22<sup>ND</sup>**

<b>Name / Organization</b>	<b>Town</b>	<b>Address</b>	<b>Telephone / Email address</b>
Hélène Martin Galerie de la Rive	Rockland	Jardins Belle Rive	613-488-2002 rohemast@cyberus.ca
Kerstin Peters Galerie de la Rive	Rockland	Jardins Belle Rive	613-833-0409 Kpeters@domingoinformatics.ca
Stephen Greensides Citizen – personal interest	Rockland	430 Dalrymple Dr.	613-446-5525 sgphotography@sympatico.ca
Rick and Veda Clairmont	Clarence Creek		
Gilles Chartrand Centre culturel la Ste-Famille / Comité du Patrimoine	Rockland	1157 rue Laurier	613-446-5086 Tr :613-446-6085 Tigilles206@hotmail.com
Myriam Roy-Levesque Studio Art Plus and community theatre	Clarence- Creek	2035 ch. Landry	613-488-9826 Myriam_rl@live.ca Bernard.levesque@sympatico.ca
Marie Yelle Centre culturel la Ste-Famille Coloris sur la Baie	Rockland	3093 cercle Lemay	613-446-2121 gmyelle@videotron.ca
Gilles Yelle Coloris sur la Baie	Rockland	3093 cercle Lemay	613-446-2121 gmyelle@videotron.ca
Francine Dupras Chœur de Moulin	Rockland	320 Voisine	613-446-7585 Pierre.huot@sympatico.ca
Andrée Lortie Coloris sur la Baie	Rockland	204-1026 Laurier	613-446-7121 andreelortie@videotron.ca
Francine Mault Councilor	Clarence- Rockland	883 Giroux	613-446-5847 emault@hotmail.com
Richard Lalonde Mayor – City of Clarence-Rockland	Clarence- Rockland	3085 cercle Lemay	613-446-4856
Jean Fontaine and Brendan Bailey Ain't Seen Noth'n Yet	Rockland	1261 Campeau	613-446- 6280.Jack.fontaine@videotron.ca www.asnyproductions.com
Annie Richard-Guindon Chœur du Moulin	Hammond	253, ch Butler	613-487-2611
Karen Gatien "Celebration" Other associations	Rockland	1419 ave du Parc	613-446-4328
Tanya Gatien "Celebration" Other associations	Rockland	1419 ave du Parc	613-446-4328 tanyagatien@hotmail.com
Kyle Cyr Councilor	Clarence- Rockland		613-488-3390

**APPENDIX D: PRESENTATION – TOWN HALL MEETING JANUARY 21ST**



**Étude des besoins culturels**  
**La Cité de**  
**Clarence-Rockland**

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**Assemblée publique**  
**21 janvier, 2009**

**PGF**

## Contexte



- Le nouveau complexe récréatif et culturel
- La croissance démographique
- Le développement économique
- Identifier des stratégies pour la livraison de services dans les domaines des arts, de la culture et du patrimoine
- Répond aux besoins de la population
- Partenariats potentiels

PGF

## PGF Consultants Inc.



- Fondé en 1988
- Un cabinet national et bilingue
- 3 secteurs de services
  - Recherche et évaluation en politiques publiques
  - Développement international
  - Développement organisationnel
    - Les diagnostics organisationnels, la planification stratégique et opérationnelle, le renforcement des capacités, le transfert des connaissances, la gestion du changement, la conception et l'animation de processus

PGF

## Mandat



- Une étude des besoins culturels
  - Entrevues personnalisées auprès des intervenants clés de la Cité de Clarence-Rockland et de la communauté
  - La participation des citoyens au processus de consultation
  - Une recension des ressources disponibles

PGF

## Étude des besoins culturels



- Quelle importance accordez-vous à la culture et aux arts?
- Quelle place ont-ils dans votre municipalité?

PGF

## Étude des besoins culturels



- Quels sont vos besoins culturels?  
(ressources, lieux, promotion, disciplines, etc.)

PGF

## Étude des besoins culturels



- Selon vous, quel est le rôle de la Cité de Clarence-Rockland vis-à-vis le développement culturel?

PGF

## Étude des besoins culturels



- Quelles mesures la Cité de Clarence-Rockland devrait-elle mettre en place pour améliorer la programmation culturelle?

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## Étude des besoins culturels



- Selon vous, comment est-ce que l'ajout possible d'une coordonatrice ou d'un coordonateur culturel pourrait améliorer la programmation culturelle de la Cité de Clarence-Rockland?

PGF



## Étude des besoins culturels



- À votre avis, comment assure-t-on la meilleure utilisation du nouveau complexe récréatif et culturel?

PGF

## Étude des besoins culturels



- Avez-vous d'autres suggestions qui pourraient aider à améliorer la vie culturelle à Clarence-Rockland?

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PGF Consultants Inc.



**Merci de votre collaboration!**

PGF Consultants Inc.  
291 Dalhousie  
Suite 202  
Ottawa, ON  
K1N 7E5  
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**APPENDIX E: PRESENTATION – TOWN HALL MEETING JANUARY 22ND**

The slide features a white background with a thin black border. In the top right corner is the Clarence-Rockland logo, which consists of a stylized sailboat with a yellow and red sail, a blue city skyline, and blue waves below, with the text "Clarence-Rockland" underneath. The main title "Cultural Needs Analysis" is in blue, followed by "City of Clarence-Rockland" also in blue. A horizontal gold line is positioned below the title. Below this line, the text "Town Hall Meeting" and "January 22, 2009" is displayed in a dark red font. In the bottom left corner, the "PGF" logo is shown in blue.

## Context



- The new Recreational and Cultural Complex
- Demographic changes
- Economic development
- Strategic direction for delivery of services in areas of Arts, Culture and Heritage
- Respond to the needs of the population
- Potential partnerships

**PGF**

## PGF Consultants Inc.



- Founded in 1988
- National bilingual consulting firm
- 3 types of service
  - Public policy research and evaluation
  - International Development
  - Organizational Development
    - executive coaching, organizational diagnostics, strategic and operational planning, capacity building, knowledge transfer, change management, process design and facilitation.

**PGF**

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## Mandate



- Cultural Needs Analysis

- One on one interviews with key stakeholders in the city of Clarence-Rockland and the community
- Participation of the population in the consultation process
- An inventory of existing local and regional resources

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## Cultural Needs Analysis



- How important are arts and culture to you?
- What place do they have in your community?

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## Cultural Needs Analysis



- What are your cultural needs?  
(resources, facilities,  
promotion, etc.)

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## Cultural Needs Analysis



- What role do you see the City  
of Clarence-Rockland having  
in cultural programming?

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## Cultural Needs Analysis



- What could the City of Clarence-Rockland do to improve cultural programming?

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## Cultural Needs Analysis



- How would the potential addition of a cultural coordinator impact cultural programming in the City of Clarence-Rockland?

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**PGF**

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## Cultural Needs Analysis



- How do you envision the new Recreational and Cultural Complex being used?

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## Cultural Needs Analysis



- Do you have any other suggestions on how to improve arts and culture in the City of Clarence-Rockland?

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**PGF Consultants Inc.**



**Thank you for your collaboration!**

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