

Art • Create • Heritage • Recreation • Work

*Kindersley's*



*Plan*

• Our Way of Life •



Funded in partnership by the Town of Kindersley, SaskCulture and Saskatchewan Lotteries

Proposed to Kindersley Town Council March 27<sup>th</sup>, 2017

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## Executive Summary

A successful culture plan is developed from the feedback offered by community members. The final themes and priorities are based on ideas shared, challenges identified and local resources available. The Kindersley Culture Plan was a project requested and supported by Town Council in 2014. Since then, the Department of Community Services has endeavored to coordinate resources, secure funding, and find representatives from the community to lead the development of this Plan. The role of the Advisory Committee is to lead the gathering of community members, interpretation of feedback and messaging of the plan. This ensures that the document is created by the community, for the community.

The inspiration for developing this Kindersley Culture Plan was to encourage community development. Common themes found throughout this document, along with other culture plans, are the concepts of *placemaking*, *quality of life* and the *4 Pillars of Sustainability* (Economic Prosperity, Social Equity, Environmental Responsibility and Cultural Vitality), authenticity and uniqueness.

The Culture Plan is a way for community members to share their big dreams and visions for the future, however, fulfilling these dreams and visions must be a community effort and not rely solely on the municipal government. Moving forward, efforts in quality of life and community development must be shared or separate endeavors led by community members. This structure leads to stronger local connections, a more positive outlook, greater support and participation for residents of all ages to engage in.

Over the course of this project, community awareness and interest grew. It was a slow but consistent growth throughout the consultation process. Feedback collected presented an idea to the Advisory Committee of where Kindersley is as a community and what it wishes to achieve. Although surveys created for this project returned larger numbers of participants than in-person consultations, it proved challenging for the Committee to determine a clear image of the feedback due to the high amount of skipped responses. In general, public contributions to the Plan were positive, providing the Committee with the many perspectives residing in the community. While every community is different, some trends identified throughout the Plan are reflective of challenges with low participation, and focus on individual efforts as opposed to a focus on the greater community. This 'silo-ing' is happening in communities across the country.

The Plan below features five themes; First Impressions, Attitudes & Behaviours, Identity, Inclusion & Sustainability, and Experience. The purpose of each theme is shared with an accompanying Priority Chart of four to eleven items for the community to engage in. Each priority item will benefit more than the stakeholders or leaders identified in the chart, it will benefit the entire community. The accomplishment of these items, in combination with other local events and programs, striving to build a foundation over the next five years for Kindersley to become a more engaged and exciting community filled with pride, celebrating its authenticity.

This Culture Plan is comprised of two documents, the Kindersley Culture Plan and an Appendices, which contains a considerable amount of background information.

## Message from the Local Youth

After sitting through many classes that focused on topics such as politics and multiculturalism, the significance lost its impact and was difficult to connect the relevance in one's everyday life. That at least was how it worked for me. Day in and day out, my classmates and I would hear our teachers drone on about the Canadian identity, briefly reprimanding us for holding side-conversations. After all, what did it matter to us? All we wanted was to pass the class; we couldn't vote or have a say in any decisions whether they affected our generation or not. Now that I am older and have had opportunities to work within my community, I understand. Culture in one's life is indescribably crucial to the way we govern ourselves, converse with others and how we set standards. It's synonymous with identity. I have learned all of this, not from a classroom, but from being an engaged community member.

It appears that whenever youth are confronted with an issue that does not immediately affect youth, they discard it and pay no mind. It's hard to ask, "How does this apply to me?", and "Why should this matter to me?" and receive an answer that makes sense. As one member of the community's youth to another, I cannot stress enough how vital it is to engage in your community. Too often I find peers complaining from ignorance rather than taking advantage of opportunities for education. Not only is this extremely unhelpful for the community at large, but it does nothing to benefit one's self. The act of engaging in a community is an experience that is useful on applications, for personal fulfillment, learning skills and building connections.

Community engagement takes a variety of forms, with each as important and the next. Whether it is volunteering, participating in community activities, utilizing public spaces, etc., community engagement and feedback is critical for the maintenance and function of a community. We all know this, so why do we not make the effort? It is times to recognize the benefits on both the community and yourself, and take action to create change where you see it necessary.

Tessa Sautner,

Youth Committee Chair  
Culture Plan Advisory Committee

## Message from Kindersley Culture Plan Advisory Committee

I believe as a citizen of Kindersley that it is my privilege and responsibility to build this community. This Culture Plan can help both the individuals and groups within, to connect and participate in positive ways through actions and attitudes that can build and benefit the community as a whole. It serves as a guide to assist us by informing, stimulating interest and identifying synergies in how we can work together and prosper as individuals, organizations and industries. I am looking forward to the active roles that we, as citizens, will choose, in continuing to make Kindersley a great place to live. May we connect, work together and prosper!

Sharon Haubrich  
Culture Plan Advisory Committee Chair

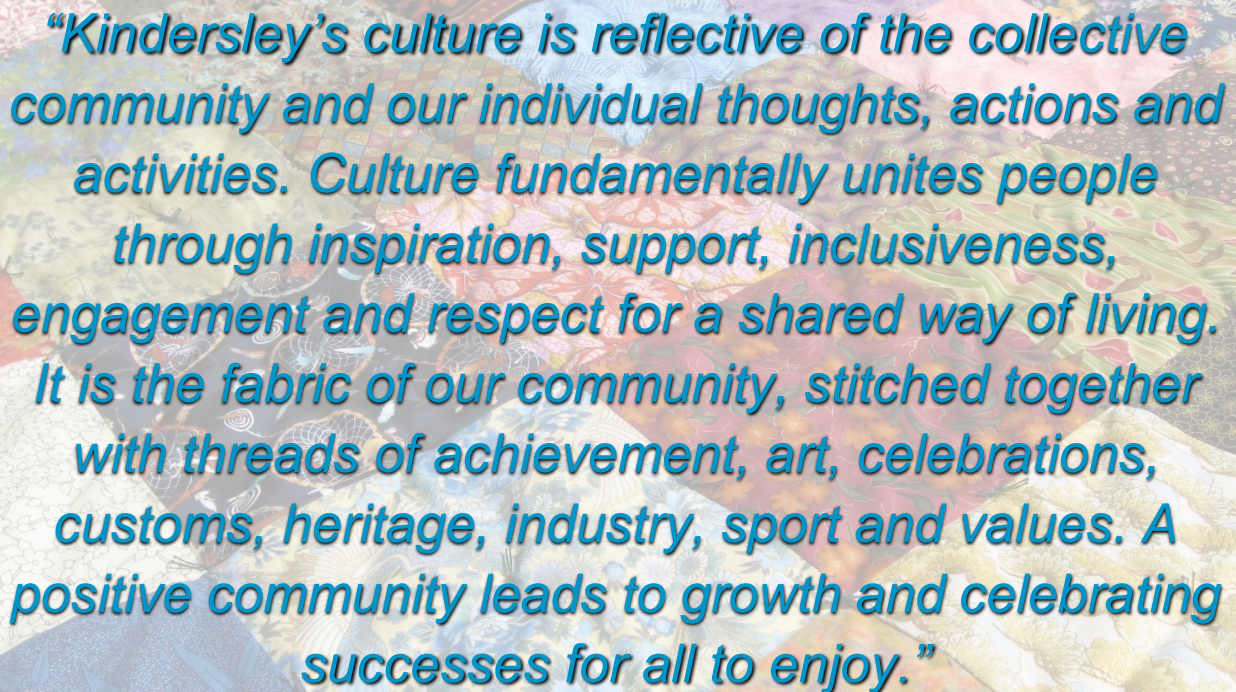
## Culture Defined – What is it and why to we need it?

[www.kindersley.ca/culture-plan](http://www.kindersley.ca/culture-plan)

Culture can mean different things to different people, and can represent different things to different communities. A Culture Plan focuses on the identity a community wants to aspire to.

As a community that identifies itself with agriculture and oil/gas, it is expected that culture, at least how it is commonly perceived, is down on the list. Kindersley is not commonly recognized for its culture, however, Survey #1 asked if culture was an important aspect in our community, 64% of respondents agreed. When asked if culture plays an important role in our local economy, 50% of respondents answered YES. Survey #2 asked whether participants thought culture could play a role in improving the negative feelings in our community, and 75% responded yes. These opinions were reinforced through the various other community input methods and opportunities.

Creating a definition that is too broad or narrow in focus can further complicate the understanding of culture. With this in mind, the Advisory Committee has developed a definition of Culture that it believes best fits the community:



*“Kindersley’s culture is reflective of the collective community and our individual thoughts, actions and activities. Culture fundamentally unites people through inspiration, support, inclusiveness, engagement and respect for a shared way of living. It is the fabric of our community, stitched together with threads of achievement, art, celebrations, customs, heritage, industry, sport and values. A positive community leads to growth and celebrating successes for all to enjoy.”*

## What is a Culture Plan?

[www.kindersley.ca/what-is-a-culture-plan](http://www.kindersley.ca/what-is-a-culture-plan)

In January 2015, Town Council (2012-2016) supported the development of a local Culture Plan to achieve the following objectives:

1. To revitalize interest in the arts and heritage sectors;
2. Increase awareness of local community development efforts;
3. Nurture an inclusive community culture;
4. Cultivate local and tourism opportunities and beautify the municipality in both tangible and intangible ways.

Kindersley's Culture Plan took shape over many years beginning in 2014 and culminating in the development of this document. The intention is to encourage the community to become more engaged and consider what makes a community, determine local needs, sources of pride and goals for the future.

The Kindersley Culture Plan will be a key document to assist the Town of Kindersley with its goal to adopt a Quality of Living Plan. As important, the Culture Plan provides a lens to help community leaders guide their decision making for the benefit of the community.

A strategic cultural plan supports the necessity in developing cross sectoral efforts, partnership building and innovation in the community, and a well-balanced life for its citizens. Kindersley will benefit from bridging local identities together to determine who we are, what we have, who we want to become, and how we will get there.



## Policy Support for the Kindersley Culture Plan

The following are official policies and strategies endorsed by Town Council (2012-2016) that support the development of a local Culture Plan and the benefits that it can bring to a community, and which lead to the creation of this Plan.

### 1. **Official Community Plan**

- 3.6 Community Services
- 3.11 Culture & Heritage Resources

### 2. **Strategic Plan 2014-2016**

*The Responsible & Intentional Governance & Growth Strategic Planning: Town of Kindersley speaks to the importance of proper planning to improve our community and our quality of life. It defines our vision and mission:*

- Vision: A positively engaged community building an economically and socially vibrant future.
- Mission: A family friendly multicultural community that is safe; approachable, innovative and fiscally responsible management; forward looking approach to recognizing and fostering opportunities, solutions and wealth creation.

The Strategic Plan speaks to the priorities of the Council of the day, which included:

- Open Communication
- Financially Transparent
- Strategic Growth
- Reliable Infrastructure

Lastly, the Strategic Plan speaks to positive values as another tool to build a better community. Those values include:

- |                   |                      |                 |
|-------------------|----------------------|-----------------|
| • Visionary       | • Learned            | • Friendly      |
| • Influential     | • Secure             | • Collaborative |
| • Inspirational   | • Knowledgeable      | • Leadership    |
| • Solution Minded | • Beautiful          | • Healthy       |
| • Courageous      | • Positively Engaged | • Sustainable   |
| • Resourceful     | • Optimistic         | • Inclusive     |
| • Principled      | • Strategic          | • Growing       |
| • Driven          | • Informed           |                 |

### 3. **Town Council: Resolution No. 36-15 (January 26<sup>th</sup>, 2015)**



## Kindersley Cultural Values

Based on feedback gathered through the various stages of the community engagement activities, a clear list of values emerged from our community, including:

- Welcoming Environment
- Beautification
- Engagement
- Inclusion
- Pride
- Positivity
- Support
- Heritage
- Connectedness
- Accessibility
- Empowerment
- Independence
- Communication
- Creativity
- Innovation

## Glossary

There may be some key or technical terms used throughout this document. The following are important terms used for community development initiatives:



*Intangible – Elements or assets that are not physical in nature yet hold great significance and benefit through emotional, social and/or spiritual connection. (Ex. Stories about a community, location of a special annual gathering)*

*Tangible – Elements or assets that are physical in nature and can offer functionality while holding great significance and benefit. (Ex. Heritage Building, community group)*

*Community Development – “A process designed to create conditions of economic and social progress for the whole community with its active participation and fullest possible reliance upon the community’s initiative.”<sup>1</sup>*

*Placemaking – A process relying on local assets, creativity, pride and community participation to develop quality public spaces and contribute to the overall physical and social well-being of its residents.*

*SMART Priorities – Stands for Specific, Measurable, Attainable, Realistic and Timely linked to quantitative results.*

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<sup>1</sup>Ontario Healthy Communities Coalition <http://www.ohcc-ccso.ca/en/courses/community-development-for-health-promoters/module-one-concepts-values-and-principles/defini-0>

## Acknowledgements

[www.kindersley.ca/kindersley-culture-plan-advisory-committee](http://www.kindersley.ca/kindersley-culture-plan-advisory-committee)

### *Culture Plan Advisory Committee*

The completion of the Kindersley Culture Plan would not have been possible without the dedicated participation, shared knowledge of the community, and insights from the following list of community members:

- Sharon Haubrich, **Chairperson**, Kindersley & District Music Festival
- Helen Barclay, Music Instructor
- Richelle Dahl, Dahling Productions
- Tom Morris, Kindersley & District Chamber of Commerce
- Heather Wall, Kindersley & District Chamber of Commerce
- Tessa Sautner, Kindersley Youth Committee
- Marilyn Shea, Wheatland Regional Library Kindersley Branch
- Bill Warrington, Kindersley & District Plains Museum
- Tammy Diemert, Elizabeth School Principal

The Advisory Committee commenced work on the Culture Plan on April 21, 2016. Members participated in 16 meetings to help guide the process. More than 300 volunteer hours were invested by the members of the advisory committee to bring this document to life. Support from the Town of Kindersley was supplied through the services of Michelle McMillan (Manager of Community Culture & Relations), and Tim Hanna (Director of Community Services).

### *Community Cultural Engagement and Planning Grant*

SaskCulture graciously supported the Kindersley Culture Plan with funding through the Municipal Cultural Engagement and Planning grant. This program strives to support Saskatchewan municipalities in their exploration and strategic planning for the creative and cultural potential in their community via engagement and planning initiatives.

This grant is a cost sharing opportunity between the Town of Kindersley and SaskCulture, each contributing \$6,000 towards to the development of a document and delivery to the community.

### *Community Participants*

A special thank you to all of the community members who participated in this initiative through positive and constructive means. A community cannot evolve and grow without the support from its citizens enabling it to move forward. For all of the participants who took time out of their busy lives to attend the many public consultations, gatherings and functions, this document was written by you. Your presence in this project, representing a community group or yourself as a resident, is the true spirit of community engagement and support for a stronger Kindersley. The contributions of your hopes and dreams for the future of Kindersley has helped to shape the priorities contained in the charts featured in this document. We hope the identified priorities further inspire you to participate in their implementation.

## Development of the Kindersley Culture Plan

[www.kindersley.ca/community-engagement-feedback](http://www.kindersley.ca/community-engagement-feedback)

### *Community Consultations and Engagement*

A successful culture plan is built upon a solid foundation of community consultations and engagement. Although a variety of opportunities and options were provided, it was difficult at times to solicit community input. There are likely several reasons for this lower level of participation, however, it is hoped that this is a phase for Kindersley and not an overall indication for the future.

Although feedback affirmed Kindersley's identity as agriculture, oil and gas, and traditional sports, there was strong representation throughout the project from the local cultural arts and creative sectors. Historically, the term culture has been categorized as music, dance and theatre, resulting in cultural arts groups taking a backseat to other community initiatives based on the assumption that recreation/sport is Kindersley's primary focus. This however, will change once the community understands that culture is very broad and supportive of all interests and lifestyles.

The community provided a relatively large number of ideas and comments pertaining to local culture. Some processes supplied thoughts and comments that had very little to do with community culture and unfortunately could not be utilized for this Plan. The challenge for the Advisory Committee was to narrow down this list into workable bites, and select ideas that were SMART priority items to feature later on in this document.

The following identifies open community consultations and engagement activities that were hosted for community members to participate in.

#### **Goose Festival – Main Street (2015)**



##### *Three Questions Board*

Participants were provided with post-it notes and pens to write their responses for the following three questions:

- What do you think is special about Kindersley?
- What does the word 'Culture' mean to you?
- What do you want our community to be?

##### *Kindersley Scattegories*

Participants selected a letter out of a bag and were asked to write three words to describe or identify Kindersley.

#### **Chamber of Commerce Tradeshow (2016)**

Tradeshow guests were encouraged to stop at the Town of Kindersley booth to participate in a short activity. They were asked to describe Kindersley in three words.

## **Kitchen Table sessions (2016)**

The Advisory Committee identified a variety of individuals throughout the community who have contributed to its development, encouraged its growth and overall success in various sectors. Interviews were led by advisory committee members, asking 40 individuals the following questions:

- What does culture mean to you?
- What do you think of when someone mentions Kindersley?
- Where do you see Kindersley in the next 5-10 years?
- What do you hope for Kindersley's future?
- How has Kindersley contributed to your success?
- Share one of your fondest memories of Kindersley?

## **Folklore Workshops – Kristin Catherwood Facilitation (2016)**

Members of the community were invited to participate and share in a facilitated workshop about Kindersley's folklore, or intangible cultural heritage. The intention of the workshop was to begin a local discussion about capturing Kindersley's stories.

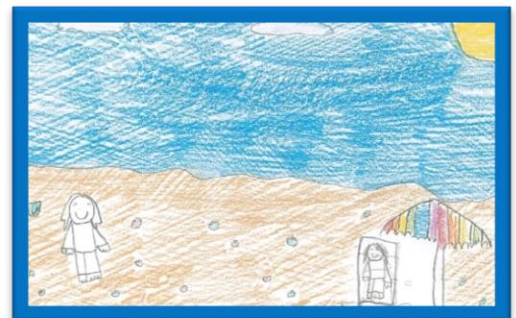
The next day, Kristin Catherwood, met with the Culture Plan Advisory Committee to further discuss intangible cultural heritage and the next steps for collecting local stories. The Committee reviewed the topics shared amongst community members the night before and how they could move forward engaging the public to share stories and preserve local culture.



Why should we care about our local stories? Local stories define our community's uniqueness and shape our authenticity as well as create our sense of place.

## **Local Schools (2016)**

Three interactive activities were provided to both Westberry and Elizabeth Schools for students in all grades to participate in the Plan with assistance students from Kindersley Composite School. All three schools partnered together one afternoon to contribute their feedback by sharing their vision of Kindersley's future and what makes community culture so important. Their feedback is significant as they are the future of our community. Success from this will directly impact the younger generation.





## Community Organizations Forum (2016)

Representatives from various community organizations gathered to contribute their input to the Culture Plan. They were invited to share their experiences, successes, challenges and ideas to build a socially vibrant future for Kindersley. The following questions were asked to guide the conversation:

- What are some goals that you would like to accomplish?
- What can be done to increase volunteer engagement?
- What can be done to keep our service groups viable, moving forward?
- How can we work together to build a stronger community?
- What is your vision for Kindersley?

## Stakeholder Interviews (2016)

Private opportunities were given to local groups and programming organizations in the Culture, Recreation or Sport sectors. They met with Culture Plan representatives to openly discuss successes, challenges, visions for the future of Kindersley, and how their group or organization fit into it.

## Surveys (2016)

Online and paper surveys were designed to reach a broad representation of the community in 10 minutes or less. Unfortunately, many respondents did not complete all of the questions and would often skip many responses. These large numbers of “skipped” responses cloud the results. Another concern was the amount of negative responses, which is important to note as it provides a snapshot of the community’s engagement level at this point in time. In addition to these responses, a good number of answers to open questions were well beyond the scope of this Plan, and as a result, were not applicable nor addressed.



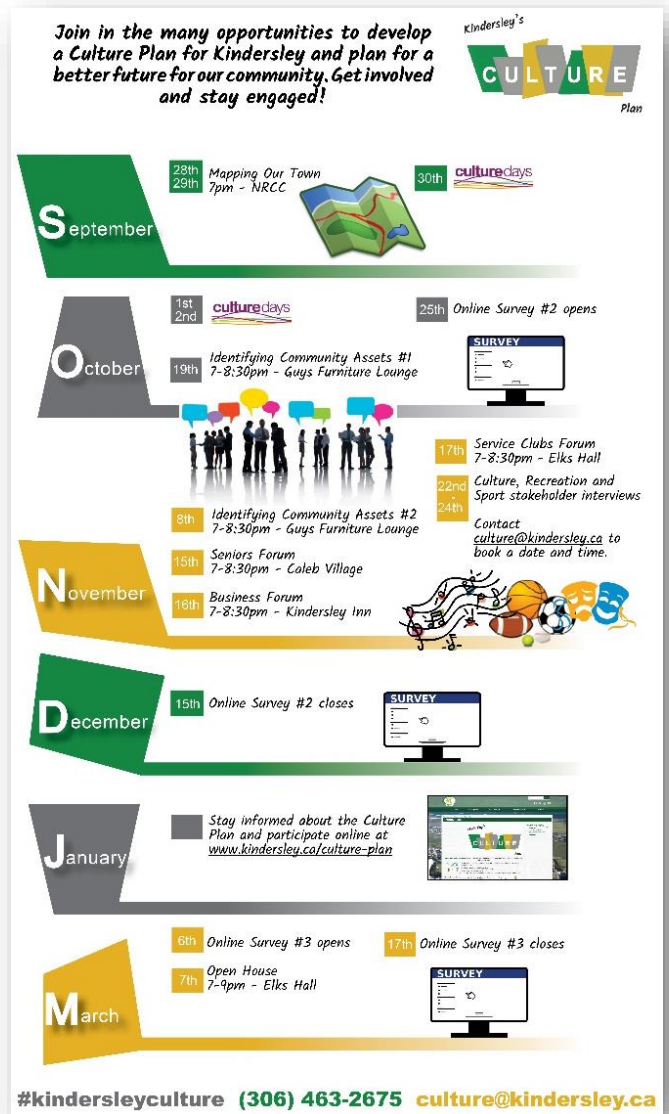
## Communication

The community was called upon through all forms of local media\* for feedback to shape this Plan. Advertisements were created and distributed through newspaper, radio, print magazines, weekly periodicals, posters, websites and social media. In addition, stories about the Culture Plan and its progress were featured as well through local media, Town of Kindersley e-updates, press releases, community group meetings and Council Meetings.

A total of 17 opportunities were created for community members to directly participate in the development of the Culture Plan. These opportunities were designed to range in date, time, season, location and form to enable greater accessibility. All residents, regardless of age, previous level of engagement or time lived in Kindersley were welcome to attend.

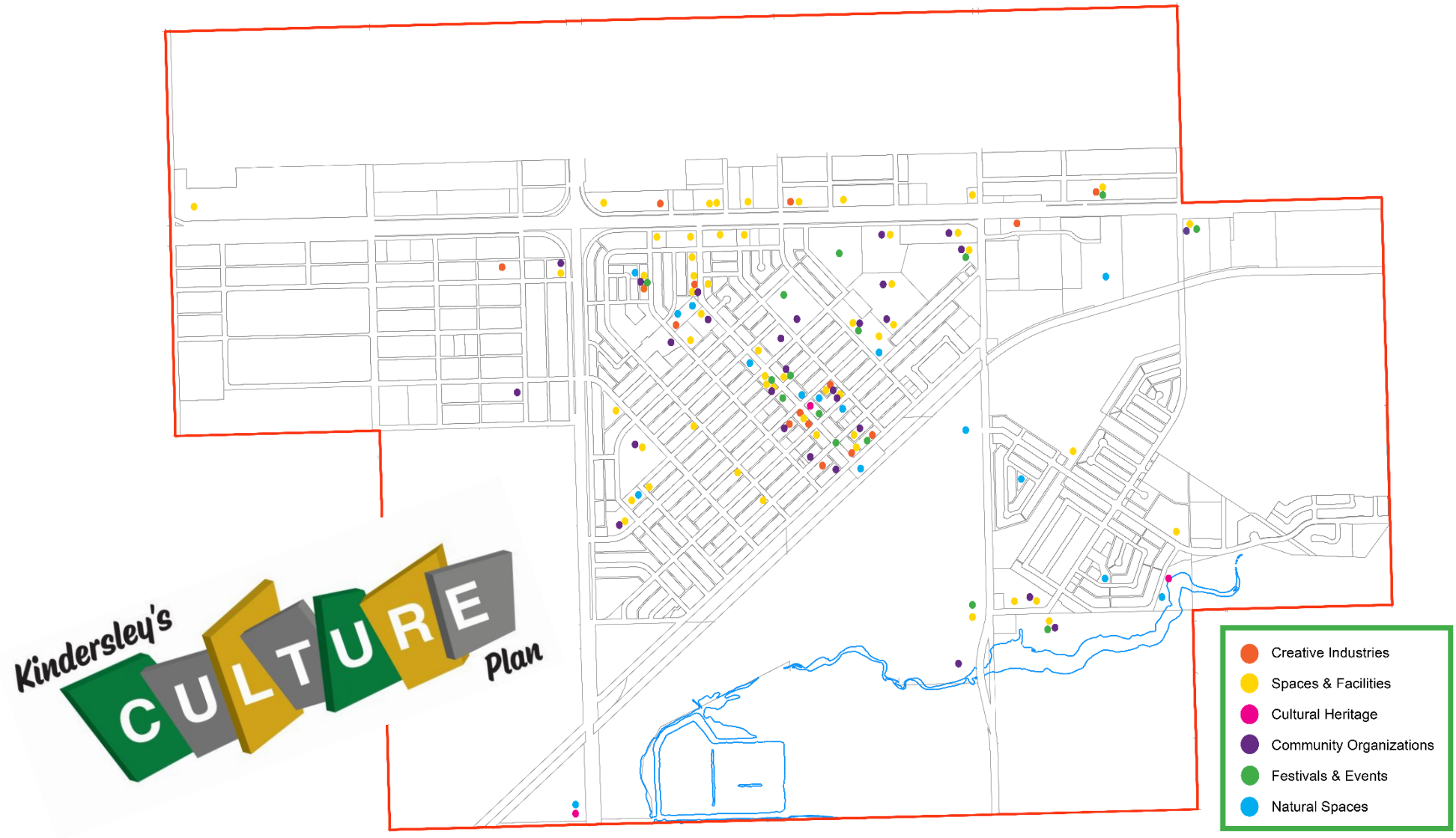
Posters and flyers were created and distributed around the community in restaurants, facilities, shops and booths at large community events. The image on the right is an example of poster that featured six months of engagement opportunities for the community to plan to attend. The front is a timeline of opportunities and the back described what each consultation involved and will accomplish.

A page on the Town of Kindersley website was created to feature all information pertaining to the Plan. The main page presented general information along with subpages focusing on the Advisory Committee (what and who is involved), What a Culture Plan is (what is involved and the benefits), Consultations and Feedback (opportunities and results), and additional participation opportunities (activities for residents extending beyond the Plan). This is an example of a fully transparent and engaged project in the community.



\*Local media includes the Clarion, Kindersley Social, Weekly Bean, West Central Online, and Mix 104.9

# Map





## Cultural Assets

The following charts offer a sample of the Cultural and Creative Assets located in Kindersley. These organizations, businesses or individuals listed were mentioned in feedback for the Culture Plan by the community and/or are found on the Town of Kindersley website as their information was submitted to be shared with the community.

As noted earlier, culture is not always viewed as a contributor to our local economy, however, the following chart shares a broader perspective.

To fulfill the intention of this Plan, we encourage new local endeavors and current unlisted organizations to submit their information, allowing these lists to grow. The more information that is available, the more exposure these efforts will receive and residents can know what is available to them locally. The Town of Kindersley supports the growth of the community and its residents and features contact information for groups and services in the living section of the website.

| <b>Creative Industries</b>      |  |
|---------------------------------|--|
| Advertisers                     | Insight Sign and Decal, Golden West Radio, Jamac Publishing, The Weekly Bean, JEM Creative, Tri-Ad   |
| Architects                      |  |
| Art Dealers/ Suppliers          | Garden Gallery   |
| Audio/ Visual Recording         | Infinite8 Multimedia, JEM Creative   |
| Audio/ Visual Production        | Infinite8 Multimedia, JEM Creative   |
| Authors (Books)                 | Nyla Ditson  |
| Book Stores                     | Wheatland Regional Library Kindersley Branch (book sales)  |
| Commercial Galleries            | Garden Gallery   |
| Dance Studios                   | Premiere Dance   |
| Fabric Stores                   | Veronica's Sewing Supplies   |
| Graphic Designers & Production  | Insight Sign and Decal, Jamac Publishing, JEM Creative, The Tint Doctor, Infinite8 Multimedia  |
| Libraries & Archives            | Wheatland Regional Library Kindersley Branch   |
| Music Equipment Stores          | Lela's Music Centre  |
| Music Instructors               | Chantelle de Coninck Smith, Ryan Hynd, Robin Bowden, Clayton Braybrook, Helen Barclay, Wayne Gibson, Steve Mealey, Isabel Naranjo, Kerry Lowndes |
| Photographers                   | Devon Coles, Photo Memories, Prairie Lane Photography, Gleneath Camera Club  |
| Pottery & Ceramics              | Garden Gallery   |
| Publishers                      | Jamac Publishing, The Weekly Bean, Kindersley Social   |
| Radio & Television Broadcasting | Golden West Radio (104.9FM/1330AM/1210AM)  |
| Theatre Production              | Kindersley Players, Dahling Production   |

| Spaces & Facilities                  |   |
|--------------------------------------|---|
| Architecture Offices                 |   |
| Art Galleries                        | Garden Gallery  |
| Diamonds/ Fields                     | Berard Field, Flanagan Field, McEwan Diamond, Thomson Dr. Diamond, Slo-pitch Diamonds, Kindersley Inn Diamonds, Rotary Field  |
| Broadcast Studios                    | Golden West Radio   |
| Community Halls                      | Elks Hall, Norman Ritchie Community Centre, Legion Hall, Masonic Lodge, Seniors Centre  |
| Courses/ Ranges                      | Kindersley Regional Golf Course   |
| Film/ Video/ Sound Recording Studios |   |
| Food & Beverage                      | A&W, Dairy Queen, Kindersley Inn, Panago Pizza, Subway, Western Pizza, Boston Pizza, Homesteader Licensed Dining, McDonalds, Red Lion Inn, The Coliseum Restaurant, Brother's Family Restaurant, Humpty's Family Restaurant, Mr. Sub, Silver Dragon, Tim Horton's, Ilocandia Food Mart  |
| Libraries & Archives                 | Wheatland Regional Library Kindersley Branch  |
| Movie Theatres                       | Sunset Theatre  |
| Museums                              | Kindersley & District Plains Museum   |
| Performing Arts Facilities           | Norman Ritchie Community Centre   |
| Places of Worship                    | Kindersley Christian Fellowship, Church of Jesus Christ of Latter Day Saints, Redemption Baptist Church, St. Olaf Lutheran Church, Clearview Brethren in Christ, Kingdom Hall of Jehovah's Witnesses, St. Joseph's Catholic Church, St. Paul's United Church, Kindersley Alliance Church, New Life Community Church, St. Mary's Anglican Church |
| Public Art                           | Mural (Veronica's Sewing Supplies), Mural (Bowling Alley)   |
| Rinks/ Arenas                        | West Central Events Centre, Kinsmen Outdoor Rink, Rosedale Outdoor Rink, McGowan Outdoor Rink   |
| Swimming Pools                       |   |

| Cultural Heritage         |  |
|---------------------------|--|
| Aboriginal Heritage Sites |  |
| Archaeological Sites      | Buffalo Rubbing Stone (Motherwell Reservoir) |
| Buildings                 | Post Office                                  |
| Cemeteries                | Kindersley Cemetery                          |
| Cultural Landscapes       |  |
| Historic Sites            |  |

| Community Organizations  |   |
|--------------------------|---|
| Aboriginal Organizations |   |
| Charities                | KidSport Kindersley, Creative Kids Kindersley |

|  |   |
|--|---|
| Community Art Organizations                | Kindersley & District Arts Council, Kindersley Community Choir, Monday Night Book Club, Kindersley Belly Dance, Fair Sheik Belly Dance, Whirls & Twirls Square Dance Club, Gleneath Camera Club, Kindersley & District Music Festival, Kindersley Players, NRC Community Management Inc.  |
| Community Recreation & Sport Organizations | Adult Badminton, Adult Volleyball, Adult Basketball, Adult Running Club, Adult Slo-pitch, Minor Baseball, Raiders Baseball, Twitters Baseball, Youth Bowling League, Kindersley Curling Club, Figure Skating Club, Gymnastics, Girls Hockey, Iron Horse Kindersley Klippers, Minor Hockey, Rec Hockey, Karate, Kindersley Minor Soccer, Kindersley Sky Scrapers RC Airplane Club, Power Skating, Sledge Hockey, Special Olympics, Kindersley Wildlife Federation, Crude Hitters Roller Derby Club, Back 2 Future Fitness, Kindersley Minor Sports |
| Historical & Genealogical Groups           |   |
| Multicultural Organizations                |   |
| Community Organizations                    | Kindersley Air Cadets, Kindersley Chamber of Commerce, Communities in Bloom, KAWS Animal Rescue Inc., TOPS, Beta Sigma Phi-Laureate Rho Chapter, Catholic Women's League, Kindersley Elks B.P.O 492, Heritage Manor Auxiliary, Knights of Columbus, Kindersley Masons, Order of the Eastern Star, Royal Canadian Legion Branch 57, Rotary Club of Kindersley, Oil Wives of Kindersley, Youth Committee, Kindersley Senior's Centre  |
| Community Support Services                 | Spokes, West Central Crisis Centre, West Central Abilities Inc., West Central Early Childhood Intervention Program, Kindersley Food Bank, Traumatic Experience Response Team, The Salvation Army  |

| Festivals & Events       |  |
|--------------------------|--|
| Aboriginal Events        |  |
| Craft Shows              |  |
| Concerts/ Cabarets       | Kindersley & District Arts Council (Concert Series), Town of Kindersley (Arena Concerts), Rodeo Cabaret, Goose Festival Cabaret, Roller Derby Cabaret, Special Event Cabaret, Street Dance |
| Farmers Markets          | Kindersley Farmers Market, Hutterian Bretheren at Co-op Grocery  |
| Film Festivals           | Kindersley Screen Arts (Film Series)   |
| Fundraisers              | Miscellaneous Community Goals, Kindersley Composite School Telemiracle,  |
| Multicultural Activities | Culture Days   |
| Museum Programs          | Antique Threshing Club (Seeding & Harvesting)  |
| Music Festivals          | Grilledcheesapoolooza, Kindersley & District Music Festival  |

|                           |  |
|---------------------------|--|
| Theatre Productions       | Dahling Productions, Kindersley Players  |
| Tournaments/ Competitions | Kindersley Minor Hockey (Misc.), Kindersley Minor Baseball (Misc.), Dance Performance (Misc.) Kindersley Sledge Hockey (Misc.), Kindersley Slo-pitch (Misc.), Kindersley Minor Soccer (Misc.), Kindersley Regional Golf Course (Misc.) |
| Tours                     |  |
| Vendor Fairs              | Chamber of Commerce Tradeshow  |

| Natural Spaces               |  |
|------------------------------|--|
| Birds/ Wildlife              |  |
| Bodies of Water              | Motherwell Reservoir   |
| Conservation Authorities     | Conservation Authority (Kindersley Branch)   |
| Farms & Orchards             |  |
| Gardens/ Greenhouses         | Puddles in My Garden, Prairie Rose, Walmart, Peavey Mart   |
| Parks/ Playgrounds           | McGowan Park, O'Connor Cres. Park, Rutley Cres. Park, Baker Park, Senses Unleashed Dog Park, Elks Park, Kinsmen Park, Fat Cat Spray Park |
| Scenic Destinations & Vistas | Motherwell Reservoir, Sunsets, Sunrises, Night skies   |
| Spaces for Reflection        | Ananda Centre for Wellness, Motherwell Reservoir, Kindersley Cemetery  |

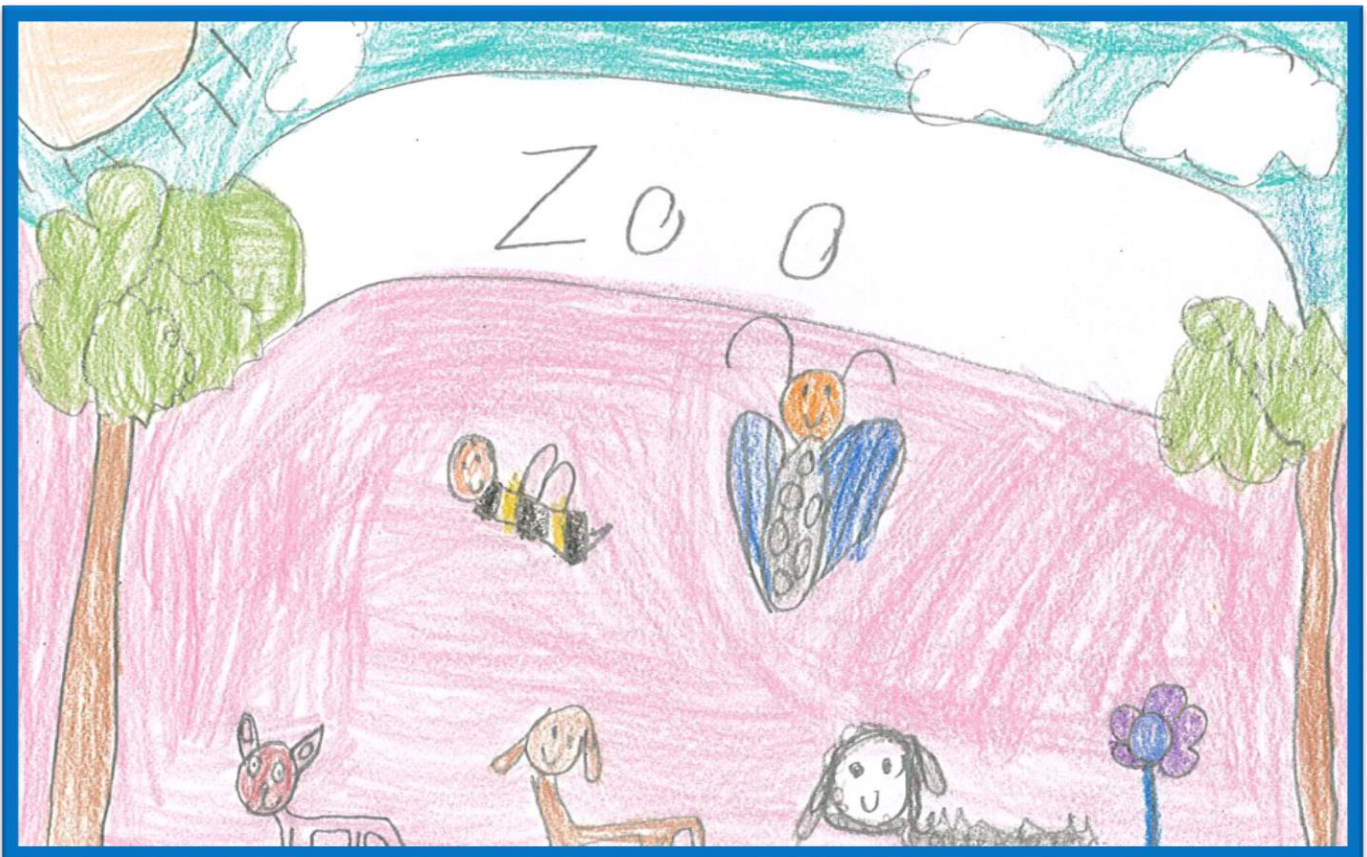


## Conclusions & Recommendations

After reviewing all of the public input, the Advisory Committee recognized five common themes emerging:

1. First Impressions – represents what Kindersley feels like to a visitor or new resident
2. Attitudes & Behaviours – represents how we view and use our community
3. Identity – represents our thoughts on our heritage and authenticity
4. Inclusion & Sustainability – represents how we work together as a community
5. Experience – represents what makes Kindersley unique, authentic and sustainable

Each of the above categories are defined below with a corresponding Priority Chart. The charts outline each theme from the perspective of being a foundation to build upon and what community leaders should be involved. These priorities are sorted within a 1-5-year plan as a target for the community to achieve. Finally, benefits for each are listed, reinforcing why they are important.



## #1 First Impressions

When a visitor or newcomer enters a community, there are many factors that lead to the development of their perception. These factors can be tangible such as flowers and trees at establishments, or intangible such as the customer service received at businesses. The long-lasting effect of a community's first impression can lead to visitors returning for business or leisure, and residents remaining and contributing to the overall population and community. Visually and physically **welcoming** spaces have the power to attract and retain people. A variety of elements can contribute to the space including programs and special events.

In 2016, the Town of Kindersley connected with Saskatchewan Tourism, the Kindersley Chamber of Commerce and the Kindersley Innkeepers and Hospitality Association to develop a Tourism Strategy. The strategy identified short-term and medium-term solutions for encouraging the development of **tourism** in Kindersley and its surrounding region. Three important assets for our community with regards to tourism are our location on a busy highway, accommodation/lodging capacity, and retail and restaurants. Feedback from the Plan has indicated many entrepreneurial and innovative opportunities that could enhance our community and improve our local economy by attracting more visitors. Furthermore, an energetic and vibrant downtown core will encourage additional spending at local shops and services.



Personal interaction in the form of **customer service** also contributes to the return of customers. Customer service can be offered at a variety of levels, basic [customer comes for product and receives it], extended [customer comes for product, receives it along with conversation and assistance], and exceeded [customer comes for product and receives it along with a personal connection, assistance and additional products or service]. The latter will always leave a positive impression and encourage returning use by both visitors and residents. A broad emphasis on customer relations, while offering a quality experience, will benefit all local businesses. Being aware of what is happening in our community and encouraging visitors to spend more time and money will create a more positive use of local resources – shops, restaurants, activity centre, etc.

Additional tourist **attractions** such as special events, regular weekly or monthly programs, and unique points of interest would encourage more visitors to travel through or to Kindersley, and to stop and visit with specific intentions. Tourism Saskatchewan shared that the main reasons for travellers to stop are based on their search for accommodations, shopping, eating, fuel and rest. Locally, there are two primary zones that meet these needs, the Highway 7 corridor and Downtown.

## #2 Attitude & Behaviour

A community personality is formed from the attitudes and behaviours of its citizens. While a community population is a combination of various ethnicities, belief systems, lifestyles and socio-economic levels, how they relate and connect to each other defines how they represent the community.

Through community consultations and feedback, it was made clear that there is a disconnect between the high expectations of residents and their low level of community engagement and action. A primary buzzword used by residents and organizations is **community engagement**. While many opportunities are made available throughout Kindersley over the course of a year for residents to offer their feedback or participate, attendance is often low.



Community Engagement requires **positivity** as a mindset and outcome. The intent is to build upon what we have and expand the community so that everyone can benefit and enjoy their experiences regardless of their status in the community. A positive attitude can be seen throughout a community in the opportunities available, partnerships made and communication of its residents. Feedback for the Culture Plan offered that negative social media sites and attitudes of residents are a growing concern. These platforms for communication encourage the sharing of incorrect information, inappropriate language or treatment of others and create a negative perception of our community. Once something is released onto the internet or printed in media it can be spread far and wide, further building on the negative perceptions of our community.

Conversely, a positive disposition goes a long way. It can inspire, motivate, encourage, instill hope and connect people through a common goal, therein promoting **civic pride**. Community support and pride can be seen through new initiatives, community development opportunities, and by showcasing our unique identity to newcomers and visitors. In order to grow as a community, we need to take risks, try things more than once, accept change and appreciate what we have. It is often easier to recognize what we do not have than to use what does exist or envision what we could create. Working together and sharing in success is key for civic pride.

Through community feedback it is evident that a division between sectors is present. Members from various sectors expressed that they feel there is a mentality of **recreation vs. everyone else**. This perception stems from the consistent verbal messaging from recreation participants that 'Kindersley is a recreation community'. This is true. However, Kindersley is much more than a population of recreation users; residents express themselves daily in a variety of other mediums. Music lessons, concerts, theatre productions, craft fairs, personal gardens, faith groups, community fundraisers, celebrations, production of services or products and more are all examples. Recreation is a part of Kindersley's culture as much as other sectors and



interests. It is important to share spaces, resources and support evenly to recognize all efforts and enable all community members to be part of the community identity.

The ability to recognize and offer opportunities leads to the connection of shared interest in the community, and eventually participation. A growing concern amongst residents is the lack of participation through **volunteering**. Volunteerism takes many forms including holding seats on committees, planning community initiatives

(large or small scale programs), short term projects (development of a park) and assisting with operations for an organization.

Volunteers form the backbone of sustainable communities. There is a serious trend towards the decline of volunteerism and the failure of traditional community organizations or programs. Communities need to adapt their volunteer needs to entice volunteers of all ages; communicate what is involved, connect volunteers to their passion and let them know the benefits of what they are accomplishing. Volunteers play an entrepreneur's role in the development and implementation of new programs and services, which add new energy to a community. A volunteer strategy is necessary to shift this decline and find a way to rebuild and recognize community builders.

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*"I think its an important part of our makeup, including my family to identify, where we mold or fit. This is what makes us and our community unique. Realizing there is so much more, to the community, and how its run. Different groups, nationalities, events, how it makes us tick. The history of where we came from, we can learn lots from the elders of our community and surrounding areas. Building and enhancing our future for generations to come. This is the culture plan to me, all wrapped up in a gift bag, waiting to be opened."*

*Heather Wall*

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### #3 Identity

Understanding where we have come from can help determine where we are going as a community. The **history** of our industries, organizations, services and spaces, shape the mentality of community members. These experiences over decades, form an idea in the minds of residents about how the community should look and function as a whole. This is how local values are formed and ingrained in daily lives. Ownership of these values and experiences leads to community pride for its identity and authenticity. When asked, 'What is the first thing that comes to mind when asked what Kindersley's identity is?', residents' top responses were: 1) Oil & Gas, and 2) Negative perceptions (ranging from cliques to negative social media sites and intolerance towards new residents). While it is clear that there is discontent surrounding the attitudes and/or opinions of many residents, it is also doubtful that there is civic pride for the negativity.

To begin rebuilding civic pride between the long-time residents, newcomers and new residents, we need to look at our community, what we create, and what makes us unique in a positive way. These aspects should be celebrated and used to encourage further community development and ownership. Recognizing where we started and what we have become begins with local heritage. Developing a connection with the local museum, using new forms of media to preserve our individual histories, and building pride in efforts that contribute to the evolution of our community will help Kindersley to identify why we are special; because we are!

Survey #2 attempted to gather a better indication about our community's identity but responses again were mostly limited to oil & gas, the people, agriculture and diversity. If we identify Kindersley and region with oil and gas or agriculture, what makes this "special". What makes our oil special? Is our oil the "cleanest" in the world, or do we produce the most barrels per day? What is special about our agriculture industry? Do we grow the most canola in Canada? As a diverse community, we do not all understand what makes our oil, gas and agriculture so impactful and longstanding. We should all be able to offer why we relate our identities to these industries. A long-term success for the Culture Plan would be able to help define our identity which is a key to having a positive and meaningful life in Kindersley.



#### #4 Inclusion & Sustainability

Strong communities support and celebrate their diversity and inclusion; and sustainable communities have a solid pillar of social development and responsibility. Kindersley has seen a demographic shift over the past several years towards being a more multicultural community. Survey #1 responses highlighted that 41% of respondents felt we were an inclusive and diverse community. This is a lower number than one would expect. A follow-up attempt in Survey #2 asked what could be done to be a more inclusive community. The answers included education, unsure and events (the skipped responses count featured the highest response amount).

Along with this perspective came a strong sense from residents that they assume the Town of Kindersley should be responsible for all programming, events and service opportunities. At the same time, there were many comments referencing the need for the organization to cut spending and lower taxes. While the Town of Kindersley can and does provide many accessible events and programs for residents to partake in throughout each season, numbers are low and expectations are high.



In order to build a more diverse and **connected** community full of opportunities, the 'T' needs to change into a 't'. The Town organization does not have the human nor financial capacity to fulfill all of the desires of the community, however the community body does. One of the intents of this plan is to **empower** residents to think creatively and take ownership in enhancing the community. Establishing programs, events, services and support initiatives apart from the municipal government body will enable inspired residents to recognize their original visions **independently**.

As these initiatives begin to evolve, it is important for leaders to encourage a **welcoming** approach to building participation. New residents, immigrants, and temporary residents are looking to become a part of the established community, however, they expressed that it is often difficult to integrate depending on the availability, exclusivity, and knowledge of options.



**Communication** is a key link between a host and the potential audience. Our community identified that their primary source for information is through 'word of mouth'. While this demonstrates connectedness and social interaction, it also results in limits to how far and wide information can be shared.

As a second option, residents identified social media sites (specifically those which are official profiles for the event or program). While these sites are feasible options for local groups to operate in place of a website, it results in the community having

to connect to all of the sites and keep checking them to find out what they could participate in. A disconnect between our community's behaviour and desires for communication was identified throughout feedback opportunities for this Plan. There is a loud cry for a central location to find information (contact, event calendar, resources) but at the same time a reluctance to use a consistent and accurate source.

Resources are available for the community to build upon itself and grow through diverse connections, inclusive efforts, empowering opportunities, independent ventures, and consistent communication. The final results of this will be a stronger Kindersley with more local leaders developing a **balance of services** for interests, ages and **access**.

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*"I am very thankful I have had the opportunity to serve on this committee. It has taught me more about culture and how crucial it is in any community. I now have a new-found respect and passion to see the culture plan come to fruition here in Kindersley. I think once our community is reminded what culture is, we will be able to better identify who we are and that will allow us to grow together. "*

*Richelle Dahl*

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## #5 Experience

What factors contribute to Kindersley's experience? Kindersley's Culture Plan recognizes that there are several annual events that help to define our community personally. Examples of unique, authentic and homegrown **festivals and events** are Grilledcheesapolooza and those hosted by Dahling Productions. Survey #1 attempted to find out more about our local experience but the findings included no clear consensus on what makes Kindersley unique or authentic.

When asked to identify with some local events the Goose Festival was mentioned most. Rounding out the top ten (in order of popularity) were: Kindersley Rodeo, Farmers Market, Chamber of Commerce Trade Show, Jr. Klippers Game, Grilledcheesapolooza, Dahling Productions, Church Events, Santa Claus Parade and Fowl Supper. These experiences help define our community and create community spirit while highlighting the innovative nature that exists in Kindersley.



A local **creative industry** includes any individuals or businesses that specialize in the production of goods or sharing of skills. Kindersley has many individuals who are a part of this group, whether they own a storefront or register for a table of the local vendor fairs. There are probably just as many known 'Creatives' as there are unadvertised. The creative industry leads to **entrepreneurship**, tourism, events, and unique elements found only in the community.

From our findings, many respondents reported spending more money on culture-related activities than they realized. Therefore, there is an appetite for cultural products and services, which may spark interest from the business community to offer new products and services. It should be noted that it will remain impossible to compete with the cultural opportunities that are available in larger centers.

When asked, 'Where or how do you do most of your shopping?', Downtown was the top response followed closely by out-of-town. On the one hand this is positive support for our Downtown; on the other, there is a considerable negative economic impact from those who do shopping outside our community. Perhaps there are opportunities here in our local market place to lessen the flow of money out of our community. When the same question was asked about cultural purchases, we found that recreation/sports, arts, and events/festivals are what residents travelled out of Kindersley to experience.

Feedback from the Plan clearly shows the need to encourage more **local shopping** by residents as opposed to seeing them venture into Saskatoon or Calgary. Furthermore, survey results show that residents are spending a considerable amount of money outside of the community due to the lack of specific goods available locally. By recognizing the gaps in local product availability, there is opportunity for local shops and entrepreneurs to fill the market.

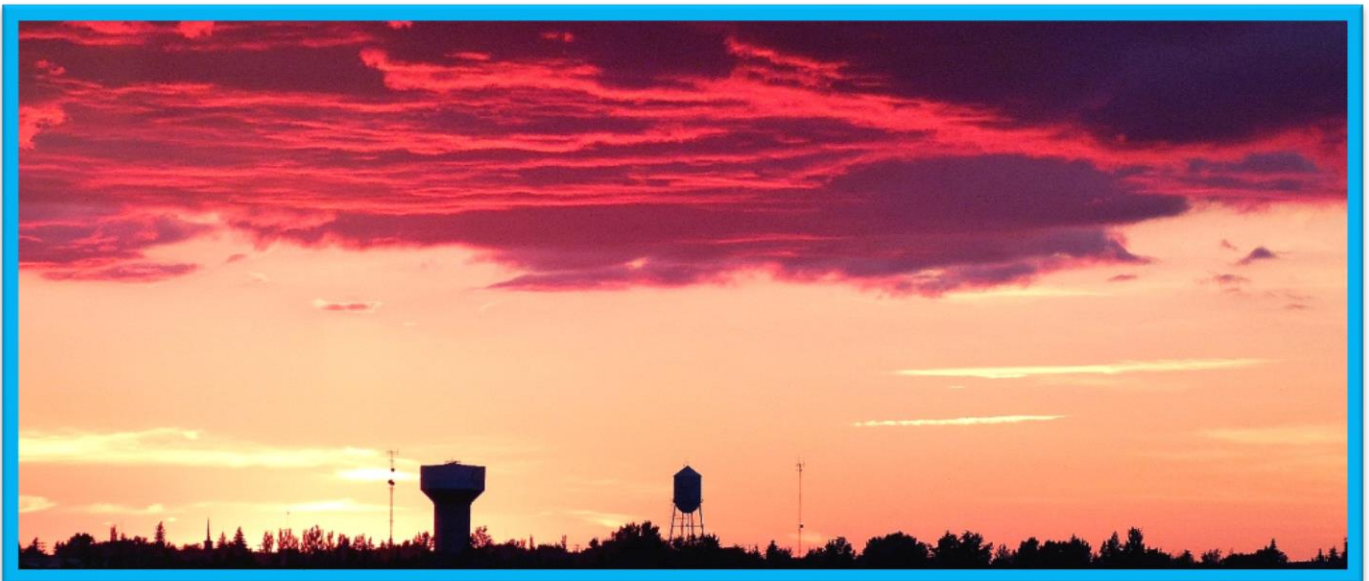
The challenge moving forward is to identify gaps in our local products and services to see if these businesses can be successful on a local scale. Creating experiences for our community that are notable and provide an experience relying on authentic, unique and place-making goals will attract residents to spend more in their community. The priorities noted below offer some ideas on how to create our local experiences.

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*I felt very strongly that the Library needed to be involved in a culture plan. Because the Library serves as an information centre, I could use my experiences in two ways - first by sharing what I have received from the public and secondly by incorporating what I've learned by being on the committee with the people I come in contact every day. The process really opened my eyes and changed my definition of culture. What I considered to be cultural activities actually fit better under the definition of fine arts. Culture is the way we live, work and interact with others.*

*Marilyn Shea*

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## SMART Priorities

The success of this Plan will be measured against the community being able to implement the priorities within each of the themes. With this in mind, the Advisory Committee was careful to consider recommending SMART (Specific, Measurable, Achievable, Realistic and Time based) priorities. These priorities are spread across five years. The purpose for this is to show a logical flow to rollout the priorities. The achievement of this plan will rely on stakeholders, partners and entrepreneurs becoming engaged without a large reliance upon the municipality.

Some readers may look at these priorities as being too broad in scope, however, the intent of the Culture Plan is to encourage innovation and creativity from our community. Some priorities are specific (e.g. Kindersley Sketch/Colour Book, Garden Tour & Tea, and Painted Fire Hydrants), they can be implemented almost immediately. Other priorities rely on the input from specifically impacted stakeholders (e.g. Unique Features, Seasonal Community Night, and General College Programing). Culture Plans are not designed to be a completed community quilt. The Plan provides fabric and thread for the community to sew together.

### *Abbreviations for organization in Action Charts*

CC – Chamber of Commerce  
CFMR – Community Futures Meridian Region  
CIB – Communities in Bloom  
CPAC – Culture Plan Advisory Committee  
DKA – Downtown Kindersley Association  
GPC – Great Plains College  
HBB – Home Based Businesses  
KDPM – Kindersley & District Plains Museum  
KIHA – Kindersley Innkeepers & Hospitality Association  
KMS – Kindersley Minor Sports  
RAC – Recreation Advisory Committee  
RC – Rotary Club  
TOK – Town of Kindersley  
WCOA – West Central Oilmen’s Association



## Resources

Throughout the feedback gathered for this Plan, community members shared their desire for a central location where they could find out what is happening in town. They also expressed a desire for greater transparency and updates about Town of Kindersley news, more opportunities to learn about other cultures and practises, and a directory for local services and programs. The following are basic resources that have been available for years though are underutilized. The Culture Plan Advisory Committee encourages community members to revisit these resources and any others that could support their needs.

**Community Calendar** – It was expressed throughout the feedback that a central location for all community events would result in greater participation or knowledge of opportunities. The Town of Kindersley, amongst a couple of other organizations, developed event or community calendars on their websites to support the promotion of local events/programs and opportunities. While many organizations use this to promote their projects, many do not. The central location(s) for information do exist, however they rely on event and program hosts to submit their content so that it can be available for viewers to access.

**Town News & E-Updates** – A resource created to better communicate information to residents featuring Council meeting information, planned construction, upcoming programs and events, special projects and more. These features strive to provide the transparency and updated information that was expressed to be desired, however they are undersubscribed to with only 365 recipients. This is a convenient feature that delivers content directly to users.












**Culture Days** – An annual event (since 2010) that offers three days of activities or events for all ages and is free to attend. These events meet the requested needs of survey respondents by hosting events and activities that are accessible, however attendance and partnership are decreasing each year. This weekend event is an opportunity to share and learn about the many cultures within our community and is in need of increased participation of residents in order to remain as an annual event.

**Funding** – Many organizations and groups are in constant need of support to continue their efforts. The Town of Kindersley facilitates two grant programs each year to assist with funds; the Community Grant (Council funded) and the Kindersley Community Initiatives Program (Saskatchewan Lotteries funded). All information and application forms are available on the Town of Kindersley website along with a local external group grant, Field of Opportunities.

**Community Programs & Organizations** - Many individuals expressed the need to quickly access information about local organizations. In order to promote community efforts and growth it is important that groups, organizations, clubs, and programs are endorsed through information sources. There is a list on the Town of Kindersley website that showcases the various volunteer efforts and helps interested individuals in fulfilling their needs for community involvement. This list relies on the many local efforts submitting up-to-date contact information.






# Priority Chart

## #1 First Impressions






| Action |  | Stakeholders/Partners   | Year 1  | Year 2  | Year 3  | Year 4  | Year 5 | Benefits  |
|--------|--|---|---|---|---|---|--------|---|
| 1      | Events & Attractions for Tourists and Locals | Community needs to develop this type of event/program. TOK could offer resource support. Ex: marathon, music festival event, bus tours, ice sculptures. |   |    |   |   |        | <ul style="list-style-type: none"> <li>• Engagement</li> <li>• Creativity</li> <li>• Innovation</li> </ul>                                |
| 2      | Improve appeal of Hwy 7 & 21                 | Industrial businesses, CC, DKA, KIHA, TOK, WCOA. Strategy would include trees, lighting, speed indicators, signage, etc.                                |   |    |   |   |        | <ul style="list-style-type: none"> <li>• Welcoming Environment</li> <li>• Beautification</li> <li>• Pride</li> </ul>                      |
| 3      | Stay & Play or Day tripping packages         | KIHA, DKA, TOK, arts community & semi-private attractions/ products/ services.  |   |   |   |    |        | <ul style="list-style-type: none"> <li>• Creativity</li> <li>• Heritage</li> <li>• Pride</li> </ul>                                       |
| 4      | Unique Feature – “You Have Arrived”          | Community organizations, TOK, DKA, KIHA. Development of a unique atmosphere, tourism, branding, art and function.                                       |   |   |  |   |        | <ul style="list-style-type: none"> <li>• Beautification</li> <li>• Pride</li> <li>• Creativity</li> </ul>                                 |
| 5      | Kindersley Sketch/Colour Book                | High school art class or local artist. "Homegrown" project.   |    |   |   |   |        | <ul style="list-style-type: none"> <li>• Engagement</li> <li>• Creativity</li> <li>• Innovation</li> </ul>                                |
| 6      | Heritage Walking or Ghost Tours              | Group of community members or local organization. Requires support from citizens to participate.  |   |   |  |   |        | <ul style="list-style-type: none"> <li>• Engagement</li> <li>• Heritage</li> <li>• Creativity</li> </ul>                                  |
| 7      | Customer Service Training Program            | DKA, CC, and KIHA. Component of Tourism Plan, welcoming and promoting.  |   |    |   |   |        | <ul style="list-style-type: none"> <li>• Welcoming Environment</li> <li>• Pride</li> <li>• Accessibility</li> </ul>                       |
| 8      | Wall of Champions                            | TOK, KMS, RAB, Arts community. Should be inclusive of all community champions.  |  |   |   |   |        | <ul style="list-style-type: none"> <li>• Inclusion</li> <li>• Pride</li> <li>• Positivity</li> </ul>                                      |
| 9      | Cruise night on Main St.                     | DKA, CC, arts community, A&W (possible sponsor). Creating activity downtown and featuring vehicles and motorcycles.                                     |   |  |   |   |        | <ul style="list-style-type: none"> <li>• Positivity</li> <li>• Connectedness</li> <li>• Creativity</li> </ul>                             |
| 10     | Tourism Plan                                 | KIHA, CC, TOK. Strategy for development of visitor services and increase tourism for local economic benefits.   |   |  |   |   |        | <ul style="list-style-type: none"> <li>• Welcoming Environment</li> <li>• Engagement</li> <li>• Pride</li> <li>• Communication</li> </ul> |
| 11     | Streetscaping for Main Street                | CIB, DKA, TOK. Requires a theme.  |   |   |   |  |        | <ul style="list-style-type: none"> <li>• Welcoming Environment</li> <li>• Pride</li> <li>• Innovation</li> </ul>                          |







## #2 Attitude & Behaviours

| Action |                                       | Stakeholders/Partners  | Year 1  | Year 2  | Year 3  | Year 4 | Year 5 | Benefits   |
|--------|---------------------------------------|--|---|---|---|--------|--------|--|
| 1      | Garden Tour & Tea                     | CIB. Program to encourage local garden development and promote committee.  |   |   |  |        |        | <ul style="list-style-type: none"> <li>• Engagement</li> <li>• Creativity</li> <li>• Beautification</li> </ul> |
| 2      | Collaborative Community Organizations | Community organizations. Development of awareness and membership.  |  |   |   |        |        | <ul style="list-style-type: none"> <li>• Engagement</li> <li>• Support</li> <li>• Connectedness</li> </ul>     |
| 3      | Recognize Volunteers & Strategy       | TOK, Community Organizations. Strategy to identify and promote local efforts publicly in person and media.             |   |  |   |        |        | <ul style="list-style-type: none"> <li>• Inclusion</li> <li>• Empowerment</li> <li>• Support</li> </ul>        |
| 4      | Community Roundtable                  | TOK. Proven to maintain engagement and create successes. Commitment of funding towards community improvement projects. |  |   |   |        |        | <ul style="list-style-type: none"> <li>• Support</li> <li>• Empowerment</li> <li>• Connectedness</li> </ul>    |
| 5      | Tool Kit & How-To Flyer               | TOK, Community organizations. Information package of resources for locals to turn ideas into products or services.     |  |   |   |        |        | <ul style="list-style-type: none"> <li>• Support</li> <li>• Accessibility</li> <li>• Independence</li> </ul>   |












### #3 Identity

| Action |                                      | Stakeholders/Partners   | Year 1  | Year 2  | Year 3 | Year 4 | Year 5 | Benefits   |
|--------|--------------------------------------|---|---|---|--------|--------|--------|--|
| 1      | Museum & Heritage Appreciation Event | KDPM. Museum Days or component of Canada Day events.  |  |   |        |        |        | <ul style="list-style-type: none"> <li>• Heritage</li> <li>• Engagement</li> <li>• Pride</li> </ul>            |
| 2      | History Pin & Story Gathering        | Library, KDPM. Opportunity to develop community history online featuring images and short stories. Archives are possible in the future. |   |  |        |        |        | <ul style="list-style-type: none"> <li>• Heritage</li> <li>• Connectedness</li> <li>• Accessibility</li> </ul> |
| 3      | School Programs                      | KDPM, local schools. Connect museum collection to school curriculum to create tours and activities.                                     |   |  |        |        |        | <ul style="list-style-type: none"> <li>• Inclusion</li> <li>• Heritage</li> <li>• Creativity</li> </ul>        |
| 4      | Incorporate displays at WCEC         | TOK, KDPM, community organizations. Feature community heritage as rotating content in public facility.                                  |   |  |        |        |        | <ul style="list-style-type: none"> <li>• Inclusion</li> <li>• Creativity</li> <li>• Heritage</li> </ul>        |
| 5      | Encourage care of the Post Office    | TOK, FG, Post Office. Determine short term care of the Provincially designated building.  |   |  |        |        |        | <ul style="list-style-type: none"> <li>• Pride</li> <li>• Heritage</li> <li>• Support</li> </ul>               |

## #4 Inclusion & Sustainability

| Action |   | Stakeholders/Partners  | Year 1 | Year 2  | Year 3  | Year 4 | Year 5 | Benefit   |
|--------|---|--|--------|---|---|--------|--------|---|
| 1      | Host Workshop on Leadership or Community Togetherness | Community organizations. Inclusive of business, community organizations, schools and industry.                     |        |   |  |        |        | <ul style="list-style-type: none"> <li>• Empowerment</li> <li>• Independence</li> <li>• Support</li> </ul>    |
| 2      | Media taking on Community Development Role            | Local Media. Influencers of community development messaging, positivity and celebration.                           |        |  |   |        |        | <ul style="list-style-type: none"> <li>• Support</li> <li>• Empowerment</li> <li>• Positivity</li> </ul>      |
| 3      | Seasonal community night                              | Community organizations. Encourage organizations and individuals to mingle and build supportive relationships.     |        |  |   |        |        | <ul style="list-style-type: none"> <li>• Support</li> <li>• Connectedness</li> <li>• Communication</li> </ul> |
| 4      | New Grant for New Initiatives & Start Ups             | TOK, RC, DKA, Chamber. Funding program supporting start up programs, operations, product or service to fill a gap. |        |   |  |        |        | <ul style="list-style-type: none"> <li>• Support</li> <li>• Empowerment</li> <li>• Connectedness</li> </ul>   |

## #5 Experience

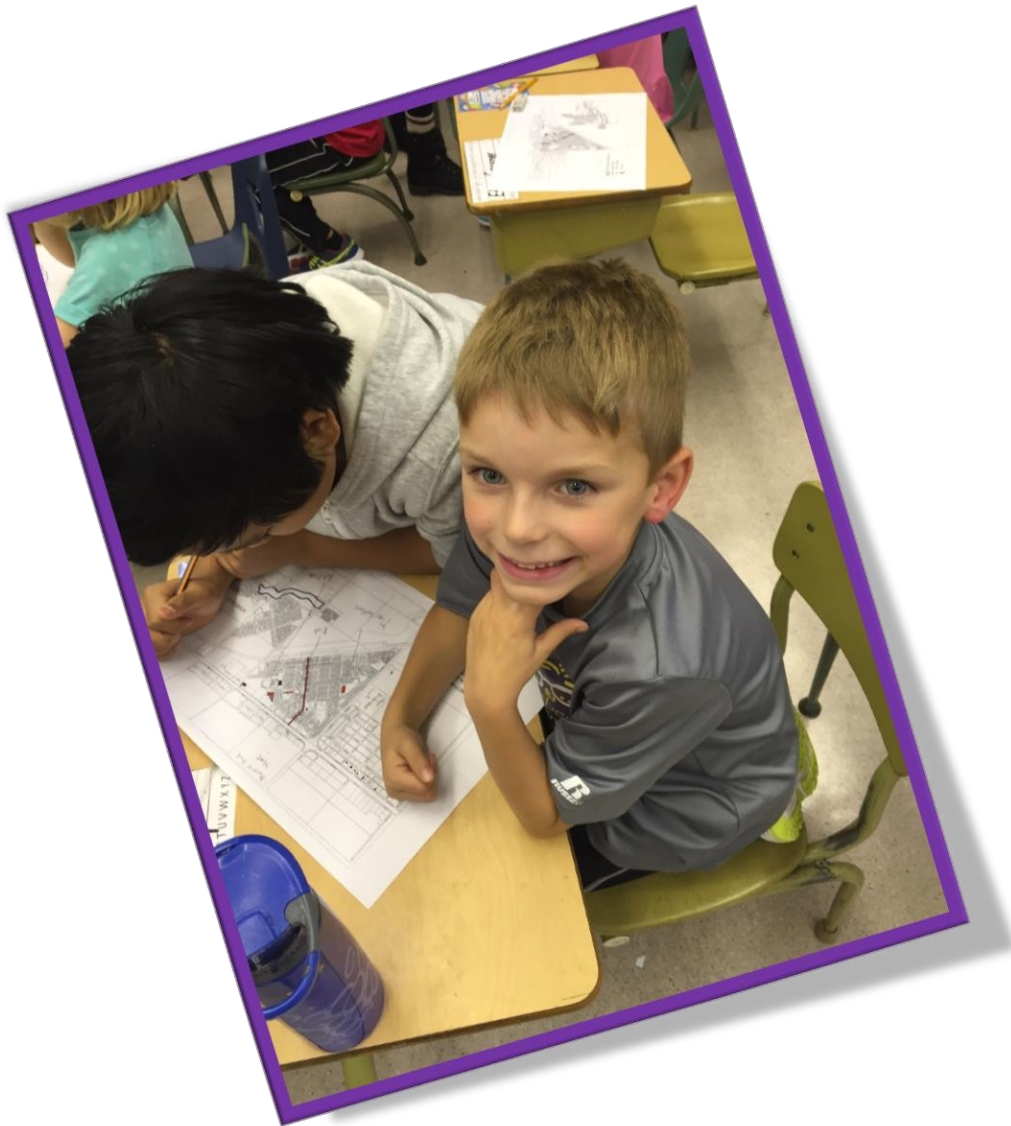
| Action |  | Stakeholders/Partners   | Year 1  | Year 2  | Year 3  | Year 4  | Year 5  | Benefits  |
|--------|--|---|---|---|---|---|---|---|
| 1      | Shop Local/Grown Local Campaign                    | DKA, CC, HBB, Mall. Encourage greater support and use of local businesses through purchase of products. Strategy to identify and fill gaps in local market. |   |    |   |   |   | <ul style="list-style-type: none"> <li>• Support</li> <li>• Pride</li> <li>• Inclusion</li> </ul>               |
| 2      | Directory of Stores & Market Gaps                  | CC, DKA, TOK. Identify gaps and entrepreneurial opportunities.  |  |   |   |   |   | <ul style="list-style-type: none"> <li>• Communication</li> <li>• Innovation</li> <li>• Support</li> </ul>      |
| 3      | General College Programing (community courses)     | GPC, residents. Capitalize on local assets in areas of social enrichment by expanding into hobby programs and specialized skills.                           |   |   |   |   |    | <ul style="list-style-type: none"> <li>• Connectedness</li> <li>• Creativity</li> <li>• Empowerment</li> </ul>  |
| 4      | Painted fire hydrants                              | Schools, TOK. Community beautification program.   |   |    |   |   |   | <ul style="list-style-type: none"> <li>• Creativity</li> <li>• Pride</li> <li>• Positivity</li> </ul>           |
| 5      | Large Outdoor Concert/Festival                     | Community organizations. TOK could offer resource support. Continued building of community celebration and gathering.                                       |   |   |  |   |   | <ul style="list-style-type: none"> <li>• Engagement</li> <li>• Positivity</li> <li>• Innovation</li> </ul>      |
| 6      | Decorated Decoys                                   | CPAC. Legacy project  |  |   |   |   |   | <ul style="list-style-type: none"> <li>• Creativity</li> <li>• Innovation</li> <li>• Pride</li> </ul>           |
| 7      | Food Event   | Community organizations, residents. Large community event featuring food from various culture and kitchens. Larger version of Culture Days Chowdown event.  |   |   |  |   |   | <ul style="list-style-type: none"> <li>• Inclusion</li> <li>• Pride</li> <li>• Positivity</li> </ul>            |
| 8      | Music in the Street                                | Local musicians, community organizations. Create atmosphere in community and support development of the arts.   |   |   |   |   |    | <ul style="list-style-type: none"> <li>• Creativity</li> <li>• Positivity</li> <li>• Inclusion</li> </ul>       |
| 9      | Establish Business Mentorship Program or Incubator | CFMR, banks, DKA, CC, local entrepreneurs. Strategy to encourage local innovation and entrepreneurial efforts.  |   |  |   |   |   | <ul style="list-style-type: none"> <li>• Accessibility</li> <li>• Innovation</li> <li>• Independence</li> </ul> |
| 10     | Public Art   | TOK, Developers. Incorporation of public art into local development and public spaces.  |   |   |   |  |   | <ul style="list-style-type: none"> <li>• Creativity</li> <li>• Innovation</li> <li>• Pride</li> </ul>           |
| 11     | Goose Festival Connections (Duck Dynasty?)         | CC, KIHA. Potential opportunity for a hunting experience based on goose heritage for community. Attract 'celebrities' to Kindersley again.                  |   |   |   |   |  | <ul style="list-style-type: none"> <li>• Pride</li> <li>• Innovation</li> <li>• Heritage</li> </ul>             |

## Tracking & Measuring

### *Annual Report Card*

The overall success of the Kindersley Culture Plan will be evaluated by the number of priorities that have been accomplished by the community. It should be noted that the Culture Plan is a vehicle to encourage community participation, engagement and entrepreneurialism.

Prior to the end of each calendar year, an Annual Report Card highlighting the successes and challenges of each year will be released to the community for transparency. Community members will be able to keep track of any accomplishments by following the efforts from year to year and participating in opportunities that arise.



## Community Wish List

Over the course of the Kindersley Culture Plan, community members of all ages offered feedback about what they wish for the future of Kindersley. Many of their responses included the desire for stores, restaurants, activity centres, events and more. All of them are great ideas that the Advisory Committee wished to share so that residents, volunteers, community organizations, entrepreneurs and current business owners could review and consider as potential options for the future. If you are interested in taking on an initiative or entrepreneurial effort, consider the options on this Community Wish List as a source of ideas and what Kindersley is interested in! And don't forget about the flying squirrels – as suggested by many students at Elizabeth school.

|   |   |
|---|---|
| <b>Community Development</b>                                    | <b>Entertainment &amp; Activity</b>   |
| City Status   | More festivals  |
| Less drugs  | Folkfest type of event  |
| Improved hospital services                                      | Recreation outside of rink  |
| Stronger internet   | More events in the winter   |
| Lower taxes   | Art in the park   |
| More participation from community members                       | Marathon  |
| More engagement   | Outdoor concert   |
| First nations and Metis elders                                  | Picnic in the park  |
| Web portal for community issues and collaboration for solutions | Christmas parade  |
| Better signage/ information for newcomers                       | Community BBQ's   |
| Openness for new volunteers and ideas                           | Events that showcase cultures   |
| Introduce newcomers on social media - champion                  | Community water fight   |
| Volunteer opportunity board                                     | Youth festivals   |
| Incentives for volunteers needed                                | Culture events in schools   |
| Online opportunities for consultations                          | Mumming   |
| Sculptures  | Recreation outside of Minor Sports  |
| Welcome Committee   | Weekly programs for young families and youth promoting community building and inclusion |
| Better signage/ information for newcomers                       | Showcase talent events  |
| <b>Entrepreneurial / Business</b>                               | Newcomer groups   |
| More restaurants  | Seniors in schools  |
| Trampoline Park   | Students in seniors' homes  |
| Mini golf   | Kickball team   |
| Go carts  | More concerts   |
| Chain stores  | More theatre productions  |
|   | More comedy nights  |

|  |
|--|
| Petland  |
| More grocery stores (shopping out of town for) |
| Skate Park                                     |
| Bigger theatre                                 |
| Large condo units                              |
| Zoo  |
| BMX bike racing track                          |
| Tourist attractions                            |
| Waterpark or bigger spray park                 |
| Batting cages                                  |
| Music studio                                   |
| Affordable housing                             |
| More bars                                      |
| 18-hole golf course                            |
| Clothing stores (shopping out of town for)     |
| Home furnishings (shopping out of town for)    |
| Shoes stores                                   |
| Locations to mingle before and after events    |
| Location for all ages to hang out not at rink  |

|                             |
|-----------------------------|
| Child play area at the rink |
| More events                 |

|  |
|--|
| <b>Public Spaces</b>   |
| Pool   |
| Recreation centre (gymnasium?)                                     |
| Better mall (more stores?)   |
| Better markings for semi-drivers                                   |
| Improved sidewalks and streets (quality?)                          |
| More green spaces  |
| Nice rink/bigger rink  |
| Tree house   |
| Bigger library   |
| More baseball diamonds   |
| Improved arts facility   |
| New community centre   |
| More meeting places  |
| Services   |
| Less expensive toys  |
| Less expensive electronics   |
| Consistent public transport  |
| Extended service transportation for seniors                        |
| More products and services   |
| Childcare services at events, forums, community club meetings etc. |

Thanks to you our reader for taking time to reach the end of the Culture Plan. We hope this document makes you reflect upon the great things our community has going for you. We further hope that these ideas will inspire you, and the rest of Kindersley, to take charge and continue improving our community in a positive way.

“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it’s the only thing that ever has.” – Margaret Mead.

*Kindersley's*  
**CULTURE**  
*Plan*