

FIGURE 12: CULTURAL SUPPORT OCCUPATIONS TOTAL JOBS IN WINDSOR, 2011 AND 2012

Description	2011	2012	% Δ
Library clerks	206	201	-2%
Drafting technologists and technicians	135	154	14%
Supervisors, library, correspondence and related information clerks	111	111	0%
Industrial engineering and manufacturing technologists and technicians	73	101	38%
Professional occupations in public relations and communications	161	89	-45%
Library and archive technicians and assistants	63	88	40%
Announcers and other broadcasters	71	67	-6%
Landscape and horticultural technicians and specialists	42	66	57%
Printing press operators	73	47	-36%
Correspondence, publication and related clerks	40	43	8%
Printing machine operators	35	39	11%
Other technical and co-ordinating occupations in motion pictures, broadcasting and the performing arts	29	26	-10%
Support occupations in motion pictures, broadcasting and the performing arts	27	23	-15%
Architectural technologists and technicians	24	22	8%
Translators, terminologists and interpreters	25	19	-24%
Photographic and film processors	16	19	19%
Film and video camera operators	14	17	21%
Supervisors, printing and related occupations	15	17	13%
Technical occupations related to museums and art galleries	11	15	36%
Managers - Publishing, motion pictures, broadcasting and performing arts	14	14	0%
Audio and video recording technicians	13	12	-8%

Source: Government of Ontario EMSI Analyst Data, 2011, 2012

3.2.2 Creative Cultural Industries

Having established an understanding of the creative cultural economy in the City of Windsor premised on the occupational labour force, it is also important to understand what creative cultural industries exist within the community.

The creative cultural industries analysis has taken into consideration the *Canadian Framework for Cultural Statistics* to define creative cultural industries. The frameworks identified that the creation of goods and services that are 'cultural' involves a series of inter-connected processes – which can be referred to as "the creative value chain".³ The creative value chain considers all the industries involved in the creation, production, manufacturing, distribution and support of creative cultural output as cultural industries. These categories can be further defined as:

- **Creation** – These are establishments involved in the development of a creative artistic idea. This would include, for instance, independent artists, writers and performers.
- **Production** – These include establishments involved primarily in the act or process of producing a creative good or service that can be readily identified. Goods are tangible (books, magazines, sound recording) while services are intangible (concerts, theatre performances, or exhibitions at an art gallery).

³ Conceptual Framework for Culture Statistics 2011, Statistics Canada Culture Statistics Program



- **Manufacturing** – These are establishments involved in the mass reproduction of culture core goods (film duplication, printing, visual arts posters) from a master copy. They can be distinguished from those engaged in production as they do not add value to the culture content of these goods.
- **Distribution** – These include establishments that distribute core culture goods, the mass distribution of visual arts and photography to a variety of players such as wholesalers and retailers, radio and television broadcasters, or the internet.
- **Support Services** – In addition, there are activities related to culture that help to finance or support creation and production (agents, managers, promoters).

The analysis of the creative value chain in Windsor illustrated in Figure 13 reveals that Support Services, Creation and Production businesses dominate the cultural industries. Establishments in Support Services make up 37% of the total cultural business in Windsor while Creation and Production make up 29% and 20% respectively.

It should also be noted that all but one of the establishments in the cultural sector are small to medium enterprises (SMEs) with a small number of employees (under 20) and only one of them employ more than 100+ people. The table also reveals that in the Production and Support Services sub-sectors, the majority of businesses have employees while in the Creation sub-sector, the majority are Indeterminate businesses or self-employed (for example individuals artists, artisans and other creators). This analysis suggests that if Windsor wants to grow its cultural sector it should concentrate on developing small business support services.

FIGURE 13: WINDSOR'S CREATIVE VALUE CHAIN

	Total	Indeterminate	Subtotal	1-4	5-9	10-19	20-49	50-99	100+
Creation	163	106	57	43	9	3	1	1	0
Production	116	57	59	35	8	9	4	1	0
Manufacturing	40	16	24	9	6	8	0	0	0
Distribution	38	14	24	7	6	5	3	3	0
Support Services	201	100	101	55	20	17	7	0	1
Total	588	293	265	149	49	42	15	5	1

Source: Canadian Business Patterns December 2012

In addition to the Creative Value Chain the *Canadian Framework for Cultural Statistics* also provides concepts and definitions to guide the collection of comparable statistics for the culture sector. The *Framework* splits the creative value chain into two domains:

- **Core culture domains** which produce goods and services that are the result of creative artistic activity and whose main purpose is the transmission of an intellectual or cultural concept. These include:
 - Audio-Visual and Interactive Media
 - Heritage and Libraries
 - Live Performance
 - Sound Recording
 - Visual and Applied Arts
 - Written and Published Works
- **Transversal domains** which produce goods and services that support all core and ancillary culture industries. These crosscutting domains are:

- Education
- Training, and Governance, Funding and Professional Support.

Figure 14 provides business pattern statistics for both domains, as well as an added cultural industry in Specialized Beverages and Food with Live Entertainment which includes the wine and live entertainment dining experiences that contribute to the cultural economy in all communities. Similar to the creative value chain, Windsor's cultural industries are predominantly self-employed or enterprises with less than 20 people.

FIGURE 14: CULTURAL INDUSTRIES IN WINDSOR

	Total	Indeterminate	Subtotal	1-4	5-9	10-19	20-49	50-99	100+
Audio-Visual and Int. Media	64	28	36	13	7	6	5	5	0
Heritage and Libraries	17	3	14	11	2	0	1	0	0
Live Performance	34	25	9	4	2	1	1	1	0
Sound Recording	42	26	16	12	2	0	2	0	0
Visual and Applied Arts	399	236	163	120	23	14	3	2	1
Written and Published Works	67	27	40	19	7	10	1	1	0
Core Cultural Domain	623	345	278	179	43	31	13	9	1
Education and Training	8	1	7	2	2	2	1	0	0
Governance, Funding and Professional Support	14	9	5	3	1	1	0	0	0
Transversal Domain	22	10	12	5	3	3	1	0	0
Food with Live Entertainment	362	82	280	67	69	72	56	15	1
Total	1007	437	570	251	115	106	70	24	2

Source: Canadian Business Patterns December 2012



4 Community Engagement

For the City of Windsor Cultural Mapping Project, a variety of engagement tools and activities were employed to gain ideas and perceptions of the city and its culture from residents and stakeholders. A brief description of each engagement tool or activity follows.

Cultural Cafes

Three establishments were selected; representing different neighbourhoods in Windsor. The informal conversations were held on September 18 and 19 2013. The events connected "people on the street" about the mapping project. The discussions also provided the project an opportunity to receive short statements and quotations related to the character and identity of Windsor. A total of 57 people were engaged during this activity.

Cultural Stakeholder Forum

The consultants hosted a cultural sector workshop that focused on the opportunities related to cultural mapping in Windsor. Key cultural stakeholders were invited to discuss these challenges and opportunities.

Community Survey

The goal of the community survey was to allow for the engagement of the broadest possible cross-section of the community in Windsor. The survey sought input on respondents' perceptions of Windsor, words they would use to describe first impressions, and understanding the most important tangible and intangible cultural resources in the city. Approximately 100 online surveys were completed during September and early October.

Overall, there was strong consensus across the various engagement activities about culture and cultural resources in Windsor.



4.1 Engagement Themes

Cultural Cafes

- **People valued Windsor's diversity and embracing of Multiculturalism. From its founding, to present day Windsor continues to exemplify a community that attracts a diverse population, adding to the city's cultural vitality. People commented on:**
 - "The rich colours of the city"
 - The city welcomes a mix of people of all incomes and backgrounds
- **The people of Windsor ranked highly in terms of what people valued in the community. People commented on:**
 - Unpretentious, friendly, and approachable people
 - A strong and tightly knit community
 - The importance of friends, family and companionship
- **The Waterfront / Riverwalk acts as a physical and symbolic meeting place connecting the different communities of Windsor.**
- **The Work Ethic in the city symbolized by the labour movement and manufacturing sectors has and continues to play a significant role in shaping the identity of Windsor.**
- **The relationship with Detroit is valued enormously and could be strengthened.**
 - The proximity to this major city is an amazing reality and opportunity
 - Windsor has the best of both worlds, a small city with large city close by
- **Downtown Entertainment ranges from live music, bars, theatre, and the Casino mostly centred on Erie Street.**
 - The vitality of Erie Street
 - The city has a growing variety of restaurants
- **Much Built Heritage remains intact, representing important stories in Windsor's history.**
 - Walkerville
 - The quality and survival of important architecture,
- **Windsor's Liveability is valued and rated highly by residents.**
 - The city is affordable
 - The city is green and clean with safe parks
 - Community Gardens
- **The University represents an important hub for Windsor. Home to local and international students, it has grown in significance since the decline of automotive manufacturing.**



Cultural Stakeholder Forum

- **The theme of cultural mapping supporting greater Collaboration was consistent among the stakeholders. Collaboration allows for individuals and groups to speak with a unified voice that is greater than the sum of its parts.**
 - Connect and collaborate with like-minded as well as what might be seen initially as opposing interests
 - Collaboration between cultural groups; and cultural groups and non-cultural groups
 - Sharing assets
- **Greater Knowledge of cultural offerings allows for stronger and expanded participation, and more informed decisions.**
 - It will showcase our strengths
 - Centralized information
 - Can provide a "gateway to vast amounts of cultural information"
- **Awareness of what culture is and how it shapes the community was another strong theme.**
 - Greater awareness of what everyone else is doing
 - An information gateway
 - Increased exposure / visibility
- **Planning for culture allows for proper allocation of resources. Cultural mapping activity ensures that a systematic and holistic approach can be taken.**
 - Opportunity to plan for culture
 - Supports planning by BIAs and in support of cultural clusters
 - Targeted and more systematic planning
 - Business retention
 - Talent attraction
 - Tourism
 - Stronger marketing and branding
 - Cultural mapping gives us an opportunity for expanded promotion
- **Cultural mapping is also a way to identify and profile a new Identity for the city, one that can foster a new era of Windsor pride.**
 - Change perceptions about the city
 - Encourage new perspectives
 - Dispel myths

Community Survey

- **Detroit loomed large in how people think about the city. The cities share an international border which represents an important link between the cities and the two nations' economies. Viewing the Detroit skyline, promoting joint festivals, are all major attractions for Windsor residents.**
 - A international border city
 - Proximity to Detroit



- The Detroit skyline
 - Opportunities for international partnerships including festivals
 - Windsor is a smaller city with access to big city amenities
- **The strength of a tightly-knit and welcoming Community.**
- **Numerous Festivals were mentioned throughout the survey. Including:**
- International festivals
 - Film Festival
 - Freedom Festival
 - Labour festival
 - Carrousel of Nations
 - Artisan Festival
 - Emancipation Celebration
- **Windsor's rich Heritage needs to be better promoted and appreciated. Various heritage buildings, historic sites, plaques and other heritage resources are found throughout Windsor**
- Original historic communities
 - Walkerville
 - Connections between natural and cultural heritage
 - The Municipal Heritage Committee
 - Musical Heritage
- **Hiram Walker Distillery is an important part of the history and mythology of the city, as well as a source of continuous employment for residents. The Walkerville neighbourhood owes its founding to the distillery.**
- Rum running
 - Walkerville neighbourhood
 - Canadian Club
- **Celebrate Windsor's connection to the Underground Railroad. The city was a crucial point of entry for thousands of slaves fleeing slavery in the United States for freedom in Canada; a significant number settled in Windsor. The Emancipation Celebration celebrates this story.**
- **The Detroit River is a symbol of the city of Windsor, as well as its connection to its US neighbour city. The river merges natural and cultural heritage and incorporates a tremendous number of parks and gardens**
- Parks, connections as well as barriers, skyline views, Sculpture Garden



5 Sustaining Cultural Mapping

5.1 A Sustainable Vision: Organizing to Sustain Mapping

The Steering Committee that oversaw the Cultural Mapping Project is an ideal group to continue as an ongoing Cultural Mapping Working Group. Representation from across all relevant departments is essential to the effective continuation of the cultural mapping work. Invitations can also be made to additional important community partners to be represented on the Working Group, each bringing specialized areas of expertise on different cultural resources.

*Cultural Resource Mapping: Guidelines for Municipalities*⁴ sets out valuable suggestions regarding the development of a *Mapping Partnership Charter* and set of protocols and commitments related to issues such as updating of data that a valuable reference in moving forward with extending the data and continuing to enrich cultural mapping in Windsor.

5.2 Updating and Expanding Data

The cliché is that it is relatively easy to develop databases, but it is much harder maintaining and updating them. The key to maintaining robust up-to-date databases is to make it possible for multiple individuals and stakeholders to update information. Updating should be possible at several levels.

- **Updating by municipal staff** – staff can add new listings, edit or delete existing listings; staff from different departments will have strong expertise in various categories of cultural resources so this task of editing and adding data should be divided among these staff people and areas of expertise.
- **Updating by important community partners** – ‘umbrella groups’ representing different categories / disciplines of cultural resources (e.g., historical societies for cultural heritage, umbrella arts organizations for not-for-profit arts groups, Chambers of Commerce for creative cultural enterprises,

⁴ http://www.ontariomcp.ca/toolkits/CulturalResourceMapping_digital.pdf



etc.) can be recruited to periodically review existing data in their area of expertise. Mapping Partnership Charters noted above establish commitments and procedures (acting in effective like a Memorandum of Understanding) to solidify these contributions.

- **Updating by individual organizations already captured in the database** – specific cultural groups or organizations can be given an opportunity to submit updates to their current listing either by email or by the design of a simple web-based tool/template.
- **Contributions of new resources by the community** – because 'cultural mapping is never done' there must be tools and arrangements put in place to enable individuals in the community to propose new listings (subject to approval by the municipality prior to public posting of the asset). Models for such new listings exist in a number of existing cultural maps that can be drawn on in the design of such a tool.
 - Ottawa Valley Cultural Map - <http://www.ottawavalleyculture.ca/assets/edit>

Categories of Mapping Data

Core Data

The focus of data collection during the project has been on basic or 'tombstone' data on each asset including:

- Name (of organization or asset)
- Asset Classification
- Street Address
- Phone Number, Fax Number (when available)
- General Email address (when available)
- Website Address (when available)

Extended Planning and Policy Data

Over time, there may be interest on the part of the Municipality, based on its own cultural planning goals and priorities, to extend data across a range of categories of cultural information.

Ownership/Governance

- Is the resource owned by the municipality, another order of government, private group, non-profit group

People

- Number of employees
- Volunteers (and volunteer hours)
- Members
- Audience

Space

- Dimensions: total square footage; size of different usable areas
- Related assets / equipment: what other assets exist (e.g. a 100-seat theatre) or pertinent equipment (e.g. professional sound and light system).
- Other organizations that use the space



Budget and Resources

- Budgets – operating, capital, project
- Gross revenues
- Sources of revenue – grants, donations, earned revenue

5.3 Communications and Community Engagement

Key to the long-term success of any cultural mapping portal is broad community awareness and engagement. In order to sustain both the use of the site by residents and visitors, as well as to encourage ongoing contributions of content to the map, there must be sustained communications efforts.

Launch Event

A first step in this regard could be consideration of a prominent launch event for the mapping applications developed by Windsor staff. One part of the event could be devoted to the formal launch and to invite media coverage, etc. The second part could be more of a 'working session' that introduced the various ways in which people can contribute to the ongoing mapping process.

Multiple Website Links

The City itself will want to have the link to the map prominently positioned and accessible on its website. But consideration should also be given to providing links to the map through the websites of a range of community partners.

Developing a Full 'Cultural Portal' Experience

One future consideration for Windsor could be the development of a website that introduces the GIS map and provides a range of additional information. Rather than landing directly on the map, the website (or 'portal' provides context and additional tools (such as community calendars) to enrich the mapping experience for those visiting the site and map.



**City of Windsor
Cultural Mapping Project
Appendices**



Appendix A: Cultural Resource Framework

Cultural Enterprises – Cultural businesses and established not-for-profit cultural organizations		
Advertising	Antiques	Architecture
Advertising Agencies Media Representatives	Antique Dealers Antique Restoration Services	Architectural Services
Art Dealers	Art Galleries	Book Stores
Artist Representatives Commercial Galleries	Artist-Run Galleries Public Art Galleries	Book, Periodical and Newspaper Wholesaler-Distributors Book Stores and News Dealers
Breweries and Wineries	Broadcasting	Crafts
Breweries Wineries Other Specialized Beverage Producers or Operators	Local Radio Stations Local Television Stations Pay and Specialty Television Internet Publishing and Broadcasting	Crafts Stores Craft Studios and Instruction Craft Suppliers
Creative Hub	Dance	Design
	Dance Studios and Instruction Dance Material and Equipment Suppliers	Fashion Design Services Graphic Design Services Industrial Design Services Interior Design Services
Film and Video	Digital and Interactive Media	Libraries and Archives
Motion Picture and Video Production Motion Picture and Video Distribution Post-Production and Other Motion Picture and Video	Digital Media Production Interactive Media Production Video Games Web Design and Production Services	Archives Public Libraries
Museums	Music	Performing Arts
History Museums Science Museums Other Museums	Record Production Music Instruction and Studios Integrated Record Production/Distribution Musical Instrumental and Supplies Stores Sound Recording Studios Musicians	Comedy Companies Dance Companies Musical Theatre and Opera Companies Other Performing Art Promoters and Presenters Performing Art Promoters (Presenters) without Facilities Performing Art Promoters and Presenters Professional Bands Professional Choirs Symphonies Theatre Companies Independent Actors, Comedians, and Performers
Photography	Publishing	Visual Arts
Photography Photography Instruction and Studios Photography Suppliers	Newspaper Publishers Periodical Publishers Book Publishers Other Publishers News Syndicates	Visual Arts (Artists) Studios Visual Arts Instruction Visual Arts Materials Suppliers



	Music Publishers	
Zoos and Aquariums		
Aquariums Wild Life Sanctuaries Zoos		
Community Cultural Organizations – Community based cultural groups		
Aboriginal Groups	Crafts Groups	Dance Groups
Aboriginal Groups Aboriginal Committees	Craft Groups	Dance Groups
Heritage Groups	Horticultural Societies	Multicultural Societies
Genealogical Societies Historical Societies Other Heritage Groups	Horticultural Groups	Multicultural Organizations
Music Groups	Visual and Media Arts Groups	Literary Groups
Bands and Choirs Musical Groups	Visual Arts and Groups Media Arts Groups	Book Clubs Storytelling Groups Writers Group
Other Cultural Organizations	Sports Groups	
Other Cultural Organizations	Sports and Recreation Clubs	
Cultural Facilities and Spaces – Places where cultural activity takes place		
Aboriginal Cultural Centres	Cinemas	Community Centres
Aboriginal Cultural Centres	Motion Picture and Video Exhibition	Arena Community Centre Pavilion Pool
Educational Institutions and Schools	Urban Spaces and Event Zones	Cultural Centres
Primary Schools (regularly used for cultural activities) Secondary Schools (regularly used for cultural activities) Post Secondary Institutions (with relevant cultural programs) Other Schools	Urban Spaces (with Cultural Exhibits or Activities) Event Zones (with Cultural Exhibits or Activities)	Art Centres Interpretive Centres
Food and Entertainment	Multicultural Cultural Centres	Casinos
Bars with Live Music Cafes with Live Music Restaurants with Live Music Multicultural Restaurants with Live Music	Multicultural Centres (Buildings)	Casinos
Performing Art Centres	Religious Institutions	
Performing Art Venues	Churches Mosques Synagogues Temples	
Natural Heritage – significant natural areas or assets		
Conservation Areas	Gardens	Nature Centres
Conservation Areas	Arboretums Botanical Gardens Significant Local Gardens	Planetariums Nature Observatories Nature Centres
Nature Reserves	Parks	Trails
Nature Reserves	National Parks	Provincial Trails



Woodlands Wildlife Habitats	Provincial Parks Significant Local Parks	National Trails Local Trails
Waterways	Other Locally Significant Natural Assets	
Creeks Marshes Shorelines	Other Locally Significant Assets	
Cultural Heritage – significant cultural heritage sites or resources		
Archaeological Sites	Built Heritage Properties	Heritage Districts
Archaeological Sites	Designated Heritage Properties Registered Heritage Properties Other Significant Local Heritage Properties	Heritage Districts
Heritage Sites	Plaques and Monuments	Public Art
Local Historic Sites Provincial Historic Sites National Historic Sites	Historical Plaques Monuments	Murals Public Art Installations
Other Cultural Heritage Assets		
Other Cultural Heritage Assets		
Festivals and Events – recurring cultural activities		
Aboriginal Festivals and Events	Celebrations	Crafts Festivals and Events
Aboriginal Festivals Aboriginal Events	Seasonal Celebrations Holiday Celebrations	Craft Festivals Craft Events
Cultural Heritage Festivals and Events	Dance Festivals and Events	Fall Fairs
Cultural Heritage Festivals Cultural Heritage Events (Tours)	Dance Festivals Dance Events	Fall Fairs
Farm Events	Film Festivals and Events	Food & Wine
Farmers' Markets Farm Shows	Film Festivals Film Events	Food Festivals Specialized Beverage Festivals Vineyard Tours
Music Festivals and Events	Literary Festivals and Events	Multicultural Festivals and Events
Music Festivals Music Events (Both Stage and Outdoors)	Literary Festivals Literary Events (Author Series)	Multicultural Festivals Multicultural Events (exhibits)
Visual Arts Festivals and Events	Natural Heritage Festivals and Events	Neighbourhood Association Events
Visual Arts Festivals Visual Arts Events (gallery or public art tours)	Natural Heritage Festivals Natural Heritage Events (Tours)	Neighbourhood Association Events
Other Festivals and Events	Street Festivals and Events	
Other Festivals Other Events	Street Festivals Street Events (including Charity Events)	