Municipal Cultural Plan

Township of Springwater

July 2012

Contents

Executive Summary

The *Municipal Cultural Plan for the Township of Springwater* provides a targeted strategy and implementation plan to capitalize on local assets and improve quality of life in the communities across the municipality. The purpose of the Plan is to leverage the cultural resources of the community to inform community development decisions, initiatives and investment.

More specific objectives identified for the Municipal Cultural Plan included:

- Identifying key partners and stakeholders involved in culture in the community;
- Identifying connections and/or gaps with respect to the Township and local organizations and groups regarding culture in the municipality;
- Identifying opportunities for groups to collaborate, support and enhance culture;
- Identifying cultural strengths in the community and outlining the importance of cultural planning within the municipality;
- Identifying a sustainable long-term vision for cultural planning in the Township;
- Developing policies and action strategies to implement the community's vision for culture; and,
- Preparing a short and long term list of recommended strategies with a timeline for the Plan's implementation

The development of the Municipal Cultural Plan began in January 2012 and will conclude with a presentation to Council in July 2012. The planning process is illustrated in Figure 1. The process involved extensive community engagement to ensure the Municipal Cultural Plan was grounded in the expressed needs and vision of the community.

An interim *Key Findings and Strategic Directions Report* was completed summarizing findings from the research and community consultations and proposing a series of Strategic Directions to guide development of the final Municipal Cultural Plan. This Report serves as a key background document to this Municipal Cultural Plan and will be available on the Township's website alongside the Municipal Cultural Plan.

The consultants wish to thank the strong support received from the Cultural Advisory Committee which helped to guide the project. Members of the Cultural Advisory Committee are listed in Appendix A.

Phase 1:
Start up

- Start-Up Meeting with Steering Committee
- Communications Plan and Tools
- Regular Calls with Steering Committee

Phase 2:
Current Context

- Review of Background Planning Documents
- Collect and Consolidate a Database of Cultural Assets
- Prepare Final Database

Phase 3:
Community Engagement

- Community Survey
- Key Stakeholder Interview
- Community Forum
- SWOT Analysis
- Youth Presentation at Elmvale District High School

Phase 4:
Prepare Municipal Cultural Plan

- Prepare Draft Cultural Plan
- Develop an Implementation Plan
- Review with Steering Community
- Posting for Community Comment

Phase 5:
Complete Report

- Presentation to Council
- Launch at Open House
- Public Launch to Follow

Communications With Steering Committee

| January | Feb-Mar | Feb-June | June | July |

Vision Statement

Celebrating and leveraging Springwater Township's unique cultural resources to build shared identity and future prosperity.

Guiding Principles

In pursuing this Vision, the Council of the Township of Springwater embrace the following Guiding Principles.

- We see culture as integral to planning for a sustainable community, alongside social, economic and environmental considerations.
- We see our history and culture as a source of civic pride and shared identity that connects the municipality.
- We see our combined natural and cultural environments as key to the quality of place that attracts people and investment.
- We see creativity and culture as a source of inspiration and innovation in a rapidly changing world.
- We see our cultural assets as essential to building vibrant downtowns that are the social and economic hubs of our communities.
- We see a municipality in which cultural programs and activities are accessible to all parts of our community and throughout all phases of life.
- We see a municipality that values and supports strong cultural organizations working together toward shared goals.
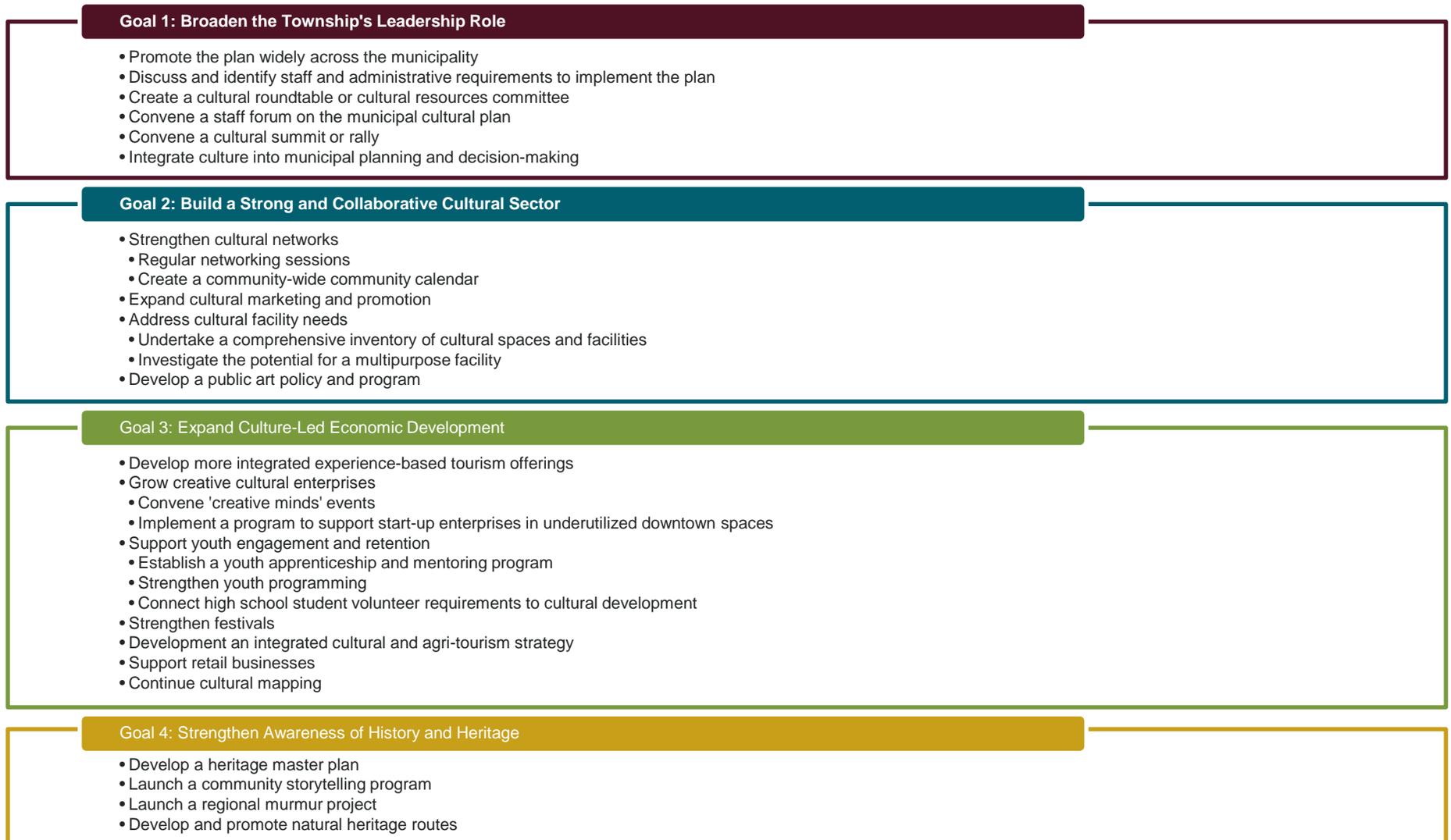
Goals

- **Goal 1: Broaden the Township's Leadership Role**
- **Goal 2: Build a Strong and Collaborative Cultural Sector**
- **Goal 3: Expand Culture-Led Economic Development**
- **Goal 4: Strengthen Awareness of History and Heritage**

Recommended Actions

Each Goal provides a framework for a series of Actions summarized in Figure 2 and elaborated later in the document.

Figure 2: Recommended 10-Year Action Plan

Goal 1: Broaden the Township's Leadership Role

- Promote the plan widely across the municipality
- Discuss and identify staff and administrative requirements to implement the plan
- Create a cultural roundtable or cultural resources committee
- Convene a staff forum on the municipal cultural plan
- Convene a cultural summit or rally
- Integrate culture into municipal planning and decision-making

Goal 2: Build a Strong and Collaborative Cultural Sector

- Strengthen cultural networks
  - Regular networking sessions
  - Create a community-wide community calendar
- Expand cultural marketing and promotion
- Address cultural facility needs
  - Undertake a comprehensive inventory of cultural spaces and facilities
  - Investigate the potential for a multipurpose facility
- Develop a public art policy and program

Goal 3: Expand Culture-Led Economic Development

- Develop more integrated experience-based tourism offerings
- Grow creative cultural enterprises
  - Convene 'creative minds' events
  - Implement a program to support start-up enterprises in underutilized downtown spaces
- Support youth engagement and retention
  - Establish a youth apprenticeship and mentoring program
  - Strengthen youth programming
  - Connect high school student volunteer requirements to cultural development
- Strengthen festivals
- Development an integrated cultural and agri-tourism strategy
- Support retail businesses
- Continue cultural mapping

Goal 4: Strengthen Awareness of History and Heritage

- Develop a heritage master plan
- Launch a community storytelling program
- Launch a regional murmur project
- Develop and promote natural heritage routes

1 Guiding Assumptions

PloughPenny Pottery Featured at Nicholyn Farms

1.1 Municipal Cultural Planning

Municipal cultural planning is a priority for the Government of Ontario. The following definition has been endorsed by the Ontario Ministry of Tourism, Culture and Sport and has guided the development of the *Municipal Cultural Plan for the Township of Springwater.*

A municipal led process approved by Council, for identifying and leveraging a community's cultural resources, strengthening the management of those resources, and integrating those cultural resources across all facets of local government planning and decision-making.

Municipal cultural planning is part of an integrated, place-based approach to planning and development that takes into account four pillars of sustainability: economic prosperity, social equity, environmental responsibility and cultural vitality[1].

The following *Guiding Assumptions* have also been identified to support municipalities in undertaking municipal cultural plans;

1. **Cultural resources** – MCP embraces a broad definition of cultural resources that includes creative cultural industries, cultural spaces and facilities, natural and cultural heritage, festivals and events, and community cultural organizations.

2. **Cultural mapping** – MCP begins with cultural mapping, a systematic approach to identifying and recording a community's tangible and intangible cultural resources (often using Geographic Information Systems).

3. **Adopting a 'cultural lens'** – MCP involves establishing processes to integrate culture as a consideration across all facets of municipal planning and decision-making.

4. **Cross-sectoral strategies** – MCP requires new partnerships or shared governance mechanisms (such as Cultural Roundtables) to support ongoing collaboration between the municipality and its community and business partners.

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1 Authenticity (2011). *Municipal Cultural Planning: A Toolkit for Ontario Municipalities.* Municipal Cultural Planning Inc. (http://www.ontariomcp.ca/library-2)

5. **Networks and engagement** – MCP involves strengthening networks across the cultural sector with comprehensive and ongoing strategies to support community engagement.

1.2 Culture and Economic Development

Undertaking municipal cultural mapping in the Township of Springwater comes at an opportune time. Many communities in Ontario – specifically in suburban and rural Ontario – are undergoing a profound shift in their economic base. It is a shift away from manufacturing, and other 'traditional' industries as the foundation of many local economies, and toward a creative economy driven by ideas, innovation, knowledge, collaboration and creativity. Communities that can identify and support elements of their creative economies – starting with cultural resources – will be well-positioned to capitalize on the opportunities that this shift produces.

These opportunities relate to the growing number of small and medium-sized creative businesses responding to new consumer demands for original and local place-based products and services in the fields of information technology, graphic design, food, wine, and hospitality - to name a few. Scholars interested in the creative rural economy have also examined the role of artists in culture-led economic development. They have noted that smaller areas can be 'havens' for artists because of factors such as natural amenities, arts infrastructure and the cost of living, leading to the attraction of creative talent. Developing a comprehensive understanding of the unique local resources that can support a creative economy is a critical early step in this process.

Successful municipalities will be those that offer an appealing and attractive community, that are diverse and welcoming, that have interesting public spaces, that celebrate public art and urban design, and that understand linking these elements are the magnet to attract people and talent. Cultural assets contribute to the overall attractiveness and vitality of a community, which in turn increases its competitiveness. This connection was confirmed by research completed by the Martin Prosperity Institute at the University of Toronto[2] which found that the overall attractiveness and aesthetic character of a community has a positive and significant effect on community satisfaction. It is one of the most significant factors alongside economic security, good schools and the capacity for social interaction.

Many respondents at the Community Engagement Forum felt that the undertaking of the Springwater Cultural Plan signalled a growing understanding among Council and Staff related to the economic importance of culture. However, they indicated that the general public in Springwater does not have a strong understanding of culture's economic importance. Many interviewed saw the Springwater Cultural Plan as an opportunity to showcase culture's value to the local economy.

- *Key Findings Report*

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[2] Beautiful Places: The Role of Perceived Aesthetic Beauty in Community Satisfaction. Working Paper Series: Martin Prosperity Research. Prepared by: Richard Florida, University of Toronto, Charlotta Mellander, Jönköping International Business School, Kevin Stolarick, University of Toronto March 2009

In a presentation by Betsy Donald, Professor of Geography at Queen's University given at the *2012 Economic Revitalization Conference* hosted by the Monieson Centre, Professor Donald outlined the need for a new approach to policies and programs in rural economic development. Professor Donald spoke specifically about new approaches requiring a stronger integration of the arts and culture into the rural economy; she developed the notion of "the art of the rural". This includes crafting a unique regional identity for rural places and developing a multidisciplinary and multifaceted approach that links identity creation, cultural development and economic development.

The *Municipal Cultural Plan for the Township of Springwater* has produced a body of information and recommendations to support this new vision of economic development consistent with many of the principles and recommendations found in the *Township of Springwater Economic Development Strategy.*

2 Summary Findings

Fort Willow Celebrations

2.1 Cultural Mapping

Defining Cultural Resources

The definition of cultural resources or Cultural Resource Framework (CRF) illustrated in Figure 3 is endorsed by the Ontario Ministry of Tourism, Culture and Sport as a guide for municipalities undertaking municipal cultural planning and cultural mapping. The CRF is not intended as a rigid formula; it must be adapted and interpreted to respond to each community's unique needs and circumstances. The definition of cultural resources illustrated in Figure 3 was adopted by the Cultural Advisory Committee at the outset of the project to guide development of the Municipal Cultural Plan. Based on input received through the community engagement process, the definition of cultural resources was expanded to include a select number of Recreational Resources felt to be important to the culture and identity of the municipality.

The foundation for the CRF is Statistics Canada's *Canadian Framework for Cultural Statistics* that defines the various categories of creative cultural industries and occupations that define the cultural sector in Canada. In addition to Statistics Canada, the definition of cultural resources in the CRF has also been guided by other formally endorsed policies and legislation. For example, categories of natural and cultural heritage resources included in the CRF have been guided by how these resources are defined in *the Ontario Planning Act* and *Ontario Heritage Act*.

The Mapping Process

The initial source of data for the cultural mapping process was *infoCanada* which consolidates data from Statistics Canada and local Yellow Pages. The County of Simcoe provided additional information drawing data from their Geographic Information System (GIS). Another extremely important source of information was the Township of Springwater's Business/Community/Tourism Directory. All cultural resources were then geocoded (i.e., assigned points of latitude and longitude) so that they could be uploaded and integrated with the Township of Springwater and the County of Simcoe's GIS program.

Figure 3: Province Of Ontario Cultural Resource Framework
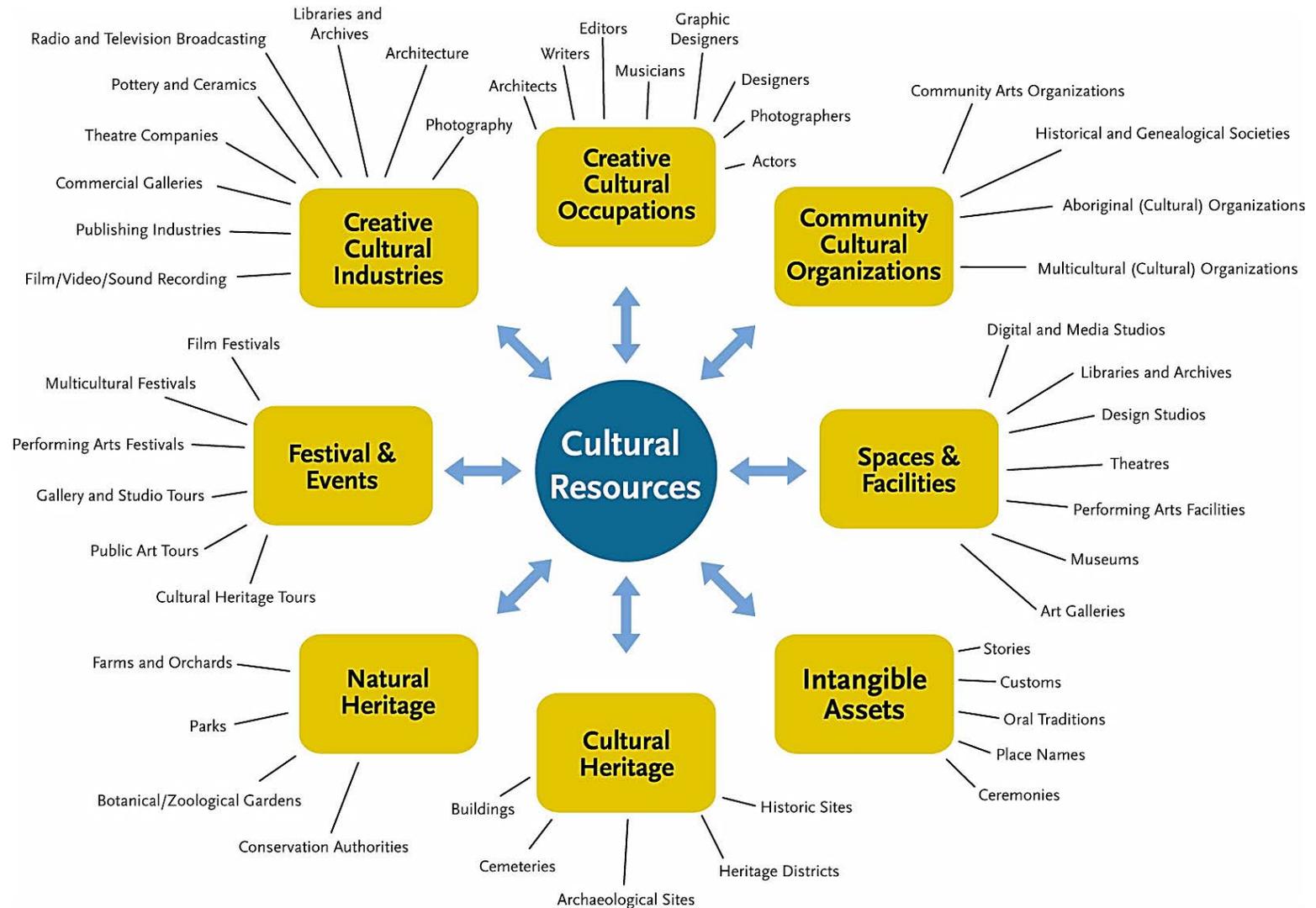
Cultural Mapping Findings

It is important to note that the cultural mapping work completed during the development of the *Municipal Cultural Plan for the Township of Springwater* represents the beginning not the end of cultural mapping in the municipality. The work has established a consistent set of categories and a baseline mapping of cultural assets in the municipality that can and must be extended over time. Figure 4 summarizes the baseline cultural mapping findings. Appendix B provides further detail on each category of cultural resources.

Figure 4: Summary Mapping Findings

Category	Number of Assets
Cultural Industries	36
Facilities and Spaces	35
Festivals and Events	15
Cultural Heritage	43
Community Organizations	28
Natural Heritage	69
Tourism Based Recreational Assets	14
Individual Artists	17
Total	257

2.2 The Research

The *Key Findings and Strategic Directions Report* established a foundation of research and analysis upon which the *Municipal Cultural Plan for the Township of Springwater* was developed. The Report summarized the results of several types of background research;

- A preliminary review of cultural mapping findings; and

- A review of all culture-relevant policies and plans in order to establish the planning context within which the Municipal Cultural Plan was developed.

From this research emerged the following themes;

- The cultural mapping process demonstrates that there is a wide variety of cultural resources in the municipality, with a number of new and emerging groups.
- Many Township plans and strategies exist that recognize the importance of cultural resources and activities;

  - The *Council Strategic Plan 2010-2014* sets out a number of key work initiatives that are relevant to the cultural plan, including brand development, supporting local events and partnerships, and implementing the economic development strategy.
  - The *Township of Springwater Official Plan* endorses a number of heritage, economic, and design policies that relate to the cultural plan. The development of the new Official Plan in the next 1-2 years presents an opportunity to more fully integrate cultural development into this important Township planning document.
  - The *Township of Springwater Economic Development Strategy* completed in 2010 pointed to the importance of cultural development. It highlighted that 33.9% of the municipality's labour force is employed in professional occupations and are therefore part of the creative class, many of whom are drawn to Springwater because of its lifestyle and cultural offerings.
  - Tourism generates some economic activity in the municipality and could bring more benefits to the community with further development.

- All of these plans and policies outline a support and coordination role for the Township. Responsibility for implementing plans and policies related to cultural development requires effective partnerships between the Township and its cultural, business and community partners. Providing mechanisms to support these partnerships must be a priority for the Municipal Cultural Plan
- The *County of Simcoe's Economic Development Strategic Plan* endorses regional economic development cooperation and sets the tone for future partnerships across the region. Other elements of the strategy include:

  - Actions aimed at supporting the growth in regional tourism, agricultural and recreational tourism and cultural development;
  - Further development of destination marketing and promotion, and the development of a coordinated plan to guide promotion efforts for the County; and,
  - The Strategy notes that with the establishment of the Regional Tourism Organization #7, there will be increased funding for regional marketing and promotional available to both the Township and the County.

2.3 The Community's Voice

The second phase of work on the Municipal Cultural Plan was an extensive community consultation process that engaged approximately 150 community residents and stakeholders in four ways:

- **Interviews** – 16 interviews conducted with members of Municipal Council, Municipal Staff, key representatives from the cultural sector, together with a range of business and community interests and stakeholders
- **Youth Forum** - A visit to a local high school was organized to seek a youth perspective on some of the issues raised through the survey and other facets of the community engagement process
- **Community Survey** – 60 people completed a community survey representing a cross-section of the community and stakeholders
- **Community Visioning Session** –36 people participated representing a wide range of community groups and interests

Based on findings from the research and community engagement, the consultants produced a *Key Findings and Strategic Directions Report*. The Report summarized findings from all the work to date and identified a series of Strategic Directions to guide the development of the final *Municipal Cultural Plan for the Township of Springwater.*

Community Engagement Summary

A summary of themes emerging from the community engagement process has been synthesized in the following chart expressing community Needs, Values and Aspirations.

Needs

- A shared vision and clear direction for cultural development throughout the municipality
- Greater community-wide appreciation of the economic importance of culture to the municipaliity's current and future prosperity
- A broadened leadership role for the Township of Springwater
- A cross-sectoral leadership group or committee to support implementation of the Municipal Cultural Plan
- Stronger collaboration and networking among cultural groups
- More integrated, experience-based cultural tourism experiences
- Improved signage throughout the municipality to showcase cultural assets
- Better marketing and promotion of cultural resources across the municipality
- Sustaining and strengthening volunteers by reaching out to a new generation of volunteers - particularly youth
- Strategies to strengthen and sustain festivals and events
- Stronger engagement with youth and investment in youth programming
- New flexible multi-purpose facilities to support creative cultural enterprises, shared meeting spaces, small performance venues, among others
- Better connectivity and marketing of trails and other natural assets
- Building a stronger shared identity for the municipality
- Redevelopment and revitalization of commercial areas by leveraging cultural resources and activities
- Better knowledge and appreciation of the municipality's rich history and heritage

Values

- Community spirit, civic pride and volunteerism
- Respect for history and heritage
- Valuing creativity and the municipality's talented artists and artisans
- The contribution of Aboriginal culture, identity and traditions
- Respecting diversity, inclusion and access to culture for all community members
- Valuing natural heritage and the municipality's proud rural heritage and identity

Aspirations

- Strengthened collaboration, communication and networking among cultural groups and activities
- A stronger shared identity for the municipality
- Expanded understanding of the economic importance of culture
- Expanding creative cultural enterprises and employment opportunities across the municipality
- Expanded community engagement and participation in cultural activities
- Comprehensive mapping of cultural resources to raise awareness for residents and visitors
- A broadened supporting and facilitating role for the Township

3 A Municipal Cultural plan for the Township of Springwater

Rob Howard, Owner, in The Conservatory

3.1 Vision and Guiding Principles

Vision Statement

Celebrating and leveraging Springwater Township's unique cultural resources to build shared identity and future prosperity.

Guiding Principles

In pursuing this vision, the Township of Springwater endorses the following guiding principles;

- We see culture as integral to planning for a sustainable community, alongside social, economic and environmental considerations.
- We see our history and culture as a source of civic pride and shared identity that connects the municipality.
- We see our combined natural and cultural environments as key to the quality of place that attracts people and investment.
- We see creativity and culture as a source of inspiration and innovation in a rapidly changing world.
- We see our cultural assets as essential to building vibrant downtowns that are the social and economic hubs of our communities.
- We see a municipality in which cultural programs and activities are accessible to all parts of our community and throughout all phases of life.
- We see a municipality that values and supports strong cultural organizations working together toward shared goals.

The plan is an opportunity to validate the importance of culture in the Township of Springwater. The Springwater Cultural Plan can further solidify a cultural agenda by setting a long-term shared vision for cultural development in the municipality that all cultural stakeholders could work towards.

-   Key Findings Report

3.2 Goals

The Municipal Cultural Plan is built on four high-level goals that anchor and set a context for a range of Recommended Actions. These Goals have been distilled from the set of Strategic Directions defined in the *Key Findings and Strategic Directions Report.* The current Municipal Cultural Plan should not be considered a finished document. Rather, it should be viewed as a thoughtful starting point based on an assessment of where the municipality finds itself today, together with the expressed needs and aspirations for the future. The Municipal Cultural Plan must also be dynamic and continue to respond to changing needs and opportunities. New actions will emerge throughout the 10-year lifespan of the Municipal Cultural Plan. Recommended Actions propose mechanisms to respond to these new opportunities.

It should be noted that there has been a prioritization of Recommended Actions to reflect a logical sequence of activities, beginning with a number of foundational initiatives that will build the capacity of the Township and its partners to successfully implement many subsequent Actions. A proposed Implementation Plan is set out in Chapter 4. Again, this should be viewed as a flexible document that can be adjusted to respond to new issues and opportunities.

Goals

- **Goal 1: Broaden the Township's Leadership Role**
- **Goal 2: Build a Strong and Collaborative Cultural Sector**
- **Goal 3: Expand Culture-Led Economic Development**
- **Goal 4: Strengthen Awareness of History and Heritage**

3.3 Recommended Actions

For a number of Recommended Actions set out below, leading practices from other municipalities are provided. While it is recognized that many are drawn from municipalities much larger than Springwater, these leading practices can provide ideas and insights to support implementation of those Actions.

GOAL 1: Broaden the Township's Leadership Role

Throughout the community engagement process, the Township was praised for its progressive vision and the leadership role it had played in launching the municipal cultural planning process. The ways in which the Township could continue to support cultural development through its normal operations such as improved signage, strengthened coordination and collaboration across departments in support of culture, among others, were also acknowledged. However, there was also a strong call for the Township to broaden its role in facilitating communications and networking among cultural groups, and strengthening collaboration with business and community partners.

Recommended Actions:

1. Promote the Plan Widely Across the Municipality

A first priority should be for the Township to raise awareness across the municipality of the Municipal Cultural Plan. A strong focus should be on the unifying vision intended to build a shared sense of purpose and common cause across the 'community of communities' that characterizes the municipality. An important target audience should be those community members that participated in the community engagement process. The Township should seek out cultural, business and

In terms of Township roles and responsibilities, stakeholders commented that they did not believe the Township should be planning and delivering events. Rather the focus should be more of a community development role, facilitating networks and helping to build the collective capacity of the cultural sector to address its own needs and opportunities.

- Key Findings Report

community partners and secure their cooperation in pushing communications through their networks and email distribution lists.

2. Discuss and Identify Staff and Administrative Requirements to Implement the Plan

Currently the Township does not have in place an administrative structure or sufficient staff resources needed to implement the 10-year agenda of Actions set out in the Municipal Cultural Plan. The Township of Springwater Economic Development Strategy recommended hiring an Economic Development Officer. Consideration could be given to connecting this recommendation to staff requirements needed to implement the Municipal Cultural Plan and to support ongoing cultural development potentially through a position entitled Community Economic Development. Economic Development Officers in other municipalities in Simcoe County often combine responsibilities for economic development, tourism and culture. A similar staff position in Springwater would also have the advantage of joining the network of Economic Development Officers established by the Economic Development Office of the County of Simcoe.

3. Create a Cultural Roundtable or Cultural Resources Committee

Throughout the community engagement process there was strong support expressed for a new cross-sectoral leadership group or committee to mobilize the partnerships and resources needed to implement the Municipal Cultural Plan. The Township of Springwater Economic Development Strategy recommended the Township focus on building partnerships and expanding outreach in the community goals consistent with the establishment of this new body.

There are several approaches or mechanisms possible to address this need. Some municipalities have established 'arm's length' leadership groups (sometimes called Cultural Roundtables) to build government, business and community partnership. Other municipalities have established new committees of Council (sometimes called Cultural Resources Committees) with similar mandates and responsibilities.

Experience in other communities suggests the most effective groups bring together representatives from the following groups or constituencies.

- Council
- Municipal staff
- Cultural sector representatives – across not-for-profit and for-profit sectors
- Business representatives – Chambers of Commerce, BIAs, etc.
- Education – primary and/or secondary
- Service Clubs
- Youth

While the group can play an advisory role to Council, the primary purpose and focus is to be *action-oriented* in supporting the implementation of specific Recommended Actions set out in the Municipal Cultural Plan. The strategy is to strike task-driven Working Groups for specific Actions or initiatives. These Working Groups can recruit other individuals or organization in the community to mobilize additional expertise and resources.

As a point of reference for the Township, three leading practices are set out in Appendix C. The leadership group (whatever form it takes) also serves as an effective vehicle for strengthening networking and collaboration across the cultural sector.

4. Convene a Staff Forum on the Municipal Cultural Plan

Successfully implementing the Municipal Cultural Plan requires building shared understanding and collaboration among all municipal staff. An early priority should be convening a forum to present the Plan to staff and to familiarize them with municipal cultural planning tools and assumptions.

5. Convene a Cultural Summit or Rally

A Cultural Summit designed to bring together a wide range of stakeholders and community members is an effective means of continuing the community engagement and conversation begun through the development of the Municipal Cultural Plan. The event is an opportunity to report on progress made in implementing the Plan, and engage the community in 'opportunity citing' about new issues or opportunities. The event can have a fresh format each time – for example featuring local artists or performers or including sessions on different cultural issues (e.g., cultural tourism, youth programming, etc.). Some larger municipalities convene annual summits but the frequency should be determined by the Cultural Roundtable or Cultural Resources Committee. For example, the meeting could be convened every two years to reduce planning and organizational time. Whatever timing or format, the primary focus should be engaging as broad a cross-section of the community as possible.

6. Integrate Culture into Municipal Planning and Decision-Making

One of the most important outcomes of the Municipal Cultural Plan is to build the capacity of the Township of Springwater staff to incorporate culture into ongoing planning and decision-making. 'Adopting a cultural lens' or factoring culture into a range of other plans and policies means asking three questions:

- How can cultural resources contribute to addressing broader municipal goals and priorities (e.g. economic diversification, retaining youth, growing cultural tourism, etc.)?
- How do local planning decisions impact cultural resources (e.g. the impact of new developments on existing and valued natural or cultural heritage resources)?

- How can cultural resources enhance the quality of place, form and function of the built environment and the public realm? (e.g., through commissioned public art, strong urban design guidelines, interpretive materials related to local history, cultural programming in public spaces, etc.).

The Municipal Cultural Plan will help build the capacity of staff to integrate culture into ongoing planning by:

- Establishing a set of shared definitions and assumptions to support cross-departmental planning;
- Supporting more informed planning through sustained cultural mapping of cultural resources.

GOAL 2: Build a Strong and Collaborative Cultural Sector

The Township of Springwater is home to a diverse range of cultural organizations and activities. However, like most municipalities in Canada, this cultural sector is fragmented and suffers from a lack of collaboration that could strengthen individual organizations and the sector as a whole. Initiatives such as SUMAC – a network of cultural organizations - stand as an example of the power and potential for groups working collaboratively toward shared goals. The establishment of the Springwater Guild of Artists and Artisans (SGAA) is another promising example of efforts to better connect individuals and organizations active in arts and cultural activities in the municipality. A number of initiatives could be undertaken to complement and extend these efforts.

Recommended Actions:

7. Strengthen Cultural Networks

Strengthening and sustaining networking among cultural groups requires concrete networking activities or initiatives. Some simple, low-cost initiatives could include the following;

- **Regular networking sessions** – these short (60 minutes), informal sessions have proven successful in other communities as a means of sustaining conversations and exchanging information among a range of different cultural groups and activities. Information exchanges can discuss upcoming programs and events, opportunities for cross-promotion of events or activities, recruitment of volunteers, among others. Hosting sessions can rotate between organizations. In some communities they take place over breakfast on people's way to work. Whatever the time or format, the key to success is a well-facilitated session that keeps the discussion moving and makes minimum demands on people's time

- **Create a Community-Wide Community Calendar** – A strong recommendation that emerged from the community engagement process was the establishment of a municipality-wide calendar of cultural programs and events. Establishing a calendar not only helps promote events to the community but also serves to help groups avoid scheduling conflicts. The ideal tool is one that invites individuals and cultural organizations to post content

themselves (subject to review prior to publishing to the calendar). Currently, the new Springwater website has the ability to create this type of community calendar.

8. Expand Cultural Marketing and Promotion

There was a strong call for enhanced cultural marketing and promotion aimed at increasing attendance at local events and activities, as well as growing tourism in the municipality. A marketing and promotion strategy should make use of traditional print-based media as well as newer social-media tools. The development of a unifying 'cultural brand' could form part of the strategy. A strong message in the community engagement process was that any new branding initiative should be consistent with and complement the recent Township branding project. The strategy could also build on and leverage the recently announced Township of Springwater Signage Program.

9. Address Cultural Facility Needs

There were a range of ideas raised during the community engagement process related to current and future cultural facility needs. To address current and future cultural facility needs, two actions are recommended.

- **Undertake a Comprehensive Inventory of Cultural Spaces and Facilities –** There is an abundance of spaces in the municipality currently serving cultural uses including churches, schools, libraries and recreation facilities. An inventory of these spaces should be undertaken to create a central database or inventory. Making such an inventory publicly accessible would help cultural groups across the municipality find spaces that they might otherwise miss. There could also be an investigation into the potential for some kind of centralized booking of spaces and facilities.

Leading Practice: One leading practice related to the creation of a comprehensive inventory of cultural spaces and facilities can be found in Oakville. CommUnity Arts Space emerged in response to demands from Oakville's creative groups to increase public space(s) for arts and culture in their town. CommUnity Arts Space was able to advise the Town in detail of current space needs for creative local community groups and guilds and continues to act as a link between the Town of Oakville and local community groups to ensure that space planning takes a multitude of views and needs into account. In June 2011, CommUnity Arts Space merged with the Oakville Arts Council to pool resources and build capacity to meet the needs of the Town's arts and culture sector.

- **Investigate the Potential for a Multipurpose Cultural Facility** – A clear trend in cultural facility development in municipalities across Canada is the creation of multipurpose or multifunctional facilities intended to serve a range

Most stakeholders felt large capital investments in recreational spaces would not be feasible at this time. However, the creation of a flexible facility or space (one interviewee referred to it as a cultural 'black box') to serve many purposes such as performance hosting and a gathering space for young entrepreneurs could serve community development and address a range of cultural needs.

-   *Key Findings Report*

of cultural activities: exhibition and performance spaces; meeting rooms; studio spaces for individual artists/artisans. A multipurpose cultural facility could also serve as a shared administrative space for small cultural groups to meet basic needs such as meeting rooms, photocopier, small scale storage spaces, etc. The idea for such a multipurpose space emerged as a strong idea through the community engagement process. The Township, working with its partners, should investigate the potential for establishing such a facility potentially through the adaptive reuse of an existing building or facility. This could include leveraging existing public buildings such as schools. The space should take into consideration the need for high functionality for a broad spectrum of users, and affordability considering the municipality's size and population.

Best Practice: The Vancouver Roundhouse is one of the most admired and successful multi-purpose cultural facilities in the country. The Roundhouse is located in Vancouver's oldest heritage building and has a twofold mandate: to be a centre for community cultural development and a community source for recreational activities for all ages. Its features include a black box Performance Centre, an exhibition hall, woodworking, pottery and dance studios, a full size gymnasium, a cafe area, and various multi-purpose spaces. Obviously the facilities offering speaks to a much larger population base, but the flexible space and diverse users serve as an excellent example for Springwater. The Roundhouse most importantly acts as a Connection; it exists to serve the needs of widely divergent communities. It reaches out to the places and situations where those communities feel comfortable. This concept has been applied on a smaller scale in Ontario communities such as Barrie, Peterborough, Guelph and Picton.

10. Develop a Public Art Policy and Program

The Township of Springwater will soon be undertaking a review of its Official Plan. Completion of the *Municipal Cultural Plan for the Township of Springwater* prior to the launch of the review process will support and inform this process. Cultural mapping has produced a body of information to inform the Official Plan review and produced an important new 'layer' of data in the Geographic Information Systems (GIS) system to inform planning. Implementation of recommendations set out in the Municipal Cultural Plan will serve to build the capacity of the Township and its partners to ensure effective integration of culture and heritage policies in the new Official Plan.

The inclusion of strong public art policies should be a priority for the Official Plan. In anticipation of the Official Plan review, the Township should begin work on a public art policy and program. An examination should be made of leading practices in public art policies and programs in other municipalities in Ontario and elsewhere in Canada. The Cultural

Roundtable/Cultural Resources Committee, drawing on representation from business and community groups, could provide a mechanism for generating funding to support the public art program.

In considering the most appropriate policy and program for the Township of Springwater, two models or frameworks to consider are the following;

- **Civic Public Art** – a category of professional commissioned works funded by the Township (potentially in collaboration with business or community partners noted above) that covers a range of media in outdoor spaces (including murals, sculpture, etc.) as well interior spaces (including paintings, sculpture, multimedia installations, etc.) The Township has a number key locations that could serve as a home for these types of installations.

- **Community Public Art** – a program that invites community residents to participate, either on their own or supported and facilitated by professional artists, to create public art. Community public art can be a powerful vehicle for promoting community dialogue and providing an opportunity for local residents to creatively express the unique aspects of their community. It is also a powerful way to engage youth and raise awareness of the arts and culture.

GOAL 3: Expand Culture-Led Economic Development

Cultural resources and activities already make a significant contribution to the local economy, and have the potential to contribute much more. Another strong theme emerging from the community engagement process was the need to broaden awareness of the economic importance of culture in the municipality.

Recommended Actions:

11. Develop More Integrated Experience-Based Tourism Offerings – There was a strong call for more integrated experience-based vision of tourism and tourism development in the municipality. Overall, there was a clear call for all tourism investments and initiatives to be coordinated to the greatest extent possible with those being undertaken by the County of Simcoe and Regional Tourism Organization 7. Acknowledging the need for coordinated efforts, participants in the community engagement process called for cultural tourism programs and offerings that focused less on individual assets or attractions and more on providing an overall cultural experience to both residents and visitors. One approach to developing these more integrated cultural experiences is to the development of story-based programs and itineraries. For example, in the Niagara Region story-based cultural experiences and itineraries have been built on the story of Black

Stakeholders suggested that better understanding of the economic impacts of cultural resources and events could help drive attendance, support community engagement and, potentially, increase investment.

- *Key Findings Report*

History in that region.[3] Springwater has a rich history and powerful stories around which such integrated cultural experiences could be built.

12. Grow Creative Cultural Enterprises

 The cultural mapping process revealed the existence of a range of creative cultural businesses or enterprises located in the municipality. The vast majority of creative cultural industries in any community are small and medium size enterprises (SMEs) that represent the fastest growing segment of the economy in virtually all jurisdictions. *The County of Simcoe Economic Development Strategic Plan* places a strong focus on supporting the growth of SMEs, providing opportunities for collaboration between the Township and the County in this important area. There is an opportunity to grow the number of creative cultural enterprises in the municipality through a number of initiatives undertaken independently or in collaboration with the County.

- **Convene 'Creative Minds' Events** – These events are being successfully implemented in a growing number of municipalities in Ontario. They combine networking and peer-to-peer learning opportunities for individuals working in small and medium sized creative enterprises, often including individual artists and artisans. The concept is simple. An after-work event is organized that begins with a period of informal networking. This is followed by short presentations by 4-5 individuals on their current business enterprise or activity, as well as future business development plans. In some communities these presentations are videotaped and posted to YouTube and linked to a dedicated website for reference by those unable to attend the event. Presentations are followed by another opportunity for networking. The entire event is designed to last no longer than 2 hours. They can be a powerful way of generating business networks and synergies but also contributing to building social capital that connects people and organization in a shared sense of commitment and identity in the community.

> *Leading Practice: Prince Edward County Creative Minds is a program for County businesses and professionals to network and share creative rural economy stories and experiences. Events are open to everyone and have helped grow a network of more than 150 individuals representing a diverse range of enterprises and creative occupations. The underlying purpose is described as providing a venue for individuals to meet local business people, access their services and be inspired by new ideas, knowledge and collaboration.*

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[3] The Niagara Greenbelt website has modeled a range of innovative programs and tourism packages using this model (http://www.niagaragreenbelt.com)

- **Implement a Program to Support Start-Up Enterprises in Underutilized Downtown Spaces** – Among the key work initiatives identified in the Council Strategic Plan 2110-2014 is promotion of Elmvale's main street. However, the main streets of other villages and communities across the municipality are suffering decline due to a range of factors including the impact of big box stores drawing people out of these downtown areas. Empty or underutilized stores and buildings on main streets is an increasingly serious problem across the municipality.

There is an opportunity to help address these challenges while also expanding creative enterprises in the municipality. One of the biggest challenges facing many individual artists or artisans or small creative enterprises is the availability of affordable space. Some municipalities have implemented programs to reclaim empty or underutilized buildings and spaces (often in downtown areas) for use as live-work spaces, artist studios or office space for small (often start-up) creative enterprises. In some cases, rent subsidies have been offered as a means of attracting new users and uses for these spaces. Many artists and cultural organizations have convinced building owners to actively support the cultural industry by allowing artists to set up simple galleries or 'pop-up galleries' which provide affordable mutual benefits to both the artist and building owner; allowing the artist to showcase their work while improving the curb appeal of an empty storefront to attract new tenants**.** The experience is often that artists or small businesses will invest their own 'sweat equity' to improve and upgrade these spaces. A program that supported use of these spaces could simultaneously help grow businesses and employment opportunities while contributing to reclaiming and revitalizing downtown areas.

A variation on this type of program is the Summer Company Program developed by the Barrie Business Centre. Here a small amount of seed capital ($1500) is provided to entrepreneurs with a strong business plan who are then encouraged to occupy empty retail spaces and storefronts, often in less successful areas in the downtown. Business mentors are provided to answer questions and help address issues and challenges. Those enterprises that demonstrate success after the summer are eligible for another $1500 in funding to support their business. One of the challenges facing Springwater is the deteriorating downtowns of small villages across the municipality. The Township of Springwater should investigate a program that supports both small business development and downtown renewal efforts.

Leading Practice: In Collingwood, Ontario the Tremont project involved the preservation, restoration and revitalization of an important designated building in the Collingwood Heritage District and its adaptive reuse to provide commercial opportunities and live/work space for the creative sector. The historic Tremont building underwent a 16-month restoration beginning in June 2009. The Tremont is now home to The Bay School of Art, The Tremont Cafe, The Elihu Book Room and nine artist studios. .

13. Support Youth Engagement and Retention

The needs and interests of youth in the community were raised in two contexts. The first was the need for accessible, affordable and relevant cultural programming for youth. The second was the challenge of keeping youth in the community through generating employment opportunities in the creative cultural sector. The following actions are recommended;

- **Establish a Youth Apprenticeship and Mentoring Program -** The Township, working with the Cultural Roundtable/Cultural Resources Committee, should work toward establishing a program that connects local youth with individual artists, young entrepreneurs and creative professionals. These apprenticeship programs can provide real opportunities to expose youth to potential career options and future employment possibilities, as well as fostering skills development

- **Strengthen Youth Programming -** A consistent message during the community engagement process was the lack of accessible and relevant cultural programming for children and youth. Strengthening youth programming requires that youth be engaged in a meaningful way in defining needs and interests. Ensuring youth representation on the Cultural Roundtable/Cultural Resource Committee would provide a forum for exploring opportunities to address these needs. There was also a call to establish an 'artists in the school's' program to bring direct exposure to the arts and culture into the classroom.

  Youth programming could be driven by a working group with local students or organizations serving a youth population. Hands on programming, that encourages student directed learning, should be prioritized, as should programs that could translate into youth employment. There exist a number of Student Run Businesses across Canada and the United States that could serve as examples when exploring options for programming options, such as Hoover High School in North Canton, Ohio and Peac-Treats from Moose Jaw, Alberta.

- **Connect High School Student Volunteer Requirements to Cultural Development -** Every student who begins secondary school must complete a minimum of 40 hours of community involvement activities as a requirement for an Ontario Secondary School Diploma (OSSD). The purpose is to encourage students to develop awareness and understanding of civic responsibility and of the contribution that they can make to supporting and strengthening their communities. There should be an investigation into opportunities to connect these volunteer requirements with the needs of festivals and events and other not-for-profit cultural groups and activities.

14. Strengthen Festivals

Springwater's festivals were identified as among the municipality's strongest cultural assets. While the Elmvale Fall Fair and Elmvale Maple Syrup Festival were the most frequently cited the municipality is home to a diverse range of other

Currently, the Township is seen as promoting individual events but there is a shift needed to marketing larger and more integrated visitor experiences. Some respondents felt that current festivals and events needed to better engage of a younger perspective. There was frequent mention of the challenge posed by an aging volunteer base and the need to recruit a younger generation to sustain cultural activities in the community.

- *Key Findings Report*

events, such as Savour Simcoe, which are important to connecting residents and attracting visitors. However, consultations also acknowledged the challenges facing many festivals including the following;

- Most events rely on a dedicated group of volunteers; many are led by individuals who have played key leadership roles for many years (often since the founding of the festival). Concerns were expressed about the challenge of recruiting a new generation of leaders to replace these individuals when they retire. There was also a need expressed for new ideas to 'refresh' and grow some events to reach out to new audiences.
- A stronger collective marketing strategy would benefit all events and if well executed, attract higher levels of attendance from outside the municipality.

It is recommended a multi-prong festivals strategy be undertaken, elements of which may include the following;

- Creating a unified festivals' brand and marketing strategy promoting festivals year-round.
- Promote stronger cross-promotion of events.
- Distinguishing different types of events in order to focus investment in festival development (i.e., *Tourism Events* – those that already attract sizeable numbers of attendees, a significant portion of which from outside the community; *Growing and Emerging Events* – those with the potential to grow into Tourism Events; and *Community-based Events* – those that are primarily community focused with limited tourism potential).
- Developing a proactive recruitment strategy for the next generation of volunteers.
- Encourage community organizations to develop a new signature festival ('Celebrate Springwater' was one suggestion) that would contribute to building shared identity and communicate a vibrant and contemporary cultural brand for the municipality. The Township could help facilitate the development of this event.
- Developing a reinvestment strategy in which a portion of revenues from events are used to support stronger marketing and promotion of all events, and the potential creation of new events.

Best Practice: The growth of tourism is an economic development priority for the City of Burlington. To further this agenda, a Festivals and Events Strategy was developed. The Strategy established an overall guiding vision, recommended priorities for municipal investment and addressed capacity building issues and strategies for all events (including shared administrative facilities and/or services for festival groups). The Strategy also recommended that shared marketing and promotion campaigns be coordinated for all events. The overall goal of the Burlington Strategy was to grow attendance at events. There is clear evidence that the Strategy succeeded in achieving this objective including the tremendous growth in the city's Sound of Music Festival.

15. Develop an Integrated Cultural and Agri-Tourism Strategy

Buying and purchasing locally as well as the rural heritage came up repeatedly during the community engagement process as areas needing to be addressed by the Municipal Cultural Plan. The promotion of local agricultural products and rural life activities available to locals and visitors through events, fixed attractions or products and services would help alleviate financial pressures on the farming community. Residents would also have increased access to fresh farm products.

Using the compiled Tourism Statistics provided by the Ministry of Tourism, Culture and Sport, the Township can assess their current market to inform the strategy. A number of collaborators exist for this exercise, including Simcoe County Farm Fresh, the County of Simcoe, and the Regional Tourism Organization #7. Potential initiatives include: the development of a food trail in the municipality or the wider County allowing residents and visitors to follow a tour of local farm stands and agricultural attractions; spin-off events as part of Savour Simcoe; support for community farmer's markets, and programs to connect local retailers and restaurateurs with local food producers. Agri-tourism should also be considered when developing larger, experience-based tourism offerings.

16. Support Retail Businesses

Some participants in the community engagement process felt that as the Township moves forward in promoting local tourism, there will be a need to share best practices with local businesses, especially small main street retailers and service providers. Simple innovations such as later hours, cross-promotion or promotional activities during large community festivals need to be adopted by local businesses to ensure they can take advantage of local demand. Many residents travel to Barrie to purchase food, gifts and clothing in part because of the more convenient hours. Sharing best practices, perhaps in collaboration with the local Business Improvement Areas, would provide businesses with the information to better understand their clientele (from both inside and outside the municipality). A retail gap analysis was also suggested, with a focus on promoting gaps as potential areas for new investment and linking these investments to empty retail space.

17. Continue Cultural Mapping

The cultural mapping work completed as part of the Municipal Cultural Plan provides a solid foundation upon which to continue mapping work in Springwater. The current mapping data provides a picture of the current 'state of cultural resources' in the municipality, and a benchmark from which to assess growth and change in the asset base over time.

There is a growing body of experience in Canadian municipalities in establishing interactive cultural maps that expose a wide range of local cultural resources to both residents and visitors. The County of Simcoe is an acknowledged leader in this work in the province. The County is also considering a County-wide cultural mapping project. The Township should

work collaboratively with the County of Simcoe to sustain and expand cultural mapping work in the municipality and the region.

GOAL 4: Strengthen Awareness of History and Heritage

One of the strongest themes in the community engagement process was the need to promote stronger awareness and understanding of the rich history of the area. A number of initiatives could be undertaken to support this goal.

Recommended Actions:

18. Develop a Heritage Master Plan

The current Township of Springwater Official Plan recommends the development of a Heritage Master Plan. The Township has taken important steps in recent years to strengthen conservation of built heritage through such measures as the implementation of the Ontario Heritage Property Tax Relief Program. However, a Heritage Master Plan would consider a wider range of natural and cultural heritage resources and establish an overarching vision and integrated planning framework to conserve and promote these critically important assets.

19. Launch a Community Storytelling Program

Stories have been called the 'DNA of culture'. Every community has a rich array of stories to tell that express its unique identity. A storytelling program could be initiated using a combination of new as well as existing channels:

- Inviting the community to contribute their own stories using simple tools such as Survey Monkey;
- Add a storytelling component to one or more existing festivals or events; and,
- Convening an annual storytelling festival.

Seeking out and promoting stories with themes that spanned the municipality can also serve to build a stronger shared identity. Support for professional storytellers and storytelling is being examined by funding bodies such as the Ontario Arts Council and there is a growing network of professional storytellers that could be engaged to participate in an annual festival or special event. The stories could be used to support such initiatives such as cultural marketing, stronger interpretive materials for trails, and providing content for interactive community opportunities

20. Launch a Regional Murmur Project

Respondents felt that the cultural mapping process was one of the most important elements of the Springwater Cultural Plan. Mapping will help identify the many pockets of cultural assets. It will also help address the key challenge of defining Springwater as a distinct place and making residents and visitors more aware of its cultural offerings.

- *Key Findings Report*

Consideration should be given to establishing a municipality-wide version of the highly successful [murmur] project in Toronto[4]. The project collects and records people's personal histories and anecdotes about specific places in neighborhoods or communities. In each of these locations a small [murmur] sign with a telephone number is placed that enables anyone with a mobile phone to call and listen to that story while standing in that place, allowing the listener to engage directly in the physical experience of the place. The program relies on relatively straightforward and inexpensive software. In addition, because the program makes use of cell phones as its primary means of communication, it is highly accessible to residents as well as visitors. Many other increasingly sophisticated technologies are emerging that enable residents or tourists to listen to stories and interpretive information online at home or via wireless technology such as a tablet or smartphone. Other projects similar to this one have been successful and staff should research similar projects to see what works and what doesn't. Efforts should be made to promote such a program broadly in the community through a range of partnership with businesses and such important agencies as the Nottawasaga Valley Conservation Authority. As this is a relatively new concept using emerging technologies, staff should research existing projects to better understand what has worked, and what has not worked in other communities

21. Develop and Promote Natural Heritage Routes

The municipality is blessed with an extraordinary network of trails together with a range of other natural heritage features including canoe routes, the Nine Mile Portage, the Heritage Trail, among others that serve to connect different parts of the municipality and link a diverse range of cultural and heritage assets. The *Township of Springwater Trails Master Plan* completed in 2008 acknowledged the importance of these assets, and set out a series of recommendations related to their management and development. Much was said during the community engagement process about the potential to further develop and promote these routes. Specific recommendations were made about improving signage and way-finding tools as well the development of storyboards and other interpretive materials to communicate the area's rich natural and cultural history. The Township should consider the development of an integrated strategy to leverage these routes as unique assets for both the community and tourists. The Township could also work to partner with trails/heritage organizations to implement signage consistent with the Springwater Signage Program.

3.4 Monitoring

Part of the effective implementation of any plan is putting in place mechanisms to track progress toward the implementation of the Municipal Cultural Plan. One mechanism for monitoring progress is a regular "*Report Card"* for

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[4] http://murmurtoronto.ca

submission to Council and distribution to the wider community. The frequency of the Report Card could be determined by the Township. Some municipalities produce annual reports but reporting on a regular (perhaps every other year) could serve the needs of the municipality while not overburdening staff. Distribution of the Report could be timed for release prior to the Cultural Summit to communicate achievements in implementing the Municipal Cultural Plan.

4 Proposed Implementation Plan

Recommended Actions are outlined according to the following:

- **Timing –** whether the action is to be initiated in Year 1 (assumed 2013) or three time horizons: **Short** term (2-3 years), **Medium** term (4-6 years) or **Long** Term (7-10 years)

- **Actions –** initial steps needed to launch the Recommended Action

- **Outcome Measures –** statements describing how success in implementing each Action could be assessed.

Studio and work of Mary Lynne Atkinson, Local Artist

Recommendations	Timing				Actions	Outcome Measures
	Year 1	S	M	L		
Goal 1: Broaden the Township's Leadership Role						
1 **Promote the Plan Widely Across the Municipality**	■				• Prepare a media release announcing completion of the Plan • Secure support from cultural, business and community partners in distributing the release to their networks	• Greater awareness of the Municipal Cultural Plan and its guiding vision and recommendations • Stronger understanding of importance of culture to economic development and community well-being.
2 **Discuss and Identify Staff and Administrative Requirements to Implement the Plan**	■				• Council to consider requirements and options for addressing staffing needs	• Increased capacity to successfully implement the Plan and ongoing cultural planning and cultural development. • Higher visibility for culture within the Township
3 **Create a Cultural Roundtable or Cultural Resources Committee**	■				• Establishment of Terms of Reference • Recruit first Roundtable/Cultural Resources Committee (hereafter referred to as Roundtable)	• Stronger relationships between the municipality and its cultural, business and community partners. • Increased capacity to implement the Plan and support ongoing cultural development through tapping business and community support and resources

4	**Convene a Staff Forum on the Municipal Cultural Plan**				• Organize and convene a 2-hour staff forum	• Greater capacity across departments to factor culture into ongoing planning and decision-making.
5	**Convene a Cultural Summit or Rally**				• Establish a Working Group of the Roundtable to develop plans for the initial Summit/Rally • Convene Rally	• Sustained engagement of cultural stakeholders and the wider community in implementing the Municipal Cultural Plan • Stronger networks and enhanced collaboration. • Increased visibility for cultural issues through communications strategy and media coverage for the Summit
6	**Integrate Culture into Municipal Planning and Decision-Making**				• Ensure relevant staff participation in working groups to implement specific Recommended Actions • Sustain staff conversations following the staff forum to continue to build shared knowledge related to integrated planning	• Increased capacity to consider cultural resource impacts and opportunities as part of any planning decision.

Recommendations	Timing				Actions	Outcome Measures
	Year 1	S	M	L		
Goal 2: Build a Strong and Collaborative Cultural Sector						
7	**Strengthen Cultural Networks**					
a.	**Regular Networking Sessions**	■				• Township staff to convene first networking session • Recruit organizations to host and facilitate subsequent sessions	• Reduced fragmentation among cultural groups leading to stronger collaboration and resources sharing. • Enhanced synergies and new initiatives across disciplines and cultural activities
b.	**Create a Community Wide Community Calendar**	■	■			• Determine calendar best suited to Springwater's needs and establish calendar	• Increases awareness (for residents and visitors) of community programs and events • Reduced number of competing events on the same dates leading to stronger attendance
8	**Expand Cultural Marking and Promotion**		■			• Strike a Working Group of the Roundtable to develop an overall strategy and phases for implementation plan	• Greater awareness of full range local cultural resources. • Support stronger participation and attendance by residents in cultural programs and activities • Increased numbers of tourists contributing to economic development

					Actions	Outcomes
9	**Address Cultural Facility Needs**					
a.	**Undertake a Comprehensive Inventory of Cultural Spaces and Facilities**		▌		• Recruit a summer student, under the supervision of Township staff to undertake the inventory • Once complete, make the inventory publicly accessible via the Township website	• Enhanced knowledge of existing spaces available for cultural activity. • Better informed decision-making related to potential; new cultural spaces or facilities
b.	**Investigate the Potential for a Multipurpose Facility**			▌	• Review findings from facilities inventory to assess gaps and needs • Examine best practices for multipurpose cultural facilities and identify potential buildings • Define range of uses and space needs for multi-purpose facility • Identify potential facilities for adaptive re-use	• Multiple uses by multiple stakeholders ensuring optimum use of funds for to address cultural facility need • Shared space facilitating networks and synergies across different types of cultural activity
10	**Develop a Public Art Policy and Program**		▌		• Examine leading practices in public art policies and programs in Ontario municipalities • Township staff to develop draft policy and program in anticipation of inclusion in the Official Plan review	• More attractive public spaces across the community. • Opportunities to showcase local artists.

Recommendations		Timing				Actions	Outcome Measures
		Year 1	S	M	L		

Recommendations		Year 1	S	M	L	Actions	Outcome Measures
Goal 3: Expand Culture-Led Economic Development							
11	**Develop More Integrated Experience-Based Tourism Offerings**		▮			• Strike a Working Group of the Roundtable to consider stories /themes to guide development of tourism offerings/packages (ensure representation on the Working Group from County of Simcoe Economic Development Office) • Develop tourism offerings/packages	• Tourists more likely to spend longer in the community spending more money • Integrated tourist experiences support relationship building and cross-marketing across cultural groups and activities
12	**Grown Creative Cultural Enterprises**						
a.	**Convene 'Creative Minds' Events**	▮				• Work with County of Simcoe Economic Development Office to consider collaboration on events with other municipalities in the County • Convene first event	• Greater appreciation of local talent and creative enterprise. • Enhanced knowledge of range and diversity of creative enterprises opening up opportunities for collaboration and joint business partnerships and synergies
b.	**Implement a Program to Support Start-Up Enterprises in Underutilized Downtown Spaces**		▮			• Strike a Working Group of the Roundtable to develop plans for the program • Assess levels of interest and availability of resources to support the program • Launch program	• Renewal of downtowns through occupation of empty or underutilized buildings • Growth in creative cultural enterprises and employment

Recommendations	Timing				Actions	Outcome Measures
	Year 1	S	M	L		
Goal 3: Expand Culture-Led Economic Development						
13 **Support Youth Engagement and Retention**						
a. **Establish a Youth Apprenticeship and Mentoring Program**		■			• Establish a Working Group of the Roundtable to assess interest in establishing the program • Ensure representation from the Elmvale District High School and the Springwater Guild of Artists and Artisans • Based on level of interest, design and launch program and recruit initial apprentices	• Increased awareness of career options and opportunities for youth. • Creation of career paths and opportunities for youth.
b. **Strengthen Youth Programming**	■	■			• Recruit a youth representative for the Cultural Roundtable • Strike a Youth Working Group and explore partnership opportunities to expand programming.	• Cultural programming responsive to youth interests and needs
c. **Connect High School Student Volunteer Requirements to Cultural Development**		■			• Use same Working Group struck to examine the Apprenticeship Program to explore levels of interest and logistics for establishing such a program • Based on level of interest, identify cultural groups interested in working with student volunteers and launch program	• Exposure of youth to potential career opportunities in the cultural sector. • Stronger cultural groups and activities through access to additional resources.

Recommendations	Timing				Actions	Outcome Measures
	Year 1	S	M	L		
Goal 3: Expand Culture-Led Economic Development						
14 **Strengthen Festivals**		■			• Strike a Working Group of the Roundtable to develop terms of reference for the Strategy • Determine need for consulting support to undertake the Strategy • Secure funding, retain consultant and complete the Strategy	• Integrated vision and strategy for conserving all forms of heritage • Potential cost saving and efficiencies. • Increased collaboration across heritage disciplines.
15 **Develop an Integrated Cultural and Agri-Tourism Strategy**			■		• Strike a Working Group of the Roundtable to define the scope of the strategy (or specific programs or initiatives) • Working with the Economic Development Office of the County of Simcoe, explore potential for funding support for the development and implementation of the strategy and/or programming	• Profiling of cross-municipal stories contributing to shared identity and civic pride.
16 **Support Retail Businesses**		■			• Strike a Working Group of the Roundtable to consider needs and leading practices in this area • Develop initiatives to address these needs	• Greater awareness of the municipalities many unique cultural and heritage assets and stories
17 **Continue Cultural Mapping**	■	■	■	■	• Township staff to continue to work collaboratively with the County of Simcoe to sustain and extend cultural mapping	• Leveraging strong natural heritage routes to connect different heritage and cultural resources and different parts of the municipality

Recommendations	Timing				Actions	Outcome Measures
	Year 1	S	M	L		
Goal 4: Strengthen Awareness of History and Heritage						
18 **Develop a Heritage Master Plan**			▮		• Strike a Working Group of the Roundtable to consider this recommendation and if it is to proceed, develop terms of reference for the Heritage Plan	• Integrated vision and strategy for conserving all forms of heritage • Potential cost saving and efficiencies. • Increased collaboration across heritage disciplines.
19 **Launch Community Storytelling Program**		▮			• Identify opportunities to expand storytelling through existing festivals/events and explore opportunities to launch new storytelling initiative.	• Profiling of cross-municipal stories contributing to shared identity and civic pride.
20 **Launch a Regional Murmur Project**			▮			• Greater awareness of the municipalities many unique cultural and heritage assets and stories
21 **Develop and Promote Natural Heritage Routes**		▮				• Leveraging strong natural heritage routes to connect different heritage and cultural resources and different parts of the municipality

Appendices

Appendix A – Steering Committee Members

Appendix B – Cultural Mapping Findings

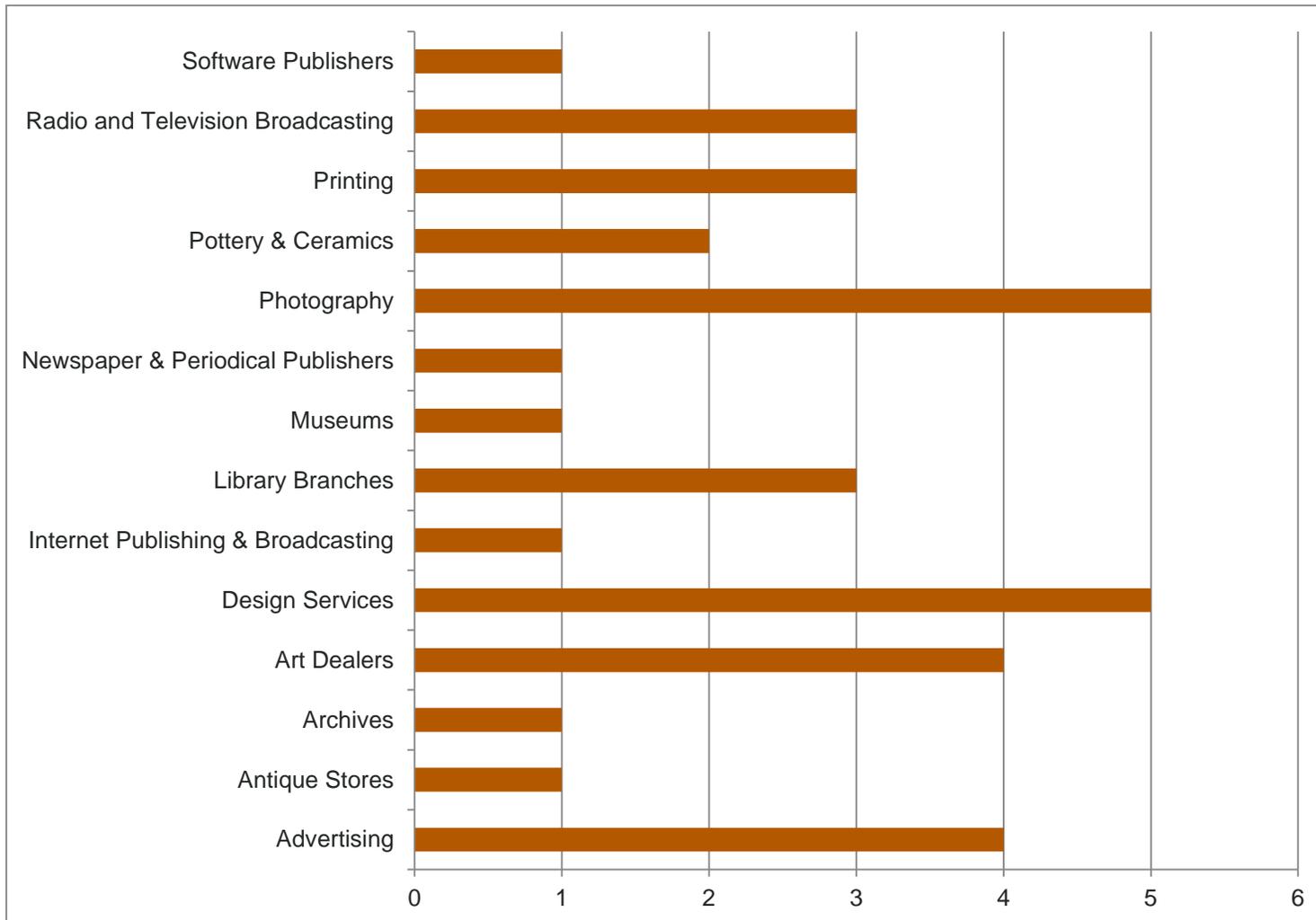**Appendix C – Cultural Roundtable or Committee Models**

Jam at the Springwater-Elmvale Farmers' Market

A. Steering Committee Members

Council
- Mayor Linda Collins

Township Staff
- Robert Brindley, Chief Administrative Officer
- Laura Thompson, Planner
- Jodi Longland and Julie Ann Columbus, Recreation & Special Events Coordinators

Community Representatives
- Robert Lamb, County of Simcoe Economic Development Officer
- Mary Lynne Atkinson, Springwater Guild of Artists and Artisans
- Greig Stewart, Heritage Representative
- John Ball, Tourism Representative, General Manager of Snow Valley Ski Resort

B. Cultural Mapping Findings

| Cultural Industries	
Advertising	**Library Branches**
Auto Trim & Signs of Canada	Springwater Library – Midhurst Branch
Blacks Signs& Banners	Springwater Library – Minesing Branch
BSW Custom Signs	Springwater Library – Elmvale Branch
Magnetsigns	**Museums**
Antique Stores	Simcoe County Museums
Market Bazaar	**Newspaper & Periodical Publishers**
Archives	Springwater News
Simcoe County Archives	**Photography**
Art Dealers	Courchesne Photography
Double Doors Studios	Hoffmark Graphic Design & Photography
Idle Fancies	Mike Guilbault Photography
Shiny Objects	Photographic Prints by Peter Whitfield
The Conservatory	Thomas Quint Fine Art Photography
Design Services	**Pottery & Ceramics**
Hoffmark Graphic Design	Fergusonvale Pottery
On Water Communication	Ploughpenny Pottery
Studio35 Designs	**Printing**
The Printing Image	Annan and Sons Lithography
West-Eden Design Studio	Express Printing Services
Internet Publishing & Broadcasting	Printing Image
Springwater Live	**Radio and Television Broadcasting**
	104.1 The Dock
	B101
	Water Productions Corp
	Software Publishers
	Maple Leaf Sound Productions

Figure 7: Cultural Facilities and Spaces
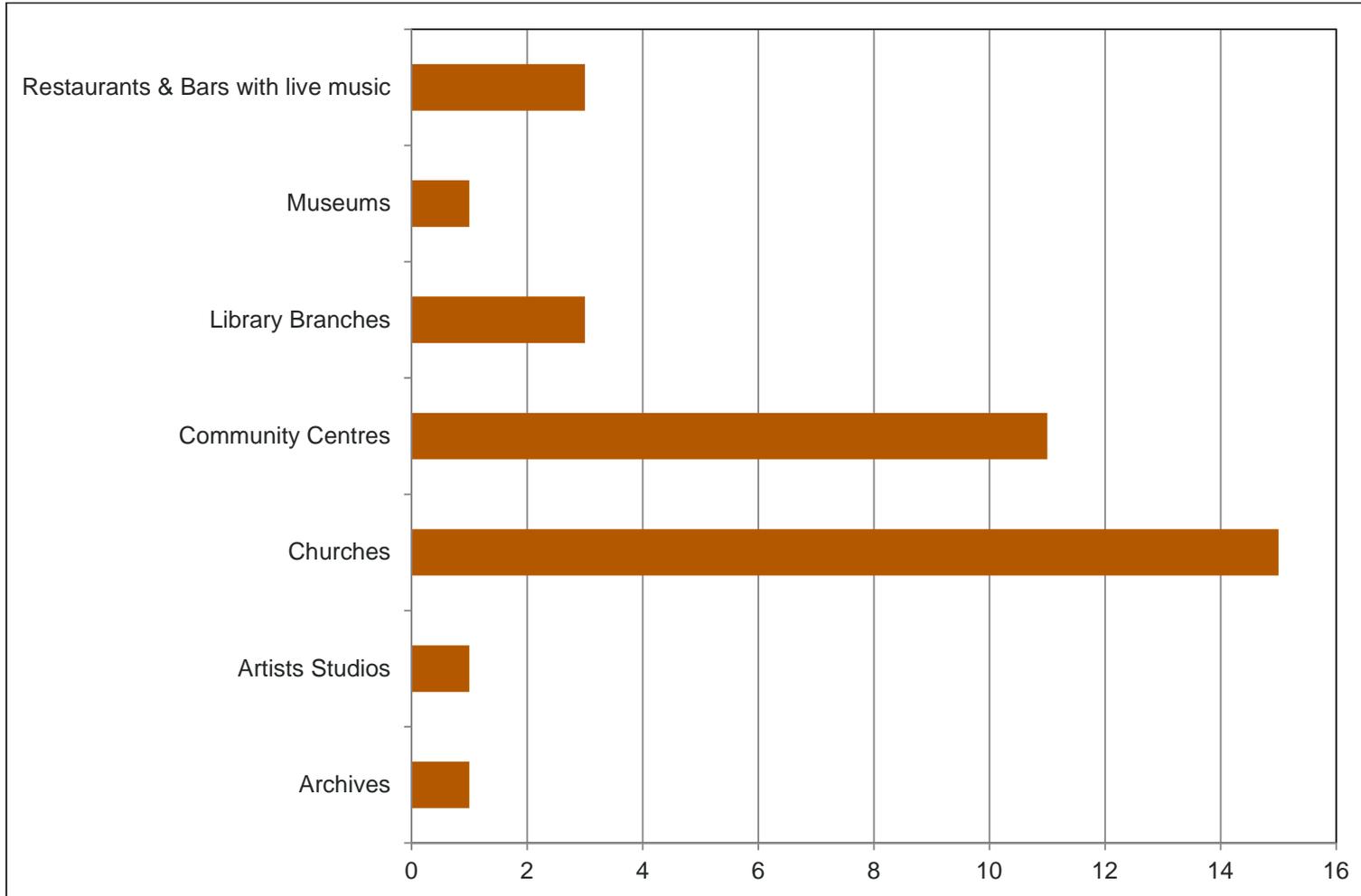
Cultural Facilities and Spaces	
Archives	**Community Centres**
Simcoe County Archives	Elmvale Community Arena
Artists' Studios	Anten Mills Community Centre
Double Doors Studios	Elmvale & District Lions Club Hall
Churches	Elmvale Royal Canadian Legion #262
Bahai Community of Springwater	Hillsdale Community Centre
Elmvale Community Church	RCAF 411 (Huronia) AFAC
Elmvale Presbyterian Church	Grenfel Community Centre
Knox Flos Presbyterian Church	Heritage Park - Elmvale
Midhurst United Church	Minesing Community Centre
Minesing United Church	Elmvale Community Hall
Our Lady of Lourdes Roman Catholic Church	Midhurst Community Centre
St. Andrews Presbyterian Church	**Library Branches**
St. Johns United Church	Springwater Library – Midhurst Branch
St. Patricks Roman Catholic Church	Springwater Library – Minesing Branch
St. Pauls Anglican	Springwater Library – Elmvale Branch
St. Peters Anglican	**Museums**
United Church of Waverly	Simcoe County Museum
Willow Creek Baptist Church	**Restaurants & Bars with live music**
Wycliffe Anglican	Palace Tavern
	Kelly's New Phelpston Tavern
	Steelers Restaurant and Pub
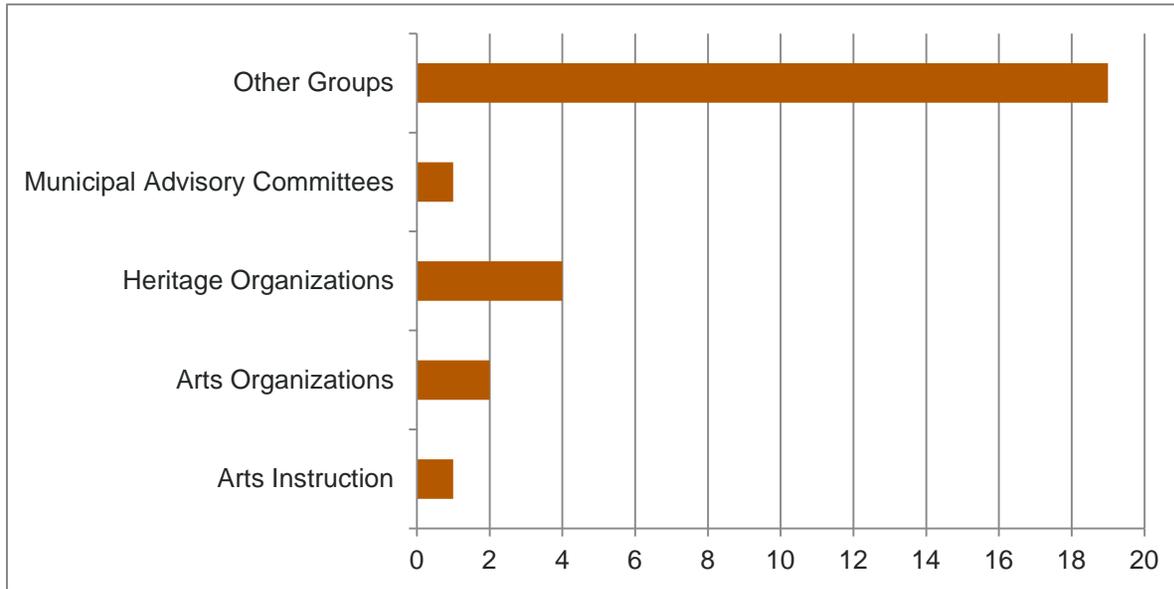
Community Cultural Organizations

Arts Instruction

    Cyndy's Just Dancin' Co

Arts Organizations

    Hillsdale Arts and Letter Club

    Springwater Guild of Artists and Artisans

Heritage Organizations

    East Georgian Bay Historical Foundation

    Hillsdale Historical Committee

    Midhurst Historical Society

    Simcoe County Historical Association

Municipal Advisory Committees

    Springwater Heritage Committee

Other Groups

    Barrie Woodcarvers

    Elmvale & District Sunshine Seniors - Muriel Dixon

    Elmvale and District Lioness Club

    Elmvale and District Lions Club

    Elmvale Independent Order of Odd Fellow

    Glen Rebekah Lodge Elmvale

    Horcultural Society (Elmvale)

    Midhurst Square Dancing - George & Mary Howie

    Minesing Good Times Club - Betty Marshall

    North Simcoe Junior Farmers (Elmvale)

    Royal Canadian Legion Elmvale Branch 262

    Springwater Township Rotary Club

    Springwater Vespra Lions Club

    Springwater Cloggers

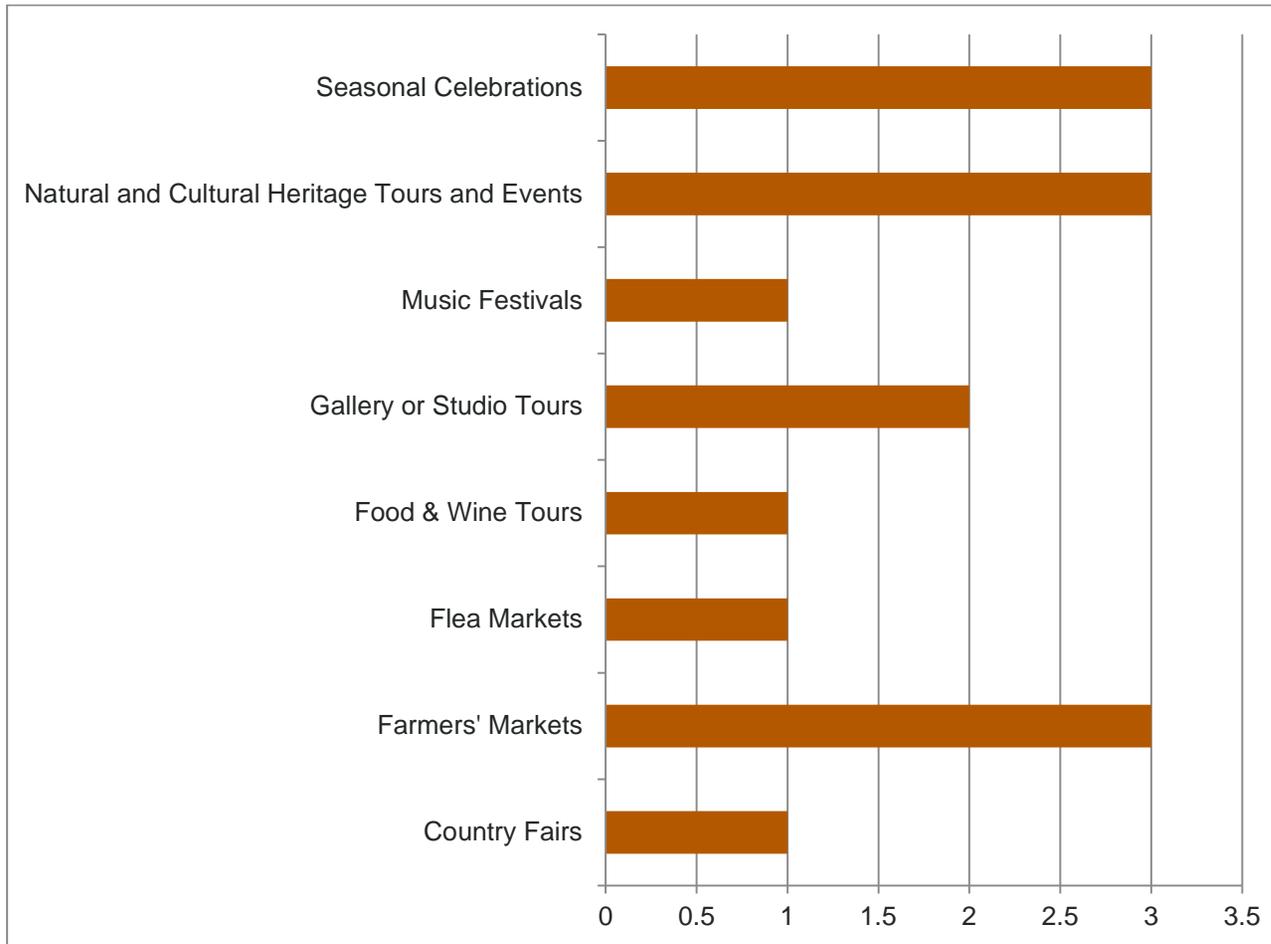   Huronia Lookout Committee

    North Simcoe Rail Trail Inc.

    Brereton Field Naturalists Club

    Friends of Minesing Wetlands

    Friends of Fort Willow

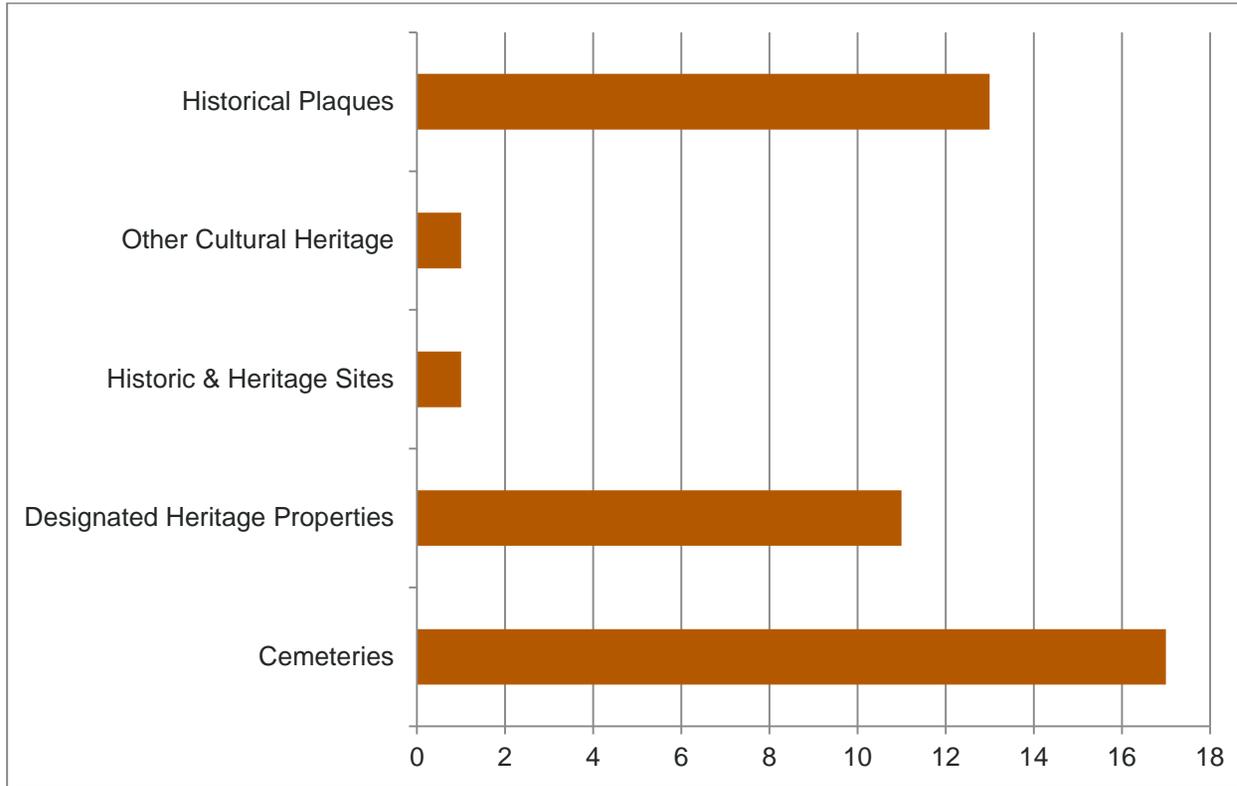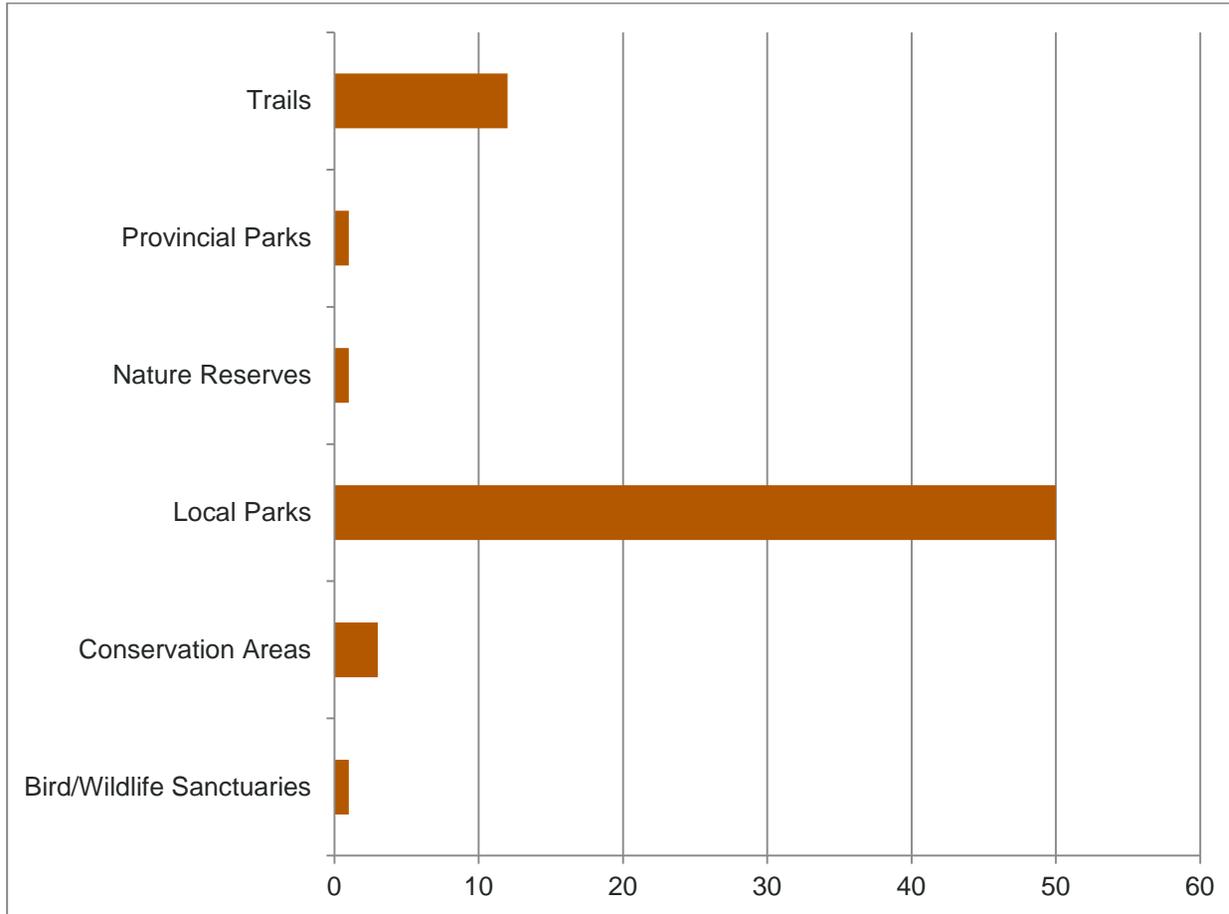| Festivals and Events |
|---|
| **Country Fairs** |
| Elmvale Fall Fair |
| **Farmers' Markets** |
| Nicholyn Farms |
| Simcoe County Eco Farmers' Market |
| Springwater-Elmvale Farmers' Market |
| Valley Farm Market |
| **Flea Markets** |
| Elmvale Flea Market |
| **Food & Wine Tours** |
| Savour Simcoe |
| **Gallery or Studio Tours** |
| Midhurst Arts and Crafts Home Tour |
| Springwater Guild of Artists and Artisans Studio Tour |
| **Music Festivals** |
| Concerts in the Park Series - Heritage Park |
| **Natural and Cultural Heritage Tours and Events** |
| Elmvale Maple Syrup Festival |
| Elmvale Water Festival |
| Festival at the Fort |
| **Seasonal Celebrations** |
| Canada Day Celebrations |
| Grenfel Corn Festival |
| Minesing Mini-fest |

Cultural Heritage	
Cemeteries	**Designated Heritage Properties**
Allenwood Cemetery	McDonald House
Apto Roman Catholic Cemetery	O'Neil House Hotel
Christ Church Cemetery	Parker House
Dalston Cemetery	Shaw House
Elmvale Presbyterian Cemetery	Tudhope House
Grenfel Cemetery	Wattie House
Hillsdale Presbyterian Cemetery	**Historic & Heritage Sites**
Hillsdale United Church Cemetery	Fort Willow
Knox Presbyterian Cemetery	**Other Cultural Heritage**
Midhurst Pioneer Cemetery	Ritchie McGuire Historic Tree
Midhurst Union Cemetery	**Historical Plaques**
Minesing Union	Willow Creek Depot
St. James Crown Hill Cemetery	The Founding of Simcoe County
St. Patrick's Roman Catholic Cemetery	John Graves Simcoe Bi-Centenary
St. Thomas Anglican Cemetery	Hendrie Forest
Swan Family Cemetery	Hamilton Inn
Vigo Roman Catholic Cemetery	Midhurst Plaque/Midhurst Pioneer Cairn
Designated Heritage Properties	The Barrie Light Company
Cooper House	Site of Saw Mill
Crossland General Store	Wagon Tire Set Stone
Davenport Homestead	Peter White J.P.
Hillsdale Jail	Site of Soap Factory
Martingrove House	Glengarry Landing
	Locomotive 1531

Natural Heritage		
Bird/Wildlife Sanctuaries	**Local Parks**	**Nature Reserves**
		Minesing Wetlands Conservation Area
Elmvale Jungle Zoo	Grenfel Community Park	Mayer's Marsh
Conservation Areas	Harry Adams Memorial Park	**Provincial Parks**
Edenvale Conservation Area	Hendrie Ridge Park	Springwater Provincial Park
Fort Willow Conservation Area	Heritage Park	**Trails**
Minesing Wetlands Conservation Area	Heritage Park Amphitheatre	Fort Willow Conservation Area Trail
Local Parks	Highlands of Hillsdale	Ganaraska Hiking Trail
Anten Mills Community Park	Hillsdale Community Park	Mid Ontario Snowmobile Trails
Barrie Community Sports Complex	Holloway Park	Minesing Wetlands Conservation Area
Bishop Park	John Brown Memorial Park	Meadow Mouse Trail
Cherry Park	Marni Lane Park	Nine Mile Portage Heritage Trail
Cowdray Park	Memorial Park	North Simcoe Rail Trail
Crystalwaters Park	Midhurst Community Park	Old Penetanguishene Road Trail
Doran Park	Minesing Station Park	Simcoe County Forests Trails
Ed Valendar Park	Snow Valley Highlands	Springwater Provincial Park Trail
Edenvale Ball Diamond	O'Neill Park	The Hunter Russell Nature Trail
Edenvale Conservation Area	Orr Lake Park	
Edenvale Park	Paddy Dunn Park	
Elmvale Lions Park	Vespra Downs Park	
Elmvale Meadows	Pinehill Estates Park	
Elmvale Skateboard Park	Robinson Park	
Flos Agricultural Society Property	Snow Valley Highlands	
Forests of Hillsdale Park	Snow Valley Park	
Foyston Park	Spruce Grove Park	
Glenhuron Park	Stonegate Park	
Graham Macdonald Park	Tree Nursery Sports Park	
Green Pine Park	Valendar Park	
Wagner Park	Vespra Downs	
Homer Barret Park		

Tourism Based Recreational Assets		
Golf Clubs		
Airport Golf Centre		
Barrie Country Club (Private)		
Duffers' Dugout		
Landings of Willow Creek Golf Course		
Orr Lake Golf Club		
Springwater Golf Course		
Springwater Golf Course		
Vespra Hills Golf Club		
Ski Resort		
Ski Snow Valley Barrie		
Horse Back Riding Stables		
Horse & Hound Tack Shop and Pet Supply		
Orr Lake Grandview Stables		
Rainbow Valley Riding Centre		
Seven Summits Equestrian Centre		
Springwater Equestrian Centre		

Figure 13: Individual Artists
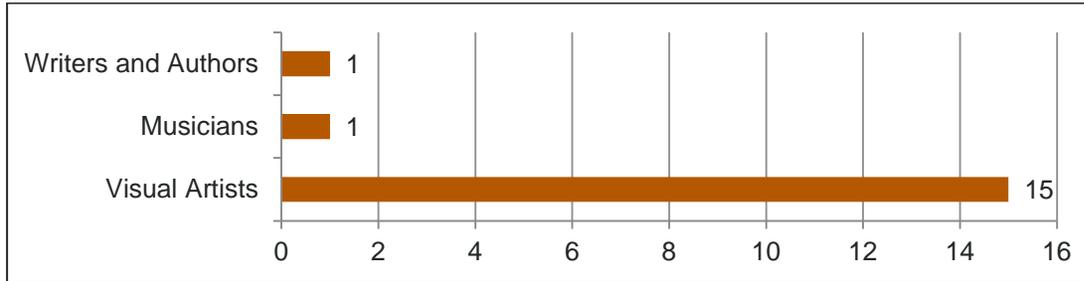
Individual Artists
Visual Artists
Barbara Chittick Fine Art
WM Brian MacLean
C and C Fabrics and Crafts - Crystal Moore
Creative Madness – Lisa Harpell
Dan Werstuk
Darryl Wagar
Eileen Sweeney
Mary Lynne Atkinson
Nick Van Bakel
Marlene Hilton Moore
Josee Hartrick
Ila Kellermann
Lila Miller
Faramarz Saled
Jacob Shregardus
Musicians
Jason McCoy
Writers and Authors
George Allen

C. Cultural Roundtable or Committee Models

Creative City Committee – London, Ontario

Many municipalities employ cultural advisory committees as a mechanism to support ongoing input from the community. One of the most successful of these advisory committee models can be found in London, Ontario. London adopted a cultural plan in 2004, and among its recommendations was the establishment of a Creative City Committee reporting to City Council. The Committee is composed of five members of Council plus the Mayor, and a dozen members-at-large comprised largely of representatives of various segments of the cultural sector, and representatives of directly related sectors (e.g., tourism). Duties include: supporting implementation of the cultural plan; administering a cultural funding program; encouraging innovative new community projects; and supporting various arts, heritage, community and cultural organizations. Only the Council members vote on financial matters, but all members have a voice at the committee. The advantage of this model is its direct reporting relationship to Council. The disadvantage is limited representation from the community and due to its Council committee status, and the group being subject to the various rules and restrictions of any public body.

Creative City Committee Terms of Reference:
http://www.london.ca/Committees_and_Task_Forces/PDFs/ccc_terms_of_reference.pdf

Creative City Task Force Report:
http://www.london.ca/Committees_and_Task_Forces/PDFs/creative_city_final.pdf

Cultural Roundtable - Orillia, Ontario

Orillia's cultural plan was led by a Steering Group with wide representation including Council members and staff, representatives of the cultural sector, the business community, First Nations and a range of other community leaders. Upon the adoption of the cultural plan in 2006, the Steering Group for the plan evolved into a Cultural Roundtable mandated with the task of supporting the implementation of the plan and ongoing cultural planning and development opportunities in the community. The purpose of the Cultural Roundtable is to "Build community capacity in cultural development by facilitating communication and supporting collaboration among community, business and municipal interests. The model proved highly successful in implementing the cultural plan but has been successful in sustaining momentum and bringing forward a range of successful new programs and initiatives. City staff provides administrative support to the Roundtable but it does not itself receive financial or operating support.

Orillia Cultural Roundtable Terms of Reference

Purpose

The Cultural Roundtable builds community capacity in cultural development by facilitating communication and supporting collaboration among community, business and municipal interests.

Roles

1. Building a shared vision and understanding of culture in Orillia.
2. Acting as a catalyst for leadership and innovation.
3. Serving as a sounding board for ideas and actions (including issues being brought forward to Council).

Principles

The role of an *architect* expresses the vision of the Cultural Roundtable. An architect must combine artistry and creativity on the one hand with skills in business and economics on the other. Success in cultural development similarly requires both perspectives to be acknowledged – and celebrated!

The following principles guide the work of the Roundtable.

- *Inclusive engagement* – engaging citizens in ways that cross boundaries and builds shared understanding and empathy.
- *Valuing the grassroots* – celebrating the energy and capacity of the community at the grassroots level.
- *Emergence and purpose* – balancing a commitment to open-ended dialogue that generates new understandings with advancing concrete plans and actions.
- *"Hard and soft" skills* – strengthening practical skills and knowledge as well as those devoted to conversation and imagining new forms of community.

Administration

Finances - The Cultural Roundtable will be responsible for generating the financial support needed to sustain its work. This may take the form of funding and sponsorships and/or earned revenue and memberships. A long term plan for financial sustainability will be developed.

Administrative Support - The Department of Culture and Heritage provides administrative support to the Roundtable including:

- Scheduling and meeting logistics
- Supporting communications with the community (e.g., maintaining a contract list, press releases, website updates, period newsletters)

- Serving as a contact point for referrals and networking ('who could I talk to?')

Leadership - Consistent with its purpose and guiding principles, the Cultural Roundtable will be governed using a shared leadership model. The role of the Chair will be to enable participation and facilitate dialogue among members of the Roundtable and the larger community.
A small steering group of 3 to 4 people will serve as a as a sounding board and coordinating body between meetings of the full Roundtable.

Cultural Roundtable – Prince Edward County, Ontario

The establishment of the Cultural Roundtable was one of the anchor recommendations of the Cultural Strategic Plan adopted by Council in 2006. Beyond its role in supporting the implementation of the cultural plan, the group continues to play a vital role in the community in connecting resources and acting as a catalyst for action. The composition of the Roundtable includes at least one member of Council, municipal staff, representatives of the cultural sector, the business community, and a range of other community leaders. The group meets monthly with County staff providing administrative support, but receives no direct operating support. The Roundtable is not an official committee of Council but reports annually to Council as well as to the Annual Cultural Rally (Summit). A major recent achievement of the Roundtable has been acting as a catalyst for the formation of a Prince Edward County Community Foundation. The Cultural Strategic Plan made no mention of a Community Foundation but its formation speaks to the power of a mechanism that sustains conversations and collaboration across a wide range of community interests.

Terms of Reference for the Roundtable:
http://culturalroundtable.ca/documents/Termsofreference.pdf

Policies and Procedures for the Roundtable:
http://culturalroundtable.ca/documents/PolicyandProcedures.pdf