



Welcome to the Township of
WILMOT

Wilmot Arts & Culture Master Plan



November 5, 2018



TCI Management Consultants

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Executive Summary

Preamble

This is the first-ever arts, culture and heritage Master Plan for Wilmot Township. It is intended to cover a 5-year period, approximately from the year 2019 to 2023, although it is anticipated that the direction(s) established over this 5-year period will continue into the longer term.

Despite the absence of an official Master Plan, the Township has been very active in its support of its arts, culture and heritage sector. This is evidenced in the Plan itself, where many of the actions are to continue an ongoing practice or delivery mechanism, or to increase awareness of existing Township activities related to arts, culture and heritage.

The consultation process revealed, not surprisingly, great support for the current set of activities of the municipality, and indeed, a desire for more. Wilmot is a very progressive community. Not many municipalities this size have arts and culture on their radar at all. But the Township of Wilmot understands that there are significant community and economic benefits to nurturing and growing its cultural base. Wilmot “gets it.”

Proposed Vision

Drawing from the interviews and surveys, the consultants’ own observations, along with input from the Steering Committee, a proposed Vision for arts, culture and heritage in Wilmot Township is as follows:



VISION STATEMENT

The Township of Wilmot will continue to develop, nurture, support and celebrate its vibrant cultural community and the diverse arts and rich heritage which together form a cornerstone of its unique rural identity.

Current and Ongoing Actions

These actions have been identified as well-established and ongoing. This reflects the significant investment and resources the Township of Wilmot has already provided and supports. The plan validates and reinforces these initiatives.

Facility Provision and Places/Spaces

- (1) Continue to encourage and promote greater use of public spaces and facilities for arts, culture, and heritage activities.
- (2) Continue to maintain and promote existing inventory of available facilities, features,

and contact persons (e.g. places of worship, schools, community halls, etc.) Ensure that these are featured on the portal (see new actions).

- (3) Continue to maintain and update existing municipal heritage designation listing and interpretation.
- (4) Continue to explore the appropriateness of identifying and designating Scenic Road Corridors and Cultural Heritage Landscapes as per the Township-approved Official Plan.
- (5) Continue to promote community awareness of the Township Archives.

Program and Service Provision

- (6) Continue to respond to community needs through the direct provision of programs.
- (7) Continue to support more programs that involve youth as per the approved Parks, Facilities, and Recreation Services Master Plan.
- (8) Continue to support intergenerational programming.
- (9) Continue to promote the 'Story of Wilmot' approach to interpretation.



PHOTO CREDIT: Castle Kilbride

Organizational Support

- (10) Continue on-going support of arts, culture and heritage organizations (through funding, in-kind support, facilities support, etc.)
- (11) Continue to improve the provision of information available to organizations regarding municipal requirements and support services available for events.
- (12) Continue to provide capacity-building support for community organizations (in partnership with others in the Region).

Festivals and Events

- (13) Continue to support existing and future festivals and events to ensure a continuing and fresh offering to residents and visitors.



PHOTO CREDIT: Josslin Insurance

Marketing and Tourism Promotion

- (14) Continue to work with Waterloo Regional Tourism Marketing Corporation (WRTMC) to be pro-active and current in promoting what Wilmot has to offer throughout the Region (and beyond).
- (15) Continue and expand on-going efforts by developing more murals and public art.

- (16) Continue to develop and promote a rural tourism strategy (possibly in combination with other rural lower tier municipalities in Region and with WRTMC).

New Actions

The actions proposed to support this vision over the 5-year period of the Plan are listed below. The suggested timeframe in which these actions would be implemented is shown after each recommendation according to the following legend which covers the 5-year period of the plan:

S = short-term (the next two years, 2019 and 2020)

M = medium term (2021 and 2022)

L = long-term (2023)

Program and Service Provision

- (17) Explore programs relating to and celebrating the diversity of cultures in Wilmot. (L)

Information and Coordination

- (18) Ensure that there is widespread awareness on the part of all arts, culture and heritage groups in Wilmot, of the WRTMC's information and awareness portal.
(S-M)

Creative Industry Sector Support

- (19) Develop a Public Art Policy. (M)

Future Review

In five years' time, the Township will evaluate and update this Plan and investigate the need for additional staff resources, facility needs, programming, etc. to ensure continued growth of arts, culture and heritage activities in Wilmot.

Recognizing that this is the first such strategic plan for arts and culture and heritage in Wilmot, and that at the end of this 5-year period an updated and revised plan will be created, it is important to realize that not all comments brought forth during the consultation process can be accommodated within this first effort. Rather, it should be understood that this 5-year planning period can in many ways prepare the groundwork for some of these initiatives to potentially occur in the longer-term.

They include:

- an investigation into the feasibility of a medium-size performing arts facility somewhere in the Township (or possibly undertaken in partnership with the other rural townships and occurring elsewhere in the Region)

- the establishment of a Municipal Arts and Culture Advisory Committee
- an increment to the funding made available to arts, culture and heritage organizations
- municipally-provided incubator facilities for artists and crafts-persons (which is already occurring in the Township through private sector provision)
- additional staff resources devoted to arts, culture and heritage that are specifically focused on these new initiatives. *(Note that this would be in addition to any 'normal' operating annual increases in human resource efforts for arts, heritage and culture that might be expected as to accommodate the needs of a growing population base).*



PART A – Background and Purpose

A.1 Purpose of this Project

The following extract from the Terms of Reference succinctly outlines the purpose and history of this project:

“The Township of Wilmot is an urban/rural municipality of approximately 21,000 people located within the Region of Waterloo. Many small towns and settlements comprise Wilmot Township with the majority of the population residing in the towns of New Hamburg and Baden. The smaller settlements (including rural farm properties) within Wilmot Township include: New Dundee, Mannheim, Petersburg, Shingletown, Wilmot Centre, Sunfish Lake, St. Agatha, Foxboro Green, Philipsburg, Lisbon, Luxemburg and Haysville.

The purpose of this Request for Proposal is to develop a comprehensive Arts and Culture Master Plan for the Township of Wilmot. The Arts and Culture Master Plan shall be an integrated community and Council/Staff plan that considers all aspects of tangible and intangible cultural assets within Wilmot Township. The comprehensive plan shall define the goals, objectives and priorities for the municipality and serve as a community development tool for planning and for developing a better understanding of the needs of our residents and cultural community.

The Arts and Culture Master Plan shall broadly examine all the arts and cultural activities/features that are available in Wilmot Township, gather community and stakeholder feedback to identify aspirations and gaps, and ultimately develop an action framework to address future needs. Completing an Arts and Culture Plan will provide Wilmot Township with a strategy and action plan to leverage its cultural resources.”

“Arts, culture and heritage is a way to bring us all together. It should remind us who we are, but also help to unite us no matter what our differences and help give us a framework for looking to the future.”

- From the communitysurvey



PHOTO CREDIT: Lisa Hagen



PHOTO CREDIT: Wilmot Terry Fox Run

A.2 Strategic Context for the Arts, Culture & Heritage Master Plan

There are various municipal policies and information sources that provide vital context for the Arts and Culture Master Plan. These include:

Township of Wilmot Strategic Plan (2013)

The Township's Strategic Plan was adopted in 2013, and is the foundational document under which this Arts, Culture and Heritage Master Plan falls. The Plan articulated a Vision, Mission, Values and Strategies for the municipality. These are:



Vision	Mission	Values
"Wilmot is a cohesive, vibrant and welcoming countryside community."	"To evolve and grow as a community of caring people working together to build upon a sure foundation."	<ul style="list-style-type: none">• health and wellbeing• diversity• legacy• accessibility and inclusivity• forward-thinking• balance

The plan articulated four goals, each with an accompanying set of strategic actions. These were:

Goal	Strategies
A) We enjoy our quality of life	<ul style="list-style-type: none">1) Providing recreational opportunities foreveryone2) Ensuring people's safety3) Enhancing our mobility4) Promoting our rich cultural heritage5) Supporting community events andcelebrations
B) We are an engaged community	<ul style="list-style-type: none">6) communicating municipal matters7) Strengthening customer service8) Involving volunteers and integrating communitygroups9) Establishing a well-recognized brand andidentity
C) We have a prosperous economy	<ul style="list-style-type: none">10) Investing in our downtowns and commercialareas11) Developing our industrial and employmentlands12) Bustling year-round tourism13) Thriving agriculture and agri-business14) Maintaining our infrastructure
D) We protect our natural environment	<ul style="list-style-type: none">15) Planning for growth while protecting farmland and green space16) Caring for our rivers and lakes17) Using our resourcesresponsibly

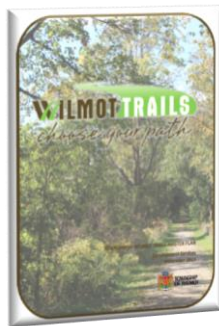
This Arts, Culture and Heritage Master Plan clearly relates strongly to Strategies 4, 5, 8, 10, and 12 and can be seen as the policy through which they are realized throughout the Township.

Township of Wilmot Asset Management Plan (2013; currently being updated)

The Township also has an Asset Management Plan (undertaken in 2013) that demonstrates a forward-looking approach to maintaining the key physical assets maintained by the municipality. At the present time, this plan covers certain key infrastructure assets (water; wastewater; storm infrastructure; roads; and bridges) but not Township-owned buildings and heritage sites (such as Castle Kilbride). However, Asset Management Planning is currently working towards identifying all corporate assets in accordance with the Regulation 588/17 with respect to milestone plan content and dates (which would include buildings and facilities, as well as machinery & equipment and vehicles).

Wilmot Trails Master Plan (2015)

Wilmot has an extensive network of trails, that is managed through municipal policy articulated



in the Trails Master Plan. The goals of the Master Plan are that the trails network should be planned, connected, diverse, enviable, accessible, and sustainable. The 'connection' goal clearly references that "Wilmot Trails will promote and encourage use and enjoyment of Wilmot's rich natural features, agricultural areas, recreational amenities, cultural assets and urban environments." As the trails network is expanded and extended (as per the plan) signage and interpretation can highlight various cultural and historical features of the Township.

Township of Wilmot Parks, Facilities, and Recreation Services Master Plan (2017)

While the focus of this plan was upon parks and recreation facilities and activities, it did endorse the importance of arts, culture and heritage to a healthy and vibrant community. In Section 2.7 of the document ('Growing Culture in Wilmot') it did acknowledge the increasingly multicultural nature of the population base, and the many arts and culture groups that exist. Recommendation 43 of the Master Plan was to *"proceed with the preparation of a Cultural Master Plan as identified in the Township's capital budget to guide the growth and development of arts, culture and heritage opportunities in the Township. The development of a Cultural Master Plan should be guided by the Township's Strategic Plan, the direction contained in this Master Plan, and be supported through community engagement with local residents and stakeholders."* The Parks, Facilities and Recreation Services Master Plan thus set the stage for the development of this Arts, Culture and Heritage Master Plan.



Township of Wilmot List of Designated Properties (on-going)

In Wilmot's Strategic Plan (Section 6; Current & Ongoing Actions), "to protect and promote the Township's built heritage" is an action that the Heritage Wilmot Advisory Committee works diligently to support. Under the Ontario Heritage Act, municipalities are required to keep a Heritage Register of properties that have cultural heritage value or interest. The register includes: properties designated under Part IV or Part V; and properties that have been listed as Non-Designated Heritage properties of cultural heritage value or interest. Heritage Wilmot prepares, evaluates and maintains this Heritage Register that is submitted annually for Council approval and submitted to Development Services for their records. The Township maintains a current list of 22 designated properties, along with information available on the website: a picture of the property,

a description of the historic place, a discussion of its heritage value, and the character-defining elements that make the historic site unique and worthy of designation.

They are:

- 1) Kavelman's Store/ New Dundee Emporium
- 2) Livingston Home - Castle Kilbride National Historic Site
- 3) Scott/Schneider Home
- 4) Scott/Merner/Kirkpatrick Home/ Waterlot
- 5) Hamilton Bank Building
- 6) Blue Moon Hotel
- 7) Christner/ Rudy House
- 8) Hostetler/ Ritz House
- 9) St. Agatha Roman Catholic School/ Shantz Country Cupboard
- 10) Bettschen/ Hallman/ Reier House
- 11) Doctor's House
- 12) New Hamburg Heritage Conservation District
- 13) Wagler Property
- 14) Gingerich/Knight Property
- 15) Killer/ Koch/ Clarke House
- 16) Martini/ Hauck/ Curtis House
- 17) Zoeller/ Wagner House
- 18) EJ's Restaurant & Tavern/ Baden Hotel
- 19) New Dundee Bandshell
- 20) New Hamburg Grandstand (an honourable mention)
- 21) Merner/Shantz/Erwin Home
- 22) Livingston Presbyterian Church



In addition, the Township maintains a Non-Designated Heritage Municipal Register, which currently contains information on 73 properties.

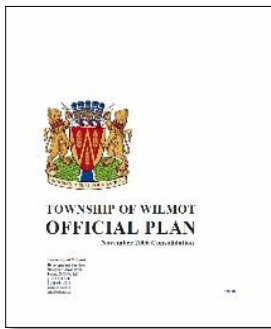
Other Relevant Plans and Policies

Certain other key municipal plans and policies may have some more minor influence on the implementation of the cultural plan (or not). These include:

- **Development Charges Study (2014):** This determines the nature and amount of monies that will be charged to new development for essential infrastructure facilities that need to be provided by the municipality to provide for residential and commercial growth. However, cultural facilities by-and-large are considered 'discretionary' rather than 'essential' and thus development charges monies cannot be used for cultural facilities.
- **Economic Development Strategy (on-going):** The Township of Wilmot provides economic development services through the Development Services department. As well, The Township of Wilmot is a partner and funder of the Regional Economic Development Corporation (WaterlooEDC). Cultural enterprises that are private businesses can communicate with Township staff and WaterlooEDC to obtain services in terms of establishment or growth/expansion of their business in Wilmot.

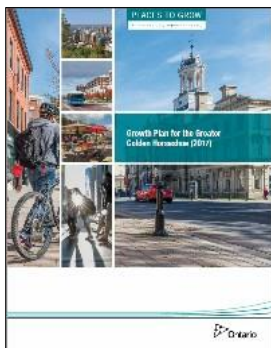
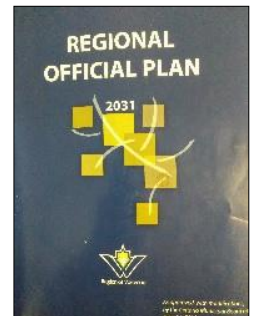


- **Official Plan / Zoning Bylaw (2017):** Wilmot's Official Plan (OP) sets out the land use policy directions for long-term growth and development in a municipality. The zoning bylaw



regulates land use in conformity with the OP. The Official Plan is an important statement of the communities' values respecting culture and heritage. A specific chapter within the Official Plan is dedicated to Cultural Heritage Resource Management. This chapter contains: policies identifying the importance Wilmot Township places on culture and heritage; Municipal Heritage Committee governance; consideration of incentive programs for cultural heritage resources; the creation and maintenance of the Municipal Heritage Register; criteria for designation; identification and protection of cultural heritage resources; consideration of identifying, documenting and designating Cultural Heritage Landscapes (CHL); and policies governing the completion of Cultural Heritage Assessments. The OP also implements Regional and Provincial policies and therefore has a significant direct impact on the cultural master plan.

- **Regional Official Plan (2015):** The Region of Waterloo's policies, found in Chapter 3G: Cultural Heritage, are significant and important to Wilmot's Official Plan and the Cultural Master Plan.
- **Growth Plan for the Greater Golden Horseshoe (2017)** – Section 4.2.7 provides Provincial direction to municipalities to conserve Cultural Heritage Resources.



A.3 The Importance of Culture

Arts and Culture is a large and important industry in Ontario. Recent (2016) work by the Ontario Ministry of Tourism, Culture and Sport has shown that it is an industry worth over \$20 billion dollars annually in GDP in the province and is responsible for 222,000 jobs (just over 4% of the total workforce). Collectively it is responsible for 3.7% of the entire provincial economy. So clearly, 'culture' is worth paying attention to as an economic force and job creation engine¹.

¹ **Environmental Scan of the Culture Sector**, Ontario Culture Strategy Background Document, Ontario Ministry of Tourism, Sport and Culture, April 2016.

Beyond its economic benefits, 'culture' is also important as a fundamental human activity. Every human being is creative and engages in arts and cultural activities of some type. Indeed, there is a wide body of evidence to support the contention that to be truly happy and healthy, human beings require creative and artistic outlets. From a municipal standpoint, it is important to pay attention to the culture sector in order to provide a full set of programs and activities to residents, as well as to nurture the local economic base.

Recognizing this, Wilmot is demonstrating its progressive and innovative nature through the preparation of an Arts and Culture Master Plan. In Ontario as of September 2017, the Ministry of Tourism, Culture and Sport indicates that 72, or fewer than 16% of Ontario's municipalities, have approved municipal cultural plans. This demonstrates Wilmot's commitment to becoming a leader in rural creative arts and cultural programming in Waterloo Region and the province overall.

Participation in arts and culture and creative activities is an essential component to overall community wellness. This philosophy is integral to this entire Arts and Culture Master Plan. The notion is well expressed in the 2014 Report on Wellness in Ontario undertaken by the Ontario Trillium Foundation and the University of Waterloo:

*"By participating in leisure and cultural activities, whether arts, culture, or recreation, we contribute to our wellbeing as individuals, to our communities, and to society as a whole. The myriad of activities and opportunities we pursue and enjoy benefit our overall life satisfaction and quality of life. As forms of human expression, they help to fully define our lives, the meaning we derive from them, and ultimately, our wellbeing."*²

Wilmot is a very progressive community. Not many municipalities this size have arts and culture on their radar at all. But the Township of Wilmot understands that there are significant community and economic benefits to nurturing and growing its cultural base. Wilmot "gets it."

- Jon Linton, Director, TCI Management

The recent Ontario Culture Strategy³ ***Telling Our Stories, Growing Our Economy*** also espouses this philosophy.

A.4 Inventory of Arts, Culture and Heritage Facilities in Wilmot

The Township of Wilmot boasts an impressive array of arts, cultural and heritage resources. In large part, this results from the fact the Township comprises a number of historic settlements including the larger communities of New Hamburg, Baden and New Dundee, and the smaller hamlets of Mannheim, St. Agatha, Haysville and several others.

² ***How Are Ontarians Really Doing?***, University of Waterloo and the Ontario Trillium Foundation, Canadian Index of Wellbeing, 2014.

³ [The Ontario Culture Strategy: Telling our stories, growing our economy](#). Province of Ontario.



WILMOT TOWNSHIP

Present day towns/settlement areas on this map are identified with coloured signs. Signs that are identified in brown acknowledge the pioneer settlement areas of Wilmot Township.

These unique heritage signs can be found throughout Wilmot that remind us of the traditions that early pioneers brought to this township that helped shape the way our communities are today. The Heritage Wilmot Advisory Committee organized this project and Wilmot Township was the *first* in Waterloo Region to identify heritage communities.

These signs are noted as **A Wilmot Heritage Community**.



Some notable arts, culture and heritage facilities in each town and hamlet include:

New Hamburg	<ul style="list-style-type: none"> • Heritage Waterwheel (largest functioning waterwheel in North America) • New Hamburg Grandstand (location of several murals); other murals on New Hamburg Fire Hall and Ritz Printing. • New Hamburg Community Centre • Various retail businesses offer exhibit space and/or art classes, supplies (e.g. ViewFinder, Meme's Café, The Imperial)
Baden	<ul style="list-style-type: none"> • Castle Kilbride National Historic Site (museum, art gallery, and municipal archives) • Wilmot's Military history (exhibit cases featured inside the municipal office; in partnership with the Royal Canadian Legion Branch 532 in New Hamburg). • Prime Ministers Path (East lawn at the municipal office) • Wilmot Heritage Fire Brigades Museum • Wilmot Recreation Complex (features display cases with rotating themed exhibits about Wilmot Township; Mural created by teens in the Youth Centre) • Wilmot Seniors Woodworking and Craft Shop
New Dundee	<ul style="list-style-type: none"> • New Dundee Band shell • New Dundee Community Centre • Dundee Pottery • Dundee Doodle
St. Agatha	<ul style="list-style-type: none"> • Shrine of the Sorrowful Mother • St. Agatha Community Centre
Haysville	<ul style="list-style-type: none"> • Haysville and District Community Centre
Mannheim	<ul style="list-style-type: none"> • Mannheim Community Centre
Wilmot Centre	<ul style="list-style-type: none"> • Oasis in the Centre Park (features sculpture honouring Township's 150th anniversary)

Wilmot Township's most significant heritage facility is Castle Kilbride in Baden, the home of James Livingston, Canada's Flax Mill King. This 1877 Italianate home (now a museum) is owned and operated by the municipality. It boasts two heritage designations: a Part IV designation by Wilmot Township under the Ontario Heritage Act and a federal designation under the Department of Canadian Heritage/Parks Canada. In 1995, the museum was designated a National Historic Site by the Historic Sites and Monuments Board of Canada for its rare *Trompe l'oeil* wall and ceiling murals found throughout the home. These murals are deemed one of the finest examples in Canada. The preservation of this building as a museum reinforces Wilmot's commitment to heritage and promotion of the Township's cultural life. Through exhibits and interpretation, the story of Castle Kilbride as well as other 'stories of Wilmot' are shared here.

There is a number of designated heritage properties including the New Hamburg Heritage Conservation District and Non-Designated properties (see Section A.2 of this Report). As well, Heritage Wilmot (the Advisory Committee to Council on matters relating to heritage designation⁴)

⁴ From the Township website: "The purpose of the Heritage Wilmot Advisory Committee is to advise and assist Council/staff of the Township of Wilmot on any matter relating to the legal designation and conservation of property of cultural heritage value or interest, as individual properties or as heritage conservation districts (Parts IV and V of the Ontario Heritage Act, R.S.O. 1990 Chapter 0.18); to promote heritage interests and to assist with the recognition of the historical continuity within the community."

has developed a number of historic walking tours throughout the community (tours in New Hamburg, Baden, New Dundee, and the community overall).

The Township also maintains the Municipal Archives (also known as the Sir Adam Beck Archives), at the Township office. The Archives is the official repository for historical documents, photographs, business records, New Hamburg Independent newspapers, Tweedsmuir histories and municipal records for the Township of Wilmot. These records preserve the identity and heritage of Wilmot Township.

In addition to these facilities, the Township is home to a large number of events, including:

- New Hamburg Mennonite Relief Sale*
- Moparfest, New Hamburg* (Canada's largest)
- New Hamburg Fall Fair
- TCP performances, New Hamburg
- Wilmot Township's Heritage Day
- Victoria Day, New Dundee
- Cruizin' at the Pond, Baden
- Cornfest, Baden
- Strawberry Festival, St. Agatha
- William Scott Festival, New Hamburg
- New Hamburg Studio Tour
- Doors Open Waterloo Region, Wilmot Township
- Soap Box Derby, New Dundee
- Canada Day, New Hamburg
- Marathon of Shows/Terry Fox Run, New Hamburg



PHOTO CREDIT: The Community Players of New Hamburg

Note that the first two of these events (marked with an asterisk) are each estimated to bring in excess of 20,000 out-of-town visitors to the community.

A.5 Activities Undertaken



PHOTO CREDIT: TCI Management

The activities undertaken in support of the development of this Arts and Culture Master Plan were:

- ☐ personal interviews with municipal Council members, as well as key stakeholders throughout the community;
- a review of relevant municipal policies and documents (such as the Township's Strategic Plan and the Asset Management Policy);
- ☐ an extensive on-line community survey (generating 235 responses);
- ☐ an online survey of businesses and organizations (generating 25 responses);
- a social media campaign (featuring a locally- produced video introduction to the purpose of the project and methods of providing input – which drove traffic to the two aforementioned surveys);
- ☐ presentations and information booths at various local events over the winter, spring and summer of 2018;
- ☐ a review of comparable municipalities activities in support of arts, culture and heritage (these were Scugog, Cobourg, Centre Wellington, Woolwich, and Uxbridge)
- ☐ towards the conclusion of the project, an Open House to present the proposed recommendations to the public;
- ☐ a final presentation to Council (on November 5, 2018)

"I love the easy pace of life in Wilmot, the fact that people are now recognizing our heritage and the growing arts and having an output for the many talented residents of Wilmot."

- From the community survey

The consultants worked with a Steering Committee comprised of Council members, staff and representatives of the general public. The members of this Steering Committee were:

- Tracy Loch (Curator/Director, Castle Kilbride)
- Mayor Les Armstrong
- Councillor Peter Roe (*also a member of the Heritage Wilmot Advisory Committee)
- Councillor Al Junker (*also a member of the Heritage Wilmot Advisory Committee)
- Grant Whittington (CAO)
- Scott Nancekivell (Director of Facilities and Recreation)
- Sherri Gropp (Assistant Curator)
- Mary-Eileen McClear (Resident; Castle Kilbride Advisory Committee)

A draft Report and Final Report was prepared and reviewed and approved by this Steering Committee.



PHOTO CREDIT: Castle Kilbride

A.6 Assumptions

There are several assumptions that should be understood while considering this Master Plan. These are:

- **This is a 5-year plan:** The time period for this Master Plan is 5 years. This is to ensure that a focus upon action was maintained over the period and that the existing strong momentum of cultural activity was continued. It is realized that this Plan will be reviewed at the end of the 5-year period (i.e. the next Master Plan).
- **Regional context:** Wilmot is unlike some other communities of a similar size (around 20,000 population) in that it is adjacent to major cities where there is an abundance of arts, culture and heritage activities and opportunities available (i.e. Kitchener, Waterloo, Cambridge, Woolwich [St. Jacobs] and Stratford). Accordingly, the provision of arts and culture opportunities in Wilmot does not need to be 'all things to all people' in the way that a similar-sized community that is more isolated might need to be. This is a two-edged situation: on the one hand Wilmot can draw upon a much larger regional population for the various events and activities it provides, but on the other, there are more activities and events in surrounding cities that compete for the participation of Wilmot residents. The Master Plan needs to recognize this reality.
- **Library services are excluded:** The public library services enjoyed by residents at the facilities in Baden, New Dundee and New Hamburg are provided by Waterloo Region, and are not directly controlled by the Township, however the Township is responsible for construction and maintenance of library facilities. Accordingly, while they are clearly an important part of the cultural life of Wilmot, library services do not come under the purview of this Arts and Culture Master Plan. There is currently a Library Facilities Study being undertaken by the Township.



PHOTO CREDIT: Wilmot Terry Fox Run

PART B – Key Findings and Analysis

B.1 Key Trends in Arts and Culture in Ontario

In this section, the various trends in Ontarians' participation and involvement in arts, culture and historical activities is highlighted. This is essential contextual information in which the various recommendations for arts and culture in Wilmot are made.

1. **Increasing recognition that participation in arts and culture activities is essential to holistic well-being:** Communities in Ontario increasingly recognize the importance of arts and culture activities as essentially to overall happiness and well-being.⁵ This includes a growing consensus that *everyone* has the potential to be a creative individual and that an obligation of healthy communities is the provision of opportunities and outlets for that creative impulse (see Section A.3 of this Report). Moreover, communities are increasingly understanding that for years much attention has been paid to the 'sports and recreation' side of providing for healthy lifestyles, and that the 'arts and culture' side may have been given short shrift. However, the pendulum has swung back and many communities are now spending more time and effort ensuring that the culture side is now being adequately addressed.
2. **Particular needs for arts participation in younger and older age groups:** While everybody needs opportunities and options for creative expression, this is particularly important for certain age groups. Several studies have noted that arts involvement and outlets for creative expression are particularly important for younger age cohorts, where they can contribute strongly to feelings of self-confidence and self-worth, as well as set life-long patterns in terms of participation in, and enjoyment of, the arts. Furthermore, involvement in cultural activities is important to older age cohorts (which now characterizes the baby boomer segment) as they can slow cognitive impairment as well as provide opportunities to socialize and build community.
3. **Strong competition for arts and culture participation from other forms of entertainment:** A significant competitive factor to participation in the arts is in-home entertainment activities. This trend was noticed over 20 years ago,⁶ and has likely been exacerbated over the last decade through the rise of streaming entertainment services such as Netflix. As well to some extent other forms of 'entertainment' such as on-line shopping, gaming and gambling are competing for the time available to engage in cultural activities outside the home. Finally, the rise of on-line communities through Facebook, Twitter, Instagram, Snapchat, etc. also encourages individuals to spend time at home rather than get out and engage with the community (obviously this affects sports and recreation activities as much as cultural ones). The average American spends 24 hours per

⁵ See for example the quote from the community survey on Section A.1, repeated here, "*Arts, culture and heritage is a way to bring us all together. It should remind us who we are but also help to unite us no matter what our differences and help give us a framework for looking to the future.*"

⁶ *Age and Arts Participation*, with a focus on the Baby Boom Cohort, National Endowment for the Arts, Research Division Report #34, 1996.

week on-line⁷ (Although an American statistic, similar trends are experienced in Canada) and this figure is even higher for 'Generation X', 'Millennials' and Post Millennials'.⁸

4. **Increasing cultural diversity:** The province of Ontario is rapidly becoming increasingly diverse with a wide variation of ethnocultural groups from across the globe now calling the province home. Each of these groups has its own cultural traditions, which embrace cuisine, events, visual and performing arts, history and heritage, costume, etc. Increasingly, arts and culture activities across the province will reflect and celebrate these diverse traditions (note, that this phenomenon also affects supply and demand for sports and recreational activities).
5. **Growing cultural fluidity and fusion:** To an increasing extent, artists and creative individuals are exploring a variety of media and are not restricting themselves to just one form of artistic expression. Increasingly visual artists work in a number of media - not just 'oils', 'acrylics', 'sculpture', ceramic arts, or 'cultural arts'. Performing artists too work in a number of expressions – music, dance, drama, etc. Digital arts cross all boundaries and become increasingly expressive as technology develops. This especially appears to be a trend amongst 'Gen X' and 'Millennials' who are less bound by the traditional creative silos and traditions as previous generations.⁹
6. **Emphasis upon inclusion:** As noted elsewhere in this Master Plan, a growing number of communities recognize the importance of inclusivity in the provision of activities and services across all municipal departments and agencies. This acknowledges the special interests and needs of all groups within the community, especially those that in the past may have been marginalized or excluded such as those with physical or mental disabilities, the economically disadvantaged, the LGBTQ community, and recent immigrants. As well, arts and cultural activities should, where appropriate and necessary, recognize the rights of First Nations and Indigenous Peoples. This will be particularly important in terms of the Truth and Reconciliation agreements, and the ways in which the arts and cultural offerings of the Town recognize and reflect these principles.

Culture is worth paying attention to as an economic force and job creation engine.

-Ontario Culture Strategy Background Document, Ontario Ministry of Tourism, Sport and Culture, 2016

7. **Understanding that 'culture' is an economic engine:** Increasingly communities understand that the cultural sector can be a key component in the overall economic base of the area, and thus a contributor to the wealth of the region. This recognition can

⁷ MIT Technology Review: [The average American spends 24 hours a week online](#). 2018.

⁸ There are not precise definitions for these terms, but 'Generation X' (Gen X) is typically thought to be the generation immediately following the Baby Boomers, born in the mid-1960s to the mid-1980s. 'Millennials' are the generation following Gen X, born in the mid-1980s and through to about the year 2000. The current crop, born in 2000 and later, is variously referred to as 'Generation Z', 'Post Millennials' or the 'iGeneration.'

⁹ L. Rochon. [Why the cities of the future belong to the millennial generation](#). Globe and Mail: 2018.

take many forms: at the most basic level it involves an appreciation of the private sector side of the cultural community, with working artisans, professional musicians, etc. (and this could expand into a perspective embracing the entire **creative economy** which would include architects, graphic designers, engineers, inventors, entrepreneurs, etc.).¹⁰ Another perspective recognizes that some amateur artists and artisans are on the threshold of commercialization and that with appropriate support and resources, they may be able to become viable enterprises (i.e. an incubator role). Still another perspective (discussed separately in the next point) recognizes the tourism potential of the cultural sector in the community and the value that this may represent in terms of visitors spending time and money in the community.

8. **Realizing opportunities for cultural tourism:** Many communities are recognizing that their unique cultural assets are a basis for developing cultural tourism, where visitors and tourists are encouraged to come into the community to experience unique offerings. Often these events and activities are located in the downtown part of the community, where the history of the town or city is best represented (as well as a concentration of its unique historic buildings and places). Cultural tourism is a growing sector within the overall tourism industry and can bring significant economic benefits into a community. Many jurisdictions are actively promoting the development of cultural tourism within their areas.¹¹
9. **Diminishing and Aging Volunteer Base:** Similar to recreation trends overall, cultural organizations are also seeing their base of volunteers aging and diminishing over time. Many cultural organizations and events have depended heavily on volunteers, and the fact is that older ones who are no longer able to participate as actively as they may have in the past are not being replaced by younger volunteers. This is an issue recognized to be of particular concern in rural communities, especially where there is a declining population base.¹²
10. **The Digital Revolution:** There is no doubt that the digital revolution has dramatically influenced the creative process. Not only do new digital technologies make new forms of art possible (e.g. 3-D printing) but also in a sense it has 'democratized' the creative process. Nowadays, for example, anyone can take high-quality photographs on their smart phone, or post a song or creative expression on YouTube, or post a blog.¹³ In many ways the digital revolution has provided an outlet for anyone to tap into their creative potential (which perfectly aligns with the philosophy that everyone is a creative individual in the first place).

¹⁰ [The Creative Economy: Key Concepts and Literature Review Highlights](#). Policy Research Group, Canadian Heritage, 2013.

¹¹ See, for example: [Culture and Heritage Tourism Development Guide](#), Destination British Columbia.

¹² See Rural Ontario Institute: [Rural Volunteerism](#).

¹³ See, for example: New Statesman: [How digital technology has changed what it means to be an artist](#)

B.2 Findings From Comparable Communities Review

As part of Wilmot's Arts and Culture Master Plan, five other municipalities were contacted for comparative purposes in order to obtain a picture of how Wilmot's cultural activities and plans compare with the other municipalities. In Ontario as of September 2017, the Ministry of Tourism, Culture and Sport indicates that 72 of 444 (16%) municipalities have approved municipal cultural plans. Eleven municipalities with populations between 15,000 and 25,000 have approved municipal cultural plans on this list.¹⁴

The municipalities contacted in this study for comparative purposes included the following:

- Town of Cobourg (*pop: 19,440*)
- Township of Uxbridge (*pop: 21,176*)
- Township of Scugog (*pop: 21,617*)
- Township of Woolwich (*pop: 25,006*)
- Township of Centre Wellington (*pop: 28,191*)
- *Compare Wilmot: (pop: 20,545)*

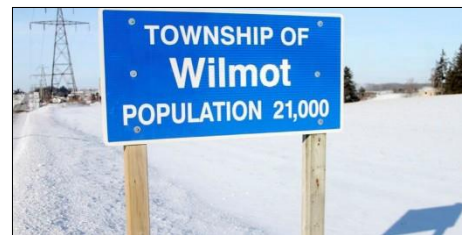
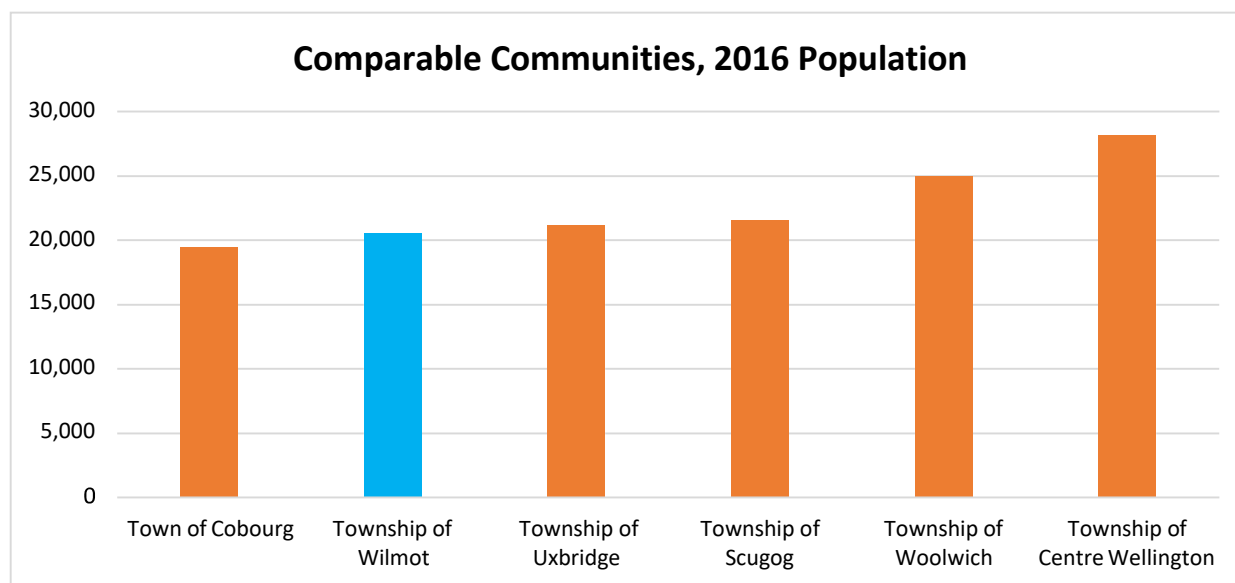


PHOTO CREDIT: The New Hamburg Independent

These communities are a 'standard set' against which Wilmot compares itself on an on-going basis. They were originally selected because they are all approximately the same size as Wilmot; they are all lower-tier municipalities; and they are all rural municipalities within reasonable proximity of a larger urban area. Thus they are comparable to Wilmot on several dimensions.



¹⁴ These municipalities include Prince Edward County, East Gwillimbury, Amherstburg, Owen Sound, Strathroy-Caradoc, Huntsville, Springwater, Pelham, Midland, Port Hope and Kenora.

The table below highlights some of the key findings from the review of comparable municipalities. The Appendix contains a more detailed assessment of the results of this 'comparables' survey.

	Town of Cobourg	Township of Wilmot	Township of Uxbridge	Township of Scugog	Township of Woolwich	Township of Centre Wellington
Population	19,440	20,545	21,176	21,617	25,006	28,191
Has an approved Arts & Culture Master Plan; Cultural Plan; or similar	Yes Currently updating Arts & Culture Master Plan	In progress	Yes Has a Cultural Plan 1998); Recognizes it is outdated.	No Currently completing its Parks, Recreation and Culture Master Plan	No Does not have any Arts or Culture Plans.	Yes Has an approved Cultural Action Plan (2013); Recognizes it is now outdated.
Has a department that specifically manages arts, culture, heritage.	No Under Recreation/ Culture	Yes	No Under Recreation / Tourism	No Culture is under Community Services	No Under Recreation / Tourism	No Arts and Culture is under Community Services.
Owns and operates a <i>year round</i> municipal museum	No Does not own any museums	Yes Castle Kilbride	No. Uxbridge Historical Centre (village) is open June-Sept. (seasonal)	No. Scugog Shores Villages and Scugog Shores Heritage Centre (located at the arena) is a permanent exhibit space. Both are open June-Aug.; (seasonal);	No Does not own any museums.	No Does not own any museums. (Only Fergus Theatre).
Approx. No. of FTEs involved in arts, culture and heritage	0	2	1	2	1	0.5

A range of different facilities is supported in various ways and these are unique to each municipality examined. That said, Wilmot receives good value for its investment in cultural services. For example, with Castle Kilbride, Wilmot operates a year-round cultural facility and is responsible for very active cultural programming. This compares with other municipalities such as Uxbridge which operates the Uxbridge Historical Centre on a seasonal basis only (March through October). Similarly, Scugog operates the Scugog Shores Museum seasonally from Victoria Day until Labour Day.

Using information from the 2017 Municipal Financial Information Returns (FIR), the municipal expenditures on cultural services (excluding public libraries) are shown in the table below. Please note that each municipality has its own definition of “culture” which can influence the financial information and direct comparisons should therefore be undertaken with caution.

	Households	Cultural Services Expenditures Total	Culture expenditure per household
Uxbridge	8,068	\$330,911	\$41.02
Wilmot	7,889	\$298,698	\$37.86
Centre Wellington	12,292	\$464,773	\$37.81
Cobourg (2016)	8,958	\$313,179	\$34.96
Scugog	8,724	\$176,382	\$20.22
Woolwich	8,874	\$0	\$0.00
Unweighted Average (excludes Wilmot)	9,383	\$221,773	\$26.80

Notes: Data from 2017 Ontario Municipal Financial Information Returns, except Cobourg which is from 2016. Cultural expenditures may include salaries, materials, contracted services, rent and amortization as well as other expenses so comparisons should be made with caution.

Wilmot compares very favourably with the comparator municipalities with regard to its investment in and management of arts, cultural and heritage activities. With the lowest number of households of the group examined, its per household expenditure on culture is 41% above the unweighted average of the other municipalities.



PHOTO CREDIT: Moparfest.com

B.3 Findings From Local Consultations

B.3.1 From the Community Survey

Logistics of the Survey

A survey of the general public (community) was undertaken over the summer, fall of 2017; and winter, spring and summer of 2018. In total, 235 respondents answered the questionnaire. While this was not a statistically representative survey of the community (which would involve a random selection of households, as opposed to the self-selection aspect of this survey) it does represent a significant percentage of the local area population. Moreover, it does represent that segment of the population that is particularly interested in arts, culture and heritage activities, who feel sufficiently motivated to comment on such matters. In many ways, this is a more useful and engaged response than would be obtained through a much more expensive but statistically representative survey, which would miss many of these committed individuals.

Results from the Survey

Highlights from the survey are as indicated below. Points below are simply numbered for easy reference; they do not necessarily correspond to the questions in the survey:

“I think there needs to be more promotion of what Wilmot has to offer... especially beyond the Wilmot borders. I feel it is a place that is accessible to many tourists, but it sometimes flies under the radar.”

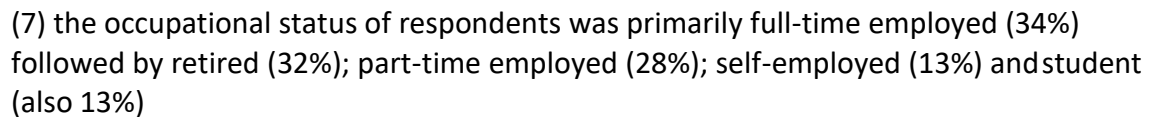
- From the community survey



- (1) most respondents (62%) were female
- (2) all age ranges were represented in the response (including a good selection of those age 19 or under (13%) as well as 70 or older (21%))
- (3) respondents represented adult couples (36%); 31% were couples with children living at home; 14% were single adults; 10% were groups of adults living together; 2% were single parents; and the remainder were other household living arrangement
- (4) nearly half of all respondents have lived in Wilmot for 20 years or more; yet there was also a good response from people that had relatively recently located in Wilmot, with 11% having been in Wilmot 5 years or less.

- (5) nearly 5% of respondents did not live in Wilmot

- "small town"
- "close community"
- "sense of community"
- "safe"
- "friendly"
- "rural"



- *Actively participate but do not earn revenue from arts and culture activities (25%)*
- *Involved in heritage activities and organizations (15%)*
- *Self-described as creator, artist or craftsperson (11%)*
- *Earn some revenue from arts & culture activities (7%)*
- *Employed full-time in the sector (6%)*

(10) the major types of arts and culture activities that respondents are involved in include:

- *Performing arts – music (57%)*
- *Performing arts - theatre (47%)*
- *History & heritage (45%)*
- *Museum & archives (38%)*
- *Production of visual arts (32%)*

- From the community survey

(11) specific cultural organizations that respondents participate in include:

- *Region of Waterloo Library (55%)*
- *Castle Kilbride (46%)*
- *Trinity Community Players (TCP) (26%)*
- *Doors Open (22%)*
- *Heritage Wilmot (19%)*
- *New Hamburg Studio Tour (14%)*

(12) among respondents, there is an extremely high regard for Wilmot as a community offering a high quality of life: 90% of respondents agreed with the statement “Wilmot is an attractive community offering a high quality of life to residents and visitors” (61% “totally agreed” with the statement)

(13) Regarding the municipality’s provision for arts, culture and heritage activities, two-thirds (67%) agree that “Recognizing its regional context, Wilmot provides an appropriate level of arts, culture and heritage services to its residents” (of which 28% ‘strongly agreed’ and 39% ‘somewhat agreed’)

(14) areas in which residents would like to see services improved include (in order of frequency of mention):

Multiple Responses

- *Purpose-built performance space is needed in the Township (6)*
- *More advertising beyond Wilmot for existing concerts and events (6)*
- *More promotion of events and activities within the community (3)*
- *More activities for youth and teens (3)*
- *More musical events (2)*
- *More activities for seniors (2)*
- *Greater use of social media to promote activities and events (2)*
- *Greater financial support for arts, culture and heritage groups from the Twp (2)*

Single Responses

- *Greater interest and participation from Township Council*
- *Major music festival would be a resident and tourist draw*
- *More recreational trails*
- *More activities for young families with kids*
- *Need a proper / expanded archives*
- *Need to fix beautify sidewalks and shopping areas*
- *Great use of church spaces*
- *More emphasis upon visual arts – especially murals*
- *Need more diversity generally in arts and culture activities*
- *Improved transportation facilities into KW (3)*
- *Improve the Thursday market at Steinmann Mennonite Church*
- *More visual arts activities – e.g. ‘Paint Wilmot’ festival (Like in Elora)*
- *More affordable programs*
- *Consider an annual cultural picnic featuring dishes from all cultures and religions*

in Wilmot

- *Better 'definition' of our heritage: e.g. Woolwich is defined by its Mennonite roots*
- *More intergenerational involvement*
- *Greater public input for major initiatives such as permanent art displays*
- *Greater emphasis upon heritage preservation*
- *Greater range of incentives (not just financial) at a local level to support arts, culture and heritage*

(15) there are reasonably high levels of satisfaction with Wilmot's provision of support of various arts, culture and heritage activities in various forms, as shown by the disparities in those indicating 'high' vs. 'low' levels of satisfaction:

Dimension	% of sample 'very satisfied'	% of sample 'very dissatisfied'
Support for festivals and events	39.7%	3.1%
Provision of arts, culture and heritage programs	23.4%	1.0%
Support for community arts, culture and heritage groups	22.3%	2.6%
Provision of facilities and spaces for arts, culture and heritage activities	23.1%	5.1%
Facilitating networking, connection and community between arts, culture and heritage groups	13.0%	2.1`%
Promoting Wilmot as a 'go-to' location for arts, culture and heritage activities	13.5%	4.2%

(16) Areas in which respondents indicating some dissatisfaction in the question above would like to see improvement include the following (in order of frequency of mention):

Multiple Responses

- *More promotion of events and activities needed (6)*
- *More financial support for the arts (5)*
- *Need a venue for year-round events (4)*
- *More live music events, movie nights (3)*
- *Reduce red tape from municipality (2)*
- *Township should play a greater role in networking of arts and culture organizations (2)*

Single Responses

- *Improved website needed*
- *Don't cannibalize local teaching artists through Township-provided services*
- *Improve trails system*
- *Offer more theatrical performances*
- *Better balance between funding Castle Kilbride (i.e. less) and local events (i.e. more)*
- *More social media marketing*
- *More visual arts events*
- *Greater marketing of what we have outside Wilmot*
- *Need a visual arts learning centre*

- *Greater support for summer market*
- *Need more staff dedicated to arts, culture and heritage*
- *Consider an Arts Council*

(17) The final question asked respondents that if there was just one thing that put in place or changed as a result of this plan, what that would be. Responses (again ordered from most frequent to one-off comments) were:

Multiple Responses

- *Dedicated performance venue (11)*
- *More financial support for arts groups and artists (9)*
- *More promotion of the arts outside Wilmot (8)*
- *More events (6)*
- *Greater youth involvement / teens (6)*
- *More networking of arts groups and cross-promotion (5)*
- *Greater preservation of heritage buildings (3)*
- *More activities for families and kids (3)*
- *Establishment of Annual Music Festival (3)*
- *Greater participation of everyone in the arts / arts as important as sports (3)*
- *Greater transparency and participation from Council (2)*
- *Community arts centre in Baden (2)*
- *More trails (2)*
- *More events and activities in New Dundee (2)*
- *Continue investment in Prime Minister's Path (2)*
- *Increased intergenerational activities (2)*

Single Responses

- *Keep up existing activities*
- *Make arts, culture, heritage a municipal priority*
- *Establish a community choir*
- *More arts. Culture and heritage activities generally*
- *Re-allocated money spent on the Castle to arts events*
- *Make Wilmot more vegan-friendly*
- *Larger space for Wilmot Fire Heritage Brigade*
- *Expand offerings outside New Hamburg / Baden*
- *Establish artist co-operative*
- *Greater recognition of existing high levels of cultural provision*
- *Greater encouragement of volunteers*
- *More multicultural activities*
- *Promotion as a movie shoot location*
- *More literary opportunities and events*
- *Greater awareness of the historical importance of agriculture*
- *Outdoor arts festival*
- *Improvement and beautification in Baden*
- *Adequate staffing for arts and culture activities*
- *More performance and exhibition opportunities for local artists*

B.3.2 From the Business and Organization Survey

An online survey of businesses and organizations was also undertaken in addition to the community survey. Here, 25 enterprises were surveyed. Highlights of this survey were:

- (1) Most (60%) of businesses and organizations responding had operated in Wilmot for 20 or more years. Four were relatively recent, having been in existence for 5 years or less.
- (2) Nearly half of the sample (44%, or 11 of 25 respondents) were private sector businesses; the remainder were arts, culture or heritage organizations.

“...people just don’t know what Wilmot offers. Maybe we need to market more. For example, I know people come from as far as the US for Moparfest, but none of my friends in KW even know what it is. “

- From the business and organizations survey

- (3) Most (84%) of businesses and organizations described themselves as being involved in the arts, culture and heritage sector in some way.

- (4) There are reasonably high levels of satisfaction with Wilmot’s provision of support of various arts, culture and heritage activities in various forms, as shown by the disparities in those indicating agreement with various statements:

Statement	% of sample ‘totally agree’ or ‘somewhat agree’	% of sample ‘neutral’, ‘somewhat disagree’ or ‘totally disagree’
Recognizing its regional context, Wilmot provides an appropriate level of arts, culture and heritage services to its residents	77.2%	22.8%
Wilmot is an attractive community offering a high quality of life to residents and visitors	90.9%	9.1%
Wilmot is an attractive environment for employees of businesses in the municipality and the larger Region	75.8%	24.2%
Wilmot respects its heritage appropriately through preservation and interpretation efforts	90.9%	9.1%
Wilmot is known in the Region and beyond for its heritage character	59.1%	39.9%
Wilmot is known in the Region and beyond for its vibrant cultural life, activities and events	36.4%	63.6%

- (5) Like the community survey, respondents were asked if there was ‘just one thing’ that could be done to improve the arts, culture and heritage environment of Wilmot, what that would be. Responses were:

- a) Greater promotion of programs and offerings (2)
- b) Nothing! Doing a great job! (2)
- c) Create a hub that would be a focus for arts groups (2)

- d) Free arts programs
- e) Long-term investment in the arts
- f) 350 – 700-seat theatre

B.3.3 From Interviews and Meetings

A number of interviews with stakeholders were undertaken, as well as discussions with members of the community from presentations and representations at community events). A presentation was made to the New Hamburg Board of Trade (followed by a Q & A session). Focus group sessions were held with high school students at the Waterloo Oxford District High School in Baden. Classes included: Grade 10 Civics Class and Grade 11 & 12 S.A.C. (Student Activity Council) Classes. Information tables were set up as well at various community events such as the summer concerts at Castle Kilbride, and at a local hockey game.

Key stakeholders and the organizations they represent that were contacted during the course of the study included those on the list below, in alphabetical order (Steering Committee representatives are indicated with an asterisk).

- D **Ruth Abernethy**, Wilmot local sculptor, nationally renowned
- D **Les Armstrong**, Mayor, Township of Wilmot*
- D **Ben Broughton**, President, Wilmot Agricultural Society (2017)
- D **Mike Erb**, Musician/Owner, Sight and Sound Studios
- D **Joe Figliomeni**, President, New Hamburg Board of Trade (2017)
- D **Barry Fisher**, Councillor, Township of Wilmot
- D **Jeff Gerber**, Councillor, Township of Wilmot
- D **Gary Goeree**, President, The Community Players
- D **Sherri Gropp**, Assistant Curator, Castle Kilbride*
- D **Lisa Hagen**, Founder of The Community Players, writer, producer, director
- D **Angie Hallman**, Canada 150 community event builder/organizer
- D **Al Junker**, Councillor and Member of Heritage Wilmot Advisory Committee*
- D **Paul Knowles**, New Hamburg Live organizer and co-founder, former Editor of New Hamburg Independent
- D **Tracy Loch**, Curator/Director, Castle Kilbride*
- D **Vicky Luttenberger**, Manager of Rec & Community Services, Township of Wilmot
- D **Mary-Eileen McClear**, Storyteller, Member of Castle Kilbride Advisory Committee*
- D **Mark Murray**, Councillor, Township of Wilmot
- D **Scott Nancekivell**, Director of Facilities and Recreation, Township of Wilmot*
- D **Jim Rodger**, Createscape Prime Minister Statue Project lead, retired educator, artist
- D **Peter Roe**, Councillor and member of Heritage Wilmot Advisory Committee*
- D **Lacey Smith**, Youth Action Committee, Recreation Programmer for Township of Wilmot
- D **Marie Voisin**, local history enthusiast, owner of the Imperial, heritage property owner, supporter of the arts
- D **Steve Wagler**, Past President, New Hamburg Board of Trade
- D **John Wiebe**, Musician, Teacher
- D **Grant Whittington**, CAO, Township of Wilmot*

The themes reflected in the community and business / organization surveys were also heard clearly in these interviews and meetings. They included:

- first and foremost, recognition of the tremendous job already being done by the Township, and acknowledgement of the efforts of the Curator /Director of Castle Kilbride and her staff and volunteers
- related to the foregoing, a strong theme of continuing the track record of excellence in putting on activities and events
- a distinct pride in the perception that Wilmot is ‘punching above its weight’ in terms of arts and culture provision (exemplified by not only maintaining and interpreting Castle Kilbride to a high standard of excellence, but also the Prime Minister’s Path initiative; murals throughout the Township; the summer concert series at Castle Kilbride; etc.)
- also strong pride in the history and heritage of the Township, and the job that the Township is doing in designating and protecting its built heritage
- the need for greater recognition and awareness of the range and variety of activities and events available, both within the Township as well as externally
- the need to remain fiscally cautious and prudent in putting providing the arts and culture needs of the community
- some desire for a small to medium-sized performing arts facility in the community (New Hamburg and Baden being the two locations proposed)
- the need to involve more youth in arts and culture activities, and the need to ensure that programs and services offered reflected their interests
- a recognition that the demographic of Wilmot Township is changing and that over time it would be desirable to have arts and culture programming that reflected this increasing diversity
- a need for greater coordination and information-sharing between the various groups and organizations
- some desire for an Arts and Culture Council or equivalent that would represent the collective ‘voice of the arts and culture’ to Council and the broader community

B.4 Additional Consultants' Observations

In addition to what was heard in the consultation process, and learned from other comparable communities, the consultant themselves had certain observations to make based upon their extensive experience in other communities. These observations were:

- (1) ***The importance of storytelling:*** Every community is unique, and the stories of how it was first inhabited (i.e. by Indigenous peoples); then by waves of European settlement; then the development of hamlets, village and urban areas; then industrial development; then modernization; are all significant and important to the understanding of the community. But, equally, smaller-scale stories of families first coming to the area; people finding love and romance; undergoing hard times; are all equally compelling and significant to a holistic understanding of the place. Any community has hundreds of such stories and Wilmot is no exception. Several municipalities have embraced this 'Stories of X' [Our Community] approach to interpretation in activities and events that are undertaken. While Wilmot is already doing this to a large extent at Castle Kilbride, we see some potential for greater intentionality in reaching out to the community to find out what stories are of greatest interest to residents.
- (2) ***The potential for place-making:*** Further to the theme of 'every community being unique', much of what makes one community distinct from another are the particular scenic views and vistas that comprise the place – particularly when they could be seen nowhere else in the province or beyond. Downtown areas, which are reflections of the early history of the community are particularly significant in this regard, and the downtown areas of New Hamburg, New Dundee, and Baden are especially noteworthy. Key works of architecture (such as Castle Kilbride) are also especially significant. Scenic cultural landscapes and views may also be iconic and unique to the community. Many communities recognize the importance of such aspects of intangible heritage and seek to preserve and interpret them through the planning process. Such efforts can become very important in terms of place-making and branding efforts of the community, and this is a direction and already a high priority being undertaken by Wilmot.

With this input, the Report now turns to the recommendations and implementation considerations for the 5-year Master Plan.

PART C – Recommendations and Implementation



PHOTO CREDIT: Heritage Wilmot

C.1 A Framework for Recommendations

A seven-part framework was used to categorize the recommendations emerging from the consultation process. This is an approach that has been used by TCI Management Consultants in other communities as a comprehensive way to consider all the possible areas of municipal activity that might comprise a municipal master plan. The framework is shown below:

Area of Municipal Involvement	Description and Rationale
Community Support	
1) Facilities Provision	This role involves the municipality making various facilities for arts and culture activities available to the public (e.g. museum, library, ¹⁵ arts centre)
2) Programs and Services Provision	Here the municipality directly provides arts, culture and heritage-related programs and activities to the public.
3) Organizational Support	Here the municipality supports (through funding, or the provision of staff or in-kind support services) not-for-profit organizations in the community who themselves provide arts, culture and heritage-related services and programs.
4) Festivals and Events	This role involves the municipality providing support in the development, operation, and marketing of special events for the community.
5) Information Sharing and Coordination	Here the municipality may be involved in the sharing of information between various arts organizations and the general public, and may play a role in helping to coordinate such activities.
Economic Development Support	
6) Marketing and Tourism Promotion	This area of support involves the municipality promoting the area to visitors and tourists, which expands the potential audience for arts and culture activities in the community.
7) Creative Industry Sectorial Support	Through its economic development arm, the municipality actively promotes the establishment and expansion of creative industries as a sustainable sector of the local economy.

¹⁵ Note that the library is not being considered in the development of this Master Plan.

The first thing to note about the framework is that there are two divisions: (1) **community support** and (2) **economic development**. This recognizes that there are some things a municipality does to support arts, culture and heritage activities for the good of the community overall. Just like the provision of parks, open space, trails, arenas, etc., the municipality offers certain arts, culture and heritage support services for the well-being of residents, and to increase the overall quality of life in the community. As outlined in the chart above, there are five types of support services a municipality may offer under this category: (1) the direct provision of facilities for use by community groups and organizations; (2) the provision of programs and services in which community residents can engage; (3) support for community arts, culture and heritage organizations (such as funding, in-kind support, advice and assistance in capacity-building, etc.); (4) the organization and support of festivals and events in the community; and (5) information sharing and coordination across the sector.

In addition to community support activities, however, there may be a second category of municipal activity in terms of economic development support. Here the municipality may recognize that its arts, culture and heritage activities are of interest to those beyond the immediate community and have some potential to attract visitors and tourists to the area.¹⁶ This conveys an additional benefit to the municipality in that these visitor and tourists will spend time and money in the community, which will help support local businesses. Thus there is an economic benefit to promoting the arts, culture and heritage beyond the immediate community itself.

A second type of economic development support of the sector lies in the potential to support private sector enterprises that are in the arts or creative sector. As shown earlier in this Report (Section A.3), the arts and culture sector is a huge economic driver in the province and so the potential to expand this type of enterprise locally should be at least considered in any arts and culture master plan.

Some smaller municipalities choose to focus their efforts in an arts and culture strategy solely upon the community support activities as shown above. Others, though, recognize that there is some potential for economic development as well, and undertake selected activities in areas (6) and (7) of the framework.

This framework is thus subsequently used to categorize the recommendations contained in this plan.



PHOTO CREDIT: TheNew Hamburg Independent



PHOTO CREDIT: The New Hamburg Independent



PHOTO CREDIT: Castle Kilbride

¹⁶ Note in this regard that the New Hamburg Mennonite Relief Sale, and Moparfest, all in New Hamburg, are estimated to each draw in 20,000 or more out of town visitors to the community.

C.2 Recommendations

C.2.1 A Vision for Arts and Culture in Wilmot

Two key sources of input were instrumental in crafting a future vision for the development of arts, culture and heritage in Wilmot. The first were the themes emerging from the community survey, which were:

- “small town”
- “close community”
- “sense of community”
- “safe”
- “friendly”
- “rural”



The second source of inspiration for the Vision was the strategic plan for the community itself, and its four fundamental goals:

- 1) We enjoy our quality of life
- 2) We are an engaged community
- 3) We have a prosperous economy
- 4) We protect our natural environment

The first two of these goals in particular were seen to resonate with an art, culture and heritage focus.

These key ideas and perceptions were used by the consultants and the Steering Committee to articulate a vision for arts, culture and heritage in Wilmot Township, which is:

The Township of Wilmot will continue to develop, nurture, support and celebrate its vibrant cultural community and the diverse arts and rich heritage which together form a cornerstone of its unique rural identity.

The strategy subsequently developed is aimed at achieving this Vision over the 5-year period of the Plan.

C.2.2 Specific Recommendations

The recommendations contained herein are divided into two sections: (1) current and on-going actions, and (2) new actions. In many ways, this strategy has endorsed the existing activities of the Township in support of arts and culture, as evidenced by the many recommendations to continue or even expand existing activities. It is important that the Master Plan validate these current activities as they are clearly part of the strategy going forward in order to achieve the Vision. As well, there are certain new actions and activities recommended over the 5-year period

that also are part of the overall Plan.

The section below presents each of the recommendations, according to the overall framework previously presented, and provides further comment and rationale as to why it is important and significant. As well, because the consultation process revealed several suggestions for initiatives that might be desirable in future but that are beyond the relatively short timeframe of this 5-year plan, there is a section devoted to ‘future initiatives’.

Current and Ongoing Actions

These actions identified are well established and ongoing. This reflects on the significant investment and resources the Township of Wilmot has already provided and supports. The plan validates and reinforces these initiatives.

Facility Provision and Places/Spaces

- (1) Continue to encourage and promote greater use of public spaces and facilities for arts, culture, and heritage activities.

Rationale: There are many public spaces and facilities throughout Wilmot that are potential venues for arts and culture events and activities (e.g. hanging heritage photos in municipal meeting rooms, programming public parks with events, interpreting local history through plaques and signage at key points along local trails). Public spaces of this sort are currently used quite actively as venues for arts and culture activities, and the thrust of this recommendation is clearly to continue to do this (strongly supported through the consultation process). A philosophy of programming some arts, culture or heritage activity or display at publicly accessible Township buildings could be a way to activate this recommendation even more forcefully.

- (2) Continue to maintain and promote existing inventory of available facilities, features, and contact persons (e.g. places of worship, schools, community halls, etc.) Ensure that these are featured on the portal. (see new actions)

Rationale: The consultation process revealed a strong perception that there are many other (non-public or quasi-public) spaces in the community that could potentially be available for arts, culture and heritage activities. The Township does maintain information about the availability of such places, but it is not necessarily done on a consistent and comprehensive basis. Moreover, the consultation process revealed that there does not appear to be a strong awareness of the existence of such information. Accordingly, the thrust of this recommendation is to continue to maintain such information, and expand the range of data available in terms of facilities available, requirements for use of the space, contact persons, resources available at each space, etc. The onus would be upon the Township to ensure that the owners of such facilities were aware of the existence of this source of information, and upon the organizations themselves to provide to the Township the required data. The Township will ensure broader awareness of the existence of the base of information.

- (3) Continue to maintain and update existing municipal heritage designation listing and interpretation.

Rationale: Heritage Wilmot does an impressive job of designating heritage properties and providing information on the history of the property, and its character-defining elements, for Wilmot Township. (In addition, as noted, Heritage Wilmot maintains an impressive roster of non-designated, but still important, properties, which may become designated in future.) The recommendation here is simply to continue this activity.

- (4) Continue to explore the appropriateness of identifying and designating Scenic Road Corridors and Cultural Heritage Landscapes as per the Township-approved Official Plan.

Rationale: Some municipalities also identify and protect Scenic Road Corridors and Cultural Heritage Landscapes as well as designate heritage properties. The consultation process revealed that the rural landscape and small town atmosphere in Wilmot is essential to the character of the municipality, and it is the recognition of the importance of landscapes and vistas to this perception that underlies this recommendation. The municipality is just starting this process of recognizing and eventually designating such landscapes, and this recommendation is to continue to pursue this direction.

- (5) Continue to promote community awareness of the Township Archives.

Rationale: The Township Archives are an incredibly important aspect of the community in that they contain much of the history of Wilmot. And, as a subsequent recommendation will elucidate, the notion of telling the 'stories of Wilmot' can be a very powerful interpretive focus. The Archives is a key resource for this approach. Thus the recommendation is to continue to maintain the Archives, and to reinforce community awareness of this important asset.

Program and Service Provision

- (6) Continue to respond to community needs through the direct provision of programs.

Rationale: The consultation process revealed very high levels of community satisfaction with the arts and culture programs and services delivered at present through the Township. The major thrust of this recommendation is to recognize and validate the direct provision of these programs and services. Indeed, the community would like to see an expansion of the general set of opportunities in this regard, as some of the subsequent recommendations will illustrate.

- (7) Continue to support more programs that involve youth as per the approved Parks, Facilities, and Recreation Services Master Plan.

Rationale: Youth involvement in arts, culture and heritage activities emerged as a major issue through the consultation process (in the sense of the importance of providing appropriate opportunities for engagement for youth). This is a very common focus in

nearly every community, where it is increasingly difficult to interest and involve youth in various activities due to competition from on-line opportunities, and other peer activities that may not always be positive in nature. The Parks, Facilities and Services Master Plan recognized this, and this Master Plan likewise affirms the need to engage youth in cultural programs and activities.

(8) Continue to support intergenerational programming.

Rationale: *Activities and events that bring together different generations can be very effective in developing an increased understanding and appreciation for the perspectives of other age groups on a wide range of topics (including the history of the community, transfer of knowledge and skills in arts and crafts, etc). There was a strong desire expressed throughout the consultation process for continued and even expanded intergenerational programming of this type. This already occurs to some extent in the community, and it is clear that the community wishes to see future activities and events feature this approach to an even greater degree.*

(9) Continue to promote the 'Story of Wilmot' approach to interpretation.

Rationale: *A very powerful approach to telling local history and developing a stronger appreciation of it, is to adopt a 'storytelling' mode of interpretation. Stories that are relevant, authentic, and local will be most meaningful not just to residents but to visitors and outsiders as well. (A contemporary example of this might be the success of 'Come From Away' in terms of building an entertainment and interpretive experience around an authentic local theme.) The Township already adopts this focus in much of its work in exhibits, displays and events, and this recommendation validates and reinforces this direction. We also note that there may be opportunities for other community organizations (such as TCP) to adopt this approach as well in their own programming. The Township should continue to endorse and support this 'Story of Wilmot' (or Stories of Wilmot) approach wherever possible.*

Organizational Support

(10) Continue on-going support of arts, culture and heritage organizations (through funding, in-kind support, facilities support, etc.).

Rationale: *The Township provides a variety of support services to local arts, culture and heritage organizations, and the input from organizations from the interviews and surveys shows that this is acknowledged and appreciated. In some cases, this support is financial; in others it is through the provision and exchange of information; allowing the use of public facilities; in-kind support through marketing and promotion; social media support; etc. Organizations would like to see even more support in this regard and it is possible that at some point in future that may be possible. For the period of this Master Plan, however, the recommendation is simply to continue to provide this sort of assistance at approximately the current level.*

- (11) Continue to improve the provision of information available to organizations regarding municipal requirements and support services available for events.

Rationale: There are various requirements that the Township must place on any organization or enterprise holding an event on public land or using public facilities. These are necessary in order to meet federal, provincial, regional and local safety requirements as well as to ensure that community standards are upheld. Sometimes perceived as 'red tape' by users, these requirements are nonetheless necessary and, in many cases, beyond Township control. The Township does make up-to-date and easily accessible information available regarding these requirements, and the recommendation here is simply to continue to do so.

- (12) Continue to provide capacity-building support for community organizations (in partnership with others in the Region).

Rationale: Arts, culture and heritage organizations often require assistance in a variety of areas that will ultimately improve their ability to continue to operate in a sustainable manner. These areas may include topics such as audience development; marketing and promotion; grant-writing; succession planning; financial management; Board development; etc. The Township has occasionally provided such support to organizations on a 'one-off' basis. This recommendation is to continue to organize and provide such services where desired or necessary. Opportunities could be explored where more than one group has the same sort of need, and there may be possibilities to realize some economies of scale by involving several organizations at once in the same capacity-building session. This would presumably be done in partnership with other organizations. In these cases, the Township's role would be as a co-organizer or participant.

Festivals and Events

- (13) Continue to support existing and future festivals and events to ensure a continuing offering to residents and visitors.

Rationale: Events hosted in the Township can attract large crowds of residents as well as visitors to the community from elsewhere in the Region or beyond (who often spend money in the community and thus create positive economic impact). These should continue, with an ongoing emphasis upon ensuring a diverse and continually changing mix that meets community demand.

Marketing and Tourism Promotion

- (14) Continue to work with Waterloo Regional Tourism Marketing Corporation (WRTMC) to be pro-active and current in promoting what Wilmot has to offer throughout the Region (and beyond).

Rationale: The Township should continue to work with WRTMC to ensure that Wilmot is represented wherever possible in promotional activities.

(15) Continue and expand on-going efforts by developing more murals and public art.

Rationale: Murals and public art are ways to engage local artists and promote greater awareness of the history and heritage of the community (see Recommendation #9 regarding the 'Story of Wilmot' and Recommendation #19 'Develop a Public Art Policy'). The consultation process (and in particular the Open House) showed that there was significant interest on the part of local artists in becoming involved in these types of initiatives. The involvement of the Township in encouraging more of this kind of artistic expression should continue.

(16) Continue to develop and promote a rural tourism strategy (possibly in combination with other rural lower tier municipalities in the Region and with WRTMC).

Rationale: This is a relatively new initiative that the Township is exploring. In the consultants' view, this strategy has significant potential to create beneficial community and economic impacts (there are a variety of models of such strategies in other rural areas on Ontario and across Canada) and should continue.

New Actions

The actions proposed to support this vision over the 5-year period of the plan are listed below. The suggested timeframe in which these actions would be implemented is shown after each recommendation according to the following legend which covers the 5-year period of the plan:

S = short-term (the next two years, say 2019 and 2020)

M = medium term (2021 and 2022)

L = long-term (2023)

Program and Service Provision

(17) Explore programs relating to and celebrating the diversity of cultures in Wilmot. (L)

Rationale: Although traditionally a rural community with a pronounced European heritage, Wilmot is growing significantly (nearly 7% growth in population from 2011 to 2016, somewhat higher than the Region's population growth rate of approximately 5.5%). There is already a small but diverse cultural base (for example, 8% of the population of Wilmot has a first language other than English or French). This diversity is expected to become greater in future. The consultation process showed some interest in further exploring and celebrating this increasing cultural diversity in future through culinary events and activities, musical events, celebrating connections with other groups and cultures including Indigenous peoples, storytelling (for example, stories of 'How we came to Wilmot' which would also fit the approach discussed in Recommendation #9), etc.

Information and Coordination

- (18) Ensure that there is widespread awareness on the part of all arts, culture and heritage groups in Wilmot, of the WRTMC's information and awareness portal. (S-M)

Rationale: While much information on arts groups and organizations currently exists at the Township (see Recommendation #2) it is not easily available or accessible on-line. Accordingly, the recommendation here is to ensure a more user-friendly and accessible on-line 'portal' where arts, culture and recreation groups can go to access and share information. Characteristics of this portal include:

- a. Ability for organizations to update their own information directory about facilities available, contact persons, costs, etc. (probably through a password-protected mechanism)
- b. A public calendar of events that anyone in the community could access
- c. A place for organizations to post notices about staff or volunteer needs, resources available, services provided, etc. (e.g. a bulletin board) – probably also available on a password-protected basis
- d. Maps of the community showing locations of places and spaces, routes and trails, etc.
- e. Possibly a private-sector component where arts and culture enterprises could advertise their services (this could be a revenue generation mechanism)

Creative Industry Sector Support

- (19) Develop a Public Art Policy. (M)

Rationale: A public art policy will promote and guide the development of public art in public spaces throughout the municipality. This is a visible sign to residents and visitors alike as to the importance of art and culture to the community. Very often, the art can align with certain themes that reflect the history of events or cultures in the community, and thus there can be an educational and awareness-building aspect to the art as well. Other municipalities of approximately Wilmot's size have public art policies in place (for example the review of comparable communities showed that Scugog has such a policy in place). Accordingly, the recommendation is that Wilmot develop such a policy on the 'medium' time period of this plan. A starting point in undertaking this initiative would be to review the existing policies of other communities to determine which elements work best for Wilmot.

Future Review

In five years' time, the Township will evaluate and update this Plan and investigate the need for additional staff resources, facility needs, programming, etc. to ensure continued growth of arts, culture and heritage activities in Wilmot.

Recognizing that this is the first such strategic plan for arts and culture and heritage in Wilmot, and that at the end of this 5-year period an updated and revised plan will be created, it is important to realize that not all comments brought forth during the consultation process can be accommodated within this first effort. Rather, it should be understood that this 5-year planning period can in many ways prepare the groundwork for some of these initiatives to potentially occur in the longer-term.

They include:

- an investigation into the feasibility of a medium-size performing arts facility somewhere in the Township (or possibly undertaken in partnership with the other rural townships and occurring elsewhere in the Region)
- the establishment of a Municipal Arts and Culture Advisory Committee
- an increment to the funding made available to arts, culture and heritage organizations
- municipally-provided incubator facilities for artists and crafts-persons (which is already occurring in the Township through private sector provision)
- additional staff resources devoted to arts, culture and heritage that are specifically focused on these new initiatives. *(Note that this would be in addition to any 'normal' operating annual increases in human resource efforts for arts, heritage and culture that might be expected as to accommodate the needs of a growing population base).*

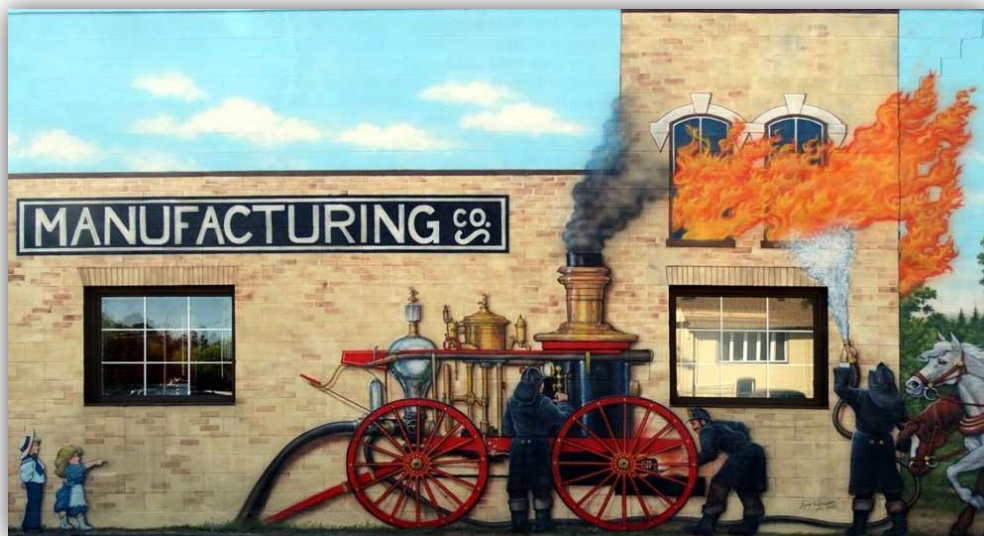


PHOTO CREDIT: Lance Russwurm

C.3 Implementation

As implied by most of the recommendations contained in the foregoing, the implementation is to continue the momentum of current efforts. This implies that, by and large, they can be accomplished within the current envelope of resources expended by the Township in support of arts and culture. Note that this is not to say that some 'normal' increase in staff time should not be expected (through, for example, the use of grants for students in the summer, or the increased use of volunteers when that resource may become available). However, for the 'on- going' recommendations, no extraordinary increase in funding or staff resources is anticipated.

Three of the recommendations however are for new activities, and there will be some, albeit modest, implications to effectively implement these. The table below outlines these considerations.

Recommendation	Timeframe	Resource Requirements		Success Measure
		<i>Staff Time and Responsibility</i>	<i>Funding</i>	
(17) Explore programs relating to and celebrating the diversity of cultures in Wilmot	Long-term (2023 and beyond)	- (initially) estimated 2-3 days (discussions with community groups) <i>Responsibility:</i> Facilities & Recreation Castle Kilbride	- Little to none	- Identifying and holding conversations with community groups - Taking whatever subsequent steps are necessary to develop programs deemed feasible
(18) Develop an on-line mechanism for improved information-sharing and coordination (e.g. portal, calendar of events, etc.)	Short to medium term (between 2020 and 2022)	- estimated 3-5 days <i>Responsibility:</i> Clerks/CAO's Office Castle Kilbride Facilities & Recreation	- Possibly some funding for external consulting assistance	- Participation in WRTMC's portal - Evidence of significant participation and use by the arts, culture and heritage community
(19) Develop a Public Art Policy	M = medium term (2021 and 2022)	- 3-5 days to review policies in comparable communities and develop a recommendation to Council as to whether such a policy is desirable and how it should work <i>Responsibility:</i> Castle Kilbride	- Little to none	- Development of the policy by 2022

Appendix – Review of Comparable Communities

As part of Wilmot's Arts and Culture Master Plan, five other municipalities were contacted for comparative purposes in order to obtain a picture of how Wilmot's cultural activities and plans compare with the other municipalities. In Ontario as of September 2017, the Ministry of Tourism, Culture and Sport indicates that 72 municipalities have approved municipal cultural plans. Eleven municipalities with populations between 15,000 and 25,000 have approved municipal cultural plans on this list¹.

The municipalities contacted in this study for comparative purposes included:

- Town of Cobourg (*pop: 19,440*)
- Township of Uxbridge (*pop: 21,176*)
- Township of Scugog (*pop: 21,617*)
- Township of Woolwich (*pop: 25,006*)
- Township of Centre Wellington (*pop: 28,191*)
- ***Compare Wilmot: (pop: 20,545)***

In the discussion below, the results for the comparator municipalities are presented; conclusions regarding Wilmot are presented in italics.

- Of the 5 comparator municipalities, all but 1 indicated they were involved in arts and culture plans to varying degrees. (Only Centre Wellington appears on the Ministry's list). Two have an approved cultural plan (Centre Wellington and Uxbridge) while the others do not *at present*. Cobourg is in the process of updating its Arts and Culture Master Plan and Scugog is in the process of completing its Parks, Recreation and Culture Master Plan. Uxbridge had a plan done in 1998 which it perceives is now outdated. Woolwich has no arts and culture plan.
 - *Like most of the other comparator municipalities, Wilmot is recognizing the important role of culture with the development of this plan.*
- Three comparable municipalities (Cobourg, Woolwich and Centre Wellington) have a separate department or agency that manages activities in arts, culture and heritage. Woolwich separates arts and culture (in Recreation and Tourism) from heritage (under Engineering and Planning). Centre Wellington has a 'Community Development and Cultural Coordinator' position.
 - *Wilmot compares favourably in recognizing Castle Kilbride and the role of culture as a separate municipal department.*

¹These municipalities include Prince Edward County, East Gwillimbury, Amherstburg, Owen Sound, Strathroy-Caradoc, Huntsville, Springwater, Pelham, Midland, Port Hope and Kenora.

- The number of staffing FTEs devoted to arts, heritage and culture ranged from 0 to 2, with the average being 1 per municipality, or 1 per 23,000 population.
 - *Wilmot compares favourably with 2 FTEs engaged in culture. However, it should be noted that Wilmot Township is the only municipality in the comparables that operates a year-round museum and owns/operates a National Historic Site. Two FTE oversee all museum operations (including day-to-day tourism, artifact care, collecting and exhibiting), municipal archives, coordination of tourism to Wilmot through group tours (bus/school curriculum-based); coordinates and presents large scale events hosted by the museum along with external partnerships within the community with other events. All marketing (including social media) is handled by staff including liaising with both WRTMC and Stratford Tourism to ensure Castle and Wilmot Township is best represented within RTO4.*
- Four municipalities have an advisory committee devoted to arts, culture or heritage. Three have a heritage advisory committee, 1 has a museum advisory committee, 1 has a public arts committee, and 1 has a hall of fame committee.
 - *Wilmot compares very favourably with three committees devoted to arts, culture and heritage including the Castle Kilbride Advisory Committee, the Heritage Wilmot Advisory Committee and the Prime Ministers Path Committee.*
- Three municipalities (Centre Wellington, Cobourg and Scugog) separate arts and culture activities from heritage. Woolwich and Uxbridge do not.
 - *Heritage is distinct for Wilmot which has an advisory committee that works specifically with "heritage." This aspect falls more so under Heritage Wilmot's mandate – designated properties, non-designated properties, heritage conservation districts, celebrating Wilmot's heritage with annual Heritage Day events, Walking tours/driving tour of heritage properties, Doors Open etc.*

- Using information from the 2017 Municipal Financial Information Returns (FIR), the municipal expenditures on cultural services (excluding public libraries) are shown in the table below. Please note that each municipality has its own definition of “culture” which can influence the financial information and therefore direct comparisons should be undertaken with caution.

	Households	Cultural Services Expenditures	Culture expenditure per household
Uxbridge	8,068	\$330,911	\$41.02
Wilmot	7,889	\$298,698	\$37.86
Centre Wellington	12,292	\$464,773	\$37.81
Cobourg (2016)	8,958	\$313,179	\$34.96
Scugog	8,724	\$176,382	\$20.22
Woolwich	8,874	\$0	\$0.00
Unweighted Average (excludes Wilmot)	9,383	\$221,773	\$26.80

Notes: Data from 2017 Ontario Municipal Financial Information Returns, except Cobourg which is from 2016. Uxbridge and Scugog data include expenditures on the museum as well as cultural services.

The expenditure per household results vary widely from municipality to municipality, ranging from a high of \$41 for Uxbridge (which also operates a museum) to a low of \$0 for Woolwich. These reflect the diverse range of arts, culture and heritage assets and activities operated and uniquely supported by each municipality. Note that Wilmot’s per household expenditure on culture is considerably higher (by 41%) than the unweighted average (i.e. just the arithmetical average) of the other comparison municipalities. Even when Woolwich is removed (as a perhaps anomalous case, showing \$0 expenditure on culture) Wilmot is still slightly above the average for the other four municipalities (which is \$33.50 per household).

Drawing comparisons from the data presented above should be undertaken with considerable caution as definitions of “cultural services” may vary from one municipality to another. Further, cultural expenditures potentially include salaries, materials, contracted services, rent and amortization as well as other expenses. The treatment of these expenses may vary depending on each municipality’s accounting practices.

Notwithstanding these caveats, Wilmot receives good value for its investment in cultural services. In particular, with Castle Kilbride, Wilmot operates a year-round cultural facility and is responsible for very active cultural programming. This compares with Uxbridge which operates the Uxbridge Historical Centre on a seasonal basis only (March through October). Similarly, Scugog operates the Scugog Shores Museum seasonally from Victoria Day until Labour Day.

- *With (unweighted) average expenditures of \$26.80 per household, for the comparator municipalities, Wilmot's cultural expenditures (\$37.86) are above the average. It is important to note that within this budget envelope, a great deal of cultural activities are supported by Wilmot, and provided by museum staff upon request such as assisting organizations/residents with archival research, displays, advice, or exhibits to support the activity. (note: Wilmot provides support at a regional level with the loan of artifacts and archival material to area museums and galleries). -Art related classes for all ages are offered for all ages through the Recreation Programmer at the Wilmot Recreation Complex. - Grants to groups (the Municipal Grant program and Discover Your Wilmot) are provided annually to applicants in arts, culture and heritage organizations/residents. - two advisory committees are established to provide advice/guidance to Council - Wilmot provides in-kind services to organizations/residents (staff support and recommendations, complimentary passes to municipally owned services such as museum, pool or arena etc.) from various departments. Wilmot provides promotion of arts, culture and heritage activities via website events listing/calendar, digital sign or display of printed material in facilities, invitation to Council meetings as a delegation to promote event.*
- Funding provided to arts, cultural and heritage organizations varies from municipality to municipality. One provides no funding. Another provides \$35,000 to from 12 to 15 organizations. Another requires a formal application system, but the amount varies. Another subsidizes the rent of arts and cultural organizations as well as providing heritage grants. Two municipalities have ad hoc approaches, one provides funding as part of its budget process, and one undertakes an annual application process.
 - *In Wilmot, grants to groups are presented annually via the Municipal Grants Program and the Discover Your Wilmot program. Also Wilmot supports applicants via Heritage Wilmot/Castle Kilbride committees for applications for funding to the Waterloo Regional Heritage Foundation. (the WRHF provides funding to all the municipalities in Region of Waterloo). Wilmot therefore compares very favourably to other municipalities.*
- A range of different facilities is supported in various ways and these are unique to each municipality. All maintain heritage properties. Woolwich supports its recreation centre which hosts the Kitchener Symphony Orchestra several times a year. Cobourg provides space in kind for the operation of the Art Gallery of Northumberland. Centre Wellington owns the Fergus Grand Theatre. Uxbridge supports the Historical Centre (10 buildings), and the Train station. Scugog supports its museum as well as the Town Hall which is owned and leased to arts groups.

- *Wilmot supports a considerable number of cultural and heritage facilities relative to the comparator municipalities and compares very favourably. Castle Kilbride National Historic Site (Museum) -Wilmot Recreation Complex - hosts arts, culture and heritage events; showcases heritage displays in cases presented by Castle Kilbride Curators -Prime Ministers Path - Five (5) life-size bronze statues of former Prime Ministers on the Prime Minister Path which will feature 22 in total. -New Hamburg Grandstands - the "hub" of large events for Wilmot Township. In 2018 the last of 8 murals were completed on the grandstand that commemorates Wilmot's past. (*currently the mural on the side of the New Hamburg Fire Hall has been touched up which is part of this program). - note: the grandstands are home to many large scale cultural events that attract up to 40,000 people. (Mennonite Relief Sale, Canada Day, Moparfest). - Community Centres - Wilmot owns and operates six (6) community centres that support and host a full range of arts, cultural and heritage events including the Community Players of New Hamburg which performs at the New Hamburg Community Centre - All libraries are owned by Wilmot (note: New Hamburg Library is in a designated property) and all libraries are managed by the Region of Waterloo. In the 2018 budget, a Library Facilities Study was approved. - New Dundee Bandshell, which is designated - Wilmot Heritage Fire Brigades Museum is in a building owned by Wilmot. - Wilmot Seniors Woodworking Centre - large membership throughout the Region of Waterloo; includes art, mentorship that is intergenerational. - Oasis in the Centre - This site contains a sculpture that was created and installed in 2000 to commemorate Wilmot's 150th anniversary. This cultural space located in the centre of the township honours the Township of Wilmot's rich culture and heritage. -Wilmot Arboretum - Located in New Hamburg, this 5.9 acre regional park features more than seventy species of native and exotic trees. It was developed in 1956 as the Waterloo County Arboretum to demonstrate soil conservation techniques and was the first of its type in Ontario.*
- Of the municipalities consulted, one (Uxbridge) indicated it has an informal arts policy. It has an Arts, Visualization, Enhancement Committee that is consulted for public art.
- Four of the municipalities support festivals and events. A wide range of events are supported including Canada Day, Doors Open, various arts and heritage events, etc. Three municipalities organize events directly, 4 municipalities indicated events are organized by third parties, whereas in 2 municipalities events are organized in combination.
 - *Wilmot organizes, provides support or is host to a considerable number of events and compares favourably to other municipalities. For example, these include the New Hamburg Mennonite Relief Sale, New Hamburg -Victoria Day in New Dundee -Doors Open (walking tours of heritage buildings/districts) - Cruisin' at the Pond, Baden (vintage weekly car show with 80-200 cars)-Castle*

- When asked about challenges faced, four municipalities identified funding. Other mentions included staffing, volunteers, governance, and internal organization and coordination.
- **In conclusion, Wilmot compares very favourably with the comparator municipalities with regard to its investment in and management of arts, cultural and heritage activities. Even with the lowest number of households of the group examined, Wilmot clearly values and supports its arts and culture. Recognizing that fewer than 16% of municipalities have an approved municipal Cultural Plan, the range and scope of activities noted in this Plan are clearly exemplary.**

