



Town of Midland Municipal Cultural Plan

March 2014



Contents

EXECUTIVE SUMMARY.....	1
1 GUIDING ASSUMPTIONS.....	5
1.1 DEFINITION	5
1.2 CULTURE AND ECONOMIC DEVELOPMENT	6
1.3 REGIONAL OPPORTUNITIES AND SYNERGIES	7
2 BACKGROUND RESEARCH.....	10
2.1 CULTURAL MAPPING	10
2.2 DEMOGRAPHIC AND CULTURAL ECONOMY ANALYSIS	13
3 THE COMMUNITY'S VOICE.....	15
3.1 THE ENGAGEMENT PROCESS	15
3.2 ENGAGEMENT THEMES	16
4 TOWN OF MIDLAND MUNICIPAL CULTURAL PLAN.....	22
4.1 THE VISION	22
4.2 THE MISSION	23
4.3 GUIDING PRINCIPLES	23
4.4 STRATEGIES AND ACTIONS	23
4.5 IMPLEMENTATION AND MONITORING	28
APPENDICES.....	31
APPENDIX A: STEERING COMMITTEE	- 1 -
APPENDIX B: CULTURAL RESOURCE FRAMEWORK	- 2 -
APPENDIX C: EXAMPLE OF A CULTURAL MAPPING TOOL	- 5 -
APPENDIX D: COMPARATIVE MUNICIPAL INVESTMENTS	- 6 -



Executive Summary

The Town of Midland joins leading municipalities in Ontario and across Canada in recognizing municipal cultural planning as an essential planning and economic development tool. To attract new and creative talents, to boost tourism and to increase investment cultural resources and opportunities in Midland must be encouraged and supported. The Municipal Cultural Plan provides a strategy and recommended actions to leverage local cultural resources to grow the economy, to improve quality of life, and to build and sustain a sense of community cohesion and pride.

In 2012 the Town of Midland, with funding provided by the Government of Ontario, committed to develop a Municipal Cultural Plan. A Steering Committee comprised of representatives from the Municipality (elected officials and staff), together with individuals representing a range of cultural, community and business interests was appointed to oversee the development of the Plan. Names of Steering Committee members are identified in [Appendix A](#).

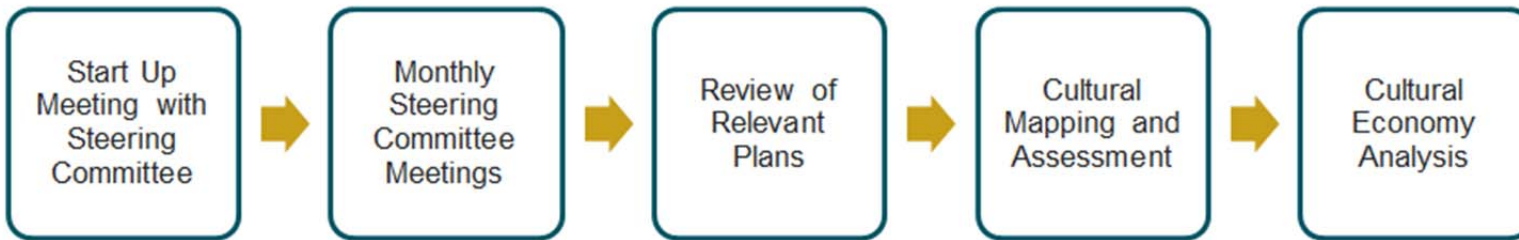
The Planning Process

The planning process was launched in April 2013 and concluded with a presentation of the Town of Midland Cultural Plan to Council in March, 2014. The planning process is illustrated in Figure 1. The Municipal Cultural Plan was developed through an extensive community engagement process to ensure that the Plan's directions and priorities reflect the community's ideas as well as Municipal needs and opportunities.

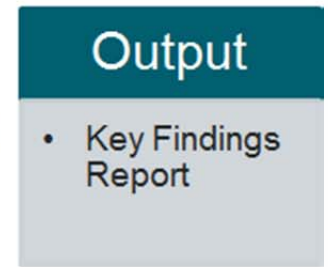
Prior to launching the community engagement process, a series of background research and assessment exercises were undertaken. This included examining all relevant Town plans and strategies to define the planning context within which the Midland Municipal Cultural Plan was being developed.

FIGURE 1: OVERVIEW OF THE MUNICIPAL CULTURAL PLAN PROCESS

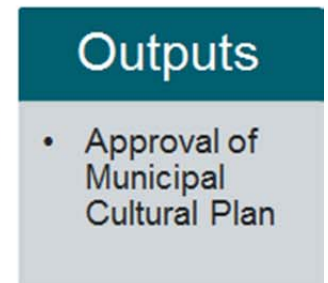
Project Start Up and Background Research (August-November)



Community Engagement (September – November)



Preparing and Reviewing the Plan (December - March)



A second dimension of the research was undertaking cultural mapping. Cultural mapping is a systematic approach to identifying and documenting a community's multifaceted arts, cultural and heritage resources. Lastly, an examination of *Midland's demographics and cultural economy* was undertaken.

Community engagement activities consisted of a Launch Event, a community-wide survey, individual interviews and focus groups. The following consultation themes emerged from the engagement process:

- Economic Development and Tourism
- Stronger Communications and Collaboration
- Increase Awareness and Change Attitudes
- The Municipality's Role and Support for Cultural Development
- Building Municipal – Community Partnerships
- Waterfront Development
- Downtown Revitalization
- Promoting Access and Inclusion
- Cultural Heritage
- Festivals and Events
- Cultural Spaces and Facilities

Detailed findings from the *research and assessment* as well as *community engagement* were summarized in a *Key Findings Report* that also presented a strategic framework for the development of the final Midland Municipal Cultural Plan. Copies of this report are available on request from the Municipality. A final Community Forum to review the draft Municipal Cultural Plan was convened prior to the Plan going forward to Council.

Strategic Directions and Strategies

The Plan is built on four **Strategic Directions** that anchor and set a context for a collection of **Strategies** associated with a range of specific recommended **Actions**. The Plan should not be considered a finished document. Rather, it should be viewed as an informed starting point based on an assessment of where Midland finds itself today, together with the expressed needs and aspirations for the future. The Town of Midland Municipal Cultural Plan is a dynamic report designed to continue to respond to changing needs and opportunities. New actions will emerge throughout the lifespan of the Plan.

Strategic Direction 1: Strengthen the Municipality's Role

Strategies:

1. Provide Adequate Human and Financial Resources to Implement the Plan
2. Address Administrative Requirements

Strategic Direction 2: Expand Culture's Role in Economic Development

Strategies:

1. Leverage Cultural Resources to Support Downtown Revitalization and Waterfront Development
2. Grow Midland's Creative Cultural Industries
3. Expand Tourism Locally and Regionally

Strategic Direction 3: Build a Strong and Vital Cultural Sector

Strategies:

1. Build and Sustain Public, Private and Community Partnerships
2. Strengthen Collaboration Among Cultural Groups, Locally and Regionally
3. Increase Awareness of Cultural Resources
4. Build on Current Activities to Strengthen Festivals and Events
5. Expand Places and Spaces in Which Cultural Activities Occur
6. Provide Access to Cultural Opportunities Across the Community for all Residents

Strategic Direction 4: Celebrate and Promote Midland's Rich Heritage

Strategies:

1. Promote Collaboration Among Communities of Diverse Cultural Heritage
2. Support Local and Regional Organizations in Broadening Heritage Awareness and Education



1 Guiding Assumptions

1.1 Definition

Municipal Cultural Planning is an established priority for the Province of Ontario. The following definition of Municipal Cultural Planning has been endorsed by the Ontario Ministry of Tourism, Culture and Sport and has guided the development of the Town of Midland Municipal Cultural Plan.

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

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

It is important to build a shared set of assumptions among the many partners needed to successfully implement the Municipal Cultural Plan. The following definitions and principles are intended to help build this shared base of understanding.

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

- **Cultural Resources** – Municipal Cultural Planning embraces a broad definition of cultural resources that includes creative cultural industries, cultural spaces and facilities, natural and cultural heritage, festivals and events, and community cultural organizations
- **Cultural Mapping** – Municipal Cultural Planning begins with cultural mapping, a systematic approach to identifying and recording a community's tangible and intangible cultural resources (often using Geographic Information Systems)
- **Adopting a 'Cultural Lens'** – Municipal Cultural Planning involves establishing processes to integrate culture as a consideration across all facets of municipal planning and decision-making
- **Cross-Sector Strategies** – Municipal Cultural Planning requires new partnerships or shared governance mechanisms (such as Cultural Roundtables) to support ongoing collaboration between the municipality and its community and business partners
- **Networks and Engagement** – Municipal Cultural Planning involves strengthening networks across the cultural sector with comprehensive and ongoing strategies to support community engagement

1.2 Culture and Economic Development

“Economic development can be built on cultural development”

Midland Municipal Cultural Plan Interviewee

A Changing Economy

The Municipal Cultural Planning process in the Town of Midland comes at an opportune time. There is growing recognition across Canada of the importance of creativity, culture and quality of place in growing local economies. Many communities are now recognizing that enhancing quality of place and creating attractive amenities can draw talented people, which in turn attract business investment in an emerging creative economy characterized by higher paying, year-round jobs. Cultural resources and experiences also attract visitors and help grow tourism, an increasingly important component of economic development strategies in all communities.

Midland, like municipalities across Ontario and nationally, faces serious economic challenges owing to a fundamental restructuring of the economy away from manufacturing toward a creative economy in which talent, ideas and innovation drive wealth creation. For many municipalities including Midland, the stark reality is that the manufacturing jobs that have been lost over the last decade are not returning. In communities such as Midland, a compounding factor is the seasonal nature of the economy. In this economic environment, new sources of wealth creation and economic development must be found. In the context of this economic restructuring, cultural resources are assuming an increasingly important role. Communities that can identify and support elements of their creative economies – starting with cultural resources – will be well-positioned to capitalize on the opportunities a changing economy produces.

Creative Rural Economies

While notions of the creative economy are often thought about largely in the context of larger urban centres, considerable attention in recent years has been directed to opportunities for smaller rural areas giving rise to the idea of the *creative rural economy*. These opportunities relate to the growing number of small and medium-sized creative businesses responding to new consumer demands for original and local place-based products and services in the fields of food, wine, information technology, tourism, and hospitality, to name a few. All are factors in the attraction of creative talent. Many interested in the creative rural economy have also noted the strong role of artists. Smaller communities and rural areas can be havens for artists because of factors such as cost of living, less expensive studio space, the quality of life offered by natural amenities, among others. All are factors in the attraction of creative talent.

Culture and Tourism

Cultural resources and experiences attract visitors and help grow tourism, an increasingly important component of economic development strategies in all communities. The Canadian tourism industry is an \$8 billion industry and cultural tourism is one of the fastest growing segments of a global tourism market. There is also a trend toward what is called 'place-based' tourism. Research confirms that for cultural travelers, the visitor experience is about much more than a destination's cultural 'attractions'. It's about a destination's history and heritage, its narratives and stories, its landscape, its townscape, its people. It's about discovering what makes a city, town, or region distinctive, authentic, and memorable. It's about the experience of place. In short, cultural tourism draws on an integrated understanding of all of a community's cultural resources.

A Broader Vision of the Economy

A creative economy recognizes that all citizens and workers are creative and therefore can participate in and contribute to economic growth and community vitality. Midland is a community of many different interests – long-time residents and families who have lived in the area for generations, seasonal residents from urban centres, local business enterprises, churches and service clubs, active retirees and young families. All of these groups have their own unique needs and priorities and cherished hopes for the future.

1.3 Regional Opportunities and Synergies

The development of the Municipal Cultural Plan comes at an opportune time. Two significant regional planning initiatives have been undertaken which complement and reinforce the directions and recommendations set forward in the Municipal Cultural Plan. These two initiatives are the Huronia Economic Alliance *Economic Development Strategic Action Plan* and the *Huron Area Tourism Strategy*.

While the primary focus of the Municipal Cultural Plan is on the Town of Midland, one of the most consistent messages heard throughout the community engagement process was that advancing cultural planning and development in Midland must be understood in a larger regional context. The four municipalities that make up the Huronia Area (Midland-Penetanguishene-Tiny-Tay) have shown leadership in collaborating on these important initiatives. Both studies point to the strength of culture and heritage as major economic drivers in advancing sustainable economic growth and prosperity in the region.

Among the findings from the two projects relevant to the Municipal Cultural Plan are the following.

Huronia Economic Alliance *Economic Development Strategic Action Plan*

- **Current Business and Industry Sectors** – In an assessment of sectors, the *Action Plan* identifies the following:
 - **Hospitality and Tourism** – "Huronia, as a function of its size and geography, has a diverse array of tourism assets based on both its natural heritage and its cultural amenities."
 - **For-Profit Cultural Industries** – "Cultural industries however, are an important contributor to regional economies. They can play a significant role in the diversification of a local economy and have a direct impact on a community's quality of place experience. This in turn, can be leveraged in the attraction of talent workers and new investment. In Huronia cultural industries comprise an important segment of a broader creative economy, though they remain specifically focused on creative artistic and aesthetic activity."
- **Quality of Life as an Economic Driver** – "Perhaps the single largest opportunity identified through the stakeholder consultations is Huronia's quality of life and how it can be improved and leveraged to attract new residents and visitors to the area. It was suggested that the region needs to showcase the activities and assets - both natural and culturally based – that contribute to a four season living experience, as well as the visitor experience."
- **Regional Cultural Mapping** – (the Action Plan recommends) "Extend the cultural asset mapping exercise undertaken by the Town of Midland to include all of Huronia. Cultural mapping is an important new tool to support economic development and can be used to increase awareness of resources for residents, tourists, newcomers and prospective businesses about the strengths of the community and to improve the base of information on cultural assets in municipalities to inform a wide range of planning decisions."

Huronia Area Tourism Strategy

- **Tourism Strengths** – Of the 11 Huronia Tourism Strengths, 8 relate directly to the definition of cultural resources and the recommended actions in the Municipal Cultural Plan
 - Strong cluster of cultural attractions (both natural and cultural heritage)
 - Aboriginal heritage and culture
 - National and provincial parks
 - A diversity of all season events and festivals (not yet strategically grown as tourism events)
 - A growing cultural scene
 - Variety of local dining options
 - Extensive trail system
 - Strong creative arts sector

■ **Huronia Strategic Assets**

- Culture – French, Aboriginal, Jesuit, Métis, English
- Heritage – There is a rich cultural heritage throughout the area (native and non-native)
- Extensive trail system
- Gateway to World Biosphere Reserve, National Park & National Historic Site
- Historic villages

■ **Future Tourism Opportunities**

- Aboriginal tourism product/experiences – telling the Aboriginal stories their own way
- Fully connected regional multi-use trail system with connecting loops
- Historic villages as shopping and cultural destinations
- Enhanced/expanded packaging of existing products into experiences
- Creative interpretation of the wealth of local stories
- Regional culinary tourism and local products

Recommendations emerging from both final reports call for the creation of umbrella bodies and staff to implement recommendations. Strong representation from the culture and heritage communities should be a priority as these agendas move forward.



2 Background Research

2.1 Cultural Mapping

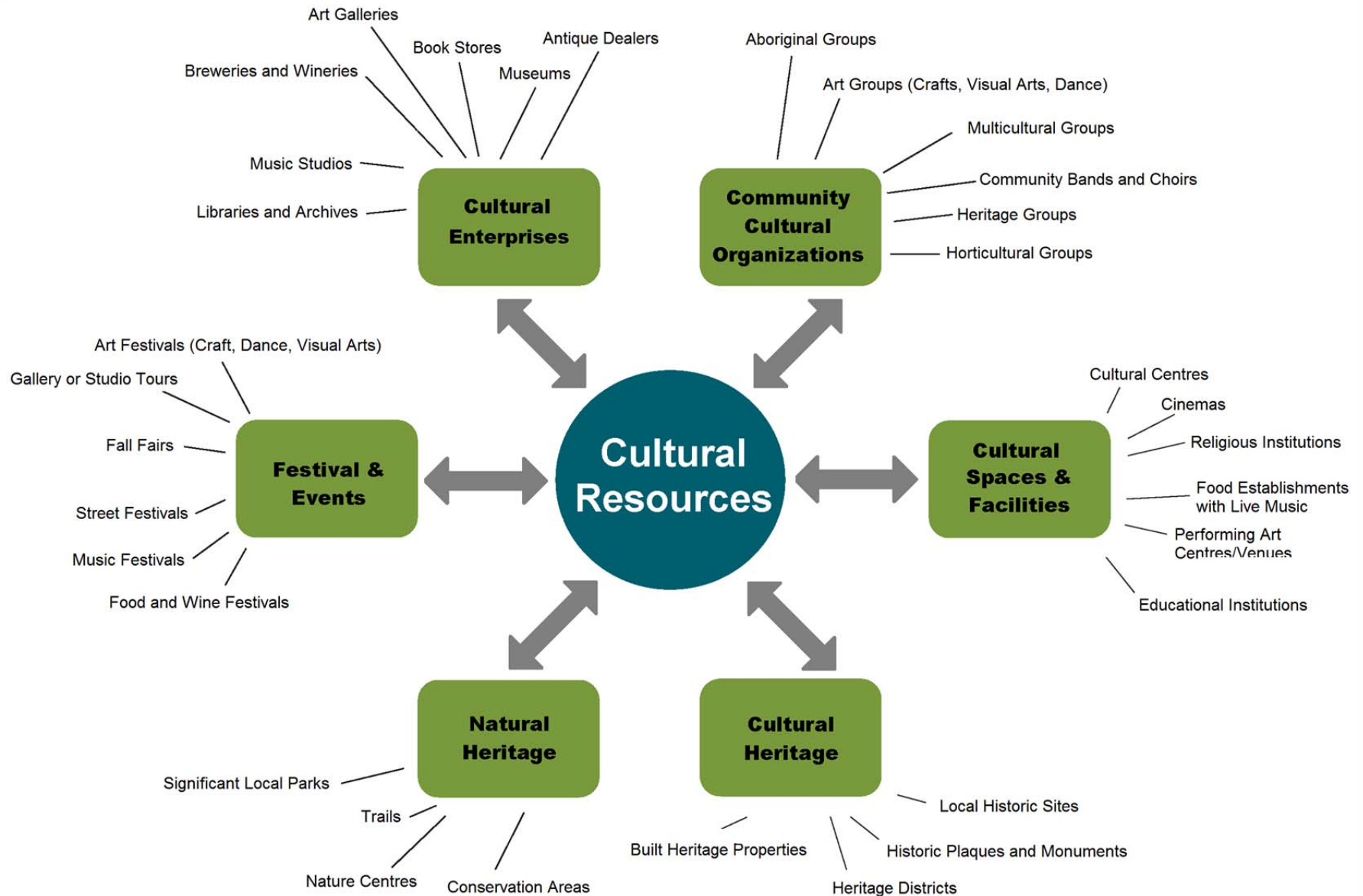
The Cultural Mapping Process

Cultural mapping is a systematic approach to identifying, recording and classifying a community's cultural resources. Work undertaken through the development of the Municipal Cultural Plan **marks the beginning, not the end** of cultural mapping in Midland. Cultural mapping must be understood as an ongoing process that progressively broadens and deepens information on cultural resources in a community over time.

The first step in undertaking cultural mapping is determining a consistent set of categories of cultural resources – known as a Cultural Resource Framework (CRF) – within which a wide range of existing information can be effectively consolidated. Figure 2 illustrates the Cultural Resource Framework employed in Midland. The various sub-categories or spokes linked to the six major categories are not comprehensive but rather illustrate the range of resources. The full CRF used for the initial mapping undertaken as part of the Municipal Cultural Planning process is set out in [Appendix B](#). The complete database of cultural mapping findings is set out in the *Key Findings Report*.

Once the CRF for Midland had been confirmed, the first step was accessing relevant information from *infoCanada*, a commercial entity that consolidates information drawing from two sources: Statistics Canada and local Yellow Pages. This baseline of information was then supplemented by a wide range of data provided by the Municipality. Once this data had been integrated with *infoCanada* data, the resulting database was reviewed by Town staff across multiple departments. Finally, the Steering Committee was invited to review mapping data and make additions based on their knowledge of the cultural assets in the community.

FIGURE 2: CULTURAL RESOURCE FRAMEWORK DIAGRAM²



² Developed by AuthenticCity (2011)

Cultural Mapping Findings

Figure 3 illustrates the total percentage breakdown of cultural resources identified to date. The Key Findings Report details the various categories of cultural resources, citing specific local organizations and activities falling into the six major categories.

The full database of all assets has been delivered to the Municipal staff. All data has been geocoded (i.e. assigned points of latitude and longitude) to enable the data to be imported into the Municipality's Geographic Information System (GIS) to support Municipal planning and decision-making. The geocoded data also will enable the creation of an interactive cultural map (a recommended Action in the Municipal Cultural Plan).

FIGURE 3: BREAKDOWN OF MIDLAND’S CULTURAL RESOURCES BY CATEGORY



Continuing Cultural Mapping

Critical to the success of continued cultural mapping is an overall coordinating group. An anchor recommendation in the Town of Midland Municipal Cultural Plan is the establishment of a Cultural Advisory Committee drawing together representatives of the Municipality, business, community and cultural groups. The Committee would be ideally placed to assume this leadership and coordinating role.

In support of continued cultural mapping efforts in Midland, a variety of tools can be used to enable community input. A simple tool that has been used effectively in other communities, especially smaller communities with limited resources, is described in [Appendix C](#).

2.2 Demographic and Cultural Economy Analysis

Understanding current demographic conditions in Midland is key to shaping a Municipal Cultural Plan responsive to these realities. Key findings from this analysis are presented below but presented in more detail in the *Key Findings Report*.

Developing the Municipal Cultural Plan also involved an examination of the cultural economy in Midland. This analysis has been framed by recognition of the fundamental shift in the economy away from manufacturing and resource-based industries to a creative economy driven by knowledge and innovation. The creative cultural economy should be understood to underlie all sectors of the broader economy. Creativity can be applied to the introduction of new processes, the creation of new products, and the design of systems in fields from construction to craft-making. In this sense, the creative cultural economy is defined by the skills and ideas that people employ – it is “industry agnostic”.

The creative economy is typically measured using industry and occupational data. Creative industries and occupations encompass a wide range of knowledge-based jobs in which innovation and creativity drives wealth creation. These industries and occupations encompass sectors such as science and medicine, financial services, information and culture, and engineering, among others. Within the creative industries and occupations is a subset of the creative cultural industries and occupations. Understanding Midland’s position in the creative economy broadly defined and the creative cultural economy more specifically is an important step in understanding how the Municipal Cultural Plan can contribute to strengthening the economy and contributing to sustainable future prosperity. The full analysis of the cultural economy in Midland can be found in the *Key Findings Report*.

Highlights of the Demographic and Cultural Economic Analysis include:

- It is widely understood that in Ontario and Canada the population is aging rapidly. Across the country, towns and cities have begun to prepare for a retiring baby boomer generation. It is often said these baby boomers are the wealthiest and best educated that Canada has or will ever see. This population will seek cultural and recreational activities and amenities consistent with healthy retirement living. In Midland today, over 50% of the population is over the age of 45. 22.1% of the total population is of retirement age (an increase of 12.8% from 2006 levels). The Simcoe region has also seen an increase of 18.3% in recent years to their 45+ age cohort.

- Midland's 2010 median income for individuals was \$25,013. By comparison, both Ontario and Simcoe County's median income for individuals fell within \$30-31,000. Lower income in Midland is and will continue to be a major factor impacting the cultural life of the town requiring attention to ensuring access and inclusion in cultural opportunities.
- In Midland, the largest proportion of workers is found working in the service sector, at 46.4% of the total workforce. Midland's proportion of service occupations is on par with that of Simcoe region (46.5%) and slightly larger than Ontario's (43.1%). In terms of the individuals working in the creative sector, Midland has a slightly higher proportion of higher paying creative occupations than Simcoe region (30% vs. 29.2%). However, both areas are well below the provincial proportion of 37.5%.

It is significant to note that from 2006 – 2011 employment in the creative sector in Midland grew 6.6% while its remaining occupational groups decreased. This illustrates that despite the economic hardships at the end of the past decade, the creative sector had greater resiliency allowing for continued growth in the labour force.

- Midland has 114 creative cultural industries. Most of these industries located in Midland have less than four employees, with the largest group of businesses being indeterminate (i.e., owner-operated small businesses employing only the owner). These findings are typical of creative cultural industries everywhere and speak to the importance of effective small business support and entrepreneurial development to grow this expanding segment of the economy.
- In terms of Midland's cultural industries, business patterns data reveals that the majority of industries are cultural support occupations (those technical or managerial positions supporting the production of cultural goods and services) while a smaller (but still significant) percentage are cultural occupations (those directly involved in the creation of cultural goods and services).
- In the Simcoe area³, the proportion of cultural occupations as opposed to cultural support occupations is weighted toward cultural occupations which make up nearly 62% of the total cultural occupations; 40% are cultural support occupations.

³ Simcoe County plus Orillia and Barrie



3 The Community's Voice

3.1 The Engagement Process

In order to maximize community input to shaping the Municipal Cultural Plan, the following engagement activities were undertaken:

- **Launch Event** – this community meeting took place September 24, 2013 at the Midland Public Library. The event attracted more than 40 participants and was characterized by a high level of energy and enthusiasm about the potential of the Municipal Cultural Plan.
- **Community Survey** – an on-line survey was mounted and completed by more than 150 individuals. Based on the consultants' experience in other communities, this represents a very high level of return signaling strong interest in culture and cultural development in Midland.
- **Individual Interviews** – a total of 30 interviews were completed on-site and by telephone with members of Council, Municipal staff, and representatives of a wide variety of cultural, business and community groups and interests.
- **Focus Groups** – focus groups were convened on three topics: Cultural Community Collaboration, Culture and Tourism, and Regional Collaboration.

3.2 Engagement Themes

Economic Development and Tourism

Opportunities to leverage cultural resources to support economic development focused on several themes. The first and most important is the understanding that successful communities need a depth and breadth of culture activities and amenities to attract people, new businesses, and investment. In the face of slow projected population growth and the loss of manufacturing jobs, the cultural economy will become an essential component of future economic development and job creation.

Developing Midland as a significant tourism destination was a second theme. The Town's recent commitment to a role in tourism development was praised but it was recognized that the municipality cannot realize tourism opportunities without strong business and community partnerships. The *Huron Area Tourism Strategy* mandate to define regional tourism strategies, including coordinated marketing efforts, represents a major opportunity. Promoting Midland as a major cultural and tourism destination will not succeed without collaboration with surrounding municipalities. Major attractions including the Martyrs' Shrine and Huronia Historical Parks, among others, attract large numbers of visitors to the area. The challenge is building packages and experiences connecting these assets to encourage overnight stays and increased spending, benefiting local businesses. The need to extend "shoulder season" tourism beyond the summer months was another strong message.

Identifying a clear and distinctive regional brand was another topic of conversation. Some felt that relatively few people outside the region recognize or can geographically locate "Huron" while there is almost universal recognition of Georgian Bay. South Georgian Bay was one suggestion as an alternative to Huron although several pointed out that other jurisdictions in the area were already using this term.

The final theme raised in the context of culture-led economic development opportunities linked to rapidly growing creative cultural industries and occupations. With the decline of manufacturing, a priority is attracting higher paying, year-round jobs in the creative economy. Creative cultural industries are among the fastest growing segments of the Canadian economy. Many of these industries and enterprises have relatively low barriers to entry in terms of initial capital investment (i.e., it takes relatively little money to launch a website design compared to other types of businesses). This provides opportunities for start-up businesses by youth and young entrepreneurs in the community. The Municipal Cultural Plan addresses just these opportunities.

Stronger Communications and Collaboration

The need for greater communication and collaboration among the various cultural groups and activities was a strong theme in consultations. The cultural sector in Midland, as in most municipalities, has tended to be fragmented, with relatively low levels of interaction across arts and heritage activities, libraries, cultural businesses, etc. The efforts of the Huron Foundation for the Arts to overcome some of these "silos" and better promote a range of arts and culture activities was acknowledged and praised.

Individual institutions including the Midland Cultural Centre, the Public Library and the Huron Museum have undertaken joint projects. What is missing is more systematic networking and collaboration across groups and activities. The Midland Cultural Centre envisions one of its mandates

is serving as a 'cultural hub' for cultural groups. The Centre has already initiated a weekly meeting called the HUB to support this networking and relationship building goals. A related point raised was that more connections were needed between what one person referred to as the "underground" cultural community (independent musicians, artists, cultural group) and the more traditional "institutionalized" cultural sector.

The call for greater collaboration reached beyond the Town of Midland to the wider region. The four municipalities in Huronia have come together under the Huronia Economic Alliance to undertake two significant initiatives: the *Economic Development Strategy Action Plan* and the *Huronia Area Tourism Strategy*. These important regional alliances and joint strategies set a precedent for similar potential action in the cultural area. Mechanisms to support ongoing dialogue with neighbouring municipalities on cultural development issues were called for. The importance of culture and heritage cited in both the *Economic Development Strategy Action Plan* and the *Huronia Area Tourism Strategy* open up opportunities to leverage recommendations in these plans to advance a regional cultural agenda.

Increase Awareness and Change Attitudes

Despite the depth and breadth of cultural activity in Midland, resources and opportunities remain "under the radar" for many year-round and seasonal residents. The Huronia Foundation for the Arts work in marketing individual artists and cultural activities is one important contribution to addressing this need, but a diversified range of strategies is needed. An overarching and branded cultural marketing and promotion strategy for Midland and the surrounding region was proposed. Encouraging more cross-promotion of organizations and programs was another. A 'wiki-based' community calendar that enables organizations to post upcoming programs and events to a calendar (subject to review prior to publishing) was another concrete recommendation to increase awareness and grow cultural participation. Advance posting of events in community calendars also serve the purpose of helping to avoid scheduling conflicts or, conversely, reveal opportunities for connecting events to create a larger cultural experience for residents or visitors.

Connected to low levels of awareness and appreciation of cultural resources is the need to engage a wider cross section of the community in Midland. Many in the community still perceive cultural activities as 'elitist' that are relevant and accessible to a relatively small percentage of the population. The definition of cultural resources embraced in the Cultural Resources Framework communicates a broader definition of culture that will help challenge some of these perceptions. Helping people see events such as the Butter Tart Festival as a cultural activity can help shift attitudes. The diversification of programming at the Midland Cultural Centre and the Public Library were other efforts credited with culture changing attitudes and perceptions.

Several individuals during consultations summarized this need to broaden the base of engagement and support for local culture as the need to extend engagement "beyond the same 500 people" attending and supporting some of the community's more formal cultural offerings through anchor organizations such as the Midland Cultural Centre, Public Library and Huronia Museum. While attendance at community festivals and events tended to be viewed as more accessible, expanding the base of local support for Midland's important cultural institutions was felt to be critical if these organizations are to be sustainable.

The Municipality's Role and Support for Cultural Development

The Municipality's leadership role in launching the Town of Midland Cultural Plan was applauded. However, Council and staff were called on to play a stronger role, working collaboratively with community partners, in implementing the Midland Municipal Cultural Plan and in supporting ongoing cultural development. The most frequent suggestion was finding strategies and resources to devote additional human resources to supporting cultural development in the community. The primary responsibility of additional human resources would be to play a coordinating and facilitating role connecting groups and helping build the capacity of individual cultural groups and the sector as a whole.

"Culture" currently does not exist in the administrative structure of the Municipality (unlike Recreation). This situation tends to render culture (including the arts, heritage cultural businesses) "invisible" despite growing evidence of the economic importance of these resources to economic development. Some felt culture should be located alongside Parks and Recreation (many municipalities in Ontario do connect *Parks, Recreation and Culture* in a Division or Department. However, a growing number of municipalities are positioning culture in an economic context, combining *Economic Development, Tourism and Culture* into integrated administrative units.

Several other issues were raised related to Municipality support. There is a need for culture to be understood as a cross-departmental issue touching many different aspects of planning and decision-making. The Municipality was called on to "make it easier" for cultural groups wishing to deliver events by reducing procedural barriers including issues of permits and licensing. There was a call to relax the home occupancy by-law to allow for home businesses thereby supporting and encouraging small start-up businesses. There was also a call for small community grants to support current and emerging cultural groups and activities.

In the course of developing the Municipal Cultural Plan, research into comparative cultural spending in other municipalities was undertaken. Findings from this research are set out in Appendix D. The current expenditure by the Town of Midland on cultural services is below the levels of comparable municipalities in such areas as Collingwood, Gravenhurst, Huntsville, Meaford, Orillia and Owen Sound.

Building Municipal – Community Partnerships

While there was a strong call for Municipal leadership in implementing the Municipal Cultural Plan, responsibility for implementation cannot fall to the municipality alone. The potential to establish an ongoing partnership mechanism to sustain collaboration between the municipality and its cultural, business and community partners was a strong topic of discussion in the consultation process. There was also a call for a community "champion" to raise awareness and act as a strong advocate for the Plan.

Greater business and private sector support for cultural activity must be a priority. This will require cultural organizations developing fundraising and sponsorships skills.

Waterfront Development

There are tremendous opportunities for cultural development contained in recommendations set out in the Waterfront Development Plan. A significant percentage of the property that is the focus of the *Unimin Waterfront Lands Master Plan* is to be reserved for the public realm, opening up opportunities for public art, concerts or performances in parks or civic squares. It was also noted that opportunities to leverage waterfront development in support of cultural development were not restricted to the Unimin lands.

The combination of waterfront development and downtown revitalization holds the potential to make Midland a major cultural destination and the “cultural hub for the entire region.” The potential for new cultural and educational facilities as anchor elements of the waterfront development vision were seen as key to realizing this opportunity. The planned extension of BIA boundaries to include the waterfront will advance a more integrated cultural and economic development agenda.

Downtown Revitalization

Many spoke of the Midland Public Library and Midland Cultural Centre as anchors in any future downtown revitalization efforts and investments. These institutions combined with the close proximity of the Huronia Museum and the North Simcoe Sports and Recreation Centre position culture and recreation as essential elements in downtown redevelopment/revitalization. A related vision was to think about these cultural organizations forming the northern anchor and the waterfront (with its cultural assets/amenities) the southern anchor of a cultural precinct in the downtown.

The BIA is working closely with the Municipality to build an integrated plan for the downtown. Funding applications have been made to undertake a Downtown Master Plan in 2014, together with the subsequent development of a Community Improvement Plan (CIP) to provide tools and incentives to support implementation of the Master Plan. The digging up of main street to replace essential underground infrastructure planned for 2017 represents (as one participant put it) “a once in a lifetime opportunity to get it right” in the design and redevelopment of the area as a vibrant community space. Cultural resources including cultural institutions, cultural programming and activities on the street, public realm enhancements including public art, and other cultural contributions were seen as critical to success.

Discussion related to downtown revitalization also included ideas related to growing the number of cultural businesses and creative enterprises in the area. The creation of a business incubator with a strong focus on supporting creative cultural enterprises was proposed. Continued efforts to use vacant storefronts and empty business spaces to provide studio space for artists or merely for the display of arts and heritage collections and resources was also identified. Many commented on the positive developments already happening in the downtown such as the opening of new and interesting restaurants and coffee houses.

Promoting Access and Inclusion

Significant levels of unemployment and low income levels in Midland mean that many residents lack the resources to access a range of formal programs and activities offered by the community’s cultural institutions. Ensuring access to cultural opportunities for all residents in Midland was a strong theme throughout the consultation process. All of Midland’s ‘anchor’ cultural institutions (the Public Library, Midland Cultural Centre and Huronia Museum) are making efforts to increase access through free or affordable programs. More community-based events such as the Butter Tart Festival were an important part of any strategy to increase access.

Limited public transportation makes it difficult for some residents (including seniors and individuals without cars) to attend some events. Another issue related to access identified was responding to the needs of youth. Efforts to expand youth programming at the Midland Cultural Centre, Public Library and Huronia Museum were praised, but more is needed. New programs must respond to the unique cultural interests and

aspirations of youth who must be engaged in their design. Greater engaging of schools in supporting expanded cultural programming was frequently suggested.

Cultural Heritage

With its significant Aboriginal, Francophone and English populations and heritage, some described Midland and the surrounding area as a “microcosm of Canada” and one with an extraordinarily long and rich history. The approaching 400th anniversary of the arrival of Champlain was cited as both a symbol of this rich heritage and an opportunity for regional collaboration in recognizing and leveraging this anniversary to attract attention and visitors to the area.

The region is home to major – and mature – heritage sites and attractions including Huronia Historical Parks and the Martyrs’ Shrine, among others. Creating packages that connected major sites and attractions with other heritage institutions and programs in the area is needed to communicate a broader heritage experience and retain people in the community for longer periods of time.

The Municipal Heritage Committee was praised for its efforts (working with very limited resources) to advance a heritage agenda in Midland. The success of the Ontario Heritage Conference in 2013 and Huronia Doors’ Open were cited as tremendous achievements. More attention to oral history and storytelling was a strong theme in discussions. There was also a call for improved signage to promote and acknowledge local history.

Greater attention to the rich Aboriginal presence and history in the area was raised across all engagement activities. Major sites such as Sainte-Marie among the Hurons obviously address part of this opportunity but more can be done. The collections and exhibitions of the Huronia Museum tell a comprehensive story of the human history of the area, including Aboriginal history. Festivals and events were felt to be an area where greater attention to Aboriginal history and culture could be celebrated. Although the Pow Wow was acknowledged as an important event, many felt the event could be ‘grown’ through better promotion.

Festivals and Events

The number and diversity of festivals and events in Midland and the surrounding area were identified as a cultural strength with potential for further growth and development. There was a call for a new “signature festival” to distinguish Midland from others communities and to help create a unique cultural brand for the town. A major Bluegrass music festival was one suggestion. Another unique suggestion was for an annual Gospel Festival building on the strong religious heritage in the area (e.g., Sainte- Marie among the Hurons, the Martyrs’ Shrine, First Nations spiritual traditions). To the knowledge of the consultants, no other community in Ontario has such a festival. Both suggestions pointed to what many described as a remarkable local music scene but one requiring more facilities and venues for performers.

Several challenges facing festivals were identified. As noted, there was a call for the Municipality to make it easier to mount events through some relaxation or at least greater flexibility related to licensing, permitting and other formal requirements. A second difficulty facing festivals is the growing challenge recruiting a new generation of volunteers, especially those willing to play leadership positions. Some expressed the view that it was a mistake to rely too heavily on volunteers. There was a call for greater collaboration and synergies – between festivals themselves and

between festivals and the business community (including restaurants in the downtown). Finally, there was a call for festivals and cultural events more geared to the interests of youth.

Cultural Spaces and Facilities

Mixed messages emerged related to cultural spaces and facilities. On the one hand, it was felt that the community was well served and well equipped with facilities, noting the Midland Cultural Centre, Public Library and Huronia Museum. Local churches also open their doors for use by musicians, community choirs, etc. However, others pointed to lack of adequate spaces for local musicians to perform. There was a call for more multipurpose spaces that could be used for a variety of cultural activities, including space for meetings. It was noted that both the Midland Cultural Centre and Midland Public Library are increasingly opening their doors to support this type of activity.

Finally, there was a call for greater use of outdoor spaces, in particular a return to greater use of Little Lake Park for events and activities. It was noted the Park had once been a community hub and served as a location for many events. In recent years it has been utilized less but had great potential for revived use.



4 Town of Midland Municipal Cultural Plan

4.1 The Vision

In 2020, implementation of the Town of Midland Municipal Cultural Plan will have resulted in the following:

- Midland will be a major tourism destination based on its rich heritage, the vitality of its arts and culture community and its extraordinary natural assets.
- Cultural activities and amenities will be magnets attracting talent and investment in a vibrant creative economy of more year-round, well-paying jobs.
- Broad community awareness of the town's cultural resources will contribute to strong community support for cultural groups and activities.
- Midland's creative cultural industries will be major economic drivers in a diversified local and regional economy.
- Creating quality of place will have infused all decisions, producing a town that boasts a vital downtown, a celebrated waterfront and beautiful places throughout the community.
- Midland will have embraced a vision of a living heritage connecting past and present and encompassing the many diverse cultural traditions in the community.
- Midland will be recognized as a leading municipality integrating culture into all facets of planning and decision-making.

4.2 The Mission

Celebrating and leveraging Midland's cultural resources to grow a prosperous year-round economy and enhance the quality of life for all residents.

4.3 Guiding Principles

The following principles will guide implementation of the Midland Municipal Cultural Plan and ongoing cultural development.

- **Collaboration** – adopt a collaborative approach to cultural development supported by sustained communication and collaboration between the Municipality and cultural groups, the public and voluntary sectors and other levels of government
- **Integrated Municipal Planning** – ensure cultural resources and opportunities are considered in all departments, at all levels and by Council
- **Accessibility** – provide cultural opportunities, resources and activities that are accessible to residents of all ages, abilities, ethnicities, and economic circumstances
- **Financial Support and Fiscal Responsibility** – based on annual budget proposals to Council, the Town of Midland should commit resources needed to implement the Municipal Cultural Plan and support ongoing cultural development. The Municipality should make the most efficient and effective use of these funds and other Municipal resources ensuring accountability and value for money in all its investments.

4.4 Strategies and Actions

The Midland Plan is built on four **Strategic Directions** that anchor and set a context for a collection of **Strategies**. Each Strategy contains a range of recommended **Actions**. The Plan should not be considered a finished document. Rather, it should be viewed as an informed starting point based on an assessment of where Midland finds itself today, together with the expressed aspirations for the future. The Municipal Cultural Plan is a dynamic report designed to continue to respond to changing needs and opportunities in the community; new actions will emerge throughout the lifespan of the Plan. The following **Strategic Directions** provide the framework for the Plan

- Broaden the Municipality's Role and Build Partnerships
- Expand Culture's Role in Economic Development
- Build a Strong and Vital Cultural Sector
- Celebrate and Promote Midland's Rich Heritage

Strategic Direction 1: Strengthen the Municipality's Role

Strategies:

1. Provide Adequate Human and Financial Resources to Implement the Plan

- Commit Municipal funding to implementing the Municipal Cultural Plan and ongoing cultural development. This is an investment in revitalizing the local economy and in making Midland a wonderful place to live
- Acknowledge the importance of this investment, the Town of Midland should establish a per capital target in annual funding
- The Municipality should seek to increase this allocation to achieve budget levels equivalent to those of comparable municipalities

2. Address Administrative Requirements

- Bring dedicated human resources to support implementation of the Municipal Cultural Plan (e.g., grants, internships, contract positions, etc.)
- Determine the administrative structure in the Municipality best suited to support cultural development
- Establish a Cultural Advisory Committee to work collaboratively and provide advice and support to the Municipality in implementing the Municipal Cultural Plan and supporting ongoing cultural development
- Establish a small grants program to provide project-based support for existing and emerging cultural groups and initiatives in the community
- Convene a forum for staff across departments and with Council to introduce the Municipal Cultural Plan
- Determine indicators and performance measures to demonstrate and evaluate the impacts of implementing the Municipal Cultural Plan in Midland
- Define the financial implications and establish a budget for implementing specific initiatives

Strategic Direction 2: Expand Culture's Role in Economic Development

Strategies:

1. Leverage Cultural Resources to Support Downtown Revitalization and Waterfront Development

- Ensure strong cultural sector participation in the development of the Downtown Master Plan
- Formally designate the downtown area and waterfront as a Cultural Precinct and as a regional cultural hub promoted to residents and tourists. Consider this designation as one strategy in the Downtown Master Plan
- Designate one consistent day per month throughout the year to be used to profile local artists and activities and encourage attendance at cultural institutions in the downtown (e.g. the first Friday of each month)

- Continue efforts to make use of empty or underutilized buildings to provide space for artists or small creative cultural enterprises or simply to display works of local artists and artisans or heritage collections
- Support implementation of the Unimin Waterfront Lands Master Plan with its opportunities to advance cultural development in Midland

2. Grow Midland's Creative Cultural Industries

- Establish a regional 'Creative Minds' initiative providing an opportunity for creative enterprises (including creative cultural industries) to build networks and identify opportunities for collaborative initiatives. Successful models in other communities such as Prince Edward County⁴ and Hastings County⁵ can be examined as a guide to establishing such an initiative
- Connect strategies to grow Midland's creative cultural industries to this agenda in the Huronia Economic Alliance *Economic Development Strategic Action Plan*
- Review current zoning to enable more home based businesses for artists/artisans and start-up creative cultural enterprises
- Explore opportunities to establish shared space for artists/artisans and new creative enterprises in the downtown area

3. Expand Tourism Locally and Regionally

- Support recommendations set out in the *Huronia Area Tourism Strategy* to develop collaborative tourism packaging and marketing initiatives
- Ensure strong representation from culture and heritage groups in Midland and surrounding municipalities on the umbrella body recommended to lead regional tourism development
- Develop local and regional tourism packages leveraging synergies between cultural, culinary and agri-tourism experiences
- Leverage cultural resources (including festivals) to contribute to growing a four-season tourism industry in Midland and regionally

Strategic Direction 3: Build a Strong and Vital Cultural Sector

Strategies:

1. Build and Sustain Public, Private and Community Partnerships

- Recruit a champion(s) to act as an advocate for the Municipal Cultural Plan and to promote ongoing support for cultural development in the community
- Establish a Cultural Roundtable as a regional cross-sectoral leadership group with membership drawn from area municipalities, cultural groups, and business and community interests to work collaboratively to support cultural development across the region. Ensure close

⁴ <http://www.buildanewlife.ca/site/index.php/Collaboration-Centre/Creative-Minds/Creative-Minds.html>

⁵ <http://www.hastingscounty.com/invest-here/creative-hastings.html>

integration with the Huronia Economic Alliance *Economic Development Strategic Action Plan* and *Huron Area Tourism Strategy*. Draw on models in other communities in defining the mandate and composition of the Cultural Roundtable

2. Strengthen Collaboration Among Cultural Groups, Locally and Regionally

- Continue and expand the Midland Cultural Centres' HUB events to include the full spectrum of for-profit and not-for-profit cultural groups and activities
- Convene an annual Cultural Summit to bring together cultural stakeholders and wider community members to review progress on the implementation of the Municipal Cultural Plan and to identify new opportunities and initiatives. The Summit can also be an opportunity to profile local artists, cultural groups and activities
- Form a Huronia Cultural Managers Network connecting full-time managers in cultural institutions and facilities to meet regularly to examine opportunities for regional cultural collaboration
- Consistent with recommendations set out in the Huronia Economic Alliance *Economic Development Strategy Action Plan*, initiate a regional cultural mapping project
- Explore a community-wide program designed to recruit and manage a new generation of volunteers to support cultural groups and activities. Draw on the resources of Community Reach
- Ensure Midland's participation in collaborative initiatives across Simcoe County. The County has recently completed a Cultural Study identifying a range of initiatives and opportunities

3. Increase Awareness of Cultural Resources

- Communicate the Municipal Cultural Plan broadly in the community
- Establish an interactive cultural map drawing on cultural mapping data
- Establish a community-driven calendar of events to promote cultural activities⁶
- Support wider Municipal efforts to strengthen signage and wayfinding to help profile cultural resources
- Explore the potential to establish a cultural brand to support marketing and promotion in Midland and the surrounding area
- Build on and extend current efforts in cross-promotion and marketing among cultural organizations and activities
- Broaden understanding of culture and combat perceptions of 'elitism' by actively promoting community events such as the Butter Tart Festival as cultural activities
- Engage local retailers (hotels, restaurants, other downtown businesses) to increase awareness of local and regional cultural resources to support word-of-mouth promotion

⁶ The Peterborough Public Library cooperated with a local software developer to develop a 'wiki based' calendar of events that enables individuals and groups to post programs and activities months in advance and to assist in avoiding scheduling conflicts

- Ensure promotion of cultural activities is integrated with recommended actions emerging from the Huronia Economic Alliance *Economic Development Strategy Action Plan* to support coordinated regional marketing and promotional investments

4. Build on Current Activities to Strengthen Festivals and Events

- Encourage greater collaboration among festivals and between festivals and the business community (including downtown merchants)
- Consider establishing a new signature cultural festival to help create a unique cultural brand for Midland. Several options emerged from the community engagement process
- Consider establishing one or more festivals or events geared to the interests of youth. Engage youth in the determination of such an event(s)
- Examine opportunities to establish new events in the shoulder seasons and winter months to encourage year-round participation and attendance by both residents and tourists
- Examine current Municipal licensing and permitting requirements with the objective of supporting and facilitating community groups mounting festivals and events

5. Expand Places and Spaces in Which Cultural Activities Occur

- Undertake a systematic audit of places and spaces in the community where cultural activities currently or potentially could take place. Make this database publicly accessible to assist cultural groups in finding potential venues for their activities
- In undertaking such an audit, pay particular attention to the adequacy of current venues to support Midland's vibrant music scene
- Explore opportunities for 'reviving' Little Lake Park as a primary public space for cultural and other community events and activities

6. Provide Access to Cultural Opportunities Across the Community for all Residents

- Continue efforts to provide free and/or affordable cultural programming in anchor cultural institutions and through the promotion of free community festivals and events
- Establish an apprenticeship and mentoring program to connect young and emerging artists/artisans with experienced senior practitioners
- Build on existing efforts to strengthen cultural programming for youth
- Build on existing efforts to strengthen cultural programming for seniors

Strategic Direction 4: Celebrate and Promote Midland's Rich Heritage

Strategies:

1. Promote Collaboration Among Communities of Diverse Cultural Heritage

- Work collaboratively with regional First Nations communities to explore opportunities to develop new Aboriginal cultural events or offerings
- Better promote and fully leverage the current Pow Wow to profile rich Aboriginal cultural traditions in the area
- Reach out to regional Francophone cultural groups to explore opportunities for collaboration and extended cultural programming
- Seek to implement programs and initiatives that acknowledge the cultural traditions of other diverse communities in Midland

2. Support Local and Regional Organizations in Broadening Heritage Awareness and Education

- Build on current efforts to leverage the 400th anniversary of Champlain's arrival to promote the rich heritage of the area and to support and encourage regional collaboration in heritage awareness and education
- Seek to develop programs and initiatives that draw attention to the rich marine and shipping heritage of Midland
- Explore opportunities for local and regional heritage groups to collaborate on an oral history project. Draw on the experience and expertise of the Huronia Museum, the Askennonia Seniors and the Midland Secondary School in their past efforts in this area

4.5 Implementation and Monitoring

Implementation

As previously noted, the Municipal Cultural Plan should not be seen as a static document, but rather one that will evolve based on new needs and opportunities that will emerge in the course of implementing the Plan. The population size and resources available to support cultural development in the community will require flexibility and ingenuity on the part of the Municipality and its partners to successfully implement the Municipal Cultural Plan and ongoing cultural development. In larger communities with greater resources at their disposal, detailed implementation plans identifying specific years for implementing recommendations are included in municipal cultural plans. However, given resource limitations and the need for flexibility, it is proposed that the Municipality, working collaboratively with the Cultural Advisory Committee, be charged with defining implementation priorities and timelines. Consideration should be given to identifying a number of inexpensive and achievable Actions that can generate a sense of confidence and momentum related to the implementation of the longer term Municipal Cultural Plan.

First Steps

Notwithstanding this approach to defining implementation priorities, a number of 'foundational' Actions must be implemented immediately in order to build the capacity to move forward to implement other recommendations. These include:

- Recruit a champion to act as an advocate for the Municipal Cultural Plan and to promote ongoing support for cultural development in the community
- Explore a variety of options for establishing a contract position to bring focus to early implementation actions

- Determine the administrative structure in the Municipality best suited to support cultural development
- Confirm the establishment and appoint members to the Cultural Advisory Committee
- Establish the Cultural Roundtable
- Communicate the Municipal Cultural Plan broadly in the community
- Define indicators and performance measures
- Define the financial implications and establish a budget for implementing specific initiatives
- Ensure the examination of opportunities to leverage recommendations set out in the Huronia Economic Alliance *Economic Development Strategic Action Plan* and *Huronia Area Tourism Strategy*

Monitoring

In 2011, the *Municipal Cultural Planning Indicators & Performance Measures Guidebook* was prepared by the Canadian Urban Institute. The purpose of the Guidebook was to provide a set of indicators and performance measures to assist Ontario municipalities undertaking municipal cultural plans in evaluating and demonstrating benefits and outcomes in communities connected to the implementation of these plans. The report sets out a wide range of indicators and performance measures as well as a process to identify and implement effective monitoring and evaluation system for Municipal Cultural Planning.

Five categories of indicators are provided addressing a range of community benefits or outcomes:

- Fostering Creativity
- Creating Wealth
- Creating Quality Places
- Strengthening Social Cohesion
- Organizational Change

In each category there is a mix of quantitative and qualitative measures. There are three types of data referred to in this guidebook:

- Data available from existing sources including Statistics Canada
- Data the municipality is already collecting
- Data the municipality may need to start collecting if it wants the information. This type of data may be largely qualitative and available through surveys

A fundamental point made by the Guidebook is that a collective decision must be made about *what stories you want to tell* in the identification and use of indicators. An early priority in the implementation of the Municipal Cultural Plan (as noted above) should be convening a meeting of the Steering Committee to work through a process of selecting indicators and performance measures for the Plan. Regional consultants for the Ontario Ministry of Tourism, Culture and Sport are trained and available to facilitate this planning session.

Once a suite of indicators has been selected, it is recommended the Municipality working collaboratively with the Cultural Advisory Committee monitor progress in implementing the Municipal Cultural Plan through a regular Report Card. The Report Card provides a means of updating Council and the wider community on progress in implementing the Plan, as well as in profiling new cultural initiatives not recommended or anticipated in the Plan. The frequency of the Report Card could be determined. Some larger municipalities produce annual reports but reporting on less frequent basis (perhaps every two years) could reduce the time and resources required. Distribution of the Report Card could be timed for release prior to the Cultural Summit to communicate achievements in implementing the Plan.



Town of Midland Municipal Cultural Plan

Appendices

Appendix A: Steering Committee

Co-Chairs

Councillor Glen Canning
Councillor Jim Attwood

Members

Linda Hillman, Huronia Foundation for the Arts
Fred Hacker, Midland Cultural Centre
Steve Barber, Midland BIA
Don Redmond, Southern Georgian Bay Chamber of Commerce

Community Members

Judy Contin
Steven Marks
Lois Lipton
Adriana Strimaitis

Staff

Bryan Peter, Director of Parks and Recreation
Wes Crown, Director of Planning and Building Services
Bill Molesworth, Chief Librarian
Carolyn Tripp, CAO
Tracy Leonard, Executive Assistant, Treasury Department
Nicole Hutton, Tourism and Special Events Manager
Nahanni Born, Executive Director, Huronia Museum

Appendix B: Cultural Resource Framework

Cultural Enterprises		
Advertising	Antiques	Architecture
Advertising Agencies Display Advertising	Antique Dealers Antique Restoration Services	Architectural Services
Art Dealers	Art Galleries	Book Stores
Artist Representatives Commercial Galleries	Artist-Run Galleries Public Art Galleries	Book Stores
Breweries and Wineries	Broadcasting	Crafts
Breweries Wineries Other Specialized Beverage Producers or Operators	Local Radio Stations Local Television Stations	Crafts Stores Craft Studios Craft Suppliers
Creative Hub	Dance	Design
	Dance Studios Dance Instruction Dance Material and Equipment Suppliers	Fashion Design Services Graphic Design Services Industrial Design Services Interior Design Services Landscape Design Services Web Design Services
Film and Video	Digital and Interactive Media	Libraries and Archives
Film and Video Production Film and Video Equipment Suppliers	Digital Media Production Interactive Media Production Video Games	Archives Public Libraries
Museums	Music	Performing Arts
Art Museums History Museums Science Museums Other Museums	Musical Instrument Suppliers Music Instruction Recording Studios	Comedy Companies Dance Companies Opera Companies Other Performing Art Promoters and Presenters Performing Art Promoters and Presenters Professional Bands Professional Choirs Symphonies Theatre Companies
Photography	Publishing	Visual Arts
Photography Studios	Art Publishers	Visual Arts (Artists) Studios

Photography Instruction Photography Suppliers	Book Publishers Magazine Publishers Music Publishers Newspaper and Periodical Publishers Other Cultural Related Publishers	Visual Arts Instruction Visual Arts Materials Suppliers
Zoos and Aquariums		
Aquariums Wild Life Sanctuaries Zoos		
Community Cultural Organizations		
Aboriginal Groups	Crafts Groups	Dance Groups
Heritage Groups	Horticultural Societies	Multicultural Societies
Genealogical Societies Historical Societies		
Music Groups	Visual Arts Groups	Storytelling Groups
Bands Choirs		Folklife Groups Linguistic Groups
Cultural Facilities and Spaces		
Aboriginal Cultural Centres	Cinemas	Community Centres
Educational Institutions	Urban Spaces and Event Zones	Cultural Centres
		Art Centres Interpretive Centres
Food and Entertainment	Multicultural Cultural Centres	Multipurpose Facilities (Including Culture)
Bars with Live Music Cafes with Live Music Restaurants with Live Music		
Performing Art Centres	Religious Institutions	
Theatres	Churches Mosques Synagogues Temples	
Natural Heritage		
Conservation Areas	Gardens	Nature Centres

	Arboretums Botanical Gardens Significant Local Gardens	Planetarium Nature Observatories Nature Centres
Nature Reserves	Parks	Trails
	National Parks Provincial Parks Significant Local Parks	Provincial Trails National Trails Local Trails
Other Locally Significant Natural Assets	Bodies of Water	
Cultural Heritage		
Historic Properties	Heritage Conservation Districts	Historic Places
Heritage Properties – Designated Heritage Properties – Holding By-Law Heritage Properties – Registered Heritage Properties – Listed		Archaeological Sites Heritage Value Places Provincial Historic Sites National Historic Sites
Plaques and Monuments	Public Art	Other Cultural Heritage Assets
Historical Plaques Monuments	Murals Public Art Installations	
Festivals and Events		
Aboriginal Festivals and Events	Celebrations	Crafts Festivals and Events
	Seasonal Celebrations Holiday Celebrations	
Cultural Heritage Festivals and Events	Cultural Heritage Tours	Fall Fairs
Farm Events	Film Festivals and Events	Food & Wine
Farmers' Markets Farm Shows		Food Festivals Specialized Beverage Festivals Vineyard Tours
Gallery or Studio Tours	Literary Festivals and Events	Multicultural Festivals and Events
Neighbourhood-based Festivals and Events	Natural Heritage Festivals and Events	Natural Heritage Tours
Performing Arts and Events	Public Art Tours	Street Festivals and Events
Comedy Festivals and Events Dance Festivals and Events Music Festivals and Events Theatre Festivals and Events	Visual Arts Festivals and Events	Other Festivals and Events

Appendix C: Example of a Cultural Mapping Tool

Using web-based survey operators (i.e. SurveyMonkey, FluidSurvey, etc) an online tool can be created to capture cultural resources through community feedback. An example of an online tool process can be found below.

Step 1 – Create an Online Workbook

The first step is to provide the community with a current report of cultural resources recently mapped. The Excel format of the database delivered to the Town (category and name of asset only) can be easily converted into a PDF workbook. This report can be distributed manually or displayed on the webpage connecting to the survey (below).

Step 2 – Create the Survey

The second step is to create a simple survey that allows for any responder to suggest an asset to be added to the cultural database. An option should also be available for any responder to suggest an asset to be removed.

Step 3 – Review the Responses

The third step requires that the responses be vetted and confirmed before making any changes to the database. This will ensure only accurate information is being added to the database.

Step 4 – Update the Database

The final step has the database reflect the vetted responses.

AuthentiCity has assisted other communities in setting up such tools and would be happy to advise the Town of Midland to do the same.

Appendix D: Comparative Municipal Investments

The following table shows expenditures for Cultural Services reported in the 2012 Financial Information Reports that are submitted to the Province annually from municipalities. These expenditures include “wages and benefits, interest on long term debt, materials and contracted services.” These expenditures do not include expenditures for Libraries and Museums.

Municipality	2012 Expenditures	Population	Per Capita Investment
Barrie	\$2,103,022	130,000	\$16.18
Bracebridge	0	15,682	0
Collingwood	\$697,243	19,000	\$36.70
Gravenhurst	\$591,469	10,899	\$54.27
Huntsville	\$693,487	18,427	\$37.63
Meaford	\$842,764	9,941	\$84.78
Midland	\$25,052	16,500	\$1.52
Orillia	\$1,853,846	31,000	\$59.80
Owen Sound	\$747,546	21,000	\$35.60
Springwater	\$6,836	18,000	\$0.38
Wasaga Beach	\$3,766	16,800	\$0.22

Expenditures in the various municipalities represent different types of investments and therefore comparisons across municipalities are difficult. However, Midland's expenditure of approximately \$25,000⁷ in 2012 was at the lower end of expenditures in these comparable communities. On a per capita basis, Midland spends \$1.52 per capita while some comparably sized municipalities spend between \$35 and \$85 per capita on cultural services.

⁷ 2012 Cultural expenditures in Midland were principally allocated to the Midland Heritage Committee. 2013 expenditures for Heritage Committee were \$10,000.