



# TOWN OF MINTO CULTURAL PLAN





# LAND ACKNOWLEDGMENT

The lands we know today as the Town of Minto have been home to Indigenous peoples since time immemorial. We acknowledge that we are on the treaty lands and traditional territory of the Anishinaabe and the Haudenosaunee.

With increasing encroachment by non-Indigenous settlers in the Town of Minto, the Anishinaabe and Haudenosaunee could not continue their traditional lifestyle and settled in their villages on Lake Huron and in the Grand River Valley. These nations uphold their Treaty Rights within our jurisdiction.

Today, the Town of Minto remains home to Indigenous peoples from across Turtle Island. We are grateful to have the opportunity to share and respect Mother Earth and are committed to building constructive and cooperative relationships with Indigenous nations.

## Project Oversight

MGA (McQueen Galloway Associates) extend thanks to the Mayor and Members of Council, staff, volunteers, community organizations and residents for their commitment to ensuring that Culture is an integral lens through which the Town of Minto is viewed, and which investment is made, and for their support and participation in the development and refinement of this plan.

## Council

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# CULTURAL PLAN UPDATE 2024

## I. SETTING THE CONTEXT

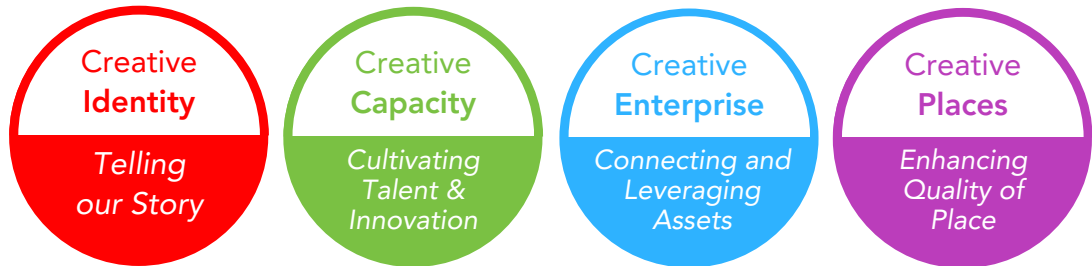


The Town of Minto is a progressive rural community that has focused on supporting the arts, culture, heritage, and quality of life for its residents for decades.

Being one of the first rural communities to develop and adopt a Cultural Plan in 2011, the Town showed leadership and assumed some potential risk that there may be a lack of commitment and continued investment to implement.

Credit to the Town of Minto Council and staff for staying the course and ensuring capacity and commitment to support implementation. Today, Minto faces challenges related to aging infrastructure, aging volunteer base, community growth, and changes in community profile.

The original plan had four key Strategic areas of focus:



Culture includes many aspects of living in Minto. Attending an event, admiring downtown murals, visiting local markets and food establishments, or attending a show or movie. It brings people together and enhances the quality of life. As Minto continues to grow and evolve, cultural planning will continue to be important. It is important to align the plan with the Corporate Strategic Plan and other major land use and infrastructure planning, including the Official Plan, Economic and Community Development Plan, and the Recreation Plan. Given the size of the staff complement and the tremendous reliance on community volunteers, working collectively to maximize resources will provide a more integrated and successful series of outcomes. Investing in culture in Minto will continue to provide a competitive edge for the Town to attract families, employees and visitors. Embracing culture in terms of arts, theatre, museum and heritage contributes to a sense of community. Embracing different cultures and welcoming people of varying backgrounds and beliefs can contribute to a unified and inclusive community.

Recognizing and supporting the strong community roots in Agricultural with events such as Fall Fairs contribute to fostering a welcoming community and a sense of belonging to a progressive rural community.<sup>1</sup>

**IMPACT OF THE ARTS IN ONTARIO**

- Arts and culture in Ontario directly contribute **\$27 billion** annually to the provincial economy, representing **3.4%** of Ontario’s GDP (2020)<sup>2</sup>
- There are more than 254,985 culture jobs in Ontario or 3.8% of total Ontario employment.<sup>2</sup>
- **93%** of Ontarians believe that arts activities help enrich the quality of our lives.<sup>3</sup>
- **90%** of Ontarians agree that an active local arts scene helps make a community a better place to live.<sup>3</sup>
- **88%** of Ontarians believe that if their community lost its arts activities, people living there would lose something of value.<sup>3</sup>
- **92%** of Ontarians agree that exposure to arts and culture is important to individual well-being.<sup>4</sup>

**WHY IS CULTURE IMPORTANT?**

<b>Supports a Thriving Economy</b>	<b>Enhances our Quality of Life</b>	<b>Creates a Sense of Pride in our Communities</b>	<b>Encourages Social Cohesion</b>	<b>Provincial Policy Statement (PPS) 2020</b> <i>role of culture outlined in the PPS:</i>
Culture strengthens the economy by revitalizing downtowns, attracting tourists and businesses and creating jobs.	Culture gives meaning and context to people’s lives. It engages our minds, improves our health and enriches the education of our children and lifelong learning.	Culture helps define the character of a community. Residents feel a sense of pride in their unique local landmarks and history. Culture attracts new residents and keeps current residents in the community.	Culture engages citizens in activities that help build a sense of community. It celebrates different cultures and helps newcomers feel welcome.	Promoting long-term economic prosperity: encouraging a sense of place, by promoting well-designed built form and cultural planning, and by conserving features that help define character, including built heritage resources and cultural heritage landscapes.

<sup>1</sup> Ontario Arts Council

<sup>2</sup> Provincial and Territorial Culture Indicators, 2020 (product perspective), Statistics Canada, June 2022.

<sup>3</sup> Impressions of the Impact of the Arts on Quality of Life and Well-Being in Ontario: Ontario Arts Council Survey Findings, by Nanos Research for the Ontario Arts Council, March 2017.

<sup>4</sup> Arts and Heritage Access and Availability Survey 2016-2017, Environics Research Group, March 2017.

CULTURAL LANDSCAPE IN MINTO



*Creators & Audiences*



*Places & Spaces*



**CULTURE IN  
MINTO**

*Events & Installations*



## II. STRATEGIC FRAMEWORK

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Updating the Cultural Plan will support staff in setting priorities and actions for the next number of years. It will continue to drive the importance of culture within the community, its role in enhancing the quality of life, and its function as an economic driver. Renewing planning documents and aligning with the strategic plan and other guiding documents ensures relevance, improves coordination, and maximizes Town resources. The original plan, while progressive in its day, is outdated. Changing trends, community growth, capacity, regional opportunities, and the COVID pandemic have all contributed to the need to modernize an updated plan, to provide relevance and continued commitment for Council, staff, and volunteers within the Town of Minto.



It was noted that the actions identified from the initial Cultural Plan were either completed or decided that they were no longer needed. Enhanced regional cooperation and coordination with other Cultural Roundtables presents a tremendous opportunity to look at opportunities through a broader lens. A grant-funded project with a focus on Volunteer Recruitment and Retention was awarded to the Minto Arts Council through the Community Services Recovery Fund of the Government of Canada. Several initiatives have been launched through this program under the guidance of a part-time contract position (volunteer groups, boards, volunteer descriptions, training, participation in volunteer fairs, and high school programs). The role was funded for one year, ending in June 2024.

The focus on diversity, equity, and inclusion identified pre-COVID, resulted in the creation of a separate Diversity, Equity, and Inclusion sub-committee in March 2023 with its own terms of reference (reporting through the Cultural Roundtable). It has been operating under that model since the inception of the sub-committee. As a distinct pillar in the updated Town Strategic Plan (2024), there is an opportunity to heighten the profile of the work in this area. This will result in providing a corporate community lens through which all programs and services are considered. A balanced approach to all equity-deserving groups provides ongoing, intentional support throughout the community.

Moving in this direction will continue to support Minto's vision of being a progressive, rural community where everyone feels welcome. Concurrently it will allow the Cultural Roundtable to re-focus its energy on new and ongoing opportunities to support arts, culture, heritage, and tourism in Minto.

### III. COMMUNITY ENGAGEMENT

#### ENGAGEMENT SUMMARY

The Town of Minto approached the development of updated plans in a progressive manner. They completed an updated Corporate Strategic Plan as the starting point to then undertake an Economic and Community Development Plan, a Cultural Plan and a Recreation Plan.

The Strategic Plan was approved, setting the overall strategic focus and priorities under which the subsequent plans should be aligned.

Given the interrelationship between, Recreation and Culture (i.e. use of Town facilities, support for volunteers, event hosting, etc.), the engagement process was done collaboratively, with questions and facilitated feedback being sought for both areas (Culture and Recreation).

The Engagement process in Minto was conducted using several different approaches.

1. Community Engagement Sessions	April 23 & 24, 2024	Palmerston, Harriston, Clifford
2. Staff Engagement Workshop	April 24, 2024	
3. Stakeholder Engagement	April 29 & 30, 2024	Virtual
4. Stakeholder Survey	Sent directly to over 40 sport, recreation and culture organizations.	
5. Cultural 'Ambassadors'	June / July 2024	
6. Public Survey	May 15 - 31, 2024	Town website 'Bang the Table' software

#### 1. Community Engagement **April 23 & 24, 2024**

Sessions were held in Palmerston (5 attendees), Harriston (12 attendees), and Clifford (3 attendees). The discussions, facilitated by consultants, employed a SOAR exercise (Strengths, Opportunities, Aspirations, Results) to solicit feedback for the Cultural and Recreation Plans. Attendees included representatives from various organizations and the public: (feedback related to Recreation was referred to the Recreation Plan).



- Palmerston Railway Heritage Museum
- Agricultural Society
- Palmerston Lions Club
- Harriston Historical Society
- Elected Official
- Cultural Roundtable
- Minto Arts Council
- Harriston Horticultural Society
- Community Interest Groups
- Various Sport Groups
- The Crown Harriston
- Grey Wellington Theatre Guild
- Minto Youth Action Council

**Strengths:**

- Unique, friendly, quiet, safe, and peaceful community.
- Abundance of activities.
- Strong volunteer base.
- Merging local organizations to strengthen programs in the community.
- Cultural amenities (Norgan Theatre, Art Gallery, Live Theatre).
- Recognition of recreation and culture as an investment despite financial loss.
- Active service clubs and agricultural societies.
- Accessible facilities.

**Opportunities:**

- Improve garbage disposal and respect for rural areas.
- Address transportation and communication barriers.
- Expand program opportunities for children under 5.
- Develop a place for youth to hang out.
- Revitalize the Railway Heritage Museum.

**Aspirations:**

- Increase knowledge of how to initiate new programs.
- Maintain fair user fees.
- Improve accessibility and engagement for youth.
- Develop new facilities and revitalize existing ones.
- Enhance community advocacy for disadvantaged members.

**Results:**

- Increased attendance at the Art Gallery.
- More programs for young children and families.
- Improved accessibility and indoor opportunities.
- Enhanced communication and targeted information dissemination.
- Fair and respectful treatment of all community members.
- Growth in volunteers and participation numbers.

## 2. Staff Engagement April 24, 2024

A workshop with facility staff highlighted the following points:

- Need for adherence to policies (i.e. develop/refine and commit to the Allocation policy for all facilities).
- Promote unique and well-maintained facilities in each community.
- Encourage driving between communities for activities.
- Consider reducing the number of underutilized facilities and satellite buildings.
- Address the overburden of organizing and supporting events.
- Update the Asset Management Plan.
- Foster a facilitator role in program provision.
- Highlight the popularity of direct-delivery summer camps.

## 3. Stakeholder Engagement April 29 & 30, 2024

Virtual discussions were held with representatives from various organizations:

### ***Monday, April 29, 2024***

- Clifford Rotary Club
- Minto Dance Academy
- Palmerston Railway Heritage Museum
- Grey Wellington Theatre Guild
- Minto 81's (referred to Recreation Plan)
- Minto Arts Council

### ***Tuesday, April 30, 2024***

- Minto Minor Ball  
(referred to Recreation Plan)
- Palmerston Marlins Ladies Fastpitch Association (referred to Recreation Plan)
- Minto Pride

### **Discussion Points:**

- Volunteer and patron sufficiency.
- Maximizing Minto's competitive advantages.
- Addressing attendance challenges in dance and theatre.
- Addressing the need for new volunteers and improved event attendance.
- Simplifying services and addressing accessibility gaps.
- Enhancing communication and promoting key events.
- Addressing community-specific challenges and promoting local participation.

### **Vision:**

- Attract newer, younger members and new ideas.
- Utilize Clifford Arena for larger community events.
- Streamline invoicing and billing processes.
- Promote the value of sport, culture, and volunteerism.
- Simplify volunteer recruitment and management.

#### 4. Stakeholder Survey (sent to 40+ organizations)

Responses to the survey were received from the following organizations:

- Minto Minor Ball (referred to Recreation Plan)
- Palmerston Railway Heritage Museum
- Minto Arts Council
- Palmerston Marlins Ladies Fastpitch Association (referred to Recreation Plan)
- Harriston Skating Club (referred to Recreation Plan)
- Grey Wellington Theatre Guild

##### Palmerston Railway Heritage Museum

*(submitted a subsequent set of recommendations and considerations for consultant review)*

- General audience attendance less than 50% Minto residents.
- Majority of funding – grants, fundraising, sponsorship, and donations.
- Lost audience during COVID but have re-built attendance in 2022 and 2023.
- Continue to work in conjunction with Palmerston Lions, All Aboard Palmerston, and the Minto Farmers' Market.
- Could support an investment in infrastructure with support of Service Clubs.
- Have a business plan generated with the Town of Minto to focus on increasing attendance and service.
- Would appreciate more financial support; expensive repairs to the Museum may be needed.

##### Minto Arts Council

- General audience attendance is 60% Minto.
- Approximately 90% of funding generated from the Annual Christmas Silent Auction; the Gallery receives 20% sales commission for any art sold at the Gallery.
- Have been successful in obtaining grant funding to support community projects.
- Live music concerts have had disappointing attendance (capacity, rising costs, and ticket prices).
- Cross promotes with Harriston Historical Society, active in Cultural Roundtable; has established relationships with more regional groups as well as SPARC (Supporting Performing Arts in Rural Communities) and Culture Days.
- Provide support to the Palmerston location of the Film Circuit.
- Budget tight and volunteers declining; have more ideas than they can implement.
- Attendance at events is low – more support from non-residents.
- Receive great support from the Town of Minto.
- Despite repeated communication options, people say 'I didn't know about that'.
- A vibrant arts and culture scene contributes to economic vitality and a competitive edge to attract businesses and residents.

### Grey Wellington Theatre Guild

- 100 members with 30 active, community theatre – put on productions, crew, volunteer or usher
- Draws up to 500 for regular shows 2 times/year
- Summer youth program for 30 kids aged 6 to 12 (audience up to 300)
- Most members Harriston; audience Minto, Wellington North, Mapleton, Listowel
- Funding ticket sales and season sponsors; some grant funding
- Capital expenditures on the horizon (seats and updated lighting equipment); trying to get on financial footing after a pandemic
- Collaborate locally and with SPARC
- No strategic plan but plan a season in advance with capital projects on a needs basis
- Potential to promote their unique facility in 'Move to Minto' campaigns

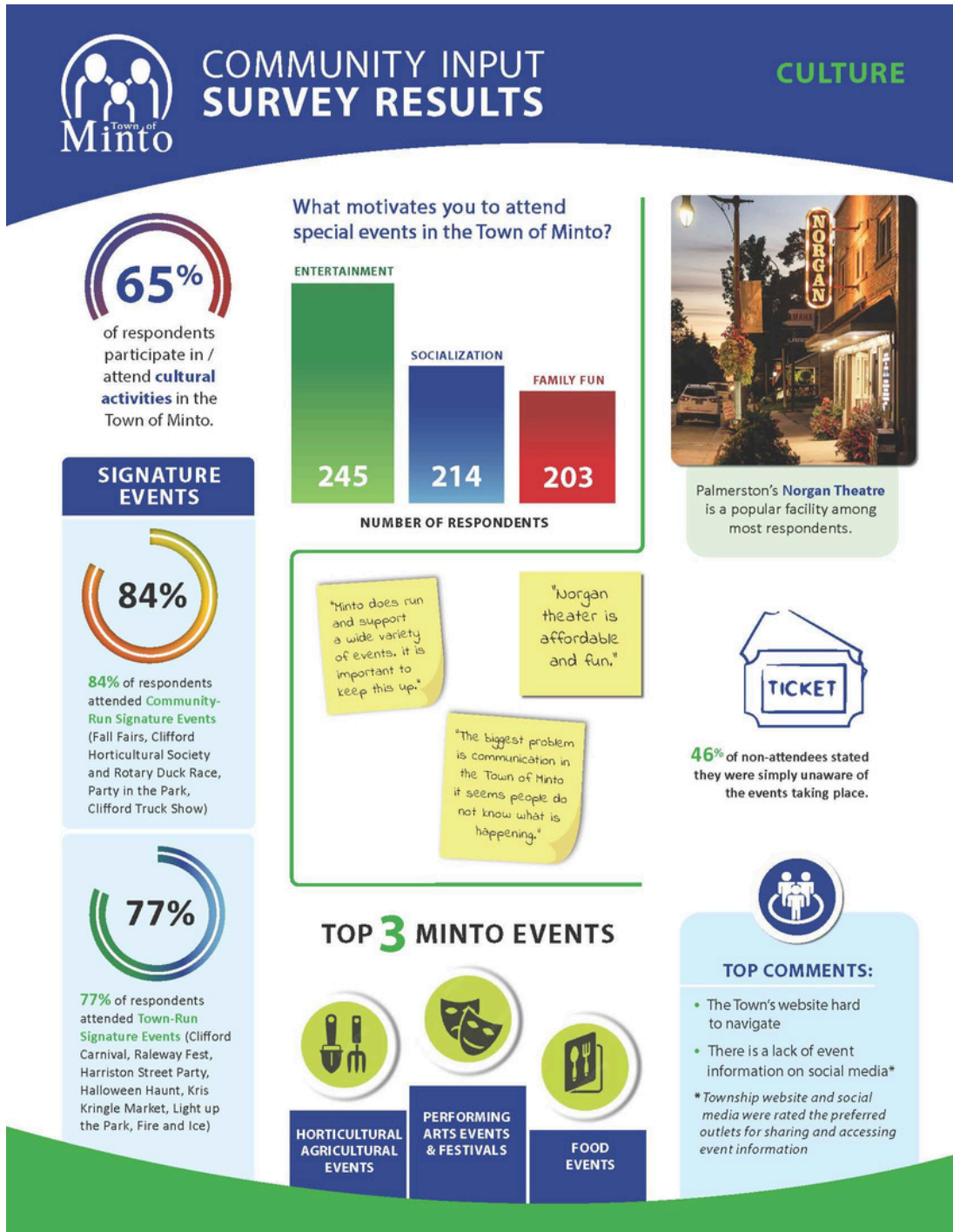
## 5. Cultural Ambassadors / Creative Workers (1:1 discussion, 5 individuals)

- Need for more volunteers with varied backgrounds.
- Promote a variety of art, culture, and heritage options – recognize it is a very individual area of interest (grow creative options will grow new volunteers, Indigenous art, student art show)
- Promote cross events – include Art Gallery in Christmas House Tour, Horticultural Event to focus on children, Firefighters breakfast with garden event
- Consider options to incentivize art and creative pursuits
- Communication options need a re-fresh (consider video clips, enhanced social media)
- Connect local artists' spaces, link with Secondary School
- Expose youth to new and different creative pursuits
- Ensure regular surveys are being done to respond to change in a timely manner
- Take art to the people – in the park, outreach displays
- Food festivals could attract day visitors, local products
- Don't compete with other 'destinations' but try to attract drive-through traffic
- Make things a little 'edgier' (balance between quirky and basic)
- Acknowledge that people will drive to see an offering that doesn't exist elsewhere
- Animate what already exists
- Ensure culture continues to be seen as old and new
- Recognize volunteer recruitment strategies need to be different between sport and culture
- Volunteers will respond if directly 'asked'
- Remove organizational barriers – can still volunteer without being a 'member', reconsider the use of introductory traditions at meetings.
- 'stay the course', change takes time, be patient.
- Need to be intentional to develop future leadership for volunteer groups; leadership can be key.

**6. Public Survey** Open from May 15 - May 31, 2024



A public survey was posted on the Town of Minto website for a two-week period using the Town of Minto’s engagement software. A total of 320 respondents completed the survey.

The complete survey results can be found in Appendix B.



## IV. RECOMMENDATIONS

The Cultural Plan update (2024) has been categorized under six key pillars to serve as a framework to guide future decision-making. Actions and suggested timelines (short, medium, and long) have been identified and should be used by staff as a guide for implementation. Annual work plans can be updated as outcomes are realized.

Key:	
1.0 Pillar	Theme
<b>A.1 Recommended Action</b>	Aligned with 2024 Strategic Plan as shown in adjacent Strategic Plan references.
	Bubble to represent the significance of this alignment.
<p><i>The Town of Minto excels at being progressive and responsive to changing community needs and external influences. Throughout the document, there are references to key trends within the Culture Sector. Visually, the recommendation (in part or in whole) that aligns with a trend will be seen in bolded text, and the related theme or trend (detailed in the Appendix) will be shown as a 'bubble' to represent the significance of this alignment.</i></p>	
<b>Example</b>	<p><b>D.4 Develop and promote attractive bundle packages that offer comprehensive cultural experiences.</b></p> 

### SIX PILLARS (THEMES):

-  **A. Cultural Investment**
-  **B. Organizational Capacity**
-  **C. Community Expectations and Investment**
-  **D. A Welcoming Community**
-  **E. Regional Sharing and Organizational Networking**
-  **F. Minto: A Cultural Destination**



## A. Cultural Investment

Minto has a rich and diverse inventory of buildings and landmarks that support culture and reflect the history and heritage of the community. As a progressive rural community, the staff team works in tandem with a wide range of dedicated volunteers to provide programs, services, and events throughout the year. Ongoing investment to ensure the physical and human resources in Minto are sustainable and supported is vital to proactively continue to meet new and emerging needs in the community.

### A.1 Continue to invest in historic buildings and landmarks to ensure ongoing preservation and protection of Minto’s cultural heritage as presented in built form.

*Emphasis on local heritage and history.*

Work with Recreation and Finance staff to ensure that all facilities that support (in whole or in part) cultural initiatives (i.e. Railway Museum, Harriston Town Hall Theatre, Norgan Theatre, etc.) are specifically identified in the asset management plan, capital and operating budgets with sufficient resources allocated annually. This will provide for proactive investment into state-of-good repair expenditures, investment required to meet AODA requirements, technology upgrades, and ongoing capital investment. Update financial forecasts regularly for capital budget forecasting and updates to the Asset Management Plan.

### A.2 Continue to work with the County’s Public Libraries

to support displays, enhance loan programs, and promote cultural events and activities happening in Minto. Continue their involvement at the Cultural Roundtable and their participation in any coordinated program and event planning tables or committees.

*Cultural Programming*

#### Relevant Alignment to Strategic Plan

#### Goal 1: Manage our Infrastructure



*Maintain, renew, and expand our municipally owned infrastructure to enhance healthy growth and our environment.*

#### 1.1 Taking an evidence-based asset management approach to new infrastructure and renewal projects.

- a) Renew medium and long-term capital financial plans. (Short – 1 year)
- b) Complete engineered drawings one year in advance of capital funding to ensure shovel-ready projects. (Medium – 2-3 years)
- c) Complete an accessibility and building audit of all municipal facilities. (Long – 4 years)

#### 1.3 Caring for our environment.

- a) Evaluate municipal facilities for energy efficiency upgrades. (Medium – 2-3 years)

### A.3 Ensure enhanced use of digital media options through interactive content and leveraging local influencers to expand communication reach.

Periodically assess connectivity in all public spaces to ensure community-wide reach.

*Technological  
Integration and  
Digital marketing.*

**A.4** To ensure human resource capacity can meet the needs of all departments, continue assessing staff roles in support of Economic Development, Culture, and Communications. Include Community Services staff in all discussions to understand the impact on Program and Facilities staff in support of festivals and event hosting, and the potential to improve efficiencies and maximize resources. Shift resources as required and move towards the creation of .5 full-time equivalent devoted to Culture support and Volunteer Coordination.

**A.5** Working with the volunteers and Railway Heritage Museum sub-committee, complete a Strategic Business Plan and annual work plan for the Railway Heritage Museum identifying vision, mission, and goals with a timeframe for implementation of short-, medium- and longer-term recommendations. Include sources of funding, transitional opportunities (see recommendation B. 1), opportunities to modernize, and/or divest, and provide direction for the future of this important cultural asset. Include the history and chronology of the museum to archive and preserve the historical context setting out the rationale for completing this important plan.



## B. Organizational Capacity

Minto demonstrates its commitment to hosting quality events and providing support for organizations with its vast and progressive approach to community building. The need to balance the ability to continue existing services while meeting the needs of a new, growing, and diverse community will require critical decision-making in its allocation of resources. Recruiting, training, and retaining volunteers and appealing to younger age groups with a variety of interests should be a priority.

**B.1** The Town of Minto should work with the County of Wellington to assess the opportunity for the County to gradually, or in partnership, assume responsibility for the future operation of the Railway Heritage Museum as part of its museums mandate.

**B.2** Develop an Events framework (in conjunction with staff from Economic Development and Recreation) that identifies criteria to inform specific roles for the Town of Minto, volunteers, and community organizations and can be used to determine when events should be enhanced, reduced, or phased out of operation. Categorize Events into Core, Secondary, and Community (as identified in the ECD Plan). All events should be included to recognize the link and relationship between varying departments that support events in the community.



**B.3** Develop workflow based upon framework as noted in B.2 to ensure step by step clarity on roles and metrics, including a process to track staff time (i.e. job costing) to monitor the impact events have on staff time and Town resources. Produce an ‘Event Tool Kit’ for volunteers and provide training to clarify roles and ensure consistency.

**B.4** After confirming events (using the Event Framework) that require Town support, build on and extend these events to reflect trends and changing interests (less events with heightened outcomes). **(More interactive exhibits, use of AI and virtual reality, and projects to attract younger audiences.)**

Accessible cultural forms of expression.

**B.5** Share the outcomes of the recently completed work related to volunteer retention (Volunteer Recruitment and Retention project) with all community organizations and town-wide volunteers – arts, culture, heritage, agriculture, tourism, horticulture, sport, recreation, and service clubs.

**B.6** Develop targeted campaigns for volunteers, offering short-term and flexible opportunities. Recognize that volunteers in art, culture and heritage respond to

different motivations and may require creative and unique approaches to develop and grow volunteerism.

Volunteerism and Civic Engagement.

**B.7** Create a corporate wide policy that outlines how volunteers are recognized, supported, and appreciated. Review all opportunities to support volunteers on an ongoing basis and that can serve to motivate repeat volunteers and attract new volunteers. Strive for consistency in how the Town of Minto recognizes and celebrates volunteers.

**B.8** Imbed policies related to Culture, cultural planning, a corporate cultural lens and consideration for all aspects of culture (arts, heritage, cultural endeavours, facilities, public art, public policy) are included in updates to the Official Plan for the Town of Minto.

Culture as an Economic Driver.



**Relevant Alignment to Strategic Plan Goal 2: Quality of Life**

**2.1 Optimizing programs in our municipal facilities for all.**

- a) Approve Recreation Master Plan which will identify priority recommendations for annual budgets. (Short - 1 year)
- b) Expand program opportunities (youth, seniors, etc.) for healthy living throughout the municipality. (Medium – 2-3 years)

**2.2 Supporting our social services.**

- b) Explore opportunities to expand support of The Grove Youth Wellness Hub, food banks, Blessings to You, and other Not for Profit, social organizations. (Medium – 2-3 years)

**2.3 Ensuring well planned & connected open spaces and trails enjoyed by all.**

Provide a holistic quality of life which supports the mental, physical, and social health of our community.



## C. Community Expectations and Investment

The community has a great level of support and appreciation for Town staff. Organizations providing cultural services are wide-ranging and include dedicated volunteers. The establishment of the successful Cultural Roundtable continues to result in delivering indoor and outdoor, year-round activities. Communication using a variety of outreach approaches will need to continue. There is an expressed need for new and different cultural programs which will need to be considered in an intentional manner to ensure success and sustainability.



**C.1** Engage local youth (the Grove, High School) to identify barriers to participation in the arts, culture, heritage. Assess options to create new programs and opportunities to build participation based on youth areas of interest. Use of modern social media tools, hosting 'cool' events and sharing youth testimonials should be considered in all outreach activities.

**C.2** Continue to engage youth at the High School in obtaining their Community Service Hours while exposing participants to the arts. This can include learning to curate at the Museum, volunteering at cultural outreach events, learning to support 'back of house' in the theatre, etc. Engaging with drama and art teachers at the school can assist to expand knowledge of options and identify opportunities for students. Working with local creative entrepreneurs to establish knowledge sharing and mentorship should be part of the program (new creative/digital arts, paper press, other).

**C.3** Review /expand the participation on the Cultural Roundtable to ensure it is representing all areas of interest and those that are impacted by, and for, the full scope of arts, culture and heritage. This should include a member of the Facilities section of the Community Services Department staff to be present when facility discussions arise. Assess and refine Terms of Reference as needed and ensure decision making is fair, transparent and well understood by all parties. Ensure roles for staff and volunteer member organizations are clear and new members updated as necessary and that a standing item on the agenda includes a discussion on facilities (needs/ issues and successes).

**C.4** Explore options to enhance transportation to programs and events. (Including Ridewell during the weekday periods). Consider shuttles and/or sponsored travel support (Service Clubs) where possible. Work with the County to explore options to address transportation needs in the longer term.

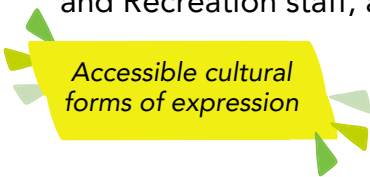
**C.5 A. Host a “Program Summit”** to assess priorities for new program delivery and recruit key volunteer leaders to mobilize “try-it” programs with incentives provided by the Town of Minto. Incentives could take the form of free-of-charge facility space, promotional and marketing support, or a new grant program modeled after the Community Event Development/Enhancement Fund. A “Community Program Development / Enhancement Fund” to provide small grants for interested citizens or groups to pilot programs with an art, culture, and heritage focus. Work with successful program pilots to provide new options over the longer term.

Specific ideas for new/expanded programs include:

- Expanded Do-it-yourself and try-it programs using Library ‘loan program kits’ to expand art and cultural exposure.
- Youth-led graffiti projects, and public art installations.
- Promotion of new art programs – pottery, working with textiles, printmaking, digital media, animation, jewellery making, coding, Ninja.
- Outdoor music concerts, outdoor movie nights.
- Pop-up live performances.
- Community gardens.
- Cemetery walks
- New programs for children/youth and special needs.



**C.5 B. Continue to expand program offerings.** Working in conjunction with the Library and Recreation staff, and volunteer organizations, to maximize resources. Continue to promote a community development model, leveraging community volunteer resources with support provided by staff (continue work as an enabler, convenor, catalyst, broker; not provider and deliverer). Ensure clarity on roles and level of staff investment is defined proactively. Support successful pilots from the Program Summit to ensure sustainability and longevity.



**C.6** Adopt a performance measurement tool to track data, assess outcomes, monitor issues, assess communication effectiveness, and provide ‘real-time’ metrics to help staff proactively make informed decisions, and provide rationale for divesting programs or events based upon qualitative and quantitative information. Consider criteria directly related to Culture, as well as other corporate priorities. Categorize metrics to suit the event or program, recognizing that not all data is available or easily collected for some events. Over time, monitor the availability of new technology to assist with data collection (i.e., event participation using individual mobile device tracking data).



- Participation numbers and penetration rate by age cohort.
- Audience reach (new customers, repeat customers).
- Investment required (staff time, facility space, promotional support, etc.) Will require a mechanism to track by program, event, or other.
- Customer satisfaction surveys.
- Revenue generation (and/or % recovery).
- Volunteer participation (new, repeat).
- Impact on the environment (waste reduction, recycling options, consumable resources).
- Support by local business/industry.
- Media coverage.

**C.7** Using this measurement framework, develop an annual ‘Report Card’ to provide updates to the community (and Council) on progress made, results accomplished, and return on investment. This can be included with the existing annual report, but providing a year-over-year look at accomplishments and results specific to culture, using a consistent measurement tool. Use the data to support annual budget requests and to communicate a reduction in service levels where warranted.

**C.8** Promote a ‘buy-local’ campaign to support local artists and build into all existing events and festivals (Holiday ideas, organizational events and award gifts, municipal recognition events such as Volunteer appreciation).



## D. A Welcoming Community

The Town of Minto recently adopted its Strategic Plan, including an overarching Goal as an Inclusive Community – “Foster a welcoming, accessible, and understanding community where your family belongs”. Ongoing efforts that align with this goal should continue to be a corporate priority.



Solidarity Event, Harriston, 2023

**D.1** Review and amend the terms of reference for the Cultural Roundtable to confirm their area of focus on supporting and developing arts, culture, heritage, and tourism in the Town of Minto. In doing so, move the DEI sub-committee to a full Committee of Council, and have Minto Pride as a working group under the DEI Committee of Council.

**D.2** Expand existing festivals and events to include a range of culinary traditions and cuisine and respond to the diversity of cultures within Minto.

**D.3** Continue to offer training and educational opportunities with a focus on diversity, equity and inclusion to staff, volunteers, and event organizers.

**D.4 Develop and promote attractive bundle packages that offer comprehensive cultural experiences.** Focus on the opportunity to 're-discover Minto' through creative packaging.

*Cultural Clusters*

**D.5** Identify and promote the rich history of culture and entrepreneurship in Minto through ongoing work with business and industry, as well as creative entrepreneurs. Linking newcomers to programs and events through the business and industry employee base.

*Entrepreneurial Creative Industries.*

**Relevant Alignment to Strategic Plan  
Goal 4: Inclusive Community**



*Foster a welcoming, accessible, and understanding community where your family belongs.*

**4.1 Build upon the success of our cultural facilities, events, and programs.**

a) Approve the Cultural Master Plan which will provide priority recommendations for implementation. (Short – 1 year)

b) Support the implementation of SPARC (Supporting Performing Arts In Rural and Remote Communities) Community Hub locally. (Short – 1 year)

**4.2 Celebrating our community's diversity, equity, and inclusion.**

a) Communicate faith holidays on Town social media. (Short – 1 year)

b) Explore the National Rainbow Registered Accreditation Program and become a member of the Canadian Coalition for Inclusive Communities. (Medium – 2-3 years)

c) Further develop policies and procedures that promote diversity, equity, and inclusion. (Medium – 2-3 years)

**4.3 Collaborating with our local community organizations and volunteers.**

a) Highlight volunteer groups and their goals at Council Meetings and in welcome packages. (Short – 1 year)

b) Create a volunteer database and explore other support tools for volunteer organizations. (Medium -2-3 years)

c) Explore Community Volunteer Appreciation program. (Long – 4 years)

**4.4 Supporting our workforce of new immigrants' and Canadians.**

a) Enhance our newcomers' event in partnership with local businesses. (Short – 1 year)

b) Continue to work with Wellington County, Set7, and other partners to expand English as a Second Language and other education programs locally. (Short – 1 year)



Community Pantry, Clifford, 2024

**D.6** Expand materials made available to local real estate agencies and social media influencers that include a full list of cultural assets, amenities, and supports available within their promotional materials. Continue with 'welcome bags' and other enticing materials that showcase opportunities for new residents to engage in art, culture, and heritage programs, events, and services. Update regularly and consider four-season promotional opportunities.

**D.7** Provide opportunities for equity-deserving artists and creative entrepreneurs through positive outreach, communication through local employers, and networking with existing art, culture, and heritage groups and organizations.



## E. Regional Sharing and Organizational Networking

The Town of Minto is seen as a leader in its role with local and regional organizations and with neighbouring municipalities in support of culture, arts, heritage, tourism, and economic development. Sharing and learning from best practices, lessons learned from hosting successful events, and piloting new approaches provides a tremendous opportunity to maximize investment for all.

**E. 1** Expand the agenda discussion topics that suggest new shared hosting opportunities at the regular (semi-annual) meetings with the Hanover and Wellington North Cultural Roundtables. Continue to explore opportunities to share best practices and build on existing and new initiatives that maximize resources and broaden reach (build on the success of the 2024 hosting of the Cultural Roundtable Summit). Implement the initiatives that arose from the joint planning as funded through the Tourism Growth Grant (Regional Culture Bus Tour, creation of an ON Culture Guide, Hosting of a Spring Culture Summit, and the development of the Driftscape App).



**E.2** Explore other networking and educational options (i.e., Cultural Alliance model in Midland and surrounding communities) to share in hosting events, developing shared programs, learning from others, and maximizing the best use of resources. Pursue options to share in annual financial investments that provide a greater return for all partners.

**E.3** Proactively meet with, and leverage, County resources dedicated to culture, tourism, and museums. Monitor the County Economic Development Plan to align priority actions for the Town of Minto with Minto's own annual plan.

### *Relevant Alignment to Strategic Plan*

#### **Goal 5: Responsible Government**

*Deliver services in an open, accountable, and transparent manner while providing an outstanding working environment for our employees and community.*



#### **5.1 Enhancing communication with our community and our organization.**

b) Explore other options for communications beyond social media. (Short- 1 year)

#### **5.2 Explore further service efficiencies.**

a) Explore municipal and/or businesses partnerships to enhance Town services. (Medium – 2-3 years)

#### **5.3 Ensuring organizational capacity to support our growing community.**

a) Lobby upper levels of government for sustainable funding for infrastructure, housing, and social services. (Short – 1 year)

b) Conduct a Service Review to ensure the Town is allocating resources effectively and efficiently. (Medium – 2-3 years)

c) Create a Human Resources Plan that addresses succession, retention, training requirements, seasonal staff training, incentives, and forecast future staffing levels to meet projected growth. (Medium -2-3 years)

d) Review Council Committee and sub-committee structure and numbers of committees to ensure effective mandates. (Long – 4 years)

#### **5.4 Strengthening and recognizing excellence among Town employees.**

a) Look for new opportunities where staff can be welcomed. (Short – 1 year)

b) Host Bi-Annual CAO Town Hall for all staff to review strategic priorities, and share department project information and team building. (Medium – 2-3 years)

#### **5.5 Strengthen our local services through stronger partnership work with Wellington County.**

a) Continue to leverage the Wellington County Accessibility grant for facility accessibility upgrades. (Short – 1 year)

b) Work with Wellington County and Ontario By Bike to become a bike-certified community. (Medium – 2-3 years)

c) Work with Wellington County to promote and deliver new immigrant programs and services in Minto. (Medium – 2-3 years)

**E.4** Select new communities with unique offerings to conduct municipal exchange-type opportunities with other municipalities (similar to previous exchanges with Caledon) to identify best practices and implementation plans that result in achieving shared goals. Include staff and community leaders to broaden the lens and enhance ongoing networking.

**E.5** Promote and invest in supporting staff to ensure that they stay connected and share within their respective professional organizations to further enhance sharing and coordinated efforts. Expand engagement with provincial and national organizations such as ON Culture Days and the Creative City Network of Canada.

**E.6** Formalize the current approach to information sharing with cultural contributors and host an annual Minto Cultural Symposium. Include artists, organizations, heritage and historical groups, creative occupations, and volunteers. Share best practices and lessons learned. Showcase and celebrate successes. Provide resources for volunteers, discuss calendars for upcoming events, identify opportunities to share resources, and build on existing programs and events.



*Culture Days,  
Palmerston, 2023*



*Community Calendar Planning Meeting,  
Harriston, 2024*



*SPARC Symposium,  
Palmerston, 2024*



## F. Minto: A Cultural Destination

Currently, Minto sees itself primarily as a day-visit destination for the visiting public, not a full tourist destination primarily due to lack of accommodation. Ongoing efforts to maximize day-tripping, support new year-round events, and ‘bundle’ options will continue to provide Minto with a competitive advantage for economic development and community building.

**F.1** The Town of Minto should develop annual work plans that demonstrate its commitment to being a cultural destination to support day trips and the visiting public in a proactive and intentional manner.



**F.2** Review the schedule of events (of varying sizes and scale) and ensure that there are four-season options available maximizing indoor and outdoor cultural assets and bundling programs and events.

**F.3** Maintain a fresh approach to all ‘Quality of Place’ initiatives with local downtown groups (public art, landscape features, creative pop-ups, cultural gathering points, banners). Engage local artists with contributions to public art, and street furnishings.

*Revitalization of Downtown Areas. Placemaking.*

*Farm-to-table movement.*

**F.4** Encourage the integration of artisan markets and farm-to-table initiatives into existing festivals and events. **Highlighting existing farmers’ markets, and promoting locally grown produce and homemade goods responds to growing farm-to-table movement.**

**F.5** Promote sustainable practices to the visiting public including:

- Adequate and visible recycling fixtures at all events.
- E-vehicle charging stations at strategic locations.
- Signage and communication at events promoting a local focus on sustainability.
- Access to water filling stations.
- Bike storage/lock-up areas and repair stations.

*Focus on Sustainability.*

**F.6** Continue to work with the local agriculture industry to promote specific farm-to-table events such as Yorkshire Valley Farms. Develop a ‘passport’ program to entice repeat participation and showcase the variety of local fare.

**F.7** Proactively promote the Town of Minto as a cycling-friendly destination that can leverage attendance at cultural events and destinations. Link cultural resources throughout the cycling network using QR codes and other incentives to promote visitation.

**F.8** Revitalize the Town of Minto Local Heritage Marker program to commemorate an individual, place, event, or structure of local heritage significance. Review the initial terms of reference and update/revise as required. Develop tours of Minto that reflect these important local markers and supplement with opportunities to invite the visiting public to enjoy the ‘treasures of Minto’ (organized walks, butter tart trail).



*Mural Unveiling, Teviotdale, 2024*

**V. SUMMARY**

To ensure Minto remains a sought-after community for existing and future generations, a successful cultural plan will continue to provide Minto with well-rounded options that contribute to economic development and quality of life. Ensuring a regular review of the Cultural Plan, in conjunction with other plans (Economic and Community Development, Recreation) will ensure coordination and allow the Town of Minto to allocate appropriate resources. Taken in tandem, this will contribute to making the Town of Minto a preferred destination for both residents and visitors.

**VI. ACTION PLAN AND MEASUREMENT (SAMPLE FORMAT)**

	Recommendation	Short 1-3 years	Medium 4-6 years	Long 7+ years
<b>A. Cultural Investment</b>				
A.1	Continue to invest in historic buildings and landmarks to ensure ongoing preservation and protection of Minto’s cultural heritage as presented in built form. Work with Recreation and Finance staff to ensure that all facilities that support (in whole or in part) cultural initiatives (i.e. Railway Museum, Harriston Town Hall Theatre, Norgan Theatre etc.) are specifically identified in the asset management plan, capital and operating budgets with sufficient resources allocated annually. This will provide for proactive investment into state-of-good repair expenditures, investment required to meet AODA requirements, technology upgrades, and ongoing capital investment. Update financial forecasts regularly for capital budget forecasting and updates to the Asset Management Plan.	✓	✓	✓
A.2	Continue to work with the County’s Public Libraries to support displays, enhance loan programs, and promote cultural events and activities happening in Minto. Continue their involvement at the Cultural Roundtable and their participation in any coordinated program and event planning tables or committees.	✓	✓	✓
A.3	Ensure enhanced use of digital media options through interactive content and leveraging local influencers to expand communication reach. Periodically assess connectivity in all public spaces to ensure community wide reach.	✓		

	Recommendation	Short 1-3 years	Medium 4-6 years	Long 7+ years
A.4	To ensure human resource capacity can meet the needs of all departments, continue to assess staff roles in support of Economic Development, Culture and Communications. Include Community Services staff in all discussions to understand the impact on Program and Facilities staff in support of festivals and event hosting, and the potential to improve efficiencies and maximize resources. Shift resources as required and move towards the creation of .5 Fulltime Equivalent devoted to Culture support and Volunteer Coordination.	✓		
A.5	Working with the volunteers and Railway Heritage Museum sub-committee, complete a Strategic Business Plan and annual workplan for the Railway Heritage Museum identifying vision, mission and goals with a timeframe for implementation of short-, medium- and longer-term recommendations. Include sources of funding, transitional opportunities (see recommendation B. 1), opportunities to modernize, and/or divest and provide direction for the future of this important cultural asset. Include the history and chronology of the museum to archive and preserve the historical context setting out the rationale for completing this important plan.	✓		
<b>B. Organizational Capacity</b>				
B.1	The Town of Minto should work with the County of Wellington to assess the opportunity for the County to gradually, or in partnership, assume responsibility for the future operation of the Railway Heritage Museum as part of its museums mandate.		✓	
B.2	Develop an Events framework (in conjunction with staff from Economic Development and Recreation) that identifies criteria to inform specific roles for the Town of Minto, volunteers and community organizations and can be used to determine when events should be enhanced, reduced, or phased out of operation. Categorize Events into Core, Secondary and Community (as identified in ECD Plan). All events should be included to recognize the link and relationship between varying departments that support events in the community.	✓		

	Recommendation	Short 1-3 years	Medium 4-6 years	Long 7+ years
B.3	Develop workflow based upon framework as noted in B.2 to ensure step by step clarity on roles and metrics, including a process to track staff time (i.e. job costing) to monitor the impact events have on staff time and Town resources. Produce an ‘Event Took Kit’ for volunteers and provide training to clarify roles and ensure consistency.	✓		
B.4	After confirming events (using the Event Framework) that require Town support, build on and extend these events to reflect trends and changing interests (less events with heightened outcomes). (More interactive exhibits, use of AI and virtual reality and projects to attract younger audiences.)		✓	
B.5	Share the outcomes of the recently completed work related to volunteer retention (Volunteer Recruitment and Retention project) with all community organizations and Town wide volunteers – arts, culture, heritage, agriculture, tourism, horticulture, sport, recreation, and service clubs.	✓		
B.6	Develop targeted campaigns for volunteers, offering short-term and flexible opportunities. Recognize that volunteers in art, culture and heritage respond to different motivations and may require creative and unique approaches to develop and grow volunteerism.	✓		
B.7	Create a corporate wide policy that outlines how volunteers are recognized, supported and appreciated. Review all opportunities to support volunteers on an ongoing basis and that can serve to motivate repeat volunteers and attract new volunteers. Strive for consistency in how the Town of Minto recognizes and celebrates volunteers.	✓		
B.8	Imbed policies related to Culture, cultural planning, a corporate cultural lens and consideration for all aspects of culture (arts, heritage, cultural endeavours, facilities, public art, public policy) are included in updates to the Official Plan for the Town of Minto.		✓	

	Recommendation	Short 1-3 years	Medium 4-6 years	Long 7+ years
<b>C. Community Expectations and Engagement</b>				
C.1	Engage local youth (the Grove, High School) to identify barriers to participation in the arts, culture, heritage. Assess options to create new programs and opportunities to build participation based on youth areas of interest. Use of modern social media tools, hosting 'cool' events and sharing youth testimonials should be considered in all outreach activities.		✓	
C.2	Continue to engage youth at the High School in obtaining their Community Service Hours while exposing participants to the arts. This can include learning to curate at the Museum, volunteering at cultural outreach events, learning to support 'back of house' in the theatre, etc. Engaging with drama and art teachers at the school can assist to expand knowledge of options and identify opportunities for students. Working with local creative entrepreneurs to establish knowledge sharing and mentorship should be part of the program (new creative/digital arts, paper press, other).	✓		
C.3	Review /expand the participation on the Cultural Roundtable to ensure it is representing all areas of interest and those that are impacted by, and for, the full scope of arts, culture and heritage. This should include a member of the Facilities section of the Community Services Department staff to be present when facility discussions arise. Assess and refine Terms of Reference as needed and ensure decision making is fair, transparent and well understood by all parties. Ensure roles for staff and volunteer member organizations are clear and new members updated as necessary and that a standing item on the agenda includes a discussion on facilities (needs/ issues and successes).	✓		
C.4	Explore options to enhance transportation to programs and events. (Including Ridewell during the weekday periods). Consider shuttles and/or sponsored travel support (Service Clubs) where possible. Work with the County to explore options to address transportation needs in the longer term.		✓	

	Recommendation	Short 1-3 years	Medium 4-6 years	Long 7+ years
	<p>A. Host a “Program Summit” to assess priorities for new program delivery and recruit key volunteer leaders to mobilize “try-it” programs with incentives provided by the Town of Minto. Incentives could take the form of free-of-charge facility space, promotional and marketing support, or a new grant program modeled after the Community Event Development/Enhancement Fund. A “Community Program Development / Enhancement Fund” to provide small grants for interested citizens or groups to pilot programs with an art, culture and heritage focus. Work with successful program pilots to provide new options over the longer term.</p>	✓		
C.5 A	<p>Specific ideas for new/expanded programs include:</p> <ul style="list-style-type: none"> <li>• Expanded Do-it-yourself and try-it programs using Library ‘loan program kits’ to expand art and cultural exposure.</li> <li>• Youth led graffiti projects, public art installations.</li> <li>• Promotion of new art programs – pottery, working with textiles, print making, digital media, animation, jewellery making, coding, Ninja.</li> <li>• Outdoor music concerts, outdoor movie nights.</li> <li>• Pop-up live performances.</li> <li>• Community gardens.</li> <li>• Cemetery walks</li> </ul> <p>New programs for children/youth and special needs.</p>			
C.5 B	<p>B. Continue to expand program offerings Working in conjunction with the Library and Recreation staff, and volunteer organizations, to maximize resources. Continue to promote a community development model, leveraging community volunteer resources with support provided by staff (continue work as enabler, convenor, catalyst, broker; not provider and deliverer). Ensure clarity on roles and level of staff investment is defined proactively. Support successful pilots from the Program Summit to ensure sustainability and longevity.</p>		✓	
C.6	<p>Adopt a performance measurement tool to track data, assess outcomes, monitor issues, assess communication effectiveness and provide ‘real time’ metrics to help staff to proactively make informed decisions, and provide rationale for divesting of programs or events based upon qualitative and quantitative information. Consider criteria directly related to Culture, as well as other corporate priorities.</p>	✓	✓	✓

	Recommendation	Short 1-3 years	Medium 4-6 years	Long 7+ years
	<p>Categorize metrics to suit the event or program, recognizing that not all data is available or easily collected for some events. Over time, monitor the availability of new technology to assist with data collection (i.e., event participation using individual mobile device tracking data).</p> <ul style="list-style-type: none"> <li>• Participation numbers and penetration rate by age cohort.</li> <li>• Audience reach (new customers, repeat customers).</li> <li>• Investment required (staff time, facility space, promotional support etc.)Will require a mechanism to track by program, event, other.</li> <li>• Customer satisfaction surveys.</li> <li>• Revenue generation (and/or % recovery).</li> <li>• Volunteer participation (new, repeat).</li> <li>• Impact on environment (waste reduction, recycling options, consumable resources).</li> <li>• Support by local business/industry.</li> <li>• Media coverage.</li> </ul>			
C.7	<p>Using this measurement framework, develop an annual 'Report Card' to provide updates to the community (and Council) on progress made, results accomplished, return on investment. This can be included with the existing annual report but providing a year-over-year look at accomplishments and results specific to culture, using a consistent measurement tool. Use the data to support annual budget requests and to communicate a reduction in service levels where warranted.</p>	✓	✓	✓
C.8	<p>Promote a 'buy-local' campaign to support local artists and build into all existing events and festivals (Holiday ideas, organizational event and award gifts, municipal recognition events such as Volunteer appreciation).</p>	✓		

	Recommendation	Short 1-3 years	Medium 4-6 years	Long 7+ years
<b>D. A Welcoming Community</b>				
D.1	Review and amend the terms of reference for the Cultural Roundtable to confirm their area of focus on supporting and developing arts, culture, heritage and tourism in the Town of Minto. In doing so, move the DEI sub-committee to a full Committee of Council, and have Minto Pride as a working group under the DEI Committee of Council.	✓		
D.2	Expand existing festivals and events to include a range of culinary traditions and cuisine and respond to the diversity of cultures within Minto.		✓	
D.3	Continue to offer training and educational opportunities with a focus on diversity, equity and inclusion to staff, volunteers, event organizers.	✓	✓	✓
D.4	Develop and promote attractive bundle packages that offer comprehensive cultural experiences. Focus on the opportunity to 're-discover Minto' through creative packaging.		✓	
D.5	Identify and promote the rich history of culture and entrepreneurship in Minto through ongoing work with business and industry, as well as creative entrepreneurs. Linking newcomers to programs and events through the business and industry employee base.		✓	
D.6	Expand materials made available to local real estate agencies and social media influencers that includes a full list of cultural assets, amenities and supports available within their promotional materials. Continue with 'welcome bags 'and other enticing materials that showcase opportunities for new residents to engage in art, culture and heritage programs, events and services. Update regularly and consider four-season promotional opportunities.	✓		
D.7	Provide opportunities for equity deserving artists and creative entrepreneurs through positive outreach, communication through local employers and networking with existing art, culture and heritage groups and organizations.		✓	



	Recommendation	Short 1-3 years	Medium 4-6 years	Long 7+ years
<b>D. Regional Sharing and Organizational Networking</b>				
E.1	Expand the agenda discussion topics that suggest new shared hosting opportunities at the regular (semi-annual) meetings with the Hanover and Wellington North Cultural Roundtables. Continue to explore opportunities to share best practices and build on existing and new initiatives that maximize resources and broaden reach (build on the success of the 2024 hosting of the Cultural Roundtable Summit). Implement the initiatives that arose from the joint planning as funded through the Tourism Growth grant (Regional Culture bus tour, creation of an ON Culture Guide, Hosting of a Spring Culture Summit and the development of the Driftscape App.	✓		
E.2	Explore other networking and educational options (i.e., Cultural Alliance model in Midland and surrounding communities) to share in hosting events, developing shared programs, learning from others, and maximizing best use of resources. Pursue options to share in annual financial investments that provide a greater return for all partners.	✓		
E.3	Proactively meet with, and leverage, County resources dedicated to culture, tourism and museums. Monitor the County Economic Development Plan to align priority actions for the Town of Minto with Minto’s own annual plan.	✓	✓	✓
E.4	Select new communities with unique offerings to conduct municipal exchange type opportunities with other municipalities (similar to previous exchanges with Caledon, Prince Edward County) to identify best practices and implementation plans that result in achieving shared goals. Include staff and community leaders to broaden the lens and enhance ongoing networking.		✓	
E.5	Promote and invest in supporting staff to ensure that they stay connected and share within their respective professional organizations to further enhance sharing and coordinated efforts. Expand engagement with provincial and national organizations such as ON Culture Days and the Creative City Network of Canada.	✓	✓	✓

	Recommendation	Short 1-3 years	Medium 4-6 years	Long 7+ years
E.6	Formalize the current approach to information sharing with cultural contributors and host an annual Minto Cultural Symposium. Include artists, organizations, heritage and historical groups, creative occupations and volunteers. Share best practices and lessons learned. Showcase and celebrate successes. Provide resources for volunteers, discuss calendars for upcoming events, identify opportunities to share resources and build on existing programs and events.	✓		
<b>F. Minto a Cultural Destination</b>				
F.1	The Town of Minto should develop annual workplans that demonstrate its commitment to being a cultural destination to support daytrips and the visiting public in a proactive and intentional manner.	✓		
F.2	Review the schedule of events (of varying sizes and scale) and ensure that there are four-season options available maximizing indoor and outdoor cultural assets and bundling programs and events.	✓		
F.3	Maintain a fresh approach to all 'Quality of Place' initiatives with local downtown groups (public art, landscape features, creative pop-ups, cultural gathering points, banners). Engage local artists with contributions to public art, street furnishings.	✓		
F.4	Encourage the integration of artisan markets and farm-to-table initiatives into existing festivals and events. Highlighting existing farmers 'markets, promoting locally grown produce and homemade goods responds to growing farm-to-table movement.		✓	
F.5	Promote sustainable practices to the visiting public including: <ul style="list-style-type: none"> <li>• adequate and visible recycling fixtures at all events.</li> <li>• E-vehicle charging stations at strategic locations.</li> <li>• Signage and communication at events promoting a local focus on sustainability.</li> <li>• Access to water filling stations.</li> </ul> Bike storage/lock up areas and repair stations.			✓
F.6	Continue to work with the local agriculture industry to promote specific farm-to-table events such as York Valley Farms. Develop a 'passport' program to entice repeat participation and showcase the variety of local fare.		✓	

	Recommendation	Short 1-3 years	Medium 4-6 years	Long 7+ years
F.7	Proactively promote the Town of Minto as a cycling friendly destination that can leverage attendance at cultural events and destinations. Link cultural resources throughout the cycling network using QR codes and other incentives to promote visitation.	✓		
F.8	Revitalize the Town of Minto Local Heritage Marker program to commemorate an individual, place, event or structure of local heritage significance. Review the initial terms of reference and update/revise as required. Develop tours of Minto that reflect these important local markers and supplement with opportunities to invite the visiting public to enjoy the ‘treasures of Minto’ (organized walks, butter tart trail).	✓		

# BACKGROUND

## CULTURAL ROUNDTABLE

- In 2011, the Cultural Roundtable evolved from the Arts, Culture and Tourism Committee to support the implementation of the Cultural Plan as well as supporting cultural development in the Town (creative economy – Prince Edward County example)
- Not as an advisory group but as an action-oriented group, including having task-driven working groups; includes a forum for continuous exchange of ideas among a cross-section of groups and individuals.
- Arts Council, Theatre Guild/ Heritage Group (historical society, railway heritage museum), Agricultural Society, Chamber of Commerce)

The Cultural Roundtable (CR) has been expanded since its inception, with sub-committees established to assist with further action implementation and to respond to evolving community needs. A Youth Action Council was established and has since been moved to “The Grove” to provide enhanced alignment for youth needs and services. Minto Pride started in 2019, and the Diversity, Equity, and Inclusion (DEI) sub-committee was established in March 2023. The DEI has its own Terms of Reference and at the time of the updating for the 2024 Cultural Plan, was continuing to operate as a sub-committee of the Cultural Roundtable.

### THE MINTO CULTURAL ROUNDTABLE

*The Arts, Culture and Tourism Committee has played a strong leadership role in bringing forward a range of important ideas and initiatives, including the initiation of the Cultural Plan. However, it is proposed that this group evolve into the Minto Cultural Roundtable with a broader leadership mandate not only to support the implementation of the Cultural Plan but to support ongoing cultural development in the Town.*

*Cultural Roundtables have proven extremely effective mechanisms in other communities (including Prince Edward County) in advancing a creative economy and cultural agenda. The key to success is understanding the group not as an advisory group but as an action-oriented group dedicated to taking on specific projects and tasks (often through the striking of task-driven working groups). The Roundtable also provides a forum for the continuous exchange of ideas among a cross-section of groups and individuals in the community.*

## MINTO CULTURAL ROUNDTABLE - TERMS OF REFERENCE (ANNOTATED)

### 1.0 Goal

The Minto Cultural Roundtable provides strategic direction and key decision-making on ongoing cultural development and implements projects and tasks related to the Cultural Plan.

### 2.0 Principals

- Principles that guide the work of the Cultural Roundtable include:
- Inclusive engagement – engaging citizens in ways that cross boundaries and builds shared understanding and empathy.
- Valuing grassroots – celebrating the energy and capacity of the community at the grassroots level.
- Emergence and purpose – balancing a commitment to dialogue that generates new understandings and builds relationships, with advancing concrete plans and actions.
- Asset-Based Approach - appreciating and mobilizing individual and community talents, skills, and assets (rather than focusing on problems and needs).

### 3.0 Mandate

The mandate of the Minto Cultural Roundtable is to give guidance and input related to culture and to implement the Cultural Plan for Minto. It does this by:

- Supporting community-led solutions to issues identified by the Roundtable or the community at large.
- Encouraging leadership and innovation.
- Facilitating networking and information exchange.
- Serving as a sounding board for ideas and actions.
- Reviewing policies related to culture.
- Supporting the integration of cultural development plans into related Town plans (i.e. Official Plan and Strategic Plan)

### 3.0 Membership and Responsibilities

The Minto Cultural Roundtable shall consist of 12 - 15 members appointed by Resolution of Council. This membership shall be comprised of:

- One member of Council
- One member appointed by the Minto Arts Council
- One member appointed by the Grey Wellington Theatre Guild or the Norgan Theatre Board
- One member representing one of Minto's Heritage Groups (Clifford Historical Society, Harriston Historical Society, Palmerston Railway Heritage Museum, Minto Heritage Association)

- One member appointed by the Harriston-Minto or Palmerston Agricultural Societies
- One member appointed by the Minto Chamber of Commerce
- One member from one of the Minto Branches of the Wellington County Library
- One member representing Youth (Age 15 – 24)
- Four to Seven members of the public (preference will be given to cultural entrepreneurs)

Staff Resources:

- Manager of Economic Development
- Recreation & Marketing Coordinator
- Treasurer

Other Resources:

- Ministry of Tourism & Culture Regional Advisor

As of 2024, the Cultural Roundtable is still active and includes three sub-committees and/or working committees (Railway Museum, Minto Pride and Diversity, Equity and Inclusion). They have provided guidance and direction to accomplish many recommendations from the initial Cultural Plan.

## COMPARATOR INSIGHT

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### Common “guiding principles” in recent cultural plans:

Plans reviewed: City of Lethbridge, City of Kawartha Lakes, City of Mississauga, Town of Innisfil, City of Guelph, Township of Mapleton (Drayton)

- Economic Impact/Creative Economy/Business development/Creative eco-system (co-location of services; locating businesses near culture etc.)
- Available to all/Inclusion/Address key barriers to participation
- Environmentally conscious
- Tourism
- Preservation of cultural heritage
- Sustainability/Building Capacity
- Streamlining/simplifying processes/updating policies
- Building a strong foundation (identify & fill gaps)
- Truth and Reconciliation (supporting Indigenous Community members to reclaim, exercise, and share their cultural practices)
- Prioritize equity-deserving artists and audiences in municipal culture programming and space allocation.
- Nurture collaboration/better coordination/ Networking of arts groups
- Better marketing

**Common Funding sources used by other communities:**

- Ontario Arts Council
- Canada Council for the Arts
- Pan-regional fund (Ontario) specifically for Indigenous Francophone or 2SLGBTQ+
- OCAF
- Federal Department of Heritage
- Ontario Trillium Foundation \_
- Ontario Ministry of Tourism, Culture and Sport

<https://www.ontariopresents.ca/resources/ontario%E2%80%99s-performing-arts-funders-who%E2%80%99s-who>

**Select examples of Cultural Planning Indicators and Performance Measures<sup>5</sup>**

- Number of visits to cultural facilities and spaces
- Attendance at municipally permitted celebrations and festivals
- Estimate volunteer participation in community cultural organizations and cultural events (# of volunteers X minimum wage)
- Hours municipally owned cultural facilities are used as a % of the times they are available
- Accessibility of arts, culture, and heritage offerings (track response to the survey question “Do you feel that arts, culture, and heritage offerings are physically, financially and geographically accessible to you?”)
- Public Art – the total number of public art commissions by municipality.
- Number of artists engaged in the community (total number of artists renting town facilities, taking town programs, participating in arts festivals, or exhibiting in town and other facilities).
- Private sector support of artists and nonprofit arts groups (corporate, foundation, and individual grants to local arts organizations as reported in grant applications).

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<sup>5</sup> Town of Oakville Culture Plan 2023.

## COMMUNITY PROFILE

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Source: County of Wellington Economic Development Three Year Action Plan (2023 – 2026)

**Population:** 9,094

**Projected Population:** 15, 200 by 2051

**Average Age:** 42

**Geography:** Land Area is 300.19 square kilometres

**Settlement Areas:** Clifford, Harriston, Palmerston

**Business Count:** 385

**Average Household Income:** \$90,383

**Median Household Income:** \$ 84,000

**Top Sectors of Employment:** Manufacturing (23%), Agriculture/Forestry/Fishing/Hunting (10%), Retail Trade (9%), Health Care and Social Assistance (9%), Construction (9%)



# APPENDIX A: TRENDS

## CULTURAL TRENDS

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### Placemaking

Placemaking, a set of strategies including public investments, programming, streetscape improvements, zoning reform, and governance, has become a widely used approach to revitalize and activate urban spaces from small towns to big cities. Since 2010, the term “creative placemaking” has been used to describe placemaking efforts that specifically engage arts and culture to beautify and revitalize public spaces and neighborhoods and attract new workers and private investment ([Markusen and Gadwa 2010a](#)).<sup>6</sup>

Any placemaking or creative placemaking effort that successfully avoids gentrification and displacement would need to be based on an inclusive process. Such a process would either need to be initiated by local residents and other stakeholders or, if initiated by the city government or a quasi-public entity such as a downtown development authority (DDA), be deliberately and robustly inclusive of those residents. However, the plans in this study were largely silent about the process, even in the cases when they included detailed directives for outcomes.

What US Municipalities invested in neighbourhood investment, public art/murals, parks & recreation investments, workforce development

### Culture as an Economic Driver

Over the past decade, more municipalities are using culture, including festivals, events, and attractions, as economic drivers. Culture can be an important part of an overall tourism strategy, but more municipalities are choosing to focus on a plan dedicated to culture.

### Rural Communities

Research by Community Foundations Canada ([Vital Signs, 2019](#)) found that “the arts are a critical catalyst for belonging for newcomers, for rural and remote communities, for Indigenous people and communities, and for francophone minority populations.” Older studies show that people living in farm areas and in small towns have a greater sense of belonging if the town had access to arts and culture in their town.<sup>7</sup>

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<sup>6</sup> [Placemaking in Practice: Municipal Arts and Cultural Plans’ Approaches to Placemaking and Creative Placemaking](#) Carolyn G. Loh, Amanda J. Ashley, Rose Kim, Leslie Durham, and Karen Bubb, *Journal of Planning Education and Research* 0 0:0

<sup>7</sup> Community Foundations Canada [https://communityfoundations.ca/wp-content/uploads/2019/04/Vital\\_Signs\\_Arts\\_and\\_Belonging.pdf](https://communityfoundations.ca/wp-content/uploads/2019/04/Vital_Signs_Arts_and_Belonging.pdf)

Proximity also plays a key role in participation. Among Canadians who live further than 70 km from a centre with professional performing arts, only 57% had attended in the past year and 65% attended at any point in time compared to 93% among Canadians living near a larger centre. People living in a rural or farm area were less likely to regularly attend live music events (22%) than people in small cities, suburbs, or large cities (28%). They were also less likely to regularly visit the local library or recreation centre (30% vs 36% in larger communities).<sup>8</sup>

### **Equity, Diversity and Inclusion**

Need for clear, guiding principles for equity and inclusion. Research has shown that leadership in arts and culture organizations is largely white, middle-class, older adults. But there is interest from many to experience other cultures.

### **Shift to Accessible Cultural Forms of Expression**

In large cities, but also in rural locations, there has been a move away from “high art” to more accessible presentations like street festivals, public art installations, and heritage districts. All of these contribute to a vibrant community year-round.

### **Role of Community Organizations in Arts Education**

There has been a sharp decline in arts education in the school system. Community arts groups have stepped up to fill that gap with camps, youth programming, and other ways to engage young people. This can have multiple benefits for both the community and the arts organization. It fosters future artists and volunteers, and it contributes to helping youth feel a sense of belonging in their community, which may help retain residents.

### **Cultural Clusters**

This is a network-based approach where cultural and heritage venues/installations are grouped with like-minded businesses as well as food and accommodations.

### **Entrepreneurial Creative Industries**

As grant funding has continued to shrink, an entrepreneurial approach to creative industries is fueling new developments and more sustainable enterprises.

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<sup>8</sup> [idib](#)

## SOCIAL CHANGE

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The tourism industry has been increasingly embracing principles of diversity, equity, and inclusion of BIPOC and LGBTQ2S+ communities. These principles are one of the pillars of the Canada Tourism Strategy and are among the key principles highlighted by the Ontario Tourism Ministry and RTO4.

Canada Tourism Strategy (2019) sets out three principal areas: building tourism in communities, attracting investment, and promoting public-private collaboration.

The strategy of **Building tourism in communities** recognizes that all communities have the potential to be a tourism destination and sets out five priority categories:

1. *Winter and shoulder-season tourism* – to provide more reasons to visit in off-peak periods. More tourist visits from November to April.
2. *Rural and remote tourism* – to entice tourists to lesser-known parts of the country.
3. *Farm-to-table and culinary tourism* – projects like culinary trails, Indigenous culinary experiences, food festivals, and farmers' markets, as well as onsite experience development such as breweries, wineries, farms, fisheries, and maple syrup producers.
4. *Indigenous tourism* – to help Indigenous peoples and communities present their unique histories, traditional stories, creative arts, and contemporary values.
5. *Inclusive Tourism* – to expand LGBTQ2S+ diversity training and market readiness programs, and support events celebrating diverse backgrounds and identities.

## DIGITAL SHIFT – POST PANDEMIC

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Rapid digitization, accelerated by the pandemic, creates both new opportunities and challenges for travel and tourism service providers. Tourism service providers increasingly require a virtual presence and digital marketing to engage with different audiences. They are expected to understand trends and personalize experiences and advertisement messages. This digital shift within the industry requires more sophisticated approaches to marketing focused on content and brand purpose.

For example, implementing a comprehensive booking and reservation system across the RTO4 region allowed to increase revenues. The system was implemented free of charge to tourism operators, while allowing the operators to brand the system in their own ways.

Another post-pandemic trend is the increasing number of remote workers among travelers, which may be a new visitor segment for many communities. This segment may require a different kind of visitor experience and availability of technical capacity to work (e.g., accommodation with wi-fi, shared workspaces, etc.).

Additionally, with remote work, leisure time is becoming more important and available. This supports one more observed trend of travel and tourism shifting from business travel models to leisure travel.

In Ontario, Regional Tourism Organizations provide support in marketing products, attractions, and experiences catering to diverse audiences as well as networking opportunities for tourism providers and stakeholders within regions to enhance cooperation and improve visitor experiences. RTO4 works with its destination partners to support the digital shift as part of their strategic long-term recovery planning and implementation: “digital sophistication will stay essential as digital interfaces become an industry norm for guaranteeing safe interactions for visitors.” (RTO4 Business Plan 2022-2023).

RTO4 approaches include:

- digital marketing and product development (e.g. digital user experience),
- data-driven decision-making (e.g. Destination DigitalAudit), and
- connections and networking among tourism providers and operators and related sectors(e.g. a booking and reservation system across the region).

# APPENDIX B: SURVEY RESULTS

## Community Input - Culture and Recreation Master Plans

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### SURVEY RESPONSE REPORT

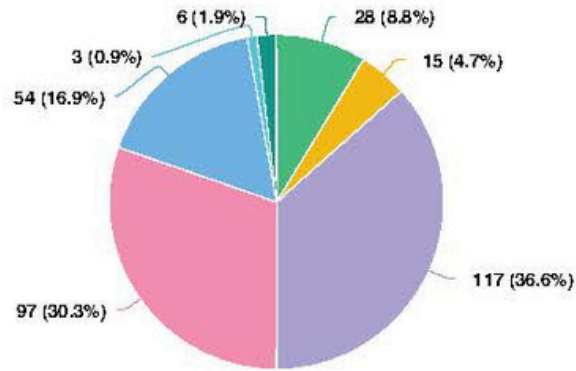
19 December 2018 - 01 October 2024

#### PROJECT NAME:

Community Input - Culture Master Plan and Recreation Master Plan



**Q1 | What age group do you belong to?**

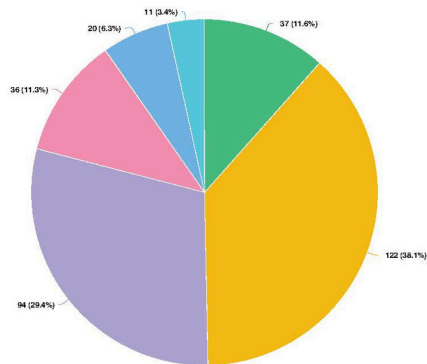


**Question options**

- Under 18
- 18-25
- 26-45
- 46-65
- 66-79
- 80+
- Prefer not to answer

*Mandatory Question (320 response(s))  
Question type: Radio Button Question*

**Q2 | Within the Town of Minto, in which settlement area do you reside?**

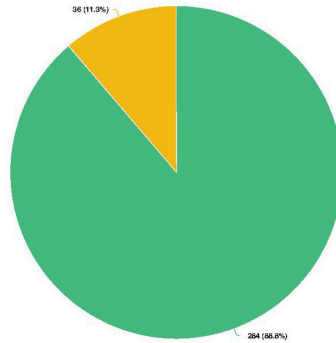


**Question options**

- Clifford
- Harriston
- Palmerston
- Township of Minto
- Live outside the Town of Minto
- Other (please specify)

*Mandatory Question (320 response(s))  
Question type: Radio Button Question*

**Q3 | Do you participate in recreation activities or visit recreation facilities and parks in the Town of Minto?**



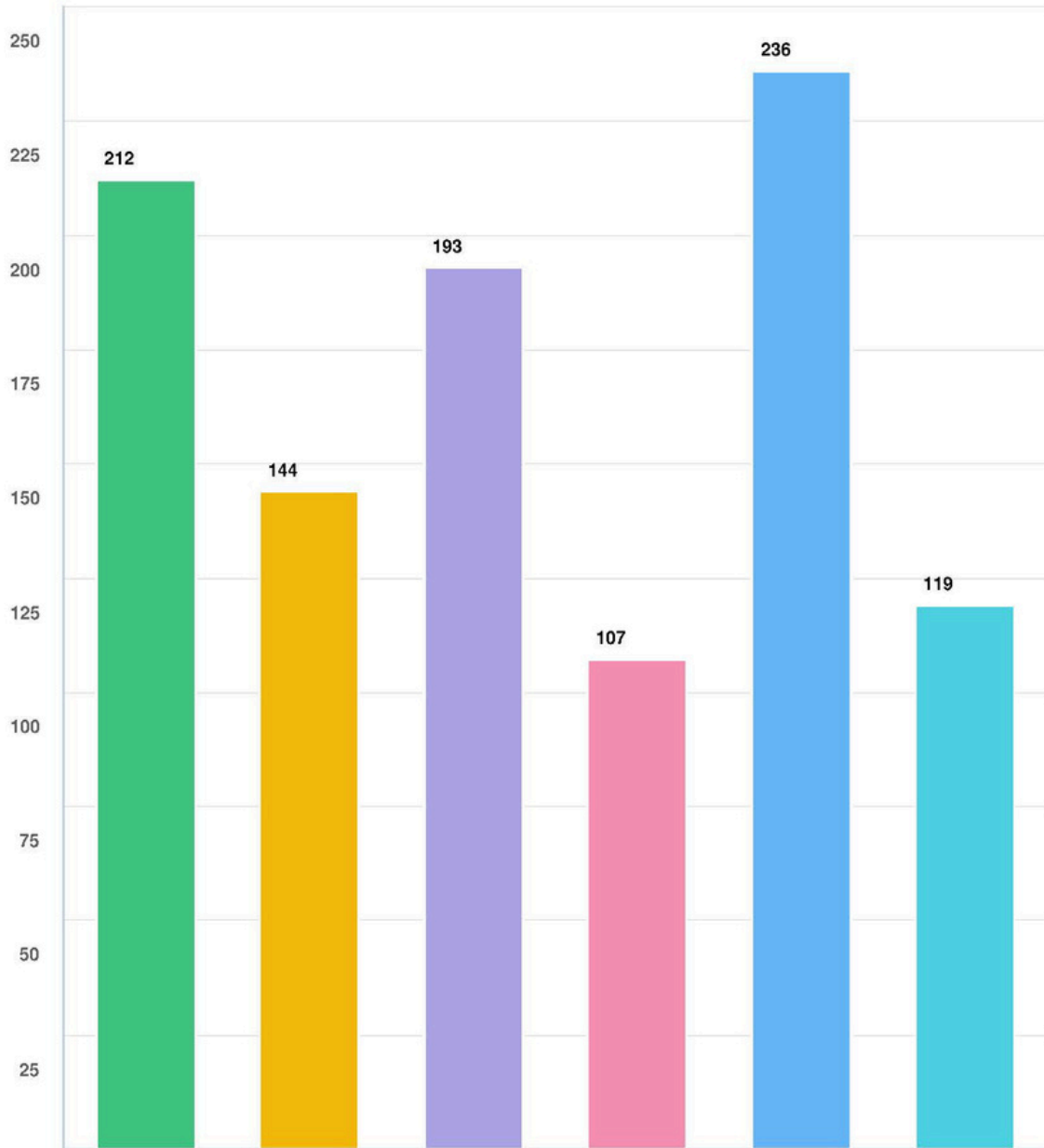
**Question options**

- Yes
- No

*Optional question (320 response(s), 0 skipped)*

*Question type: Radio Button Question*

**Q4** What are the main reasons you participate in recreation activities or visit recreation facilities and parks in the Town of Minto? Select all that apply.



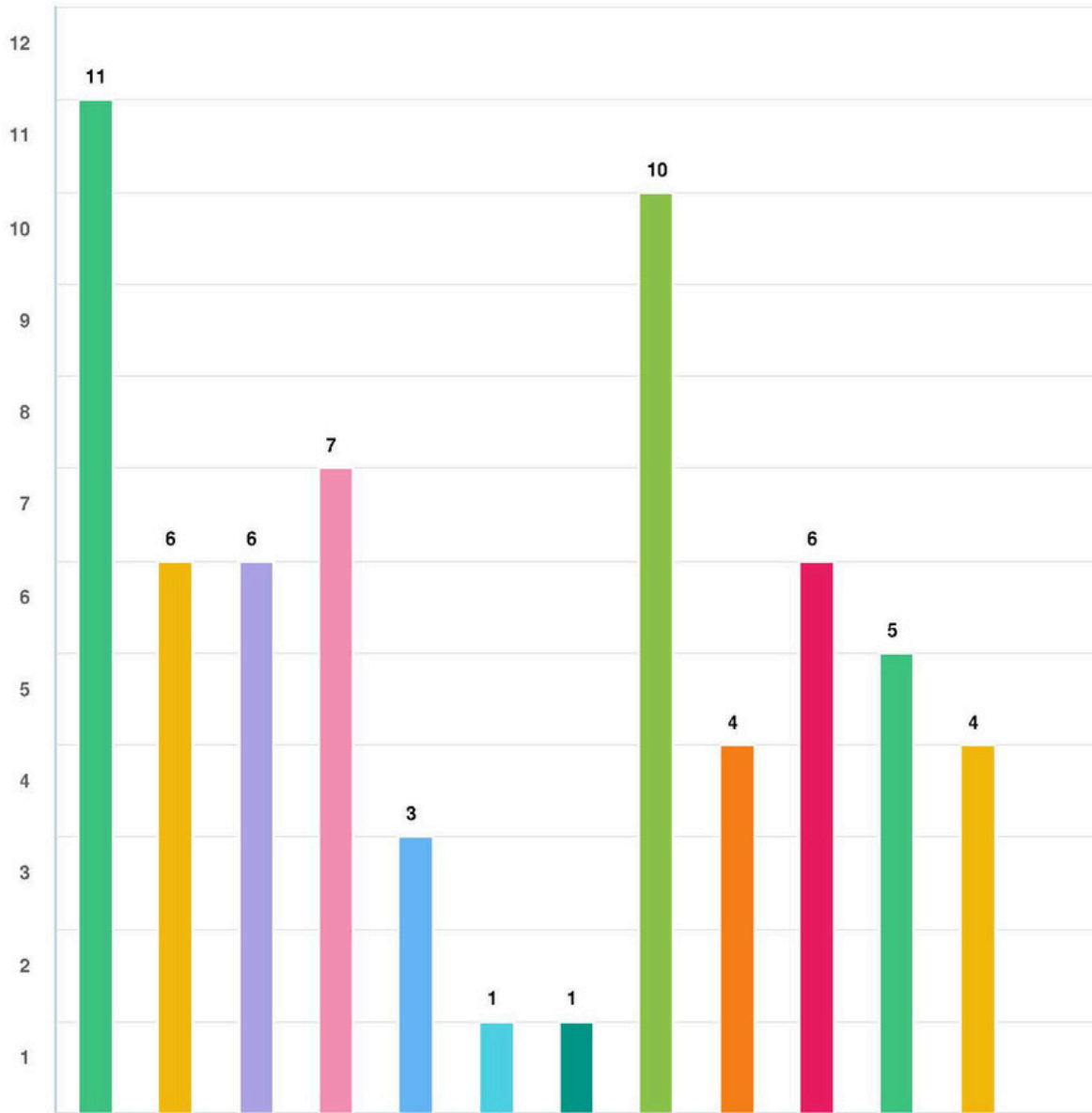
**Question options**

- Physical activity/exercise
- Mental health and wellbeing
- To be with family/friends
- Relaxation
- Fun/enjoyment
- Volunteer/give back to the community

Optional question (284 response(s), 36 skipped)  
Question type: Checkbox Question



**Q5** If you don't participate, please let us know why. Select all that apply.

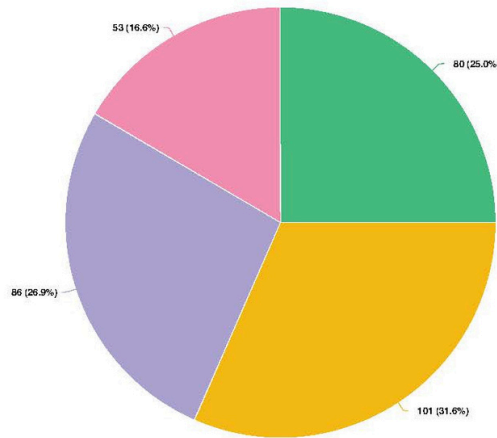


**Question options**

- Unaware of recreation opportunities
 ● Not interested in current programs
● No programs in my area
- Better/more appealing opportunities elsewhere
 ● Use facilities/gym/parks in the community where I work
- Cost to participate is too high
 ● Don't feel welcome in the environment where activities take place
- Too busy to participate
 ● Lack of transportation
● Unable to participate because of health/disability
- Prefer not to answer
 ● Other (please specify)
● Lack of child care

*Optional question (37 response(s), 283 skipped)*  
 Question type: Checkbox Question

**Q6** How far are you willing to travel to attend recreation and culture activities?

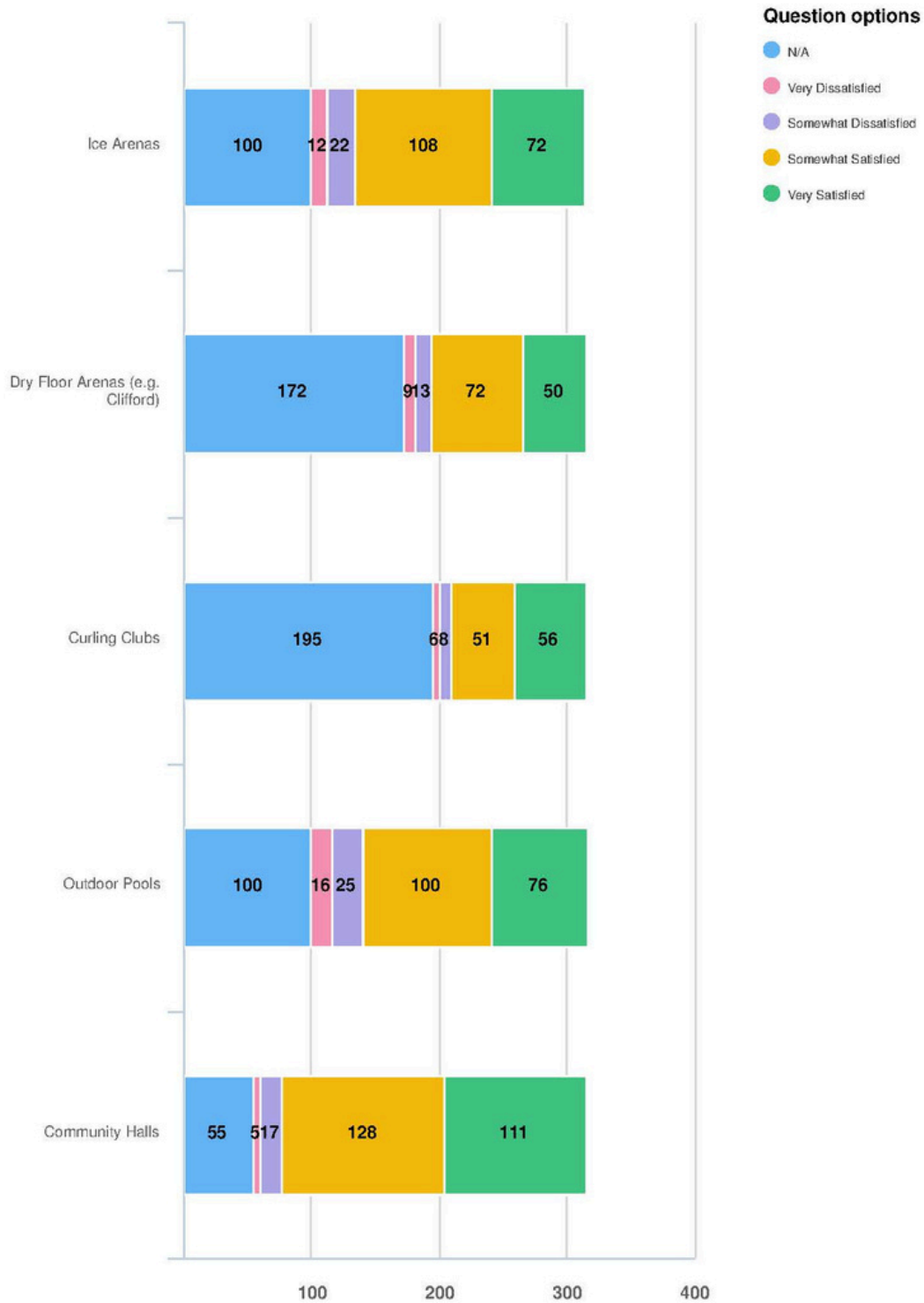


**Question options**

- 10 minutes
- 20 minutes
- 30 minutes
- 40 minutes

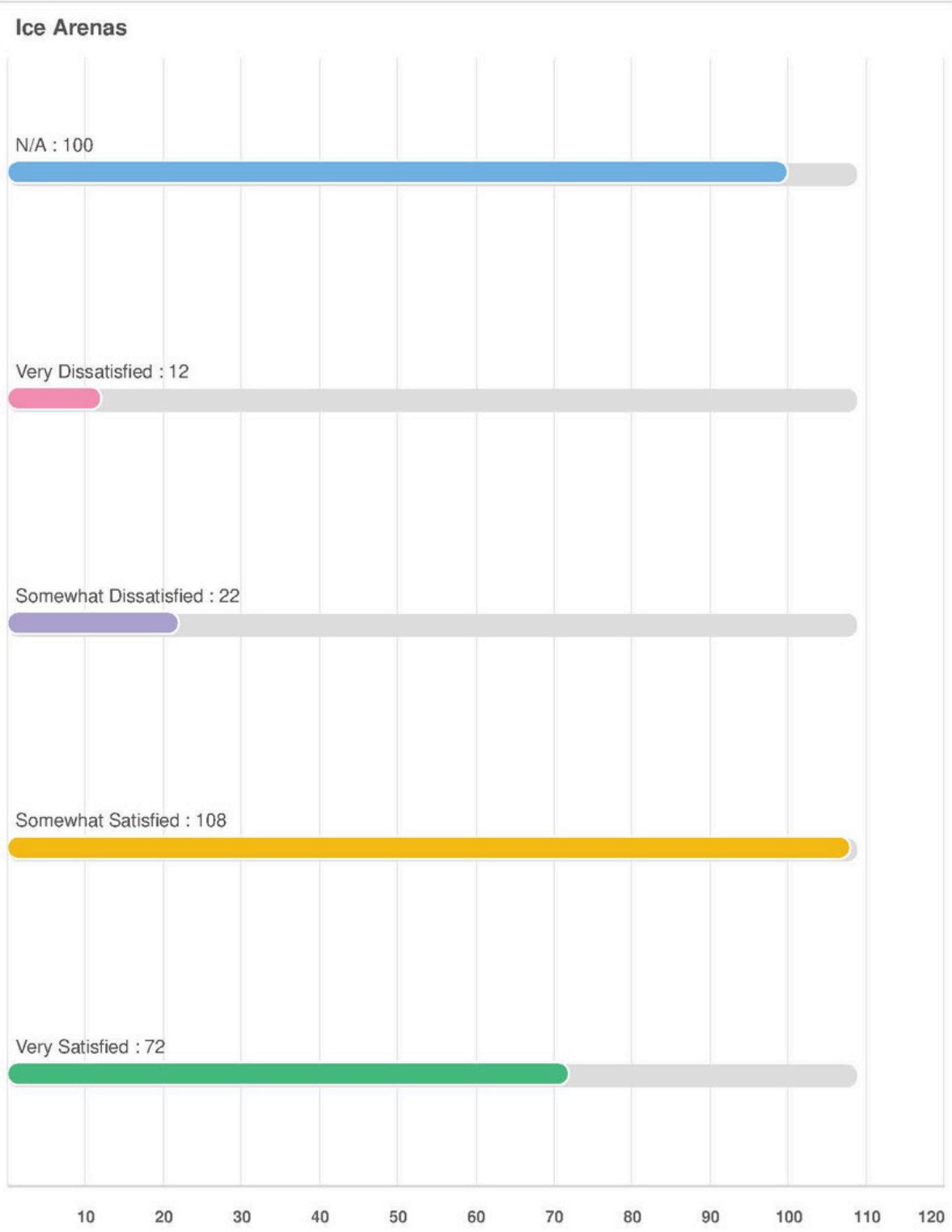
Optional question (320 response(s), 0 skipped)  
Question type: Radio Button Question

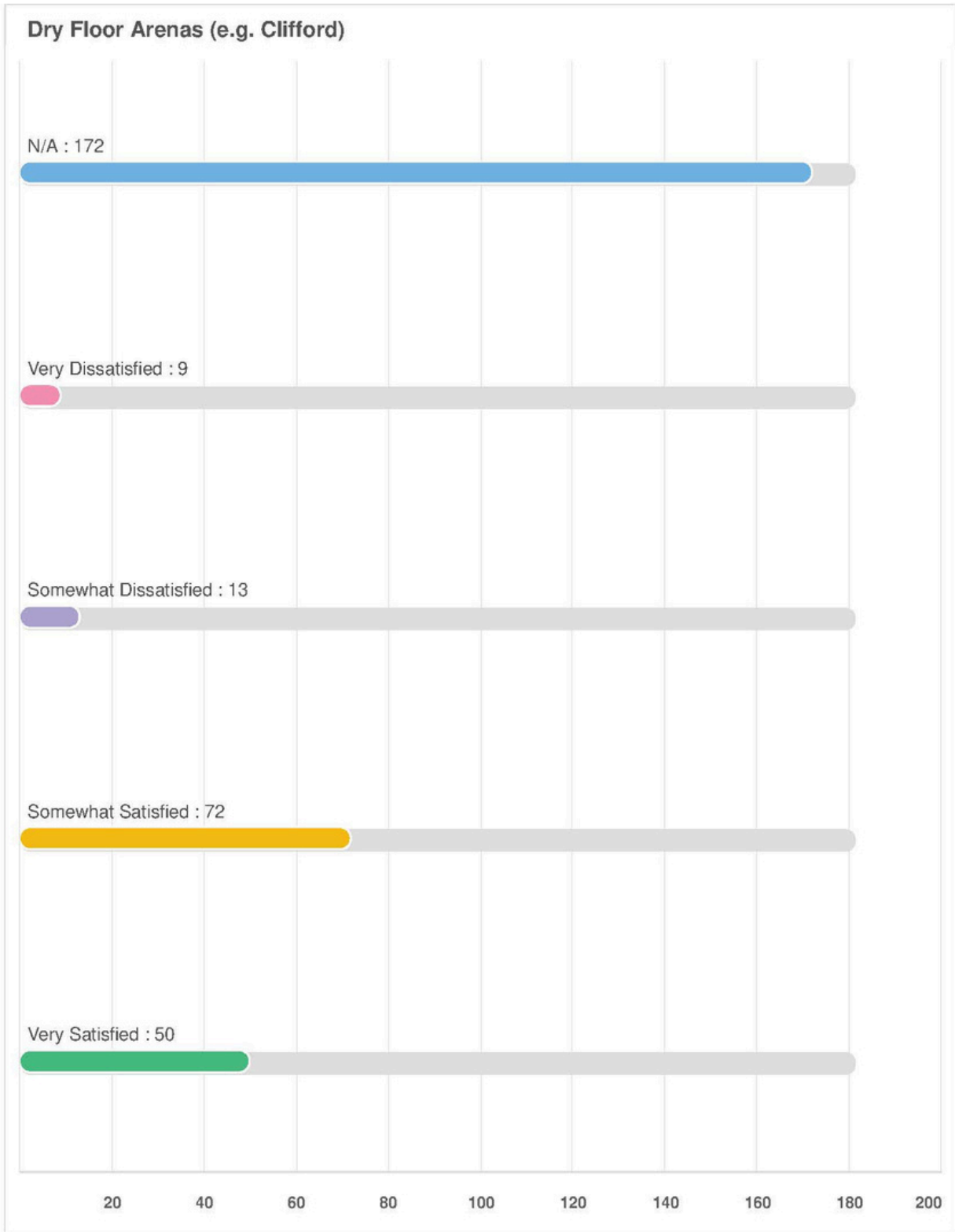
**Q7** In the following list of facilities, please rate your level of satisfaction. If you do not use the facility, please select N/A (Not Applicable).

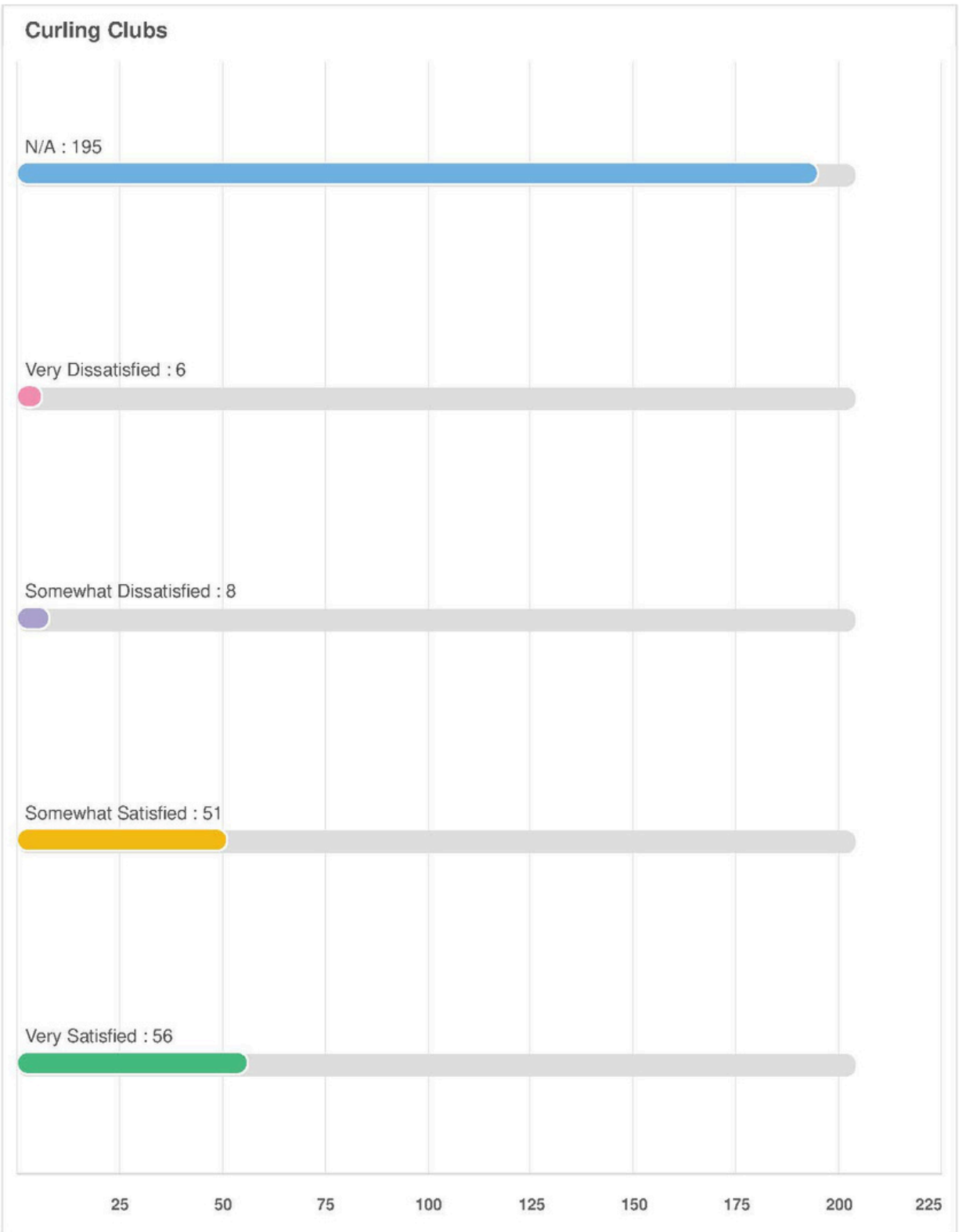


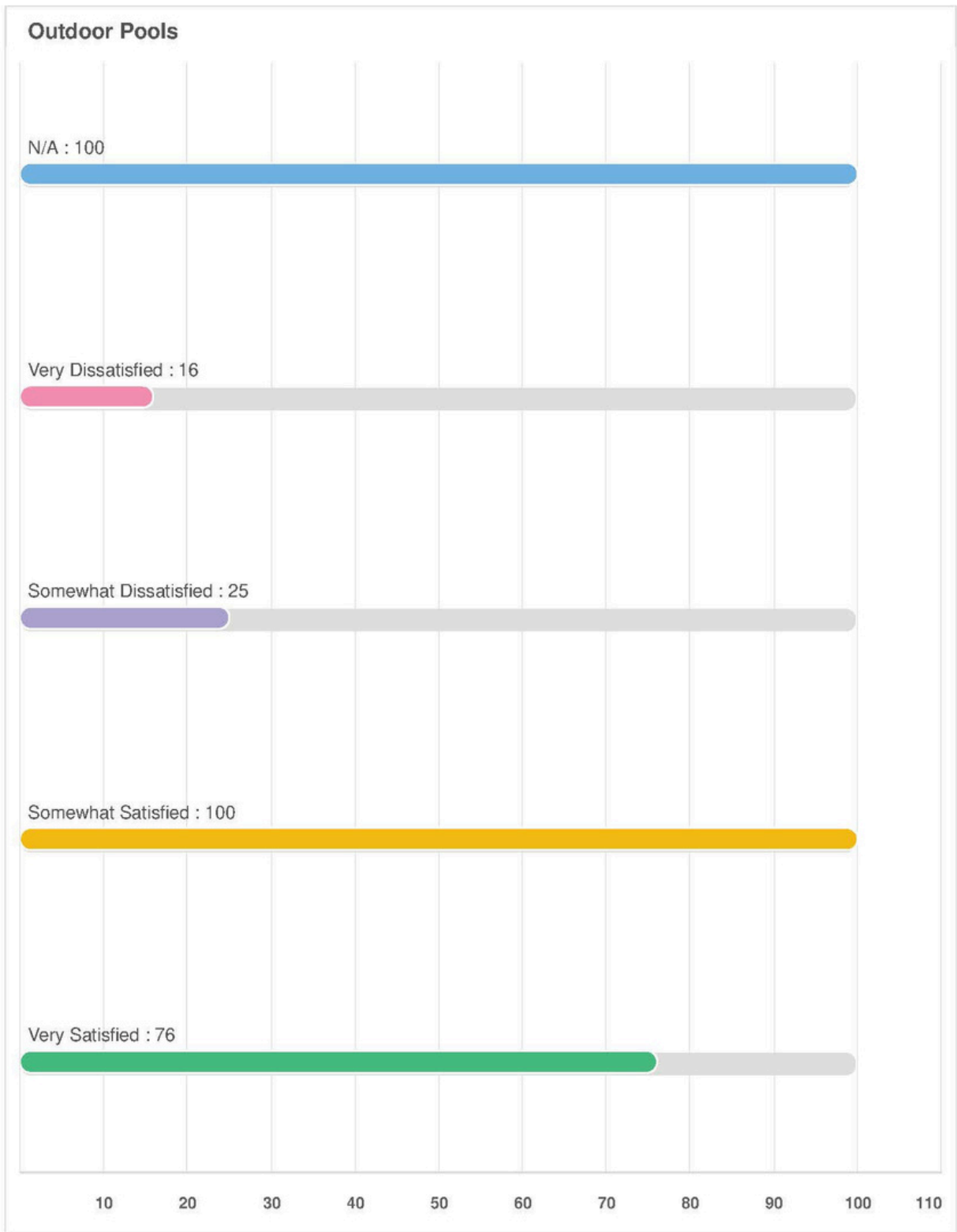
Optional question (318 response(s), 2 skipped)  
Question type: Likert Question

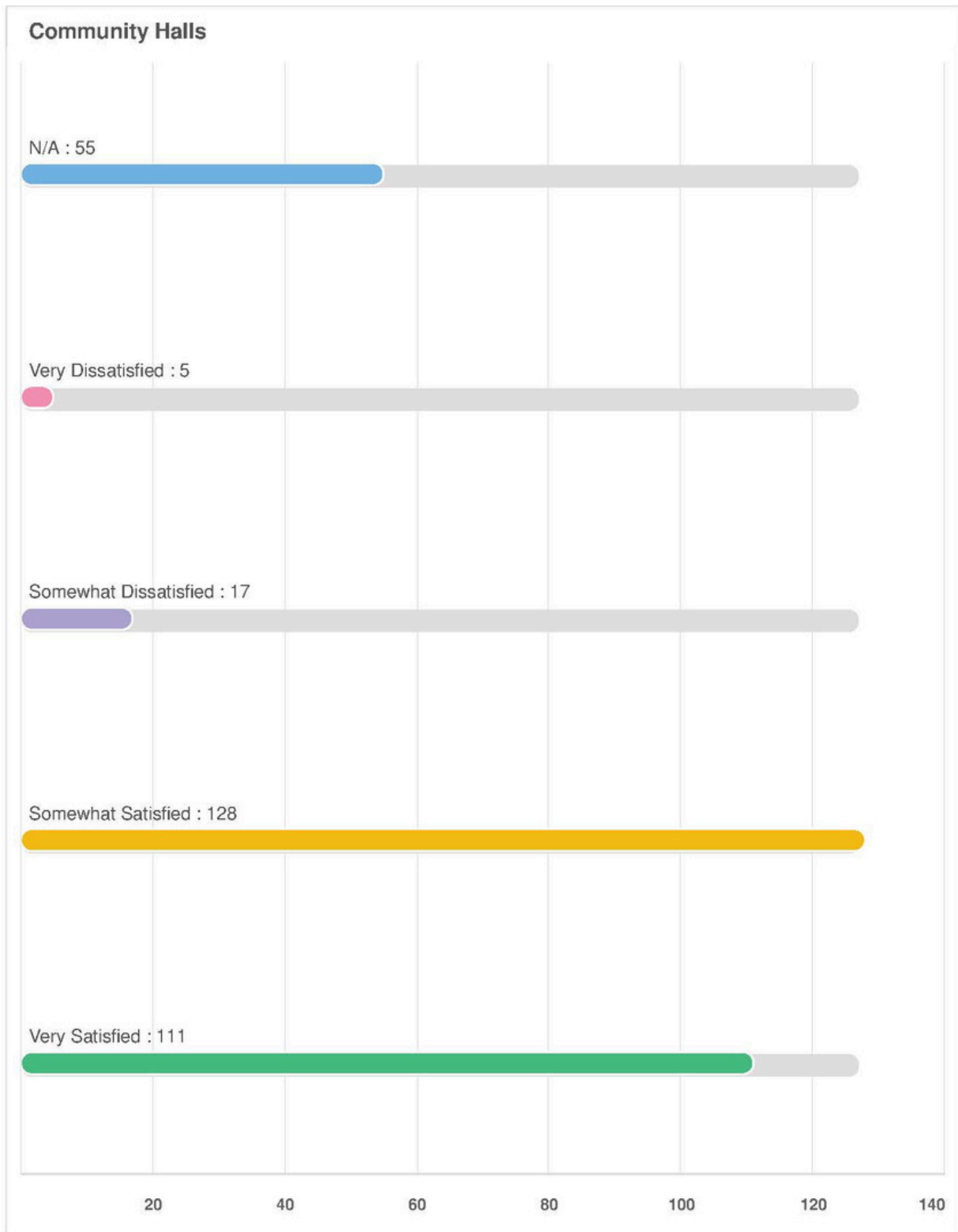
**Q7** In the following list of facilities, please rate your level of satisfaction. If you do not use the facility, please select N/A (Not Applicable).





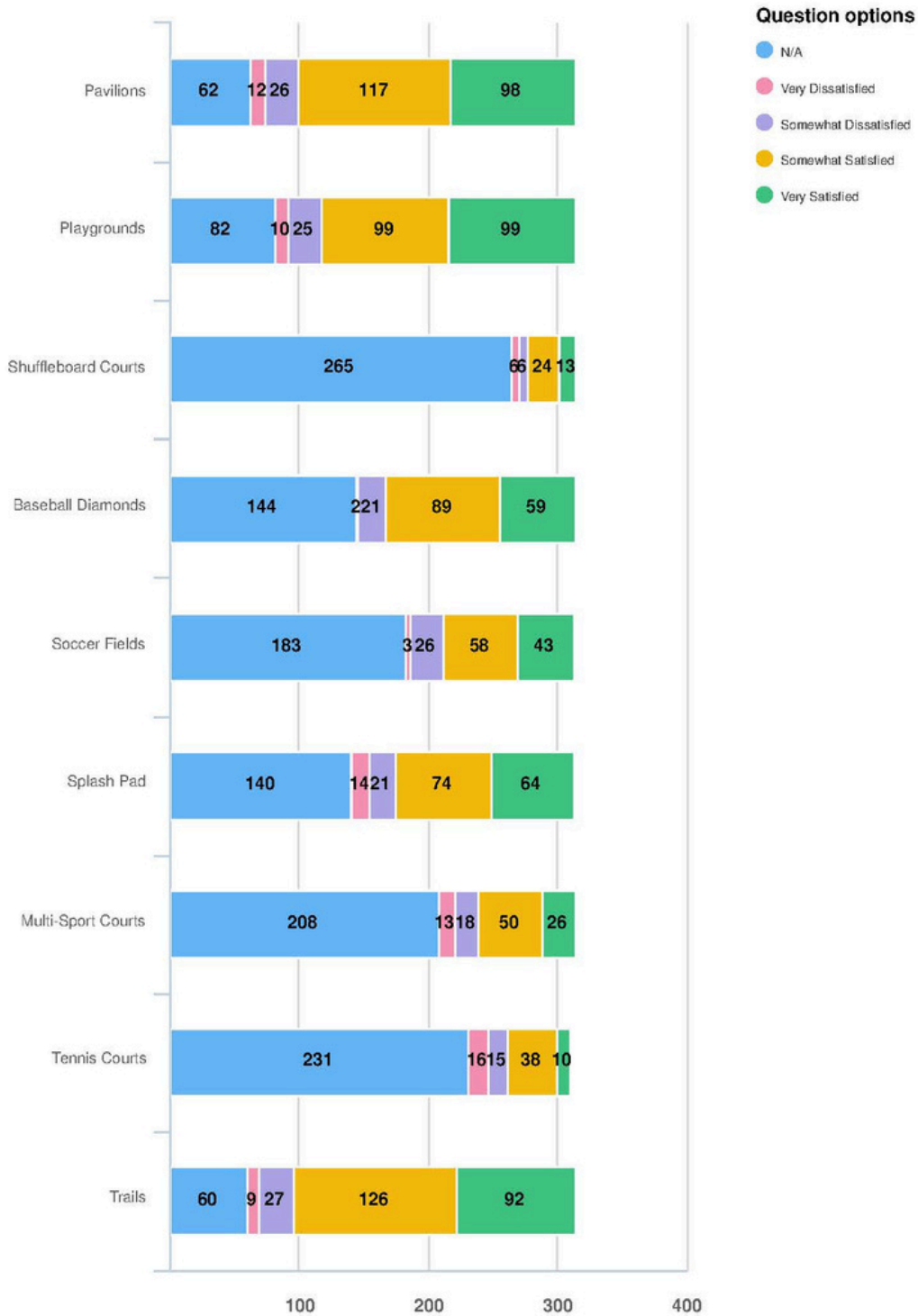






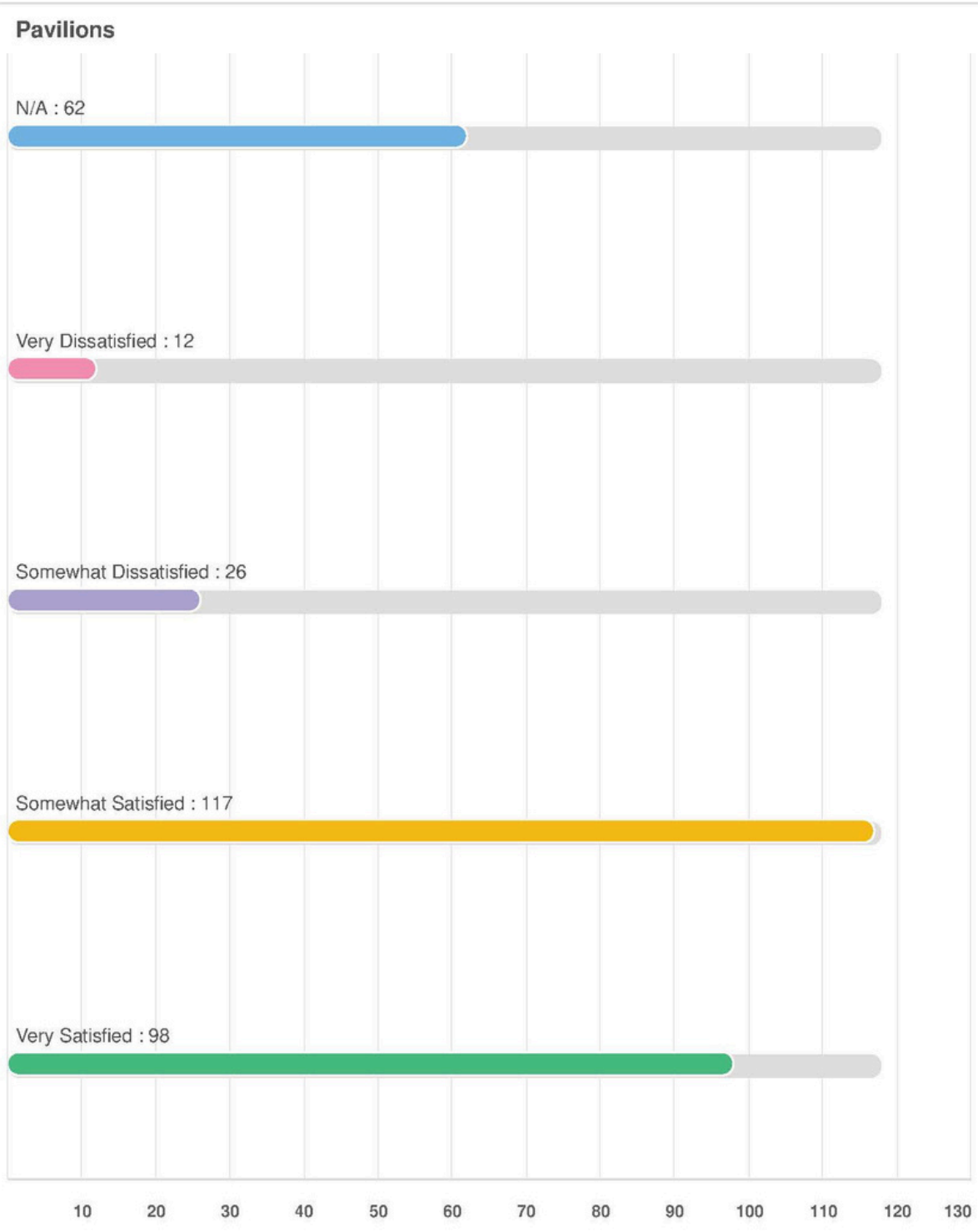


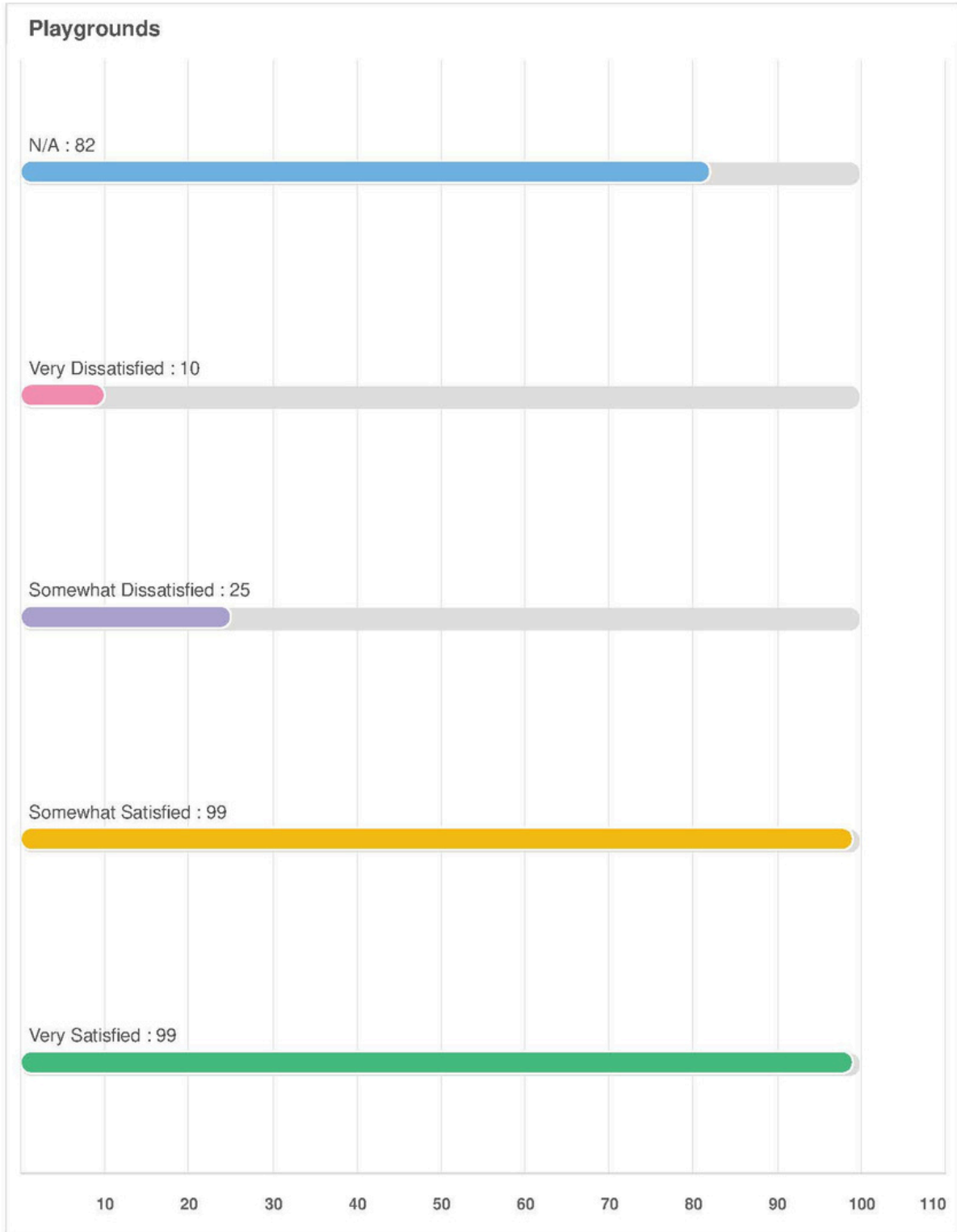
**Q8** In the following list of parks, playgrounds and sport fields, please rate your level of satisfaction with various facilities. If you do not use the facility, please select N/A (Not Applicable).

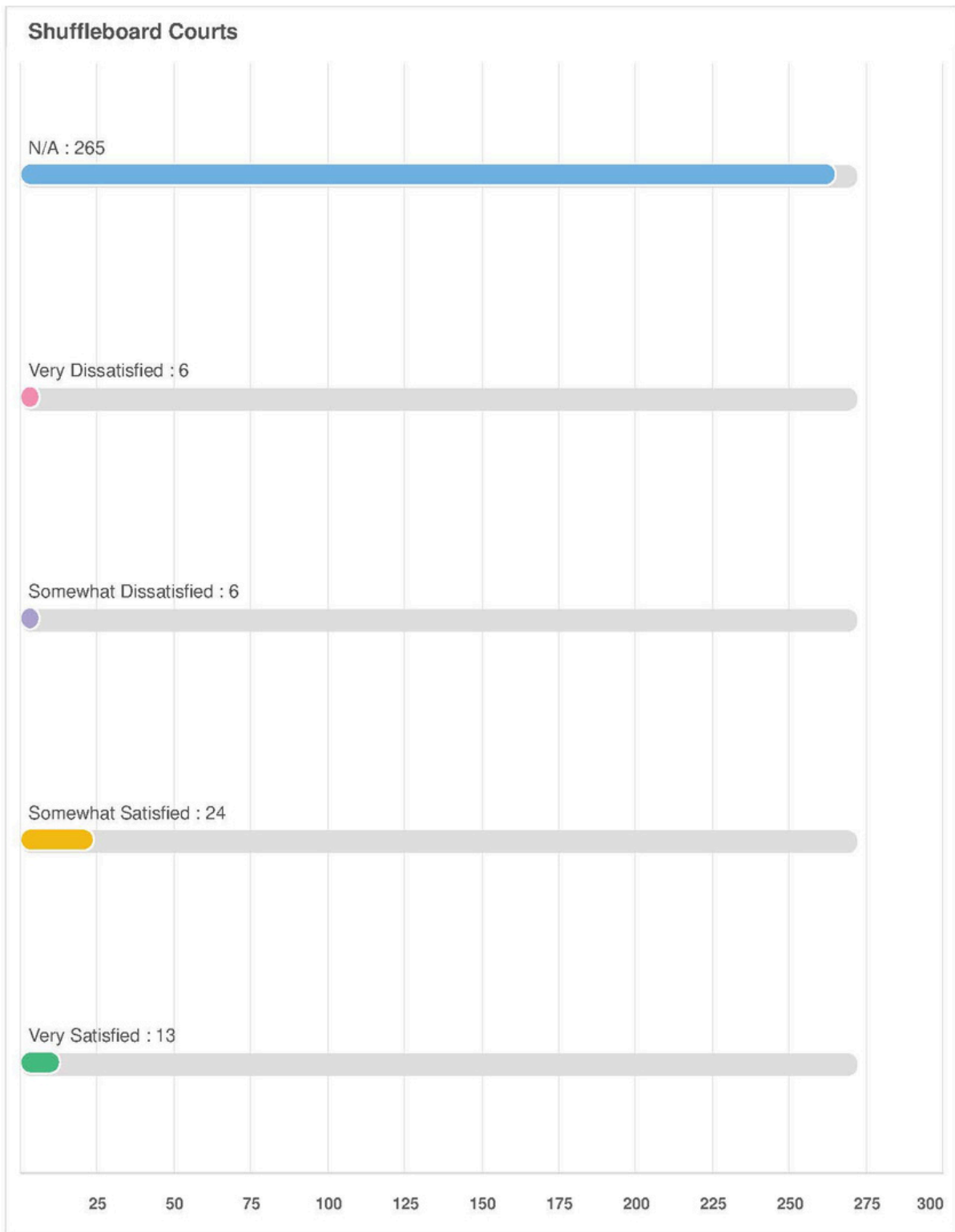


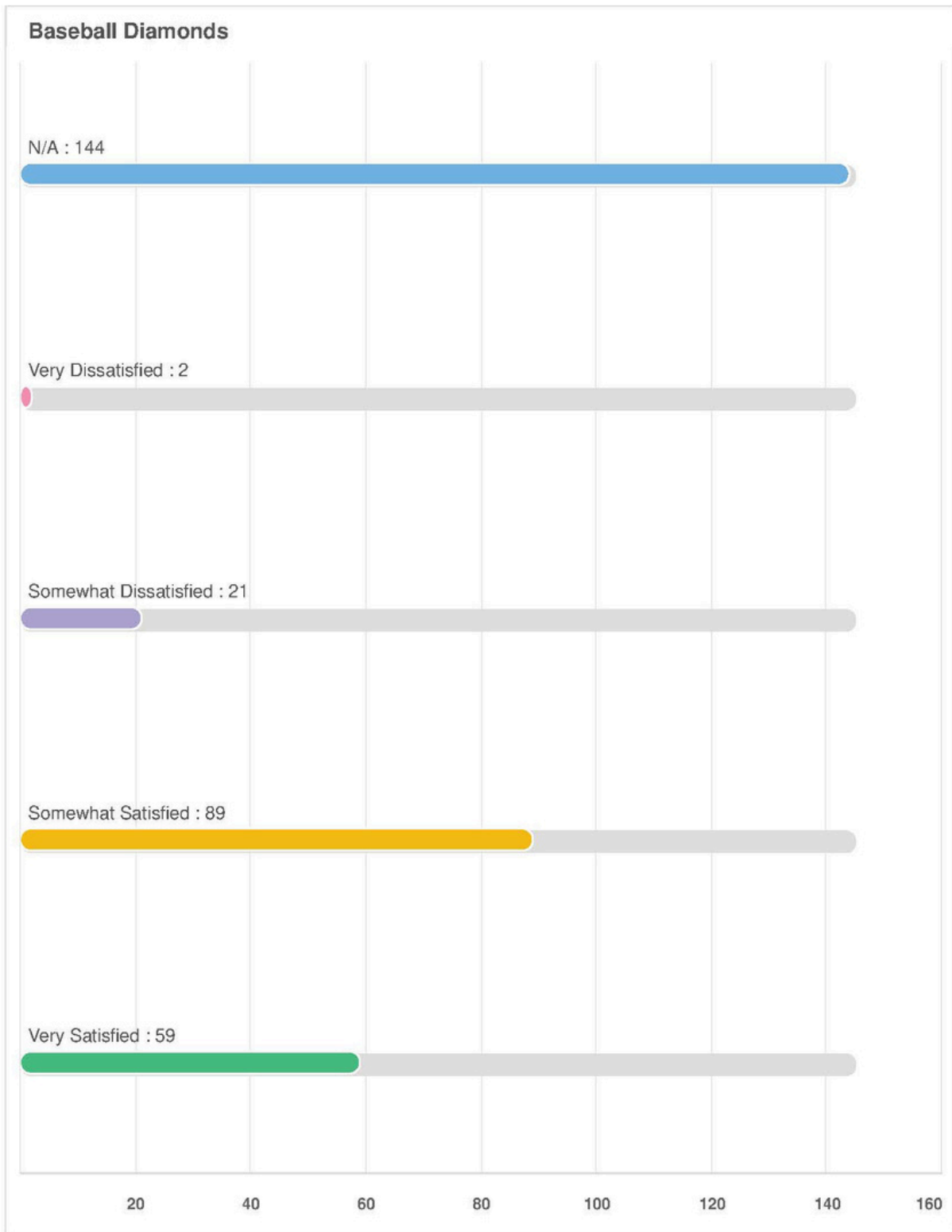
Optional question (318 response(s), 2 skipped)  
Question type: Likert Question

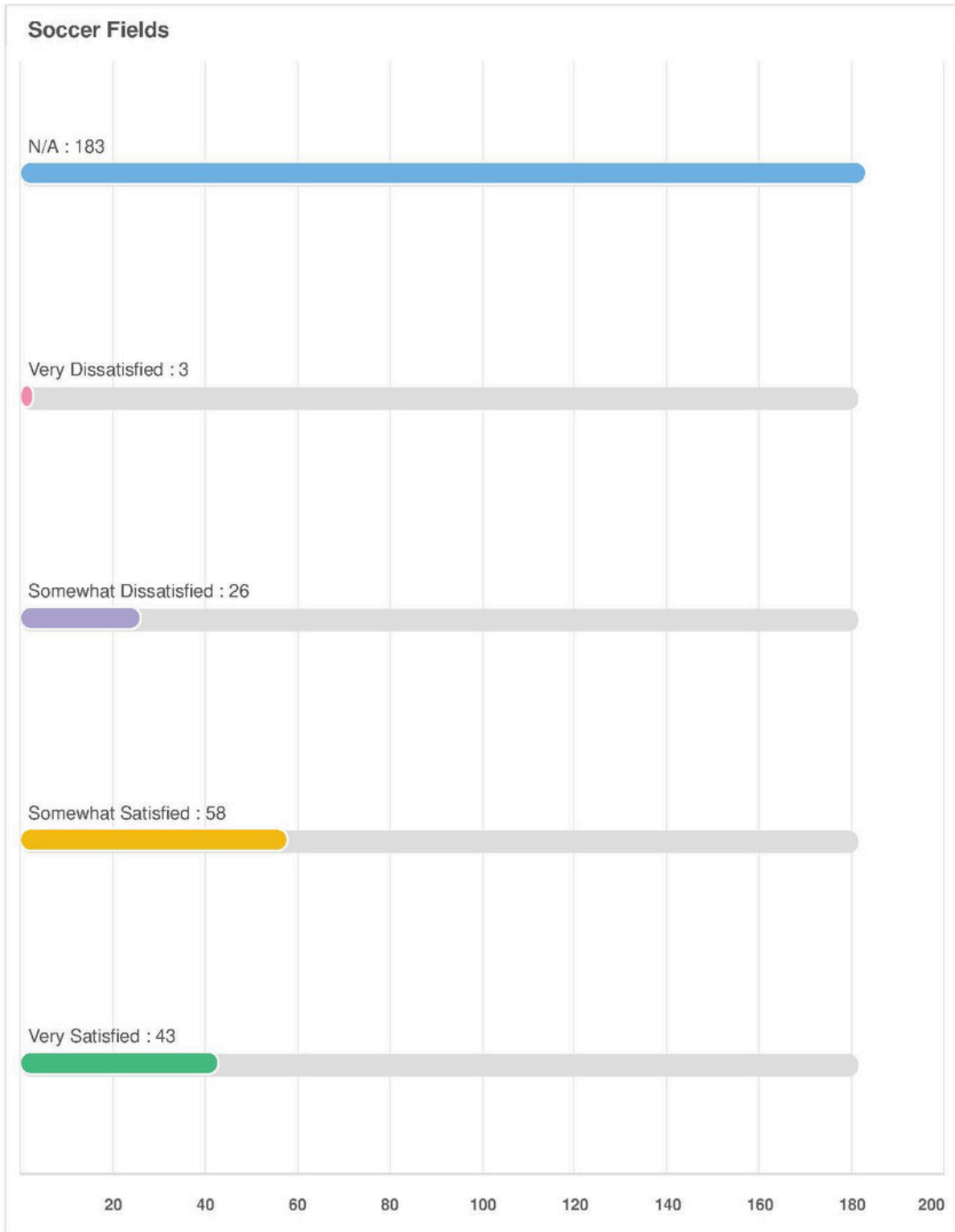
**Q8** In the following list of parks, playgrounds and sport fields, please rate your level of satisfaction with various facilities. If you do not use the facility, please select N/A (Not Applicable).

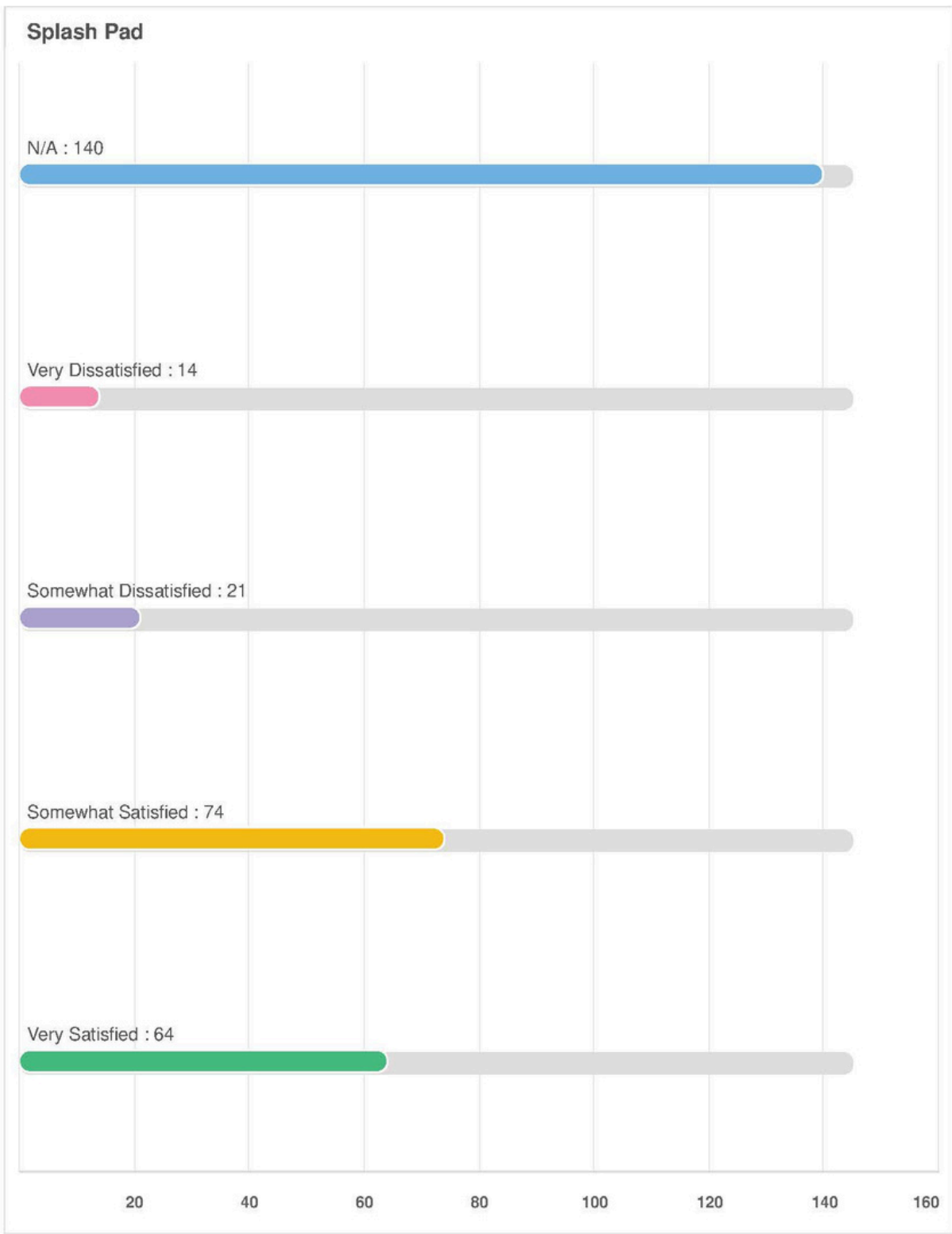


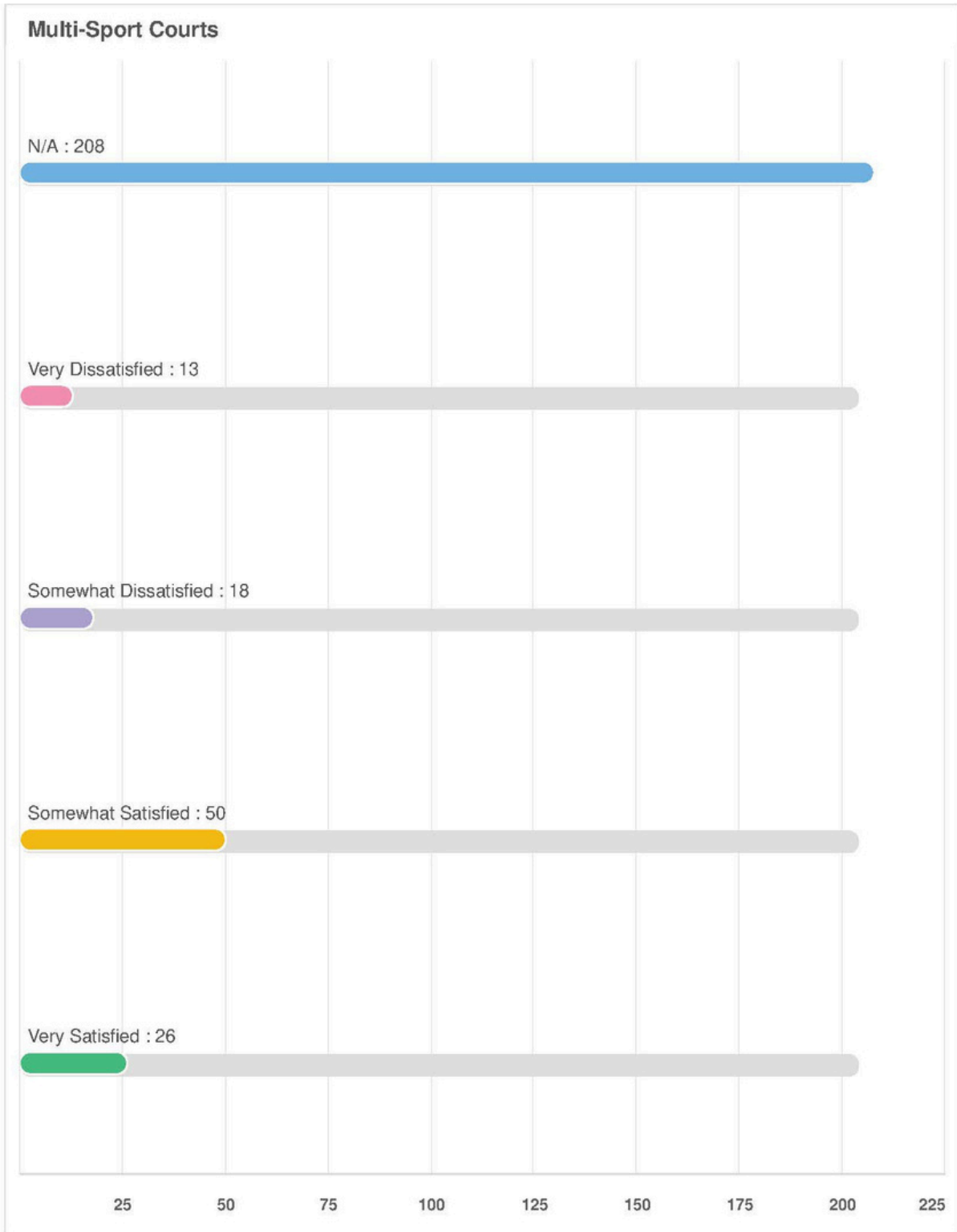




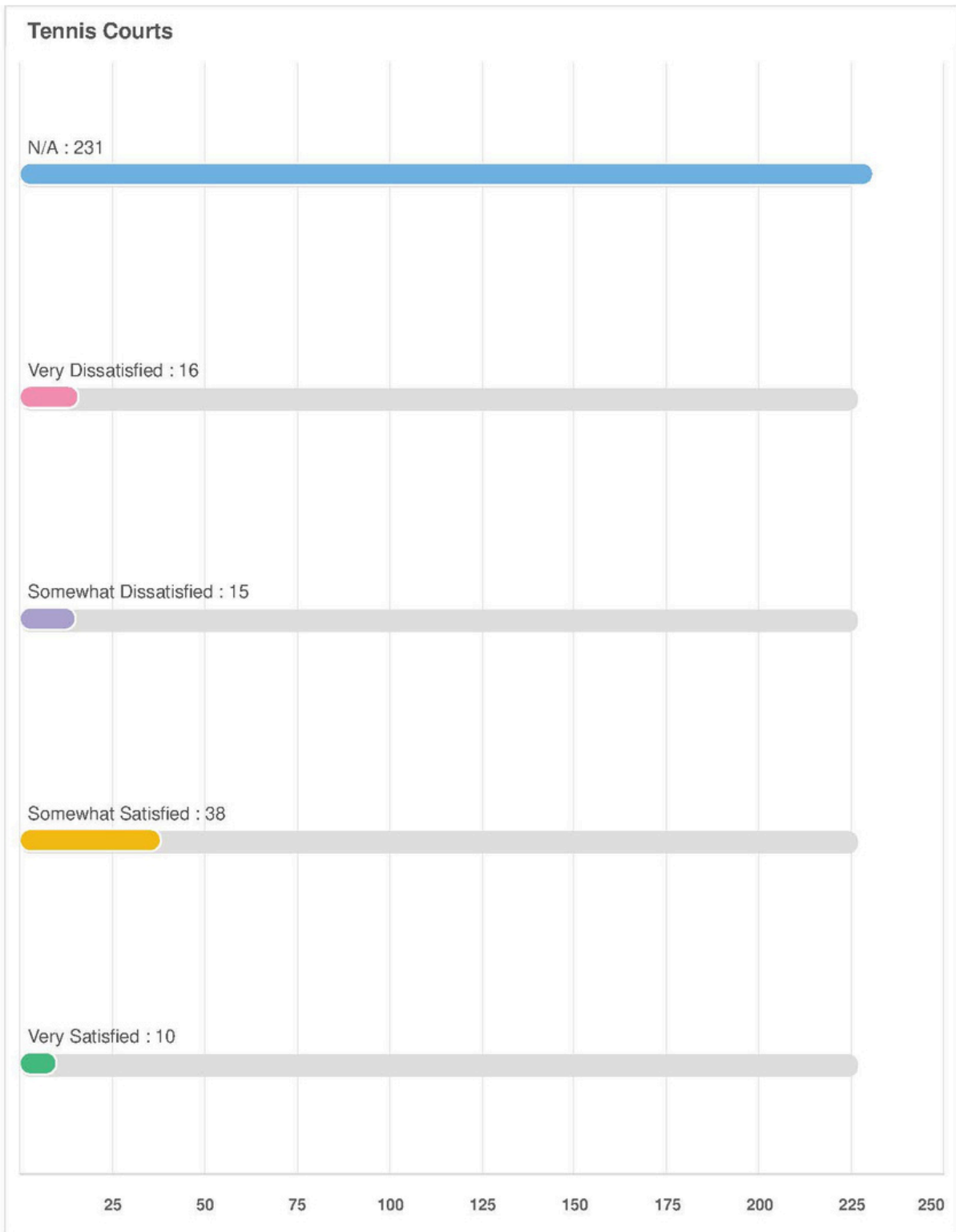


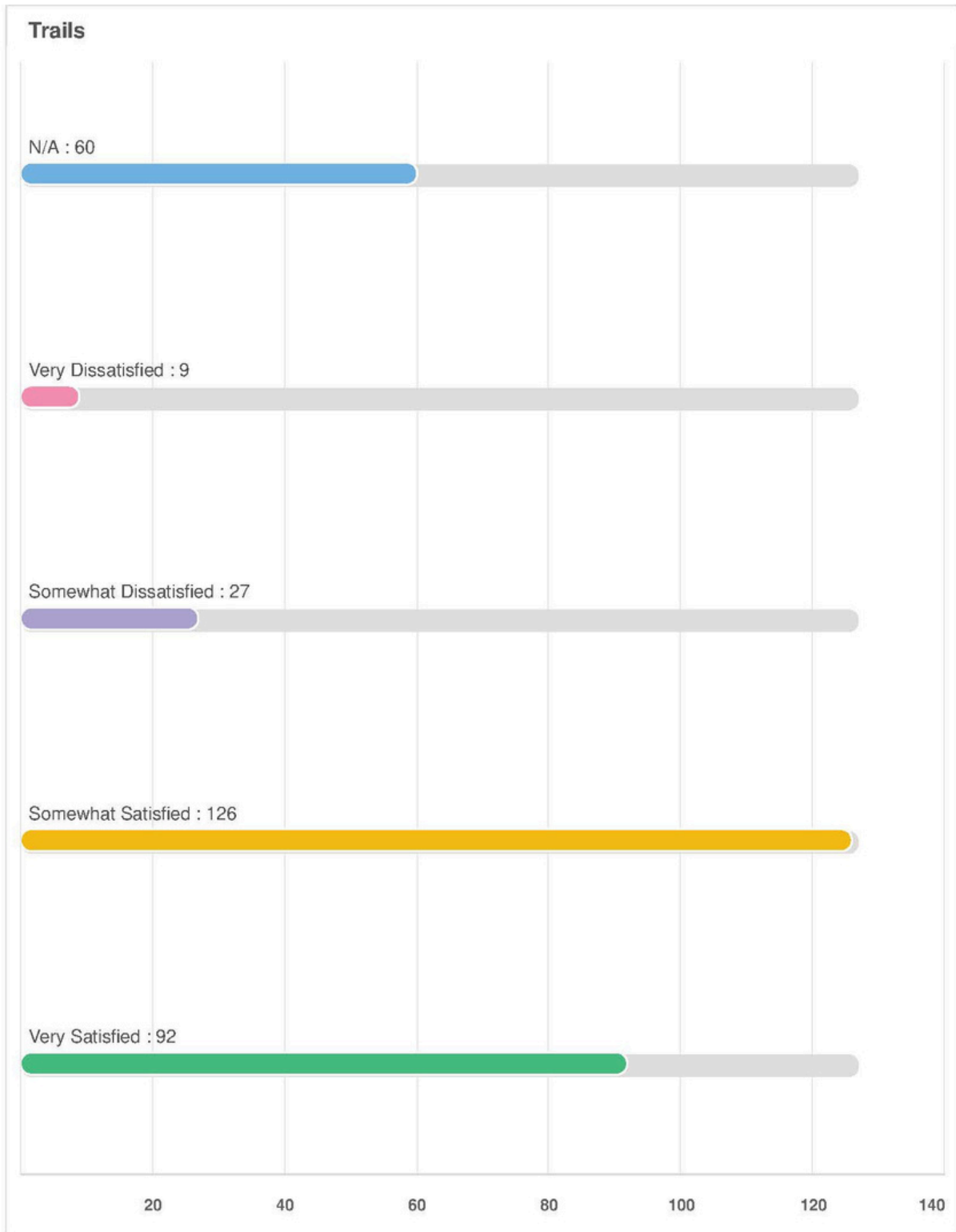




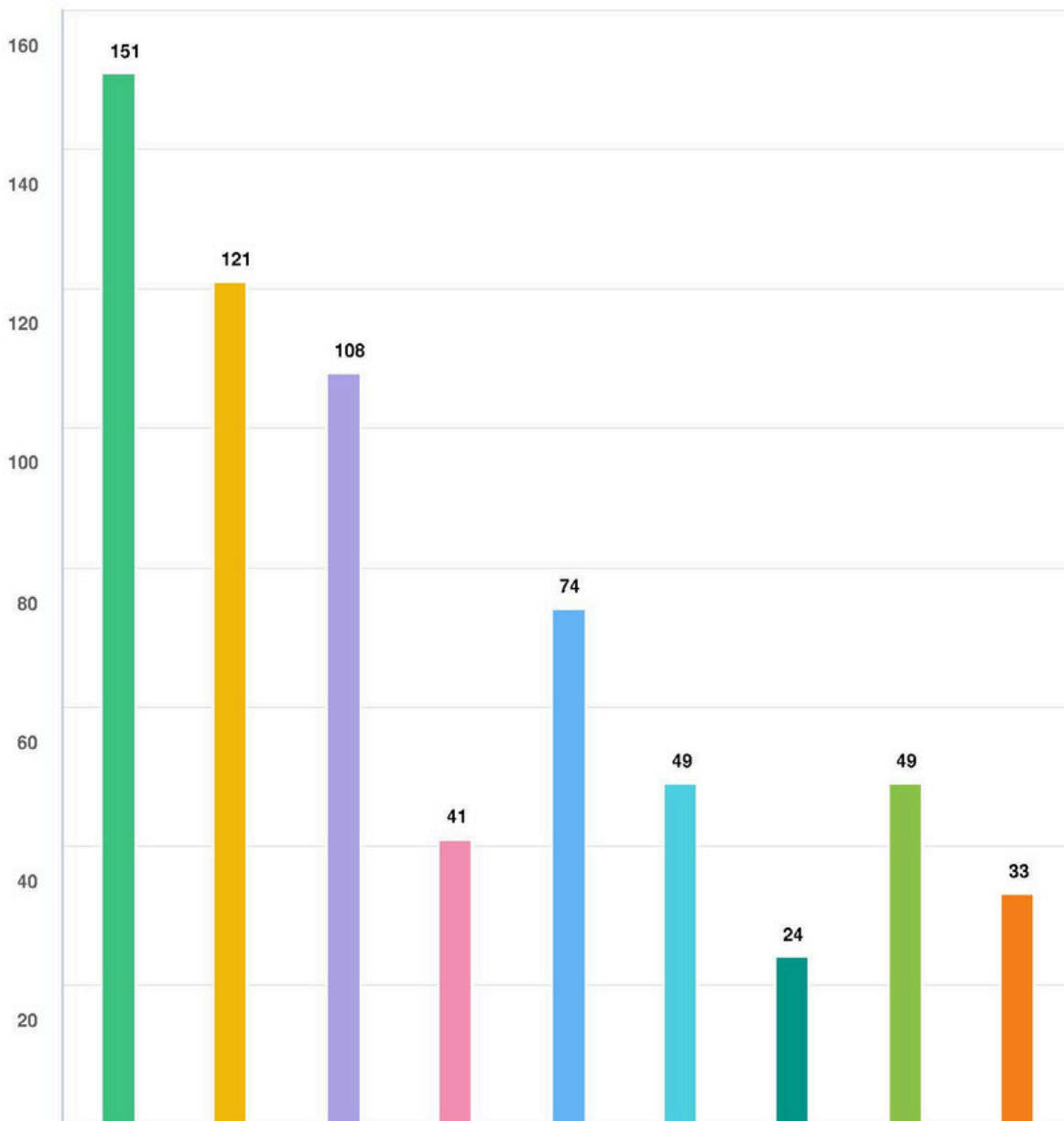








**Q10** What types of sport or recreation programs offered in the Town of Minto do you or members of your household participate in? Select all that apply.



**Question options**

- Other (please specify)
 ● School Break Camp for children (Summer, March Break)
 ● Youth clubs (e.g. Let It Grow)
- Curling
 ● Drop in activities (Pickleball, walking, shuffleboard)
- Town of Minto Grassroots programs (basketball, hockey, volleyball)
 ● Sport league (e.g. hockey, baseball)
- Recreational skating
 ● Swim lessons/recreational swim

*Optional question (260 response(s), 60 skipped)*

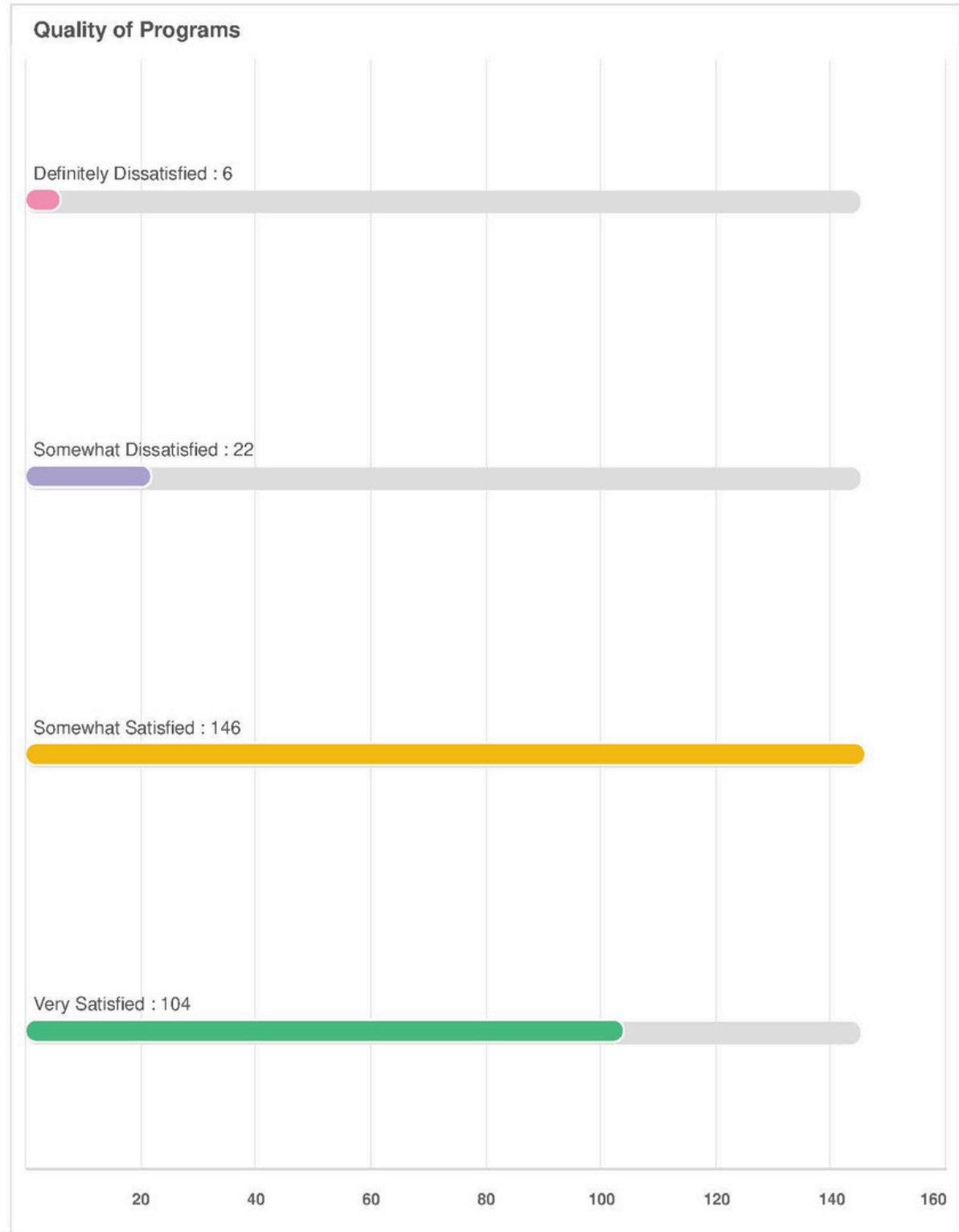
*Question type: Checkbox Question*

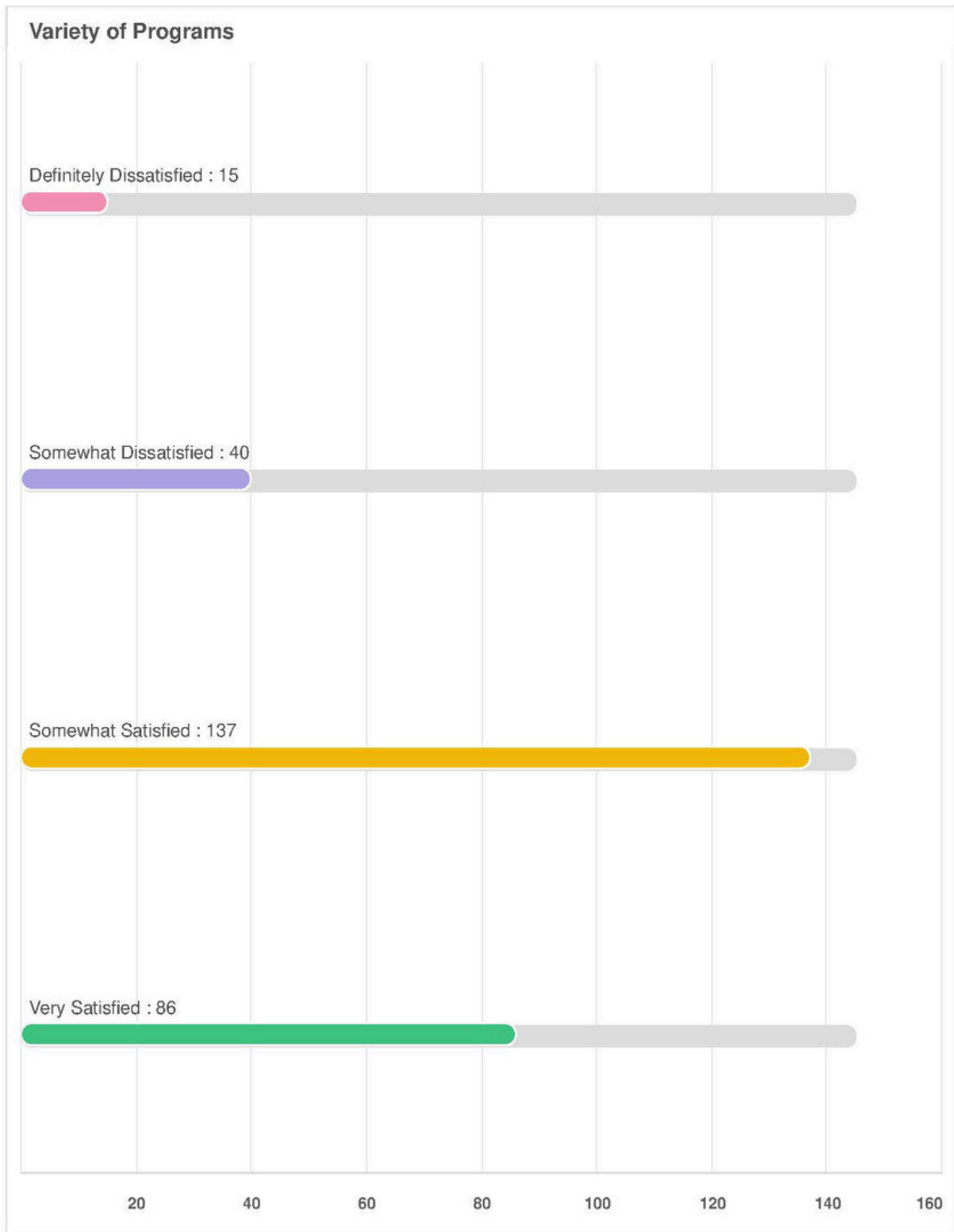
**Q11 | How satisfied are you with the quality, variety and cost of programs currently available?**

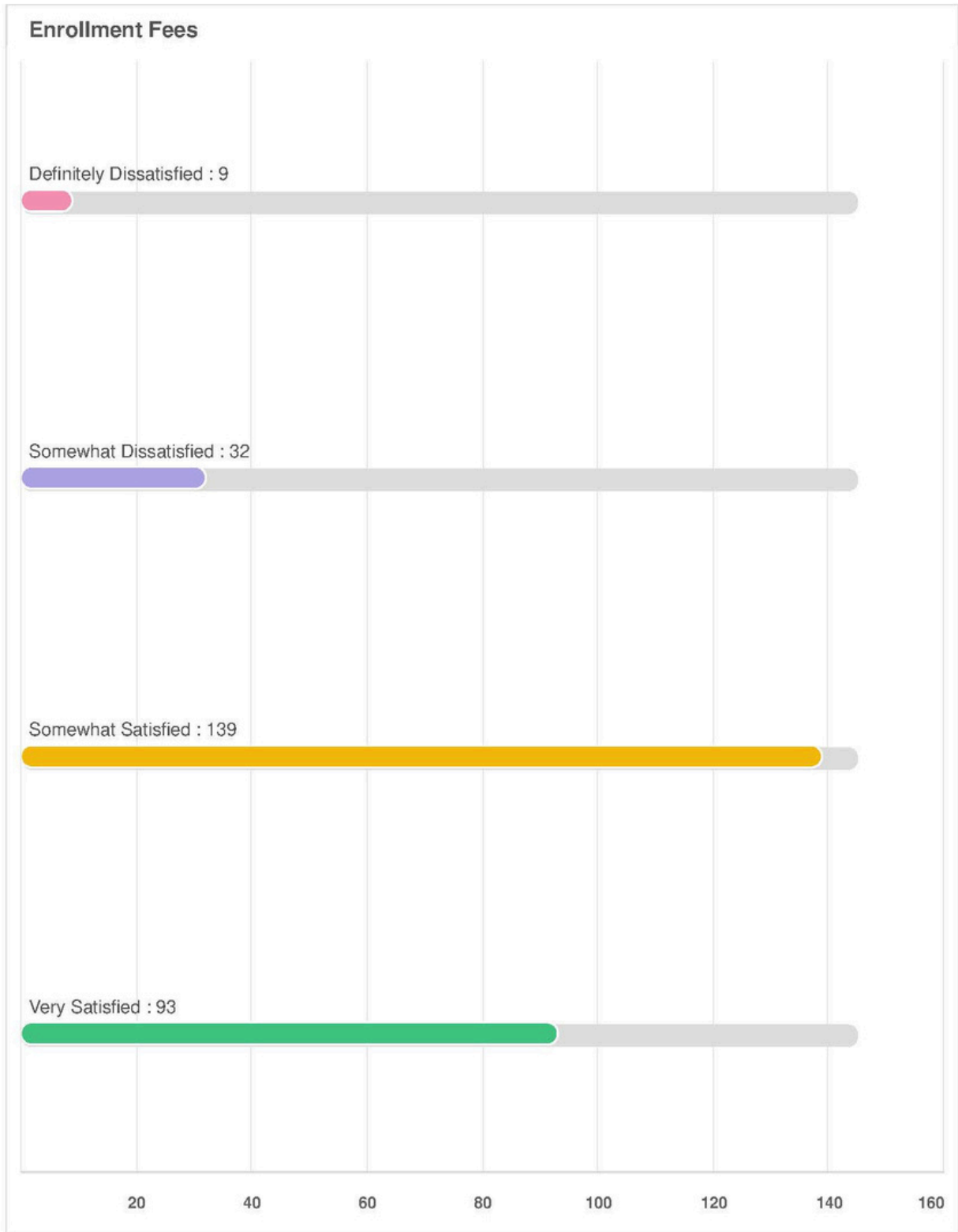


Optional question (281 response(s), 39 skipped)  
Question type: Likert Question

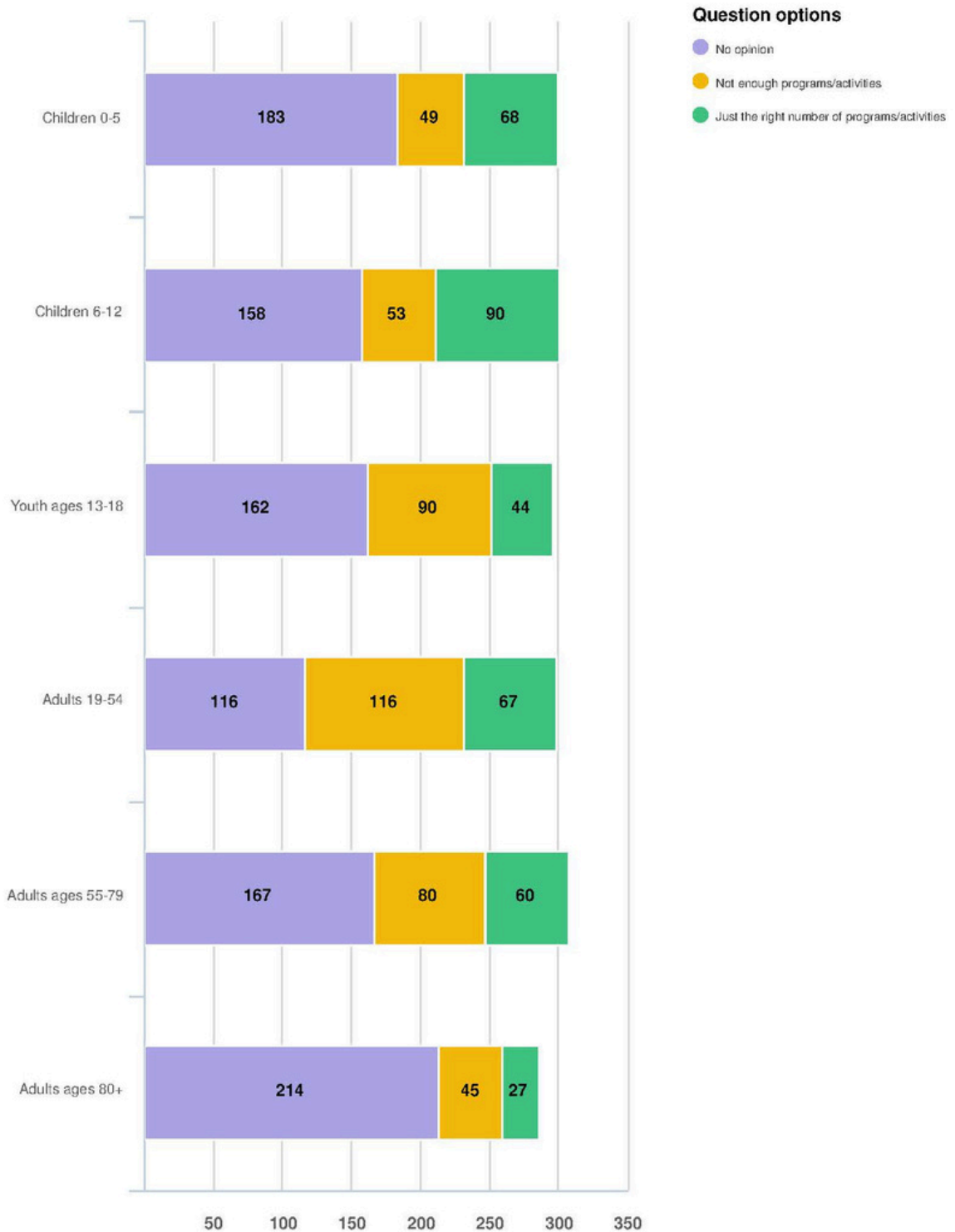
**Q11 | How satisfied are you with the quality, variety and cost of programs currently available?**







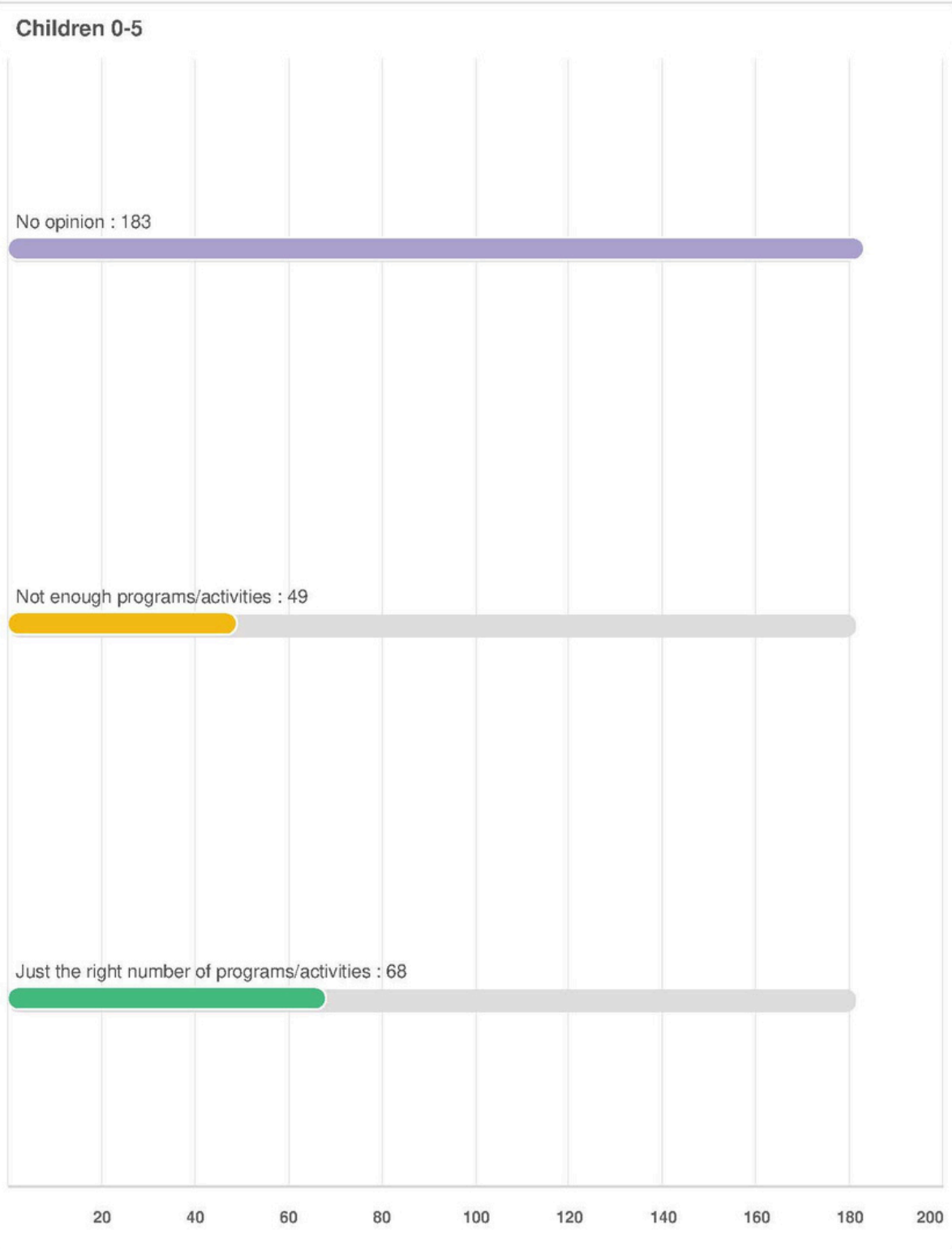
**Q13** Considering all of the recreation programs in the Town, please let us know your opinion on the number of programs offered for each age group:

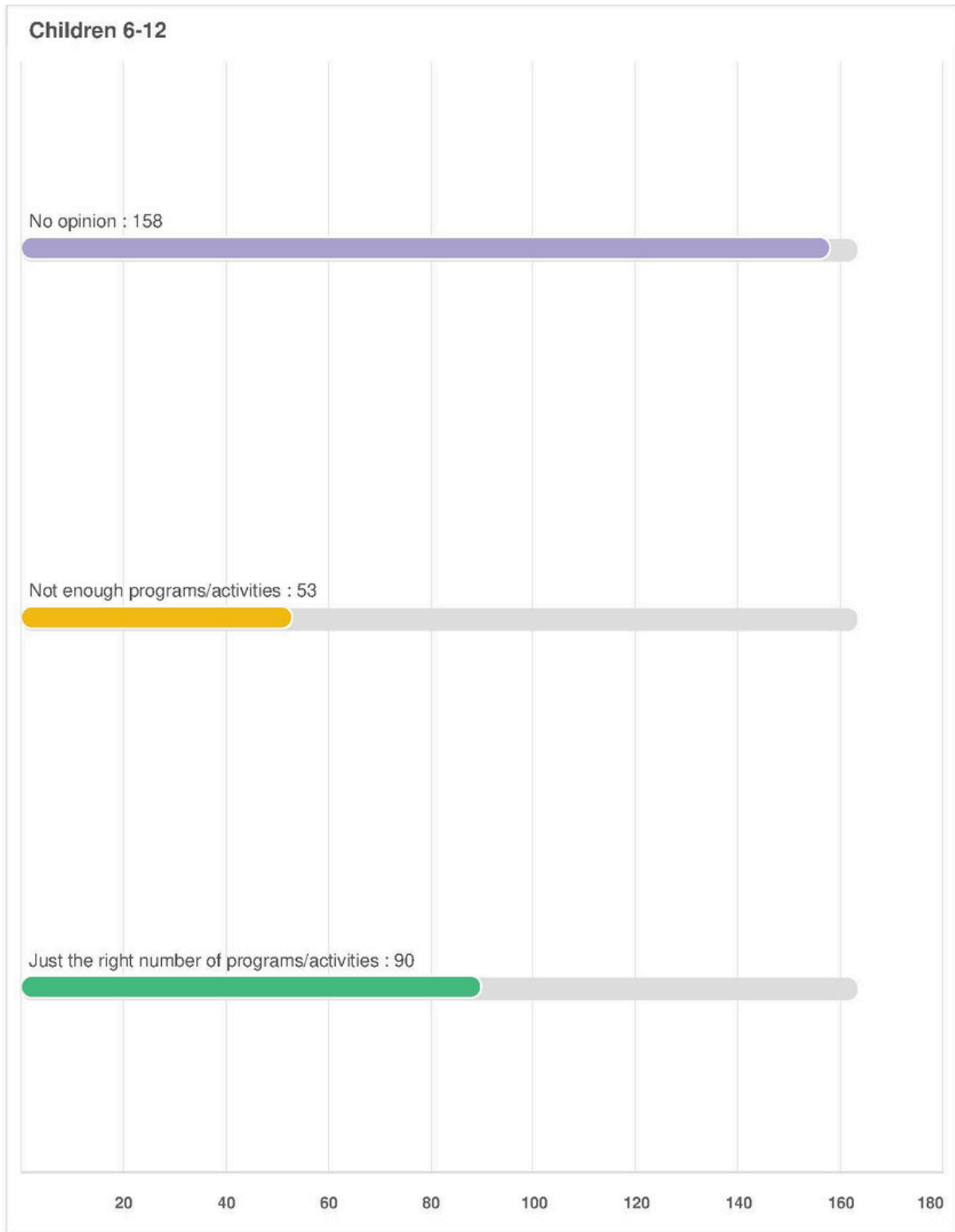


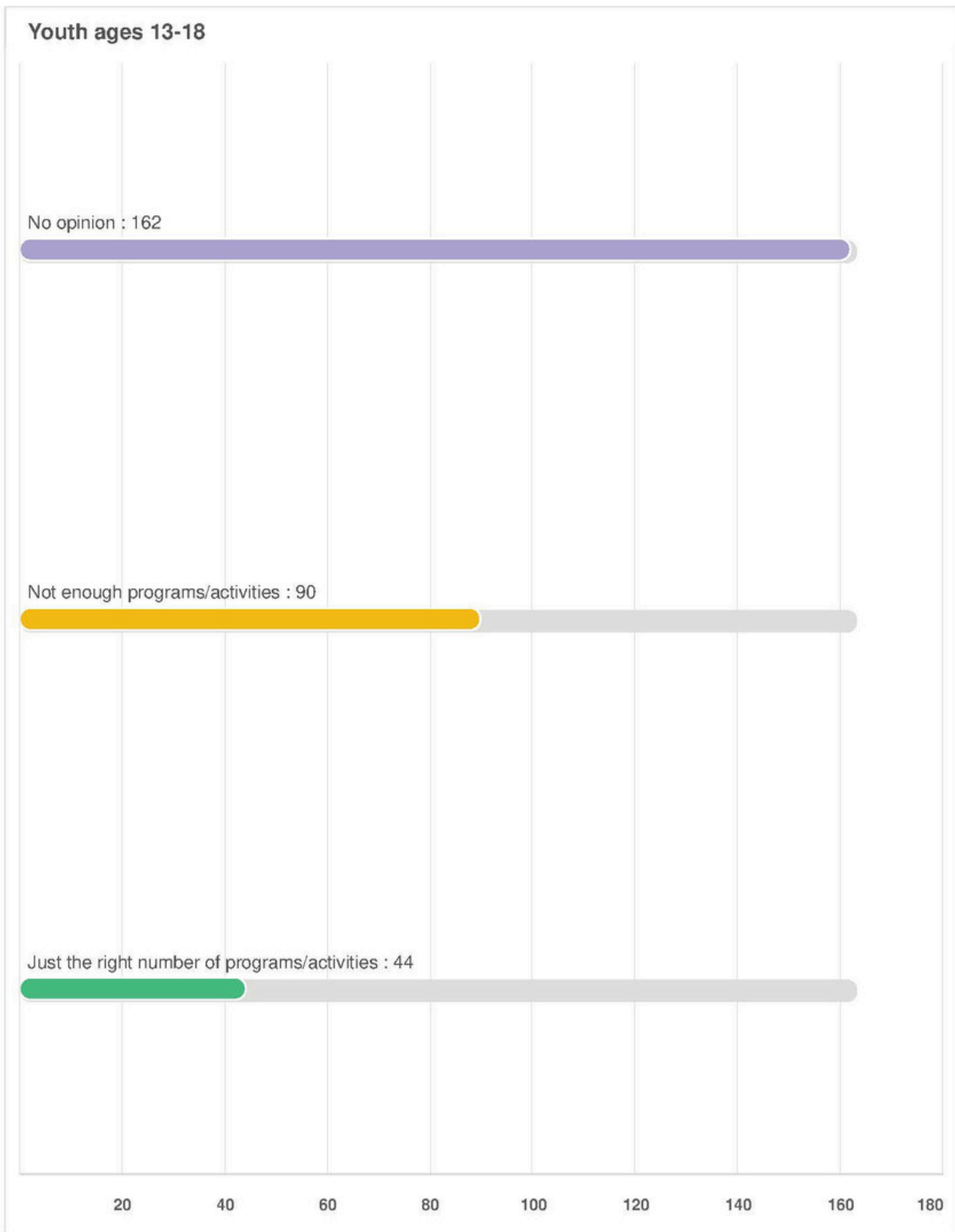
Optional question (313 response(s), 7 skipped)  
Question type: Likert Question

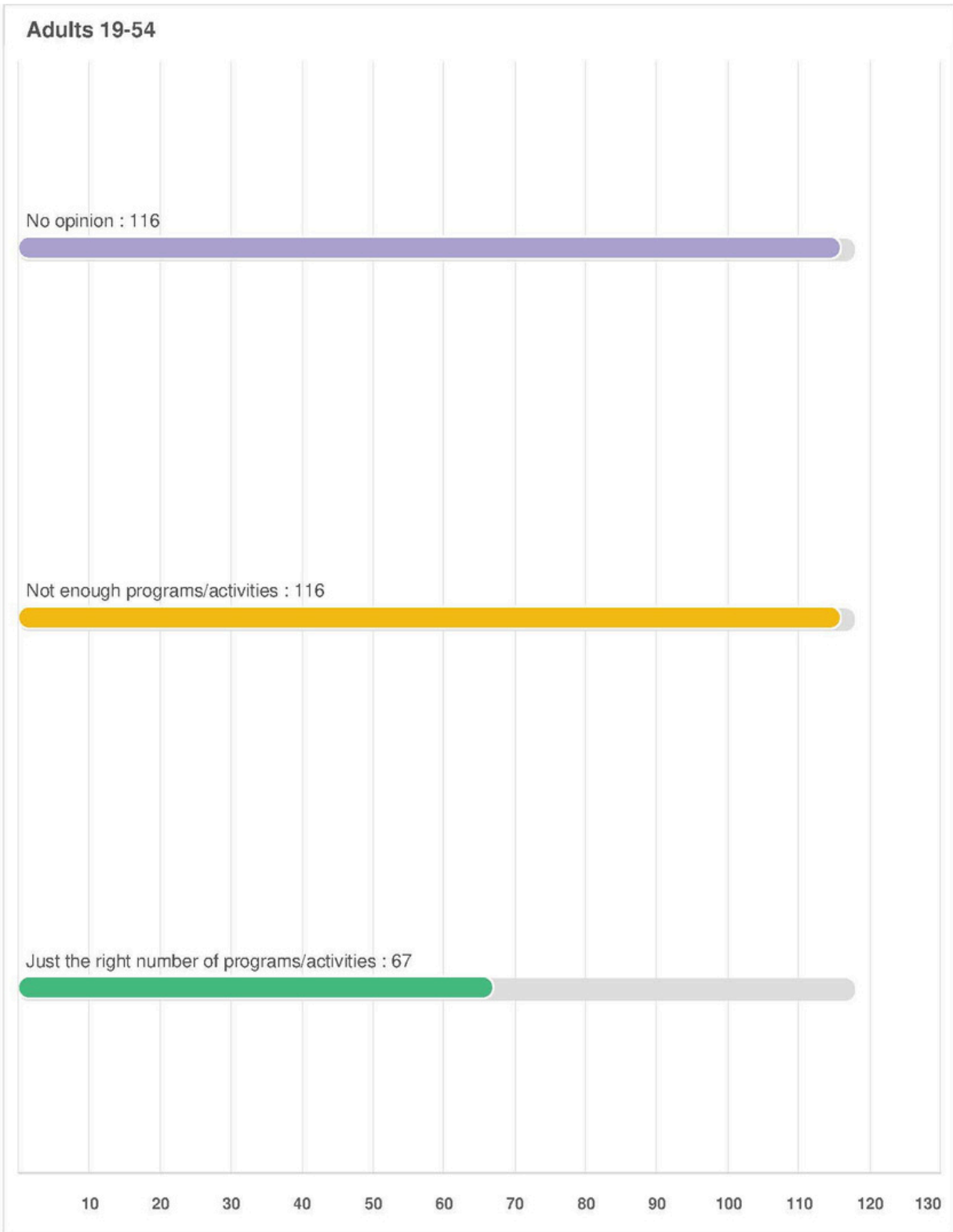


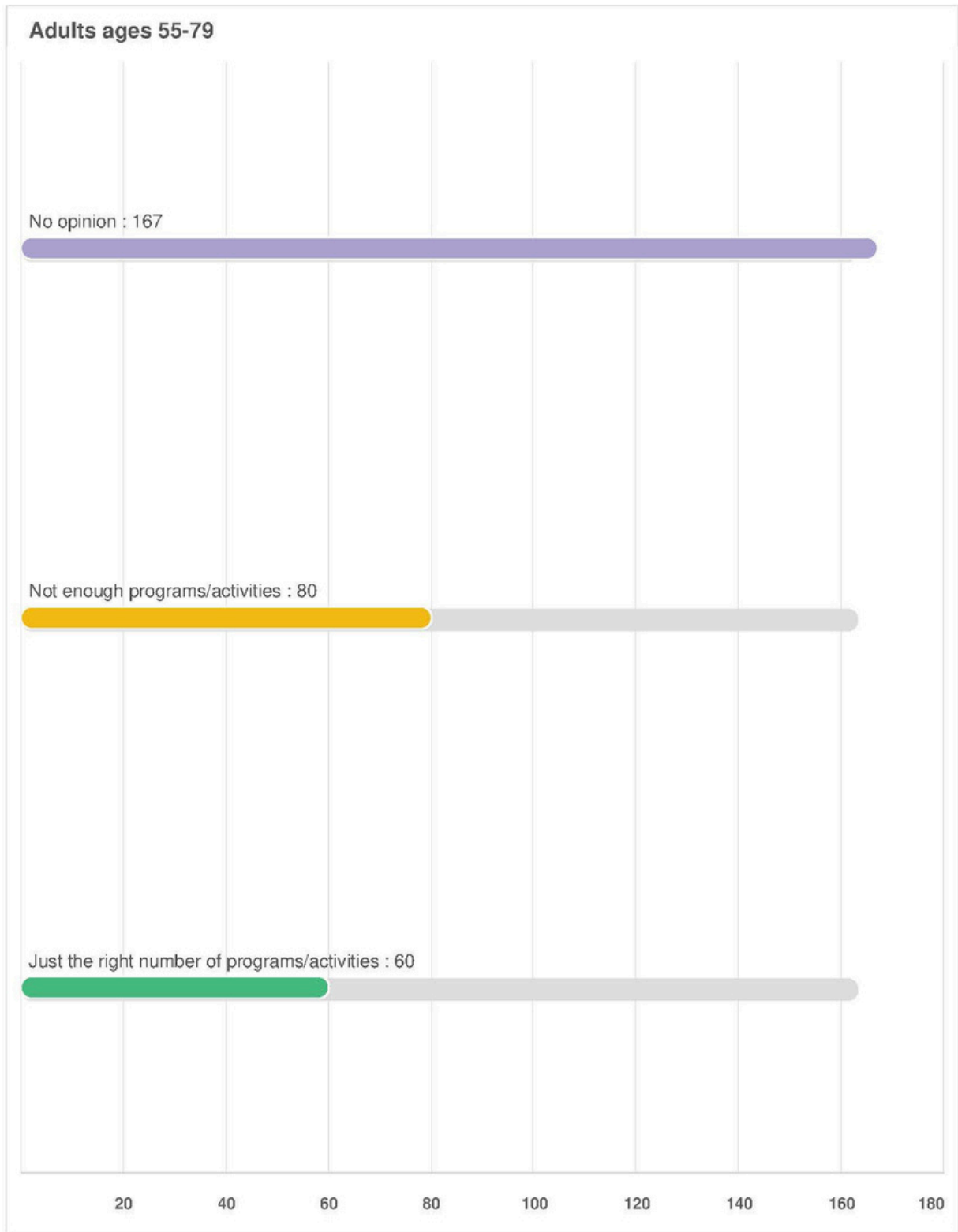
**Q13** | Considering all of the recreation programs in the Town, please let us know your opinion on the number of programs offered for each age group:

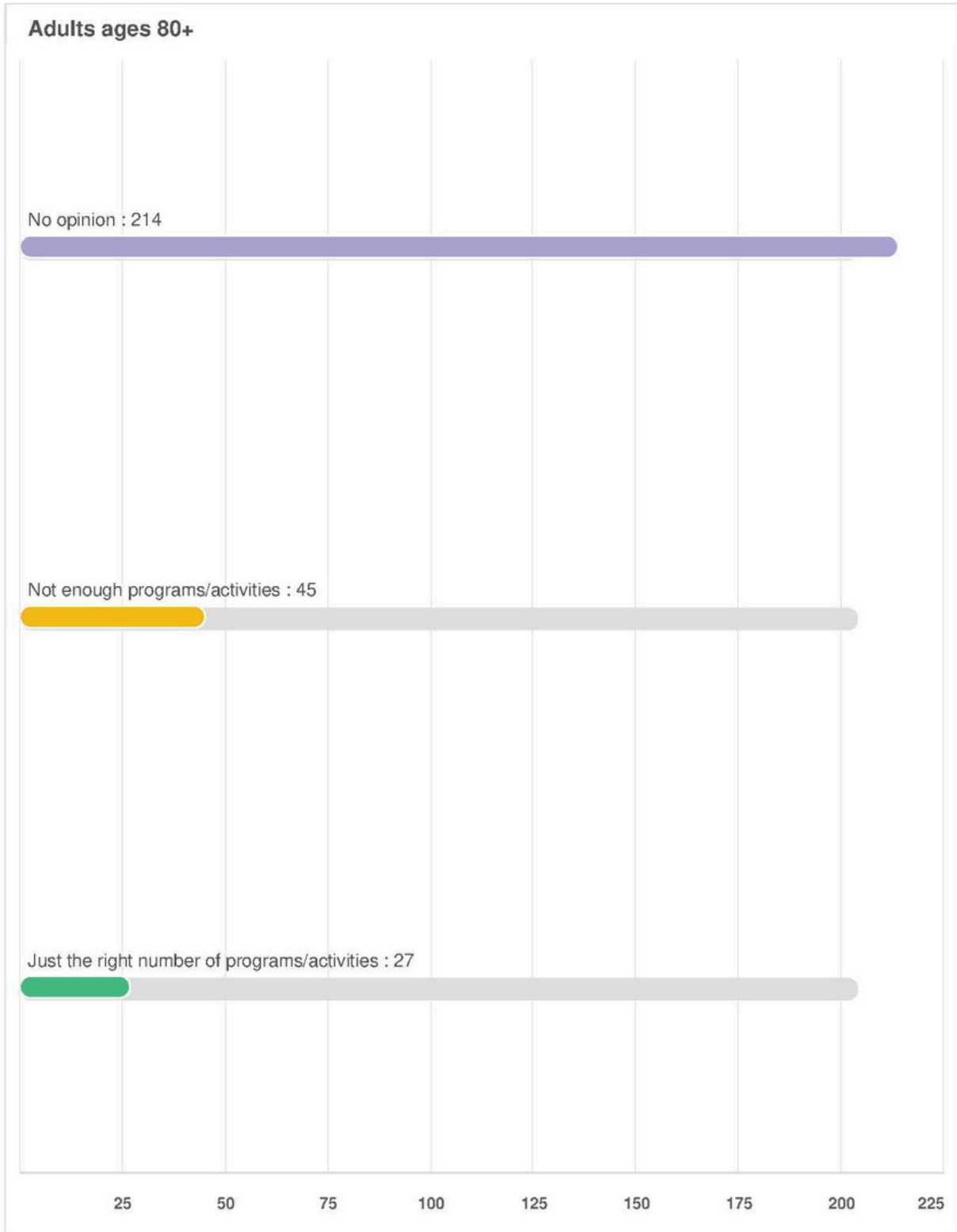




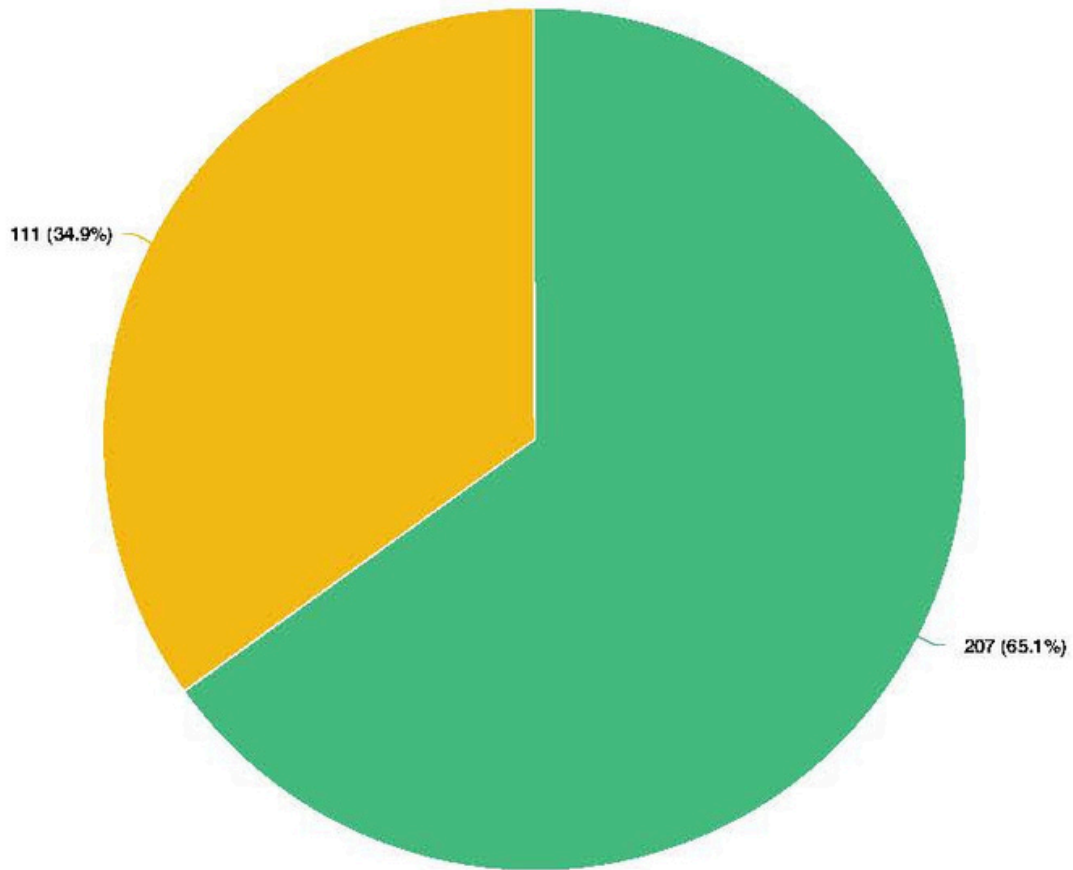








**Q16** Do you participate in/attend cultural activities in the Town of Minto?



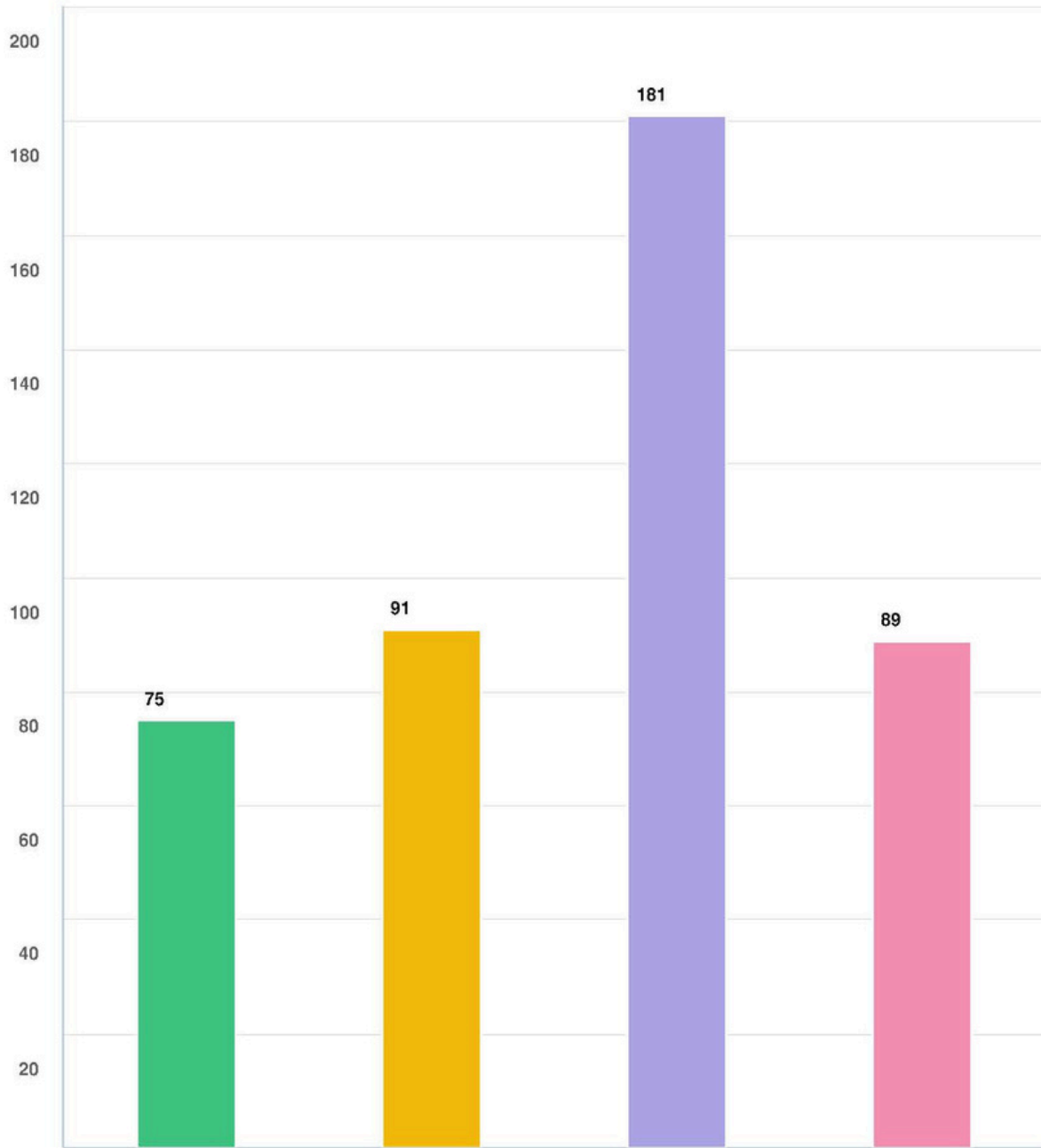
**Question options**

- No
- Yes

*Optional question (318 response(s), 2 skipped)*

*Question type: Radio Button Question*

**Q17** What are the main reasons you participate in/attend cultural activities in the Town of Minto? Select all that apply.

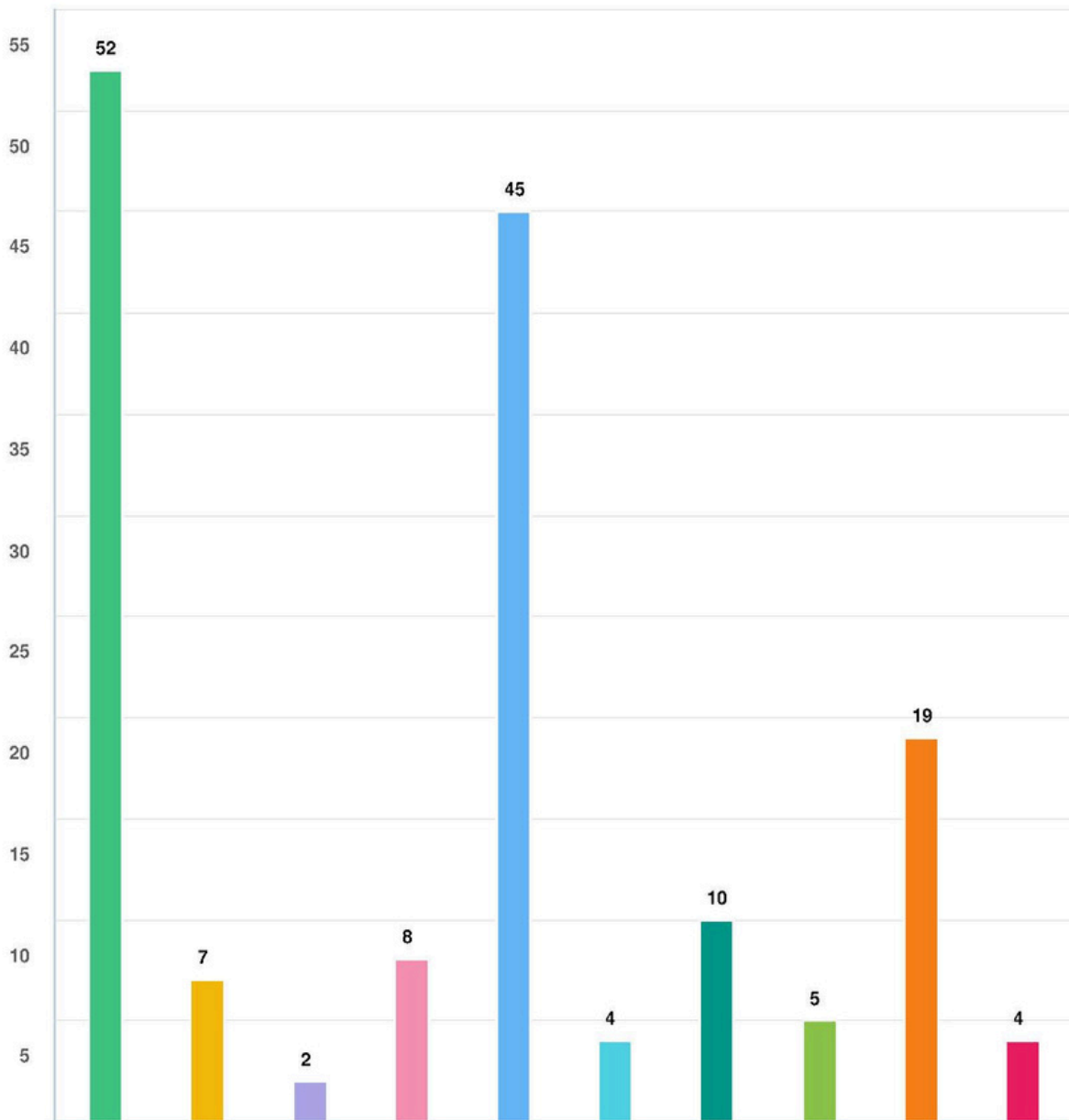


**Question options**

- Volunteer/give back to the community
- General entertainment
- Exploring new cultures
- Mental health and wellbeing



**Q18** If you don't participate, please let us know why. Please select all that apply.

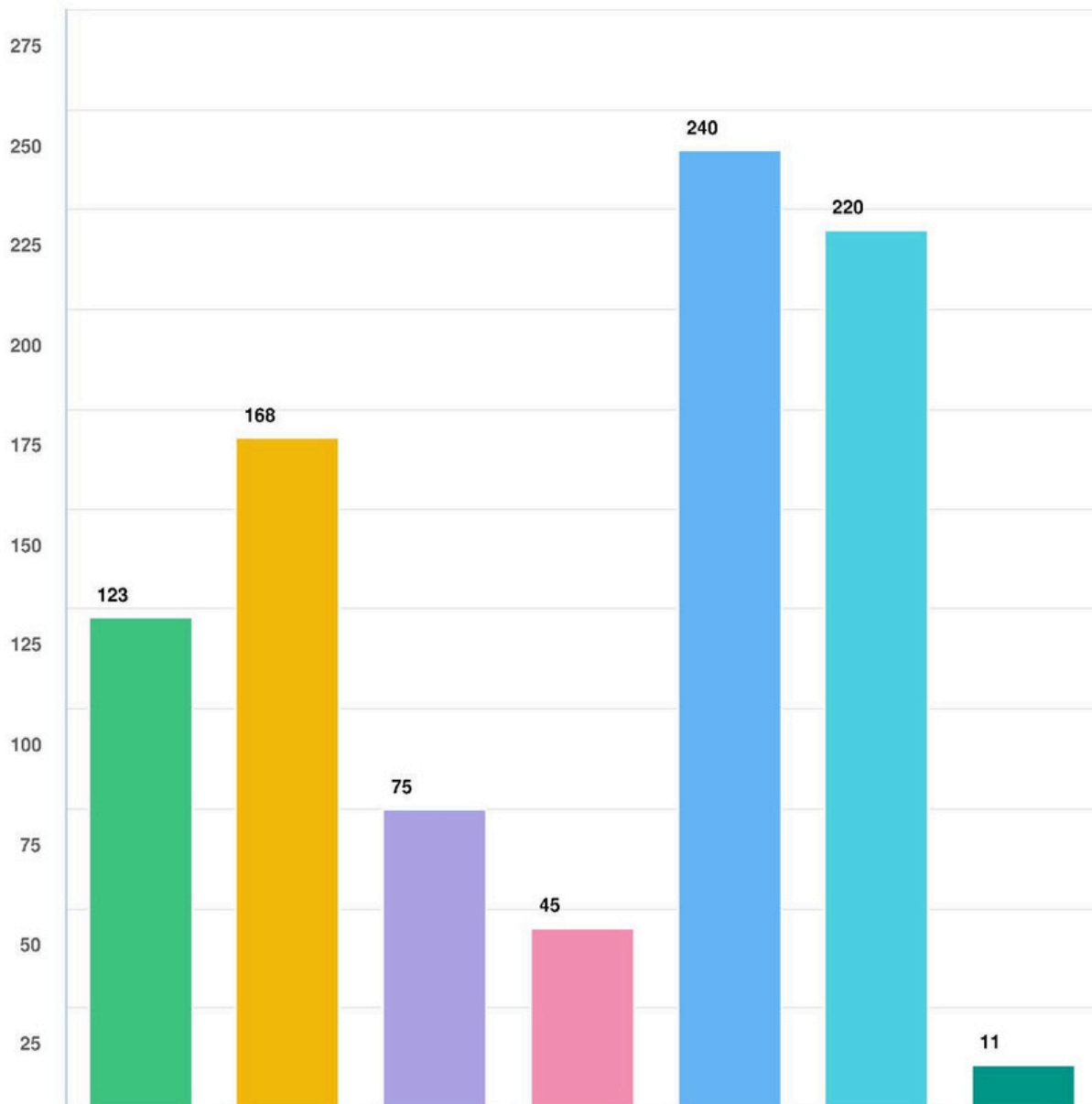


**Question options**

- Other (please specify)
  Prefer not to answer
  Unable to participate because of health/disability
- Lack of Transportation
  Lack of child care
  Too busy to participate
- Don't feel welcome in environment where activities take place
  Cost to participate is too high
- Better/more appealing opportunities elsewhere
  Unaware of culture opportunities

Optional question (111 response(s), 209 skipped)  
 Question type: Checkbox Question

**Q19** In the past 24 months, which of the following types of cultural events have you or members of your household participated in within the Town of Minto? Select all that apply.



**Question options**

- Other (please specify)
- Community-Run Signature Events (Palmerston and Harriston Fall Fairs, Clifford Horticultural Society and Rotary Duck Race, Party in the Park, Clifford Truck Show, etc.)
- Town-Run Signature Events (i.e., Clifford Carnival, Raleway Fest, Harriston Street Party, Halloween Haunt, Kris Kringle Market, Harriston Ladies Night/Candy Canes & Cocktails, Kris Kringle Market, Light up the Park, Clifford Christmas, Fire and Ice)
- Outdoor public art viewing    ● Art/museum visit    ● Local theatre    ● Local concert/performance

*Optional question (285 response(s), 35 skipped)  
Question type: Checkbox Question*

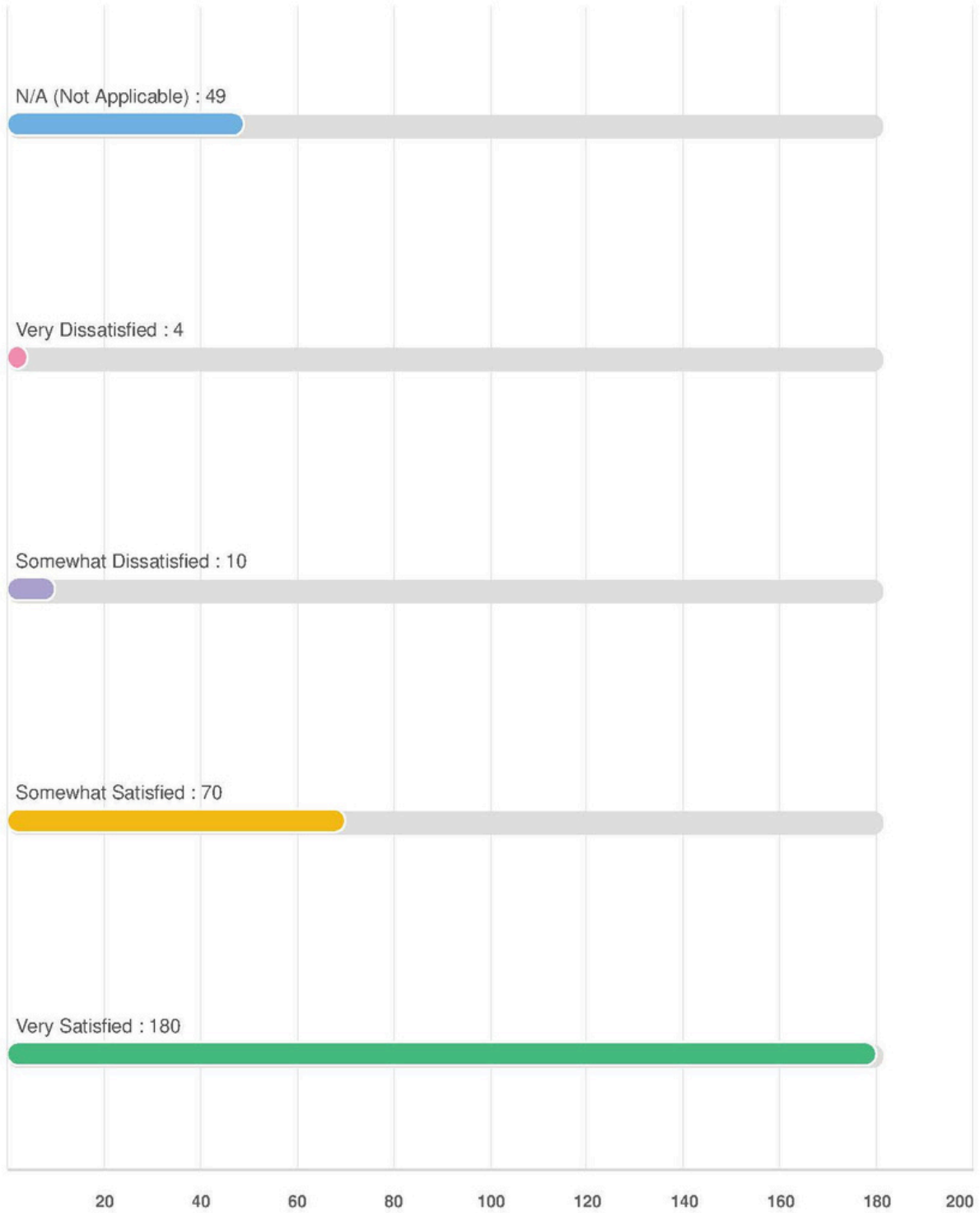
**Q20** In the following list of cultural facilities/attractions, please rate your level of satisfaction. If you do not use the facility, please select N/A (Not Applicable).

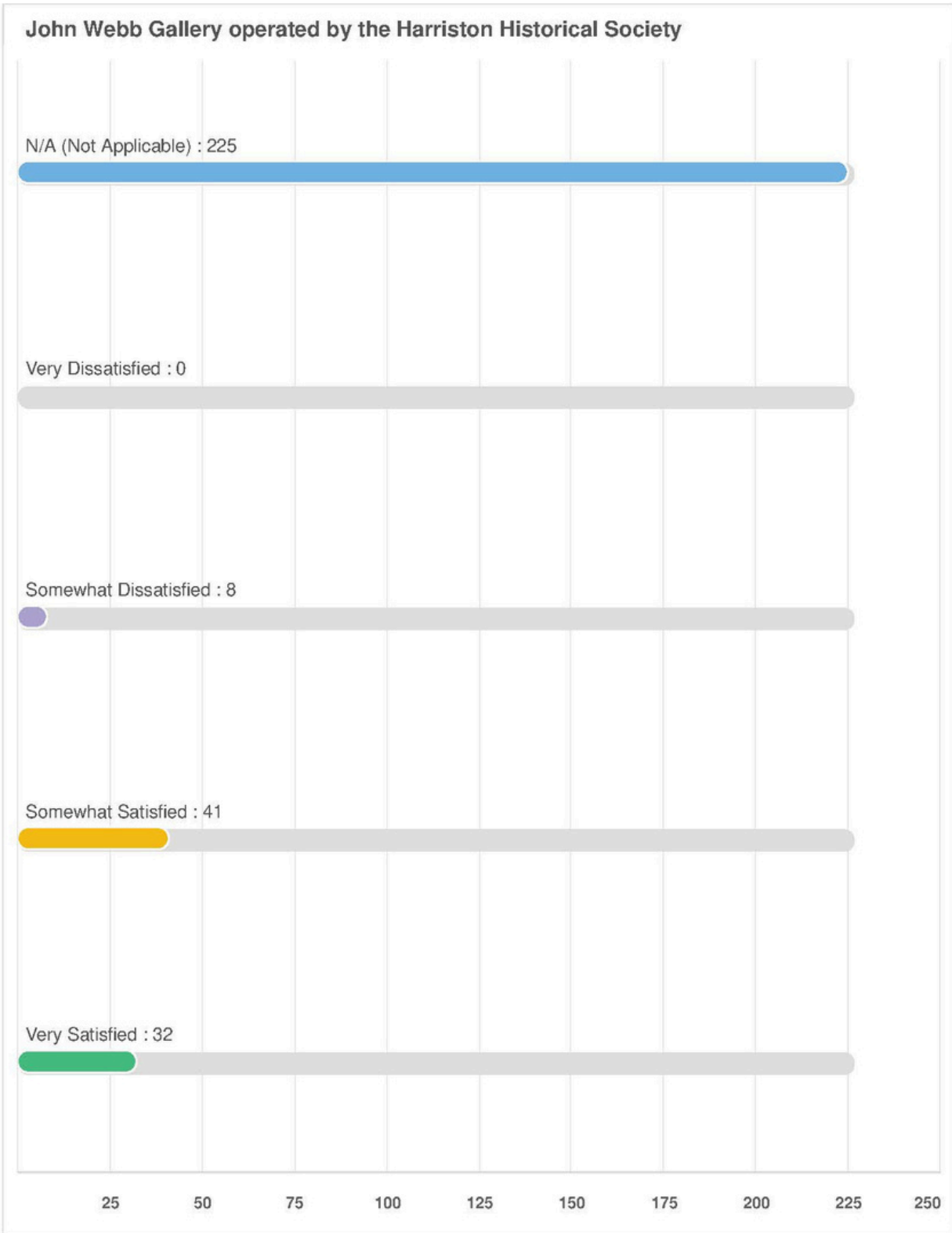


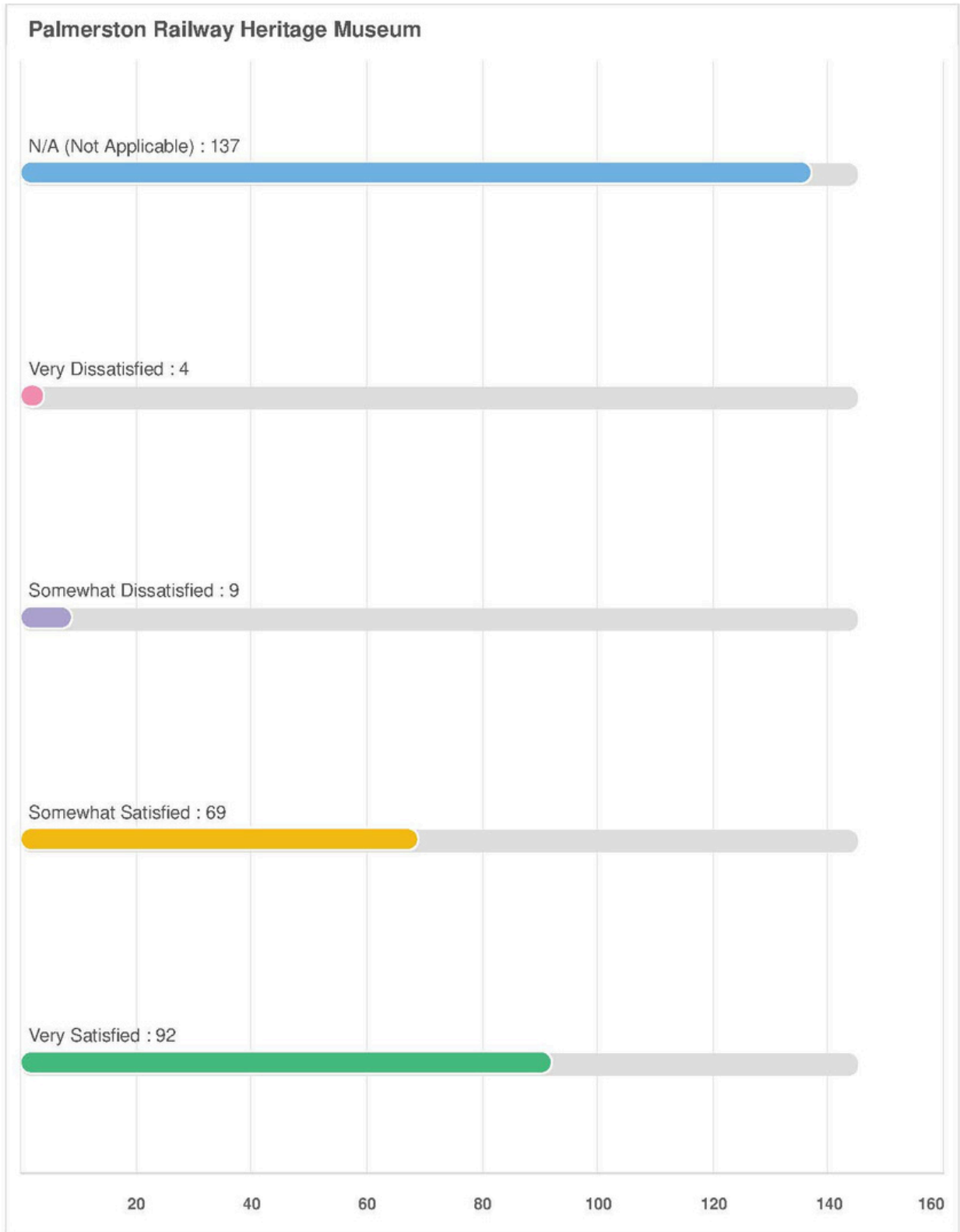
Optional question (316 response(s), 4 skipped)  
Question type: Likert Question

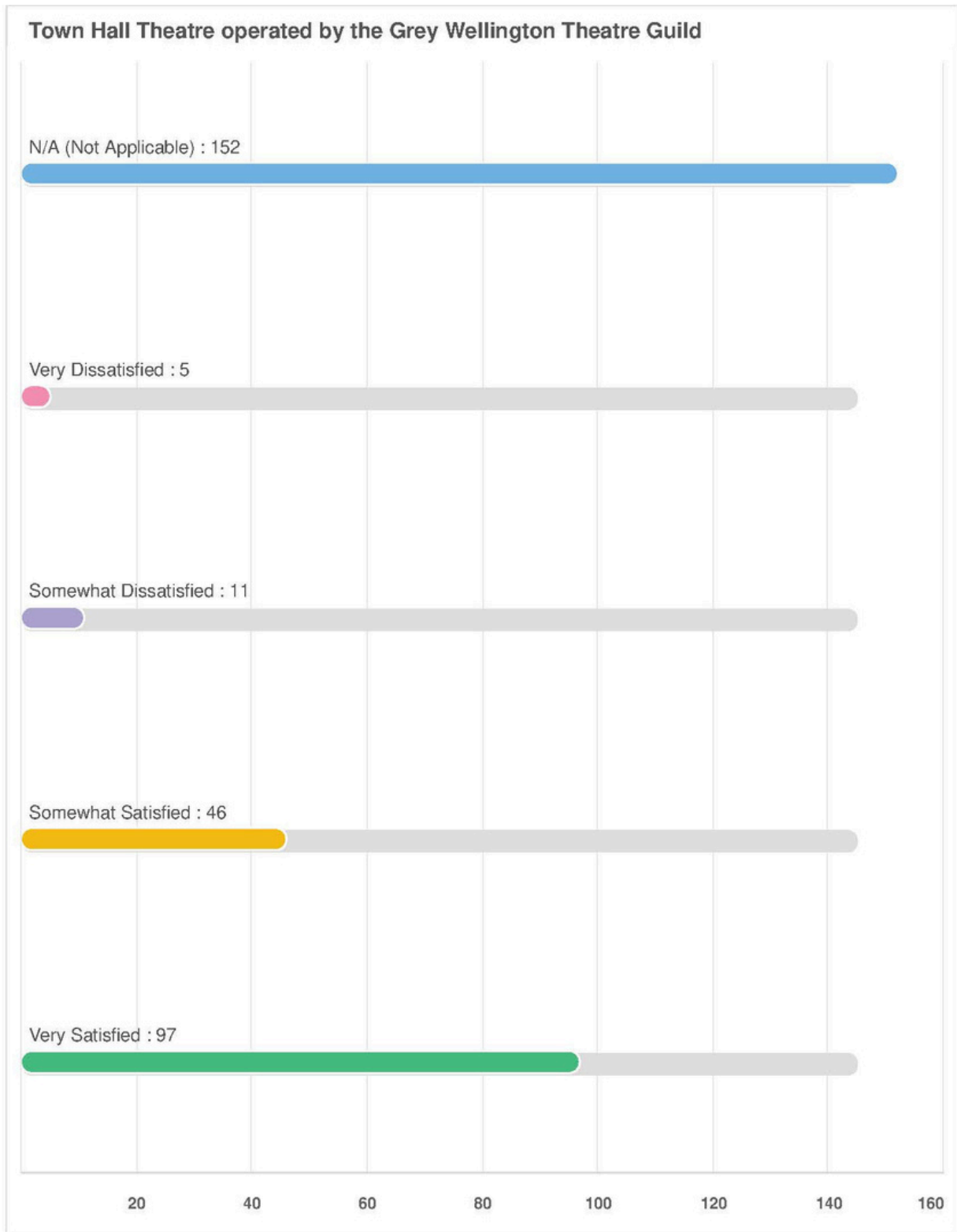
**Q20** | In the following list of cultural facilities/attractions, please rate your level of satisfaction. If you do not use the facility, please select N/A (Not Applicable).

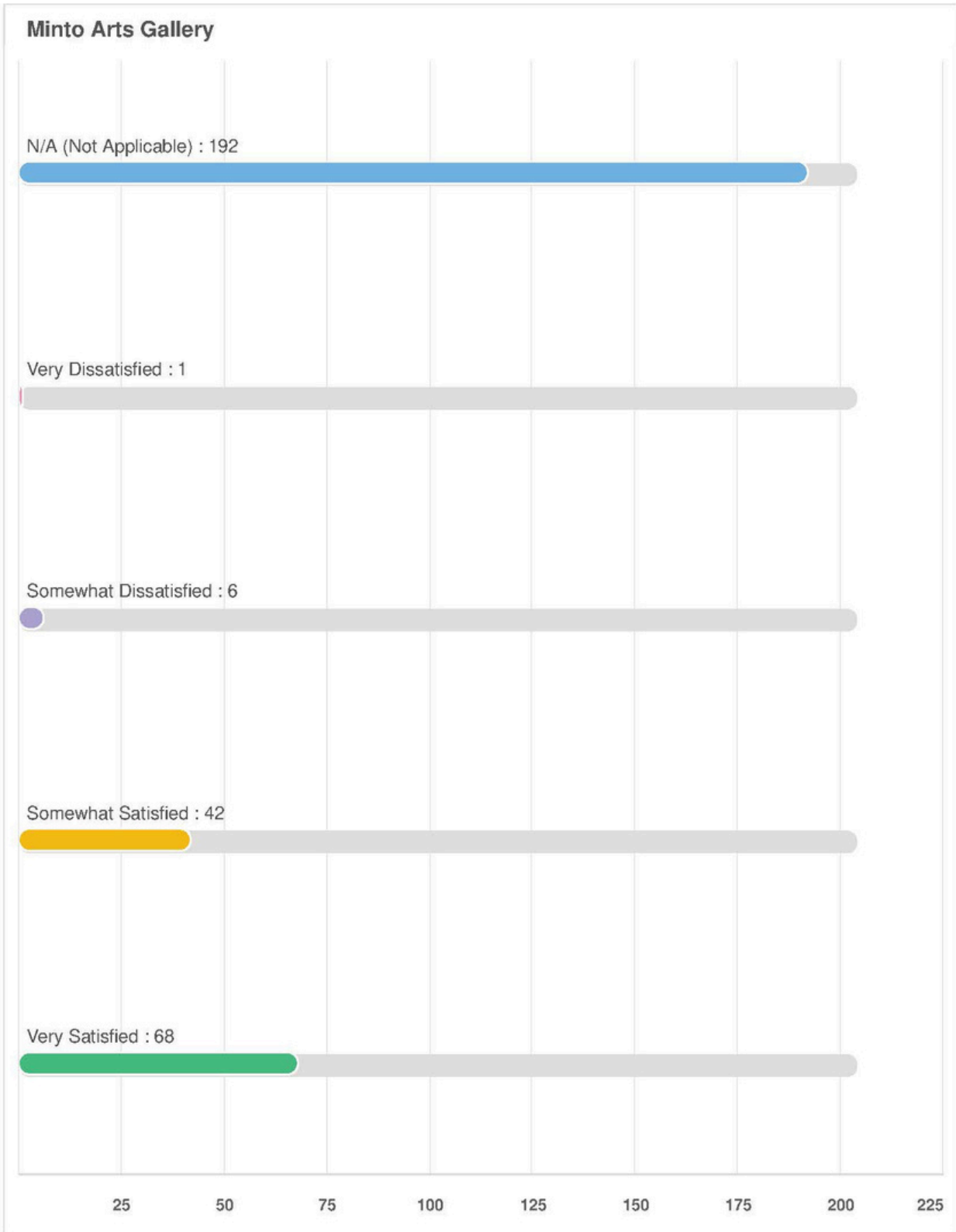
**Norgan Theatre**



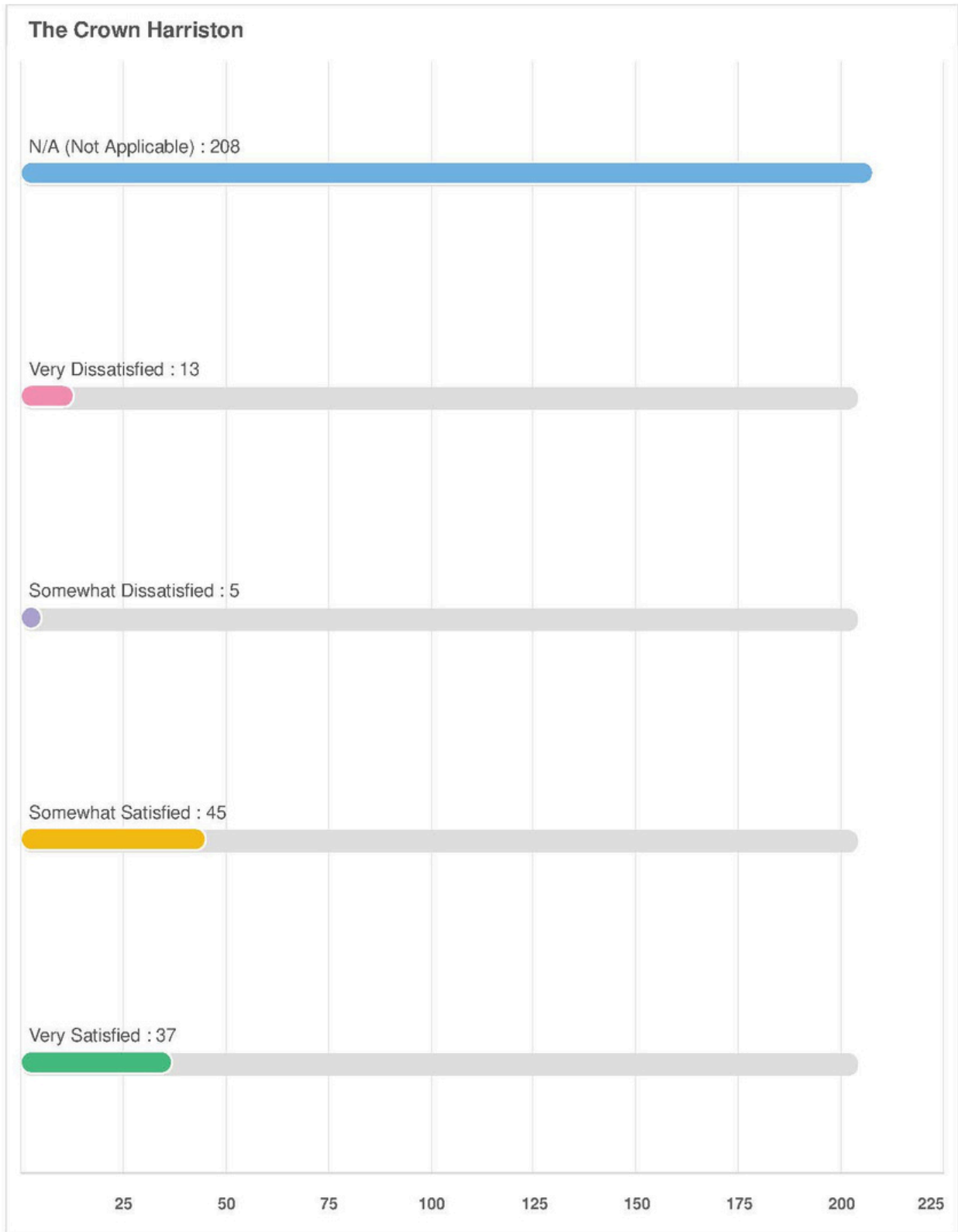


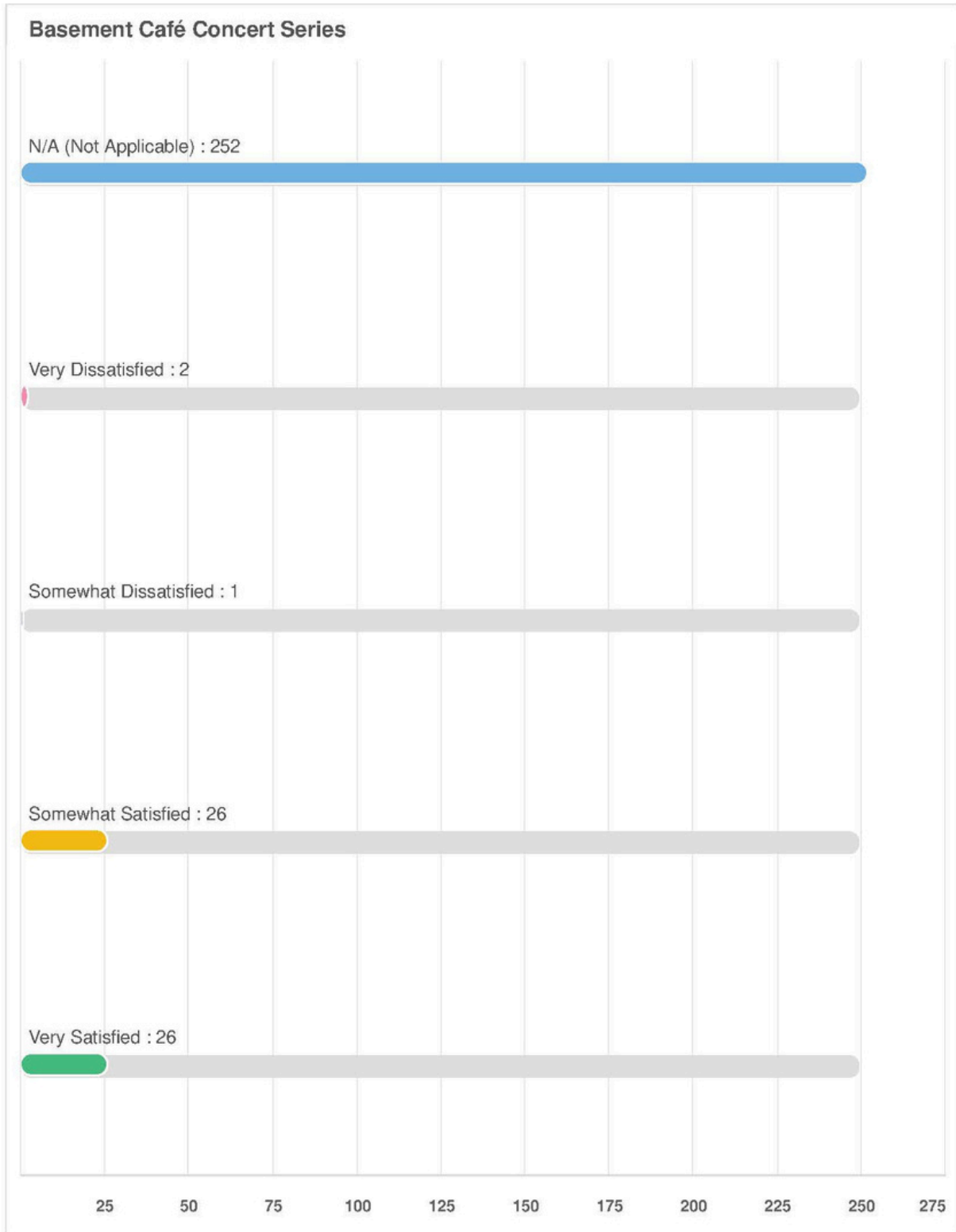


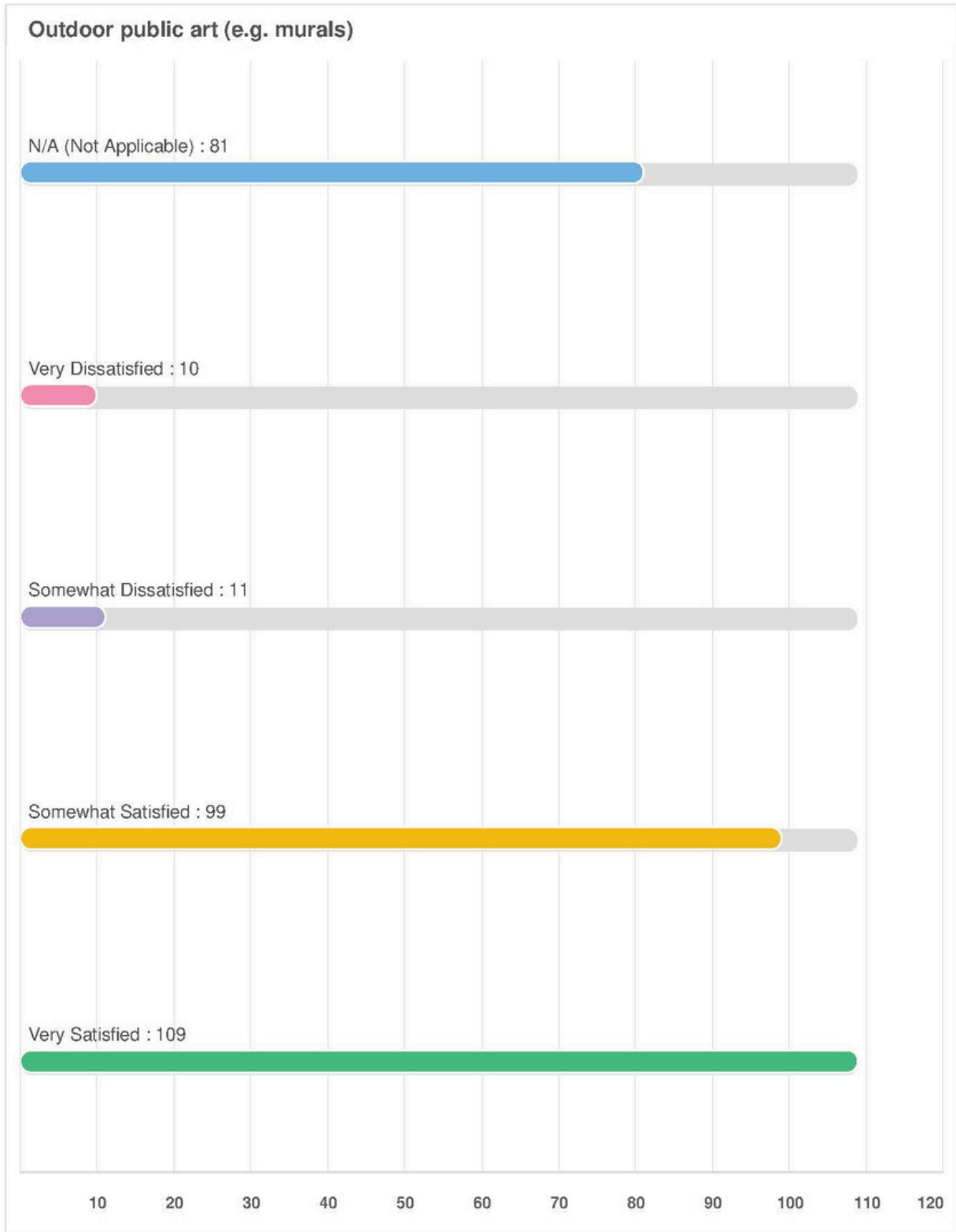




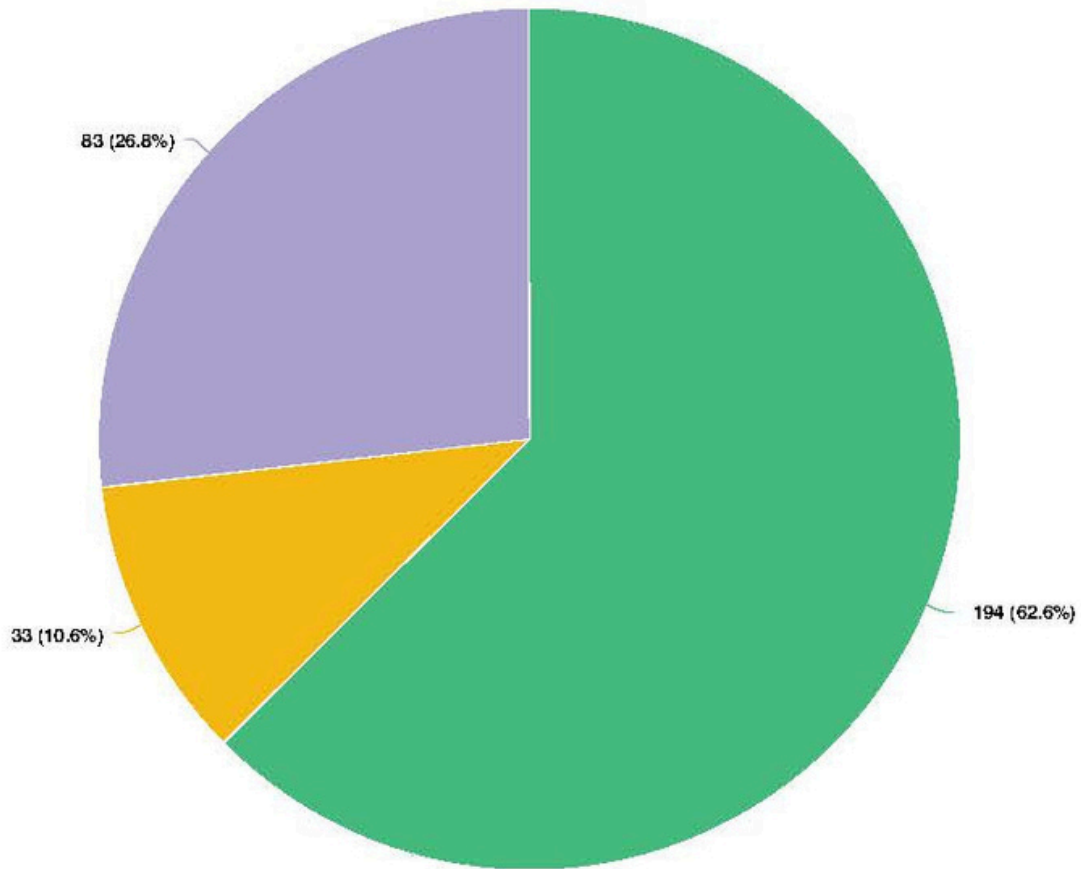








**Q22** In your opinion, are you satisfied are you with the current variety/range of cultural activities in the Town?

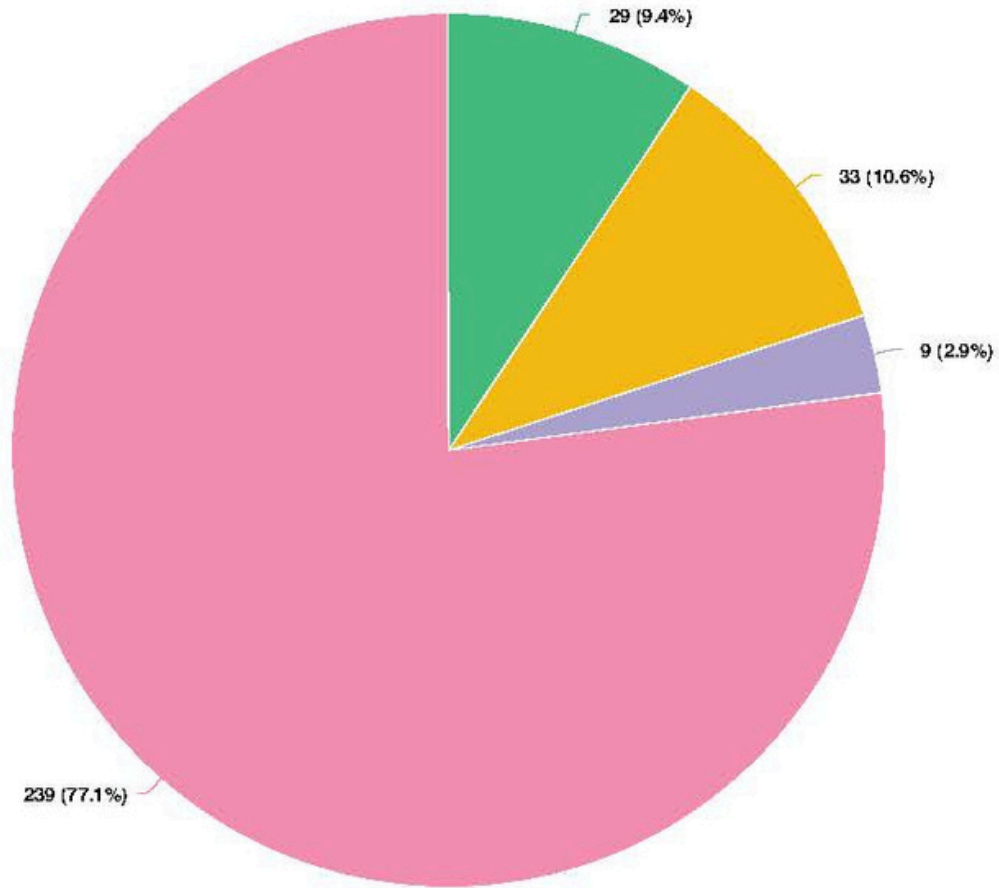


**Question options**

- No opinion/not applicable
- No
- Yes

*Optional question (310 response(s), 10 skipped)  
Question type: Radio Button Question*

**Q24 | Who should run cultural programming and events in the Town?**

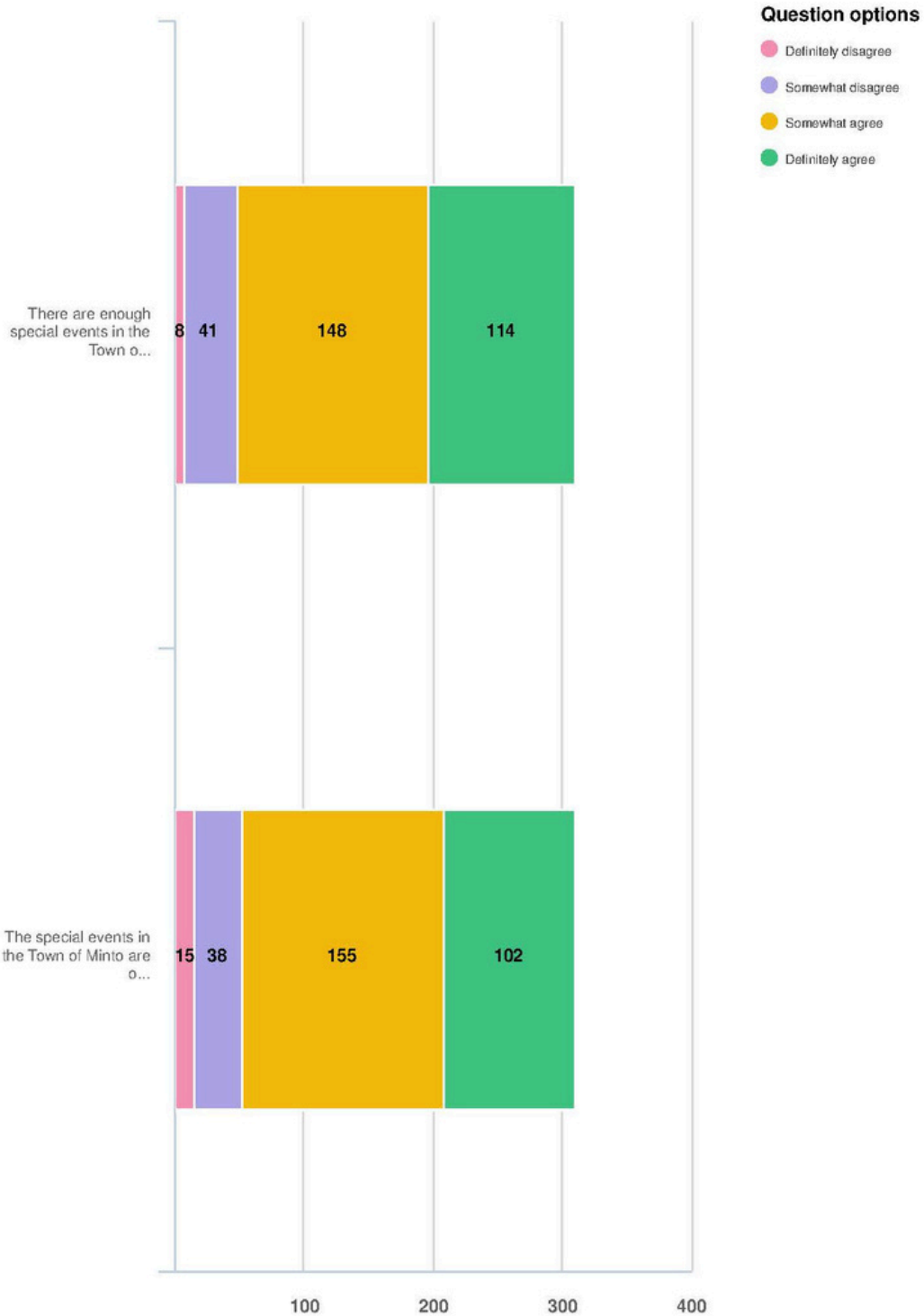


**Question options**

- Combination of the Town of Minto and Clubs/Organizations
- The Town of Minto
- Private Groups/Businesses
- Service Clubs/Volunteers

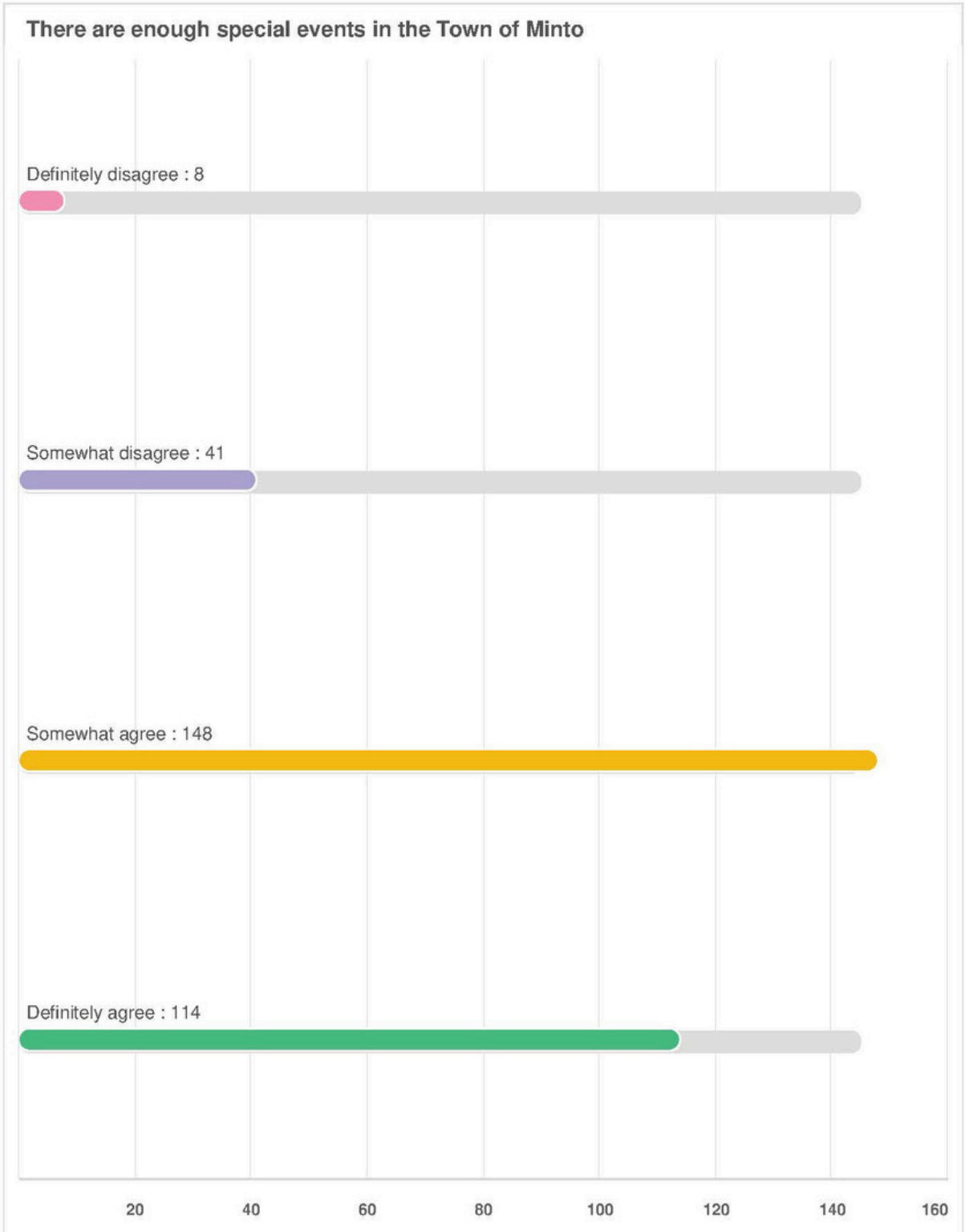
*Optional question (310 response(s), 10 skipped)  
Question type: Radio Button Question*

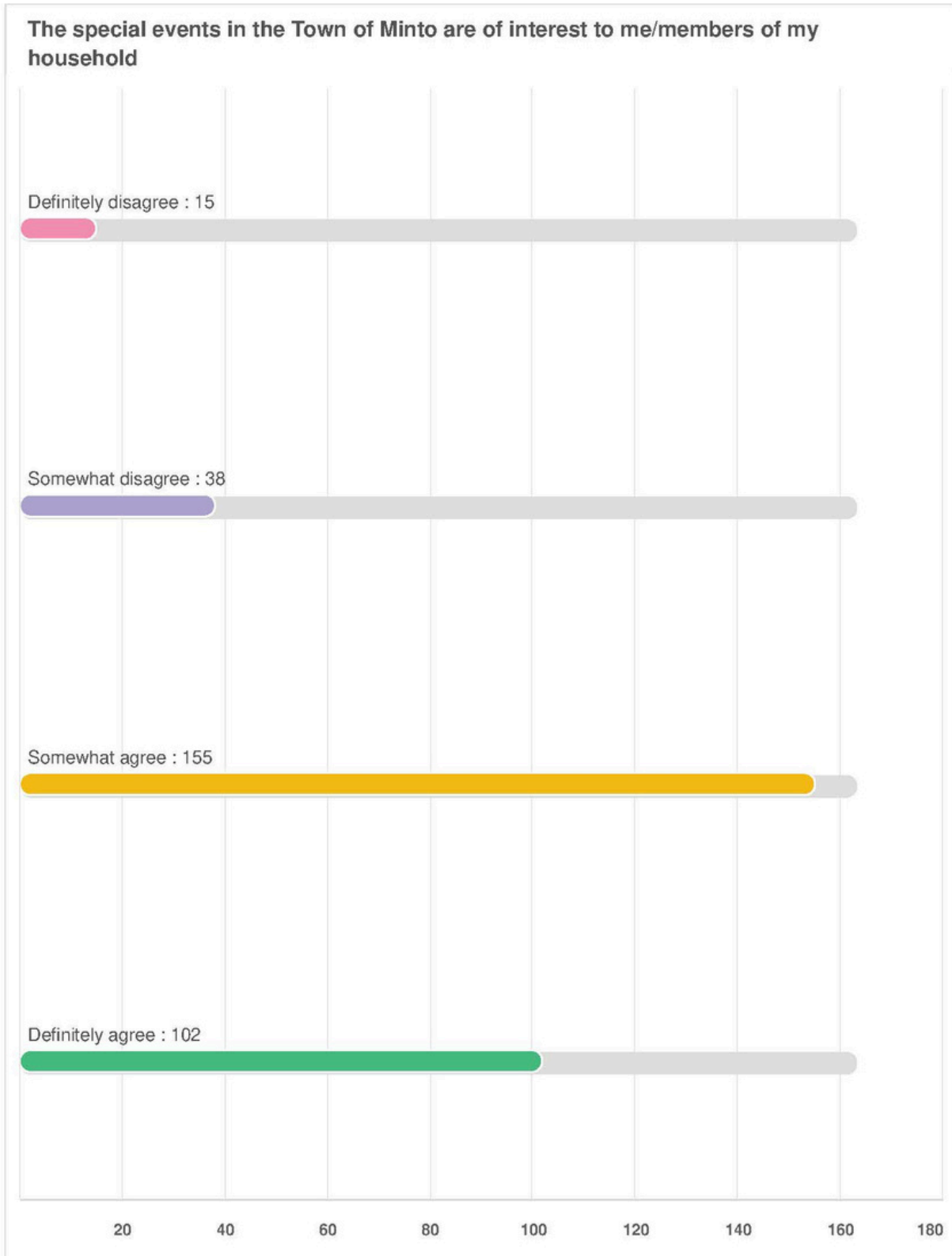
**Q25** Thinking about the special events in the Town of Minto, please indicate your level of agreement with the following statements:



Optional question (312 response(s), 8 skipped)  
Question type: Likert Question

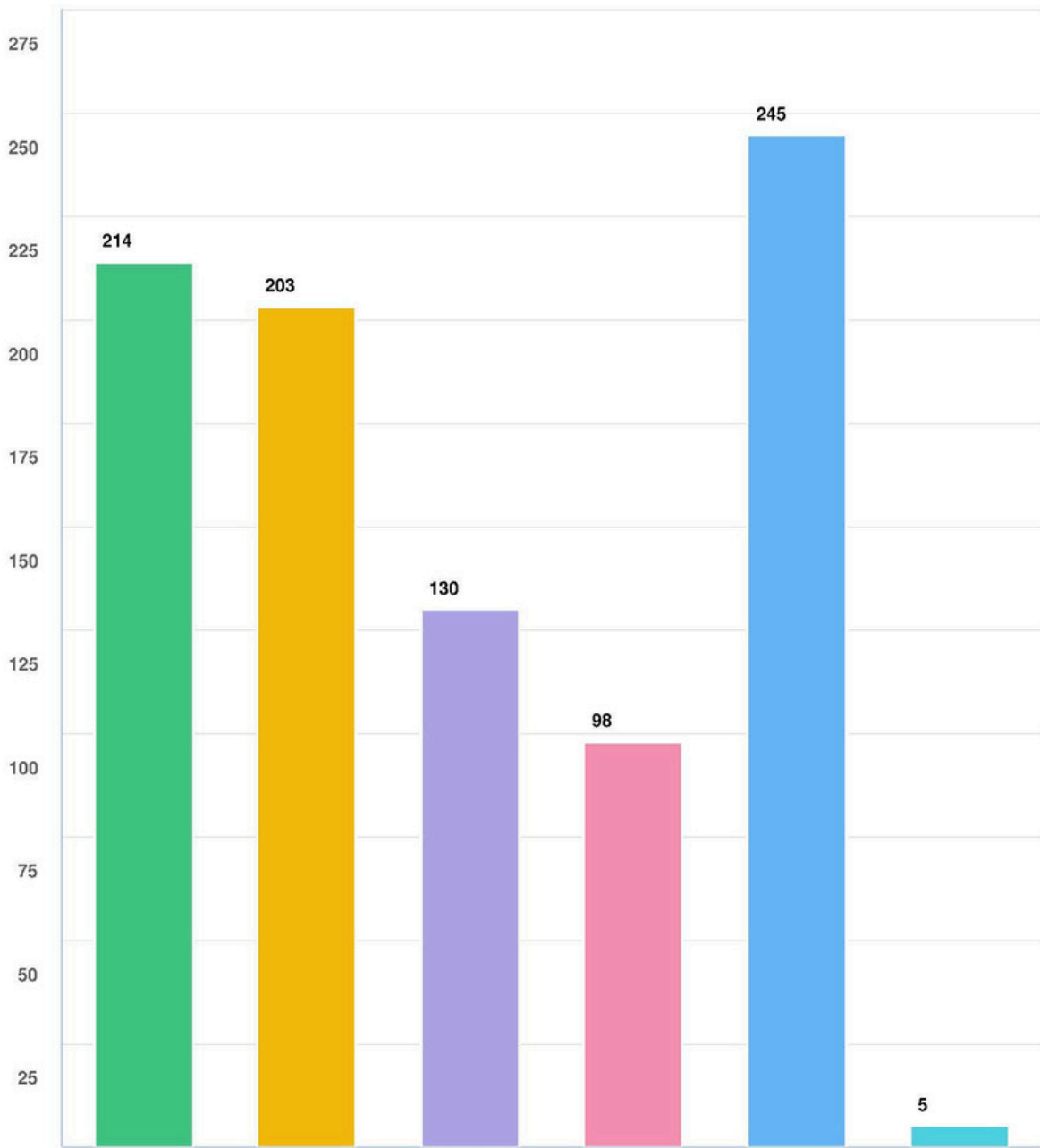
**Q25** | Thinking about the special events in the Town of Minto, please indicate your level of agreement with the following statements:







**Q26** What motivates you to attend special events in the Town of Minto? Select all that apply.

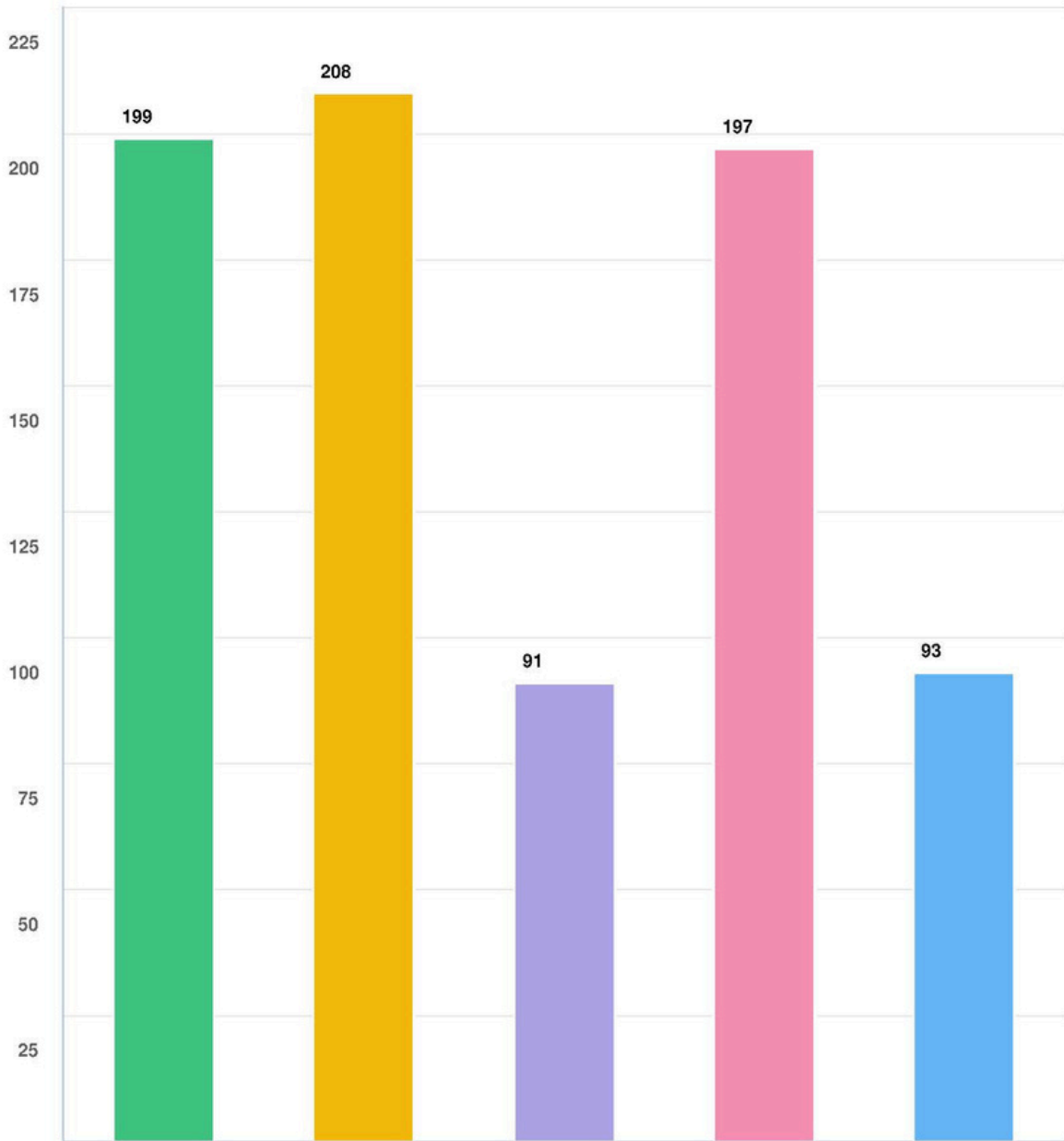


**Question options**

- Other (please specify)
- Entertainment
- Volunteer opportunities
- Community pride
- Something for the family to do together
- Socialization

Optional question (307 response(s), 13 skipped)  
Question type: Checkbox Question

**Q27** The special events that take place in the Town of Minto throughout the year are often collaboration between the Town of Minto and volunteer organizations or businesses. In your opinion, what are the top three types of events that the Town of Minto ...

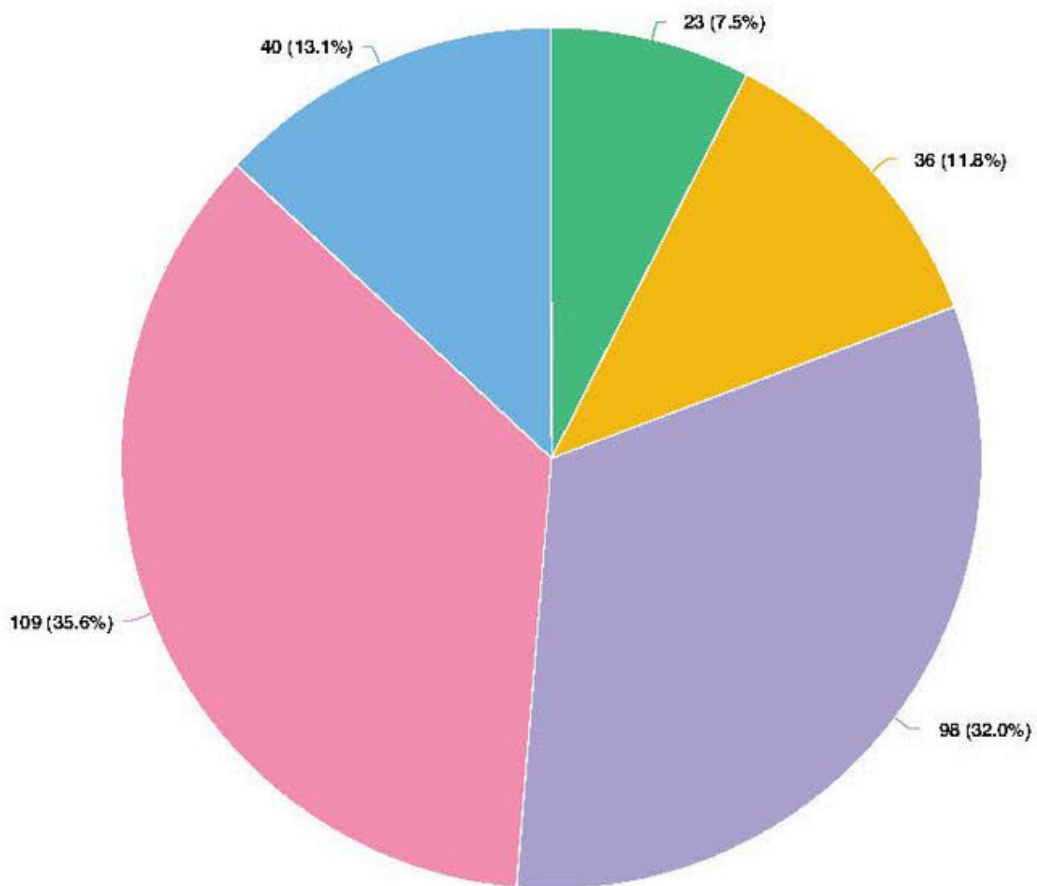


**Question options**

- Cultural Events/Festivals (e.g. Black History Month, Minto Solidarity)
- Historical events (e.g. Machines and Memories)
- Horticultural/Agricultural Events
- Food Events (e.g. Raleway Fest)
- Performing Arts Events/Festivals (e.g. Party in the Park)

*Optional question (300 response(s), 20 skipped)  
Question type: Checkbox Question*

**Q29** How would you rate the Town of Minto in getting information out in a timely, accurate and creative way?

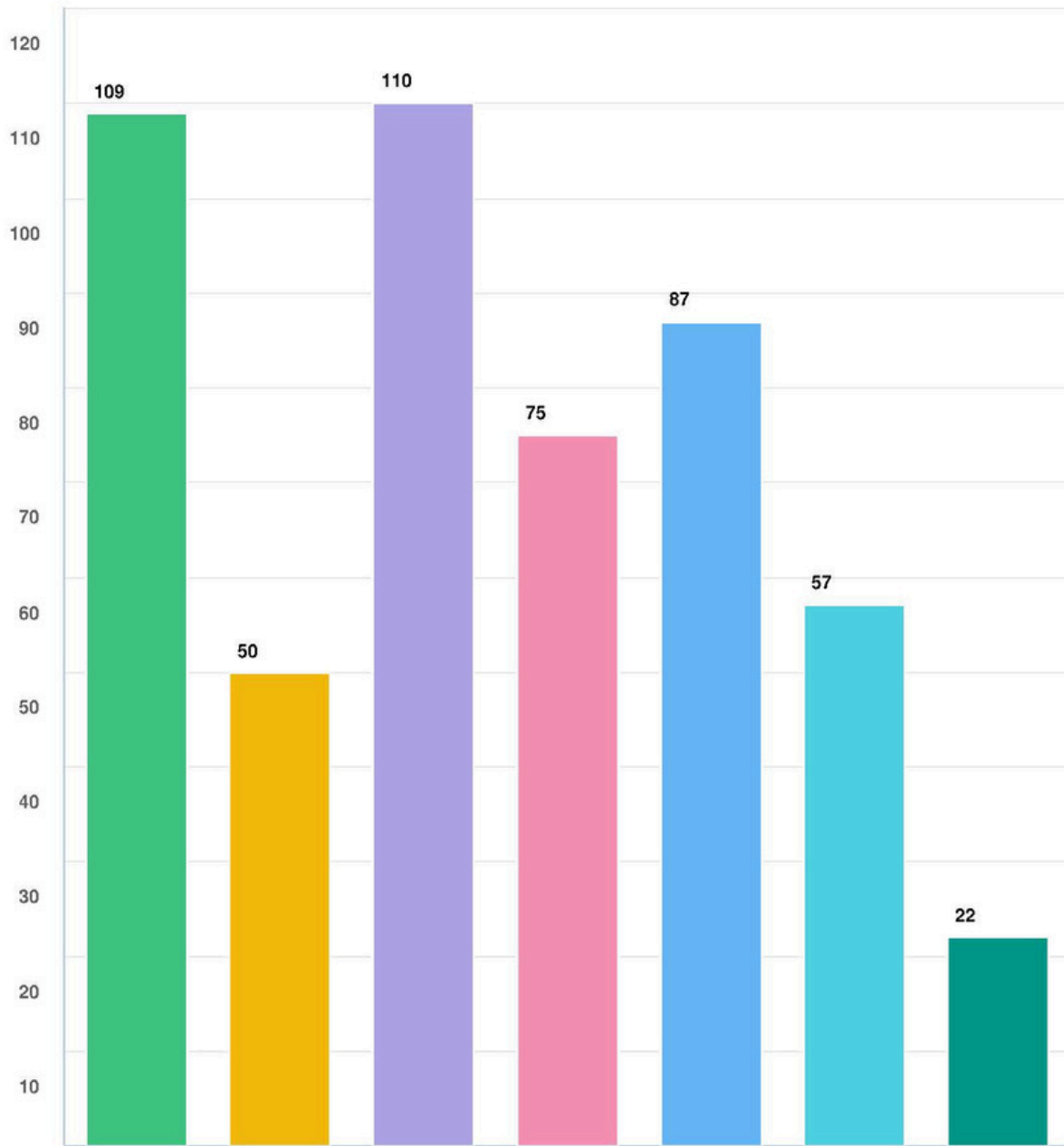


**Question options**

- Excellent
- Good
- Adequate
- Poor
- Very Poor

Optional question (306 response(s), 14 skipped)  
Question type: Emoji Question

**Q30** What are the major barriers to finding information about recreation and culture activities in the Town? Select all that apply.

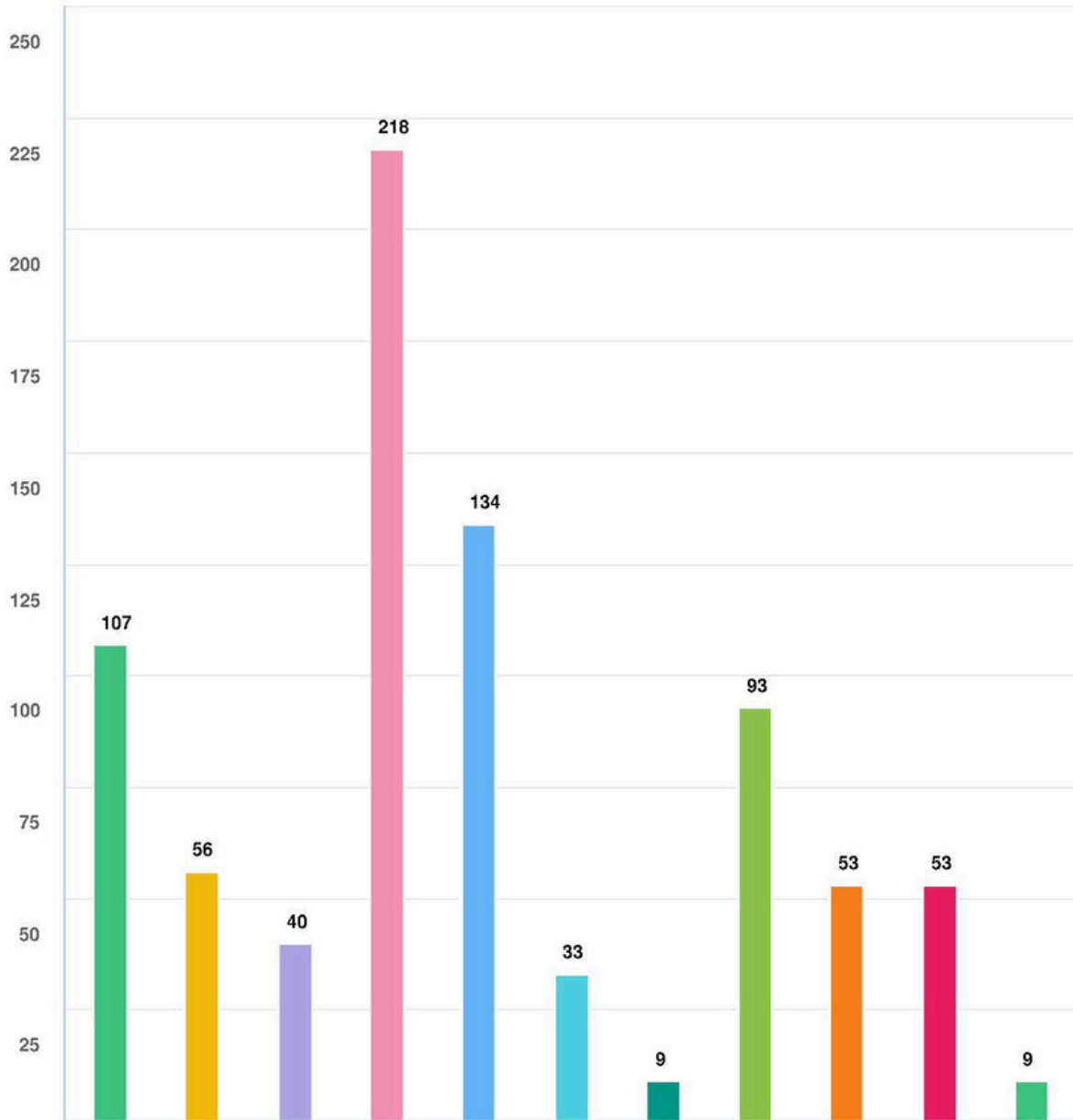


**Question options**

- Other (please specify)
- Online registration is challenging
- Lack of information on social media
- Lack of information in print media
- Lack of information in public spaces (e.g. posters in library, sign boards)
- Town Website is not up to date
- Town Website is hard to navigate

Optional question (253 response(s), 67 skipped)  
 Question type: Checkbox Question

**Q31** Pick the top three most effective was for you to find out about recreation and culture programs and events in the Town of Minto? Select only 3.



**Question options**

- Other (please specify)    ● Volunteer organizations/networks (e.g., Agricultural Society, Sport Organizations, Cultural Roundtable)
- Radio    ● Newspaper (i.e. Wellington Advertiser)    ● Church newsletters    ● Community Directory (print or online)
- Information boards/posters in the community (e.g. signage, library)    ● Social Media    ● Direct Mail (Canada Post)
- Email Newsletter    ● Town Website

*Optional question (304 response(s), 16 skipped)*  
*Question type: Checkbox Question*



**FOR MORE INFORMATION**

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