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Township of Mapleton

Municipal Cultural Plan

MAPLETON
TOWNSHIP
Rooted in tradition,
Growing for the future.

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Introduction

1

The Township of Mapleton joins leading municipalities in recognizing cultural planning as an essential economic and broader community development tool. Completing a Municipal Cultural Plan provides the Township with a strategy and action plan to leverage its cultural resources in building a prosperous and sustainable economy, improving quality of life across the municipality, and sustaining and strengthening community cohesion and civic pride.

The Municipal Cultural Plan is the latest in a series of planning initiatives undertaken over several years aimed at securing the long-term sustainability of the community. A key objective in the Mapleton Economic Development Strategy is to promote the artistic and cultural diversity within the Township. Some of the key actions identified in that plan include undertaking a cultural mapping exercise as a key step in building civic pride and advancing economic development. As described later in this report, cultural mapping was a core component in of this Municipal Cultural Plan. Additionally, the Township's Community Based Strategic Plan and Community Parks, Recreation and Culture Strategic Master Plan identify culture as a pillar for defining community identity, building a sense of place and improving quality of life.

Regionally, the County of Wellington has also supported cultural planning as an essential economic development tool. In the County's Economic Development Strategy a key recommendation is undertaking a County-wide Cultural Master Plan and Cultural Asset Map. These County level actions would support and enable local municipalities in identifying and leveraging their cultural assets to the betterment of their communities and regional economic growth.

The completion of the Mapleton Municipal Cultural Plan at this time also opens up important opportunities for regional collaboration. Municipal cultural plans have already been completed in Wellington North, Minto and Centre Wellington. Collaboration in cultural development will build on existing commitments and activities in regional collaboration.

The Planning Process

In 2014, the Township of Mapleton Economic Development Committee obtained Council approval to move forward with the development of a Municipal Cultural Plan. A successful application for funding was made to the County of Wellington Business Retention and Expansion Municipal Implentation Fund . Following approval, a Request for Proposals was distributed to assist the Municipality in completing the Municipal Cultural Plan. AuthentiCity, a Division of Millier Dickinson Blais, was selected. AuthentiCity had also completed plans for Minto and, more recently, Wellington North.

The planning process was launched in November 2014. The various phases and steps in the planning process are illustrated in Figure 1.

FIGURE 1: THE MAPLETON CULTURAL PLAN PLANNING PROCESS

Phase 1 Project Start Up	Phase 2 Cultural Resource Mapping	Phase 3 Community Engagement	Phase 4 Drafting the Cultural Plan
• Steering Committee Creation • Communications and Community Engagement Plan • Planning Context Review	• Confirm a Cultural Resource Framework • Data Collection • Data Review Process	• Launch Event • Community Survey • Stakeholder Interviews • Community Forum	• First Draft • Review of Draft • Final Draft • Presentation to Council • Adoption of Plan

The planning process was strongly supported by Municipal staff and guided by a Steering Committee[1]. AuthentiCity would like to express their appreciation to staff and the Steering Committee for their guidance and support throughout the process.

1.1 Guiding Assumptions

Municipal cultural planning is an established priority for the Province of Ontario. One of the keys to success in municipal cultural planning is building a shared set of assumptions to support effective communication and collaboration among the many individuals and organizations that must be engaged in implementing the plan and supporting ongoing cultural development opportunities. The following definition of municipal cultural planning is endorsed by the Ontario Ministry of Tourism, Culture and Sport as a guide for to municipalities developing plans.

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[1] Alex Mustakas, Steven Karcher , Henni Klaassen, Lucas Rogerson, Debra Ramage, Marlene Ottens, Crystal Ellis, Patty Sinnamon

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

Municipal Cultural Planning is part of an integrated, place-based approach to planning and development that takes into account four pillars of sustainability: economic prosperity, social equity, environmental responsibility and cultural vitality[2].

Why is Culture Important?

Supports a Thriving Economy - Culture strengthens the economy by revitalizing downtowns, attracting tourists and businesses and creating jobs.

Enhances our Quality of Life - 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.

Creates a Sense of Pride in our Communities - 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.

Encourages Social Cohesion - Culture engages citizens in activities that help build a sense of community. It celebrates different cultures and helps newcomers feel welcome.

1.2 Capacity Building in Culture

The importance of cultural resources to economic and broader community development agendas in Mapleton is firmly established in recommendations set out in plans such as the Economic Development Strategy, the Township's Strategic Plan and the Community Parks, Recreation and Culture Strategic Master Plan.

One focus of the Mapleton Municipal Cultural Plan is to integrate these recommendations into a larger integrated cultural agenda for the Township. A second, equally important focus must be on establishing the tools and initiatives needed to build the capacity both inside the Municipal and in the community needed to advance this agenda.

Capacity building is about identifying and overcoming obstacles that prevent organizations from realizing their goals while enhancing the abilities and resources needed to achieve sustainable results. While relevant to municipalities of all sizes and circumstances, addressing these needs is especially important in smaller communities such as Mapleton where the human and financial resources of the Municipality are limited and cultural activity in the community relies heavily on

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

the efforts and dedication of volunteers. Mapleton can benefit from experience in other small municipalities that have been successful in mobilizing resources and building capacity to implement cultural agendas. The following points represent key learnings and leading practice drawing on this experience.

Defining and Expanding Municipal Roles – because cultural planning and development touch on a wide range of municipal plans and priorities it must be understood as a responsibility that is shared across departments. While municipalities will always have a role in the direct delivery of select cultural programs or initiatives, there is a growing focus on the role of the municipality as *facilitator and convenor.* Municipal are uniquely able to bring together a wide range of community partners to work collaboratively toward shared goals.

Community Leadership Groups – to sustain partnerships and collaboration in the community, some communities establish new cross-sectoral leadership groups to connect the municipality to business, community and cultural partners. The identification of these groups will differ from community to community. Clear terms of reference are needed to define roles, responsibilities and expectations of members. The primary role of the municipality is to provide administrative support and facilitation to ensure the efficient functioning of the group. While establishing new leadership groups has proven effective in many communities, some municipalities prefer to continue to work through existing advisory committee structures but with strong action-oriented mandates.

'Stakeholder' Information Sharing – cultural mapping completed for the Municipal Cultural Plan identified a wide range of community and cultural groups and activities in Mapleton. A challenge in all communities is that these groups often operate in isolation from one another, missing opportunities for collaboration and sharing of resources. Municipalities that have been successful in building capacity in culture have established regular networking events facilitated by the municipality at which groups can share information on existing or upcoming activities. Some sessions can include speakers and opportunities for peer-to-peer learning.

Sustained Community Engagement – in any planning process the goal is to engage as wide a cross-section of the community as possible in developing the plan. The challenge is sustaining these community conversations and engagement beyond the completion of the plan. Some municipalities have made use of annual cultural 'summits' at which the community-at-large are brought together to learn about progress made in implementing the municipal cultural plan over the past year, and to provide a forum for 'opportunity citing' related to new actions or initiatives.

Cultural Resources

2

2.1 What is Cultural Mapping?

Cultural mapping is simply a systematic approach to identifying, recording and classifying a community's cultural resources. There are two kinds of cultural mapping:

- **Mapping Tangible Cultural Resources** – identifying and recording physical (or tangible) cultural resources including not-for-profit and for-profit cultural enterprises, natural and cultural heritage, festivals and events, cultural spaces and facilities

- **Mapping Intangible Cultural Resources** – exploring and recording intangible cultural assets - the stories and traditions that contribute to defining a community's unique identity and sense of place

Together tangible and intangible cultural assets fuel cultural vitality and contribute to defining the unique cultural identity and sense of place of a community. The focus of the cultural mapping work undertaken in the development of the Mapleton Municipal Cultural Plan was on tangible cultural resources. However, the importance of community stories and the need to take a proactive approach to identifying and recording these stories emerged as a strong theme in the community engagement process.

2.2 The Cultural Mapping Process

There is a myth that communities lack information on cultural resources. The reality is that a great deal of information does exist but is collected in different ways by different agencies. The first step in developing a cultural mapping database is determining a consistent set of categories

of cultural resources known as a Cultural Resource Framework (CRF) within which a wide range of existing information can be effectively consolidated.

A major source of the definition of cultural resources in the CRF is Statistics Canada's *Canadian Framework for Cultural Statistics*[3]. Other assets are determined by categories of natural and cultural heritage resources defined by the Ontario Heritage Act and Ontario Planning Act. The CRF is not intended as a rigid set of categories applicable in all communities. Each municipality must interpret it and adapt it to their particular circumstances and needs. With the assistance of Municipal staff and the Steering Committee, the CRF was customized to reflect Mapleton's unique cultural life and identity.

The CRF that guides the development of the cultural mapping exercise is illustrated in Figure 2. A more detailed breakdown of sub-categories of each of the six major categories is set out in Appendix A.

FIGURE 2: THE CULTURAL RESOURCE FRAMEWORK

[3] http://www.statcan.gc.ca/pub/81-595-m/81-595-m2004021-eng.pdf
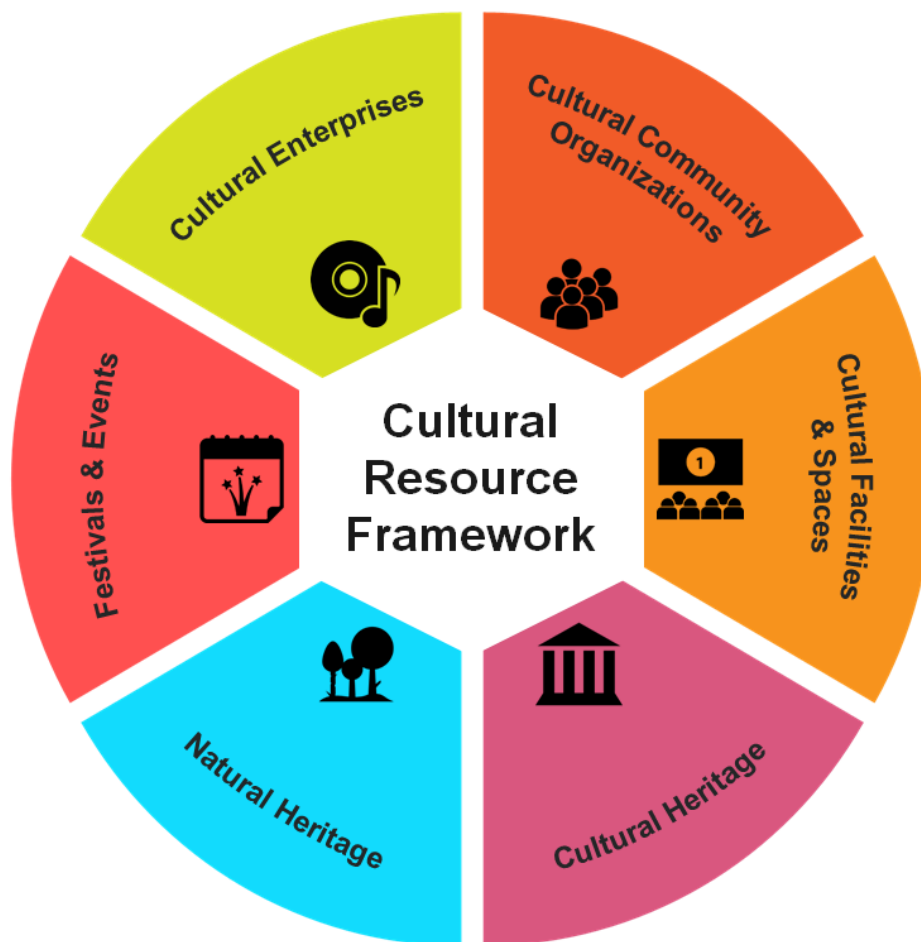
In larger communities, cultural mapping can draw on sources such as *infoCanada*, a company that integrates data drawn from two major sources: Statistics Canada and local Yellow Pages. In larger communities *infoCanada* can provide upwards of 80% of the eventual inventory of assets. In smaller communities such as Mapleton it provides less information and more community-based approaches are needed. The Municipality was a rich source of information drawing on directories, municipal publications, and promotional materials, among others. The Steering Committee also provided input in identifying local cultural resources.

It is important to note that findings from the cultural mapping process do not represent a comprehensive inventory of cultural resources in Mapleton. Other assets will be identified and new ones will emerge over time. Rather the following mapping findings represent a solid foundation upon which to build. Cultural mapping in all communities is always an ongoing process.

2.3 Mapleton's Cultural Resources

While the majority of cultural resources captured through cultural mapping are concentrated around Drayton, a significant number of important cultural resources are located throughout the community.

FIGURE 3: MAPLETON'S CULTURAL RESOURCES
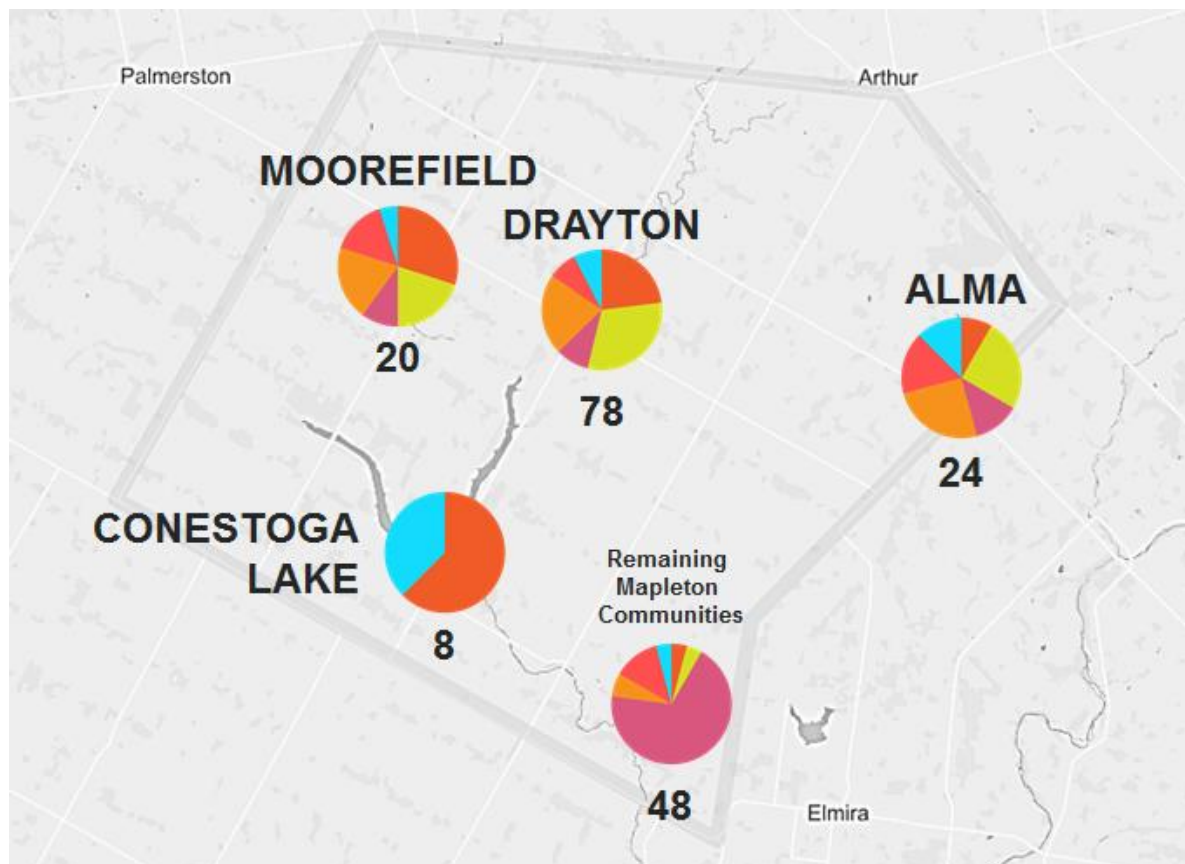
The following section of this report summarizes findings from the cultural mapping exercise in terms of the number of cultural resources across the various categories set out in the CRF. Appendix B contains a complete listing of all cultural resources in Mapleton. Figure 4 illustrates the number of cultural resources in each of the major asset categories.

FIGURE 4: TOTAL NUMBER OF MAPLETON'S CULTURAL RESOURCES BY CATEGORY
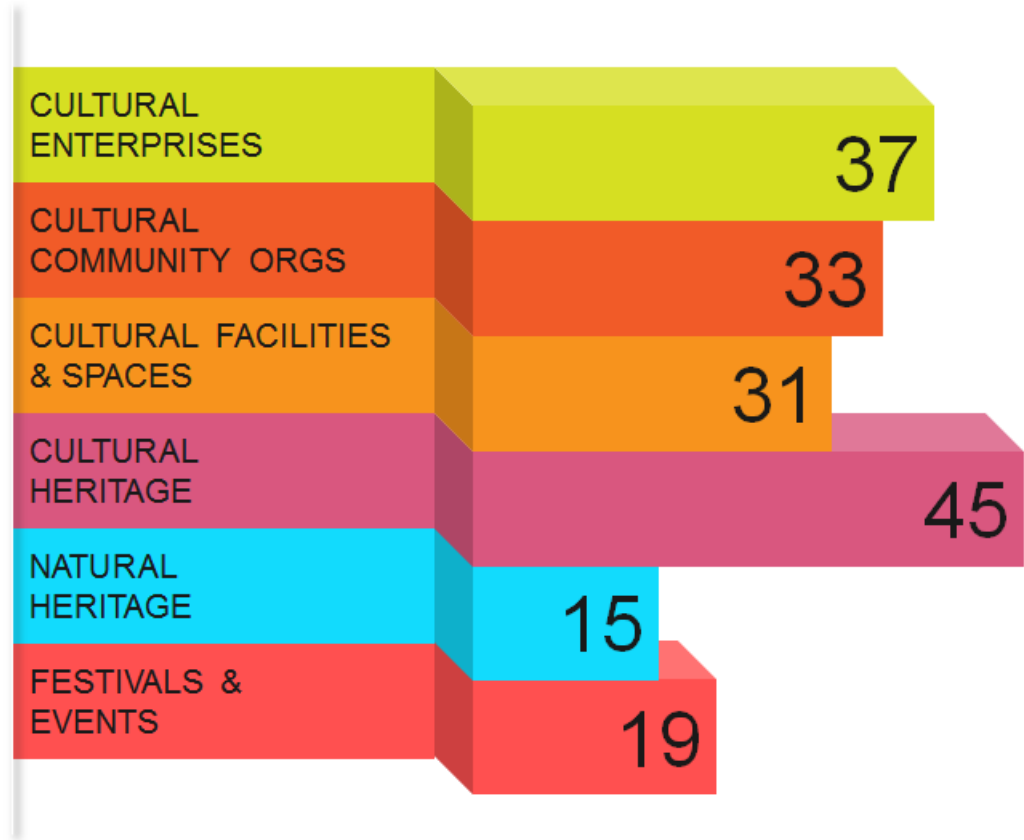
Total Number of Assets = 180

Date: April 2015

Mapleton's Cultural Enterprises

Cultural mapping identified a total of 37 cultural enterprises in Mapleton. The cultural mapping exercise identified eighteen performing arts and visual arts assets. Other cultural enterprises identified were: seven full-service restaurants, three bed and breakfasts, two agri-tourism operations, and two craft based stores. The following table (Figure 5) provides a breakdown of cultural enterprises in Mapleton.

Category	Count
Agri-Tourism	2
Antique Services	1
Bed & Breakfasts	3
Boutique Business	1
Crafts	2
Libraries & Archives	1
Marketing Firms	1
Music	4
Performing Arts	1
Photography	4
Professional Troupe	5
Publishing Firms	1
Restaurants	7
Visual Arts	4
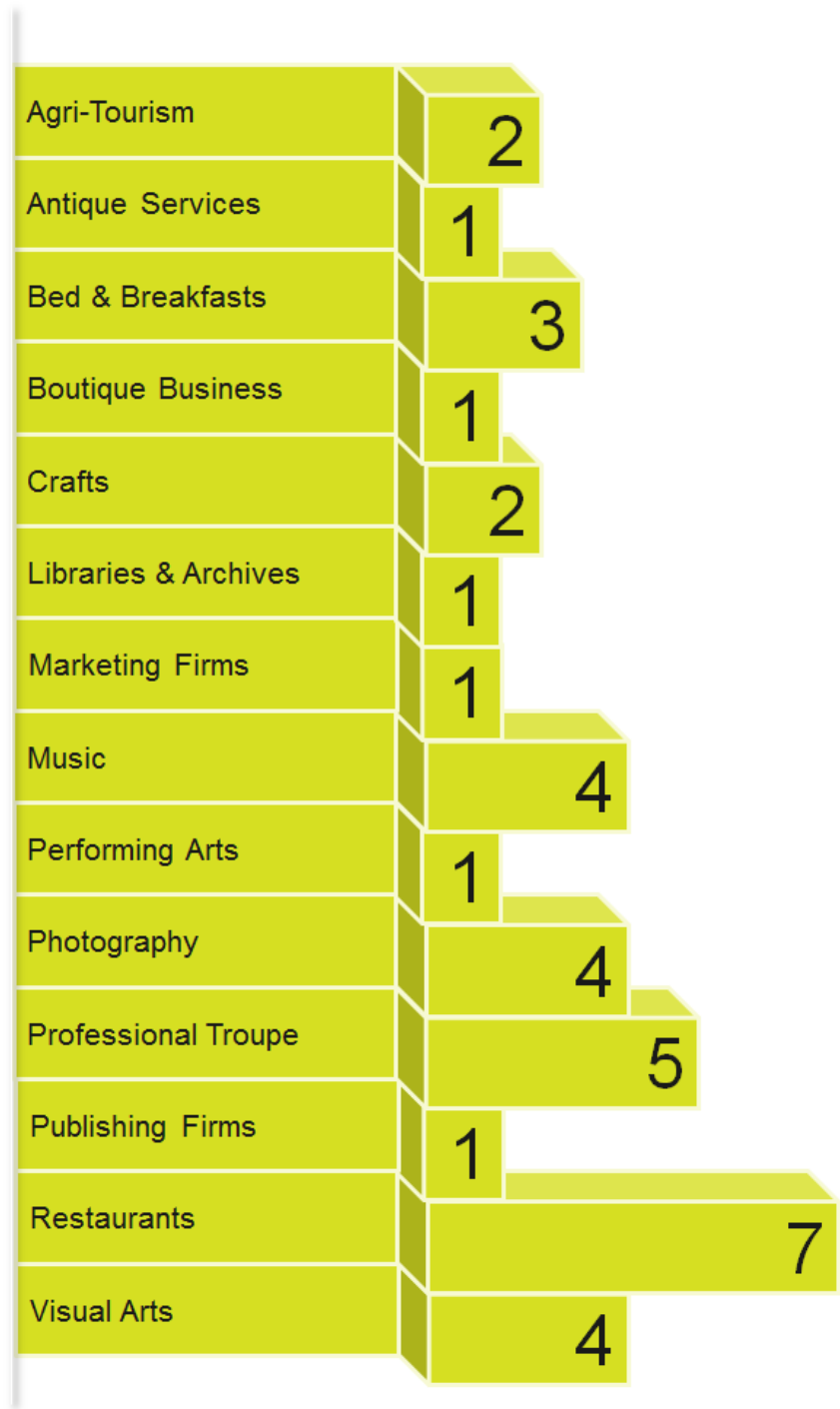
Total Number of Cultural Enterprises = 37

In terms of spatial concentrations, cultural enterprises are clustered in the three main populated centres: Drayton, Moorefield, and Alma (see Figure 4). Findings from the community engagement process illustrated an interest in using cultural enterprises, and cultural resources more broadly, to foster a more unified community i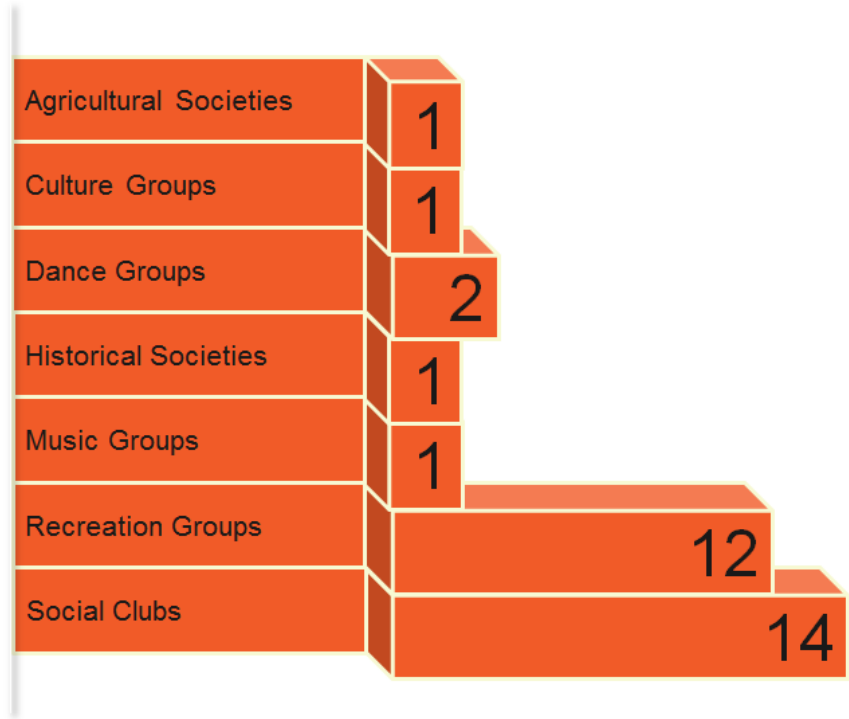dentity linking the three centres. Drayton Entertainment and the Festivals Theatre was repeatedly mentioned as a cultural enterprise with the capacity to play the role of 'hub' from which a wide range of 'spokes' of cultural resources and experiences across the Township could be connected. The Festival Theatre was also noted for its role in supporting the growth and development of the artistic community in Mapleton.

Mapleton's Community Cultural Organizations

Mapleton's community cultural organizations are the smaller, community and volunteer-based groups with less formal organizational structures. Essential to the cultural vitality of the community, existing organizations reflect the importance of natural beauty, recreation, and agriculture to the Township's identity. The cultural mapping exercise identified a total of 33 organizations. Social Clubs represent the largest number of community cultural organizations. Examples included the Drayton Youth Centre, the Kinsmen Club of Drayton or the Conestoga Cottagers Association. A large portion of community organizations are also represented by community recreation groups such as the Conestoga Sailing Club and Moorefield Athletic Association. Figure 6 provides a breakdown of community cultural organizations in Mapleton.

FIGURE 6: MAPLETON'S COMMUNUITY CULTURAL ORGANIZATIONS

| Organization	Count
Agricultural Societies	1
Culture Groups	1
Dance Groups	2
Historical Societies	1
Music Groups	1
Recreation Groups	12
Social Clubs	14

Total Number of Community Cultural Organizations = 33

Mapleton's Cultural Facilities and Spaces

Mapleton has a large number of spaces and facilities available for cultural activities. A total of 20 religious institutions were identified representing the majority of cultural facilities and spaces, indicative of the strong role of churches and places of worship in the life of the community. More formal or dedicated cultural facilities and spaces in Drayton include the Drayton Festival Theatre and Drayton Fair Grounds. In smaller communities such as Alma and Moorefield, cultural activities often take place in Community Centres. A total of 31 Cultural Facilities and Spaces were identified (Figure 7).

FIGURE 7: MAPLETON'S CULTURAL FACILITIES AND SPACES
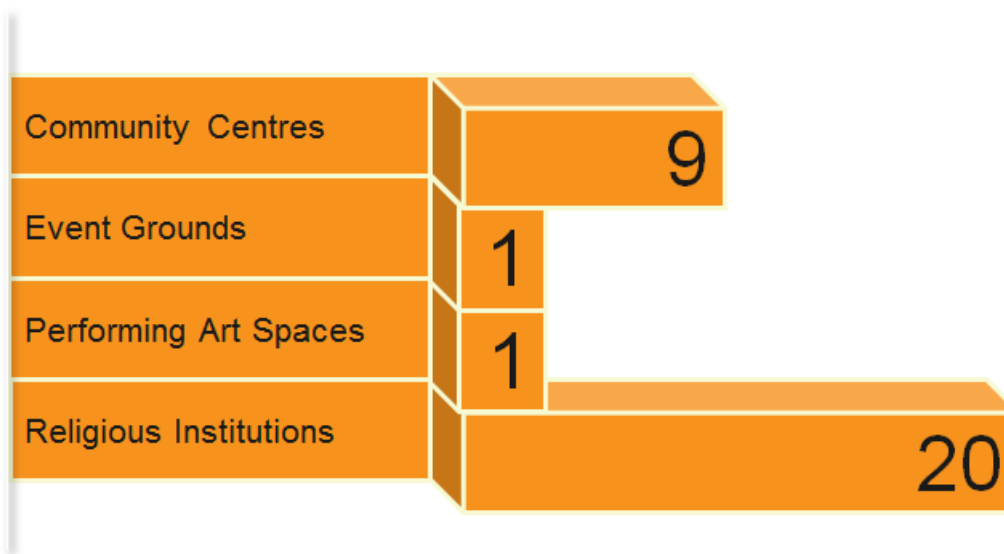
Total Number of Cultural Facilities and Spaces = 31

Assets Contributing to Mapleton's Unique Character

Mapleton is home to a beautiful rural landscape and small town identity that define the unique character of the community and serve as an attractor for both new residents and visitors or tourists. The three cultural resource categories contributing most to this unique rural character are Natural Heritage, Cultural Heritage and Festivals and Events.

Natural Heritage assets such as trails, parks, conservation areas, and bodies of water provide rich natural experiences for residents and visitors. Walking and biking trails provide access to beautiful natural setting such as Conestoga Lake Conservation Area.

Cultural Heritage assets such as plaques and monuments, public art, and cemeteries provide exposure to the history and evolution of the area. Murals painted by Walter Charles Moody such as Sheep and The Blacksmith serve as reminders of Mapleton's agricultural roots. Historic sites such as Glen Alan highlight the community's connections to the Underground Railroad.

Festivals and Events offer entertainment experiences that bring the community together and contribute to the animation of public and natural spaces. The Drayton Fall Fair is an important signature event in Mapleton that has existed in the community for 159 years. Local events such

as Conestoga Lake Annual Fishing Derby and the Underground Railroad Music Festival allow residents to celebrate natural assets and community history.

Figure 8 provides an overview of the mix of assets contributing to the Township's unique character and identity.

FIGURE 8: MAPLETON'S CHARACTER ASSETS

Asset	Count
Cemetery	37
Heritage Properties	2
Heritage Sites	1
Plaques & Monuments	2
Public Art	3
Bodies of Water	1
Conservation Areas	1
Parks	10
Trails	2
Food & Fall Festivals	3
Heritage Festivals/Events	2
Multicultural Festivals	1
Performing Art Festivals	2
Street Festivals/Events	11
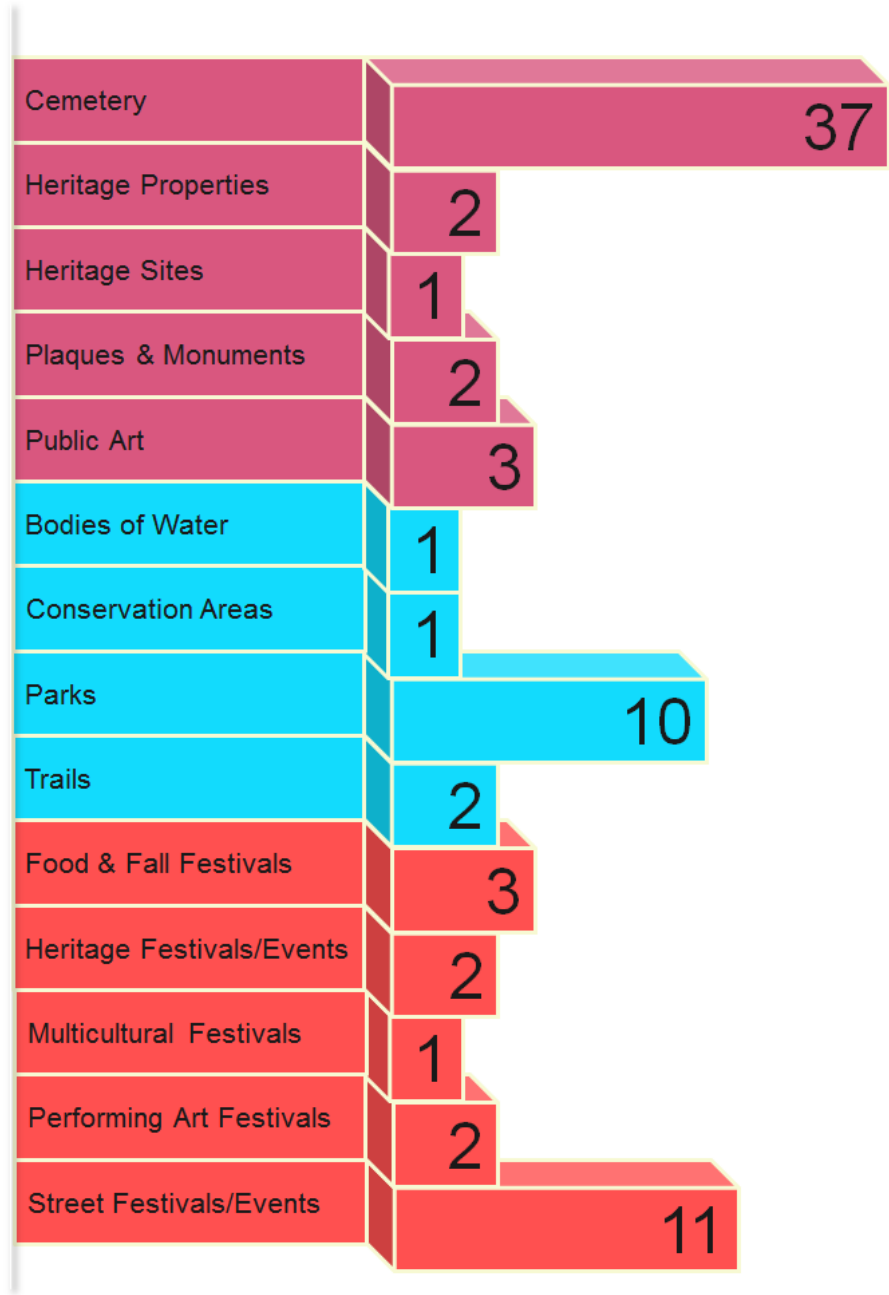
Red – Festivals and Events | Purple –Cultural Heritage | Blue –Natural Heritage
Total Number of: Festivals and Events = 19, Cultural Assets = 45, Natural Assets = 15

The Community's Voice

3

3.1 The Community Engagement Process

Community input is essential to the success of any planning process. The project team utilized a variety of community engagement tools including a Community Survey, Stakeholder Interviews, and a Community Forum.

Community Survey

The Community Survey provided a means of reaching the widest cross-section of the community. The survey explored community opinions on cultural participation, potential new cultural programs, challenges and opportunities in cultural development, as well as input to shaping an overarching vision for the Municipal Cultural Plan. Almost 100 individuals participated in the survey. Appendix C provides a summary of survey findings.

Stakeholder Interviews

A total of 20 interviews were completed with a wide cross-section of stakeholders. These included members of Council and the Chief Administrative Officer, individuals directly involved in arts and heritage organizations, business and community representatives.

Community Forum

A Community Forum was held February 19, 2015 at the Drayton Festival Theatre that brought together more than 25 individuals. A presentation by the consultant summarized highlights from the findings to date in the planning process. This was followed by small group discussion on cultural planning and development opportunities in Mapleton.

Many similar issues emerged from all three engagement channels. This suggests a relatively high degree of consensus among residents about a cultural development agenda for the Township. Drawing from all sources of community input, a series of engagement themes are set out below. A range of specific actions connected to these themes were identified and have informed the recommended actions which follow.

3.2 Community Engagement Themes

Coordination and Collaboration

A consistent message from all community consultation activities was the need for stronger coordination and collaboration connecting cultural and recreational opportunities. A number of those consulted recommended the creation of a new cultural group or committee to help organize and coordinate events and activities. Many individuals stressed the need for stronger and ongoing communication among group and individuals associated with the various cultural and recreational activities or offerings. Stronger coordination and collaboration will strengthen individual groups or organizations and help to build collective community capacity.

Problems or barriers to strengthened coordination and collaboration included a high level of dependence on an aging volunteer base, and weak downtown identities for the three Mapleton communities that acted to discourage cross-Township collaboration. Some suggested actions included revolving or traveling exhibitions of archival photographs, opportunities to secure grants to help launch new festivals, and more emphasis on involving local business partners across the community. One example of stronger collaboration was the suggestion that the Township work with the Grand River Conservation Authority to extend the bike trial to the Conestoga Dam.

Marketing & Promotion

One of the strongest and most consistent messages was the need for stronger marketing and promotion of cultural assets and activities. The Township has recently completed a branding exercise for the community and is working on a communications strategy. The completion of a Community Guide is another positive step in strengthening marketing and promotion of Mapleton's cultural resources and experiences. The strong view was expressed that the first step in any increased attention to promotion must be for local residents themselves to be better informed of community assets and activities. Some marketing suggestions included raising the profile of cultural assets/activities by producing regular stories about different aspects of cultural life in the community and a stronger use of social media.

Growing Tourism by Leveraging Cultural, Culinary and Agricultural Assets

The existence of the Drayton Festival Theatre in Mapleton is a cultural and community asset that would be the envy of any municipality of Mapleton's size and population. However, representatives of the Theatre as well as community members felt strongly that more could be done to leverage this remarkable asset. Market research by the Theatre confirms that the appeal of the Theatre for many audience members was the opportunity to experience the small town and rural character and identity of the community.

It is in the interest of the Theatre to be able to promote other cultural assets and experiences for theatre-goer. A barrier was the lack of any comprehensive inventory of these assets and activities. From the Township's point of view, anything that could be done to keep the theatre goer or patron in the community longer increased the potential for those visitors to be spending money and supporting the local economy. A serious barrier to increased spending by visitors in Drayton was the lack of retail businesses in the downtown; downtown businesses are dominated by professional services firms.

Many people also spoke of the need to better leverage and connect Mapleton's cultural assets with it agricultural assets and related culinary offerings. This theme was linked to frequent mention of the need to grow the local food agenda in Mapleton.

Supporting Performing and Visual Arts Development

While expressing pride in existing cultural resources and activities, the strong view was expressed that more could be done to promote and build on these strengths. A significant number of people felt the burgeoning of both the visual and performing arts community in Mapleton owed much to the existence and success of the Drayton Festival Theatre. Suggestions for further development included a desire for more art and music events or festivals. There was also a call for identifying more locations in the community where visual art could be exhibited. While the Drayton Festival Theatre was universally considered a strong community asset, the desire was expressed for more community access to the facility, particularly in the off season.

Using Cultural Resources to Build a Shared Identity for Mapleton

A common theme throughout the engagement process was a lack of a unified identity for the Township of Mapleton. Each of the three main communities in the Township has pride in their own history and a sense of their own distinctive identity. While honouring and respecting these differences there was a strong sentiment expressed that for the community to move forward it was necessary to build and promote a more unified sense of community identity. There was a strong opinion expressed that the reputation of the Drayton Festival Theatre and appreciation for the beauty of Conestoga Lake were important assets contributing to a greater sense of shared identity.

Related to these two 'anchor assets' there were calls for greater community access to the Festival Theatre and more opportunities to enjoy the natural beauty of Conestoga Lake through trail expansions.

Leverage Recreational Assets and Opportunities

Input from the community suggested more could be done to promote the area's natural and recreational assets. Many individuals identified Conestoga Lake, River, Dam, and Conservation Area as having potential for increased tourism as well as local enjoyment. A frequently noted obstacle is the lack of linkages between these assets. A strong theme was the desire for expanding and enhancing trails - most notably the Conestoga River Trail expansion to Conestoga Dam. Enhancements to the trail's appearance combined with stronger promotion could increase trail use by locals and visitors alike, with potential spin-off business and economic development opportunities. The natural heritage assets of the Conestoga Lake and River system, combined with other natural and cultural heritage assets and opportunities contribute significantly to

Mapleton's attractiveness and appeal as a destination, with accompanying business and economic development opportunities.

Mapleton's Municipal Cultural Plan

4

4.1 Vision

The Township of Mapleton's Municipal Cultural Plan is a strategic document to guide cultural development across the community over the next five years. The Plan recognizes the important role that cultural resources play in the community vitality and prosperity.

The following vision statement reflects both the culture planning process and the community input received and will guide Mapleton's future cultural endeavors:

"In five years, Mapleton will be a culturally vibrant community characterised by diverse cultural resources and offerings. It will be a recognized tourism destination supporting a strong and diversified local economy. Mapleton will be a community with a strong sense of shared identity and civic pride."

As noted earlier, to achieve this vision, the Township will need to act as a catalyst in fostering the collaboration and capacity building required across the community. To achieve this, the town will need to embrace the following strategic directions:

- Provide and cultivate **leadership** in the community connecting individuals and organizations working towards a shared cultural agenda.

- Leverage the diversity of cultural resources across the Township to support **marketing and business development** the diversity of cultural resources across the Township.

- **Forge partnerships** to create opportunities and experiences for cultural development that are inclusive and accessible to residents and visitors of all ages.

- Recognize and **celebrate** that the Township's **community vitality** is shaped by its unique cultural assets and characteristics and supported by opportunities for community engagement.

4.2 Interpreting the Action Plan

In the strategic direction tables to follow, each strategic direction is supported by several objectives and a list of actions.

FIGURE 9: INTERPRETING THE ACTION PLAN

For each action a level of priority has been identified. The level of priority has been based on several criteria including:

1. The level of immediacy based on the Township's economic development objectives
2. The potential to contribute to the overall cultural vibrancy and identity of Mapleton
3. The resources required
4. The logical sequence of actions, with each building from the last; in some cases, these are identified as separate steps to support the same overall objective

The priority level assigned to each action item also corresponds to a specific timeframe. The time frame for each priority level may be operationalized as:

- **S**hort term – immediately/year one
- **M**edium term – within two years
- **L**ong term – within three to five years

In the chart that follows, an initial sequencing of tasks and priorities has been set forward. However, it will ultimately be the responsibility of the Economic Development Committee to determine implementation timeframes for Actions or initiatives set forward in the Municipal Cultural Plan.

Performance Measurement

Performance measurement is a tool to determine how well a job has been done using both qualitative and quantitative information and activities. The following reasons make it important to track activity and performance.

- Providing public accountability
- Using results to improve performance
- Identifying the return on investment

Following each of strategic direction are several logical performance metrics. It is recommended that the Township carefully consider each metric before adopting them. Questions to consider include:

- Is there enough information to consistently inform this metric over time?
- Are there enough resources to consistently monitor the metric?
- Does the metric effectively demonstrate the success or failure of the action?

If any of these questions cannot be answered with a definite "yes" the Township should consider a different measure.

4.3 Strategic Directions

Leadership

#	Action	Timeline		
1.	**Raise awareness of the Municipal Cultural Plan across the community**	S	M	L
	▪ Issue a media release announcing Council's adoption of the Municipal Cultural Plan ▪ Post the Plan to the Township website ▪ Convene a community forum to officially launch the Plan. Effectively promoting the forum can help identify volunteers and potential champions to support implementation of the Plan. ▪ Incorporate the Municipal Cultural Plan Vision Statement into media releases, marketing materials and other communications channels of the Township.	(S)		
2.	**Sustain and expand cultural mapping activities**	S	M	L
	▪ Consider options for making cultural mapping available through an interactive map to profile assets. Consult with Minto and other municipalities that have established cultural maps		(M)	
	▪ Consider collaborating with neighbouring municipalities that have completed cultural mapping in approaching Wellington County regarding a County-wide cultural mapping system		(M)	(L)

Leadership

#	Action	Timeline		
		S	**M**	**L**
3.	**Explore potential resources to support implementation of the Municipal Cultural Plan**	S	M	L
	■ Connect with representatives at the Ministry of Culture, Tourism and Sport regarding the Cultural Development Fund as potential source of resources to fund specific initiatives. Consider collaborative initiatives with neighbouring municipalities that have completed municipal cultural plans (e.g., Minto, Wellington North, Wellington Centre) to enhance potential for funding	▓		
	■ Explore an application to artsVest (artsvest.com) to secure resources and help build business partnerships to support implementation of the Municipal Cultural Plan		▓	
	■ Communicate with representatives of Wellington County regarding potential sources of support for specific initiatives. Wherever possible, explore potential project partnerships with other municipalities. Leverage the network of Economic Development Officers across the County in mobilizing resources	▓	▓	▓
	■ Examine the feasibility of the Township working with community partners (such as Service Organizations) to establish an annual program providing small matching grants to support community cultural events and activities.		▓	▓
4.	**Convene an Annual Cultural Summit**	S	M	L
	■ Organize and promote an annual event to report on progress in implementing the Municipal Cultural Plan and provide a vehicle for ongoing 'opportunity citing.' Some communities decide to convene Summits every other year to save on administrative time.		▓	▓

Leadership

#	Action	Timeline		
		S	M	L
5.	**Hold an annual Civic Night at the Festival Theatre** ■ Organize an annual Municipal Night at the Theatre promoted by the Township to highlight Municipal support for culture in Mapleton. An invitation from the Mayor will invite guests to a theatre performance and reception.	■		

Potential Performance Metrics for Strategic Direction: Leadership

- Attendance at the Community Forum
- Success in launching a cultural map
- Amount of resources secured from funding sources
- Success in convening the first Cultural Summit
- Attendance at the Summit
- Attendance at the first Civic Night

Marketing and Business Development

#	Action	Timeline		
1.	**Create guides and packages/itineraries to promote Mapleton's cultural resources**	**S**	**M**	**L**
	▪ Develop a cultural tourism guide/ itinerary that 'leads' with the promotion of the Drayton Festival Theatre but is enriched and extended through profiling other Mapleton's cultural resources and activities. Promote this package to tour operators.	■		
	▪ Develop a similar tourism guide/itinerary promoting a mix of cultural experiences that showcase Mapleton's agricultural assets and appealing quality of life.		■	
	▪ Develop a 'Cultural Guide' (in both print and website versions) that profile a range of prominent cultural resources. Include in the Guide 8-10 important 'intangible cultural assets' or community stories identified through the community survey. Consider including a section in the annual Community Guide devoted to this purpose.		■	
2.	**Produce a regular stream of stories about Mapleton's culture and heritage for distribution through regular social media and print based materials across the community**	**S**	**M**	**L**
	▪ Consult with key stakeholder such as the Library and Mapleton Historical Society about preparing monthly articles celebrating aspects of Mapleton's history and current cultural activities/success stories.	■	▨	▨
	▪ Distribute these stories through online/social media channels			
	▪ Also consider distributing them in the form of high quality handouts to be distributed at key locations in the Township (e.g. Festival Theatre, Library, Community Centres, etc.). These handouts could form the basis of story-based walking tours or itineraries linking the story to different locations or cultural/heritage assets in the community			

Marketing and Business Development

#	Action	Timeline		
3.	**Build on existing initiatives to connect cultural, culinary and agricultural assets in the community to support tourism and business development opportunities**	S	M	L
	▪ Build on Mapleton's participation in regional initiatives such as the Taste Real Spring Rural Romp (with Mapleton and Wellington North), to identify new opportunities to connect cultural, culinary and agri-tourism assets and events.		■	▨
	▪ Work locally and regionally to support growth in local food businesses through initiatives such as a local food incubator. The incubator could provide commercial kitchen space in Township facilities and provide support to start-up businesses to produce and market local, niche-based culinary brands, products and experiences.		■	
4.	**Emphasize business sponsorship and support for the cultural sector**	S	M	L
	▪ Work to strengthen business support and sponsorships for specific cultural events or activities across the Township.		■	▨

Potential Performance Metrics for Strategic Direction: Marketing and Business Development

- Number of cultural tourism packages developed
- Number of tour operators adopting cultural tourism packages
- Number of community stories published
- Number of new initiatives launched leveraging cultural, culinary and agricultural assets
- Number of business sponsorships secured

Forging Partnerships

#	Action	Timeline		
		S	**M**	**L**
1.	**Cultivate local cultural partnerships and collaboration**	S	M	L
	▪ Convene regular networking events to supporting ongoing communication and collaboration across Municipal, cultural, community and business groups and interests. Identify topics for possible speakers or individuals from other communities able to speak to leading practices in collaborative community cultural development	■	▨	▨
	▪ Increase programming at the Drayton Festival Theatre in the off-season by developing relationships with community groups to support programming		■	▨
2.	**Strengthen business partnerships by working to renew the Chamber of Commerce**	S	M	L
	▪ Recruit champions from the business community to work to establish a Chamber of Commerce to support business partnerships and contribute to the renewal/revitalization of downtowns as community and cultural hubs.	■		
3.	**Partner with the Grand River Conservation Authority to enhance natural and recreational opportunities**	S	M	L
	▪ Work with the Conservation Authority to extend trails and boardwalks		■	
	▪ Work with the Conservation Authority to extend a bike trail to the Conestoga Dam		■	
4.	**Support and engage the Mapleton Historical Society**	S	M	L
	▪ Support the Historical Society in creating small exhibitions/displays of historical photographs that can travel to different locations in the Township (also promoting a stronger sense of shared identity)	■		
	▪ Leverage the Mapleton Historical Society's affiliation with the Wellington County Historical Society to encourage regional promotion of cultural and historical related events		■	▨

Forging Partnerships

#	Action	Timeline		
4.	■ Launch a project to map significant heritage buildings, historic sites, monuments, and historic plaques within Mapleton		■	
5.	**Engage the Mennonite community**	S	M	L
	■ Identify champions within the Mennonite community interested in working with the Municipality and other business and community partners to pursue collaborative initiatives in tourism and business development		■	▨
6.	**Engage, activate, and support Mapleton's youth**	S	M	L
	■ Develop a Youth Strategy to retain youth in Mapleton (as recommended in the Economic Development Strategy)		■	
	■ Pro-actively expose youth to local culture (e.g. facilitate interaction between local schools and local artists and artisans; establish an annual "art day" where schools invite local artists to share/show their work)		■	▨
	■ Connect high school student volunteer requirements to support cultural groups and activities (Secondary School diploma requirement include 40 hours of community work).		■	▨

Potential Performance Metrics for Strategic Direction: Forging New Partnerships

- Number of networking events organized
- Attendance at networking events
- Number of new community-driven cultural programs at the Festival Theatre
- Establishment of the Chamber of Commerce
- Successful expansion of boardwalks and trails in the community
- Number of high school volunteers recruited to support cultural development

Community Vitality

#	Action	Timeline		
		S	**M**	**L**
1.	**Examine opportunities to strengthen linkages between cultural and recreational opportunities**			
	■ Proactively examine opportunities to strengthen linkages between local cultural and recreational activities (e.g. the PMD Arena regularly hosts bazaars - community marketplaces at which artists and artisans could display their work)	██	▒▒	▒▒
	■ Identify opportunities to develop collaborative programs with Grand River Conservation Authority (Conestoga Lake) linking cultural and natural/recreational assets		██	▒▒
	■ Develop trails/routes including bicycle and walking trails as also recommended in the Mapleton Parks, Recreation & Culture Strategic Master Plan and the Wellington County Active Transportation Plan		██	
2.	**Increase the vibrancy and aesthetic appeal of Mapleton's downtowns** **S M L**	██		
	■ Implement the planned Community Improvement Plan (CIP) as a tool to develop urban design guidelines, provide financial support and incentives for façade improvements and public art, streetscape improvements, gateway signage and signage improvement in a defined area	██		
	■ The Township is committed to the creation of a new Civic Square in Drayton in 2017 to mark Canada's 150th Anniversary. In developing a design for the Civic Square, consider the inclusion of at least one public art installation. If possible, design the square in a way that would also provide a venue for small musical performances.		██	

Community Vitality

#	Action	Timeline		
2.	■ Where empty storefronts exist in downtown areas, use them as temporary display spaces. Beyond the sale of art work, installing art in storefronts will serve to raise the profile and visibility of local artists. The approach also facilitates a faster turnover of the vacant property because it will be 'toured' by more people. The Town of Minto has already adopted this practice. Programs such as Renew Northern Wellington Arts & Business Association will assist with this plan of occupying empty storefront space. ■ When planning for the upcoming Moorefield downtown revitalization project consider the integration of cultural or historical elements in infrastructure improvements - e.g., some communities have created 'stamp's' in sidewalks identifying significant historical buildings once on that site.			
3.	**Expand spaces for the visual arts in the community**	S	M	L
	■ Complete an inventory of spaces in the community suitable for visual arts displays/exhibitions (e.g., Municipal offices, Public Library, community and recreation centres, restaurants, Festival Theatre lobby, etc.)			
4.	**Support and strengthen volunteers**	S	M	L
	■ Promote volunteerism as an opportunity for new residents to integrate themselves and feel a sense of belonging in their new community			
	■ Develop a program that will attract, train, supervise, evaluate and reward a volunteer base (consistent with recommendations set out in the Community Parks, Recreation and Culture Strategic Master Plan)			
	■ Create a volunteer celebration event that serves both as a recognition and a recruitment activity			

Community Vitality

#	Action	Timeline		
		S	M	L
5.	**Support and promote local artists and artisans across the community**	S	M	L
	▪ Build an inventory of local artists and artisans to support greater visibility and networking		■	
6.	**Strengthen festivals and events**	S	M	L
	▪ Capitalize on Mapleton's unique heritage and cultural assets to develop one or more new festivals or events. Suggestions included more musical festivals or events, renewal and expansion of the Tulip Festival and a festival celebrating the area's strong Dutch heritage.		■	
	▪ Establish a regular date and time each month (or every other month) to deliver a cultural program or event. Other municipalities have used this marketing strategy (e.g., 'First Saturdays') to focus programming and establish expectation in the community and among visitors of a cultural offering or experience of some kind.		■	

Potential Performance Metrics for Strategic Direction: Community Vitality
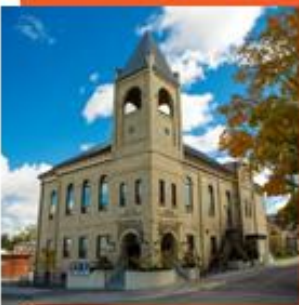
- Number of new collaborative programs
- Completion of a Trails Master Plan
- Number of temporary displays in empty storefronts
- Total number of volunteers and number of new volunteers recruited
- Number of new festivals or events launched

Township of Mapleton

Municipal Cultural Plan

APPENDIX

Appendix A
Cultural Resource Framework

Cultural Businesses

- Agri-Tourism (Breweries, Wineries, U-Pick Farms)
- Antique Services (Restorer, Seller)
- Architecture Services
- Art Dealers (Commercial Galleries, Artist Representatives)
- Art Galleries (Public Art Galleries, Artist-Run Galleries)
- Bed and Breakfasts
- Book Stores
- Boutique Businesses (Flower Shops, Gift Shops)
- Broadcasting (Local Radio and Television Stations)
- Camps and Campgrounds
- Crafts (Stores, Individual Artists, Studios)
- Dance (Academies and Studios)
- Design Services (Fashion, Graphic, Interior, Web)
- Digital and Interactive Media (Digital Media, Video Game Design)
- Film and Video Services (Producers, Equipment, Distributors)
- Libraries and Archives
- Marketing Services (Print, Digital, Display, Advertising)
- Museums (History, Science, Arts, Other)
- Music (Recording, Instruction, Studios, Instrument Dealers)
- Performing Arts (Theatre, Dance, Opera, Music Production Companies)
- Photography (Photographers, Studios, Instruction)
- Professional Troupes (Bands, Choirs, Dancers, Entertainers)
- Publishing (Newspapers, Book and Magazine Publishers)
- Restaurants (All-Service Only)
- Visual Arts (Stores, Individual Artists, Studios)

Cultural and Community Organizations

- Agricultural and Horticultural Societies
- Community Craft Organizations or Clubs
- Community Cultural Organizations (Friends of the Library/Museums)
- Community Dance Organizations or Clubs

- Community Music Organizations or Clubs
- Community Organizations or Clubs (Social)
- Community Recreation Organizations or Clubs (Sports, Hiking, Sailing)
- Community Visual Art Organizations or Clubs
- Historical and Heritage Societies
- Multicultural Organizations or Clubs

Facilities and Spaces

- Cinemas
- Community Centres (including Libraries, Community Halls, and other Social Gathering Venues)
- Cultural Centres (Interactive Centres, Artist-run Centres)
- Event Grounds (Fairgrounds, Large parks)
- Food and Entertainment (Restaurants or Bars with Live Music/Entertainment)
- Multicultural Centres
- Performing Art Centres (Theatres)
- Places of Worship/Assembly (Churches, Synagogues, Mosques, Temples)

Cultural Heritage

- Built Heritage Properties (Designated or Registered)
- Heritage Districts and Heritage Sites (Archeological or Historic)
- Plaques and Monuments, Murals and Public Art

Natural Heritage

- Bodies of Water (Ponds, Lakes, Rivers)
- Conservation Areas and Authorities
- Gardens (Botanical Gardens, Community Gardens)
- Parks (Local, Provincial, National)
- Trails (Local, Provincial, National)

Festivals and Events

- Art Festivals and Events (Crafts, Visual Arts, Gallery Tours)
- Celebrations (Holiday and Seasonal Festivals)
- Food and Fall Festivals and Events (Fall Fairs, Farm Tours, Farmers' Markets)
- Heritage Festivals and Events (Natural and Cultural Heritage Festivals, Tours, or Events)
- Literary Festivals and Events (Author series, Book Festivals)
- Multicultural Festivals and Events
- Performing Art Festivals and Events (Dance, Theatre, Music)
- Street and Other Festivals and Events (Car shows, Pedestrian markets)

Appendix B
Mapleton's Cultural Resources

Cultural Businesses	
Asset	**Subcategory**
Apple Creek Farms	Agri-Tourism
Mapleton's Organic Dairy	Agri-Tourism
Paul Noonan's Antiques	Antique Services
Gazebo Inn Bed & Breakfast	Bed And Breakfasts
Margaret's Cozy Hillside Bed & Breakfast	Bed And Breakfasts
White Pine Ranch	Bed And Breakfasts
Blooming Dales Flower Shop	Boutique Businesses
Cozy Quilts And Fabrics	Crafts
Wild Ginger Soap Co.	Crafts
Drayton County Library	Libraries And Archives
W.S. Marketing	Marketing
Drayton School Of Music	Music
Mapletone Inc.	Music / Performing Arts
Music For Young Children	Music
Drayton Festival Theatre Inc. / Drayton Entertainment	Performing Arts
Horizon Photography	Photography
Katy Brunkard Photography	Photography
Sharon Grose Photography	Photography

Cultural Businesses	
Asset	**Subcategory**
T&J Studios	Photography
Biggie And The Hostiles	Professional Troupe
Loose Change	Professional Troupe
Lucas Rogerson	Professional Troupe
Randy Smart	Professional Troupe
Community News	Publishing
À La Mode	Restaurants (All-Service Only)
County Sisters Coffee Plus	Restaurants (All-Service Only)
Drayton Chop House	Restaurants (All-Service Only)
Marj's Village Kitchen	Restaurants (All-Service Only)
Moorefield Diner	Restaurants (All-Service Only)
The Harvest Table	Restaurants (All-Service Only)
The Upper Room Family Restaurant	Restaurants (All-Service Only)
Henni Klaassen	Visual Arts
Renske Helmuth (Quilt Artist)	Visual Arts
Sheila Macdonald Roberts (Visual Artist)	Visual Arts
Studio Factor	Visual Arts

Community Cultural Organizations	
Asset	**Subcategory**
Drayton Mapleton Agricultural Society	Agricultural And Horticultural Societies
Moorefield Horticultural Society	Agricultural And Horticultural Societies
Friends Of The Drayton Festival	Community Culture Organization

Community Cultural Organizations	
Asset	**Subcategory**
Karen Cashin	Community Dance Organizations Or Clubs
Nicole Rundsteadler	Community Dance Organizations Or Clubs
Swiss Yodeling Club	Community Music Organizations Or Clubs
4-H Etiquette Club	Community Organizations Or Clubs (Social)
Alma Optimist Club	Community Organizations Or Clubs (Social)
Conestoga Masonic Lodge (Lodge 295)	Community Organizations Or Clubs (Social)
Conestogo Cottagers Association	Community Organizations Or Clubs (Social)
Drayton Kinette Club	Community Organizations Or Clubs (Social)
Drayton Legion Branch 416	Community Organizations Or Clubs (Social)
Drayton Youth Centre	Community Organizations Or Clubs (Social)
Girl Guides	Community Organizations Or Clubs (Social)
Glen Allan Parks Association	Community Organizations Or Clubs (Social)
Kinsmen Club Of Drayton	Community Organizations Or Clubs (Social)
Mapleton Custom Rodders	Community Organizations Or Clubs (Social)
Moorefield Optimist Club	Community Organizations Or Clubs (Social)
Ontario Truck And Tractor Pullers Association	Community Organizations Or Clubs (Social)
Reapers Of Hope - Christian Aid Ministries	Community Organizations Or Clubs (Social)
Alma Community Recreation Association	Community Recreation Organizations Or Clubs
Conestoga Sailing Club	Community Recreation Organizations Or Clubs
Conestogo Bible Camp	Community Recreation Organizations Or Clubs
Drayton Figure Skating Club	Community Recreation Organizations Or Clubs
Drayton Moorefield Minor Ball	Community Recreation Organizations Or Clubs
Drayton Soccer Club	Community Recreation Organizations Or Clubs

Community Cultural Organizations	
Asset	**Subcategory**
Girl Guides Camp	Community Recreation Organizations Or Clubs
Lake Conestoga Snowmobilers Inc. - District 9	Community Recreation Organizations Or Clubs
Mapleton Martial Arts	Community Recreation Organizations Or Clubs
Moorefield Athletic Association	Community Recreation Organizations Or Clubs
PMD Minor Hockey Association	Community Recreation Organizations Or Clubs
Rotary Club Of Drayton	Community Recreation Organizations Or Clubs
Mapleton Historical Society	Historical And Heritage Societies

Cultural Spaces And Facilities	
Asset	**Subcategory**
Agricultural Building (Old Arena)	Community Centres
Alma Community Centre	Community Centres
Alma Cow Palace	Community Centres
Drayton Legion Branch 416	Community Centres
Masonic Hall	Community Centres
Moorefield Community Centre	Community Centres
PMD Arena Complex	Community Centres
Moorefield Optimist Hall	Community Centres
Drayton Fairgrounds	Event Grounds
Drayton Festival Theatre	Performing Art Centres
Alma Bible Church	Places Of Worship/Assembly
Alma Presbyterian Church	Places Of Worship/Assembly
Alma United Church	Places Of Worship/Assembly

Cultural Spaces And Facilities	
Asset	**Subcategory**
Christian Reformed Church	Places Of Worship/Assembly
Community Mennonite Fellowship Church	Places Of Worship/Assembly
Drayton Knox Presbyterian Church	Places Of Worship/Assembly
Drayton Reformed Church	Places Of Worship/Assembly
Drayton United Church	Places Of Worship/Assembly
Goldstone United Church	Places Of Worship/Assembly
Goshen Mennonite Church	Places Of Worship/Assembly
Mapleview Mennonite Church	Places Of Worship/Assembly
Marantha Conservative Mennonite Church	Places Of Worship/Assembly
Moorefield Mennonite Fellowship Church	Places Of Worship/Assembly
Moorefield United Church	Places Of Worship/Assembly
New Covenant Mennonite Church	Places Of Worship/Assembly
Old Colony Mennonite Church	Places Of Worship/Assembly
Selah Fire	Places Of Worship/Assembly
St. Joseph's Roman Catholic Church	Places Of Worship/Assembly
St. Martin Of Tours Roman Catholic Church	Places Of Worship/Assembly
Woodlawn Mennonite Fellowship Church	Places Of Worship/Assembly

Cultural Heritage	
Asset	**Subcategory**
40-42 Main Street (Historical Designation)	Built Heritage Properties
44-48 Main Street (Historical Designation)	Built Heritage Properties
Bethesda Community Cemetery	Cemetery - Active

Cultural Heritage	
Asset	**Subcategory**
Creek Bank Mennonite Cemetery	Cemetery - Active
Deryadd Cemetery	Cemetery - Active
Drayton Cemetery	Cemetery - Active
Glen Allan Community Cemetery	Cemetery - Active
Goldstone Methodist Cemetery	Cemetery - Active
Goshen Mennonite Cemetery	Cemetery - Active
Hollen Cemetery	Cemetery - Active
Maple View Mennonite Cemetery (Alma)	Cemetery - Active
Old Colony Mennonite	Cemetery - Active
Olivet Mennonite Cemetery	Cemetery - Active
South Peel Mennonite Cemetery	Cemetery - Active
St. Joseph's Roman Catholic Cemetery (Macton)	Cemetery - Active
Abandoned Cemetery	Cemetery - Inactive
Bloomsbury (Creek Bank Methodist Cemetery)	Cemetery - Inactive
British Methodist Episcopal Cemetery	Cemetery - Inactive
Cross Cemetery	Cemetery - Inactive
Ebenezer Cemetery	Cemetery - Inactive
Hollen Cemetery	Cemetery - Inactive
Lebanon Cemetery (Sharon)	Cemetery - Inactive
Medill Baptist Cemetery	Cemetery - Inactive
Mount Hope Methodist	Cemetery - Inactive
Old Anglican Cemetery	Cemetery - Inactive
Old Methodist Cemetery, Drayton	Cemetery - Inactive

Cultural Heritage	
Asset	**Subcategory**
Olivet Abandoned Cemetery	Cemetery - Inactive
Pioneer Christian Cemetery, Drayton	Cemetery - Inactive
Potter's Cemetery	Cemetery - Inactive
Quaker Cemetery	Cemetery - Inactive
Shiloh Cemetery	Cemetery - Inactive
Springhill Cemetery	Cemetery - Inactive
St. Anthony's Roman Catholic Cemetery	Cemetery - Inactive
St. James' Anglican Cemetery (Rothsay)	Cemetery - Inactive
St. John's Anglican Cemetery	Cemetery - Inactive
Walker Pioneer Cemetery	Cemetery - Inactive
Zion Hill United Church Cemetery	Cemetery - Inactive
Zion Mennonite Cemetery	Cemetery - Inactive
Zion Methodist - Wallenstein Cemetery	Cemetery - Inactive
Underground Railroad History (Glen Allan)	Heritage Sites (Archeological Or Historic)
Moorefield Mural (K.A. Hammond Building)	Murals And Public Art
Painting - "The Blacksmith" By Walter Charles Moody (1858-1917)	Murals And Public Art
Alma Labyrinth	Plaques And Monuments
Drayton Cenotaph	Plaques And Monuments
Painting - "Sheep" By Walter Charles Moody (1858-1917)	Murals And Public Art

Natural Heritage	
Asset	**Subcategory**
Conestogo Lake	Bodies Of Water
Conestogo Lake Conservation Area	Conservation Areas And Authorities
Conestogo Lake Conservation Authority	Conservation Areas And Authorities
ABC Park	Parks
Alma Ball Diamond	Parks
Centennial Park	Parks
Drayton Agricultural Fairgrounds	Parks
Drayton Kinsmen Park	Parks
Glen Allan Park	Parks
Moorefield Park	Parks
Riverside Park	Parks
Rothsay Optimist Park	Parks
Wallace Cummings Park	Parks
Alma Trail	Trails
Drayton Walking Trail	Trails

Festivals And Events	
Asset	**Subcategory**
Drayton Fall Fair	Food And Fall Festivals And Events
Drayton Kinsmen Farm Show	Food And Fall Festivals And Events
Taste Real Rural Romp	Food And Fall Festivals And Events
Children's Fishing Derby	Heritage Festivals And Events
Conestogo Lake Annual Fishing Derby	Heritage Festivals And Events

Dutch Days	Multicultural Festivals And Events
Campin' & Jammin' In The Park	Performing Art Festivals And Events
Underground Railroad Music Festival	Performing Art Festivals And Events
Alma Car Show (Alma Optimist Club)	Street And Other Festivals And Events
Alma Santa Claus Parade	Street And Other Festivals And Events
Canada Day Fireworks	Street And Other Festivals And Events
Drayton Santa Claus Parade	Street And Other Festivals And Events
Mapleton Custom Rodders Car Show	Street And Other Festivals And Events
Mapleton Rodeo	Street And Other Festivals And Events
Moorefield Santa Claus Parade	Street And Other Festivals And Events
Mud Run	Street And Other Festivals And Events
Plunger Toss/Plunger Plop	Street And Other Festivals And Events
Road Kill Race	Street And Other Festivals And Events
Terry Fox Run	Street And Other Festivals And Events

Appendix C
Community Survey Results

To engage a wide variety of individuals in the community an online survey was developed. In total, 99 respondents completed the survey, showing a great level of community interest and engagement with culture and cultural development in the Township of Mapleton. Approximately 64 percent of respondents were over the age of 40 giving a good representation of the mature workforce and senior population; however the survey did not capture a large percentage of younger opinions.

The following summary identifies recurring or frequent themes in survey responses.

Q1: When you think of the culture in the community of Mapleton as a whole, what comes first to mind?

The community identified five characteristics and qualities that promote the Township of Mapleton's culture and identity. The five characteristics are Agriculture, Historical Resources, Natural Heritage, Outdoor Activities, and Cultural Venues and Organizations.

Agriculture – Respondents were vocal about the abundance and pride for agricultural activity in the township. Respondents noted the success and strength of:

- Local produce
- Moorefield Rodeo in July
- Mapleton Agricultural Society Fair in August
- Farm Show in April

Historical Resources – Respondents were proud of Mapleton's agricultural and cultural past. This sentiment is strongly represented in the community through:

- Many active churches representing the townships original Dutch, Scottish, German, and Mennonite roots
- A charming downtown reflective of the communities rural history
- Walking tours of Drayton, Moorefield, and Alma
- Conestoga Dam
- *Mapleton Historical Society*

Natural Heritage – The majority of respondents identified Conestoga Lake Conservation Area as symbolic of Mapleton's natural heritage. Other key natural characteristics were identified as the following:

- Rural landscapes (beautiful scenery)
- Quiet waterways and water bodies

Outdoor Activities – The Township of Mapleton offers several opportunities for residents and visitors to engage in outdoor activities. Outdoor activities noted by respondents include:

- Riverside walking trails
- Enjoying the many public parks
- Events at Conestoga Lake
- Participating in recreational sports

Cultural Venues and Organizations – The majority of respondents identified the following:

- Drayton Festival Theatre
- PMD Arena Complex
- Moorefield Community Park
- Grand River Conservation Authority
- Many churches representing several denominations

While the respondents offered insight into cultural opportunities related to a proud agricultural history and rural values, there was feedback suggesting that the community is increasingly diversifying in terms of culture and activities. Responses including the abundance of offerings for the community's citizens and the great community environment to raise a family are reflective what Mapleton can offer residents and visitors alike.

Q2: When you have a visitor who has never been to Mapleton before, what are the most important aspects of the community's culture do you most want them to see?

The respondents have identified the following cultural resources and/or amenities as their top recommendations (listed in order):

- Drayton Festival Theatre
- Agricultural scenery
- The beautiful country landscape
- Conestoga Lake
- The Mennonite community

Other recommendations include walking trails, Conestoga River, Conestoga Dam, and Drayton Chop House.

Q3: What are the top three tangible or physical cultural resources and/or assets that first come to mind?

An overwhelming majority of respondents identified the Drayton Festival Theatre as the top physical cultural resource in the community. The top three recommended tangible physical cultural resources and/or assets were identified as follows (listed in order):

- Drayton Festival Theatre
- Drayton Library
- Conestoga Lake

Q4: What are the top three intangible cultural assets that first come to mind?

An overwhelming majority of respondents identified community history as the top intangible cultural resource in the community, specifically connections to settlers and the Underground Railroad. The top three recommended intangible cultural resources and/or assets were identified as follows (listed in order):

- History – Specifically connections to settlers and the Underground Railroad
- Cultural Heritage – Specifically Dutch and Mennonite
- Farming Tradition

Q5: Where would you say the majority of your participation in cultural activity takes place?

Overall, 45 percent of respondents noted most of their cultural participation occurs in Mapleton with another 30 percent suggesting they spend most of their cultural participation in surrounding communities in Wellington County. About 24 percent of respondents stated most of their cultural participation occurs outside of Wellington County with Waterloo receiving the most participation.

FIGURE 1: LOCATION OF THE MAJORITY OF CULTURAL PARTICIPATION
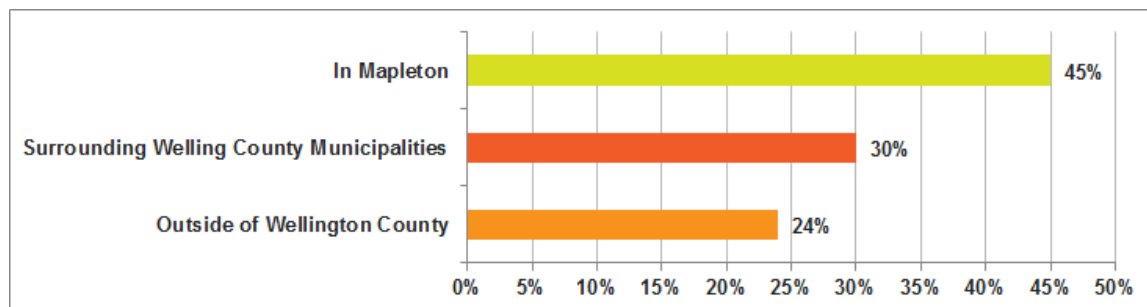
Q6: Which of the following statements best describes your participation in cultural activities?

The diagram below indicates that a large portion of respondents participate in cultural activity to some degree. In total, 28 percent of respondents said that they participate in a great deal of cultural activity. An additional 63 percent of respondents noted that they participate in activities.

FIGURE 2: PERCENTAGE OF PARTICIPATION IN CULTURAL ACTIVITES
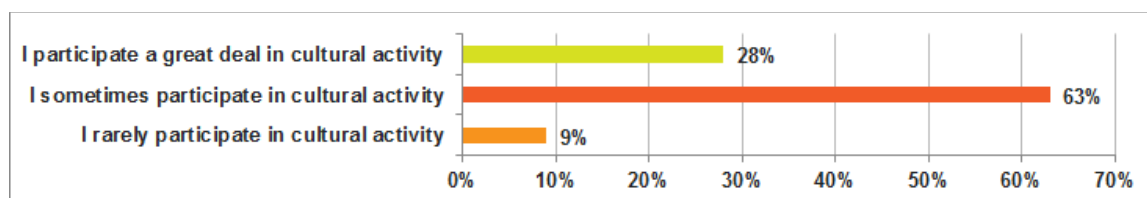
Q7: Are there cultural programs not currently available that you would like to see in the community?

There were four key themes to emerge from this question:

- Festivals and Community Events
- Performance and Visual Arts
- Recreational Activities
- Local Food Initiatives

Festivals and Community Events – The majority of respondents identified the Tulip Festival as a festival they would like to see continued and expanded. Respondents mentioned the presence of a strong artistic and agricultural base within the community but that these advantages are not adequately represented in a format that the wider community could participate in and enjoy. There was a strong desire to promote community spirit and unity through additional festivals and events as well as better celebrations of Dutch heritage.

Performance and Visual Arts – While expressing a desire for more art and music festivals, respondents also stressed a need for increased community spaces for performance and visual arts. Although, the Drayton Festival Theatre was considered to be a strong community asset, there were concerns about community opportunity to utilize the facility. Uses proposed among respondents included talent shows, graduation ceremonies, visiting musicians, fundraisers, and community workshops.

Recreational Activities – Respondents would like to see improvements made to the Conestoga River Trail and more dance or fitness classes made available to the community. Suggestions alluded to an expansion of the Conestoga River Trail to the Conestoga Dam area and enhancements to the trail's appearance as improvements that could harness business and cultural opportunities associated with the area's natural beauty. There was also a desire for more summer day camps for children.

Local Food Initiatives – Respondents requested more encouragement for the development of agricultural related community activities that celebrate the areas agricultural history. Suggestions included encouraging the attraction of food conferences to the area and a larger Farmer's Market.

Q8: What do you see as the biggest opportunity for culture contributing to economic success in the township?

Respondents have demonstrated throughout the survey that the biggest opportunity in the region for contributing to economic success is to continue support for its cultural activity and promote its strengths. The majority of respondents identified the need for businesses and events to support the continued success of the Drayton Festival Theatre as key to increase visitation into the area and assist in creating spin-off opportunities (accommodations/restaurants/etc).

Respondents believe increased support for community festivals and events based on the area's Dutch culture and agricultural past would enhance livability and increase Mapleton's attraction to visitors who may one day become residents. They also see the Conestoga Lake and Conestoga

River as major opportunities to harness the area's natural heritage and promote the township as a destination for recreational activities.

Q9: What are the three most important actions needed to advance a cultural platform for the Township of Mapleton?

The following three actions were identified as the most important to advance cultural development in the township (listed in order).

Coordination of Resources in the Cultural Community – Respondents throughout the community consultation process have routinely underscored the need for coordinated community involvement. Many stakeholders highlighted the need for increased coordination of resources through the creation of a cultural committee to organize and promote events. Respondents also stressed an ongoing need for continued communication between the various cultural organizations and citizens through public meetings and engagement. A more cohesive and more organized cultural sector will help build community capacity and unity.

Provide Support to the Cultural Sector – Many respondents felt the municipality should become an active and engaged partner with cultural organizations and cultural development. Municipal leadership is needed to support the growth of the creative cultural economy in the township. Many respondents' identified strategies the township could support to strengthen the cultural sector and grow this increasingly important part of the economy. One of the most frequently identified strategies was to create tax incentives or investment programs to support small businesses, improve aesthetic appearances, and bring new activity to underutilized properties. Another more frequently identified action was to develop long-term business plans and invest in cultural infrastructure.

Understanding and Promotion of Natural and Cultural Assets – Many respondents noted how important it is for the community to promote and advertise what Mapleton has to offer to visitors. Respondents pointed to the importance of promoting existing assets such as the Drayton Festival Theatre, Fall Fair, Rodeo, and Conestoga Dam. One of the most important themes was the need for a unified community branding strategy. By understanding and promoting a unified community, cultural connections within the community can be strengthened and a richer story could be told about what is unique about Mapleton.

Q10: Identify the three or four most important words or phrases that you believe must be part of a vision statement for the Municipal Cultural Plan.

The following Word Map illustrates the top words and phrases that best represent a vision statement for the Municipal Cultural Plan.

Respondent Age Profile

Age	Percentage
Under 18	3.4%
19-25	6.9%
26-39	24.1%
40-55	41.4%
56-65	13.8%
66+	10.3%