



Township of Wellington North Municipal Cultural Plan Update

November 2021



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Executive Summary

The Township of Wellington North has completed an update to its 2013 Municipal Cultural Plan to ensure continued support for cultural development. The 2021 Municipal Cultural Plan Update reflects on the mandate of the Cultural Roundtable and considers the lasting impact of COVID-19 on local businesses and the community as a whole. It includes a more targeted action plan to develop and invest in cultural resources and serves as a strategic guide for leveraging these resources to advance other economic and community development objectives.

Background and Purpose

The Township of Wellington North prepared its first Municipal Cultural Plan in 2013, having recognized the contribution of local cultural resources to the quality of life and sense of the community across the township.

Since the completion of the 2013 Cultural Plan, the municipality formed a Cultural Roundtable comprised of Township staff and local volunteers to oversee the implementation of the Plan. The municipality also completed an update to the initial Wellington North CIP (2011) in 2019 to include all community areas, including urban centres, hamlets, and rural areas, and ensure alignment with the Wellington County Invest Well Programme. The Township also demonstrated leadership through integrating support for arts and culture priorities in many core planning documents, including the 2019 - 2022 Corporate Strategic Plan, the 2018 Community Growth Plan and the 2018 Recreation Master Plan.

In light of the foregoing, the Township of North Wellington considered it prudent to review the existing Cultural Plan to update it to reflect the changes that have occurred across the economic landscape in recent years.

Planning Process

The planning process for the 2021 Municipal Cultural Plan Update began in May 2021 and was supported by Township staff and the Cultural Roundtable. It included a context review focussed on updating the 2013 cultural asset inventory, followed by a targeted consultation process with the Cultural Roundtable and a broad online community survey. The survey directed at residents was administered in cooperation with Township staff and resulted in 235 responses. The asset inventory update and consultation input results are detailed in Section 3 and Section 4 of this Plan.

Building on Success

Wellington North has a growing population, with significant growth projections. As of 2020, Wellington North is home to 12,585 residents, accounting for 13% of Wellington County's population (98,925)¹. The Township's population is forecasted to increase to 20,500 people by 2051. Since 2016, the number of cultural industries and cultural assets in the community has also increased. As part of the Cultural Plan Update, the asset inventory update identified 301 cultural assets in Wellington North, increasing from 270 identified in the 2013 planning exercise. The spring 2021 community survey of 235 respondents identified the top tangible cultural assets: the Mount Forest Fireworks Festival, Luther Marsh Conservation Area, Arthur – Canada's Most Patriotic Village, Mount Forest & Arthur Museum and Archives and Lynes Blacksmith Shop. The community is highly invested in arts and culture as 85% of

¹ Manifold Data Mining Inc., 2020.



surveyed respondents rated arts & culture as somewhat to very important with identified interest in more food/wine/beer festivals, outdoor activities, and artisan/craft fairs. There is also a desire to strengthen connections throughout and beyond the community, continued investment in arts and culture and focus on cultural tourism as a key economic driver.

The 2021 Township of Wellington North Municipal Cultural Plan Update

In reviewing the Municipal Cultural Plan, the Township's Cultural Roundtable has confirmed that both the Vision and the Guiding Assumptions that underpin the Plan remain relevant and valid for the Township. The Goals and aspirations of the Township of Wellington North Cultural Plan Update remain relevant to the 2013 Plan but have been updated to reflect current community conditions and cultural planning and development trends.

The Vision, Guiding Assumptions and Goals of the Municipal Cultural Plan Update are presented below.

Vision

Preserving, promoting, and developing Wellington North's unique cultural resources to build a vibrant community and prosperous economy.

Guiding Assumptions

- We believe culture is essential to making Wellington North a place where people want to live, work, play, retire and invest
- We believe our history and culture are a source of identity for individual communities and Wellington North as a whole
- We believe creativity and culture are important drivers in growing and diversifying our economy
- We believe volunteers are fundamental to the cultural life of our community, are a symbol of civic pride and commitment, contribute to local economic growth and are central to attracting the notice of political and business leaders who want to support their constituents by honoring volunteers.
- We believe our cultural assets are essential to building vibrant downtowns that are the social and economic hubs of our communities
- We believe in a municipality that integrates culture into all aspects of planning and decision-making
- We believe in cultural organizations working together toward shared goals

Goals

- Goal 1: Broaden Municipal Roles and Partnerships
- Goal 2: Leverage Cultural Resources to Grow and Diversify the Economy
- Goal 3: Build a Shared Identity and Increase Collaboration
- Goal 4: Increase the Vibrancy and Aesthetic Appeal of Downtowns



Introduction

1

1.1 Updating the Cultural Plan

The Township of Wellington North prepared its first Municipal Cultural Plan in 2013, having recognized the contribution of local cultural resources to the quality of life and sense of the community across the township. The Plan was also regarded as an essential economic development tool that could support the attraction of new business investment and contribute to the sustainability of the economy over the long term.

Since the completion of the Cultural Plan, the municipality has formed a Cultural Roundtable comprised of Township staff and local volunteers to oversee the implementation of the Plan. The Township has also prepared a Community Growth Plan that includes strategies that target downtown revitalization, employment growth in key sectors (e.g. tourism), and support for home-based businesses (e.g. creative cultural enterprises). The Plan reinforces the need to develop and support tourism and related marketing (e.g. cultural heritage, recreation/sport, outdoor adventure, cycling and eco-tourism). A Recreation Master Plan has also been completed that further supports the creation and sustainability of the Township's natural resources (e.g. trails, conservation areas) and recommends the reconstitution of a Recreation, Parks and Leisure Committee. In addition, the County of Wellington has prepared a Regional Economic Development Strategy and implemented a Community Improvement Plan program that supports many of the same issues and opportunities addressed by the 2013 Municipal Cultural Plan.

Support for arts and culture priorities is documented in the Township's plans and strategies, including the 2019 - 2022 Corporate Strategic Plan, which identifies the need to coordinate and champion a central volunteer centre and increase the Arts, Culture and Heritage promotion within the community.

In light of the foregoing, the Township of North Wellington considers it prudent to review the existing Plan with the intent of updating it to reflect the changes that have occurred across the economic landscape in recent years. The revised plan includes a more targeted action plan to support cultural development, reflects on the mandate of the Cultural Roundtable and considers the lasting impact of COVID-19 on local businesses and the community as a whole.



1.2 The Planning Process

The planning process for the 2021 Municipal Cultural Plan Update began in May 2021 and was supported by Township staff and the Cultural Roundtable. It included a context review focussed on updating the 2013 cultural asset inventory, followed by a targeted consultation process with the Cultural Roundtable and a broad community survey. The online survey directed at residents was administered in cooperation with Township staff and resulted in 235 responses. The asset inventory update and consultation input results are detailed in Section 3 and Section 4 of this Plan.

Figure 1: The 2021 Township of Wellington North Municipal Cultural Plan Update Planning Process



1.3 Wellington North's Definition of Culture

Wellington North's proposed definition of culture aligns with the Cultural Resource Framework presented in Section 3.3 of the Cultural Plan Update. The definition is based on the Province of Ontario's Cultural Resource Framework and further informed by the residents of Wellington North. The definition of Culture includes:

- **Cultural Industries:** businesses and non-profit groups involved in creating, producing, manufacturing, and distributing cultural goods or services. It includes everything from theatre costume making to creative software design. The classifications come from Statistics Canada's Canadian Framework for Culture Statistics and reflect the North American Industry Classification System (NAICS) codes. Note that industry data do not distinguish between occupations. For example, industry data could tell you how many people a museum employs, including everyone from the curator to the parking attendant.
- **Cultural Occupations:** the labour force aspect of cultural industries. It describes employment in the various jobs that people perform as cultural workers. The occupation categories also come from the Canadian Framework for Culture Statistics and are organized according to North American Occupational Classification System (NOCS) codes. For example, occupation data could tell you how many graphic designers your community employ, whether a museum or a hospital employs them.
- **Community Cultural Organizations:** organizations that represent arts, heritage and ethno-cultural interests in the community. These are usually non-profits and can include arts and heritage advisory committees, ethno-cultural associations, local arts councils, dance schools and library boards.



- **Cultural Facilities & Spaces:** buildings and sites that host cultural activity. These can include public, private and non-profit spaces ranging from purpose-built facilities to facilities that include cultural programming.
- **Natural Heritage:** natural wonders and areas of environmental and cultural significance. These can include municipal parks, conservation areas and botanical gardens.
- **Cultural Heritage:** the management and exhibition of objects, buildings and sites of historical, cultural and educational value. These can include everything from pioneer villages to public art and archive collections.
- **Cultural Events & Festivals:** festivals and events in your community. These can include performing arts events, tours of culturally significant places, seasonal celebrations, and many others.
- **Intangible Culture:** These are assets that are not necessarily manifest in physical form. They include stories and legends, shared beliefs, customs and rituals, and digital cultural expression.

1.4 Why is Culture Important?

Supports a Thriving Economy – Culture strengthens the economy by revitalizing downtowns, attracting tourists and supporting business investment and creating jobs

Enhances Our Quality of Life – Culture gives meaning and context to people’s lives. It engages our minds, improves our health, enriches the lives of seniors and retirees, and teaches our children and fosters lifelong learning.

Creates a Sense of Pride in Our Communities – Culture helps to define the character of a community. Residents feel a sense of pride in their unique local landmarks and history. Festivals and events attract new residents and keep current residents in the community.

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

1.5 Vision and Guiding Principles

In reviewing the Municipal Cultural Plan, the Township’s Cultural Roundtable has confirmed that both the Vision and the Guiding Assumptions that underpin the Plan remain relevant and valid for the Township.

Vision

Preserving, promoting and developing Wellington North’s unique cultural resources to build a vibrant community and prosperous economy

Guiding Assumptions

In implementing the Municipal Cultural Plan, the Council of the Township of Wellington North embraces the following guiding assumptions.

- We believe culture is essential to making Wellington North a place where people want to live, work, play, retire and invest



- We believe our history and culture are a source of identity for individual communities and Wellington North as a whole
- We believe creativity and culture are important drivers in growing and diversifying our economy
- We believe volunteers are fundamental to the cultural life of our community, are a symbol of civic pride and commitment, contribute to local economic growth and are central to attracting the notice of political and business leaders who want to support their constituents by honoring volunteers.
- We believe our cultural assets are essential to building vibrant downtowns that are the social and economic hubs of our communities
- We believe in a municipality that integrates culture into all aspects of planning and decision-making
- We believe in cultural organizations working together toward shared goals

Based on input from the Cultural Roundtable and a community survey, the Plan's Goals and Actions have been adjusted to ensure the continued relevance of the Plan to businesses, residents, cultural organizations and the volunteer community.

Goals and Actions

- Goal 1: Broaden Municipal Roles and Partnerships
- Goal 2: Leverage Cultural Resources to Grow and Diversify the Economy
- Goal 3: Build a Shared Identity and Increase Collaboration
- Goal 4: Increase the Vibrancy and Aesthetic Appeal of Downtowns



Importance of Cultural Planning

2

2.1 Culture's Contribution to the Local Economy

While residents of the Township generally appreciate the importance of creativity, culture and quality of place, there is also a recognition of the impact that COVID-19 has had on cultural tourism, the vitality of our downtowns, cultural entertainment offerings and programming and employment for youth. A continued focus on attracting and retaining talented people will support the community's efforts to develop a sustainable rural economy and protect the township's quality of place. It is expected that cultural industries and resources will remain powerful economic drivers across the province and for rural communities in particular as the province recovers from COVID-19.

According to the Statistics Canada Cultural Satellite Account, in 2019, cultural industries generated \$57 billion of Canada's economic worth, accounting for 2.9% of all of Canada's wealth². At \$27 billion, the province of Ontario accounted for approximately 48% of Canada's cultural industries contributions³.

2020 Canadian Business Counts suggests 1,687 cultural industries in Wellington County, making up 7% of all industries. Wellington County's cultural industries increased by 17% from 2016 to 2020. The cultural industries labour force comprises 18,758 persons (2020), an increase of 4% over the same time period. While Wellington North is comprised of a comparatively lower proportion of cultural industries at 49 firms (2% of all businesses), there is evidence of a broad range of service offerings - full-service restaurants (10 firms), computer systems design and related services (except video game design and development) (7 firms). Wellington North's cultural industries increased by 14% from 2016 to 2020. In 2020, Wellington North had a cultural industries workforce of 567, making up 8% of its total labour force by all industries. The labour force showed a decrease of 3% (by a total of 18 people).

² Statistics Canada. Table 36-10-0452-01. Culture and sport indicators by domain and sub-domain, by province and territory, product perspective (x 1,000)

³ Ibid.



Approximately 128 occupations within Wellington North's labour force can be identified as cultural occupations (2020), including advertising, marketing, public relations, printing press operators, library assistants and clerks, painters, sculptors, other visual artists, graphic designers and illustrators.

2.2 Culture's Contribution to Quality of Place

Wellington County's Economic Development Strategy (2013) highlights the need for a healthy creative economy to attract talent and youth, noting that developing the regional arts and culture scene can contribute to that goal. Increased investments towards supporting the growth of cultural industries to create more cultural goods and services support the shift towards a more knowledge-based economy.

Investment in cultural assets and resources can also attract new residents and visitors to a community and aid local tourism development. Cultural tourism is one of the fastest-growing segments of the global tourism market. As per the Statistics Canada Cultural Satellite Account, total cultural tourism spending in 2016⁴ totalled \$1.7B, with domestic tourism spending on culture products accounting for \$1.16 billion and export (international visitors) tourism spending at \$536.1 million⁵. As communities look for tools to support economic recovery, identifying ways to support or enhance the growth of cultural assets should also be considered.

Pre-pandemic travel surveys conducted in Canada and the United States illustrated that nearly two-thirds of adult travellers include cultural, arts, heritage, historical activity, or events while travelling 50 miles or more⁶. Research confirms that travellers are selecting destinations based on 'place-based offerings. Place-based cultural tourism is more than just attractions. It includes festivals, events, and experiences that showcase a community's history, heritage, landscape, and people.

2.3 Culture's Contribution to Social Cohesion

Key to developing a rich cultural environment is to provide support for a broad range of groups and demographics, including minority populations. Communities across the country have begun to look inwards with the aim of better understanding the needs of residents within their community. This strategy works to identify and celebrate the multi-cultural reality of communities in Canada. This includes recognizing the history and traditions of communities within a community (e.g. Aboriginal and First Nations communities, Mennonite communities etc.). It also means identifying and recognizing the range of multi-cultural creative and cultural expression across different age groups. This helps to create an inclusive environment for all cultures and demographics.

Through festivals or programming, developing and supporting multi-generational opportunities fosters cultural acceptance and reinforces the community as a multi-generational society. Such events and programming educate the population as a whole on the diversity and adaptability of a community.

⁴ Latest available data as per the writing of this report.

⁵ These estimates represent direct spending by tourists on culture products. For example, if a tourist decides to travel to see a play, only the cost of the admission to the live performance will be captured. Any other tourism spending, such as transportation and accommodation services, are not included.

⁶ The Cultural & Heritage Traveller Study. Source: <https://www.americansforthearts.org/sites/default/files/CulturalTravWhPaper.pdf>



2.4 Culture's Contribution to Community Building

Wellington North's identity continues to evolve. The recent census reveals that while the township's population is aging, there is growth in the younger age cohorts primarily attributed to the Township's proximity to larger urban centres. The changing demographic will continue to shape how people live, create and experience their cultural and creative life, and bring new elements to the community's identity. This includes the desire to be a community with recreational and cultural amenities that accommodate a broader range of groups, incomes and demographics to encourage diversity and greater levels of participation (2018 Recreation Master Plan). Workshop participants also suggested that despite the draw of the county's more urban areas, every Township has maintained their commercial districts, adding to the community's vibrancy.

Protecting and enhancing creative and cultural assets also play an essential role in community building. Conserving and preserving natural resources that provide a unique lifestyle for residents and visitors, protecting and managing the Township's built heritage and landscapes, recognizing the contribution of volunteers to arts and cultural programming and events, and engaging artisans and musicians at a young age helps to foster and sustain a sense of community that is unique to the Township.

Engaging youth in arts and culture is a key consideration for the Cultural Plan. This includes programming and participation in organizations that support the growth of arts and culture. While there is limited funding to support and develop afterschool programming to build skills across different art disciplines, involving youth on program development committees may be possible, thus providing organizations with a fresh set of ideas and perspectives.



Building on Success

3

3.1 A Growing Population

The township of Wellington North is a unique blend of rural and small urban communities, providing a picturesque agricultural setting with some of the best farmland in Wellington County and a considerable industrial base and a wealth of conservation land. The township includes the town of Mount Forest and the village of Arthur, along with the smaller communities of Conn, Damascus, Derrynane, Farewell, Gordonville, Green Park, Kenilworth, Metz, Monck, Mount View, Olivet, Petherton, Riverstown and Wagram.

Along the intersections of Highways 6 & 109 and across the Conestoga River, at the south end is the Village of Arthur, designated as “Canada’s Most Patriotic Village.” In the north, at the intersections of Highways 6 & 89 and across the Saugeen River, the Town of Mount Forest welcomes all as the “High, Healthy & Happy” town. The rural countryside and historic neighbourhoods are complemented by new residential development and small urban centres, offering diverse recreational, cultural and lifestyle choices for residents and visitors.

The Township is also within an hour of Highways #400 and #401, connecting it to major centres across southern Ontario. The township is connected to the City of Guelph via Highway 6 and is within a short drive of Kitchener-Waterloo. This proximity to urban growth centers has contributed to population growth, with an additional 1,108 residents moving to the township since 2011 (10% growth). As of 2020, Wellington North is home to 13,585 residents, accounting for 13% of Wellington County’s population (98,925)⁷. The County is poised to accommodate a significant portion of population growth over the next 30 years – with the Township’s population forecasted to increase to 20,500 people by 2051. The majority of the County’s population will be accommodated by Centre Wellington (37%), followed by the town of Erin at 16% and Wellington North at 13%.

The township's character continues to evolve – 8% of the population are immigrants (compared to the County at 11% and province at 30%). The community’s Mennonite population is growing as they have

⁷ Manifold Data Mining Inc., 2020.



built ten schools and 8 churches in our community over the past 10 years. There is a desire to market local cultural assets to attract new visitors and residents and engage the Mennonite community as they are a key part of the ‘uniqueness’ of Wellington North through authentic, tangible actions with respect for Mennonite traditions and aspirations. A diverse community is essential in shaping how people live, create and experience cultural and creative life and bring new elements to the community’s identity.

3.2 A Regional Economic Development Strategy

The protection of cultural heritage assets is a central part of Wellington County’s economic development vision, which states that *“Wellington County will be a collaborative community that protects and enhances its natural and cultural heritage assets while supporting the longer-term economic and social prosperity of its residents and business community.”*

The 2013 Wellington County Economic Development Strategic Plan drawn from strategic planning efforts of the local municipalities as well as the input that emerged from the public and stakeholder consultation process is anchored by four high-level goals, each with its strategic objective. The goals of the Plan are:

- Goal 1: Increase the Competitiveness and Success of Wellington Businesses
- Goal 2: Build a Strong Regional Profile and Brand
- Goal 3: Create a Community Where People Want to Live, and Entrepreneurs Want to do Business
- Goal 4: Develop Lasting Partnerships that Advance the Economic Sustainability of the County

The Plan identifies the opportunity for developing a rural creative economy in Wellington County. This includes more support for the development of knowledge-based employment opportunities and business ventures that offer high-value impacts to the County, but also support for the creative-cultural businesses that can assist with quality of place improvement (e.g. performing arts, artisans), which will be critical in generating and sustaining opportunity within key sectors like tourism, and in attracting and retaining new skilled residents to the County.

In 2018, the County also approved its first-ever County-wide Community Improvement Programme (CIP) and branded the initiative “Invest Well.” A key recommendation of the Economic Development Strategy is that the Invest Well Community Improvement Programme establishes a framework for support and implementation of programmes that will allow the County to participate financially in local grant and loan programmes to revitalize, beautify, and attract investment in Wellington. The County’s Invest Well Programme works together with the Member Municipal Community Improvement Plans. The Invest Well CIP Programme is based on countywide goals, guided by priorities identified in the Official Plan, Economic Development Strategy, Business Retention and Expansion findings, the Taste Real programme and the Investment Attraction Strategy. Countywide priorities include:

- Use Land Strategically
- Provide Rental Housing
- Improve Building Infrastructure
- Diversify the Economy
- Promote Tourism



3.3 Significant Cultural Assets

This section of the Cultural Plan Update summarizes the results of the cultural mapping exercise and highlights Wellington North's cultural assets. The complete asset inventory is provided as *Appendix A* (excel sheet) to this Cultural Plan Update. Key insights are detailed in the following paragraphs.

Similar to the 2013 Plan, the asset inventory was developed based on a consistent set of categories of cultural resources – known as a Cultural Resource Framework (CRF)⁸ and is set out in six (6) broad categories: Cultural Enterprises, Community Cultural Organizations, Cultural Facilities, Natural Heritage, Cultural Heritage, and Festivals and Events. The cultural mapping process builds on the 2013 Cultural Mapping Process results and systematically identifies, classifies and records Wellington North's tangible and intangible cultural resources. Approximately 301 cultural assets were identified, increasing from 270 assets identified in the 2013 planning exercise. Figure 2 illustrates the number of cultural resources in each of the major asset categories.

Figure 2: Total Number Of Wellington North's Cultural Resources By Category, 2021



The cultural mapping process identified 70 cultural enterprises (including culture-based businesses and not-for-profit cultural organizations) in Wellington North. This included 19 agricultural assets, namely, farms and value-added enterprises, reflecting the strength and importance of agriculture in cultural development in Wellington North. Other cultural enterprises identified include eight craft-based stores, seven design firms, six publishing industries and six fashion destination shops. Cultural enterprises are clustered in the two main populated centres: Mount Forest and Arthur.

Wellington North is also home to approximately 39 community cultural organizations. Community

⁸ A significant source of the definition of cultural resources in the CRF is Statistics Canada's Canadian Framework for Cultural Statistics. Other resources are determined by categories of natural and cultural heritage assets defined by the Ontario Heritage Act and Ontario Planning Act.



service groups (special interest groups included) represent the largest number of community cultural organizations, strongly indicating the township's rural character and volunteer community. Examples included the Mount Forest Motivators Toastmasters or the Arthur & Community Senior Citizens Club. In Wellington North, cultural facilities and spaces include community centres, sporting venues and churches and schools that open their doors to provide space and programming for smaller cultural groups and activities. Wellington North is also home to a significant Mennonite community that has shaped its rural history and historical facilities and spaces, such as churches.

Wellington North is also home to several natural heritage and cultural heritage assets. Cultural heritage assets such as plaques and monuments, public art, and cemeteries commemorate the history and stories of Wellington North's residents. Murals such as Jones Baseline offer an approach to the history of relationships between indigenous groups and the communities they have interacted with. Other significant murals include the Patriotic Mural in Arthur, Canada's Most Patriotic Village.

The Lynes Blacksmith Shop in Kenilworth is a significant cultural heritage asset recently donated to the Township of Wellington North by the Lynes family. The Lynes Blacksmith Shop was a hardworking forge and carriage works from 1883 until 1955 and tells the story of two generations of blacksmiths – of industry,

resilience, and inevitable change⁹. The Lynes Blacksmith Shop Committee is in charge of restoring and reinvigorating the Lynes Blacksmith Shop and works with the Wellington County Museum and Archives to catalogue the artifacts within the shop. The Committee expects public viewings of the property is to begin this summer for Mount Forest Homecoming, the fireworks festival, Sacred Heart annual garden party and Doors Open¹⁰.

Festivals and events also contribute to Wellington North's cultural life and the animation of public and natural spaces by bringing entertainment, new experiences, and economic gains to many of the contributing businesses and organizations that assist in making the event/festival happen. Mount Forest Fireworks Festival is an important signature event in Wellington North and has grown rapidly since its establishment. The festival has been a Top 100 festival in Ontario for the past six years and has successfully drawn record crowds year after year as more and more businesses and organizations work together to grow the event.

Local stories are the "DNA of culture" and are intangible cultural resources that contribute to Wellington North's arts and culture. Key intangible assets include Arthur "Canada's Most Patriotic Village," Wellington North as a Fashion Destination, The Roxy Theatre and The History of Hotels.

Figure 3: Lynes Blacksmith Shop and Carriage Works, c1885



⁹ <https://www.lynesblacksmithshop.org/history-1>

¹⁰ <https://www.wellingtonadvertiser.com/wellington-north-council-accepts-gift-of-lynes-blacksmith-shop-in-kenilworth/>



Hearing from the Community

4

Given the importance of understanding how the community's cultural priorities may have changed since 2013 and the need to secure a broad base of support for cultural development, a targeted consultation process was conducted. This included input sessions with the Cultural Roundtable and a broad community survey.

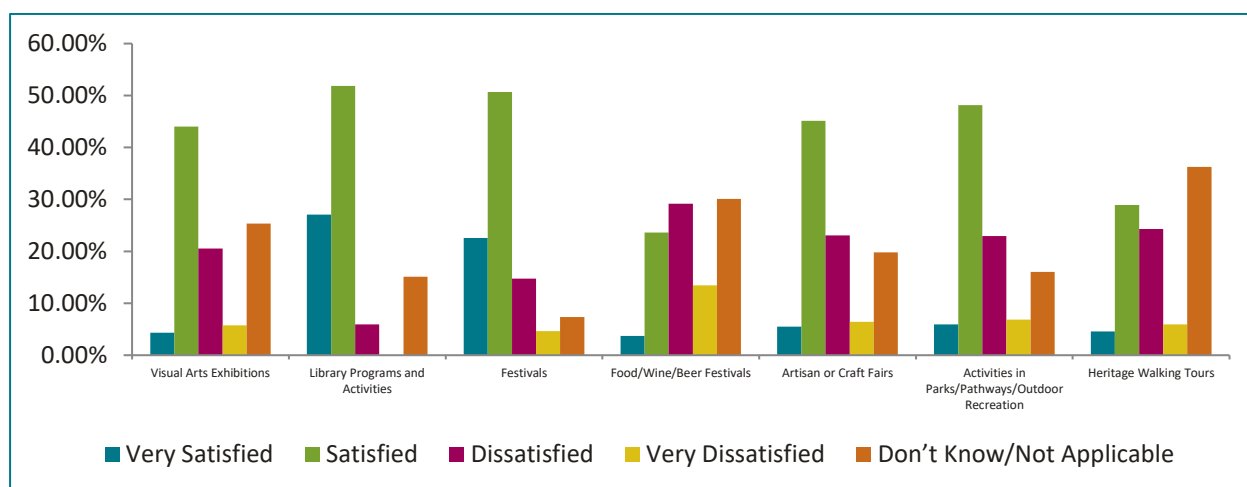
An online survey directed at residents was administered in cooperation with the Township of Wellington North. The results of the survey focused on the participation levels across cultural activities. The key findings and themes that emerged from the survey are discussed in the following paragraphs. The complete survey results are presented in *Appendix B*.

A total of 235 people responded to the Community Survey. Considering the respondent profile, 92% of respondents were residents of Wellington North. 69% of all respondents have been living in Wellington North for over 10 years. Approximately 36% of respondents were between 26-44 years old, while another 36% were within the 45-64 year bracket, and 23% were 65 years and above. Youth in the community also provided input to the survey, with 6% of respondents being 25 years or under.

Respondents are highly invested in arts and culture, with 35% (82 respondents) rating arts and culture as very important and a further 50% (116 respondents) rating arts and culture as somewhat important. Respondents are very satisfied with library programs and festivals and with activities in parks/pathways/outdoor recreation, artisan/craft fairs, visual arts exhibitions and heritage walking tours. Food/wine/beer festivals rate more as dissatisfied.

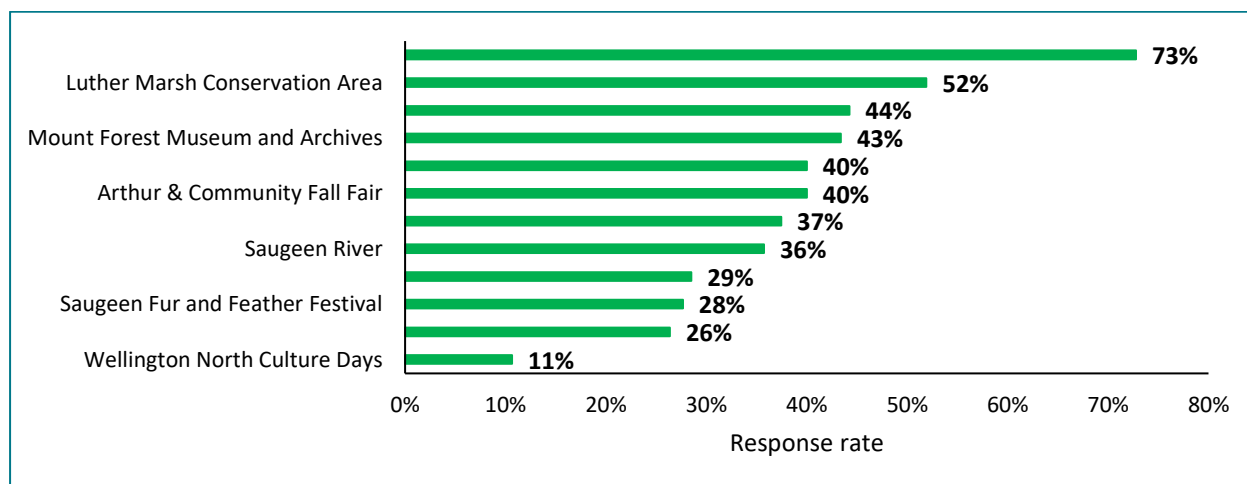


Figure 4: Satisfaction with Arts, Culture and Heritage considerations (n=221)



Community members surveyed as part of this cultural plan update identified Mount Forest Fireworks Festival as the top asset that residents want visitors to see and experience. The top tangible cultural assets identified include Mount Forest Fireworks Festival, Luther Marsh Conservation Area and Arthur Canada's Most Patriotic Village.

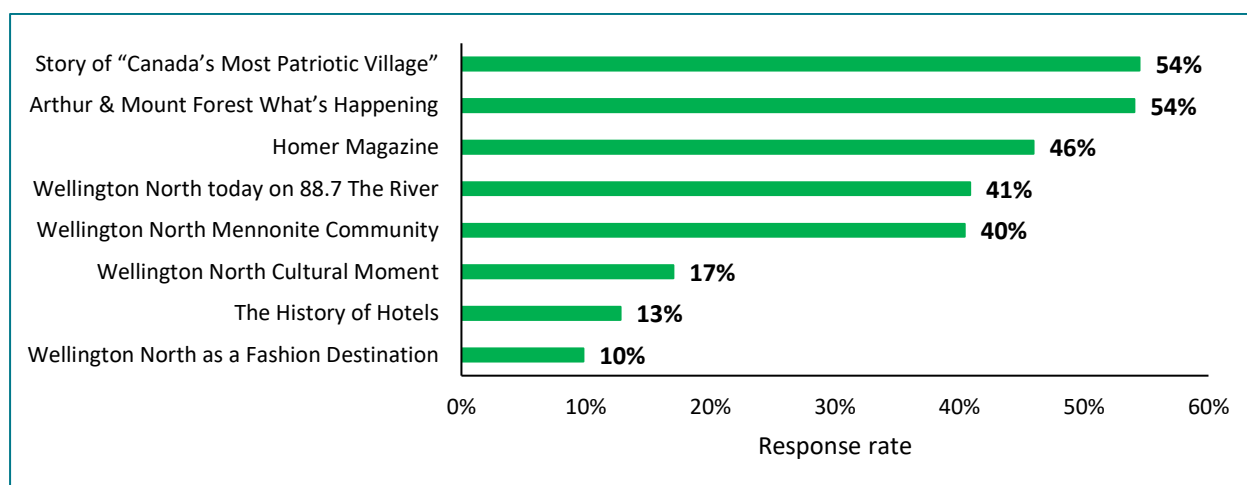
Figure 5: What are the top 5 tangible cultural assets? (n=235)



The top intangible cultural assets identified include Story of "Canada's Most Patriotic Village," Arthur & Mount Forest What's Happening and Homer Magazine. Other responses identified include agricultural history, archives exhibits, Arthur's historical society Facebook page Biz Bull, church history, Veteran banners at remembrance day and the Town motto of High Healthy Happy. Respondents want to see the community with many entrepreneurial businesses and amenities for all demographics with schools, churches, green space/rec facilities, and hospitals.

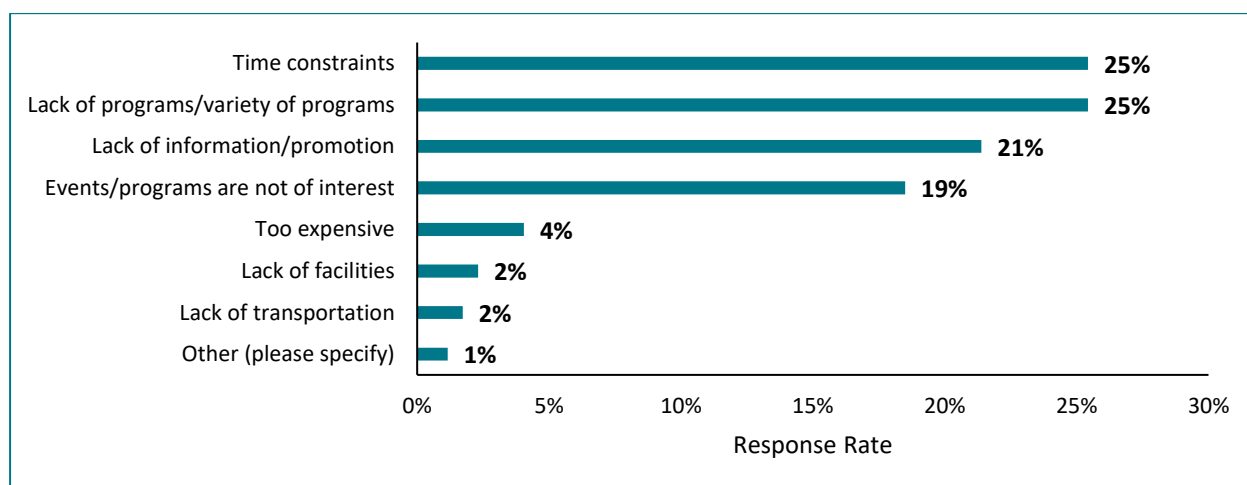


Figure 6: What are the top 5 intangible cultural assets? (n=235)



Respondents suggested a variety of reasons or barriers to arts and culture participation (Figure 7). The leading reasons or barriers to arts and culture participation before COVID-19 included the lack of/variety of programs, lack of information/promotion of programs and events/programs not being of interest. Given that prior to COVID-19, 87% (202 respondents) participated in cultural activity, with most of the cultural participation occurring in Wellington North (52%), the Municipality has an opportunity to investigate and address the barriers to arts and culture participation.

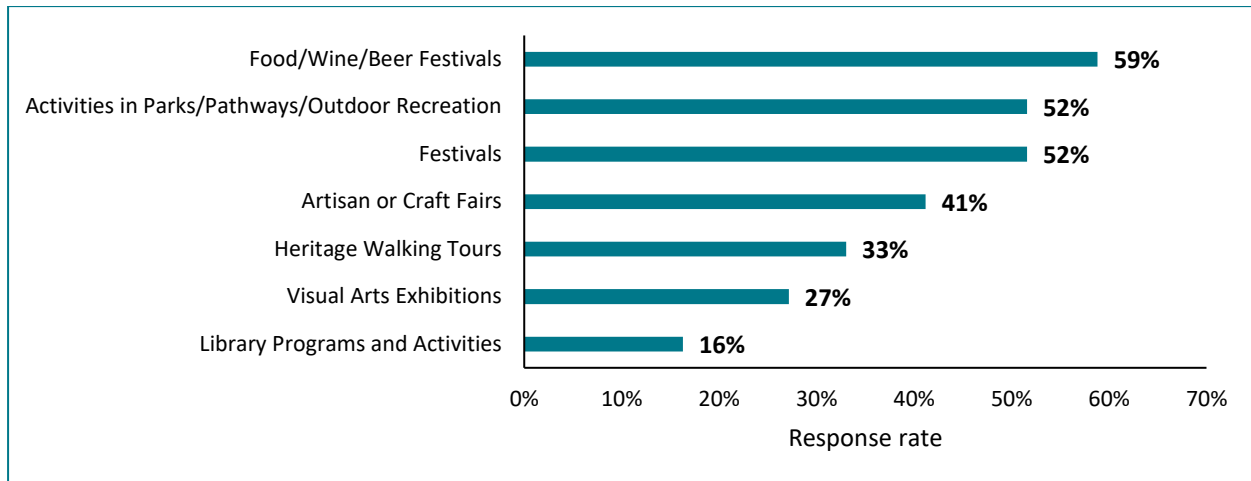
Figure 7: Reasons or barriers to arts and culture participation, prior to COVID-19 (n=173)



Cultural facilities, spaces or activities respondents would like to see more of or participate in Wellington North include food/wine/beer festivals, festivals, activities in parks/pathways/outdoor recreation and artisan/craft fairs.



Figure 8: Cultural facilities, spaces or activities respondents would like to see more of or participate in Wellington North (n=221)



Arts & Culture priorities for the Township of Wellington North include building connections between Wellington North's cultural assets and organizations with surrounding communities, creating more spaces and places for arts and cultural activity, and promoting cultural activities to the residents of Wellington North.



Goals and Actions

5

The Goals and aspirations of the Township of Wellington North Cultural Plan Update remain relevant to the 2013 Plan but have been updated to reflect current community conditions and cultural planning and development trends.

The goals of the Township of Wellington North Cultural Plan Update are:

- Goal 1: Broaden Municipal Roles and Partnerships
- Goal 2: Leverage Cultural Resources to Grow and Diversify the Economy
- Goal 3: Build a Shared Identity and Increase Collaboration
- Goal 4: Increase the Vibrancy and Aesthetic Appeal of Downtowns



Goal 1: Broaden Municipal Roles and Partnerships

The 2021 Cultural Plan recognises the rural nature of the community and the limited municipality resources available to advance cultural planning and development. As a result, the Township will need to build strong business and community partnerships. This includes collaboration with surrounding municipalities and the County of Wellington. The Cultural Roundtable, which was implemented as part of the 2013 Plan, should continue to act as an advisory committee to Council and help to build community capacity in cultural development.

#	Action
1	Develop a communications strategy to raise awareness Cultural Plan. Promote the Plan across all Township departments, the County's Economic Development Office, and the municipal website.
2	<p>Review the mandate of the Cultural Roundtable to:</p> <ul style="list-style-type: none"> ▪ Increase representation across a broader cross-section of skills, demographics and ethnicities. Solicit representation from the Youth Action Council and local artists and artisans, entrepreneurs, relevant volunteer organizations for the continuous exchange of ideas and support the active engagement of the larger community. ▪ In addition to the Economic Development Officer, ensure the Director of Recreation, Parks, and Facilities is a member of the Cultural Roundtable to strengthen linkages between cultural and recreational opportunities.
3	<ul style="list-style-type: none"> ▪ Investigate the creation of a Wellington North Municipal Heritage Committee.
4	In conjunction with the County of Wellington, increase programming capacity to recognize Wellington North's Mennonite heritage as a strong educational component of culture.
5	Identify champions within the Mennonite community interested in working with the Township and other business and community partners to pursue collaborative cultural tourism and business development initiatives.
6	<p>Continue to work with regional partners:</p> <ul style="list-style-type: none"> ▪ Leverage the Invest Well CIP to promote on-farm diversified or agriculture-related uses, short-term accommodation options, and tourism assets. ▪ Consider expanding Saugeen Connects partnerships to promote and expand cultural planning throughout Northern Wellington & Southern Grey County. ▪ Taste Real Local Food Programme, Taste Real Spring Rural Romp and new RTO4 to examine tourism product offerings and experiences linking cultural, culinary and agri-tourism assets and events.



#	Action
7	Leverage the Live and Work Wellington™ Campaign to showcase Wellington North’s cultural tourism offerings to attract residents and new investment opportunities.
8	Conduct an annual workshop with local community groups and volunteer organizations to ensure they are supported and involved in event planning and decision-making.
9	Convene a Coordinated Trails Committee between Arthur and Mount Forest to encourage collaboration between Arthur and Mount Forest and surrounding municipalities to strengthen trails and trails networks in the area.
10	Continue to investigate new and appropriate provincial funding streams (e.g., Ontario Arts Council funding) to meet cultural priorities and move forward with the recommendations set out in the Municipal Cultural Plan Update.



Goal 2: Leverage Cultural Resources to Grow and Diversify the Economy

The importance of creativity and culture to the growth of the local economy remains a key consideration for the 2021 Cultural Plan. Cultural resources and amenities are critical to demonstrating the quality of place required to attract future residents and act as a catalyst to attract new creative businesses and entrepreneurs. Cultural and heritage resources are also essential to growing opportunities in tourism.

#	Action
1	Work with the Cultural Roundtable to continually review and update the Cultural Asset Inventory and the simplyexploreculture.ca site.
2	Continue to promote the Cultural Asset Inventory as a prime communication tactic and leverage it to strengthen the connections between the arts and the community.
3	Work with Saugeen Economic Development Corporation and the County of Wellington to identify a list of arts and culture COVID-19 response and recovery programs and promote it among artists, arts and culture organizations and decision-makers development in the community.
4	Work with the County of Wellington to promote the Tourism Adaptation and Recovery Programme to help small and medium-sized enterprises (SMEs') and not-for-profits (NFPs') in the arts, culture and tourism sector by supporting one-time adaptation and re-opening costs incurred to continue operating post-COVID-19.
5	Advocate for the County to establish an annual creative mind networking event to enhance connectivity and networks for creative enterprises across the region.
6	Work with the Arthur & Mount Forest Chamber of Commerce to hold regular information networking sessions to support and grow creative cultural businesses and local artists and artisans.
7	<p>Update economic development marketing materials to highlight the growth of the creative cultural economy. Currently, Wellington North showcases culture at every council meeting through our Cultural Moment, which is then shared on YouTube, social media and in the papers.</p> <ul style="list-style-type: none">▪ Build a narrative around the importance of arts and culture as a driver of innovation for a rural economy▪ Showcase local entrepreneurs and business owners on the municipal website
8	Advocate and support the creation of cultural spaces and places throughout Township's facilities and community organizations (e.g. community halls, recreation centres, libraries and schools, park pavilions).



Goal 3: Build a Shared Identity and Increase Collaboration

One of the strongest messages heard throughout the community engagement process was the need to create a stronger shared identity for the municipality. Acknowledging and respecting individual communities' unique history and culture is a central part of such a goal. A stronger sense of shared identity is linked to the need for stronger networks, collaboration and resource sharing among cultural groups and activities across the Municipality. An important part of this shared agenda is the need for collaboration in raising awareness of the breadth and depth of cultural resources and experiences available to residents and visitors to the community.

#	Action
1	Develop a social media strategy (building out the Cultural Moment, Simply Explore Culture site and cultural map) to support ongoing cultural development and create a community identity.
2	In partnership with the Wellington Signage Plan Project, continue to improve local arts and festivals signage and signage along trails, the downtown, historical sites and community destinations.
3	Continue to promote Culture Days ¹¹ to highlight, profile and engage a range of arts and culture facilities and programs, heritage sites and creative and tourism businesses.
4	Work with community organizations (e.g., Youth Action Council) to connect Student Volunteer Requirements with the needs of not-for-profit cultural groups and activities.
5	Promote programs that enhance senior and elder participation in arts and culture programming in the community. E.g., Arts and Health Community of Practice
6	Pro-actively expose youth to local culture (e.g. establish an annual “art day” where schools invite local artists to share/show their work).
7	In addition to promoting and expanding the Saugeen Autumn Leaves Studio Tour across the community and the region, investigate the feasibility of creating a local studio tour.
8	Continue to work with the Volunteer Centre of Guelph Wellington to support the volunteer network. Communicate volunteer opportunities across various platforms and continue to support the Volunteer Storytelling initiative with 88.7 The River and Volunteer Appreciation celebrations and Mayors Breakfasts program in 2022.
9	Develop a festival and events strategy to support the sustainability/feasibility of current events and explore opportunities for multi-generational programming and new festivals that align with resident demands (e.g. Mount Forest Fireworks Festival, beer/wine festival).

¹¹ Event was cancelled in 2020 due to COVID-19 restrictions.



Goal 4: Increase the Vibrancy and Aesthetic Appeal of Downtowns

A defining characteristic of Wellington North is its mix of rural and small urban communities. The Community Survey suggests a strong desire to enhance downtown areas' vibrancy and visual appeal as a source of community building and economic development. The Township's Community Improvement Plan (CIP) has provided the municipality with a range of tools and incentives to revitalize its commercial and industrial centres, main streets, hamlets and rural areas. Many recommendations in the Municipal Cultural Plan relate to opportunities presented by the 2019 Community Improvement Plan Update.

The Township's 2019 Community Improvement Plan Update provides a framework to encourage and support the redevelopment of vacant, underutilized and/or inaccessible properties and buildings. It enhances the role of the Wellington North community as a commercial, administrative and cultural centre. The CIP encourages the maintenance and rehabilitation of commercial, institutional and industrial buildings and spaces, their façades as well as associated signage in the Community Improvement Project Areas of the Township of Wellington North.

#	Action
1	As per the County of Wellington Official Plan, ensure that the downtown areas are a strong focus for business, administrative, and cultural activities and remain the primary gathering place combining commerce and social functions.
2	Support the creation of urban design guidelines to provide guidance and direction related to consistency in visual coherence, respect for history and heritage, historical built form, etc., in the downtown.
3	Organize summer activities such as musical performances and buskers etc., in suitable locations in the downtowns to animate street life. <ul style="list-style-type: none">Support expanded seasonal outdoor dining areas to help restaurants and bars attract visitors to the downtowns.
4	Encourage cycling into the downtown commercial cores by adding amenities for cyclists.
5	Create a "Wellington North Experiment" micro-grant fund for community groups and businesses to develop pilot projects, enhancements and activations in the downtowns to boost awareness and pedestrian traffic. Keep grants relatively small with short planning horizons to focus on action and results (e.g. My Downtown Beautification Micro Grant , Prince George, B.C.).
6	Install banners and plaques that illustrate and highlight Wellington North's rich heritage and stories in key locations, including the entrance to the downtowns.



5.1 Monitoring and Evaluating Progress

The success of any plan depends on an ongoing review and assessment of progress toward the goals and outcomes identified in the document. Two different measures are recommended, namely:

- Process measures – targets related to specific actions or tasks defined in the plan – e.g., reviewing the mandate of the Cultural Roundtable, extending the cultural mapping work, creating and convening the Wellington North Municipal Heritage Committee, partnering with the Mennonite community, update of the Tourism Adaptation and Recovery Programme etc.
- Outcome measures – assessments that relate to actual social, economic and other community benefits and improvements related to issues addressed by the plan – e.g. increase in the number of creative cultural occupations or industries, increased number of designated heritage designations, statistics related to youth retention, Mennonite and senior participation in arts and cultural programming and economic impact of festivals and events etc.

Recommendation: It is recommended that staff and the Cultural Roundtable make regular (potentially annual) reports to Council on progress made toward implementing recommendations made in the Cultural Plan.

Outcome Measures

The following are potential outcome measures to be considered as part of this regular reporting process.

- Number of articles in the press/media
- Number of events and number of participants
- Number of website visits (simplyexploreculture.ca) and Cultural Moment
- Number of community organizations involved in the implementation of the cultural plan
- Number of community organizations participating in Culture Days
- Number of volunteers and volunteer hours involved in the implementation of the plan
- Number of gallery exhibits and visitors
- Number of museum visitors
- Number of theatre visitors
- Attendance figures for Culture Days events
- Number of people attending Creative Minds events
- Number of creative businesses opening
- Number of people working in the creative sector
- Number of designated heritage designations
- Participation in arts and cultural programming



6. Appendices

6.1 Cultural Plan Asset Inventory – Appendix A

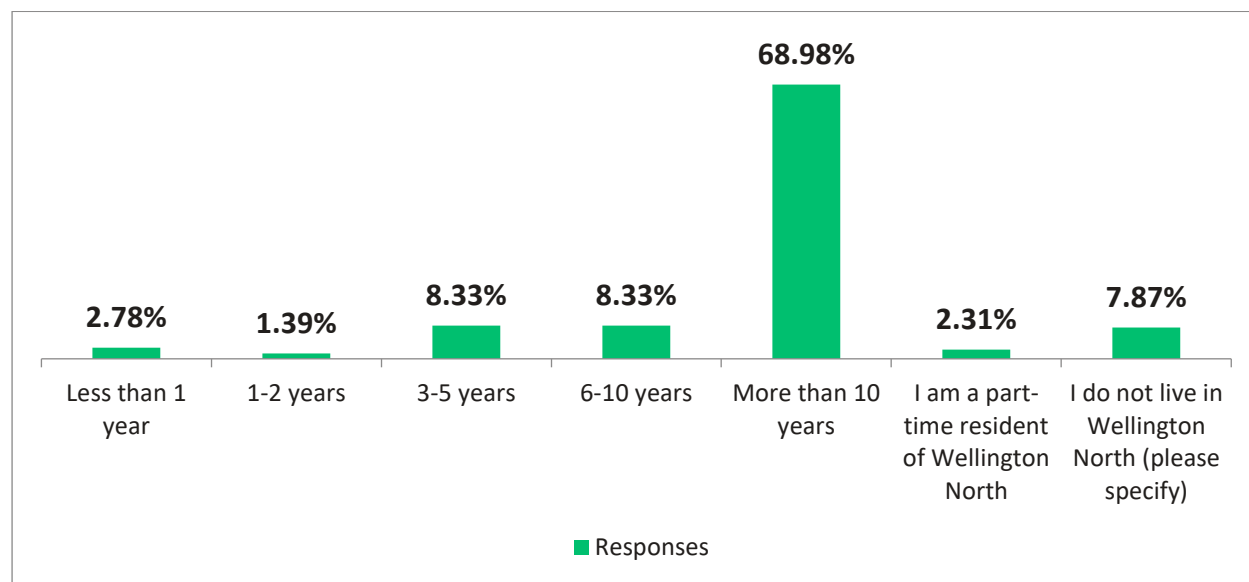
Provided as an excel sheet to this Cultural Plan Update.

6.2 Community Survey Results – Appendix B

The community survey for the Wellington North Master Cultural Plan Update was launched in May 2021 and sought input from the community on directions and priorities is critical to the success of the Municipal Cultural Plan. A total of 235 people responded to the Community Survey. The responses are highlighted below.

Respondent Profile

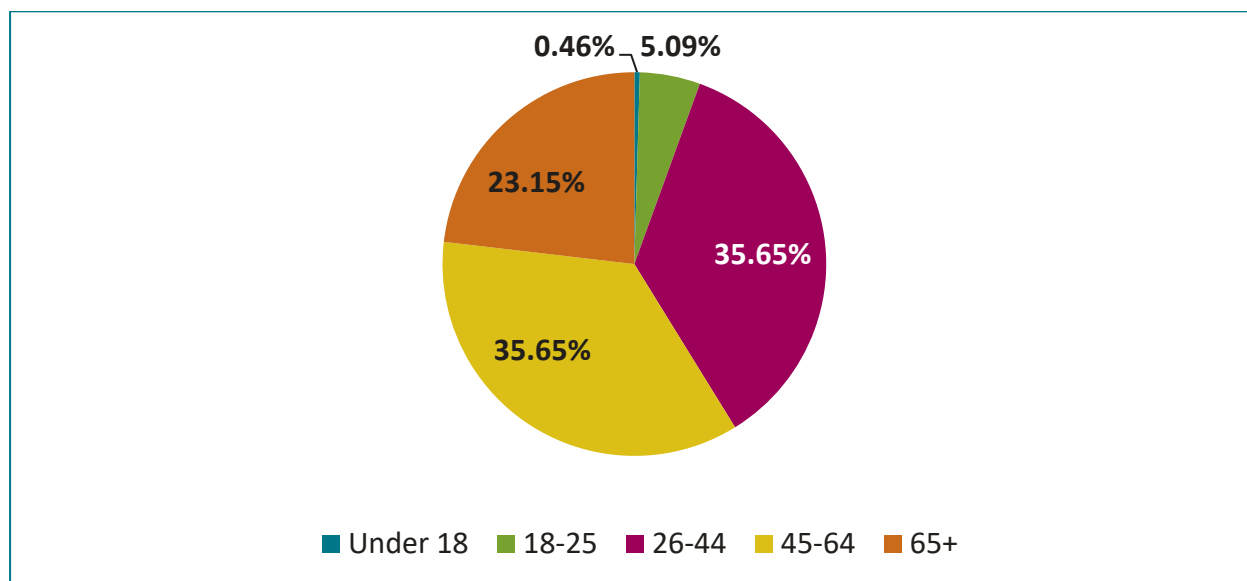
1. How many years have you lived in Wellington North? (n=216)



I do not live in Wellington North responses include participants who work in Wellington North and live in other communities and past residents who have moved to other communities, namely, Harriston and Southgate. Other responses include Minto, Guelph, Mount Forest, Southgate, Mapleton and Grey County.

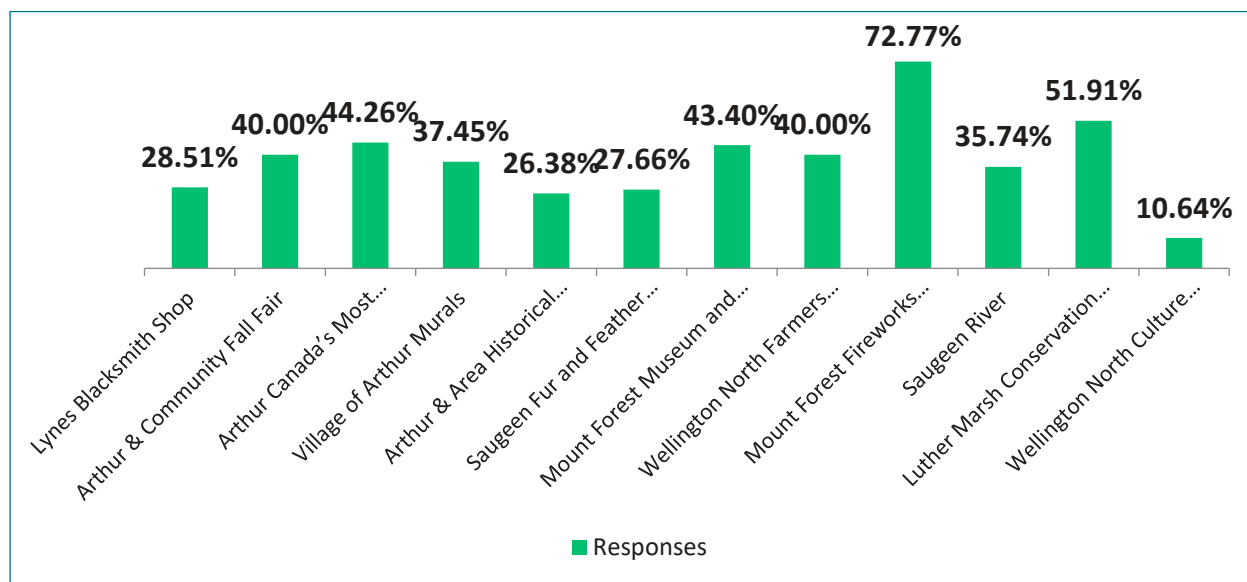


2. Which age category do you fall under? (n=216)



Wellington North's Cultural Resources

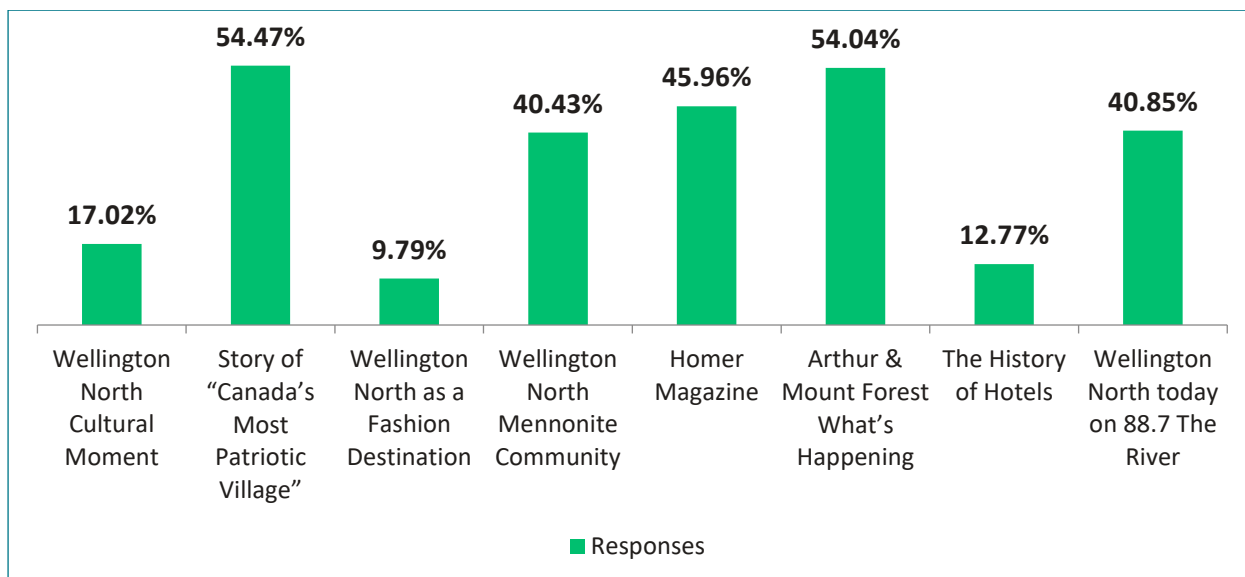
3. What are the top 5 tangible cultural assets that first come to mind? These could be but are not limited to cultural spaces, buildings, events, and/or organizations. (n=235)



Other responses identified include Arthur and Area horticulture society, Christmas Cantatas, Community Choir directed by Derrek Moore, Grey-Wellington Theatre Guild, HHDS Art Gallery, Historic Downtown Mount Forest, Maple Syrup Festival, 'High Healthy Happy' signs at Mount Forest entrance and water tower, hutch, clubs and organizations, churches, old boys and girls reunion, Downtown events, Santa Claus Parades, sports and recreational facilities and pool.

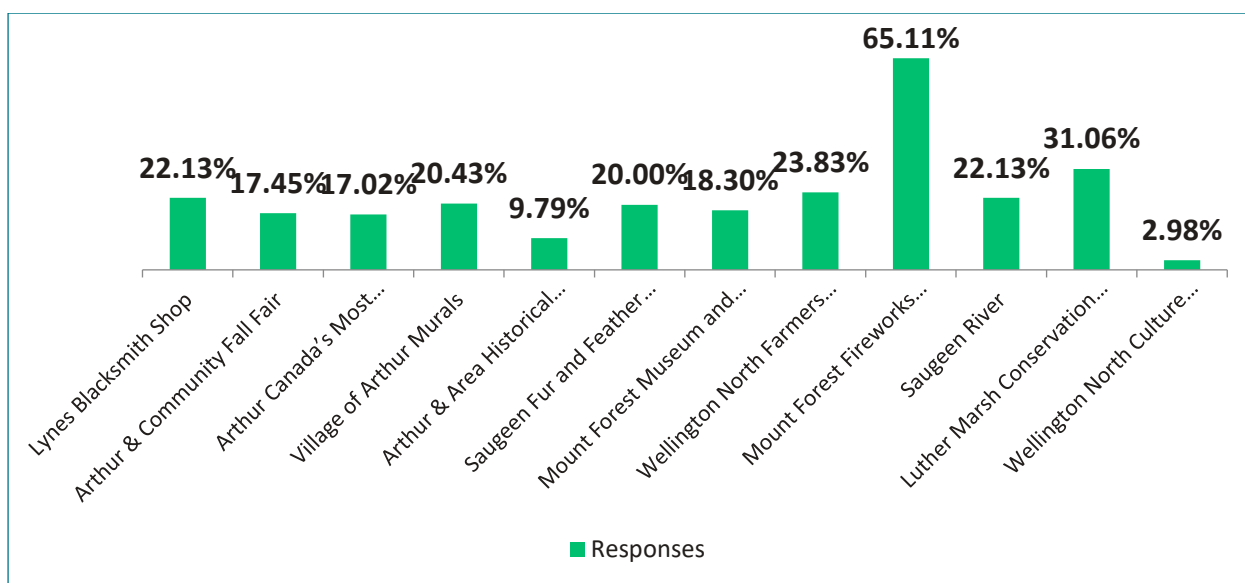


4. What are the top 3 intangible cultural assets that first come to mind? These could be stories that honour the past, celebrate the present or even stories that envision the future. (n=235)



Other responses identified include agricultural history, archives exhibits, Arthur's historical society Facebook page Biz Bull, church history, Veteran banners at remembrance day and the Town motto of High Healthy Happy. Respondents want to see the community with significant number of entrepreneurial businesses and amenities for all demographics with schools, churches, green space/rec facilities, and hospital.

5. When you have a visitor who has never been to Wellington North before, which of the following cultural assets would you want them to see and experience? (n=235)



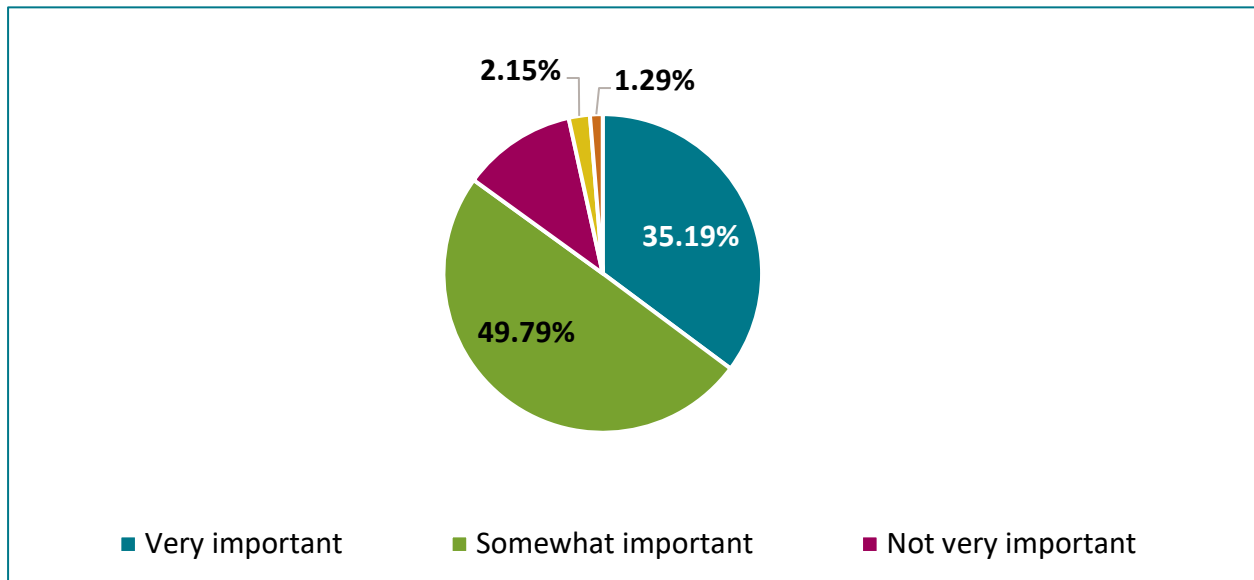
Other responses identified include trail systems, farm visit, Darcy's baseball tournament, Mennonite horse parking stables, Historic Downtown Mount Forest, Libraries, Lourdes Grotto / Catholic Church



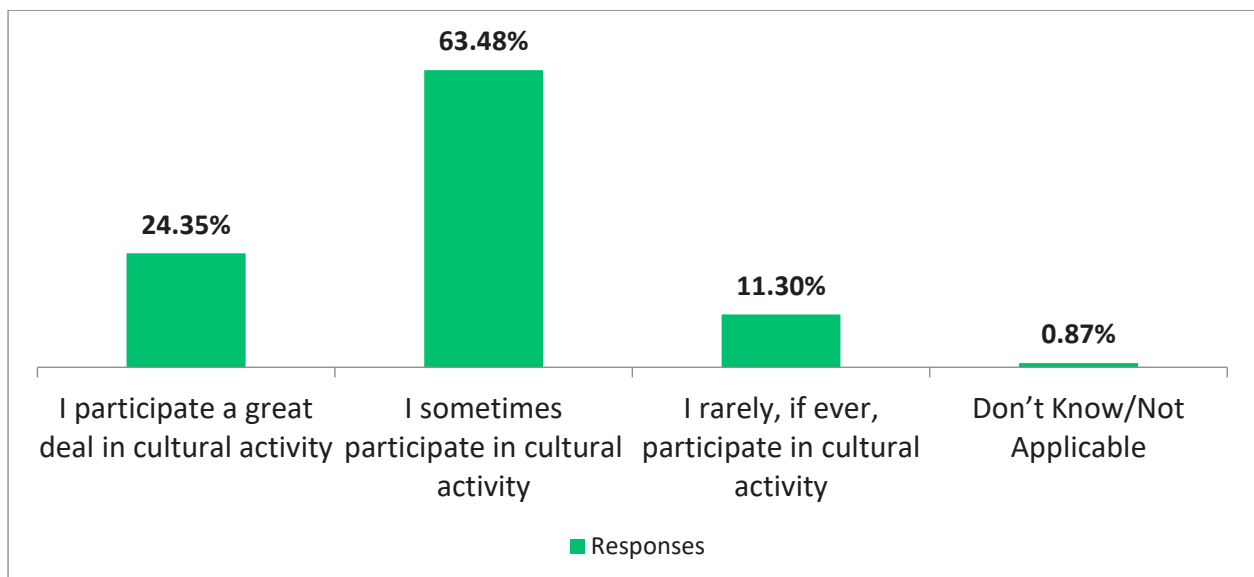
Kenilworth, boutique dress shops, imagination space, youth space, area tours (old homes and churches, and surrounding countryside), the old wood bridge off lovers lane, 12 stations of Cross Kenilworth and wooden Railway overpass on RR trail 1/4 mi off 7 bridges Road.

Participation in Cultural Activity

6. How important are the arts and culture to you personally? Would you say it is...(n=233)



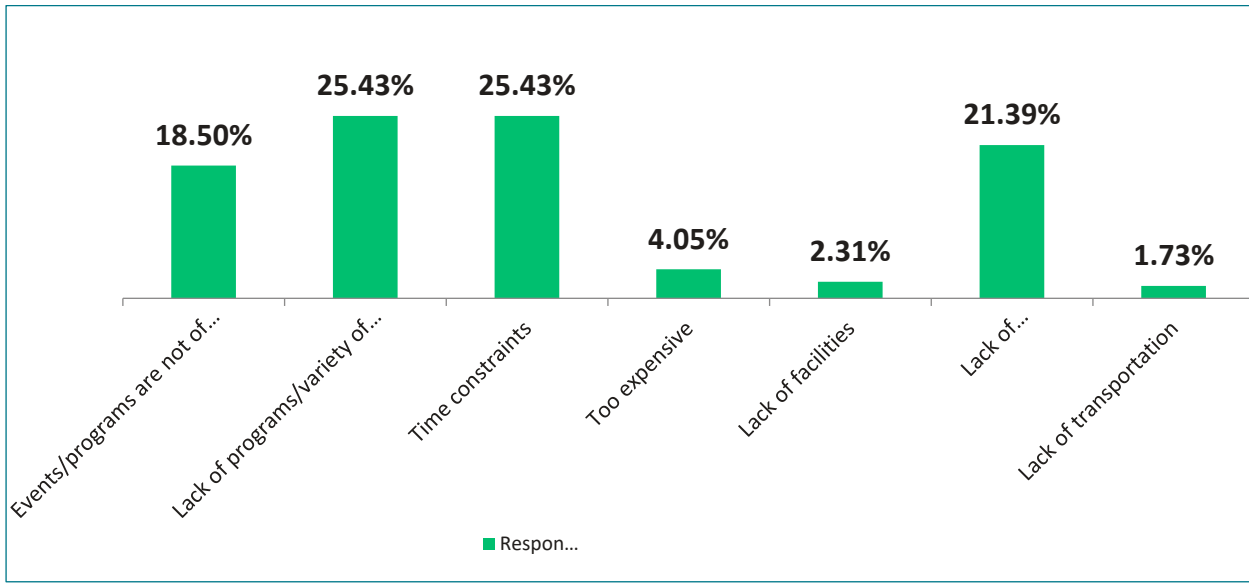
7. Prior to the impact of COVID-19, which of the following statements best describes you? (n=235)





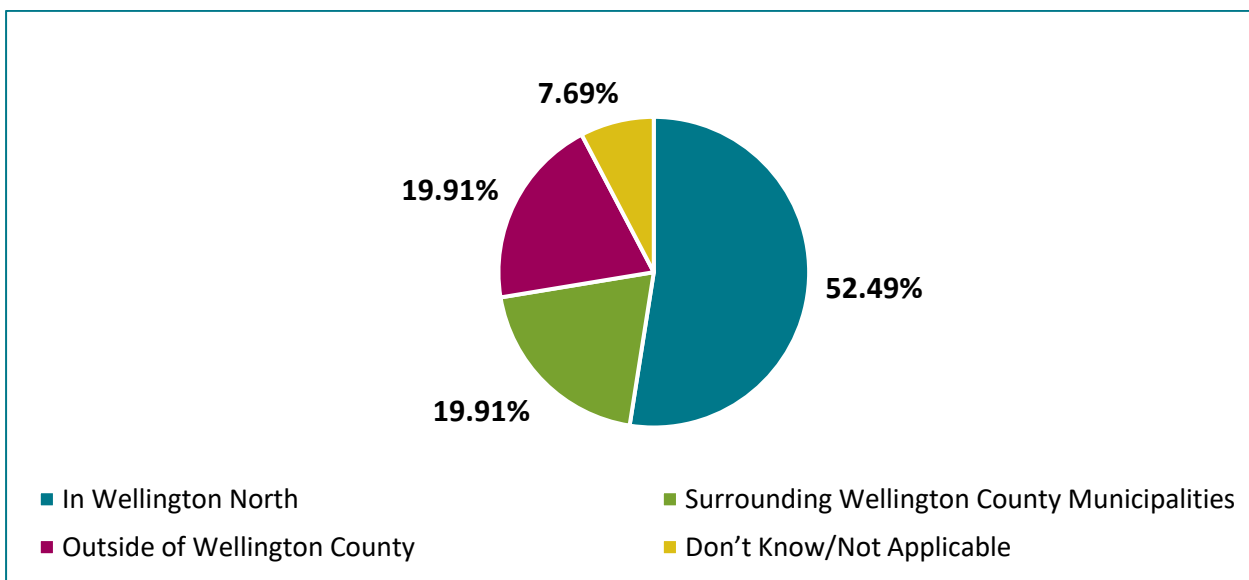
8. Prior to the impact of COVID-19, what were some reasons or barriers that caused you or members of your household to not participate in arts and culture? (n=173)

Of the 146 respondents (63.48%) who sometimes participate in cultural activity and 26 respondents (11.30%) who rarely, if ever, participate in cultural activity, the following were identified as reasons or barriers to participation in arts and culture.



Other responses identified include farming which is a seven day a week job depending on the time of year and that some events are repetitive.

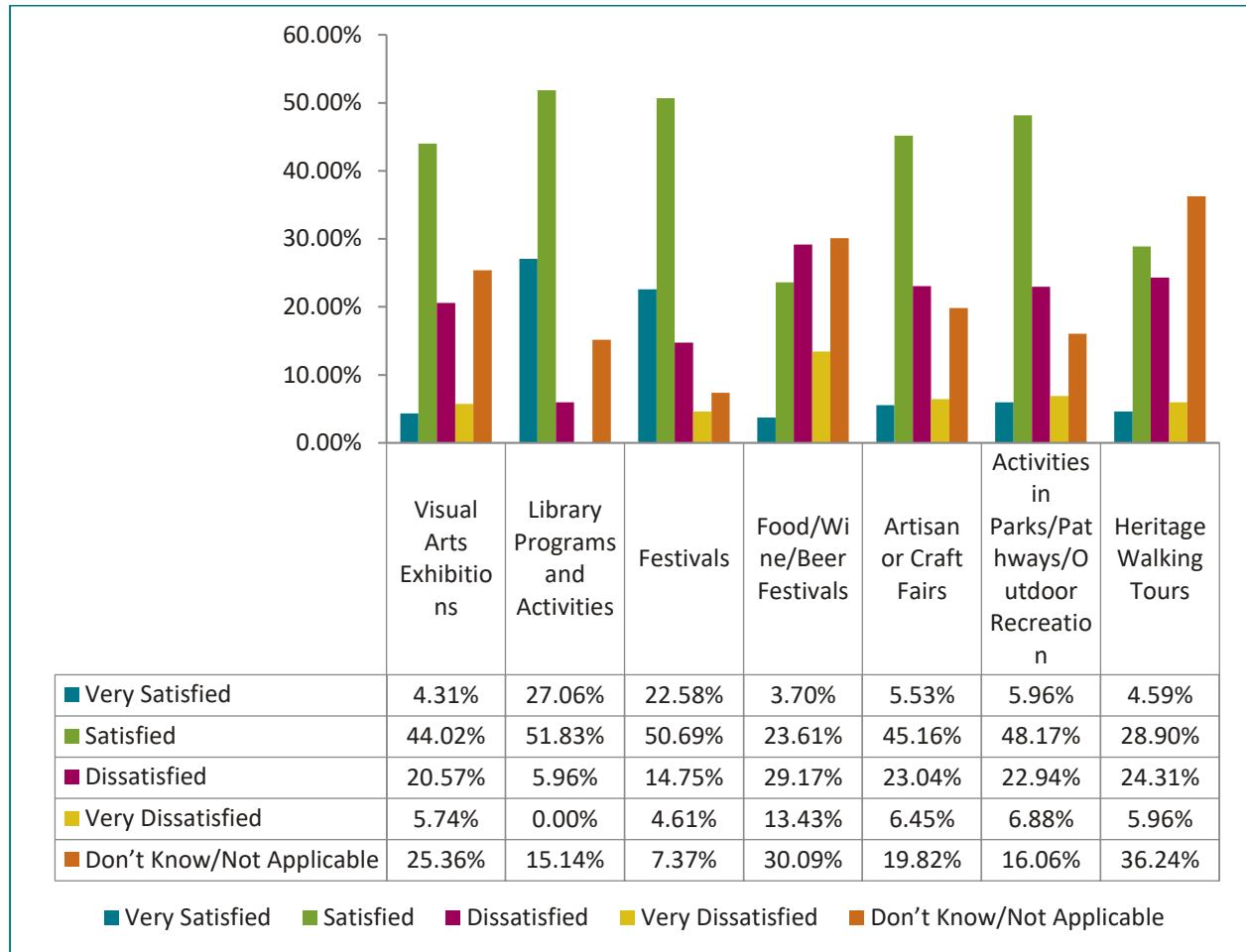
9. Before the impact of COVID-19, where would you say most of your participation in cultural activity occurs? (n=221)





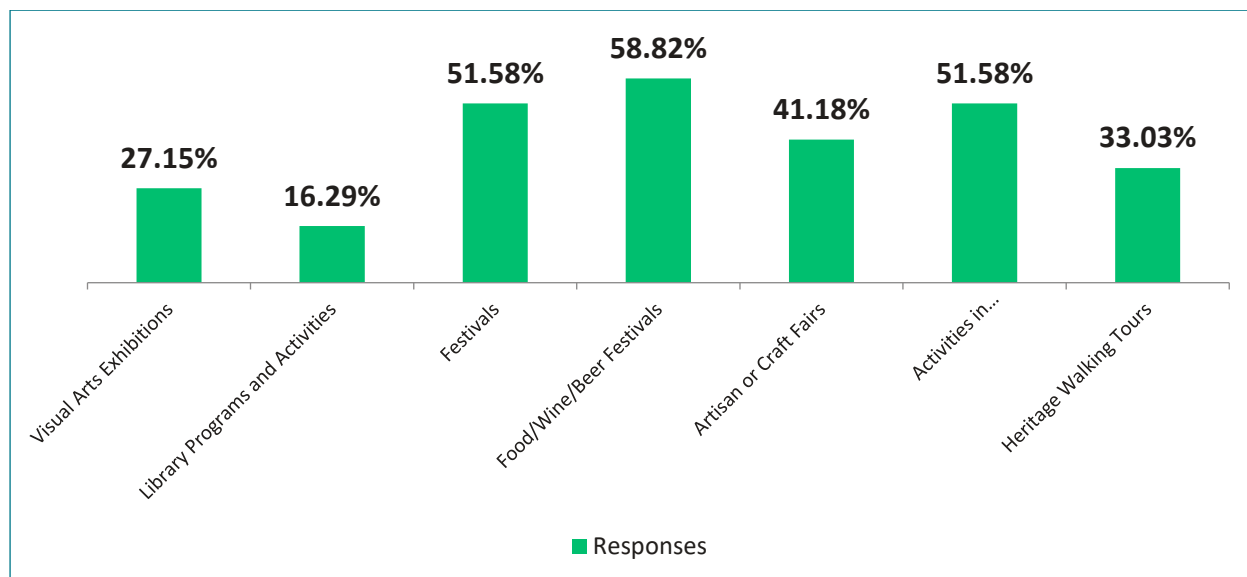
10. How satisfied are you with each of these Arts, Culture and Heritage considerations in Wellington North today? For each item, please tell me if you are: Very Satisfied, Satisfied, Dissatisfied, Very Dissatisfied, or Don't Know. [Record one response per item]

Arts, Culture and Heritage considerations	Total	Very Satisfied		Satisfied		Dissatisfied		Very Dissatisfied		Don't Know/Not Applicable	
Visual Arts Exhibitions	209	4.31 %	9	44.02 %	92	20.57 %	43	5.74 %	12	25.36 %	53
Library Programs and Activities	218	27.06 %	59	51.83 %	113	5.96 %	13	0.00 %	0	15.14 %	33
Festivals	217	22.58 %	49	50.69 %	110	14.75 %	32	4.61 %	10	7.37 %	16
Food/Wine/Beer Festivals	216	3.70 %	8	23.61 %	51	29.17 %	63	13.43 %	29	30.09 %	65
Artisan or Craft Fairs	217	5.53 %	12	45.16 %	98	23.04 %	50	6.45 %	14	19.82 %	43
Parks/Pathways/Outdoor Recreation	218	5.96 %	13	48.17 %	105	22.94 %	50	6.88 %	15	16.06 %	35
Heritage Walking Tours	218	4.59 %	10	28.90 %	63	24.31 %	53	5.96 %	13	36.24 %	79





11. Which of the following cultural facilities, spaces or activities would you like to see more of or participate in Wellington North? (n=221)



12. Are there cultural programs, activities, or facilities not currently available that you would like to see established to enrich the community's cultural life?

Responses
A festival showcasing the trades. Challenging businesses to have interactive activities that can show youth how important trades are to our area.
Art exhibitions and sales for local artists
Arthur Historical Society needs a bigger facility with proper display cabinets and archival capacity.
Arts and makers festivals, beer fest, downtown markets, walkers industry tour, Main Street close couple's Saturday during summer to shop and eat without traffic.
Centre for the Arts (music, dance, art)
Christmas festival
Concerts, craft fairs, eco tourism, nature based educational experiences, camping, outdoor activities, equestrian fairs and competitions
Cultural events and events that bring diversity in terms of food and culture. More multi cultural events to learn about different races, cultures, their foods and celebrations etc.
Diversity in restaurants or food options, entertainment options
Dog parks, highlighting local non- profit organizations within the community
Downtown events to have tourists stop and check us out. Artisans in the park coming in on Hwy 6 or filling in the holes on our Main Street.
Economic Development focus in Arthur and Mount Forest – support small businesses, trades, local artist and cultural events
Farm tours, food festivals, day trips. Events similar to butter tart trail and birding may
Flea market concept incorporating food, crafts and entertainment
Greenspace/park in downtown, tourism's signage, self-guided activities/tours, Historical working tours

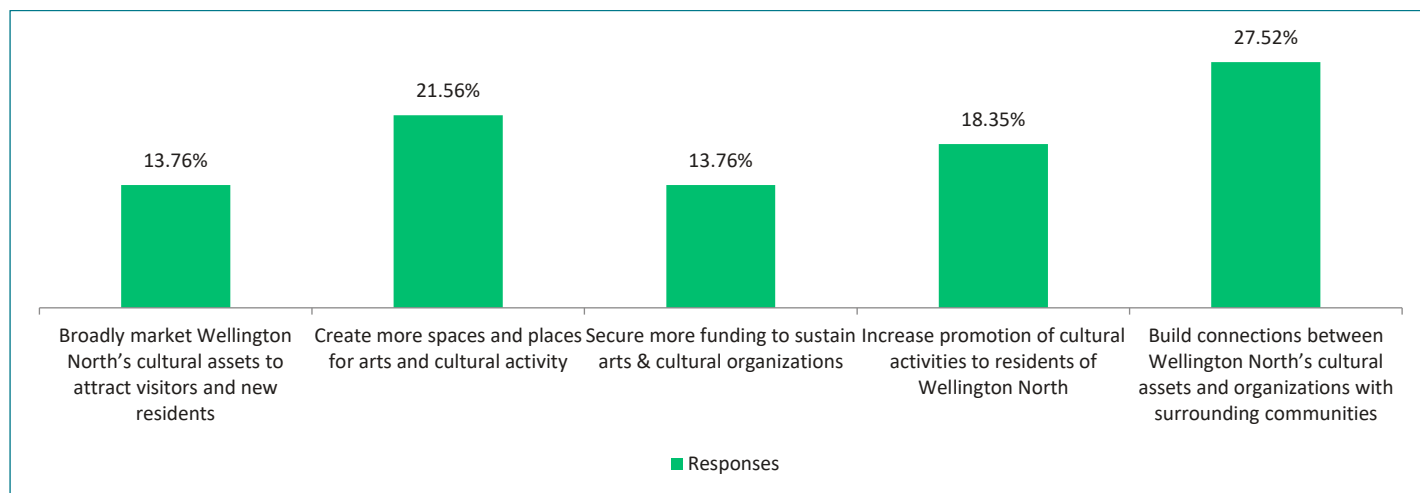


Responses
Informative/historic plaques. Local historic stories. Story of the history of Mount Forest, local artist features. Walking tours of heritage buildings and places. Possibly guided walking tours of cemeteries with stories from the past.
Local newspaper
Making more use of our Sportsplex year round. Mobile art shows, educational events for children.
Monthly events in Mount Forest and Arthur would help the area
More 'open house' events at agricultural places of interest, maybe heritage home tours, garden tours.
More visual arts. Other than Dot's Art Studio there isn't much here to teach art outside of schools. Murals downtown - more of them.
Music at outside park monthly in the summer to bring families together once COVID settled
Music Festivals, outdoor live music events, more live theatre, Cultural or historical lectures
Numerous programs need more investment. E.g. Walking Tours - very seldom available. Festivals need to continue to evolve to stay healthy, new ideas need tried, new excitement needs aroused. These are all normal evolutions.
Outside of Fireworks Festival there isn't that much for festivals. More events like the fireworks festival
Photography group
Pride festivals. Many surrounding communities show their pride support, we should too.
Programs and ideas that would involve the participation of pre-teens and teens. Teenagers need something to do in this town, nothing for them to do or anywhere to go. Youth Arts programs (music, drama, visual arts, dance). Outdoor festivals (ribs, beer, music) at Murphy's park may engage the community.
Recreational activities and those that encourage physical activities, including wellness, fun walks or runs. Public tennis courts
Seniors facility in Arthur
Social events such as square dancing in the winter
The reunion committee did a great job of their wine and food tastings. It would be great to see a few more of these events. We've enjoyed Hanover's sights and sounds along with Stratford's did festivals. Hopefully we can return to having the fireworks festival which is a great weekend.
There is no indigenous representation within our community even though we know we are on indigenous land.
Tractors pull. Sparkles in the park - Riverside Guelph
Trail system and ATV's, interconnected trail system linking people to destinations. Better promotion of trails along with trail maps. Adding to http://discoveryroutes.ca/ would be helpful
Wellington North satellite of the Wellington County museum to incorporate the artifacts in Arthur and Mount Forest.
Would like better water conditions and public water access to the river for paddling or even possibly swimming
Writers festival honoring the founding fathers of Kenilworth and surrounding areas.



Support for Cultural Development in Wellington North

13. What do you think are the most important arts, culture, and heritage initiatives that the Township of Wellington North should invest in? Consider that certain investments may require additional financial resources (ex. property tax dollars or resources shifting across municipal services). (n=218)



Other responses identified include:

- Groups working on and developing programs. Recreation programs in Sportsplex. More arts and culture programming. Incentives to create more spaces and market to locals. Signage, multi cultural fair, cultural and food festivals
- Promote library activities. Tourist attractions and tourist experiences, restaurants, lodging
- More economic development activities and support for arts and culture. Understand what residents and visitors would like to participate in and develop programs that reflect community priorities. Overlap between the various different groups involved including Township committees, historical, BIA, Chamber of Commerce all have there own mandates. Understand where the overlap exists and start with communication to resolve unintentional competition

14. Do you have any other comments you would like to make to help guide the Wellington North Cultural Plan development?

Responses
Accessible to seniors and others with mobility issues.
Affordable meeting area to hold events
Arts has taken a backseat to sports in Wellington North. Need for more opportunities for artistic development and marketing
Attracting tourists who are already in the area to see Elora could bring business to town.
Benches on our trails and green spaces
Build a sense of community through activities and increase the number of activities and facilities
Celebrate the heritage and history through booklet (old homes, churches, and other historic buildings)
Clean up the Saugeen river, coordinated beautification plan for downtown.



Responses
Create access to outdoor spaces/trails, promote downtowns as a destination, work with tourism focused/cultural businesses as your key attractions, create top things to do in WN
Culture needs to be promoted in an open, inclusive fashion. Cultural and ethnic festivals. Agricultural heritage and activities. Unique history (e.g. blacksmith shop, unique farms and experiences).
Dark sky reserve
Educate, advertise and market
Ethical tourism – don't monetizing. "Mennonite culture"
Expand opening hours for major assets such as the Mount Forest Museum and Archives and the Arthur Historical Society
Fine art, live music, festivals, family fun activities, farmer's market, live entertainment and nature events, local artisans in the park, downtown events
Focus on farmers and agriculture development
Focus opportunities in Arthur. A lot of things happen in mount forest and not so much in Arthur.
Identify strengths and market unique assets including the Farmer's Market and The Lynes Blacksmith Shop
Make sure the leadership and community development is invested and working for the community
Markets cultural assets to residents, neighbouring communities and regional communities. Reach out to residents/visitors through Social Media programs
More intergenerational activities considerations
More sidewalks near the trails - especially along highway 89 at the bridge.
Mount Forest Water tower needs to be repainted
Pride events
Promote collaboration, funding for concert or festival or event
Promote libraries
Promote the River radio station and other media so folks aware of and more involved in community
Recognize the blending of communities and promote the culture and identity. Attractions that will not only promote your culture, but include other culture as well and draw tourists
Stop complying with these corrupt officials and open up our economy! They are ruining our children's lives!

