



Town of Ingersoll Cultural Strategy

Towards Ingersoll's Healthy Heart and Soul

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The Ingersoll Cultural Strategy Committee**

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1. THE BACKGROUND

1.1 The Motivation

“Culture is an avenue through which many socio-cultural, economic and environmental dimensions of a community are embodied. Culture is also a resource to draw upon in building vibrant, resilient, and sustainable communities.”

From: Culture: The Heart of a Sustainable Community, Duxbery and Pepper

During the past several years, The Town of Ingersoll, in concert with interested citizens and organizations, has initiated and implemented several key strategies to improve the social, economic, physical, and emotional health of Ingersoll. In particular, two community-based planning processes motivated and challenged many local residents to get involved in improving Ingersoll’s quality of life. The two processes and resulting documents were the *Community Strategic Plan* and the *Downtown Revitalization Strategy*.

From both of these community learning and planning processes, it soon became apparent that culture was valued and was deemed important by the citizens of Ingersoll. In the Community Strategic Plan, the Vision stated that, “Ingersoll will be a community that actively cares for and promotes its abundant cultural heritage and arts assets...will be a healthy and active community... and will encourage its youth...for an improved quality of life.”

In the Downtown Strategy, the vision embraced the concept that, “this historic core of a vibrant small town will be known for celebrating its history, traditions, culture and economy.”

During the past two years, community organizations along with the Town have taken these planning documents to heart. The community has demonstrated impressive leadership by translating vision into reality through the implementation of several identified strategies. Because of this strong commitment, in the spring of 2006 several key cultural organizations, in concert with the municipality, determined to proceed with a cultural strategic plan – to lay the organizational foundation leading to integrated and sustainable cultural resources. The municipality contracted Priority Grow Inc. to assist in creating this strategy.

At the end of the day, the motivation for this cultural strategy is to lay the groundwork leading to improving the well being and the economic health of the citizens of Ingersoll, and to lesser degree visitors to the town.

By Ingersoll’s cultural resources we mean both tangible and intangible resources:

The tangible cultural resources include:

- Performing and visual arts including the theatre and the Arts Centre
- Museum, library, youth centre
- Built environment, special buildings and streetscapes
- Natural landscape such as the Thames River and the network of walking trails

- Tourism, festivals, special events and gatherings
- Private cultural businesses
- Two world class horse breeding facilities
- Ingersoll's overall image

The intangible values include :

- Shared community memories and experiences
- Local traditions
- Diverse cultural, religious and historic backgrounds
- Ingersoll personalities who have impacted our world

In the creation of the terms of reference last June, the municipality identified four key ingredients to unfold this strategy including:

1. The strategy accesses the current momentum of involved citizens.
2. The strategy is to be results driven and do-able focussed on small-scale improvements that first strengthen the existing cultural resources.
3. The strategy is to embrace and include the spirit and results of its recent grass roots community development strategies and its fruitful projects.
4. The strategy is to connect with the youth of Ingersoll.

1.2 The Purpose

Prepare a community-supported cultural strategy that ultimately will generate social and economic benefits for citizens in Ingersoll and in the surrounding area.

This is an overall strategic plan that lays the foundation leading to a vibrant and healthy cultural sector with maximum participation of Ingersoll's cultural organizations.

This *strategic foundation* is intended to be submitted and then approved by Ingersoll's Council by October 2006. After its approval, Council, in concert with other cultural organizations, will need to continue planning and then implementing actions in order to make sure that positive changes do occur in the next ten years. These future components will include:

- a cultural policy
- a cultural facilities needs assessment, and based on the findings a master plan
- ongoing downtown improvements as well as museum , ITOPA & arts centre enhancements
- a management system to help guide individual organizations in more effectively co-operating and working together
- a granting structure to first secure contributions and then to support and prioritize cultural initiatives

This strategy did the following:

- Evaluated the current condition of Ingersoll cultural organizations
- Set priorities
- Presented recommendations to improve their effectiveness and sustainability

- Started to guide future municipal policy direction
- Recommended a results-based multi-year strategic plan and a one year implementation plan
- Started the framework in developing a monitoring and evaluation system

1.3 The Steps and Activities Undertaken

Listed below are the twelve steps used and associated activity methods followed in creating Ingersoll’s cultural strategic plan.

1. Prepared term of reference.
2. Held an introductory workshop to educate the public and to determine interest.
3. Formed an ad hoc Cultural Strategy Committee from representatives of the cultural and community organizations.
4. Prepared a Current Assessment:
 - Surveyed key cultural resources currently in place
 - Identified current roles (functions) and target groups
 - Identified current image and unique aspects of each resource
 - Determined current plans
 - Assessed current level of management
 - Identified key individual issues
 - Determined where each cultural resource fit into existing strategies
 - Developed ranking system for performance indicators

Method: Individual interviews and surveys & conducted assessment

5. Reviewed linkages of cultural resources within Community Strategic Plan and Downtown Strategy.

Method: Research

6. Conducted overall SWOT assessment as to cultural resources.

Method: Committee dialogue

7. Established priorities from opportunities and challenges.

Method: Committee decision making

8. Created overall vision statement.

Method: Committee decision making

9. Determined core areas and impact statements.

Method: Committee decision making

10. For each impact, developed goals and measurable objectives, and general performance indicators. (Note: This was to break down the silos but not to interfere with individual operational plans)

Method: Research and Committee decision making

11. Condensed desired results into key recommendations.

Method: Assessment

12. For each priority objective, developed an operational strategy including key tasks, key responsibilities, timing, and required level of resources including funding sources.

Method: Research and Committee decision making

1.4 Guiding Principals

As to Ingersoll's Culture Resources:

- These local cultural resources are deemed as important to the citizens of Ingersoll.
- These cultural resources play an important economic role by bringing in new visitors and expenditures.
- Cultural vitality is essential to Ingersoll's health and sustainability as a community.
- Cultural resources provide Ingersoll with a competitive edge in attracting visitors, residents and businesses.
- Creative people and organizations are welcomed, fostered and encouraged in Ingersoll.
- The community has a responsibility to introduce culture to its youth to encourage well-rounded learning and development.
- All cultural organizations need to share and cooperate with each other to ensure the full unfolding of the cultural sector.
- All levels of government are encouraged to invest in Ingersoll's cultural resources.
- These cultural resources are supported and promoted as an overall destination initiative.

As to Ingersoll's cultural planning method:

- Encourage all citizens and organizations to get involved in planning and implementation.
- The municipality plays a leadership but not a controlling role.
- The prime municipal financial role is not as a large direct contributor but is to help organizations secure funding from other sources.
- Address both tangible and intangible cultural resources.
- Be results-driven and focus on do-able initiatives.
- Stress an operational culture of accountability through monitoring and evaluation.
- Reinforce and link to existing municipal strategies e.g. community strategy and the downtown strategy.
- Be sure to enhance existing cultural resources and activities before taking on new initiatives.
- Foster a collaborative approach and a more business like operating environment to leverage resources (both internally and externally) for heightened economic and community benefit.

1.5 The Provincial Context

Currently the Ontario Ministry of Culture is preparing a Cultural Strategy for the government of Ontario. In a May 2006 document, the Ministry stated the following position, "A strong and vibrant culture strategy is central to ensuring a prosperous and creative economy for Ontario and building strong successful communities. Our vision of strong successful communities is of places that are safe and supportive of all Ontarians; places that recognize and celebrate our heritage and cultural diversity; and places that ensure that citizens as entrepreneurs, as learners and as leaders, can be successful to benefit themselves, our communities and our province. The government recognizes culture as a lever for the province's socio-economic growth and prosperity, as well as its quality of life."

The recently created Ministry Vision Statement reads :

"The Ontario arts and cultural sector spurs the growth of a creative economy. It strengthens our competitive advantages and promotes innovation and discovery. Our quality of life is enriched through lifelong learning, respect for heritage and creative expression in all its diversity."

The Province has identified that Municipal Cultural Planning can benefit the following important aspects of community life including:

- Economic Development
- Downtown Revitalization
- Tourism
- Knowledge Economy/Creativity and Innovation
- Placemaking
- Cultural Vibrancy
- Community Safety
- Youth Engagement
- Education and Learning
- Social Inclusion
- Citizenship Engagement

Ingersoll's cultural strategic plan will allow the community to continue a deeper dialogue with the Ontario Government as to culture and as to community well being (as well as with other agencies). To date representatives on the Ministry of Culture have serve as advisors to this strategy. It will be important for Ingersoll to continue this positive working relationship with the Ministry, and ensure that it remains mutually beneficial. Ingersoll can provide the province with an excellent case study, and with good examples of planning and tools from the perspective of a small community preparing and implementing its cultural strategy. The province can provide support services, technical support, advice and hopefully finances.

2. THE CURRENT ASSESSMENT

2.1 Snap Shot

As part of creating a cultural strategy for the Town of Ingersoll one of the process' first steps included developing an understanding of the existing cultural sector. Seventeen local cultural organizations (or organizations with a strong cultural component) were identified to be part of this review. It is acknowledged that there are other cultural organizations in Ingersoll. These organizations will be reviewed and assessed at a later date. During early July 2006, the consultant interviewed the leadership of fifteen of the identified seventeen organizations. Each of the groups responded to describing its profile, its role and image, its future directions; and participated in a ranking of sixteen possible performance indicators. (See appendix 7.1 as to the organizations.)

Below is a summary of the overall profile of the fifteen cultural organizations.

Years in Existence for Individual Organizations

Less than 3 years	1	6.7 %
3 to 10 years	1	6.7%
11 to 25 years	4	26.6%
More than 26 years	7	46.7%
Not known or not applicable	2	13.3%

Number of Board Members

1 to 3 members	0	0%
4 to 8 members	7	46.6%
9 to 12 members	4	26.7%
More than 12 members	2	13.3%
Not known/not applicable	2	13.3%

Number of Members

Less than 10	2	13.3%
10 to 25	0	0%
26 to 75	1	6.7%
More than 75	6	40.0%
Not known/not applicable	6	40.0%

Number of Staff (Full Time Equivalent)

0	6	40.0%
1 to 2	4	26.7%
3 to 5	1	6.7%
More than 5	4	26.7%
Not known	0	0

Number of Volunteers

Less than 10	2	13.3%
10 to 25	3	20.0%
26 to 75	2	13.3%
More than 75	3	20.0%
Not known/not applicable	5	33.3%

Size of Annual Budget

Under \$10,000	2	13.3%
\$10 to 50,000	2	13.3%
\$51 to 200,000	4	26.7%
More than \$200,000	3	20.0%
Not known/not applicable	4	26.7%

Number of Public Activities

Under 3	3	20.0%
3 to 6	3	20.0%
7 to 10	0	0
More than 10	7	46.7%
Not known/not applicable	2	13.3%

Number of Annual Visitors /Audience

Under 1,000	4	26.7%
1 to 5,000	4	26.7%
5 to 10,000	1	6.7%
More than 10,000	2	13.3%
Not known /not applicable	3	20.0%

Number of Active Working Relationships

0	0	0
1 to 4	5	33.3%
5 to 10	5	33.3%
More than 10	4	26.7%
Not known/not applicable	1	6.7%

2.2 Comments and Observations

Level of Planning

- Virtually all the organizations operate with some sort of a plan.
- Most of the organizations prepare and work with a one-year operational plan and budget.
- Just a few operate with a more pro-active and future orientated business or strategic plan.
- Based on the performance indicators ranking, the average organization felt it had adequate level of planning and of monitoring and evaluation.

Current Role (Core Functions)

- Within the cultural sector there is a broad diversity of core functions among the individual groups. This can present a challenge in increasing the scale of local alliances and partnerships in the future.
- The most commonly stated roles include: historical information and interpretation, interaction related to the agricultural heritage, art and drama instruction, education, entertainment, and business sales.
- As to the performance indicator related to unique or authentic activity, the average response from each organization was that they provide a good level. However in some cases it was difficult for people to articulate what actually are these unique activities or features.

Target Market Groups

- The majority of organizations view the local /regional (Oxford County) area as their target markets. Very few are looking to expand into the next level e.g. Kitchener Waterloo area.
- The key target groups tend to be broad: families, seniors and children.

- Individual groups felt they were doing an adequate job in terms of attracting out-of-town visitors.
- The three most noted areas as to what the targets market value about Ingersoll's culture include: its friendliness and good value (affordable or free activities) and availability for training in art and drama.

Community Image

- Each organization expressed different descriptions as to its own current image. Three common themes emerged: 1) Best kept secret 2) agricultural heritage and 3) Undefined and unclear image.
- A number of organizations expressed Ingersoll was known for its good quality of programming.
- In Ingersoll's past, it was noted that underground railway and its cheese production were both special about Ingersoll. Both areas do have potential in drawing people into the area. However in both cases the tangible resource has just about disappeared and there is very little visible evidence.

2.3 Performance Indicators Baseline and Overall Ranking

A performance indicator is a unit of change used to measure results at both the output and outcome level.

This chart includes 16 suggested indicators, which ranks where the cultural resources are at today in Ingersoll. The first 8 indicators point to where Ingersoll stands today as to its **effort and activities**. The next 8 indicators refer to where Ingersoll stands today as to its actual **results and actual achievements**. Please note these are all subjective and are qualified indicators that are based on the response of the chief staff person or board chairperson.

The qualitative measurement is from 0 to 4 with: 0 = *Does not Exist*; 1 = *Very basic level*; 2 = *Adequate level*; 3 = *Good level* and 4 = *Excellent level*.

Performance Indicator	Ranking 0 to 4
#1: Ongoing formal planning tool or process by leadership	2: Adequate
#2: Ongoing monitoring and evaluation system	1: Very basic
#3: Number of personnel present during programming	2: Adequate
#4: Increased working local relationships/partnerships	2: Adequate
#5: Ongoing activities open to the public	3: Good
#6: Level of public educational activities	2: Adequate
#7: Presence of unique or locally authentic activity	2: Adequate
#8: Existence of a promotional campaign	2: Adequate
#9: Increased resident perception that culture is important	1: Very basic
#10: Number of out-of-town visitors	2: Adequate
#11: Number of local residents attending events	3: Good
#12: Level of revenues to sustain programming	3: Good
#13: Level of fundraising to enhance resource/sustainability	3: Good
#14: Frequency of positive mentions in regional media	2: Adequate
#15: Heightened level of community uniqueness and authenticity	2: Adequate
#16: Frequency of community-branding and marketing of cultural resources	1: Very basic
Overall ranking	2: Adequate

3. THE FUTURE DIRECTIONAL SHIFTS

Listed below are the future opportunities and challenges as noted by representatives of Ingersoll’s cultural organizations.

3.1 Cultural Activities

Opportunities	Challenges
Youth involvement and adapting cultural activities to meet the needs of a younger generation	Increasing costs of holding events which impact their affordability
Different generations interacting and participating together in cultural activities	Lack of will for a united marketing effort/focus
Expansion in the size and scale of existing special events	Inability of bringing groups together to rally around a common community direction or brand
Development of a major special event based on the industrial heritage (the big cheese) or of today (automotive)	Lack of a really well known unique feature/event
Interpretation of historic events or interesting people	Lack of providing interesting activities to emerging and active boomer generation
Easily able to put more “buzz factor” in everything we do	
Build on current activities jointly worked on by several organizations	

3.2 Cultural Places

Opportunities	Challenges
Building a cultural centre serving a variety of uses	Competition from other successful small towns
Emerging into a destination area where visitors have enough to do to stay overnight	Lack of visibility from 401
Safe and accessible with a network of trails/paths	Few special individual buildings
Year round operations with expanded indoor/outdoor facility	Lack of visible elements as to key heritage e.g. cheese and underground railway
More viable businesses to support culture	

3.3 Oversight and Capacity

Opportunities	Challenges
Potential of attracting younger people to governance boards	Inability of groups to really dialogue with each other/silo attitude
Solid volunteer base	Volunteer burnout and drop out
Municipal commitment in providing oversight and resources	Organizations working without overall strategies, agreements or with municipal cultural policies
Willingness for more co-ordinated marketing approach	Ad-hoc funding without ongoing seed funds or resources

3.4 The Priorities

These are the key areas that are creating stress - either positive or negative for the cultural sector. These priorities are generated from the future opportunities and challenges and from input from the various organizations.

Strategic Priorities for Activities/Programming

- Enhancement of arts and cultural training including more programs for youth
- Provision of lifelong learning for adults
- Development of year round cultural activities /displays/ demonstrations within an appropriate space
- More innovation, interactive and dynamic programming of existing activities
- Creation of more historic and current industry education product that will be both informative and entertaining e.g. cheese heritage, underground railway and the automotive sector
- Creation of more youth-friendly cultural activities

Strategic Priorities for Place

- Continuation of improving the attractiveness of the downtown as a staging area for events
- Continuation of repairing, enhancing and restoring commercial buildings in the downtown
- Improvement of gateway signage into Ingersoll showcasing its cultural resources
- Creation of more tangible elements to bring more life and interest to Ingersoll's history and interesting personalities
- Investigation of a year round full service cultural /educational centre
- Need for an assessment of the current cultural facilities and future needs as to the plant-land and buildings
- Continuation and development of a interconnected trails system throughout the community

Strategic Priorities for Community Cultural Marketing

- Creation of a brand for Ingersoll's culture and history
- Development of joint promotional campaigns
- Need to encourage more out-of-county visitors

Strategic Priorities for Management and Oversight

- Need to develop a cultural resource management and oversight system that fosters public/ private working relationships and sharing of information
- Need to monitor and evaluate cultural sector indicators
- Need for a cultural sector implementer to work on the strategy for a specified period of time
- Need for a training program for local volunteers to increase the overall numbers and to reduce the drop-out rate
- Need to increase the investment by governments and local citizens and businesses into cultural resources

4. STRATEGIC POSITIONING

4.1 How the Strategy Works

The strategy's foundation is made up of three elements :

- a) *Current Assessment and Context*
- b) *Strategic Priorities*
- c) *Vision*

Descriptions :

Strategic Priorities: are significant points or matters which are putting stress on your community and causing debate/dispute/conflict and must be resolved. A priority can either be an opportunity or an obstacle.

Your **Vision Statement** is:

- Clear mental picture of your preferable future
- Descriptive by using adjectives often containing positioning elements
- Inspiring, compelling and challenging yet realistic

Once the vision statement is determined, it is the basis for planning. Planning proceeds following the Results Chain. The Results Chain describes the link between the Vision and the Expected Results in the Longer/Medium and Shorter Term.

The flow and linkages are as follows:

Vision >> Impacts>> Goals>> Objectives>> Activities>> Work Plan>> Action

Impact statements : describe the desired longer-term positive changes for Ingersoll. These are qualitative statements and generally are not measurable. These are the changes expected beyond October 2008.

Goals: are your desired outcome results. Goals express your desired mid-term intent or aspirations related to your residents, your clients, all participants including your visitors. Although goal statements generally are not measurable they can be linked to performance indicators so that you are able to express where change has occurred in relation to that specific goal. Goals are the mid-term changes expected to happen from October 2007 to October 2008. These goals must be realized in order for the impacts to become reality.

Objectives: are your expected output results. Objectives express your shorter-term changes related to your programming, to your place planning and to your oversight. These are the short-term changes expected to happen by October 2007. These objectives must be realized in order for the goals to be reached.

The Work Plan for 2006/07: includes the agreed upon key activities or inputs along with the linked responsibilities, timing, and required resources. The work plan must be done for the objectives to be reached.

4.2 Vision Statement

Ingersoll residents and visitors alike enjoy Ingersoll's rich, diverse and well-presented cultural resources. Residents of all ages are heavily engaged in a healthy and a balanced lifestyle of lifelong learning, community pride, heritage/artistic appreciation, and respect for the environment.

4.3 Impact Statements (long term desired results)

Core Area: Activities and Programming

1. High enrolment levels of both local residents and out-of-town visitors involved in arts and culture training based in Ingersoll.
2. Well recognized as a major youth training centre for arts and culture.
3. Increased number of out-of-town visitors enjoys Ingersoll because of its informative and entertaining presentations of local history and culture.

Core Area: Place

4. Well known by visitors as a place that is easy to find and once there, is easy to access by vehicle, by foot or by bike.
5. Vibrant and attractive downtown area staging a broad range of activities.

Core Area: Oversight and Capacity Building

6. Increased benefits for residents due to additional investment into the local cultural resources, both from external and internal financial contributors.
7. Well-managed Ingersoll cultural organizations effectively working together.

4.4 Goals and Objectives (Mid to short term expected results)

Core Area: Activities and Programming

Impact Statement #1: *High enrolment levels of both local residents and out-of-town visitors involved in arts and cultural training based in Ingersoll*

Goals and Objectives:

Goals	Objectives
1.1 Increased number of participants, enrolled with visual or performing arts organizations are receiving outstanding quality in training programs.	1.1.1 A summer arts program will be operational. 1.1.2 New training initiatives will be introduced based on a report with identified best practices as to other successful communities.
1.2 Awards program is operational for performing and visual arts.	1.2.1 A new formal competition will be created, focused on the performing and visual arts.
1.3 Local arts and artisans are able to display their work in a variety of venues	1.3.1 A local artist/artisan marketing strategy will be completed.

Impact Statement #2: *Well recognized as a major youth training centre for arts and culture*

Goals and Objectives:

Goals	Objectives
2.1 Local adults with skills/knowledge in arts and culture are mentoring youth.	2.1.1 A youth mentorship program for arts and culture will be operational.
2.2 Youth are able to display their arts and cultural projects throughout the community.	2.2.1 A task force will present recommendations as to presenting opportunities for youth artistic endeavors. To involve arts groups, the schools and the Youth Centre.

Impact Statement #3: *Increased number of out of town visitors enjoys Ingersoll because of its informative and entertaining presentations of local history and culture*

Goals and Objectives:

Goals	Objectives
<p>3.1 Increased numbers of people within the region and beyond are participating in Ingersoll’s unique history, its personalities, and its inclusive cultural community.</p>	<p>3.1.1 A decision will be made on enhancing the industrial cultural product based on a completed feasibility study as to interpreting, sharing and marketing Ingersoll’s industrial heritage (cheese), farming and the current automotive sector.</p> <p>3.1.2 A decision will be made on enhancing Ingersoll’s historical product based on a completed feasibility study – e.g. underground railway and interesting historic people.</p> <p>3.1.3 A marketing plan will be completed on how all existing events are to incorporate Ingersoll’s tangible and intangible heritage resources and on how to retain the “community” feel.</p>
<p>3.2 Increased activities are held in attractive, well designed and indoor venues.</p>	<p>32.1 A needs assessment and feasibility study will be completed.</p>

Core Area: Place

Impact Statement #4: *Visitors find Ingersoll an easy place to find and once there, easy to access by vehicle, by foot or by bike*

Goals and Objectives:

Goals	Objectives
<p>4.1 Expansion is occurring as to community walking trails and bike lanes.</p>	<p>4.1.1 The community trails plan will be completed and expanded.</p> <p>4.1.2 A self-guided walking tour map will be prepared.</p>
<p>4.2 Enhanced and more effective directional and information signage is found throughout the community.</p>	<p>4.2.1 Cultural/historic information will be included as part of the installation of directional signage.</p>

Impact Statement #5: *Vibrant and attractive downtown area staging a broad range of activities*

Suggested Goals and Objectives

Goals	Objectives
5.1 Continued transformation is unfolding the downtown into an attractive, well groomed and historically authentic area capitalizing on the existing historic building stock.	5.1.1 One third of all commercial buildings will be in good shape with attractive storefronts and appropriate signage. 5.1.2 The physical enhancement of the gazebo will occur. 5.1.3 Blank areas/spaces will be covered up by creative hordings. 5.1.4 Themed banners will be promoting special events.
5.2 More active community-based support and involvement helps in the running of downtown events.	5.2.1 The BIA volunteer base will be doubled through a community spirit campaign.

Core Area: Oversight and Capacity Building

Impact Statement #6: *Increased benefits for residents due to additional investment into Ingersoll’s cultural resources, from both external and internal financial contributors*

Goals and Objectives:

Goals	Objectives
6.1 A local vehicle, with registered charitable status, is operational to raise funds.	6.1.1 A decision is made, based on a study, as to the best vehicle to be established for fund raising.
6.2 Increased investment occurs by senior levels of government into Ingersoll’s highest priority cultural initiatives.	6.2.1 A public sector fund raising strategy will be completed and will be operational.
6.3 Increased investment is directed by private sources locally and externally.	6.3.1 A private fund raising strategy will be completed and will be operational including corporate and foundation investors.

Impact Statement #7: *Well-managed Ingersoll cultural organizations effectively working together*

Goals and Objectives:

Goals	Objectives
7.1 Full participation and buy in are happening from all of Ingersoll's cultural organizations.	7.1.1 An oversight body will be created in co-ordinating the activities of individual organizations.
7.2 Enhanced resources and access to full time staff assists joint ventures.	7.2.1 Council will make a decision on its level of investment.
7.3 Increased joint marketing and promotional activities are happening on a regular basis.	7.3.1 A formal working alliance will be operational as to joint marketing and support.

5. RECOMMENDATIONS

Listed below are eleven key overall recommendations to meet the strategy's goals and objectives. It is suggested that Council, with input and assistance from the cultural organizations, consider their completion and or implementation within the 2007/08 fiscal year.

5.1 Cultural Activities

1. A more strategic and targeted marketing plan should be developed that is to include and to be embraced by the current cultural organizations as well as the municipality. This marketing strategy is to include feasibility studies on the three key proposed concepts e.g. Big Cheese economuseum, the underground railway, and the auto sector.

Once the product is refined, this marketing plan should also address:

- Creation of a local "brand identity" including a slogan and logo
- The need for respecting existing cultural resources
- Maximization of the effectiveness (frequency and reach) of advertising and promotional dollars
- Development of an effective website that links with existing sites
- Creation of linkages with other organizations and events in the region (tie in the upcoming Oxford County Cultural Strategy)
- Collection of relevant data
- Monitoring and evaluation

In the short term, investigate the possibility of holding an Arts Fest - a visual arts and/or performing arts event within the downtown during 2007 e.g. Palettes of Vermont. This is to be done in conjunction with the Arts Centre and/or the Theatre (e.g. ITOPA play in mid to end of June). Also, discuss the possibility of a link to overnight/dinner/shopping packages with the hospitality industry.

2. A life long learning and youth education feasibility study should be undertaken. This is to build on the existing programs of the Creative Arts Centre. This is to include addressing ongoing quality training for both adults and youth. This is to be linked to the feasibility study for a cultural/educational centre.

5.2 Cultural Places

3. Identify, prioritize, secure funding and implement physical improvements to key existing cultural places such as the museum, the arts centre, the library and the theatre. Ensure that existing properties are enhanced as part of the overall expanded cultural plant. This is to be linked to point #4.

4. Undertake a needs assessment of a multi-use year round indoor Cultural/Educational Community Centre. Subject to the needs assessment, a concept plan then would be prepared. This assessment is to consider:
 - Existing Programming: What current activities are likely to attract larger audiences/remain constant with a larger space?
 - New Programming: What new services or activities would be made possible by a larger multi-use facility?
 - Existing facilities
 - Future Demand Estimate
 - Potential of larger seating capacity, display area and banquet facilities

5. Explore options to increase local funds/secure outside funds to further implement the physical image changes as identified in the Downtown Strategy. This includes extending the scale of the downtown commercial facade program; and the placement of cultural and historic information as part of the upcoming downtown signage project.

5.3 Cultural Oversight

6. Research, assess and then determine the best mechanism to co-ordinate the cultural organizations into a common brand and marketing position, to build organizational capacity, and to raise capital and funds.

The possible alternatives could include:

- A. Continue with the ad-hoc method but with a loose network sharing information and supported by municipal staff reports.

- B. Secretariat Model- individual organizations continue to operate autonomously but share information, network, and focus on services e.g. volunteer training and staffing of events.

- C. Municipal Department Model - Part of Town run department e.g. cultural development office with a designated staff person. Responsible for services noted in A& B above, as well as planning, marketing, volunteer management and support services. Can include property management function.

- D. Arms-length and independent cultural foundation with limited management support and funding from the municipality. Includes a focussed role in fund raising and in dispersing grants.

- E. An independent cultural foundation with a stronger link to the municipality. At least two elected officials sit on the board. The municipality assists in funding a staff person.

7. In the interim, the municipality is to do two do-able tasks: a) secure corporate, foundation and government support for priority joint initiatives generated from cultural organizations and b) conduct formal training and recognition program for volunteers in cultural activities.

8. Participate in the Oxford County Cultural strategy planning process.

9. Prepare a new RED application. Follow a consultative process with several organizations/agencies together determining common community priorities. The municipality is to provide facilitation and proposal writing support.

10. In order to start implementing this strategy, Council is to appoint a ‘Cultural Strategy Plan Implementation TaskForce’ for at least a one year period. The Task Force members are to be appointed by Council based on the following representation: one council member, a representative from six of the main cultural organizations, a service club representative, a business association representative, a youth agency representative, a social agency representative, and a citizen-at-large. A senior municipal staff person is to serve as a resource person. As well, Council is to provide basic support services such as meeting space, supplies, report production and communications. This Task Force needs to be appointed and be ready to go no later than February 1, 2007.

The key tasks of this Implementation Task Force include:

- Determine the need and ability of funding a part time support person.
- Complete the inventory of all the Ingersoll cultural organizations.
- Ensure that all local cultural organizations are heard and have a voice within the Task Force.
- Serve as the communications link among all the local cultural organizations.
- Organize the participating groups in undertaking and completing the Implementation Plan’s key activities in a timely manner.
- Prepare recommendations as to the 2007/08 municipal budget.
- Dialogue with regional agencies, government ministries and with the Oxford County cultural planning group.
- Assist in determining the ongoing cultural governance model.

5.4 Cultural Finances

11. Council is to give due consideration to allocating funds from the municipal budget to cultural purposes on an annual basis starting in the 2007/08 fiscal year.

6. TWELVE MONTH IMPLEMENTATION PLAN

Objective 1.1.1 A summer arts program will be operational.

Key Activity	Commitment of Groups	Completion Date	Cost Level	Other Required Resources
Conduct research as to its viability. <i>See recommendation # 2</i>	-Municipality -Task Force -Arts Centre -ITOPA - Parks & Recreation	3rd quarter, 2007	Low (Moderate as to implementation)	Municipal co-ordination Staff time Volunteer time

Objective 1.1.2 New training initiatives will be introduced based on a report with identified best practices as to other successful communities.

Key Activity	Commitment of Groups	Completion Date	Cost Level	Other Required Resources
Conduct research as to best practices. <i>See recommendation #2</i>	-Municipality -Task Force -Arts Centre -ITOPA - Parks & Recreation	2nd quarter, 2007	Low (Moderate as to implementation)	Municipal co-ordination Staff time

Objective 1.2.1 A new formal competition will be created, focussed on the performing and visual arts.

Key Activity	Commitment of Groups	Completion Date	Cost Level	Other Required Resources
Conduct research as to viability.	-Task Force -Arts Centre -ITOPA -Youth Centre	1st quarter, 2007	Low	Municipal co-ordination Volunteer time

Objective 1.3.1 A local artist/artisan marketing strategy will be completed.

Key Activity	Commitment of Groups	Completion Date	Cost Level	Other Required Resources
Secure funding.	-Task Force -Municipality	4th quarter, 2007	Moderate investment	Municipal co-ordination

Objective 2.1.1 A youth mentorship program for arts and culture will be operational.

Key Activity	Commitment of Groups	Completion Date	Cost Level	Other Required Resources
Develop concept and level of commitment. <i>See recommendation #2</i>	-Task Force -Youth Centre -Arts Centre -ITOPA -Community Foundation	1st quarter, 2007	Nominal	Volunteer time Staff time

Objective 2.2.1 A task force will present recommendations as to presenting opportunities for youth artistic endeavours.

Key Activity	Commitment of Groups	Completion Date	Cost Level	Other Required Resources
Develop concept and level of commitment.	-Task Force -Youth Centre -Arts Centre -ITOPA -Community Foundation	2nd quarter, 2007	Nominal	Volunteer time Staff time

Objective 3.1.1 A decision will be made on enhancing the industrial cultural product based on a completed feasibility study as to interpreting, sharing and marketing Ingersoll's industrial heritage (cheese), farming and the current automotive sector.

Key Activity	Commitment of Groups	Completion Date	Cost Level	Other Required Resources
Prepare terms of reference and secure funds for the study. <i>See recommendation #1</i>	-Task Force - Municipality	1st quarter, 2007	Moderate investment	Municipal co-ordination Staff time Volunteer time

Objective 3.1.2 A decision will be made on enhancing Ingersoll's historical product based on a completed feasibility study e.g. underground railway and interesting historic people.

Key Activity	Commitment of Groups	Completion Date	Cost Level	Other Required Resources
Prepare terms of reference and secure funds for the study. <i>See recommendation #1</i>	-Task Force -Municipality	1st quarter, 2007	Moderate investment	Municipal coordination Staff time Volunteer time

Objective 3.1.3 A marketing plan will be completed on how all existing events are to incorporate Ingersoll's tangible and intangible heritage resources.

Key Activity	Commitment of Groups	Completion Date	Cost Level	Other Required Resources
Determine level of commitment. Subject to commitment prepare terms of reference. Secure funds for study.	-Task Force -Municipality	4th quarter, 2007	Low cost	Municipal coordination Staff time Volunteer time
Organize one event based on the arts during 2007. <i>See recommendation #1</i>	-Task Force -Arts Centre -ITOPA	3rd quarter 2007	Moderate cost	

Objective 3.2.1 A needs assessment and feasibility study will be completed.

Key Activity	Commitment of Groups	Completion Date	Cost Level	Other Required Resources
Prepare terms of reference. Secure funds for study. <i>See recommendations #3 & #4.</i>	-Task Force - Municipality	2nd quarter, 2007	Moderate investment	Municipal co-ordination Staff time Volunteer time

Objective 4.1.1 The community trails plan will be completed and expanded.

Key Activity	Commitment of Groups	Completion Date	Cost Level	Other Required Resources
Review plans and determine any gaps.	-Municipality -Parks and Recreation -Trails Association	2 nd quarter, 2007	No cost	Municipal coordination Staff time Volunteer time

Objective 4.1.2 A self-guided walking tour map will be prepared.

Key Activity	Commitment of Groups	Completion Date	Cost Level	Other Required Resources
Prepare concept. Secure funding.	-Task Force -Historical Society - BIA -Chamber	1st quarter, 2007	Low	Staff time Volunteer time

Objective 4.2.1 Cultural/historic information will be included as part of the installation of the downtown directional signage

Key Activity	Commitment of Groups	Completion Date	Cost Level	Other Required Resources
Prepare plan. Gather information. Include with directional signage.	-Municipality -BIA -Chamber -Historical Society	1st quarter, 2007	Moderate investment	Municipal coordination Staff time Volunteer time

Objective 5.1.1 One third of all commercial buildings will be in good shape with attractive storefronts and appropriate signage.

Key Activity	Commitment of Groups	Completion Date	Cost Level	Other Required Resources
Investigate ways and means to increase the level of funds in the Façade Improvement Program. <i>See recommendation #5</i>	-Municipality -BIA	2nd quarter, 2007	Nominal cost (Moderate investment as to implementation)	Staff time Volunteer time

Objective 5.1.2 The physical enhancement of the gazebo will occur.

Key Activity	Commitment of Groups	Completion Date	Cost Level	Other Required Resources
Prepare specifications and costs. Ensure funding is in place. <i>See recommendation #5</i>	- BIA -Municipality	1st quarter, 2007	Nominal cost (Moderate investment as to implementation)	Municipal Co-ordination Staff time Volunteer time

Objective 5.1.3 Blank areas/spaces will be covered up by creative hordings.

Key Activity	Commitment of Groups	Completion Date	Cost Level	Other Required Resources
Develop concept. Determine commitment.	- BIA -Task Force -Arts Centre -Youth Centre	1st quarter, 2007	Nominal cost	Staff time Volunteer time

Objective 5.1.4 Themed banners will be promoting special events.

Key Activity	Commitment of Groups	Completion Date	Cost Level	Other Required Resources
Develop concept. Determine costs.	- BIA -Task Force -Chamber	1st quarter, 2007	Low	Staff time Volunteer time

Objective 5.2.1 The BIA volunteer base will be doubled through a community spirit campaign.

Key Activity	Commitment of Groups	Completion Date	Cost Level	Other Required Resources
Develop concept. Determine commitment.	- BIA -Task Force -Chamber	2nd quarter, 2007	Nominal cost	Staff time Volunteer time

Objective 6.1.1 A decision is made, based on a study, as to the best vehicle to be established for fund raising.

Key Activity	Commitment of Groups	Completion Date	Cost Level	Other Required Resources
Prepare a report on good practices in other communities. <i>See recommendation #6</i>	-Task Force -Municipality	2nd quarter, 2007	Nominal cost	Municipal Co-ordination Staff time Volunteer time

Objective 6.2.1 A public sector fund raising strategy will be completed and will be operational.

Key Activity	Commitment of Groups	Completion Date	Cost Level	Other Required Resources
Prepare a report on fund raising options. <i>See recommendation #7</i>	-Municipality	1st quarter, 2007	Nominal cost	Municipal Co-ordination Staff time

Objective 6.3.1 A private sector fund raising strategy will be completed and will be operational including corporate and foundation investors.

Key Activity	Commitment of Groups	Completion Date	Cost Level	Other Required Resources
Prepare a report on fund raising options. <i>See recommendation #7</i>	-Municipality	1st quarter, 2007	Nominal cost	Municipal Coordination Staff time

Objective 7.1.1 An oversight body will be created in co-ordinating the activities of individual organizations.

Key Activity	Commitment of Groups	Completion Date	Cost Level	Other Required Resources
Establish an interim Cultural Strategy Implementation Task Force. Note: This task force is essential in the implementation of most of the other key activities. <i>See recommendation #9</i>	-Municipality -Cultural groups -Business associations -Community groups	1st quarter, 2007	Nominal cost	Municipal Coordination Staff time Volunteer time

Objective 7.2.1 Council will make a decision on its level on investment

Key Activity	Commitment of Groups	Completion Date	Cost Level	Other Required Resources
Prepare a report on its role as to the cultural strategy. Secure consensus.	-Municipality -Task Force	1st quarter, 2007	No cost	Municipal Coordination Staff time Volunteer time

Objective 7.3.1 A formal working alliance will be operational as to joint marketing and support.

Key Activity	Commitment of Groups	Completion Date	Cost Level	Other Required Resources
Prepare a report. Secure consensus. Develop concept for a joint cultural activities/shopping /dining bus tours.	-Municipality -Task force -Chamber -BIA	1 st quarter, 2007	Nominal cost	Municipal Coordination Staff time Volunteer time

7. APPENDICES

7.1 Individual Organization Assessment

(The remaining organizations are to be inventoried in 2007).

Current Assessment of Cultural Resources

Arts Centre - Heather MacIntoch

July 2006

1. Current profile of the organization/business -

Official Name:

Ingersoll Creative Arts Centre

Years in Existence:

35 years-1971

Current President/Chairperson:

Karen Mackay

Number of board members (if relevant):

10

Number of members (if relevant):

375

Number of staff (full time equivalent):

1

Number of volunteers (if relevant):

375

Size of annual budget:

\$100,000

Number of public activities:

13 shows included Christmas sale, studio tour and quilt exhibit

Number of annual visitors/audience:

1,000

Number of active working relationships with other local organizations:

7- museum/Kiwanis/Foundation/Library/Town/BIA/ schools

2. Use of a business plan:

No

3. Organization's (place and activities) top key roles or core functions:

- Instruction in visual arts

- Exhibitions
 - School program
4. Top target market groups:
- Non–working women during day
 - Adults during evening
 - Children
5. What the top target market groups' value about the place... the activities:
- Excellence in instruction and programming
 - Like minded and common interest
 - Friendly atmosphere
 - Affordable
6. Description of current image:
- Best kept secret
 - Award winning instructors and members
 - Diversity in abilities
7. Perception of what is unique about the resource:
- Lovely setting
 - Willingness of members who share and be inclusive
8. Linkage of resource fits with the Town's strategic plan
- No comment
9. Description of any overall lessons learnt or good practices
- Stay affordable
 - Importance of first impressions - be friendly and helpful
10. Greatest opportunities and challenges in the near future
- Opportunities include:
- Children and teen classes
 - Joint adult/teen classes
- Challenges:
- Competition from other agencies
 - Level of payment to instructors
11. Description of preferable or desired future.
- Innovative program
 - New, exciting and fresh

Current Assessment of Cultural Resources
BIA - Gord Lessor
July 2006

1. Current profile of the organization/business -

Official Name:

Ingersoll Business Improvement Area

Years in Existence:

30 years- 1976

Current President/Chairperson:

Gord Lessor

Number of board members (if relevant):

10

Number of members (if relevant):

170

Number of staff (full time equivalent):

0.5

Number of volunteers (if relevant):

10

Size of annual budget:

\$70,000

Number of public activities:

6 - Christmas/Rib Fest/Festival of the Lights/Folk Festival/Retailer Breakfasts

Number of annual visitors/audience :

Vary depending on event - 150 to 6,000

Number of active working relationships with other local organizations :

8

2. Use of a business plan:

Operate with a three to four year revitalization plan

3. Organization's (place and activities) top key roles or core functions:

- Promotion
- Physical improvements
- Business growth and development
- Liaison with municipal government

4. Top target market groups:
 - 40/50 year old families
 - 50 plus -seniors
 - 30/40 year old families

5. What the top target market groups value about the place... the activities :
 - Friendly/open
 - Good customer service
 - Unique stores

6. Description of current image :
 - Improving but still missing overall strong image
 - Not well defined

7. Perception of what is unique about the resource:
 - As a place - friendly/small town/older look/comfortable
 - As activities - free events/focused area for events in Gazebo

8. Linkage of resource fits with the Town's strategic plan:
 - Downtown is noted as a critical component of the strategic plan
 - Downtown is the heart and soul of the community

9. Description of any overall lessons learnt or good practices:
 - Learn from a broad range of community leaders
 - Need to work and share with a variety of groups

10. Greatest opportunities and challenges in the near future

Opportunities include:

Promote to a larger regional market

Promote the strengths that we have

Challenges:

Need to bring the various components together- working separately from each other

Not marketing effectively to day visitors

11. Description of preferable or desired future:

- Destination area (staying overnight)
- Increased level of shoppers/visitors

Current Assessment of Cultural Resources
Chamber of Commerce - Ann Campbell
July 2006

1. Current profile of the organization/business -

Official Name:

Ingersoll District Chamber of Commerce

Years in Existence:

45 years-1961

Current President/Chairperson:

Michael Hennessy

Number of board members (if relevant):

18

Number of members (if relevant):

200

Number of staff (full time equivalent):

0.5

Number of volunteers (if relevant):

na

Size of annual budget:

\$43,000

Number of public activities:

18

Number of annual visitors/audience:

800

Number of active working relationships with other local organizations:

3- Town, Oxford Small Business Support Centre and ITOPA

2. Use of a business plan :

- Annual programming and financial plan

3. Organization's (place and activities) top key roles or core functions

- Promote economic activity
- Promote sound legislation and efficient government

4. Top target market groups
 - Small business
 - Industrial
 - Professionals

5. What the top target market groups value about the place... the activities
 - Opportunity for networking and to build business relationships

6. Description of current image
 - Unites business and professional people
 - Keeping business working together as a community

7. Perception of what is unique about the resource
 - Well organised
 - Well attended events

8. Linkage of resource fits with the Town's strategic plan
 - Links to overall strategy and good working relationships

9. Description of any overall lessons learnt or good practices
 - Put on interesting events
 - Ask your market what they want

10. Greatest opportunities and challenges in the near future
 Opportunities include:
 - Increased number of viable businesses
 Challenges:
 - Limited property

11. Description of preferable or desired future:
 - Sustaining and growing membership. Opening up commercial land to allow for growth

Current Assessment of Cultural Resources
Ingersoll Community Foundation - Bonnie Mott
July 2006

1. Current profile of the organization/business:

Official Name:
 Ingersoll Community Foundation

Years in Existence:
 15 years- 1991

Current President/Chairperson
 Murray Borndahl

Number of board members (if relevant)
6 on the committee

Number of members (if relevant)
0

Number of staff (full time equivalent)
0

Number of volunteers (if relevant)
0

Size of annual budget
\$2 million endowment

Number of public activities
NA

Number of annual visitors/audience
NA

Number of active working relationships with other local organizations
NA

2. Use of a business plan
No

3. Organization's (place and activities) top key roles or core functions

- Provides grants to assist local people and organizations

4. Top target market groups

- Local organizations
- Individuals who have fallen through the social safety net

5. What the top target market groups value about the place... the activities

- Helped people in need in a tangible way

6. Description of current image

- Helpful
- Lifeline for many people

7. Perception of what is unique about the resource

- No administration charges
- All volunteer- no salary costs

8. Linkage of resource fits with the Town's strategic plan

- Independent

9. Description of any overall lessons learnt or good practices
- Generosity of past citizen who cared about the community

10. Greatest opportunities and challenges in the near future

Opportunities include:

- More opportunities to help an increased number of people

Challenges:

- Ability to carry on a purely volunteer basis

11. Description of preferable or desired future.

Current Assessment of Cultural Resources

Elmhurst Inn - Patrine Frey

July 2006

1. Current profile of the organization/business -

Official Name

Elmhurst Inn

Years in Existence

27 Years (1979)

Current President/ Chairperson

NA

Number of board members (if relevant)

NA

Number of members (if relevant)

NA

Number of staff (full time equivalent)

65 full time/40 part time

Number of volunteers (if relevant)

NA

Size of annual budget

NA

Number of public activities

Walking trails/entertainment packages/golf packages/team building events

Number of annual visitors/audience

200,000

- Number of active working relationships with other local organizations
- Fusion Youth Centre, Golf and Country Club, and several major local industries
2. Use of a business plan
 - Yes
 3. Organization's (place and activities) top three key roles or core functions
 - Restaurant
 - Overnight accommodation
 - Spa
 4. Top target market groups
 - Leisure market
 - Corporate
 - Associations/social/bus tours
 5. What the top target market groups value about the place... the activities?
 - Location
 - Uniqueness of the property
 - High level of service
 6. Description of current image
 - Place for a special occasion
 - High quality
 - Community Driven
 7. Perception of what is unique about the resource.
 - Size- 33 acres
 - Built heritage- buildings and period furnishings
 - History of property
 8. Linkage of resource fits with the Town's strategic plan
 - Noted in downtown strategy
 9. Description of any overall lessons learnt or good practices
 - Be true as to what you are
 - Take advantage of what you have
 10. Greatest opportunities and challenges in the near future

Opportunities include:

 - Creation of a major visitor destination product e.g. museum of automotive industry or major gallery

Challenges include:

 - Strong competition from other small towns e.g. Stratford and St. Marys
 - Need for community attractions to become more professional

11. Description of preferable or desired future

- Ingersoll evolves into a stronger visitor destination. People living in the region are aware of a strong Ingersoll brand.

Current Assessment of Cultural Resources

Harvest Festival - Jon Bowman

July 2006

1. Current profile of the organization/business -

Official Name

Harvest Festival

Years in Existence

13- 1993

Current President/ Chairperson

Jon Bowman

Number of board members (if relevant)

11 (committee)

Number of members (if relevant)

NA

Number of staff (full time equivalent)

None but supported by museum staff

Number of volunteers (if relevant)

15

Size of annual budget

\$20,000

Number of public activities

One lasting five days

Number of annual visitors/audience

4,000

Number of active working relationships with other local organizations

5- Kiwanis/Lions/Chamber of Commerce/BIA/Museum

2. Use of a business plan

- Annual operational plan

3. Organization's (place and activities) top key roles or core functions

- Educational- historical as to the life style and farming practices of the 1800's
- Presenting special events

4. Top target market groups
 - Local people
 - Regional people

5. What the top target market groups value about the place... the activities?
 - Learning about and seeing active farm machinery

6. Description of current image
 - Interesting and informative

7. Perception of what is unique about the resource
 - Agricultural history
 - Demonstrating original farm machinery that still works

8. Linkage of resource fits with the Town's strategic plan
 - Starting to work together with other groups

9. Description of any overall lessons learnt or good practices
 - Need for dedicated volunteers.
 - Must work harder to ensure a broader base of volunteers

10. Greatest opportunities and challenges in the near future

Opportunities include:

 - Expansion of programming

Challenges:

 - Getting younger people interested and involved

11. Description of preferable or desired future.
 - Old time Country Fair
 - More events
 - New and innovative features every year

Current Assessment of Cultural Resources
Historical Society - Gail Reynolds
July 2006

1. Current profile of the organization/business -

Official Name
 Ingersoll and District Historical Society

Years in Existence
 14- 1992

Current President/ Chairperson
 Gail Reynolds

Number of board members (if relevant)

7

Number of members (if relevant)

50

Number of staff (full time equivalent)

None

Number of volunteers (if relevant)

30

Size of annual budget

\$10,000

Number of public activities

11- Speakers on a monthly basis (except summer)/ 2 dinners per year

Number of annual visitors/audience

500

Number of active working relationships with other local organizations

Museum

2. Use of a business plan

- Not really. Operate with objectives for annual projects.

3. Organization's (place and activities) top key roles or core functions

- Historical presentations
- Book publishing
- Historical projects
- Designations

4. Top target market groups

- Overall community

5. What the top target market groups value about the place... the activities

- Ability to learn and share historical information

6. Description of current image

- Older people
- Informative

7. Perception of what is unique about the resource.

- Link as to cultural /historic roots of the community e.g. underground railroad

8. Linkage of resource fits with the Town's strategic plan

- Little support or interest by municipality

9. Description of any overall lessons learnt or good practices
- Connection with past makes people feel that they belong and are valuable

10. Greatest opportunities and challenges in the near future

Opportunities include:

- Involve younger membership

Challenges include:

- Lack of a strategy
- Lack of support from municipality to encourage boomers

11. Description of preferable or desired future:

- Visible operational base
- Wider interactive projects e.g. walking tours
- Attractions for visitors

Current Assessment of Cultural Resources

Public Library

July 2006

1. Current profile of the organization/business -

Official Name

Oxford Public Library-Ingersoll Branch

Years in Existence

152 years- 1852

Current President/ Chairperson

Len Reeves

Number of board members (if relevant)

7

Number of members (if relevant)

NA

Number of staff (full time equivalent)

6

Number of volunteers (if relevant)

14

Size of annual budget

\$1 million (for Oxford County)

Number of public activities

More than 100 on annual basis

Number of annual visitors/audience
84,000

Number of active working relationships with other local organizations
4- Creative Arts Centre, Museum, Municipality, Health Unit

2. Use of a business plan

- County five year business plan revised every year

3. Organization's (place and activities) top key roles or core functions

- Library services
- Provision of books and magazines
- Information services
- Programming

4. Top target market groups

- General public

5. What the top target market groups value about the place... the activities

- Source of materials and programs
- Place to meet and socialize

6. Description of current image

- Free and open to all
- A bit stodgy

7. Perception of what is unique about the resource

- Accessible
- Child friendly
- Welcoming building with automatic doors

8. Linkage of resource fits with the Town's strategic plan

- As part of upper tier government system generally invisible with Town
- Ignored by town and overall poor communications

9. Description of any overall lessons learnt or good practices

10. Greatest opportunities and challenges in the near future

Opportunities include:

Moving ahead with advanced technology

Challenges:

Understaffed due to budget pressures

11. Description of preferable or desired future.

- Adequate staffing
- Heavily involved with community events

Current Assessment of Cultural Resources
Museum – Tricia Longeway
July 2006

1. Current profile of the organization/business

Official Name

Ingersoll Cheese Factory Museum and Sports Hall of Fame

Years in Existence

29 years – 1977

Current President/ Chairperson

Ted Hunt

Number of board members (if relevant)

7 on Advisory Committee. Appointed by Council to maintain site and for ongoing operations

Number of members (if relevant)

0

Number of staff (full time equivalent)

1 (plus summer students)

Number of volunteers (if relevant)

25 to 60

Size of annual budget

\$78,650

Number of public activities

11 plus Harvest Fest, school programs and tours

Number of annual visitors/audience

3,524

Number of active working relationships with other local organizations

Many including Horticultural Society, Historical Society, Library, Arts Centre

2. Use of a business plan

- Just completed draft five year strategic plan

3. Organization's (place and activities) top key roles or core functions

- Preservation
- Education
- Collections

4. Top target market groups
 - Children and youth through schools outreach
 - Tourists mainly seniors
 - Motor coach groups

5. What the top target market groups value about the place... the activities
 - Well laid out
 - Very informative and interesting

6. Description of current image
 - Lack of a consistent theme
 - Focus is cheese and agricultural history

7. Perception of what is unique about the resource
 - Woodcarving
 - Speed boat
 - Working demonstrations e.g. bread making
 - Free events

8. Linkage of resource fits with the Town's strategic plan
 - Identified as a priority in the strategic plan

9. Description of any overall lessons learnt or good practices
 - From its marketing survey that word –of –mouth is the most important promotional tool

10. Greatest opportunities and challenges in the near future
Opportunities include:
 - Expansion of the facility and programming
 - Improved community support and involvement
Challenges:
 - Getting more community support

11. Description of preferable or desired future.
 - Year round operations
 - Expanded programming and outreach on site through orientation centre
 - Increased attendance
 - Travelling exhibits

Current Assessment of Cultural Resources
Parks and Recreation Department
July 2006

1. Current profile of the organization/business -

Official Name

Town of Ingersoll Parks and Recreation Department

Years in Existence

NA

Current President/ Chairperson

NA

Number of board members (if relevant)

10 on Recreation/Parks/Trails Strategic Planning Committee

Number of members (if relevant)

Number of staff (full time equivalent)

13 full time / 50 to 60 part time

Number of volunteers (if relevant)

Through Youth Centre

Size of annual budget

\$2 million- \$1 million refundable

Number of public activities

All

Number of annual visitors/audience

Thousands

Number of active working relationships with other local organizations

35

2. Use of a business plan

- Strategic plan

3. Organization's (place and activities) top key roles or core functions

- Art classes
- Drama program
- Children's concert
- Art camp/dance competition
- Dancing classes

4. Top target market groups
 - All ages

5. What the top target market groups value about the place... the activities
 - Movement to special events co-ordinator

6. Description of current image
 - Beyond sports and recreation. Involved in community-based special events

7. Perception of what is unique about the resource
 - Large and diverse department for a community of its size

8. Linkage of resource fits with the Town's strategic plan
 - Direct as department of the town

9. Description of any overall lessons learnt or good practices
 - Cultural activities can't be done in silos.
 - Need for active partnerships and working relationships

10. Greatest opportunities and challenges in the near future

Opportunities include:

 - Expansion of programming
 - Increased use of great facilities
 - Museum to be placed under Parks and Recreation

Challenges:

 - Lack of a town marketing campaign

11. Description of preferable or desired future.
 - Playing a more significant role through using town staff and infrastructure

Current Assessment of Cultural Resources

Poetry Competition - Bonnie Mott

July 2006

1. Current profile of the organization/business -

Official Name

James McIntyre Poetry Competition

Years in Existence

10 years- 1996

Current President/Chairperson

Bonnie Mott

Number of board members (if relevant)
4 on the committee

Number of members (if relevant)
0

Number of staff (full time equivalent)
0

Number of volunteers (if relevant)
2 judges

Size of annual budget
NA

Number of public activities
Once a year

Number of annual visitors/audience
150

Number of active working relationships with other local organizations
Museum

2. Use of a business plan
No

3. Organization's (place and activities) top key roles or core functions
Competition

4. Top target market groups

- Local youth/children
- Local adults
- Former residents

5. What the top target market groups value about the place... the activities

- Sense of recognition
- Networking among participants

6. Description of current image

- Catalyst in building self –confidence
- Maintaining the art of poetry

7. Perception of what is unique about the resource

- Honouring a person who was both honoured and ridiculed
- Dedicated to poetry

8. Linkage of resource fits with the Town's strategic plan

- Independent but helped by James Timlin, CAO

9. Description of any overall lessons learnt or good practices
- Ability to be totally volunteer-driven based on short term tasks

10. Greatest opportunities and challenges in the near future

Opportunities include:

- Creating anthology of winning entries

Challenges:

- Keeping people interested

11. Description of preferable or desired future.

- Ability to carry on the future based on sustainability from the municipal staff operating the event

Current Assessment of Cultural Resources

Seniors - Kim Bidwell

July 2006

1. Current profile of the organization/business -

Official Name

Ingersoll Services for Seniors

Years in Existence

11- 1995

Current President/ Chairperson

Dorothy Griffiths

Number of board members (if relevant)

8

Number of members (if relevant)

500

Number of staff (full time equivalent)

3

Number of volunteers (if relevant)

125

Size of annual budget

\$400,000

Number of public activities

12 - assisting other organizations

Number of annual visitors/audience
TBD

Number of active working relationships with other local organizations
10

2. Use of a business plan

- Strategic plan

3. Organization's (place and activities) top key roles or core functions

- Recreation
- Services for assisted living

4. Top target market groups

- 50 plus

5. What the top target market groups value about the place... the activities

- Positive and family atmosphere

6. Description of current image

- Friendly
- Warm and caring

7. Perception of what is unique about the resource.

- Setting and location
- Partnership with town and soccer club

8. Linkage of resource fits with the Town's strategic plan

- Definite tie in

9. Description of any overall lessons learnt or good practices

- Attitude in key- open/ friendly.
- Operate as a team/ share resources and get involved with other agencies

10. Greatest opportunities and challenges in the near future

Opportunities include:

- Expanded facilities/ providing more active activities for the boomer population

Challenges include:

- Large boomer population

11. Description of preferable or desired future.

- Larger space for more active people
- Increased numbers
- Marketing to younger and more active people

Current Assessment of Cultural Resources
Theatre - Lilyane Moyer
July 2006

1. Current profile of the organization/business -

Official Name

Ingersoll Theatre of Performing Arts

Years in Existence

30 years-1976

Current President/ Chairperson

Lilyane Moyer

Number of board members (if relevant)

13

Number of members (if relevant)

80

Number of staff (full time equivalent)

0

Number of volunteers (if relevant)

200

Size of annual budget

\$60,000

Number of public activities

5 major shows

Number of annual visitors/audience

5,000

Number of active working relationships with other local organizations

7- 5 support services, sponsors, youth centre

2. Use of a business plan

- Annual programming and financial plan

3. Organization's (place and activities) top key roles or core functions

- Entertain
- Educate audiences
- Encourage and train local talent

4. Top target market groups

- All ages

5. What the top target market groups value about the place... the activities
 - Quality of the shows
 - Great prices
 - Excellent facilities

6. Description of current image
 - Best kept secret
 - Top community theatre in the district

7. Perception of what is unique about the resource
 - Encourage new faces and talents.
 - Financially stable

8. Linkage of resource fits with the Town's strategic plan
 - Links to overall strategy and the downtown strategy

9. Description of any overall lessons learnt or good practices
 - By breaking down responsibilities, include talents of many

10. Greatest opportunities and challenges in the near future
 Opportunities include:
 - Engagement of more talent
 Challenges:
 - Rising costs equal rising ticket costs

11. Description of preferable or desired future.
 - Full house for a performance every night

**Current Assessment of Cultural Resources
 Trails Association - Adam Soward
 July 2006**

1. Current profile of the organization/business -

Official Name
 Ingersoll Trails Association

Years in Existence
 NA

Current President/ Chairperson
 Adam Soward

Number of board members (if relevant)
 6 to 8

Number of members (if relevant)

NA

Number of staff (full time equivalent)

None

Number of volunteers (if relevant)

6 to 8

Size of annual budget

Not Known

Number of public activities

Pamphlet/signage

Number of annual visitors/audience

Not known

Number of active working relationships with other local organizations

Dialogue with other communities. Work with Horticultural Society.

2. Use of a business plan

- Operate with overall plan.

3. Organization's (place and activities) top key roles or core functions

- Produce and maintain public trails

4. Top target market groups

- Accessible to all

5. What the top target market groups value about the place... the activities

- Not known

6. Description of current image

- Lack of public visibility
- Viewed as work done by the municipality

7. Perception of what is unique about the resource.

- Ability to link people through out community

8. Linkage of resource fits with the Town's strategic plan

- Not known

9. Description of any overall lessons learnt or good practices

- Not known

10. Greatest opportunities and challenges in the near future

Opportunities include:

- Due to current size/scale of built environment- ability to create trail network throughout community
- Involvement of the youth

Challenges include:

- Differing visions of town- no growth or major growth
- Need for better planning based on quality of life

11. Description of preferable or desired future.

- In five years Ingersoll is the healthiest community in Canada
- Ability to walk and bike safely and efficiently through put the town.
- Viewed as a serious alternate transportation system as compared to the road network

Current Assessment of Cultural Resources

Youth Centre - Lisa Longworth

July 2006

1. Current profile of the organization/business

Official Name

Fusion Youth Activity Centre

Years in Existence

Less than one year- 2006

Current President/Chairperson

NA

Number of board members (if relevant)

11- Youth Advisory Council plus 4 adult mentors

Number of members (if relevant)

350

Number of staff (full time equivalent)

6

Number of volunteers (if relevant)

System in process

Size of annual budget

Part of Parks and Recreation Department

Number of public activities

6

Number of annual visitors/audience
750 based on four months

Number of active working relationships with other local organizations
32

2. Use of a business plan

- Operational plan

3. Organization's (place and activities) top key roles or core functions

- Youth engagement
- Recreation and play for youth
- Community development related to youth issues

4. Top target market groups

- 12-15 years old
- 15-18 years old
- Community

5. What the top target market groups value about the place... the activities?

- Music and dance
- Diversity
- Space of their own

6. Description of current image

- Growing
- Controversial
- Positive

7. Perception of what is unique about the resource

- Offering a venue that never existed in the county before
- Cultural opportunities for youth in drama, music, library arts that used to be part of school system

8. Linkage of resource fits with the Town's strategic plan

- Part of strategic plan. Part of youth goals

9. Description of any overall lessons learnt or good practices

- Importance of advertising

10. Greatest opportunities and challenges in the near future

Opportunities include:

- Drama club
- Art factory

Challenges:

- Adult versus youth perception as to culture

11. Description of preferable or desired future.

- Space to grow cultural activities
- Involvement of all generations
- Inclusive of everyone in the community

7.2 Individual Organizational Directional Shift

Town of Ingersoll Cultural Strategy *Individual Organizational Directional Shifts and Desired Results* August 4, 2006

1. Future Impact - Long term desired changes for participants and/or residents

Arts centre	<ul style="list-style-type: none"> • Greatly expanded public and audience participation • Increased level of participation by users • Increased community economic activity and pride
BIA	<ul style="list-style-type: none"> • Increased visitor levels and markets from both inside and outside Oxford County • Destination area
Chamber of Commerce	<ul style="list-style-type: none"> • Growing in influence • More businesses and jobs
Community Foundation	<ul style="list-style-type: none"> • Helping more people
Elmhurst Inn	<ul style="list-style-type: none"> • Evolving in to a major recreational/educational centre based on diverse history and on automotive industry
Harvest Festival	<ul style="list-style-type: none"> • More youth engagement • New people attending
Historical Society	<ul style="list-style-type: none"> • Increased understanding, respect and enthusiasm of residents for area's heritage and culture
ITOPA	<ul style="list-style-type: none"> • Increased number of audiences attending nightly performances
Museum	<ul style="list-style-type: none"> • Increased number of visitors by year round programming and special events • Heightened level of overnight and weekend visitors • More motor coach groups • Increased number of students learning and being excited by history through an indoor centre
Parks and Recreation Department	<ul style="list-style-type: none"> • Greater use of activities by residents and visitors
Public library	<ul style="list-style-type: none"> • Increased interaction and support for the area writers and poets • Increased use of use and support by residents through enhanced technology
Poetry Competition	<ul style="list-style-type: none"> • Higher visitor levels through physical centre for area's history, economic heritage (cheese), and historic replicas of significant properties • Increased involvement of youth in history of area
Seniors centre	<ul style="list-style-type: none"> • Increased use by younger and more active seniors • Playing a key role for the boomer generation
Trails Association	<ul style="list-style-type: none"> • Reduced frequency of people using vehicles • Increased healthy activity of residents by a network of trails • Healthiest community in Canada
Youth Centre	<ul style="list-style-type: none"> • Increased interaction and involvement of all generations

2. Future Role - the directional shifts in the functions/core activities and in target market groups

Arts centre	<ul style="list-style-type: none"> • Outstanding visual art programming • Programming that improves community economic and emotional wellbeing
BIA	<ul style="list-style-type: none"> • Continuing promoting both Ingersoll and the downtown core
Chamber of Commerce Community Foundation	<ul style="list-style-type: none"> • Strengthening small businesses • Continuing to provide grants to organizations and needy people
Elmhurst Inn	<ul style="list-style-type: none"> • Venue to host fundraising dinners/events for proposed Ingersoll Centre
Harvest Festival	<ul style="list-style-type: none"> • Creating more new and innovative events and features
Historical Society	<ul style="list-style-type: none"> • Increasing visibility by more leadership in presenting/celebrating local history and by a physical home base • Adding more interactive projects
ITOPA	<ul style="list-style-type: none"> • Offering more performances • Engaging more talent
Museum	<ul style="list-style-type: none"> • Offering year round operations • Providing professional learning environment • Becoming more education orientated • Developing revenue generating programs and services • Implementing new events and programs through community partnerships
Parks and Recreation Department Public library	<ul style="list-style-type: none"> • Expanding programming • Increasing use of facilities • Improving programs for all ages • Improving information services and collections of materials • Ongoing changes related to technology/electronic service provision
Poetry Competition	<ul style="list-style-type: none"> • Sustainability and growth of event due to more support from the community
Seniors centre	<ul style="list-style-type: none"> • Expanding facilities • Adding more active activities
Trails Association	<ul style="list-style-type: none"> • Expanding role in direct management of trail system • Increasing investment in trails and in community health
Youth Centre	<ul style="list-style-type: none"> • Increasing cultural activities • Introducing more inter-generation programs

3. Future Image-directional shifts in the physical space, scale of operations and the feel

Arts centre	<ul style="list-style-type: none"> • More active volunteerism • Expanded staff levels • New, innovative and fresh
BIA	<ul style="list-style-type: none"> • Full time management • Continued strategic management • Working in concert with other organizations
Chamber of Commerce	<ul style="list-style-type: none"> • Sustainable and growing membership
Community Foundation	<ul style="list-style-type: none"> • Able to carry on with just volunteers
Elmhurst Inn	<ul style="list-style-type: none"> • Part of a stronger visitor destination with a clear brand • Operational Cultural Centre
Harvest Festival	<ul style="list-style-type: none"> • Old time country fair • Fresh and interesting
Historical Society	<ul style="list-style-type: none"> • Operating out of a physical home base • More visible and well known in the community
ITOPA	<ul style="list-style-type: none"> • Full house every night
Museum	<ul style="list-style-type: none"> • Living history site with daily demonstrations and activities • Beyond the cheese focus • Indoor orientation centre with expanded collections storage and indoor programming space • Expanded parking lot and connecting sidewalks • Professionally run facility with full time trained staff and volunteers
Parks and Recreation Department	<ul style="list-style-type: none"> • Playing a more significant role
Public library	<ul style="list-style-type: none"> • Same space but more organized and efficient • More technology driven • Increased service roles and types of service • Responsive to change including technology • Viewed as supporting the community • Adequately staffed
Poetry Competition	<ul style="list-style-type: none"> • Around for many years attracting more interest of residents and youth
Seniors centre	<ul style="list-style-type: none"> • Expanded facilities • Boomer friendly
Trails Association	<ul style="list-style-type: none"> • Healthier community • Active, healthy and happy citizens
Youth Centre	<ul style="list-style-type: none"> • Leading edge • High sense of ownership by the youth • High sense of support from the community

7.3 Listing of Suggested Resources and Government Programs

From Eva Salter, Ministry of Culture

TOOLS & RESOURCES FOR CREATING QUALITY OF PLACE

Home of Municipal Cultural Planning

Centre for Cultural Management (University of Waterloo)

A partner in the **Municipal Cultural Planning Partnership (MCP)** the Centre's website features the report on the first five Municipal Cultural Planning Forums and 14 case studies on good municipal practices.

For more information: <http://ccm.uwaterloo.ca> ® Municipal Cultural Planning

A Global Perspective on Municipal Cultural Planning

Cultural Planning - Policy Task, Not Tool

Deborah Mills considers the significance of culture in the planning process, and suggests 'ways of seeing' culture within the functions of local government.

For more information: http://www.ccd.net/pdf/art55_cultural_planning.pdf

Final Report of the External Advisory Committee on Cities and Communities, June 2006

Chaired by Mike Harcourt, "From Restless Communities to Resilient Places" states that "...we easily understand the importance of economic, social and environmental sustainability to the well-being and future of our cities and communities; these three dimensions are familiar in most discussions of sustainability. Important as they are, they do not address some of the fundamental issues of how to create sustainable communities, such as developing civic pride, creating a sense of place and fostering diversity and inclusion. Cultural sustainability ties together the other three dimensions, and is essential to community success".

For more information: http://www.infrastructure.gc.ca/eacc-ccevc/alt_formats/pdf/eacc_rep_ccevcRap_e.pdf or google the title "From Restless Communities to Resilient Places"

From Cultural Silos to Cultural Systems

In his final report to the Municipal Cultural Planning Partnership, on five municipal cultural planning forums held throughout Ontario in 2005 and engaging more than 750 municipal, culture and community leaders, Dr Greg Baeker outlines what was learned, what is needed in adopting a new mindset for municipal cultural planning, conclusions and next steps.

For more information: <http://ccm.uwaterloo.ca> → Municipal Cultural Planning → Final Report

Ryerson Centre for Study of Commercial Activity (CSCA)

"Beyond Anecdotal Evidence: The Spillover Effect of Investments in Cultural Facilities" (October 2003) by Ken Jones, Ph.D., Director, CSCA, Ryerson University. Ryerson's CSCA and Artscape created a new methodology to measure the neighbourhood impacts of cultural facilities.

For more information: <http://www.csc.ryerson.ca/research/culture/ArtScapeShow.pdf> or google the Title

Strathroy District Arts Council Cultural Master Plan

This is not a Master Plan that focuses on Arts and Culture as the end result but rather one that focuses on the relationship that Arts and Culture has with the community, specifically in terms of ✓civic pride, ✓economic development, ✓tourism and ✓the social well being of the Township of Strathroy-Caradoc

For more information: www.arts-council.ca.

The Rise of the Creative Class by **Richard Florida** examines creativity and its effects on placemaking. For more information: www.creativeclass.org

Provincial Resources

Community and Business Financing: A Guide to Funding Programs for Rural Ontario

An array of provincial and federal programs are listed

For more information: <http://www.reddi.mah.gov.on.ca> and click →Implement Projects → Community and Business Financing...

Doors Open Ontario

Annually Doors Open brings together communities across Ontario to celebrate and showcase their heritage. From April to October each year, communities open the doors to some of our most intriguing and charming heritage sites including commercial buildings, courthouses, places of worship, gardens, natural heritage.

For more information: <http://www.doorsopenontario.on.ca/>

Historic Places Initiative (HPI)

The Ontario government is a participant in a new federal, provincial and territorial partnership aimed at identifying and conserving historic places across Canada. The Initiative furthers an appreciation of Ontario's heritage by promoting its historic places and encouraging heritage conservation and rehabilitation efforts.

For more information: <http://www.culture.gov.on.ca> and click Heritage, → Historic Places Initiative

Library's Contribution to Your Community, (The): A Resource Manual for Libraries to Document their Social and Economic Contribution to the Local Community.

Prepared by: dmA Planning and Management Services, for the Southern Ontario Library Services ©1998., this manual is designed for self-use by public libraries, identifies 12 social and 9 economic benefits and describes what needed to deliver each of the benefits.

For more information and to order a copy of the manual: <http://www.sols.org/publications/lctyc/index.htm>.

Ministry of Culture

The Ministry of Culture encourages the arts and cultural industries, protects Ontario's heritage and advances the public library system in order to maximize their contribution to the province's economic and social vitality.

[The Honourable Caroline Di Cocco, Minister of Culture](#) recently stated: "Municipal cultural planning is the way to change people's attitudes about the value of culture. Changing the way people view culture and its value is the real 'cultural renaissance'."

For more information on programs and services: <http://www.culture.gov.on.ca>

Ontario Arts Council (OAC)– Provincial Arts Funding Agency

An agency of the Ministry of Culture, the Ontario Arts Council offers more than fifty funding programs for Ontario-based artists and arts organizations, with funds from the Ontario government.

For more information: <http://www.arts.on.ca>

Ontario Cultural Attractions Fund (OCAF)

The Government of Ontario's Cultural Attractions Fund (CAF) is a \$20 million initiative to help Ontario's arts, cultural and heritage organizations with new cultural programming ventures. It seeks to help reduce the financial risk of creating new ventures by providing up-front working capital. OCAF has currently funded 24 different events in Toronto.

For more information: <http://www.ocaf.on.ca>

Ontario Heritage Tool Kit

It includes a series of guides that explain different aspects the Ontario Heritage Act(OHA), the Planning Act, the Historic Places Initiative, and related programs. Guides include:

[Your Community, Your Heritage, Your Committee](#) - A Guide to Establishing and Sustaining an Effective Municipal Heritage Committee

[Heritage Property Evaluation](#) - A Guide to Listing, Researching and Evaluating Cultural Heritage Property in Ontario Communities

[Designating Heritage Properties](#) - A Guide to Municipal Designation of Individual Properties under the OHA

[Heritage Conservation Districts](#) - A Guide to District Designation under the OHA

[Heritage Resources In The Land Use Planning Process](#) - Cultural Heritage and Archaeology Policies of the Ontario Provincial Policy Statement, 2005

For more information: <http://www.culture.gov.on.ca> and click →[About the Ministry](#), →[Heritage](#)

Ontario Tourism Marketing Partnership Corporation

[Industry Partnership Proposal Program \(IPPP\)](#)

The Ontario Tourism Marketing Partnership Corporation works collaboratively with groups in the tourism industry to develop and implement innovative and co-operative marketing programs.

[Tourism Event Marketing Partnership Program \(TEMPP\)](#)

TEMPP can assist with the promotion of selected tourism events and festivals across the province. If you are interested in submitting an event to be considered for TEMPP assistance, you can download the Application Form and follow the submission instructions.

For more information: <http://www.tourismpartners.com> and click [Partnership Opportunities](#)

Ontario Trillium Foundation (OTF)

An agency of the Ministry of Culture, the Ontario Trillium Foundation awards grants to fund capital, operating and/or specific project costs in support of: Arts & Culture, Environment, Human & Social Services, and Sports & Recreation. The Foundation makes grants that have province-wide impact as well as grants in local communities across Ontario.

For more information: <http://www.trilliumfoundation.org/>

Rural Economic Development Data & Intelligence (REDDI)

Brought to you by the Ministry of Agriculture, Food and Rural Affairs, REDDI has the tools to help you identify local priorities and carry out strategies that will achieve your community's goals. E.g.

[First Impressions Community Exchange](#) - learn about the program that helps communities gain insight into their home town through the eyes of first-time visitors.

[Downtown Revitalization](#)

Step-by-step strategies, information and tools to help you improve local downtown areas can be found here.

[Economic Analysis Tools](#)

Need help identifying your area's competitive advantage? This site can help you assess the relative strengths and weaknesses of industries in your region.

[And much, much more](#)

For more information: <http://www.reddi.mah.gov.on.ca>

Summer Experience Program (SEP)

SEP is a summer employment grant program to provide career-related employment opportunities for youth in a variety of areas including the citizenship, sport, recreation and cultural sectors.

For more information: <http://www.summer.mbs.gov.on.ca/>

Summer Jobs Service

This Ontario government program can help find a summer job. The program provides a \$2/hour wage support for jobs with businesses, as well as with not-for-profit and other community organizations.

For more information: <http://www.edu.gov.on.ca/eng/document/brochure/summerjobs.html> and <http://www.omafra.gov.on.ca> and click [Rural Summer Jobs Service](#)

Other

Artscape's Creative Clusters Development Program

The Program is an organizational development program led by Artscape to build the capacity of Canadian communities in developing and managing cluster projects that serve the arts and creative sector through the practice of Creative Community Building.

For more information: www.torontoartscape.on.ca and click →[Consulting + Research](#) → [Creative Clusters Development Program](#)

Bell Canada – Connected to Communities

Bell's Community Investment program is all about being Connected to Communities through youth and community economic development.

For more information: <http://www.bce.ca/en/community/investment/connected/>

BizPaL

BizPaL is an online service that simplifies the business permit and licence process for entrepreneurs, governments, and third party business service providers.

For more information: http://www.bizpal.ca/index_e.shtml

Canada Council for the Arts –Federal Funding Agency

For more information: <http://www.canadacouncil.ca/>

Canadian Heritage – All Funding Programs

Including Arts Presentation Canada, Cultural Capitals, Cultural Spaces, etc.

For more information: http://www.pch.gc.ca/pc-ch/financ/index_e.cfm

Canadian Rural Partnership - Networking Initiative (Fund)

The Networking Initiative funds three types of rural community projects aimed at building community cap http://www.rural.gc.ca/programs/networking_e.phtmlcity: learning events, partnerships and networks. The Initiative runs until March 2008.

For more information: http://www.rural.gc.ca/programs/networking_e.phtml

Commercial Heritage Properties Incentive Fund

The program is designed to award financial incentives to eligible commercial [historic places](#) listed on the Canadian Register of Historic Places. See HPI below.

For more information: http://www.pc.gc.ca/progs/plp-hpp/plp-hpp2c3_E.asp

Commercial Theatre Development Fund

Administered by the Toronto Alliance for the Performing Arts, the fund assists the Ontario commercial theatre sector through associations with Ontario-based producers who seek to present small to mid sized commercial theatre productions..

For more information: tapa.ca/files/CTDF_Form_06.doc or google [Commercial Theatre Development Fund](#)

Communities in Bloom and WinterLights Celebrations

These are two National programs that are building pride and enhancing quality of life in communities across Canada.

For more information: <http://www.communitiesinbloom.ca/>

Community Foundations Canada (CFC)

CFC is the membership organization for Canada's vibrant and growing network of 155 community foundations and a source of information for getting the endowment fund raising platform needed in communities for sustainable cultural infrastructure, etc.

For more information: <http://www.cfc-fcc.ca/>

Council for Business and the Arts

[ArtsVest Program](#) - ArtsVest is a pilot matching grants program created by the CBAC in partnership with the Ontario Ministry of Culture and the Ontario Trillium Foundation. Its goal is to help develop new, mutually beneficial partnerships between business and arts organizations that will in turn benefit Ontario communities.

For more information: <http://www.businessforarts.org/>

Creative City Network of Canada

An organization of people employed by municipalities across Canada working on arts, culture and heritage policy, planning, development and support. Read "[Making the Case for Culture](#)". Plan on attending the 2006 Conference October 18-21, 2006, Toronto, ON

For more information: <http://www.creativecity.ca/>

Environment Canada – Eco Action Fund

EcoAction encourages project submissions that will protect, rehabilitate or enhance the natural environment, and build the capacity of communities to sustain these activities into the future. Projects require matching funds or in-kind support from other sponsors.

For more information: http://www.ec.gc.ca/ecoaction/index_e.html

Funding Sources for Trail Building Projects

For more information: <http://www.trentu.ca/academic/trailstudies/fundtrails.htm>

Industry Canada Regional Development

Includes Canada-Ontario Municipal Rural Infrastructure Fund and 2005 Social Economy Initiative, etc.

For more information: <http://www.ic.gc.ca> and click → [Programs and Services](#)

International Downtowns Association

This association has an interest in culture as a key in downtown renewal planning and development, a growing emphasis on the quality of place in commercial areas

For more information: <http://www.ida-downtown.org/km/DesktopDefault.aspx>

On-site

An employment program that matches Canadian firms and institutions with university or college graduates in a range of disciplines - for up to six months - at low cost.

For more information: <http://epi.ca/>

Places Journal

This is a “Forum of Design for the Public Realm”. It can be used to encourage architects, planners, landscape architects, engineers and politicians to plan with whole place fabric and relationships as the priorities.

For more information: <http://www.places-journal.org/1.html>

Stewardship Canada Funders’ Guide

A comprehensive database of private and public Foundations in Canada, with varying interests of support.

For more information: <http://dev.stewardshipcanada.ca> and click → Stewardship Directories → Funders

Strategic Horizons LLP

Strategic Horizons LLP offers unique perspective that cofounders Joe Pine and Jim Gilmore articulate in such works as their best-selling book [*The Experience Economy: Work Is Theatre & Every Business a Stage*](#).

For more information: <http://www.customization.com/>

Summer Work Experience (Employment Program)

The Federal Government program creates summer employment opportunities for secondary and post-secondary students, and supports the operation of summer employment offices where they may also find a job. These jobs provide students with the opportunity to acquire skills, gain valuable work experience and help finance their return to school.

For more information: <http://www.hrsdc.gc.ca> and click → Individuals → [Students and Youth](#)

7.4 Listing of Participating Local Organizations

1. Creative Arts Centre
2. Ingersoll Library
3. ITOPA – Ingersoll Performing Arts Theatre
4. Fusion Youth Centre
5. Alexander Hospital
6. Canterbury Folk Festival
7. Ingersoll Community Foundation
8. Ingersoll Seniors Activity Centre
9. Ingersoll Trails Committee
10. Ingersoll District Chamber of Commerce
11. Ingersoll BIA
12. Ingersoll Cheese and Agricultural Museum
13. Ingersoll Festival of Lights
14. Ingersoll Communities in Bloom
15. Ingersoll Historical Society
16. Oxford Small Business Support Centre (Community Futures)
17. Kiwanis Club of Ingersoll
18. Rotary Club of Ingersoll
19. Country of Oxford Tourism,
20. CAW Local 88
21. Cami Automotive Inc
22. Craigwood Youth Services
23. Elmhurst Inn and Spa
24. Harvest Festival
25. Poetry Competition
26. Parks and Recreation Department