



# Orangeville's Cultural Advantage

Municipal Cultural Plan  
with Appendices

March 2014



The medians on Broadway

Prepared by:  
Culture Capital in association with Nordicity and GeoPraxis Inc.



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# Executive Summary

Orangeville's Cultural Advantage is a strategic document for the Town and its partners that recognizes culture as an integral part of the social and economic fabric of the community and identifies priorities and actions to enhance its arts, culture and heritage sectors.

## Background

The Town of Orangeville has acknowledged the value of its arts, culture and heritage sector over the years through a number of policies and initiatives. Its Heritage Committee has been a leader for some time in developing and implementing policies that protect and enhance the Town's unique heritage buildings. In 2010 community cultural goals and policies were incorporated into the Town's Official Plan, and its Economic Development Strategy identifies the arts and culture as key to building social and economic capacity. In 2011 the Town formed an Arts and Culture Committee to provide advice on this important sector.

Following a strategic planning session held by the Arts and Culture Committee in March 2012, it was decided that an important step for Orangeville's growth as a regional cultural hub was to develop a culture plan.

In the spring of 2013, the Town Council approved appointing Culture Capital and Nordicity in partnership with GeoPraxis Inc. to prepare a Municipal Culture Plan and Culture Map for Orangeville, with funding provided by the Government of Ontario.

## Development of Orangeville's Cultural Advantage

Members of the Arts and Culture Committee acted as advisors throughout the process and guided the development of this Plan. Two stakeholder roundtables were held, interviews were conducted with Town Councillors, key cultural organizations, businesses and individuals, and a questionnaire was circulated at cultural events and through the Town's website, resulting in more than 200 responses. An industry survey was completed by 75 cultural businesses and individuals and formed the basis of the economic impact analysis.

**An inventory of cultural assets in Orangeville identified 479 assets across the areas of cultural businesses and artists, cultural and natural heritage sites, festivals and events, cultural spaces and facilities and cultural and community groups.**

## Economic Impact of Culture in Orangeville

The economic impact analysis of Orangeville's arts and culture sector demonstrates that culture plays a significant role in the Town's economy. In 2012:

- **A total of 398 FTEs (full time equivalents) of employment** was generated by the cultural sector in the Orangeville/Dufferin County economy, along with **\$11 million in labour income and \$13.8 million in gross domestic product (GDP)**.
- **Cultural activity** (i.e., the production of cultural goods and services by cultural organizations and local artists) was the largest source of economic impact, generating **376 FTEs of employment, \$10.2 million in labour income and \$12.6 million in GDP**.
- **Cultural tourism** provided additional economic benefits for the local economy, albeit on a much smaller scale.
- **25,000 same-day visitors** were attracted by cultural tourism to Orangeville; these visitors spent on average **\$65 per person, for a total of \$1.55 million**.
- **10,613 overnight cultural visitors** spent **\$3.55 million or \$146 per person**.
- These same-day and overnight visitors spent a combined **\$3.15 million** in the Orangeville/Dufferin County economy, generating **22 FTEs of employment, \$760,000 in labour income and \$1.2 million in GDP**.



## Strategic Themes for Orangeville

Throughout the consultation period the following strategic themes emerged:

- 1. Leading and Connecting:** Provide strong Town and community leadership, adopt a coordinated and inclusive approach and connect with the community and other partners.
- 2. Capacity and Place:** Provide accessible and affordable cultural spaces and expanded cultural opportunities, and maintain and enhance heritage assets.

**3. Identity and Innovation:** Build the Orangeville brand and identity on the foundation of its heritage and cultural strengths. Explore the digital potential of Orangeville’s cultural assets and activities. Develop policies and supportive framework to entice the creative class.

**4. Creative Growth and Investment:** Strengthen Orangeville’s cultural potential through investment, support and increased cultural programs and opportunities.

## Strategic Issues

The consultation and research identified a number of strengths, challenges and opportunities for Orangeville’s cultural sector.

Strengths such as Orangeville’s small-town atmosphere, strong community spirit and unique heritage buildings were cited often. Underlying supportive cultural policies in the Town’s Official Plan and Economic Development Strategy provide a solid foundation to build on. The Town’s strategic location in proximity to the GTA and its role as the commercial hub of Dufferin County are other important strengths. In addition, Orangeville’s passionate and talented arts and culture community contributes to a positive environment for culture and the arts.

However, Orangeville lacks a strong cultural focus in its municipal programs and investment in culture is low. With no dedicated cultural staff, the Town’s strategic ability to leverage the economic and social potential of its cultural community is affected.

Other broader challenges include Orangeville’s need to develop a critical mass of cultural activity and attractions. Growth opportunities include developing activities which appeal to the 15–20, 20–30 and 30+ age groups (which are currently lacking), as well as addressing the Town’s shortage of accessible and appropriate cultural spaces and venues.

Despite these challenges, it is clear that the basic ingredients exist for Orangeville to build a competitive advantage on the foundation of its creative sector. Building blocks will need to be laid before the full potential is realized, but with all partners working together, **Orangeville’s Cultural Advantage** will act as a roadmap to develop the Town into a cultural centre and regional hub.

## Strategic Directions

The Report’s recommendations are aimed at strengthening the cultural sector in Orangeville and building the Town’s economic strength and tourism potential. Recommendations align with and complement many of the Town’s social and economic development objectives.

The following strategic directions are the foundation on which to build Orangeville’s cultural potential. These broad recommendations complement the themes identified and provide the basis for specific initiatives and actions to be implemented.

- The Town should develop a focused approach to the arts and culture by integrating cultural opportunities across all its departments and activities, such as recreation programs, and by developing a cultural investment strategy.

- The Town of Orangeville needs coordination to leverage the social, tourism and economic potential of its cultural scene and should create a dedicated position for a Culture and Tourism Coordinator.
- Future Official Plan reviews should include an assessment of the potential for application of development tools to help fund cultural infrastructure and public art.
- The Municipal Act allows upper and lower tier municipalities and school boards to provide tax relief to owners of eligible heritage properties as an incentive to maintain high heritage standards. A local Orangeville program and by-law should be developed in consultation with the Heritage Committee.
- A Summer Attraction Strategy should be developed with partners to enhance Orangeville's cultural critical mass for residents and strengthen its tourism magnets for visitors during the summer months. Surveying local and regional residents of all ages, as well as cultural audiences, to understand what activities they want to see more of in their town, would be a first step in this strategy.

While some of the report's recommendations require new resources, in many cases there are offsetting revenue sources to be tapped. A number of recommendations can be achieved through realignment of current priorities and by considering how culture can be integrated into existing programs or incorporated into new and existing venues or initiatives.

For example, while Public Works is not normally seen as a cultural provider, when planning is done for new roadwork or sewer covers, some municipalities have taken advantage of the opportunity, at no extra cost, to integrate artists' designs into the process. In other municipalities, art trails and heritage trails have been developed when new parks or retrofits to existing parks are built.

Investment, whether through new resources or refocusing of existing resources, will yield dividends to the Town's social and economic value, as can be seen in the economic impact currently created by Orangeville's cultural sector.





## Letter from the Mayor

As Mayor of Orangeville, it gives me great pleasure to present Orangeville's Culture Plan and Cultural Mapping Strategy, **Orangeville's Cultural Advantage**.

Based on the recommendation of Orangeville's Arts and Culture Committee, this Plan is a guide that shows how our cultural strengths can be leveraged to build our community and contribute to Orangeville's economic prosperity.

Orangeville's arts and culture sector matters. From live theatre to art galleries and dance studios, from heritage walks to music festivals, from special exhibitions to culinary events, the wealth of arts and culture in Orangeville helps to enrich our lives and make this a place we are proud to call home.

We also know that arts and culture strengthen our economy, create jobs and help to make us competitive. This report outlines that the economic impact of Orangeville's arts and culture sector is estimated to be **\$13.8 million** in direct GDP annually for our community, and that the culture sector creates **398 jobs** (FTEs) locally. That's a significant return on the investment.

I am proud of all the contributions of the members of our cultural community and look forward to working with them as well as all our residents and businesses to ensure that Orangeville reaches its greatest potential as a culturally and economically vibrant community.

Rob Adams  
Mayor







## Letter from the Chair of the Arts and Culture Committee

As the inaugural Chair of Orangeville's Arts and Culture Committee, I am very excited to deliver the Town's Culture Plan, **Orangeville's Cultural Advantage**. The need for a Culture Plan for Orangeville first emerged from a strategic planning session held by the Committee. The result, **Orangeville's Cultural Advantage**, is a roadmap for our Town's future success, using arts and culture to enhance our quality of life and economic prosperity.

The significance of arts and culture in all aspects of community development is well established. In fact, during the Second World War, when Britain's finance minister recommended cutting arts funding to support the war effort, Sir Winston Churchill replied, "Then what are we fighting for?"


Orangeville's arts, culture and heritage reflect our history and tell our stories to ourselves and to visitors to our Town. In fact, our heritage and our arts and culture activities are the biggest reasons why tourists come to visit us and, while here, spend money in our shops and restaurants. Orangeville's Cultural Advantage shows how the arts add jobs and economic value to our community.

But the importance of the arts goes beyond economic reasons. Creative expression, whether through the visual arts or crafts, theatre, music, dance or film, helps define our sense of ourselves and of our community. It reveals our memories and informs our future. It creates a healthy and vibrant community.

Orangeville's Cultural Advantage maps Orangeville's cultural strengths and shows how we can, with a small investment, reap huge dividends for our citizens, for our community's health and identity, and for our social and economic wellbeing.

Many other communities have used culture plans to help them succeed and to adapt to our changing society. Orangeville's Cultural Advantage is our guide to using our creative strengths to build a healthy and prosperous community.

We take great pride in our community, and know that if we all pull together around this Cultural Plan, we will accomplish great things and enrich Orangeville's quality of life and attractiveness.



*Mary T. Rose*

Councillor Mary Rose  
Chair, Arts and Culture Committee

# 1. Introduction

**Orangeville's Cultural Advantage** demonstrates that the arts and culture sector in Orangeville is a significant local industry, creating jobs and prosperity. The report also shows that the arts bring much more than financial rewards. They are essential to the Town's quality of life, creating meaning for its residents and contributing to Orangeville's successful future.

## 1.1 Supporting Policies in Orangeville

Orangeville has developed a number of supporting policies and plans that are relevant to the arts and culture sector and that are summarized below:

### Town Official Plan

The Town of Orangeville's **Official Plan** incorporates detailed heritage resource protection policies as well as policies relating to high standards of urban design and the development of facilities and attractions to encourage visitors. The Official Plan contains a section on Community Culture that calls for recognizing Orangeville as a community of creative innovation and ideas, one that leverages the unique and authentic voices of the diverse, young and growing cultural community, and that strives to be on the leading edge of cultural activity and development, as well as building capacity for its residents.

### Economic Development Strategy

The Town's 2007 **Economic Development Strategy** reported that tourism, and by extension the arts and culture elements of the creative industries, was one of three sectors that could contribute to Orangeville's economic growth. The report recommended positioning Orangeville as a home for the "creative class of worker" and fostering partnerships to promote larger arts and culture festivals and events, workshops to build arts management skills, and a coordinated plan for the development and promotion of the arts/culture/tourism sector in Orangeville.

### Tourism Development and Marketing Plan

**The Tourism Development and Marketing Plan**, released in 2010, lays out strategies and actions to enhance tourism and identifies the potential for capitalizing on the Town's performing arts and other arts and cultural features in developing Orangeville as a tourism hub for the region.

## The Arts and Tourism

"The economic impacts of Ontario's arts and culture tourism are substantial.... Almost all of the 20.8 million North American tourists with travel experience in Ontario seek an arts or culture activity.... Over two-fifths of these identify an arts and culture activity as a trip driver – the main reason for the trip."

**Ontario Arts and Culture Tourism Profile, 2012, prepared for the Ontario Arts Council by Research Resolutions and Consulting**

## 1.2 Town of Orangeville's Objectives for the Culture Plan

The Town of Orangeville identified three objectives for the Culture Plan:

- 1. To create** a guide to support the development of cultural policies, programs, partnerships and initiatives that ensure the Town of Orangeville reaches its greatest potential as a culturally vibrant and creative community.
- 2. To map** Orangeville's arts and culture assets and resources and identify strategies and actions to strengthen and enhance arts and culture resources and activities in Orangeville.
- 3. To define** a role for the Municipality in culture that will assist with the integration of culture, e.g., facilitation, integration, leadership, preservation, building, funding, consultation, marketing, coordination, etc.

### A Vision for Culture in Orangeville

**A creative community and vibrant destination for arts and culture.**

#### Mandate

To be a leader in cultural development and engagement in the Orangeville area and to celebrate, facilitate and enhance arts and culture for the enjoyment of residents and visitors alike.

#### Principles

- **Identity:** Orangeville's arts, culture and heritage will be showcased to promote the Town's unique identity.
- **Inclusion:** Accessibility, diversity and cultural opportunities for all residents of all ages will be pursued to enhance the Town's quality of life.
- **Collaboration and Community:** Partnerships and cooperation between cultural groups and the Town will be cultivated and cultural initiatives that build, coalesce and connect communities, both within Orangeville and throughout the region, will be fostered.
- **Economy:** Strategies to enhance the creative sector's contribution to economic vitality, drawing tourists and attracting and retaining businesses, will be nurtured.
- **Inspiration:** The Town will provide leadership to encourage innovation and creative excellence in its cultural programs and in the cultural sector.
- **Capacity:** The Town will fully develop its cultural assets and will enhance capacity in keeping with the growth and aspirations of its community.
- **Accountability:** Benchmarks to chart progress and monitoring of municipal resources will be put in place to ensure resources invested in arts and culture and in heritage are effective, efficient and sustainable.

## Investment in the Arts

Historically, Orangeville has invested only modestly in its arts community. Nevertheless, the economic analysis shows that its arts community yields relatively significant economic benefits. This track record suggests that even a moderate enhancement in the Town's investment in the arts could yield further economic benefits and improve Orangeville's prosperity in the future.

Indeed, as the economic impact analysis shows, there is probably significant scope to increase the sector's economic benefits by stimulating more tourism spillovers through the attraction of more cultural-event attendees from outside Orangeville. In addition, an increased focus on developing partnerships, finding funding and implementing strategic cultural initiatives would greatly enhance all aspects of Orangeville's goal of developing its tourism, creative industries and cultural hub potential.

## 1.3 What Is Cultural Planning and What Does It Accomplish?

Increasingly, Canadian municipalities have recognized that their arts, culture and heritage sectors are vital to their success as economically vibrant communities with the ability to attract talent, be magnets for tourists and provide their residents with a high quality of life.

Large and small cities and towns have seen that communities with lively cultural scenes have a competitive advantage.

Cultural planning is a comprehensive process that provides a municipality with a strategic understanding, unique to each community, of its cultural strengths and how to leverage those strengths to the greatest advantage socially and economically.

Examples of municipalities in the Orangeville vicinity that have prepared culture plans as a way of developing a competitive edge are Orillia, whose 2005 culture plan guided its culture office, which now has four full-time culture staff who have developed a robust summer attractions program; and Markham, where one manifestation of its 2012 culture plan and public realm plan is the groundbreaking, large-scale public art installation Landslide, which is garnering huge acclaim.

Cultural Mapping is a tool that sets up a consistent set of cultural assets and resources classifications to assist cultural planning. Orangeville's cultural mapping is an active tool that will grow with the community.

## 1.4 Culture, Economic Development and Community Building

Cultural planning is a critical part of community and economic development. It provides a blueprint to integrate culture into other policies and practices, to stimulate creativity and the economy, to attract businesses and tourists, and to enhance quality of life and quality of place.

In Orangeville, the arts, culture and heritage can be seen to play a role in its downtown vitality through strong heritage preservation policies and the presence of theatre and festival activities.

Shared cultural experiences also contribute to a sense of belonging, an understanding of the past and a vision for the future.

The cultural economy is an interconnected system of both for-profit and not-for-profit initiatives that include not only artists and cultural workers, but also sectors that support the production of art such as advertising and workers in other creative occupations such as interactive media.

Investment in the arts has been shown to yield profitable returns to communities. The economic analysis for **Orangeville's Cultural Advantage**, as described in Section 3, identifies that Orangeville benefits economically from its arts and culture scene.



## Growing with the Arts

“The arts help children develop higher level skills...higher level skills are essential to success in the workplace.”

**Ontario Arts Council, Making the Case for Arts Education, 1997**

“The number of Canadians over 65 years of age has nearly doubled since the early 1980s and will double again in the next two decades. More seniors than ever before are physically active and involved in their communities and therefore may engage in the arts as creators, participants or volunteers.”

**Canada Council for the Arts**

## 2. A Cultural Snapshot of Orangeville

The story of Orangeville is best summed up by the motto that appears on the Town sign as you enter its boundary:

### Orangeville – Historic Charm – Dynamic Future

Orangeville's dedicated preservation policies and designated Heritage Conservation District have provided the Town with a significant collection of historic buildings that give it a distinctive character and add to the vibrancy of its downtown and its main street.

### Orangeville: Young and Growing

Orangeville's population is 27,975 (2011), exhibiting a growth rate of 3.9% between 2006 and 2011:

- Orangeville is home to more than half of Dufferin County's 56,881 residents
- At 11.5%, Orangeville's elderly population is below the national (14.8%) and provincial (14.6%) percentages
- The proportion of children aged 0–14 in Orangeville (20%), is higher than national (16.7%), provincial (17%), and county (19%) proportions
- The median age in Orangeville is 37.3, compared to 40 in Dufferin County and 40.4 in Ontario
- At 2% (in 2011), the relative share of workers in arts, culture, recreation and sport is lower in Orangeville/Dufferin County than in Ontario (3%)

Sources: 2011 Census, 2011 Census National Household Survey (NHS) for Orangeville, Dufferin County and Ontario

At the same time, Orangeville is fully rooted in the present and committed to its future. With its strategic location an hour and a half from downtown Toronto and as the commercial hub of Dufferin County, Orangeville is an attractive community with a talented pool of passionate artists who contribute to its economic vibrancy and civic fabric.

With its young and growing population, Orangeville faces both challenges and great opportunities as it considers how to appeal to the next generation in terms of cultural activities and programs. Enhanced digital engagement alongside face-to-face interaction with youth and twentysomethings will be important components to developing Orangeville's future arts audiences and creators.

### 2.1 Orangeville's Heritage

Orangeville's stunning heritage architecture enhances the Town's beauty, animates its main street, Broadway, and brings other significant benefits.

Heritage has been shown to be a significant tourism and economic generator. A study by Ryerson University's Centre for the Study of Commercial Activity<sup>1</sup> found that:

- Heritage generates measurable dollar value for municipalities by adding commercial value to properties

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<sup>1</sup> The Impact of Heritage Designation: Case Study of Downtown Peterborough, 2010

## Heritage Benefits

“There appears to be a distinct and generally robust market in designated heritage properties. They generally perform well in the market, with 74% doing average or better than average.

The rate of sale among designated properties is as good as or better than the ambient market trends and the values of heritage properties tend to be resistant to downturns in the general market.”

**Robert Shipley, International Journal of Heritage Studies, Vol. 6, No. 1, 2000**



- Heritage attracts consumers downtown, and
- Heritage induces civic pride among local citizens

The same study also determined that municipalities that invest in their heritage buildings recoup more cumulative tax revenues through the increased property values of well-kept heritage properties.

The Town has recognized the important contribution of its heritage assets to the Town's appeal and economic vitality through designation of a Heritage Conservation District under the Heritage Act. It has a robust Heritage Committee that serves as the Town's preservation body. A heritage façade grant program and an awareness plaque program are important ways in which the Town promotes and supports its built heritage.

Other communities have found that heritage tax incentives are an additional tool that supports the enhancement of heritage properties and leads to long-term increases in property values.

There is also an opportunity to work with the Parks Department to capitalize on the growing appeal for visitors of heritage trails as an added feature of the Town's current trails.

Another heritage program is the series of self-guided walking tours that can be downloaded from the Town's website. The Town's history is also evoked in the Broadway Median art installation, a series of murals, and its Tree Sculptures, which reflect both the Town's historic past and its contemporary social and cultural life. However, these are not well marked or described and would benefit from being integrated into the new wayfinding program with descriptive signage that enriches the experience for both tourists and residents.

In addition, Orangeville's heritage is reflected in the programs and exhibits of the Dufferin County Museum. Though not located within Orangeville, this important site is supported by the Town and showcases its history and folk art as well as being the repository of artefacts and history of First Nations people who were the first inhabitants of the region.

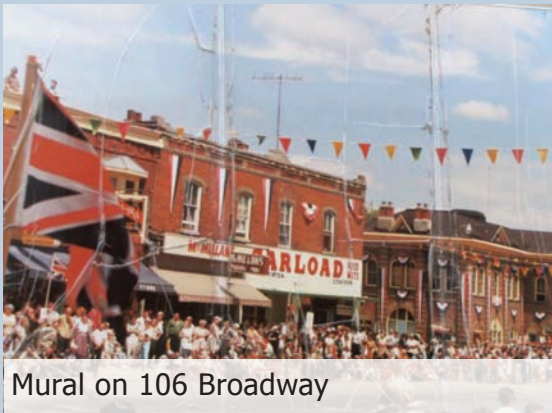
## 2.2 Orangeville's Contemporary Culture



"The Musicians," Jim Menken, sculptor

### Art Walk of Tree Sculptures

A unique feature of Orangeville is the collection of almost 60 carved tree sculptures featuring tributes to historic, cultural and community figures. Also depicted are tree spirits and other representations of the art and heart of Orangeville.



Mural on 106 Broadway

### Murals

A reflection of the Town's attention to its history can be seen on the seven murals painted on the sides of buildings along Broadway and Mill Street that depict scenes from the Town's historic past.

Orangeville's cultural scene is enhanced by two anchors: its excellent professional theatre company, Theatre Orangeville, and the award winning Blues & Jazz Festival. In addition, the Orangeville Farmers' Market is a popular draw for the community and beyond, offering local and artisanal product, crafts, culinary delights, and entertainment.

But the cultural life of the community does not rest just on these assets. Orangeville's excellent downtown library, housed in a historic Carnegie Library, is a vibrant centre and has the potential to develop further into a cultural hub and provide cultural leadership.

The downtown is also home to a number of important cultural businesses: a unique bookstore, an arts-supply store, a gallery and art, music and dance schools. The arts and cultural sector in Orangeville includes choreographers and dancers, visual artists, photographers, writers, theatre artists, sculptors and crafts makers, and musicians, musical and choral groups, as well as a growing number of knowledge workers working in creative industries such as media and digital media.

The Town's festival scene and food culture, which are growing in popularity, are the latest ways that Orangeville's cultural activities engage its community and makes it an attractive locale for businesses and tourists. A popular recent addition is the Taste of Orangeville, showcasing Orangeville's fine dining and eateries. The inaugural event took place in July 2013, to the delight of local and visiting foodies.

The Town's artists and arts community have been leaders in developing many of the cultural events in the Town. They have partnered with business and other community leaders as well as the Town itself to create a community with a vibrant cultural life. Monday Night at the Movies and the annual Mayor's Breakfast for the Arts are examples of this cultural leadership.

At present, while the Town supports the arts and culture in a number of important ways, it does not have a strong cultural focus. The Town has an important leadership role to play and is well positioned to facilitate better coordination and to integrate culture into its activities across all departments.





## Orangeville Farmers' Market

The popular year-round Farmers' Market brings locals and visitors weekly to its downtown outdoor location during the summer months and into the Town Hall for the winter. With its deep roots in the Town's rural past, the Market is a community meeting place and a venue for artists, musicians and cultural groups.

## Culinary Arts

The culinary theme is highlighted by the restaurants and fine-dining establishments that complement the Town's cultural activities, events and performances.

A lack of affordable space is a serious challenge to the development of the arts in Orangeville and there has been a long-term desire for a cultural centre. In the short term, the Town could consider integration of cultural activities into its existing facilities and recreation centres while developing a longer-term solution. Another area to explore is the potential to work with the Royal Canadian Legion to use its space as a music performance venue. The neighbouring and successful Alton Mills Arts Centre, while not in Orangeville itself, provides a venue for local artists, but at the same time competes for the visitors Orangeville might hope to attract with its own vibrant cultural centre.

## Theatre Orangeville

Housed in the historic Opera House, on the second floor of the iconic Orangeville Town Hall, Theatre Orangeville has been producing fully professional theatre for twenty years. Known for its creative excellence and high-quality productions of original and Canadian work, Theatre Orangeville has also invested in the Town's youth through its Youth Academy programs, which provide training and exposure to the arts for children and adolescents.

Theatre Orangeville also provides exceptional performing arts opportunities that celebrate the abilities of intellectually challenged adults and children.



Barrie Woods and Katie Edwards in Theatre Orangeville's production of "Anne of Green Gables"



Dwayne Dopsie at the Blues & Jazz Festival

## Orangeville Blues & Jazz Festival

This award-winning popular music festival was named a Top 100 Event by Festivals and Events Ontario for each of 2011, 2012 and 2013. The Festival takes over the Town's streets, parks, pubs and clubs on a weekend in June every year, bringing 30,000 visitors to the Town and making Orangeville the music capital of Canada during its three-day run.

Ryan Grist: Local sax player and one of the founders of the Orangeville Blues & Jazz Festival



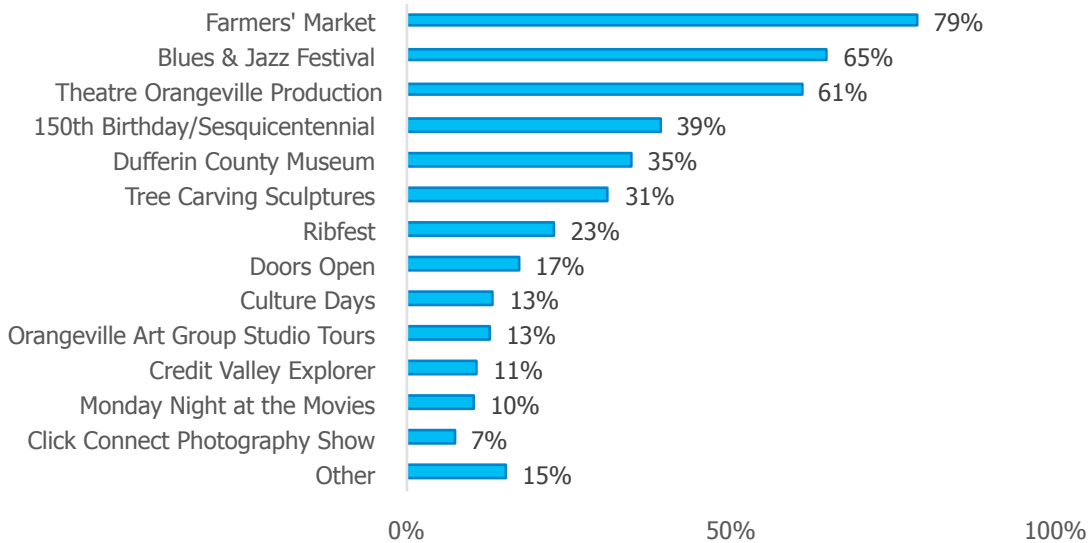
## 2.3 Community and Stakeholder Engagement

The foundation of a strong culture plan lies with the community itself. Community engagement was an important part of the process for the development of **Orangeville's Cultural Advantage**. The Arts and Culture Committee guided the cultural planning and mapping work throughout the process.

The perspectives of residents, visitors, stakeholders and Town Councillors were gathered through consultations, interviews and roundtable discussions. A questionnaire was distributed online and in person at Orangeville cultural and community events. In addition, an economic impact survey was conducted with cultural businesses, organizations and artists (see Section 3, The Economic Impact of Culture in Orangeville).

The results of the questionnaire show strong participation across a wide variety of cultural activities, events and festivals, from the Farmers' Market to Monday Night at the Movies. According to the results of the questionnaire, respondents find out about cultural events and activities from a broad range of print, face-to-face and online sources. The Orangeville Banner was the most common source of information, followed by word of mouth and the Orangeville Citizen. Notably, five of the top ten sources for cultural events and activities are digital, including the Town's website and social networks such as Facebook and Twitter. For more information on the approaches and outreach described here, please see Appendix B.

**Figure 1 Which of the following Orangeville cultural events or attractions have you visited in the past twelve months?**



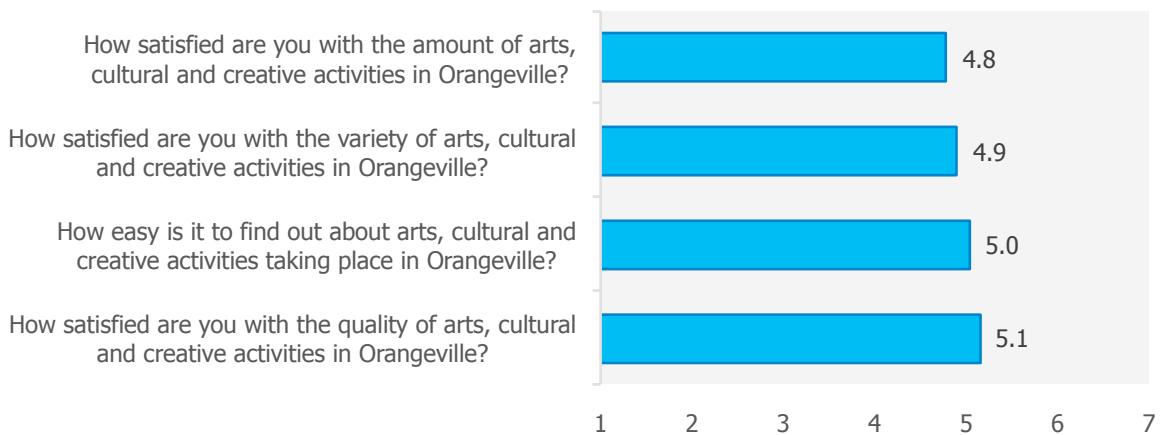
Source: Orangeville Cultural Questionnaire, 2013.

When asked about their level of satisfaction with the amount, variety, ease and quality of arts, cultural and creative activities taking place in Orangeville, respondents were, on average, satisfied in each respect. According to the results of the questionnaire presented in Figure 2, respondents were most satisfied with the **quality** of arts, cultural and creative activities taking place in Orangeville.

Opening Ceremony of Orangeville's 150<sup>th</sup> Birthday Bash



**Figure 2. Rate your responses to the following question on a scale from 1 ("Extremely Unsatisfied") to 7 ("Extremely Satisfied")**

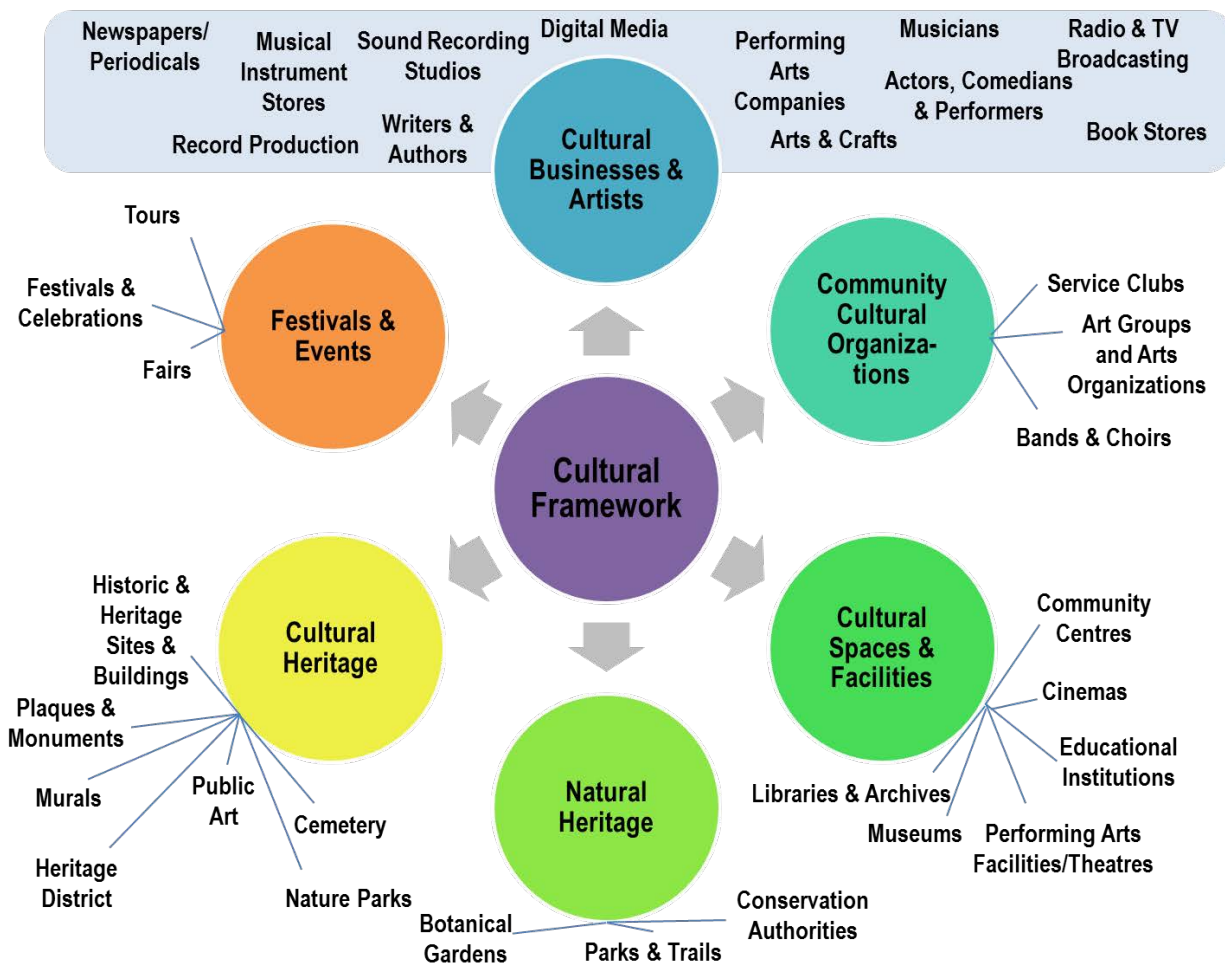


**Source: Orangeville Cultural Questionnaire, 2013, n=202, (4 = a neutral response, "Neither Satisfied, Nor Unsatisfied).**

## 2.4 The Culture Framework in Orangeville

The foundation for the culture framework adopted in Orangeville was drawn from the Municipal Cultural Planning Inc.'s **Cultural Resource Mapping: A Guide for Municipalities and A Toolkit for Municipalities**, as well as Statistics Canada's **Canadian Framework for Cultural Statistics**. The framework was then adapted slightly to fit the context in Orangeville as well as the needs and sustainability of the culture plan, asset inventory and future mapping website. The final framework is presented in the visual below. As described in the principles above, the Arts and Culture Committee was focused on an inclusive and open definition of culture.

**Figure 3. Cultural framework for Orangeville**



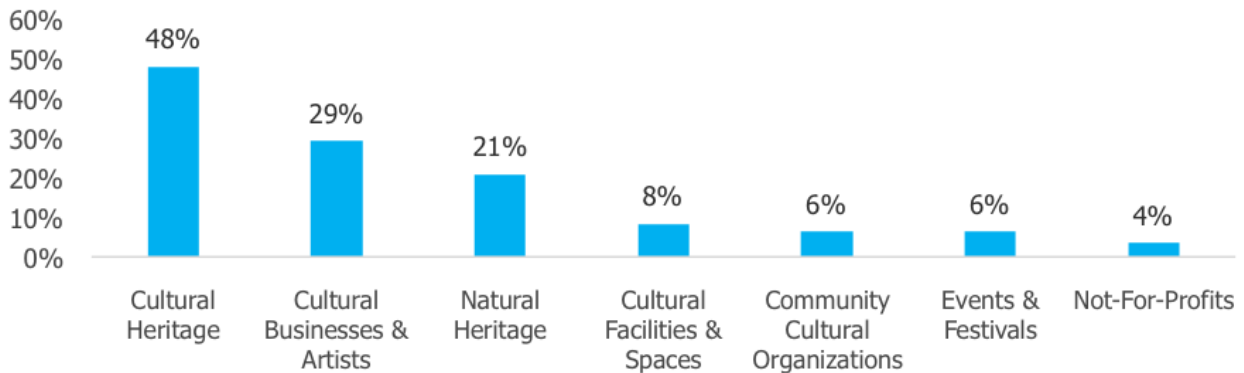
Source: Adapted from The Cultural Resource Framework, Ontario Municipal Cultural Mapping Resource Guide for Municipalities and Statistics Canada's Canadian Framework for Cultural Statistics

## 2.5 Orangeville’s Cultural Assets

Another critical component of this cultural plan was the gathering and assembly of an inventory of cultural assets. At the launch of the culture planning process, there was an awareness that Orangeville was rich in terms of cultural assets, but no central database existed. The inventory of cultural assets developed for this plan forms the basis of the cultural mapping website to be launched in early 2014.<sup>2</sup> The inventory and map will also serve as an ongoing resource for the Town and may be useful for future evaluations and measurements. Select highlights are presented below.

Presently, the total inventory numbers **479 assets**. The figure below presents the distribution of assets across the cultural framework categories (including an extra category to include “Not-for-profits”). Assets can belong to more than one category in the inventory, which is why the sum of all categories is greater than 100%.

**Figure 4 Distribution of Orangeville cultural assets, 2013**



**Source: Inventory of Cultural Assets 2013, Orangeville Cultural Plan (appended to this report).**

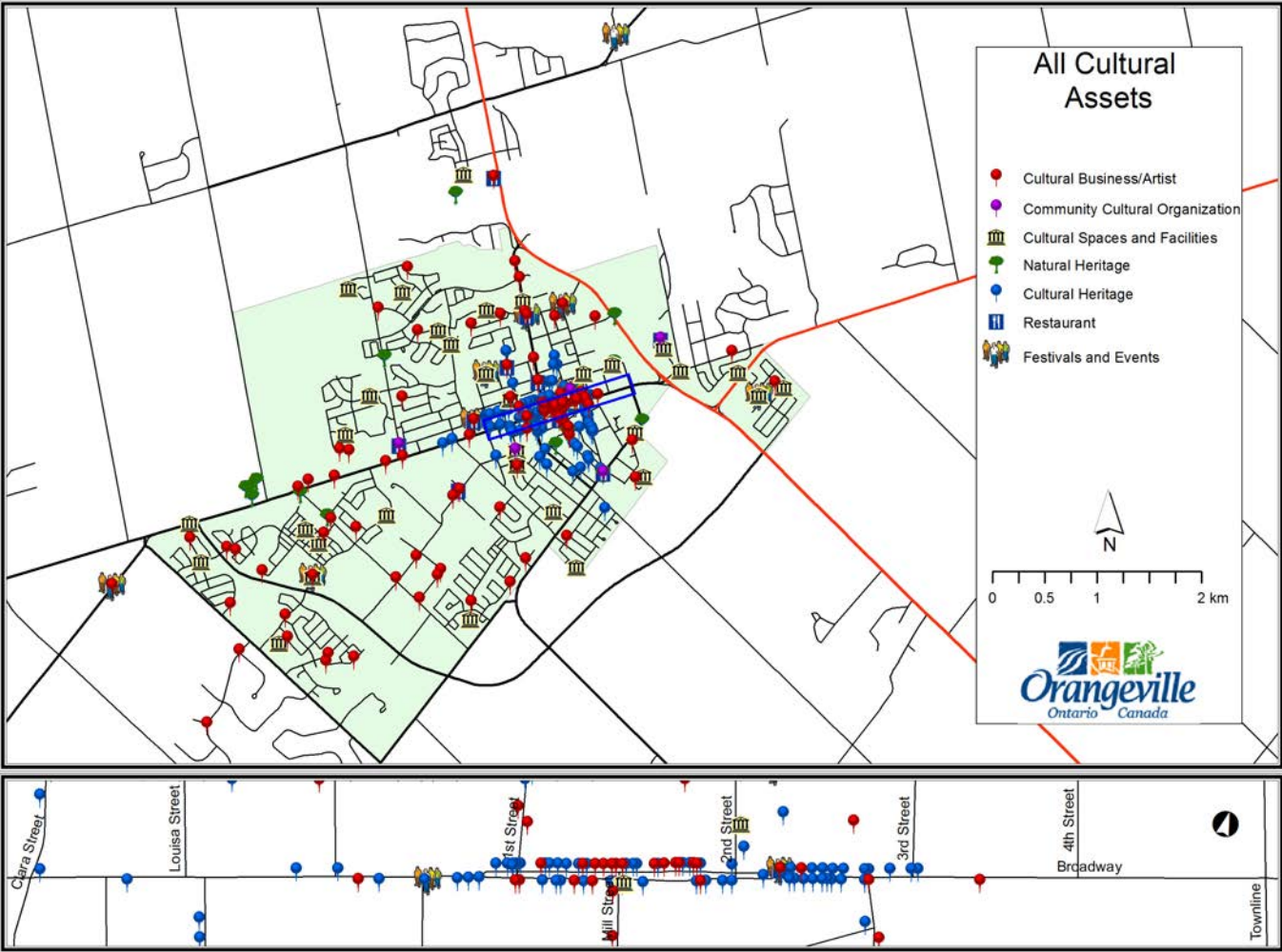
Building on Orangeville’s strong history of preserving and restoring its heritage assets, it is not surprising that some 48% of assets captured in the inventory can be categorized as “Cultural Heritage” assets (Figure 4). A third of assets are “Cultural Businesses and Artists” – individuals and organizations working in the arts and culture sector, or individual practitioners and creators of arts and culture.

The inventory of assets was also the foundation for the map visualization presented below, which showcases the Town of Orangeville’s cultural landscape. The map depicts all cultural assets located within one kilometre of Orangeville, while the bottom section reflects the distribution of assets in Orangeville’s downtown area.

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<sup>2</sup> Dufferin County Museum and Archives is also included in the inventory, as are fine-dining restaurants, though restaurants were excluded from the framework and cultural planning analysis.

Figure 5. Orangeville cultural assets (all), 2013



Source: Inventory of Cultural Assets 2013, GeoPraxis Inc.



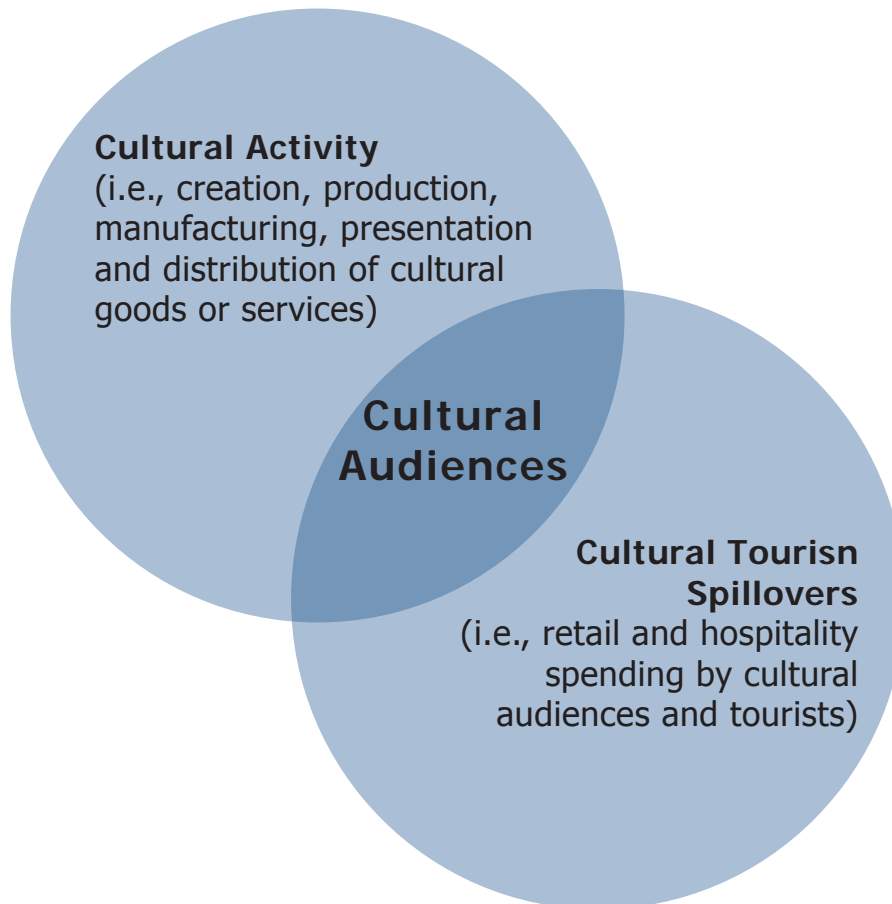
### 3. The Economic Impact of Culture in Orangeville

The cultural sector is not only a source of community and social development for municipalities; it is also an important source of employment and income for towns and cities across the country.

The economic impact of the cultural sector can be very wide-ranging – affecting several other sectors. The two main channels through which the cultural sector has an impact on a local economy such as Orangeville are:

- First, through **cultural activity** (i.e., creation, production, manufacturing, presentation and distribution of cultural goods and services), a local economy's cultural assets and workforce generate income and employment for its residents.
- Second, the cultural sector impacts the local economy through **cultural tourism spillovers**. These cultural tourism spillovers originate from both local residents and tourists. Residents and tourists contribute to the cultural output when they comprise audiences to cultural activities in Orangeville.

**Figure 6. Cultural activity, cultural tourism and cultural audiences**



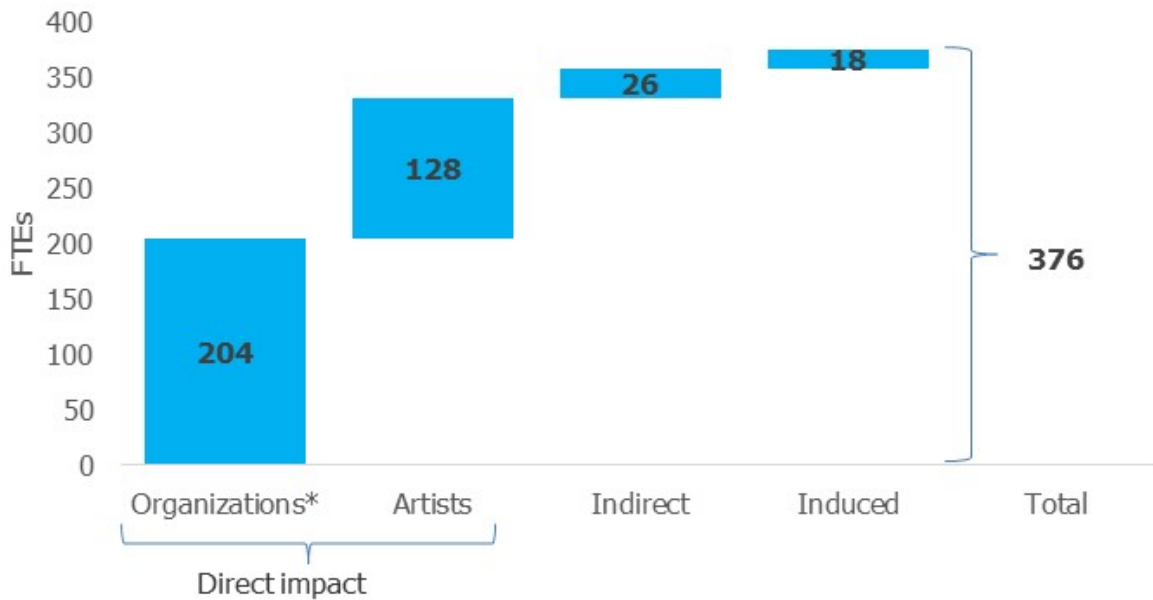
### 3.1 Economic Impact of Cultural Activity

To estimate the economic impact of **cultural activity** in Orangeville, we collected data through an online survey of cultural organizations and artists in Orangeville. We then used the Tourism Regional Economic Impact Model (TREIM) maintained by the Ontario Ministry of Tourism, Culture and Sport (MTCS) to model the indirect and induced impacts that this cultural activity had on the Orangeville/Dufferin County economy.<sup>3</sup>

Cultural activity in Orangeville generated a total of **376 full-time equivalents (FTEs)** of employment in the Orangeville/Dufferin County economy in 2012 (Figure 7).

- This employment impact included **204 FTEs of employment at cultural organizations** (i.e., employees and freelancers) and **128 artists** working in the cultural sector.
- Through the purchase of supplies and services from other businesses in Orangeville/Dufferin County, cultural organizations and artists in Orangeville also generated **26 FTEs of indirect impact employment** in the Orangeville/Dufferin County economy.
- The re-spending of labour income at both the direct and indirect impact stages also generated **18 FTEs of induced impact employment** for Orangeville/Dufferin County in 2012.

**Figure 7. Impact of cultural activity on employment in Orangeville/Dufferin County, 2012**



Source: Nordicity estimates based data from online survey and TREIM.

\* Includes cultural businesses and not-for-profit organizations.

<sup>3</sup> While the TREIM can only provide estimates of the economic impact at the county or Census Metropolitan Area level, Orangeville is the commercial centre of Dufferin County, so we estimate that the vast majority, if not all of the economic impact, falls within Orangeville.

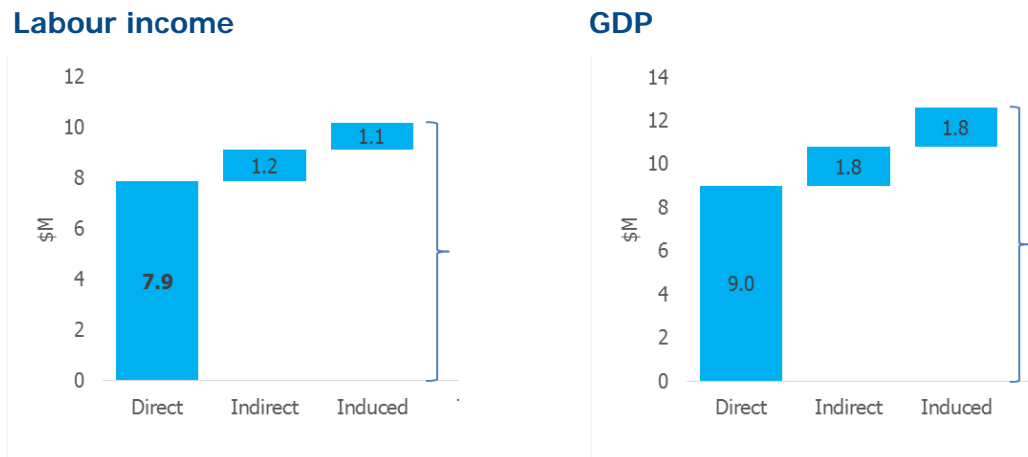
The employment impact of cultural activity generated **\$10.2 million in labour income** in the Orangeville/Dufferin County economy, including:

- \$7.9 million in labour income earned by artists and the employees and freelancers of cultural organizations; and
- \$1.2 million in indirect income and \$1.1 million in induced impact labour income (Figure 3).

Cultural activity in Orangeville also generated **\$12.6 million in gross domestic product (GDP)** for the Orangeville/Dufferin County economy (Figure 8).

- Cultural organizations and artists contributed \$9 million in GDP (i.e., direct GDP).
- The indirect and induced economic impacts in Orangeville/Dufferin County added a further \$1.8 million.

**Figure 8. Impact of cultural activity on wages and GDP in Orangeville/Dufferin County, 2012**



Source: Nordicity estimates based data from online survey and TREIM

### 3.2 Economic Impact of Cultural Tourism

To estimate the economic impact of cultural tourism, we collected data on the number and profile (i.e., geographic origin) of attendees to Orangeville’s four largest cultural attractions: Theatre Orangeville, Orangeville Blues & Jazz Festival, Dufferin County Museum & Archives and the Credit Valley Explorer.<sup>4</sup> This attendance data was subdivided into three groups based on the origin of audience: (i) Orangeville/Dufferin Country, (ii) rest of Ontario and (iii) outside of Ontario.<sup>5</sup>

<sup>4</sup> Since passengers of the Credit Valley Explorer can make tourism expenditures at other points along the rail line (e.g., Inglewood, ON), only 75% of the total potential economic impact associated with all passengers has been attributed to Orangeville.

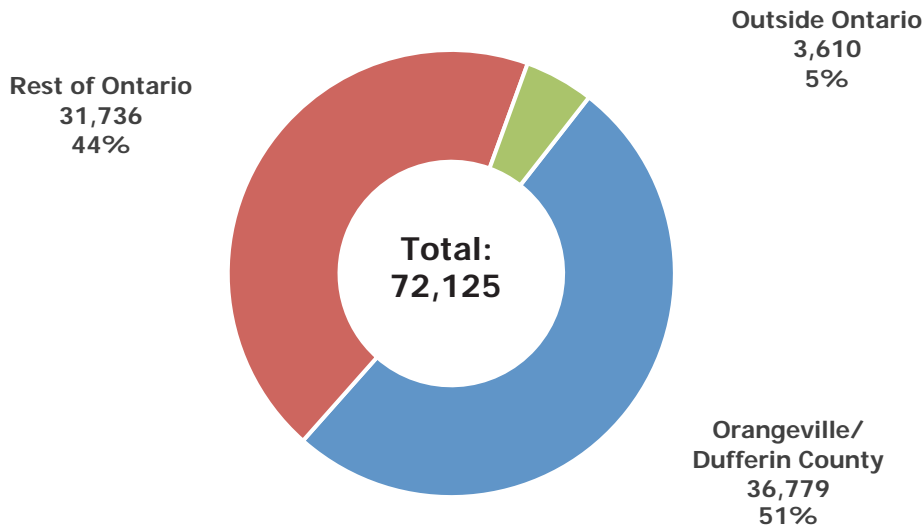
<sup>5</sup> We assumed that visitors originating from within Orangeville/Dufferin County had no incremental economic impact, since, in the absence of attendance at a cultural event or site, they would have likely spent their tourism expenditures in some other manner within Orangeville/Dufferin County.

Data for 2012 indicates that the attendance at cultural venues and festivals in Orangeville included:

- 36,779 attendees from Orangeville/Dufferin County,
- 31,736 attendees from other parts of Ontario, and
- 3,610 attendees from outside Ontario.

**Total attendance** was an estimated **72,125** in 2012 (Figure 9).

**Figure 9. Total attendance at cultural venues and festivals in Orangeville, by geographic origin, 2012**

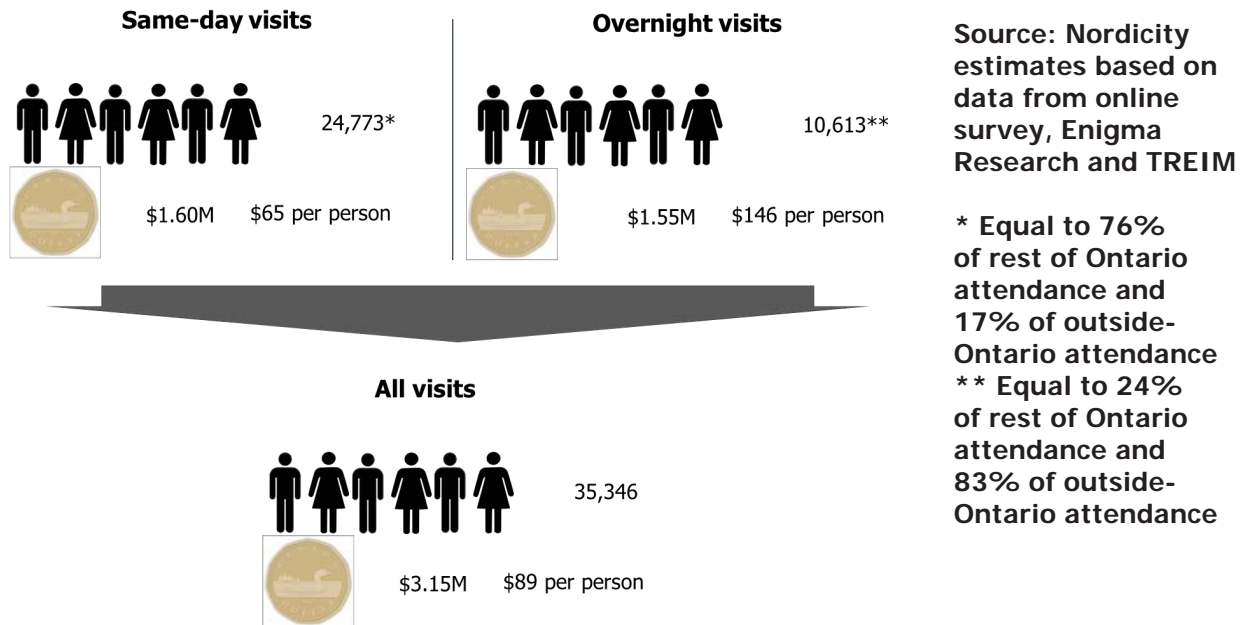


**Source: Nordicity estimates based data from Theatre Orangeville, Dufferin County Museum & Archives, Orangeville Blues & Jazz, Credit Valley Explorer and Enigma Research.**

From among tourists originating from outside Orangeville/Dufferin County, cultural tourism in Orangeville attracted an estimated 24,773 same-day visitors in 2012.<sup>6</sup> These same-day visitors spent a total of \$1.6 million (including the costs of admission tickets for cultural venues or festivals), or an average of \$65 per person. Cultural tourism also attracted 10,613 overnight visitors to Orangeville. These overnight visitors also spent approximately \$1.55 million in Orangeville, or \$146 per person. In total, cultural tourism attracted 35,346 visitors to Orangeville (from outside Orangeville) and generated \$3.15 million in additional expenditures within the Orangeville economy (Figure 10).

<sup>6</sup> Statistics published by the Ministry of Tourism, Culture and Sport for Tourism Region 6 (York, Durham and Hills of Headwaters) were used to convert the grouped attendance data into estimates of the annual number of same-day and overnight visits, and profiles of tourism expenditures for both these groups.

**Figure 10. Number of visitors and tourism expenditures by duration of stay, 2012**



## Local Residents’ Spending at Cultural Venues and Festivals

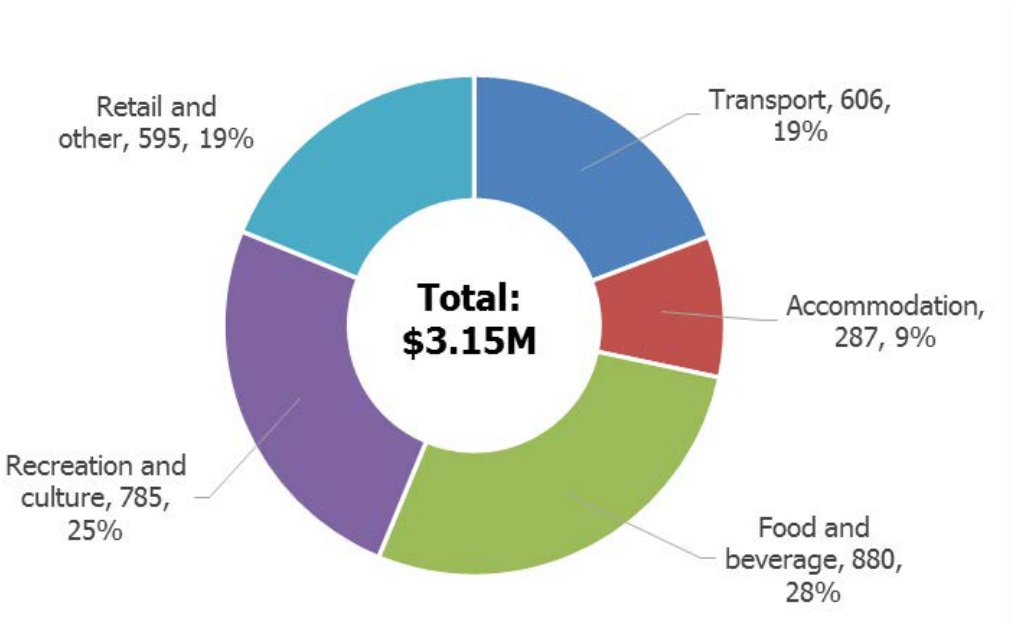
Although not reported in the graphic above, local attendees to cultural venues and festivals also spend within the local economy, and some portion of this spending substitutes for spending that Orangeville residents would have made outside Orangeville (i.e., retained expenditures).

The average spending for same-day visitors would suggest that local residents’ attendance at cultural venues and festivals generated an estimated \$2.4 million for local businesses in 2012. Local attendees’ expenditures on admission tickets for cultural venues or festivals accounted for approximately one third of local attendees’ overall cultural tourism spending of \$2.4 million and has already been incorporated into the economic impact analysis through the estimates of the contribution of cultural activity (Section 3.1).

The balance of local attendees’ cultural tourism spending comprised purchases of goods and services from local businesses. Since a significant portion of those purchases would likely have taken place in the Orangeville/Dufferin County economy in the absence of the cultural venues or festivals, they are not typically included in the economic impact analysis. Only the purchases of goods and services associated with inbound tourists are typically included in the economic impact analysis. For that reason, the analysis of the economic impact of cultural tourism in Orangeville is based on spending by inbound tourists, and excludes local attendees’ purchases from local businesses other than cultural organizations.

Cultural tourists' spending benefits several different sectors of the local economy. Our analysis indicates that the total cultural-tourism spending of \$3.15 million in 2012 was distributed across the transport, accommodation, recreation and culture (i.e., admission tickets for cultural venues or festivals), and retail and other sectors in the Orangeville/Dufferin County economy. The food and beverage sector was the largest beneficiary in 2012, with an estimated \$880,000 in incremental revenue, or 28% of total cultural-tourism spending (Figure 11).

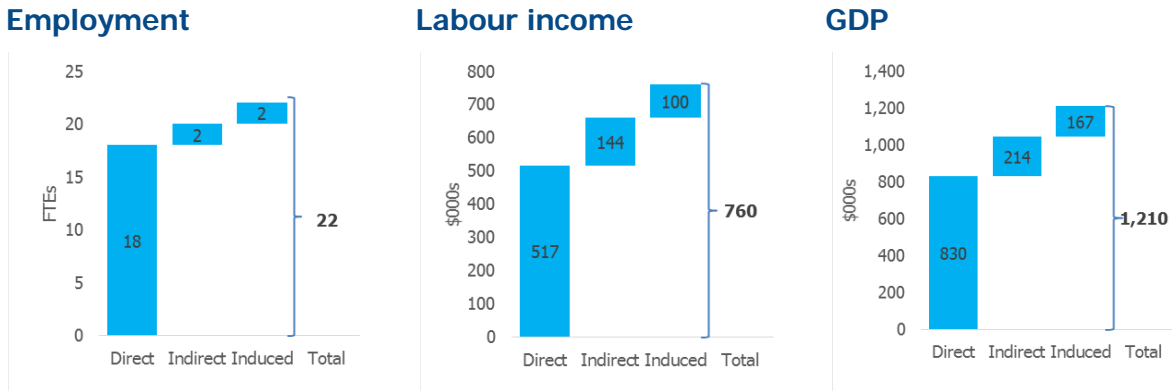
**Figure 11. Total cultural tourism expenditures in Orangeville, by type, 2012 (\$000s)**



**Source: Nordicity estimates based data from online survey, Enigma Research and TREIM.**

Overall, cultural-tourism expenditures in Orangeville in 2012 generated 22 FTEs of employment within the Orangeville/Dufferin Country economy, more than \$760,000 in labour income and \$1.2 million in GDP. These totals included the direct impacts within the hospitality and retail industries, the indirect impacts in supplier industries and induced impacts across the whole Orangeville/Dufferin County economy (Figure 12).

**Figure 12. Economic impact of cultural tourism in Orangeville/Dufferin County, 2012\***

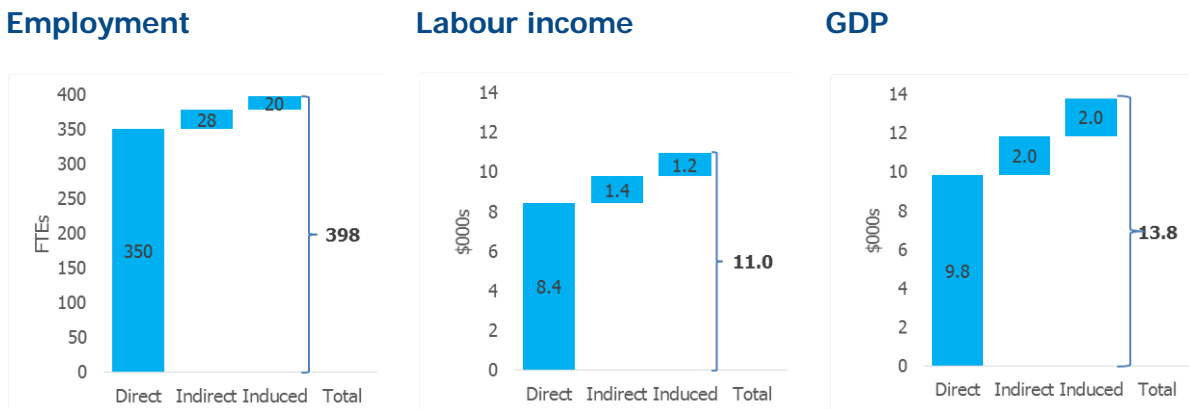


Source: Nordicity estimates based data from online survey, Enigma Research and TREIM  
 \* Excludes the impact from admission and merchandise sales at cultural venues and organizations. This impact has already been captured in the calculation of the economic impact of cultural output.

### 3.3 Total Economic Impact

In total, the cultural activity and cultural tourism in Orangeville combined to generate **398 FTEs of employment** in Orangeville/Dufferin County, **\$11 million in labour income** and **\$13.8 million in GDP**. This total impact included 332 FTEs of employment directly in the cultural sector, as well as \$7.9 million in labour income and \$9 million in direct GDP in the cultural sector (Figure 13).

**Figure 13. Summary of total economic impact of cultural sector in Orangeville/Dufferin County, 2012**



Source: Nordicity estimates based data from online survey, Enigma Research and TREIM

These estimates of the impact of the cultural sector on the Orangeville/Dufferin County economy should be viewed as conservative. While the analysis quantifies the impacts generated in the cultural sector, the effects generated in the tourism sector, and the upstream supplier impacts, it does not capture the wider spillover effects in other sectors of the economy. For example, the cultural sector attracts skilled workers, entrepreneurs and businesses to a region. As a result, a thriving cultural sector can have even wider economic impacts on a regional economy – such as Orangeville/Dufferin County – that cannot necessarily be captured through a conventional economic impact analysis.



Taste of Orangeville 2013



## 4. Culture Sector Strengths, Weaknesses, Opportunities and Threats Analysis

The following observations and findings on the strengths, weaknesses, opportunities and threats (SWOT) facing Orangeville’s culture sector stem from an analysis of the results of the project team’s community and stakeholder outreach activities. These outreach activities included a public questionnaire, an industry survey, consultations with Town Councillors and interviews and roundtable discussions with key stakeholders. The team also reviewed the Town of Orangeville’s supporting reports and policies such as the Town Official Plan, its Economic Development Strategy, the Tourism Development and Marketing Plan, the Parks and Recreation Strategic Plan, and the Community Recreation Survey in order to develop this SWOT analysis.

### 4.1 Strengths

#### 1) Small-town atmosphere, strong community spirit and great quality of life

Orangeville cultural organizations, festivals and activities help bring residents together and contribute to an already strong community spirit and sense of connection that helps draw volunteers for short-term commitments.

#### 2) Orangeville’s cultural sector, with minimum investment, returns significant economic and employment benefits

The economic impact analysis found that the cultural activity and cultural tourism in Orangeville combined to generate 398 FTEs of employment in Orangeville/Dufferin County, \$11 million in labour income and \$13.8 million in GDP.

#### 3) Presence of civic leadership supporting culture

Town Council and Mayor support arts and culture through supportive policies and programs such as the Mayor’s Arts Breakfast and approval of the cultural planning process. The recently established Arts and Culture Committee is an important reflection of Orangeville’s cultural leadership.

### Orangeville’s Community Spirit

“I love the Orangeville festivals that take up the streets downtown. It’s such a great experience to check out different booths and merchants while enjoying time with fellow Orangeville residents.”

“I like anything that brings the residents out en masse to participate.”

“I enjoy being part of and watching musical performances, as well as any type of art or entertainment that brings people together.”

“I like festivals where there are things to do for everyone.”

Select responses to the question  
“What is your favourite arts, cultural and/or creative activity in Orangeville?”

Orangeville Cultural Questionnaire, 2013

#### **4) Location and regional hub**

Orangeville is located in proximity to the GTA and other population centres and serves as the commercial hub for Dufferin County.

#### **5) Talent and passion of local artists and cultural organizations**

Orangeville's cultural organizations, stakeholders and practitioners are passionate, dedicated and talented.

#### **6) Presence of key cultural anchors and proven tourism generators, as well as a wider infrastructure and network of cultural activities, practitioners, features and businesses**

From Orangeville's unique Tree Sculptures, Theatre Orangeville and Blues & Jazz Festival to the Credit Valley Explorer, Ribfest, Taste of Orangeville and the Orangeville Farmers' Market, Orangeville is home to a number of marquee cultural assets enjoyed by local audiences and visitors. In addition, the wider network of strong cultural businesses and infrastructure includes Canada's number-one independent bookstore – BookLore – as well as dance studios, musicians, music groups and academies, visual artists, the new Tourism Centre, and the Library, among others.

#### **7) Support and involvement of local businesses**

Another layer in Orangeville's wider cultural infrastructure is the downtown BIA, which operates the Farmers' Market and takes an active role in other areas of the Town's cultural life. Select business entities are highly regarded as sponsors and supporters of arts and cultural activities.

#### **8) Growing interest in and success of culinary events**

Orangeville's Farmers' Market is expanding, the Taste of Orangeville and Rib Fest are both enormously popular, and the Town boasts numerous fine restaurants.

#### **9) Beautiful built and natural heritage, pleasing for visitors and residents**

The Town has been vigilant in protecting heritage through robust protection policies and incentives such as the downtown heritage façade improvement grant program. The Town Hall and numerous sites in the historic downtown are heritage gems, adding to Orangeville's attractive main street. The Town's placement at the headwaters of four major rivers, its parks and opens spaces and a popular trails system are part of its beautiful natural heritage.

#### **10) Presence of two community colleges as well as cultural programming in select primary/secondary institutions**

Georgian College and Humber College are both potential cultural and creative media sector collaborators for the Town to engage with in programs involving and exciting to youth, who will become the next generation of cultural producers and audiences.

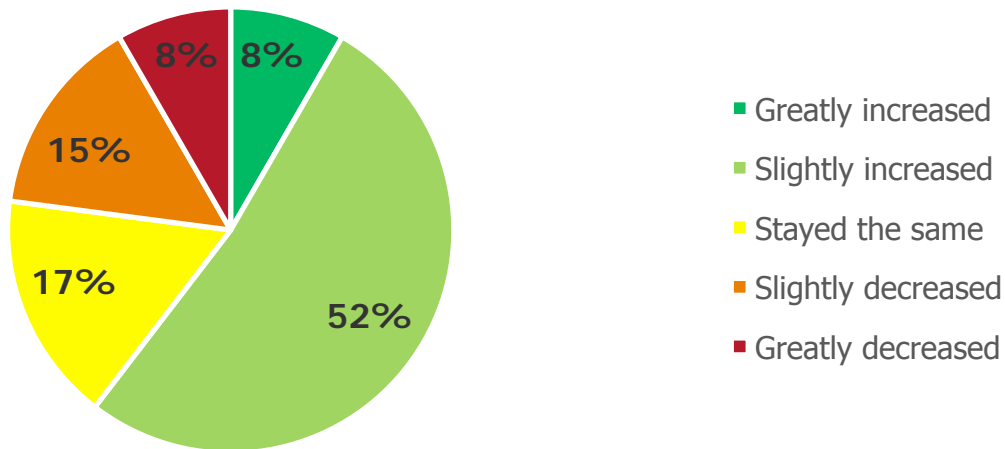
#### **11) Growing, youthful population**

Orangeville is home to a higher than average population under the age of 15 (20%) and younger families than the Ontario average (20% vs. 17% for Ontario).

## 12) Perception of cultural organizations, artists and businesses that public participation in cultural products, services and activities in Orangeville has increased over the past five years

Some 60% of questionnaire respondents believe that the level of public participation in cultural products, services or activities in Orangeville has increased (either slightly or greatly) over the past five years (Figure 14).

**Figure 14. Perception of change in level of public participation in cultural activities in Orangeville**



Source: Orangeville Cultural Sector Economic Impact Survey, 2013.

## 4.2 Weaknesses

**1) Weak coordination and collaboration among arts and culture stakeholders – both regionally and within the town. As a result, the sector is fragmented and not able to work together for mutual benefit, growth and success**

Without a big-picture vision and an individual or overarching body to lead, coordinate, advocate for and connect stakeholders, the cultural sector operates in silos, leading to:

- Overlooked potential for collaboration between and within the arts and culture sector.
- Diminished networking and partnering between businesses, post-secondary institutions and the arts community.

### Orangeville's Marketing Challenge

"More promotion of what is available and more support of individuals and groups trying to promote their events."

**Response to the question "Tell us about what you would like to see more of in Orangeville in terms of arts and cultural events and activities."  
Orangeville Cultural Questionnaire, 2013**

- Unrealized cross-marketing opportunities.
- Missed sponsorship opportunities: potential sponsors have explained that the lack of coordination and consensus is an obstacle to giving.
- According to economic impact survey respondents, the level of collaboration among cultural organizations in Dufferin County and the level of demand for cultural products and services are perceived to tie as the third-highest limiters of success for cultural businesses and organizations (see chart in Threats section).

## Desire for More Café Culture in Orangeville

“More acceptance of live music and entertainment in bars in Orangeville would show that this is a community that embraces different forms of cultural and recreational activity.”

“Weekly movies in the park during the summer months. Lots of other towns have drive-ins and other summer attractions; why can't we start using Town Hall to show movies in the park? Maybe old movies, some kids' movies, just something to attract people to downtown.”

Select responses to the question “Tell us about what you would like to see more of in Orangeville in terms of arts and cultural events and activities.”

Orangeville Cultural Questionnaire, 2013

nearby communities.

### **5) Insufficient critical mass of cultural activities and other supporting infrastructure to entice tourists and audiences to Orangeville**

The lack of a critical mass of cultural activities makes it difficult to draw visitors for longer stays, and “selling the summer” is problematic. Tourist attractions and cultural events continue to encounter challenges in designing packages that encourage visitors to spend a full day in Orangeville, and the lack of accommodation is a barrier to longer stays.

### **2) Town lacks a strong cultural focus**

The Town of Orangeville lacks a focus as a cultural community in its concentration of municipal activities. The Town modestly invests in its cultural sector, limiting the potential of realizing and promoting its full cultural advantage and economic return.

### **3) Limitations of physical infrastructure, affordable space and programs are barriers to participation, inclusiveness and growth**

Despite growing demand, there are challenges in finding appropriate, accessible and affordable performance venues, exhibition and gallery spaces and other cultural spaces, whether for groups, individual artists or youth programs. (For some cultural businesses, infrastructure barriers relate to capacity and access to parking.) These space challenges are major factors in the decision to locate cultural businesses and activities in or outside of Orangeville. As well, the Town is facing growth pressures with limited land supply and increasing demands on current space.

### **4) No overarching identity for Orangeville**

Orangeville needs to determine what its unique value proposition is for both its residents and visitors. At present, Orangeville does not have an identifiable “brand” to clearly differentiate it from

#### **6) Shortage of arts and cultural activities which appeal to the 15–20, 20–30 and 30+ age groups**

Orangeville creative businesses report difficulty in attracting and retaining young professionals. With some notable exceptions, Orangeville does not tend to exhibit the “café culture” or cultural and youth-based programming that appeals to twenty and thirty year old age groups from the creative class.

#### **7) Unrecognized input of artists residing outside of the Town who contribute to Orangeville’s cultural life**

Artists living outside of Orangeville who produce, exhibit or make their art in the Town feel excluded from opportunities and celebrations. This narrow definition of Orangeville’s cultural sector results in missed opportunities to capture and leverage talent.

#### **8) Shortage of arts management, grant writing, marketing, business and entrepreneurial skills, including capacity for developing digital properties such as rich websites, mobile apps, social networking strategies, etc., as well as volunteer recruitment and management**

Artists and cultural organizers expressed a need for greater access to workshops that would build a broad range of arts management and digital skills, without which their potential to promote, fund and grow their activities is compromised.

#### **9) Challenges in locating new, fresh board members and other volunteers**

There is a sense among cultural stakeholders that they may be missing opportunities to involve and integrate some sectors of the community such as new Orangeville residents and youth into arts and culture activities whether as volunteers, practitioners, mentors, board members, etc.

### **4.3 Opportunities**

**1) A Cultural and Tourism Coordinator** will create capacity by increasing private and government funding and implementing strategic actions that will assist Orangeville’s strategic goals of becoming a cultural and tourism hub.

**2) The 2014 cultural mapping website** will promote Orangeville’s cultural tourism offerings. The website will also act as a virtual directory for audiences and artists, thereby strengthening marketing, exposure and coordination among groups.

**3) A multipurpose cultural centre** will act as an anchor or cultural hub for both the arts and the greater community. This centre will strengthen and improve Orangeville’s goal of becoming a cultural and tourism hub and its competitive positioning with other neighbouring communities that have or are building cultural spaces.

**4) The new Tourism Centre** provides a huge opportunity to shine a spotlight on Orangeville’s cultural assets by **developing, designing and coordinating packages and marketing initiatives** with strong and consistent messaging across all platforms.

5) Building on Orangeville's cultural strengths by enhancing programs, activities and marketing will **create the needed critical mass** for the Town to become a regional cultural hub and tourism destination.

6) **Collaborations with community colleges, BIA and individual businesses and other partners** such as the Orangeville Legion hold potential to generate opportunities for creative programming, sponsorship, space and funding.

7) **Creative financing tools and incentives for strategic projects and culture sector growth** could leverage cultural investment with little or no cost to the Town. These include:

- Future Official Plan reviews should include consideration of utilizing planning tools such as Section 37 of the Planning Act to permit increased height and density for developments in exchange for facilities, services or matters related to culture and the arts.
- Adoption of a heritage tax relief incentive policy to maintain high heritage standards (see discussion on page 7).
- Prepare for Canada's 2017 Sesquicentennial infrastructure-funding programs by developing first phase feasibility for Cultural Centre.
- Explore all other relevant federal and provincial opportunities for funding support in order to assist with recommended arts and culture program development.

8) **Cultural planning activities of surrounding communities and Dufferin County** could provide the opportunity for Orangeville to promote its leadership position as the hub of culture for the region.

9) **The 2015 Pan American Games activities in Dufferin County** provide opportunities to draw visitors. The Town could develop a cultural attraction strategy for Pan Am in partnership with the region, cultural organizations, tourism office, and arts and culture committee as well as private-sector partners.

10) The Town could **promote heritage assets and locations as potential for attracting film location shoots** by providing FAQs for producers on the Town website, as well as a brochure with images featuring the historic exteriors of the town.

11) With its youthful population, Orangeville could **plan for the next generation** by providing appealing arts and cultural programs as a recreational option in addition to or as an alternative to sports. There is also an opportunity to integrate digital activities and technology into marketing and delivery of cultural activities and programs (e.g., social media engagement) in order to appeal to the youth demographic.

## 4.4 Threats

### 1) Competition from other centres

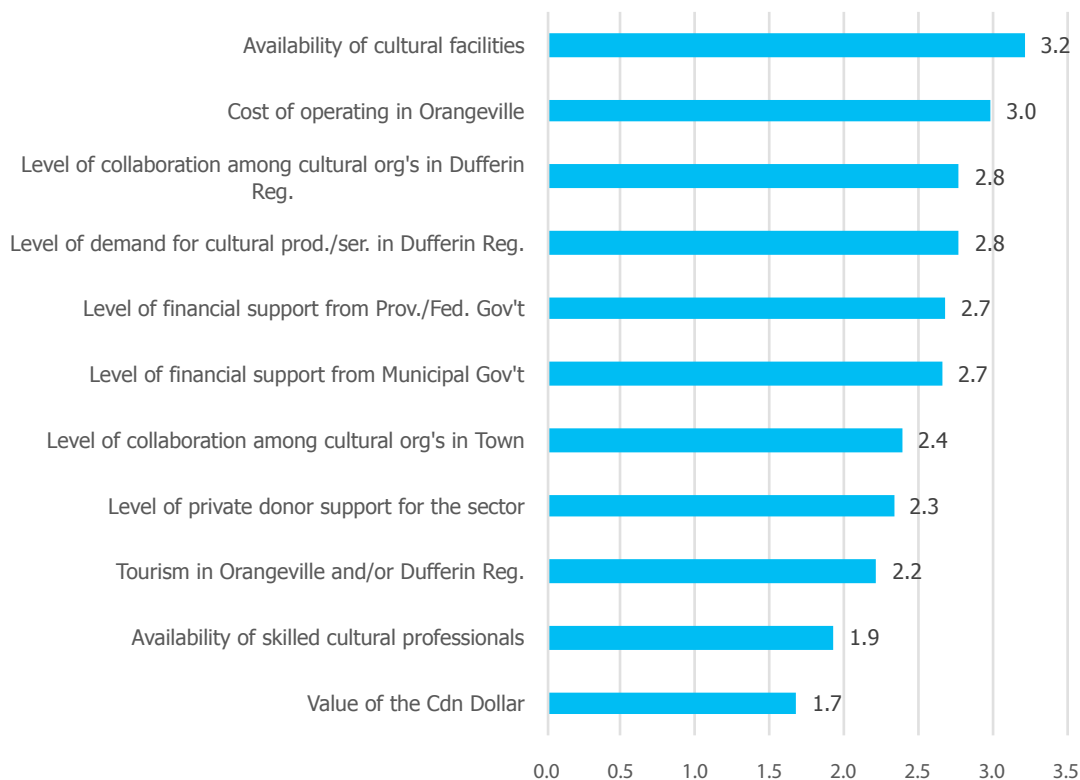
The Town is in danger of losing youth, talent, cultural attractions and businesses based in Orangeville to other nearby communities that offer funding, cultural spaces and other support.

### 2) Space, support and infrastructure limitations

Orangeville does not have a cultural centre that can accommodate multiple groups for entertainment, exhibitions or education and act as an anchor or hub for its cultural community and a resource for the larger community. Neighbouring jurisdictions have built or are building cultural spaces.

- Without encouragement and support, artists from outside of Orangeville are unlikely to locate themselves in the Town or bring their cultural programs and businesses in Orangeville.
- Youth are drawn away due to a lack of programs and social activities with youth and young adult appeal.
- According to online survey respondents, the lack of affordable and available cultural facilities is the greatest limiting factor to the development and success of the cultural sector in Orangeville. The second highest limitation is the cost of operating a cultural business or organization in the Town (see Figure 15, below).

**Figure 15: Factors limiting cultural sector success in Orangeville  
(Average Score, 1 = not at all limiting, 5 = extremely limiting)**



Source: Orangeville Cultural Sector Economic Impact Survey, 2013 (2.5= neutral response).

### 3) Cost of living

Orangeville cultural businesses report a hard time attracting people to the Town as it is not considered as affordable for artists, new graduates and young professionals as other surrounding areas.

### 4) Political leadership is subject to change

Electoral priorities can change every four years and could result in a shifting focus.

### 5) Economic constraints

The cultural funding envelope is not expanding and the general economy is entering a slow-growth phase. Orangeville's revenue base is also constrained, leading to budget challenges.



Tree Sculptures around Orangeville. The Hobbit House; The Prince of Wales; and the Woodland Creatures.



## 5. Recommendations for Cultural Development in Orangeville

From the outset of this engagement, the Arts and Culture Steering Committee in Orangeville has supported an open and inclusive interpretation of the arts and culture sector in the Town. The following cultural planning recommendations are made in the context of the Orangeville experience and with an understanding of the overlaps and interrelationships among cultural activities, initiatives and programs. Similarly, these recommendations are made in recognition that the goal of strengthening the cultural sector in Orangeville aligns with and complements many of the Town's social and economic development objectives.

The recommendations for cultural development presented below are a result of extensive community and stakeholder consultation, secondary research and a SWOT analysis. Recommendations have been grouped into four strategic themes for cultural development. The four core themes are:

- 1) Leading and Connecting:** Provide strong Town and community leadership, adopt a coordinated and inclusive approach, and connect with the community and other partners.
- 2) Capacity and Place:** Provide accessible and affordable cultural spaces and expanded cultural opportunities, and maintain and enhance heritage assets.
- 3) Identity and Innovation:** Build the Orangeville brand and identity on the foundation of its heritage and cultural strengths. Support the digital potential of Orangeville's cultural assets, and activities. Develop policies and a supportive framework to attract the creative class.
- 4) Creative Growth and Investment:** Strengthen Orangeville's cultural potential through investment, support and increased cultural programs and opportunities.

Many of these recommendations require little or no new investment. A few recommendations do require significant investment in order to yield significant returns but in most cases there are potential revenue sources to defray the Town's investment in whole or in part.

An important recommendation is that a Cultural and Tourism Coordinator position be created in order to realize the full economic and social potential of Orangeville's creative sector. However, recommendations that relate to creating a sharper cultural focus within the Town's departments and those that call for stronger partnerships and connections between sectors are matters of priority setting that do not require additional resources.

For example, the historic Carnegie Library has just undergone a renovation that has increased its space. The Library is already a hub of cultural activity and could provide synergies as well as space for a variety of arts and cultural activities. Access to existing venues at other municipal facilities is another way in which current resources can add to the Town's cultural capacity with no new resources. Economic Development staff could work in partnership with other regional and provincial organizations (such as WorkInCulture), as identified in the detailed recommendations, to provide skills training to the arts community.

Note that the recommendations and priority actions listed below may be relevant to more than one theme, but recommendations are presented where they are most relevant.

## 5.1 Recommendations and Priority Actions

The table below presents the high-level strategies and actions by theme. Please see Appendix A for full recommendations, actions and implementation timelines.

### Leading and Connecting

- • • **Integrate arts and culture into policies and activities across all departments such as Planning, Recreation, Library, Economic Development, and Communications. Town Council to lead by continuing to support cultural policies and adopting Culture Plan recommendations with best-efforts timeline for implementation.**
  - Provide departments with information to assist understanding of cultural crossovers, shared interests and benefits such as cultural recreation programs, opportunities through Planning to leverage cultural space during development processes and integration of heritage elements into Trails system and Wayfinding systems, among others.
  - Create Culture and Tourism Coordinator position as part of the Economic Development office to provide collaboration, enhance sponsorship and fundraising, develop strategic partnerships, and grow the cultural economy.
  - Identify and collect key arts and cultural economic measurements such as number of cultural businesses, audience and attendance, programs, etc., in order to report on success measures.
- • • **Encourage and facilitate networking, development of skills building and mentoring opportunities within the arts and culture sector in Orangeville.**
  - Recognize input of artists who produce, exhibit or make their art in Orangeville but live elsewhere by allowing them to be eligible for awards, grants and other forms of Town support.
  - Strengthen leadership capacity of creative sector individuals and businesses by providing skills training opportunities in arts management, business and entrepreneurial skills development, as well as leadership training, marketing, digital media, volunteer recruitment, and management and grant writing workshops.

### Capacity and Place

**Take advantage of available capacity at municipal and other sites to enhance access to and availability of cultural programs.**

- Provide a diversified range of arts and culture programs in recreation centres, with focus on youth and seniors.
- Examine potential sites and inventory for large-scale outdoor gatherings and celebrations as a way to complement and augment major cultural events and celebrations currently taking place on Broadway.
- Explore opportunity to work with Orangeville Legion to utilize its space for music/performance opportunities.

•••• **Develop, plan for and build a Cultural Centre for Orangeville as a hub for cultural practitioners and artists, audiences, residents and youth.**

- Initiate Cultural Centre feasibility study and business plan to identify user groups, audiences, social and economic benefits and potential revenue sources, such as a facility rentals, café/restaurant/bar and other amenities.

•••• **While exploring feasibility of dedicated Cultural Centre, continue to support the growth and capacity of other potential cultural gathering spaces in the community.**

- Further develop and promote the Library as a cultural hub and cultural gathering space through enhanced and innovative programming appealing to youth and the millennial generation.
- Examine use of second floor at Visitor Information Centre for potential Cultural Centre when current three-year lease expires in 2016.

•••• **Build on and invest in the success and growth of Orangeville's existing strengths and assets in the cultural sector.**

- Conduct an infrastructure needs assessment related to the growth targets of existing cultural assets such as Theatre Orangeville, Credit Valley Explorer, the Blues & Jazz Festival and the Farmers' Market, e.g., parking and accessibility, audience/venue capacity and other potential concerns.
- Encourage existing organizations to develop, enhance and expand their programs, activities and audience reach.

•••• **Develop two-phased Orangeville Summer Attraction Strategy to extend the cultural calendar year-round.**

- Survey local and regional residents and audiences of all ages to understand what activities they want to see and participate in over the summer months as a first step in determining a summer strategy that would help to build Orangeville's attraction year-round.
- Support plans for Theatre Orangeville's floating stage and amphitheatre for summer theatre and music festival at Island Lake including funding, operating and marketing strategies.

•••• **Continue to maintain strong Heritage Conservation District, heritage preservation policies and enforcement, compatible land use and planning for heritage buildings.**

- Develop a heritage tax relief policy and create by-laws for eligible properties, further to the Municipal Act (see page 7 for details).





## Identity and Innovation

- **Strengthen Orangeville's digital capacity to advance tourism and promotion of cultural assets.**
  - Promote the 2014 launch of the cultural mapping website on the refreshed Town website and enhance connectivity with Tourism website to streamline and amplify promotion of cultural events and activities.
  - Continue to build on social media strengths (e.g., existing strong Facebook and Twitter following and activity) as part of larger cultural digital strategy and consider expanding to Instagram (e.g., for photo sharing) to engage with residents and promote arts, heritage and culture assets.
  - Develop a mobile application and audio guide for Tree Sculptures walk and heritage/historic tour.
- **Identify strategies and a support framework to accomplish the goal of attracting a creative class of worker.**
  - Support development of programming and activities that appeal to youth and "twenty and thirtysomethings" such as building Orangeville's café culture and nightlife on the foundation of its music strengths but also through enhancing digital capacity of the culture sector (e.g., through mobile applications, social networking and the exploring areas of innovation areas such as 3D printing).
  - Survey local and regional residents in this demographic to understand what activities they want to see more of in Orangeville.
- **Continue to develop itinerary and accommodation options to draw and promote Orangeville as more than a day destination.**
  - Leverage new Tourism Centre to promote Orangeville arts and culture assets within region and Ontario and for development and distribution of packages and itineraries.
  - Support the expansion of accommodation options, including hotel development and promotion of local bed and breakfasts.
- **Invest in promotion and future growth of Orangeville's cultural identity and heritage assets as part of the Wayfinding Plan implementation.**
  - Develop descriptive signage for key features such as the Broadway Median and Murals.
  - Position a large-scale, tourist friendly map on Broadway that highlights features such as the Heritage and Tree Sculptures Tours and includes web and other relevant information.



## Creative Growth and Investment

### Identify new approaches for funding growth and investment in the arts and culture sector.

- Explore opportunities during the next Official Plan Review for application of development tools such as incentives under Section 37 of the Planning Act to permit increased height and density for developments in exchange for facilities, services or matters related to culture and the arts.
- Review Town of Orangeville municipal grants programs and identify criteria, framework, start-up budget and partnership revenue sources to develop arts and culture funding program.
- Engage with private sector to review potential to enhance philanthropy and sponsorship of the arts and culture, including for municipal and other capital cultural projects.
- Introduce film permitting process and market Orangeville as a film location.

### Attract federal and provincial funding.

- Develop strategies to engage federal and provincial funding for operating and capital projects, including potential funding through upcoming Canadian Sesquicentennial.
- Investigate development of pop music programs through new Ontario Media Development Corporation fund/program.

### Explore and embrace strategic cultural partnerships and collaborations to grow sector's capacity and activity.

- Partner with Humber and Georgian Colleges to investigate potential of developing culture/creative industries programs such as publishing, film and television, media, advertising, and design and fashion, which appeal to the next generation of the creative class.
- Partner with Arts Build in developing cultural infrastructure strategies, ArtsVest to create cultural capital and WorkInCulture to assist in skills building and partnership workshops.



## 5.2 Measuring Success

An important part of any cultural planning process is the identification and integration of success measures. Tracking progress helps to promote accountability, recognizes the progress and success of those who are involved and may also serve to build a case for future support from the Town, the Province and other potential investors.

A range of indicators will help the Town's ability to measure the success of investing in cultural development in Orangeville. The process of identifying and collecting key arts and cultural economic measurements is, in itself, a recommendation of this plan. Of the indicators listed below, the Town may wish to prioritize those that are the most relevant and are within the Town's capacity for tracking and monitoring on an ongoing basis:

- Number of jobs in culture and creative industry sector (baseline: 2013 economic impact survey)
- Economic impact of culture (baseline: 2013 economic impact survey)
- Attendance at cultural events (baseline: 2013 economic impact survey)
- Number of visitors to Orangeville (if used, would require Visitor Centre to develop mechanism to track annual visits and duration of visit)
- Number of designated buildings (baseline: 2013 list of designated properties)
- Number of cultural businesses, not-for-profits and occupations/practitioners (baseline: 2013 inventory)
- Number of municipally offered arts and culture programs (baseline: 2013 municipal arts and culture programs, including Library and Parks and Recreation programs)
- Number of new businesses attracted to locate (only use this if Economic Development currently keeps this statistic or intends to track)
- Library usage and attendance starting with 2013 data, as compared to similar-sized municipalities
- Amount of municipal investment in cultural activities, such as:
  - Public art
  - Heritage activities
  - Heritage façade grants
  - Theatre Orangeville
  - Library
  - Special cultural events
  - Grants
- Amount of municipal capital investment in arts and culture
- Number of federal and provincial grants for arts and culture activities in Orangeville

## 6. Acknowledgements

The project team and the Arts and Culture Committee express thanks to all the residents in Orangeville who took the time to share their views on and aspirations for arts and culture in the Town.

### **Arts and Culture Committee**

Councillor Mary Rose, Chair  
Wayne Baguley, Headwater Arts  
Gary Brown, Blues & Jazz Festival  
Nancy Claridge, Orangeville Concert Assn.  
Darla Fraser, Library  
Jenee Gowing, Public Member  
Harvey Kolodny, Dufferin Arts Council  
Marilyn Logan, Theatre Orangeville  
David Nairn, Theatre Orangeville  
Alison Scheel, Orangeville BIA

### **Mayor and Town Councillors**

Mayor Rob Adams  
Councillor Sylvia Bradley  
Councillor Gail Campbell  
Councillor Warren Maycock  
Councillor Mary Rose  
Councillor Jeremy Williams  
Councillor Scott Wilson

### **Stakeholder Interviewees and Roundtable Attendees**

Lynda Addy, Heritage Orangeville  
Joe Andrews, Humber Orangeville  
Wayne Baguley, Headwater Arts  
Paul Baron, Orangeville Conservatory of Music  
Gary Brown, Blues & Jazz Festival  
Sandy Camplin, Island Lake Conservation Area  
Patrick D'Almada, Town of Orangeville  
Sheila Duncan, Town of Orangeville  
Dave Forbes, Georgian College  
Darla Fraser, Town of Orangeville  
Nancy Frater, Booklore  
Steve Gallagher, Credit Valley Explorer  
Anne Galloway, Terra Trove Studio  
Ryan Grist, Saxophonist  
Harvey Kolodny, Dufferin Arts Council  
Larry Kurtz, Blues & Jazz Festival  
Marilyn Logan, Theatre Orangeville  
David Nairn, Theatre Orangeville  
Emilia Perri, Maggiolly Art Store  
Sean Rowe, noBul Media  
Steven Runciman, Runley Books

Theresa Sauren, DufferinBiz  
Alison Scheel, Orangeville BIA  
CJ Shelton, Visual Artist  
Brenda Stephen, Monday Night at the Movies  
Suzi Stipersky, Academy of Performing Arts  
Ken Topping, Artist  
Wayne Townsend, Dufferin County Museum and Archives  
Gary Vipond, Orangeville Concert Association  
Sharon Woodbury, Theatre Orangeville

### **Economic Development Committee**

Councillor Mary Rose  
Councillor Gail Campbell  
David Baker, Orangeville Real Estate Board  
Bob Long, Public Member  
Bouhbar Bah, Public Member  
Rodney Hough, Orangeville BIA  
Marsha Grant, Theatre Orangeville/Visitor Services  
Dave Forbes, Georgian College  
Ron Munro, Greater Dufferin Area Chamber of Commerce  
Ken Krakar, Public Member  
Buddy Pitt, Orangeville and District Home Builders Association

### **Corporate Leadership Team**

Rick Schwarzer, CAO  
Ed Brennan, Director, Parks and Recreation  
Vern Douglas, Director, Buildings and By-Law  
Darla Fraser, Chief Librarian  
Doug Jones, Director, Public Works  
Susan Greatrix, Clerk  
Andy McIntosh, Fire Chief  
Brian Parrott, Treasurer  
Nancy Tuckett, Director of Economic Development, Planning and Innovation

### **Staff Liaison**

Nancy Tuckett, Director of Economic Development, Planning and Innovation  
Ruth Phillips, Manager, Economic Development, Small Business Enterprise Centre

# Appendix A | Detailed Recommendations

This Appendix includes the full and detailed recommendations divided into the four themes described in the main report. Priority Actions are indicated by the star symbol, “★.” Priority Actions are those that are either fundamental to the Town of Orangeville’s cultural vibrancy or are essential building blocks.

## 1) Leading and Connecting

The first theme, “Leading and Connecting,” calls for providing strong Town and community leadership in the cultural sector, adopting a coordinated and inclusive approach to arts and culture, and strengthening connections with and within the cultural community and with public and private community partners.

### 1.1 Integrate culture throughout all departments such as Planning, Recreation, Economic Development, Communications and others and in appropriate strategies, programs and activities

Priority	Action	Responsibility		Timeframe				Financial Considerations
		Lead	Partners	0-12 m	1-2 y	3-5 y	5+ y	Low: 0-100K Med: 1-500K High: 500K+
★	a) Town Council to continue to support cultural policies through the Official Plan, economic development and recreation policies that strengthen quality of life and the creative economy, including the Culture Plan. <ul style="list-style-type: none"> <li>Town Council to lead by adopting Culture Plan recommendations and committing to best-efforts timeline for implementation of key (starred) actions</li> </ul>	Town Council						No cost
	b) Mayor and Town to continue leadership through activities such as Mayor’s Breakfast for the Arts. <ul style="list-style-type: none"> <li>Consider expanding Breakfast to a full Cultural Forum (also during Culture Days) to encourage broad community understanding of the role of culture in the Town’s economic and social agendas</li> <li>Choose speakers and issues to reflect current advocacy needs, issues and trends</li> </ul>	Mayor’s Office Culture & Tourism Coord.	A&C Cttee					Low
★	c) Provide departments with information to assist understanding of cultural crossovers, shared interests and benefits, such as cultural recreation programs, opportunities through Planning to leverage cultural space and integration of heritage elements into Trails system and Wayfinding systems, among others.	CAO Dept. Heads Economic Dev.	A&C Cttee					Low
	d) Continue to embed culture responsibility within the Economic Development, Planning and Innovation Department and consider adding Culture to the Department name.	Director, EDP&I Town Council						Low



[1.1 continued]

Priority	Action	Responsibility		Timeframe				Financial Considerations
		Lead	Partners	0-12 m	1-2 y	3-5 y	5+ y	Low: 0-100K Med: 1-500K High: 500K+
★	<p>e) Create Culture and Tourism Coordinator position as part of the Economic Development office to work with the Arts and Culture Committee to develop awareness of Orangeville’s arts and cultural activities with local audiences and tourists, provide collaboration, enhance sponsorship and fundraising, develop strategic partnerships, and grow the cultural economy.</p> <ul style="list-style-type: none"> <li>Develop job description requiring strategic cultural strengths including fundraising, tourism partnership building, communication skills and knowledge of arts and culture</li> </ul>	Ec. Dev. Town Council	A&C Cttee					Low
★	f) Identify and collect key arts and cultural economic measurements such as number of cultural businesses, audience and attendance, programs, etc. in order to report on success measures.	Ec. Dev. Culture & Tourism Coord.	Cultural Orgs					Low
	g) Arts and Culture Committee and Heritage Committees to convene annually or bi-annually to review common themes and shared objectives.	A&C Cttee Heritage Cttee						Low

**1.2 Encourage and facilitate networking, development of skills building (such as business skills, marketing, grant writing, volunteer recruitment and management, etc.) and mentoring opportunities within the arts and culture sector in Orangeville**

Priority	Action	Responsibility		Timeframe				Financial Considerations
		Lead	Partners	0-12 m	1-2 y	3-5 y	5+ y	Low: 0-100K Med: 1-500K High: 500K+
★	a) Recognize presence of exhibitions, projects and other programs of artists who may not live in Orangeville but who exhibit or produce arts and cultural activities in Orangeville (e.g., place on inventory and map to reflect Orangeville-based activities, eligibility for awards and other Town support).	Culture & Tourism Coord. A&C Cttee						Low

[1.2 continued]

Priority	Action	Responsibility		Timeframe				Financial Considerations
		Lead	Partners	0-12 m	1-2 y	3-5 y	5+ y	Low: 0-100K Med: 1-500K High: 500K+
	<p>b) The Arts and Culture Committee to build on Cultural Planning stakeholder engagement activities to hold bi-annual cultural roundtables in order to:</p> <ul style="list-style-type: none"> <li>Facilitate greater cross-sectoral understanding between stakeholders</li> <li>Encourage links, knowledge share and partnerships among and between cultural and other stakeholders</li> </ul>	Culture & Tourism Coord. A&C Cttee						Low
★	<p>c) Strengthen leadership capacity of creative sector individuals and businesses by providing skills training opportunities in arts management, business and entrepreneurial skills development as well as leadership training, marketing, digital media, volunteer recruitment, management, and grant writing workshops.</p> <ul style="list-style-type: none"> <li>Connect with WorkInCulture to assess programs and training that may be relevant to Orangeville cultural sector</li> <li>Examine Mississauga’s “Community Group Workshop/Training” approach as a potential model for Orangeville</li> </ul>	Small Bus Enterprise Centre Culture & Tourism Coord.	BIA WorkInCulture Humber & Georgian Colleges Local media & creative industry businesses					Low
	<p>d) Develop an Arts Alliance to provide arm’s-length leadership and leverage the cultural sector’s energy, excitement and desire to collaborate in new ways. The group would have:</p> <ul style="list-style-type: none"> <li>Broad representation across arts, cultural, creative and media individuals and businesses as well as the community at large</li> <li>Open membership to include those who either work, live or host events in Orangeville</li> </ul>	Initially Culture & Tourism Coord. Evolve to Alliance once established	A&C Cttee Arts Community					Low

## 2) Capacity and Place

The theme “Capacity and Place” addresses Orangeville’s need to grow the capacity of its cultural sector through enhanced and accessible cultural programming, developing more and affordable cultural spaces and by building on the strengths of its heritage assets.

### 2.1 Take advantage of available capacity at municipal and other sites to enhance access and availability of cultural programs

Priority	Action	Responsibility		Timeframe				Financial Considerations
		Lead	Partners	0-12 m	1-2 y	3-5 y	5+ y	Low: 0-100K Med: 1-500K High: 500K+
★	a) Provide a diversified range of arts and culture programs in recreation centres, with focus on youth and seniors (further to <b>Community Recreation Survey, Town of Orangeville Program Planning Project</b> ). <ul style="list-style-type: none"> <li>▪ Consider potential at Alder Street for expanded use by arts and culture groups or during periods when underutilized</li> <li>▪ Explore opportunities to work with Orangeville Legion to utilize its space for music/performance opportunities</li> </ul>	Parks & Rec Culture & Tourism Coord. Ec. Dev./Culture & Tourism Coord.	A&C Cttee Orangeville Legion					Low-Med
	b) Examine opportunities for partnerships in arts and culture program design and delivery between Parks and Recreation and Library and with Dufferin Arts Council. <ul style="list-style-type: none"> <li>▪ Build on results of Community and Recreation Survey and develop pilot program</li> <li>▪ Work with School Board to investigate opportunity of developing an Orangeville School for the Arts</li> <li>▪ Encourage high schools to foster the arts through participation in arts and culture events and activities.</li> </ul>	Parks & Rec High Schools Library CAO Director of Economic Dev., Planning & Innovation	Dufferin Arts Council School Board					Low
	c) Explore underutilized places of worship such as the Broadway Tabernacle and United Church as potential alternative performance spaces.	Culture & Tourism Coord.	Church Partners					Low-Med
	d) Provide regular animation for outdoor public spaces; provide evening activities in the summer e.g., <ul style="list-style-type: none"> <li>▪ Moonlight Movies with Monday Night at the Movies</li> <li>▪ Music on the Move with Orangeville Concert Association and Theatre Orangeville</li> </ul>	Parks & Rec Culture & Tourism Coord.	Monday Night at the Movies Theatre Orangeville					Low-Med

## [2.1 continued]

Priority	Action	Responsibility		Timeframe				Financial Considerations
		Lead	Partners	0-12 m	1-2 y	3-5 y	5+ y	Low: 0-100K Med: 1-500K High: 500K+
★	e) Examine potential sites for large-scale outdoor gathering and celebration as a way to complement and augment major cultural events and celebrations currently taking place on Broadway.	Parks & Rec	Blues & Jazz and other cultural events BIA					Med-High

## 2.2 Develop, plan for and build a Cultural Centre for Orangeville as a hub for cultural practitioners and artists, audiences, residents and youth

Priority	Action	Responsibility		Timeframe				Financial Considerations
		Lead	Partners	0-12 m	1-2 y	3-5 y	5+ y	Low: 0-100K Med: 1-500K High: 500K+
★	a) Initiate Cultural Centre feasibility study and business plan to identify user groups, audiences, social and economic benefits and potential revenue sources such as facility rentals, café/restaurant/bar and other amenities. <ul style="list-style-type: none"> <li>Research possible funding/support for launching RFP</li> </ul>	Town of Orangeville Ec. Dev.	A&C Cttee Cultural Sector					Low
	b) Target goal of building a dedicated Cultural Centre within ten years.	Ec. Dev. Culture & Tourism Coord.	A&C Cttee Service Clubs Cultural Sector					High (but potential to offset with funding programs)

## 2.3 While exploring feasibility of dedicated Cultural Centre, continue to support the growth and capacity of other potential cultural gathering spaces in the community

Priority	Action	Responsibility		Timeframe				Financial Considerations
		Lead	Partners	0-12 m	1-2 y	3-5 y	5+ y	Low: 0-100K Med: 1-500K High: 500K+
★	a) Further develop and promote the Library as a cultural hub and cultural gathering space through enhanced and innovative programming appealing to youth and the millennial generation.	Library	A&C Cttee					Low-Med

## [2.3 continued]

Priority	Action	Responsibility		Timeframe				Financial Considerations
		Lead	Partners	0-12 m	1-2 y	3-5 y	5+ y	Low: 0-100K Med: 1-500K High: 500K+
★	b) Examine use of second floor at Visitor Information Centre for potential Cultural Centre when the current three-year lease expires in 2016.	Town of Orangeville Ec. Dev.	A&C Cttee Tourism Centre					Low
	c) Promote youth engagement and creativity at the Library through developments such as a "Makers' Space" with music recording, 3-D printing and other equipment.	Library	A&C Cttee					Med-High
	d) Consider increasing capacity of Library as a cultural hub, e.g., through a second phase expansion of the Carnegie Library with a glass atrium on Broadway.	Library						High (capital)

## 2.4 Build on and invest in the success and growth of Orangeville's existing strengths and assets in the cultural sector

Priority	Action	Responsibility		Timeframe				Financial Considerations
		Lead	Partners	0-12 m	1-2 y	3-5 y	5+ y	Low: 0-100K Med: 1-500K High: 500K+
★	a) Conduct an infrastructure needs assessment related to the growth targets of existing cultural assets such as Theatre Orangeville, Credit Valley Explorer, the Blues & Jazz Festival and the Farmers' Market, e.g., parking and accessibility, audience/venue capacity and other potential concerns. <ul style="list-style-type: none"> <li>Develop strategies to address needs (if feasible)</li> </ul>	BIA SBEC Culture & Tourism Coord. A&C Cttee	Local business leaders Theatre Orangeville Blues & Jazz Festival CVE					Low (but potential to grow, as well as generate revenue)
★	b) Encourage existing organizations to develop, enhance and expand their programs, activities and audience reach. For example: <ul style="list-style-type: none"> <li>Monday Night at the Movies (MNAM) to develop outdoor film program or annual film festival</li> <li>BookLore, Library and other entities to develop a writers' festival</li> <li>Dufferin County Museum and Archives to create a satellite site within Library, Visitor Centre or another Town of Orangeville site</li> </ul>	Culture & Tourism Coord. Tourism Centre BIA	TIFF, Harbourfront Readings Organization of Book Publishers of Ontario BookLore, Monday Night at the Movies Dufferin County Museum & Archives Library					Med

[2.4 continued]

Priority	Action	Responsibility		Timeframe				Financial Considerations
		Lead	Partners	0-12 m	1-2 y	3-5 y	5+ y	Low: 0-100K Med: 1-500K High: 500K+
	c) In future Official Plan reviews, consider utilizing planning tools such as Section 37 of the Planning Act to permit increased height and density for developments in exchange for facilities, services or matters related to culture and the arts.	Planning/ Culture & Tourism Coord.	BIA					Low-Med

**2.5 Develop two-phased Orangeville “Summer Attraction” Strategy to extend the cultural calendar year-round**

Priority	Action	Responsibility		Timeframe				Financial Considerations
		Lead	Partners	0-12 m	1-2 y	3-5 y	5+ y	Low: 0-100K Med: 1-500K High: 500K+
★	a) Phase 1: Survey local and regional residents and audiences of all ages to understand what activities they want to see and participate in over the summer months as a first step in determining a summer strategy that would help to build Orangeville’s attraction year-round.	Ec. Dev.	Theatre Orangeville A&C Cttee Tourism Centre					Low
	b) Phase 2: <ul style="list-style-type: none"> <li>Build on results of Phase 1 and consult with key cultural stakeholders and organizations to develop strategy of fresh, new programs to expand summer offerings and investigate potential sponsorship and funding revenues.</li> <li>Develop marketing strategy geared to key tourism generators.</li> </ul>	Ec. Dev./Cultural and Tourism Coord.  Tourism Centre  Mkt’g and Admin.	Theatre Orangeville A&C Cttee					Low-Med (potential off- setting revenues)

[2.5 continued]

Priority	Action	Responsibility		Timeframe				Financial Considerations
		Lead	Partners	0-12 m	1-2 y	3-5 y	5+ y	Low: 0-100K Med: 1-500K High: 500K+
	<p>c) Leverage one-off summer 2015 Pan American Games opportunity: <b>"TO2015 has committed to working with communities using a variety of methods including partnering with existing events/activities, commissioning new, original work, creating new artistic hybrids, and sponsoring and promoting third-party activities. The TO2015 Arts and Culture program is committed to developing partnerships with local and regional organizations"</b></p> <ul style="list-style-type: none"> <li>Meet with the Pan Am Creative Director to explore partner or funding opportunities (e.g., related to Theatre Orangeville's summer music festival)</li> <li>Work with neighbouring jurisdictions' marketing associations to promote Orangeville-based cultural activities to draw Pan Am audiences to Orangeville for culture and dining</li> </ul>	Ec. Dev.	Orangeville Art Group PanAm Toronto 2015 A&C Cttee BIA, CVV, Tourism Centre Dufferin, HHTA Island Lake Conservation Area					Low
★	<p>d) Support plans for Theatre Orangeville's floating stage and amphitheatre for summer theatre and music festival at Island Lake including funding, operating and marketing strategies</p>	Theatre Orangeville Culture & Tourism Coord. Town of Orangeville	Island Lake Conservation Area Mkt'g & Comm Tourism Centre					Med

**2.6 Continue to maintain strong Heritage Conservation District, heritage preservation policies and enforcement, compatible land use and planning for heritage buildings**

Priority	Action	Responsibility		Timeframe				Financial Considerations
		Lead	Partners	0-12 m	1-2 y	3-5 y	5+ y	Low: 0-100K Med: 1-500K High: 500K+
	<p>a) Create a heritage trail through interpretive and descriptive signage on system of existing trails to entice heritage tourists</p>	Parks & Rec	Heritage Committee					Med
	<p>b) Maintain downtown heritage façade grant program and consider increases to the program</p>	Town Council	Heritage Committee					Low

[2.6 continued]

Priority	Action	Responsibility		Timeframe				Financial Considerations
		Lead	Partners	0-12 m	1-2 y	3-5 y	5+ y	Low: 0-100K Med: 1-500K High: 500K+
★	c) Develop a heritage tax relief policy and create by-laws for eligible properties, subject to the Municipal Act (see page 7)	Town Council Planning	Heritage Committee					Low-Med
	d) Consider developing an annual heritage awards program to celebrate excellence in restoration, preservation or adaptive re-use of heritage properties	Heritage Committee	Planning BIA					Low



### 3) Identity and Innovation

The theme “Identity and Innovation” addresses opportunities to build the Orangeville brand and identity on the foundation of the Town’s heritage and cultural strengths. These recommendations encourage investing in the digital potential of Orangeville’s cultural assets and activities to engage the community and develop new local and tourist audiences. Orangeville’s potential to attract and retain a creative class of worker is also addressed under this section.

#### 3.1 Strengthen Orangeville’s digital capacity to advance tourism and promotion of cultural assets

Priority	Action	Responsibility		Timeframe				Financial Considerations
		Lead	Partners	0–12 m	1–2 y	3–5 y	5+ y	Low: 0–100K Med: 1–500K High: 500K+
★	a) Promote the 2014 launch of the cultural mapping website and the refreshed Town website and enhance connectivity with the Tourism website to streamline and amplify the promotion of cultural events and activities.	Ec. Dev. Tourism Centre Mkt’g & Comm.	Barking Dog Studio and/or other digital partners					Low
	b) Integrate cultural strategies within Town’s marketing and communication activities, including enhancing arts and culture presence on Orangeville websites. <ul style="list-style-type: none"> <li>Continually refreshing links to partner organizations and or assets on culture mapping site, social media promotion and other activities</li> <li>Developing overall strategy for Town digital presence and promotion of culture, parks, recreation and sports activities</li> </ul>	Mkt’g and Comm.	Culture & Tourism Coord. Ec. Dev. Art & Culture Cttee					Low
★	c) Continue to build on social media strengths (e.g., strong Facebook and Twitter following and activity) as part of larger cultural digital strategy. <ul style="list-style-type: none"> <li>Consider expanding to Instagram (e.g., for photo sharing) to engage with residents and promote arts, heritage and culture assets (e.g., such as the 150<sup>th</sup> photo competition)</li> </ul>	Mkt’g and Comm.						Low
★	d) Develop mobile application and Audio guide for Tree Sculptures walk, heritage/historic tour. <ul style="list-style-type: none"> <li>Engage with Theatre Orangeville on script and music development to create a lively and informative online sightseeing excursion</li> </ul>	Ec. Dev. Mkt’g and Comm.	Theatre Orangeville Tourism Centre Heritage Cttee					Low–Med

[3.1 continued]

Priority	Action	Responsibility		Timeframe				Financial Considerations
		Lead	Partners	0-12 m	1-2 y	3-5 y	5+ y	Low: 0-100K Med: 1-500K High: 500K+
	e) Streamline and coordinate digital and printed materials to introduce new residents to arts and culture opportunities. <ul style="list-style-type: none"> <li>i.e., coupon for theatre or other attraction</li> </ul>	Town of Orangeville Admin. Dept.	Arts & Culture Committee					Low
	f) Continue Culture Plan site on website with regular updates of progress and initiatives.	Ec. Dev.	Arts & Culture Committee					Low

3.2 Identify strategies and a support framework to accomplish the goal of attracting a creative class of worker

Priority	Action	Responsibility		Timeframe				Financial Considerations
		Lead	Partners	0-12 m	1-2 y	3-5 y	5+ y	Low: 0-100K Med: 1-500K High: 500K+
★	a) Support development of programming and activities that appeal to youth and "twenty- and thirtysomethings" (café culture, nightlife), with a focus on music. <ul style="list-style-type: none"> <li>Leverage success of inaugural Taste of Orangeville to develop and expand culinary programs</li> <li>Build on the Information and Communication Technology Council's findings in <u>Music – a Catalyst for Technology Hubs and Innovative Talent</u> that point to communities such as Kitchener that capitalize on the presence of music scenes to develop a competitive edge in attracting companies and talent</li> <li>Explore opportunity to partner with Orangeville Legion as venue for music geared to 20 – 30 age group</li> </ul>	BIA Ec. Dev.	Tourism Ctre Arts & Culture Committee  Orangeville Legion					Low
	b) Explore avenues to strengthen transit links to GTA.	Town						Low (to Town)

### 3.3 Continue to develop itinerary and accommodation options to draw and promote Orangeville as more than a day destination

Priority	Action	Responsibility		Timeframe				Financial Considerations
		Lead	Partners	0-12 m	1-2 y	3-5 y	5+ y	Low: 0-100K Med: 1-500K High: 500K+
★	a) Leverage new Tourism Centre to promote Orangeville arts and culture assets within region and Ontario by developing and promoting packages and itineraries. <ul style="list-style-type: none"> <li>Support the expansion of accommodation options, including hotel development and Bed &amp; Breakfast promotion</li> </ul>	Tourism Centre Town	BIA					Low
	b) Work across sectors (culture, sports, parks and recreation) and departments to package activities and lengthen itineraries.	Tourism Centre Culture & Tourism Coord.						Low

### 3.4 Invest in promotion and future growth of Orangeville’s cultural identity and heritage assets

Priority	Action	Responsibility		Timeframe				Financial Considerations
		Lead	Partners	0-12 m	1-2 y	3-5 y	5+ y	Low: 0-100K Med: 1-500K High: 500K+
★	a) Develop descriptive signage for key features such as the Broadway Median and Murals as part of the Wayfinding Plan implementation	Ec. Dev. Mkt’g & Comm.	Heritage Committee A&C Cttee					Low-Med
★	b) Position a large-scale, tourist friendly map on Broadway that features highlights such as the Heritage and Tree Sculptures Tours and includes web and other relevant information	Ec. Dev. Mkt’g & Comm.	Heritage Committee Arts & Culture Committee					Low-Med

## 4) Creative Growth and Investment

The final theme, "Creative Growth and Investment," relates to opportunities to strengthen and grow Orangeville's cultural advantage through strategic investment and developing new sources of revenue.

### 4.1 Identify new approaches for funding growth and investment in the arts and culture sector

Priority	Action	Responsibility		Timeframe				Financial Considerations
		Lead	Partners	0-12 m	1-2 y	3-5 y	5+ y	Low: 0-100K Med: 1-500K High: 500K+
★	a) Explore opportunities during the next Official Plan Review for application of development tools such as incentives under Section 37 of the Planning Act to permit increased height and density in exchange for facilities, services or other matters related to the arts and culture	Planning	Ec. Dev.					Low
★	b) Review Town of Orangeville municipal grants programs and identify criteria, framework, start-up budget and partnership revenue sources to develop arts and culture funding program <ul style="list-style-type: none"> <li>▪ Funding would provide modest project support for Orangeville artists and Orangeville-based arts activities and programs similar to Town of Newmarket's "Celebrate the Arts" Grants Program</li> </ul>	Culture & Tourism Coord.	Arts & Culture Cttee					Low
★	c) Engage with private sector to review potential to enhance philanthropy and sponsorship of the arts and culture, including for municipal and other capital cultural projects	Culture & Tourism Coord.	BIA Service Clubs Private sector					Low (potential revenue generator)
	d) Explore engaging with artsVest program of Business and the Arts matching funding program for eligible municipalities	Culture & Tourism Coord.	artsVest					Low/ Revenue generator
★	e) Introduce film permitting process and market Orangeville as a film location	Ec. Dev.	Heritage Cttee Mkt'g and Comm					Low (revenue generator)

## 4.2 Attract federal and provincial funding (and support capacity of cultural businesses and not-for-profits to do the same)

Priority	Action	Responsibility		Timeframe				Financial Considerations
		Lead	Partners	0-12 m	1-2 y	3-5 y	5+ y	Low: 0-100K Med: 1-500K High: 500K+
★	a) Develop strategies to engage federal and provincial funding for operating and capital projects, such as: <ul style="list-style-type: none"> <li>Canadian Heritage: Building Communities Through Arts &amp; Heritage</li> <li>Canada Cultural Spaces Fund</li> <li>Provincial Culture Development Fund</li> </ul>	Ec. Dev. Culture & Tourism Coord.						None/ Revenue generator
★	b) Plan for potential of infrastructure funding coming as part of Canada's Sesquicentennial celebrations to help pay for cultural infrastructure.	Ec. Dev.						Low/ Revenue generator
★	c) Investigate development of pop music programs throughout the year through new Ontario Media Development Corporation fund/program.	Ec. Dev.	BIA OMDC					Low/ Revenue generator

## 4.3 Explore and embrace strategic cultural partnerships and collaborations to grow sector's capacity and activity

Priority	Action	Responsibility		Timeframe				Financial Considerations
		Lead	Partners	0-12 m	1-2 y	3-5 y	5+ y	Low: 0-100K Med: 1-500K High: 500K+
	a) Partner with Humber and Georgian Colleges to investigate potential of developing culture/creative industries programs such as publishing, film and television, media, advertising and design and fashion, which appeal to the next generation of the creative class (see Martin Prosperity Institute report, <a href="#">Ontario Community Colleges in the Creative Age</a> ).	Humber College Georgian College	Ec. Dev.					Low
	b) Partner with Arts Build in developing cultural infrastructure strategies, ArtsVest to create cultural capital and WorkInCulture to assist in skills building and partnership workshops. c) Identify partners such as Hills of the Headwaters Tourism Association, Dufferin Arts Council and others to develop combined efforts such as cultural tourism strategies	SBEC/Ec. Dev. Culture & Tourism Coord.	Arts Build ArtsVest WorkIn Culture Headwater Tourism Assoc./DAC/arts groups					None

## Appendix B | Methodology

This appendix provides additional details on the approach and methodology for developing a Cultural Plan for Orangeville.

### Preliminary Consultations

**Document review:** The project team reviewed relevant background materials such as the Tourism Development and Marketing Plan, the Official Plan, the Economic Development Plan, and documents related to the Arts and Culture Committee's 2012 strategic planning exercise.

**Consultation with staff and municipal officials:** The project team launched the planning process with consultations with both the Town's Arts and Culture Committee and the Economic Development Committee.

### Community and Stakeholder Consultations

**Community and cultural events:** Over the course of the summer and fall, the project team engaged residents at events such as the wonderful celebration of Orangeville's Sesquicentennial, Culture Days and the Taste of Orangeville.

**Questionnaire:** The questionnaire was developed in consultation with the Town and promoted regularly through the Town's Facebook and Twitter accounts, through the Mayor's Twitter account, at the cultural planning pages at Orangeville.ca and Orangevillebusiness.ca, and in a business newsletter, as well as at events such as the 150th, Culture Days and the Taste of Orangeville. The plan was also promoted in an article in the Orangeville Citizen.

At its close, the public questionnaire had more than 200 responses, which results in findings that are accurate +/- 6.9%, 19 times of 20 or +/- 5.8%, 18 times of 20.

**Stakeholder roundtables:** In August and September, the project team led two arts and culture key stakeholder roundtables. Attendees included leaders, organizations and artists from across the culture sector in Orangeville, allowing for cross-segment discussion and collaboration. These sessions also shed light on the issues, needs and opportunities facing Orangeville's cultural sector and the wider community.

**Culture sector stakeholder interviews:** The project team conducted interviews with fifteen culture sector stakeholders for their perspectives on the challenges and opportunities facing Orangeville's arts and culture sector.

**Town Councillor interviews:** The project team interviewed all seven Town Councillors, including the Mayor, to gain insight into their viewpoints on the role and potential of the arts and culture in Orangeville's quality of life and economic prosperity.

## Inventory

Assets listed in the inventory are coded according to the culture framework described in Section 2. The data for the inventory was collected via secondary research. Material was gathered first from the Town of Orangeville's records (e.g., registers of heritage properties, parks and trails) and then supplemented through Google searches and direct outreach and by accessing local databases.

The database was reviewed in part by the Steering Committee and Town administrative staffers as well as external/regional reviewers (e.g., DufferinBiz). To be included in the final inventory, assets were to be resident of Orangeville or from one kilometre outside of the Town while still located in Dufferin County.

## Economic Impact Analysis

We closed the survey with approximately 75 usable responses out of a universe of approximately 215 entities. Strictly speaking, this direct response rate of roughly 35% implies a maximum sampling error of +/- 7.7% (18 times of 20).

However, given that our sample includes many of the major cultural contributors, we believe that true sampling error would actually be lower, because the revenue-weighted response rate would be higher than 35%.

We analyzed the 75 companies' worth of data to establish what we think to be an average cultural organization (and an average artist) in Orangeville – being careful that the largest and smallest companies didn't skew our understanding.

We then assumed that the portion of the industry we did not capture were average firms/artists. At that stage we filled in the rest of the entities to arrive at an understanding of the size of the culture sector in Orangeville.

As a result we are confident in our economic impact analysis.





Orangeville  
– Historic Charm –  
Dynamic Future