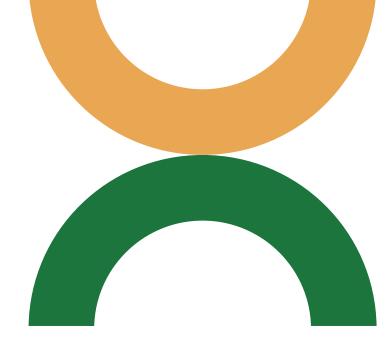


Working Group Recommendations

Spring 2025

Executive Summary



Executive Summary

This report marks a turning point in Wilmot Township's journey with the Prime Ministers Path (PMP) and the outcome of the Prime Ministers Path: Collective Reflections, Future Directions engagement initiative that ran between October 2024 and April 2025.

The PMP has sparked pride, pain, questions, and division in Wilmot Township. In 2024, the Township committed to a new approach — one that would center truth, accountability, and community voices. The result is this document: a set of actionable, community-driven recommendations created by a diverse Working Group, grounded in extensive public engagement.

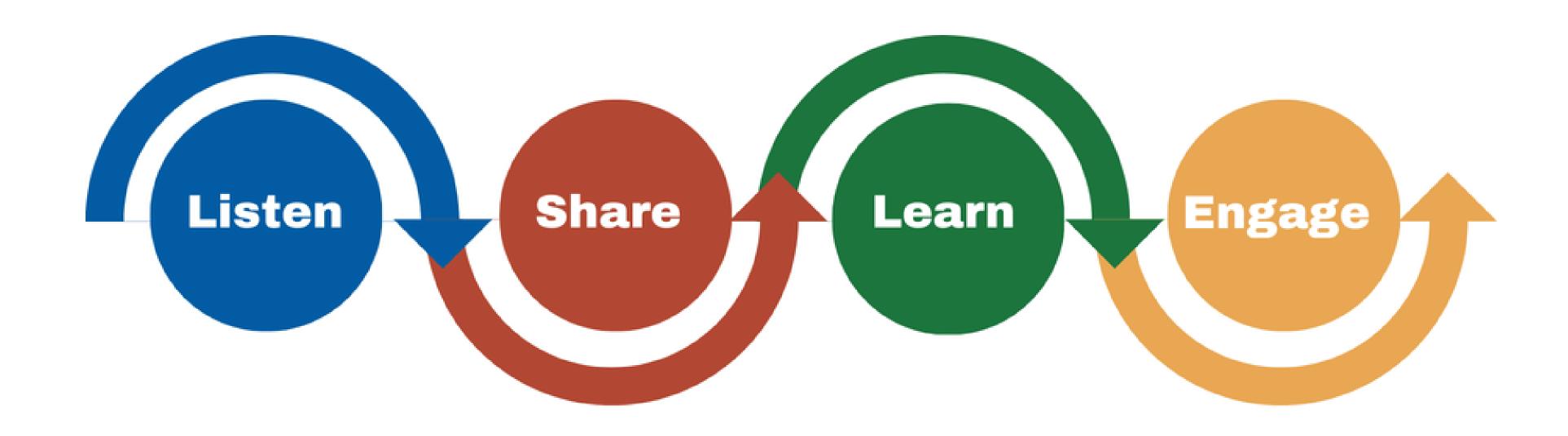
These recommendations are not about choosing sides. They are about holding complexity with care. They recognize that history is contested, that space is political, and that decisions about commemoration must be made differently moving forward — with inclusion, transparency, and intention.

"History is complicated and messy. Adjusting the original PM path is not rewriting history — it's making it more inclusive and accurate." — Resident, Community Gathering #2,

This report is built on seven months of listening. It draws from over a dozen public and private engagement activities, with hundreds of contributions from residents across Wilmot — Indigenous and non-Indigenous, youth and elders, long-time residents and newcomers. Together, their voices shape a path forward.

Purpose of the Collective Reflections, Future Directions Engagement Process

- Gather community input on the future of the PMP, including the statues and their display.
- Respond to recommendations from the First Peoples Group (2021).
- Prioritize reconciliation, transparency, and community healing.





Engagement at a Glance

- 2 Community Gatherings
- 3 Tea Circles
- Youth Forum
- Surveys, interviews, 1:1 conversations
- Targeted Indigenous engagement

What's in the report:

- The recommendations that were designed by the Collective Reflections, Future Directions Working Group
- Recommendations that respond to the ideas and concerns of the Wilmot community
- A practical Next Steps Action Plan for Council

Core Recommendation Themes

- Governance & Structure
- Funding
- Inclusion
- Education
- Location
- Truth & Reconciliation

What this report is not:

- A vote for or against the statues.
- A final answer.
- A return to business as usual.

These recommendations are a starting point. They offer a framework to make better decisions — decisions that will guide the township to design a new PMP that while honouring Canada's Prime Ministers also acknowledges harm, elevates overlooked histories, and creates a future that Wilmot can stand behind, together.

The report calls for leadership, courage, and care. It also calls for ongoing work, and gives a road map of how to move forward.

Wilmot's Prime Ministers Path: Collective Reflections, Future Directions

RECOMMENDATIONS

These recommendations offer a path forward with care and accountability, ensuring any future direction centres inclusion, education, history, and reconciliation and meaningfully includes community leadership. They offer a pathway for the statues return, while acknowledging and addressing the inherent harm.

These recommendations are based on deep community engagement done in 2024/2025, and reflect the range of community perspectives in Wilmot Township, and complexity of projects like this.

What's Happening with the Statues?

The statues can return to Wilmot Township, and possibly on the Castle Kilbride Site, with the consideration and implementation of the 6 areas of recommendations

Recommendations at a Glance

1. Governance & Structure

Establish a cross-sector Steering Committee to lead next steps, ensure accountability, and represent diverse community voices.

2. Funding

Access public and private grants to fund the project — no Township operational funds should be used.

3. Inclusion

Ensure Indigenous, and all other diverse voices, are included as co-creators at every step of the process, from planning to implementation.

4. Education

Education must be the foundation of any future installation — resources, context, and critical reflection must guide public understanding.

5. Location

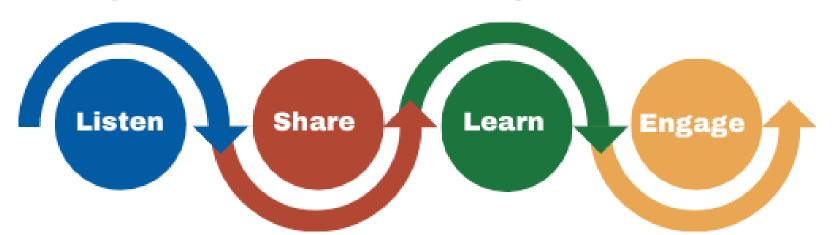
Any display must happen in a space that invites intentional engagement, not passive viewing – the setting matters as much as the content.

6. Truth & Reconciliation

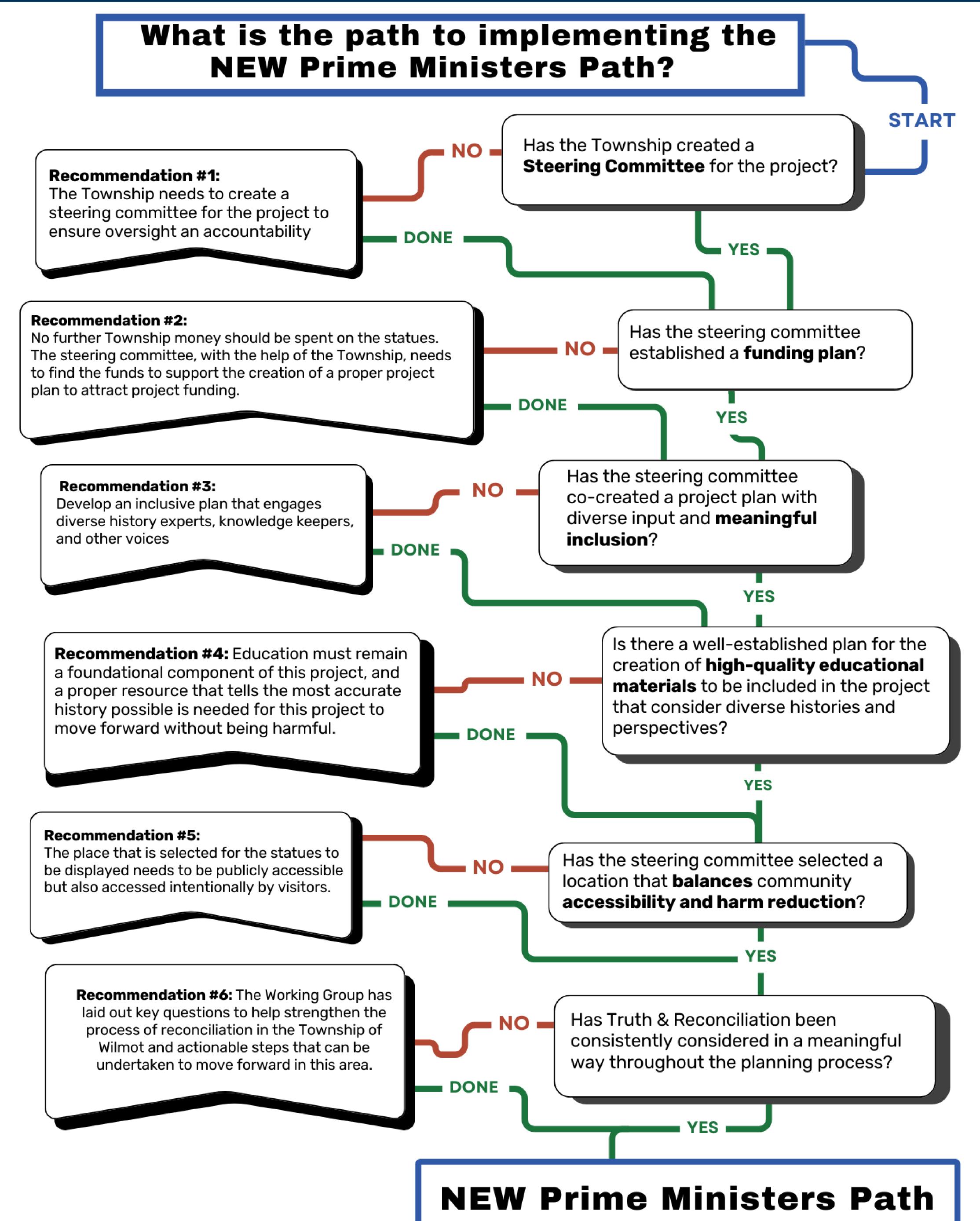
The project must actively support truthtelling, healing, and long-term reconciliation goals — not just symbolic gestures.

What's in the Full Report?

The full report offers deeper context, quotes from community members, and the full set of recommendations developed by the Working Group, in response to the 2024/2025 community engagement initiative. It includes reflections on the engagement process, tensions and insights surfaced, and detailed guidance for moving forward with care and clarity.



Wilmot's Prime Ministers Path: Collective Reflections, Future Directions



Introduction & Purpose

In the summer of 2024 Wilmot Township undertook and initiative to re-evaluate the Prime Ministers Path (PMP) project with the purpose of listening to the community and getting clear recommendations on the following:

- Disposal/ Return of statues
- Continued display of the statues, and under which conditions
- Educational programming opportunities with and without the statues displayed
- Other creative solutions or alternative paths forward

The Prime Mister's Path: Collective Reflections, Future Directions initiative is in response to the 2021 recommendations made by the First Peoples Group (2021), after the initial community consultation following the red paint event of 2020.

The First Peoples Group advised the Township to:

- Immediately remove the existing statues and discontinue any future investment in the PMP as it previously existed
- Create a Working Group composed of balanced community representation to explore next steps rooted in healing and cohesion
- Transform engagement practices to foster greater openness, accountability, and community participation

The Collective Reflections, Future Directions initiative is a multi-layered, community-centred engagement process. This process was not simply about consultation, at the heart of this was a commitment to listening, inclusion, transparency, truth-telling, reconciliation, historical understanding, and community healing, and finding a future direction the honours the richness of the Wilmot community.

Purpose and Mandate

The goal of this initiative was to gather a wide range of community perspectives on the PMP and generate a set of actionable, community-driven recommendations that reflect the values, concerns, and truths of Wilmot residents — particularly those who have historically been excluded from conversations about public history and commemoration.

The PMP Working Group

The Prime Ministers Path Working Group was established with the mandate to:

- Reflect the diversity of views held across the Wilmot community
- Prioritize principles of truth, reconciliation, cultural competency, and transparency
- Provide practical, values-based options for Council to consider

The group included residents with a broad range of perspectives — from those who strongly opposed the statues, to those who supported their educational potential, to

those who simply sought clarity and care. What united them was a commitment to engage, listen, and co-create something better in their community.

The Working Group met monthly between October 2024 and April 2025, supported by a facilitation team and grounded in a consensus-based approach. The group reviewed extensive community feedback and grappled with tensions and possibilities throughout.

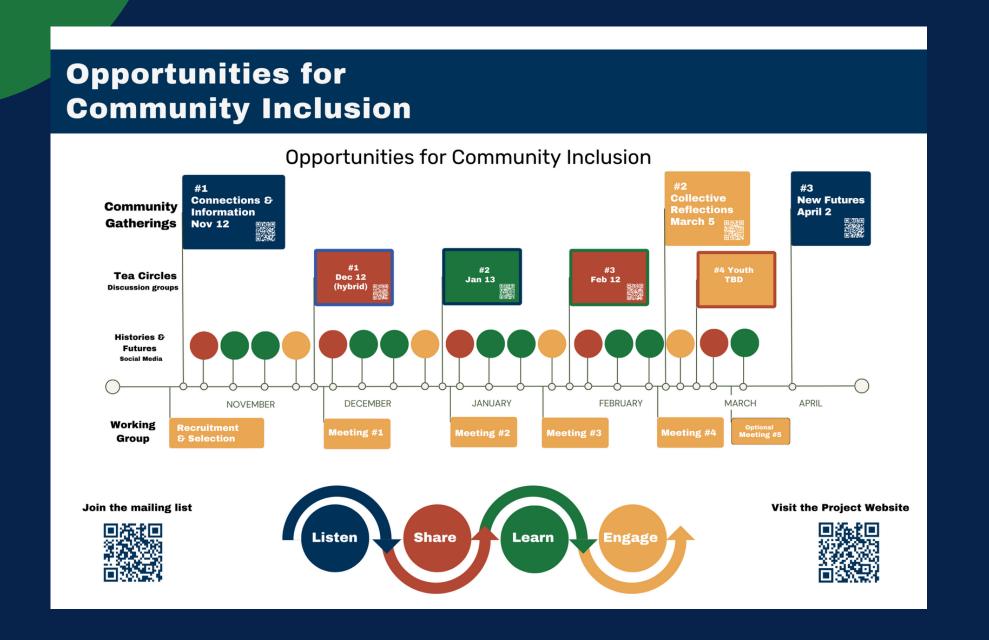
Throughout the engagement process, the facilitation team returned data and synthesized insights to the Working Group to ensure that the recommendations were informed directly by what the community shared.

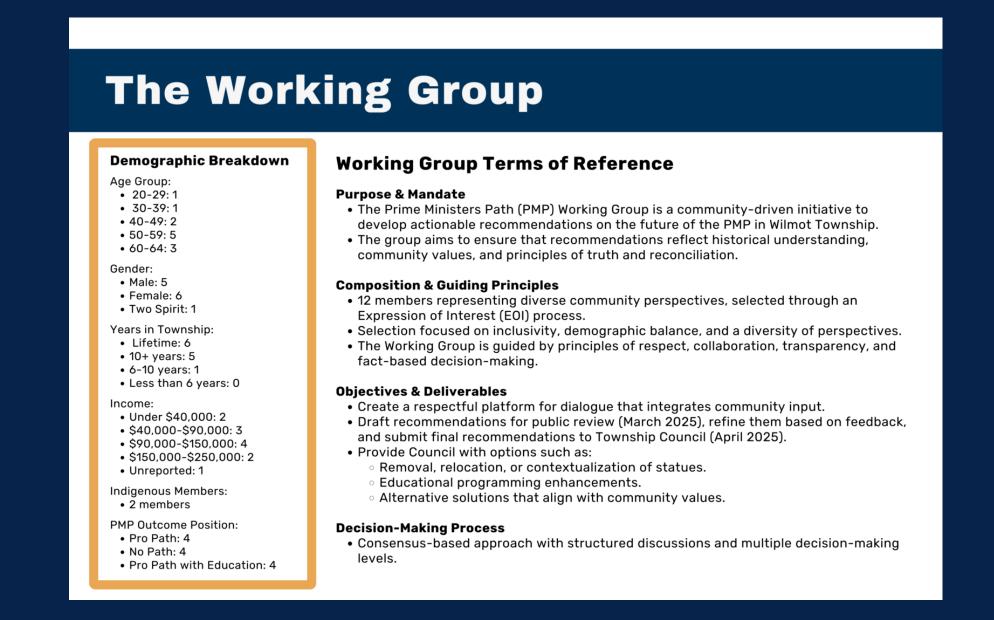
The Engagement Process

Community engagement was layered and inclusive, with a focus on 4 pillars of listening, sharing, learning and engaging through gathering, dialogue, education.

Key activities included:

- Two Community Gatherings (November 2024 and March 2025)
- Three Community Tea Circles (November 2024 January 2025)
- A Youth Forum at the local high school (April 2025)
- Online surveys capturing broad community input (February and March 2025)
- Council interviews and a staff survey (October 2024)
- Targeted Indigenous engagement through liaison and relationship-based outreach
- Emails, phone calls, and one-on-one conversations
- Ongoing social media engagement and comment box feedback





Framing the Recommendations

These recommendations are a reflection of Wilmot Township and the range of opinions on what should be done with the Prime Ministers' statues and the Prime Ministers Path Project. Some see the issue as a binary statues or no statues decision, but the reality is that the community opinion is deeper, richer, and more nuanced.

The Prime Ministers Path: Collection Reflections, Future Directions initiative engaged the Wilmot community over the course of 7 months on the issue of the Prime Ministers path. For some, the PMP represents pride, commemoration, and showcase of Canadian History. For others it represents harm, injustice, and an erasure of indigenous history on this land. For many, it represents an opportunity to broaden the binary - a moment that asks more of the Township and its residents to return to the diplomacy and collaboration of community.

These recommendations are not an attempt to find a middle ground that waters down conflicting views — rather, they are a collective effort to hold multiple truths and move forward with care, accountability, and community leadership. The recommendations point council in the direction of actions that will help to design a final outcome that accounts for the range of feelings and opinions within the Township: for those that wish for the statues return they offers a clear pathway to addressing the concerns and bringing them back with reduced harm, and increased inclusion; for those that see the statues as harmful, the recommendations offer options to prioritize inclusion, collaboratively reduce harm and broaden the conversation on Canadian history.

The recommendations were designed by the working group as a response to community voices and are rooted in:

- Transparency, inclusion, and education as preconditions to any decisions
- Harm reduction and cultural competency as guiding principles
- A commitment to doing things differently, with care, accountability, and trust

This Report

The community raised issues and gave feedback on a range of issues relating to the PMP. In response, The Working Group recommendations are organized into six key areas:

- Governance & Structure
- Funding
- Inclusion
- Education
- Location
- Truth & Reconciliation

Each section begins with a brief overview of what was heard during the engagement process, followed by specific, actionable recommendations.

These recommendations are meant to inform Council's decision-making, support the formation of a future Steering Committee, and ensure that any future version of the PMP is one that reflects intentionality, care, complexity, and community with the intention to continue the project with care and inclusion and grounded in relationship, reflecting Wilmot's capacity to hold many truths and move forward — together.

Recommendations

Project Name

The Working Group believes that renaming the project gives it new life and new identity, and a new opportunity to move forward in a new and better way. The Working Group ranked name ideas generated from the group, and the community. The top three picks were:

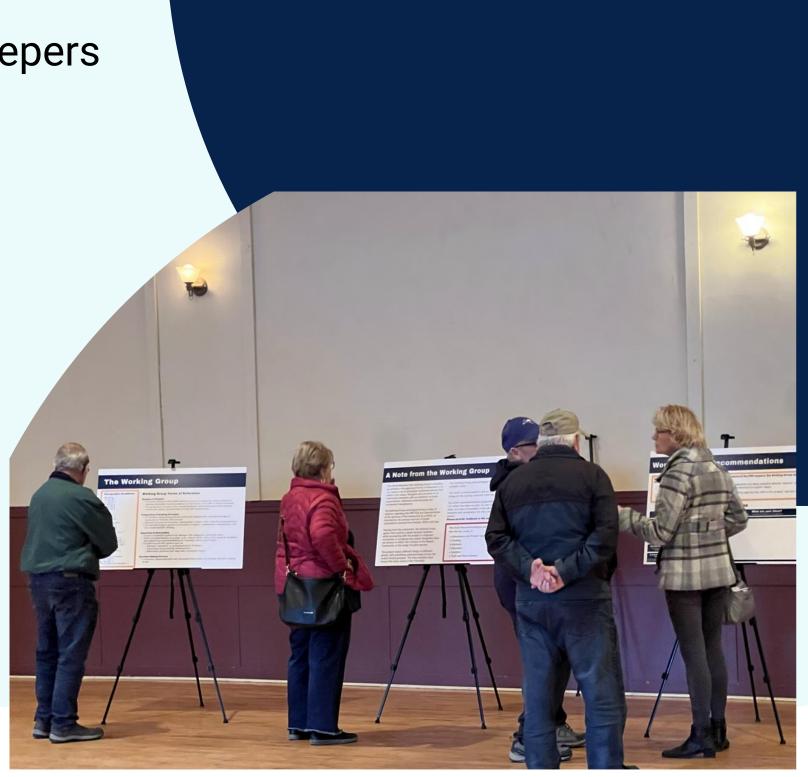
- 1. A Walk Through History
- 2. Bridging the Past
- 3. Reflections and Reckonings

These working title recommendations reflects a shift away from past controversies and toward a future rooted in dialogue, learning, and healing.

Foundational Relationships

The Working Group recommends that the Township pursue formal engagement with the following parties to guide the next stage of the project:

- Dave Caputo, Project Founder
- CreateScape, Arts & Culture Charity
- Woodland Cultural Centre
- Local Indigenous Leaders and Knowledge Keepers
- Relevant academic experts



Recommendation #1: Governance & Structure



What We Heard:

Acknowledging the need for cohesive planning, ongoing oversight, and wanting to ensure that each of the key areas is considered and addressed, the Working Group recommends the creation of a Community Steering Committee. The Community Steering Committee would be in place to ensure transparent, accountable leadership to guide the next phase of the project.

Recommendations

Steering Committee Creation

Establish a cross-sector Steering Committee to guide final design and implementation. This group would oversee the core project pillars:

- Funding
- Inclusion
- Education
- Location
- Truth and Reconciliation

Committee Composition & Process:

- Each recommendation area will have a lead
 - (e.g., staff member, council representative, or subject-matter expert)
 - The relationship between the Community Steering Committee and the Township (councillors, staff, etc) can be determined by Council
 - The Working Group recommends that at the very least one seat on the committee would be reserved for a representation
- The Committee should include diverse community members and professionals
- The Steering Committee will co-create its Terms of Reference
- This committee should be responsible for advancing the recommendations into implementation
- Budgetary consideration for compensation of professional advisors and subject matter experts should be built into the funding strategy

Ongoing Governance

Following implementation, a non-profit Board or Advisory Body should be created to maintain accountability and transparency. Its focus should be the long-term operation, programming, and evolution of the project.



Recommendation #2: Funding



What We Heard:

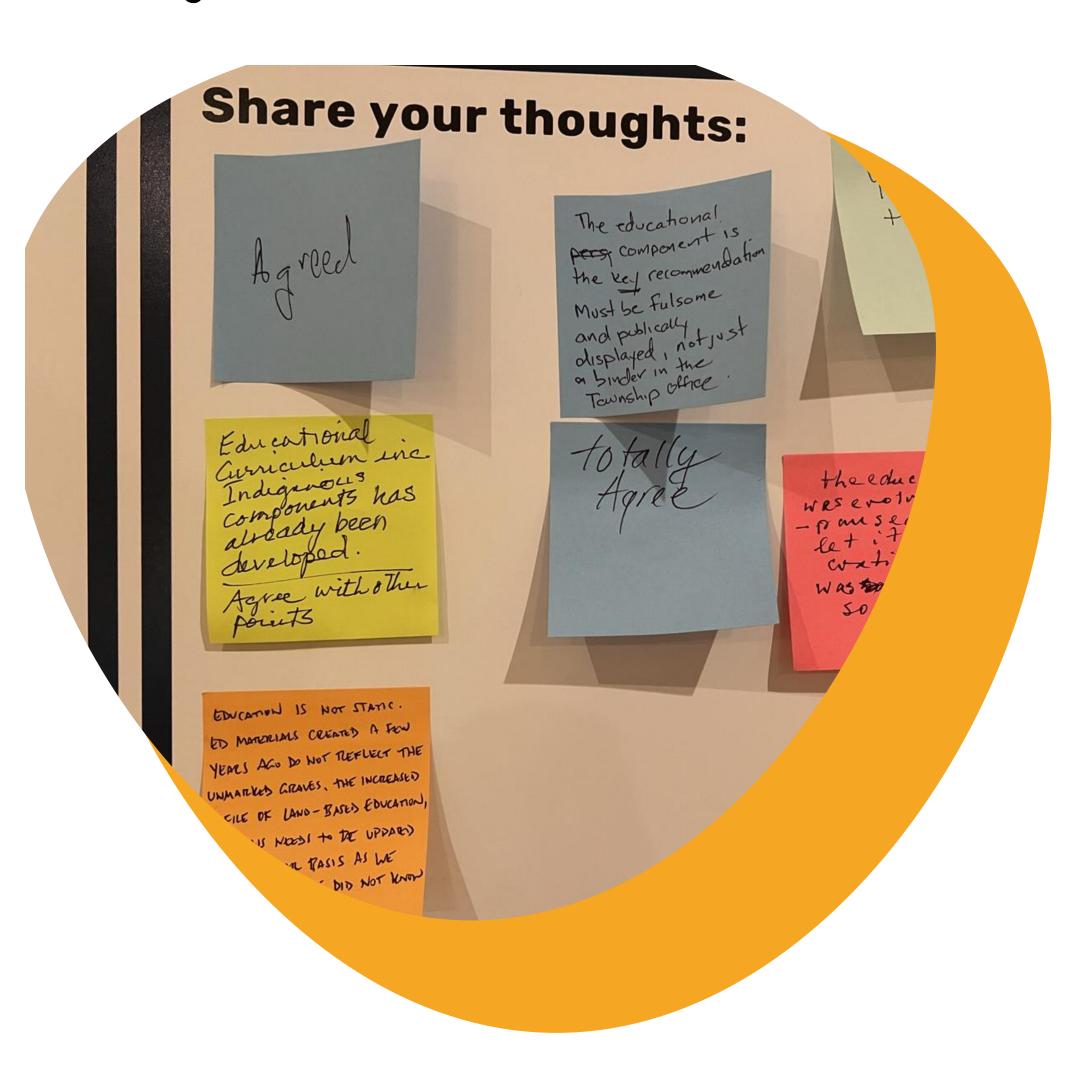
There is broad consensus that future phases of the PMP must not rely on public funding. Many community members raised concerns about taxpayer dollars being used for a project that remains contentious. Others stressed the need for financial sustainability and creative partnerships.

"I want to see the path done and done right but we don't have money for it." - Resident, Tea Circle #2

The Working Group believes funding is foundational to the project's integrity, credibility and continuation.

Recommendations

- No capital funding for the continuation of the project should come from Township operating budgets
- External funding should be pursued (private investment, grants, partnerships)
- Begin proactive outreach to potential partners and donors
- Solicit funding to develop a comprehensive project plan and funding strategy outlining projected:
 - Capital needs
 - Programming and education costs
 - Maintenance and long-term operations
 - Revenue-generating opportunities where appropriate
- Budget scenarios should be transparent and publicly available
- Budget scenarios can be used to secure other funding



Recommendation #3: Inclusion

What We Heard:

The PMP process to date has excluded many voices — particularly those harmed by the legacies of colonialism. Community members called for meaningful, not symbolic, inclusion of Indigenous perspectives and equity-deserving communities at all levels of the project.



"This is about community healing, not just the statues." - Ruth Abernethy, SJM Artist

"We need people to be inclusive and hear differences and not tear people apart." – Resident, Community Survey

"Without the voices of Indigenous peoples, this is not Canadian history. Without the voices of women, people of colour, etc., this is NOT Canadian history."

— Resident, Community Gathering #2

The Working Group recommends that a range of perspectives be incorporated in the final outcome of the project, with a particular focus on those who have historically been excluded or harmed by the legacy of the figures represented by the statues.

Principles:

- Political and historical awareness must underpin this project
- Equity-informed processes should be foundational
- Multiple perspectives must shape decision-making
- Inclusion should be meaningful, not symbolic
- The project should strike balance between both positive and critical stories and histories

Action Items:

- Develop an inclusion plan in consultation with diverse groups: Indigenous leaders, racialized residents, newcomers, youth, women, and other equity deserving groups
- Harmful impacts of the project, however unintended, should be acknowledged as part of honouring the current context of the project
- Ensure engagement methods are accessible, and trauma-informed
- Avoid tokenism: inclusion should be embedded in governance, design, and storytelling

Suggested Connections

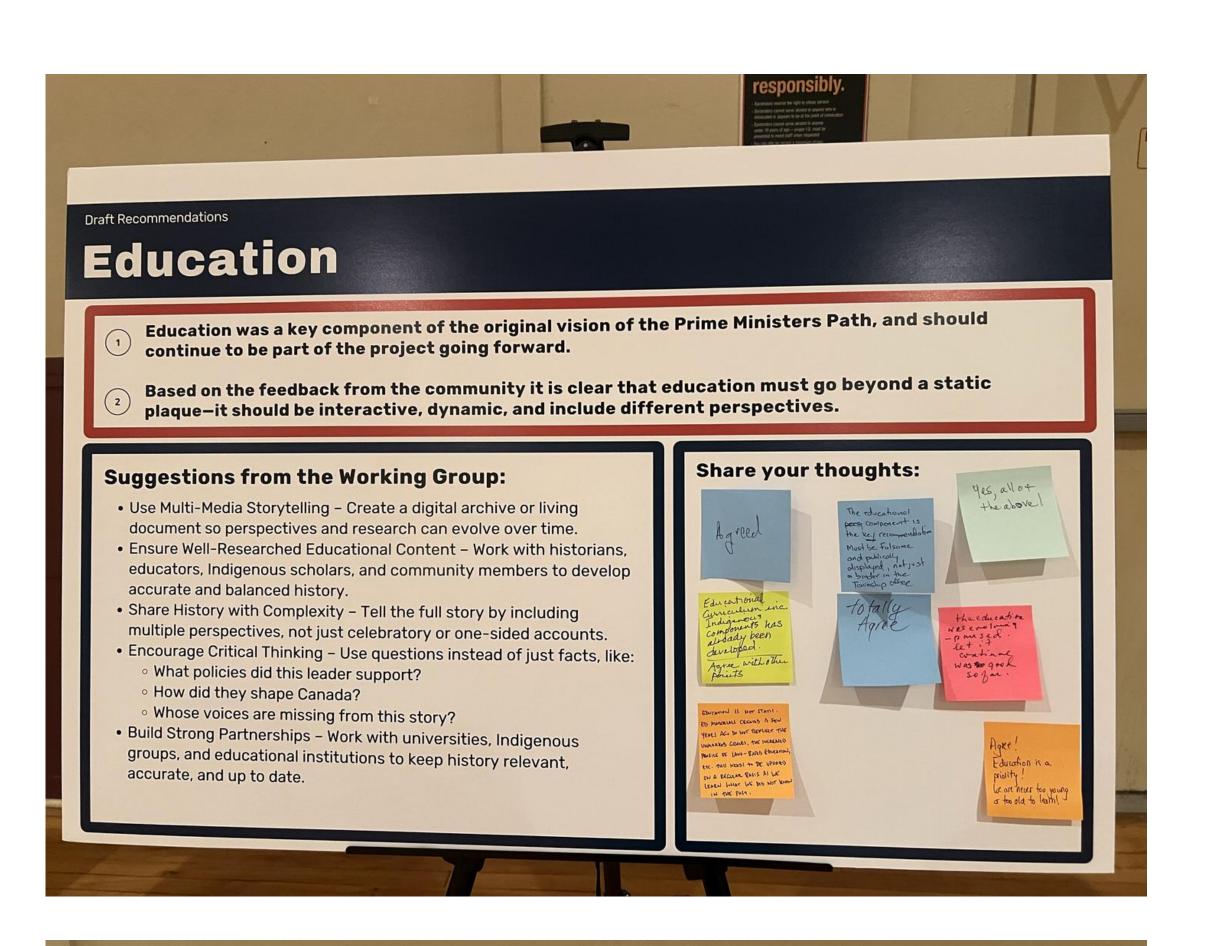
Leveraging the engagement co-leads' outreach, this is a list of organizations, subject matter experts and community members that are knowledgeable about the project and have expressed interest in being part of the ongoing conversation:

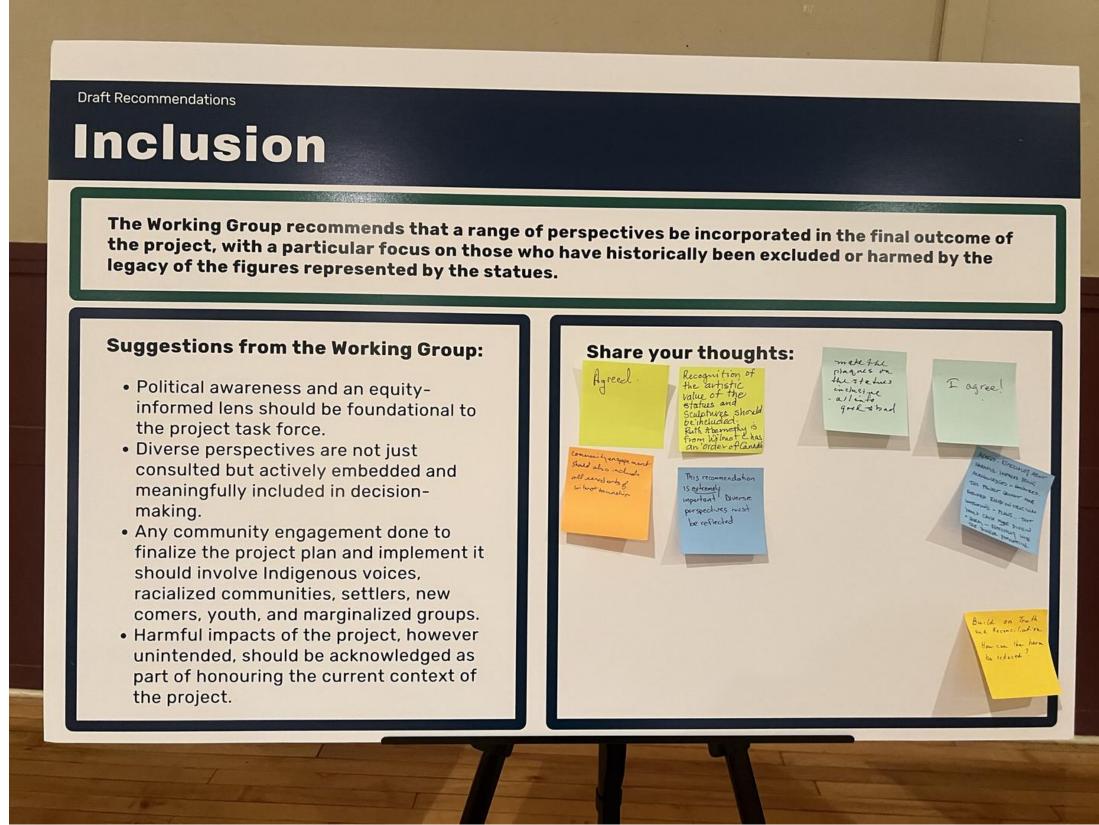
Indigenous Contacts

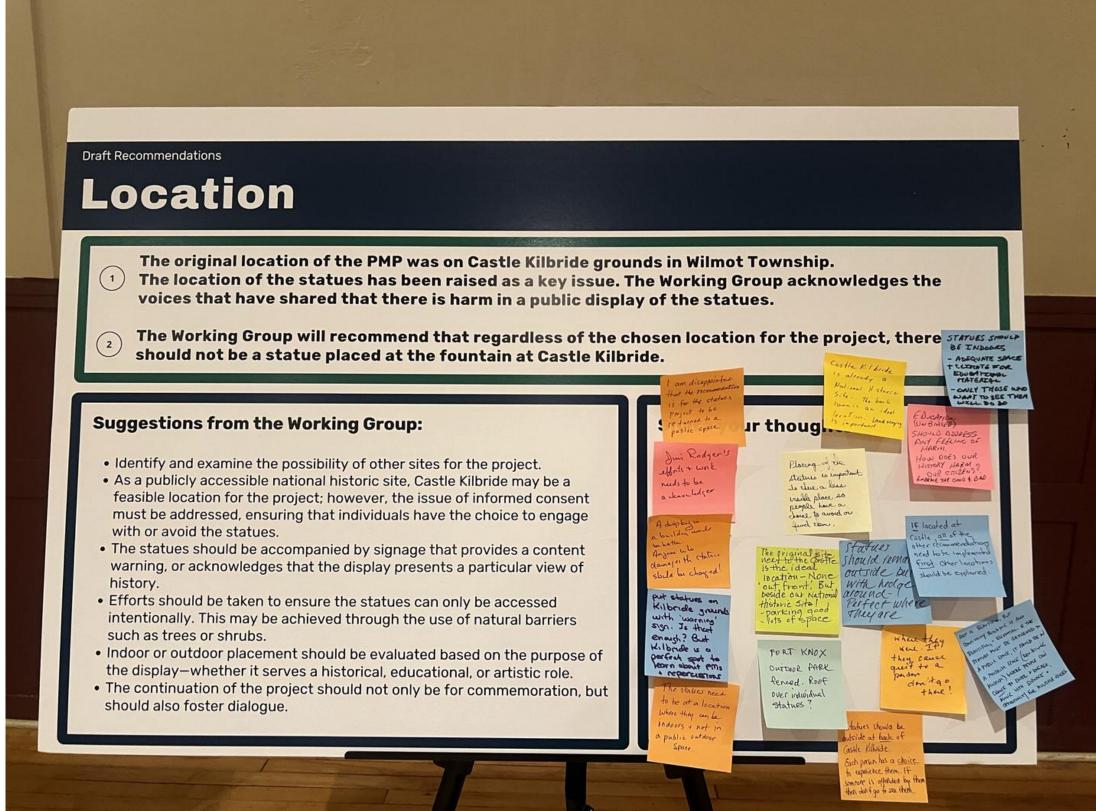
- Woodland Cultural Center
- Elder Nina De Shane
- Six Nations Polytechnic.

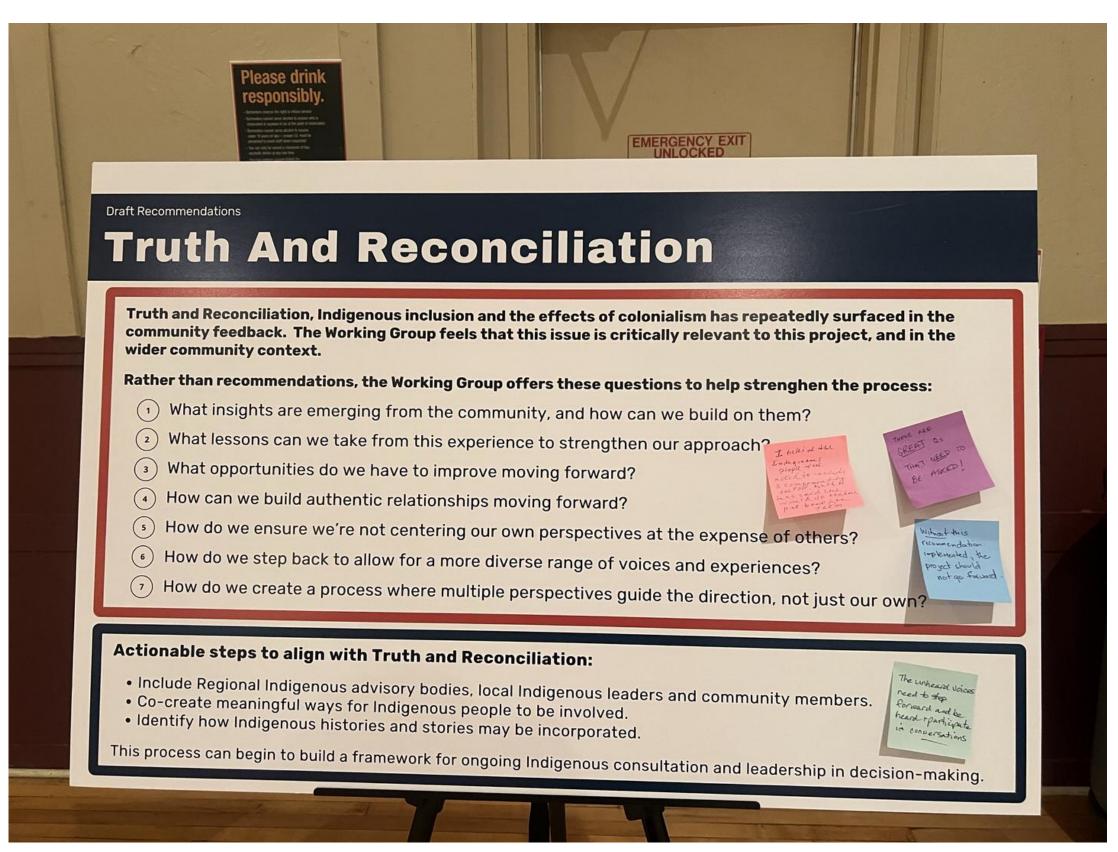
Subject matter experts

- Dr. Kelsey Leonard
- Dr. Talena Atfield
- Benny Skinner critical political theory expert
- Denise Soueidan-O'Leary public engagement specialist









Recommendation #4: Education

What We Heard:

Many community members shared that their primary concern is not the statues themselves, but the absence of context. There is a shared desire for deeper, more honest historical education — particularly about colonialism, Indigenous resistance, and the full legacy of Canada's leaders.



"This is an opportunity for hands-on experiential learning. Taking them down does not erase history. Keeping them up allows that conversation to happen."

— Educator, Tea Circle #1

"We want to be included in the planning and designing of the education component. Our history is Canadian history, and it's just as important as the prime ministers." - Indigenous community member

"Education is not static. Ed materials created a few years ago do not reflect the unmarked graves, the increased profile of land-based education, etc. This needs to be updated on a regular basis as we learn what we did not know in the past." Community Gathering #2,

Recommendations

Education must remain a foundational component of the project

- Co-Create an Educational Framework Partner with Indigenous educators, scholars, historians, and local institutions to develop a robust, accurate, and inclusive educational foundation. Materials should include curriculum guides, digital archives, oral histories, and living documents that allow the content to evolve over time
- Present History with Complexity Ensure all narratives reflect the full breadth of a figure's legacy — including both contributions and harms. Move beyond one-sided portrayals to highlight the complexity of Canadian history.
- Foster Critical Engagement Design interpretive materials that prompt reflection and inquiry. Use guiding questions such as:
 - "What role did this leader play in shaping Canada?"
 - "Whose voices are missing from this account?"
 - "How do we understand this legacy today?"
- Use Innovative, Accessible Formats Incorporate multimedia storytelling, QR codes, augmented reality, and interactive signage to support diverse learning styles and evolving perspectives. Materials should be available both onsite and online, with clear content warnings so that people can choose how and when to engage.
- Balance Commemoration with Accountability If figures are to be publicly displayed, ensure programming and interpretation critically examine their historical impact, especially on Indigenous, racialized, and marginalized communities.
- Make Programming Responsive and Reflective Commit to ongoing learning and adaptation. Programming should remain open to revision as new understandings emerge and community needs evolve
- Build a robust educational component in partnership with Indigenous educators, scholars, and local institutions. This should include curriculum materials, digital archives, critical questions, and multiple historical perspectives

Recommendation #5: Location

What We Heard:

Location emerged as one of the most sensitive topics. Public space is not neutral. The visibility of commemorative figures in shared space can affirm or harm, depending on who is being asked to carry that history. Future decisions must reflect this complexity.

Some view Castle Kilbride as a natural fit; others feel placing the statues there would repeat past harms. The community made clear that any future location must be thoughtfully considered, with consent and intentionality.

The Working Group acknowledges the voices that have shared that there is harm in a public display of the statues, and on that site.

"Township property must be a safe and inclusive place for all." - Resident, Tea Circle #3

"Only those who want to see them should have to."

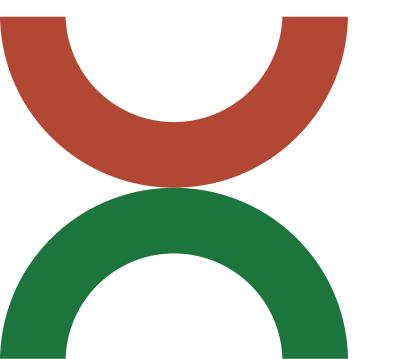
— Resident, Community Gathering #2

"The right place for the statues is along that path by the castle."
- Resident, Tea Circle #1

"We have a very good museum – The Ken Seiling Waterloo Regional Museum." – Resident Tea Circle #2

Recommendations:

- Future placement decisions must be co-developed with the Steering Committee and affected communities
- As a publicly accessible national historic site, Castle Kilbride is a feasible location for the project
- Identify and examine the possibility of other sites for the project both indoor and outdoor
 - Other site consideration might be informed by funding, educational component, or to be in accordance with Truth and Reconciliation
- The issue of informed consent is a quintessential element of any location ensuring that individuals have the choice to engage with or avoid the statues
 - Consider natural buffers (e.g., trees, shrubs)
 - Consider art interventions (e.g., leave the paint, "Here once stood..." or "statue silhouettes", statue lying on its side) to mark historical turning points and current context



Recommendation #6: Truth and Reconciliation



What We Heard:

Reconciliation was a cornerstone of this process. While perspectives differ on the future of the PMP, there is shared agreement that truth-telling, historical accountability, and relationship-building with Indigenous Peoples are essential.

Truth and Reconciliation, Indigenous inclusion and the effects of colonialism repeatedly surfaced in the community feedback.

"I want to see commitment to be able to speak to each other, whoever we are... not a PMs project but a reconciliation project." – Resident, Tea circle #1

"The statues have brought the good and the ugly out — how do we move forward?"

- Resident, Tea Circle #1

"Agree, especially about the harmful impacts being acknowledged and honoured. This project cannot move forward based on the original intentions and plans that would cause more division and harm – especially with the younger population." — Resident, Community Gathering #2,

The Working Group feels that Truth and Reconciliation is critically relevant to this project, and in the wider community context.

Guiding Questions:

Rather than recommendations, the Working Group offers these questions to help strengthen the process of reconciliation in the Township of Wilmot.

- What insights are emerging from the community, and how can we build on them?
- What lessons can we take from this experience to strengthen our approach?
- What opportunities do we have to improve moving forward?
- How can we build authentic relationships moving forward?
- How do we ensure we're not centering our own perspectives at the expense of others?
- How do we step back to allow for a more diverse range of voices and experiences?
- How do we create a process where multiple perspectives guide the direction, not just our own?

Action Steps:

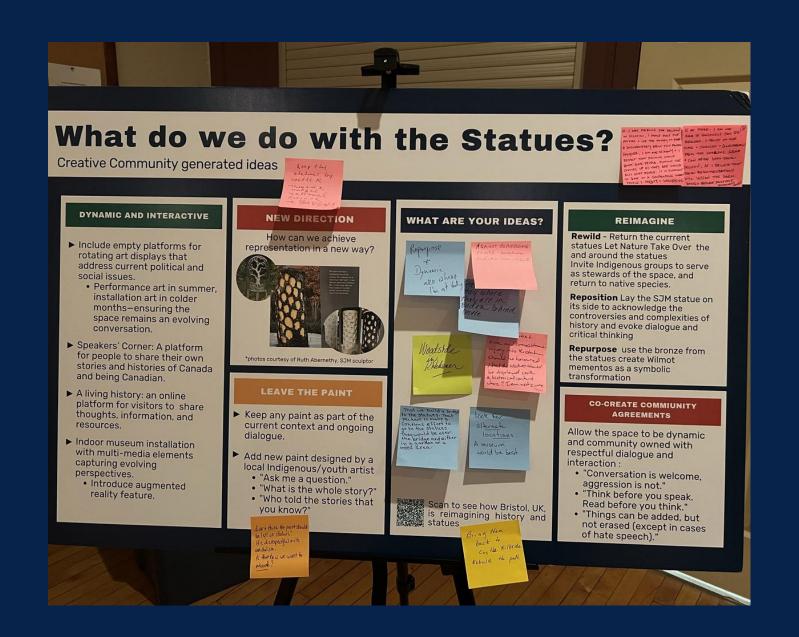
- Collaborate with Indigenous leaders and Regional advisory bodies
- Co-design education and storytelling components with Indigenous partners
 - Ensure that Indigenous content is curated by Indigenous Knowledge Keepers
- Build protocols for ongoing consultation and shared decision-making
- Acknowledge the project's colonial roots and past harms as part of the display



Suggested Next Steps Action Plan for Council

Action Step	Responsibility	Timeline
Step 1 Publicly share recommendations on Township website	Township Staff	April 23, 2025
Step 2 Council receives working group recommendations and hears directly from the public	Township Staff & LURA	May 12, 2025 (Special Council Mtg)
Step 3 Plan next community gathering to share Council response and next steps	Township / LURA	May 28, 2025
Step 4 Council to determine direction and next steps	Council	June 2025
The next steps are based on the recommendation of too on the decision of Council		and are dependent
Step 5 Create Community Steering Committee	Community Steering Committee	July-Aug 2025
Step 6 Co-create Community Steering Committee Terms of Reference	Community Steering Committee	September 2025
Step 7 Begin exploratory funding outreach	Community Steering Committee	Fall 2025
Step 8 Engage Indigenous leaders and partners for codevelopment	Community Steering Committee	Ongoing
Step 9 Develop location strategy and education framework	Community Steering Committee	Winter 2025/ Early 2026





Creative Ideas for Future Implementation

Throughout the engagement process community members shared a wide range of imaginative, thoughtful, and hopeful ideas that reflect their deep care for this project and its potential. These ideas offer important inspiration for future phases of work, reflecting a desire for capturing the past and current context of the project through creativity, reconciliation, and collective problem-solving. The ideas shared by community members are listed here to inform the ongoing development of the project.

1. Dynamic & Interactive Installations

- Include empty platforms for rotating art displays that address current political and social issues.
 - Performance art in summer, installation art in colder months—ensuring the space remains an evolving conversation.
- Speaker's Corner: A platform for people to share their own stories and histories of Canada and being Canadian.
- A living history: an online platform for visitors to share thoughts, information, and resources.
- Multi-media museum installation capturing evolving perspectives.
 - Introduce augmented reality feature.
- Speaker's Corner for History Discussions Transform the space into a place where people can share historical perspectives, live or via video.
- Augmented Reality Statues Instead Replace physical statues with digital versions that evolve based on public engagement.

2. Integrating the Current Context

- Keep any paint as part of the current context and ongoing dialogue
- Add new paint and installations designed by a local Indigenous/youth artist:
 - "Ask me a question."
 - "What is the whole story?"
 - "Who told the stories that you know?"

3. Reimagining the Space / Environmental Design

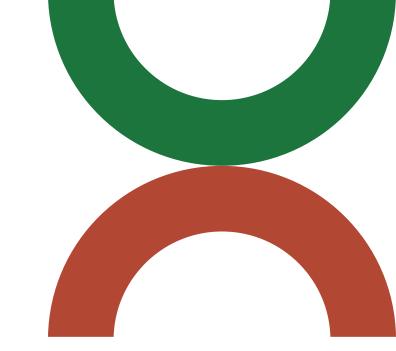
- Rewild Reinstall the statues, and allow nature to take over the site
 - Invite Indigenous groups to serve as stewards of the space, and return to native species.
- Turn Bases into Blank Storytelling Spaces Allow the community to add evolving perspectives.
- Public Performance Space Use the site for storytelling, spoken word, or debates on history and leadership.

- Bridge to the Past build a bridge to where the statues are to allow people to actively choose to visit, and signify the crossing over to a different time and place.
 - Should be coupled with acknowledgement of past harm
- Implement a co-created community agreement Allow the space to be dynamic and community owned with respectful dialogue and interaction:
 - "Conversation is welcome, aggression is not."
 - "Think before you speak. Read before you think."
 - "Things can be added, but not erased (except in cases of hate speech)."
- Reconsider a new direction for the remaining statues idea by artist Ruth Abernethy



4. Relocation & Preservation Options

- Move to a Museum Relocate statues to a museum where they can be displayed with full historical context.
- Return to Donors or Castle Kilbride Storage Place the statues in storage or return them to the original donors.
- Move to Ottawa (or another federal/national historical site) Suggest relocating to a national setting where broader discussions on historical figures take place.
- Create a Rotating Historical Exhibit Display them on a temporary basis alongside critical perspectives.



5. Recontextualization & Artistic Modifications

- Lay John A Macdonald on His Side As a symbolic gesture acknowledging the complexities of his legacy.
- Here once stood Replace SJM with an outline or representation with a placard explaining the context of his removal.
- Surround with Interactive Storytelling Use augmented reality (AR) or QR codes to provide historical interpretations.
- Keep, But Alter the Plaques Rewrite inscriptions with more honest, critical historical context.
- Keep with Artistic Modifications Allow Indigenous and local artists to creatively modify or comment on the statues through paint, sculpture, or digital overlays.
- Keep in Place, But Frame Differently Establish installations that challenge traditional narratives, such as counter-monuments or companion pieces.
- Reimagining the remaining statues Idea from Artist Ruth Abernethy.

6. Decommissioning / Creative Transformation

- Melt the Statues Down Repurpose the material for community artwork or a reconciliation monument.
- Bury Them as a Time Capsule Let future generations decide how they should be interpreted.
- Place in a Hidden "Archive" Move them to an area only accessible by request for research or education.
- Give Them to an Artist Collective Hand them over to artists for public creative interpretation or transformation.
- Community Art Installation Let local youth and Indigenous artists repurpose them into new sculptures.

Community Generated Project Names

- Path of Perspectives
- Reflections & Reckonings
- Truth & Leadership Path
- The People's Path
- A Walk Through History
- Honest Histories Trail
- Echoes of Leadership
- Shared Stories Path
- Legacy & Learning Walk
- Voices of the Past & Future

