
Ontario Municipal Cultural Planning Inventory Project

Ministry of Culture

Final Report

September 2004

Produced jointly by Carrie Brooks-Joiner & Associates and Victoria Stasiuk Associates
For the Ontario Ministry of Culture

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A. Executive Summary

CONTEXT

Arts and culture are increasingly being recognized as essential contributors to prosperous and liveable cities in the twenty-first century. Over the past several years, the Ministry of Culture has responded to a gap in policy tools and knowledge base with a number of initiatives to support and foster municipal cultural planning. These include: the Municipal Cultural Planning Project (MCP); Regional Municipal Cultural Forums; partnership in the Creative Places + Spaces 2003 conference and the report *Leading Ideas and Innovative Practice*. In order to build on this work, and ensure that existing and future investments can be measured and assessed as to their impacts, the Ministry contracted a survey and analysis of existing cultural plans in Ontario municipalities, including the identification of best practices.

The study was a joint undertaking of Carrie Brooks-Joiner & Associates and Victoria Stasiuk Associates, with project assistance from the Association of Municipalities of Ontario (AMO) and The Creative Cities Network.

OBJECTIVE

The objective of the study was to determine:

- The number of municipalities that have municipal cultural plans or policies in place
- The nature and type of these plans or policies (using a typology from a previous survey undertaken by the Municipal Cultural Planning Project)
- The location of culture within municipal administrative structures
- And to provide examples of good practice in cultural plans or policies.

METHODOLOGY

There were three primary data gathering tools used in the analysis and findings. The first was a literature review and production of a summary document. The second was the survey which was distributed electronically or by mail to 445 Ontario municipalities. Respondents were asked to indicate if the municipality has plans or policies in four areas and if so, to provide details. The four areas were:

- Single issue plans
- Negotiated agreements
- Elements of larger plans
- Horizontal or integrated plans.

Follow-up interviews were done with 30 municipalities and 10 cultural representatives to explore trends and “arrangements that work” and 14 case studies were developed. Consultation and review of the interim report was done by an external advisory group consisting of seven leaders in the field of culture and local government. In addition, Ministry of Culture staff in the main and regional offices was provided with opportunities for input and comment.

INVENTORY RESULTS

- 105 (70%) municipalities reported having some type of cultural plan or policy. The breakdown by category follows:

Single Issue Plans	Negotiated Agreements	Cultural Elements in Larger Plans	Elements of Horizontal or Integrated Plans
57	56	88	34
39%	39%	61%	23%
149 municipalities responded (N=149/445)			

- 44 (30%) reported not having any plans in place.

KEY FINDINGS

Quantity and Complexity

The survey revealed a comprehensive and complex array of local cultural planning mechanisms in place across the province. In addition to reported plans and policies, other planning mechanisms such as program guidelines and new governance structures were detailed. This suggests that there are many different types of cultural planning tools used at the working level in municipalities and that future research or supporting programs and initiatives should provide a broad definition for planning tools.

Similar to the breadth of tools used in municipalities, current planning processes support customized local solutions in terms of governance and management structures, level of integration into decision-making structures, and the nature of the plans, policies and other mechanisms.

Structure

Responsibility for arts and culture is found most often in parks, recreation and community Services divisions. Heritage is most often located in planning departments and is likely related to the fact that heritage is a mandatory service required by provincial legislation, and in some cities is integrated with other land use planning approval and demolition processes.

Challenges

There was an inconsistent use of the terminology “arts/heritage/culture” across municipalities, as there is in the provincial and federal governments and across the sector. Some municipalities use “culture” or “arts” as the umbrella term, others use “arts” and “heritage” as equal. There is a vast variation in the scope of the terms. For example, some municipalities include libraries as part of culture, others do not. Such inconsistent use of language makes comparison between municipalities, and between planning documents, a challenge.

KEY SUCCESS FACTORS & BARRIERS

Successful cultural planning processes and outcomes tended to share common factors. Common success factors which emerged from an analysis of municipal input included:

- The existence of *customized local solutions* for planning structures, processes and scope
- Cultural champions at senior staff and council levels
- Commitment of resources
- Successful buy-in from the local cultural community
- Time to utilize multiple techniques for broad citizen engagement;
- Access to information from other municipalities (see Section D: Key Success Factors, p.26).

The interviews revealed that there were often significant challenges which had to be overcome. On the funding side, these included securing *availability of municipal funds within a context of competing priorities* (clean water, roads); and the *lack of provincial or federal funds to supplement municipal investment* (the majority of funding programs municipalities reported using for cultural planning are federal). Municipalities also identified *insufficient access to models, best practices, and expertise* as a barrier. *Low levels of awareness of the value of cultural plans* among senior staff, elected officials and the community were also cited (see Summary of Findings for suggestion of bulleted listing barriers).

ARRANGEMENTS THAT WORK

Early in the study, it was clear that best practices were locally based and not necessarily transferable from one municipality to another. The term “best practices” was changed to “arrangements that work” and were categorized into the following areas:

- Integration in Decision Making
- Accountability and Asset Management
- Citizen Engagement
- Tourism and Economic Development Links.

RECOMMENDATIONS

PROGRAMS & SERVICES

- Develop new funding program to support broad based cultural planning initiatives.
- Play a leadership role in advocating for culture in municipalities.
- Support the development of information resources on municipal cultural planning and development.
- Foster and strengthen networks between municipalities to share information resources.

STRUCTURES

- Recognize and support the array of local solution-based cultural planning mechanisms and governance structures.

POLICIES

- In cooperation with the Ministry of Municipal Affairs and Housing, explore ways to encourage or require municipalities to address cultural planning.

NEXT STEPS

- Immediately release the final draft report to the External Advisory Committee, partners, participating municipalities and key stakeholders for discussion and comment.
- Publish the *Ontario Municipal Cultural Inventory Project Report*, including its supplementary documents, in 2005 and update the case studies and the inventory on a regular basis.

B. Background and Introduction

Ontario Context

When considering the field of municipal cultural planning, it is important to recognize the changing political landscape and the emerging priority of the ‘culture and cities’ agenda in Canada. Increasingly, the focus is on how local economies and communities can achieve their optimal success. Within this local lens, when emphasizing accountability and prosperity, local governments are examining models and best practices from other municipalities to find comparative municipalities and cultural structures, that will be the best fit for their municipality. The three factors listed below will be significant in shaping the Ministry of Culture’s future policies and programs in the area of municipal cultural planning.

1. Municipal Restructuring

- Local service re-alignment, readjustment and evaluation. Large scale changes to the Ontario Municipal Act and amalgamation of municipalities have changed the way that culture has been structured in single tier, lower tier and upper tier municipalities. These changes have altered reporting relationships for museums, libraries, archives and other cultural organizations.

2. Creative City Network

- Creative City Network conferences 2002, 2003
- Creative City News - spring 2003
- Newsletter circulation

The leadership of the Creative City Network needs to be acknowledged and supported. This inventory project proved to be a very good way to test the infiltration and depth of the Creative City Network. Interviews indicated that municipal cultural workers who were exhibiting best practices in the field of municipal cultural planning appreciate and utilize the Creative City Network's work. Municipal staff encouraged a larger role for the provincial government in the current network.

3. Changing Governance Environment

- New municipal leadership, Fall 2003
- New provincial government, Fall 2003
- Emerging minority federal government, Summer 2004
- New deal for cities to be implemented
- Promotion of John Godfrey to Minister of State (Infrastructure and Communities)

In recognition of the growing importance of municipalities in the federal agenda, John Godfrey, Minister of State (Infrastructure and Communities), met with senior staff and elected officials from across Canada at a Municipal Governance Conference in Ottawa in July 2004. It is important to note that Minister Godfrey had been appointed to this Cabinet post following the federal election of Prime Minister Martin. While many municipalities were pressing Minister Godfrey for details on the implementation of gas tax, he spoke very specifically about how important the "urban lens" is to the work of the federal government.

Michael Harcourt, former Premier of British Columbia, and former Mayor of Vancouver, was recruited in February 2004 to head a policy advisory committee providing input into the implementation of the new deal for cities, called the Advisory Committee on Cities and Communities. At this recent meeting in Ottawa, Godfrey clearly indicated that he will continue to seek input from this Advisory Committee on which Colin Jackson serves as representative from Western Canada, as well as the cultural community.¹ He spoke about the four pillars of the urban lens being *environment, economy, social and culture*. When speaking to these federal government priorities, he specifically referenced the Creative City agenda popularized by Richard Florida and articulated by Colin Jackson in the Harcourt Advisory Committee.

Ministry of Culture Response

Arts and culture are increasingly recognized as essential to prosperous and liveable cities in the twenty-first century. However, realizing the full benefits of culture in Canadian municipalities to inform planning and decision-making is limited by a weak knowledge base, relative to other sectors, to inform planning and decision-making. Over the past several years, the Ministry of Culture has responded to this gap in policy tools and knowledge base with a number of initiatives to support and foster municipal cultural planning. These include:

- The Municipal Cultural Planning Project (MCP)
 - MCP was a pilot initiative aimed at strengthening the research and knowledge base to support cultural planning and decision making in Canadian municipalities. The 2002 project linked 26 Canadian cities from Vancouver to St. John's, including eight municipalities in Ontario in a learning network for municipal staff responsible for culture. The project was endorsed by the Federation of Canadian Municipalities and funded by the Federal Department of Canadian Heritage, Quebec Ministry of Culture and Communications, the (former) Ontario Ministry of Tourism, Culture and Recreation, and The Samuel and Saidye Bronfman Family Foundation.

- The Think Tank on Cities and Culture: Fact, Trends and Challenges
 - The May 2003 forum in Quebec City drew 35 leading researchers and municipal planners from Canada, the United Kingdom and France. The Ministry of Culture was a lead participant in this event.

¹ **Colin Jackson** of Calgary, Alberta is President and CEO of the EPCOR CENTRE for the Performing Arts, former Executive Director of the Confederation Centre of the Arts in Charlottetown and Executive Producer of the Prairie Theatre Exchange in Winnipeg. He has been a member of the Board of the Canada Council for the Arts and of the Canadian Conference of the Arts. As a leader in the arts community, Colin writes and speaks on how cultural development builds vibrant, creative and prosperous communities.

- Creative Places + Spaces Conference
 - Toronto Artscape, in association with the Canadian Urban Institute and Artscape Projects (Minneapolis) presented this October 2003 conference that explored the relationship between arts and cultural development and economic revitalization. The Ministry of Culture was a funder.

- Leading Ideas and Innovative Practices
 - The Ministry of Culture commissioned this report in 2003 on leading practices in municipal cultural planning and governance in Ontario, together with a review of relevant recent changes to the Ontario Municipal Act and Ontario Heritage Act.

- Regional Municipal Cultural Planning Forums
 - Supported by the ministry's Cultural Strategic Investment Fund (CSIF), forums are planned for four parts of the province in 2004/5 for municipal staff, elected leaders and the local cultural community to explore more integrated and strategic approaches to municipal cultural planning and decision making.

In order to build on this work, and ensure existing and future investments can be measured and assessed as to their impacts, the ministry contracted a survey and analysis of existing cultural plans in Ontario municipalities and the identification of best practices.

The study is a joint undertaking of Carrie Brooks-Joiner & Associates and Victoria Stasiuk Associates, with project assistance from the Association of Municipalities of Ontario (AMO) and The Creative Cities Network.

C. Purpose of this Project

Clarification of Study Outcomes and Information Priorities

The objective of the study was to determine:

- **The number of municipalities that have municipal cultural plans or policies in place**
- **The nature and type of these plans or policies (using a typology from a previous survey undertaken by the Municipal Cultural Planning Project)**
- **Where culture is located within municipal administrative structures**
- **And to provide examples of good practice in cultural plans or policies.**

As part of the government's commitment to supporting and encouraging municipal cultural planning in Ontario communities, the Ministry of Culture wished to establish a baseline of information on the current state of municipal cultural planning in Ontario against which to assess progress.

Meetings were held with Ministry of Culture staff on March 23 and 30, 2004 to review expectations of the study, identify factors shaping the project, deliverables and timelines, explore other survey questions and identify key provincial and community stakeholders to be consulted in subsequent stages of the work.

Study Methodology

Literature and Document Review

Three primary data gathering tools were used to inform analysis and findings:

- **Literature Review**
- **Online Survey**
- **Follow-up Interviews.**

The Literature and Document Review included a scan of leading practices in local cultural planning. The following sources were reviewed:

- Americans for the Arts
- Creative City Network
- International Federation of Arts Councils and Culture Agencies
- Canadian Culture Research Network
- Canadian Cultural Observatory's Culturescope.ca
- EUCLID Canada
- Canadian Policy Research Networks online papers and Urban Nexus list serve.

Other online searches were conducted to identify relevant recent research.

The Literature and Document Review outlines some of these key tools and theoretical frameworks from cultural planning including definitions of “culture” and “cultural planning”. These frameworks informed the categories used in the study for the “arrangements that work”. In addition, gaps in available data and resources are outlined and opportunities for future research are identified. The Literature Review Report was submitted as a separate document to the full report to the Ministry of Culture.

Online Survey Instrument Tool

Surveys were distributed electronically or by mail to 445 Ontario municipalities

Sources were consulted on the best distribution strategies to ensure the highest response rates possible and access to the appropriate municipal staff. These included staff from:

- Municipalities
- Association of Municipalities of Ontario
- Non-governmental organizations.

A web-based distribution tool was identified as being the most desirable method for the survey. It was stressed that the tool must be easy to complete and submit, and be able to be completed in less than ten minutes.

The major challenges identified included the lack of consistency within municipal structures where responsibility for culture was located and the difficulty in identifying and reaching appropriate staff. There is no service organization or professional association that links and communicates exclusively with cultural staff in Ontario. The Creative City Network, a national organization, has cultural workers as its membership but its reach in Ontario is not yet comprehensive enough to be a sole portal to Ontario municipal cultural workers. Therefore it was necessary to utilize an existing communications network to the Chief Administrative Officers and Clerks and rely on appropriate delegation for completion of the surveys. It was also noted that not all municipalities have email contact and that an additional non-electronic based tool was required.

SurveyMonkey, an online electronic survey tool, was used for the design of the survey and data collection. It allows for various question design formats. Data is collected in real time. A draft electronic survey was developed, tested and reviewed by external sources and minor modifications in wording and question design followed.

The survey was distributed on June 10 2004 to 445 Chief Administrative Officials (CAOs) and Clerks of which 398 municipalities by the Association of Ontario Municipalities (AMO) responded. Paper-based surveys were mailed to 58 municipalities without an email contact. In the cover email/letter the CAO/Clerks were asked to forward the request to the person with responsibility for culture within their respective municipality for a reply by June 30.

Response Rate

**Response rate: 34%
(149 out of 445
municipalities)**

The response rate was 34% or 149 out of 445 municipalities responding.

In total, 155 responses were received: 146 online responses; six by fax and three by mail. Two municipalities submitted

duplicate responses from a single person. The duplicates were disregarded. Four municipalities submitted multiple responses from different staff. One response per municipality was used. It represented the most complete response submitted. Anonymous submissions were retained and the data provided was integrated into the totals (an IP address comparison was done to ensure these were not duplicate responses).

There was broad input from all geographic regions, sizes and tiers² of municipalities.

Characteristics of Responding Municipalities			
Regional Breakdown		Municipal Structure	
	Min of Culture		
Northern	34	Upper Tier	18
Central	29	Lower Tier	59
Southwestern	40	Single Tier	53
Southeastern	27	Anonymous	19
	130	Total	149
Anonymous	19		
Total	149		

The respondents were primarily senior staff: 61% of respondents had reporting titles of Chief Administrative Official (CAO), Clerk, Treasurer, Commissioner, Director or Manager/ Planner, Coordinator, and other professional staff represented 21% of respondents. The remaining respondents included: 13% Anonymous; 4% Clerical; 2% Elected Officials.

The profile of the respondents provided added confidence in the accuracy and scope of the input. The high number of CAO respondents also showed that the survey tool and content were appealing and the task was not delegated.

Responses started within an hour of distribution and the highest response rate was on first day of the survey being distributed. There was a very positive reaction to the tool by users and a willingness to complete future surveys in a similar format.

In order to maximize the response rate several strategies were employed. Specific staff of municipalities known to have relevant information and who did not respond to the survey were contacted by the consultants and encouraged to provide input. The Creative Cities Network distributed a description of the project and a reminder to participate to its

² Depending on its size and history, a local municipality may be called a city, town, township or a village. Where there is only one level of municipal government it is called a *single tier municipality*. Counties and regions are referred to as "*upper tier*" municipalities. A municipality is "*lower tier*" when there is another level of municipal government like a county or region involved in providing services. For example, the City of Greater Sudbury is a *single tier municipality*, Halton Region is an *upper tier municipality*, and Oakville is a *lower tier municipality* within Halton Region.

Ontario members on June 29th. Also, Ministry of Culture regional services staff were asked to identify municipalities with innovative cultural planning and provide contact information to the consultants for follow up.

A number of municipalities are currently undergoing major restructuring. These include, among others, the Cities of Ottawa, Windsor, London and the Town of Oakville. Given the transitional state of these corporations, their departments and, at times, policy direction, there was concern that there would be a reluctance to respond to the survey as the “snapshot” would not necessarily have long term validity. Nevertheless, responses were submitted by municipalities in transition on the understanding that structures are fluid. Similarly, some municipalities which had undergone amalgamation, such as Bayham, were still sorting through multiple plans and programs with the intention to establish a new inclusive plan.

Interviews & Input

Interviews followed the distribution of the survey and were conducted with two core groups:

- Specific municipalities that replied to the survey with interesting or substantive replies or were known as having best practices in the field;
- Knowledgeable stakeholders to bring additional insights to the inventory, including:
 - Ministry of Municipal Affairs and Association of Municipalities of Ontario staff
 - Representatives of key cultural service organizations
 - Input was sought from consulting staff in ministry Regional Services Branch offices to identify additional municipalities with cultural plans and examples of best practice which may not have replied to the survey. Selected regional services consulting staff also reviewed a draft final report.

D. Key Findings

Quantity and Complexity

- There is a comprehensive and complex array of local cultural planning mechanisms in place, and in process
- Trend to increase public accountability
- Customized local solutions.

Structure

- Arts and Culture found most often in Parks, Recreation and Community Services divisions. Heritage most often located in Planning.
- Integration into central planning and business units of municipality found in some municipalities.

Challenges

- Inconsistent use of language.

Quantity and Complexity

There is a substantial amount of planning activity related to culture happening in Ontario's municipalities. This planning activity can be linked to:

- The creative cities movement
- A prevailing wind of municipal activity in this area
- The related growing awareness and acceptance of the economic and intrinsic value of Culture and its role in a healthy and vibrant community
- The desire for increased accountability by and to the public
- Municipal amalgamation and the need to synchronize existing plans and policies.

Similar to the breadth of tools used in municipalities, current planning processes support:

- Customized local solutions in terms of governance and management structures
- The level of integration into decision-making structures
- The nature of plans, policies and other mechanisms.

Structure - Functional Structure or Contextual Intelligence?

Contextual intelligence is defined as *the ability to make decisions at a local government level that consider the unique geographic, economic and demographic characteristics of the local government area.* Although there are trends as to where culture, arts and heritage responsibilities are located in Ontario municipalities, structures are varied and are based on local considerations. One Chief Administrative Official (CAO) report to Council after reviewing models on municipal culture structure stated that:

“In the final analysis, the decision as to where to house the cultural portfolio (in municipalities using the departmental model) has been based as much on the skills, competencies, interest and compatibility of the individuals involved as on any grand theories of organizational structure.”

The survey asked respondents to identify the department name where responsibility for each of culture, arts and heritage was located. Although trends in departmental allocation can be identified across municipalities, the horizontal placement of culture within these departments is not known and warrants additional research.

For example, a municipality may have identified responsibility for arts in the parks and recreation department. However, it was not reported whether arts were represented in a stand-alone division within parks and recreation or assimilated as part of the department. Further, there was no indication of dedicated staff for the arts portfolio. In some cases, municipalities identified a substructure for culture within the larger municipal structure. For example, in Pickering, there is a Culture and Recreation Division within the larger

Operations and Emergency Services Department and in Sault Ste. Marie there is a Recreation and Culture Division within the Community Services Department.

In some municipalities including Peterborough, Thunder Bay, Guelph and Orillia, the organizational structure, although local-solution based, has facilitated integration into central planning and business units and has strengthened the profile of culture within municipal priorities.

In each area, totals exceed the sample size of 149, as some municipalities reported responsibility for culture, arts and/or heritage in more than one department. Comparisons across municipalities are not valid without additional data.

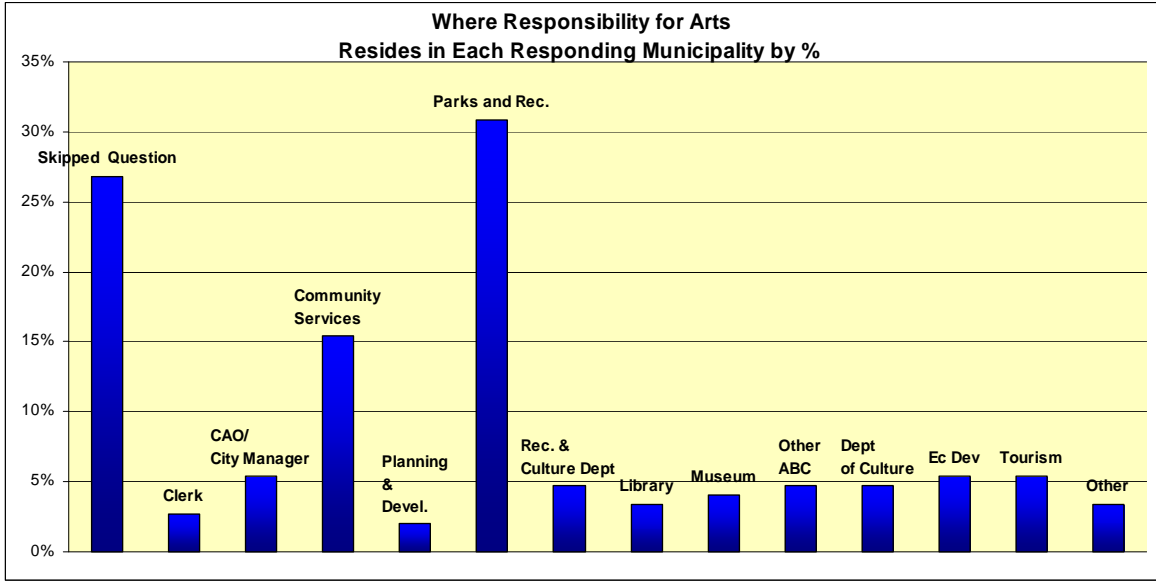
Where is arts responsibility located?

Responsibility for arts was reported as falling primarily in the departments called Parks and Recreation, Recreation and Culture and Community Services. For example, arts is housed in the Parks and Recreation department in:

- The Township of Essa
- The Township of East Ferris
- Barrie and Middlesex Centre.

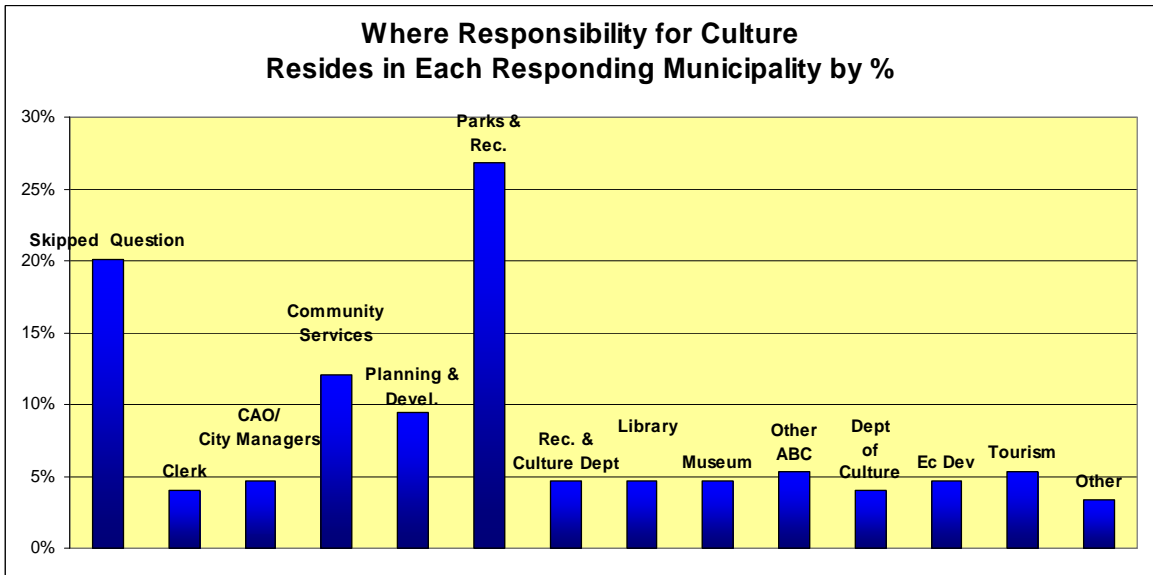
Art is housed in Recreation and Leisure Services in the City of Waterloo, and in the Community and Development Services department of the County of Brant. In Sarnia and Clarington, arts is located in Community Services.

Interestingly, this question was skipped by respondents more than any other question, which suggests a lack of clarity in internal structures related to arts.



Where is culture responsibility located?

Culture was similarly reported to be primarily housed in Parks and Recreation, Recreation and Culture and Community Services as well as Planning and Development. Over 57% of municipalities reported that culture was located in these four departments.

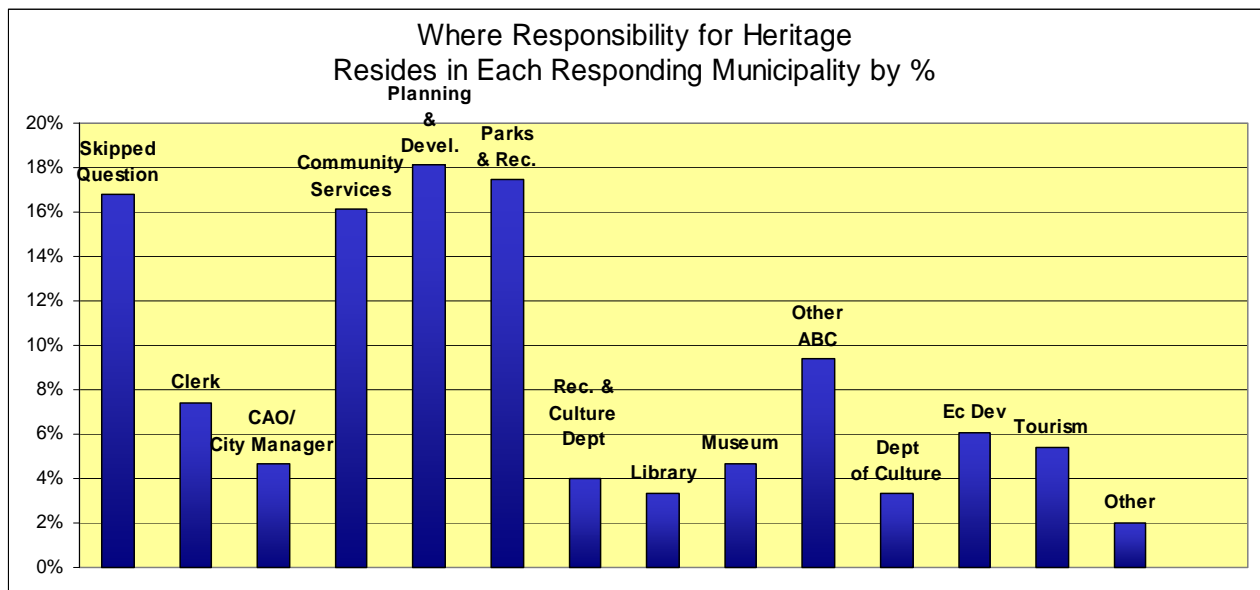


The horizontal placement of culture (meaning a more broad definition of culture to include arts, heritage, cultural industries and libraries) and the reporting structure differs across municipalities and is local-solution based (determined, designed and implemented by an individual municipality). One municipality – Orillia – has a separate Department of Culture and Heritage and a senior manager that reports directly to the Chief Administrative Officer. In Peterborough and Kingston, the senior divisional cultural manager reports to a head of the Community Services Department. In Ottawa there is a separate cultural division that reports through the Deputy City Manager, Community and Protective Services. In Toronto, the Culture Division reports through a Commissioner in the Economic Development, Culture and Tourism Department. In Windsor the Cultural Services division reports through the Chief Executive Officer of the library.

Where is heritage responsibility located?

The location of heritage is significantly concentrated in the planning department. This is related to the fact that heritage is a mandatory service required by provincial legislation and in some cities must be integrated with other land use planning approval and demolition processes.

In the case of Oakville, the municipality is currently working towards the transition of museums and heritage organizations to the community services area, but the heritage designation and heritage district activities of the municipality will remain concentrated in the Planning Department. Similarly in Newmarket, responsibility for heritage is in both the Planning Department and the Parks, Recreation and Culture Department while in the Township of Smith-Ennismore-Lakefield heritage is located in the Economic Development and Building/Planning Department.



Inconsistent use of language

Not surprisingly, there was an inconsistent use of terminology “arts/heritage/culture” across municipalities, as there is in the provincial and federal governments and across the sector. Some municipalities use “culture” or “arts” as the umbrella term and others use “arts” and “heritage” as equal. There is a vast variation in the scope of the terms. For example, some municipalities include libraries as part of culture, others do not. Such inconsistent use of language makes comparison between municipalities, and between planning documents, a challenge.

There was also inconsistent use of the term “plan”. It was interpreted both as a “document” and the process of “planning”. A municipality can undertake a cultural “planning” process which does not necessarily lead to a “plan” as the outcome. Sometimes a cultural policy is an action plan with deliverables.

Any future development of provincially led programs or services for cultural planning must take into consideration the inconsistent use of language.

Municipalities Reporting Plans

Respondents were asked to indicate if the municipality has plans or policies in four areas and if so, to provide details. The four areas were:

- Single issue plans
- Negotiated agreements
- Elements of larger plans
- Horizontal or integrated plans.

105 municipalities reported having some type of cultural plan or policy

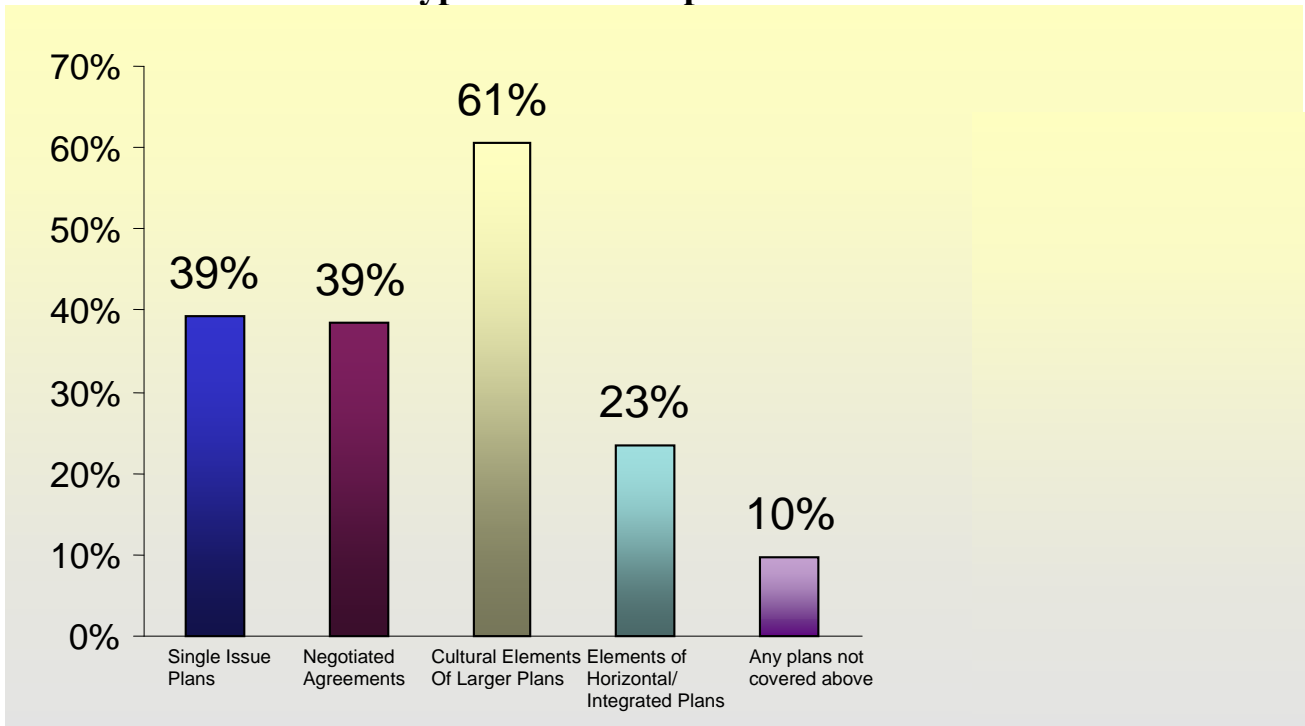
44 municipalities reported no cultural plan or policy of any type

In order to build on previous research supported by the government of Ontario, these categories were drawn from the previous Municipal Cultural Planning Project (MCCP). A separate category for stand-alone Arts, Heritage or Cultural Plans would have been informative.

149 Municipalities Responded (N= 149/445)				
Single Issue Plans	Negotiated Agreements	Cultural Elements in Larger Plans	Elements of Horizontal or Integrated Plans	Any plans not covered above
57	56	88	34	14
39%	39%	61%	23%	10%

Forty-four (30%) did not report having any of the plans in place.

Types of Plans Reported



Limitations of the Data

There was inconsistency in how municipalities interpreted and responded to the categories in the survey which affects the accuracy of the data. The data reflects how municipalities reported their plans and no reassigning of categories was done by the consultants.

Note: Figures exceed the total sample size of 149 as some municipalities reported the existence of more than one category of plan/policy.

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Single Issue Plans

The majority of reported plans related to provincial legislation/regulations or significant municipal assets such as:

57 municipalities reported having single issue plans

- Built heritage – designation, heritage districts, tax incentives, etc.
- Museum operation
- Facility management and use
- Public art.

Municipal responses to particular issues are often found in policies and other documents (e.g. program guidelines, procedural manuals) rather than formal plans. These documents are valuable aspects of cultural planning.

Policies tend to relate to “hot button” issues such as public art and grants to community organizations where the potential for public controversy is high. Such policies are developed as frameworks for decision making and accountability. Public art policies were reported by Kitchener, Ottawa, Region of Waterloo, St. Catharines, Burlington, Hamilton, Mississauga, Markham and Niagara Falls. Policies dealing with community grants were reported by Ottawa, Oshawa and Hamilton.

The municipalities with plans and policies in the built heritage area include:

- Ottawa, Hearst, Newmarket and Windsor with built heritage policies
- St. Catharines, Huron East and St. Davids with Heritage District plans
- Thunder Bay, Prince Edward County, Chatham-Kent, Newmarket and Welland, which all reported policies with respect to Municipal Heritage Advisory Committees (formerly LACACs).

Many municipalities reported plans/studies for museum operation such as the (draft) South Simcoe Pioneer Museum Strategic Plan Lang Pioneer Village Strategic Plan in the County of Peterborough. The plans for new or renovated facilities/attractions included:

- Expanding and renovating Killarney Museum and historic footbridge
- Ehe renovation of Old Mill in Essa
- A museum/cultural facility in Ear Falls
- The proposed Norwegian Canadian Memorial and Cultural Centre Project in Muskoka.

Peterborough and Niagara-on-the-Lake were the only municipalities which reported having Archaeology Master Plans. The development of an Archaeology Master Plan is one of the recommendations in the City of Toronto’s 2003 Culture Plan.

Single issue plans are found across upper, single and lower tier municipalities and across mixed rural and urban municipalities. This area is under-reported by approximately 10% as some municipalities reported single issue plans or programs under “other plans”.

Negotiated Agreements

Reported negotiated agreements were typically related to programs and facilities such as:

56 municipalities reported having Negotiated Agreements
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- **Facility operation by a third party on behalf of municipality** – The City of Waterloo owns the Canadian Clay & Glass Gallery building. It leases it to the gallery organization and rents space in the building to house the city's heritage collection. Also, the city owns the Waterloo Community Arts Centre which it

leases it to the Arts Centre. The city maintains the exterior and the interior operation is managed by the Arts Centre.

- **Use of municipal facilities by third parties** – Toronto has agreements with tenants in city owned spaces such as Casa Loma, Buddies and Bad Times Theatre, the Toronto Design Exchange and the Town of Saugeen Shores which has an agreement with the Southampton Art School to allow this organization to use a portion of the Old Southampton Town Hall. Woodstock Little Theatre has use of a city-owned theatre plus permanent office space in the facility. The Town of Richmond Hill reported agreements with various ethnic organizations including the Hellenic Association, Italian Association, and Chinese Seniors for use of space.
- **Provision of programs (public programs, grants programs, services) by a third party on behalf of municipality** – For example, a negotiated agreement exists between the Ottawa Art Gallery and the City for the management of the Firestone Collection of Canadian Art. The County of Lennox and Addington which had an agreement with the Historical Society, owns the museum collection. In Collingwood, there is an agreement with the volunteer arts advisory council to provide musical programs through the public library.
- **Provision of funding to community organizations** – For example, Orillia has a funding arrangement with an independent non-profit charitable summer theatre company. The Town of Oakville reported agreements with the Oakville Arts Council, Historical Societies, and Oakville Galleries. Agreements with Arts Councils were reported by London, Toronto, Windsor, North Bay, Richmond Hill, Oakville, County of Lambton, and Township of Strathroy-Caradoc. Hearst has an agreement with respect to purchase of heritage property by Écomusée for heritage museum purposes.

The variety and quantity of negotiated agreements in municipalities is increasing. The agreements are an accountability tool: they protect public assets and ensure appropriate use of funds. These agreements are in place to define the relationship between the third party and the municipality, define the responsibilities of each, and limit municipal liability.

Negotiated agreements were also reported between levels of governments. For example, in Huron County, the local public library buildings are owned and maintained by the lower-tier municipality and the County provides their library services and program delivery. The Town of Huntsville and the Province of Ontario have an annual agreement to operate the Muskoka Enterprise Centre.

Negotiated agreements were reported predominately by lower and single tier municipalities.

Elements of Larger Plans

Elements of larger plans are cultural planning statements that are used as one portion of larger municipal planning exercises – such as official plans, Community Strategic Plans, Tourism or Local Economic Development Strategies, etc. The fact that 88 out of 149 respondents reported positively is a strong indication that cultural planning is an element that municipalities consider within larger planning exercises. Positive responses were found across tiers and geographic composition.

**88 municipalities
reported having cultural
elements in larger plans**

For example, reference to culture in the municipal official plan were reported by, among others:

Ottawa	City of Brantford	St. Davids
Hearst	Clarington	Town of Grimsby
Collingwood	Huron East	Town of New Tecumseth
County of Wellington	West Grey	City of Cornwall
County of Huron	Terrace Bay	Sarnia
Region of Waterloo	Township of Baldwin	Middlesex Centre,
Township of Red Rock	Halton Region	Township of East Ferris
Haliburton	Sioux Lookout	Township of Shuniah
Toronto	City of Owen Sound	Township of North
City of Thorold	District Municipality of	Glengarry
Township of Springwater	Muskoka	
	Centre Hastings	

The content of the cultural elements is not known but it is suspected to have strong heritage content. Given the requirements of the Ontario Planning Act S.O. 1996, the principal legislation guiding municipal land use planning and development on private property, heritage is likely to be addressed in key municipal planning documents within a land use planning context. Putting effective and meaningful cultural heritage policies and operational procedures in a municipal Official Plan is strongly encouraged within the planning legislation and policy framework.

As an optional, ‘non-mandatory’ discretionary service, the weight that culture in general, or arts, receives within a larger plan is likely to be less than heritage. Inclusion has a great deal to do with a number of factors – strength of cultural community coalitions, dedicated municipal staff resources and political leadership in this area.

Regardless of the focus, how central these cultural elements are to the larger overall strategic plan and the degree to which they are considered in decision making is unknown and warrants further research.

Horizontal or Integrated Cultural Plan

Thirty-four municipalities reported plans/activities that incorporate arts, heritage and other elements of local cultural development across municipal responsibilities. These included plans for reorganization and governance (Peterborough, Oakville and Windsor) and a mix of tourism and operational plans and mention of governance structures with a broad cultural mandate such as the Brantford Cultural Network.

34 municipalities report having Horizontal or Integrated Plans with cultural elements

8 municipalities report having comprehensive cultural/arts & heritage plans

However, only eight recorded having comprehensive plans such as a cultural/arts & heritage master plan. These included:

- Toronto – The Culture Plan for the Creative City, 2003
- Ottawa - Ottawa 20/20 Arts and Heritage Plan
- Region of Waterloo - Arts, Culture and Heritage Master Plan (2002)
- City of Waterloo – Culture Master Plan 1997 (considered expired)
- Markham – Master Plan
- Kitchener - Culture Plan
- Mississauga –Arts and Heritage Community Plan
- Strathroy-Caradoc- Cultural Master Plan.

The following recorded having cultural *policies*:

- Thunder Bay
- St. Catharines.

Burlington, Bayham, Oakville, Orillia and St. Catharines are in the process of developing cultural plans and Kitchener and Region of Waterloo are updating existing plans. Balancing the focus between arts and heritage in a municipal context is a challenge. For example, the audience, community, partners, professional organizations and the arms length relationship with government funders are different. Cultural plans tend to focus on the arts side, (perhaps because of the perception that heritage concerns are covered in other planning processes). In recognition of the differences, the City of Ottawa conducted separate community consultations and planning processes to develop its Arts Plan and Heritage Plan. These two documents are published together as an Arts and Heritage Plan, Ottawa 2020.

While horizontal and integrated cultural plans were not the norm, in those municipalities where successful work was being done with such plans, culture was integrated into the municipal government strategic planning processes and was a part of a unified strategic direction for the municipality as a whole. Whether the strong position of culture in these municipalities is an effect of the plan or provides the conditions where a comprehensive cultural plan can be established is unknown. Undoubtedly, the factors for success, especially leadership by champions, play a significant role in successful cultural planning and implementation.

Without the key success factors or integration into the management structure, cultural plans or cultural policies risk being viewed as a “one-off” that sit on the shelf and are marginalized within municipal priorities. Integration into central planning and municipalities business appear to be important for successful implementation and relevancy.

A horizontal or integrated cultural plan can be a powerful tool to further a cultural agenda at the municipal level but it should not be the goal of every municipality. The most appropriate cultural planning tools are local-solution based and can take many forms. Nor are the types of plans—single issue, negotiated agreement, elements of larger plans, horizontal or integrated plans—a hierarchy where one type leads to the next. A horizontal or integrated cultural plan will not replace the need for single issue plans or negotiated agreements. While a single planning tool is not recommended for all municipalities, the existence of a horizontal and integrated *view* of culture is an appropriate shared goal.

Other Plans

Municipalities were asked to identify plans which did not meet the definitions of:

- Single issue plans
- Negotiated agreements
- Larger cultural plans
- Horizontal or integrated plans.

Only one municipality reported having a plan outside the definitions but 13 included a text comment noting a specific policy or plan or stating general support of cultural activities.

In fact, where specific documents were listed, they were policies or programs including:

- Commendation Awards
- Community Grants Policy
- Civic Collections and Donations Policy
- Heritage Properties Use and Allocation
- Museum strategic plans
- Museum collection policies
- Genealogical research services and fees policy.

Other municipalities reported such policies and programs within single issue plans.

Key Success Factors

Key Success Factors are:

- Customized local solution
- Champions at senior staff and council levels
- Commitment of resources
- Buy-in from local cultural community
- Access to information from other municipalities
- Time to utilize multiple techniques for broad citizen engagement.

Key success factors were defined as common attributes in municipalities showing successful strategies and were identified from the survey and interview input. The key success factors are:

Customized local solution

- A cultural planning process will be more successful if it is scoped for that community. The pool of relevant stakeholders and the techniques to gather input is affected by the geographic, economic, social and political factors of that community. It is a multi-step process that must build on the unique features of that community. Similarly, the format and content of the planning mechanism must also reflect the working culture of the municipality and the needs of the citizens.

Champions at senior staff and council levels

- The impetus to embark on a planning process was usually the result of a champion or champions at the senior staff or council level. At times leadership to manage the planning process was demonstrated by a committee of council or other external advisory committees. A council champion is critical to final approval of the plan/policy or mechanism, especially when the initiative has been identified at the senior staff level.

Commitment of resources (funds and/or human)

- The existence of funds from the municipality and often, other sources (provincial, federal, public foundation) was often the “move forward” point. The most frequently identified costs were consulting fees. No municipality was able to identify the quantity of indirect costs such as staff time.
- Whether staff or consultant led, the human resources requirements are high and often underestimated. Respondents stressed the need to address adequately the staff time required in planning processes.

Buy-in from local cultural community

- Support from the cultural community is crucial to ensuring constructive input, subsequent council approval and successful implementation.

Access to information from other municipalities

- Staff indicated that access to planning information from other municipalities was extremely helpful in creating awareness among decision-makers, designing local processes, and framing final documents. Staff-to-staff sharing across municipalities is common and considered very helpful. The Creative Cities Network was often cited as a resource, especially for national and international models.

Time to utilize multiple techniques for broad citizen engagement

- There is a growing trend for direct citizen input into government decision-making processes. Municipalities reported a wide range of techniques in use including, among others:
 - Town halls
 - Focus groups
 - Kitchen table chats
 - Mailed surveys
 - Telephone surveys
 - Onsite surveys
 - One-on-one interviews.
- There were also efforts to gather input from selected segments of the population including youth, seniors, small business operators, etc.. Selection of the techniques employed was often determined by local resources (funds, expertise, and capacity).
- While multiple techniques were proven effective in capturing greater numbers and segments of the population, these appear to be most effective in capturing input when spread out over a longer time period. While the data is not detailed enough to recommend a specific time period, allowing for “sufficient time” in the cultural planning process should be considered.

Communicate progress

- Municipalities reported value in informing citizens and stakeholders about progress in the planning process. Such communication was useful in ensuring buy-in of the final outcome and assurance to Council of ongoing public support.

Success found in both in-house and consultant-led processes

- The existence or absence of external consulting expertise did not appear to be a determining factor in successful outcomes. Various planning process were used and the range of consultant input varied from none, to specific aspects (such as telephone surveys), to a high degree of involvement throughout the process.
- Any future provincially led program or service should support both consultant and staff led processes. Existing federal, provincial and foundation programs provide support for fees to external consultants but will not support the indirect costs of staff

led processes. Municipalities noted that they should not be penalized for their choice of internal leadership in the planning process.

Barriers

Barriers existed in three key areas:

- **funds,**
- **information and**
- **awareness.**

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The interviews revealed that there were often significant challenges which had to be overcome. These can be grouped as funds, information, and awareness.

Funds

- Availability of municipal funds within a context of competing priorities (clean water, roads)
- Lack of provincial or federal funds to supplement municipal investment (the majority of funding programs municipalities reported using for cultural planning are federal).

Information

- Not enough access to models, best practices, and expertise.

Awareness

- Low awareness level of the value of cultural plans among:
 - Senior staff
 - Elected officials
 - Community.
- No coordinated approach by Ministries of Culture and Municipal Affairs and Housing agencies or programs.

By addressing these barriers, the Ministry of Culture can further support cultural planning in municipalities.

Funds - The lack of matching funds was a factor in the delay of planning activities in some municipalities. For example, in Niagara Falls, planning was delayed a year and a half as supplementary funds were sought; significant delays were also reported in Hearst.

The majority of funding programs which municipalities reported using for cultural planning are federal.

Northern communities reported frequent use of the federal funding in their cultural planning activities. The program, [Federal Economic Development Initiative for Northern Ontario](#) (FedNor) is responsible for promoting economic growth, diversification and job creation and sustainable, self-reliant communities in Northern Ontario, by working with

community partners and other organizations to improve small business access to capital, information and markets.

Municipalities in central, southeastern and southwestern regions do not have access to these funds.

Another funding source cited included Community Futures Development Corporations (CFDC). The corporations are supported by Industry Canada and are a community-led initiative, assisting communities in rural Canada to develop and implement strategies for dealing with economic change. Community Futures Development Corporations / Community Business Development Corporations (CFDCs/CBDCs) provide communities with a variety of services including development loans, technical support and Community Economic Development (CED) projects. There are more than 37 corporations in rural southern Ontario and 24 in Northern Ontario.

Human Resources Development Canada (HRDC) was noted as a source of funds for the job creation and summer employment. Use of Canadian Heritage's Cultural Capitals Program and the capital support in Cultural Spaces was also noted.

Lack of provincial funding support for cultural planning was reported. The Ontario Trillium Foundation was the only provincial program noted as supporting cultural planning activities. However, most municipalities are ineligible. The Summer Experience Program for youth (a job creation program) was noted as helpful for seasonal staff for program implementation. Provincial funding support for cultural planning is welcomed and encouraged by Ontario municipalities.

Information - There is tremendous interest among municipal staff about what is happening in other municipalities in Ontario, elsewhere in Canada and internationally. The Creative Cities Network is extensively used by many municipalities (although a few reported no awareness of it). It has been and will likely continue to be the major influencer and resource. Municipal staff who participated in the Municipal Cultural Planning Project initiatives and Creative Places + Spaces Conference reported both to be very beneficial.

Municipal staff are looking for statistics, methodologies and templates:

Statistics

- Population demographics, audience profiles, cultural diversities, etc.
- Per capita spending for culture and by art galleries, museums, public art, etc.
- Comparators among municipalities
- Leisure use pattern surveys.

Methodologies

- Documentation of planning processes and shared results
- Cultural performance indicators
- Citizen engagement techniques.

Templates

- Access to completed plans and policies

- Sample job descriptions, salary scales
- Cultural planning “toolkit”.

Awareness - There is support for the Ministry of Culture to play a greater role in advocating for culture by setting an example and “making the case” for culture provincially and promoting culture to municipalities.

It was suggested that the ministry should strive to be a “player” and contribute to national advances in cultural planning through the Creative Cities Network and through its relationship with the Canadian Federation of Municipalities. Provincially, the opportunities for cooperation with the Association of Municipalities of Ontario and coordination with the Ministry of Municipal Affairs and Housing were suggested.

It was noted that information sharing takes place at different levels among municipalities: elected official to elected official; Chief Administrative Official (CAO) to CAO; and staff to staff. The information needs and access points are different, but it is important to create awareness of the value of cultural planning at all three levels. For the cultural planning agenda to be advanced, awareness and information must be fostered and supported at all three levels.

The interviewees recommended greater coordination between the Ministries of Culture and Municipal Affairs and Housing (MMAH). A search for “culture” on the MMAH website does not find any results and the section *Resources for Municipalities* should include links to information on culture or cultural planning. Similarly, the pilot web portal project, OnRAMP, which provides a doorway to ministry services and information, should include cultural content and links. There are also opportunities to coordinate across programs, for example, adding a cultural component to the Municipal Performance Measurement Program.

Staff linkages and information sharing between the two ministries appear to be minimal. There are opportunities for staff in the Ministry of Culture’s Regional Services Office Branch and MMAH to coordinate advisory services to municipal clients, and the potential to share policy and programs objectives should be explored among senior ministry staff.

E. Examples of ‘Arrangements that Work’

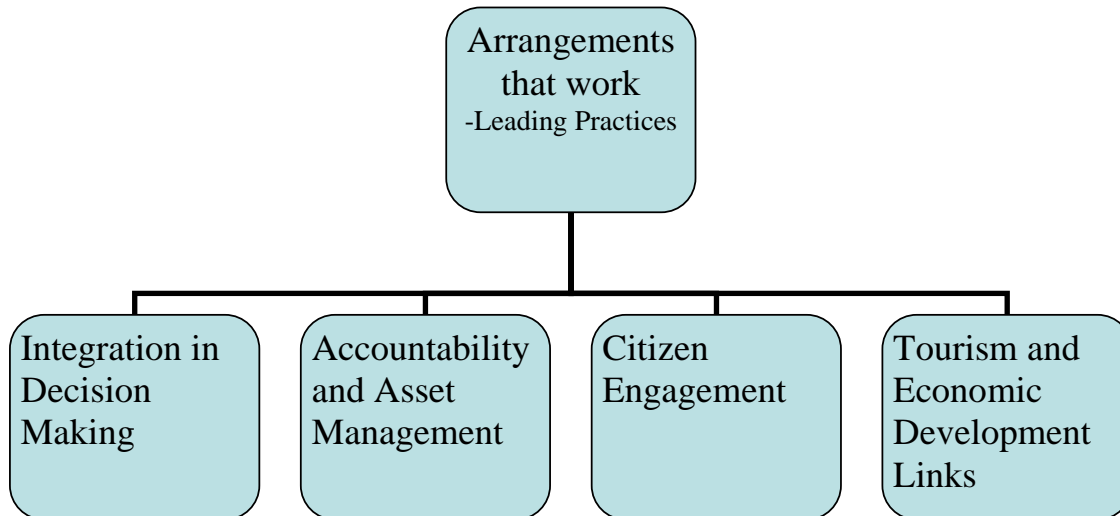
“Arrangements that work” were categorized into the following areas:

- **Integration in Decision Making**
- **Accountability and Asset Management**
- **Citizen Engagement**
- **Tourism and Economic Development Links**

The original terms of the project included the identification of “best practices” in planning models, policies, or governance structures which could be used as models for other municipalities. It became clear early in the project that what was a “best practice” in one municipality was not necessarily successfully transferable to another. For example, the successful heavy reliance on volunteers for heritage planning activities in Oil Springs would not be considered a “best practice” on another municipality with staff-based responsibilities. The direct delivery model for cultural programming would not be considered a “best practice” by municipalities which have adopted a community service organization/arms-length or “facilitated approach” model. The data strongly confirmed that structures and processes were driven by local needs and included a range of successful strategies.

The project adopted the term “arrangements that work” to showcase successful implementation of cultural planning in municipalities. This allows for identification of successful practices within the local context without holding them up as common templates.

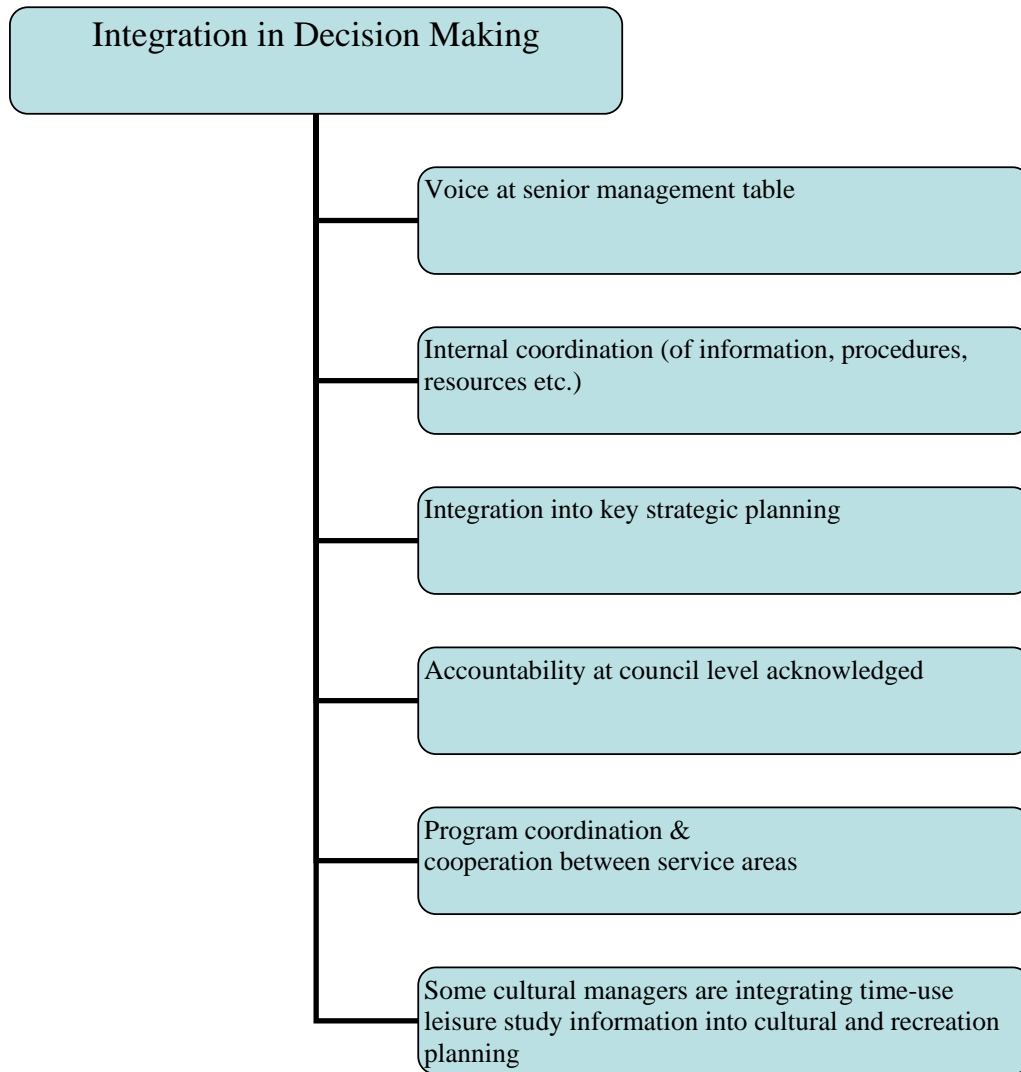
“Arrangements that work” were categorized into the following areas:



The common “successful strategies” within these four main categories were then identified and are illustrated as sub-boxes.

Selected “arrangements that work” are included as brief case studies in a separate document³.

Integration in Decision Making



³ Additional case studies are found in Nancy Duxbury. Creative Cities: Principles and Practices. Background Paper F/47 Family Network, Canadian Policy Research Networks Inc., August 2004.

Integration in Decision Making was demonstrated in two key ways: through governance and departmental or program coordination and cooperation.

A voice for culture at the senior management table is viewed as a priority in many municipalities. New and established voices for culture at the senior management table in Orillia, Lennox and Addington, Peterborough and Niagara Falls have provided the internal structure to strengthen culture and integrate cultural priorities into municipal priorities and decisions.

New departments/divisions for culture have been established in Windsor, Orillia, Kingston, and St. Catharines and are under consideration in Thunder Bay.

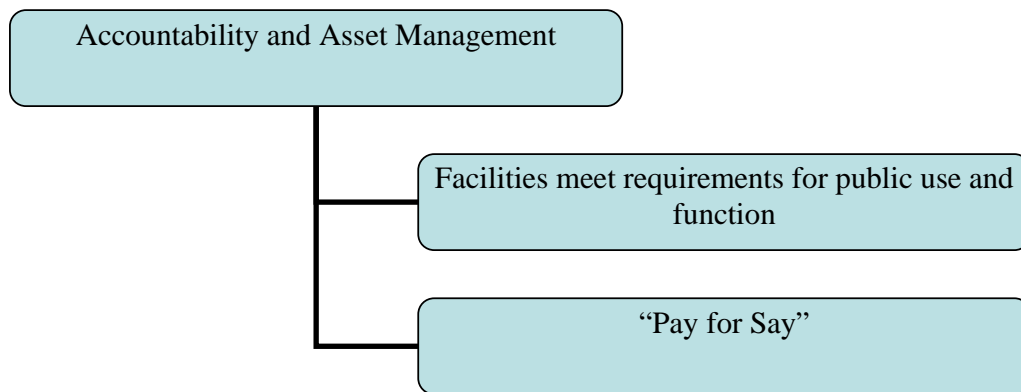
Culture was noted as integrated into the official plan/Strategic Plan in Peel, Ottawa, Huntsville, Richmond Hill, among others. Such integration is in process in Oakville, Hearst, Thorold, Middlesex Centre and Stratford. The degree of integration in these plans is not known and warrants further research.

One of the outcomes of integrating culture into decision making and key municipal plans is that it establishes accountability at the council level and includes a presence for culture during the budget planning process. Equally important, it establishes a role for municipal government in culture.

Internal coordination of planning in the Region of Waterloo and Strathroy-Caradoc created plans that link arts, heritage and culture. An example of coordination between separate divisions occurred in Pickering where the Culture and Recreation division worked with the Parks Division to produce a joint plan. Internal coordination can lead to new delivery mechanisms as well. There is a role for libraries to operate as cultural centers, especially in rural, lower tier municipalities where the upper tier may still retain responsibility for libraries, and to connect existing cultural groups.

Some municipalities are incorporating data not usually seen in cultural planning. The City of Waterloo, Township of Strathroy-Caradoc and Library of Toronto are using study time use surveys to provide an added dimension to their planning processes. Data is based on *actual* as well as to *self-reported* usage or ranked value of services by citizens.

Accountability and Asset Management



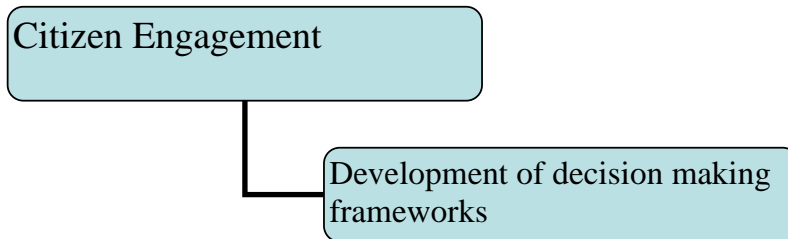
There is a relationship between transparency, good government, accountability and public trust. Municipalities are very aware of the potential for intense public scrutiny of municipal decisions and processes (such as the recent computer leasing inquiry). The desire for indicators of increased accountability to the public by government, and the demand by the public for accountability, are drivers in cultural planning.

Cultural assets (buildings, collections, landscape and capital equipment) have significant monetary value and there is increasing awareness of the need to protect the asset and thus protect the value. In many areas, such as health and safety, accessibility and museum physical plant operation, provincial legislated requirements or guidelines, guide or influence municipal decision making. For example, the planning of the new Grey Roots Heritage and Visitor Centre in Grey County took the ministry's museum physical standard of the Community Museum Operating Grant into account to ensure it was meeting the standard and thus achieving a recognized level of professional practice. This recognition can subsequently help leverage external dollars for long term protection of cultural assets.

New or renovated cultural facilities are completed, in progress, or in the planning phase in many municipalities including, among others:

- Red Lake Heritage Centre
- Grey County, Heritage & Visitor Centre – “Grey Roots” – museum and archives
- Library improvements in Township of Wellesley, City of London
- New library Village of Ayr
- Municipality of Grey Highlands renovations to South Grey Museum and Historical Library
- Toronto, Urban Waterfront & Culture Infrastructure Plan
- Burlington, Performing Art Centre plan, new and renovated libraries.

Citizen Engagement



Municipal staff are increasingly bringing community priorities to council and shaping planning processes by coordinating citizen engagement processes. Policy, blue sky and brainstorming sessions with stakeholders are being increasingly supplemented by scientific, focus group and statistical models.

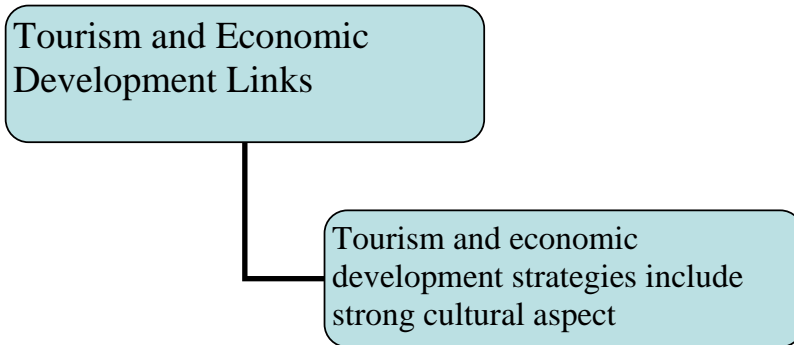
There are many good examples of broad community input. For example, Pickering utilized telephone survey for general public input, a written survey and focus group for stakeholder groups and informal face to face meetings with seniors and youth. As examples of local solutions, “kitchen table chats” were successfully utilized in Mississauga where informality was key, and a “business lunch” format was used with representatives from private sector in Thunder Bay where a formal setting was appropriate.

When asked about achieving cultural diversity in input, a staff member of a municipality with a culturally diverse population noted that if specific cultural groups are targeted as a separate initiative, “you’ve lost before you start”. Similar responses were given by northern communities with large French or Aboriginal communities. Ensuring citizen engagement in both official languages was simply viewed as the “way of doing business”. Integration of all communities was seen as key and the broad range of techniques, chosen based on local circumstances, was viewed as the most successful way of capturing input from across communities.

However, segmentation of the population by age was not uncommon with youth and seniors viewed as having unique input. Youth input was specifically sought in Red Lake and Pickering through connection with local high schools while Burlington has a Mayor’s Youth Advisory Committee. Seniors tended to be accessed through existing senior-based organizations or programs.

Consultation outside municipal boundaries was also viewed as beneficial in some cases. Niagara Falls included American border states in its consultation while Cobalt consulted neighbouring municipalities.

Tourism and Economic Development Links



The link between culture, tourism and economic development is strongly demonstrated in many municipalities with local solutions influencing structure, partners and desired economic outcomes.

The new Brantford Cultural Network has a unique mandate of community service and tourism/economic impact. The network replaces the former Arts Council which had been in existence for 14 years. It is based on the local sports/ tourism council which promote Brantford as the “tournament capital of Ontario”. The sports/tourism council has a board which works with minor sports associations to bring events to the city economic spin-offs. The new cultural network is based on the same model.

Culture is strongly integrated into Huntsville’s strategic plan. It addresses tourism and economic development, downtown revitalization and business retention. Cobalt’s National Mining Heritage Development Study has tourism, economic development and a strong heritage focus. Cobalt has involved Parks Canada in its initiative.

The Ontario Tourism Marketing Partnership (OTMP) has been influential in several communities which have successfully linked OTMP funds to collaborative cultural heritage marketing strategies. Examples of this are found in London, Owen Sound, and Niagara on-the- Lake.

There are opportunities for linkages between additional areas within municipalities. For example, there are possible links between Brownfield and community improvement plans and cultural plans/developments. No such linkages were reported in the survey or interviews but given the financial resources committed to Brownfield re-development and the role that culture can play in revitalized areas, this warrants additional research.

F. Variety of cultural governance models

The trend is to bring governance closer to the municipality. This shift appears to be a response to the increased awareness of the value of the assets, risk management and the need for accountability.

There is a range of governance models in place across Ontario.

These include structures with a direct relationship to the municipality such as:

- Departmental model of cultural management with a line department, museums and cultural organizations owned and operated by the municipality. Staff are municipal employees. e.g., museums of the City of Toronto
- A direct relationship with the municipality and citizen involvement in an advisory capacity e.g., Oakville Museums, and Burlington Museums
- Advisory board/committee reporting to staff e.g., The Kingston Community Memorial Centre Advisory Committee and the Milton Seniors' Activity Centre Advisory Board
- Advisory boards/committees reporting directly to Council with council representation e.g., cultural/heritage advisory committees.

Other governance structures include more arms length bodies such as:

- The committees/boards of independently incorporated tourism and economic development organizations with links to culture – e.g., Tourism Hamilton
- Special purpose bodies providing cultural activities in the municipality – e.g. Museum London, Burlington Art Centre, Library Boards and Community Arts Councils.

Structures are somewhat fluid and there is significant restructuring taking place in several municipalities. The trend is to bring governance closer to the municipality rather than increasing the commitment to the arms length principle. This shift appears to be a response to the increased awareness of the value of assets, risk management, and need for accountability.

There is a need for ministry staff to recognize local solution-based governance structures in provincial legislation, program guidelines and museum standards as well as among ministry staff. For example, the Library Act requires that a library have its own governing board. This is not the desirable structure in all municipalities such as in the County of Lennox and Addington. As a result of a private members' bill, Lennox and Addington does not have a separate library board and the Municipal Council is the governing body for the library and museum.

The trend toward integration in decision making, closer governance for increased accountability at the council level, and the fiduciary duties of council can be in conflict with existing program guidelines and current recommended practices. For example, the Heritage Act notes that a museum must have a governing body (though it can be shared with another organization such as a library) and museums are strongly encouraged by ministry staff and program requirements to have a dedicated governing body. For municipally owned and operated museums, the accountability lies with Council and the additional "body" is usually in the form of an advisory committee. An *advisory* committee is not a *governing* body as it has no authority or accountability. As one senior municipal administrator noted this is "double governance". Furthermore, municipal staff are placed in the position of being "advised" by a committee in addition to having work priorities set by the council (the employer). When there is a lack of clarity of governance, advisory committees and boards can, by their existence, allow councils and senior management to abdicate, in varying degrees, their responsibility for culture and not recognize their accountability for it.

G. Opportunities for Ministry of Culture

Recommendations

PROGRAMS & SERVICES

- **Develop new funding program to support broad based cultural planning initiatives**
- **Play a leadership role in advocating for culture in municipalities**
- **Support the development of information resources on municipal cultural planning and development.**
- **Foster and strengthen networks between municipalities to share information resources.**

STRUCTURES

- **Recognize and support the array of local solution-based cultural planning mechanisms and governance structures.**

POLICIES

- **In cooperation with the Ministry of Municipal Affairs and Housing, explore ways to encourage or require municipalities to address cultural planning.**

NEXT STEPS

- **Immediately release the final draft report to the External Advisory Committee, partners, participating municipalities and key stakeholders for discussion and comment**
- **Publish the Ontario Municipal Cultural Inventory Project Report, including its supplementary documents, in 2005 and update the case studies and the inventory on a regular basis.**

There are many options for continued and increased involvement of the Ministry of Culture to facilitate municipal cultural planning:

Funding for cultural planning and implementation

The lack of funds to initiate or implement planning activities was identified as a significant barrier. At times, a municipality was able to secure some funds but required supplementary support. Funding should support a variety of locally-based planning mechanisms including the development and evaluation of plans (stand-alone or integrated), negotiated agreements, policies and program guidelines, and governance structures. Funding should not favour the hiring of external expertise and should recognize the allocation of internal resources. Eligible costs should include, but not necessarily be limited to:

- Human resources (internal or external)
- Research
- Evaluation
- Community and stakeholder consultation
- Transition costs of shifting governance and decision making structures.

Play a leadership role in advocating culture in municipalities

It was suggested by respondents that the ministry should strive to be a “player” provincially and nationally by playing a visible leadership role in advocating for culture and increasing awareness of the value of culture.

The ministry should explore ways to work with the Association of Municipalities of Ontario, Federation of Canadian Municipalities, Creative City Network, Ministry of Municipal Affairs and Housing, Cities’ Secretariat of the Department of Canadian Heritage, and local governments, to build and strengthen channels of information, education and advocacy within “the new deal for cities” context. Municipal staff encourage the Ministry of Culture to support and participate in the Creative City Network.

Support the development of information resources on municipal cultural planning and development.

There is demand for the creation of, and access to, Ontario-based statistics, proven methodologies and templates. The Ministry of Culture should continue commissioning and disseminating research and statistical profiles related to culture and cultural planning in municipalities. In addition, ensuring the broadest possible representation for the Regional Municipal Cultural Planning Forums from municipalities and a wider audience of cultural organizations and champions for culture is recommended.

There is interest in the ministry taking the lead to create a cultural planning tool kit using the Ministry of Municipal Affairs and Housing's economic development tool kit model. This tool kit should be designed to reflect the needs, scale and scope of rural and mid-smaller urban municipalities.

Foster and strengthen networks between municipalities to share information resources

It was noted that information sharing takes place at different levels among municipalities: elected official to elected official; Chief Administrative Officer (CAO) to CAO; and staff to staff. The information needs and access points are different, but it is important to create awareness of the value of cultural planning at all three levels. For the cultural planning agenda to be advanced, awareness and information must be fostered and supported at all three levels.

Recognize and support the array of local solution-based cultural planning mechanisms and governance structures

The Ministry of Culture should recognize local solutions for governance structures in provincial legislation, program guidelines, museum standards and among ministry staff.

In cooperation with the Ministry of Municipal Affairs and Housing, explore ways to encourage or require municipalities to address cultural planning

Increase linkages and cooperation among the two ministries to further shared objectives, policy development, and enhance advisory services to municipal clients.⁴

Immediately release the final draft report to the External Advisory Committee, partners, participating municipalities and key stakeholders for discussion and comment.

Publish the Ontario Municipal Cultural Inventory Project Report, including its supplementary documents, in 2005 and update the case studies and the inventory on a regular basis.

The ministry's leadership in contracting this study was applauded by the participants and partners. It was recognized that the base data and trend analysis will be useful in advancing cultural planning at the local and provincial level and will contribute to national discussions. The process created new linkages between service organizations and government as indicated by the involvement of Association of Municipalities Ontario (AMO) and the Creative Cities Network.

⁴ See Meric S. Gertler, *Creative Cities: What are They For, How Do They Work, and How Do We Build Them?* Background Paper F/48 Family Network, Canadian Policy Research Network Inc., August 2004. for discussion on "the various ways that provincial governments shape land use planning systems and the physical shape and built form of the urban environment".

The project was also instrumental in strengthening information sharing and the creation of a network of municipal staff with cultural responsibilities. For example, through the interview phase the consultants were able to respond to inquiries from municipal staff for examples of leading practices and to identify other municipal staff who were working in similar areas.

There is expectation from the municipalities and the stakeholders who participated in this project for access to the final report and the data in the inventory. Given the high level of interest and the fast pace at which the urban agenda is moving the study should be released in 2004 to contribute to current discussions.

Appendix I - External Advisory Committee

- Neil Bradford, University of Western Ontario, Research Fellow for the Canadian Policy Research Network on Cities and Communities
- Stephen Chait - Director of Economic Development for the Town of Markham - prepared provincial report to Premier's Council on local economic development
- Nancy Duxbury, Creative Cities Network
- Susan Gardner, Executive Editor, Municipal World
- Dave Goode, Manager, Economic Development and Tourism for the Township of Strathroy-Carodoc
- Marilyn Havelka - C.A.O. Ruthven N.H.S., former Manager, Cultural Affairs, City of Hamilton
- Scott Vokey, Association of Municipalities of Ontario

Appendix II - Ontario Government Advisors

- Alida Stevenson, Ministry of Culture, Arts & Cultural Industries Unit
- Donna Ratchford Ministry of Culture, Arts & Cultural Industries Unit
- Stephen Stein, Ministry of Municipal Affairs and Housing, Municipal Governance Structures Branch

Additional Input:

- Larry Curley, Regional Services Branch, Huntsville Office
- Noah Gurza, Arts & Cultural Industries Unit
- Lorraine Hogan, Regional Services Branch, Hamilton Office
- Michael Johnson, Heritage and Libraries Branch
- Louise Richer Regional Services Branch, Ottawa Office
- Steve Rockel, Regional Services Branch, Kingston Office
- Suzanne Rowe Knight, Heritage and Libraries Branch
- Eva Salter, Regional Services Branch, St Catharines Office
- Heather Thomson, Heritage and Libraries Branch
- Gartley Wagner, Heritage and Libraries Branch
- Arlene White, Regional Services Branch, St. Catharines Office

Appendix III - Additional Input from Cultural Leaders

- Demetra Christakos, Executive Director, Ontario Association of Art Galleries
- Anne Chafe, Past President, Association of Municipalities of Ontario
- Warren Garrett, Executive Director, Community Cultural Impresarios
- Rob Gloor, Executive Director, Orchestra London Canada
- Sharilyn Ingram, Director, School of Fine and Performing Arts, Brock University
- Arlene Kennedy, Director, McIntosh Gallery
- Beverley O'Connell, Senior Policy Advisor, Department of Canadian Heritage, Government of Canada
- Michelle Quintyn, Executive Director, Foundation for Rural Living
- Ian Ross, Director, Burlington Art Centre
- Kate Zavitz, Policy Advisor, Association of Municipalities of Ontario

Appendix IV - Participating Municipalities

149 Municipalities Responded (N= 149/445)				
Single Issue Plans	Negotiated Agreements	Cultural Elements in Larger Plans	Elements of Horizontal or Integrated Plans	Any plans not covered above
57	56	88	34	14
39%	39%	61%	23%	10%

Reporting of Some Type of Plan

Municipalities reporting some type of plan: 105

Municipalities reporting no types of Plans: 44

The Consultants received 155 responses from 149 municipalities

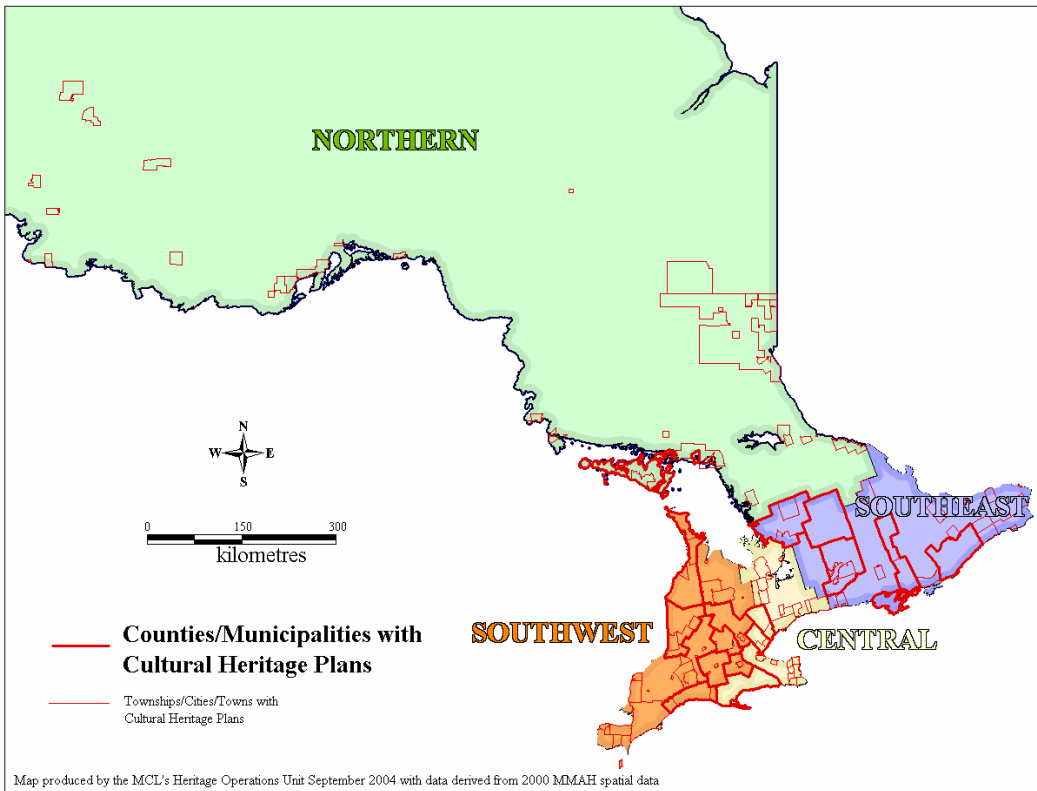
Characteristics of Responding Municipalities			
Regional Breakdown		Municipal Structure	
Min of Culture			
Northern	34	Upper Tier	18
Central	29	Lower Tier	59
Southwestern	40	Single Tier	53
Southeastern	27		
	130		
Unknown	<u>19</u>	Unknown	<u>19</u>
Total	149	Total	149

Municipalities that responded more than once

In two municipalities staff submitted a response twice

In four municipalities, two different staff responded in for the same municipality

149 Municipalities Responded



Alphabetical Listing of Responding Municipalities with Type of Plans Reported

Municipality Name	Min of Culture Municipality	Municipality Structure	Single Issue plans	Negotiated agreements	Cultural Elements in Larger Plans	Elements of Horizontal/ Integrated Plans	Any plans not covered above
Addington Highlands, Township of	Southeastern	Lower Tier	No	No	No	No	No
Adjala-Tosorontio, Township of	Central	Lower Tier	1	No	1	No	No
Atikokan, Township of	Northern	Single Tier	No	No	1	No	No
Baldwin, Township of	Northern	Single Tier	No	No	1	No	No
Barrie, City of	Central	Single Tier	No	No	No	No	No
Bayham, Municipality of	Southwestern	Lower Tier	No	No	No	No	No
Bluewater, Municipality of	Southwestern	Lower Tier	No	No	1	No	No
Brant, County of	Southwestern	Single Tier	No	No	1	1	No
Brantford, City of	Southwestern	Single Tier	1	1	1	1	1
Bruce Mines, Town of	Northern	Single Tier	No	No	No	No	No
Bruce, County of	Southwestern	Upper Tier	No	No	1	No	No
Burlington, City of	Central	Lower Tier	1	1	1	No	No
Calvin, Township of	Northern	Single Tier	No	No	No	No	No
Central Manitoulin, Township of	Northern	Single Tier	No	No	No	No	No
Centre Hastings, Municipality of	Southeastern	Lower Tier	No	No	1	1	No
Chatham-Kent, Municipality of	Southwestern	Single Tier	1	No	1	No	No
Clarence Rockland, City of	Southeastern	Lower Tier	No	1	1	No	No
Clarington, Municipality of	Central	Lower Tier	1	1	1	1	No
Cobalt, Town of	Northern	Single Tier	1	1	1	1	1
Collingwood, Town of	Central	Lower Tier	1	1	1	1	1
Cornwall, City of	Southeastern	Single Tier	No	1	1	No	No
Douro-Dummer, Township of	Southeastern	Lower Tier	No	No	No	No	No
Durham, Regional Municipality of	Central	Upper Tier	x	?	1	No	No
Ear Falls, Township of	Northern	Single Tier	1	No	1	No	No
East Ferris, Township of	Northern	Single Tier	No	No	1	No	No
Elgin, County of	Southwestern	Upper Tier	No	No	No	No	1
Englehart, Town of	Northern	Single Tier	No	No	1	No	No
Essa, Township of	Central	Lower Tier	1	1	No	No	No
Gillies, Township of	Northern	Single Tier	No	No	No	No	No
Gravenhurst, Town of	Southeastern	Lower Tier	No	No	1	1	No
Greater Sudbury, City of	Northern	Single Tier	1	No	1	1	1
Grey, County of	Southwestern	Upper Tier	1	No	1	1	No
Grimsby, Town of	Central	Lower Tier	No	No	1	No	No
Guelph, City of	Southwestern	Single Tier	1	1	1	1	No
Haldimand County, Corporation of	Central	Single Tier	No	No	No	No	No

Municipality Name	Min of Culture Municipality	Municipality Structure	Single Issue plans	Negotiated agreements	Cultural Elements in Larger Plans	Elements of Horizontal/ Integrated Plans	Any plans not covered above
Haliburton, County of	Southeastern	Upper Tier	1	No	1	No	No
Halton Region	Central	Upper Tier	1	1	1	No	No
Hamilton, City of	Central	Single Tier	1	1	1	No	No
Hawkesbury, Town of	Southeastern	Lower Tier	No	1	No	No	No
Head Clara and Maria, Township of	Southeastern	Lower Tier	No	No	No	No	No
Hearst, Town of	Northern	Single Tier	1	1	1	No	No
Huntsville, Town of	Southeastern	Lower Tier	1	1	1	1	No
Huron East, Municipality of	Southwestern	Lower Tier	1	No	1	No	No
Huron, County of	Southwestern	Upper Tier	1	1	1	1	1
Ingersoll, Town of	Southwestern	Lower Tier	1	1	1	No	No
Kenora, City of	Northern	Single Tier	No	1	No	No	No
Killarney, Municipality of	Northern	Single Tier	1	No	No	No	No
Kingston, City of	Southeastern	Single Tier	x	1	1	No	No
Kingsville, Town of	Southwestern	Lower Tier	No	No	1	No	No
Kirkland Lake, Town of	Northern	Single Tier	No	1	1	No	No
Kitchener, City of	Southwestern	Lower Tier	1	1	1	1	1
Lakeshore, Town of	Southwestern	Lower Tier	No	No	No	No	No
Leeds and the Thousand Islands, Township of	Southeastern	Lower Tier	No	No	No	No	No
Lennox and Addington, County of	Southeastern	Upper Tier	1	1	1	1	No
London, City of	Southwestern	Single Tier	1	1	1	No	1
Lucan Biddulph, Township of	Southwestern	Lower Tier	No	No	1	No	No
Madawaska Valley, Township of	Southeastern	Lower Tier	1	1	1	1	No
Markham, Town of	Central	Lower Tier	1	No	No	1	No
Mattawa, Town of	Northern	Single Tier	No	No	No	No	No
McDougall, Township of	Northern	Single Tier	1	No	1	No	No
McGarry Township of	Northern	Single Tier	No	No	No	No	No
Middlesex Centre, Township of	Southwestern	Lower Tier	No	No	1	No	No
Mississauga, City of	Central	Lower Tier	1	1	1	1	1
Mississippi Mills, Town of	Southeastern	Lower Tier	x	1	1	1	No
Montague, Township of	Southeastern	Lower Tier	No	No	No	No	No
Morley, Township of	Northern	Single Tier	No	No	No	No	No
Muskoka, District Municipality of	Southeastern	Upper Tier	1	No	1	No	No
New Tecumseth, Town of	Central	Lower Tier	1	1	1	No	No
Niagara Falls, City of	Central	Lower Tier	1	No	No	No	No
Niagara-on-the-Lake, Town of	Central	Lower Tier	1	1	1	No	No

Municipality Name	Min of Culture Municipality	Municipality Structure	Single Issue plans	Negotiated agreements	Cultural Elements in Larger Plans	Elements of Horizontal/ Integrated Plans	Any plans not covered above
North Bay, City of	Northern	Single Tier	1	1	1	No	No
North Dundas, Township of	Southeastern	Lower Tier	No	1	No	No	No
North Glengarry, Township of	Southeastern	Lower Tier	No	No	1	No	No
North Stormont, Township of	Southeastern	Lower Tier	No	No	No	No	No
Oakville, Town of	Central	Lower Tier	1	1	1	1	No
Oil Springs, Village of	Southwestern	Lower Tier	1	No	1	No	No
Oliver Paipoonge, Municipality of	Northern	Single Tier	No	1	No	No	No
Orillia, City of	Central	Single Tier	1	1	No	No	No
Oshawa, City of	Central	Lower Tier	1	1	1	No	No
Ottawa, City of	Southeastern	Single Tier	1	1	1	1	No
Owen Sound, City of	Southwestern	Lower Tier	No	No	1	1	No
Oxford, County of	Southwestern	Upper Tier	No	No	No	No	No
Peel, Region of	Central	Upper Tier	No	1	1	No	No
Pelee, Township of	Southwestern	Single Tier	No	No	No	No	No
Peterborough, City of	Southeastern	Single Tier	1	1	1	1	1
Peterborough, County of	Southeastern	Upper Tier	1	No	1	No	No
Pickering, City of	Central	Lower Tier	1	1	1	No	No
Port Colborne, City of	Central	Lower Tier	No	No	1	No	No
Port Hope, Municipality of	Southeastern	Lower Tier	No	1	No	No	No
Prince Edward County, City of	Southeastern	Single Tier	1	1	No	No	No
Rainy River, Town of	Northern	Single Tier	No	No	No	No	No
Red Lake, Municipality of	Northern	Single Tier	No	No	1	1	No
Red Rock, Township of	Northern	Single Tier	No	No	1	No	No
Richmond Hill, Town of	Central	Lower Tier	No	1	1	No	No
Sarnia, City of	Southwestern	Lower Tier	1	1	1	No	No
Saugeen Shores, Town of	Southwestern	Lower Tier	No	1	1	1	No
Sault Ste. Marie, City of	Northern	Single Tier	1	1	1	No	No
Shelburne, Town of	Southwestern	Lower Tier	No	1	1	No	No
Shuniah, Township of	Northern	Single Tier	No	No	1	No	No
Sioux Lookout, Municipality of	Northern	Single Tier	No	No	1	No	No
Sioux Narrows - Nestor Falls, Township of	Northern	Single Tier	No	No	No	No	No
Smith-Ennismore-Lakefield, Township of	Southeastern	Lower Tier	No	No	1	No	No
South Bruce Peninsula, Town of	Southwestern	Lower Tier	No	No	No	No	No
South Dundas, Township of	Southeastern	Lower Tier	No	No	No	No	No
Southgate, Township of	Southwestern	Lower Tier	No	No	No	No	No
Springwater, Township of	Central	Lower Tier	No	No	1	No	No

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Municipality Name	Min of Culture Municipality	Municipality Structure	Single Issue plans	Negotiated agreements	Cultural Elements in Larger Plans	Elements of Horizontal/ Integrated Plans	Any plans not covered above
St. Catharines, City of	Central	Lower Tier	1	No	1	1	No
St. Clair, Township of	Southwestern	Lower Tier	No	No	1	No	No
St. Joseph, Township of	Northern	Single Tier	No	No	No	No	No
St. Marys, Town of	Southwestern	Single Tier	1	No	1	No	No
Stratford, City of	Southwestern	Single Tier	1	No	1	No	No
Strathroy-Caradoc, Township of	Southwestern	Lower Tier	No	1	No	1	No
Tarbutt & Tarbutt Additional, Township of	Northern	Single Tier	No	No	1	No	No
Tecumseh, Town of	Southwestern	Lower Tier	No	No	No	No	No
Temiskaming Shores, City of	Northern	Single Tier	1	No	No	No	No
Terrace Bay, Township of	Northern	Single Tier	No	No	1	No	No
Thorold, City of	Central	Lower Tier	No	1	1	No	No
Thunder Bay, City of	Northern	Single Tier	1	1	1	1	1
Timmins, City of	Northern	Single Tier	No	No	No	No	No
Toronto, City of	Central	Single Tier	1	1	1	1	No
Unknown	Unknown	Unknown	x	1	1	1	1
Unknown	Unknown	Unknown	?	?	?	?	?
Unknown	Unknown	Unknown	?	?	?	?	?
Unknown	Unknown	Unknown	?	?	?	?	?
Unknown	Unknown	Unknown	?	?	?	?	?
Unknown	Unknown	Unknown	?	?	?	?	?
Unknown	Unknown	Unknown	No	1	No	No	No
Unknown	Unknown	Unknown	?	?	?	?	?
Unknown	Unknown	Unknown	?	?	?	?	?
Unknown	Unknown	Unknown	?	?	?	?	?
Unknown	Unknown	Unknown	No	No	No	No	No
Unknown	Unknown	Unknown	No	No	No	No	No
Unknown	Unknown	Unknown	1	No	1	No	No
Unknown	Unknown	Unknown	?	?	?	?	?
Unknown	Unknown	Unknown	?	?	?	?	?
Unknown	Unknown	Unknown	?	?	?	?	?
Unknown	Unknown	Unknown	No	No	No	No	No
Unknown	Unknown	Unknown	?	?	?	?	?
Unknown	Unknown	Unknown	?	?	?	?	?
Uxbridge, Township of	Central	Lower Tier	1	No	No	No	No
Waterloo, City of	Southwestern	Lower Tier	1	1	1	1	1
Waterloo, Regional Municipality of	Southwestern	Upper Tier	1	1	1	1	No
Welland, City of	Central	Lower Tier	1	No	1	No	No
Wellesley, Township of	Southwestern	Lower Tier	1	1	1	No	No

Municipality Name	Min of Culture Municipality	Municipality Structure	Single Issue plans	Negotiated agreements	Cultural Elements in Larger Plans	Elements of Horizontal/ Integrated Plans	Any plans not covered above
Wellington, County of	Southwestern	Upper Tier	No	No	1	1	No
West Elgin, Municipality of	Southwestern	Lower Tier	No	No	No	No	No
West Grey, Municipality of	Southwestern	Lower Tier	x	1	1	1	1
Windsor, City of	Southwestern	Single Tier	1	1	1	1	No
Woodstock, City of	Southwestern	Lower Tier	No	1	No	No	No
			57	56	88	34	14

Note: **data from five municipalities in the single field responses is inconsistent with the survey data and may be a result of corrupted data. The input from these municipalities was not counted and is indicated in the alpha list as “x”.**

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Summary of Results by Region

Northern Region – 34 reporting

Municipality	Municipal Structure	Single Issue Plans	Negotiated Agreements	Cultural Elements in Larger Plans	Horizontal/Integrated Plans	Any Other plans
Atikokan, Township of	Single Tier	No	No	1	No	No
Baldwin, Township of	Single Tier	No	No	1	No	No
Bruce Mines, Town of	Single Tier	No	No	No	No	No
Calvin, Township of	Single Tier	No	No	No	No	No
Central Manitoulin, Township of	Single Tier	No	No	No	No	No
Cobalt, Town of	Single Tier	1	1	1	1	1
Ear Falls, Township of	Single Tier	1	No	1	No	No
East Ferris, Township of	Single Tier	No	No	1	No	No
Englehart, Town of	Single Tier	No	No	1	No	No
Gillies, Township of	Single Tier	No	No	No	No	No
Greater Sudbury, City of	Single Tier	1	No	1	1	1
Hearst, Town of	Single Tier	1	1	1	No	No
Kenora, City of	Single Tier	No	1	No	No	No
Killarney, Municipality of	Single Tier	1	No	No	No	No
Kirkland Lake, Town of	Single Tier	No	1	1	No	No
Mattawa, Town of	Single Tier	No	No	No	No	No
McDougall, Township of	Single Tier	1	No	1	No	No
McGarry Township of	Single Tier	No	No	No	No	No
Morley, Township of	Single Tier	No	No	No	No	No
North Bay, City of	Single Tier	1	1	1	No	No
Oliver Paipoonge, Municipality of	Single Tier	No	1	No	No	No
Rainy River, Town of	Single Tier	No	No	No	No	No
Red Lake, Municipality of	Single Tier	No	No	1	1	No
Red Rock, Township of	Single Tier	No	No	1	No	No
Sault Ste. Marie, City of	Single Tier	1	1	1	No	No
Shuniah, Township of	Single Tier	No	No	1	No	No
Sioux Lookout, Municipality of	Single Tier	No	No	1	No	No
Sioux Narrows - Nestor Falls, Township of	Single Tier	No	No	No	No	No
St. Joseph, Township of	Single Tier	No	No	No	No	No
Tarbutt & Tarbutt Additional, Township of	Single Tier	No	No	1	No	No
Temiskaming Shores, City of	Single Tier	1	No	No	No	No
Terrace Bay, Township of	Single Tier	No	No	1	No	No
Thunder Bay, City of	Single Tier	1	1	1	1	1
Timmins, City of	Single Tier	No	No	No	No	No
		10	8	19	4	3

Central Region – 29 Reporting

Municipality	Municipal Structure	Single Issue Plans	Negotiated Agreements	Cultural Elements in Larger Plans	Horizontal/Integrated Plans	Any Other plans
Adjala-Tosorontio, Township of	Lower Tier	1	No	1	No	No
Barrie, City of	Single Tier	No	No	No	No	No
Burlington, City of	Lower Tier	1	1	1	No	No
Clarington, Municipality of	Lower Tier	1	1	1	1	No
Collingwood, Town of	Lower Tier	1	1	1	1	1
Durham, Regional Municipality of	Upper Tier	X	?	1	No	No
Essa, Township of	Lower Tier	1	1	No	No	No
Grimsby, Town of	Lower Tier	No	No	1	No	No
Haldimand County, Corporation of	Single Tier	No	No	No	No	No
Halton, Regional Municipality of	Upper Tier	1	1	1	No	No
Hamilton, City of	Single Tier	1	1	1	No	No
Markham, Town of	Lower Tier	1	No	No	1	No
Mississauga, City of	Lower Tier	1	1	1	1	1
New Tecumseth, Town of	Lower Tier	1	1	1	No	No
Niagara Falls, City of	Lower Tier	1	No	No	No	No
Niagara-on-the-Lake, Town of	Lower Tier	1	1	1	No	No
Oakville, Town of	Lower Tier	1	1	1	1	No
Orillia, City of	Single Tier	1	1	No	No	No
Oshawa, City of	Lower Tier	1	1	1	No	No
Peel, Regional Municipality of	Upper Tier	No	1	1	No	No
Pickering, City of	Lower Tier	1	1	1	No	No
Port Colborne, City of	Lower Tier	No	No	1	No	No
Richmond Hill, Town of	Lower Tier	No	1	1	No	No
St. Catharines, City of	Lower Tier	1	No	1	1	No
Springwater, Township of	Lower Tier	No	No	1	No	No
Thorold, City of	Lower Tier	No	1	1	No	No
Toronto, City of	Single Tier	1	1	1	1	No
Uxbridge, Township of	Lower Tier	1	No	No	No	No
Welland, City of	Lower Tier	1	No	1	No	No
		20	17	22	7	2

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Southeastern Region – 27 Reporting

Municipality	Municipal Structure	Single Issue Plans	Negotiated Agreements	Cultural Elements in Larger Plans	Horizontal/Integrated Plans	Any Other plans
Addington Highlands, Township of	Lower Tier	No	No	No	No	No
Centre Hastings, Municipality of	Lower Tier	No	No	1	1	No
Clarence, Rockland, City of	Lower Tier	no	1	1	No	no
Cornwall, City of	Single Tier	No	1	1	No	No
Douro - Dummer, Township of	Lower Tier	No	No	No	No	No
Gravenhurst, Town of	Lower Tier	No	No	1	1	No
Haliburton, County of	Upper Tier	1	No	1	No	No
Hawkesbury, Town of	Lower Tier	No	1	No	No	No
Head Clara and Maria, Township of	Lower Tier	No	No	No	No	No
Huntsville, Town of	Lower Tier	1	1	1	1	No
Kingston, City of	Single Tier	x	1	1	No	No
Leeds and the Thousand Islands, Township of	Lower Tier	No	No	No	No	No
Lennox and Addington, County of	Upper Tier	1	1	1	1	No
Madawaska Valley, Township of	Lower Tier	1	1	1	1	No
Mississippi Mills, Town of	Lower Tier	x	1	1	1	No
Montague, Township of	Lower Tier	No	No	No	No	No
Muskoka, District Municipality of	Upper Tier	1	No	1	No	No
North Dundas, Township of	Lower Tier	No	1	No	No	No
North Stormont, Township of	Lower Tier	No	No	No	No	No
North Glengarry, Township of	Lower Tier	No	No	1	No	No
Ottawa, City of	Single Tier	1	1	1	1	No
Peterborough, City of	Single Tier	1	1	1	1	1
Peterborough, County of	Upper Tier	1	No	1	No	No
Port Hope, Municipality of	Lower Tier	No	1	No	No	No
Prince Edward County, City of	Single Tier	1	1	No	No	No
Smith-Ennismore-Lakefield, Township of	Lower Tier	No	No	1	No	No
South Dundas, Township of	Lower Tier	No	No	No	No	No
		9	13	16	8	1

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Southwestern Region – 40 Reporting

Municipality	Municipal Structure	Single Issue Plans	Negotiated Agreements	Cultural Elements in Larger Plans	Horizontal/Integrated Plans	Any Other plans
Bayham, Municipality of	Lower Tier	No	No	No	No	No
Bluewater, Municipality of	Lower Tier	No	No	1	No	No
Brant, County of	Single Tier	No	No	1	1	No
Brantford, City of	Single Tier	1	1	1	1	1
Bruce, County of	Upper Tier	No	No	1	No	No
Chatham-Kent, Municipality of	Single Tier	1	No	1	No	No
Elgin, County of	Upper Tier	No	No	No	No	1
Grey, County of	Upper Tier	1	No	1	1	No
Guelph, City of	Single Tier	1	1	1	1	No
Huron, County of	Upper Tier	1	1	1	1	1
Huron East, Municipality of	Lower Tier	1	No	1	No	No
Ingersoll, Town of	Lower Tier	1	1	1	No	No
Kingsville, Town of	Lower Tier	No	No	1	No	No
Kitchener, City of	Lower Tier	1	1	1	1	1
Lakeshore, Town of	Lower Tier	No	No	No	No	No
London, City of	Single Tier	1	1	1	No	1
Lucan Biddulph, Township of	Lower Tier	No	No	1	No	No
Middlesex Centre, Township of	Lower Tier	No	No	1	No	No
Oil Springs, Village of	Lower Tier	1	No	1	No	No
Owen Sound, City of	Lower Tier	No	No	1	1	No
Oxford, County of	Upper Tier	No	No	No	No	No
Pelee, Township of	Single Tier	No	No	No	No	No
Sarnia, City of	Lower Tier	1	1	1	No	No
Saugeen Shores, Town of	Lower Tier	No	1	1	1	No
Shelburne, Town of	Lower Tier	No	1	1	No	No
South Bruce Peninsula, Town of	Lower Tier	No	No	No	No	No
Southgate, Township of	Lower Tier	No	No	No	No	No
St. Clair Township	Lower Tier	No	No	1	No	No
St. Marys, Town of	Single Tier	1	No	1	No	No
Stratford, City of	Single Tier	1	No	1	No	No
Strathroy-Caradoc, Township of	Lower Tier	No	1	No	1	No
Tecumseh, Town of	Lower Tier	No	No	No	No	No
Waterloo, City of	Lower Tier	1	1	1	1	1
Waterloo, Regional Municipality of	Upper Tier	1	1	1	1	No
Wellesley, Township of	Lower Tier	1	1	1	No	No
Wellington, County of	Upper Tier	No	No	1	1	No
West Elgin, Municipality of	Lower Tier	No	No	No	No	No
West Grey, Municipality of	Lower Tier	x	1	1	1	1
Windsor, City of	Single Tier	1	1	1	1	No
Woodstock, City of	Lower Tier	No	1	No	No	No

17 16 29 14 7

Summary of Results by Type of Plan
 Single Issue Plans – 57 Reported

Municipality	Region	Municipal Structure
Adjala-Tosorontio, Township of	Central	Lower Tier
Brantford, City of	Southwestern	Single Tier
Burlington, City of	Central	Lower Tier
Chatham-Kent, Municipality of	Southwestern	Single Tier
Clarington, Municipality of	Central	Lower Tier
Cobalt, Town of	Northern	Single Tier
Collingwood, Town of	Central	Lower Tier
Ear Falls, Township of	Northern	Single Tier
Essa, Township of	Central	Lower Tier
Greater Sudbury, City of	Northern	Single Tier
Grey, County of	Southwestern	Upper Tier
Guelph, City of	Southwestern	Single Tier
Haliburton, County of	Southeastern	Upper Tier
Halton, Regional Municipality of	Central	Upper Tier
Hamilton, City of	Central	Single Tier
Hearst, Town of	Northern	Single Tier
Huntsville, Town of	Central	Lower Tier
Huron East, Municipality of	Southwestern	Lower Tier
Huron, County of	Southwestern	Upper Tier
Ingersoll, Town of	Southwestern	Lower Tier
Killarney, Municipality of	Northern	Single Tier
Kitchener, City of	Southwestern	Lower Tier
Lennox & Addington, County of	Southeastern	Upper Tier
London, City of	Southwestern	Single Tier
Madawaska Valley, Township of	Southeastern	Lower Tier
Markham, Town of	Central	Lower Tier
McDougall, Municipality of	Northern	Single Tier
Mississauga, City of	Central	Lower Tier
Muskoka, District Municipality of	Southeastern	Upper tier
New Tecumseth, Town of	Central	Lower Tier
Niagara Falls, City of	Central	Lower Tier
Niagara-on-the-Lake, Town of	Central	Lower Tier
North Bay, City of	Northern	Single Tier
Oakville, Town of	Central	Lower Tier
Oil Springs, Village of	Southwestern	Lower Tier
Orillia, City of	Central	Single Tier
Oshawa, City of	Central	Lower Tier

Single Issue Plans – continued

Municipality	Region	Municipal Structure
Ottawa, City of	Southeastern	Single Tier
Peterborough, City of	Southeastern	Single Tier
Peterborough, County of	Southeastern	Upper Tier
Pickering, City of	Central	Lower Tier
Prince Edward County	Southeastern	Single Tier
Sarnia, City of	Southwestern	Lower Tier
Sault Ste. Marie, City of	Northern	Single Tier
St. Catharines, City of	Central	Lower Tier
St. Marys, Town of	Southwestern	Single Tier
Stratford, City of	Southwestern	Single Tier
Temiskaming Shores, City of	Northern	Single Tier
Thunder Bay, City of	Northern	Single Tier
Toronto, City of	Central	Single Tier
Unknown	Unknown	Unknown
Uxbridge, Township of	Central	Lower Tier
Waterloo, City of	Southwestern	Lower Tier
Waterloo, Regional Municipality of	Southwestern	Upper Tier
Welland, City of	Central	Lower Tier
Wellesley, Township of	Southwestern	Lower Tier
Windsor, City of	Southwestern	Single Tier

Negotiated Agreements - 56 Reported

Municipality	Region	Municipal Structure
Brantford, City of	Southwestern	Single Tier
Burlington, City of	Central	Lower Tier
Clarence Rockland, City of	Southeastern	Lower Tier
Clarington, Municipality of	Central	Lower Tier
Cobalt, Town of	Northern	Single Tier
Collingwood, Town of	Central	Lower Tier
Cornwall, City of	Southeastern	Single Tier
Essa, Township of	Central	Lower Tier
Guelph, City of	Southwestern	Single Tier
Halton, Regional Municipality of	Central	Upper tier
Hamilton, City of	Central	Single Tier
Hawkesbury, Town of	Southeastern	Lower Tier
Hearst, Town of	Northern	Single Tier
Huntsville, Town of	Central	Lower Tier
Huron, County of	Southwestern	Upper Tier
Ingersoll, Town of	Southwestern	Lower Tier
Kenora, City of	Northern	Single Tier
Kingston, City of	Southeastern	Single Tier
Kirkland Lake, Town of	Northern	Single Tier
Kitchener, City of	Southwestern	Lower Tier
Lennox & Addington, County of	Southeastern	Upper Tier
London, City of	Southwestern	Single Tier
Madawaska Valley, Township of	Southeastern	Lower Tier
Mississauga, City of	Central	Lower Tier
Mississippi Mills, Town of	Southeastern	Lower Tier
New Tecumseth, Town of	Central	Lower Tier
Niagara-on-the-Lake, Town of	Central	Lower Tier
North Bay, City of	Northern	Single Tier
North Dundas, Township of	Southeastern	Lower Tier
Oakville, Town of	Central	Lower Tier
Oliver Paipoonge, Municipality of	Northern	Single Tier
Orillia, City of	Central	Single Tier
Oshawa, City of	Central	Lower Tier
Ottawa, City of	Southeastern	Single Tier
Peel, Regional Municipality of	Central	Upper Tier
Peterborough, City of	Southeastern	Single Tier
Pickering, City of	Central	Lower Tier
Port Hope, Municipality of	Southeastern	Lower Tier
Prince Edward County, City of	Southeastern	Single Tier
Richmond Hill, Town of	Central	Lower Tier

Negotiated Agreements – continued

Municipality	Region	Municipal Structure
Sarnia, City of	Southwestern	Lower Tier
Saugeen Shores, Town of	Southwestern	Lower Tier
Sault Ste. Marie, City of	Northern	Single Tier
Shelburne, Town of	Southwestern	Lower Tier
Strathroy-Caradoc, Township of	Southwestern	Lower Tier
Thorold, City of	Central	Lower Tier
Thunder Bay, City of	Northern	Single Tier
Toronto, City of	Central	Single Tier
Unknown	Unknown	Unknown
Unknown	Unknown	Unknown
Waterloo, City of	Southwestern	Lower Tier
Waterloo, Regional Municipality of	Southwestern	Upper Tier
Wellesley, Township of	Southwestern	Lower Tier
West Grey, Municipality of	Southwestern	Lower Tier
Windsor, City of	Southwestern	Single Tier
Woodstock, City of	Southwestern	Lower Tier

Cultural Elements Expressed in Larger Plans – 88 Reported

Municipality	Region	Municipal Structure
Adjala-Tosorontio, Township of	Central	Lower Tier
Atikokan, Township of	Northern	Single Tier
Baldwin, Township of	Northern	Single Tier
Bluewater, Municipality of	Southwestern	Lower Tier
Brant, County of	Southwestern	Single Tier
Brantford, City of	Southwestern	Single Tier
Bruce, County of	Southwestern	Upper Tier
Burlington, City of	Central	Lower Tier
Centre Hastings, Municipality of	Southeastern	Lower Tier
Chatham-Kent, Municipality of	Southwestern	Single Tier
Clarence Rockland, City of	Southeastern	Lower Tier
Clarington, Municipality of	Central	Lower Tier
Cobalt, Town of	Northern	Single Tier
Collingwood, Town of	Central	Lower Tier
Cornwall, City of	Southeastern	Single Tier
Durham, Regional Municipality of	Central	Upper tier
Ear Falls, Township of	Northern	Single Tier
East Ferris, Township of	Northern	Single Tier
Englehart, Town of	Northern	Single Tier
Gravenhurst, Town of	Southeastern	Lower Tier
Greater Sudbury, City of	Northern	Single Tier
Grey, County of	Southwestern	Upper Tier
Grimsby, Town of	Central	Lower Tier
Guelph, City of	Southwestern	Single Tier
Haliburton, County of	Southeastern	Upper Tier
Halton, Regional Municipality of	Central	Upper Tier
Hamilton, City of	Central	Single Tier
Hearst, Town of	Northern	Single Tier
Huntsville, Town of	Central	Lower Tier
Huron East, Municipality of	Southwestern	Lower Tier
Huron, County of	Southwestern	Upper Tier
Ingersoll, Town of	Southwestern	Lower Tier
Kingston, City of	Southeastern	Single Tier
Kingsville, Town of	Southwestern	Lower Tier
Kirkland Lake, The Town of	Northern	Single Tier
Kitchener, City of	Southwestern	Lower Tier
Lennox & Addington, County of	Southeastern	Upper Tier
London, City of	Southwestern	Single Tier
Lucan Biddulph, Township of	Southwestern	Lower Tier

Cultural Elements Expressed in Larger Plans – continued

Municipality	Region	Municipal Structure
Madawaska Valley, Township of	Southeastern	Lower Tier
McDougall, Township of	Northern	Single Tier
Middlesex Centre, Township of	Southwestern	Lower Tier
Mississauga, City of	Central	Lower Tier
Mississippi Mills, Town of	Southeastern	Lower Tier
Muskoka, District Municipality of	Southeastern	Upper Tier
New Tecumseth, Town of	Central	Lower Tier
Niagara-on-the-Lake, Town of	Central	Lower Tier
North Bay, City of	Northern	Single Tier
North Glengarry, Township of	Southeastern	Lower Tier
Oakville, Town of	Central	Lower Tier
Oil Springs, Village of	Southwestern	Lower Tier
Oshawa, City of	Central	Lower Tier
Ottawa, City of	Southeastern	Single Tier
Owen Sound, City of	Southwestern	Lower Tier
Peel, Regional Municipality of	Central	Upper Tier
Peterborough, City of	Southeastern	Single Tier
Peterborough, County of	Southeastern	Upper Tier
Pickering, City of	Central	Lower Tier
Port Colborne, City of	Central	Lower Tier
Red Lake, Municipality of	Northern	Single Tier
Red Rock, Township of	Northern	Single Tier
Richmond Hill, Town of	Central	Lower Tier
Sarnia, City of	Southwestern	Lower Tier
Saugeen Shores, Town of	Southwestern	Lower Tier
Sault Ste. Marie, City of	Northern	Single Tier
Shelburne, Town of	Southwestern	Lower Tier
Shuniah, Township of	Northern	Single Tier
Sioux Lookout, Municipality of	Northern	Single Tier
Smith-Ennismore-Lakefield, Township of	Southeastern	Lower Tier
Springwater, Township of	Central	Lower Tier
St. Catharines, City of	Central	Lower Tier
St. Clair, Township of	Southwestern	Lower Tier
St. Marys, Township of	Southwestern	Single Tier
Stratford, City of	Southwestern	Single Tier
Tarbutt & Tarbutt Additional, Township of	Northern	Single Tier
Terrace Bay, Township of	Northern	Single Tier
Thorold, City of	Central	Lower Tier
Thunder Bay, City of	Northern	Single Tier
Toronto, City of	Central	Single Tier

Cultural Elements Expressed in Larger Plans – continued

Municipality	Region	Municipal Structure
Unknown	Unknown	Unknown
Unknown	Unknown	Unknown
Waterloo, City of	Southwestern	Lower Tier
Waterloo, Regional Municipality of	Southwestern	Upper Tier
Welland, City of	Central	Lower Tier
Wellesley, Township of	Southwestern	Lower Tier
Wellington, County of	Southwestern	Upper Tier
West Grey, Municipality of	Southwestern	Lower Tier
Windsor, City of	Southwestern	Single Tier

Elements of Horizontal or Integrated Plans – 34 Reported

Municipality	Region	Municipal Structure
Brant, County of	Southwestern	Single Tier
Brantford, City of	Southwestern	Single Tier
Centre Hastings, Municipality of	Southeastern	Lower Tier
Clarington, Municipality of	Central	Lower Tier
Cobalt, Town of	Northern	Single Tier
Collingwood, Town of	Central	Lower Tier
Gravenhurst, Town of	Southeastern	Lower Tier
Greater Sudbury, City of	Northern	Single Tier
Grey, County of	Southwestern	Upper tier
Guelph, City of	Southwestern	Single Tier
Huntsville, Town of	Central	Lower Tier
Huron, County of	Southwestern	Upper Tier
Kitchener, City of	Southwest	Lower Tier
Lennox & Addington, County of	southeastern	Upper Tier
Madawaska Valley, Township of	Southeastern	Lower Tier
Markham, Town of	Central	Lower Tier
Mississauga, City of	Central	Lower Tier
Mississippi Mills, Town of	Southeastern	Lower Tier
Oakville, Town of	Central	Lower Tier
Ottawa, City of	Southeastern	Single Tier
Owen Sound, City of	Southwestern	Lower Tier
Peterborough, City of	Southeastern	Single Tier
Red Lake, Municipality of	Northern	Single Tier
Saugeen Shores, Town of	Southwestern	Lower Tier
St. Catharines, City of	Central	Lower Tier
Strathroy-Caradoc, Township	Southwestern	Lower Tier
Thunder Bay, City of	Northern	Single Tier
Toronto, City of	Central	Single Tier
Unknown	Unknown	Unknown
Waterloo, City of	Southwestern	Lower Tier
Waterloo, Regional Municipality of	Southwestern	Upper Tier
Wellington, County of	Southwestern	Upper Tier
West Grey, Municipality of	Southwestern	Lower Tier
Windsor, City of	Southwestern	Single tier

Appendix V – List of Telephone Interviews

Telephone interviews were conducted with:

Contact Name and Title	Name of Municipality
Jennifer Kaye, Community Development Planner, Parks and Recreation.	Burlington, City of
Ken Doherty, Manager of Culture & Heritage Division	Peterborough, City of
Mr. Steph Palmateer, Chief Administrative Officer	Cobalt, Town of
John M. Finley, Economic Development Officer	Huntsville, Town of
Mary Anne Evans, Director, Information Services	Lennox Addington, County of
Adele Kon, Director of Parks, Recreation & Culture	Niagara Falls
Ray Chisholm, Acting Assistant Director of Recreation and Culture	Oakville, Town of
Ms. Lennie Kruyssen, Clerk	Oil Springs, Village of
Craig Metcalfe, Director of Culture & Heritage,	Orillia, City of
Marisa Carpino, Supervisor, Culture & Recreation	Pickering, City of
Ingrid Svelnis, Director of Parks, Recreation and Culture	Uxbridge
Robert Mckay, Director of Culture, General Manager of River Run Centre	Guelph
Thomas A. Reitz, Manager/Curator, Doon Heritage Crossroads	Waterloo, Regional Municipality of
Sharon Vokes, County Clerk	Grey County
Marilyn McIntosh, Co-ordinator Community Programs & Planning	Thunder Bay, City of
Beth Gignac, Manager, Arts	Mississauga
A. Pappert, Division Manager, Cultural Services	Kingston
Janice Newsome, Director of Planning	Hearst, Town of
David Goode, Manager Economic Development and Tourism	Strathroy-Caradoc, Township of
Candace Thwaites, Clerk	Gravenhurst
Doris Pelletier, Program Manager, Wikwemikong Heritage Organization	Wikwemikong Native Band
Betty Recchia, Organizational Leader, Cultural Services	Waterloo, City of
Geoff McClain, Clerk Treasurer	Ear Falls
Rebecca Cann, Cultural Services Supervisor	St. Catharines, City of
Kevin Cross, Recreation Director	Chapleau
Michele Alderton, Director/Curator	Red Lake
Erina L. Harris, Arts and Culture Co-ordinator	Kitchener, City of
Caroline Hallsworth, General Manager, General Manager of Citizen and Leisure Services	Greater Sudbury, City of
Terry Nicholson, Cultural Affairs Manager	Toronto, City of
Gilles Seguin, Manager, Heritage Development	Ottawa, City of

Appendix VI - Survey Questions

- Sample of On-Line Survey

MUNICIPAL CULTURAL PLAN INVENTORY [Exit this survey >>](#)

1. Introduction

The Ontario Ministry of Culture is surveying Ontario municipalities about their cultural plans and policies. This brief survey will take about 5 minutes to complete.

Please forward to the appropriate person in your municipality to complete and return this survey by June 30, 2004.

[Next >>](#)

2. Municipal Structure

1. List where within your municipal structure culture, arts and heritage activities are assigned. Indicate whether, all activities fall within Parks & Recreation; or if they are spread across divisions, ie. arts funding in Community Services, and cultural planning in Economic Development.

DEPARTMENTS:

Arts	<input type="text"/>
Culture	<input type="text"/>
Heritage	<input type="text"/>

[<< Prev](#) [Next >>](#)

3. Cultural Plans

Cultural plans in most local authorities can be found in a number of forms:

- SINGLE ISSUE PLANS— addressing one cultural issue, such as built heritage conservation, public art, cultural facility funding, etc.
- NEGOTIATED AGREEMENTS – often addressing expectations of major facilities or organizations either owned or substantially funded by the municipality, or program delivery by an external organization such as a local arts council
- ELEMENTS OF LARGER PLANS - cultural planning statements as one portion of larger municipal planning exercises – such as Official Plans, Community Strategic Plans, Tourism or Local Economic Development Strategies, etc
- HORIZONTAL OR INTEGRATED PLANS - incorporating arts, heritage and other elements of local cultural development across municipal responsibilities.

DOES YOUR MUNICIPALITY HAVE IN PLACE ANY OF THE FOLLOWING?

* 2. Does your municipality have in place any of the following?
SINGLE ISSUE PLAN OR POLICY – addressing one cultural issue, such as built heritage conservation, public art, cultural facility funding, etc.

Please select the appropriate button to indicate your response.

Yes

No

If yes, please list and briefly describe

Covering Letter to CAO/Clerk
Mail- In Version

Victoria Stasiuk Associates

12 Christie Street
London, Ontario
N6A 3Y8
(519) 672-3520
www.victoriastasiuk.ca

Reference: Municipal Cultural Plan Survey

Dear CAO/Clerk:

Please forward this document to the appropriate staff person in your municipality who has responsibility for cultural policy or planning. We are asking each municipality to designate one person to fill out this survey before **June 30, 2004**.

The Ontario government is responding to leading thinking, recent research findings and the example of innovative communities that demonstrate the benefits of municipal cultural planning. Over the past several years, the Ministry of Culture has supported a number of initiatives to enhance and support culture's increasingly important role in building the prosperity, health, safety and vitality of Ontario communities, and to increase the quality of life of Ontarians. In order to build on this work, and ensure existing and future investments can be measured and assessed as to their impacts, the ministry has contracted our consulting group to conduct a survey and analysis of existing cultural plans in Ontario municipalities.

This project is a joint undertaking of Carrie Brooks-Joiner & Associates and Victoria Stasiuk Associates, with project assistance from the Association of Municipalities of Ontario (AMO). Please contact info@victoriastasiuk.ca if you have any further questions about the survey's content or final report.

The Association of Municipalities of Ontario does not have an email address for your municipality on file. (For those municipalities that have an email address, we have asked them to designate a person in their municipality, to follow this link to complete a 5 minute survey: <http://www.surveymonkey.com/s.asp?u=27802457820>) In the absence of internet connectivity, we have prepared this hardcopy version of the survey for you to complete and return via mail to the above address or via fax to: **(519) 661-3059**.

Thank you for your assistance and cooperation.

Yours truly,

Victoria Stasiuk
email: info@victoriastasiuk.ca

Mail-In Version

Municipal Cultural Plan Survey

The Ontario Ministry of Culture is surveying Ontario municipalities about their cultural plans and policies. This brief survey will take about 5 minutes to complete.

Please forward to the appropriate person in your municipality to complete and return this survey by June 30, 2004.

A. Municipal Structure

1. List where within your municipal structure culture, arts and heritage activities are assigned. For example, all activities fall within Parks & Recreation; or Arts funding in Community Services, planning in Economic Development.

Arts	Department(s)	<input type="text"/>
Culture	Department(s)	<input type="text"/>
Heritage	Department(s)	<input type="text"/>

B. Cultural Plans

2. Does your municipality have in place any of the following? SINGLE ISSUE PLAN OR POLICY – addressing one cultural issue, such as built heritage conservation, public art, cultural facility funding, etc. Please select the appropriate box to indicate your response.

Yes
No

If yes, please list and briefly describe

3. Does your municipality have in place any of the following? NEGOTIATED AGREEMENTS - often addressing expectations of major facilities or organizations either owned or substantially funded by the municipality, or program delivery by an external organization such as a local arts council. Please select the appropriate box to indicate your response.

Yes
No

If yes, please list and provide a brief description.

4. Does your municipality have in place any of the following? ELEMENTS OF LARGER CULTURAL PLANS - cultural planning statements as one portion of larger municipal planning

Ontario Municipal Cultural Planning Inventory Project, Final Report, September 2004

exercises - such as Official Plans, Community Strategic Plans, Tourism or Local Economic Development Strategies, etc. Please select the appropriate button to indicate your response.

Yes

No

If yes, please list larger municipal plans.

5. Does your municipality have in place any of the following? HORIZONTAL OR INTEGRATED CULTURAL PLANS - incorporating arts, heritage and other elements of local cultural development. Please select the appropriate button to indicate your response.

Yes

No

If yes, please provide the name of the plan or policy, and the major issues addressed.

6. Does your municipality have in place any other cultural plan or policy not covered above?

Yes

No

If yes, please describe

Appendix VII – Telephone Interview Question Guide

-Interviews were conducted by telephone and a time commitment of 10-15 minutes was requested. Additional questions to explore responses further were asked at the discretion of the consultant.

Any responses in the following areas were particularly noted:

- mention of Creative Cities Network or MCPP
- cultural diversity
- French language
- funding programs
- changes in governance structures

Questions for Survey	Answers
1. Date of Interview	
2. Contact Name and Title	
3. Name of Municipality	
4. Details on the particular case – who, what, where, how and why. What was the impetus for planning process/initiative? How long did it take?	
5. How do you know the plan/policy is working? -get sense of perceived success -formal performance measurements? Informal/formal?	
6. What investment was made by the municipality? – e.g. staff time, volunteer time, arms length board, ball park #s - planning \$ - consulting \$ One time \$ or ongoing? What other funding sources were accessed?	
7. To what degree was the community engaged in planning – (prompt if necessary were public meetings held?) Were they hosted by the municipality or another group? What techniques were used? How was cultural diversity addressed?	
8. Governance – where is the accountability and responsibility for planning and implementation located? (e.g., arms length groups, entrenched in municipal structure). How does this governance work (in terms of funding programs, allocation committees, involvement of council, etc?)	
9. How long have plans/policies been in place?	
10. Can you think of any existing programs in this area, - what ones work and where are the gaps? If there were additional programs or services to assist municipalities in cultural planning – what would be most useful to your municipality? Anything you would like to add?	

Appendix VIII – The Consulting Team

For any questions or further information on the project contact:

Carrie Brooks-Joiner & Associates

cbrooks-joiner@cogeco.ca

Victoria Stasiuk Associates

info@victoriastasiuk.ca or www.victoriastasiuk.ca