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# **Ontario Municipal Cultural Planning Inventory Project**

## **Summary of Findings**

**April 2005**

**Ministry of Culture**

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

Arts and culture are increasingly being recognized as essential 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 Planning Forums; partnership in the Creative Places + Spaces 2003 conference; the report *Leading Ideas and Innovative Practice* as well as participation in other conferences. In order to build on this work, and ensure that existing and future investments can be measured and assessed based on their impacts, the Ministry of Culture contracted a study consisting of 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
- Where culture is located 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 to inform analysis and findings. The first was a literature review and production of a summary document. In this summary of current literature in the field, the consultants provided an updated definition of culture in the local government setting. In addition to this, culture was linked to economic development for municipalities by reference to the influential work done by Richard Florida, Meric Gertler and others<sup>1</sup>. Emphasis was also placed on the current work of the Canadian Cultural Research Network and the Creative Cities Network.

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<sup>1</sup> Meric Gertler, Richard Florida, et al. "Competing on Creativity: Placing Ontario's Cities in the North American Context", November 2002

There was also recognition of the importance of integrating culture and diversity. One of the key findings was that:

*Base data about the scope and depth of the Ontario cultural community, including the number and type of organizations, the human resource pool, governance structures, public investment and so on, is minimal. Access to multiple models, successful strategies and colleague-based expertise is key to advancing the quantity and quality of cultural planning in Ontario.*

In the second part of this project, the consultants surveyed all 445 Ontario municipalities. The survey tool was distributed electronically or by mail, depending on the electronic capacity of the municipality.

The third tool was follow-up interviews. These were done with thirty municipalities and nine cultural representatives to explore trends and “arrangements that work” and fourteen case studies were developed. Consultation and review of the interim report was done by an external Advisory Committee consisting of seven cultural leaders<sup>2</sup>. In addition, Ministry of Culture staff in the main and regional offices was provided with opportunities for input and comment.

The Association of Municipalities of Ontario’s (AMO) existing communications network to the Chief Administrative Officers and Clerks was utilized and senior staff was requested to appropriately delegate the survey for completion. The two major challenges were the lack of consistency within municipal structures where responsibility for culture was located and the difficulty in identifying and reaching appropriate staff.

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

### **Response Rate**

The response rate was 34% or 149 out of 445 municipalities responding. Multiple and duplicate responses from a single municipality were not counted.

There was input from all geographic regions, sizes and tiers<sup>3</sup> of municipalities.

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<sup>2</sup> The Advisory Committee included:

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; Nancy Duxbury, Creative Cities Network; Susan Gardner, Executive Editor, Municipal World; David Goode, Manager, Economic Development and Tourism for the Township of Strathroy-Carodoc; Marilyn Havelka, C.A.O. Ruthven Park N.H.S.; and Scott Vokey, Association of Municipalities of Ontario.

<sup>3</sup> Depending on its size and its 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

<b>Characteristics of Responding Municipalities</b>			
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		
<u>Anonymous</u>	<u>19</u>	<u>Anonymous</u>	<u>19</u>
<b>Total</b>	<b>149</b>	<b>Total</b>	<b>149</b>

The respondents were primarily senior staff: sixty one percent of respondents had reporting titles of CAO/Clerk/Treasurer/Commissioner/Director/Manager. Planner/Coordinator/Other Professional Staff represented twenty one percent of respondents. The balance of 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.

## ***INVENTORY RESULTS***

Respondents were asked to indicate if the municipality has plans or policies in four areas and if so, to provide details<sup>4</sup>. The four areas were:

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

**70% of municipalities reported having some type of cultural plan or policy**

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

**30% of municipalities reported no cultural plan or policy of any type**

70% municipalities reported having some type of cultural

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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.

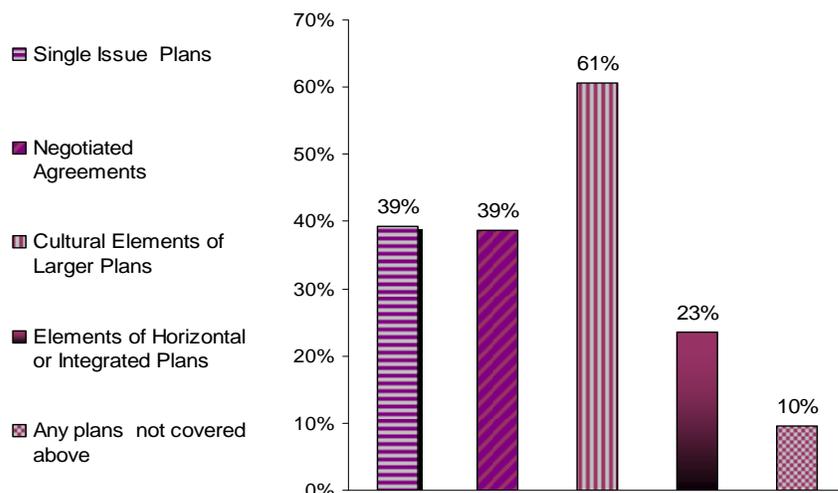
<sup>4</sup> There was inconsistency in how municipalities interpreted and responded to the categories in the survey which affects the accuracy of the data. The data reflects how municipalities reported their plans and no reassigning of categories was done by the consultants. Note figures exceed the total sample size of 149 as some municipalities reported the existence of more than one category of plan/policy.

plan or policy. The breakdown by category follows:

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%) reported not having any of the plans in place.

## Types of Plans Reported



## COMMUNICATIONS: Variables should be placed underneath graphs

### Single Issue Plans

The majority of reported plans were “single issue” and related to provincial legislation/regulations or significant municipal assets such as:

**57 municipalities (39%) 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, although not cultural plans in themselves, are valuable aspects of cultural planning.

The reported policies tended to relate to “hot button” issues where the potential for public controversy is high. Such policies included public art and grants to community organizations developed as frameworks for decision making and accountability. For example, the Cities of Kitchener and Waterloo reported having Percent for Art policies. Public Art policies were also reported by Hamilton, Kitchener, Ottawa, Region of Waterloo, St. Catharines, Burlington, Mississauga, Markham and Niagara Falls. Policies dealing with community grants were reported by Ottawa, Oshawa and Hamilton.

Municipalities with plans and policies specific to built heritage include: Ottawa, Hearst, Newmarket and Windsor which have Built Heritage Policies; St. Catharines, Huron East and St. Davids which have Heritage District Plans; and Thunder Bay, Prince Edward County, Chatham-Kent, Newmarket and Welland reported policies with respect to Municipal Heritage Advisory Committees (formerly LACACs).

Many municipalities reported plans/studies for museum operation such as the South Simcoe Pioneer Museum Strategic Plan (draft) and the Lang Pioneer Village Strategic Plan in the County of Peterborough. Plans for new or renovated facilities/attractions included the plan for expanding and renovating Killarney Museum and historic footbridge; the renovation of Old Mill in Essa; a museum/cultural facility in Ear Falls; and 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. This area is under-reported by approximately 10% as some municipalities reported single issue plans or programs under “other plans”.

### **Negotiated Agreements**

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

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

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

<p><b>56 municipalities (39%) reported having Negotiated Agreements</b></p>
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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 the property 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, leasing it back to the Arts Centre. The City maintains the exterior and the interior operation is maintained and 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, and the Toronto Design Exchange. The Town of Saugeen Shores 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 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 have an agreement with the Historical Society, which owns the museum collection. In Collingwood, there is an agreement with the volunteer arts advisory council to provide musical programmes through the public library.
- **Provision of funding to community organizations** – 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.

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

### Elements of Larger Plans

“Elements of larger plans” are cultural planning statements that are part 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 considered within larger municipal planning exercises. Positive responses were found across municipal tiers and geography.

**88 (61%)  
municipalities  
reported having  
Cultural Elements in  
Larger Plans**

For example, reference to culture in the municipal official plans was reported by, among others:

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

The weighting that culture in general, and arts specifically, receives within a larger municipal plan appears to be less than the weighting of heritage as arts and culture are seen as an optional, ‘non mandatory’, discretionary service. Inclusion of arts and culture in municipal plans is influenced by a number of factors, including strength of cultural community coalitions, dedicated municipal staff resources, and political leadership in this area.

Regardless of the focus, the centrality of these cultural elements to the larger overall strategic plan and the degree to which cultural elements are considered in decision making could be a key factor in the strength of cultural implementation strategies and decision making at the local level. This warrants further research.

### Horizontal or Integrated Cultural Plan

**34 municipalities (23%)  
report having  
Horizontal or  
Integrated Cultural  
Plans**

Thirty-four municipalities reported plans/activities that incorporate arts, heritage, cultural industries, libraries 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.

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

**8 municipalities report having comprehensive cultural/arts & heritage plans**

- 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 the 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.

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

business units of municipality found in some municipalities appear to be key 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 may 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 does 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 goal to foster among municipalities.

### **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.

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

The specific documents listed 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 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 the reported plans and policies, other planning mechanisms such as program guidelines and new governance structures were reported. This suggests that there are many different types of cultural planning tools used at the working level in municipalities and that future research should provide a broad definition for all 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

*“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.”*  
*- Municipal CAO*

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.

Responsibility for Arts and Culture is found most often in Parks, Recreation and Community Services divisions.

Heritage is most often located with Planning Departments. The most cited reason is 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.

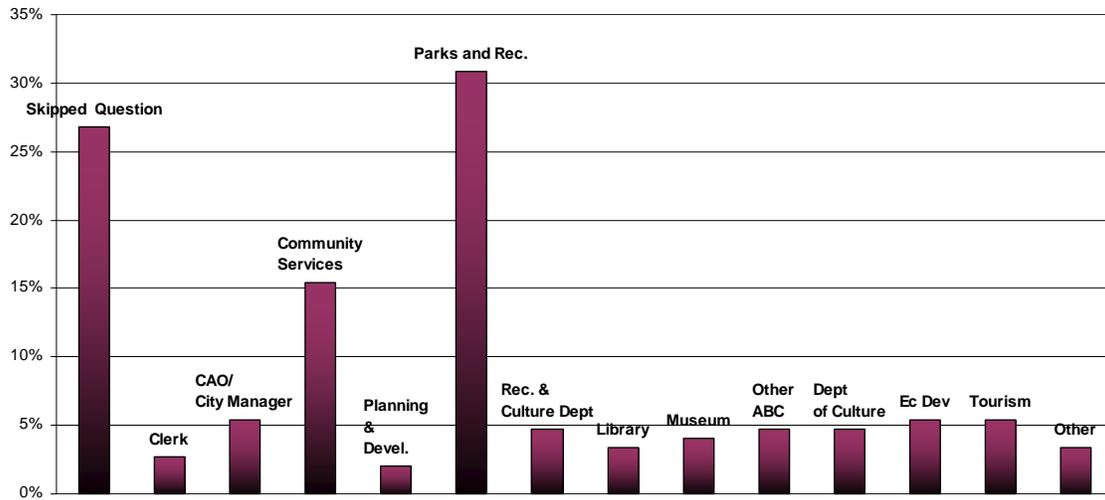
However, the horizontal placement of cultural responsibilities within municipal organizational structures is not known and warrants additional research. For example, a municipality which identified responsibility for arts in parks and recreation did not report whether arts were represented in a stand-alone division within the parks and recreation department, or assimilated as a 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. In Sault Ste Marie, the Recreation and Culture Division are 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.

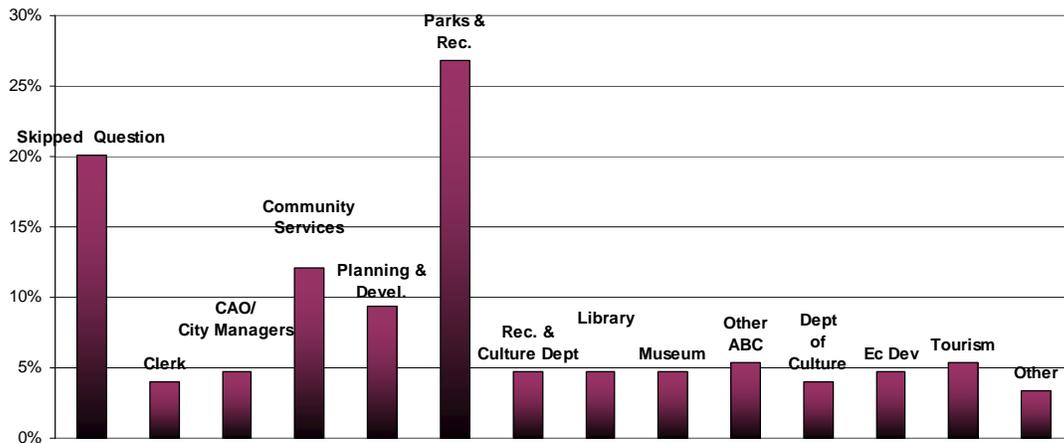
The following chart outlines where the arts reside within the organizational structures of the 149 municipalities that responded to the survey. Totals exceed 100%, as some municipalities reported responsibility for culture, arts and/or heritage in more than one department.

**Note:** Comparisons across municipalities are not valid without additional data.

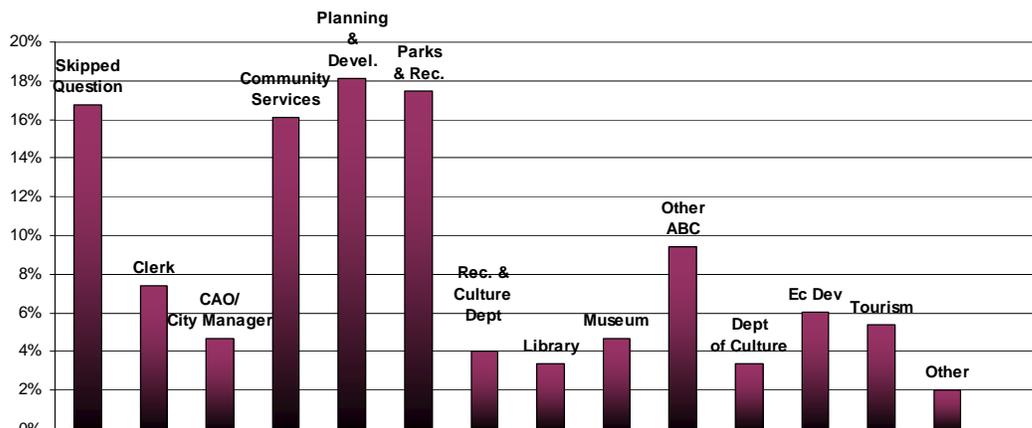
Where Arts Resides in Each Responding Municipality by %



Where Culture Resides in Each Responding Municipality by %



Where Heritage Resides in Each Responding Municipality by %



## Challenges

There was an inconsistent use of “arts/heritage/culture” terminology 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. 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 an outcome. Such inconsistent use of language makes comparison between municipalities, and between planning documents, a challenge.

## KEY SUCCESS FACTORS

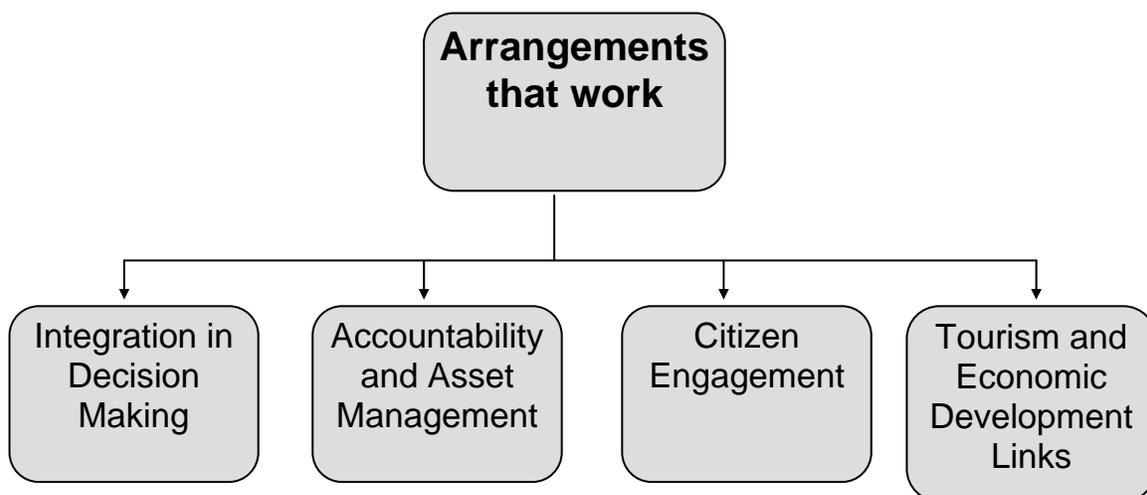
Successful cultural planning processes and outcomes tended to share common factors. Common success factors which emerged from an analysis of municipal input include:

- The existence of customized local solutions for planning structures processes and scope
- 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.

## ***BARRIERS***

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 need for provincial or federal funds to supplement municipal investment*. 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 was also cited.

## **Appendix 1 – Arrangements that Work - Sample Case Study Interviews**



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.

Fourteen case studies were drawn from a pool of interviews with municipal staff. They were conducted over the summer of 2004 and are summarized below.

Municipalities were chosen for interviews based on self identification of “arrangements that work”, other survey input, suggestions from Ministry of Culture staff, or by the consultants. The degree of detail for each case varied per municipality based on the degree of municipal cultural development in that municipality and the quantity of input provided by the interviewees.

<b>Integration in Decision Making County of Lennox and Addington</b>	
<b>Type of Municipality:</b> <i>Upper Tier</i>	<b>Region:</b> <i>Southeastern</i>
<b>Summary of Case Study</b>	<p><i>The County is an example of successful integration of culture into decision making structures and processes.</i></p> <p><i>The library and museum services are fully integrated within an upper tier municipal government which has contributed to ownership of cultural product and stable, consistent funding. Planning and cultural issues are now addressed at the director level of the senior management team and the director level provides access or liason to council.</i></p> <p><i>As part of the municipal amalgamation in 1998 13 municipalities became four larger municipalities. The number of councillors decreased from 24 to eight members. A committee of the whole has been implemented and standing committees abolished. The desire for consolidation and efficiency resulted in libraries, museums and communications becoming one municipal department.</i></p> <p><i>The need for increased accountability was a driver. The municipality is the owner of the museum and provides financial support. Council now directly governs the museum. The museum and advisory committee were abolished. The Historical Society, which owns part of the museum collection, provides input to museum staff.</i></p> <p><i>Significant culture budget increases post amalgamation have had a positive impact on the museum as evidence by new resources for staff and capital improvements. The museum and library are now “entrenched” municipal institutions.</i></p>

<b>Accountability and Asset Management City of Orillia</b>	
<b>Type of Municipality:</b> Single Tier	<b>Region:</b> Central
<b>Summary of Case Study</b>	<p><i>The City of Orillia has established a new department of Culture and Heritage in response to council's desire for better monitoring of the activities and financial performance of its cultural facilities and to ensure that the city-owned cultural facilities would be subject to the same oversight as other city departments and services.</i></p> <p><i>A senior management voice for culture at budget planning has increased the profile and attention for culture and new planning and staff resources were secured.</i></p> <p><i>Some councillors are aware of larger culture planning activities across Canada and identified the opportunity to do more for culture than just find support for outside facilities. The terms of reference for the approved cultural planning study were developed based on research of other municipalities (Creative Cities Network resources, Red Deer, Calgary, Moncton, Waterloo, New Zealand).</i></p> <p><i>The Museum and Opera House Boards were merged into an interim advisory committee. A new permanent Cultural Advisory Committee will be struck after the completion of the municipal cultural planning study, development of terms of reference and a public appointment process. Staff consider community consultation as key to the planning process. Council control of cultural assets remain crucial to the development of policies and implementation.</i></p>

<b>Citizen Engagement City of Thunder Bay</b>	
<b>Type of Municipality:</b> Single Tier	<b>Region:</b> Northern
<b>Summary of Case Study</b>	<p><i>The City of Thunder Bay actively and creatively sought public input into the 2004 review of its Arts and Heritage Policy (established in 1991) and development of an implementation plan.</i></p> <p><i>Funding for the Policy Review was secured by leveraging funds from the Department of Canadian Heritage, as part of the Cultural Capital of Canada grant, and from the Ministry of Northern Development &amp; Mines.</i></p> <p><i>Volunteer support was provided through the existing Arts and Heritage Thunder Bay Committee of the Community Recreation Division and through the (ad hoc) Policy Review Steering Committee. Both were considered central to the development of the review; design of the Request for Proposals; and coordinating the community consultation. (The Arts and Heritage Thunder Bay Committee is no longer a committee of council and is now an advisory committee. New roles and volunteer committee structures will follow the development and implementation of a new corporate structure.)</i></p> <p><i>The timeline for the completion of the review was four months and posed a challenge for the consultations. The consultation process included individual and focus groups interviews with 120 people representing arts, heritage and aboriginal peoples. A “business lunch” and “tourism lunch” were held to involve the private sector. Through a facilitated process, input was also obtained from the Committee for Art in Public Spaces. French language input was addressed through the consultation process. Linkages made with the aboriginal community in the community consultation process assisted in securing a high response rate to a later Call for Submissions for an Aboriginal Art Commission. A tremendous amount of community goodwill was reported.</i></p> <p><i>The final plan was scheduled to be presented to Council in October 2004. With a context of culture as an economic driver and critical to the quality of life and vitality of the city, anticipated recommendations included an increased profile for culture within the municipality, corporate restructuring and the development of more partnerships, linkages and collaborative relationships with the aboriginal community, youth and the tourism industry. The creation of a cultural master plan and annual benchmarks are among next steps. Balancing the needs and priorities of the arts and heritage sectors was noted as a challenge. Libraries are not included in the scope of the plan.</i></p> <p><i>The City of Thunder Bay is recognized under the federal Cultural Capital of Canada program and is a member of the Creative City Network.</i></p>

<b>Tourism &amp; Economic Development Links</b>	
<b>Town Of Hearst</b>	
<b>Type of Municipality:</b> Single Tier	<b>Region:</b> Northern
<b>Summary of Case Study</b>	<p><i>Hearst is predominantly a French speaking community. They are successfully tying their unique characteristic to their economic and tourism development strategy. They have invested in signage, downtown redevelopment and created a new Economic Development Officer position. Community support was fostered by a series of workshop sessions which concluded that the local culture is marketable.</i></p> <p><i>Hearst offers a series of community festivals and events including the Hearst Moose Festival in July and Festival de l'Humour de Hearst in September.</i></p> <p><i>Festivals and events have grown and become more sophisticated as a result of the investment in staff . The municipality also provides funding for the Arts Council/ Conseil des Arts de Hearst, which is the sponsoring body for festivals and other special events/programs.</i></p> <p><i>Heritage and cultural strategies were particularly dominant in the Town's economic strategy entitled Perspective 2020 InSight and proposed policies are contained in the draft official plan. They have twinned with Algoma Railway and northern border states for tourism opportunities.</i></p>

