



# INTERNAL ANALYSIS

**City of St. Catharines**  
Inspire St. Catharines: Culture Plan 2020

December 21, 2012

Lord Cultural Resources is a global professional practice dedicated to creating cultural capital worldwide.

We assist people, communities and organizations to realize and enhance cultural meaning and expression.

We distinguish ourselves through a comprehensive and integrated full-service offering built on a foundation of key competencies: visioning, planning and implementation.

We value and believe in cultural expression as essential for all people. We conduct ourselves with respect for collaboration, local adaptation and cultural diversity, embodying the highest standards of integrity, ethics and professional practice.

We help clients clarify their goals; we provide them with the tools to achieve those goals; and we leave a legacy as a result of training and collaboration.

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# 1. EXECUTIVE SUMMARY

The following report is the Internal Analysis that reviews the City of St. Catharines' cultural services and management practices. The Analysis considers current service provisions, community development and investment, arts and heritage services, guidelines and concurrency with citywide policies and plans. The Analysis identifies areas where culture is integrated across the City and cites potential opportunities for further collaboration.

Together with the Community Consultation, the State of Culture report and the Best Practices Study (to follow), the Internal Analysis identifies needs, challenges and opportunities that will guide the development of the St. Catharines' Culture Plan.

## CULTURAL PLANNING PROCESS

This Internal Analysis completes Phase 1 of the Cultural Plan. The analysis together with the already completed Community Consultation outlines a thorough review of the cultural environment in the City of St. Catharines. The analysis also serves to identify gaps and opportunities for future cultural development.

Following the City's acceptance of the Internal Analysis, a best practices study will be conducted. This study will offer best practices and current trends from select municipalities in the management of arts and culture with a focus on the following:

- Heritage management and heritage asset promotion
- Cultivating the private sector
- Arts Councils or other mechanisms for achieving community engagement, profile building and grants
- Public art

Lastly (before the completion of the Cultural Plan) a charrette will be facilitated by Lord that will focus on a cultural strategic direction and a series of actionable and implementable priorities. The list of participants for this charrette will include the Cross-Sectoral Committee and other key stakeholders as chosen by the City.

## CONTENT

The Analysis considers systems, policies, roles and resources across departments, initiatives, cultural assets and citywide goals. The Internal Analysis is organized as four distinct areas:

1. People
2. Practices and Policy
3. Programming and Asset Management
4. Funding

The following plans and policies were examined in-depth:

- Recreation Facility Master Plan (2008)
- Downtown Creative Cluster Master Plan (2008)
- City of St. Catharines Official Plan (2010)
- Tourism Strategy (2009)
- Sustainability Strategy (2011)
- Economic Development Strategy
- Public Art Policy (2003)
- Cultural Investment Program (2004)
- Municipal Cultural Policy (2000)
- The St. Catharines Museum and Welland Canals Centre Strategic Plan 2008-2012
- St. Catharines Public Library strategic planning documents, including: “Strategic Agenda 2007-2010: Door Onto the World”, “Memo and Goals 2011”, and “Operational Goals Update 2012”.

Further, a total of 20 assets are examined within the following categories: Special Events & Festivals; Heritage; Cultural Centres & Museum; Attractions; Public Art; Performing Arts; Digital Media Centre/Lab; and Public Libraries.

Opportunities and challenges are discussed in detail throughout the analysis, as well as identification of gaps and recommendations for further integration of culture within city planning, programming and service provision.

## SUMMARY OF KEY FINDINGS

What follows are the key take-aways coming out of the Internal Analysis. The below is not exhaustive. Further details on these and other findings can be found in the different sections throughout the report.

### 1. CULTURE IS EVERYWHERE. THEREFORE, PLAN HOLISTICALLY

- Culture-related functions exist in most City departments, and in three in substantial ways: Recreation and Community Services, Economic Development and Tourism Services, and Planning & Development Services.
- For St. Catharines to thrive it must embrace a model of government that integrates culture holistically and comprehensively.
- Culture is a fundamental pillar of City government and should be a priority at the highest level, alongside the three other fundamental pillars: social, economic and environmental. Enabling integration among the four pillars starting right at the top of City structures, and in each and every plan and policy, is a key ingredient for success.

### 2. CULTURE SHAPES PLACE, PEOPLE AND COLLECTIVE IDENTITY

- Cultural assets and the cultural sector have a key role to play in articulating what is authentic about St. Catharines as a community can be found in the people, places and stories found and created in the arts and heritage sectors. These assets need to be recognized, preserved and/or leveraged to address the challenge of “homogenization”.
- Implementing community cultural engagement strategies can strengthen St. Catharines’ unique sense of community and foster a diverse and inclusive community.
- Consolidate the City’s work in urban design by first developing and resourcing a Public Art Plan.
- The needs of the City’s changing and diverse population – most notably the immigrant and youth population – are not being adequately met.

### 3. MARKET READINESS MATTERS

- Primary concern for City-owned heritage assets outside the St. Catharines Museum and Welland Canals Centre is a lack of market readiness. There is an opportunity to further develop these for both community engagement and tourist appeal.
- Arts organizations are market-ready, however not tourism market ready and will need to grow their audiences in time for the new arts centre.

### **3. SIMPLE IS BETTER**

- The number of committees, the diversity of departments and volunteers working on culture, speaks to a) its value, and b) the complexity of facilitating communications amongst them. Finding ways to simplify will be decisive moving forward with the Culture Plan.

### **4. NEW MECHANISMS FOR INTERNAL COMMUNICATIONS ARE CRITICAL**

- Inter-departmental communication issues (culture-related) cannot be addressed within the Culture Committee because its purpose is to discuss community issues (external). An Internal Committee with a shared agenda is required (TBD by the Culture Plan).
- Consider bringing Museum, Library, Arts Centre and Tourism representatives, plus cultural services and planning representatives together on a Staff/Internal Committee that meets three or four times a year to share information about projects that interconnect between departments.
- Communications between heritage stakeholders in order for the work of the City's two Heritage Committees, Friends of groups, community heritage organizations, Historical Services, and Tourism Services be understood across the sector a bi-annual Heritage Summit is proposed, where each heritage agency shares information about what has been accomplished in the past year, and what is coming up for the next, with the intent to foster partnerships and communication.
- Promotional materials have broader value than as currently utilized. St. Catharines' natural heritage is under-represented in these materials and cross-departmental coordination is required to improve promotion of all cultural assets, both under the City's management and within the broader community. Cultural asset mapping may be a resource to further develop these opportunities.

## 2. PEOPLE

The first section of this Internal Analysis focuses on people. Specifically, the section summarizes analysis on City departments and Committees of City Council. Each department's focus, programs, responsibilities, and priorities have been examined through a cultural lens. That is, analysis has been conducted to determine where potential integration of culture takes place now, where it can be furthered, where collaboration is possible, and where gaps exist. These are outlined alongside findings, under "Recommended Actions."

Of the 37 committees in St. Catharines, 12 committees are most closely tied to culture. These committees are examined critically. Membership, mission, and potential for further cultural integration are discussed. Recommended actions and comments complete the analysis.

### 2.1 HOW CITY DEPARTMENTS ARE INVOLVED IN CULTURAL SERVICE DELIVERY: FINDINGS & RECOMMENDATIONS

The City of St. Catharines has ten primary departments, each with multiple divisions and responsibilities within them. Cultural service delivery resides primarily in the Programs and Cultural Services division, under the Recreation and Community Services Department (RCS). City departments have implications in culture as well, as described here. Within the municipality, the perspective on what culture "is" and how a department is to leverage culture for its purpose, are often different. For example, Economic Development looks to culture for business opportunities, while Planning and Development focuses on the built and physical aspects of culture.

It should be noted that as this document was being finalized additional re-structuring took place that shifted areas of responsibility into new areas, so not all functions continue as noted here. However, the service areas described all still exist, and the attached recommendations continue to be relevant.



## Department: Office of the Chief Administrative Officer

FINDINGS	RECOMMENDED ACTIONS
<p><b>The Corporate Communications division develops and implements strategies and protocols to ensure that Council, staff and members of the public are fully informed on issues and opportunities currently affecting the municipality.</b></p>	<p>Office of the CAO to be involved with communication strategies deriving from the Culture Plan.</p>
<p><b>The Office of the CAO includes the Communications Office.</b></p> <p><b>The Arts Centre Executive Director and staff currently report to the CAO.</b></p>	

## Department: Corporate Support Services

FINDINGS	RECOMMENDED ACTIONS
<p><b>Divided in three divisions: Clerks, Human Resources, and Information Systems. All three have direct implications on cultural service delivery.</b></p>	<p>See below.</p>
<p><b>Clerks Division:</b></p> <ul style="list-style-type: none"> <li>• <b>They have oversight of how the City manages its Committees of Council.</b></li> <li>• <b>An audit of the Committees is being carried out in the 2013 workplan, to ensure that they are operating well and clear of their purpose.</b></li> <li>• <b>Youth Advisory Committee members who age out cannot get onto other City Committees.</b></li> </ul>	<ul style="list-style-type: none"> <li>• That a part of this audit includes an evaluation of diversity on each committee (including i.e., ethnic, gender, age, etc.) and evaluate that this diversity is evaluated against the diversity statistics of City (from Cultural Asset Mapping);</li> <li>• Recommend that Youth representatives who age out can automatically be given a position on another City Committee to cultivate leadership and ensure youth participation in a variety of City Committees.</li> <li>• Work with Cultural Services, the St. Catharines Public Library and the St. Catharines Museum to explore the management of archives, cultural collections and related items, and the role of each division/agency in the</li> </ul>

future management of the City's culturally significant records.

**HR Division:**

**The HR Division promotes and provides innovative programs and services to enable all employees to maximize their participation and contribution to the City of St. Catharines.**

**Some of the key roles include:**

- **Recruitment and selection, coordinating employment and recruitment activities to meet departmental needs;**
  - **Organizational design and development, including business transformation and change management;**
  - **Training and development (learning management), development, delivery and evaluation of learning opportunities/programs.**
- Encourage holistic thinking on the part of all staff and assist with de-silo-izing City units.
  - This could be achieved through the provision of more general information about the Corporation as a whole, and the many assets (of all kinds) that are available in the community:
    - Encourage all employees to be aware of the City's Organizational Chart, not only their own Department's and assist with improving understanding of what services the municipality offers versus other levels of government.
    - Share a well-rounded scan of cultural assets in the City with all employees including but not limited to community centres, arenas, older adult centres etc.
    - Share the City's Leisure Guide and City Guide with new employees.
    - Orientation of City functions and services, and community profile and information, should be incorporated into standard HR orientation for all new employees.
  - Continue to promote "Cultural Sensitivity Training" to help staff strengthen communications and service provision for a growing diversity of clientele.

	<ul style="list-style-type: none"> <li>• Consolidate the development of a Diversity Hiring Policy, an initiative that originated in one of the Culture Plan cafes.</li> </ul>
<p><b>Information Systems Division:</b></p> <p><b>The Information Systems division provides information technology to the Mayor and Council, corporate departments and shared services partners.</b></p> <p><b>Among its key roles are:</b></p> <ul style="list-style-type: none"> <li>• <b>Corporate software and applications</b></li> <li>• <b>Technology hardware</b></li> <li>• <b>Audio visual solutions</b></li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that corporate software and applications take into consideration the specificities of cultural/arts management (i.e., Accounting systems, collection management, inventories, mapping).</li> <li>• Explore how IS can assist in the implementation of technological hardware and audio visual solutions for cultural asset management and interpretation (i.e., RFID tags, multimedia equipment, augmented reality) on a city-wide scale to create efficiencies, recognizing the distinct needs of these assets.</li> <li>• Acknowledge IS as critical support of community-based initiatives and enhance this role moving into the future.</li> </ul>

Department: Economic Development and Tourism Services (EDTS)

FINDINGS	RECOMMENDED ACTIONS
<p><b>Three Divisions: Economic Development, Enterprise Centre, and Tourism. All three divisions touch upon the economic aspect of culture including the creative industries.</b></p>	<p>Close integration between EDTS and RCS is recommended to fully realize the economic applications of culture.</p> <ul style="list-style-type: none"> <li>• The Economic Development Office can benefit from the cultural inventory produced by the Plan. For example, by better understanding the economic impact of cultural assets via comparing the location of such assets vs. the existence of other types of facilities nearby that may benefit from them, such as small</li> </ul>

	<p>businesses, restaurants, hotels, etc.</p> <ul style="list-style-type: none"> <li>• Encourage the utilization of information about events and culture to attract new businesses.</li> <li>• Promote the understanding of special cultural events as revenue generating opportunities, via increased tourism, fee for service contracts, consumer spending, etc.</li> </ul>
<p><b>Under Economic Development, the Market and Events office oversees the operation of the St. Catharines Market Square and plans key events, such as the annual Santa Claus Parade, Canada Day and Volunteer Recognition Night.</b></p>	<ul style="list-style-type: none"> <li>• Examine feasibility of integrating shared resources and marketing strategies between EDTS special events and RCS events.</li> <li>• Understand how cultural venues across St. Catharines, including the Museum and the Community Centres, can be fully utilized in annual celebrations, including joint programming, facility use, etc.</li> </ul>
<p><b>The Economic Development division is responsible for the attraction of new businesses to St. Catharines, as well as encouraging the expansion and retention of existing businesses within the community.</b></p>	<ul style="list-style-type: none"> <li>• Ensure that the needs of creative industries are well understood by the division and that appropriate networks to attract creative industries are fully engaged.</li> <li>• Encourage cultural programs that increase the draw of visitors and residents to existing businesses.</li> <li>• Encourage civic leadership among businesses through culture, via more proactive participation and involvement of businesses in community events, and sponsorship, governance participation and patronage of culture.</li> <li>• Activate policies that help diversify the City’s business profile with more culture-focused enterprises, such as commercial galleries, studios, etc. For example, by implementing short-term cultural leases in underutilized spaces in business districts (i.e., “Pop-Up Galleries”, etc.).</li> </ul>
<p><b>The Enterprise Centre provides the information, resources and tools that</b></p>	<ul style="list-style-type: none"> <li>• Reinforce the role of the Enterprise Centre as a cultural partner in the</li> </ul>

**entrepreneurs need to launch and grow their businesses.**

attraction and retention of artists through professional development programs and resources.

- Review the latest Cultural Enterprises series and build on it as part of the capacity-development work required in advance of the Art Centre.
- Place a focus on the retention of Brock University students in the creative industries.
- Uncover the opportunities tied to the skills/backgrounds of newcomers from other cultures as a source of economic development.

**The Tourism division provides marketing and development services, and identifies resources to promote and grow the tourism industry in St. Catharines.**

- Increase market-readiness in the community to bolster "cultural tourism" efforts (ie walking tours of heritage districts).
- Culture and Tourism need to work together and develop strategies together.
- Continue to commit to a very close integration and coordination with RCS to effectively promote cultural programs and cultural/heritage assets to tourists (i.e., development of the City Guide content).
- Fully optimize the city's diversity of cultural assets, including the abundance of heritage assets, as part of a cultural tourism strategy.
- Launch an annual meeting led by Tourism to dialogue with RCS staff (Culture, Museum, Parks and Recreation) to share the planned strategy and projects being investigated.

Department: Planning and Development Services (PDS)

FINDINGS	RECOMMENDED ACTIONS
<p><b>The PDS mission relates to meeting the community's long term needs. This is done through the development of long term plans; (special studies; the development and administering of incentive programs; and working with City committees and community groups on actual implementation projects.</b></p>	<p>Encourage PDS close involvement in:</p> <ul style="list-style-type: none"> <li>• the integration of the Culture Plan with other City plans and initiatives;</li> <li>• the implementation of the Culture Plan;</li> <li>• special studies (such as the Power Glen Heritage Study, Performing Arts Centre, Public Art, etc) and others that may relate to culture and/or result from the Culture Plan;</li> <li>• the planning of clusters/districts related to culture;</li> <li>• placement/integration of public art.</li> </ul> <p>Ensure that culture-related functions of PDS are coordinated with those of RCS, as follows:</p> <ul style="list-style-type: none"> <li>• PDS to consult with RCS when doing culture-related work as RCS is the leader in this matter;</li> <li>• Establish a mechanism to ensure frequent communication and interaction (periodic meetings, approval procedures if applicable, participation in existing Committees, etc.) between Heritage Services under PDS and Historical Services under RCS.</li> </ul>
<p><b>The PDS is responsible for processing all applications of all forms of development, including heritage approvals.</b></p>	<ul style="list-style-type: none"> <li>• Zoning: Work with RCS to investigate how to encourage artist live/work space in downtown, addressing issues such as zoning, potential for future exclusion due to gentrification, etc.</li> </ul>
<p><b>The Division is also responsible for base mapping and theme mapping and working with other departments to implement a GIS program.</b></p>	<ul style="list-style-type: none"> <li>• Coordinate with RCS and EDTS to integrate the cultural inventory map into other City systems and utilize it within City planning processes</li> <li>• Work with RCS to maintain the cultural inventory.</li> </ul>

Department: Recreation and Community Services (RCS)

FINDINGS	RECOMMENDED ACTIONS
<p><b>RCS is divided in four Divisions: Administration, Enterprise Services, Parks &amp; Facilities, and Programs and Cultural Services.</b></p>	<ul style="list-style-type: none"> <li>• Examine the strategic planning goals/budget/resource needs for RCS.</li> <li>• Prioritize action items for implementation in RCS and other departments.</li> </ul>
<p><b>Administration Services: has a business and planning focus and is responsible for the financial and administration requirements of the department as well as tracking the accomplishments of the department.</b></p>	<ul style="list-style-type: none"> <li>• Update accomplishment tracking indicators to reflect the Metrics defined in the Culture Plan.</li> <li>• Collaborate with PDS in culture-related planning and consolidate leading role.</li> </ul>
<p><b>Enterprise Services – division is focused on marketing and revenue generation for the whole department and provides for customer service to all program registration requirements and the booking of all facilities, sports fields and spaces in the department.</b></p>	<ul style="list-style-type: none"> <li>• Ensure that marketing efforts are aligned with those of other divisions such as EDTS.</li> <li>• Work with EDTS and Programs and Cultural Services to enhance revenue generation and participation in cultural programs and special events.</li> <li>• Among the Department’s guiding principles is to ensure that the required tools, resources and supports are available. Therefore, consolidate where appropriate with Corporate Support Services for increased efficiencies.</li> <li>• One of the functions of Enterprise Services is the Leisure Guide production. Therefore, collaborate with HR Division to share guide with all new employees. Also, continue to collaborate closely with other City divisions and departments in the content and promotion of the Leisure Guide.</li> </ul>
<p><b>Parks and Facilities: Provides the technical expertise required to support parks operations and maintenance and departmental facility operations and maintenance,</b></p>	<ul style="list-style-type: none"> <li>• Among the Department’s guiding principles is Embracing the Natural Environment and Heritage Sites. Therefore, continue to support recreation and cultural activities</li> </ul>

<p><b>including the cemetery and golf course operations. Parks have been very involved in a number of public art initiatives and play a significant role in coordinating special events in the parks.</b></p>	<p>associated with the natural environment (i.e., open air) and heritage sites.</p> <ul style="list-style-type: none"> <li>• The diversity of experiences offered in the City's parks and trails, including historic assets, recreational and cultural experiences, special events etc. are significant. Assist with the coordination of promoting these opportunities, working with Enterprise Services, Programs and Cultural Services and Tourism Services.</li> </ul>
<p><b>Programs and Cultural Services – Provides for recreation and cultural program delivery, with a focus on community engagement and participation. Includes Museum, Harbour and Carousel operations, as well as cultural community and public art development.</b></p>	<ul style="list-style-type: none"> <li>• Engage youth in meaningful cultural experiences and plan for more City programs for youth that are culture specific.</li> <li>• Promote the delivery of universally accessible recreational programs.</li> <li>• One of the functions of Programs and Cultural Services that is explicitly mentioned is “Sports Tourism”, but there is no mention of “Cultural Tourism”. Therefore, consider the Culture Plan as an opportunity to highlight this concept on a citywide basis.</li> </ul>

See other sections of this document for more detailed recommendations related to Museum and cultural services office.

Department: Transportation and Environmental Services (TES)

FINDINGS	RECOMMENDED ACTIONS
<p><b>Among the goals of TES is to provide the necessary engineering services with optimum consideration for environmental protection and social interests at reasonable cost levels.</b></p>	<ul style="list-style-type: none"> <li>• Integrate the Culture Plan with existing/future transportation strategies to make cultural assets more accessible and spread out throughout the city.</li> <li>• Maintain, where possible, the coordination between RCS and TES with regards to the care, maintenance and restoration of City-owned cultural assets, maximizing</li> </ul>



opportunities for community development and programming, and ensuring the appropriate use of diverse skill sets from both departments.

**The Geomatic Services is responsible for City Mapping.**

Work with PDS to integrate cultural mapping inventory as per Culture Plan.

## 2.2 HOW COMMITTEES ARE INVOLVED IN CULTURAL SERVICE DELIVERY: FINDINGS AND RECOMMENDATIONS

The City of St. Catharines has a structure for seeking regular guidance and advice from residents through Committees of City Council that are renewed after each election. The following paragraphs describe the functions of committees in St. Catharines:

*"The City of St. Catharines has or is involved with several associations, boards and committees to help address specific issues, ranging from budgets to festivals and accessibility to downtown revitalization that arise within the Corporation and with citizens."<sup>1</sup>*

*"Associations, boards and committees made up of residents, and organization and City representatives can also provide information that can assist elected officials in their decision making process."<sup>2</sup>*

There are 37 Committees listed in the City's website. Of these, 12, or one third, are involved in cultural service delivery directly or indirectly. The following analysis synthesizes the ways in which these committees integrate culture into their functions. The analysis highlights potential synergies between committees and cultural activities as well as drawing out gaps and issues for discussion with a wider group.

Please note that there is a difference between independent boards and agencies, and the City Committees that are solely part of the City's structure. Because the City only has jurisdiction over the latter, analysis in this section focuses exclusively on these Committees.

Finally, in addition to the aforementioned, there are two key volunteer groups that are not Committees of Council, but play a significant role with respect to City-owned cultural assets-**Friends of the Carousel** and the **Friends of Morningstar Mill**. It is widely recognized that these groups of volunteers are critical to the successful operation of these two facilities. Such recognition and close cooperation with the City should continue to be supported as the Culture Plan moves forward.

<sup>1</sup> <http://www.stcatharines.ca/en/governin/AssociationsBoardsCommittees.asp>

<sup>2</sup> Idem.

<b>COMMUNITY ADVISORY COMMITTEE FOR AN INTEGRATED COMMUNITY SUSTAINABILITY PLAN</b>	
<b>Involvement in cultural service delivery</b>	The committee supports the implementation of recommendations in the Tending our Garden City Plan, some of which are related to culture because culture is one of four pillars of the Plan. Specific areas of sustainability that relate to culture include community engagement, creative green economy and compact neighbourhoods.
<b>Members</b>	The committee consists of eight voting members. Voting membership consists of the Mayor, two Councillors and five citizen representatives who have been appointed through the City's citizen appointment process.
<b>Recommended Actions &amp; Comments</b>	<p>Develop particular goals/metrics ensuring that culture is understood and is woven into the pillars of sustainability.</p> <p>Consider inviting cultural workers (i.e., artists, heritage sector, etc.) to participate in initiatives, promote dialogue and develop strategies that maximize cultural sector participation and assets.</p> <p>Consider looking to the cultural sector for examples of how sustainable living is promoted and achieved.</p>
<b>CULTURE COMMITTEE</b>	
<b>Involvement in cultural service delivery</b>	The committee is the key advocate for culture. It was established to advise City Council and staff on policies, plans and programs related to the arts and cultural sector of St. Catharines. The committee will act as a set of advocates for culture on behalf of the City within the community and provide informed perspectives on culture-related matters within the municipality. The committee reports to City Council through the Recreation and Community Services Department.

<p><b>Members</b></p>	<p>The Culture Committee is comprised of up to 19 members from the community, City Council and staff, and organizational representation, as follows:</p> <ul style="list-style-type: none"> <li>• One City Councillor</li> <li>• Eight members of the cultural community</li> <li>• Two artists, of any discipline</li> <li>• Representative from the Ministry of Culture (Non-voting, resource person)</li> <li>• St. Catharines Museum Supervisor (ex-officio)</li> <li>• CEO, St. Catharines Public Library (ex-officio)</li> <li>• CEO or designate, future performing arts centre</li> <li>• CEO or designate, St. Catharines and Area Arts Council</li> <li>• CEO or designate, St. Catharines Folk Arts Council Multicultural Centre</li> <li>• Representative from Economic Development and Tourism Services (ex-officio)</li> <li>• Cultural Planning Supervisor, Recreation and Community Services (ex-officio)</li> </ul>
<p><b>Recommended Actions &amp; Comments</b></p>	<p>Consider the possibility of reducing the size of this committee for more agile operations.</p> <p>Consider bringing Museum, Library, Arts Centre and Tourism representatives, plus cultural services and planning representatives together on a Staff/Internal Committee that meets three or four times a year to share information about projects that inter-connect between departments.</p> <p>At present, this committee is responsible for oversight on SCCIP, Arts Awards, and for advising on culture-specific planning. Upon the Plan’s launch, a method for measuring progress and implementation may be an additional responsibility of the Committee.</p>
<p><b>DOWNTOWN DEVELOPMENT &amp; REVITALIZATION COMMITTEE</b></p>	
<p><b>Involvement in cultural service delivery</b></p>	<p>Among the committee’s goals is to pursue key initiatives that will act as catalysts for downtown revitalization. This may include cultural programs, services and facilities.</p>
<p><b>Members</b></p>	<p>The Mayor, the two downtown ward councillors and a ward councillor from Merritton Ward are members of the DDRC.</p>
<p><b>Recommended Actions &amp; Comments</b></p>	<p>The Committee would benefit from a closer relationship with RCS to facilitate coordination of any specific initiatives to revitalize downtown that touch upon culture, historic services, parks and recreation.</p>

	Working artists and/or other members of the cultural sector that are active downtown may be considered as additional members of the Committee.
<b>GRAFFITI COMMITTEE</b>	
<b>Involvement in cultural service delivery</b>	<p>Among the goals is to explore mural programs and other initiatives which seek to deter graffiti vandalism in St. Catharines.</p> <p>Currently, the Committee is working with the Public Art Advisory Committee in the Joint Mural Task Force that was officially formed with representatives from both in early 2012 to discuss the development of a mural program.</p>
<b>Members</b>	Membership consists of the Mayor and two Councillor representatives, several staff members and several members of the community.
<b>Recommended Actions &amp; Comments</b>	<p>The Committee would benefit from understanding best practices related to murals, graffiti-as-art, and other cultural responses to unwarranted graffiti. What programs and educational initiatives can be implemented?</p> <p>Continue to consolidate close collaboration with Public Art Advisory Committee on any initiatives of this nature (i.e., graffiti as public art), to ensure that appropriate expertise and processes specific to the arts-sector are incorporated in future plans and projects.</p>

<b>MAYOR'S YOUTH ADVISORY COMMITTEE</b>	
<b>Involvement in cultural service delivery</b>	The committee advises Council of important recreational and social issues concerning the City's younger population. The committee may also coordinate events for the youth of St. Catharines throughout the school year and encourage facilities and programs that will enhance the quality of life for youth in our community. Culture is a key component of all of these.
<b>Members</b>	Membership is open to citizens who reside in the City of St. Catharines and who are between the ages of 16 and 22 years of age.
<b>Recommended Actions &amp; Comments</b>	<p>The Advisory Committee may consider adopting the goals of cultural participation/leadership development. Collaboration between the Committee and institutions within the cultural sector can be mutually beneficial and should be encouraged.</p> <p>Encourage MYAC awareness of City-owned cultural</p>

	<p>facilities and culture-specific programming.</p> <p>Recommend that Youth representatives who age out can automatically be given a position on another City Committee to cultivate leadership and ensure youth participation in a variety of City Committees.</p>
<b>PERFORMING ARTS CENTRE USER GROUP COMMITTEE</b>	
<b>Involvement in cultural service delivery</b>	<p>Among the committee's roles are: Assessment of –</p> <ul style="list-style-type: none"> <li>• Existing and future programs/services to be accommodated in the assigned space;</li> <li>• Operational and physical requirements;</li> <li>• Planning and design options to address facility constraint and/or construction budget issues;</li> <li>• Preliminary and revised lists of preferred equipment requirements (e.g. furnishings, fixed and movable equipment); and</li> <li>• Versions of the functional program, schematic design and detailed design drawings.</li> </ul> <p>Consult and obtain input with other direct and indirect stakeholders of the future arts centre.</p>
<b>Members</b>	<p>Representation of approximately 10 user groups, including one City Councillor, one representative from RCS, consultants as required, and Arts Centre Executive Director.</p>
<b>Recommended Actions &amp; Comments</b>	<p>The planning and policies arising from this Committee can benefit from the results of the Culture Plan, and vice versa.</p> <p>Implementation of the Plan will need to consider the roles of other committees in light of the Committee's sunset once the Arts Centre opens.</p>
<b>PORT DALHOUSIE HERITAGE DISTRICT ADVISORY COMMITTEE</b>	
<b>Involvement in cultural service delivery</b>	<p>The broad goal of the committee is to implement the Port Dalhousie Heritage District designation through the guidelines and other applicable policies.</p> <p>The two Heritage Committees that the City benefits from (Port Dalhousie and St. Catharines Heritage Committee) are focused strictly on built heritage and designation issues. But, they are a great source of individuals interested in heritage who have the potential to be more involved in outreach activities (i.e., Doors Open, special exhibits, etc).</p>
<b>Members</b>	<p>Voting membership consists of 10 volunteer members from the community, two councilors, and a volunteer member representing the St Catharines Heritage Committee.</p>

<p><b>Recommended Actions &amp; Comments</b></p>	<p>Strengthen connection between Historical Services and Heritage. In order to ensure that the work of this committee feeds back into Tourism and Historical Services, and that involvement in programmatic opportunities is enhanced, it is recommended that an annual heritage summit be held, where each heritage agency shares information about what has been accomplished in the past year, and what is coming up for the next. This would allow for increased identification of opportunities to partner, and cross-promotion.</p>
<p><b>ST. CATHARINES HERITAGE COMMITTEE</b></p>	
<p><b>Involvement in cultural service delivery</b></p>	<p>The committee’s main duty is to advise and assist Council on heritage-related matters specific to individual property designation and heritage district designation as well as changes to designated properties.</p> <p>The two Heritage Committees that the City has (Port Dalhousie and St. Catharines Heritage Committee) are focused strictly on built heritage and designation issues, but they are a great source of individuals interested in heritage who have the potential and interest to be more involved in outreach activities (i.e., Doors Open, special exhibits, etc).</p> <p>This Committee has a subcommittee for the War of 1812 that is supported through RCS’ Historic Services section.</p>
<p><b>Members</b></p>	<p>Voting membership consists of 13 volunteer members from the community and one councillor.</p> <p>Includes one representative from Department of Planning Services.</p>
<p><b>Recommended Actions &amp; Comments</b></p>	<p>Strengthen connection between Historical Services, Tourism and Heritage. In order to ensure that the work of this committee feeds back into Tourism and Historical Services, and that involvement in programmatic opportunities is enhanced, it is recommended that an annual heritage summit be held, where St. Catharines-based heritage agencies share information about what has been accomplished in the past year, and what is coming up for the next. This would allow for increased identification of opportunities to partner, and cross-promotion.</p>
<p><b>PUBLIC ART ADVISORY COMMITTEE</b></p>	
<p><b>Involvement in cultural service delivery</b></p>	<p>The Committee’s work includes making recommendations to Council and City staff for exhibits and public art projects, evaluating potential new acquisitions for the Civic Art Collection, providing advice to staff on the procedures, promotion, maintenance and removal of art and cultural</p>

	property within the collection, and developing plans and policies associated with public art.
<b>Members</b>	<p>The Public Art Advisory Committee will be composed of five core members as follows:</p> <ul style="list-style-type: none"> <li>• one member of City Council;</li> <li>• one member of the Culture Committee;</li> <li>• one staff person - the Cultural Services Supervisor;</li> <li>• one working visual artist or craftsperson resident in St. Catharines;</li> <li>• one person from the visual arts community.</li> </ul> <p>Membership is open to citizens who reside in and/or are property owners in the City of St. Catharines and who are 18 years of age or older.</p>
<b>Recommended Actions &amp; Comments</b>	Include the City's Urban Design Planner on the committee, as well as representatives from the two primary visual art centres in St. Catharines - Rodman Hall Art Centre and the Niagara Artists Centre - so that staff or members are part of public art development at the City.
<b>ST. CATHARINES MUSEUM ADVISORY COMMITTEE</b>	
<b>Involvement in cultural service delivery</b>	<p>Provide advice and recommendations in support of the Museum's purpose and mandate. The Committee's mandate, as per its governing By-law:</p> <p>"To achieve sustainability by increasing earned revenue while maintaining and improving its collections and exhibits, public profile, programmes and services; also, it will strengthen its existing activities and relationships and foster new partnerships."</p>
<b>Members</b>	The Committee is composed of seven members including one City councillor.
<b>Recommended Actions &amp; Comments</b>	Implement ways to share communications with other committees, departments and agencies to highlight the links between the Museum and other City efforts, possibly via the subcommittees representatives: the Programs Committee, Collections Committee and the Fundraising and Public Relations Committee.

**THE MAYOR'S ADVISORY COMMITTEE FOR BLACK HISTORY**

<b>Involvement in cultural service delivery</b>	The committee provides advice to Council regarding the feasibility of establishing a national black history museum within the City of St. Catharines.
<b>Members</b>	Voting membership consists of 10-12 members, including representatives of stakeholder groups and volunteer members of the public.
<b>Recommended Actions &amp; Comments</b>	Consider issues of sustainability (of the proposed Museum and other cultural assets and initiatives) in the context of the new Culture Plan's priorities.

#### THE MAYOR'S COMMITTEE ON COMMUNITY AND RACE RELATIONS

<b>Involvement in cultural service delivery</b>	The purpose of this committee is to promote tolerance, acceptance and equal opportunities in the City of St. Catharines.
<b>Members</b>	The committee consists of 12 voting members. Voting membership consists of the Mayor and 11 citizen representatives who have been appointed through the City's citizen appointment process.
<b>Recommended Actions &amp; Comments</b>	This committee is on hold at the moment. However, their mandate was reviewed as part of the Diversity Café and aspects of their Terms of Reference were found to be very powerful. Aspects of the terms of reference has an important role to play in relation to diversity and inclusivity, which should be a function of every City Committee.

## 3. POLICIES AND PLANS AUDIT

Culture possesses the potential to have impact across broad civic goals. Representative of this impact is the extent to which culture is integrated into departmental and citywide plans and policies. This section examines the presence of culture within existing plans and policies.

The following plans and policies are examined in-depth:

- Recreation Facility Master Plan (2008)



- Downtown Creative Cluster Master Plan (2008)
- City of St. Catharines Official Plan (2010)
- Tourism Strategy (2009)
- Sustainability Strategy (2011)
- Economic Development Strategy (2009)
- Public Art Policy (2003)
- Cultural Investment Program (2004)
- Municipal Cultural Policy (2000)
- The St. Catharines Museum and Welland Canals Centre Strategic Plan 2008-2012
- St. Catharines Public Library strategic planning documents, including: “Strategic Agenda 2007-2010: Door Onto the World”, “Memo and Goals 2011”, and “Operational Goals Update 2012”.

For each plan, analysis is undertaken to articulate the role and recognition of culture; opportunities and challenges for achieving goals expressed in the plan as they relate to culture; and recommendations for potential synergies and overlaps with citywide cultural efforts.

PLAN/POLICY	Recreation Facility Master Plan, 2008
<b>Department</b>	Recreation & Community Services
<b>About the Plan</b>	The Recreation Facility Master Plan guides decision-making for the provision of recreation, arts, cultural and heritage facilities in St. Catharines to the Year 2016. The Plan also calls for a Heritage Master Plan.
<b>Role/ Recognition of Culture</b>	<p>Same definition of “Culture” as the Municipal Cultural Policy, 2000.</p> <p>It is recognized that culture plays a fundamental role in "promoting healthy lifestyles and social interaction."</p> <p>Recognition of Tourism: "Tourism represents an extremely important economic driver for St. Catharines as a result of a decline in the area's once prominent manufacturing sector. The City's remarkable industrial heritage and areas of natural beauty attract tourists from across the region."</p>
<b>Opportunities/ Challenges</b>	<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Programming opportunities in relation to the Natural Environment and Heritage Sites – i.e., Outdoor Events and Festivals.</li> <li>• Combining cultural programming with other activities at Community/Older Adult Centres.</li> <li>• Appropriate distribution of facilities throughout the City.</li> <li>• Purchase, lease or facilitate access to spaces that can be utilized by arts and cultural groups.</li> <li>• Raise the profile of heritage sites through programming and branding efforts. In order to accomplish this, planning and consultation – both internally and externally - needs to be done to identify more specific opportunities for programming and/or partnerships that can engage the community with these sites.</li> <li>• Strengthen profile of arts, culture and heritage opportunities in Leisure Guide publication.</li> </ul> <p><b>CHALLENGES</b></p> <ul style="list-style-type: none"> <li>• Several of the City-owned heritage sites in St. Catharines are under-utilized or are sitting empty.</li> <li>• Financial resources for non-growth related infrastructure are limited.</li> <li>• The City's recreation infrastructure is aging.</li> <li>• Most facilities are single purpose and, thus, do not adequately respond to emerging needs and expectations.</li> <li>• The Museum and Morningstar Mill are not included in the Master Plan. Yet, they are a part of the recreation offer and as such should be considered in the Plan.</li> <li>• It is not apparent that recreation facilities have been developed with the needs of cultural programming in mind.</li> </ul>

### Potential Synergies/Overlaps

- Culture Plan to build on and integrate the three existing primary policies that address the cultural needs of the community: the Municipal Cultural Policy (1999), the Public Art Policy (2003) and the Cultural Investment Policy & Program (2004).
- The City owns six designated heritage buildings and three designated heritage structures, three of which fall under the management of the Recreation & Community Services Department. All of these have had a role to play in the recreational life of the community. Consider holistic planning of these assets in the future through a Heritage Master Plan that brings together the infrastructural dimension of these assets (i.e., preservation of built heritage and designation issues) with the programmatic dimension (i.e., partnerships, branding, activities, etc).

### Gaps

- The Plan does not address programs and service provision. Therefore, there is a gap in understanding the synergies between recreation, cultural services and historical services.
- Despite the fact that Tourism is emphasized, the Plan does not connect the dots between its inventory and the potential for tourism (i.e., Morningstar Mill, the Lighthouse, etc).
- Many of these assets could provide a deeper experience for residents (i.e., school groups to Morningstar Mill).
- There is a need for a specially-designed youth space where culture-specific programming can be developed solely for this age group. Opportunities might lie in the Community Centre and/or Older Adult Centres.

PLAN/POLICY	Downtown Creative Cluster Master Plan, 2008
<b>Department</b>	Co-developed by the Planning and Economic Development and Tourism Services departments.
<b>About the plan</b>	Revitalization of the Downtown with a creative, cultural focus.
<b>Role/ Recognition of Culture</b>	<p>"St. Catharines, as an Urban Growth Centre, and a city with a declining auto industry base, yet with growing post secondary institutions, media and agricultural research, has the potential to define itself as a creative economy."</p> <p>"Institutional, cultural and tourism sectors can also aid in Downtown rejuvenation, with the potential of bringing both employment and visitors, while, in turn, generating demand for services and daily retail spending."</p>
<b>Opportunities/ Challenges</b>	<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Spinoffs created by the relocation of Brock University’s School of Fine and Performing Arts and the Niagara Centre for the Arts.</li> <li>• Re-direction of the Wine Route and creation of a Wine Embassy - potential for cultural/culinary tourism.</li> <li>• Recent creation of the nGen through a provincial grant of \$200,000 may result in creative class attraction.</li> <li>• Possible designation of the Welland Canal as a National Heritage Corridor Designation by Parks Canada based on a proposal by Niagara Region Planning Department (TBD).</li> <li>• Artist congregation in clusters downtown: potential to support artists through Live/Work Spaces.</li> </ul> <p><b>CHALLENGES</b></p> <ul style="list-style-type: none"> <li>• A need for special focus on artists and the professional arts sector.</li> <li>• This Plan didn’t include spectator facilities.</li> </ul>
<b>Potential Synergies/ Overlaps</b>	<p>"Other departments, such as Recreation and Community Services, Transportation and Environmental Services should be involved in developing an integrated Implementation Strategy."</p> <p>Maximize opportunities from the Wine Route that is confirmed for re-routing through downtown St. Catharines.</p> <p>Continue coordination with Niagara Region re: Welland Canal.</p>
<b>Gaps</b>	<p>Lack of RCS involvement in Plan implementation i.e., Downtown Development and Revitalization Committee.</p> <p>The Plan emphasizes the digital media cluster, but leaves out other possible creative industry clusters that provide cultivation opportunities such as a focus on artist studios and exhibition space, live work space, vibrant downtown arts sector, heritage assets, etc.</p>

The Plan leaves out issues of urban design, street furniture, zoning, and parking, all of which are elements tied to cultural districts that require examination within the context of a downtown plan to have a culturally vital downtown.

<b>PLAN/POLICY</b>	<b>The Garden City Plan, August 2010 – Revised May 28, 2012.</b>
<b>Department</b>	Planning Dept.
<b>About the plan</b>	<p>The Official Plan is the City's long-term land use plan. It outlines the long term vision for the City's physical form, community character and design.</p> <p>The Plan forecasts net population and employment growth from 2011-2031.</p>
<b>Role/ Recognition of Culture</b>	<p>"Culture" is considered one of the main planning frameworks (along with Health, Environment, Social and Economic).</p> <p>"Culture" is contained in the vision: "St. Catharines (...) Embraces its culture and the diversity of its citizens; Celebrates its unique agricultural and historical assets"</p> <p>Cultural engagement is a key ingredient of sustainability.</p> <p>"Cultural Heritage" is one of four General Policies.</p> <p>Economic impact of Cultural Heritage is acknowledged: "Heritage can benefit the local economy by attracting visitors to the City, and favorably influencing the decisions of those contemplating new investment or residence in the city".</p> <p>Four designated Heritage Conservation Districts.</p> <p>Recognition of benefits of Public Art: "an important expression of community identity and culture, enhances tourism and economic development and the overall vitality of the City". Also includes recommendation for a percent for art policy (originally recommended in the 2000 Municipal Cultural Policy) which strengthens its placement in City priorities.</p>
<b>Opportunities/ Challenges</b>	<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• A vibrant urban centre that includes a vital arts scene and dynamic creative clusters and adapted heritage assets would attract more jobs to downtown, residential development and business growth. Cultural planning – in addition to heritage planning - would need to be integrated into future Official Plans, associated updates or bylaws to facilitate this.</li> <li>• With the Arts Centre as the impetus, the development of cultural infrastructure, particularly in the downtown, can spur on more development of additional creative clusters, live/work spaces and other creative industries.</li> <li>• Clustering of like activities to support compatible development and encourage integrated, interactive and connected business and</li> </ul>

	<p>employment opportunities.</p> <ul style="list-style-type: none"> <li>• Continue funding programs to aid in the protection and restoration of heritage resources.</li> <li>• Support partnership development to promote existing cultural heritage programs and to create new ones.</li> <li>• Comprehensive transportation system: Transportation policy to consider underserved cultural assets.</li> <li>• Support partnerships to promote existing, and develop new, cultural heritage programs.</li> <li>• Design the Civic Square to accommodate a variety of cultural activities, expression and functions, including public art.</li> <li>• Opportunities to more effectively promote the four designated heritage districts in terms of cultural tourism and creative clusters.</li> </ul> <p><b>CHALLENGES</b></p> <ul style="list-style-type: none"> <li>• “Cultural facilities of a city wide or regional significance will be encouraged to locate in the Downtown Commercial Core”: risk of unequal distribution of assets and exclusion of other neighborhoods.</li> </ul>
<p><b>Potential Synergies/ Overlaps</b></p>	<ul style="list-style-type: none"> <li>• Cultural/Creative Cluster designation: “The City, in consultation with the Heritage Committee, may designate Heritage Conservation Districts”.</li> <li>• "All City-owned cultural heritage resources shall be conserved and maintained in a state of good repair" - which department is responsible?</li> <li>• Integrate Heritage Register, and the proposed Inventory of Cultural Heritage Landscapes with Cultural Inventory Mapping.</li> <li>• RCS to help through community development methods in identification of cultural neighbourhoods and grass roots engagement.</li> </ul>
<p><b>Gaps</b></p>	<ul style="list-style-type: none"> <li>• “Cultural Heritage” defined only in physical terms (“The legacy of physical artifacts, including buildings, structures, sites, or landscapes, either individually or in groups, which are considered to be of architectural and/or historical significance”) - excludes non-physical heritage (i.e., traditions, folklore, routes, etc.).</li> <li>• Does not effectively define how to utilize culture as a lens for planning.</li> <li>• The four designated heritage districts are not effectively promoted in terms of cultural tourism and creative clusters.</li> <li>• No mentioning that public art can/should be located all over the city - risk of concentrating only in Priority Areas.</li> </ul>
<p><b>Comments</b></p>	<p>This Plan is eminently a land use plan, thus the physical definition of cultural heritage.</p>
<p><b>PLAN/POLICY</b>      <b>Tourism Strategy 2009-2019 (Draft)</b></p>	
<p><b>Department</b></p>	<p>Economic Development and Tourism Services Department</p>

<b>About the plan</b>	<p>Vision:          “As a sophisticated regional centre with unique cultural and heritage attractions, St. Catharines will be an integral part of the broader destination of Niagara with year round attractions, strong tourist interest, strong leadership, and a viable and sustainable tourism industry.”</p>
<b>Role/ Recognition of Culture</b>	<p>Arts, Culture, Events, and Heritage are key strategic pillars of the Plan.</p>
<b>Opportunities/ Challenges</b>	<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Develop a strong position and marketing statement for St. Catharines and stakeholders - opportunity to brand St. Catharines as a unique Tourism destination within Niagara via culture – i.e., well established signature events such as Grape &amp; Wine festival.</li> <li>• Develop programs to enhance Cultural Tourism – i.e., Special Events Policy grants.</li> <li>• Wine Tourism development will benefit from downtown being on the Wine Route.</li> <li>• Opportunities for expanded cultural programming and demand thanks to the PAC development.</li> <li>• Identify new events and opportunities to complement season.</li> <li>• Cultivate the mix of tourism opportunities: heritage, arts, natural environment, sports, etc.</li> </ul> <p><b>CHALLENGES</b></p> <ul style="list-style-type: none"> <li>• St. Catharines is a small player in the Wine Tourism industry, with only three wineries.</li> <li>• "Most of the visitors to Niagara Falls are not, and will not come to St. Catharines."</li> <li>• Limited cultural tourism attractions and industry compared with other areas in the Niagara Region.</li> <li>• Key heritage tourism and sites not market-ready. Foster market readiness.</li> <li>• Passport requirements.</li> <li>• Need to work with partners across the Region, by virtue of the provincial mandated Tourism Network.</li> </ul>
<b>Potential Synergies/ Overlaps</b>	<ul style="list-style-type: none"> <li>• Role of Recreation Department in Cultural Tourism Planning and Development.</li> <li>• Tourism Inventory Assessment to integrate with Cultural and Heritage Asset Assessment and Mapping. Could cultivate new marketing strategies.</li> <li>• Benefit from culinary initiatives by BIAs – they have a cultural component and potential to create sense of place and attract tourism.</li> <li>• Continue collaboration in development of City Guide publication.</li> </ul>

	<ul style="list-style-type: none"> <li>• Work with RCS to collate data for analysis.</li> </ul>
<b>Gaps</b>	Start working on tourism readiness and marketing of cultural assets with a view to enhanced tourism promotion of culture in the long term (i.e., 5-7 years).

<b>PLAN/POLICY</b>	<b>Tending the Garden City: The City of St. Catharines Sustainability Strategy, 2011</b>
<b>Department</b>	Office of the Chief Administrative Officer.
<b>About the plan</b>	This plan, which replaces the City's Strategic Plan, contains two central themes: the need for the community and its partners to work together in an integrated way; and the need to come together to develop shared solutions to challenges that, if not addressed, could seriously threaten the community's health and sustainability in years ahead.
<b>Role/ Recognition of Culture</b>	Culture is an integral part of the Plan and is one of the four pillars of sustainability: "Sustainability is an economic, social, environmental and cultural approach that is defined as meeting the needs of the present without compromising the ability of future generations to meet their needs."
<b>Opportunities/ Challenges</b>	<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Celebrate identity through community cultural engagement strategies that highlight all that makes St. Catharines unique as a diverse and inclusive community. And promote such identity.</li> <li>• The Creative sector is an opportunity to diversify the local economy.</li> <li>• Employment opportunities in the recent support for interactive digital media, investments in cultural infrastructure, and capacity building in the arts sector.</li> <li>• Neighborhood-based approach: examine barriers to sustainability and prosperity at the neighbourhood level to develop flexible and innovative solutions that are relevant to the people who live there.</li> <li>• Clustering of like activities, such as the creative and cultural sectors, support compatible development and encourage integrated, interactive and connected business and employment opportunities.</li> </ul> <p><b>CHALLENGES</b></p> <ul style="list-style-type: none"> <li>• In addition to "Global Economy, Rising Energy Prices, Climate Change, Infrastructure, Poverty, Natural Resource Scarcity" a newly identified challenge is the threat of homogenization - of place, people and community identity.</li> </ul>



<b>Potential Synergies/Overlaps</b>	What systems are in place to ensure that the four pillars are not, in fact, silos? Roles and responsibilities, job descriptions, training, and evaluations can all be tools for ensuring that culture, as well as the other pillars are pursued in citywide efforts.
<b>Gaps</b>	Identification of metrics that measure citywide initiatives across all pillars currently underway.

<b>PLAN/POLICY</b>	<b>Economic Development Strategy</b>
<b>Department</b>	Economic Development & Tourism
<b>About the Plan</b>	<ul style="list-style-type: none"> <li>"Strategic planning will help the City transition to a level where manufacturing provides an economic base that is complemented by emerging sectors.... This will ensure a climate not only of retaining but attracting new businesses, for the years ahead."</li> </ul>
<b>Role/Recognition of Culture</b>	Recognition of the potential of the "arts & knowledge-based" economies: the city will "work to attract the creative class... To do this, the city will reflect the big-city culture: small concert & theatre venues, ethnic restaurants, specialty boutiques, bookstores & art galleries, while showcasing its heritage buildings & natural features."
<b>Opportunities/Challenges</b>	<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>There is a will to diversify the economic base towards emerging sectors (creative sector could be one of them).</li> <li>ED will strive to foster business incubation facilities for [Interactive Media] students.</li> <li>Cluster generation.</li> <li>"Support partnerships with Brock University, Niagara College, Silicon Knights &amp; associated business/organizations."</li> <li>Artists and Cultural/creative businesses to benefit from business development and growth strategies included in the Plan:</li> <li>"Enterprise Centre as THE primary resource for entrepreneurs"</li> <li>"Improve access to business information and advisory services"</li> <li>"Enhance international small business development"</li> <li>"Promotion of youth financing programs"</li> <li>Culture plays a key role to reposition St. Catharines' transitioning economy.</li> </ul> <p><b>CHALLENGES</b></p> <ul style="list-style-type: none"> <li>Development challenge: "Target downtown for intensified growth".</li> <li>Risk of unbalanced distribution of cultural assets (vs. a city-wide/neighbourhoods approach): "Strengthen the downtown's position</li> </ul>

as the focal point for regional public services (i.e. civic, cultural & entertainment facilities)".

**Potential Synergies/Overlaps**

- Downtown revitalization: Inclusion of interactive media cluster zones in the Downtown Creative Cluster Master Plan. Work with RCS to develop other types of creative clusters.
- Work with RCS to integrate small business development and growth strategies with those for artists and creative enterprises.
- Find ways to better communicate how culture can benefit economic development - work closely with RCS.
- Potential synergies with committees/working groups such as Downtown Development & Revitalization Committee, and St. Catharines Performing Arts Centre Joint Executive Committee.

**Gaps**

- The Plan only mentions the interactive digital media cluster as part of its Strategies, but leaves out other creative industries.
- The Plan does not include Tourism among the key industries (Manufacturing, Health & Bioscience, Green Industry, Interactive Media)

**PLAN/POLICY Public Art Policy, 2003**

**Department** RCS

**About the Plan** "This document... provides a vision, purpose and goals for the City's relationship with all public art, while specifically addressing management guidelines and policy for the art collection that currently exists."

<b>Role/ Recognition of Culture</b>	"Public Art is defined as physical works of art and cultural property installed in the public realm. These works of art can be temporary or permanent, and may be installed within buildings, or outdoors on public lands."
<b>Opportunities/ Challenges</b>	<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Update the Public Art Policy and expand it.</li> <li>• Identify new strategies to finance the program.</li> <li>• Policy encourages local economic development by featuring “works by artists who have been born, live or lived in St. Catharines” and by enhancing the public realm.</li> <li>• The recommendation to develop a percent for public art program has been supported by the Garden City Plan (OP).</li> </ul> <p><b>CHALLENGES</b></p> <ul style="list-style-type: none"> <li>• Consolidate leadership in public art development at City level.</li> <li>• Initiate the Percent for Art Policy at 1%.</li> <li>• Encourage public art in private development.</li> </ul>
<b>Potential Synergies/ Overlaps</b>	<ul style="list-style-type: none"> <li>• Public Art to "support effective urban planning, economic development and cultural tourism opportunities".</li> <li>• Collaborate with EDTS to include public art in city promotional materials.</li> <li>• Collection policies aligned with those of other public institutions (i.e., St. Catharines Museum and Welland Canals Centre, Brock University, etc).</li> <li>• Inventory: integrate with Cultural Inventory Map.</li> <li>• Policy implementation impacts on a number of City Departments, from Legal Services (i.e., consultation related to operational issues) to Planning Services (i.e., design and installation of heritage plaques).</li> </ul>
<b>Gaps</b>	<ul style="list-style-type: none"> <li>• The Policy applies only to the public realm - how can it be applied to private development.</li> </ul>

PLAN/POLICY	Cultural Investment Program
<b>Department</b>	Recreation & Community Services
<b>About the plan</b>	Since 2004, the City has provided an investment fund of \$124,000 annually to the not-for-profit cultural sector, including arts, heritage and ethnocultural organizations and projects. In 2008, this investment was increased to \$150,000. The program has 3 streams.
<b>Role/Recognition of Culture</b>	Invest funds into the not-for-profit cultural sector of St. Catharines.
<b>Opportunities/Challenges</b>	<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Continue to support cultural activity, facilities, level of creativity and increased engagement of youth and marginalized members of the community.</li> <li>• The change from Artist in the Community program to the Culture Builds Community program opens up new possibilities from just community art projects to any cultural initiative at a local level, including non-cultural groups.</li> <li>• As the City continues to invest through this program, it will continue to cultivate new opportunities for the cultural sector, for the business sector and for St. Catharines residents.</li> </ul> <p><b>CHALLENGES</b></p> <ul style="list-style-type: none"> <li>• Can the grants program provide an opportunity for examining sustainability of organizations at critical stages of growth? Figure out how the City can affect sustainability positively through grants.</li> <li>• Can the City ensure that grant funding is in step with programming and activity needs as they evolve over time?</li> <li>• How to increase the funding to the arts through the private sector and administered through the City's granting program.</li> <li>• Avoid adding more bureaucracy to grants programs and application processes.</li> </ul>
<b>Potential Synergies/Overlaps</b>	Members of the St. Catharines Culture Committee review all applications and make recommendations for investment. Find a way to communicate and/or engage EDTS and other agencies in SCCIP.
<b>Gaps</b>	<ul style="list-style-type: none"> <li>• The application process has not yet reached all potential applicants, namely the ethnocultural and heritage sectors.</li> <li>• Implement a system of jury by peers when doing grants to individual artists.</li> <li>• Look at ways to get the business sector more involved in funding arts and cultural activity.</li> <li>• Lack of a grants program at regional level.</li> </ul>

PLAN/POLICY	Municipal Cultural Policy (2000)
<b>Department</b>	Recreation & Community Services
<b>About the plan</b>	<p>“For the purposes of this policy, the term “culture” will mean the arts, cultural industries and heritage resources. The arts include music, theatre, dance, visual art, media arts and literature. The cultural industries include film, television, music recording, publishing and multimedia. Heritage resources include oral traditions, cultural landscapes, archeological sites, structures, artifacts and associated records.”</p>
<b>Role/Recognition of Culture</b>	<ul style="list-style-type: none"> <li>• Among the goals is “to promote collaboration amongst City Departments in reflection of the multi-disciplinary nature of culture, recognizing that culture, the urban environment, economic development and tourism benefit one another through integrated and collaborative planning.”</li> <li>• Need to Liaise with City Departments, especially Economic Development &amp; Tourism, and Planning &amp; Development Services: "The City recognizes that (...) aspects of cultural management already exist in the Recreation and Community Services Department, the Department of Planning Services and Economic Development and Tourism Services.</li> </ul>
<b>Opportunities/ Challenges</b>	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> <li>• This document will be replaced by the Culture Plan so the scopes for both the MCP and the Culture Plan should not overlap. The policy and plan must be distinguishable and components of the policy should be preserved.</li> <li>• “The cultural sector is a significant industry with the potential of providing economic diversity and vitality to the City’s economy. The quality-of-life resources provided by a culturally vibrant city are significant to job creation and attraction and economic competitiveness. An environment supportive of its citizens’ creativity in the arts is a catalyst to creativity in commercial enterprise, life-long learning and other areas of life.”</li> <li>• Accomplishments: <ul style="list-style-type: none"> <li>• Created a position for a culture-dedicated staff member.</li> <li>• Inventoried art collection and established a Public Art Policy and Program</li> <li>• Established Culture Committee</li> <li>• Established St. Catharines Cultural Investment Program</li> <li>• MCP goals have functioned as management guidelines that have served the City really well. It will be important to revise them / keep some of them as appropriate moving forward.</li> </ul> </li> </ul>

	<p><b>CHALLENGES</b></p> <ul style="list-style-type: none"> <li>• Lack of measurable outcomes in this original policy.</li> <li>• Lack of understanding of the dimension of the undertakings nor the resources necessary to accomplish them.</li> <li>• Didn't accomplish fully:             <ul style="list-style-type: none"> <li>• Encourage and facilitate centralized events scheduling;</li> <li>• Encourage and facilitate joint marketing initiatives in the cultural community. Despite having been doing this for years – City Guide, Leisure Guide, City website, Culture news, Culture Ink, support for the Downtown Alliance of Performing Arts, and now cNiagara – there is still potential for improvement that could be addressed in the Culture Plan.</li> </ul> </li> </ul>
<p><b>Potential Synergies/Overlaps</b></p>	<p>This document will be replaced by the Culture Plan yet the scopes for both may not overlap 100%.</p> <p>Include concepts in the new Culture Plan such as (among others - not exclusively):</p> <ul style="list-style-type: none"> <li>• Creative Industries</li> <li>• Design</li> <li>• Public spaces/placemaking</li> <li>• "Cultural" Tourism, -cultural district designation and funding</li> <li>• Heritage</li> <li>• Diversity</li> </ul>

<p><b>PLAN/POLICY</b></p>	<p><b>The St. Catharines Museum and Welland Canals Centre Strategic Plan 2008-2012</b></p>
<p><b>Department</b></p>	<p>RCS</p>
<p><b>About the plan</b></p>	<p>Strategic document outlining Mandate, Vision, Commitment, Purpose, Values, and 10 strategic objectives for the period 2008-2012.</p>
<p><b>Role/Recognition of Culture</b></p>	<p>“The St. Catharines Museum will strive to be valued as a unique and dynamic centre for sharing our heritage, preserving our past and celebrating our diverse community.”</p>
<p><b>Opportunities/Challenges</b></p>	<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Commitment to strengthening “its existing activities and relationships” and to “foster new partnerships”.</li> <li>• Explicit acknowledgement of community diversity.</li> <li>• Commitment to public accessibility ie: Education Objective #3, and admission by donation policy.</li> <li>• The addition of the Morningstar Mill as a satellite site.</li> <li>• Community development initiatives both within the Museum and</li> </ul>

<p>out in the community.</p>	
<p><b>CHALLENGES</b></p> <ul style="list-style-type: none"> <li>• The plan will need to be renewed after 2012.</li> <li>• Continued revenue generation through contributed income or other non earned income revenue.</li> </ul>	
<p><b>Potential Synergies/Overlaps</b></p>	<ul style="list-style-type: none"> <li>• Communication and coordination with PDS re: planning and promotion of heritage assets and initiatives.</li> <li>• Coordination with Recreation, Cultural Services and Tourism Services staff on connected initiatives.</li> </ul>
<p><b>Gaps</b></p>	<ul style="list-style-type: none"> <li>• All objectives have been met or exceeded</li> <li>• Strategic Master Plan in draft form only, however some objectives are being implemented or redirected.</li> </ul>

<b>PLAN/POLICY</b>	<p><b>St. Catharines Public Library strategic planning documents, including: “Strategic Agenda 2007-2010: Door Onto the World”, “Memo and Goals 2011”, and “Operational Goals Update 2012”</b></p>
<b>Department</b>	<p>The St. Catharines Public Library is an enactment of the Provincial Library Act and as such it operates with a distinct Board of Governors, appointed by City Council; they function as an arm’s length agency of the City.</p>
<b>About the plan</b>	<p>The Strategic Agenda sets mission, vision and operational goals in 5 categories (IT; Collections, programs, services; Promotion, outreach, partnerships; Accountability and Effectiveness; Facilities) for the period 2007-2010. The annual goals updates (2011 and 2012) provide update goals for the Library, as the Strategic Agenda has not been updated yet.</p>
<b>Role/ Recognition of Culture</b>	<p>“The St. Catharines Public Library Board is committed to providing all the citizens of St. Catharines with the highest level of library services, materials, and facilities, within the resources available to meet their informational, educational, and recreational needs.”</p>
<b>Opportunities/ Challenges</b>	<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Many of the Library’s outreach programs are already developed in conjunction with RCS and/or other City agencies, such as War of 1812 Display and Fresh Ink Contest. Continue and expand where appropriate such collaborations within the Culture Plan’s framework.</li> <li>• The preparation of a new strategic plan for 2013-2015 is envisioned in the Goals 2012 document. Opportunities for other City stakeholders to</li> </ul>

participate in the process and improve operations as/if needed.

**CHALLENGES**

- There is debate over whether the library is a “cultural institution” per se, or not. How would this impact the Culture Plan’s consideration of the Library in its strategic objectives moving forward?
- The Library cannot be treated like a City department – how does this limit the capacity of the Culture Plan to implement effective strategies that may involve the Library (even if indirectly) i.e., partnering, cross-promotion actions, planning of special events, “recreational” programming, etc.

**Potential Synergies/ Overlaps**

- The new strategic plan for 2013-2015 will be developed simultaneously with the Culture Plan – this offers potential synergies, such as establishing agreed on mechanisms for collaboration in both plans.

**Gaps**

- The Strategic Agenda document has not been updated / renewed since 2010 and its goals have been updated via “Goal Memos” in 2011 and 2012.



## 4. PROGRAMMING AND ASSET MANAGEMENT

This section examines a total of 21 assets within the following categories: Special Events & Festivals; Heritage; Cultural Centres & Museum; Attractions; Public Art; Performing Arts; Digital Media Centre/Lab; and Public Libraries.

Fundamental characteristics are measured across all assets to both understand overlap and identify broad themes. Namely, governing body, management principles, programming descriptions, attendance statistics, overhead expenses, and earned revenue are analyzed. In some instances, gaps in information prevent full analysis of assets.

A summary of opportunities for each category is presented below:

### Special Events & Festivals:

- Reach potential for higher visibility and impact;
- Explore opportunities for consolidation under one Department;
- Consider creating a Committee, or other form of coordinating body, for Special Events;
- Consider allocating more resources to this type of asset, especially in the case of RCS.

### Heritage:

- Increase the visibility of "Heritage Routes" (i.e., Heritage District walking tours and the City's two Heritage Corridors). This could be done via: increased investment, better design for walking tours, further promotion, increased involvement of PDS and EDTS alongside RCS;
  - Consider integrating heritage committees in an annual "Heritage Summit";
- Connect heritage assets to other City programs and downtown revitalization;
  - Capitalize on rental opportunities for revenue generation. Build awareness among community members of the facilities that are available to rent.

### Community Centres and Museum:

- The St. Catharines Museum and Welland Canals Centre has seen an improvement of its performance in terms of visitation and revenue generation, and requires close examination to understand its full potential;
- Consider the planning of a new cultural facility such as the Black History Museum in the context of the new Culture Plan's priorities, including issues of financial and staff resources.
- Benefit from Russell Avenue Centre's excellent location to increase and diversify program offerings and cultural participation.

### Attractions:

- Use the Carousel as an opportunity to cross-promote other attractions and cultural experiences.

### Public Art:

- Update the Public Art Policy and develop a public art plan;
- Adopt a percent for art policy to finance the program;
- Encourage public art in private development;
- Continue to identify methods/system/resources for maintenance, recognizing the effects on staff and financial resources of the maintenance deficit identified in the past 8 years of collection management



**Performing Arts:**

- Contribute to the cultural ecosystem of the City by cultivating the local performing arts community and presenting artists from beyond the Region to encourage excellence.
- Cultivate diverse audiences and arts programming;
- Explore financing options for PAC in the future to ensure other City-owned and community cultural assets and organizations are not affected by its financial needs.

**Digital Media Centre/Lab:**

- Contribute to the development of other innovative cultural industries in the city – EDTS to act as the broker between RCS and nGen to accomplish this;
- How can the financing arrangement (public-private) be extended to other assets?

**Public Libraries:**

- Are managed by an arm's length agency and their operations are autonomous from other City Departments (including RCS).

TYPE OF ASSET	ASSETS	FINDINGS	Governing Body	Management Principles (in addition to Culture Committee)	Programming	Attendance/Participation 2011	Budget Allocation (Op. Exp 2010)	HR & Admin Expenses	HR & Admin Expenses %	Earned Revenue - Activities	Earned Revenue - \$	Earned Revenue - % over budget
<b>Special Events &amp; Festivals</b>	Festivals at Market Square	<ul style="list-style-type: none"> <li>- Found both under RCS and EDTS;</li> <li>- Overall, the City could invest more money on this type of asset (festivals). Comparatively low at present;</li> <li>- EDTS generates more revenues per expense than RCS in culture-specific activities;</li> <li>- Earned revenues primarily from rentals and advertising.</li> </ul>	EDTS	There is NO Committee for Special Events			\$ 221,289	\$ 123,179	56%	Rentals	\$ 14,710	6.6%
	Farmer's Market		EDTS				NA	NA	NA	NA	NA	NA
	Doors Open Niagara		BTA			2,374	\$ 78,173	NA	NA	Advertising Revenues	\$ 900	1.2%
	Band Concerts in Montebello Park		RCS			3,111						
	Punpkinville		RCS									
<b>Heritage</b>	Cenotaphs	<ul style="list-style-type: none"> <li>- The City owns 12 designated heritage buildings and structures;</li> <li>- RCS is the leading Department in relation to heritage, but PDS also has some functions (i.e., Port Dalhousie Heritage Committee);</li> <li>- Old Courthouse covers 65% of its operating expenses with earned revenues, via rentals.</li> </ul>	RCS	At least 3 Committees address this: Downtown Ctee, Heritage Ctee, Dalhousie H. District Ctee.	Maintenance, Restoration		\$ 23,154	NA	NA	None	\$ 0	0.0%
	Port Dalhousie		PSD + RCS				\$ 6,205		NA			NA
	Robertson Hall		FMS				NA	NA	NA	Rentals	\$ 155,802	NA
	Old Courthouse		RCS				\$ 65,002	NA	NA	Rentals	\$ 42,000	64.6%
<b>Community Centres &amp; Museum</b>	St. Catharines Museum and WCC (includes Morningstar Mill)	<ul style="list-style-type: none"> <li>- The Museum and WCC cover 11.7% of its operating cost via earned revenues, which is satisfactory taking into account that the entrance is by donation and publicly run. Consider other strategies for developing earned and contributed revenues.</li> <li>-</li> <li>The development of a National Black History Museum is under consideration;</li> </ul>	RCS	Museum Committee	Exhibitions, Tours	101,815	\$ 1,368,353	NA	NA	Gift Shop, Rentals, Miscellaneous, Dragon Boat, School Tours, Permits, Photos. Admission by donation since 2011.	\$ 159,821	12.2%
	Black History Museum		TBD	Mayor's Black History Museum Committee		Not yet in existence	N/A	Museum staff time	N/A	N/A	N/A	N/A

	Community Centres: 4 Older Adult Centres + Russel Avenue Centre	The Community Centre delivers programs that are cultural in nature and very relevant in terms of neighbourhood proximity; - Russell Avenue has seen a reduction in program offerings and program participation in recent years.	RCS			8,000	Not included due to the diverse programming of the facility					
<b>Attractions</b>	Lakeside Park Carousel	- Seasonal asset and one that concentrates 33% of its visitation on weekends; - Shows very high visitation; - Its historic nature (designated heritage site)	RCS			226,680	\$ 164,207	\$ 93,415	57%	Admissions, Rentals, School Trips, Merchandising, Advertising, Vending Machine	\$ 30,553 (including donations)	18.6%
<b>Public Art</b>	Public Art	- Public Art management has been established for 10 years; - Mural Program is in development through a joint initiative of the Mayor's Graffiti Committee and the Public Art Advisory Committee - not yet implemented.	RCS	Public Art Policy	Acquisition, Exhibits, Maintenance	NA	\$ 19,025	NA	NA	None	\$ 0	0.0%
	Mural Program		Under Development	Graffiti Committee		Under Development						
<b>Performing Arts</b>	Performing Arts Centre	- It will be the first City facility dedicated to performing arts;- Still under development.	RCS	User Group Committee		Under Development						
<b>Digital Media Centre / Lab</b>	nGen	- nGen opened its new state of the art facility in 2008; - It is funded by several agents, public and private - the City contributes through EDTS.	Partnership of private and public entities. In the case of the City it is under EDTS.			NA	\$ 23,057	NA	NA	Rentals	\$ 22,001	95.4%
<b>Public Libraries</b>	Four Library branches	- The Library is run by an autonomous Library Board, not by RCS; - The St. Catharines Public Library receives more funds than other cultural assets, including the Museum and WCC, and Special Events; - The Libraries receive a lot of visitation, especially the Downtown branch.	Library Board			450,523						

## 5. FUNDING

The following analysis reflects close examination of current operating budgets for a number of cultural assets citywide. Analysis was undertaken to understand how (and how many) resources are currently allocated towards cultural efforts. The following operating budgets were examined:

- Recreation and Community Services
- Economic Development and Tourism Services
- Planning and Development Services
- The St. Catharines Public Library Board

The following cultural assets/initiatives were examined:

- Festivals and Special Events
- Market Square
- nGen
- Lakeside Park Carousel
- Public Art
- St. Catharines Museum and Welland Canals Centre
- Morningstar Mill
- Robertson Hall
- Old Lincoln County Courthouse
- St. Catharines Cultural Investment Program
- Heritage Grants

The analysis that follows offers a focused set of recommendations and observations in three broad categories: (1) culture-related operating expenses; (2) culture-related operating revenues; and (3) culture-related capital costs.

## CULTURE-RELATED OPERATING EXPENSES

Level	Findings	Analysis	Comments / Recommendations
<b>City-wide</b>	Total City operating expenses have decreased by 16% from 2007-2010. In the meantime, culture-related operating expenses have increased by 4.7% in the same period, reaching almost \$7 million.	The City demonstrates a strong commitment to funding of culture.	This is merit-worthy considering a need for greater employment opportunities in St. Catharines, which may capitalize on culture.
	All culture-related expenses represented 7.93% of total City expenses in 2010.	This is approximately the same level as total government spending on culture in Canada (8%; Statistics Canada).	For St. Catharines to make a difference consider going above Canada's average.
	PDS assigns a considerable 7% to culture-related spending.	This demonstrates that culture is a core component of City planning and integral to other municipal initiatives.	Very positive sign: towards planning culture holistically.
<b>RCS</b>	RCS spending on culture only represents 24% of total City spending on culture.	A vast majority of culture dollars are scattered elsewhere. This could translate into less efficiency and coordination. It also shows a decentralized model for culture.	Consider concentrating a higher percentage of culture spending under RCS.
	RCS only assigns 17% of its Department budget to culture-related activity (\$1.7 million); EDTS assigns 22% (\$0.24 million).	EDTS assigns proportionately more resources than RCS to culture.	If RCS is to be the main agent of culture delivery, consider increasing the resources devoted to culture within the Department.
	RCS has increased its culture-related expenses by approximately 18% from 2007-2010.	This is well above the City's overall increase in culture spending of 4.7%.	Shows strong commitment by the Department, despite economic challenges. Could be due to the move of the Museum over to RCS within this period.
<b>Library vs Other Assets</b>	The Library Board spending on culture represents 70% of total City spending on	All other cultural functions receive only 30% of funding.	A need to examine the proportions of cultural spending in other

culture.			municipalities can lend perspective.
Expenditure in 2010: Library services:\$4.9 million Museum/WCC: \$1.2 million Festivals: \$250,000 Special Events:\$78,000 Public Art:\$19,000	Festivals and Special Events receive a comparatively small allocation while their potential impact on City visibility, tourism attraction and placemaking is very high.		Consider increasing budget for festivals, special events, and public art.
	Budget allocation for Public Art has also proven to be relatively small i.e., maintenance deficit.		

## CULTURE-RELATED OPERATING REVENUES

Level	Findings	Analysis	Comments / Recommendations
<b>City-wide</b>	The largest source of culture-related revenues is municipal taxes, which represent over 82%.	Taxation is the key instrument for financing of culture.	Consider additional tax instruments/procedures to support new culture action plans.
	Earned revenues represent 10% of total cultural revenue.	Through activities such as space rentals, admissions, merchandise and advertising.	Continue with positive trend (earned revenues have increased by 7% in 2007-2010).
	The remaining 8% are Government Grants. These have decreased by 20% from 2007-2010.	This source is out of the control of the City.	Plan for increased autonomy of cultural funding via the other two revenue sources.
<b>RCS</b>	RCS culture-related revenues have decreased by 7.7% in 2007-2010, to \$1.24 million. (See Appendix).	While culture-specific spending under RCS has increased (see Expenses section), culture-specific revenues have decreased. In other words, the gap between culture-specific expenses and revenues within RCS is increasing: for every dollar it	Consider allocating more revenue for culture-specific endeavours within RCS for internal sustainability / balance.

		receives for cultural service delivery, it spends \$1.35.	
<b>EDTS</b>	EDTS culture-related revenues have increased by 12.1% in 2007-2010, to \$0.45 million.	EDTS generates more revenue proportionately with its culture-related activities than does RCS. For every dollar that EDTS receives for cultural delivery, it spends \$0.50.	This suggests greater sustainability. Also, that EDTS is spending the remaining \$0.50 on other non-cultural purposes. Should some of these resources go to RCS?

## CULTURE-RELATED CAPITAL COSTS

Level	Findings	Analysis	Comments / Recommendations
<b>RCS</b>	Capital costs have increased 5x from 2007-10	Considerable investment in assets, such as the Morningstar Mill during 2010, responsible for cost increase.	Shows strong commitment by the Department, despite economic recession.

\*: Note that this analysis does not include the allocation in 2011, 2012 and subsequent years for the operating expenses of the Performing Arts Centre, which totaled \$280,811 in 2011 and is projected to almost double in 2012, to \$502,100.



# APPENDIX: CULTURE-RELATED REVENUES AND EXPENSES FIGURES

## CULTURE-RELATED OPERATING REVENUES

Source: City website and client.

	2010 Actual	2007 Actual
<b>GRAND TOTAL CULTURE RELATED REVENUES</b>	<b>\$ 7,293,249</b>	<b>\$ 7,021,556</b>
<b>Recreation and Community Services - Culture related revenues</b>		
<b>Total Government</b>	<b>\$ 832,475</b>	<b>\$ 1,034,240</b>
<b>Total Municipal Tax Funds</b>	<b>\$ 587,352</b>	<b>\$ 649,744</b>
Museum and WCC Centre - Municipal Tax Fund	196,981	275,523
Carousel - Municipal Tax Fund	133,654	115,109
Special Events - RCS - Municipal Tax Funds	72,817	70,538
Cultural Services - Municipal Tax Funds	183,900	188,574
<b>Total Gvt Grants</b>	<b>\$ 92,123</b>	<b>\$ 177,496</b>
Museum and WCC Centre - Gvt Grants	87,888	48,389
Cultural Services - Gvt Grants	4,235	4,107
Arts centre project - Gvt Grants	\$ 0	125000
<b>Civic Project Fund (reserves sale of Hydro)</b>	<b>\$ 153,000</b>	<b>\$ 207,000</b>
<b>Total Earned</b>	<b>\$ 385,939</b>	<b>\$ 299,519</b>
Carousel (admissions and school trips)	16168	15545
Museum (admissions and school trips)	33716	36877
Museum and WCC Centre - rentals	13059	12105
Carousel - rentals	3907	2896
Old Courthouse - rentals	42000	25000
Robertson Hall - rentals	155802	
Museum and WCC Centre - other earned	110,533	196,080
Morningstar Mill - other earned	523.40	345.00
Carousel - other earned	8,838	10,591

RCS Special Events - other earned	900	0
Cultural Services - other earned	493	80
<b>Total Contributed</b>	<b>\$ 34,196</b>	<b>\$ 23,102</b>
Museum and WCC Centre - Donations	15,100	17,442
Carousel - Donations	1,640	1,172
RCS Special Events - Donations	4,456	4,191
Cultural Services - Donations	13,000	297
<b>Grand TOTAL RCS (culture-related)</b>	<b>\$ 1,252,610</b>	<b>\$ 1,356,861</b>
<b>Economic Development &amp; Tourism Services - Culture related revenues</b>		
<b>Total Government</b>	<b>\$ 415,271</b>	<b>\$ 392,404</b>
<b>Total Municipal Funds</b>	207,635	196,202
Market Square + EDTS Special Events contracts - Municipal Tax Funds	206,579	181,202
nGen - Municipal Tax Funds	1,056	15,000
<b>nGen - Gvt Grants</b>	0	0
<b>Total Earned</b>	<b>\$ 36,711</b>	<b>\$ 10,744</b>
<b>Market Square - rentals</b>	14,710	10,744
<b>nGen - rentals</b>	22,001	0
<b>Grand TOTAL EDTS (culture-related)</b>	<b>\$ 451,981</b>	<b>\$ 403,148</b>
<b>Planning and Development Services - Culture related revenues</b>		
<b>Planning Department - Municipal Tax Funds</b>	124,205	122,731
<b>Grand TOTAL PDS (culture-related)</b>	<b>\$ 124,205</b>	<b>\$ 122,731</b>
<b>Library Board - Culture related revenues</b>		
<b>Total Government</b>	<b>\$ 5,160,533</b>	<b>\$ 4,767,480</b>
Municipal Funds	\$ 4,906,500	\$ 4,530,150
Ontario Gvt Grant	\$ 228,616	\$ 228,616
Special Grants	\$ 25,417	\$ 8,714
<b>Total Earned</b>	<b>\$ 303,920</b>	<b>\$ 371,336</b>
Other	\$ 303,920	\$ 371,336
<b>Grand TOTAL LIBRARY</b>	<b>\$ 5,464,453</b>	<b>\$ 5,138,816</b>

## Sources of culture-related revenue - all departments

	2010	2007	2010 vs 2007
<b>Municipal Taxes</b>	\$ 6,033,327	\$5,691,818	6%
<b>Other Governments Grants</b>	\$ 499,156	\$623,945	-20%
<b>Earned</b>	\$ 726,570	\$679,037	7%
<b>Contributed</b>	\$ 34,196	\$23,105	48%
<b>TOTAL</b>	\$ 7,293,249	\$7,017,905	4%

**Ratio Expenses-Revenues by Department 2010**

	Expenses	Revenues	Ratio
Recreation and Community Services	\$ 1,696,969	\$ 1,252,610	1.35
Economic Development & Tourism Services	\$ 244,346	\$ 451,981	0.54
Planning and Development Services	\$ 127,205	\$ 124,205	1.02
Library Board	\$ 4,906,500	\$ 5,464,453	0.90
TOTAL	\$ 6,975,020	\$ 7,293,249	0.96

## CULTURE-RELATED OPERATING EXPENSES

Source: City website and client. Excludes Capital costs. Please note that Department Totals for 2008 and 2007 are estimates, based on Consolidated Financial Statements.

		2010 Actual	2009 Actual	2008 Actual	2007 Actual
<b>TOTAL CITY OPERATING EXPENSES</b>		<b>\$ 87,995,698</b>	<b>\$ 85,552,984</b>	<b>\$ 87,179,400</b>	<b>\$ 105,131,600</b>
<b>Recreation and Community Services</b>					
	TOTAL RCS	\$ 10,968,478	\$ 11,211,130	\$ 10,755,450	\$ 10,709,415
Culture-related	Carousel	\$ 164,207	\$ 191,492	\$ 143,650	\$ 145,313
	Cultural Services - Total Operating	\$ 159,449	\$ 223,428	\$ 250,157	\$ 185,884
	Total Public Arts	\$ 19,025	\$ 6,521	\$ 5,050	\$ 7,174
	Total Cenotaphs	\$ 2,154	\$ 3,675	-\$ 72	\$ 0
	Special Events - total	\$ 78,173	\$ 74,284	\$ 65,419	\$ 74,729
	Total Museum + WCC expenses	\$ 1,206,482	\$ 1,237,030	\$ 1,236,845	\$ 994,686
	SCCIP	\$ 150,000	\$ 150,000	\$ 150,000	\$ 124,000
	Morningstar Mill expenses	\$ 16,599	\$ 14,759	\$ 18,811	\$ 25,449
	Courthouse Expenses	\$ 50,880	\$ 9,332	\$ 10,149	\$ 8,232
	<b>Total culture-related</b>	<b>\$ 1,846,969</b>	<b>\$ 1,910,521</b>	<b>\$ 1,880,009</b>	<b>\$ 1,565,467</b>
	<b>% Culture-related</b>	<b>17%</b>	<b>17%</b>	<b>17%</b>	<b>15%</b>
<b>Economic Development &amp; Tourism Services</b>					
	TOTAL EDTS	\$ 1,108,209	\$ 1,147,837	NA	NA
Culture-related	Festivals (DTS contracts)	\$ 77,181	\$ 76,000	\$ 76,000	\$ 78,300
	Festivals at Market Square	\$ 144,108	\$ 120,978	\$ 111,955	\$ 113,646
	nGen expenses (for City)	\$ 23,057	\$ 40,359	\$ 36,300	\$ 15,000
	<b>Total culture-related</b>	<b>\$ 244,346</b>	<b>\$ 237,337</b>	<b>\$ 224,255</b>	<b>\$ 206,946</b>
	<b>% Culture-related</b>	<b>22%</b>	<b>21%</b>	<b>NA</b>	<b>NA</b>
<b>Planning and Development Services</b>					
	TOTAL PDS	\$ 1,751,518	\$ 1,866,873	\$ 2,042,380	\$ 1,617,720
Culture-related	Heritage Committee	\$ 6,705	\$ 6,442	\$ 5,157	\$ 4,731
	Port Dalhousie Heritage Cttee	-\$ 500	\$ 500	\$ 0	\$ 0
	partial staff estimate + student	\$ 118,000	\$ 118,000	\$ 118,000	\$ 118,000
	Heritage grant	\$ 3,000	\$ 0	\$ 1,863	\$ 3,000
	<b>Total culture-related</b>	<b>\$ 127,205</b>	<b>\$ 124,942</b>	<b>\$ 125,020</b>	<b>\$ 125,731</b>
	<b>% Culture-related</b>	<b>7%</b>	<b>7%</b>	<b>6%</b>	<b>8%</b>
<b>Library Board</b>		<b>\$ 4,906,500</b>	<b>\$ 4,742,100</b>	<b>\$ 4,868,379</b>	<b>\$ 4,889,606</b>

