

# Municipal Support for Arts, Culture and Heritage

Comparative Report on Municipal Cultural Plans and Arts Councils

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## INTRODUCTION

From 2009 to 2013, the Government of Ontario ran the Creative Communities Prosperity Fund. The fund was designed to encourage municipalities to hire external consultants to develop a municipal cultural plan, with a clear focus on embedding culture as one of the four pillars of municipal sustainability. The City of Peterborough was successful in securing provincial funding for this purpose.

The Government of Ontario defines municipal cultural planning<sup>1</sup> as:

*Cultural planning is a place-based approach to planning and development. It is a process for identifying and leveraging a community's cultural resources, strengthening the management of those resources, and integrating those resources across all facets of local planning and decision-making.*

*The process takes into account how culture supports four essential pillars of sustainability:*

- *Economic prosperity*
- *Social equity*
- *Environmental responsibility*
- *Cultural vitality*

Peterborough's 10-year Municipal Cultural Plan (MCP) was approved by Council in 2012. Eight years later, as the City approaches the end of the MCP's 10-year horizon, the City is considering the best approach to developing the next phase of arts, culture and heritage in Peterborough. As part of this process, the City retained Ginder Consulting to consult with external sources to:

- Obtain advice and recommendations on whether to refresh the existing MCP or create a new plan for a five or a 10-year term;
- Undertake a comparative review of arts and culture councils operating in municipalities of similar size or with a similar mandate.

This report is structured into two distinct sections, each of which includes the research and consultation findings and the consultant's observations.

## SECTION 1: MCP - OPTIONS FOR RENEWAL

### METHODOLOGY

Peterborough's MCP contains seven Strategic Directions and 39 specific actions intended to strength arts, culture and heritage in Peterborough. City staff report than 80% of these actions have been achieved, which suggests that the plan's intentions were well aligned with both the community's needs and aspirations as well as the City's ability to deliver.

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<sup>1</sup> [http://www.mtc.gov.on.ca/en/culture/cul\\_planning.shtml](http://www.mtc.gov.on.ca/en/culture/cul_planning.shtml)

The Province maintains a list of 72 municipalities with a provincially approved MCP. From this list, the City and consultant selected three municipalities to interview: Waterloo, Sudbury, and Kingston. Waterloo has a similar population and a 10-year plan, and previous discussions between staff at the respective municipalities suggested they would be a good resource. Sudbury and Kingston were selected based on population, the fact that their plan expires in 2020, and because they participated in the comparative report of arts councils (see Section 2). An interview guide was developed and the consultant interviewed the Director of Culture (or equivalent) from each municipality. Note that the Director interviewed in Kingston was involved in the creation of their plan and could offer historical perspective on the plan’s development and the early years of implementation. This was not the case in Sudbury and Waterloo.

## COMPARATIVE DATA

Municipality	Peterborough	Sudbury	Waterloo	Kingston
Population <sup>2</sup>	83,060	85,000 <sup>3</sup>	104,986	123,798
MCP term	10 years 2012 - 2022	5 years 2015 - 2020	10 years 2014 - 2024	10 years 2010 - 2020
Planning process	External consultants funded through province	Internal by business development staff	Internal by policy planning team	External consultants funded through province
External consultation involves	Yes	Yes	Yes	Yes

Table 1: Comparative data

## ACHIEVEMENTS

All three municipalities report that their MCP has accomplished its key objectives, both in positioning culture as a pillar of sustainability within the municipality as well as achieving most of the specific actions outlined in the plan. For example:

- Waterloo creates an annual report card and has achieved 70% of the plan’s goals over the first six years.
- Several Sudbury City Councillors continue to champion the plan, which has led to the creation of a public art policy that is incorporated into the Official Plan.
- Kingston has achieved most of its 60 recommendations, building internal capacity in asset management and culture development, and sector capacity through newly formed community organizations and divesting the Kingston Heritage Fund to the Museum Alliance.

<sup>2</sup> Population based on 2016 census

<sup>3</sup> In 2001, Sudbury merged with its surrounding municipalities to form Greater Sudbury. 2001 population for the City of Sudbury was 85,354 and 2016 population of Greater Sudbury is 161,531. Thus 2016 population for City is an estimate.

## LENGTH OF PREVIOUS PLAN

Kingston and Waterloo created 10-year plans, as did Peterborough. Kingston required a long-term, comprehensive plan as they were “starting from scratch” with no culture department. They believe that the 10-year term was important to the plan’s success and the City’s ability to build the cultural sector’s capacity. Going forward, Kingston is more likely to develop a 5-year plan.

Waterloo still has four years left in its plan. While culture remains an important focus for the municipality, it is not highlighted in the most recent corporate Strategic Plan due to changes in the composition of Council and the emergence of other priorities. Interviewees in Kingston and Sudbury also noted that the positioning of culture within their governments was affected by turnover among Councilors and a focus on other emerging priorities (neighbourhood development and reconciliation with Indigenous people’s were specifically mentioned). As one interviewee observes, “*to be invested in a strategic plan you have to be invested in developing it.*”

Sudbury’s five year MCP was completed in 2015 just before the City’s 10-year Economic Development Strategic Plan, called *From the Ground Up*, was written. Key elements of the MCP were therefore incorporated into *From the Ground Up*. Sudbury has noted that after five years there is still a lot of value in and relevance to the culture plan, although over the five years some of the language and thinking had become outdated (e.g. the term Aboriginal).

## INTENTIONS FOR THE NEXT PLAN

The MCP action plans in both Sudbury and Kingston concluded this year. Peterborough and Waterloo have two and four years left respectively in their plans.

### KINGSTON

Culture staff had contemplated creating a new five-year plan that would include an assessment of the achievements from the last plan. However staff has been asked to “put a pause” on the renewal of the MCP at this time as other issues have emerged (such as Reconciliation) that have become a major focus for the corporation. Once progress has been made on Reconciliation and other priorities, a new culture plan can proceed. Staff notes that they have achieved most of the MCP recommendations, built capacity and a strong culture department, and so the next plan will likely have a five-year term.

### SUDBURY

City staff had intended to move forward on finalizing the approach to developing the next MCP this year. However priorities and resource allocation have shifted as a result of COVID and no decisions have been made on plan renewal. Discussions, however, are underway as to whether to develop a new stand alone culture plan, or to update the culture section in the Economic Development Plan (*From the Ground Up*) – a strategy staff adopted in 2019 when the tourism plan came up for renewal. If a new, stand alone culture plan were to be created, it would need to end in 2025 to align with the expiration of the Economic Development Plan.

## WATERLOO

Waterloo still has four years left in its plan yet they are already preparing for a new one. For example, they ensured that culture was incorporated as a primary pillar in the City's Economic Development Strategic Plan created in 2019.

They are already discussing the focus of their next plan, such as whether it will be: a) a City plan with a roadmap of what the City promises to be doing with its own programming; or b) a community plan with recommendations for both the cultural sector and the City; or c) a plan to support not only existing cultural organizations but also a broader reach to individual artists, visual art and music teachers, etc. While no decisions have been made, they believe this is an important conversation.

## PLANNING PROCESS

### KINGSTON

Kingston will retain external consultants to help them develop the next culture plan. The City has a strong focus on public engagement so the expectation is that the City will provide a status report on the accomplishments of the last plan and obtain input from the community on future directions. Of particular interest to the culture staff is the continued professionalization of the arts in Kingston and responding to the community's request for grants to individual artists. In addition, culture staff is working on strategies to strengthen the cultural industries (film, commercial music) to be incorporated into the Economic Development Strategy.

### SUDBURY

It is unlikely, in the era of COVID, that there will be funding for external resources to develop the next culture plan in Sudbury. Regardless of whether the plan is developed internally or with external assistance, there will be consultation with the community. A focus in the next plan will be to clearly define what the municipality should be doing in the context of what the community indicates it wants and needs.

### WATERLOO

Waterloo will develop their next culture plan in-house. They regularly consult with the community and anticipate that community consultation will be an important component of the next plan. They anticipate the plan will have recommendations for the cultural sector as well as the City culture office.

The City will not do another 10-year plan. They note that none of the current staff team were in Waterloo when it was created and that while arts and culture organizations were using it at the beginning, it has become less relevant and slipped off the sector's radar, although City staff still refer to it.

## CONSULTANT'S OBSERVATIONS

While a small number of municipalities were interviewed, the conversations identified some common themes:

- The MCP was an important instrument in situating culture centrally within the corporation and providing a roadmap and timeline for cultural development;
- 10 years is a long planning horizon, and plans of that length can become stale and/or less relevant in the later years. That said, the 10-year plans enabled municipalities to develop a solid base for culture in the municipality; with that accomplished, all municipalities expect their next plan will have a five-year term;
- Renewal of MCP's have been delayed at two municipalities due to COVID and competing corporate priorities;
- All municipalities will consult externally when they develop the next plan; and
- One municipality will definitely use external consultants for the next plan and a second will develop the plan in-house. The third may use external consultants if financial resources are available.

## SECTION 2: COMPARATIVE REPORT ON ARTS COUNCILS

### METHODOLOGY

The establishment of Electric City Culture Council (EC3) as an independent not for profit organization was a direct outcome of recommendations contained in the City's 2012 Municipal Cultural Plan (MCP). The City wanted to understand how arms-length municipal culture or arts councils operated in other jurisdictions, with a specific focus on mandate, governance and funding.

Research commenced with the development of a list of Canadian municipalities in Ontario, British Columbia and Albert with a population similar in size or larger than that of Peterborough. Online research was then undertaken to determine which of these municipalities has an arts or culture council. City staff reviewed the list and subsequently municipalities outside Ontario were eliminated.

The Ontario Arts Council (OAC) provides operating and project funding to over 20 arts councils. An interview with the OAC program officer provided insight into considerations other than population by which to identify comparators, such as the presence of a university and a public art gallery. The OAC considers that the arts councils in Guelph and Windsor provide the most comparable programs and services to those offered by EC3.

Table 2 summarizes the final list of municipalities that were considered for this report. It is noticeable that many municipalities with a population greater than Peterborough's, such as St. Catharines and Waterloo, do not have an arts council. Where no arts council exists, municipal staff provides programming and services, while in other areas local community

organizations (often the local art gallery or visual art association) take the lead on promoting the arts off the side of their desks or through volunteer efforts.

City	Arts Council	2016 population
<b>Windsor</b>	Yes	287,069
St. Catharines	No	133,113
<b>Guelph</b>	Yes	132,397
<b>Kingston</b>	Yes	117,660
Kanata	No	117,304
Waterloo	No	104,986
Milton	No	101,715
Brantford	No	98,179
Thunder Bay	No	93,952
<b>Sudbury</b>	Yes	88,054
<b>Peterborough</b>	Yes	82,094
Sarnia	No	72,125
<b>Belleville</b>	Yes (Quinte Arts Council)	67,666
<b>Sault Ste. Marie</b>	Yes (Arts Council of Algoma)	66,313

Table 2: List of municipalities

With this information in hand, Guelph, Kingston, Sudbury and Windsor were selected for review. All four have a larger population than Peterborough. While Windsor has a significantly larger population, it was selected based upon the observations from the Ontario Arts Council.

Interviews were subsequently held with the Executive Director or equivalent of each council with a focus on questions related to mandate, finances and their relationship with their municipality.

## APPROACH

The review of the other councils focused on four areas of enquiry:

- Mandate;
- Governance;
- Relationship to the municipality; and
- Finances.



## COMPARATIVE DATA

Table 3 contains a high-level data summary introduction to the five councils.

Municipality	Peterborough	Sudbury	Kingston	Guelph	Windsor
Population <sup>4</sup>	83,060	85,000 <sup>5</sup>	123,798	131,794	217,185
Council	Electric City Culture Council	Sudbury Arts Council	Kingston Arts Council	Guelph Arts Council	Arts Council Windsor and Region
Year founded	2012	1974	1963	1974	1980
Charitable status	No <sup>6</sup>	Yes	Yes	Yes	Yes
Board size	7 - 9	9	6	9	8
Membership	110	70 – 80	0	125 <sup>7</sup>	180
FTE	1.75 <sup>8</sup>	1	3	2 + contractors	1.75
Municipal operating support	Yes	No – project grants	Yes	Yes	Yes
Deliver grants	No	No	Yes	No	No

Table 3: Overview

## MANDATE

### MISSION STATEMENTS

The mission statements of each council presented below are followed by a more detailed review of each council's mandate and how they relate to their respective municipalities.

#### **Peterborough – Electric City Culture Council**

The Electric City Culture Council (EC3) is an independent, arm's length, not-for-profit corporation mandated by the City of Peterborough to champion the development of the arts, culture and heritage (ACH) community for the people of Peterborough, and the surrounding region.

<sup>4</sup> 2016 census

<sup>5</sup> In 2001, Sudbury merged with its surrounding municipalities to form Greater Sudbury. 2001 population for the City of Sudbury was 85,354 and 2016 population of Greater Sudbury is 161,531. Thus 2016 population for City is an estimate.

<sup>6</sup> Intend to apply

<sup>7</sup> Artist and arts organizations membership, plus an additional +/- 100 donors and community supporter memberships

<sup>8</sup> As of Spring 2020, the Executive Director works full time.

**Sudbury – Sudbury Arts Council**

Our mission is to connect, communicate and celebrate. SAC brings together members of the arts community and their audiences. SAC is a source of who's who and what's happening within the region. As an arts umbrella organization, it advocates on behalf of all artists and is a source of relevant information. SAC encourages awareness and appreciation of the wide diversity of Arts, Culture and Heritage in our area.

**Kingston – Kingston Arts Council**

The Kingston Arts Council (KAC) provides strategic leadership and services for the arts — as funder, leader, advocate, resource and facilitator of opportunities — in Kingston and the surrounding area.

**Guelph – Guelph Arts Council**

Championing and growing opportunities for Guelph's creative community through communications, resources for learning, and cultural programs and partnerships.

**Windsor – Arts Council Windsor & Region**

The Arts Council Windsor & Region (ACWR) will strive to enhance the economic and social well-being of the community by:

- Strengthening the arts through leadership, education, advocacy and promotion;
- Creating and expanding opportunities for diverse activities that connect the community through participation in the arts
- Enrich the quality of life in our region by increasing awareness of the arts and its value.

**BREADTH OF MANDATE**

Kingston has a mandate with a specific focus on the arts, while their counterpart, the Kingston Association of Museums, represents the heritage sector. Windsor also has an arts-specific mandate. While Sudbury and Guelph are also “arts” councils, they, like Peterborough, have a broader mandate that includes elements of culture and heritage.

Sudbury is a bilingual council with a very modest budget. It fulfills the heritage component of the mission through promoting heritage programs and activities produced by other organizations, and taking on modest, opportunistic initiatives. One example of this is the development of a brochure and app for a self-guided walking tour of downtown murals and historic sites, which is being created in partnership with the City. Heritage initiatives are only undertaken with the input from the City's heritage staff.

Guelph has a primary mandate of service to the arts community, however in the absence of a heritage service organization the council also runs heritage programs such as historical walking tours and Doors Open, both of which contribute to the council's earned revenue stream and contributes to their sustainability.

## **GEOGRAPHIC REACH**

All the councils serve the artists in their surrounding municipalities to a greater or lesser extent however none receive financial support from their neighbouring municipalities or regional governments.

Peterborough serves the city and “surrounding region” however the focus is on the city. Windsor, as its name implies, also has a mandate to serve the City as well as the surrounding municipalities. In reality, approximately 90% of the membership is from Windsor and Tecumseh. Guelph reports that approximately 95% of its members are from the City of Guelph and Wellington County. Approximately 85% of the Sudbury membership lives in the former city, the balance in the Greater Sudbury area. Kingston has no membership so cannot provide data on their geographic reach, but report that they are Kingston-focused.

## **GOVERNANCE**

Each council operates independently from their municipality with an autonomous Board of Directors. Guelph has a dedicated ex-officio seat on their Board for a staff representative from the City’s culture office and finds this helpful in maintaining a collaborative relationship around specific projects. Both Kingston and Sudbury report that they will occasionally invite a municipal cultural staff member to a Board meeting to provide input or advice on a particular agenda item.

Board members in Kingston and Sudbury are artists or individuals working within the cultural sector. Guelph and Windsor have a mix of artists and community members on their Boards; while the majority are artists, the community members bring a range of professional expertise and business connections to the Board. Guelph in particular has a very strong volunteer culture and an active committee network from which to identify and nurture future Board members.

## **RELATIONSHIP WITH THE MUNICIPALITY**

All the councils, with the exception of Sudbury, receive some form of operating support from their municipality. Table 4 on the following page provides a summary of the mechanism through which each receives this support.

In addition to the formal funding and reporting structures outlined in Table 4, the Sudbury Arts Council meets monthly with their City staff counterparts which has helped to build a closer working relationship. Others, such as Kingston, report meeting regularly (although not on a specific schedule) with their municipal funders to discuss shared priorities and areas of potential collaboration.

	Funding Mechanism	Frequency
<b>Peterborough</b>	Funded through MCP Capital Budget, not the Community Investment Grants Program or other typical mechanism. Lack of clear documentation around how funding level is determined.	Annual application
<b>Sudbury</b>	Apply to Arts and Culture Grants program at the City. Applicants have to receive a project grant of at least \$3k for each of three consecutive years to be eligible for the operating stream. The arts council has not met the operating stream threshold.	Annual application
<b>Kingston</b>	The arts council is one of three organizations (Kingston Museums Assoc. and Kingston Theatre Alliance) to have a <b>Service Level Agreement (SLA)</b> with the City. All other cultural organizations are supported through the Arts Fund (administered by the council). Annual increase of 2% is standard.	Annual application. Discussions have been held about moving to multi-year for both the arts council SLA and the Arts Fund, which they administer.
<b>Guelph</b>	A number of signature cultural organizations including the arts council have a <b>Community Benefit Agreement</b> . There is a matching annual inflation increase built into the agreement.	Four-year term. No application; the terms, roles and responsibilities are negotiated at renewal time. Annual reports are submitted.
<b>Windsor</b>	The arts council is one of four signature organizations that receive an <b>Agency Grant</b> . There is no established process for increases and municipal cultural funding is “quite low” compared to other municipalities.	Annual application.

Table 4: Municipal Funding Process

## FINANCES

Table 5 contains a summary of the revenue sources at the five councils. In reviewing this table it is important to note that the circumstances within which each council operates are very different. Some have mandates to provide specific services on behalf of their municipality (e.g. Kingston manages the Kingston Arts Fund) and others provide programming that otherwise might be undertaken by municipal staff (e.g. Doors Open in Guelph). Some municipalities are known as being more “arts supportive” than others, recognizing arts and culture as important components of their broader tourism, economic development and social objectives.

Municipality Fiscal year <sup>9</sup>	Peterborough 2019 <sup>10</sup>	Sudbury 2019	Kingston 2020	Guelph 2019	Windsor 2020
Municipal operating	73,750	-	117,165	53,431	15,000
Municipal project	39,600 <sup>11</sup>	1,088	22,344	700	-
Ontario Arts Council	14,628	13,792	13,495	9,575	23,643
Other grants	52,317	-	3,550	4,344	17,120
Sponsorship, donations	34,065	21,833	1,653	51,884	42,465
Membership	364	790	-	6,330	2,196
Other (e.g. self generated, interest, misc.)	0	8,555	12,087	29,495	18,425
Total revenue	214,724	46,058 <sup>12</sup>	170,294	155,759	118,849
Municipal operating grant as % of total revenue	34%	-	69%	34%	13%
Net assets (cash)	12,549	36,098	22,260	75,127	58,352

Table 5: Principal Revenue Sources

The following notes explain some of the differences between the budgets.

#### Municipal revenue

- Sudbury did not receive any municipal project funding for fiscal 2017 and 2018, a small grant in 2019 and in 2020 (unaudited) they received a \$10k project grant.
- Approximately 30% of Kingston’s budget is allocated to administering the Arts Fund (jurying and awarding operating and project grants totaling \$587,000 in 2019) on behalf of the City.

#### Project grants

- Project grants from municipal or other sources are, as the name implies, for specific projects for which traditionally there would be offsetting costs. Project revenue can inflate or deflate a budget significantly and inconsistently.

#### Membership

- Kingston ceased being a “membership-based” organization in 2015 and now operates on a “supporter model” providing services to everyone in the community at large,

<sup>9</sup> The most recently available Financial Statements have been used.

<sup>10</sup> EC3 fiscal year is April/March and municipal budgeting and grants are based on a calendar year. EC3 draft Financial Statements for 2020 show total revenue of \$141,654, including municipal operating grant of \$85,000.

<sup>11</sup> Includes funding for Artsweek.

<sup>12</sup> The Sudbury Arts Council’s budget is highly dependent upon project grants so 2019 is not necessarily representative of municipal revenue in other years.

- without a focus on serving a membership.
- The number of members is not easily compared across councils. For example some offer complementary membership to donors or to local businesses connected to the cultural sector, while others do not. In addition, 20% of Windsor’s members are lifetime members and therefore not categorized at all.

#### Other

- Guelph generates earned revenue through offering Historical Walking Tours and their Art on the Street program.

## CONSULTANT’S OBSERVATIONS

This comparative research of arts councils focused on the mandate, governance and finances within the context of each council’s relationship to its municipality. The research did not include a review of or analysis of the councils’ programs and services, nor any consultation with the EC3 membership or broader community to determine the extent to which they were succeeding in achieving their mission.

Comparison between Peterborough and the other councils is challenging for a number of reasons. Some municipalities have traditionally been less interested in supporting culture and thus investing in their council (e.g. Windsor’s 2018 total cultural investment of \$23 per capita<sup>13</sup>). Also, arts councils play different roles within their cities: Some municipalities (e.g. Sudbury) have cultural offices delivering programs and services that might otherwise be delivered by the council; other municipalities are gradually divesting themselves as witnessed by Peterborough divesting ArtsWeek to EC3; the City of Kingston transferring the Arts Fund to the council in 2007; and more recently Kingston establishing arms length heritage and theatre associations to provide services to those sectors.

### MANDATE

Unique among its comparators, Peterborough has a “culture council”, as compared to an arts council. There is no municipal definition of “culture” in use currently to guide ECS and the Municipal Cultural Plan contains an extremely broad interpretation of culture that includes sports, recreation, lifestyle choices, waterways etc. The City has heritage staff with the responsibility for serving the heritage community. Thus EC3 directs most of its efforts to the arts sector, with occasional initiatives where arts intersect with heritage interests. After eight years, it is worth discussing whether heritage should remain within EC3’s mandate. Would EC3 be more effective and serve the community better with a focused mandate on the arts?

### MEMBERSHIP

The Kingston Arts Council’s (KAC) decision in 2015 to shift from a membership model to a supporter model is an interesting notion for EC3 to consider. In their new model, KAC can support the community at large, not just paid members, and through their relationship with

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<sup>13</sup> MBNCanada Municipal Benchmarking Report 2018

the City they are still accountable to taxpayers. The loss of EC3 membership revenue (\$364 in 2019) would be more than offset by the elimination of the administrative costs of managing memberships. One downside of having no members, that KAC noted, is that it is harder to capture sector data, so alternative data collection systems would need to be considered.

## MUNICIPAL FUNDING

EC3 is currently funded through the MCP's capital budget. It does not fit neatly into either the existing requirements for a service agreement or a CIGP investment grant. This leaves EC3 in a "limbo", without a clearly defined application process and a way of anticipating, or arguing for, funding.

With the exception of Sudbury, councils at other municipalities are all funded through a system similar to Peterborough's service agreements. Given that they are delivering services on behalf of the municipality this is where they should be located. As a unique service organization, EC3's roles and responsibilities can be clearly articulated in the service agreement with an annual reporting structure and performance indicators, possibly drawn from those used in the Canadian Arts Database (CADAC)<sup>14</sup>.

All the major arts funding councils in the country (Canada Council, Ontario Arts Council, Toronto Arts Council etc.) have multi-year funding agreements with their clients, with funds disbursed annually upon a written report of the prior year's activities. This reduces paperwork for the funder, while providing some financial stability to the applicants, enabling them to plan more effectively. These multi-year agreements state that should the funders' financial situation change, the grant level for the second and subsequent years of the multi-year grant might also be changed. EC3 is eligible for multi-year funding from the Ontario Arts Council next year. At the municipal level the precedent is demonstrated by Guelph's four-year funding agreement with the Arts Council.

EC3 has a seat on the Arts, Culture and Heritage Advisory Committee and thus regularly connects with the City and other culture sector organizations. Early this year a monthly meeting was established between the staff leadership at the City and EC3, which has been discontinued due to COVID. As noted at other councils, these one-on-one meetings are an ideal way for the two entities to maintain a close dialogue as they look for points of collaboration and clarify roles and responsibilities.

## IN CONCLUSION

EC3 is "young" compared to the others councils and is doing very well. It has built financial reserves, is professionally managed, and is acknowledged as a leader among the Alliance of Arts Councils of Ontario. Compared to councils in larger cities (specifically Kingston, Guelph and Windsor) it is punching above its weight in almost all revenue streams. As Peterborough's total population is projected to increase to 103,000 in the next decade, the

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<sup>14</sup> CADAC was established in 2008 by the country's major arts funding bodies. It provides a simplified process for the collection of financial and statistical data from arts organizations making application to funding agencies. [www.thecadac.ca](http://www.thecadac.ca)

council is well positioned to play a role in promoting Peterborough as a dynamic city that is attractive to residents, businesses and tourists.

The City has an opportunity to strengthen the cultural sector through engaging EC3 in a discussion about its responsibility for heritage and its current membership structure. Formalizing EC3's funding from the City, through a Service Agreement or similar instrument, and instituting multi-year support would reduce administration and ensure a longer-term planning cycle for ECS.