Municipal Cultural Planning
Indicators and Performance Measures

GUIDEBOOK   2011

Acknowledgements

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I. Purpose of the Guidebook

The purpose of this guidebook is to provide municipal staff and other interested parties with a set of indicators that they can use to measure and evaluate the inputs, processes and outcomes of Municipal Cultural Planning (MCP) in their communities.

The guidebook provides a menu of over 70 indicators that municipal staff can use to choose what they want to measure in their community. The menu is presented in the form of a table that lists the indicator (what we measure); the metric (how we measure it); the data source (where to get the information) and frequency (how regularly the information is updated).

The guidebook provides ways of measuring the impacts of MCP as:
- Inputs primarily in terms of money;
- Processes that identify, strengthen and leverage cultural resources; integrate MCP into municipal planning and decision making;
- Outcomes of MCP in terms of creativity, wealth, quality places, social cohesion and the organizational change that results from engaging in MCP.

This guidebook discusses indicators and how to choose them; identifies data sources that are available to municipal staff; and discusses data collection methodologies.

Where municipalities already do cultural planning it is hoped that this guidebook will enable them to be better able to measure its impacts. For municipalities that have not yet adopted MCP, we hope that the guidebook will demonstrate to decision makers that the impacts of MCP can be measured and the benefits evaluated and that this will in turn encourage them to support MCP.

II. What is MCP?

Municipal Cultural Planning (MCP) is defined by the Government of Ontario as:

> *A municipal government-led process approved by Council, for identifying and leveraging a community's cultural resources, strengthening the management of those resources, and integrating those cultural resources across all facets of local government planning and decision-making.*[1]

MCP is guided by 5 core assumptions[2]. These are:

- **Cultural Resources** - MCP embraces a broad definition of cultural resources that includes creative cultural industries, cultural spaces and facilities, natural and cultural heritage, festivals and events, and community cultural organizations.
- **Cultural Mapping** - MCP begins with cultural mapping, a systematic approach to identifying and recording a community's tangible and intangible cultural resources (often using Geographic Information Systems).
- **Adopting a "cultural lens"** - MCP involves establishing processes to integrate culture as a consideration across all facets of municipal planning and decision-making.
- **Cross-Sectoral Strategies** - MCP requires new partnerships or shared governance mechanisms (such as Cultural Roundtables) to support ongoing collaboration between the municipality and its community and business partners.
- **Networks and Engagement** - MCP involves strengthening networks across the cultural sector and comprehensive and ongoing strategies to support community engagement.

III. Why is MCP Important?

MCP is said to benefit communities by harnessing their cultural resources and creative potential to achieve social and economic benefits like job creation, and make them more livable and attractive places to residents, newcomers and investment. Increasingly culture is being included as a component of municipal policies such as Strategic Plans, Economic Development and Tourism Strategies, Official Plans and Integrated Community Sustainability Plans. Figure 1 shows how cultural planning is connected to many of the important processes of building complete sustainable communities.

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[1] Municipal Cultural Planning Incorporated. 2011. *Municipal Cultural Planning: A Toolkit for Ontario Municipalities*. Retrieved from http://www.ontariomcp.ca/library.
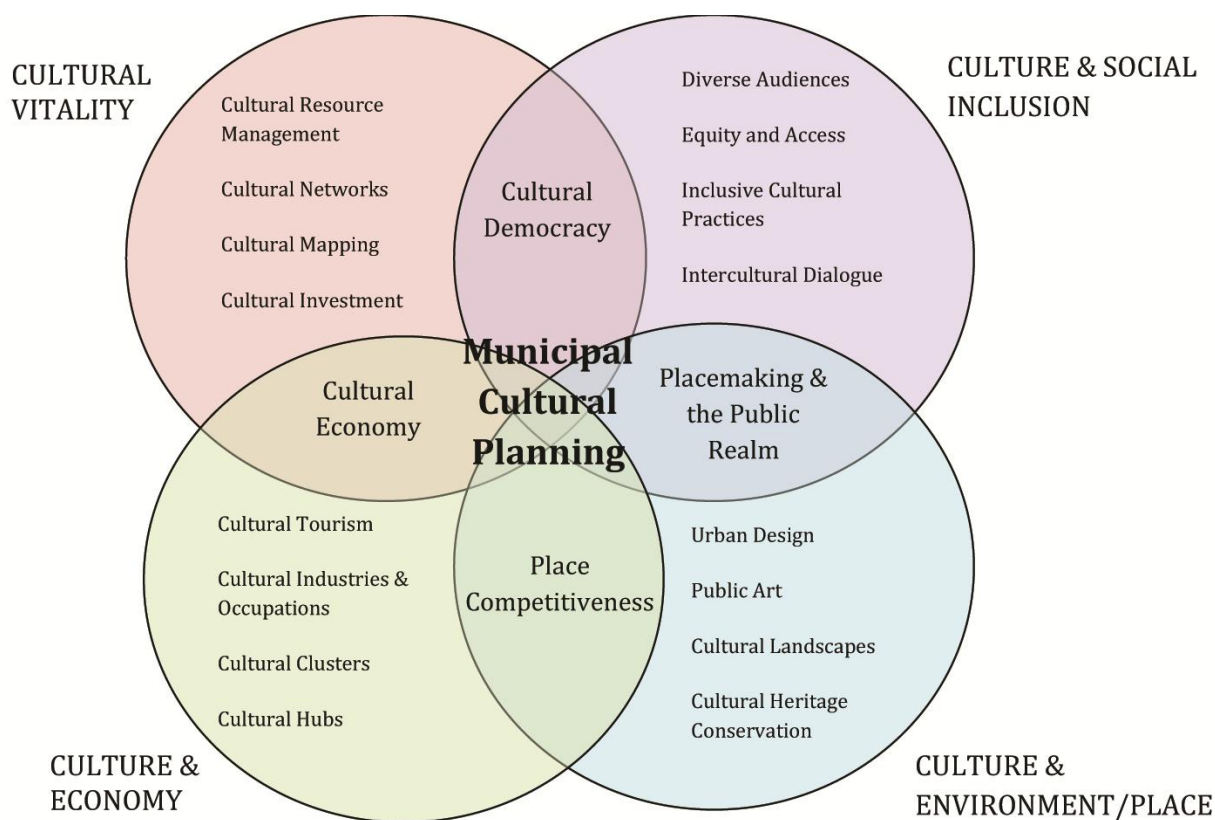[2] Ibid.

Figure 1: Culture and Sustainability[3]

There appears to be a growing acceptance throughout Ontario of culture's role in renewing local economies. Over a quarter of all 35 mid-size cities (population 50,000–500,000) in Ontario have cultural plans in place, and a similar proportion of municipalities are in the process of developing plans.[4] While there may be a variety of motivations, it seems that towns and cities are engaged in MCP because they see culture in their community as an increasingly important differentiator of their identity; as a key determinant of location decisions by talented individuals, new businesses and investment; and as an important contributor to wealth creation through tourism and the creative economy.

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[3] Ibid.
[4] Kovacs, Jason F. 2010. *Cultural plan implementation and outcomes in Ontario, Canada,* Cultural Trends, 19:3, 209-224.

IV. Why Measure MCP?

While anecdotal evidence points to progress being made in MCP outcomes within municipal governments and the community[5], many municipal practitioners have expressed interest in gathering evidence that demonstrates the effectiveness of MCP. At a time of increased scrutiny of municipal budgets, municipal staff have expressed a need to be able to develop evidence that demonstrates the importance of cultural planning and evaluates and supports investment in MCP by municipalities.


V. A Framework for Measuring MCP

When municipalities engage in MCP, they:
- *Identify* a community's cultural resources;
- *Leverage* those resources through a variety of means;
- *Strengthen* the management of those resources; and
- *Integrate* the use of those resources into their *planning and decision making processes* to achieve some specific outcomes.

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[5] Ibid.

Measuring the impacts of MCP entails evaluating the *inputs*, *processes* and *outcomes* of MCP. By processes, we refer to evidence of *identifying, leveraging, strengthening* and *integrating* cultural resources*.* By outcomes we refer to evidence of *fostering creativity, creating wealth, creating quality places, strengthening social cohesion* and the *organizational changes* that occur within a municipal corporation as a result of MCP. Of course, MCP would not be possible without *inputs* of resources which are measured primarily in the form of financial allocations.
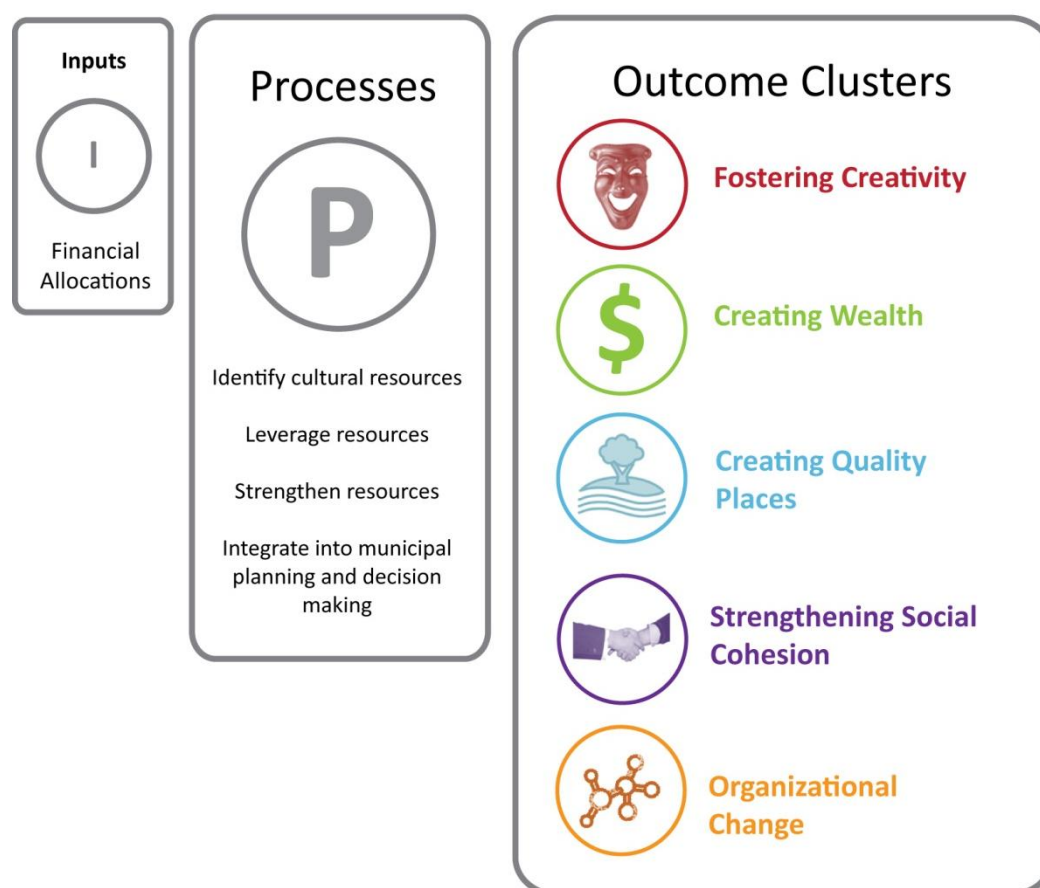
VI. Indicators

What are Indicators?

An indicator is "an instrument or tool for evaluation, a yardstick to measure results and to assess realization of desired levels of performance in a sustained and objective way."[6] Indicators help provide the evidence you need to support the story you want to tell or the recommendations you want to make. When choosing indicators, the most important question to ask is "What do we want to measure?"

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[6] Chapman, A., 2000, *Indicators and Standards for Monitoring Economic, Social and Cultural Rights*, Second Global Forum on Human Development, Brazil, 9-10 October 2000, retrieved from http://hdr.undp.org/docs/events/global_forum/2000/chapman.pdf.

This guidebook will help you choose indicators to collect the evidence you need to determine the impacts of municipal cultural planning. The indicators in this guidebook **will not** tell you how many jobs will be created from an investment in a cultural asset. Indicators are not algorithms or causal equations. They do not tell you that if you invest this amount of money in a cultural asset this number of jobs or businesses will be created. Indicators are helpful tools to assess available data to make conclusions about things you want to measure – in this case jobs from an investment in a cultural asset.

Indicators may be quantitative or qualitative. Quantitative indicators are statistical measures based on numerical or statistical facts[7]. Qualitative indicators are language-based descriptions of cultural phenomenon[8]. This guidebook includes both types of indicators because together, they develop a complete picture of the impacts of MCP. For instance, where quantitative indicators provide information about such things as numbers of participants, qualitative indicators can provide information about perceptions around participation, like what people's perceptions of accessibility to participation are. The indicators listed in this guidebook are designed primarily to be used to monitor and evaluate the impacts of municipal cultural planning internally. In this way, the indicators work to help you establish trends in your town or city that can be compared over several years.
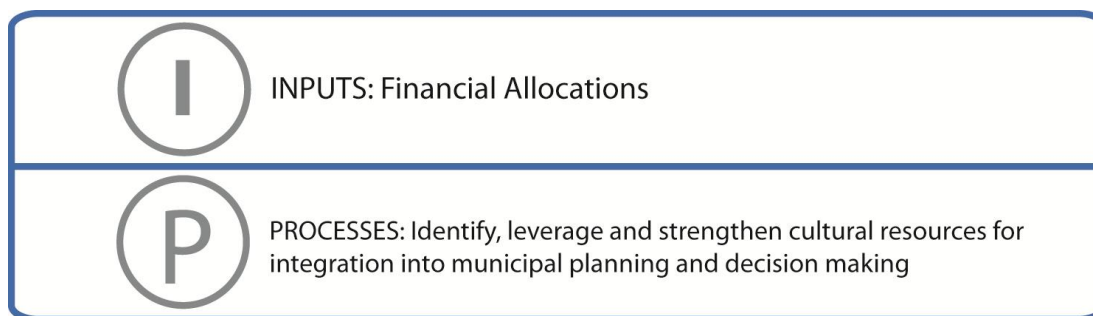
A Menu of Indicators

This guidebook provides a menu of over 70 indicators. With so many different types of municipalities in Ontario ranging from large cities to rural communities and mid-sized towns, a pre-selected set of indicators would not work. By offering a menu of indicators, municipal staff can choose 10 or 15 measures that work best in their town or city and reflect their town's identity, values and priorities. Every municipality will have its own distinct ideas about what it wants to measure.

Outcome Clusters

This guidebook provides five categories into which we have organized the outcomes of MCP. They are called outcome clusters and comprise Fostering Creativity, Creating Wealth, Creating Quality Places, Strengthening Social Cohesion and Organizational Change.

Each of these outcome clusters has an icon that is used in the table of indicators. The table includes the indicator definition; an icon (or several) that indicates whether it is an input, process or outcome indicator; metric; data source; data collection frequency; and notes that provide extra information to help understand the indicator.

(I) INPUTS: Financial Allocations

(P) PROCESSES: Identify, leverage and strengthen cultural resources for integration into municipal planning and decision making

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[7] Ibid.
[8] International Federation of Arts Council and Culture Agencies (IFACCA). June 2005. *Statistical indicators for arts policy.*

Outcome Clusters

FOSTERING CREATIVITY: refers to the capacity to create the conditions for creativity to flourish. Measured through investment in financial, human and social capital.

CREATING WEALTH: refers to the ability of a place to generate wealth. Measured by attracting, visitors, leveraging investments and attracting cultural occupations and industries.

CREATING QUALITY PLACES: refers to the resources and policies that foster a sustainable quality of life for all individuals. Measured by cultural facilities and spaces, public realm, environment and conditions of livability of a place.

STRENGHTENING SOCIAL COHESION: refers to cultural activities and experiences that bring people together ;promote the well-being of individuals. Measured by increased social capital, new skills , increased participation and integration.
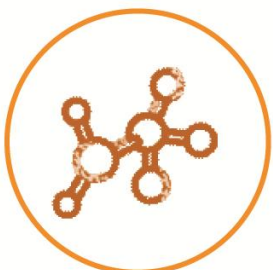
ORGANIZATIONAL CHANGE: refers to the integration of cultural planning across all facets of municipal government and decision-making. This can be measured through policy, municipal structural changes and collaboration.

The outcomes that you select to track and monitor will form the basis for the evidence of the impacts of municipal cultural planning in your town or city. In some towns, fostering creativity may be the key outcome around which you develop evidence. In other places, creating wealth and strengthening social cohesion may be key strategic outcomes. Others may want to track two or three indicators for each outcome cluster. The indicators in the menu are organized to help you develop evidence about the value of inputs, processes and outcomes.

VII. Telling the Story and Choosing the Indicators

The most important part of choosing the indicators you want to use is determining what you want to measure. The best way to do this is to align the inputs, processes and outcomes of municipal cultural planning with important priorities that have been established by Council in your municipality. This way, you can ensure that you tell a story that resonates where you live.

1. Decide on the story you want to tell
2. Select the indicators you want to track

Decide on the story you want to tell

Start by thinking about the story that you want to be able to tell once you have gathered your evidence. This may be the most difficult part of this process. In some towns and cities, people may all agree on the story they want to tell and the plans and policies may be clearly aligned. In this case, determining the story you want to tell will be easy.

To do this, examine the Strategic Plan, the Economic Development Plan, the Culture Plan, the Tourism Plan, etc. and determine the commonalities between them. There may be clear priorities, themes or directions that emerge, and these are what you want to inform your story.

For places where the story is not as easy to agree upon, or there is no Strategic Plan in place, consider what the plan for prosperity is in your town or city. Read other municipal plans and understand what strategic priorities emerge from them, then look at how cultural resources in your community can help to achieve them.

If you want to tell a story about improving integration and participation in your community, you may want to develop evidence around *strengthening social cohesion*. If your story focuses on job creation, you may want to measure things that are part of the *creating wealth* outcome cluster.

Select the indicators you want to track

Once you have determined what you want to measure, then you can select your indicators based on this. You may want to track *total expenditures on arts and culture* (an input) over time; as well as *funds leveraged by municipal investment in arts and culture grants* (a process) which can be seen to *foster creativity* or *create wealth* (outcomes). Indicators will give you the evidence you need to support your story.

Try not to think of selecting the indicators as an exercise in whittling down the list of over 70. It is recommended that you track no more than 15 indicators. This will ensure replicability, keep

data collection manageable, and not be too resource intensive. The story you tell will be developed over time as you see trends emerge in the data you collect.

An example:
A Northern Ontario community holds as one of its strategic priorities to attract and retain youth. Many of Council's decisions and resource allocations are made with this priority in mind. In order to tell the story of this town, you need to measure the contribution culture can make to the quality of place that would help to attract and retain youth. Some sample indicators you might use to tell this story are:

11. Number of "outdoor activities" businesses
19. Amount of trail space
56. Walkability
62. Housing affordability

A note on data analysis

This guidebook provides you with information and links to various data sources. It also recommends a menu of indicators to choose from. It is not a rulebook; it is meant to generate discussion and begin the work on generating evidence for MCP. The guidebook has been designed to apply to all Ontario municipalities as much as possible, taking into consideration data availability and constrained municipal resources. However, we understand that a deeper analysis of certain indicators will be useful in some places, depending on the story you want to tell. If there is a more detailed analysis you want to undertake with the data you collect, we encourage you to do so.

For instance, combining postal code data with some of the indicators can provide you with more detailed information. When examining Number of visits to cultural facilities and spaces (#43), for example, combining the postal code data of participants with participation numbers can provide a municipality with a more detailed picture of participation. Such an analysis can reveal information about where the participants are coming from and can also show which postal codes have low participation rates.

VIII. Getting the Data

The outcomes or indicators you select can be influenced by the type of data available for what you want to measure. There are three types of data referred to in this guidebook:

- data available from existing sources including Statistics Canada;
- data your municipality is already collecting; and
- data that your municipality may need to start collecting if it wants the information. This type of data may largely by qualitative and available through surveys.

As a starting point, your municipality will need to establish a baseline by collecting data.

Establishing Baselines

A baseline is a starting place. It is a number that is recorded the first time something is measured. It is a measurement that is used as a reference for subsequent measurements – a benchmark. Baselines allow municipalities to assess progress toward a goal, or to assess trends that compare measures over several years.

Data Sources

Existing Data Sources

The primary source for much of the data that is currently available and suitable for measuring the impacts of municipal cultural planning in Ontario is Statistics Canada, primarily data that is collected through the census. This data is reliable and collected regularly, often every year, or every five years for census data. This data allows comparisons to be made both internally and between municipalities because it is systematically collected using the same definitions across time and place.

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Statistics Canada data is available at the CA (census agglomeration), CMA (census metropolitan area), CD (census division) or CSD (census subdivision) level (See sidebar). There are often costs associated with disaggregation as some data may only be available at the CMA level. The reason data may not be available at more specific levels is due to privacy concerns and the statistical unreliability of small sample sizes.

Statistics Canada Data Availability Levels

Census Metropolitan Area /Census Agglomeration (CMA/CA)
An area consisting of one or more adjacent municipalities situated around a major urban core. To form a census metropolitan area, the urban core must have a population of at least 100,000. To form a census agglomeration, the urban core must have a population of at least 10,000.

Census Division (CD)
A group of neighbouring municipalities joined together for the purposes of regional planning and managing common services (such as police or ambulance services). These groupings are established under laws in effect in certain provinces and territories of Canada. For example, a census division might correspond to a county, a regional municipality or a regional district. In other provinces and territories where laws do not provide for such areas, Statistics Canada defines equivalent areas for statistical reporting purposes in cooperation with these provinces and territories.

Census Subdivision (CSD)
An area that is a municipality or an area that is deemed to be equivalent to a municipality for statistical reporting purposes (e.g., as an Indian reserve or an unorganized territory). Municipal status is defined by laws in effect in each province and territory in Canada.

Source: Statistics Canada. No date. Illustrated Glossary. Retrieved from http://geodepot.statcan.ca/Diss/Reference/COGG/Index_e.cfm

Data Your Municipality Already Collects

The data you are looking for may already be collected by your municipality. Most municipalities collect large amounts of data. However it may be challenging to find it. Where the indicator table in this guidebook refers to locally sourced data, we try to identify the municipal department that is likely to collect it. Generally, this data will not be able to be compared between other municipalities because it is collected by one municipality for its own purposes and the collection methodology will not be consistent in other places. However, data collected as part of the Province of Ontario's Municipal Performance Measurement Program (MPMP) and the Ontario Municipal Benchmarking Initiative (OMBI) - a co-operative of 15 Ontario municipalities – can be compared with other municipalities as it is collected the same way (see sidebar).

MPMP	OMBI
The Municipal Performance Measurement Program (MPMP) is a performance measurement and reporting system that promotes local government transparency and accountability. It also provides municipalities with useful data to make informed municipal service level decisions while optimizing available resources. All Ontario municipalities are required to report MPMP efficiency and effectiveness measures for services provided by their municipality. The following service areas are included in the 2011 program: o General government o Protection (fire, police) o Building services o Transportation (roadways, transit) o Environment (wastewater, storm water, drinking water, solid waste) o Parks and recreation o Library services o Land use planning Source: Ministry of Municipal Affairs and Housing. No date, Municipal Performance Measurement Program (MPMP). Retrieved from http://www.mah.gov.on.ca/Page297.aspx	The Ontario Municipal Benchmarking Initiative (OMBI) is a groundbreaking collaboration between 15 progressive Ontario municipalities. Led by the Chief Administrative Officers (CAOs) and City Managers in each participating municipality, OMBI fosters a culture of service excellence in municipal government. It does this by creating new ways to measure, share and compare performance statistics to help Councils, staff and citizens understand where their administrations are performing well and where they can make improvements. OMBI also allows experts in each of the participating municipalities to share ideas on leading operational practices, so that they can find new ways to improve the delivery of services in their municipality. Source: Ontario Municipal CAO's Benchmarking Initiative. No date. Welcome to OMBI. Retrieved from http://www.ombi.ca/index.asp

Cultural Resource Mapping: A Guide for Municipalities provides some advice about how to search for internal data with respect to building a cultural resources database that may be useful for indicator data collection as well. The guide advises that when contacting other municipal departments, ensure that the following questions are being discussed for every data source of interest:

- What is the data typically for?
- Does your organization collect this information directly, or does it get it from another source? Where does it reside?
- How often is the data updated and who is responsible for updating it?
- Is any of the data sensitive? I. e. is it restricted from use by certain staff, other organizations or the public?
- What format is it managed in?[9]

> ### Surveys
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> Surveys are the simplest and most common way to collect qualitative data. You could administer a survey at little cost through Survey Monkey (www.surveymonkey.com) and ask several questions easily, thereby gathering data for several indicators at once and conserving resources. Keep in mind that an accurate sample may require surveys to be administered in person at the door or at events so that you are not reliant on visitors to your website or an existing contact list you may have.

Data Collected for Specific Purposes

Depending on your town or city's needs and focus, you may want to collect new data in order to evaluate some specific impacts of municipal cultural planning. Most often, this is accomplished through surveys (see sidebar) and can be time and labour intensive. As this data will be qualitative and its collection methodology and mechanisms will not be consistent across municipalities it will only be used in the place it was collected. Sometimes this data can be collected as a few additional questions on an already scheduled survey instrument. You may want to ask the CAO or City Manager to make all departments aware of the surveys that the municipality is undertaking each year. Wherever possible, this guidebook has identified which municipal department is likely to be responsible for carrying out the work to collect this data.

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[9] Municipal Cultural Planning Incorporated. 2010. *Cultural Resource Mapping: A Guide for Municipalities.* Retrieved July 21, 2011, from http://www.ontariomcp.ca/library.

IX. Table of Indicators

LIST OF INDICATORS			
INPUTS — **PROCESSES** — **FOSTERING CREATIVITY** — **CREATING WEALTH** — **CREATING QUALITY PLACES** — **STRENGHTENING SOCIAL COHESION** — **ORGANIZATIONAL CHANGE**			

	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
1	Total expenditures on arts and culture by municipality (I) 10	Total annual net operating expenditures plus total grants expenditures plus total capital expenditures.	Municipal budget/Annually	Includes operating, grants and capital expenditures.
2	Total operating (net) expenditures by municipality on arts and culture (I)	Total annual net operating expenditures on arts and culture by the municipality.	Municipal budget/Annually	
3	Total grants expenditures by municipality on arts and culture (I)	Total annual arts and culture grants expenditures by the municipality.	Municipal budget/Annually	

	INPUTS	PROCESSES	FOSTERING CREATIVITY	CREATING WEALTH	CREATING QUALITY PLACES	STRENGHTENING SOCIAL COHESION	ORGANIZATIONAL CHANGE

	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
4	Total capital (annual) expenditures by municipality on arts and culture	Total annual capital arts and culture expenditures by the municipality.	Municipal budget/Annually	
5	Per capita expenditures on arts and culture by municipality	Total annual expenditures (including operating, grants and capital expenditures) divided by total population.	Municipal budget; census of population/Annually	Includes operating, grants and capital expenditures.
6	Per capita cost to provide culture services	The total culture operating costs and culture grants divided by total population. (Does not include capital costs.)	Municipal budget; census of population/Annually Reported by municipalities participating in OMBI.	OMBI indicator: Culture Operating Cost Including Grants per Capita (CLTR 205). Includes costs provided to venues such as art galleries, historical sites, cultural centres and museums. Does not include libraries, parks and recreation programs. Does not include capital costs. 15 Ontario municipalities currently participate in OMBI.

	INPUTS	PROCESSES	FOSTERING CREATIVITY	CREATING WEALTH	CREATING QUALITY PLACES	STRENGHTENING SOCIAL COHESION	ORGANIZATIONAL CHANGE

	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
7	Per capita arts and culture grants expenditures (I)	Total annual arts and culture grants expenditures by the municipality divided by total population.	Municipal budget; census of population/Annually	Same indicator as reported by OMBI: Arts Grants per Capita (CLTR 110).
8	Municipal culture investment in culturally distinct and diverse communities (I)	The number of community cultural organizations and artists from aboriginal or diverse ethnocultural communities who have received municipal culture funding and amount of funding received.	Local Culture Department/Dependent on local data	
9	Cultural resources database (P)	Is there a cultural resources database?	Local Culture Department/Dependent on local data	
10	Number of businesses in the culture sector (P)	Total number of businesses in each of the cultural industries included in the culture sector, according to NAICS codes. Total number of businesses in all cultural industries in the culture sector.	Statistics Canada. No date. Canadian Business Patterns (CBP) (database). For description of database and cost see footnote[11]. CBP Database Semi-annually	The Canadian Framework for Culture Statistics defines the culture sector as "creative activity and the goods and services produced by it, and the preservation of human heritage". The Framework includes 14 culture industries in the sector. See Appendix 2 for detailed NAICS codes for the culture sector.

| | INPUTS | | PROCESSES | | FOSTERING CREATIVITY | | CREATING WEALTH | | CREATING QUALITY PLACES | | STRENGHTENING SOCIAL COHESION | | ORGANIZATIONAL CHANGE |

	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
11	Number of "outdoor activities" businesses (P)	Total number of businesses in each of the industries included in "outdoor activities", according to NAICS codes. Total number of businesses in all "outdoor activities" industries.	Statistics Canada. No date. Canadian Business Patterns (CBP) (database). For description of database and cost see footnote. CBP Database Semi-annually	The set of industries included in "Outdoor Activities" has been adapted from the list developed by the City of Dryden and the Dryden Development Corporation as part of the Kenora District Resource Mapping Project. See Appendix 4 for detailed NAICS codes.
12	Number of workers in cultural industries (P)	Total number of workers in cultural industries. Add total number of workers in each of the cultural industries at a four-digit NAICS code level. (See Appendix 2 for complete list of cultural industries.)	Statistics Canada, 2006 Census of Population, Statistics Canada catalogue no. 97-559-XCB2006009 (Canada, Code01). Industry - North American Industry Classification System 2002 (433), Class of Worker (6) and Sex (3) for the Labour Force 15 Years and Over of Canada, Provinces, Territories, Census Metropolitan Areas and Census Agglomerations, 2006 Census - 20% Sample Data (table). Industry by North American Industry Classification System (2002) Every 5 years	The Canadian Framework for Culture Statistics defines culture as "creative activity and the goods and services produced by it, and the preservation of human heritage". The Framework includes 14 cultural industries that are involved in the creation, production, manufacturing, distribution and preservation of culture goods. Statistics Canada data for industries is only available up to 4 digit NAICS codes. 4 digit NAICS codes for cultural industries are: 3231, 3271, 3346, 4144, 4511, 4512, 4539, 5111, 5121, 5122, 5151, 5152, 5161, 5175, 5191, 5322, 5413, 5414, 5418, 5419, 6116, 7111, 7113, 7114, 7115, 7121, 8129, 8132, 8133, 8139.

	INPUTS	PROCESSES	FOSTERING CREATIVITY	CREATING WEALTH	CREATING QUALITY PLACES	STRENGHTENING SOCIAL COHESION	ORGANIZATIONAL CHANGE

	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
13	Number of workers in "outdoor activities" industries (P)	Total number of workers in "outdoor activities" industries. Add total number of workers in each of the "outdoor activities" industries at a four digit NAICS code level.	Statistics Canada, 2006 Census of Population, Statistics Canada catalogue no. 97-559-XCB2006009 (Canada, Code01). Industry - North American Industry Classification System 2002 (433), Class of Worker (6) and Sex (3) for the Labour Force 15 Years and Over of Canada, Provinces, Territories, Census Metropolitan Areas and Census Agglomerations, 2006 Census - 20% Sample Data (table). Industry by North American Industry Classification System (2002) Every 5 years	The set of industries included in "Outdoor Activities" has been adapted from the list developed by the City of Dryden and the Dryden Development Corporation as part of the Kenora District Resource Mapping Project. See Appendix 4 for detailed NAICS codes. Statistics Canada data for industries is only available up to 4 digit NAICS codes. 4 digit NAICS codes for "outdoor activities" industries are: 4871, 4872, 4879, 7121, 7131, 7139, 7212. When using this indicator, be aware that NAICS 7121 (Heritage Institutions) is also counted in Indicator 12-Number of workers in cultural industries. It may be best to decide whether to include the 7121 category with cultural industries or "outdoor activities" industries. It includes museums and galleries but also nature parks.

	INPUTS	PROCESSES	FOSTERING CREATIVITY	CREATING WEALTH	CREATING QUALITY PLACES	STRENGHTENING SOCIAL COHESION	ORGANIZATIONAL CHANGE
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	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
14	Number of workers with cultural occupations Ⓟ	Total number of workers with cultural occupations. Add total number of workers in each of the cultural occupations, according to NOCS codes. See Appendix 3 for complete list of cultural occupations.	Statistics Canada, 2006 Census of Population, Statistics Canada catalogue no. 97-559-XCB2006011 (Canada, Code01) .Occupation - National Occupational Classification for Statistics 2006 (720), Class of Worker (6) and Sex (3) for the Labour Force 15 Years and Over of Canada, Provinces, Territories, Census Metropolitan Areas and Census Agglomerations, 2006 Census - 20% Sample Data. (table). Occupation by National Occupational Classification Every 5 years	The Canadian Framework for Culture Statistics defines culture as "creative activity and the goods and services produced by it, and the preservation of human heritage". The Framework defines the occupations within the sector under two categories: 1) Culture occupations and 2) Culture support occupations. Culture occupations are creative and artistic production occupations and heritage collection and preservation occupations. Support occupations are those related to culture that help to finance or support creation and production (copyright collectives, agents, managers, promoters). See Appendix 3 for NOCS codes for cultural occupations.
15	Number and distribution of cultural facilities and spaces Ⓟ	The number and distribution by planning district or ward of cultural facilities and spaces owned by the municipality, not-for-profit and private sector	Local Cultural Resources Database (Culture Department)/Dependent on local data	Cultural facilities and spaces: buildings and sites that host cultural activity. These are usually in Cultural Resources Databases as geocoded data and can be readily mapped.
16	Affordable cultural facilities and spaces Ⓟ	The total square footage of appropriately zoned space, and cost per square foot.	Local Cultural Resource Database data, local private sector data, and local non-profit sector data/Dependent on local data	

	INPUTS	PROCESSES	FOSTERING CREATIVITY	CREATING WEALTH	CREATING QUALITY PLACES	STRENGHTENING SOCIAL COHESION	ORGANIZATIONAL CHANGE

	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
17	Number of municipal cultural heritage designations **P**	The total number of municipally designated properties of cultural heritage value or interest under Part IV of the Ontario Heritage Act and total number of municipally designated neighbourhoods, districts or areas of special cultural heritage under Part V of the Ontario Heritage Act.	Local Heritage or Culture Department, soon Ontario Heritage Properties Database (see notes)/Dependent on local data Data may also be available through municipal website.	Ontario Heritage Properties Database is scheduled to be online late 2011. [Ontario Heritage Properties Database](#) Database is designed to allow users to search using one, some, or all of the following: • Name of Municipality • Name of County/Regional Municipality • Street Name • Building/Property Type • Date of Construction • Type of Recognition or Protection
18	Number of listed cultural heritage properties **P**	The total number of listed cultural heritage properties on the municipal register.	Local Heritage or Culture Department Data may also be available through municipal website.	As of 2005, the Ontario Heritage Act allows municipalities to include on the municipal register properties of cultural heritage value that have not been designated. This is commonly known as "listing". Listing is a means to formally identify properties that may have cultural heritage value or interest to the community. See subsection 27 (1.2) of the Ontario Heritage Act.

	INPUTS	PROCESSES	FOSTERING CREATIVITY	CREATING WEALTH	CREATING QUALITY PLACES	STRENGHTENING SOCIAL COHESION	ORGANIZATIONAL CHANGE

	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
19	Amount of trail space (P)	The total kilometres of trails and total kilometres of trails per 1,000 persons.	Mandatory reporting requirement as part of MPMP/Annually	Can be used to identify quality of place.
20	Amount of open space (P)	The total hectares of municipally owned open space and total hectares of municipally owned open space per 1,000 persons.	Mandatory reporting requirement as part of MPMP/Annually	Can be used to identify quality of place.
21	Indoor recreation facility space (P)	The total square metres of municipally owned indoor recreation facilities and total square metres of municipally owned indoor recreation facilities per 1,000 persons.	Mandatory reporting requirement as part of MPMP/Annually	
22	Outdoor recreation facility space (P)	The total square metres of municipally owned outdoor recreation facility space and total square metres of municipally owned outdoor recreation facility space per 1,000 persons.	Mandatory reporting requirement as part of MPMP/Annually	
23	Bike Paths (P)	The total kilometers of designated bike pathways or trails.	Local – Parks and Recreation Department/Dependent on local data	Can be used to identify quality of place.

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	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
24	Number and seasonal distribution of celebrations and festivals **P**	Total number of permits for celebrations and festivals issued by the municipality. Total number of celebrations and festivals held in spring, summer, fall and winter.	Local Facilities Management Department; Parks and Recreation Department; Permitting; Licensing/Dependent on local data	Celebrations and festivals are an important expression of culture and community. They usually occur in partnership with a community cultural organization. They can include music, dance and other theatre events, buskers, celebrations of culturally significant places, seasonal celebrations and culinary events.
25	Number of celebrations and festivals funded by the municipality **P**	The number of celebrations and festivals that are funded by the municipality.	Local Culture Department/Dependent on local data	Celebrations and festivals can include music, dance and other theatre events, buskers, celebrations of culturally significant places, seasonal celebrations and culinary events.
26	Number of cultural events in municipal facilities **P**	The number of cultural events held in municipal facilities.	Scheduling and programming data from Facilities Management Department/Dependent on local data	
27	Number of community cultural organizations funded by the municipality **P**	The number of community cultural organizations funded by the municipality.	Local Culture Department/Dependent on local data	Community cultural organizations are organizations that represent arts, heritage and ethno-cultural interests in the community. These are usually non-profits and can include arts and heritage advisory committees, ethno-cultural associations, local arts councils, dance schools and library boards.

	INPUTS	PROCESSES	FOSTERING CREATIVITY	CREATING WEALTH	CREATING QUALITY PLACES	STRENGHTENING SOCIAL COHESION	ORGANIZATIONAL CHANGE

	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
28	Funds leveraged by municipal investment in arts and culture grants (P)	Increase in operating budgets of community cultural organizations that received grants from the municipality. This is a total of earned revenue, private revenue, federal funds, provincial funds, municipal grants funds and other funds. The total amount can also be expressed as a percentage increase.	Municipal budget and audited financial statements of organizations receiving grants/Annually	
29	Integration into municipal planning and decision making (P)	Are arts and culture recognized in a municipal plan (E. g. Official Plan, Strategic Plan or Sustainability Plan)?	Local Planning Department; City Manager's Office/Dependent on local data	Also see Indicator 69.
30	Educational attainment	Total number of residents aged 15 and older whose highest educational attainment is a university certificate, diploma or degree.	Statistics Canada. No date. "2006 Community profiles". Census. Statistics Canada Catalogue no. 92-591-XWE. Ottawa, Ontario. See Total population aged 15+ with a university certificate, diploma or degree. 2006 Community profiles Every 5 years	Highest certificate, diploma or degree refers to the highest certificate, diploma or degree completed based on a hierarchy which is generally related to the amount of time spent 'in-class.' For post-secondary completers, a university education is considered to be a higher level of schooling than a college education, while a college education is considered to be a higher level of education than in the trades. Data available for CMAs, CAs, CDs and CSDs and HRs (Health Regions).

	INPUTS	PROCESSES	FOSTERING CREATIVITY	CREATING WEALTH	CREATING QUALITY PLACES	STRENGHTENING SOCIAL COHESION	ORGANIZATIONAL CHANGE

	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
31	Major field of study	Total number of residents aged 15 and older whose major field of study is visual and performing arts and communications technologies.	Statistics Canada. No date. "2006 Community profiles". Census. Statistics Canada Catalogue no. 92-591-XWE. Ottawa, Ontario. See Total population aged 15+ with Major Field of Study for visual and performing arts and communications technologies. 2006 Community profiles Every 5 years	'Field of study' is defined as the predominant discipline or area of learning or training. It is collected for the highest certificate, diploma or degree above the high school or secondary school level. 'Visual and performing arts and communications technologies' is primary grouping 02 of Statistics Canada's Classification of Instructional Programs (CIP), 2000. Data available for CMAs, CAs, CDs and CSDs and HRs (Health Regions).
32	Number of residents who consider themselves artists	Track total number of yes responses to the survey question "Do you consider yourself to be an artist? If yes, do you consider yourself: a) professional or b) amateur? Are you a) established; b) mid-career or c) emerging?"	Local survey/Dependent on local data	Definitions of professional, amateur, established, mid-career and emerging adapted from Canada Council for the Arts (See Appendix 1).
33	Percentage of residents satisfied with arts, culture and heritage offerings	Track responses to the survey question: "How satisfied are you with the selection of arts, culture and heritage offerings in your municipality?" Count the number choosing 'somewhat' or 'very satisfied' and divide by the total number of respondents with an opinion.	Local survey/Dependent on local data	Arts, culture and heritage offerings defined as films, slide shows, live music, concerts, live theatre, dance or literary events, art galleries, art displays, museums or heritage displays.

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	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
34	Arts education offerings provided in schools	Total number of arts classes provided by elementary and high school boards in the municipality.	Local school boards/Dependent on local data	Arts include but are not limited to: Visual arts, Media arts, Performing arts, Literary arts, Contemporary art, Design arts, Integrated arts, and Interdisciplinary arts.
35	Arts education offerings provided in the community	Total number of arts training and education programs offered by community cultural organizations.	Local Culture Department/Dependent on local data	Arts include but are not limited to: Visual arts, Media arts, Performing arts, Literary arts, Contemporary art, Design arts, Integrated arts, and Interdisciplinary arts.

	INPUTS	PROCESSES	FOSTERING CREATIVITY	CREATING WEALTH	CREATING QUALITY PLACES	STRENGHTENING SOCIAL COHESION	ORGANIZATIONAL CHANGE

	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
36	Impact of the culture sector on GDP	Total GDP in dollars of information and cultural industries (NAICS 51) and arts, entertainment and recreation (NAICS 71). See notes	Statistics Canada, CANSIM: Gross domestic product (GDP) at basic prices, by North American Industry Classification System (NAICS) and province, annual (dollars). (Table 3790025) GDP CANSIM Table Every 5 years	GDP data is only available at the provincial level due to small sample sizes. The data available at the provincial level costs $3 per variable requested. The Canadian Framework for Culture Statistics defines the culture sector as "creative activity and the goods and services produced by it, and the preservation of human heritage". The Framework includes 14 culture industries in the sector. Depending on the area of the economy, GDP data is available at various levels of NAICS codes. Culture industry NAICS codes are not available for GDP beyond 2 digit codes, however many of the codes are included in "information and cultural industries" (NAICS 51) and "arts, entertainment and recreation" (NAICS 71) for which there is data. The City of Toronto hires consultants to make estimates of Toronto's likely portion of the Ontario culture sector GDP based on this data and their own. The Conference Board of Canada is also able to estimate GDP using Statistics Canada data, but data availability for municipalities is still problematic.

	INPUTS	PROCESSES	FOSTERING CREATIVITY	CREATING WEALTH	CREATING QUALITY PLACES	STRENGHTENING SOCIAL COHESION	ORGANIZATIONAL CHANGE

	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
37	Average artist employment income	Average artist employment income for each of the nine "artist" categories by NOCS codes. Add average income for each category and divide by total number of categories added.	Statistics Canada, no date. Census. Statistics Canada catalogue no. 97-563-XCB2006063. Employment Income Statistics (4) in Constant (2005) Dollars, Work Activity in the Reference Year (3), Occupation - National Occupational Classification for Statistics 2006 (720A) and Sex (3) for the Population 15 Years and Over With Employment Income of Canada, Provinces, Territories, Census Metropolitan Areas and Census Agglomerations, 2000 and 2005 - 20% Sample Data Employment Income Statistics Every 5 years	"Artists" is a set of 9 NOCS codes originally grouped by the Canada Council for the Arts in 1999. The NOCS codes for artists are: F021; F031; F032; F033; F034; F035; F036; F132; F144. Note: When data is withheld for privacy reasons, 0 appears. This does not mean the average income is 0. This is often the case for smaller municipalities where there are few artists working.
38	Number of film and television productions	The number of location permits issued by the municipality for film and television productions.	Local Culture Department or Film Office/Dependent on local data	

	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
39	Number of visitors	Total number of person visits to the municipality in a year. (Data is also available by breakdown of overnight and same day visits.)	Ministry of Tourism and Culture Regional Tourism Profiles. See Table 1.1: Person visits: Length of Stay Ministry of Tourism and Culture Regional Tourism Profiles. Annually, although because surveys can be completed up to six months after the end of the year, there is some lag in reporting results.	Analysis based on Statistics Canada microdata collected in the Travel Survey of Residents of Canada and the International Travel Survey. Profiles available by Regional Tourism Organization, CMA or CD.
40	Visitor Spending	Total amount of spending by visitors in dollars. (Breakdown of culture spending and recreation spending may also be of interest, although there are no definitions provided for these categories.) (Data is also available by breakdown of overnight and same-day visitor spending.)	Ministry of Tourism and Culture Regional Tourism Profiles. See Table 1.11: Total Visitor Spending. Ministry of Tourism and Culture Regional Tourism Profiles. Annually, although because surveys can be completed up to six months after the end of the year, there is some lag in reporting results.	Analysis based on Statistics Canada microdata collected in the Travel Survey of Residents of Canada and the International Travel Survey. Profiles available by Regional Tourism Organization, CMA or CD. For culture spending, survey respondents are asked the question "How much was spent on cultural activities or attractions?" and for recreation spending, they were asked "How much was spent on sports or recreational activities?"

	INPUTS	PROCESSES	FOSTERING CREATIVITY	CREATING WEALTH	CREATING QUALITY PLACES	STRENGHTENING SOCIAL COHESION	ORGANIZATIONAL CHANGE

	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
41	Trip Activities	Total number of trip activities undertaken when visiting a particular place, by category. Categories included are: festivals/fairs; cultural performances; museums/art galleries; zoos/aquariums; sports events; casinos; theme parks; national/provincial nature parks; historic sites; any outdoor/sports activity (subdivided into: boating; golfing; fishing; hunting; downhill skiing/snowboarding.)	Ministry of Tourism and Culture Regional Tourism Profiles. See Table 1.8: Person visits: Trip Activities Ministry of Tourism and Culture Regional Tourism Profiles. Annually, although because surveys can be completed up to six months after the end of the year, there is some lag in reporting results.	Analysis based on Statistics Canada microdata collected in the Travel Survey of Residents of Canada and the International Travel Survey. Profiles available by Regional Tourism Organization, CMA or CD.
42	Consumer spending on culture	Total spending on culture per household by adding total spending for 26 spending items considered "spending on culture".	Statistics Canada. No date. Table 203-0010 Survey of Household Spending Survey (SHS), household spending on recreation, by province and territory, annual. CANSIM (database). Survey of Household Spending Annually	Data only provided at provincial level and 14 CMAs. Census Subdivisions cannot be produced from these survey results since the sample size is too small to support reliable data output. Data that is available at provincial level costs $3 per variable requested (e. g. data request with all 26 items would be $78). Hill Strategies produces a report occasionally which examines household spending on culture by analysing data for 26 spending items considered "spending on culture". [12]

	INPUTS	PROCESSES	FOSTERING CREATIVITY	CREATING WEALTH	CREATING QUALITY PLACES	STRENGHTENING SOCIAL COHESION	ORGANIZATIONAL CHANGE

	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
43	Number of visits to cultural facilities and spaces	Total number of visits to municipally-owned or municipally-funded cultural facilities and spaces.	Local Culture Department/Dependent on local data	Cultural facilities and spaces are buildings and sites that host cultural activity.
44	Attendance at municipally permitted celebrations and festivals	The estimated attendance numbers at municipally permitted celebrations and festivals.	Local Culture Department/Dependent on local data	Celebrations and festivals are an important expression of culture and community. They usually occur in partnership with a community cultural organization. They can include music, dance and other theatre events, buskers, celebrations of culturally significant places, seasonal celebrations and culinary events.
45	Attendance at cultural events in municipal facilities	The estimated attendance numbers at cultural events that take place in municipal facilities.	Local Culture Department/Dependent on local data	
46	Estimated volunteer participation in community cultural organizations and cultural events, celebrations and festivals	Estimated number of volunteers, and volunteer hours at municipal and municipally-funded community cultural organizations and cultural events, celebrations and festivals. Multiply total number of volunteer hours x $22.38.	Local Culture Department; Volunteer hourly rate in 2011 (Rate of $22.38/hr)[13]/Dependent on local data	Community cultural organizations are organizations that represent arts, heritage and ethno-cultural interests in the community. These are usually non-profits and can include arts and heritage advisory committees, ethno-cultural associations, local arts councils, dance schools and library boards.

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	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
47	Hours municipally-owned cultural facilities and spaces are in use as a percentage of the time they are available	The total number of available hours of municipally-owned cultural and facilities spaces divided by total number of hours municipally-owned cultural facilities and spaces are permitted.	Local Culture Department/Dependent on local data	Cultural facilities and spaces are buildings and sites that host cultural activity. Available hours are considered the number of hours the space or facility is available for permitting.
48	Total participant hours for recreation programs	Total participant hours for recreation programs (including registered, drop in and permitted programs) per 1,000 persons.	Mandatory reporting requirement as part of MPMP/Annually	Participant hours are reported for registered, drop in and permitted programs. Special events are not included in this measure.
49	Library uses per person	Total number of library uses divided by total population.	Mandatory reporting requirement as part of MPMP/Annually	Library uses include both electronic and in-person in library materials use, electronic information resources use, references use, and library visits.
50	Accessibility of arts, culture and heritage offerings	Track responses to the survey question "Do you feel that arts, culture and heritage offerings are physically, financially and geographically accessible to you?"	Local survey/Dependent on local data	Arts, culture and heritage offerings are defined as films, slide shows, live music, concerts, live theatre, dance or literary events, art galleries, art displays, museums or heritage displays.

	INPUTS	PROCESSES	FOSTERING CREATIVITY	CREATING WEALTH	CREATING QUALITY PLACES	STRENGHTENING SOCIAL COHESION	ORGANIZATIONAL CHANGE

	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
51	Barriers to participation in arts, culture and heritage offerings	Track responses to the survey question "Have you encountered any barriers to participating in arts, culture and heritage offerings in the last four weeks?"	Local survey/Dependent on local data	Arts, culture and heritage offerings are defined as films, slide shows, live music, concerts, live theatre, dance or literary events, art galleries, art displays, museums or heritage displays. Barriers: five barriers to access include inadequate funding, disability, geographic remoteness, inadequate literacy, and certain policies that shape how people access the internet and other media.
52	Diversity	The percentage of persons who are identified as visible minorities. Total visible minority population divided by total population.	Statistics Canada. No date. "2006 Community Profiles". Census. Statistics Canada Catalogue no. 92-591-XWE. Ottawa, Ontario. Under visible minority population characteristics, see Total visible minority population. 2006 Community Profiles Total population can also be can be classified under the following categories: Chinese, South Asian, Black, Filipino, Latin American, Southeast Asian, Arab, West Asian, Korean, Japanese, Multiple visible minority, Not a Visible Minority Every 5 years	Data available for CMAs, CAs, CDs and CSDs and HRs (Health Regions).

	INPUTS	PROCESSES	FOSTERING CREATIVITY	CREATING WEALTH	CREATING QUALITY PLACES	STRENGHTENING SOCIAL COHESION	ORGANIZATIONAL CHANGE

	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
53	Capacity to preserve, present and promote community heritage	The presence or absence of the necessary policies, plans, funding, facilities and programs	Heritage plans, policies, funding from local Heritage or Culture Department/Dependent on local data	
54	Public Art	The total number of public art commissions by municipality. The total value of those public art commissions. The total dollars spent on artist professional fees as a percentage of the total value of the commission. The total dollars spent within other areas of local economy as a percentage of the total (eg, subcontractors, materials and supplies).	Local Culture Department/Dependent on local data	
55	Number of artists involved in capital projects	The total number of artists involved in municipal capital projects (that are not generally considered public art).	Local Culture Department/Dependent on local data	For example, municipal works that are not generally considered to be public art, but contribute to the public realm such as street furniture.

	INPUTS	PROCESSES	FOSTERING CREATIVITY	CREATING WEALTH	CREATING QUALITY PLACES	STRENGHTENING SOCIAL COHESION	ORGANIZATIONAL CHANGE

	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
56	Walkability	The total number of people who used walking as the main means of travel between home and their place of work.	Statistics Canada. 2006. Employed labour force(1) by mode of transportation, both sexes, 2006 counts, for Canada, census metropolitan areas and census agglomerations, and component census subdivisions (municipalities) of residence - 20% sample data(table). "Place of work highlight tables, 2006 Census". Under Sustainable Transportation, see Walked heading. Place of work highlight tables, 2006 Census Every 5 years.	Data available for CAs, CMAs and component CSDs. Livability can be a powerful draw for creative talent. Policy not just location, size or chance plays a critical role in the livability of towns and cities. Affordable housing, ease of commute, access to nature and lifestyle can be enhanced by municipal policy decisions[14].
57	Transit use	The total number of people who used public transit as the main means of travel between home and their place of work.	Statistics Canada, 2006. Employed labour force(1) by mode of transportation, both sexes, 2006 counts, for Canada, census metropolitan areas and census agglomerations, and component census subdivisions (municipalities) of residence - 20% sample data (table). "Place of work highlight tables, 2006 Census". Under Sustainable Transportation, see Public Transit. Place of work highlight tables, 2006 Census Every 5 years.	Data available for CAs, CMAs and component CSDs. Livability can be a powerful draw for creative talent. Policy not just location, size or chance plays a critical role in the livability of towns and cities. Affordable housing, ease of commute, access to nature and lifestyle can be enhanced by municipal policy decisions.

	INPUTS	PROCESSES	FOSTERING CREATIVITY	CREATING WEALTH	CREATING QUALITY PLACES	STRENGHTENING SOCIAL COHESION	ORGANIZATIONAL CHANGE

	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
58	Sustainable transportation use	The total number of people who used sustainable modes of transportation as their main means to travel between home and their place of work.	Statistics Canada. 2006. Employed labour force(1) by mode of transportation, both sexes, 2006 counts, for Canada, census metropolitan areas and census agglomerations, and component census subdivisions (municipalities) of residence - 20% sample data (table). "Place of work highlight tables, 2006 Census". Under Sustainable Transportation heading, see Total. Place of work highlight tables, 2006 Census Every 5 years.	Includes total public transit, total walked, total bicycle. Livability can be a powerful draw for creative talent. Policy not just location, size or chance plays a critical role in the livability of towns and cities. Affordable housing, ease of commute, access to nature and lifestyle can be enhanced by municipal policy decisions. Data available for CAs, CMAs and component CSDs.
59	Transit passenger trips per person	The total number of conventional transit passenger trips per person in the service area in a year.	Mandatory reporting requirement as part of MPMP/Annually	

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	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
60	Commuting distance	The median commuting distance, in kilometers, between the residence and workplace location.	Statistics Canada. 2006. Employed labour force(1) 15 years and over having a usual place of work in occupied private dwellings by commuting distance(2), 2006 counts, for Canada, census metropolitan areas and census agglomerations, and component census subdivisions (municipalities) - 20% sample data (table) "Place of work highlight tables, 2006 Census". See Median commuting distance. Place of work highlight tables, 2006 Census Every 5 years	Data available for CAs, CMAs and component CSDs. Livability can be a powerful draw for creative talent. Policy not just location, size or chance plays a critical role in the livability of towns and cities. Affordable housing, ease of commute, access to nature and lifestyle can be enhanced by municipal policy decisions.
61	Vacant industrial space	Total square feet of vacant space zoned for industrial use.	Your municipal GIS department can contact the Municipal Property Assessment Corporation (MPAC) to request property codes[15] for industrially zoned land and structure codes that apply to industrial buildings. If these databases are linked through the roll number and the parcel file, it will be possible to have a graphic representation of the properties in these databases.	Vacancy is hard to determine. You may want to work with your property tax office to determine if parcels are vacant by checking whether a business tax has been paid recently. In larger cities, commercial databases do not track vacant industrial space of less than 500 000 square feet.

	INPUTS	PROCESSES	FOSTERING CREATIVITY	CREATING WEALTH	CREATING QUALITY PLACES	STRENGHTENING SOCIAL COHESION	ORGANIZATIONAL CHANGE

	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
62	Housing affordability	The total number of households (including renters and owners) spending 30% or more on shelter costs.	Statistics Canada, 2006. Housing affordability for owner and renter households, showing presence of mortgage and condominium status for owner households, 2006 counts, for Canada, provinces and territories, and census subdivisions (municipalities) with 5,000-plus population - 20% sample data (table). "Shelter costs highlight tables, 2006 Census." Select data category called "spending 30% or more of household income on shelter costs". See total households . Shelter costs highlight tables, 2006 Census Every 5 years	Data available for municipalities with 5000 plus population. Livability can be a powerful draw for creative talent. Policy not just location, size or chance plays a critical role in the livability of towns and cities. Affordable housing, ease of commute, access to nature and lifestyle can be enhanced by municipal policy decisions.

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	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
63	Housing condition	The total number of households (including renters, owners, band housing) in need of regular maintenance. The total number of households (including renters, owners, band housing) in need of minor repairs. The total number of households (including renters, owners, band housing) in need of major repairs.	Statistics Canada, 2006. Condition of dwelling and number of persons per room by housing tenure, 2006 counts, for Canada and census subdivisions (municipalities) with 5,000-plus population - 20% sample data (table). "Shelter costs highlight tables, 2006 Census." Select data category called "regular maintenance only", then "minor repairs", then "major repairs. See total households for each data category. Shelter costs highlight tables, 2006 Census Every 5 years	Minor repairs refer to the repair of missing of loose floor tiles, bricks or shingles, defective steps, railing or siding, etc. Major repairs refer to the repair of defective plumbing, or electrical wiring, structural repairs to walls, floors or ceilings, etc. Data available for municipalities with 5000 plus population. Livability can be a powerful draw for creative talent. Policy not just location, size or chance plays a critical role in the livability of towns and cities. Affordable housing, ease of commute, access to nature and lifestyle can be enhanced by municipal policy decisions.

	INPUTS	PROCESSES	FOSTERING CREATIVITY	CREATING WEALTH	CREATING QUALITY PLACES	STRENGHTENING SOCIAL COHESION	ORGANIZATIONAL CHANGE

	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
64	State of good repair backlog in municipal and non-municipally owned cultural facilities and spaces	The aggregated amount of money required to bring municipal and non-municipally owned cultural facilities and spaces to a state of good repair.	Local Cultural Resource Database data, local private sector data, and local non-profit sector data/Dependent on local data. ArtsBuild Ontario Facilities Portal is expected to provide this data for municipally owned facilities and spaces (to be launched in 2012).	The ArtsBuild Ontario Portal is an online knowledge sharing tool that can be used by any non-profit arts organization, arts service organization, arts council, museum, municipality, and arts venue in Ontario. Users simply need to complete their organization's profile and keep your information up-to-date to access the information and knowledge sharing features of the Portal. Funders will be able to access aggregated information stored in the Portal to get a realistic view of the state and condition of arts facilities in Ontario. Any user can search venues across the province in the Venue Search. The ArtsBuild Ontario Portal will be launched in 2012.
65	Culture Department	Is there a Culture Department?	Local Culture Department/Dependent on local data	
66	Culture Plan	Does the municipality have a culture plan approved by Council?	Local Culture Department/Dependent on local data	
67	Annual reporting	Does the municipality produce an annual report card to evaluate its culture plan?	Local Culture Department/Annually	

INPUTS	PROCESSES	FOSTERING CREATIVITY	CREATING WEALTH	CREATING QUALITY PLACES	STRENGHTENING SOCIAL COHESION	ORGANIZATIONAL CHANGE

	INDICATOR	METRIC	DATA SOURCE/FREQUENCY OF DATA	NOTES
68	New legislation	The total number of new bylaws created that relate to culture.	Local Planning Department, Culture Department/Dependent on local data	
69	Collaboration	Is there an interdepartmental collaboration mechanism for culture within the municipality? How often does it meet?	Local Culture Department/Dependent on local data	
70	Arts Council	Is there an Arts Council, Board or Advisory Committee?	Local Culture Department/Dependent on local data	
71	Heritage Council	Is there a Heritage Council, Board or Advisory Committee?	Local Culture Department/Dependent on local data	
72	Cultural Roundtable	Is there a cross-sectoral collaboration mechanism for culture external to the municipality? How often does it meet?	Local Culture Department/Dependent on local data	This is often set up as a partnership for cultural mapping.

Footnotes for Table of Indicators

10 Indicators can relate to more than one process or outcome. Our placement of icons is not meant to be definitive, but rather to encourage discussion.

11 CBP contains data that reflects counts of business locations and business establishments by: 9 employment size ranges, geography groupings, census metropolitan area and census agglomeration; and industry using the North American Industry Classification System. Available through one year subscriptions for various specificities: Canada and Provinces: $150, Census Metropolitan Areas and Census Agglomerations: $400, Census Divisions: $600, Full CD-ROM (all of the above): $1,100.

12 These 26 items are: Artists' materials, handicraft and hobbycraft kits and materials, Musical instruments, parts and accessories, Admissions to museums and heritage-related activities, Antiques, Live performing arts, Works of art, carvings and other decorative ware, Audio equipment (e.g., CD players, radios, digital music players, speakers), Blank audio and video tapes, CDs, DVDs, Maintenance and repair of audio, video, computer and communications equipment, Pre-recorded audio and video DVDs, CDs and downloads, Rental of cable TV services, Rental of audio, video, computer and communications equipment and other services, Rental of satellite TV and radio, Rental of DVDs, video games and videodiscs, Televisions, DVD players, digital video recorders, and other TV or video components, Movie theatre admissions, Digital cameras and accessories, Other cameras and accessories, Photographers' and other photographic services, Books and pamphlets (excluding school books), Kindergarten, nursery, elementary and secondary textbooks, Magazines and periodicals, maps, sheet music and other printed matter, Newspapers, Post-secondary textbooks, Services related to reading material (e.g., duplicating, library fees).

13 Volunteer Hourly Rate updated from HRSDC's 2008 rate of $17.62 in accordance with Canadian Heritage in reference to Statistics Canada, CANSIM, table 281-0030 and Catalogue no. 72-002-X and based on Ross, David. (1994). How to Estimate the Economic Contribution of *Volunteer Work.* Department of Canadian Heritage, Ottawa, ON.

14 Lewis, Nathaniel and Betsy Donald. January 2010. A *New Rubric for "Creative City" Potential in Canada's Smaller Cities. Urban St*udies, vol. 47 no. 1 29-54.

15 http://www.mpac.ca/pages_english/property_owners/property_code_inventory.asp

Appendix 1: Glossary

Affordability Housing is considered affordable when 30% or less of household income is spent on shelter costs. This applies to both renters and owners. [16]

Artists **"**Artists" is a set of 9 NOCS codes originally grouped by the Canada Council for the Arts in 1999. The nine occupations were selected as artists based on two criteria: 1) the artistic nature of the occupations based on occupation titles and descriptions; and 2) the most common types of professional artists who are eligible to apply to arts councils for funding.

F021 Authors and writers
F031 Producers, directors, choreographers and related occupations
F032 Conductors, composers and arrangers
F033 Musicians and singers
F034 Dancers
F035 Actors and comedians
F036 Painters, sculptors and other visual artists
F132 Other performers
F144 Artisans and crafts persons

Professional artist [17]**:** has specialized training in the artistic field (not necessarily in academic institutions); is recognized as a professional by his or her peers (artists working in the same artistic tradition), and; is committed to devoting more time to artistic activity, if possible financially, and has a history of presentation in a professional context.

Established artist[18]**:** someone who has been practicing for at least seven years and who has created and released a body of work in a professional context.

Mid-Career artist[19]**:** someone who has been practicing for at least three years and who has created and released more than one project or work in a professional context.

Emerging artist[20]: someone who has less than three years of practice, has completed basic training and has created and released at least one work in a professional context.

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[16] Engeland, J., Figueroa, R., Rea, W., & Yuen, J. (2008). *The Dynamics of Housing Affordability.* Ottawa: Statistics Canada.
[17] Adapted from Canada Council for the Arts. (2010, January). *Eligible Applicants*. Retrieved July 21, 2011, from Grants to Film and Video Artists: Research/Creation Grants, Production Grants and Scriptwriting Grants: http://www.canadacouncil.ca/grants/mediaarts/cn127221225398593750.htm#4
[18] Ibid.
[19] Ibid.
[20] Ibid.

Amateur artist[21]: students or pre-professionals with limited training and an entry-level interest in one or more art forms.

Arts   Include but are not limited to:[22]

Visual arts: includes drawing, painting, sculpture, photography, mixed media, printmaking, performance art, installation, and graphic arts.

Media arts: includes film, video, new media (computers or communications technology), audio and broadcasting.

Performing arts: includes the individual practice of dance, music and drama as well as the creation of works by composers, choreographers and playwrights.

Literary arts: includes writing and publication.

Contemporary arts: includes work that is by definition from the present era reflecting current practices/styles of various disciplines.

Design arts: includes visual form, built form and/or textural work in various fields such as technology, furniture, architecture, graphic, and media.

Integrated arts: artistic activities with a singular artistic vision that combine art forms, or integrate existing art forms into a new and distinct form.

Interdisciplinary arts: inclusive artistic practice that integrates various discrete art forms and results in work which is created outside the framework of established disciplines.
Examples include: non-linear theatre; multimedia dance, music, crafts; hybrid performances; and multidimensional installations.

Arts, culture and heritage offerings
Include films, slide shows, live music, concerts, live theatre, dance or literary events, art galleries, art displays, museums or heritage displays.[23]

Arts, entertainment and recreation (NAICS 71) [24]
Comprises establishments primarily engaged in operating facilities or providing services to meet the cultural, entertainment and recreational interests of their patrons. These establishments produce, promote or participate in live performances, events or exhibits intended for public viewing; provide the artistic, creative and technical skills necessary for the production of artistic products and live performances; preserve and exhibit objects and sites of historical, cultural or educational interest; and operate facilities or provide services that enable patrons to participate in sports or recreational activities or pursue amusement, hobbies

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[21] Ibid.
[22] Runnalls, K., personal communication, July 15, 2011. For 'Arts' definition, which is also used in Region of Niagara and Vaughan Culture Plans.
[23] Whistler 2020. 2011. *Cultural Opportunities.* Retrieved July 25, 2011, from Whistler 2020 Strategy: Arts, Culture, and Heritage: http://www.whistler2020.ca
[24] Statistics Canada, no date. *North American Industry Classification (NAICS) 2002.* Retrieved July 21, 2011 from http://stds.statcan.gc.ca/naics-scian/2002/cs-rc-eng.asp?criteria=71

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and leisure-time interests.

There are establishments engaged in activities related to arts and recreation that are classified in other sectors of NAICS. The most important are listed below:

- transportation establishments providing sightseeing and pleasure cruises (48-49, Transportation and Warehousing);
- motion picture theatres, libraries and archives, and publishers of newspapers, magazines, books, periodicals and computer software (51, Information and Cultural Industries);
- establishments that provide both accommodation and recreational facilities, such as hunting and fishing camps, resorts and casino hotels (721, Accommodation Services);
- restaurants and night clubs that provide live entertainment in addition to the sale of food and beverages (722, Food Services and Drinking Places).

Barriers   The Center for Arts and Culture considers five cross-cutting barriers to access that affect people, communities and organizations. These five barriers are inadequate funding; disability; geographic remoteness; inadequate literacy; and certain policies that shape how people access the Internet and other media.[25]

Celebrations and festivals

They can include music, dance and other theatre events, buskers, celebrations of culturally significant places, seasonal celebrations and culinary events[26]

Community cultural organizations

Organizations that represent arts, heritage and ethno-cultural interests in the community. These are usually non-profits and can include arts and heritage advisory committees, ethno-cultural associations, local arts councils, dance schools and library boards.[27]

Culture   Culture may mean many different things to many different people. For statistical purposes, the Canadian Framework for Culture Statistics defines culture as creative artistic activity and the goods and services produced by it, and the preservation of human heritage.[28]

Cultural events

Cultural events include all events except celebrations and festivals.

Cultural facilities and spaces

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[25] Center for Arts and Culture. 2002. *Access and the Cultural Infrastructure.* P. 15. Retrieved July 21, 2011, from ArtsBuild Ontario: http://www.artsbuildontario.ca/pdfs/Centre%20for%20Arts%20and%20culture.pdf

[26] Adapted from Canadian Urban Institute. 2009. *Mississauga Arts and Culture Master Plan*. Retrieved from http://www.mississauga.ca/file/COM/ACMP_FullReport.pdf

[27] Municipal Cultural Planning Incorporated. 2010. *Cultural Resource Mapping: A Guide for Municipalities.* Retrieved July 21, 2011, from http://www.ontariomcp.ca/library.

[28] Statistics Canada. 2004. *Canadian Framework for Culture Statistics*. Statistics Canada Catalogue no. 81-595-MIE-No. 021. Ottawa. P. 10. Retrieved July 21, 2011 from http://www.statcan.gc.ca/pub/81-595-m/81-595-m2004021-eng.pdf

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Buildings and sites that host cultural activity. These can include spaces in the public, private and non-profit sectors, and include everything from purpose-built facilities, to facilities that include cultural programming.[29]

Cultural industries

Businesses and non-profit groups involved in the creation, production, manufacturing and distribution of cultural goods or services. Cultural industries include everything from theatre costume making to creative software design. The classifications in this category come from the Statistics Canada's Canadian Framework for Culture Statistics, and reflect the North American Industry Classification System (NAICS) codes (see Appendix 2). Note that industry does not distinguish between occupations. For example, industry data could tell you how many people are employed by a museum, and this would include everyone from the curator to the parking attendant. [30]

Cultural occupations

The labour force aspect of cultural industries. Cultural occupations describe employment in the various jobs that people perform as cultural workers. The occupation categories also come from the Canadian Framework for Culture Statistics, and are organized according to National Occupational Classification System (NOCS) codes. For example, occupation data could tell you how many graphic designers are employed in your community, whether they are employed by a museum or a hospital (see Appendix 3).[31]

Culture sector

The Canadian Framework for Culture Statistics defines the culture sector as the set of industries that are involved in the creation, production, manufacturing, distribution and preservation of culture goods. These activities form the creative chain and are classified into industries as defined by NAICS codes. Industries involved in the creation, production, manufacturing, distribution and preservation of core culture goods (those where the entire creative chain is in the scope for culture) are the core culture sector, while industries involved in the creation, production, manufacturing, distribution and preservation of non-core culture goods (those where only part of the creative chain is in the scope for culture) are considered the non-core culture sector. Support activities (activities related to culture that help to finance or support creation and production (copyright collectives, agents, managers, promoters) are also included.[32]

For statistical purposes, the sector includes the following industries:
1. Writing and published works
2. Film and video
3. Broadcasting
4. Sound recording and music publishing
5. Performing arts
6. Visual art (original art)

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[29] Ibid.
[30] Ibid.
[31] Ibid.
[32]Statistics Canada. 2004. *Canadian Framework for Culture Statistics*. Statistics Canada Catalogue no. 81-595-MIE-No. 021. Ottawa. P. 16. Retrieved July 21, 2011 from http://www.statcan.gc.ca/pub/81-595-m/81-595-m2004021-eng.pdf

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7. Visual art other (non core)
8. Architecture (non-core)
9. Photography
10. Design (non-core)
11. Advertising (non-core)
12. Festivals
13. Heritage
14. Other information services

Educational attainment

The highest level of schooling a person has completed at the elementary, secondary, or postsecondary level, including certificates, degrees, or diplomas obtained. [33]

Highest certificate, diploma or degree

Refers to the highest certificate, diploma or degree completed based on a hierarchy which is generally related to the amount of time spent 'in-class.' For postsecondary completers, a university education is considered to be a higher level of schooling than a college education, while a college education is considered to be a higher level of education than in the trades. Although some trades requirements may take as long or longer to complete than a given college or university program, the majority of time is spent in on-the-job paid training and less time is spent in the classroom. [34]

Information and cultural industries (NAICS 51)[35]

Comprises establishments primarily engaged in producing and distributing (except by wholesale and retail methods) information and cultural products. Establishments providing the means to transmit or distribute these products or providing access to equipment and expertise for processing data are also included.

The unique characteristics of information and cultural products, and of the processes involved in their production and distribution, distinguish this sector from the goods-producing and services-producing sectors.

The main components of this sector are the publishing industries (except exclusively on Internet), including software publishing, the motion picture and sound recording industries, the broadcasting industries (except exclusively on Internet), the internet publishing and broadcasting industries, the telecommunications industries, the internet service providers, web search portals, data processing industries, and the other information services industries. There are establishments engaged in culture-related activities that are classified in other sectors of NAICS. The most important are listed below:

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[33] Statistics Canada, no date. *Education, training and learning.* Retrieved July 21, 2011 from
http://www5.statcan.gc.ca/subject-sujet/subtheme-soustheme.action?pid=1821&id=1825&lang=eng&more=0
[34] Statistics Canada, no date. *51. Educational Attainment – 20% Sample Data.* Retrieved July 21, 2011 from
http://www12.statcan.ca/census-recensement/2006/dp-pd/prof/92-
591/details/page_Definitions.cfm?Lang=E&Geo1=CD&Code1=3510&Geo2=PR&Code2=35&Data=Count&SearchText=Frontenac&SearchType=Begins&SearchPR=01&B1=All&Custom=&LineID=18000
[35] Statistics Canada, no date. *North American Industry Classification (NAICS) 2002.* Retrieved July 21, 2011 from
http://stds.statcan.gc.ca/naics-scian/2002/cs-rc-eng.asp?criteria=51&keyword=culture&table=3&code_level=

- duplicating information or cultural products in print form, or in the form of optical or magnetic media (31-33, Manufacturing);
- wholesaling information and cultural products such as newspapers, books, software, videocassettes, DVDs and sound recordings (41, Wholesale Trade);
- retailing information and cultural products such as newspapers, books, software and sound recordings (44-45, Retail Trade);
- design activities (54, Professional, Scientific and Technical Services);
- producing live presentations that involve the performances of actors and actresses, singers, dancers, musical groups and artists, and other performing artists (71, Arts, Entertainment and Recreation);
- performing in artistic productions, and in creating artistic and cultural works or productions as independent individuals (71, Arts, Entertainment and Recreation);
- preserving and exhibiting objects, sites, and natural wonders of historical, cultural and/or educational value (71, Arts, Entertainment and Recreation).

Major field of study
Refers to the predominant discipline or area of learning or training of a person's highest postsecondary certificate, diploma or degree.[36]

Major repairs Refer to the repair of defective plumbing, or electrical wiring, structural repairs to walls, floors or ceilings, etc. [37]

Minor repairs Refer to the repair of missing of loose floor tiles, bricks or shingles, defective steps, railing or siding, etc. [38]

Municipally-funded
Means community cultural organizations, events celebrations and festivals that receive annual operating grants from the municipal government[39].

Spending on culture
Hill Strategies analyzes 26 spending items considered "spending on culture". These 26 items are:
1. Artists' materials, handicraft and hobbycraft kits and materials,
2. Musical instruments, parts and accessories,
3. Admissions to museums and heritage-related activities,
4. Antiques,
5. Live performing arts,
6. Works of art, carvings and other decorative ware,
7. Audio equipment (e.g., CD players, radios, digital music players, speakers),
8. Blank audio and video tapes, CDs, DVDs,
9. Maintenance and repair of audio, video, computer and communications equipment,

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[36] Statistics Canada, no date, *Major Field of Study (MFS)*. Retrieved July 21, 2011 from
http://www12.statcan.ca/census-recensement/2006/ref/dict/pop063-eng.cfm
[37] Statistics Canada, 2006. *2006 Long form Census.* P. 38, H5. Retrieved September 16, 2011 from
http://www.statcan.gc.ca/imdb-bmdi/instrument/3901_Q2_V3-eng.pdf
[38] Ibid.
[39] Adapted from City of Toronto Culture Plan Progress Report II, 2008. Retrieved July 21, 2011 from
http://www.toronto.ca/culture/pdf/culture-plan-progress-report-2.pdf

10. Pre-recorded audio and video DVDs, CDs and downloads,
11. Rental of cable TV services,
12. Rental of audio, video, computer and communications equipment and other services,
13. Rental of satellite TV and radio,
14. Rental of DVDs, video games and videodiscs,
15. Televisions, DVD players, digital video recorders, and other TV or video components,
16. Movie theatre admissions,
17. Digital cameras and accessories,
18. Other cameras and accessories,
19. Photographers' and other photographic services,
20. Books and pamphlets (excluding school books),
21. Kindergarten, nursery, elementary and secondary textbooks,
22. Magazines and periodicals,
23. Maps, sheet music and other printed matter,
24. Newspapers,
25. Post-secondary textbooks,
26. Services related to reading material (e.g., duplicating, library fees)[40]

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[40] Hill Strategies, 2008. *Consumer Spending on Culture in Canada, the Provinces and 12 Metropolitan Areas in 2008*. P. 10. Retrieved July 21, 2011 from http://www.hillstrategies.com/docs/Consumer_spending2008.pdf

Appendix 2: Cultural Industries[41]

The Culture Sector
Defined using NAICS codes

Creation	Production	Manufacturing	Distribution	Support services
Writing and published works				
71151 Independent artists, writers, performers	51111 Newspaper publishers 51112 Periodical publishers 51113 Book publishers 51119 Other publishers 51611 Internet publishing and broadcasting	323113 Commercial screen printing 323114 Quick printing 323115 Digital printing 323119 Other printing 32312 Support activities for Printing. This industry comprises establishments primarily engaged in providing support services to commercial printers, such as prepress and bindery work.	41442 Book, periodical and newspaper wholesalers 45121 Book stores and news Dealers	61161 Fine arts schools 71141 Agents and managers for artists, athletes, entertainers and other public figures 81321 Grant making and giving services 81331 Social advocacy organizations 8139 Business, professional, labour and other membership organizations
Film and video				
71151 Independent artists, writers, performers	51211 Motion picture and video production	33461 Manufacturing and reproducing magnetic and optical media 51219 Post-production and other motion picture and video industries	41445 Video cassette wholesalers 45122 Pre-recorded tape, compact disc and record stores 51212 Motion picture and video distribution 51213 Motion picture and video exhibition 53223 Video tape and disc rental	61161 Fine arts schools 71141 Agents and managers for artists, athletes, entertainers and other public figures 81321 Grant making and giving service 81331 Social advocacy organizations 8139 Business, professional, labour and other membership organizations
Broadcasting				
71151 Independent artists, writers, performers	51511 Radio broadcasting 51512 Television broadcasting 5152 Pay and speciality television 51611 Internet publishing and broadcasting		51511 Radio broadcasting 51512 Television broadcasting 5175 Cable and other program distribution	61161 Fine arts schools 71141 Agents and managers for artists, athletes, entertainers and other public figures 81321 Grant making and giving services 81331 Social advocacy organizations 8139 Business, professional, labour and other membership organizations

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[41] Statistics Canada. 2004. *Canadian Framework for Culture Statistics*. Statistics Canada Catalogue no. 81-595-MIE-No. 021. Ottawa. Appendix B. Retrieved July 21, 2011 from http://www.statcan.gc.ca/pub/81-595-m/81-595-m2004021-eng.pdf

Creation	Production	Manufacturing	Distribution	Support services
Sound recording and music publishing				
71113 Musical groups and artists 71151 Independent artists, writers, performers	51221 Record production 51222 Integrated record production and distribution 51224 Sound recording studios 7113 Promoters (presenters) of performing arts, sports and similar events	33461 Manufacturing and reproducing magnetic and optical media 51222 Integrated record production and distribution 51223 Music publishers	41444 Sound recording wholesalers (rack-jobbers) 45122 Pre-recorded tape, compact disc and record stores 51222 Integrated record production and distribution	45114 Musical instruments and supplies stores 61161 Fine arts schools 71141 Agents and managers for artists, athletes, entertainers and other public figures 81321 Grant making and giving services 81331 Social advocacy organizations 8139 Business, professional, labour and other membership organizations
Performing arts				
71113 Musical groups and artists 71151 Independent artists, writers, performers	71111 Theatre companies (including musical theatre and opera companies) and dinner theatres 71112 Dance companies 71119 Other performing arts companies (including circuses, magic shows, ice shows, puppet theatre, mime shows) 711311 Live theatre and other performing arts producers (presenters) with facilities		711321 Performing arts promoters (presenters) without facilities	45114 Musical instruments and supplies stores 61161 Fine arts schools 71141 Agents and managers for artists, athletes, entertainers and other public figures 81321 Grant making and giving services 81331 Social advocacy organizations 8139 Business, professional, labour and other membership organizations
Visual art (original art)				
71151 Independent artists, writers, performers			45392 Art dealers – Retailing of original works of art	61161 Fine arts schools 81321 Grant making and giving services 81331 Social advocacy organizations 8139 Business, professional, labour and other membership organizations

Creation	Production	Manufacturing	Distribution	Support services
Visual art – other (non-core)				
71151 Independent artists, writers, performers	32711 Pottery, ceramics and plumbing fixture manufacturing Includes organizations engaged in the mass-production of collector plates (Bradford Exchange, Franklin Mint, etc.) and figurines, statues and statuettes: china, porcelain, ceramic, wood, metal).	323113 Commercial screen printing Includes establishments engaged in the manufacturing of mass-produced visual arts goods.	45392 Art dealers - Retailing of original works of art	61161 Fine arts schools 81321 Grant making and giving services 81331 Social advocacy organizations 8139 Business, professional, labour and other membership organizations
Architecture (non-core)				
54131 Architectural services 54132 Landscape architectural services				81321 Grant making and giving services 81331 Social advocacy organizations 8139 Business, professional, labour and other membership organizations
Photography				
54192 Photographic services	812921 Photo finishing laboratories (except one hour)		45392 Art dealers - Retailing of original works of art	61161 Fine arts schools 81321 Grant making and giving services 81331 Social advocacy organizations 8139 Business, professional, labour and other membership organizations
Design (non-core)				
54141 Interior design services 54142 Industrial design services 54143 Graphic design services 54149 Other specialized design services				
Advertising (non-core)				
54143 Graphics design services 541899 All other services related to advertising	54181 Advertising agencies 54185 Display advertising 54186 Direct mail advertising 541891 Specialized advertising distributors		54183 Media buying agencies 54184 Media representatives 54187 Advertising material distribution services 541899 All other services related to advertising	

Creation	Production	Manufacturing	Distribution	Support services
Festivals				
7111 Performing arts companies 71113 Musical groups and artists	711322 Festivals without facilities			81321 Grant making and giving services 81331 Social advocacy organizations 8139 Business, professional, labour and other membership organizations
Heritage				
	71211 Museums 71212 Heritage and historic sites 71213 Zoos and botanical gardens 71219 Other heritage institutions			81321 Grant making and giving services 81331 Social advocacy organizations 8139 Business, professional, labour and other membership organizations
Other information services				
51911 News syndicates	519121 Libraries 519122 Archives			81321 Grant making and giving services 81331 Social advocacy organizations 8139 Business, professional, labour and other membership organizations

Appendix 3: Cultural Occupations [42]

Defined using NOCS codes
I Culture occupations

a) Creative and artistic production occupations
C051 Architects
C052 Landscape architects
C152 Industrial designers
F021 Authors and writers
F022 Editors
F023 Journalists
F031 Producers, directors, choreographers and related occupations
F032 Conductors, composers and arrangers
F033 Musicians and singers
F034 Dancers
F035 Actors and comedians
F036 Painters, sculptors and other visual artists
F121 Photographers
F132 Other performers
F141 Graphic designers and illustrating artists
F142 Interior designers
F143 Theatre, fashion, exhibit and other creative designers
F144 Artisans and crafts persons

b) Heritage collection and preservation occupations
F011 Librarians
F012 Conservators and curators
F013 Archivists

II Culture support occupations

a) Cultural management
A341 Library, archive, museum and art gallery managers
A342 Managers in publishing, motion pictures, broadcasting and performing arts
B413 Supervisors, library, correspondence and related information clerks

b) Technical and operational occupations
B551 Library clerks
B552 Correspondence, publication and related clerks
C125 Landscape and horticultural technicians and specialists
C151 Architectural technologists and technicians
C153 Drafting technologists and technicians
F024 Professional occupations in public relations and communications
F025 Translators, terminologists and interpreters
F111 Library and archive technicians and assistants

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[42] Statistics Canada. 2004. *Canadian Framework for Culture Statistics*. Statistics Canada Catalogue no. 81-595-MIE-No. 021. Ottawa. Appendix C. Retrieved July 21, 2011 from http://www.statcan.gc.ca/pub/81-595-m/81-595-m2004021-eng.pdf

F112 Technical occupations related to museums and galleries
F122 Film and video camera operator
F123 Graphic arts technicians
F124 Broadcast technicians
F125 Audio and video recording technicians
F126 Other technical occupations in motion pictures, broadcasting and the performing arts
F127 Support and assisting occupations in motion pictures, broadcasting and the performing arts
F131 Announcers and other broadcasters
F145 Patternmakers, textile, leather and fur products

c) Manufacturing occupations
B523 Typesetters and related occupations
H018 Supervisors, printing and related occupations
H521 Printing press operators
J181 Printing machine operators
J182 Camera, platemaking and other pre-press occupations
J183 Binding and finishing machine operators
J184 Photographic and film processors

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Appendix 4: Outdoor Activities Industries[43]

Defined using NAICS codes

487110	Scenic and sightseeing transportation, land
487210	Scenic and sightseeing transportation, water
487990	Scenic and sightseeing transportation, other
712190	Nature parks and other similar institutions
713110	Amusement and theme parks
713910	Golf courses and country clubs
713920	Skiing facilities
713930	Marina
713990	All other amusement and recreation industries
721211	RV (recreational vehicle) parks and campgrounds
721212	Hunting and fishing camps
721213	Recreational (except hunting and fishing) and vacation camps

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[43] Adapted from Kenora District Resource Mapping Project, June 24, 2011. Dryden Development Corporation.

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Additional Resources

Americans for the Arts. No date. *Arts & Economic Prosperity III, Summary: The Economic Impact of Nonprofit Arts and Culture Organizations and Their Audiences*. http://www.americansforthearts.org/pdf/information_services/research/services/economic_impact/national_findings_summary_report.pdf

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