

# Municipal Cultural Services Community Comparisons

May 31st 2016  
Prepared by Andrea Koteles  
Culture & Heritage Roundtable

# Introduction

In order to gain and facilitate discussions regarding the cultural services offered by the City of Kawartha Lakes, the Kawartha Lakes Cultural and Heritage Roundtable has gathered information from other municipalities and the cultural services they offer. Municipalities were selected based on their population, rural environments, and the fact that they are all single-tier municipalities.

## Municipality Profile

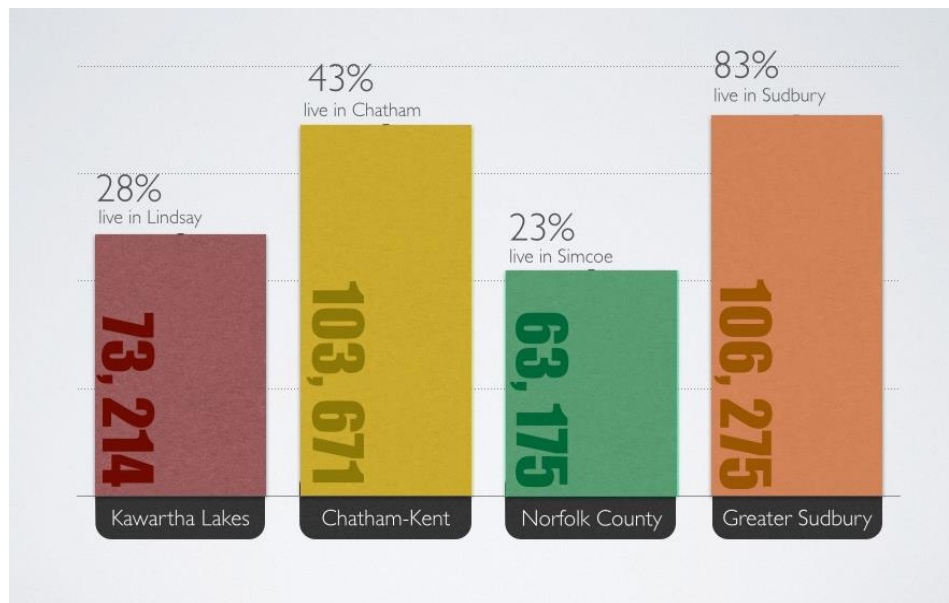


Figure 1. Statistics Canada, 2011 Census of Population.

Municipality	Total Population	Population of Urban Centre	2015 Operating Budget
Kawartha Lakes	73, 214	20, 354	\$205 million
Chatham-Kent	103, 671	44, 973	\$289 million
Norfolk County	63, 175	14, 777	\$166 million
Greater Sudbury	106, 275	88, 503	\$515 million

Table 1. Statistics Canada, 2011 Census of Population, Kawartha Lakes 2015 Operating Budget, Chatham-Kent 2015 Base Budget, Norfolk County 2015 Operating Budget, and Greater-Sudbury 2015 Operating Budget.

## Municipality Size and Population Density

Municipalities in Ontario have their own unique challenges for delivering services to their communities. One challenge can be delivering services over a large geographical area. The diagram below illustrates the four municipalities we are comparing along with their population density.

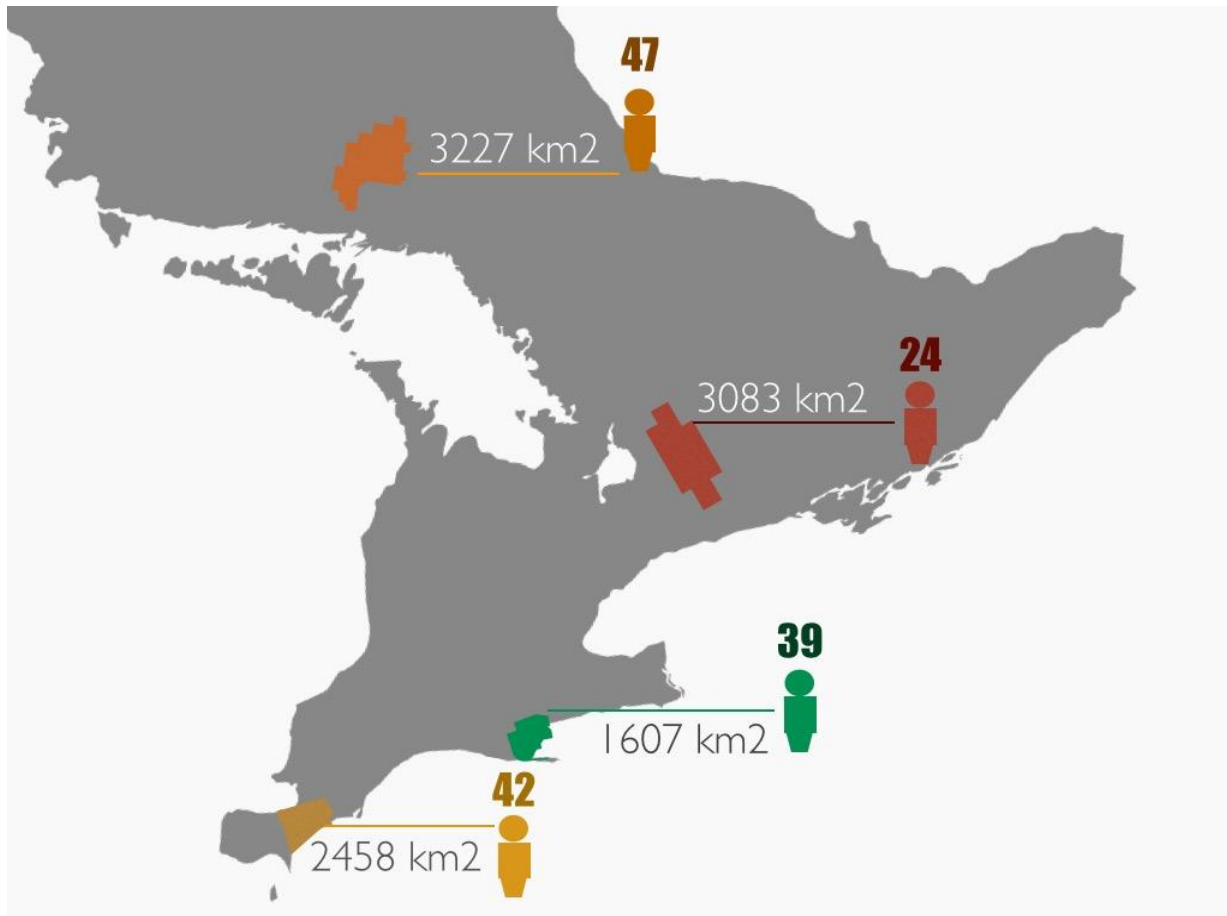


Figure 2. Statistics Canada, 2011 Census of Population.

Looking at these municipal profiles it is important to note that each community supports culture differently. There is no “right” way. Some municipalities have chosen to manage cultural services all together in dedicated departments such as Chatham-Kent in Community Services or Norfolk County in Economic Development. Sudbury has separated art and heritage services with art in Economic Development and heritage in Citizen Services (with Libraries). Due to these differences it is difficult to draw exact comparisons. For example, while Sudbury is able to spend roughly \$700,000.00 in arts grants their operating budget is much larger than the other three municipalities. Compare this with the fact that Norfolk County has the smallest operating budget and yet they have made the decision to support culture by funding a number of cultural institutions and programs in their municipality.

# Kawartha Lakes



Figure 3. City of Kawartha Lakes 2015 Operating Budget, p.6.

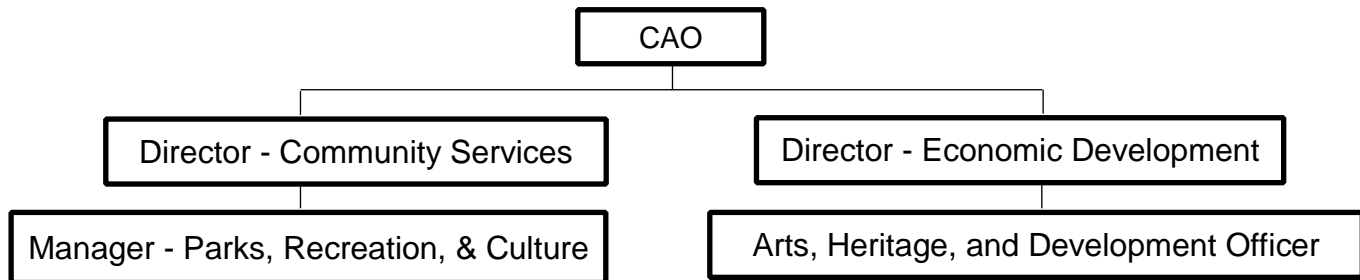


Figure 4. City of Kawartha Lakes organizational charts for departments, Parks, Recreation, and Culture and Economic Development from the 2014 Operating Budget, p.49 &55.

**Parks, Recreation, & Culture Total Expense Budget: \$8,755,137.00** (City of Kawartha Lakes, 2015 p. 62)

## What does this pay for?

This budget covers a wide range of services with limited resources specifically devoted specifically for culture. Craig Shanks, Director of Community Services, supplied 2016 figures (personal communication March 23, 2016) with an estimate of ~ \$57,000.00. Services included in this budget are:

- Advertising and Marketing
- Fenelon Falls Museum (50/50 support)
- Community Partnership Funding
- Special Events (Canada Day)
- Leisure Programming

**Economic Development Total Expense Budget: \$2,232,601.00**

(City of Kawartha Lakes, 2015 p. 49)

## What does this pay for?

Economic Development does not have a regular budget dedicated to culture, however 2015 was an unusual year given the contractual arts, culture and heritage position that was in place and the grant funding that was received for heritage district studies. Allocations for the contract staff position, cultural tourism projects, cultural organization support and for statutory heritage conservation and heritage studies totalled approximately \$185,000 in 2015. (Debra Soule, personal communication, May 9th, 2016)

# Chatham-Kent



Figure 5. Chatham-Kent 2015 Operating Budget, p. 4.

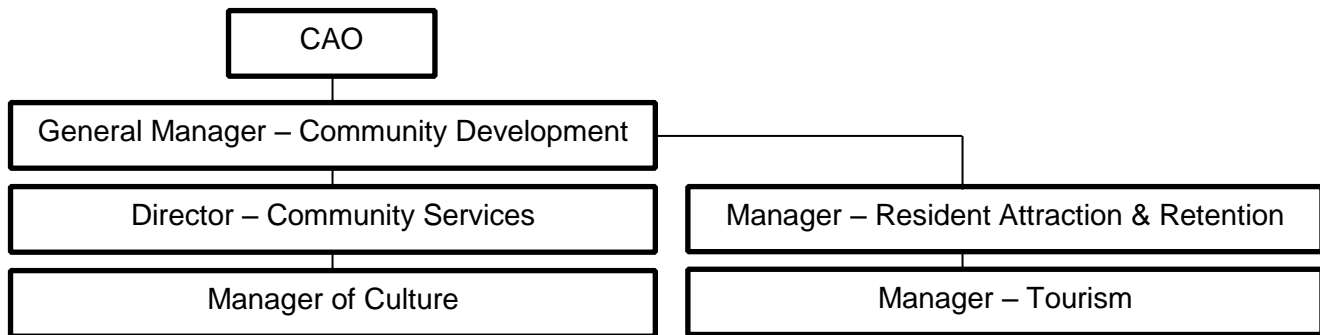


Figure 6. Chatham-Kent 2015 Department Organizational Chart.

**Culture Total Expense Budget:** \$ 1,092,191.00 (Municipality of Chatham-Kent, 2015a p. 4)

## What does this pay for?

This budget covers facilities, staff, and programming costs. A majority of these cultural services are all located in a centralized historical building known as the **Chatham Cultural Centre** located in downtown Chatham (Chatham-Kent, 2016).

- Art Gallery [ **Thames Art Gallery** ]
- Museum [ **Chatham-Kent Museum** ]
- Theatre [ **Kiwanis Theatre** ]
- Community Arts Space [ **ARTspace** ]
- Living Museums [ **Milner Heritage House** and Ridgehouse Museum ]

**Resident Attraction and Retention Total Budget:** \$ 493,931.00 (Municipality of Chatham-Kent, 2015b p.3)

## What does this pay for?

The Culture department also works in partnership with the Resident Attraction and Retention department on special projects. This department houses Tourism and Communications. Only a small portion of the budget listed above can be attributed to culture (~ 82,000) (Municipality of Chatham-Kent, 2015b).

- S/W Region-War of 1812 (no money spent in 2015)
- RM Classic Car Exhibit
- Community Marketing Strategy

# Greater Sudbury



Figure 7. Greater Sudbury 2015 Operating Budget p. 2.

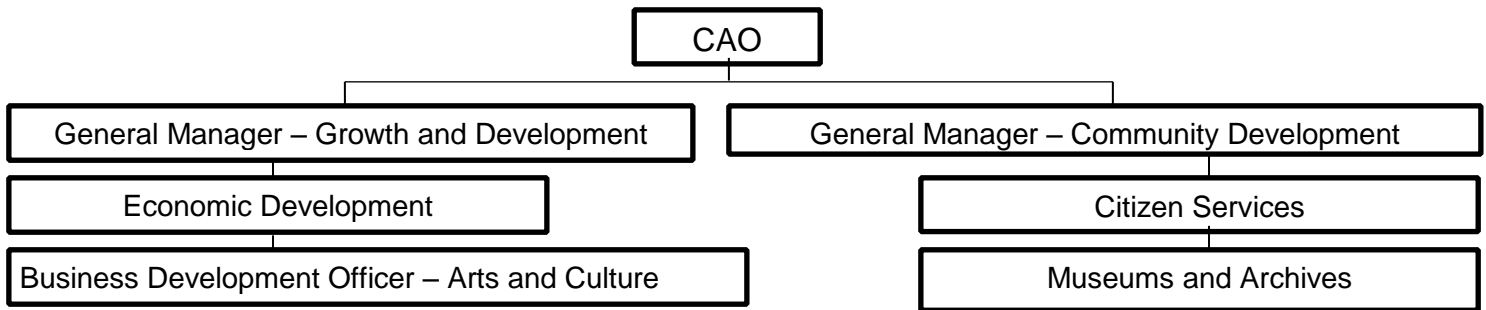


Figure 8. Greater Sudbury Organizational Structure and Staffing Levels 2014-2015, p.2.

**Arts and Culture Total Expense Budget:** \$ 7,112,668.00 (Greater Sudbury 2015a, p. 19)

## What does this pay for?

This budget covers staff, various grant programs, marketing. Greater Sudbury currently does not have any 'Cultural Facilities'. The City promotes access to municipal facilities for cultural activities through partnerships and offering discounted rates. The Art Gallery's addition to the ongoing budget is new as of 2015 effective in 2016; previously they applied for grants from the City (Trottier, personal communication March 03, 2016).

- Arts and Culture Grant Program (funds over 44 organizations)
- Community Economic Development Fund
- Tourism Event Support Program
- Cultural Programming

**Museum and Archives Total Expense Budget:** \$576,061.00 (Greater Sudbury 2015b, p.39)

## What does this pay for?

This budget covers staff, facilities and programs. There are five museum sites which the city supports as well as an archives facility. These organizations can and do apply for the grants offered by the Arts and Culture department.

<ul style="list-style-type: none"> <li>• Anderson Farm Museum</li> <li>• Copper Cliff Museum</li> <li>• Flour Mill Museum</li> </ul>	<ul style="list-style-type: none"> <li>• Rayside-Balfour Museum</li> <li>• Northern Railway Museum</li> <li>• Community Archives</li> </ul>
--	---

# Norfolk County



Figure 9. Norfolk County 2015 Operating Budget p.5.

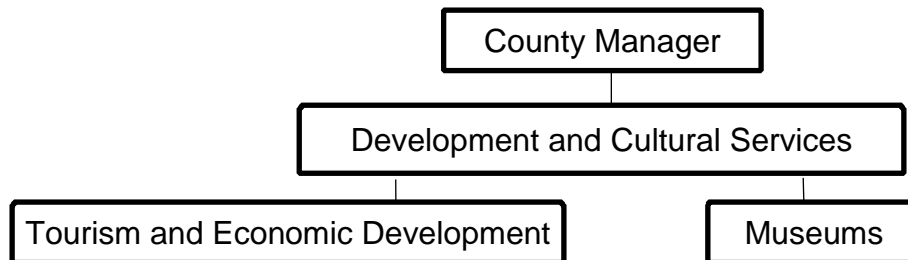


Figure 10. Norfolk County 2015 County Departments.

**Heritage and Culture Total Expense Budget:** \$1,435,500.00 (Norfolk County, 2015a p. 54)

## What does this pay for?

This budget covers staff, facilities and programs at a number of cultural organizations. The department also supports the volunteer Norfolk Heritage Committee.

- Waterford Heritage & Agricultural Museum
- Delhi Tobacco Museum
- Port Dover Museum
- Teeterville Museum
- W.D. Stalker Alligator Tug
- War Memorial Carillon Tower

**Tourism and Economic Development Total Expense Budget:** \$908,300.00 (Norfolk County, 2015b p.53)

## What does this pay for?

This budget covers staff and programs that aim to target key sectors such as: Agriculture & Food, Green Energy, Entrepreneurship, Manufacturing, and the Creative Economy.

- Marketing
- Community Improvement Program (CIP)
- Business Relocation Programs
- Special Projects and Events

Community Profile – Norfolk County

## Reports and data consulted:

### Statistics Canada – Census

Statistics Canada. 2012. *Chatham-Kent, Ontario (Code 3536020) and Canada (Code 01) (table). Census Profile*. 2011 Census. Statistics Canada Catalogue no. 98-316-XWE. Ottawa. Released October 24, 2012.

<http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/index.cfm?Lang=E> (accessed May 29, 2016).

Statistics Canada. 2012. *Greater Sudbury / Grand Sudbury, Ontario (Code 3553005) and Canada (Code 01)(table). Census Profile*. 2011 Census. Statistics Canada Catalogue no. 98-316-XWE. Ottawa. Released October 24, 2012.

<http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/index.cfm?Lang=E> (accessed May 29, 2016).

Statistics Canada. 2012. *Kawartha Lakes, Ontario (Code 3516010) and Canada (Code 01) (table). Census Profile*. 2011 Census. Statistics Canada Catalogue no. 98-316-XWE. Ottawa. Released October 24, 2012.

<http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/index.cfm?Lang=E> (accessed April 1st, 2016).

Statistics Canada. 2012. *Norfolk County, Ontario (Code 3528052) and Canada (Code 01) (table). Census Profile*. 2011 Census. Statistics Canada Catalogue no. 98-316-XWE. Ottawa. Released October 24, 2012.

<http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/index.cfm?Lang=E> (accessed May 29, 2016).

### Municipal Budget Documents:

#### Kawartha Lakes

City of Kawartha Lakes. 2013. *2014 Adopted Operating Budget*. Released November 26, 2013. <https://www.city.kawarthalakes.on.ca/city-hall/departments/budget-and-financial-planning/2014-budget-documents/2014-adopted-operating-budget.pdf> (accessed May 29, 2016)

City of Kawartha Lakes. 2014. *2015 Adopted Operating Budget*. Released January 16, 2015. <http://www.city.kawarthalakes.on.ca/city-hall/departments/budget-and-financial-planning/2015-budget-documents/2015-adoped-operating-budget.pdf> (accessed May 29, 2016)

#### Chatham-Kent

Chatham-Kent. 2016. *Cultural Centre*. <http://www.chatham-kent.ca/CulturalCentre/Pages/Cultural%20Centre.aspx> (accessed May 29, 2016)

Municipality of Chatham-Kent. 2015, September. *Municipality of Chatham-Kent*. Department Organization Chart.

<http://www.chatham-kent.ca/SiteCollectionDocuments/CK%20Dept%20Org%20Chart%20Sept%202015.pdf> (accessed May 29, 2016)

Municipality of Chatham-Kent. 2016. *2015 Base Budget Summary by Division*. 2015 Department Services. Budget 2016. (pp.4)

[http://www.chatham-kent.ca/budget/2016/docs/dept\\_services/1a%202015%20base%20gross%20to%20net.pdf](http://www.chatham-kent.ca/budget/2016/docs/dept_services/1a%202015%20base%20gross%20to%20net.pdf) (accessed May 29, 2016)



Municipality of Chatham-Kent. 2015a. *Municipality of Chatham-Kent: 2015 Draft Base Budget, Culture Detail.*

<http://www.chatham-kent.ca/budget/2015/docs/base/6%20Community%20Development/4%20Culture/Culture%20-%20detail.pdf> (accessed May 29, 2016)

Municipality of Chatham-Kent. 2015b. *Municipality of Chatham-Kent: 2015 Draft Base Budget, Resident Attraction and Retention Detail.*

<http://www.chatham-kent.ca/budget/2015/docs/base/6%20Community%20Development/2%20Resident%20Attraction%20&%20Retention/Resident%20Attraction%20%20-%20detail.pdf> (accessed May 29, 2016)

## **Sudbury**

Greater Sudbury. 2015. *Operating and Capital Budgets.*

[http://www.greatersudbury.ca/sudburyen/assets/File/operating%20budget%20summary\(1\).pdf](http://www.greatersudbury.ca/sudburyen/assets/File/operating%20budget%20summary(1).pdf) (accessed May 29, 2016)

Greater Sudbury. 2015. *Organizational Structure and Staffing Levels: Reconciliation of 2014-2015 2010-2015 Variance.*

<https://www.greatersudbury.ca/sudburyen/assets/File/org%20structure%20and%20staffing%20levels.pdf> (accessed May 29, 2016)

Greater Sudbury. 2015a. *Growth and Development Services: Economic Development.*

[http://www.greatersudbury.ca/sudburyen/assets/File/growth%20and%20development\(2\).pdf](http://www.greatersudbury.ca/sudburyen/assets/File/growth%20and%20development(2).pdf) (accessed May 29, 2016)

Greater Sudbury. 2015b. *Community Development Services: Citizen Services.*

[http://www.greatersudbury.ca/sudburyen/assets/File/community%20development\(1\).pdf](http://www.greatersudbury.ca/sudburyen/assets/File/community%20development(1).pdf) (accessed May 29, 2016)

## **Norfolk County**

Norfolk County. 2015. *Final 2015 Levy Supported Operating Budget.*

<http://www.norfolkcounty.ca/download/FINAL%202015%20LEVY%20SUPPORTED%20OPERATING%20BUDGET.pdf> (accessed May 29, 2016)

Norfolk County. 2015. *Norfolk County Organizational Chart.*

<http://www.norfolkcounty.ca/download/government/county-departments/NorfolkCounty.pdf> (accessed May 29, 2016)