



TOWN OF  
WHITCHURCH-STOUFFVILLE

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## Media Release

**For Immediate**

**June 7, 2006**

Stouffville ..... The Town of Whitchurch-Stouffville Council has adopted a Municipal Cultural Policy that provides a framework for the Town concerning the planning and delivery of cultural services. The role of the municipality is identified as enhancing the quality of life of its residents and visitors by planning, providing and facilitating opportunities for all residents and visitors to participate in and enjoy cultural activities.

The Cultural Policy was developed by a community based Task Force through a joint planning process involving the Municipality and the Cultural Community as equal partners.

“The Cultural Policy Task Force is to be commended for their hard work and valuable input in the preparation of the Cultural Policy and I am very pleased to see it come forward and be adopted.” said Mayor Sue Sherban.

The Cultural Policy is linked to the Town’s Corporate Strategic Plan and its commitment to the goal of Balanced Growth and Community Sustainability – Leisure, Tourism and Cultural Development.

Tom Graham, Director of Leisure Services for the Town explained that the creation of a Municipal Cultural Policy builds upon the existing strengths of the Town’s cultural services and establishes a cultural master planning process formally aligned with the Town’s Strategic Plan and financial budgeting process.

The Municipal Cultural Policy and staff report can be obtained by contacting the Department of Leisure Services (905) 640-1910 ext. 292 or by viewing on the Town’s web site at [www.townofws.com](http://www.townofws.com)

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**MUNICIPAL CULTURAL POLICY**  
**FOR**  
**THE TOWN OF WHITCHURCH-STOUFFVILLE**

**WHITCHURCH-STOUFFVILLE**  
**MUNICIPAL CULTURAL POLICY TASK FORCE**  
**ADOPTED BY COUNCIL JUNE 6, 2006**

# THE TOWN OF WHITCHURCH-STOUFFVILLE MUNICIPAL CULTURAL POLICY

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## INTRODUCTION

### **1.0 The Need For A Municipal Cultural Policy for Whitchurch-Stouffville**

Municipal Council is called upon to make significant strategic decisions concerning cultural development and service provision, however there are no existing municipal policies or plans to guide or inform the decision making process.

A Leisure Services Master Plan was completed in 2003. The following issues were consistently identified during the public consultation activities associated with the preparation of the Leisure Services Master Plan:

- Need for the Municipality to clearly identify its mandate and role in the delivery of cultural services
- Need for increased support by the Municipality to cultural groups
- Lack of co-ordination, co-operation and communication within the cultural community (between groups) as well as between the Municipality, the public and the cultural community
- Lack of an umbrella organization to speak on behalf of all cultural groups as well as to promote and support all cultural activities

The Master Plan recommended that a Municipal Cultural Policy was required for the Municipality to establish its appropriate mandate concerning the planning and delivery of cultural services and to develop a statement of the related goals, objectives and strategies which reflect this mandate.

### **2.0 Link to Corporate Strategic Plan**

On March 21, 2006, Council adopted a new Corporate Strategic Plan that provides an overall focus and direction for municipal administration. A key strategy of the plan is:

Balanced Growth: Community Sustainability - this strategy recognizes that a community needs to grow to remain vital, however, there must be a balanced and managed approach that is sustainable into the future. Related goals are:

- Preserve and enhance community character (rural/urban)
- Balanced land use planning – environment, economic and social considerations
- Orderly/phased development
- Economic development and job creation
- Leisure, tourism & cultural development

The Municipal Cultural Policy provides a planning context relating to Balanced Growth and Community Sustainability – Leisure, tourism and cultural development. The Strategic Plan also contains goals dealing with fiscal stewardship, partnerships for service delivery and master planning for municipal operations. The creation of a Municipal Cultural Policy is consistent with the corporate strategy and is the first step in developing an overall strategy of integrating culture into all aspects of community planning and development.

### **3.0 The Policy Development Process**

The Municipality established the Terms of Reference for a Whitchurch-Stouffville Municipal Cultural Policy Task Force through By-law number 2004-204-AP.

The By-law established the purpose, structure and composition of the Municipal Cultural Task Force as follows:

- The Municipal Cultural Policy Task Force shall be comprised of 12 members:
  - 7 individuals from the community at large, members of the cultural community and representatives from the business and education sectors
  - 1 representative from each of the following Municipal Departments: Leisure Services, the Museum and the Library
  - 1 Member of Council
  - The Mayor is an ex-officio member

The purpose of the Task Force was:

- To provide input and facilitate community involvement in the creation and implementation of a Municipal Cultural Policy
- To participate in the development of the Municipal Cultural Policy

The Municipality, through the Department of Leisure Services, retained the services of LeisurePlan International Inc. to provide consultation and guidance to the Task Force in the development of the Municipal Cultural Policy.

The Department of Leisure Services provided support to the Task Force throughout the policy development process.

**The following presents the recommended Municipal Cultural Policy as developed by the Municipal Cultural Policy Task Force.**

## MUNICIPAL CULTURAL POLICY

The following presents the recommended provisions of the policy.

### 1.0 Definitions

The use of the terms “culture”, “arts” and “heritage” in the Municipal Cultural Policy document are based on the following definitions:

- **Culture** encompasses all manner of human activity. In the broadest sense it is the way of life of a people. It incorporates art, heritage, history and all the other traits and elements that distinguish a given society as it evolves over time; including its identity, its environment and its vision of the world<sup>1</sup>.
- **Heritage** includes oral traditions, cultural landscapes, archaeological sites, structures, artefacts and associated records<sup>2</sup>.
- **Arts** as included in this policy will include the broadest areas of visual, media, literary, material and performing arts<sup>3</sup>. The arts collectively may be defined as those activities and works which reflect the creative experience. Such creativity may be expressed as an individual or as part of a group but it is essential that the imagination of the participant and the audience be challenged<sup>4</sup>.

### 2.0 Scope of the Policy

*The Municipal Cultural Policy* will build upon the existing strengths of the Town’s cultural services and establish *guidelines* and a *framework* to assist Municipal Council decision-making with respect to the planning, provision and support of cultural services in the community.

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<sup>1</sup> Source: City of Saint John: Arts and Culture Policy, January 27, 2005

<sup>2</sup> Source: Municipal Cultural Policy for the City of St. Catharines, Cultural Policy Steering Committee, October 18, 1999

<sup>3</sup> Source: City of Moncton, Arts and Cultural Policy, January 17, 2000

<sup>4</sup> Source: LeisurePlan International Inc.

### **3.0 Guiding Principles**

The *Municipal Cultural Policy* is based on the following principles:

➤ ***Culture is an essential component of community life***

Culture has an integral role to play in the development of the Town in general and in the lifestyles of its residents in particular.

Culture has a significant impact on the economic, political, social, educational and environmental development of the Town. Basic improvements in the position and status of culture within the Town will result in a better quality of life in the community.

➤ ***There will be a shared responsibility for the future growth and development of culture between the community and the Municipality***

Many individuals, community groups, agencies and institutions including the Municipality must cooperate in the realization of this principle. There should be a strong commitment to the spirit of mutual trust, cooperation, coordination and sharing of resources.

Sharing responsibility for the development of culture in the Town is not limited to institutions and individuals. Many groups located outside of the Town particularly federal, provincial and regional governments, special agencies, corporations, foundations and service organizations have an important part to play in the future development of culture in the Town.

### **4.0 Vision Statement**

Municipal Council considers that cultural services and opportunities are an essential aspect of a healthy, balanced lifestyle for residents and also provide opportunities for the enhancement of the economic base of the community.

The Town of Whitchurch-Stouffville will be a community which:

- Recognizes the contribution of culture to the community
- Promotes access to cultural opportunities for all residents
- Encourages diverse cultural experiences
- Acts responsibly to pass on cultural legacies
- Integrates culture into the Municipality's broader vision and goals

## **5.0 Goals**

The Municipal Cultural Policy will:

- (a) Preserve, promote and improve the integrity of Culture in the Town.
- (b) Ensure that a variety of cultural activities and services are available and accessible to all residents of the Town.
- (c) Assist in the establishment of a coordinated cultural service system characterized by effective and efficient communication, cooperation and sharing of resources within the cultural community and between the cultural community and the Municipality.
- (d) Ensure the efficient utilization of existing cultural resources in the community including municipally owned buildings and other facilities for cultural activities.
- (e) Encourage the development of new and innovative cultural activities in a coordinated and complementary manner.
- (f) Ensure that residents participate in the development of culture and the formulation and implementation of municipal policy concerning the planning and provision of municipal cultural services.
- (g) Provide policy direction to help define specific roles, responsibilities and relationships between the Municipality and the community with respect to the planning, provision and financing of cultural services in the Town.
- (h) Fully integrate culture into all aspects of the Municipality's planning and decision making activities.
- (i) Ensure that Municipal Council decisions concerning the planning and provision of municipal cultural services and the facilitation and support of community based cultural services are undertaken in a democratic and coordinated manner.
- (j) Encourage and stimulate public and private interest and support for culture to ensure the long term viability of existing and new cultural assets.
- (k) Create opportunities for the cultural community to contribute to the Town's economic and social development.
- (l) Support and encourage the incorporation of a cultural focus into downtown revitalization activities.

## **6.0 The Municipality's Future Roles and Responsibilities**

The Municipality shall enhance the quality of life of its residents and visitors by *planning, providing* and *facilitating* opportunities for all residents and visitors to participate in and enjoy cultural activities.

The following sections outline the recommended future roles and responsibilities for the Municipality in the context of it's overall strategic priorities, with respect to:

- planning municipal cultural services
- directly providing specific types of cultural programs, activities and events
- monitoring and evaluating the delivery of community based cultural programs and activities
- facilitating and assisting community based cultural groups and organizations
- providing information for the public
- marketing, promotion and publicity
- providing and operating indoor facilities, municipal parks and open space to support cultural activities and events
- financing municipal cultural services
- providing financial assistance and support to the community

### **6.1 Planning Municipal Cultural Services**

#### ***6.1.1 Prepare a Municipal Cultural Master Plan***

- Municipal decisions concerning the strategic allocation of municipal resources to the provision of municipal cultural services and the support of community based cultural activities should be informed and guided by the preparation of a *Municipal Cultural Master Plan*.
- The *Municipal Cultural Master Plan*, similar to other municipal planning documents such as the Leisure Services Master Plan, should establish comprehensive guidelines and develop a framework for the planning and delivery of future municipal cultural services. The *Municipal Cultural Master Plan* should identify the indoor and outdoor cultural program, activity and event requirements and associated indoor and outdoor facility requirements for the next 10 year period. The *Municipal Cultural Master Plan* shall establish the priorities for the Municipality based on a thorough assessment of community cultural requirements and resources.
- The cultural community should be involved throughout the process of the preparation of the *Municipal Cultural Master Plan*, to provide information, opinions, identify issues and priorities, comment and review on draft recommendations.
- A special committee of Council should be established to assist in the preparation of the *Municipal Cultural Master Plan*. This committee should include representation from the cultural community, appropriate municipal staff and officials.

- Contingent upon the findings of the assessment of community cultural requirements prepared as part of the *Municipal Cultural Master Plan*, further detailed research may be required directed towards the recommendation of strategic directions for the Municipality with respect to two specific issues:
  - the feasibility, viability and implications of the development and operation of a “Cultural Complex” in the downtown core<sup>5</sup>.
  - the development of a long term strategy for the Latcham Gallery to ensure the viability of this unique and valuable community cultural institution. The strategy should explore and recommend the preferred approach for Municipal support to the Gallery in the long term including a preferred governance model and financing plan. The process should provide for full and meaningful involvement of representatives of the Latcham Gallery.

### **6.1.2 Additional Municipal Responsibilities - Facility Planning**

- The Municipality, through the Department of Leisure Services, should regularly:
  - monitor and evaluate facility use and community requirements
  - identify opportunities where private sector organizations may be able to address facility needs or gaps in the community
  - involve the public and user groups in a meaningful manner in facility planning activities
  - monitor and evaluate cultural development, policies and best practices in other municipalities
- The Municipality, through the Department of Leisure Services, should annually prepare a life cycle costing “plan” regarding the on-going maintenance, renovation, conservation and replacement of the existing municipal cultural facilities. This should include the identification of the financial resources to fund the required works at the appropriate time.

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<sup>5</sup> The feasibility investigations should establish:

- community requirements for specific types of activities and programs which may ideally be accommodated in a “Cultural Complex”
- experiences and best practices of other Municipalities
- a building and site development space program to accommodate identified requirements
- an assessment of the advantages, disadvantages, implications and viability of locating such a facility within the downtown core of the Town
- the order of magnitude of the capital cost of facility construction and site development
- the identification of potential sources of capital financing for facility development
- the most effective and efficient operational model for both facility operation and service provision
- projections of operational expenditures and revenues
- the financial viability of the proposed facility
- an outline business plan for the facility

## **6.2 The Municipality's future role in directly providing specific types of cultural programs, activities and events**

- The Municipality should continue to directly provide Library and Museum services, programs and activities.
- Where there is an identified demand in the community in terms of cultural programs or activities as established by the preparation of the Municipal Cultural Master Plan, the Municipality, through the Leisure Services Department<sup>6</sup>, should explore the feasibility of providing the program or activity until a community based organization has developed the capacity to provide it.
- In the future, the Municipality, through the Leisure Services Department, should focus any direct provision of cultural programs and activities specifically on programs and activities of a basic, introductory nature<sup>7</sup> based on an identified community requirement and in the absence of a community based provider. The Municipality should also continue to directly provide access to cultural programs at the introductory level in partnership with other agencies and organizations.

## **6.3 Monitoring And Evaluation Of The Delivery Of Cultural Programs And Activities In The Community**

- The Municipality, through the Department of Leisure Services, should:
  - monitor and evaluate the delivery of municipal cultural programs and activities consistent with standards as set out in the policies and procedures of the Department
  - monitor the cultural programs and activities provided by others to identify gaps in service provision and to assist groups in planning the delivery of cultural programs and services to residents
  - assist community based organizations in the monitoring and evaluation of their cultural programs and activities through co-ordination and information dissemination activities

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<sup>6</sup> All references and recommendations associated with municipal organizational structure in this policy are understood to be subject to the Municipality's ongoing corporate organizational analysis.

<sup>7</sup> Examples of programs and activities of a basic, introductory nature **currently offered by the Department of Leisure Services** include: Songwriting, Music Clinic, Craft and Playtime, Pre-School Beginner Dance Lessons.

#### **6.4 The Provision Of Information**

- The Municipality, through the Department of Leisure Services, should be responsible for the provision and dissemination of information to residents concerning the cultural resources and services in the Town.

In this regard an information data base concerning cultural resources and services in the Town should be developed and maintained. Community based service providers should be consulted to ensure that the data base is accurate and useful. The data base should be accessible by all residents of the Town.

#### **6.5 Facilitating And Assisting Community Based Cultural Groups And Organizations**

- The Municipality, through the Department of Leisure Services, should pro-actively provide assistance and support to community based cultural groups and organizations including:
  - the establishment and maintenance of an effective communication and information sharing system including other Municipal Departments and community based groups
  - the coordination of the delivery of municipal and community based cultural programs, activities and events to avoid duplication
  - the facilitation of an annual symposium of community based cultural groups
  - the development of opportunities for partnerships between community based and other service providers with respect to community use of facilities, joint operation and development of facilities and joint program and activity provision
  - the facilitation of the marketing, promotion and publicity of community cultural resources and services
  - the provision of general assistance and support to community groups
  - The provision of services to support and more fully develop the role of volunteers in the cultural services delivery system including the provision of assistance to community organizations concerning volunteers including recognition, training and recruitment

## **6.6 The Provision And Operation Of Indoor Facilities To Support Cultural Programs, Activities And Events**

- The Municipality, through the Department of Leisure Services, will provide, manage, operate and maintain municipal indoor leisure facilities including those which support or accommodate specific cultural programs, activities and events.
- The Municipality will develop additional indoor cultural facilities as determined in the cultural master planning process, only where:
  - there is an identified need and no other provider available
  - existing facilities do not provide opportunities for all sectors of the public
  - the level of demand is too great for existing municipal and/or non-municipal facilities to meet
  - a detailed feasibility study has been prepared
- The Municipality, through the Leisure Services Department, should assume a leadership role in identifying opportunities where private sector organizations may be able to address identified facility needs or gaps in the community.
- The Municipality, through the Leisure Services Department, should also:
  - coordinate community based cultural groups' use of existing municipal facilities to ensure efficient utilization of existing municipal facilities
  - promote and publicize opportunities for use of existing municipal facilities for cultural programs, activities and events

## **6.7 The Provision And Operation Of Municipal Parks And Open Space To Support Cultural Programs Activities And Events**

- The Municipality, through the Department of Leisure Services, will provide, manage, operate and maintain municipal parks and open spaces which support or accommodate cultural programs, activities, events and uses.
- The Municipality should establish a policy advocating the inclusion of culture into the planning and design of municipal parks and open spaces.

## 6.8 Financing Municipal Cultural Services

- The provision and development of cultural facilities and services enhances the quality of life in the Town of Whitchurch-Stouffville. As such it is recommended that the Municipality:
  - continue to provide capital and operational financing for the continued long-term operation of existing Municipal cultural facilities including the Whitchurch-Stouffville Museum and the Whitchurch-Stouffville Public Library as essential components of the Municipality's provision of cultural services.
  - continue to finance the provision of selected cultural program and services offered by the Department of Leisure Services, consistent with the specified future role and responsibilities of the Department as described in this Policy.
  - support the capital development of new municipal cultural facilities based upon the implementation of a comprehensive cultural facility planning and feasibility process as recommended in Section 6.1.1 of the Municipal Cultural Policy.
  - support the long term operation of the Latcham Gallery, recognized as an important community cultural institution. The nature of the Municipality's support for the Gallery's operation should be established through the preparation of a strategy for the Latcham Gallery as recommended in Section 6.1.1 of the Municipal Cultural Policy.

## 6.9 The Provision Of Financial Assistance And Support To The Community

- The Municipality should establish a “*cultural grant program and policy*” to guide and administer the allocation and provision of municipal funding or financial support such as cash grants, bursaries or services in kind directly to individual cultural groups.

Each cultural group applying for funding assistance should make an individual application to the Municipality within the context of the recommended municipal “*cultural grant program and policy*”. The applications should be assessed based upon an agreed to set of evaluation criteria and funding should be recommended based on an assessment of achievement of the established criteria.

- The “*cultural grant program and policy*” should be developed through the combined efforts of Municipal staff, representatives of the cultural institutions in

the Town and representatives of the cultural community.<sup>8</sup> The Municipality may also seek professional consulting assistance in this regard. The Leisure Services Department should be the lead municipal department responsible for the preparation of the “*cultural grant program and policy*”.

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<sup>8</sup> The relative merits of a citizen involvement in the implementation and administration of the “*cultural grant program and policy*” through an advisory board or committee should be assessed as part of the process guiding the development of the “*cultural grant program and policy*”.

## **7.0 Municipal Organizational Structure**

Revisions to the current organizational structure of the Municipality are required to assist in the implementation of the provisions of the recommended Municipal Cultural Policy:

- establishment of a Culture Advisory Committee
- establishment of the position of “Cultural Services Co-ordinator”

### **7.1 Establishment of a Culture Advisory Committee**

- The existing Arts and Culture Committee of Council should be replaced by a new committee to be called the “Culture Advisory Committee”. This new committee should be representative of the cultural community and as such it is recommended that it include representatives from the existing municipal cultural institutions including the Library, Museum, Latcham Gallery, the BIA, the Chamber of Commerce as well as individual citizen representatives.
- The roles and responsibilities of the recommended new Culture Advisory Committee should include:
  - Facilitating effective communication between Council and the cultural community
  - Advising Municipal Council with respect to cultural priorities in the capital and operating budgets
  - Administering the municipal grants policy including recommendation for council approval
  - Liaising with the Library Board, the Museum Advisory Board and the Heritage Advisory Committee
  - Working with other levels of government municipalities and agencies in the planning and provision of cultural services to the Town’s residents.
  - Actively exploring partnerships and initiatives with other funding bodies, foundations and groups
  - Acting as a resource and assistance to municipal staff in matters pertaining to cultural services in the community including the identification of demand in cultural service provision
  - Soliciting input on an annual basis from the cultural community concerning the preferred goals for cultural development and priority concerns and issues
  - Advocating on behalf of culture within the community

## 7.2 Establish the Position of Cultural Services Co-ordinator

- The Municipality should establish a new, permanent, full time, position of “Cultural Services Coordinator”. The position should be incorporated within the organizational structure of the Leisure Services Department<sup>9</sup> and report directly to the position of the Director of Leisure Services.
- The Cultural Services Coordinator position’s job description should include the following recommended roles and responsibilities:
  - act as a resource and administrative support for the recommended Cultural Advisory Committee
  - sit as an ex-officio member of the recommended Cultural Advisory Committee
  - implement the Municipality’s recommended role with respect to community development and facilitation within the cultural sector of the community including; volunteer leadership, development, recruitment and evaluation, budgeting, fundraising, marketing, communication, grant writing and sponsorship development
  - administer and coordinate the implementation of the Municipality’s Cultural Plan
  - act as a resource for community based cultural groups.
  - liaise with other staff and representatives of cultural institutions including the Museum, Library and Latcham Gallery
  - foster and maintain an effective relationship with federal, provincial, regional and other municipal agencies relevant to cultural matters
  - provide expert advice to other Municipal departments with regard to cultural matters
- The position requires an individual with experience in the cultural fields, administrative experience, an understanding of the cultural issues and challenges within the community, training and experience as a facilitator and ability as an enabler responsive to the cultural community.

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<sup>9</sup> All references and recommendations associated with municipal organizational structure in this Policy are understood to be subject to the Municipality’s ongoing corporate organizational analysis.

## **8.0 Appendices**

*reports available for reading at the Leisure Services Office*

### **8.1 Report to council, Bylaw number 2004-204-AP**

#### **8.2 Meeting Minutes**

- May 9, 2005
- May 30, 2005
- June 20, 2005
- July 18, 2005
- July 25, 2005
- August 29, 2005
- September 12, 2005
- September 27, 2005
- October 3, 2005
- October 17, 2005
- November 1, 2005
- November 7, 2005
- November 22, 2005
- January 23, 2006
- February 6, 2006

### **8.3 Presentation to Council, December 6, 2005**

#### **8.4 Public Consultation Strategy**

Community listing of Cultural groups

#### **8.5 Public Meeting, January 30, 2006**

Meeting promotion, mail outs to cultural groups  
Completed Comment Sheets

### **8.6 Profile of the existing situation – tasks completed by the Task Force members**

- Task 1 The Planning Context (Where are we now?)
- Task 2 Prepare a preliminary long list of Issues
- Task 3 Preliminary Long List of Existing Strengths and Resources
- Task 4 Identify Relevant Future Trends
- Task 5 Good Practices – Municipal Policies (What are other Municipalities doing with regard to Culture?)
- Task 6 Identification of Theoretical Municipal Functions, Roles and Responsibilities in Culture
- Task 7 Task Force Work Groups' Consideration as to the focus for Public Consultation

## 8.7 Resources

- Beyond Garrets and Silos, Concepts, Trends and Development in Cultural Planning\*
- [WWW.Creativecity.ca](http://WWW.Creativecity.ca), Making the Case\*
- Good Practices, Municipal Cultural Planning forums\*
- Glossary, Terms Related to Municipal Cultural Planning\*
- The Arts and Smart Growth: The Role of Arts in Placemaking\*
- Peterborough: a Portrait of Progress, Municipal Cultural Planning forum\*
- Municipal Cultural Planning Forums, Resource Materials\*
- Cultural Development in Creative Cities, Americans for the Arts\*
- Tools for Cultural Policy and citizenship\*
- Art in Public Spaces, Policy, City of Burlington\*
- The Municipal Role in Orillia's Culture, Discussion Paper\*
- Ontario Municipal Cultural Planning Inventory Project\*
- Culture News, City of St. Catharines' Culture Committee newsletter\*
- Engaging Community through the Arts, The story of St. Catharines: Five Years in, PRO conference presentation\*
- Canada Heritage Tourism Enthusiasts, Canadian Tourism Commission, 2002
- C.N. Watson, Residential and Non-Residential Growth Forecast, Town of Whitchurch-Stouffville, 2004
- Gail Lord, The Power of Cultural Tourism, 1999
- Impacts of Aging the Canadian Market on Tourism in Ontario, Ministry of Tourism and Recreation, 2002
- Impacts of Aging the American Market on Tourism in Ontario, Ministry of Tourism and Recreation, 2002
- Mariel Saringer, Ecotourism in Whitchurch-Stouffville, Minutes, 2005\*
- Ontario's Domestic Travel Markets, Ministry of Tourism and Recreation, 2004
- Ratna Omidvar, The Changing Face of Canada, 2005
- The Market for Live theatre in the Toronto-Hamilton-Oshawa Region: Now and Then, Ontario Ministry of Tourism and Recreation, 2002
- The road to Inclusivity: six proposed Actions for York Region, York Region Human Services, 2005
- The Travel Patterns of Ontario's Population, Ontario Ministry of Tourism and Recreation, 2003
- U.S. Heritage Tourism Enthusiasts, Canadian Tourism Commission 2002 (Canada's Heritage Tourism Enthusiasts, 2002)

- Town of Oakville, Corporate Policy, Arts Policy\*
- City of Toronto, Culture Plan for the Creative City\*
- District of Saanich, Comprehensive Arts Policy\*
- City of Regina, Municipal Arts Policy\*
- City of Prince George, Arts Policy\*
- City of Calgary, Calgary Civic Arts Policy, Council Policy Manual\*
- City of Moncton, Arts and Cultural Policy\*
- City of Saint John, Arts and Culture Policy\*
- City of Sault Ste. Marie, Cultural Policy\*
- City of St. Catharines, Municipal Cultural Policy\*
- City of Saskatoon, Civic Arts Policy\*
- City of Winnipeg, Cultural Policy\*

\* ***Available to read***