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**Building on Strength:  
Arts, Culture and Heritage in the new City of Toronto**

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**Report of the Arts, Culture and Heritage Work Group**

**August 1, 1997**

**Appendix B  
Report on Transitional Issues, Options & Recommendations**

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# Building on Strength: Arts, Culture and Heritage in the new City of Toronto

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## Report on Transition Issues, Options & Recommendations

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# **Municipal Arts, Heritage & Culture Work Group Report on Transition Issues, Options & Recommendations**

## **Summary of Recommendations**

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### **A. CULTURAL POLICY:**

#### **Immediate:**

1. Complete the full inventory and analysis of cultural policies across the seven municipalities (A1.1);
2. Conduct an inventory of current standards of cultural facility and collection management and the level of resources (A1.4);
3. Develop interim arrangements to ensure that existing programs continue into 1998 (A1.1);
4. Determine the status of Advisory Committee/Board appointments and their duration (A1.3);
5. Identify on-going initiatives, contracts and commitments and the resources required to meet those commitments (A2.1);
6. Identify reserve funds or other funds committed to specific projects or sites and ensure their maintenance for said purposes (A2.1);

#### **Short-Term:**

1. Analyze and determine the level of resources (from all sources) required to adequately implement the consolidated cultural policies (A1.1);
2. Develop an implementation plan for the delivery of policies and programs in 1998 with first priority given to museums and heritage preservation, public art and cultural grants (A1.1);
3. Identify the legislative issues facing cultural policy (A1.1);
4. Consistent application of an exemption of property taxes for cultural facilities (D5.2);
5. Develop a Cultural Grants Policy which feeds into the Cultural Policy for the new City (A1.2);
6. Identify the role and structure of advisory bodies and their relationship to Council, Community & Neighbourhood Councils (A1.3);
7. Establish direct linkages between all sectors of cultural services including libraries, archives and cultural industries (A1.5);

#### **Long-Term:**

1. Develop a comprehensive Cultural Policy for the new City (A1.1);
2. Develop a Mission/Mandate statement for culture which is incorporated and imbedded in the Official Plan of the new Toronto (A1.1);
3. Reconcile any legislative issues (A1.1);
4. Develop a Cultural Facilities Master Plan (A1.4)

### **B. RESEARCH:**

#### **Immediate:**

1. Analysis of the inventory and different models for the delivery of cultural policy (B1.1);

2. Identify the grant and program needs for communities across the new City (F1);

**Short-Term:**

1. Determine the impact of amalgamation on the cultural sector (B1.3);
2. Develop a comprehensive profile of the cultural sector in the new City (B1.3);
3. Identify an in-house policy and research function in the new City's Culture Unit (B1.3);
4. Determine the resources required for millennium projects (B1.3);

**Long-Term:**

1. Determine the impact of amalgamation on the cultural sector (B1.3);
2. On-going review of policies and practices (B1.3);

**C. PROMOTION & TOURISM:**

**Immediate:**

1. Ensure promotion and tourism are enshrined in Cultural Policy for the new City (C1.1);
2. Ensure culture is included in the mandate for tourism (C1.1);

**Short-Term:**

1. Establish links with tourism organizations including Tourism Toronto and Federal and Provincial tourism departments (C1.2);
2. Establish internal links (Economic Development, Clerk's Department) to promote cultural tourism strategies (C1.2);

**Long-Term:**

1. Develop and implement a comprehensive Cultural Tourism Policy (C1.1);

**D. CULTURAL FACILITIES:**

**Immediate:**

1. Review all facility management and operating agreements (D1.1);
2. All properties and facilities owned/operated by the new City should be evaluated for cultural and community use prior to sale or disposal (D6.1);
3. Develop an inventory of existing and planned cultural facilities (D1.1);
4. Identify opportunities for clustering management of facilities (D1.1);

**Short-Term:**

1. Develop consistent standards and policies for the management of cultural facilities and collections (A1.4);
2. Address issues of salary equity and resource access across facilities (D4.2);
3. Review community access provisions and barrier-free access issues to ensure equitable access to all facilities (D4.1, D4.3);
4. Develop a Cultural Facilities Master Plan which protects cultural facilities and collections for the use of the community (A1.4);
5. Establish a working team of the Arts/Heritage sector to explore opportunities for collaboration between facilities (D7.2);

### **Long-Term:**

1. A linkage between real estate and culture needs to be developed to ensure that property sold or acquired is considered for cultural and community use (D6.2);

## **E. HERITAGE:**

### **Immediate:**

1. The existing committee, museum board and LACAC structures continue until a new system is developed and agreed to (E1);
2. The Inventory of existing sites and buildings, collections, policies and procedures be completed, including an identification of opportunities for pooling resources (E7.1);
3. Determine future ownership of collections and acquisitions (E3.1);
4. Special funds designated for heritage purposes must be retained for these purposes (E10.1);

### **Short-Term:**

1. Create a Toronto Architectural Conservation Advisory Committee and a Toronto Museum Board (E1.1, E1.2);
2. Assess the current level of service across sites (E2.1);
3. Review staff complement and resource levels (E2.1);
4. Define fair and equitable access to services and resources;
5. Prepare a consolidated set of policies for collections management (E3.2);
6. Develop a policy on archaeology for the new City (E12);
7. Heritage Unit/LACAC must be consulted on all site plan applications, zoning/rezoning, building permits and Official Plan revisions (E8);
8. Prepare a report for the new Council to enact by-laws for designations approved by local Council in 1997 and advertised without objection (E7.4);
9. Develop a strategy for the delivery of museum, public history and preservation programs (E2.1, E7.1)

### **Long-Term:**

1. Review municipal insurance provision of collections for adequacy and appropriateness (E3.3);
2. Develop a standardized approach to demolition controls, designation, inventory and basic content of new Heritage easements (E7.1, E7.3);
3. Standardize incentives for heritage preservation (E10.3);
4. Develop a Strategic Plan for the museum sites (E2.1)

## **F. GRANTS:**

### **Immediate:**

1. Identify the grant needs for communities across the new City (F2);
2. Develop interim grants program(s) for the 1998 budget year (F1);
3. Communicate with past grant applicants to explain interim process (F1);
4. Define the roles of Community Councils and Arts Councils (F3);

**Short-Term:**

1. Develop a consolidated cultural grants policy (F1);
2. Investigate equity issues of grant distribution (geographic, ethno-racial, socio-economic) and the impact of the resulting excess demand (F2);

**G. PUBLIC ART:**

**Immediate:**

1. Develop an interim program (G1.1);
2. Develop a consolidated policy on Public Art for inclusion in the Official Plan of the new City (G1.1);
3. Prepare an inventory of existing reserve funds, project plans, private contributions and capital and operating budgets for retention and completion (G1.3)

**Short-Term:**

1. Define role and composition of new Public Art Committee/Commission (G1.4);
2. Define role of the Public Art Committee/Commission in relation to the community Councils (G1.5);
3. Develop a Collections Management Policy for public art collections (G1.2)
4. Create promotional materials to make public art more accessible;

**H. ARTS PROGRAMS & SERVICES:**

**Immediate:**

**Short-Term:**

1. All arts programs and programming to be managed through a Culture Unit (H1);
2. Management of cultural programming in the Civic Squares (H1.2);

**I. COMMUNITY DEVELOPMENT SERVICES:**

**Immediate:**

1. Create an inventory of community development functions and services (I1.1);
2. Create an inventory of current and recent initiatives with diverse communities (I1.4);
3. Undertake consultation/communication process to ensure continuation and success of programs (I1.1);

**Short-Term:**

1. Define role of Community Councils, Arts Councils (I1.1);
2. Ensure equitable access to services representation from diverse communities on all advisory groups (I1.4);

**Long-Term:**

1. Pursue joint initiatives with other City Departments and community organizations (I1.3);
2. Provide community development services across the whole of the new City (I1.1).

## **A. Cultural Policy**

*Identification of Transitional Issues & Current Practices: A. Cultural Policy*

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
<p><b>A1 Cultural policies differ in each municipality. Need to identify areas of commonality and conflict among current cultural policies.</b></p> <p>- Municipalities differ in reflection of cultural policies in Official Plans.</p> <p>- Need to identify policy gaps and opportunities for new policy initiatives.</p>	<p><i>East York</i></p> <ul style="list-style-type: none"> <li>- arts policy not formally articulated</li> <li>- heritage interpretation serves wider constituency than just EY</li> </ul>	<ul style="list-style-type: none"> <li>▶ Culture as part of the Official Plan.</li> <li>▶ Toronto's 1% target for public art.</li> <li>▶ Toronto's Bill PR57 and City of Scarborough Act to protect designated buildings through controls on demolition pending an approved site plan.</li> <li>▶ Review process on applications and linkages with other city processes for early intervention for preservation of built environment.</li> <li>▶ Policies in all cities focus on enhancing quality of life.</li> <li>▶ Many stress access and opportunities to participate.</li> <li>▶ Metro's "free and open expression of ideas".</li> <li>▶ Many stress community-based, "grassroots" programs.</li> <li>▶ Importance of community development.</li> <li>▶ Community input, partnerships, volunteerism.</li> <li>▶ Scarborough's affiliation policy - provides insurance, access to services and facilities.</li> <li>▶ Customer service philosophy.</li> <li>▶ Peer assessment for grants.</li> </ul>
	<p><i>Etobicoke</i></p> <ul style="list-style-type: none"> <li>- enhance quality of life</li> <li>- intrinsic value of the arts in the community</li> <li>- preservation, interpretation, promotion of heritage</li> <li>- opportunities for residents to share creative expression</li> <li>- promote a climate in which culture can flourish</li> <li>- accessibility and participation</li> <li>- improve access to the arts</li> <li>- fair and open processes</li> </ul>	
	<p><i>Metro</i></p> <ul style="list-style-type: none"> <li>- enhance quality of life</li> <li>- enriched by diversity of cultural expression</li> <li>- access, opportunities to participate</li> <li>- free and open expression of ideas</li> <li>- involvement of the public</li> <li>- integration of culture into the complete range of gov't programs</li> <li>- proactive position</li> <li>- healthy city</li> </ul>	
	<p><i>North York</i></p> <ul style="list-style-type: none"> <li>- Official Plan policies</li> <li>- enhance quality of life</li> <li>- build healthy communities</li> <li>- community identity and pride</li> <li>- opportunities for residents to share creative expression</li> <li>- diversity of population and expression</li> </ul>	

*North York continued*  
 - promote a climate in which culture can flourish  
 - accessibility and participation  
 - development of community based programs; community development  
 - urban conservation framework that will protect the integrity of the community's heritage while allowing for new development - balance

*Scarborough*  
 - quality of life  
 - partnerships, volunteerism  
 - diversity of the population / rich cultural tradition  
 - consultation / interactivity / community development  
 - affiliation policy - provides insurance, access to services & facilities  
 - stewardship; protection of assets  
 - contribute to aesthetics, enhance, beautify  
 - access to creative opportunities / celebrate heritage  
 - accountability for resources  
 - risk taking, innovation  
 - leadership

*Toronto*  
 - Official Plan policies for culture  
 - quality of life  
 - improve access to the arts  
 - promote creativity and excellence  
 - nourish, reflect  
 - funding individual artists  
 - community input / peer evaluation  
 - accountability through community involvement  
 - create work/live space for artists  
 - greater funding for the arts; increase % for public art  
 - 1% for public art program  
 - protect, develop, augment arts facilities  
 - quality arts education  
 - awareness, understanding of high quality public art  
 - fair and open processes

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
	<p><i>Toronto (continued)</i></p> <ul style="list-style-type: none"> <li>- <i>economic benefits of heritage</i></li> <li>- <i>Bill PR57 controls demolition pending an approved site plan</i></li> <li>- <i>trusteeship; excellence; diversity; education; protection</i></li> <li>- <i>relevance; addressing current issues</i></li> <li>- <i>community partnerships</i></li> <li>- <i>adaptive re-use and preservation</i></li> <li>- <i>lobbying and advocacy</i></li> <li>- <i>strong independent voice for heritage</i></li> </ul> <hr/> <p><i>York</i></p> <ul style="list-style-type: none"> <li>- <i>enhancing quality of life for residents</i></li> <li>- <i>bringing the community together</i></li> <li>- <i>valuing grassroots input</i></li> <li>- <i>develop and nurture creative expression</i></li> <li>- <i>focus on children / youth - education</i></li> </ul>	

*Transitional Issues, Options & Recommendations: A. Cultural Policy*

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
<p>A1.1 Although there are a number of key values and elements that are common to all of the cultural policies, there are some differences.</p>	<p>A consolidated Cultural Policy for the new City with adequate resources to implement.</p> <p>Mission / Mandate statement for culture, well defined and included in the Official Plan of the new Toronto.</p>			
<p>A1.2 Grants policies and processes differ (schedules, categories, funding levels, processes)</p>	<p>One Cultural Grants Policy and a consolidated process:</p> <ul style="list-style-type: none"> <li>&gt; fair and open processes</li> <li>&gt; equity</li> <li>&gt; peer assessment</li> <li>&gt; address professional and community needs.</li> </ul>	<p>Need for an interim grants process for budget year 1998. See recommendation F1.</p>	<p>&gt; <i>Equity in access to resources.</i></p>	
<p>A1.3 A number of Advisory Committees / Boards now exist — differ in structure, means of appointment, relationship to Council, resources available.</p>	<p>A structure which clearly identifies the role and establishment of Advisory Committees/Boards, and their relationship to City Council, Community and Neighbourhood Councils and staff.</p>	<p>Structure which is flexible in response to local needs.</p> <p>Structure which responds appropriately to the role of Community Councils.</p>		

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
<p><b>A1.4 Need to identify and protect the physical assets of the culture sector, to understand them as specially built or restored, not easy or impossible to replace. Retain them for the use of the community.</b></p> <ul style="list-style-type: none"> <li>- Differing policies re leases, tax forgiveness.</li> <li>- Need for consistent standards in the management of facilities and collections.</li> <li>- Need for a rationalization of resources and mechanisms for operation.</li> </ul>	<p><b>Develop a Cultural Facilities Master Plan which protects cultural facilities and collections for the use of the community, provides consistent policies and standards for their management, and allows equitable access.</b></p>			
<p><b>A1.5 Need to identify linkages to other organizations / Departments / interests with overlapping mandates:</b></p> <ul style="list-style-type: none"> <li>- Libraries, Municipal Archives, Cultural Industries</li> <li>- Economic Development</li> <li>- Planning</li> <li>- Parks and Recreation</li> <li>- Clerk's Department</li> </ul>				

*Transitional Issues, Options & Recommendations: A. Cultural Policy*

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
<p>A1.1 Although there are a number of key values and elements that are common to all of the cultural policies, there are some differences.</p> <p>A consolidated Cultural Policy for the new City with adequate resources to implement.</p> <p>Mission / Mandate statement for culture, well defined and included in the Official Plan of the new Toronto.</p>	<p><i>Immediate</i></p> <ul style="list-style-type: none"> <li>- Complete the inventory and analysis of cultural policies.</li> <li>- Provide interim arrangements for programs to continue.</li> </ul> <p><i>Short Term</i></p> <ul style="list-style-type: none"> <li>- Become operational under the new structure chosen</li> <li>- Analyze and consolidate policies</li> <li>- Ensure adequate resources to implement</li> <li>- Develop implementation plan</li> <li>- First to be addressed: Heritage (specifically museum policies and heritage preservation), Public Art (moveable, fixed), Cultural Grants</li> <li>- Identify legislative issues</li> </ul> <p><i>Long Term</i></p> <ul style="list-style-type: none"> <li>- Develop a comprehensive Cultural Policy for the New City</li> <li>- Develop a Mission / Mandate statement for culture which is incorporated and imbedded in the Official Plan of the new Toronto.</li> <li>- Reconciliation of legislative issues</li> </ul>	<p>None</p> <p>None</p> <p>None</p>
<p>A1.2 Grants policies and processes differ (schedules, categories, funding levels, processes).</p> <p>One Cultural Grants Policy and a consolidated process.</p>	<p><i>Immediate</i></p> <ul style="list-style-type: none"> <li>- Process for 1998 to be determined</li> <li>- Budget issues: informing and influencing the process</li> <li>- At minimum, maintain the current funding and service levels</li> </ul> <p><i>Short Term</i></p> <ul style="list-style-type: none"> <li>- Develop Cultural Grants Policy</li> <li>- Consolidated process</li> </ul> <p><i>Long Term</i></p> <ul style="list-style-type: none"> <li>- Tie Cultural Grants Policy into Cultural Policy for the City</li> </ul>	<p>Could be immediate impact in the area of grants to individual artists.</p> <p>Policy will set financial targets. Expect impact in the area of grants to under-served community arts and heritage groups.</p> <p>Increased resources for grants will be needed to ensure equity.</p>

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
<p>A1.3 A number of Advisory Committees/Boards now exist — differ in structure, means of appointment, relationship to Council, resources available.</p> <p>A structure which clearly identifies the role and establishment of advisory bodies, and their relationship to City Council, Community and Neighbourhood Councils.</p>	<p><i>Immediate</i></p> <ul style="list-style-type: none"> <li>- Determine whether Advisory Committee/Board appointments survive until they are replaced</li> <li>- Review Bill supplementary to City of Toronto Act to determine status</li> </ul>	None.
	<p><i>Short Term</i></p> <ul style="list-style-type: none"> <li>- Identify role and structure of advisory bodies - relationship to Council, Community &amp; Neighbourhood Councils</li> <li>- Establish advisory bodies needed</li> </ul>	None.
	<p><i>Long Term</i></p> <ul style="list-style-type: none"> <li>- Establish advisory bodies needed</li> <li>- Monitor to determine effectiveness</li> </ul>	None.
<p>A1.4- Need for consistent standards in the management of facilities and collections.</p> <ul style="list-style-type: none"> <li>- Need for a rationalization of resources and mechanisms for operation.</li> </ul> <p>Develop a Cultural Facilities Master Plan which protects cultural facilities and collections for the use of the community, provides consistent policies and standards for their management, and allows equitable access.</p>	<p><i>Immediate</i></p> <ul style="list-style-type: none"> <li>- Conduct an inventory of current standards of cultural facility and collections management and the level of resources</li> <li>- Review property tax exemptions</li> </ul>	Some loss of tax revenue expected. Will be offset by economic spinoffs of the work of these cultural organizations in the community.
	<p><i>Short Term</i></p> <ul style="list-style-type: none"> <li>- Rationalization of physical resources, mechanisms for operation</li> <li>- Development of consistent standards, policies</li> <li>- Plan by which to achieve equity</li> <li>- Consistent application of property tax exemptions for cultural facilities</li> </ul>	
	<p><i>Long Term</i></p> <ul style="list-style-type: none"> <li>- Cultural Facilities Master Plan</li> </ul>	May be capital budget implications (ie. The Guild, The Brick Works, theatre facilities, arts centres)
<p>A1.5 Need to establish linkages to other sectors to maximize the potential of cultural services:</p> <ul style="list-style-type: none"> <li>- Libraries, Municipal Archives, Cultural Industries</li> <li>- Economic Development, Planning, Parks and Recreation</li> </ul>	<p><i>Immediate</i></p> <ul style="list-style-type: none"> <li>- Identify possible linkages</li> <li>- Draw Film &amp; TV Office into Culture Unit</li> </ul>	None. Resources to be transferred from current budgets.
	<p><i>Short Term</i></p> <ul style="list-style-type: none"> <li>- Establish direct linkages between all sectors of cultural services including libraries, archives and cultural industries.</li> <li>- Develop linkages with Economic Development and Cultural Tourism</li> </ul>	

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
	<p><i>Long Term</i> <i>- New Cultural Policy will establish formal links with libraries and archives.</i></p>	

*Identification of Transitional Issues & Current Practices: A. Cultural Policy*

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
<p>A2. Each City has a number of outstanding policy issues.</p>	<p><i>Outstanding policy issues</i></p>	
	<p><i>East York</i>                      - <i>heritage policies are more developed than the arts. No public art policy exists.</i>                      - <i>vision required for museum development</i>                      - <i>need to strengthen heritage provisions in OP and in planning process.</i></p>	
	<p><i>Etobicoke</i>                      - <i>development requirements re public art</i>                      - <i>public art amendments have been proposed but not yet approved</i>                      - <i>grants review needed</i>                      - <i>policy needed for heritage organizations in relation to grants</i>                      - <i>urban design guidelines to include heritage / arts - under review</i></p>	
	<p><i>Metro</i>                      - <i>firm up capital grants policy</i>                      - <i>revision to tax policy</i>                      - <i>management of heritage assets</i>                      - <i>filming on Metro properties</i>                      - <i>cultural industries strategy</i>                      - <i>Guildwood Park Master Plan</i>                      - <i>the development of the Brick Works</i></p>	
	<p><i>North York</i>                      - <i>public art policy drafted but on hold</i>                      - <i>need for comprehensive cultural policy in OP</i>                      - <i>need for more consistent approach to heritage leases</i>                      - <i>heritage plan for Downsview site</i></p>	
<p><i>Scarborough</i>                      - <i>plan for 1998 events is being developed</i>                      - <i>OP clauses re arts required</i>                      - <i>identify reserve funds and their purposes</i>                      - <i>identify contracts, commitments</i>                      - <i>cultural facilities master plan</i></p>		

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
	<p><i>Scarborough continued:</i></p> <ul style="list-style-type: none"> <li>- <i>Rouge Park partnership opportunities re natural and cultural interpretation, including archaeological resources</i></li> <li>- <i>further develop approved public art policy and implement public art program</i></li> <li>- <i>review of grants program re accessibility and competition with social services - level of funding</i></li> <li>- <i>policy re festivals and special events - level of support, roles and responsibilities among various departments</i></li> <li>- <i>status of museum staff - should they become City staff?</i></li> <li>- <i>policy &amp; guidelines re use of Cedar Ridge studio and gallery</i></li> <li>- <i>preparation of a culture plan</i></li> </ul> <hr/> <p><i>Toronto</i></p> <ul style="list-style-type: none"> <li>- <i>how to involve artists earlier in public art planning</i></li> <li>- <i>conservation and maintenance program re public art - coordination, centralization plan in progress</i></li> <li>- <i>Official Plan Development Requirement is under appeal</i></li> <li>- <i>policy for City-owned cultural facilities</i></li> <li>- <i>rationalization of property tax exemptions per Bill 106</i></li> <li>- <i>criteria for listing as it relates to neighbourhoods - issue of streetscapes, preservation of communities, role/structure of the Inventory</i></li> <li>- <i>review of Municipal Heritage Fund grant criteria / guidelines</i></li> <li>- <i>preservation master plan</i></li> <li>- <i>planning for the installation and maintenance of public art</i></li> <li>- <i>archaeology - gap between policy &amp; resources</i></li> <li>- <i>taxation and preservation - federal &amp; municipal incentives (ongoing issue)</i></li> <li>- <i>arts and culture policy for the GTA</i></li> <li>-</li> </ul> <hr/> <p><i>York</i></p> <ul style="list-style-type: none"> <li>- <i>community cultural plan going to Council in September - will require arts policy to be updated.</i></li> </ul>	

**PARKS, RECREATION & CULTURE - A PLANNED APPROACH TOWARDS A NEW TORONTO  
MUNICIPAL ARTS, HERITAGE & CULTURE WORK GROUP**

*Transitional Issues, Options & Recommendations: A. Cultural Policy*

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
<p><b>A2.1 Ongoing initiatives and commitments are in place:</b></p> <ul style="list-style-type: none"> <li>- funds committed for ongoing projects</li> <li>- ability to plan/advertise events into the new year (1998)</li> <li>- public art - contracts with artists</li> <li>- grants</li> <li>- listings, designations of heritage properties</li> </ul>	<p><b>Require means to meet those commitments.</b></p>			

*Transitional Issues, Options & Recommendations: A. Cultural Policy*

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
<p>A2.1 Ongoing initiatives and commitments are in place — require means to meet those commitments:</p> <ul style="list-style-type: none"> <li>- funds committed for ongoing projects; reserve funds committed to projects or sites</li> <li>- ability to plan/advertise events into the new year (1998)</li> <li>- public art - contracts with artists</li> <li>- ongoing review of planning applications: site plan, zoning, re-zoning, etc.</li> </ul>	<p><i>Immediate</i></p> <ul style="list-style-type: none"> <li>- <i>Identify on-going initiatives, contracts and commitments and the resources required to meet those commitments</i></li> <li>- <i>Identify reserve funds and other funds committed to specific projects or sites and ensure their maintenance for said purposes</i></li> <li>- <i>Implement process for review of planning applications.</i></li> </ul>	<p>None other than those commitments already made, including capital commitments.</p>
	<p><i>Short Term</i></p>	
	<p><i>Long Term</i></p>	

## **B. Research**

*Identification of Transitional Issues & Current Practices: B. Research*

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
<p><b>B1. Need to coordinate research activities; identify dedicated resources.</b></p>	<p><i>East York, Etobicoke, North York, Scarborough, York, Toronto : (to varying degrees):</i></p> <ul style="list-style-type: none"> <li>- participation stats for programs</li> <li>- demographic stats and trends</li> <li>- heritage structure reports; site restoration research</li> <li>- historical research</li> <li>- research re collections / assets</li> <li>- East York / North York have computerized collections databases</li> <li>- program development research, including exhibitions, education programs, special events, public history programs</li> <li>- program evaluation for quality control, customer service</li> <li>- community consultation</li> <li>- feasibility studies</li> <li>- site-specific reviews</li> <li>- application of GIS technology to map and record data for cultural facilities.</li> </ul> <p><i>Metro</i></p> <ul style="list-style-type: none"> <li>- economic statistics</li> <li>- survey of cultural community</li> <li>- survey of other municipalities (international)</li> </ul> <p><i>Toronto Arts Council (in addition to above)</i></p> <ul style="list-style-type: none"> <li>- economic stats</li> <li>- community consultation ("Let's Talk")</li> <li>- computer database on City of Toronto supported groups (1981-1997)</li> </ul> <p><i>Toronto Historical Board ( in addition to above)</i></p> <ul style="list-style-type: none"> <li>- computer data base on heritage properties</li> <li>- linkages with mapping capabilities within departments</li> <li>- computerized collections database</li> </ul>	<ul style="list-style-type: none"> <li>▶ Annualized research:               <ul style="list-style-type: none"> <li>- Economic statistics (StatsCan)</li> <li>- Participatory stats</li> <li>- Demographic stats and trends</li> </ul> </li> <li>▶ Surveys - cultural community and other jurisdictions</li> <li>▶ Research for new programs</li> <li>▶ Application of GIS technology to map and record data for cultural facilities</li> <li>▶ Computerized database for collections and heritage properties</li> </ul>

*Transitional Issues, Options & Recommendations: B. Research*

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
<p>B1.1 Identify opportunities for coordination of research activities, resources for same.</p> <p>B1.2 Identify opportunities for new research: fundraising, sponsorships</p> <p>B1.3 Consolidate standards of practice. Ensure that research efforts are all inclusive: arts, heritage and cultural industries.</p>	<p>A coordinated research plan with adequate resources. Research will feed into strategic planning and the delivery of specific programs.</p> <p>Ability to quantify and articulate the full impact of the cultural sector: economically, socially.</p>	<p>A) Establish an in-house policy and research function, specializing in the culture sector.</p> <p>B) Contract out research function.</p>	<p>A) &gt; <i>Research can be customized to meet needs.</i></p> <p>&gt; <i>Research can be used by other agencies, organizations to support their activities and strengthen the cultural sector. Part of community development services.</i></p> <p>B) <i>Only option with limited staff resources or no in-house expertise.</i></p>	<p>A) &gt; <i>None. Staff resources already exist within the combined city cultural staff units to fulfill this function.</i></p> <p>B) <i>Research is less broadly available, less customized to address needs. Limits ability to provide across the culture sector. May be costly in the long run.</i></p>

*Transitional Issues, Options & Recommendations: B. Research*

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
<p>B1.1 Identify opportunities for coordination of research activities, resources for same.</p> <p>B1.2 Identify opportunities for new research: fundraising, sponsorships</p> <p>B1.3 Consolidate standards of practice. Ensure that research efforts are all inclusive: arts, heritage and cultural industries.</p>	<p><i>Immediate</i></p> <ul style="list-style-type: none"> <li>- <i>Analysis of the Cultural Inventory and different models for the delivery of cultural policy</i></li> <li>- <i>Conduct research to support policy development</i></li> </ul> <p>- <i>Work Team to continue to meet to provide this research and policy support.</i></p>	<p>None.</p>
	<p><i>Short Term</i></p> <ul style="list-style-type: none"> <li>- <i>Monitor the impacts of amalgamation on the cultural sector</i></li> <li>- <i>Respond to requests for data</i></li> <li>- <i>Develop a comprehensive profile of the cultural sector of the new City</i></li> <li>- <i>Issue identification</i></li> <li>- <i>Establish linkages with the IT Group</i></li> <li>- <i>Determine the planning and resources required for millennium projects</i></li> </ul> <p>- <i>Identify an in-house policy and research function when designing Culture Unit.</i></p>	<p>None. Staff resources already exist within the combined city cultural staff units to fulfill this function.</p>
	<p><i>Long Term</i></p> <ul style="list-style-type: none"> <li>- <i>Consolidated data collection</i></li> <li>- <i>Monitor the impacts of amalgamation on the cultural sector</i></li> <li>- <i>Conduct an ongoing review of policies and practices as they come into play</i></li> </ul>	

## **C. Promotion & Tourism**

*Identification of Transitional Issues & Current Practices: C. Promotion & Tourism*

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
<p>C1. Promotion policies, practices and resources differ.</p> <p>Need to identify areas of conflict or duplication in promotion and cultural tourism policies.</p> <p>Need to identify new opportunities for cultural tourism, promotion.</p>	<p><i>East York</i></p> <ul style="list-style-type: none"> <li>- <i>Use of Parks &amp; Recreation Department brochure and promotion arm</i></li> <li>- <i>in-house promotion</i></li> </ul>	<ul style="list-style-type: none"> <li>▶ <b>Toronto's point in Official Plan re Cultural Tourism.</b></li> <li>▶ <b>Etobicoke's dedication of 3% of budget to advertising.</b></li> </ul>
	<p><i>Etobicoke</i></p> <ul style="list-style-type: none"> <li>- <i>Montgomery's Inn dedicates 3% of budget to advertising</i></li> <li>- <i>Gallery - Slate magazine</i></li> <li>- <i>Marketing Plan for museum site</i></li> </ul>	<ul style="list-style-type: none"> <li>▶ <b>Use of Parks, Recreation &amp; Culture Department brochures gets information into every household.</b></li> </ul>
	<p><i>Metro</i></p> <ul style="list-style-type: none"> <li>- <i>Culture is part of Tourism Strategy</i></li> <li>- <i>Blockbuster Loan Fund</i></li> <li>- <i>Tourism Toronto (Metro grant)</i></li> </ul>	<ul style="list-style-type: none"> <li>▶ <b>Scarborough</b></li> <li>▶ <b>Twinnings and international agreements</b></li> <li>▶ <b>Cedar Ridge Creative Centre - gallery shows and sales</b></li> <li>▶ <b>Support to community groups.</b></li> </ul>
	<p><i>North York</i></p> <ul style="list-style-type: none"> <li>- <i>Extensive promotion of events in the Square - strongly supports cultural community</i></li> <li>- <i>Promotion in Parks &amp; Recreation Department's brochure and marketing arm gets info into every household in NY</i></li> <li>- <i>Marketing Plans for museum sites</i></li> </ul>	<ul style="list-style-type: none"> <li>▶ <b>North York &amp; Etobicoke: Marketing Plans for museum sites. This should be extended to all cultural facilities.</b></li> </ul>
	<p><i>Scarborough</i></p> <ul style="list-style-type: none"> <li>- <i>General promotion by Economic Development Dept includes culture</i></li> <li>- <i>Twinnings, international alliances, etc.</i></li> <li>- <i>Promotion in Recreation, Parks &amp; Culture brochure ensures distribution to every household; flyers; Web Page</i></li> <li>- <i>City page in Scarborough Mirror and Scarborough section of Toronto Star</i></li> <li>- <i>dance recitals (largest dance program in Metro)</i></li> <li>- <i>Work with Assoc of Hotel/Tourism Convention</i></li> </ul>	

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
	<p><i>Toronto</i></p> <ul style="list-style-type: none"> <li>- point in Official Plan re Cultural Tourism</li> <li>- GTA Marketing Alliance</li> <li>- active participation of THB with Tourism Toronto</li> <li>- TAC developing a cultural export program</li> <li>- TAC working with Mayor's Office / GTA Marketing Alliance to encourage cultural tourism</li> </ul> <hr/> <p><i>York</i></p> <ul style="list-style-type: none"> <li>- Contribution to Councillor's communication to residents</li> <li>- Sign boards</li> <li>- use of Parks &amp; Recreation Department brochure delivered to every household</li> </ul>	

*Transitional Issues, Options & Recommendations: C. Promotion & Tourism*

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
<p><b>C1.1 Opportunities exist for broader coordination and promotion of cultural programs:</b></p> <ul style="list-style-type: none"> <li>- Extend the existing programs throughout the new City</li> <li>- Opportunity to broaden the mandate of Tourism Toronto to address cultural tourism</li> <li>- Friends and Relatives tourism (currently ignored by Tourism Toronto)</li> <li>- Internet</li> </ul>				
<p><b>C1.2 Opportunities to explore new linkages:</b></p> <ul style="list-style-type: none"> <li>- Opportunities for satellite operations in cooperation with private sector</li> <li>- Tap into Federal and Provincial tourism strategies</li> <li>- Work with diverse communities</li> <li>- Explore links between sporting and cultural events, as will be possible with the Olympics</li> </ul>	<p><b>Encourage partnerships and linkages amongst cultural organizations and with the broader community to increase the scope, influence and appreciation of culture.</b></p>			

*Transitional Issues, Options & Recommendations: C. Promotion & Tourism*

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
<p><b>C1.1 Opportunities exist for broader promotion of cultural programs:</b></p> <ul style="list-style-type: none"> <li>- Extend the existing programs throughout the new City</li> <li>- Opportunity to broaden the mandate of Tourism Toronto to address the whole of the new City.</li> <li>- Friends and Relatives tourism ( currently ignored by Tourism Toronto)</li> <li>- Internet</li> </ul>	<p><i>Immediate</i></p> <ul style="list-style-type: none"> <li>- <i>Recognition that cultural tourism is significant.</i></li> <li>- <i>Ensure promotion and tourism are enshrined in the Cultural Policy for the new City</i></li> <li>- <i>Ensure culture is included in mandate/strategy for tourism</i></li> </ul>	None
	<p><i>Short Term</i></p> <ul style="list-style-type: none"> <li>- <i>Establish policy / strategy</i></li> <li>- <i>Put information on the Internet</i></li> <li>- <i>Planning for the millennium</i></li> </ul>	Unknown
	<p><i>Long Term</i></p> <ul style="list-style-type: none"> <li>- <i>Development of comprehensive Cultural Tourism Policy, implementation plan and materials to implement the strategy</i></li> <li>- <i>Develop marketing strategies to educate front-line tourism staff</i></li> </ul>	
<p><b>C1.2 Opportunities to explore new linkages:</b></p> <ul style="list-style-type: none"> <li>- Opportunities for satellite operations in cooperation with private sector</li> <li>- Tap into Federal and Provincial tourism strategies</li> <li>- Work with diverse communities</li> <li>- Explore links between sporting and cultural events, as will be possible with the Olympics</li> </ul>	<p><i>Immediate</i></p> <ul style="list-style-type: none"> <li>- <i>None</i></li> </ul>	
	<p><i>Short Term</i></p> <ul style="list-style-type: none"> <li>- <i>Establish strong links with tourism organizations including Tourism Toronto, BIAs, Federal and Provincial Governments</i></li> <li>- <i>Establish internal links to support promotional, tourism strategies (Economic Development, Clerks)</i></li> </ul>	
	<p><i>Long Term</i></p> <ul style="list-style-type: none"> <li>- <i>Ensure elevation of status of culture in broader tourism strategies, initiatives and programs</i></li> </ul>	

## **D. Cultural Facilities**

*Identification of Transitional Issues & Current Practices: D. Facilities*

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
<p><b>D1. Governance differs:</b></p> <ul style="list-style-type: none"> <li>- Municipally owned/operated</li> <li>- Board governed - appointed by the City</li> <li>- Board governed - arms length</li> <li>- Board governed with Municipal staff</li> <li>- Property and facility separately governed in some cases</li> <li>- Differing use of advisory boards</li> </ul>	<p style="text-align: center;"><u><i>For further detail see Inventory</i></u></p> <hr/> <p><b>East York</b></p> <ul style="list-style-type: none"> <li>- <i>Todmorden Mills -leased/operated by Board with Museum Advisory Board, includes museum and historical archives</i></li> </ul> <hr/> <p><b>Etobicoke</b></p> <ul style="list-style-type: none"> <li>- <i>Gallery is City-governed</i></li> <li>- <i>Franklin Carmichael Art Centre - city-owned with permit to Board</i></li> <li>- <i>Neilson Park - City owned with permit to Board</i></li> <li>- <i>Montgomery's Inn - City owned / Board governed (one councillor) / City staff</i></li> <li>- <i>One cemetery owned by City - Islington Burying Grounds</i></li> </ul> <hr/> <p><b>Metro</b></p> <ul style="list-style-type: none"> <li>- <i>Archives owned/operated by Metro</i></li> <li>- <i>Exhibition Place, Guild, Hummingbird, Zoo - operated by arm's length agencies - Guild and Zoo have Metro staff</i></li> <li>- <i>Zukerman Amphitheatre - leased to Skylight</i></li> <li>- <i>Brick Works - owned by MTRCA - operated by Metro</i></li> <li>- <i>Police Museum operated by Police Services Board</i></li> <li>- <i>Metro leases to Artscape</i></li> </ul> <hr/> <p><b>North York</b></p> <ul style="list-style-type: none"> <li>- <i>2 museums - Gibson House, Zion Schoolhouse - City owned/operated with Museum Advisory Committee</i></li> <li>- <i>Fire Department has dedicated museum space in #19 Station</i></li> <li>- <i>3 City-owned heritage cemeteries</i></li> <li>- <i>Dempsey Store - Archives - City owned/operated</i></li> <li>- <i>6 historic properties owned - leased out</i></li> <li>- <i>Fairview Library Theatre &amp; Yorkwoods Library Theatre - owned/operated by Library Board</i></li> <li>- <i>Ford Centre for the Performing Arts - City owned / Board governed / Livent operated</i></li> <li>- <i>1 storage/set construction site - Wildcat Rd. - City leased/ City operated</i></li> </ul>	

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
	<p><b>Scarborough</b></p> <ul style="list-style-type: none"> <li>- Scarborough Village Theatre - City-owned/operated in partnership with 3 theatre companies through long-term lease</li> <li>- Cedar Ridge Creative Centre and Gallery - City-owned with Advisory Committee - gallery programmed in partnership with resident community group - Gardener's Cottage leased by Provincial Arts Organization</li> <li>- Scarborough Historical Museum operated by Council-appointed Board recommended by Scarborough Historical Society</li> <li>- 4 historic Cemeteries - City-owned and maintained</li> <li>- Scarborough Arts Council Office - City-owned/leased to SAC</li> <li>- 705 Progress Avenue - City-owned office and storage space for community groups</li> </ul> <hr/> <p><b>Toronto</b></p> <ul style="list-style-type: none"> <li>- Most are City-owned / Board governed - with or without Council representation</li> <li>- St. Lawrence Centre - City owned - has Board of Management appointed by the City</li> <li>- THB - City owned facilities / Board governed (with Council representation) :</li> <li>- 5 museums - Fort York , Marine Museum, Mackenzie House, Spadina (owned jointly with OHF), Colborne Lodge</li> <li>- Waterfront Interpretive Centre under development for July 1998</li> <li>- Stanley Barracks as use of premises/storage facility</li> <li>- Scadding Cabin owned by York Pioneer &amp; Historical Society, THB responsibility</li> <li>- 205 Yonge Street - THB headquarters - major capital maintenance provided by City Property Dept.</li> <li>- storage/registration/exhibit preparation facility/conservation lab at 98 Atlantic Ave. - space shared with City as records storage facility - major maintenance provided by City Property Dept</li> <li>- Queen's Wharf Lighthouse</li> <li>- Battery Park Lancaster Bomber / Military Collection</li> <li>- Monuments, memorials, public art - 39 pieces maintained by THB</li> <li>- City leases Dufferin Street Workshop Space for THB</li> </ul>	

## **D. Cultural Facilities**

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
	<p><i>Toronto continued</i></p> <p><i>City-owned / operated heritage properties:</i></p> <ul style="list-style-type: none"> <li>- <i>St. Lawrence Market and Market Gallery - Property Dept / City Archives</i></li> <li>- <i>St. Lawrence Hall - Property Dept</i></li> <li>- <i>Casa Loma - operated by West Toronto Kiwanis Club - capital maintenance by Property Dept</i></li> <li>- <i>Riverdale Farm - Parks Dept</i></li> <li>- <i>The Design Exchange - sublet</i></li> <li>- <i>Fire Museum - Fire Academy and Training Centre</i></li> <li>- <i>CP Roundhouse</i></li> <li>- <i>Canada Malting Silos</i></li> <li>- <i>City of Toronto Archives - Clerk's Department</i></li> <li>- <i>other City-owned/leased heritage properties - 197-199 Yonge Street, 110 Lombard Street Fire Hall, 165 Front Street East, St. Lawrence Centre for the Arts, Berkely Street University Alumni Theatre</i></li> </ul> <hr/> <p><i>York</i></p> <ul style="list-style-type: none"> <li>- <i>Library Theatre - Library Board with Arts Advisory Committee</i></li> <li>- <i>Lambton House - City owned</i></li> <li>- <i>Museum - City-owned - operated by York Historical Committee</i></li> <li>- <i>Band Shell - City-owned - Community operated</i></li> <li>- <i>Municipal Offices have gallery space</i></li> </ul>	

**PARKS, RECREATION & CULTURE - A PLANNED APPROACH TOWARDS A NEW TORONTO  
MUNICIPAL ARTS, HERITAGE & CULTURE WORK GROUP**

*Transitional Issues, Options & Recommendations: D. Facilities*

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
<p><b>D1.1</b> Develop comprehensive cultural facilities policy recognizing the City's responsibility as trustee of these valuable community assets.</p>	<p>Recognize the City's responsibility as trustee of these valuable community assets: their development, promotion and preservation.</p> <p>Consider possibility of governing facilities in clusters; e.g.: museums, theatres. Identify opportunities.</p>			
<p><b>D1.2</b> Provincial Legislation requires:</p> <ul style="list-style-type: none"> <li>&gt; that museums be operated with Museum Advisory Boards.</li> <li>&gt; that Council seek advise from its Local Architectural Conservation Advisory Committee on the protection of built heritage.</li> </ul>	<p>That LACAC(s) and Museum Board functions be maintained within the new structure to meet legislative requirements and to encourage local community participation and interest in heritage preservation.</p>	<p>See section E: Heritage for further discussion. (E1.1, E1.2)</p>		
<p><b>D1.3</b> Recognize need for flexibility in working with variety of partners.</p>				

*Transitional Issues, Options & Recommendations: D. Facilities*

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
<p><b>D1.1 Develop Comprehensive Cultural Facilities Policy.</b></p> <p>- Consider possibility of governing facilities in clusters; e.g.: museums, theatres. Identify opportunities.</p>	<p><i>Immediate</i></p> <ul style="list-style-type: none"> <li>- Review Management and Operating Agreements by January 1.</li> <li>- Identify opportunities to govern facilities in clusters.</li> </ul>	
	<p><i>Short Term</i></p> <ul style="list-style-type: none"> <li>- Develop Cultural Facilities Policy.</li> </ul>	
	<p><i>Long Term</i></p>	
<p><b>D1.2 Provincial Legislation requires:</b></p> <p>&gt; that museums be operated with Museum Advisory Boards.</p> <p>&gt; that Council seek advise from its Local Architectural Conservation Advisory Committee on the protection of built heritage.</p>	<p><i>Immediate</i></p> <ul style="list-style-type: none"> <li>- Current LACACs and Museum Boards should continue.</li> </ul>	
	<p><i>Short Term</i></p> <ul style="list-style-type: none"> <li>- Create a Toronto Architectural Conservation Advisory Committee with representation from six LACACs</li> <li>- Create a Toronto Museum Board with representation from the Museum Advisory Committees of each of the current municipalities.</li> </ul>	
	<p><i>Long Term</i></p>	
<p><b>D1.3 Recognize need for flexibility in working with variety of partners.</b></p>	<p><i>Immediate</i></p> <ul style="list-style-type: none"> <li>- Identify partners and consult.</li> </ul>	
	<p><i>Short Term</i></p> <ul style="list-style-type: none"> <li>- Recommend method / structure for working with partners.</li> </ul>	
	<p><i>Long Term</i></p>	

*Identification of Transitional Issues & Current Practices: D. Facilities*

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
<p><b>D2. Maintenance / conservation standards for facilities differ.</b></p> <ul style="list-style-type: none"> <li>- Facilities in varying states of repair</li> <li>- Maintenance plans and programs differ</li> <li>- Specialized staff or consultants used</li> <li>- Availability of reserve funds in some municipalities</li> </ul> <p><b>D3. Capital Planning differs in each municipality.</b></p>	<p><i>East York</i></p> <ul style="list-style-type: none"> <li>- Parks staff for grass, snow</li> <li>- Specialized needs contracted out.</li> <li>- Needs not being met by staff/department/budget for specialized needs such as custodial care for the museum, historic buildings and collection.</li> </ul> <p><i>Etobicoke</i></p> <ul style="list-style-type: none"> <li>- Montgomery's - Have own custodial staff                             <ul style="list-style-type: none"> <li>- Grounds done by Parks</li> <li>- Outsource for special needs</li> <li>- Landscape design by Urban Devt / Gardens maintained by interpretive staff</li> </ul> </li> <li>- Neilson Park/City Hall - contracted out</li> <li>- Franklin Carmichael - volunteers do own cleaning</li> </ul> <p><i>Metro</i></p> <ul style="list-style-type: none"> <li>- Zukerman - Parks gives grant to hire specialized staff needed</li> </ul> <p><i>North York</i></p> <ul style="list-style-type: none"> <li>- Museums - Parks does grounds maintenance, custodial - garden design and upkeep by interpretive staff                             <ul style="list-style-type: none"> <li>- Staff do historic buildings</li> <li>- Contract for specialized care as needed, such as conservation (administered by staff)</li> <li>- Maintenance plan updated annually - Maintenance allocation for each site</li> </ul> </li> <li>- Annual inspection of heritage properties - ties into capital/ maintenance planning</li> <li>- contract for restoration work - administered by staff</li> </ul>	<ul style="list-style-type: none"> <li>▶ Horticultural staff as part of staff team at museum sites (THB).</li> <li>▶ 5 to 10 year maintenance / capital plans (North York, Scarborough, Toronto) for each facility - must be kept current. Tie to budget planning. Proactive response to facility care.</li> <li>▶ Museum professionals must control the standards of custodial care. The specialized needs of these sites are best served through flexibility in allocating staff – match skill sets to needs.</li> <li>▶ THB and Etobicoke have conservators. Each collection should have access to a conservator.</li> <li>▶ All contract out for specialized needs, ie restoration architects.</li> <li>▶ Reserve funds must be retained for the facilities / uses for which they were identified.</li> <li>▶ Need to establish reserve funds for ongoing maintenance of cultural facilities. Recommend 2-4% formula for maintenance.</li> <li>▶ Need for capital plans for each facility.</li> </ul>

*Transitional Issues, Options & Recommendations: D. Facilities*

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
<p><b>D1.1 Develop Comprehensive Cultural Facilities Policy.</b></p> <p>- Consider possibility of governing facilities in clusters; e.g.: museums, theatres. Identify opportunities.</p>	<p><i>Immediate</i></p> <ul style="list-style-type: none"> <li>- Review Management and Operating Agreements by January 1.</li> <li>- Identify opportunities to govern facilities in clusters.</li> </ul>	
	<p><i>Short Term</i></p> <ul style="list-style-type: none"> <li>- Develop Cultural Facilities Policy.</li> </ul>	
	<p><i>Long Term</i></p>	
<p><b>D1.2 Provincial Legislation requires:</b></p> <ul style="list-style-type: none"> <li>&gt; that museums be operated with Museum Advisory Boards.</li> <li>&gt; that Council seek advise from its Local Architectural Conservation Advisory Committee on the protection of built heritage.</li> </ul>	<p><i>Immediate</i></p> <ul style="list-style-type: none"> <li>- Current LACACs and Museum Boards should continue.</li> </ul>	
	<p><i>Short Term</i></p> <ul style="list-style-type: none"> <li>- Create a Toronto Architectural Conservation Advisory Committee with representation from six LACACs</li> <li>- Create a Toronto Museum Board with representation from the Museum Advisory Committees of each of the current municipalities.</li> </ul>	
	<p><i>Long Term</i></p>	
<p><b>D1.3 Recognize need for flexibility in working with variety of partners.</b></p>	<p><i>Immediate</i></p> <ul style="list-style-type: none"> <li>- Identify partners and consult.</li> </ul>	
	<p><i>Short Term</i></p> <ul style="list-style-type: none"> <li>- Recommend method / structure for working with partners.</li> </ul>	
	<p><i>Long Term</i></p>	

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
	<p><b>Scarborough</b></p> <ul style="list-style-type: none"> <li>- ongoing care through Recreation, Parks &amp; Culture and Works &amp; Environment Departments - contract some out to raise standard</li> <li>- 10-year maintenance plan for museum - consultant hired by Works and Environment to set priorities - consultants called in as needed.</li> <li>- grounds maintenance - Parks &amp; Urban Forestry staff</li> <li>- higher/different maintenance levels for Cedar Ridge Creative Centre, Scarborough Village Theatre and Museum</li> </ul> <hr/> <p><b>Toronto</b></p> <ul style="list-style-type: none"> <li>- THB - has own staff - conservator, custodial, horticultural</li> <li>- contract for major restoration (administered by staff)</li> <li>- City Depts used for certain things</li> <li>- have horticultural staff that liaise with Parks staff</li> <li>- THB Capital - projects pending incl. Capital maintenance plan for museum bldgs. - first priority is maintenance of the asset before new construction and enhancement of existing assets</li> <li>- Many arts facilities work outside of the union</li> <li>- Reserve funds in place for St. Lawrence Centre and 12 Alexander Street</li> <li>- Artists live/work and administration spaces (85,000 sq ft) managed by Artscape</li> </ul> <hr/> <p><b>York</b></p> <ul style="list-style-type: none"> <li>- Maintenance through Department</li> <li>- Museum uses Board of Educ. caretakers</li> </ul>	

*Transitional Issues, Options & Recommendations: D. Facilities*

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
<p><b>D2. Maintenance / conservation standards for facilities differ.</b></p> <ul style="list-style-type: none"> <li>- Facilities in varying states of repair</li> <li>- Maintenance plans and programs differ</li> <li>- Specialized staff or consultants used</li> <li>- Availability of reserve funds in some municipalities</li> </ul>	<p><b>Consistent standards and policies for the management of cultural facilities.</b></p>			
<p><b>D3. Capital Planning differs in each municipality.</b></p>				

*Transitional Issues, Options & Recommendations: D. Facilities*

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
<p><b>D2. Maintenance / conservation standards for facilities differ.</b></p> <ul style="list-style-type: none"> <li>- Facilities in varying states of repair</li> <li>- Maintenance plans and programs differ</li> <li>- Specialized staff or consultants used</li> <li>- Availability of reserve funds in some municipalities</li> </ul>	<p><i>Immediate</i></p>	
	<p><i>Short Term</i></p> <ul style="list-style-type: none"> <li>- Compile facility Fabric Inventory (all constructed features) and service plan for heritage facilities</li> <li>- Develop consistent standards and policies for the management of cultural facilities (See A1.4)</li> </ul>	
	<p><i>Long Term</i></p>	
<p><b>D3. Capital Planning differs in each municipality.</b></p>	<p><i>Immediate</i></p>	
	<p><i>Short Term</i></p>	
	<p><i>Long Term</i></p>	

*Identification of Transitional Issues & Current Practices: D. Facilities*

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
<p><b>D4. Standards of service provision differ</b></p> <p><b>D4.1 Standards differ re</b></p> <ul style="list-style-type: none"> <li>- Facilities available</li> <li>- Community access / usage provisions differ</li> </ul>	<ul style="list-style-type: none"> <li>- <i>Some facilities have community program access built into their mandate - preferred access - designated program days for use by community groups</i></li> <li><i>This effects partners, members, resident groups, community groups,</i></li> <li>- <i>If a facility was constructed to serve a specific community, how is it protected for that community?</i></li> <li>- <i>In some cases (Etobicoke, Scarborough) there are historical special arrangements with some groups (funders, partners)</i></li> <li>- <i>In Scarborough, the insurance coverage through the Affiliation program allows reduced rate/no charge access to facilities.</i></li> <li>- <i>Hummingbird Centre has a contract with the National Ballet School.</i></li> </ul>	<ul style="list-style-type: none"> <li>▶ <b>Affiliation process (Scarborough) provides 3<sup>rd</sup> party liability insurance to qualifying groups. Insurance is required for access to City and Board of Education facilities.</b></li> </ul>
<p><b>D4.2 Standards differ re resources available (human and financial) per facility across the new City</b></p> <ul style="list-style-type: none"> <li>- Some sites understaffed, underfunded</li> <li>- Issue of who is paid, who isn't paid for performing same functions.</li> </ul>	<p><i>-Current distribution of resources is unequal. Some sites understaffed, underfunded.</i></p>	
<p><b>D4.3 Standards differ re barrier free access to cultural facilities</b></p> <p><b>(This relates to programs as well as sites.)</b></p>	<ul style="list-style-type: none"> <li>- <i>THB is part of city-wide Toronto plan to make all facilities barrier free.</i></li> <li>- <i>North York - barrier free access to 2 museum sites being provided in 1997. Part of program related to making sites and all programs accessible to people with special needs of all types.</i></li> <li>- <i>Scarborough has a list of improvements needed to allow barrier-free access to public buildings and is working toward this as budget allows.</i></li> <li>- <i>East York - partially barrier-free; must be reviewed.</i></li> </ul>	<ul style="list-style-type: none"> <li>▶ <b>North York's museum accessibility program - make both sites and programs accessible to people with special needs.</b></li> <li>▶ <b>City barrier-free access programs</b></li> </ul>

*Transitional Issues, Options & Recommendations: D. Facilities*

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
<p><b>D4.1</b> Some facilities have community program access built into their mandate</p> <ul style="list-style-type: none"> <li>- preferred access</li> <li>- designated program days for use by community groups</li> </ul> <p>This effects partners, members, resident groups, community groups,</p>	<p>Ensure fair access.</p>	<p>a) Leave existing arrangements in place.</p> <p>b) Define one approach for all facilities.</p> <p>c) Respond to those instances where protection of existing arrangements is necessary.</p>	<p>a) Responds to specific community needs.</p> <p>b) May be perceived to be more fair, offer broader access.</p> <p>c) There are some historic agreements within communities that should be respected.</p>	<p>a) Definitions of "resident" and "community" will change with the creation of the new city. Policies will need to reflect that.</p> <p>b) Facilities have nurtured their own local groups. Doesn't reflect historic investment of time, money.</p> <p>c) Antagonize original stakeholders.</p>
<p><b>D4.2</b> Standards differ re resources available (human and financial) per facility across the new City</p> <ul style="list-style-type: none"> <li>- Some sites understaffed, underfunded</li> <li>- Issue of who is paid, who isn't paid for performing same functions.</li> </ul>				
<p><b>D4.3</b> Standards differ re barrier free access to cultural facilities</p>	<p>Include facility upgrades to address access issues in capital budget planning.</p>			

*Transitional Issues, Options & Recommendations: D. Facilities*

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
<p><b>D4.1 Respond sensitively to needs of facilities and their users. Protect relationships built between specific facilities and specific groups, "communities".</b></p> <p>In many cases these arrangements are part of the "community development" offered by a facility to the cultural organizations with which it works.</p>	<p><i>Immediate</i></p> <ul style="list-style-type: none"> <li>- <i>The governing body of each facility is to review operating arrangements for that facility re community access provisions and user fees/permits. Define access and rates for the transition.</i></li> <li>- <i>All arrangements should be scanned for geographic boundaries - tie into the standardized approach of the Administration/Facilities teams.</i></li> </ul>	
	<p><i>Short Term</i></p> <ul style="list-style-type: none"> <li>- <i>Review community access provisions to ensure equitable, fair access to all facilities</i></li> </ul>	
	<p><i>Long Term</i></p>	
<p><b>D4.2 Standards differ re resources available (human and financial) per facility across the new City</b></p> <ul style="list-style-type: none"> <li>- <b>Some sites understaffed, underfunded</b></li> <li>- <b>Issue of who is paid, who isn't paid for performing same functions.</b></li> </ul>	<p><i>Immediate</i></p> <ul style="list-style-type: none"> <li>- <i>Address issues of salary equity and resource access across facilities</i></li> <li>- <i>Link to Administration Work Group and others working on labour relations</i></li> </ul>	<p><b>May be financial implications.</b></p>
	<p><i>Short Term</i></p> <ul style="list-style-type: none"> <li>- <i>Provide detailed survey of staff complement / budgetary resources per facility, including service delivery by that staff and job descriptions, for comparative purposes. Identify inequities re staff and resources.</i></li> <li>- <i>Consider similar facilities in clusters and establish consistent standards.</i></li> </ul>	
	<p><i>Long Term</i></p> <ul style="list-style-type: none"> <li>- <i>Cultural Policy to include equity in standards of practice and service.</i></li> </ul>	

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
D4.3 Standards differ re barrier free access to cultural facilities	<i>Immediate</i> - Inventory barrier-free and program access for those with special needs.	
	<i>Short Term</i> - Review barrier-free access issues to ensure equitable access to all facilities.	
	<i>Long Term</i> - Develop capital plans to ensure all facilities are barrier-free	

*Identification of Transitional Issues & Current Practices: D. Facilities*

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
<p><b>D5.1 Leasing:</b> All have different leasing arrangements re cultural facilities.</p> <p>Obligations differ - City vs. Lessor</p> <p>Calculation of rent</p> <p>Uses allowed re heritage facilities.</p> <p><b>D5.2 Property tax exemptions applied inconsistently.</b></p> <p>Need to support exemption for cultural facilities.</p>	<p><i>For further information, see Inventory</i></p> <p><b>East York</b> - Leases to Community Theatre and ArtsClub at museum</p> <p><b>Etobicoke</b></p> <p><b>Metro</b> - Office space to Caribbean Cultural Committee (138 Hamilton Street) - Artists Live/Work Space, exhibition space, offices to Toronto Artscape at 1313 Queen Street West.</p> <p><b>North York</b> - Windfields Estate leased to Canadian Film Centre as cultural training facility - John McKenzie House leased to Ontario Historical Society as headquarters - Ford Centre for the Performing Arts - North York Performing Arts Centre Corp. and Livent</p> <p><b>Scarborough</b> - 1859 Kingston Road leased to Scarborough Arts Council - Cedar Ridge Gardener's Cottage leased to Fusion - 705 Progress leased to community groups for storage</p> <p><b>Toronto</b> - 70 Berkeley St leased to Alumnae Theatre - 26 Berkeley St leased to Canadian Stage Co. - 165 Front St leased to Young People's Theatre - 12 Alexander St leased to Buddies in Bad Times Theatre - 110 Lombard Street leased to Second City - Harbourfront Centre leased to Harbourfront Corp. - 234 Bay Street leased to Design Exchange - Casa Loma leased to West Toronto Kiwanis Club</p>	<p>▶ Artscape provision of artist live/work and work space.</p>

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
	<p><i>York</i>  - No leasing arrangements. (Lambton House pending). If municipally owned, exempt from property tax.</p>	

*Transitional Issues, Options & Recommendations: D. Facilities*

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
<p><b>D5.1</b> Need consistent, defensible approach to leases - rent charged or amount of rent forgiveness - obligations of city re maintenance, capital repair.</p> <p>Purpose is to support cultural community by providing inexpensive space; share specialized space so that fewer facilities needed; also to retain / protect heritage properties by making them available to appropriate tenants.</p>	<p>Support cultural community by providing inexpensive space; share specialized space so that fewer facilities needed; also to retain / protect heritage properties by making them available to appropriate tenants.</p>			
<p><b>D5.2</b> Support tax exemption for cultural facilities.</p>				

*Transitional Issues, Options & Recommendations: D. Facilities*

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
<p>D5.1 Need consistent, defensible approach to leases - rent charged or amount of rent forgiveness - obligations of city re maintenance, capital repair.</p> <p>Purpose is to support cultural community by providing inexpensive space; share specialized space so that fewer facilities needed; also to retain / protect heritage properties by making them available to appropriate tenants.</p>	<p><i>Immediate</i> - <i>Terms of agreements to be honored by the new City.</i></p>	
	<p><i>Short Term</i> - <i>Review leases. Develop a consistent approach; address inequities. Plan for implementation.</i> - <i>City to take financial responsibility for lease review.</i></p>	
	<p><i>Long Term</i> - <i>Implementation of consistent, equitable approach.</i></p>	
<p>D5.2 Support tax exemption for cultural facilities.</p>	<p><i>Immediate</i> - <i>Tie into Provincial policy: Fair Municipal Finance Act Addendum currently being developed.</i> - <i>Support full tax exemption by new city for cultural facilities.</i> - <i>If not possible, support use of above Act to provide 40% reduction in property taxes for not-for-profit cultural organizations.</i></p>	
	<p><i>Short Term</i> - <i>New City must develop a consistent tax exemption policy with input from the Culture Unit.</i></p>	
	<p><i>Long Term</i></p>	

*Identification of Transitional Issues & Current Practices: D. Facilities*

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
<p><b>D6. Protection of existing cultural facilities</b> Rationalization of cultural assets</p> <p>Each City has outstanding projects designed to meet clearly defined needs. More facilities required in order to meet those needs.</p> <p><b>D6.1 Cultural facilities must be protected.</b> Are best suited to meet future needs of cultural organizations, either operated directly or by leasing out.</p> <p>The new City may dispose of assets that are valuable to the community</p> <ul style="list-style-type: none"> <li>- heritage assets</li> <li>- cultural assets.</li> </ul> <p><b>D6.2 Rationalization of physical assets:</b> Need to review cultural needs and strive to achieve equitable distribution of cultural facilities across the new City to ensure that all citizens have access.</p> <p><b>D6.3 Need to identify additional programming and spaces used for cultural programming.</b> For example, civic squares are currently used for range of publicly accessible cultural programming. This space will continue to be needed in the community for cultural programs and should be considered when identifying uses for current city halls/squares.</p>	<p><b><i>Outstanding Projects – For further information, see Inventory</i></b></p> <hr/> <p><b><i>East York</i></b></p> <ul style="list-style-type: none"> <li>- <i>The Goulding Estate - cultural and heritage centre - under consideration</i></li> <li>- <i>Review and implement Museum Master Plan of 1987.</i></li> </ul> <hr/> <p><b><i>Etobicoke</i></b></p> <ul style="list-style-type: none"> <li>- <i>Performing Arts Centre</i></li> <li>- <i>Under development - Assembly Hall as multi-use space</i></li> <li>- <i>Archives</i></li> </ul> <hr/> <p><b><i>Metro</i></b></p> <ul style="list-style-type: none"> <li>- <i>Don Valley Brick Works</i></li> <li>- <i>Music Building</i></li> <li>- <i>The Guild</i></li> <li>- <i>67 Adelaide Street East</i></li> </ul> <hr/> <p><b><i>North York</i></b></p> <ul style="list-style-type: none"> <li>- <i>need for Arts Resource Centre identified in Master Plan - planned for 2001/2002</i></li> <li>- <i>plan for the Jolly Miller site</i></li> </ul> <hr/> <p><b><i>Scarborough</i></b></p> <ul style="list-style-type: none"> <li>- <i>Arts Centre - feasibility study, marketing analysis, business plan complete</i></li> <li>- <i>Milliken Park - master plan complete; feasibility study for arts components required</i></li> <li>- <i>museum feasibility study approved; in 2000 capital plan</i></li> <li>- <i>remodeling of Cedar Ridge needed for security of staff and collection</i></li> <li>- <i>cultural facilities master plan being developed to guide future facility development</i></li> <li>- <i>future use of Civic Centre must be considered</i></li> <li>- <i>Maryvale/Wexford Community Centre Theatre Component requires Council approval and funding</i></li> </ul>	

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
	<p><i>Toronto</i></p> <ul style="list-style-type: none"> <li>- Artscape - need for artist live/work and work space</li> <li>- THB - need for Visitor Centre at Fort York and completion of restoration of Spadina</li> <li>- 12 Alexander Street</li> <li>- Young People's Theatre lease to be re-negotiated.</li> </ul> <hr/> <p><i>York</i></p> <ul style="list-style-type: none"> <li>- Cultural Plan under development has identified as necessary:</li> <li>- neighbourhood arts space</li> <li>- artists meeting space</li> <li>- workshop/studio space</li> <li>- art gallery</li> </ul>	

*Transitional Issues, Options & Recommendations: D. Facilities*

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
<p><b>D6.1 Cultural facilities must be protected. Are best suited to meet future needs of cultural organizations, either operated directly or by leasing out.</b></p> <p>The new City may inadvertently dispose of assets that are valuable to the community</p> <ul style="list-style-type: none"> <li>- heritage assets</li> <li>- cultural assets.</li> </ul>	<p><b>Recognize the City's responsibility as trustee of these valuable community assets: their development, promotion and preservation.</b></p>			
<p><b>D6.2 Rationalization of physical assets: Need to review cultural needs and strive to achieve equitable distribution of cultural facilities across the new City to ensure that all citizens have access</b></p>	<p><b>New City Property and Real Estate will develop policy not solely driven by market value, but rather develop a priority system recognizing heritage value and designations, past use of building, place in the community, etc.</b></p>			
<p><b>D6.3 Need to identify additional programming and spaces used for cultural programming. For example, civic squares are currently used for range of publicly accessible cultural programming. This space will continue to be needed in the community for cultural programs and should be considered when identifying uses for current city halls/squares.</b></p>				

*Transitional Issues, Options & Recommendations: D. Facilities*

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
<p><b>D6.1 Cultural facilities must be protected. Are best suited to meet future needs of cultural organizations, either operated directly or by leasing out.</b></p> <p>The new City may dispose of assets that are valuable to the community</p> <ul style="list-style-type: none"> <li>- heritage assets</li> <li>- cultural assets.</li> </ul>	<p><i>Immediate</i></p> <ul style="list-style-type: none"> <li>- All properties and facilities owned/operated by the new City should be evaluated for cultural and community use prior to sale or disposal; need community consultation</li> <li>- Any issues defined by the real estate work groups should be considered from heritage and cultural perspectives.</li> </ul>	
	<p><i>Short Term</i></p> <ul style="list-style-type: none"> <li>-Prior to sale or disposal, any properties owned by the new City should be considered for cultural and community use</li> <li>- Any issues defined by the real estate work groups should be considered from heritage and cultural perspectives.</li> </ul>	
	<p><i>Long Term</i></p> <ul style="list-style-type: none"> <li>- Develop linkages between real estate and culture to ensure that property sold or acquired is considered for cultural and community use</li> </ul>	
<p><b>D6.2 Rationalization of physical assets:</b></p> <p>Need to review cultural needs and strive to achieve equitable distribution of cultural facilities across the new City to ensure that all citizens have access</p>	<p><i>Immediate</i></p> <ul style="list-style-type: none"> <li>- Map both existing and planned cultural facilities.</li> <li>- Review needs of the culture sector, distribution of cultural facilities across the City, before disposing of any assets.</li> <li>Consider equitable distribution / access across the City.</li> </ul>	
	<p><i>Short Term</i></p> <ul style="list-style-type: none"> <li>- Cultural Facilities Review becomes part of the discussion regarding the disposition of City assets. Work with real estate teams.</li> </ul>	
	<p><i>Long Term</i></p> <ul style="list-style-type: none"> <li>- Cultural Facilities Master Plan would be consulted in the process of acquiring / deaccessioning property for the City.</li> </ul>	

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
<p>D6.3 Need to identify additional programming and spaces used for cultural programming. For example, civic squares are currently used for range of publicly accessible cultural programming. This space will continue to be needed in the community for cultural programs and should be considered when identifying uses for current city halls/squares.</p>	<p><i>Immediate</i> - <i>Inventory of cultural programs in civic squares and other facilities.</i></p>	
	<p><i>Short Term</i></p>	
	<p><i>Long Term</i></p>	

*Identification of Transitional Issues & Current Practices: D. Facilities*

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
<p>D7. Opportunities exist in the new City for Collaboration between sites.</p> <p>D7.1 Clustering of Todmorden Mills and the Brick Works - single administration.</p> <p>D7.2 Partnerships between similar facilities across the new City.</p> <p>D7.3 Networking opportunities related to new structure — e.g.: network of managers of cultural facilities.</p> <p>D7.4 Opportunities for secondments — to move within the sector across the City. Provides professional development, new ideas, fresh approaches.</p>	<p><i>East York</i> - Limited collaboration presently between existing established Todmorden Mills and newly developed Don Valley Brick Works.</p>	
	<p><i>Etobicoke</i> - Potential for collaboration between historic house museums: Gibson House, Montgomery's Inn, Mackenzie House, and other museums across the city.</p>	
	<p><i>Metro</i> - Potential collaboration between the St. Lawrence Centre and the Hummingbird Centre.</p>	
	<p><i>North York</i> - Potential for collaboration between historic house museums: Gibson House, Montgomery's Inn, Mackenzie House, and other museums across the city. - Potential collaboration between Zion Church and other similar cultural facilities</p>	
	<p><i>Scarborough</i> - Potential for collaboration between Cedar Ridge Community Centre and Neilson House; between Chinese Cultural Centre and adjacent city Community Centre; between Scarborough Historical Museum and other historic houses</p>	
	<p><i>Toronto</i> - Potential collaboration between the St. Lawrence Centre and the Hummingbird Centre. - Potential for collaboration between historic house museums: Gibson House, Montgomery's Inn, Mackenzie House, as well as other combinations of museums across the city.</p>	
	<p><i>York</i></p>	

*Transitional Issues, Options & Recommendations: D. Facilities*

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
D7.1 Clustering of Todmorden Mills and the Brick Works.	To develop linkages within the Don Valley with respect to cultural and heritage interpretation.	a) Single administration for the two sites with joint staff and staff cross-over.	<i>a) Planned approach to resource management</i> <i>- single vision approach to public programming, education programs, collections development, research, volunteer development, etc.</i> <i>- qualified staff at both facilities</i> <i>- continuity in staff provisions</i>	
D7.2 Partnerships between similar facilities across the new City.				
D7.3 Networking opportunities related to new structure — eg: network of managers of cultural facilities.				
D7.4 Opportunities for secondments — to move within the sector across the City. Provides professional development, new ideas, fresh approaches.				

*Transitional Issues, Options & Recommendations: D. Facilities*

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
<p>D7.1 Clustering of Todmorden Mills and the Brick Works to ensure that the sites are developed to complement one another</p>	<p><i>Immediate</i> - Consider immediate pooling of resources - planning, visioning, administration within the new structure</p>	
	<p><i>Short Term</i> - Establish fundraising process for both sites - Develop single master plan for both sites</p>	
	<p><i>Long Term</i></p>	
<p>D7.2 Partnerships between similar facilities across the new City.</p>	<p><i>Immediate</i></p>	
	<p><i>Short Term</i> - Establish a Work Team from the Arts/heritage sector to consider potential for collaboration between facilities and to address the implementation of these issues.</p>	
	<p><i>Long Term</i> - Collaboration will allow for sharing of best ideas, resources, joint promotion, etc.</p>	
<p>D7.3 Networking opportunities related to new structure — e.g.: network of managers of cultural facilities.</p>	<p><i>Immediate</i></p>	
	<p><i>Short Term</i> - See note re Work Team above</p>	
	<p><i>Long Term</i></p>	
<p>D7.4 Opportunities for secondments — to move within the sector across the City. Provides professional development, new ideas, fresh approaches.</p>	<p><i>Immediate</i></p>	
	<p><i>Short Term</i> - See note re Work Team above</p>	
	<p><i>Long Term</i></p>	

## **E. Heritage**

*Identification of Transitional Issues & Current Practices: E. Heritage*

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
<p><b>E1. Governance and Role of Museum Boards/Advisory Bodies &amp; LACACs</b></p> <ul style="list-style-type: none"> <li>- Ownership and governance of museums differ.</li> <li>- Method of selection of members for Museums Boards/Advisory Bodies and LACACs differ</li> <li>- The appointment of a LACAC (Local Architectural Conservation Advisory Committee) is provided for in The Ontario Heritage Act (R.S.O. 1980) , Part IV, Section 28</li> <li>- Museum Boards / Advisory Bodies are required by Provincial Museum Regulation # 877 (R.R.O. 1990, Grants for Museums)</li> </ul>	<p><i>For more detailed information, see Inventory</i></p>	<p>▶ <b>LACAC(s) must report to Council</b></p>
	<p><b>East York</b></p> <ul style="list-style-type: none"> <li>- Museum Board appointed by Council - 9 members + 2 Councillors</li> <li>- LACAC appointed by Council - 8 members + 1 Councillor - reports to Council - support provided through Planning Dept.</li> </ul>	
	<p><b>Etobicoke</b></p> <ul style="list-style-type: none"> <li>- Historical Board = Museum Board and LACAC - appointed by Council - 11 members including 1 Councillor</li> <li>- Board of Management for Museum</li> </ul>	
	<p><b>Metro</b></p> <ul style="list-style-type: none"> <li>- Guild has Board of Management</li> <li>- Police Museum operated by Police Services Board</li> <li>- Zoo has own Board</li> <li>- CNE has own Board</li> </ul>	
	<p><b>North York</b></p> <ul style="list-style-type: none"> <li>- North York Heritage Committee is LACAC - appointed by Council - 15 members + 2 Councillors - Reports to Council</li> <li>- Museum Board is a sub-Committee - 6 members</li> </ul>	
	<p><b>Scarborough</b></p> <ul style="list-style-type: none"> <li>- Museum Board - appointed by Council on recommendation of Scarborough Historical Society - 7 members + 2 Councillors - Museum staff employed by Board</li> <li>- LACAC - appointed by Council - 6 members + 3 Councillors</li> </ul>	
	<p><b>Toronto</b></p> <ul style="list-style-type: none"> <li>- Board is appointed by Council - 15 members + 2 Councillors = LACAC</li> <li>- Committees: Executive, Resource Management, Programming</li> <li>- Board portfolio system</li> </ul>	

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
	<p><i>York</i></p> <ul style="list-style-type: none"> <li>- <i>Museum managed by York Historical Committee - appointed by Council - 10 members + 2 Councillors</i></li> <li>- <i>LACAC - appointed by Council for term of Council - 7 members (no Councillors)</i></li> </ul>	

*Transitional Issues, Options & Recommendations: E. Heritage*

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
<p>E1. Governance and Role of LACACs and Museum Boards.</p> <p>E1.1 How will LACACs be appointed to identify and protect the heritage of the new City? What will be their relationship to staff? How will they report to Council / Community Councils?</p>	<p>Need a combination of members with relevant background and representatives of the community.</p> <p>Balance of Board functions with qualified staff.</p>	<p>Appoint six LACACs with one for each of the current cities/borough. These would work within the local communities and relate to Community Councils as appropriate.</p> <p>Each of the LACACs would have representation on a Toronto Architectural Conservation Advisory Committee, which would report to Council.</p> <p>Staff would be involved at all levels to provide assistance and expertise.</p>	<p>&gt; <i>Coordinated approach to heritage preservation. Toronto Architectural Conservation Advisory Committee provides a strong, common voice for the whole City. Ability to see trends and styles across the whole City.</i></p> <p>&gt; <i>Local LACACs provide expertise, interest and support from local communities, people who know and cherish the heritage of that part of the new City.</i></p> <p>&gt; <i>Retain community interest and participation in the preservation program.</i></p> <p>&gt; <i>This model is effective in either a municipal or arm's length structure.</i></p>	<p>&gt; <i>None. This model is flexible enough to respond to the mandate defined for Community Councils.</i></p>

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
<p><b>E1.2 How many Museum Boards will be needed to represent the museum sites? What will be their relationship to staff? How will they report to Council / Community Councils?</b></p>	<p><b>Each site needs a Board which is responsible for it, in order that it meets provincial regulations regarding grants.</b></p> <p><b>Need a combination of members with relevant background and representatives of the community.</b></p> <p><b>Balance Board functions with qualified staff.</b></p>	<p><b>Cluster sites geographically according to current cities/borough. Appoint a Museum Advisory Committee for each cluster. These Committees would relate as appropriate to Community Councils.</b></p> <p><b>These Advisory Committees would have representation on a Toronto Museum Board, which would report to Council on appropriate matters. Staff would be involved at all levels, to provide assistance and expertise.</b></p> <p><b>Opportunity exists for future changes in the grouping / clustering of museums to respond to changing circumstances and specialized needs.</b></p>	<p><i>&gt; Provides coordination of policy, efficiencies and equity in approach.</i></p> <p><i>&gt; Time and efficiency in managing Boards.</i></p> <p><i>&gt; Continues to draw on interest and support of local communities and their relationships with museum sites.</i></p> <p><i>&gt; This model is effective in both a municipal or arm's length structure.</i></p>	<p><i>&gt; None. This model is flexible enough to respond to the Community Councils, however defined.</i></p>

*Transitional Issues, Options & Recommendations: E. Heritage*

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
<p><b>E1. Governance and Role of LACACs and Museum Boards.</b></p> <p><b>E1.1 How will LACACs be appointed to identify and protect the heritage of the new City? What will be their relationship to staff? How will they report to Council / Community Councils?</b></p>	<p><i>Immediate</i></p> <ul style="list-style-type: none"> <li>- Existing LACACs to continue.</li> <li>- Liaise with Community Council Work Team re reporting.</li> </ul> <p><i>Short Term</i></p> <ul style="list-style-type: none"> <li>- Toronto Architectural Conservation Advisory Committee to be created for the New City with representation from the 6 LACACs</li> <li>- Re-define as required according to mandate of Community Councils.</li> </ul> <p><i>Long Term</i></p>	
<p><b>E1.2 How many Museum Boards will be needed to represent the museum sites? What will be their relationship to staff? How will they report to Council / Community Councils?</b></p>	<p><i>Immediate</i></p> <ul style="list-style-type: none"> <li>- Existing Museum Boards to continue as Advisory Committees.</li> <li>- Toronto Museum Board to be created with representation from the Museum Advisory Committees.</li> <li>- Liaise with Community Council Work Team re reporting.</li> <li>- Liaise with Ministry of Culture to ensure provision of stability and continuity of museum supports/grants over the transition period.</li> </ul> <p><i>Short Term</i></p> <ul style="list-style-type: none"> <li>- Existing Museum Boards to continue as Advisory Committees</li> <li>- Toronto Museum Board to be created with representation from the Museum Advisory Committees</li> <li>- Re-define as required according to mandate of Community Councils.</li> </ul> <p><i>Long Term</i></p>	<p><b>Impact on Museum Operating Grants from the Province if Museum Board is not in place.</b></p>

*Identification of Transitional Issues & Current Practices: E. Heritage*

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
<p>E2. Museums:</p> <p>E2.1 Service Levels differ in museums: staff, programs, access. Different levels of achievement at different sites.</p> <p>How do we achieve a "level playing field" without lowering standards?</p> <p>E2.2 Need to identify those resources that can be shared/ pooled between sites.</p>	<p><i>Complete data from inventory: # museums, staffing, budgets</i></p>	
	<p><i>East York</i> - 1 museum, staff of 4.2 FTE, 1997 gross operating budget is \$222,000.</p>	
	<p><i>Etobicoke</i> - 1 museum; staff of 9.5 FTE; 1997 gross operating budget is \$456,400.</p>	
	<p><i>Metro</i> - 1 museum; staff of 1; 1997 gross operating budget of \$90,000.</p>	
	<p><i>North York</i> - 2 museums; staff of 6 FTE; 1997 gross operating budget is \$359,500.</p>	
	<p><i>Scarborough</i> - 1 museum (4 buildings); staff of 3 FTE; 1997 operating budget is \$107,545. Extensive additional support from Recreation, Parks and Culture Department and from Works and Environment Department.</p>	
	<p><i>Toronto</i> - 5 museums; staff of approx. 38, 1997 gross operating budget is \$3,418,300. - Central shared administration and technical services.</p>	
	<p><i>York</i> - 1 museum with 1 part-time staff and a volunteer curator; 1997 budget is \$5,950.</p>	

**PARKS, RECREATION & CULTURE - A PLANNED APPROACH TOWARDS A NEW TORONTO  
MUNICIPAL ARTS, HERITAGE & CULTURE WORK GROUP**

*Transitional Issues, Options & Recommendations: E. Heritage*

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
<p><b>E2.1 Service Levels differ in museums: staff, programs, access. Different levels of achievement at different sites.</b></p> <p>How do we achieve a "level playing field" without lowering standards?</p>	<p><b>Strategic Plan for the museum sites.</b></p> <p><b>Identify, preserve and interpret the heritage of the new City: museums, collections, built and natural heritage, archival collections, library collections, cultural traditions.</b></p>			
<p><b>E2.2 Need to identify those resources that can be shared / pooled between sites.</b></p>	<p><b>The New City provides a wealth of opportunities for coordination between sites.</b></p>	<ul style="list-style-type: none"> <li>- Coordinated maintenance for the museum sites - more cost efficient, better trained staff, higher service level.</li> <li>- Coordination of some promotion.</li> <li>- Coordination of some service functions: collections management, conservation.</li> <li>- Coordination of some levels of training possible.</li> <li>- Opportunities for traveling exhibitions.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; <i>Cost savings, efficiencies, consistency of standards</i></li> <li>&gt; <i>Revenue generation from joint promotion activities</i></li> </ul>	

*Transitional Issues, Options & Recommendations: E. Heritage*

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
<p>E2.1 Service Levels differ in museums: staff, programs, access. Different levels of achievement at different sites.</p> <p>How do we achieve a “level playing field” without lowering standards?</p>	<p><i>Immediate</i> - <i>Analysis of Inventory</i></p>	
	<p><i>Short Term</i> - <i>Develop a strategy for the delivery of museum programs</i> - <i>Conduct a full assessment of current service provision:</i> - <i>Identify current standards - articulate standardized level of professional service</i> - <i>Review staff complement and resources vs. program demand</i> - <i>Identify markets served / not served</i> - <i>Define “fair / equitable” access to service and resources</i> - <i>Design implementation plan</i></p>	<p>None. Realignment of current resources, once efficiencies realized.</p>
	<p><i>Long Term</i> <i>Strategic Plan for the Museum sites.</i></p>	
<p>E2.2 Need to identify those resources that can be shared / pooled between sites.</p>	<p><i>Immediate</i> - <i>Analysis of Inventory.</i> - <i>Identify potential for pooling of resources.</i> - <i>Develop plan for effective / efficient pooling of resources among sites</i></p>	
	<p><i>Short Term</i> - <i>Implement plan</i> - <i>Continue to identify potential for pooling of resources</i></p>	<p>Cost efficiencies. Increased revenues</p>
	<p><i>Long Term</i></p>	

*Identification of Transitional Issues & Current Practices: E. Heritage*

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
<p><b>E3. Museums Collections Management</b></p> <p><b>E3.1</b> Ownership of collections differ.</p> <p><b>E3.2</b> Collections policies need to be consolidated.</p> <p><b>E3.3</b> Insurance provisions do not meet the needs of the collections – in some cases deductibles are too high.</p> <p><b>E3.4</b> Security of collections information is important: insurance values, donor information.</p>	<p><i>East York</i></p> <p>- Collection jointly owned by EY Foundation and the borough</p>	
	<p><i>Etobicoke</i></p> <p>- Collection owned by the City.</p>	
	<p><i>Metro</i></p> <p>- Guild collection is on permanent loan from the Ontario Heritage Foundation</p> <p>- Part of architectural fragments owned by Metro.</p>	
	<p><i>North York</i></p> <p>- Collections owned by the City - dedicated to the specific sites.</p>	
	<p><i>Scarborough</i></p> <p>- Collections owned by Scarborough Historical Society. -</p> <p>- Buildings owned by the City. 2 of the 4 are designated.</p>	
	<p><i>Toronto</i></p> <p>- Collections owned by City of Toronto.</p>	
	<p><i>York</i></p> <p>- Museum collections owned by City - in the care of the York Historical Committee</p>	

*Transitional Issues, Options & Recommendations: E. Heritage*

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
E3.1 Ownership of collections differ.	<p>- Focus should be on the long-term care of the collection.</p> <p>- Site-specific collections should remain so dedicated, with provision for loan to other sites as appropriate.</p>	<p>a) All collections transferred to the new City.</p> <p>b) Existing arrangements should remain in those situations where collections owned by independent bodies ie (Scarborough Historical Society)</p>		
E3.2 Collections policies need to be consolidated	<p>Consistent approach to collections management.</p> <p>Relationship with IT Work Group to be established.</p> <p>Consistent application of standards.</p>			
E3.3 Insurance provisions do not meet the needs of the collections - in some cases the deductibles are too high.				

*Transitional Issues, Options & Recommendations: E. Heritage*

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
<p><b>E3.1 Ownership of collections differ.</b></p> <p>- Some donors have put conditions on their donations. These will need to be examined.</p> <p>- Some donations have been dedicated to specific museum sites. These will need to remain at those sites with some opportunities for loan between museums.</p>	<p><i>Immediate</i></p> <ul style="list-style-type: none"> <li>- <i>Negotiate to continue existing arrangements with the new City.</i></li> <li>- <i>Note those arrangements that will be effected by structural model chosen.</i></li> </ul>	
	<p><i>Short Term</i></p> <ul style="list-style-type: none"> <li>- <i>For the Guild, negotiate transfer of collection to the new City.</i></li> <li>- <i>Review each situation to determine best long-term approach.</i></li> <li>- <i>Who owns in the future? Who owns new acquisitions?</i></li> </ul>	
	<p><i>Long Term</i></p>	
<p><b>E3.2 Collections policies need to be consolidated</b></p>	<p><i>Immediate</i></p> <ul style="list-style-type: none"> <li>- <i>Collect as part of Inventory</i></li> </ul>	
	<p><i>Short Term</i></p> <ul style="list-style-type: none"> <li>- <i>Review, identify level of standards to be achieved, select best ideas / approaches.</i></li> <li>- <i>Prepare a consistent, consolidated set of policies for collections management.</i></li> </ul>	
	<p><i>Long Term</i></p>	
<p><b>E3.3 Insurance provisions do not meet the needs of the collections.</b></p> <p>In some cases, deductibles are too high.</p>	<p><i>Immediate</i></p>	
	<p><i>Short Term</i></p>	
	<p><i>Long Term</i></p> <ul style="list-style-type: none"> <li>- <i>Review municipal insurance so that it works more effectively for the museum collections.</i></li> </ul>	

*Identification of Transitional Issues & Current Practices: E. Heritage*

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
<p><b>E4. Museums and Built Heritage - In-kind supports &amp; Inter-departmental linkages</b></p> <p>Linkages with and supports from Clerks Department, Legal Department, Planning Department, Parks and Recreation Department, Works Department must be continued.</p> <p><b>E5. Project Management:</b></p> <p>Need flexibility in <u>purchasing by-laws</u> to allow:</p> <ul style="list-style-type: none"> <li>- to contract specialized services over a 3-year term in order to provide consistent advice and service in restoration / conservation of museums and historic sites.</li> <li>- to use prequalified shortlist for restoration projects rather than broad tendering process.</li> </ul>	<p style="text-align: center;"><i><u>For further information, see Inventory</u></i></p> <p><b>East York</b></p> <ul style="list-style-type: none"> <li>- Share municipal administration; communications; marketing; legal and maintenance services provided by East York</li> <li>- Desire to have association with heritage preservation consultants, ie. architects, archaeologists for 3-year term. Use pre-qualified shortlist for restoration projects and specialized services unique to the museum / heritage environment.</li> </ul> <p><b>Etoxicoke</b></p> <p><b>Metro</b></p> <ul style="list-style-type: none"> <li>- Share administration for the Guild</li> <li>- Brick Works curatorial and administration in-house.</li> </ul> <p><b>North York</b></p> <ul style="list-style-type: none"> <li>- Administration costs, payroll, marketing, legal, maintenance all provided by other Departments or through Parks and Recreation.</li> <li>- Regularly work with Planning, Building and Clerk's Departments</li> </ul> <p><b>Scarborough</b></p> <ul style="list-style-type: none"> <li>- 10-year building maintenance plan developed for the museum buildings.</li> </ul> <p><b>Toronto</b></p> <ul style="list-style-type: none"> <li>- Ongoing working relationship with Clerk's, Legal, Planning, Building, Parks Departments, etc.</li> </ul> <p><b>York</b></p> <ul style="list-style-type: none"> <li>- report to Clerk's Department</li> <li>- linkages with Community Services (Historical Committee) and Development Services Dept (LACAC)</li> </ul>	<ul style="list-style-type: none"> <li>▶ Contracting of restoration architects and archaeologists as needed for heritage preservation projects.</li> <li>▶ Inter-departmental linkages provide broad range of specialized services in cost efficient, effective manner.</li> </ul>

*Transitional Issues, Options & Recommendations*

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
<p><b>E4. Museums and Built Heritage - In-kind supports &amp; Inter-departmental linkages</b></p> <p>Linkages with and supports from Clerks Department, Legal Department, Planning Department must be continued.</p>				
<p><b>E5. Project Management:</b>  Need flexibility in <u>purchasing by-laws</u> to allow:</p> <ul style="list-style-type: none"> <li>- to contract specialized services over a 3-year term in order to provide consistent advice and service in restoration / conservation of museums and historic sites.</li> <li>- to use prequalified shortlist for restoration projects rather than broad tendering process</li> </ul>				

*Transitional Issues, Options & Recommendations: E. Heritage*

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
<p><b>E4. Museums and Built Heritage - In-kind supports &amp; Inter-departmental linkages</b></p> <p>Linkages with and supports from Clerks Department, Legal Department, Planning Department must be continued.</p>	<p><i>Immediate</i> - <i>Meet with Clerk's, Legal and Planning to determine linkages.</i></p>	
	<p><i>Short Term</i> - <i>Develop formal links with above as part of development of overall Cultural Policy.</i></p>	
	<p><i>Long Term</i> - <i>Integrate into Cultural Policy.</i></p>	
<p><b>E5. Project Management:</b></p> <p>Need flexibility in <u>purchasing by-laws</u> to allow:</p> <p>- to contract specialized services over a 3-year term in order to provide consistent advice and service in restoration / conservation of museums and historic sites.</p> <p>- to use prequalified shortlist for restoration projects rather than broad tendering process.</p>	<p><i>Immediate</i> - <i>Refer to Finance Team working on Purchasing issues</i></p>	
	<p><i>Short Term</i></p>	
	<p><i>Long Term</i></p>	

*Identification of Transitional Issues & Current Practices: E. Heritage*

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
<p><b>E6. Museum Volunteers</b></p> <p><b>E6.1</b> Role of Volunteers must be valued and protected. Volunteers augment and enhance the work of professional staff. Both are essential.</p> <p><b>E6.2</b> New City provides expanded opportunities for volunteers to be involved.</p> <p><b>E6.3</b> Provides opportunities for joint recruitment and training, recognition programs. Joint training might include handling and interpretation, health and safety, first aid. Site specific training could then follow.</p>	<p><i>East York</i> - 30 volunteers. Trained in-house and seek opportunities through other provincial and municipal organizations and institutes</p> <hr/> <p><i>Etobicoke</i> - Museum recruits volunteers for identified tasks and functions. Supervised by Education Officer. Current complement is 62 (including the Board).</p> <hr/> <p><i>Metro</i> - Has recruited volunteers for the Guild. - Brick Works policy on volunteers is being developed.</p> <hr/> <p><i>North York</i> - Museums recruit volunteers directly and through the North York Historical Society. Gibson House operates a Student Volunteer Program. Current volunteer complement is 61.</p> <hr/> <p><i>Scarborough</i> - Scarborough Historical Society fundraises for costumes and artifacts.</p> <hr/> <p><i>Toronto</i> - Approximately 200 volunteers including formally structured Friends of Fort York Group. Independent, widely used across the organization. Staff support for volunteer programs in place.</p> <hr/> <p><i>York</i> - Rely heavily on volunteers for the operation of the museum</p>	<p>▶ Many cities have Volunteer Recognition Activities. These include receptions, awards.</p>

*Transitional Issues, Options & Recommendations: E. Heritage*

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
<p><b>E6.1</b> Role of Volunteers must be valued and protected.</p>	<p>Volunteers augment and enhance the work of professional staff. Both are essential.</p>			
<p><b>E6.2</b> New City provides expanded opportunities for volunteers to be involved.</p>	<p>Opportunities for volunteers to be involved at various levels of the operation and at more than one site, if desired.</p>			
<p><b>E6.3</b> Provides opportunities for joint recruitment and training, recognition programs. Joint training might include handling and interpretation, health and safety, first aid. Site specific training could then follow.</p>	<p>Volunteer program will be of sufficient size to require staff dedicated to it – to provide coordination of recruitment, training, recognition.</p>			

*Transitional Issues, Options & Recommendations: E. Heritage*

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
<p><b>E6.1</b> Role of Volunteers must be valued and protected. Volunteers augment and enhance the work of professional staff. Both are essential.</p>	<p><i>Immediate</i>  - Role and importance of volunteers must be recognized in new structure.</p>	
	<p><i>Short Term</i>  - Set up advisory bodies to assist with the transition.</p>	
	<p><i>Long Term</i></p>	
<p><b>E6.2</b> New City provides expanded opportunities for volunteers to be involved.</p>	<p><i>Immediate</i></p>	
	<p><i>Short Term</i>  - Identify opportunities.</p>	
	<p><i>Long Term</i></p>	
<p><b>E6.3</b> Provides opportunities for joint recruitment and training, recognition programs. Joint training might include handling and interpretation, health and safety, first aid. Site specific training could then follow.</p>	<p><i>Immediate</i></p>	
	<p><i>Short Term</i>  - Consider dedication of staff to volunteer program.</p>	
	<p><i>Long Term</i>  - Develop programs for joint recruitments, training, recognition.</p>	

*Identification of Transitional Issues & Current Practices: E. Heritage*

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
<p><b>E7. Built Heritage Programs:</b></p> <p><b>E7.1 Designation and Inventory Programs:</b> - Differing approaches re: Criteria, research standards, format, process</p> <p><b>E7.2 Differing levels of demolition control.</b></p> <p><b>E7.3 Need to standardize approach re Heritage Easements.</b></p> <p><b>E7.4 Designation and Inventory:</b> - Status of by-laws - Outstanding projects</p> <p>Some designation by-laws will be only part way through the approval process.</p>	<p><i>East York</i> - <i>Criteria for designation not approved by Council</i></p> <p>- <i>May have a few designations approved and advertised but by-laws not enacted</i></p> <hr/> <p><i>Etobicoke</i> - <i>Use easements as preservation tool.</i></p> <p>- <i>Will have 4 designations approved, advertised, but by-laws not enacted.</i></p> <hr/> <p><i>Metro</i> N/A</p> <hr/> <p><i>North York</i> - <i>Criteria for analysis of building has been approved by Council - use for inventory and designation.</i> - <i>Develop Heritage Structure Reports for each property being considered for designation</i> - <i>Inventory is approved by Council - provides legitimacy as a tool for review by Planning and Building Departments</i> - <i>Council will not designate without owner's consent.</i></p> <p>- <i>Will have a number of designations approved, advertised, but by-laws not enacted.</i> - <i>Report going to Council in the fall re additions to the Inventory.</i></p> <hr/> <p><i>Scarborough</i> - <i>Demolition control - Demolition permit will not be issued until building permit is in place -City of Scarborough Act</i> - <i>GIS Mapping of listed and designated properties is in place. Phase 2 will add photographs and descriptions.</i></p> <p>- <i>Will have several designations approved and advertised, but by-laws not enacted.</i></p>	<ul style="list-style-type: none"> <li>▶ Toronto's Bill PR57 - Demolition permit will not be issued until building permit for an acceptable replacement has been issued. City of Scarborough Act provides the same protection.</li> <li>▶ North York: Council-approved criteria for analysis of buildings - use for inventory and designation.</li> <li>▶ North York: Develop Heritage Structure Reports for each property being considered for designation</li> <li>▶ Toronto / Etobicoke re easements as a tool for preservation.</li> <li>▶ GIS Mapping of listed and designated sites with photographs and descriptions (Scarborough)</li> <li>▶ Database Inventory of heritage properties</li> </ul>

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
	<p><i>Toronto</i></p> <ul style="list-style-type: none"> <li>- <i>Criteria for evaluation in place.</i></li> <li>- <i>Bill PR57 - Demolition control - Demolition permit will not be issued until building permit for an acceptable replacement has been issued</i></li> <li>- <i>Council has designated without owner's consent but has also not done so</i></li> <li>- <i>Owner consent is considered for additions to the Inventory.</i></li> <li>- <i>Use easements as preservation tool</i></li> </ul> <p>- <i>Residential housing protection.</i></p> <p><i>York</i></p>	

*Transitional Issues, Options & Recommendations: E. Heritage*

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
<p><b>E7. Designation and Inventory Programs:</b></p> <p><b>E7.1 Differing approaches re: Criteria, research standards, format, process</b></p>	<p><b>Inventory and Designation are valuable processes for identifying and preserving heritage features in the new City. Processes must be consistent to avoid confusion.</b></p> <p><b>Goal is to identify, preserve and interpret the heritage of the new City: museums, collections, built and natural heritage, archival collections, library collections, cultural traditions.</b></p>	<p><b>a) Inventory adopted by Council, or not.</b></p> <p><b>b) Seek owner's consent for Addition to Inventory, or proceed without.</b></p>	<p><b><i>a) Provides legitimacy to Inventory as planning tool for Building and Planning Departments.</i></b></p> <p><b><i>b) If owner consents, provides buy-in. City must have ability to identify its heritage resources.</i></b></p>	<p><b>a)</b></p> <p><b><i>b) Problem if owner doesn't consent and City won't list. Impossible to influence planning applications and building permits.</i></b></p>
<p><b>E7.2 Differing levels of demolition control.</b></p>	<p><b>Provides tighter control on demolition of heritage properties than is provided by the Ontario Heritage Act.</b></p>	<p><b>a) Policy whereby demolition permit held until building permit for acceptable replacement is issued.</b></p>	<p><b><i>a) Provides City with level of control over demolition.</i></b></p>	

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
<p><b>E7.3 Need to standardize approach re Heritage Easements.</b></p>	<p><b>Heritage Easements identified as a valuable preservation tool.</b></p>			
<p><b>E7.4 Designation and Inventory:</b>  - Status of by-laws  - Outstanding projects</p> <p>Some designation by-laws will be only part way through the approval process.</p>		<p><b>a) New Council to enact by-laws of designations approved by local Councils and advertised without objection.</b></p>		

*Transitional Issues, Options & Recommendations: E. Heritage*

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
<p><b>E7.1 Designation and Inventory Programs:</b></p> <p>Differing approaches re:  Criteria, research standards, format, process</p>	<p><i>Immediate</i></p> <ul style="list-style-type: none"> <li>- <i>Inventory policies and procedures in current use, both formal and informal.</i></li> </ul>	
	<p><i>Short Term</i></p> <ul style="list-style-type: none"> <li>- <i>Review and analyze existing preservation tools. Endorse the concept of enhanced preservation tools and tie into new Heritage Policy.</i></li> <li>- <i>Develop a strategy for the delivery of public history and preservation programs.</i></li> </ul>	
	<p><i>Long Term</i></p> <ul style="list-style-type: none"> <li>- <i>Develop a standardized approach to Designation and Inventory.</i></li> </ul>	
<p><b>E7.2 Differing levels of demolition control.</b></p>	<p><i>Immediate</i></p> <ul style="list-style-type: none"> <li>- <i>Request amendment to the New City of Toronto Act to include the terms of Bill PR57, extending to the new City the demolition controls now in place in Toronto and Scarborough.</i></li> </ul>	
	<p><i>Short Term</i></p>	
	<p><i>Long Term</i></p>	

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
<p><b>E7.3 Need to standardize approach re Heritage Easements.</b></p>	<p><i>Immediate</i>  - Identify heritage easements as a valuable tool.</p>	
	<p><i>Short Term</i>  - Standardize basic and core content of new easements.</p>	
	<p><i>Long Term</i></p>	
<p><b>E7.4 Designation and Inventory:</b>  - Status of by-laws  - Outstanding projects</p> <p>Some designation by-laws will be only part way through the approval process.</p>	<p><i>Immediate</i>  - Consolidate outstanding designations re by-laws to be enacted.</p>	
	<p><i>Short Term</i>  - Request that new Council enact by-laws for designations approved by local Councils in 1997 and advertised without objection.</p>	
	<p><i>Long Term</i></p>	

*Identification of Transitional Issues & Current Practices: E. Heritage*

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
<p>E8. Linkages to Planning and Review processes.</p> <p>Need to tie into Planning processes: Review site plan applications, zoning / re-zoning applications, building permits re heritage buildings.</p>	<p><i>East York</i></p> <ul style="list-style-type: none"> <li>- LACAC reviews only those site plans determined to be of heritage interest in previously defined areas.</li> <li>- No link to Ministry listing of archaeological sites</li> </ul>	
	<p><i>Etobicoke</i></p> <ul style="list-style-type: none"> <li>- Liaison with Planning, Policy Division of Urban Development Department. Site plan review is sporadic except when on Inventory, then is mandatory.</li> </ul>	
	<p><i>Metro</i></p>	
	<p><i>North York</i></p> <ul style="list-style-type: none"> <li>- Liaison with Planning and Urban Design. Review site plan applications, zoning/re-zoning applications, building permits re impact on heritage properties and archaeological sites.</li> </ul>	
	<p><i>Scarborough</i></p>	
	<p><i>Toronto</i></p> <ul style="list-style-type: none"> <li>- Extensive review program of wide variety of applications. Links to other related city departments; independent review and advice.</li> </ul>	
	<p><i>York</i></p>	

*Transitional Issues, Options & Recommendations: E. Heritage*

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
<p><b>E8. Linkages to Planning and Review processes.</b></p> <p>Need to tie into Planning processes: Review site plan applications, zoning / re-zoning applications, building permits re heritage buildings.</p>	<p>Need to tie into planning processes at an early stage in order to ensure preservation of heritage properties and archaeological sites.</p> <p>Heritage Inventory and designated properties must have legitimacy. Must be built into planning reviews, official plan amendments, building permit reviews.</p>			

*Transitional Issues, Options & Recommendations: E. Heritage*

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
<p><b>E8. Linkages to Planning and Review processes.</b></p> <p>Need to tie into Planning processes: Review site plan applications, zoning / re-zoning applications, building permits re heritage buildings.</p>	<p><i>Immediate</i></p> <p>- Meet with Planning Department to define linkages necessary.</p>	
	<p><i>Short Term</i></p> <p>- Need Council resolution by end of 1998, requiring consultation with Heritage Unit / LACAC on site plan applications, zoning / re-zoning applications, building permits, official plan revisions, etc.</p>	
	<p><i>Long Term</i></p>	

*Identification of Transitional Issues & Current Practices: E. Heritage*

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
<p><b>E9. Use of heritage buildings</b></p> <p>- Need to encourage use of heritage buildings for other purposes in order to ensure their preservation within the community. These would include other uses by the municipality, or leasing out / sale to appropriate users.</p>	<p><i>East York</i></p> <p>- Examines prospective community / cultural uses for heritage buildings; ie. <i>Goulding Estate, Don Valley Brick Works.</i></p>	<p>▶ <b>North York - Retention of buildings like the Dempsey Store for use as municipal archives ensured its preservation. - Lease of properties like the John McKenzie House to The Ontario Historical Society or Windfields Estate to the Canadian Film Centre. - Ensures that these important heritage buildings remain part of the fabric of the community.</b></p>
	<p><i>Etobicoke</i></p> <p>- <i>Assembly Hall being retained as a cultural facility.</i></p>	
	<p><i>Metro</i></p>	
	<p><i>North York</i></p> <p>- <i>Retention of buildings like the Dempsey Store for use as municipal archives ensured its preservation; Zion Church as cultural facility.</i></p> <p>- <i>Lease of properties like the John McKenzie House to The Ontario Historical Society or Windfields Estate to the Canadian Film Centre.</i></p> <p>- <i>Ensures that these important heritage buildings remain part of the fabric of the community.</i></p>	
	<p><i>Scarborough</i></p> <p>- <i>Retention and restoration of heritage buildings in parks for community cultural uses</i></p> <p>- <i>Encouragement of private sector to protect heritage buildings</i></p> <p>- <i>Acquisition of 1900s estate and establishment of Cedar Ridge Creative Centre and Gallery as visual arts centre</i></p>	
	<p><i>Toronto</i></p> <p>- <i>Heritage Toronto works with city and owners to encourage adaptive re-use.</i></p>	
<p><i>York</i></p> <p>- <i>Lambton House (proposed to lease to Heritage York) - Heritage York to decide on use of Lambton House</i></p>		

*Transitional Issues, Options & Recommendations: E. Heritage*

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
<p><b>E9. Use of heritage buildings</b></p> <p>- Need to encourage use of heritage buildings for other purposes in order to ensure their preservation within the community. These would include other uses by the municipality, or leasing out / sale to appropriate users.</p>	<p><b>Municipality takes leadership role in retaining heritage buildings for appropriate and sympathetic uses within the community. This ensures they are retained as part of the fabric of the community.</b></p>	<p><b>a) The Municipality will encourage the retention of heritage properties and their rehabilitation for appropriate, sympathetic uses.</b></p> <p><b>b) If a heritage property is owned by the City and sold, a condition of sale must be that the new owner will enter into a heritage easement with the City.</b></p>		

*Transitional Issues, Options & Recommendations: E. Heritage*

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
<p><b>E9. Use of heritage buildings</b></p> <ul style="list-style-type: none"> <li>- Need to encourage use of heritage buildings for other purposes in order to ensure their preservation within the community. These would include other uses by the municipality, or leasing out / sale to appropriate users.</li> <li>- The Municipality will encourage the retention of heritage properties and their rehabilitation for appropriate, sympathetic uses.</li> <li>- If a heritage property is owned by the City and sold, a condition of sale must be that the new owner will enter into a heritage easement with the City.</li> </ul>	<p><i>Immediate</i></p>	
	<p><i>Short Term</i></p> <ul style="list-style-type: none"> <li>- <i>Reflect in Heritage Policy the encouragement of the retention of heritage properties by the municipality and their rehabilitation for appropriate, sympathetic uses.</i></li> </ul>	
	<p><i>Long Term</i></p>	

*Identification of Transitional Issues & Current Practices: E. Heritage*

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
<p>E10. Special Funds, Grants and Incentives:</p> <p>E10.1 Special funds designated for heritage purposes must be retained for those purposes.</p> <p>E10.2 Toronto offers grants to owners of designated properties.</p> <p>E10.3 All offer different incentives for heritage preservation.</p>	<p><i>East York</i></p> <ul style="list-style-type: none"> <li>- No grants or special funds exist for heritage preservation Borough-wide.</li> <li>No incentives for heritage preservation.</li> <li>- Museum has a restoration fund for Museum restoration.</li> </ul> <hr/> <p><i>Etobicoke</i></p> <ul style="list-style-type: none"> <li>- BIA gives grants for heritage projects.</li> </ul> <hr/> <p><i>Metro</i></p> <ul style="list-style-type: none"> <li>- Reserve Fund for the Guild is \$500,000.</li> </ul> <hr/> <p><i>North York</i></p> <ul style="list-style-type: none"> <li>- North York Heritage Fund is about \$400,000. is to be used for heritage preservation and education programs.</li> <li>- Incentives for preservation of heritage buildings include density and bonusing provisions.</li> </ul> <hr/> <p><i>Scarborough</i></p> <ul style="list-style-type: none"> <li>- Scarborough Historical Museum has \$7,100 for interpretive centre and costumes.</li> </ul> <hr/> <p><i>Toronto</i></p> <ul style="list-style-type: none"> <li>- Reserve Fund of \$600,000. for the Municipal Heritage Grant Program. Operated by Council-approved procedures to provide assistance to owners of designated properties.</li> <li>- Incentives for those who retain heritage buildings include exemptions for parking requirements, loading docks, height bonuses.</li> <li>- Technical advise through staff and cooperative events/forum with related City Departments</li> </ul> <hr/> <p><i>York</i></p> <ul style="list-style-type: none"> <li>- none</li> </ul>	<ul style="list-style-type: none"> <li>▶ Toronto's Heritage Grant Program to provide assistance to owners of designated properties.</li> <li>▶ Reserve funds for heritage preservation, restoration and education programs (North York, East York, Metro)</li> </ul>

*Transitional Issues, Options & Recommendations: E. Heritage*

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
<p><b>E10. Special Funds, Grants and Incentives:</b></p> <p><b>E10.1 Special funds designated for heritage purposes must be retained for those purposes.</b></p>				
<p><b>E10.2 Toronto offers grants to owners of designated properties.</b></p>	<p><b>A grant program to assist owners of designated properties is critical as an incentive to designation.</b></p>			
<p><b>E10.3 All offer different incentives for heritage preservation.</b></p>	<p><b>Incentives are important tools for heritage preservation.</b></p>			

*Transitional Issues, Options & Recommendations: E. Heritage*

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
<p><b>E10. Special Funds, Grants and Incentives:</b></p> <p><b>E10.1</b> Special funds designated for heritage purposes must be retained for those purposes.</p>	<p><i>Immediate</i> - Identify special funds for retention. Communicate this with Finance / Administration Work Teams.</p>	
	<p><i>Short Term</i> - Consider how these funds are to be used for heritage in the new City. Revise procedures as needed.</p>	
	<p><i>Long Term</i></p>	
<p><b>E10.2</b> Toronto offers grants to owners of designated properties.</p>	<p><i>Immediate</i> - Toronto's Reserve Fund to be retained for the grant program.</p>	
	<p><i>Short Term</i> - Consider how this program relates to the new City. Revise procedures as needed.</p>	
	<p><i>Long Term</i></p>	
<p><b>E10.3</b> All offer different incentives for heritage preservation.</p>	<p><i>Immediate</i> - Consider as part of review of Official Plans.</p>	
	<p><i>Short Term</i> - Consider best practices and examples to design standardized new incentive program for heritage preservation. Tie into Heritage Policy and discussion of Official Plan for new City.</p>	
	<p><i>Long Term</i> - Incorporate into Heritage Policy and Culture Plan.</p>	

*Identification of Transitional Issues & Current Practices: E. Heritage*

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
<p>E11. Technology needs for heritage functions.</p> <p>Identify needs re collections, inventory, etc.</p> <p>Identify opportunities for facilitation, accommodations of enhanced uses for heritage: mapping, interpretation, collections management, public access.</p>	<p><i>East York</i></p> <ul style="list-style-type: none"> <li>- <i>Collections Management system is Heritage Sentinel.</i></li> <li>- <i>Support from IT department; linked to mainframe for administration.</i></li> </ul>	<ul style="list-style-type: none"> <li>▶ <b>Scarborough - GIS Technology for mapping of heritage sites. Have developed a customized system which allows for further applications.</b></li> <li>▶ <b>Collections management system that can be adapted for variety of applications: museum collections, public art, City Hall art collections, Heritage Inventory.</b></li> </ul>
	<p><i>Etobicoke</i></p> <ul style="list-style-type: none"> <li>- <i>Manual card inventory</i></li> </ul>	
	<p><i>Metro</i></p> <ul style="list-style-type: none"> <li>- <i>Has GIS system for mapping.</i></li> </ul>	
	<p><i>North York</i></p> <ul style="list-style-type: none"> <li>- <i>Collections management system (Archemuse) being installed at Gibson House 1997. Can also be adapted for Heritage Inventory and Public Art collection.</i></li> </ul>	
	<p><i>Scarborough</i></p> <ul style="list-style-type: none"> <li>- <i>GIS Technology for mapping of heritage sites. Have developed a customized system which allows for further applications.</i></li> <li>- <i>Museum collection in process of being computerized.</i></li> </ul>	
	<p><i>Toronto</i></p> <ul style="list-style-type: none"> <li>- <i>Heritage Toronto has own systems staff person. Links to wider City process being developed. Strong collections and heritage building databases.</i></li> <li>- <i>Cooperative interdepartmental programming of 3D mapping of Garrison Creek</i></li> </ul>	
	<p><i>York</i></p> <ul style="list-style-type: none"> <li>- <i>Manual card inventory</i></li> </ul>	

**PARKS, RECREATION & CULTURE - A PLANNED APPROACH TOWARDS A NEW TORONTO  
MUNICIPAL ARTS, HERITAGE & CULTURE WORK GROUP**

***Transitional Issues, Options & Recommendations: E. Heritage***

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
<p><b>E11. Technology needs for heritage functions.</b></p> <p><b>E11.1 Identify needs re collections, inventory, etc. Identify opportunities for facilitation, accommodations of enhanced uses for heritage: mapping, interpretation, collections management, public access.</b></p>	<p><b>Opportunities for facilitation, accommodations of enhanced uses for heritage: mapping, interpretation, collections management, public access.</b></p>			
<p><b>E11.2 Computer expertise will be required in the Arts/Heritage/Culture Unit. Needs do not always fit within the standard City IT planning needs.</b></p>				

*Transitional Issues, Options & Recommendations: E. Heritage*

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
<p><b>E11. Technology needs for heritage functions.</b></p> <p>Identify needs re collections, inventory, etc. Identify opportunities for facilitation, accommodations of enhanced uses for heritage: mapping, interpretation, collections management, public access.</p>	<p><i>Immediate</i> - Prepare Inventory of current technology and identify needs. Meet with IT Group</p>	
	<p><i>Short Term</i></p>	
	<p><i>Long Term</i></p>	
<p><b>E11.2 Computer expertise will be required in the Arts/Heritage/Culture Unit.</b></p>	<p><i>Immediate</i> - Consider re staffing assignments</p>	
	<p><i>Short Term</i> - Consider re staffing assignments.</p>	
	<p><i>Long Term</i></p>	

*Identification of Transitional Issues & Current Practices: E. Heritage*

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
<p><b>E12. Archaeology:</b> Need for policy on archaeology for the new City.</p>	<p><i>East York</i> - No municipal / Ministry Agreement on Archaeological Site data - No policy on archaeology</p>	<p>▶ <b>Municipal / Ministry Agreement for the Release of Archaeological Site Data</b>, to provide for the release to the municipality of data on all registered archaeological sites. This should be part of the review re planning processes.</p> <p>▶ <b>Should have a reserve fund for archaeological investigation.</b></p>
	<p><i>Etobicoke</i></p>	
	<p><i>Metro</i> - Guild has public program on archaeology. - Metro Planning has been supplied identification criteria for archaeological sites by the Ministry, and act as the first stage of review. Ministry conducts review of identified sites — has not supplied Metro with the data.</p>	
	<p><i>North York</i> - Has Municipal / Ministry Agreement for the Release of Archaeological Site Data whereby the Ministry has released to the municipality data on all registered archaeological sites. These are now part of the review re planning processes. - Contract archaeological expertise or restoration projects (ie. Zion Church)</p>	
	<p><i>Scarborough</i> - Has archaeological data re Rouge. Park area registered archaeological sites. - Archaeological data available to assist with planning process.</p>	
	<p><i>Toronto</i> - Archaeological works part of major developments (Dome site) - Part of work on restoration of sites (eg. Fort York) - Limited ability (resources) to respond to broader issues - Use of linkages with other organizations (OHF, MCC)</p>	
	<p><i>York</i></p>	

*Transitional Issues, Options & Recommendations E. Heritage*

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
<p><b>E12. Archaeology:</b> Need for policy on archaeology for the new City.</p>	<p><b>Proactive policy on protection of archaeological sites for the new City, tied to planning and development processes through the Official Plan.</b></p>			

*Transitional Issues, Options & Recommendations E. Heritage*

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
<p>E12. Archaeology:  Need for policy on archaeology for the new City.</p>	<p><i>Immediate</i>  - Review existing agreements and policies. Identify best examples.</p>	
<p>Proactive policy on protection of archaeological sites for the new City, tied to planning and development processes through the Official Plan.</p>	<p><i>Short Term</i>  - Develop a policy on archaeology as part of development of new Heritage Policy.</p>	
	<p><i>Long Term</i></p>	

**PARKS, RECREATION & CULTURE - A PLANNED APPROACH TOWARDS A NEW TORONTO  
MUNICIPAL ARTS, HERITAGE & CULTURE WORK GROUP**

*Identification of Transitional Issues & Current Practices: E. Heritage*

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
<p><b>E13. Protection of Natural Heritage and View Corridors</b></p> <p>Need to include in the mandate of the Heritage Unit: when and where possible, Heritage will serve as an advocate, a catalyst for natural heritage programs.</p> <p>Need to support natural / cultural heritage plans for the river valleys.</p>	<p><i>East York</i></p> <ul style="list-style-type: none"> <li>- LACAC has designated natural heritage under Ontario Heritage Act</li> <li>- No coordination of natural heritage interpretation programming.</li> </ul>	<p>▶ Participating from the beginning of a project in the identification and interpretation of cultural, built and natural heritage, ie Downsview Lands (North York) and Rouge Park (Scarborough).</p>
	<p><i>Etobicoke</i></p>	
	<p><i>Metro</i></p>	
	<p><i>North York</i></p> <ul style="list-style-type: none"> <li>- Participating in identification and interpretation planning re cultural, built and natural heritage of the Downsview Lands.</li> </ul>	
	<p><i>Scarborough</i></p> <ul style="list-style-type: none"> <li>- Participating in planning natural and cultural heritage interpretation of the Rouge Park.</li> <li>- Dunkers flow balancing system at Bluffers Park in Lake Ontario.</li> <li>Observation tower as a public art piece to permit public viewing.</li> </ul>	
	<p><i>Toronto</i></p> <ul style="list-style-type: none"> <li>- Ongoing inter/intra departmental work - view corridors within urban settings, Garrison Creek Linkages Project, Wichwood Park, Heritage Conservation District, ravine by-laws</li> </ul>	
	<p><i>York</i></p>	

**PARKS, RECREATION & CULTURE - A PLANNED APPROACH TOWARDS A NEW TORONTO  
MUNICIPAL ARTS, HERITAGE & CULTURE WORK GROUP**

*Transitional Issues, Options & Recommendations E. Heritage*

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
<p><b>E13. Protection of Natural Heritage and View Corridors</b></p> <p>Need to include in the mandate of the Heritage Unit: when and where possible, Heritage will serve as an advocate, a catalyst for natural heritage programs.</p> <p>Need to support natural / cultural heritage plans for the river valleys.</p>	<p>When and where possible, Heritage will serve as an advocate, a catalyst for natural heritage programs.</p> <p>Identify need for effective management of these resources, recognizing the importance of the context of the resources.</p> <p>Coordination of natural heritage with all other heritage.</p>	<p>Tie into work being done at grassroots level.</p>		

*Transitional Issues, Options & Recommendations E. Heritage*

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
<p><b>E13. Protection of Natural Heritage and View Corridors</b></p> <p>Need to include in the mandate of the Heritage Unit: when and where possible, Heritage will serve as an advocate, a catalyst for natural heritage programs.</p> <p>Need to support natural / cultural heritage plans for the river valleys.</p>	<i>Immediate</i>	
	<i>Short Term</i> <i>- include in discussion of Mission / Mandate.</i>	
	<i>Long Term</i>	
	<i>Immediate</i>	
	<i>Short Term</i>	
	<i>Long Term</i>	

**F. Grants**

Identification of Transitional Issues & Current Practices: **F. Grants**

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
<p><b>F1. Programs and Processes</b>                      -currently varies from municipality to municipality                      restrictions (municipal by-laws)                      structures                      types of programs                      application forms                      application processes                      review process                      approval processes                      reporting and monitoring                      eligibility criteria                      assessment criteria                      timing                      residency requirements                      access to endowment/heritage funds                      grants to individuals                      administration cost per \$1 grant</p>	<p style="text-align: center;"><b><i>For more information see Inventory</i></b></p> <hr/> <p><b>East York</b>                      - one program for arts, culture, heritage and recreation                      - application deadline in December: approval in March                      - organizations only                      - 1997: \$40,000 to 10 organizations: one to Arts Culture Heritage</p> <hr/> <p><b>Etobicoke</b>                      - Etobicoke Municipal Arts Commission makes grant recommendations to Council, including the grant to Arts Etobicoke                      - Autumn Arts Fest funded directly by Council - \$45,000                      - organizations only                      - 1997: \$66,400 (19 grants) plus \$53,130 to Arts Etobicoke</p> <hr/> <p><b>Metro</b>                      - Cultural Grants Program includes arts &amp; on a small scale, heritage activities                      - currently only one deadline: March 1: approval in June                      - organizations only                      - one global budget                      - two programs: Presentation Fund and Development Fund                      - peer advisory review: advice to staff                      - staff makes grant recommendations to Committee/Council                      - 1997: \$5,828,000 (240 grants)                      - Metro's support to Caribana fall outside the Cultural Grants Program (\$135,000)</p> <hr/> <p><b>North York</b>                      - deadline October 31: mid-march approval                      - meet with every group before they apply                      - panel review of each application includes interview                      - panels comprise 2 citizen members and one councillor                      - organizations only                      - 1997: \$180,700 (35 grants)</p>	<ul style="list-style-type: none"> <li>▶ Peer Review process</li> <li>▶ Reserve Fund</li> <li>▶ Arms length relationship to Council (through Agencies or Advisory Committee to Council)</li> <li>▶ Budget for Culture Grants separate from Social Services, Recreation Grants</li> <li>▶ Grants to Individuals</li> <li>▶ HEA's on heritage grants</li> <li>▶ Capital grants</li> </ul>

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
	<p><b>Scarborough</b></p> <ul style="list-style-type: none"> <li>- grants processed by Clerk's Department deadline January 31, cheques paid early June</li> <li>- staff review with one community representative from social services</li> <li>- cultural grants part of larger grants budget of \$235,00 in non-departmental budget which includes social services</li> <li>- organizations only</li> <li>- don't fund deficits, funding bodies, religious groups, capital costs, depreciation, debt retirement or reserve funds</li> <li>- 1997: \$143,400 (including arts council \$40,000, museum \$75,500, 12 arts groups \$27,900</li> <li>- also: \$6,000 form Economic Development for Florina &amp; Italfest festivals and \$8,000 travel and hosting for City groups</li> </ul>	
	<p><b>Toronto</b></p> <ul style="list-style-type: none"> <li>--- Heritage Grants from Municipal Heritage Fund (for restoration) - original plan to top up annually</li> <li>- no deadlines for this program -ongoing process; established procedures &amp; guidelines</li> <li>- each recommendation goes to Council for approval</li> <li>- about \$70,000/year</li> <li>- other heritage grants: 1<sup>st</sup> post office, Campbell House for operations</li> <li>--- Arts Grants administered by the Toronto Arts Council under contract to city</li> <li>- "arm's length cultural advisor" - develops arts grants policies and programs</li> </ul>	
	<p><b>Toronto continued</b></p> <ul style="list-style-type: none"> <li>- grants to organizations, collectives and individuals</li> <li>- peer review, with board representation as co-chairs of review committees</li> <li>- grants to individuals use jury process</li> <li>- 1997: \$4,975,000 (about \$4,000,000 to organizations, \$40,000 Caribana, \$700,000 to individuals)</li> <li>- includes \$175,000 Transition Fund and \$100,000 Capital Improvement Grants</li> <li>- also: Economic Partnership Grants and misc. direct grants from the City</li> </ul>	

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
	<p><i>York</i></p> <ul style="list-style-type: none"> <li>- <i>deadlines in March and August</i></li> <li>- <i>grants to organizations and individuals</i></li> <li>- <i>four programs: operational, educational, exploration and foundation</i></li> <li>- <i>Arts Commission makes recommendations to Council</i></li> <li>- <i>membership of Commission approved by Council, includes one Councillor - includes peer review in composition</i></li> <li>- <i>1997: \$62,600 (12 grants in 1996 = \$57,600.)</i></li> <li>- <i>also "Economic Development grants for festivals (\$30000 budget)</i></li> </ul>	

*Transitional Issues, Options & Recommendations: F. Grants*

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
<p><b>F1. Programs and Processes</b>                      -currently varies from municipality to municipality                      restrictions (municipal by-laws)                      structures                      types of programs                      application forms                      application processes                      review process                      approval processes                      reporting and monitoring                      eligibility criteria                      assessment criteria                      timing                      residency requirements                      access to endowment/heritage funds                      grants to individuals                      administration cost per \$1 grant</p>	<p>A comprehensive Cultural Grants Program, inclusive of Arts and Heritage (and Cultural Industries, Libraries and Archives).</p> <p>The funding program(s) should have clearly articulated goals and processes which engender integrity, fairness and accountability.</p> <p>A grants program needs a mission statement which proclaims the mission.</p>	<p>Need to zero in.</p>		
<p><b>F2. Equity</b>                      - extension of Heritage Grants programs                      - grants to individuals throughout the New City                      - geographic distribution of funds tied to need                      - other equity issues (ethno-racial, socio-economic)                      Can we achieve equity without new money?                      Can other money be redirected?</p>	<p>A Cultural Grants Program which can respond to the needs of a large, complex and diverse cultural sector and thereby serve the broader community.</p> <p>Includes groups and individuals.</p>	<p>Transition Fund to bridge program from current practices to full equity.</p> <p>Real need to top up fund (heritage) to ensure ongoing ability - it's limited even now in its ability to support major projects</p>		

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
<p><b>F3. Role of Community Councils</b>  - role to play in "local" initiatives?  - arm's length structure wouldn't involve Councils  - authority of Community Councils not yet defined</p>	<p><b>A Cultural Grants Program</b> which allows for political and citizen participation in a meaningful way.</p>	<ol style="list-style-type: none"> <li>1. A centralized program with geographic representation on panel from peers/community.</li> <li>2. A two-tier program, with the majority of funds distributed centrally and the balance distributed "locally" Community Councils.</li> <li>3. Grants programs linked to Community Councils with local input.</li> </ol>	<ol style="list-style-type: none"> <li>1. <i>Equity; ease of access; efficiencies; consistency.</i></li> <li>2. <i>Local groups would not have to go "downtown" for their grants.</i></li> <li>3. <i>Knowledge of local applicants; greater opportunity for citizen participation.</i></li> </ol>	<ol style="list-style-type: none"> <li>2. <i>Difficult for groups to know where to apply for funding, particularly if they serve a community beyond that of the Community Council.</i></li> <li>3. <i>Will make equity goals more difficult (or impossible) to achieve. Reduced coordination and vision.</i></li> </ol>
<p><b>F4. Maintenance of community links and service delivery</b></p>		<ol style="list-style-type: none"> <li>1. Community links could be provided by a local service group, ie. Arts Council.</li> <li>2. Linkages and services could be provided through a community development section in the Culture Unit.</li> </ol>		

*Transitional Issues, Options & Recommendations: F. Grants*

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
<p><b>F1. Programs and Processes</b>                      -currently varies from municipality to municipality                      restrictions (municipal by-laws)                      structures                      types of programs                      application forms                      application processes                      review process                      approval processes                      reporting and monitoring                      eligibility criteria                      assessment criteria                      timing</p>	<p><i>Immediate</i>                      - <i>Communicate with grant applicants to explain interim process</i>                      - <i>Develop interim grants program(s) for 1998 budget year</i>                      - <i>should minimize distribution to existing client base</i>                      - <i>must operate within New City's by-laws</i>                      - <i>must respect contracts and agreements carried forward</i></p>	
	<p><i>Short Term</i>                      - <i>Develop consolidated Cultural Grants Policy (in place for 1999)</i></p>	
	<p><i>Long Term</i></p>	
<p><b>F2. Equity</b>                      - extension of Heritage Grants programs                      - grants to individuals throughout the New City                      - geographic distribution of funds tied to need                      - other equity issues (ethno-racial, socio-economic)                      Can we achieve equity without new money?                      Can other money be redirected?</p>	<p><i>Immediate</i>                      - <i>Undertake research to quantify "need" in communities across the New City</i>                      - <i>excess demand on existing programs</i>                      - <i>individual artists outside of Toronto and York</i>                      - <i>identify gaps in program types</i></p>	<p>- Cost of expanding grants to individual artists across the whole of the new City.                      - More funding may be required.</p>
	<p><i>Short Term</i>                      - <i>Investigate ideas for revenue generation</i>                      - <i>Review efficiencies achieved through amalgamation for possible funds to be redirected</i>                      - <i>Community consultation</i>                      - <i>Incorporate principles into consolidated Cultural Grants Policy</i></p>	
	<p><i>Long Term</i></p>	

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
<b>F3. Role of Community Councils</b> - role to play in "local" initiatives? - arm's length agency structure wouldn't involve Councils - authority of Community Councils not yet defined	<i>Immediate</i> -Monitor by-laws enacted by the New City Council re: <i>Community Councils</i>	
	<i>Short Term</i>	
	<i>Long Term</i>	
<b>F4. Maintenance of community links and service delivery</b> - role of local Arts Councils - role of Community Development Section in Culture Unit	<i>Immediate</i> - Review community development role that currently exists (through Inventory and community consultation)	
	<i>Short Term</i> - Establish a framework for community development services	
	<i>Long Term</i>	

## **G. Public Art**

Identification of Transitional Issues & Current Practices: G. Public Art

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
<p>G1 Approaches differ in each city with regard to:</p> <ul style="list-style-type: none"> <li>- policy</li> <li>- funding mechanisms</li> <li>- composition and role of Public Art Advisory Committee</li> </ul>	<p><i>For more detailed information see Inventory</i></p>	<ul style="list-style-type: none"> <li>▶ Advisory committee - representatives must have expertise in variety of artistic areas. Inclusion of member(s) of Council promotes buy-in.</li> <li>▶ Seek / encourage 1% of capital and development budgets allocated to public art. (Private development also.)</li> <li>▶ Allocate a percentage (10%) of value of the piece to form a maintenance endowment.</li> <li>▶ Policy for accepting donations.</li> <li>▶ Policy for deaccessions.</li> <li>▶ Integration of public art program with variety of departments for broad range of programs - community-based to corporate // built-in or stand alone pieces.</li> <li>▶ Plan conservation.</li> <li>▶ Recognize broad range of projects, community based and corporate.</li> <li>▶ Public art to be used to highlight or identify a community's identity/heritage (murals).</li> <li>▶ Community development involvement.</li> </ul>
	<p><i>East York</i></p> <ul style="list-style-type: none"> <li>- no formal policy</li> <li>- no public art collection</li> <li>- art collection:</li> <li>- Arts East York is mandated to encourage private and community interest</li> <li>- East York Foundation - est. in 1960s - part owner of museum collection - owner of the City's art collection - est. by by-law - 8/9 members</li> <li>- 150 works - 15-20% on public display, the remainder in storage at Civic Centre - need gallery space</li> <li>- collection of historical books at library</li> </ul>	
	<p><i>Etobicoke</i></p> <ul style="list-style-type: none"> <li>- 1995/97 - \$200,000. allocated from capital budget</li> <li>- have used 2 stage competition for major projects</li> <li>- jury must have majority of visual arts experts</li> <li>- Committee of 9 members, no Councillors - 3 year term - reports through Municipal Arts Commission to Council</li> <li>- work with Works Department to enhance projects</li> <li>- City's art collection - 105 pieces - selected by Art Acquisition Committee - \$4,000. allocated 1996 &amp; 1997 for purchase - have donations policy and acquisition policy</li> </ul>	
	<p><i>Metro</i></p> <ul style="list-style-type: none"> <li>- Public Art Policy Framework part of Culture Plan</li> <li>- Draft Public Art Guidelines recommend allocation for public art in capital budget</li> <li>- focus is on Metro's capital projects and those with partners</li> <li>- use 2-stage open competitions for selection of artists - selection jury must have majority of visual arts experts and a representative from the community that will host the piece.</li> </ul>	

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
	<p><i>Metro continued</i></p> <ul style="list-style-type: none"> <li>- maintenance is the responsibility of the ABC who owns it, with advice from Culture Unit</li> <li>- Reserve fund for maintenance of WWII Memorial = \$55,000.</li> <li>- public art collection: 69 pieces</li> <li>- Advisory Committee of 11 includes 4 Councillors - appointed by Council on recommendation of Commissioner of Parks and Culture - represent mix of skills</li> </ul>	
	<p><i>Metro continued:</i></p> <ul style="list-style-type: none"> <li>- City's Art Collection - no consolidated collection - 8 pieces</li> <li>- Exhibition Place and the Archives have 20 pieces</li> <li>- Guild collection is owned by OHF, includes 470 art pieces, 231 artifacts, 246 fragments</li> <li>- Metro Reference Library John Ross Robertson Collection - 72,392 artworks</li> <li>- TTC offices hold 98 art pieces</li> <li>- policy on donations is flexible - able to respond as appropriate</li> </ul>	
	<p><i>North York</i></p> <ul style="list-style-type: none"> <li>- Draft Public Art Policy</li> <li>- Advisory Committee - 7 members including 1 Councillor - appointed by Council - represent mix of skills (gallery curator, artist, planner, etc.)</li> <li>- selection process by jury - include ward councillor on jury</li> <li>- encourage developers; incorporate into City projects where possible - work into design of new parks</li> <li>- Art collection - 120 pieces - small reserve fund (\$9,000.) for acquisition of work by North York artists - 92% of collection is on display</li> </ul>	
	<p><i>Scarborough</i></p> <ul style="list-style-type: none"> <li>- Public Art Policy passed 1997, Interim policies adopted in 1990.</li> <li>- \$10,000 budget requested for 1998 as development funding for P.A.A. Committee</li> <li>- Advisory Committee - 13 members, includes 1 Councillor and Mayor or Mayor's Council designate - others are residents or owners of businesses in Scarborough, professionals or knowledgeable amateurs in visual arts or related fields and committed to development of a public art program in Scarborough - reports to the Recreation, Parks &amp; Culture Department</li> </ul>	

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
	<p><i>Scarborough continued</i></p> <ul style="list-style-type: none"> <li>- <i>Art collection of 348 pieces (value 700,000), including a collection of Inuit art</i></li> <li>- <i>Add on average \$4,000. worth of art per year through partnership with Cedar Ridge Studio Gallery and City's Grants Committee plus other donations of artwork- Collection insured by City, Cedar Ridge Collection is housed and exhibited at Cedar Ridge Creative Centre</i></li> <li>- <i>Mural Routes program</i></li> <li>- <i>Christmas Card Collection - Heritage Buildings</i></li> <li>- <i>Promotion of Collection through exhibits and brochures</i></li> <li>- <i>95% of collection is on display.</i></li> </ul>	
	<p><i>Toronto</i></p> <ul style="list-style-type: none"> <li>- <i>1986 established Public Art Commission - advisory - % of major development projects allocated to public art</i></li> <li>- <i>1991 - Official Plan; Municipal Public Art Plan; involving artists from beginning of project</i></li> <li>- <i>Commission has 9 members including 1 Councillor (Chair, Land Use Committee)- advisory to staff</i></li> <li>- <i>achieving / seeking / encouraging public art</i></li> <li>- <i>Public Art is part of Architecture and Urban Design Division</i></li> <li>- <i>integrate public art into project - private development and capital</i></li> <li>- <i>line item - \$100,000. allocated directly for public art - working towards 1% of capital budget</i></li> <li>- <i>City's Development Agreement includes section on public art - public art plan must be in place before a building permit is released - Plan goes to Public Art Commission for approval - developer can donate money to the City's program rather than installing as part of project</i></li> <li>- <i>encourages open competition in selection of artists</i></li> <li>- <i>Maintenance / involve conservation in reviewing proposals and plans - require a minimum 10% maintenance endowment (City or developer)</i></li> <li>- <i>Reserve Fund - \$675,000</i></li> <li>- <i>70 Monuments - maintenance of 39 is specific responsibility of Heritage Toronto - report before Council on overall integrated approach</i></li> </ul>	

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
	<p><i>York</i></p> <ul style="list-style-type: none"> <li>- <i>Policy for Community Public Art - June 1997</i></li> <li>- <i>\$57,000. approved 1997 budget</i></li> <li>- <i>Committee - 10 members, includes 1 Councillor and 2 staff - residents, artists, youth, business - designed to reflect community - authority to implement policy - report through Community Services Dept.</i></li> <li>- <i>"seek" opportunities for public art</i></li> <li>- <i>approved in principle 1/4 of 1% of capital budget for public art</i></li> <li>- <i>art collection - 63 pieces - mostly purchased</i></li> <li>- <i>no reserve funds</i></li> </ul>	

**Transitional Issues, Options & Recommendations: G. Public Art**

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
<p><b>G1.1 Public Art Policy:</b>  Need to develop one consolidated policy on Public Art and incorporate into Official Plan of the new City.</p> <p>Need a transition mechanism to ensure ongoing programs and projects continue.</p> <p>Need to get involved early in the public art projects.</p>	<p>Accountable, credible and consistent program</p> <p>Responsive and flexible with standards</p> <p>View public art as part of the city's infrastructure; part of the living environment of the new City.</p>	<p>&gt; Sub committee perhaps made up from existing Public Art Advisory Committees across the new city.</p>		
<p><b>G1.2 Collections Management policy to be developed to consistently address:</b></p> <ul style="list-style-type: none"> <li>- inventory and appraisals</li> <li>- acquisition and de-accession</li> <li>- maintenance and conservation</li> <li>- ownership issues</li> <li>- loans eg. Cedar Ridge Studio Gallery &amp; Foundation - East York</li> <li>- insurance</li> <li>- Library Collections - all of the same issues</li> </ul>	<p>Allocate a percentage minimum (10%) of value of the piece to form a maintenance endowment.</p> <ul style="list-style-type: none"> <li>&gt; Policy for accepting donations.</li> <li>&gt; Policy for deaccessions.</li> <li>&gt; Integrated planning involving conservation early in the process</li> <li>&gt; Centralized, co-ordinated maintenance/restoration involving constituents /stakeholder community.</li> </ul>			

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
<p><b>G1.3 Funding</b></p> <p>Existing endowment and reserve funds to be retained and protected.</p> <p>Funding issues to be addressed include:</p> <ul style="list-style-type: none"> <li>- endowments and reserve funds</li> <li>- capital budgets - operating budgets</li> <li>- donations</li> <li>- contributions from private developers</li> </ul>	<p>Seek / encourage 1% of capital and development budgets allocated to public art.</p>			
<p><b>G1.4 Use of Advisory Committees:</b></p> <p>Policy will define role and composition of Public Art Committee(s) / Commission(s).</p> <p>Will need an interim committee to operate until policy is in place.</p> <p>Committees - want to continue but how will they fit into the City.</p>	<p>Advisory committee - mix of skills with majority having art expertise. Inclusion of member(s) of Council promotes buy-in.</p> <p>Sub committee use existing membership from PAP Advisory Committee</p>			
<p><b>G1.5 Need to define role of Community Councils in public art process.</b></p>				

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
<p><b>G1.6</b> Need to create higher profile for public art program through promotion and communication</p> <ul style="list-style-type: none"> <li>- communicate projects under way</li> <li>- "crowing"</li> </ul>	<p><b>Tie public art to corporate identity</b></p>	<p><b>Create a "dog and pony" show to promote the range of public art opportunities.</b></p>		
<p><b>G1.7</b> Need to track and complete those projects already committed.</p>				
<p><b>G1.8</b> Need to create linkages within the new structure with range of departments and processes</p> <ul style="list-style-type: none"> <li>&gt; Planning Department</li> <li>&gt; Works Department</li> <li>&gt; Transportation</li> <li>&gt; Parks and Recreation</li> </ul> <p>Ensure that those necessary are involved in the program.</p> <p><b>G1.9</b> Retain network of people necessary/involved.</p>	<p><b>Integration of public art program with variety of departments for broad range of programs - community-based to corporate // built-in or stand alone pieces</b></p>			

*Transitional Issues, Options & Recommendations: G. Public Art*

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
<p><b>G1.1 Need to develop one consolidated policy on Public Art and incorporate into Official Plan of the new City.</b></p>	<p><i>Immediate</i> - Develop interim program.</p>	
	<p><i>Short Term</i> - Develop a consolidated policy on Public Art for inclusion in the Official Plan of the new City.</p>	
	<p><i>Long Term</i> - Incorporate the Public Art Policy as part of Cultural Policy</p>	
<p><b>G1.2 Collections Management policy to be developed to consistently address:</b></p> <ul style="list-style-type: none"> <li>- inventory and appraisals</li> <li>- acquisition and de-accession</li> <li>- maintenance and conservation</li> <li>- ownership issues</li> <li>- loans</li> <li>- insurance</li> </ul>	<p><i>Immediate</i> - Review existing collections management policies.</p>	
	<p><i>Short Term</i> - Develop a collections management policy for public art collections.</p>	
	<p><i>Long Term</i></p>	
<p><b>G1.3 Funding</b></p> <p>Existing endowment and reserve funds to be retained. Eg. Etobicoke</p> <p>Funding issues to be addressed include:</p> <ul style="list-style-type: none"> <li>- endowments and reserve funds</li> <li>- capital budgets</li> <li>- operating budgets</li> <li>- donations</li> <li>- contributions from private developers</li> </ul>	<p><i>Immediate</i> - Inventory of existing reserve funds, including conditions for expenditure - work with Finance Department to ensure continuance</p>	
	<p><i>Short Term</i></p>	
	<p><i>Long Term</i></p>	

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
<p><b>G1.4 Use of Advisory Committees:</b></p> <p>Policy will define role and composition of Public Art Committee(s) / Commission(s).</p> <p>Will need an interim committee to operate until policy is in place.</p>	<p><i>Immediate</i></p> <p>- Create interim advisory committee with input from membership of existing committees (those not interested in serving on interim advisory committee).</p>	
	<p><i>Short Term</i></p> <p>- Define role and composition of new Public Art Committee / Commission and appoint same.</p>	
	<p><i>Long Term</i></p>	
<p><b>G1.5 Need to define role of Community Councils in public art process.</b></p>	<p><i>Immediate</i></p>	
	<p><i>Short Term</i></p> <p>- Define the role of the Public Art Committee/Commission in relation to the Community Councils.</p>	
	<p><i>Long Term</i></p>	
<p><b>G1.6 Need to create higher profile for public art program through promotion and communication</b></p> <ul style="list-style-type: none"> <li>- tie to corporate identity</li> <li>- communicate projects under way</li> <li>- crowing</li> <li>- "dog and pony show" to promote range of public art opportunities</li> </ul>	<p><i>Immediate</i></p>	
	<p><i>Short Term</i></p> <p>- Create communication and promotional materials to make public art more broadly accessible</p>	
	<p><i>Long Term</i></p> <p>- Create a "dog and pony" show to promote the range of opportunities for public art.</p>	
<p><b>G1.7 Need to track and complete those projects already committed.</b></p>	<p><i>Immediate</i></p> <p>- Inventory projects for which commitments have been made.</p>	
	<p><i>Short Term</i></p>	
	<p><i>Long Term</i></p>	

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
<p><b>G1.8</b> Need to create linkages within the new structure with range of departments and processes</p> <ul style="list-style-type: none"> <li>&gt; Planning Department</li> <li>&gt; Works Department</li> <li>&gt; Transportation</li> <li>&gt; Parks and Recreation</li> </ul>	<p><i>Immediate</i></p> <ul style="list-style-type: none"> <li>- Meet with Planning, Parks and Recreation, Works, Transportation Departments.</li> <li>- Identity stakeholders / interested individuals to ensure continued participation in the process.</li> </ul>	
<p><b>G1.9</b> Retain a network of people necessary / involved.</p>	<p><i>Short Term</i></p>	
	<p><i>Long Term</i></p>	

## **H. Arts Programs and Services**

*Identification of Transitional Issues & Current Practices: H. Arts Programs & Services*

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
H1. Coordination of arts programs.	<i>For more detailed information see Inventory</i>	
H1.1 Centralized vs. Decentralized arts programming. Should this be managed by Culture or Recreation?	<p><i>East York</i></p> <ul style="list-style-type: none"> <li>- De-centralized programming - centralized and de-centralized registration</li> </ul>	
H1.2 Programming for Civic Centre Squares has major impact on culture sector. Should this be managed by Culture or by Special Events Division?	<p><i>Etobicoke</i></p> <ul style="list-style-type: none"> <li>- De-centralized - use community schools and centres</li> </ul>	
H1.3 Retain specialized facilities ie. Neilson Park and Cedar Ridge under Culture.	<p><i>Metro</i></p> <ul style="list-style-type: none"> <li>- Not applicable (arts programming)</li> <li>- Protocol Unit of Clerk's Department responsible for programming in Metro Hall Rotunda and Metro Square</li> </ul>	
	<p><i>North York</i></p> <ul style="list-style-type: none"> <li>- De-centralized programming - offered as part of district recreation programs - Culture Branch assists in noting trends; promotion.</li> <li>- Mel Lastman Square program coordinated by Clerks Department.</li> </ul>	
	<p><i>Scarborough</i></p> <ul style="list-style-type: none"> <li>- Centralized creative arts and heritage programs operated by Arts &amp; Heritage Services - delivered throughout city at community centres</li> <li>- Provides centralized standards, developmental activity; feeds into Cedar Ridge Creative Centre's more advanced programs</li> <li>- Outreach to diverse communities to develop programs of specific interest to them</li> <li>- Provides revenue source for the division - recovers 2/3 of its budget from programming (direct costs only) - offsets community service costs</li> <li>- Provides higher focus to cultural programming</li> <li>- Interdepartmental cooperation re programming the Square and Civic Centre, cultural facility development.</li> </ul>	

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
	<p><i>Toronto</i></p> <ul style="list-style-type: none"> <li>- <i>De-centralized - operate programs out of community centres</i></li> <li>- <i>Nathan Phillips Square coordinated by Clerk's Office in Corporate Services</i></li> </ul> <hr/> <p><i>York</i></p> <ul style="list-style-type: none"> <li>- <i>De-centralized - operate programs out of schools and community centres.</i></li> </ul>	

*Transitional Issues, Options & Recommendations: H. Arts Programs and Services*

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
<p>H1.1 Arts programming offered through Culture or through Recreation.</p>	<p>Need to understand programming as part of "critical mass" needed for new Culture Service.</p> <p>Encourage the creative development of individuals, groups and communities in a proactive and responsive manner.</p>	<p>A) Include direct delivery of arts programming in mandate of Culture Unit.</p>	<ul style="list-style-type: none"> <li>&gt; Supports mandate to promote community development.</li> <li>&gt; Culture Unit provides full range of service from support of introductory courses to financial support of cultural organizations.</li> <li>&gt; Energies / focus are concentrated on culture.</li> <li>&gt; Provides important links to culturally diverse community.</li> <li>&gt; Work with diverse community to offer courses that feature the arts and crafts of their cultures.</li> <li>&gt; Revenues help to support broader culture program.</li> <li>&gt; Access to quality and affordable skill development opportunities in various arts and heritage crafts.</li> <li>&gt; Employment opportunities for artists.</li> <li>&gt; entrepreneurial efforts rewarded through revenues.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Programming staff in same facility will report to different people - potentially confusing, inefficient and conflicting.</li> <li>&gt; Isolated from other programs.</li> <li>&gt; Intensive programming may have impact on core mandate - weaken the focus of the Culture Unit.</li> <li>&gt; Only works if Culture is with Parks and Recreation.</li> <li>&gt; Would have to work hard at maintaining linkages to Parks &amp; Recreation Department for facility scheduling, registration services, and other support services.</li> </ul>
		<p>B) Offer arts programming in de-centralized fashion through Recreation.</p>	<ul style="list-style-type: none"> <li>&gt; Recreation staff fully program each facility - no overlap of staffing or reporting.</li> <li>&gt; Allows Culture Unit to focus on other programs /services/issues.</li> <li>&gt; Strong links to recreation programs.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Less profile for culture.</li> <li>&gt; Less critical mass for culture.</li> <li>&gt; Standards may vary from facility to facility.</li> <li>&gt; Lose access to registration revenues.</li> </ul>

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
<p>H1.2 Programming in Civic Centre Squares has impact on the culture sector. Should it be managed by Culture or by the Special Events Division?</p>		<p>Manage through Culture Division.</p>	<ul style="list-style-type: none"> <li>&gt; <i>Direct connection with cultural community</i></li> <li>&gt; <i>Opportunities for showcasing and promoting culture sector's success and diversity.</i></li> <li>&gt; <i>Opportunity to expand cultural tourism in the new City.</i></li> </ul>	<ul style="list-style-type: none"> <li>&gt; <i>Reassignment to Culture Unit of some support services may not be possible since not all uses of the Square are Cultural.</i></li> </ul>
<p>H1.3 Retain specialized facilities ie. Neilson Park and Cedar Ridge Creative Centre under Culture.</p>		<p>Retain specialized facilities ie. Neilson Park and Cedar Ridge Creative Centre under Culture.</p>	<ul style="list-style-type: none"> <li>&gt; <i>Can program facilities to meet Culture Unit's objectives and priorities.</i></li> <li>&gt; <i>Can provide proper level of maintenance required by specialized facilities.</i></li> <li>&gt; <i>Both facilities have the potential to grow and expand.</i></li> <li>&gt; <i>Build on the partnerships and linkages that make them work effectively</i></li> <li>&gt; <i>Unique specialized facilities</i></li> </ul>	<ul style="list-style-type: none"> <li>&gt; <i>May lose efficiencies of consolidated facilities management.</i></li> </ul>

*Transitional Issues, Options & Recommendations: H. Arts Programs and Services*

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
<p>H1.1 Arts programming offered through Culture or through Recreation.</p> <p>Need to understand programming as part of “critical mass” needed for new Culture service.</p>	<p><i>Immediate</i> - Consider Scarborough model within the Culture, Parks and Recreation structural model.</p>	<p>None. Transfer from Recreation Services where required (include Department promotion and registration resources, staffing and use of Department facilities).</p>
	<p><i>Short Term</i></p>	
	<p><i>Long Term</i> - Manage these programs through the Culture Unit.</p>	
<p>H1.2 Programming in Civic Centre Squares has impact on the culture sector. Should it be managed by Culture or by the Special Events Division?</p>	<p><i>Immediate</i> - Identify resources allocated to cultural programming in the Civic Squares - Include in mandate of the new Culture Unit.</p>	<p>None. Transfer resources and staff from Clerks and Corporate Services Departments.</p>
	<p><i>Short Term</i> - Management of cultural programming in the Civic Squares by the Culture Unit.</p>	
	<p><i>Long Term</i></p>	
<p>H1.3 Retain specialized facilities ie. Neilson Park and Cedar Ridge under Culture.</p>	<p><i>Immediate</i> - Ensure retention within the Cultural portfolio.</p>	<p>No additional costs. Already included in existing budgets under Recreation Facilities.</p>
	<p><i>Short Term</i> - Identify costs for facilities that are part of previously approved capital plans.</p>	
	<p><i>Long Term</i></p>	

# **I. Community Development**

*Identification of Transitional Issues & Current Practices: I. Community Development Services*

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
<p><b>I1 Community Development Programs</b></p> <p>Community development services differ in each community but are valued as a key service and must be retained and offered new-city wide.</p>	<p><i>For more detailed information see Inventory</i></p>	<ul style="list-style-type: none"> <li>▶ Supporting, nurturing cultural sector through a variety of means</li> <li>▶ “Brokering” Role - putting groups and resources together or organizations with event planners</li> <li>▶ Board Development initiatives</li> <li>▶ Assistance for community special events</li> <li>▶ Affiliation process (Scarborough) provides insurance benefits</li> <li>▶ Volunteer recognition programs</li> </ul>
	<p><i>East York</i></p> <ul style="list-style-type: none"> <li>- Community development staff in Parks, Recreation and Operations Committee.</li> <li>- Development work geared to Recreational aspects although available to Arts, Culture and Heritage groups.</li> </ul>	
	<p><i>Etobicoke</i></p> <ul style="list-style-type: none"> <li>- Heritage Roundtable for Community Heritage Groups.</li> <li>- Administrative support for nascent groups. Advisory services.</li> <li>- Work with community groups to assist with their goals (ie. Lakeshore Arts Committee - South Etobicoke Cultural Plan).</li> </ul>	
	<p><i>Metro</i></p> <ul style="list-style-type: none"> <li>- Ad hoc office space made available to cultural groups; staff resources provided to independent community development initiatives (in addition to dollars through grants program).</li> </ul>	
	<p><i>North York</i></p> <ul style="list-style-type: none"> <li>- Produce Directories of Performing Arts Groups and of Individual Visual Artists.</li> <li>- Keep up-to-date calendar of events of community cultural groups.</li> <li>- Work to link artists &amp; performers to event planners.</li> <li>- Host regular networking meetings for cultural organizations.</li> <li>- Host Visual Artists Forum.</li> <li>- Organize workshops three times per year for individuals and organizations.</li> <li>- Provide Board workshops on request.</li> </ul>	

ISSUE AND DESCRIPTION	CURRENT PRACTICES	BEST PRACTICE
	<p><i>North York continued</i></p> <ul style="list-style-type: none"> <li>- <i>Promotion of groups and events.</i></li> <li>- <i>Distribute flyers and brochures through libraries and community centres.</i></li> <li>- <i>Assist with printing, distribution.</i></li> <li>- <i>Provide meeting space for arts and heritage groups.</i></li> <li>- <i>Provide grants advice and assistance to new groups.</i></li> <li>- <i>Coordinate free space for art exhibitions.</i></li> </ul>	
	<p><i>Scarborough</i></p> <ul style="list-style-type: none"> <li>- <i>Brochure/Promotion for community groups &amp; events.</i></li> <li>- <i>Special Events/Festivals - assist with planning and accessing resources.</i></li> <li>- <i>Partnership Projects.</i></li> <li>- <i>Affiliation process for qualified community groups, incl. insurance coverage.</i></li> <li>- <i>Facility Space.</i></li> <li>- <i>Brokering/Networking - maintain contact list of community groups.</i></li> <li>- <i>Supply/Delivery/Storage/ Distribution services for community groups.</i></li> <li>- <i>Gallery Program &amp; Exhibitions.</i></li> <li>- <i>Workshops/Lectures/Seminars/Training/Board Development</i></li> <li>- <i>Tours.</i></li> <li>- <i>Collections Management (Public Art).</i></li> <li>- <i>Grants Committee Member</i></li> <li>- <i>Facility Development &amp; Arts Centre.</i></li> <li>- <i>Community Service Teams.</i></li> <li>- <i>U of T LINK - Arts Administration program &amp; Arts in Pluralist Society Lectureship.</i></li> <li>- <i>Photocopying/Postage/Materials/Training/Workshops.</i></li> </ul>	
	<p><i>Toronto</i></p> <ul style="list-style-type: none"> <li>- <i>TAC grants program and cultural equity programs / policies are designed to help support artists and sectors which are developing and/or have been chronically underserved.</i></li> </ul>	
	<p><i>York</i></p> <ul style="list-style-type: none"> <li>- <i>Provide in-kind support and resources to community groups and individual artists.</i></li> <li>- <i>Assist groups in facilitating the development of new initiatives.</i></li> <li>- <i>Policy development is based on the community development model.</i></li> </ul>	

*Transitional Issues, Options & Recommendations: I. Community Development Services*

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
<p>11.1 To ensure that the community arts and heritage development services that are characteristic of and valued in many of the cities are retained. These services should be provided across the whole of the new city.</p> <p>Need to ensure a smooth transition.</p>	<p>Support the creative development of individuals, groups and communities in a proactive and responsive manner.</p> <p>Recognize that culture plays an important part in the shaping and enhancing of neighbourhoods.</p>	<p>&gt; Community arts and heritage development services must be part of the visioning exercise when establishing mandate of the new Culture Unit.</p>	<p>&gt; Acknowledges the key role of community level arts and heritage development in enhancing quality of life.</p> <p>&gt; Contributes to development of artists and audiences.</p>	
<p>11.2 Need input from community as many of the projects are "partnership" or the lead is from them and we assist especially Arts Councils, Advisory Committees and Community Arts and Heritage Groups.</p>	<p>Recognize community arts and heritage development as a key service.</p> <p>Strengthen and support the many, diverse communities of the City through grants, programming, preservation, inter-community communication, special community development programs.</p>	<p>&gt; Provide community development services across whole of new city to a number of volunteer arts and heritage groups</p>	<p>&gt; Facilitate these operations, recognizing the wealth of experience, knowledge, skill which exists in those groups.</p>	
<p>11.3 Need to identify and develop linkages to other City departments and divisions to augment those already in place.</p>	<p>Community development involvement will address volunteerism, advocacy, diversity, empowerment, and the role of ABCs.</p>	<p>&gt; Besides Parks and Recreation, develop strong linkages with: Economic Development; Planning and Urban Development; Works Department; Clerks Department Legal Department; Corporate Services Finance Mayor's Office</p>	<p>&gt; Culture becomes part of every Department's agenda (like environment).</p> <p>&gt; Access to in-kind resources from other Departments.</p>	

ISSUE AND DESCRIPTION	VISION	OPTIONS	ADVANTAGES	DISADVANTAGES
<p><b>11.4</b> Need to ensure the needs and issues of the diverse communities are addressed.</p>	<p>Recognize the huge diversity of the City and the wealth of "culture" represented.</p> <p>Recognize the interconnected, integrated role that arts, heritage and culture play to create synergy within the City's cultures, including partnerships &amp; development.</p>	<ul style="list-style-type: none"> <li>&gt; Outreach to diverse communities re: needs.</li> <li>&gt; Involvement through advisory committees and consultations.</li> <li>&gt; Access to grants.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; <i>Community harmony and understanding.</i></li> <li>&gt; <i>Equity.</i></li> <li>&gt; <i>Opportunity for enhanced service since most cultural groups operate beyond local municipal boundaries.</i></li> </ul>	<ul style="list-style-type: none"> <li>&gt; <i>None.</i></li> </ul>

*Transitional Issues, Options & Recommendations: I. Community Development Services*

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
<p><b>I1.1</b> To ensure that the community development services that are characteristic of and valued in many of the cities are retained. These services should be provided across the whole of the new city where appropriate; defined locally where appropriate.</p>	<p><i>Immediate</i>                      - Need to review Inventories to see similar or dissimilar functions / clusters / best practices / cost implications                      - Retain services, linkages.                      - Ensure smooth transition period.</p>	
	<p><i>Short Term</i>                      - Define role of Community Councils / Neighbourhood Councils; role of Arts Councils; possible role of Community Service Teams" as per the Scarborough model                      - Identify those services to be expanded, those to be phased out.                      - Communication with community groups will be important.</p>	
	<p><i>Long Term</i>                      - Provide community development services across the whole of the new City.</p>	
<p><b>I1.2</b> Need input from the community as many of the projects are operated in partnership: Arts Councils, Advisory Committees and Community Arts and Heritage Groups</p>	<p><i>Immediate</i>                      - Conduct consultation to ensure continuation and success of programs.</p>	
	<p><i>Short Term</i>                      - Need to communicate with the community as many projects are operated in partnership.</p>	
	<p><i>Long Term</i>                      - Work with community groups to clarify their role and expectations in relation to Culture Unit.</p>	
<p><b>I1.3</b> Need to identify and develop linkages to other City departments and divisions to augment those already in place.</p>	<p><i>Immediate</i>                      - Identify all key linkages currently in existence and services provided.                      - Meet with Economic Development, Planning, Works, Clerk's, Parks, Legal, Finance, Mayor's Office.</p>	

ISSUE AND VISION	RECOMMENDATIONS	FINANCIAL IMPLICATIONS
	<p><i>Short Term</i>  - Identify other potentially beneficial linkages - establish formally or informally.</p>	
	<p><i>Long Term</i>  - Pursue joint initiatives.</p>	
<p><b>I1.4</b> Need to ensure the needs and issues of the diverse communities are addressed.</p>	<p><i>Immediate</i>  - Inventory current and recent initiatives with diverse communities and the key contacts.</p>	
	<p><i>Short Term</i>  - Develop linkages with Corporate Community and Race Relations Committee.</p>	
	<p><i>Long Term</i>  - Ensure opportunities for representation from diverse communities on advisory groups.</p>	

Requiring further consideration: Cultural Industries