



INFORMATION REPORT

TO: Mayor and Members General Issues Committee	WARD(S) AFFECTED: CITY WIDE
COMMITTEE DATE: March 20, 2013	
SUBJECT/REPORT NO: Consultation for the Draft Cultural Plan (PED13045) (City Wide)	
SUBMITTED BY: Tim McCabe General Manager Planning and Economic Development Department	PREPARED BY: Alice Sabourin (905) 546-2424 Ext. 4844 Patti Tombs (905) 546-2424 Ext. 4693
SIGNATURE:	

Council Direction:

Not Applicable.

Information:

Background

This purpose of this report is to provide a brief update on the progress of the Cultural Plan and inform Council and the community of the final consultation opportunities for the draft plan.

The Cultural Plan embodies a leading practice known as Municipal Cultural Planning. Municipal Cultural Planning is an important tool for municipalities; it takes a holistic approach to planning for a vibrant city by building on cultural assets and in turn supports economic and community development.

The Cultural Plan is a Corporate initiative which was launched in 2008. There are three phases and the third and final phase is underway.

Overview of the Three Phases

The Cultural Plan project is divided into phases:

- **Phase 1** - baseline mapping of cultural assets, was completed in 2010 and approved by Council in June 2010;
- **Phase 2** - included broad community engagement of more than 2,100 citizens and stakeholders in order to develop a Corporate Cultural Policy. The Policy was presented to Council in June of 2012 and approved; and,
- **Phase 3** - entails the review and consolidation of more than 250 recommendations from citizens, the cultural community and City staff. The recommendations and work from the first two phases resulted in the draft Cultural Plan (attached as Appendix A to Report PED13045).

The work has been funded through Capital reserves and has received grants from the Federal and Provincial governments. The Cultural Policy established the City's commitment to City building through cultural planning.

The Cultural Plan will be presented to the General Issues Committee (GIC) in October of 2013.

Consultation Approach

The draft Cultural Plan is based on the input from more than 2,100 people. Although all the recommendations are based on input from citizens, the cultural community and City staff, a final consultation event to share the draft report will allow stakeholders to review the draft plan and provide feedback before the Cultural Plan final recommendations are presented to Council for approval.

The framework for the Cultural Plan is based on eight transformation goals:

1. Culture as an Economic Engine
2. Downtown Renewal
3. Quality of Life Quality of Place
4. Build Tourism
5. Neighbourhood Revitalization
6. Build Community Identity, Pride and Image
7. Encourage Welcoming Communities
8. Creativity for All

**SUBJECT: Consultation for the Draft Cultural Plan (PED13045) (City Wide) -
Page 3 of 3**

The eight transformation goals are founded on best practice research and stakeholder input. The eight transformational goals represent the major ways culture impacts community and City building.

Within the draft Cultural Plan, the eight transformation goals expand into 12 recommendations and further into 78 actions.

Purpose and Format of Consultation

The purpose of the final consultation is to:

1. Share the draft Cultural Plan; and,
2. Gather stakeholder feedback on the draft Cultural Plan.

The consultation event details will be shared with Council and the public when finalized.

Next Steps

The consultation event will be conducted by staff and the results will be reflected in the recommendation report when staff return to GIC with a Cultural Plan on October 16, 2013.

AS:PT



DRAFT Cultural Plan

Transforming Hamilton through Culture

The following is the draft Cultural Plan for community consultation in April, 2013.

The draft Cultural Plan builds on the Council-approved Cultural Policy and it is based on input from citizens, staff and the cultural sector.

CONTENTS

Hamilton’s Cultural Policy	4
Transformational Goals	6
Recommendations.....	7
Action Plan.....	8

Development of the Cultural Plan

The Cultural Plan is a three-phased corporate initiative which was launched in 2008. The Cultural Plan embodies a leading practice known as Municipal Cultural Planning, which takes a holistic approach to planning for a sustainable and vibrant city.

Phase 1 consisted of mapping the cultural assets and reviewing existing City planning documents (CS10057 approved by Council in June, 2010)

Phase 2 included broad community engagement of more than 2,100 citizens and stakeholders and resulted in the corporate Cultural Policy (PED12117 approved by Council in June, 2012)

Phase 3 entailed the development of eight goals, 12 recommendations and 78 actions. The goals and the recommendations in the draft Cultural Plan are based on the priorities and recommendations from citizens, the cultural community and City staff. More than 250 recommendations were consolidated and aligned to corporate plans where appropriate. New strategies and actions are also identified.

HAMILTON'S CULTURAL POLICY

The following sections summarize Hamilton's Cultural Policy, which was approved by Council in June, 2012.

Hamilton's Vision for Culture (Council Approved)

Our Hamilton is a unique destination of culture and natural beauty. Our proud history is visible, our neighbourhoods are colourful, our services accessible. Hamilton welcomes you for a day, a weekend, or a lifetime of discovery.

Definition of Culture (Council Approved)

Culture is a broad concept which encompasses the people, places and things that reflect our community identity and channel creative expression including:

- Cultural Heritage
- Creative Cultural Workers
- Creative Cultural Industries
- Cultural Organizations
- Festivals and Events
- Natural Heritage
- Cultural Spaces and Facilities
- Stories, Values and Traditions

Guiding Principles

(Council Approved)

Culture is instrumental to city building; we value culture because it is:

- how people define Hamilton's identity and shapes how people experience our City
- a source of economic growth, employment and wealth creation
- vital to human development
- a source of community pride
- reflective of our diversity
- an essential source of new ideas and innovation
- key to neighbourhood development
- critical to downtown renewal
- a magnet for tourism
- a tool to honour inclusivity, build connections and strengthen social capital

Cultural Policy

(Council Approved)

The City of Hamilton embraces the international consensus that culture is the fourth pillar of sustainable development, joining economic prosperity, environmental responsibility and social equity. Consideration of integrating cultural vitality into all City decisions and City initiatives shall be given as the City adopts a holistic approach to culture.

The City of Hamilton is committed to being a reliable and trusted partner, working with community stakeholders to create conditions which support and cultivate creative people, creative capacity, and a shared responsibility for culture.

TRANSFORMATIONAL GOALS

Culture as an Economic Engine

Culture attracts new businesses, investment, jobs, and talent

Downtown Renewal

Culture is core to downtown renewal

Quality of Life Quality of Place

Culture is a cornerstone in vibrant, competitive and unique communities

Build Tourism

People want to visit places that offer exciting, authentic experiences

Neighbourhood Revitalization

Culture supports neighbourhood transition and vitality

Build Community Identity, Pride and Image

Culture gives the community vitality and a sense of identity

Encourage Welcoming Communities

Cultural activities create and strengthen social connections by drawing citizens together

Creativity for All

Creative expression helps people to grow, prosper and innovate

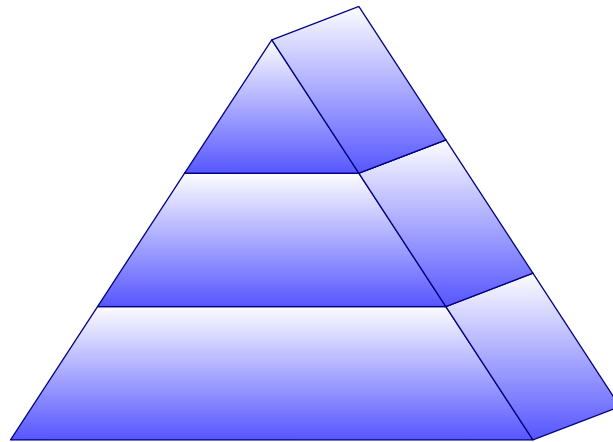
RECOMMENDATIONS

- 1 Recognize culture as an essential tool in city building and plan for culture in our community
- 2 Develop cultural businesses
- 3 Invest in culture
- 4 Enhance tourism development
- 5 Leverage culture as a tool in downtown and community rejuvenation
- 6 Develop and animate public spaces
- 7 Celebrate and preserve Hamilton's cultural assets
- 8 Identify and develop culture as a key asset in neighbourhoods
- 9 Recognize and celebrate achievement in culture
- 10 Develop and facilitate cultural programming
- 11 Facilitate and increase access to and participation in cultural activities
- 12 Target youth for cultural experiences and work opportunities

ACTION PLAN

The table on the following pages organizes the 78 actions within a framework: there are eight transformational goals, 12 recommendations and 78 actions. Each action supports a recommendation, which also aligns to one of the eight transformational goals. See Figure 1 below.

Figure 1: Cultural Plan Framework



The draft Cultural Plan does not identify leads, timeframes and resource implications – the final Cultural Plan which will be presented to Council in July 2013 will include these components.

ACTION PLAN

GOAL

RECOMMENDATION

ACTION

**Culture
as an
Economic
Engine**

**1. RECOGNIZE CULTURE
AS AN ESSENTIAL
TOOL IN CITY
BUILDING AND
PLAN FOR CULTURE
IN OUR COMMUNITY**

- 1.1 Include the Cultural Policy and priorities in the City of Hamilton's Strategic Plan.
- 1.2 Develop and integrate policies and provisions supportive of culture in the City of Hamilton's Official Plan, Secondary Plans, Zoning and other planning documents where appropriate.
- 1.3 Develop or modify existing programs and incentives, and economic development strategies to support and develop geographic creative clusters, renewal and new development projects to encourage the growth of creative businesses and industries.
- 1.4 Examine how to develop and use cultural consideration as evaluation criteria within the legislated Environmental Assessment process (e.g. consider cultural elements and destinations in all infrastructure planning).
- 1.5 Explore how to develop and use cultural considerations for use by staff to measure impact/benefit for infrastructure, development, regeneration, land use projects and social development projects.
- 1.6 Include cultural representation (arts and heritage organizations, businesses and leaders) in stakeholder consultation regarding the Official Plan and new zoning.
- 1.7 Include Culture staff representation in relevant Community Planning initiatives (e.g. on Secondary Plan Steering Committees)

Draft – for release March 20, 2013

GOAL**RECOMMENDATION****ACTION**

and Technical Advisory Committee).

- 1.8 Identify municipal bylaws, licensing and zoning regulations that are barriers to cultural sector activities and remove impediments where possible.
- 1.9 Contribute to measuring culture's impact in city vitality and neighborhood wellness (e.g. Hamilton Community Foundation's Vital Signs Report).
- 1.10 Use local cultural asset data to measure and track culture's impact.
- 1.11 Develop a Culture Report Card, annual performance measures and benchmarks to track and report on the impact and benefit of cultural resources to economic prosperity and social vitality.
- 1.12 Expand the current scope of arts and heritage goals in *Vision 2020: Sustainability Indicators Report* to broader cultural goals.
- 1.13 Take a leadership role in developing performance measures for culture for mandated performance measurement programs (e.g. provincial Municipal Performance Measures Program (MPMP)).
- 1.14 Create a Cultural Roundtable of representatives from the cultural community, creative industries, neighbourhood organizations and the general public to act as a catalyst to build community capacity in culture.

**2. DEVELOP CULTURAL
BUSINESSES**

- 2.1 Position Hamilton as a creative city as part of business attraction

Culture

GOAL**RECOMMENDATION****ACTION**

**as an
Economic
Engine**

and retention initiatives.

- 2.2 Review the appropriateness of the six cultural industry priority areas identified in the Economic Development Strategy and the allocation of resources for their development (film/video/broadcasting; design and digital media; music; festivals and events; performing arts; and visual art).
- 2.3 Recognize artists and creative workers as entrepreneurs and develop and provide tools/services to support them in collaboration with the Hamilton Small Business Enterprise Centre (SBEC) and other arts/culture service organizations.
- 2.4 Collaborate with the local business network (such as: Workforce Planning Hamilton; Hamilton Immigration Partnership Council; Chamber of Commerce; and HIVE) in areas aligned with the goals of the Cultural Plan.
- 2.5 Develop the capacity and sustainability of existing and emerging not-for-profit cultural organizations.
- 2.6 Work with the Chamber of Commerce on the planning of future Economic Summits to integrate culture into the Summit's priorities and content.

GOAL	RECOMMENDATION	ACTION
Culture as an Economic Engine	3. INVEST IN CULTURE	<p>3.1 Develop and implement a Cultural Investment Strategy to guide the City's contribution to the cultural sector and build on the work of the Arts Advisory Commission's Task Force on Arts Funding.</p> <p>3.2 Set annual and long term targets for cultural investment spending in the City's budget.</p> <p>3.3 Actively participate in and develop the practice of creative city building (e.g. host Creative City Summit 2014, annual Hamilton Cultural Summit).</p>
	4. ENHANCE TOURISM DEVELOPMENT	<p>4.1 Develop a City of Hamilton Tourism Strategy to articulate an appropriate mandate, priority markets, and to shape municipal operations, programs and services and maximize economic return.</p> <p>4.2 Facilitate and support the work of the community-based Tourism Advisory Committee to advise Council on tourism development.</p> <p>4.3 Work in collaboration with local tourism partners to increase the growth and sustainability of Hamilton tourism.</p> <p>4.4 Partner with Regional Tourism Organization (RTO 3) to promote shared priority markets.</p> <p>4.5 Develop and promote agricultural-tourism for Hamilton's rural communities.</p>
Build Tourism		

GOAL	RECOMMENDATION	ACTION
<p data-bbox="94 326 352 423">Downtown Renewal</p> <hr data-bbox="94 532 392 534"/> <p data-bbox="94 1170 369 1325">Quality of Life Quality of Place</p>	<p data-bbox="407 363 814 570">5. LEVERAGE CULTURE AS A TOOL IN DOWNTOWN AND COMMUNITY REJUVENATION</p>	<p data-bbox="884 290 1986 402">5.1 Ensure culture is considered in the planning and development of major city initiatives including for example: Waterfront; West Harbourfront, and Confederation Park and transportation planning.</p>
		<p data-bbox="884 444 1986 557">5.2 Develop policies and strategies to incorporate culture and heritage conservation preservation in renewal projects (buildings, sites and natural cultural landscapes).</p>
		<p data-bbox="884 599 1961 711">5.3 Seek additional incentives and creative approaches to encourage heritage conservation and preservation in revitalization and regeneration projects in downtown.</p>
		<p data-bbox="884 753 1976 828">5.4 Use cultural asset data (such as cultural mapping) to inform planning and decisions for placemaking and creative city-building.</p>
		<p data-bbox="884 870 1982 945">5.5 Increase the amount, quality and access to research about culture related to Hamilton to inform planning and decision making.</p>
		<p data-bbox="884 987 1976 1099">5.6 Approach post-secondary institutions to consider locating campus facilities in the downtown core to contribute to community vitality and integration.</p>
	<p data-bbox="407 1206 783 1318">6. DEVELOP AND ANIMATE PUBLIC SPACES AND PLACES</p>	<p data-bbox="884 1133 1934 1245">6.1 Develop an Animation Strategy. Deliver and facilitate programming and animation in the Downtown and other public spaces.</p>
		<p data-bbox="884 1287 1965 1357">6.2 Develop a long term civic facility, parks and open spaces plan for culture activities based on community need and usage.</p>

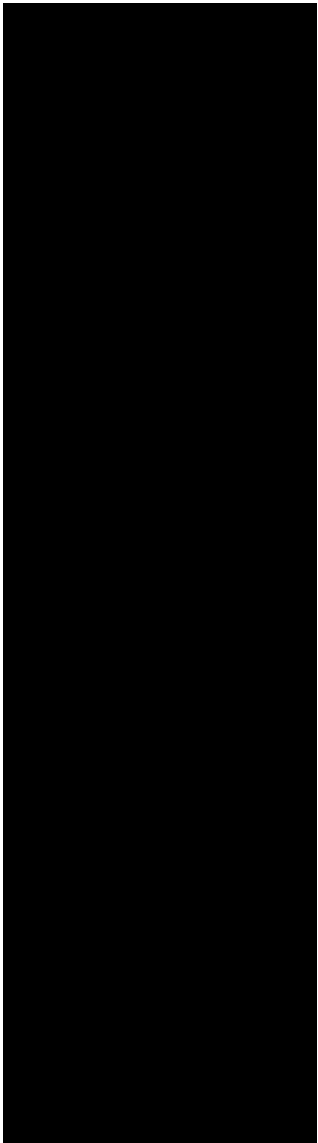
GOAL**RECOMMENDATION****ACTION**

**Quality of
Life Quality
of Place**

**7. CELEBRATE AND
PRESERVE HAMILTON'S
CULTURAL ASSETS**

- 6.3 Encourage larger scale new developments to address the cultural context in addition to the physical context through the site plan approval process.
- 6.4 Incorporate public art throughout the City as outlined in the Public Art Master Plan.
- 6.5 Develop Public Art policies (e.g. % for public art) and strategies to enhance urban design and development projects.
- 6.6 Promote the inclusion of public art and other public realm enhancements in new private developments.
- 6.7 Develop and implement the community art portion of the Art in Public Places Program.
- 7.1 Work with major cultural institutions and organizations (such as the Hamilton Public Library, local universities and colleges, arts service organizations) to identify, share and celebrate cultural assets.
- 7.2 Use an integrated approach in policy development and work planning to identify, conserve, protect and enhance heritage buildings, sites, streetscapes, districts, natural cultural landscapes and environmental strategies.
- 7.3 Integrate culture in building and promoting strong and unique rural areas as distinct places with unique identities.

GOAL**RECOMMENDATION****ACTION**

- 
- 7.4 Encourage and facilitate adaptive reuse of Hamilton's built heritage assets.
 - 7.5 Develop an overall Heritage Policy and associated plans to identify and prioritize the City's stewardship activities.
 - 7.6 Require the consideration of cultural, heritage and aesthetic elements in urban design strategies and other related documents.
 - 7.7 Steward our civic owned national historic sites and heritage facilities.
 - 7.8 Develop a Civic Museum Strategy and related plans to guide the long term development and sustainability of Hamilton's museums and associated collections and resources.
 - 7.9 Develop a planning guideline to identify and prioritize significant cultural and heritage areas or districts for recognition, preservation, enhancement and promotion.
 - 7.10 Identify and approve additional Heritage Conservation Districts.
 - 7.11 Promote heritage designation of existing identified significant properties and promote the designation of additional buildings.
 - 7.12 Update, maintain and provide public access to the Built Heritage Inventory.

GOAL	RECOMMENDATION	ACTION
Neighbourhood Revitalization	8. IDENTIFY AND DEVELOP CULTURE AS A KEY ASSET IN NEIGHBOURHOODS	7.13 Update, maintain and provide public access to the Cultural Heritage Landscape Inventory.
		7.14 Complete development and implement the Archaeology Management Plan.
		8.1 Develop culture based community development capacity within the City of Hamilton to provide grassroots cultural development support.
		8.2 Provide cultural resources and planning considerations to neighbourhoods and their partners in support of Neighbourhood Plans.
		8.3 Collaborate with BIAs in the identification and implementation of neighbourhood initiatives to include cultural components.
		9.1 Work with sectoral stakeholders to develop or enhance recognition programs and events (such as the City of Hamilton's Arts Awards and Urban Design and Architecture Awards).
Build Community Identity, Pride and Image	9. RECOGNIZE AND CELEBRATE ACHIEVEMENT IN CULTURE	9.2 Establish a ward or neighbourhood based Community Identity Development Initiative through Cultural Icons and Storytelling programs.

GOAL

**Encourage
Welcoming
Communities**

RECOMMENDATION

**10. DEVELOP AND
FACILITATE CULTURAL
PROGRAMMING**

ACTION

- 10.1 Develop and provide museum services and programs that respond to a shared cultural legacy in Hamilton.
- 10.2 Develop an Events Strategy.
- 10.3 Ensure culture is included as part of City of Hamilton social inclusion strategies and initiatives that address poverty, social, diversity, and inclusion issues.
- 10.4 Connect with existing community groups and networks to facilitate cultural programs directed at social issues and inclusion.
- 10.5 Encourage and support the community to develop events, programs and celebrations of Hamilton.
- 10.6 Develop strategies to link culture to the Community Services Department and its wellbeing and recreation initiatives.
- 10.7 Lead the revision of the SEAT process and the development of electronic based support for applications and decision making (see Strategic Plan 2.3 (ii) for *creation of online system for digital submission of applications and permits*).
- 10.8 Develop the capacity of the Hamilton Farmers' Market as a community destination.

GOAL**Creativity
for All****RECOMMENDATION****11. FACILITATE ACCESS
TO AND INCREASE
PARTICIPATION IN
CULTURAL ACTIVITIES****ACTION**

- 11.1 Identify emerging needs and opportunities for cultural participation and expression in Hamilton.
- 11.2 Increase access and opportunity for cultural participation to all citizens (e.g. regardless of age, ethnicity, ability, sexual orientation, geography or socioeconomic status).
- 11.3 Examine the feasibility of providing free admission opportunities to Hamilton's civic museums.
- 11.4 Increase awareness and access to Hamilton's heritage through programming such as completion and offering of visual tours, digital walking tours, community history research projects and oral history documentation.
- 11.5 Through a communications strategy provide timely and relevant culture and tourism content using multiple tools (e.g. website, print and social media).
- 11.6 Provide access to cultural data and information under the City's Open Data Strategy (see Strategic Plan 2.2 (iii)) using innovative approaches.
- 11.7 Increase access to the City's artifact collections through the Artifact Digitization Project.

GOAL**Creativity
for All****RECOMMENDATION****12. TARGET YOUTH FOR
CULTURAL
EXPERIENCES AND
WORK OPPORTUNITIES****ACTION**

- 12.1 Collaborate in the development of programs and resources that promote youth integration, education, skill development, engagement and leadership through creativity and cultural activities.
- 12.2 Establish formal communication links with current and emerging youth networks (such as Youth Engagement and Action in Hamilton Network and the Youth Advisory Council for the City of Hamilton).
- 12.3 Facilitate the development of a creative workforce and environment of innovation in collaboration with the education and skills development sector.