SUBJECT: Update on the War of 1812 Bicentennial Commemoration (ECS07069(a)) (City Wide)

RECOMMENDATION:

(a) That the Strategic Framework for the War of 1812 Bicentennial Commemoration, prepared by Erin Mitchell, Partner, Mitchell Westlake, attached as Appendix A to Report ECS07069(a), be received.

(b) That staff be directed to include $50,000 in funding for the War of 1812 Bicentennial Commemoration for branding, preliminary event planning and preparation, as part of the 2010 Capital Budget Submission.

Joe-Anne Priel
General Manager,
Community Services Department

EXECUTIVE SUMMARY:

The purpose of this report is to present Council with the Framework for the War of 1812 Bicentennial Commemoration Report prepared by Erin Mitchell, Partner, Mitchell Westlake Consultants. The War of 1812 Bicentennial Commemoration Report provides staff and Council with a number of options and preferred directions to inform the development of a strategy for the approved War of 1812 Bicentennial Commemoration (herein referred to as “The Bicentennial Commemoration”). The options include suggested roles, responsibilities and organizational structure, desired outcomes, community objectives, key success factors, priority legacy projects and events, and linkages and partnerships.
This Report also identifies the need for $50,000 in funding for The Bicentennial Commemoration in 2010 for branding, preliminary event planning and preparation, and is requesting Council's direction to include this amount in 2010 Capital Budget deliberations.

**BACKGROUND:**

The years 2012-2014 mark the bicentennial of the War of 1812, a war that played a major role in the establishment of Canada as a nation within the North American continent, and that was partly waged in Hamilton and surrounding areas. The legacy of the War of 1812 is recognized at a number of Hamilton historical sites and commemorated through special events, such as the Re-enactment of the Battle of Stoney Creek, held annually at Battlefield House Museum and Park.

The Ontario Ministry of Tourism (OMT) has identified The Bicentennial Commemoration as a major tourism event for Ontario, based on its War of 1812 Bicentennial Analysis: Initial Assessment of Marketing Opportunity – June 2009. Approximately nine-million Americans and two-and-a-half-million Canadians have indicated that they are definitely or probably considering attending Bicentennial events, with another 26 million people saying that they may consider attending.

The OMT has identified six regions of the province as key 1812 commemoration sites and is working with the Ontario Ministry of Culture and the federal government through Parks Canada and the Department of Canadian Heritage to develop a coordinated provincial approach to the commemoration. Hamilton has been included, as part of the Niagara commemorative region, and is seen as a major player in the commemorative effort.

In recognition of Hamilton's rich association with the War of 1812 and the potential opportunities offered by The Bicentennial Commemoration to build community pride and image, increase tourism, and develop legacy projects, Council authorized the establishment of a City of Hamilton War of 1812 Bicentennial Commemoration Initiative and provided up to $25,000 for strategy development costs. Working jointly, the Culture Division and Tourism Hamilton Inc., commissioned a Strategic Framework for the commemoration from a consultant with expertise in the development of strategic approaches for special events. This Strategic Framework document is attached as Appendix to Report ECS07069(a). Council has also approved the establishment of a Community Advisory Committee to work with staff in an advisory capacity to develop and implement the commemoration program. This Community Advisory Committee will be struck in fall 2009.

**ANALYSIS/RATIONALE:**

Staff supports the overall directions contained within the Strategic Framework. These directions will form the basis for a specific strategy for The Bicentennial Commemoration, which will be developed in consultation with the Community Advisory
Committee and presented to Council for consideration in 2010. More specific suggestions and recommendations contained within the Strategic Framework will be reviewed and considered as part of the strategy development process.

In 2010, staff will begin preliminary event planning and preparation, including partnership development, stakeholder consultations, community engagement, brand and website development, program development, and collaboration with tourism partners to build their capacity to respond to the anticipated tourism impact of The Bicentennial Commemoration through the development of new visitor programs, packages, and promotional material.

**ALTERNATIVES FOR CONSIDERATION:**

Council could direct staff to include none or some of the requested $50,000 in seed funding for The Bicentennial Commemoration as part of the 2010 capital budget deliberations. This would result in the deferral of preliminary event planning and preparation activities into 2011, pending budget approval. This deferral could negatively impact the ability of the City and its event partners to prepare event programming and to build community engagement and awareness in advance of the 2012 event launch date.

**FINANCIAL/STAFFING/LEGAL IMPLICATIONS:**

**Financial:**

Staff has submitted a 2010 Capital Budget request for $50,000 funding to undertake preliminary event planning and preparation, as shown in Table 1 below:

**Table 1:**

<table>
<thead>
<tr>
<th>COST</th>
<th>PURPOSE - BICENTENNIAL CELEBRATION</th>
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</thead>
<tbody>
<tr>
<td>$10,000</td>
<td>For partnership development, stakeholder consultations, and community engagement.</td>
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<tr>
<td>$15,000</td>
<td>For brand and website development.</td>
</tr>
<tr>
<td>$10,000</td>
<td>For program development.</td>
</tr>
<tr>
<td>$15,000</td>
<td>To work with tourism partners to build their capacity to respond to the anticipated tourism impact of The Bicentennial Commemoration through the development of new visitor programs, packages, and promotional material.</td>
</tr>
<tr>
<td>$50,000</td>
<td>TOTAL</td>
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</tbody>
</table>
Detailed implementation costs for the 2011-2014 period will be presented for Council’s consideration in conjunction with the strategy for The Bicentennial Commemoration in 2010.

Staff will continue to explore opportunities to leverage funds from senior levels of government and from private and non-profit partners related to The Bicentennial Commemoration and potential legacy projects.

**Staffing:**

There are no staffing implications associated with the recommendations of Report ECS07069(a).

**Legal:**

There are no legal implications associated with the recommendations of Report ECS07069(a).

**POLICIES AFFECTING PROPOSAL:**

None.

**RELEVANT CONSULTATION:**

The following list of stakeholders, government agencies, potential partners and City staff were consulted during the preparation of the Strategic Framework. Broader stakeholder and public consultation will take place in the next phase of the project.

As part of the creation of the framework, the following stakeholders were consulted:

- Local War of 1812 stakeholders in the culture, tourism and heritage sectors:
  - Marketing and Communications, Art Gallery of Hamilton and Tourism Hamilton Board of Directors;
  - Hamilton Branch of Architectural Conservancy of Ontario, Doors Open;
  - Hamilton and Scourge Society;
  - Ruthven and former Manager of Culture of City of Hamilton;
  - Hamilton Military Museum;
  - Hamilton Museum of Steam and Technology;
  - Stoney Creek Chamber of Commerce;
  - Holiday Inn Express, Stoney Creek;
  - Museum Educator and Consultant;
SUBJECT: Update on the War of 1812 Bicentennial Commemoration

- Battlefield House Museum and Park;
- Joint Stewardship Board of the Red Hill Valley; and,
- Hamilton Historical Board.

- A number of levels of government, agencies and potential partners were consulted as part of the process, including:
  - Ontario Ministry of Tourism;
  - Niagara War of 1812 Legacy Council; and,
  - Heritage and War of 1812, Parks Canada.

- At the outset of the project, the consultant also met with City of Hamilton staff who have commented on earlier drafts of the report:
  - Planning & Economic Development Department, Tourism Hamilton Division; and,
  - Community Services Department, Culture Division, Museums & Heritage Presentation Section.

CITY STRATEGIC COMMITMENT:

By evaluating the “Triple Bottom Line”, (community, environment, and economic implications) we can make choices that create value across all three bottom lines, moving us closer to our vision for a sustainable community, and Provincial interests.

Community Well-Being is enhanced. ❑ Yes ☐ No
The Bicentennial Commemoration provides an opportunity to build awareness of Hamilton’s unique history, build community pride and image, increase tourism, and develop legacy projects that will continue to benefit the citizens of Hamilton in the future.

Environmental Well-Being is enhanced. ☐ Yes ❑ No

Economic Well-Being is enhanced. ❑ Yes ☐ No
Given the size of the identified potential tourism market for bicentennial events and Hamilton’s rich War of 1812 heritage, the economic impact of The Bicentennial Commemoration could be considerable. Federal and Provincial funding programs related to the War of 1812 Bicentennial can be leveraged to provide funding for both operating and capital projects.

Does the option you are recommending create value across all three bottom lines? ☐ Yes ❑ No

Do the options you are recommending make Hamilton a City of choice for high performance public servants? ☐ Yes ❑ No
City of Hamilton War of 1812
Commemoration Initiative
Strategic Framework

Prepared by Erin Mitchell, Partner, Mitchell Westlake
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EXECUTIVE SUMMARY

The following document is designed as a framework or suggested approach for program development for Hamilton’s War of 1812 Commemoration. The strategic framework encapsulates information gained from input provided by an initial stakeholder group and potential funders and partners. This input has provided the foundation for preliminary recommendations that provide a framework for a strategy going forward, incorporating suggested roles and responsibilities, desired outcomes, community objectives, key success factors, suggested priority legacy project and events, potential linkages and partnerships, and recommended next steps.

The framework can now be taken to staff for further comment and to a wider community stakeholder group for input. As such, this document is not intended to be a final strategy. Instead, it is a framework for future and on-going planning.

In the past four years, the War of 1812 Bicentennial commemoration, planned for 2012-2015, has rapidly expanded to a province-wide event focusing on six regions. Hamilton is not currently one of these recognized regions, but it is hoped that with the support of the Province, or via partnerships with other regions such as Niagara or Brantford/Haldimand Norfolk, that Hamilton will have an unprecedented opportunity to carry out legacy projects and to gain the desired profile, respect and programming that it merits.

No specific Federal or Provincial Bicentennial funding initiatives exist at this time. It is anticipated that substantial funding will be available for programming, but in the meantime, it is important for all municipalities to plan as if no dedicated federal or provincial cash injection is available. Bicentennial participants are therefore looking to existing programs for project grants and this framework has been developed without any available information on confirmed funding.

From the onset of the project it has been recognized that civic engagement is a necessity and that the planning process needs to be inclusive and reflective of all Hamilton residents. Consultations as part of the development of the framework were undertaken to provide an initial survey of issues and opportunities. They were not intended to be exhaustive or to replace other on-going public input.

Preliminary recommendations include a structure for the Commemoration, including guidelines for the establishment of a Community Advisory Committee, and a suggested public input process. These initiatives aim to incorporate participation in the planning process from a wide variety of stakeholders, including the general public, businesses, community leaders, government agencies, First Nations and educators.

Stakeholders identified numerous opportunities for the City of Hamilton that would be offered by the commemoration. These included tourism opportunities, the opportunity to improve the city’s image, and the ability to showcase often overlooked elements of the City, including heritage product and the waterfront. The most cited desired outcomes focused on improving the calibre of existing heritage product, broadening the existing tourism market, creating new tourism...
product and building capacity and skill sets in a number of areas, including tourism know how and marketing resources and building up a core of experienced volunteers.

Stakeholders consulted for this framework consistently identified the need to see something tangible come out of the commemoration in terms of legacy projects. Battlefield House Museum and Park, the Hamilton & Scourge National Historic Site, and Dundurn National Historic Site and Hamilton Military Museum are cited as priorities, along with events such as expansion of the Battle of Stoney Creek re-enactment and Hamilton Tattoo.

The Province has stated its hope that Hamilton will work closely and in partnership with Niagara and the framework outlines how the City of Hamilton’s plans might integrate or complement with Niagara where appropriate. However, it is also recommended that Hamilton explore working with Toronto, Brantford and First Nations to see how additional partnerships may be developed and it is feasible that Hamilton may work with multiple partners based on the initiative.

Stakeholder responses indicate that there is significant grass roots support for commemoration projects, and a senior Major Events staff position has been filled. Given this, the most important next steps for 2009 include firming up the City’s programs and the broad scope of commemorative initiatives, developing the first versions of critical paths, budgets, and communication plans, establishing committees, and identifying staff pressures and fundraising needs. Hamilton will also continue to synchronize with the Province, keeping abreast of funding opportunities and beginning program and product development.
A. BACKGROUND

1.0 Context

A wide variety of groups (governmental and non-governmental) are developing plans and strategies for the Bicentennial of the War of 1812, which will be a four year commemoration (2012-2015). It is useful for clarity, then, to outline a “map” of the different groups involved:

<table>
<thead>
<tr>
<th>Group</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parks Canada</td>
<td>Leading the Federal initiative for the Bicentennial with support from the Department of Canadian Heritage</td>
</tr>
<tr>
<td></td>
<td>Putting together a plan on market readiness of sites and museums, to outline commemorative events, and address the idea of legacy</td>
</tr>
<tr>
<td>Ministry of Tourism with the Ministries of Culture and Citizenship and Immigration</td>
<td>These ministries are leading the provincial initiative.</td>
</tr>
<tr>
<td></td>
<td>The Province, through the Ministry of Tourism, has been working with each of six regional offices to develop a provincial framework to guide the commemorations across the province.</td>
</tr>
<tr>
<td></td>
<td>A Secretariat is now established and the key contacts include a recently appointed Director of Planning, and Allan Rimmington, Senior Tourism Consultant, Ontario Ministry of Tourism. The Secretariat will be further expanded with additional staffing resources.</td>
</tr>
<tr>
<td></td>
<td>As of June 2009, the Ontario Tourism Marketing Partnership Corporation (OTMPC) is attending provincial meetings, which will assist in determining their commitment to marketing the Commemoration.</td>
</tr>
<tr>
<td></td>
<td>The need for a role for the Ministry of Culture and the Ministry of Citizenship and Immigration has been identified by senior Provincial staff but the nature of the roles has not been defined.</td>
</tr>
<tr>
<td>“The Six Regions”</td>
<td>Six regions identified by the Province are currently working on planning their Bicentennial commemorations</td>
</tr>
<tr>
<td></td>
<td>Regions are: Toronto, Windsor/Chatham, 1000 Islands, Georgian Bay, Niagara, and Sault Ste Marie</td>
</tr>
<tr>
<td>Niagara War of 1812 Legacy Council</td>
<td>The Niagara region’s effort has been incorporated and established as a “Legacy Council”</td>
</tr>
<tr>
<td></td>
<td>This organization will coordinate and facilitate the numerous events that will be undertaken by a broad range of community stakeholders and coordinate between sites and activities to maximize opportunities</td>
</tr>
</tbody>
</table>
This is now the lead organization of the Niagara effort
Appointed an Executive Director in the fall of 2008

| Niagara Region “Working Group” | Currently the official partners in the Niagara effort are: the Niagara Parks Commission, the Bi-National Tourism Alliance, the Niagara Economic Development Corporation, the Government of Canada, and the Niagara Region.

A Working Group that is larger than the Legacy Council does meet periodically in order to include a broader range of partners. However, this working group is currently dormant. Its future role is unknown as the Legacy Council becomes the more formal arm of the Niagara effort.

The Bi-National Tourism Alliance has recently come forward with an initiative to create peace gardens throughout the border regions. Hamilton is one of a large number of municipalities on both sides of the border that has been asked to participate. |

| Haldimand/Norfolk, Burlington, Brantford and Hamilton “Working Group” | Hamilton is working with Haldimand Norfolk, Burlington and Brantford to explore their natural partnership opportunities from a product development perspective (e.g. Brock Walk). This group is not yet recognized by the Province as a seventh region.

The group is meeting regularly on a very preliminary basis. Hamilton is seen by the group as the potential lead city for the group.

It is important to note that there is no municipal funding support yet from these other partners. Haldimand Norfolk and Burlington hope to confirm this support by the fall, and Brantford hopes to get its municipal funding even sooner. |

In the past three years, the War of 1812 Bicentennial commemoration has rapidly expanded to a pan-provincial event, which focuses on six regions. Hamilton is not one of these recognized regions. It is hoped that with the support of the province, or via partnerships with other regions or cities such as Niagara or Brantford/Haldimand Norfolk/Burlington, that Hamilton will have an unprecedented opportunity to carry out legacy projects and to gain the desired profile, respect and programming that it merits.

The commemoration also provides an exceptional opportunity to engage Hamiltonians in their local history and to raise Hamilton’s profile as a cultural destination. If new and existing resources can be leveraged, an unforgettable experience for residents and visitors to commemorate the War can be created, and we can celebrate how the outcome of the war laid the foundation for the growth of our city and the evolution of our country.
While a lead time of three years may seem long, in fact it is required to finance and build projects, as well as to build strong arts, entertainment, educational, and community components for a grand commemoration.

2.0 Current Stage of Planning and Framework Methodology

In Hamilton, the Culture Division has met internally to discuss the commemoration and has facilitated meetings with local stakeholders. Tourism Hamilton has discussed the issue with its Board and has participated in meetings with the Culture Division and the Ontario Ministry of Tourism. Staffs from both Divisions have attended planning sessions through Southern Ontario and the upper New York State area, building and strengthening working relationships.

Hamilton’s War of 1812 product and experiences is extensive, and staff and stakeholders have begun to draft the list of historical sites, historical individuals, events, landmarks, natural spaces and stories. The group has also identified some potential legacy projects that could form part of Hamilton’s framework.

It should also be noted that the War of 1812 activities are a major part of what is an even larger decade of commemoration for the city, that begins in 2010 with the 150th anniversary of the first Royal Visit, through the 100th anniversary of World War I and its various key events, and the 150th anniversary of Confederation and centennial of women’s suffrage. In response, the Culture Division secured funding for a Major Events staff position which was recently filled.

In March 2008, a project team made up of David Adames, Ian Kerr- Wilson, and Anna Bradford met with the consultant to discuss the creation of a framework. A number of key stakeholders were identified by the team, representing the following groups: potential funding partners; potential planning partners; municipal staff; historians; museums; historic sites; heritage volunteers; heritage and architectural conservation; culture and the arts; private sector tourism operators; education; and local destination marketing organizations.

As a result, a preliminary survey of local War of 1812 stakeholders in the culture, tourism and heritage sectors and representatives from the different levels of government, associated agencies and potential partners was conducted. The list of individuals who were consulted is found in Exhibit One. The type of input solicited is found in Exhibit Two.

The consultant also attended a number of meetings hosted by the Province and what was then the Niagara Region working group, researching the plans of other regions and identifying possible funding opportunities.

3.0 Review of the Plans of the Province of Ontario and the Government of Canada and Related Funding Opportunities

3.1 The Province of Ontario

The provincial initiative is led by the Ministry of Tourism with the Ministries of Culture and Citizenship and Immigration. The Province, through the Ministry of Tourism, has been working
with each of the six regional offices to develop a provincial framework to guide the commemorations across the province.

After a meeting of the six regions on February 14, 2008 (the War of 1812 Bicentennial Provincial Symposium), then Tourism Minister Peter Fonseca announced that the province would provide the regions with $8K each to help develop plans to commemorate the War. He also named Tourism Parliamentary Assistant Jim Brownell, MPP for Stormont-Dundas-South Glengarry, as the Ontario government lead for War of 1812 Bicentennial efforts. At the meeting, five different subject areas were addressed: legacy projects, learning opportunities, the role of different sectors, resources, and performance measurement.

A March 2008 update from the Ontario Ministry of Tourism officials indicated that they are looking to the recent Quebec 400th Anniversary as a model, which demonstrated significant economic impact. The Provincial staff is looking for a legacy that incorporates revitalization of historic sites and downtowns, heritage and pride amongst Ontarians, partnerships with First Nations, community trail systems, signage, festivals and events. They plan to market the commemorations to the domestic market as well as to the US, UK, and France. In the positioning of the events the idea of the “peace” will be central. During the update, staff indicated that they support the idea of distinct themes in each region that will then be tied together at the provincial level -- e.g. Toronto’s theme is the development of Toronto as an important economic centre, while Niagara has three key themes (commemoration, celebrating the peace and enabling the future).

The Ministry of Tourism planning sees the key to the success of the commemorations as collaboration, and they are encouraging municipal governments, museums, history societies, historical re-enactment associations etc. to work together. Ministry staff are encouraging municipalities to create cross-sectoral committees to plan commemoration activities, ensuring broad representation and potential for establishing legacy projects. There are still regions emerging beyond the original six that were recognized, and they hope that partnerships will result; indeed, Provincial staff has recommended that Hamilton work with the Niagara Region for planning and co-ordination purposes.

The Provincial staff recently indicated that they anticipate spearheading three key signature events that they will expect the Regions to support to ensure that they are pan-Provincial in nature. These three events are likely to be a Commemoration launch in 2012, a Tall Ships event, and some type of closing ceremony with components taking place across the province in many regions. Although some resources may be available for the regions for this purpose, the division of responsibilities for logistics, marketing and manpower has yet to be determined and the indication is that the regions will need to allocate or plan for resources towards this.

In terms of next steps, a Cabinet submission has been prepared, and a Secretariat has been created. In the meantime, the Ministry staff will continue their internal and external consultations, conduct research into measurement and ROI, and develop policy options including budget considerations. Most recently, the Director of Planning, Sheila Larmer,
announced her retirement and a replacement has yet to be announced. An increase in the resources allocated toward the initiative has resulted in the addition of staff in the areas of education, events and communications as of Spring 2009. A key Ministry of Tourism priority is to work with other Ministries, and this is ongoing.

3.2 **The Government of Canada**

Parks Canada is leading the Federal initiative for the Bicentennial. Although senior management has yet to meet, Parks Canada is putting together a plan that will look at the market readiness of sites and museums to anticipate increased visitation; outline commemorative events including what can be done to make existing annual events spectacular; and address the idea of legacy and what will last after the commemoration as a continual reminder.

Infrastructure money has been allocated to assist with improvements at Parks Canada sites, and the current program for available funding is designed to distribute the funds available by the end of 2010.

Although the goals outlined in the plan include raising visitation to historic sites and increased awareness of the war, it will also express the danger of focusing only on historic sites, as this will appeal only to those who are already “history converts”. According to Ron Dale of Parks Canada who is spearheading the plan, there should be an opportunity to bring in the whole community by rebranding existing community events. Indeed, both Parks Canada and the Province of Ontario are stressing that the thinking behind the commemoration strategies should go beyond the traditional historic sites and monuments and embrace many community organizations as part of the commemorations, including arts (themed music festivals, theatrical productions), cultural, business and sport (golf and hockey tournaments). In these cases, if there is no obvious thematic connection, the connecting component with the bicentennial may be the fact that these community activities have a bi-national flavor.

3.3 **Funding Opportunities**

- No specific Federal Bicentennial funding initiatives exist at this time.

- At the Provincial level, indications are that Ministry officials are awaiting a significant funding announcement to be made in the future (no specific timeframe has been given). A Cabinet submission has been made, and deliberations are ongoing.

- It is anticipated that substantial funding will be available for programming but, at this time, there is no indication that there will be funds made available for administrative or infrastructure costs.

- At the federal level, the budget line has not yet been developed for infrastructure development, specific to the War of 1812 commemoration. Most capital projects identified by other communities have each been budgeted at several million dollars. There will therefore be a limited number of things they can support.
• The importance of partnerships will be stressed when and if money does become available.

• The Province is developing sponsorship tools designed to assist the regions in pursuing sponsorship opportunities.

In the meantime, with no specific funding available, it is important for all municipalities to plan as if no dedicated federal or provincial cash injection is available. Bicentennial participants are therefore looking to existing programs for project grants, including:

• The Federal Cultural Spaces Canada program and the Museums Assistance Program for capital project costs, administered through the Department of Canadian Heritage.

• National Cost Sharing Program, administered through Parks Canada

• The Provincial Trillium fund

• The Celebrate Ontario fund for special events

4.0 Review of Regional Plans

Six regions identified by the Province are currently working on planning their Bicentennial commemorations: Toronto, Windsor/Chatham, 1000 Islands, Georgian Bay, Niagara, and Sault Ste Marie. Recent notable developments amongst the regions are:

• Almost all regions have a bi-national component – e.g. Sault Ste Marie is working in collaboration with Michigan (Mackinaw), and Niagara is working with Buffalo and Niagara Falls New York.

• Staff roles are being developed: Toronto and Georgian Bay have hired coordinators, Niagara has appointed a full time Executive Director, and Sault Ste Marie is actively looking to fill one of these roles.

• The Niagara region has a web site promoting its plans – www.visit1812.com.

• Plans for specific legacy projects have been developed for Sault Ste Marie (a visitor’s centre and legacy gallery), Toronto (improvements to Fort York) and Georgian Bay. The specifics of these plans vary but most include projected budgets, while some are at the architectural drawings stage. In most cases funding for the projects has not yet been identified. Visitors’ Centres at historical sites and trail systems are recurrent themes amongst the different regions’ proposed legacy projects.

• Proposed programming includes educational components (e.g. Eastern Ontario is developing a promotional video) and special events. Tall ships are a common element amongst many of the regional plans.
Given that the Province has suggested that Hamilton partner with an existing region for planning purposes, the current stage of planning of the two closest geographic regions, Toronto and Niagara, is provided in detail:

### 4.1 Toronto

On September 24th, 2008, Toronto issued a press release stating that City Council has approved a staff report that proposes a Bicentennial Commemorative Program of special events and programs presented by the arts and educational sectors, business, community and heritage organizations, which will take inspiration from the history of the War and the program’s four legacy projects.

| Proposed Legacy Projects | • Revitalization of Fort York National Historic Site (construction of a new visitor orientation centre, restoration and reinterpretation of North America’s largest collection of War of 1812 buildings, restoration of the 18 hectare grounds)
|                         | • Nomination of Fort York for inscription on the UNESCO World Heritage List
|                         | • Creation of the Toronto Heritage Trail System (including an 1812 to Confederation trail, providing a way finding system for visiting historical and notable sites – would link to a proposed province-wide system)
|                         | • Construction of the Fort York Pedestrian Bridge (new link to the Fort and waterfront for pedestrian and cycling)
| Budget Considerations   | • City of Toronto’s main expenditure will be $8M in partial funding for the revitalization of Fort York.
|                         | • Additional sources of funding for the bicentennial program and the four legacy projects is expected to come from a variety of sources including the provincial and federal governments and private sector fundraising efforts.
| Governance              | • Steering Committee is now in place and comprises representation from key stakeholders and individuals with strong fundraising skills, also provincial and federal representation.
|                         | • Deputy Mayor is Co-Chair; two councilors; 12 people including two reps from First Nations; VP of Toronto Tourism; Chair of the Trillium Foundation; reps from Toronto Arts Council, Retired Teachers of Ontario, festival committees, Manager of Architectural Conservancy of Ontario, archeologists and management board of Fort York. Ex officio members include Ron Dale of Parks Canada, Heritage Toronto and Ministry of Tourism.
|                         | • To fulfill its mandate of providing recommendations to Council on the planning of Bicentennial events and on the development and coordination of supporting infrastructure, the steering committee will oversee and
consult with staff on strategies for execution and fundraising, carry out and facilitate fundraising activities, champion the project, provide advice and offer ideas.

- A staff team will support the steering committee and this will be reflected in the 2008 budget. A core team from culture will be complemented by staff from Tourism, Special Events, parks and recreation, communications, planning and other areas as required.

### Stated Objectives for Commemoration

- To recognize a pivotal event in history
- Celebrate pride in the city’s distinctive cultural fabric and heritage
- Make new and important investments in major cultural infrastructure
- Continue to build Toronto’s brand as a global cultural capital and premier tourism destination

### 4.2 Niagara

Niagara is the site of many major engagements and much of the profile of the War of 1812 through historic figures such as Sir Isaac Brock and Laura Secord. A Niagara 2012 Binational working group gathered in 2006 consisting of many leading organizations from across all sectors in Niagara and community “planning and scoping” sessions were held that year. Since then, Niagara has incorporated and appointed a “Legacy Council” to establish and operate an organization to coordinate and facilitate the numerous events that will be undertaken by a broad range of community stakeholders and to coordinate between sites and activities to maximize opportunities.

Since then, the Council has held a public information session for 200 attendees in February 2008, chaired a meeting with local efforts in March 2008; developed a logo and web site; and appointed an Executive Director in the fall of 2008. Currently the official partners in the Niagara effort are identified as the Niagara Parks Commission, the Bi-national Tourism Alliance, the Niagara Economic Development Corporation, the Government of Canada, and the Niagara Region. As a result of Niagara’s advanced state of readiness in terms of organization, they have been able to play a leadership role in discussions with the Province.

### Proposed Legacy Projects

- Niagara as a group has not yet identified any signature legacy projects. They anticipate prioritizing projects as follows: capital/legacy projects; signature events; and community pride events
- Individual municipalities within Niagara have identified legacy projects, such as the City of Niagara Falls, which is proposing a visitor’s centre at the site of the Battle of Lundy’s Lane. It was recently announced that this project will go ahead after a successful application by the city for
| Budget Considerations | • Seed money was provided by the Canadian Consulate and the Ministry of Tourism in addition to “in kind”  
• In November 07, Regional Council approved a two year commitment of funds as seed money to support the efforts of the Legacy Council  
• Because the Legacy Council is incorporated and arm’s length from the Region, it can ask the private sector for dollars. There are grant applications underway to relevant foundations and the Legacy Council anticipates receiving Trillium funding for staffing needs  
• In March 08, a draft budget for 2008 went forward in a Report to Regional Council; this was looking for funding to hire a Director to support project management and marketing activities and to support program related expenses such as marketing and promotional materials, events planning, and web development and maintenance. Program costs were estimated at $64K in addition to admin/HR costs  
• Estimated revenues in the budget include $100K from the Region, $2K from the Niagara Economic Development Corporation, $12K from the Niagara Parks Commission and $75K from Foundations  
• The Region is prepared to offer administrative services (accounting, IT, etc) on a Shared Service basis in the future on an as needed basis |
| Governance | • The Legacy Council is made up of members representing private, public, and not for profit sectors reflecting the major economic sectors across all Niagara and levels of government  
• It is chaired by Dr Rosemary Hale of Brock University and the Regional Chairman is also a member  
• The mission of the legacy council is to act as ambassadors for the commemoration; build bi-national community awareness of the importance of the event to US/Canada relations; promote and facilitate the coordination of activities that will commemorate, celebrate and correctly interpret the war history and the 200 years of peace and friendship that have followed; engage public and private sector leaders in the planning and staging of events and activities; and encourage inclusiveness through the widest possible range of participating individuals, communities, organizations, businesses and cultural disciplines  
• The main role of the Council is to assist and direct staff with identifying and obtaining resources by communicating with respective spheres of influence, encouraging involvement, and facilitating and fostering activities. Niagara anticipates an advancement/development role for the Legacy Council, which will be the flow through for both government and private |
sector funds. They will be seeking a major sponsor and identifying potential funding sources for projects from local areas

- The Council has struck four committees: communications, education, marketing and promotion and funding and logistics

- There is also a working group consisting of Canadian and US representatives that provide ongoing support to the process

- An Executive Director has been recently hired to support the Council, pursue ongoing funding support, and manage the budget and stakeholder relations (local groups, bi-national interests, government, private sector). This individual will also act as a facilitator, source of information, and communications clearinghouse for many of the events.

- Each municipality within the region has its own group working on the commemoration – Niagara Falls has a task force; Niagara-on-the-Lake has a committee of council, with subcommittees for legacy, events, coordination, financing, education and research.

### Stated Objectives for Commemoration

- Attain a new international profile for bi-national Niagara (international media coverage, dignitary visits, conferences, documentaries, etc.)

- Attain national/international corporate sponsorship

- Bi-national community involvement

- Collaborative and complementary marketing and promotion

- New and permanent national and international capital infrastructure legacy projects/programs

- Increased tourism volumes

- Community/Visitor recognition of roles of those involved in War and of peace that resulted

- New bi-national business, tourism, cultural, academic and community partnerships

### B. PRELIMINARY RECOMMENDATIONS

The input from the preliminary slate of stakeholders has provided the foundation for the recommendations that follow. Interviews with stakeholders were designed to survey a variety of War of 1812 topic areas and were preliminary in nature in order to solicit ideas and establish the context for a strategic framework.
Interviews provided insight into the degree of stakeholders’ interest in becoming part of the commemoration process, and responses indicate that there is significant grass roots support for this project. A detailed summary of stakeholder input is found in EXHIBIT THREE.

These preliminary recommendations provide a framework for a strategy going forward, that incorporates suggested roles and responsibilities, desired outcomes, community objectives, key success factors, suggested priority legacy project and events, linkages and partnerships, and recommended next steps.

The framework can now be taken to staff for further comment and to a wider community stakeholder group for input.

1.0 Suggested Roles, Responsibilities and Organizational Structure

The input from stakeholders has provided the foundation for the recommendations that follow. Interviews with stakeholders were designed to survey a variety of War of 1812 topic areas and were preliminary in nature in order to solicit ideas and establish the context for a strategic framework.

Stakeholders identified the following important elements when developing roles and responsibilities and an organizational structure for the Commemoration:

- The need for full time staff, not just volunteers
- The need to balance expertise in marketing and programming
- The need for municipal departments to work together
- The need to begin structuring roles and responsibilities immediately
- The need to bring community voices to the table and to allow for public input
- The need for working committees as well as advisory committees.

During the City of Hamilton 2008 capital budget process, the Culture Division requested an enhancement to administer a War of 1812 Commission. Simultaneously, Tourism Hamilton came forward with a proposal to pursue planning for the Bicentennial. A joint report (City of Hamilton’s War of 1812 Bicentennial Commemoration Initiative PED07257/ECS07069) was made to the Economic Development and Planning Committee on 12 September 2007. Recommendations included establishing a Citizens’ Advisory Committee for the initiative and that the Advisory Committee and staff be authorized to develop, and report back to Council for its approval, a strategy for the City’s War of 1812 Bicentennial Celebration.

Committee also approved the position of a senior events planner and a part-time administrative assistant. The office is tasked to develop and administer events surrounding the upcoming War of 1812 Commemorations and other significant commemorations upcoming in the next ten
years. This development addresses the recommendation that full time staff roles are a requirement for a successful Commemoration.

From the onset of the project it has been recognized that public input is a necessity and that the planning process needs to be inclusive and engage Hamilton residents. Active participation from arts and cultural groups, Aboriginal communities and new Canadians to name just a few is extremely important. The Commemoration activities provide a significant community development opportunity over the next decade. The recommended public input structure will be a Community Advisory Committee made up of both public and government representatives, stakeholder consultations and informal consultation, and public open houses and meetings.

One of the deliverables for the framework is a recommended structure for the Commemoration, including guidelines for the establishment of a Community Advisory Committee. The appropriate role of the City in the overall Commemoration program is facilitative, bringing a wide array of partners together to jointly develop and deliver a commemorative program that has relevance and impact both within and beyond the heritage community. Existing signature events will continue to be delivered by current agencies. New commemorative events will be delivered by community agencies, wherever possible, with the assistance of the Secretariat. The City will directly deliver events only when need has been demonstrated and there is no other delivery agent available.

Given this, the recommended structure for the Commemoration is as follows:

**War of 1812 Bicentennial Celebrations Secretariat** – a staff-based team that has overall responsibility for the coordination of the War of 1812 Bicentennial Celebrations. Specifically, the Secretariat:

- Identifies and develops partners who can both contribute to and benefit from involvement in the Celebrations
- Coordinates the various partners and events that comprise the Celebrations to create an overall commemorative program
- Develops communications materials that provide an effective overview of the Celebrations
- Liaises with other War of 1812 Bicentennial initiatives and groups such as the Niagara Legacy Council, the Hamilton/Brantford/Haldimand working group, and other levels of government
- Develops and delivers commemorative programming and events as required.

The Secretariat reports to the Manager, Museums and Heritage Preservation, and is led by the Senior Project Manager – Major Events. Members include staff from Tourism Hamilton, the Strategic Services Division, and the Museums and Heritage Preservation / Cultural Initiatives Sections of the Culture Division.
War of 1812 Bicentennial Celebrations Community Advisory Committee – a volunteer-based team that provides advice, input and guidance related to all aspects of the War of 1812 Bicentennial Celebrations. Specifically, this Committee:

- Responds to requests for advice from City staff on War of 1812 Bicentennial Commemoration matters.
- Assists with partnership development
- Works to ensure the commitment of the City of Hamilton to an approved plan for the Commemoration.
- Reviews and advises on materials prepared in support of the Commemoration, including but not limited to background data and reports, public and stakeholder input, and draft plans.
- Assists with and attends public and stakeholder meetings as required.
- Conducts advocacy on behalf of relevant sectors and stakeholders to ensure that the Commemoration positively impacts these stakeholders (e.g. the arts sector, heritage sector)
- Promotes and facilitates community and political support for and public awareness of the Commemoration.
- Advises on ways to increase the commitment to, and further public understanding of, Hamilton’s strong War of 1812 association.
- Advises on program and funding proposals to governments and the private sector.
- Advises on the development of a strategic communication plan to coordinate Hamilton’s Commemoration events.

This Committee reports, under the direction of the Director of Culture, to the Manager, Museums and Heritage Preservation, with the Senior Project Manager – Major Events as its primary staff liaison. Members include representatives from City Council (3 members), Hamilton Historical Board, Tourism Hamilton Board, general public, and relevant stakeholder groups.

War of 1812 Bicentennial Celebrations Community Working Groups – community-based, theme-specific groups that will develop and deliver programming that relates to the themes of the War of 1812 Bicentennial. These working groups may coalesce around a specific theme or project, or may have a geographic focus. They will work independently, but will liaise closely with the Secretariat.

Another stated requirement in the development of the framework, based on a mandate to engage the community, was the development of terms of reference for a public input process. Communication and public consultation are important for the creation of a publicly valued Commemoration. The draft terms of reference for the public input process are outlined in EXHIBIT FOUR. The communication strategy that is outlined in these draft terms of reference is designed to convey information to the public in a timely and accurate manner, and to facilitate cooperative identification of community issues and concerns. The various methods outlined aim to incorporate participation from a wide variety of stakeholders, including the general public, businesses, community leaders, government agencies, First Nations and educators. This range of stakeholders will bring various opinions, ideas, and expertise to bear on the planning process. Consultation activities will be supported by a website, newsletters, and extensive documentation.
of the process. The approach is based on a commitment to the principles of open and transparent communication to foster trust, credibility, and integrity.

### 2.0 Desired Outcomes

The input from stakeholders has provided the foundation for the recommendations that follow. Interviews with stakeholders were designed to survey a variety of War of 1812 topic areas and were preliminary in nature in order to solicit ideas and establish the context for a strategic framework.

Stakeholders identified numerous opportunities for the City of Hamilton that would be offered by the Commemoration. These included tourism opportunities, the opportunity to improve the city’s image, and the ability to showcase often overlooked elements of the City, including heritage product and the waterfront.

The most cited desired outcomes focused on:

- Improving the preservation and programming at existing heritage resources in Hamilton
- Broadening the existing tourism market
- Creating new tourism product (such as tours, packages, and itineraries)
- Building capacity and skill sets in a number of areas: improving tourism know-how and resources (packaging, web sites), creating a marketing umbrella and toolbox for tourism products, and building up a database and core of experienced and trained volunteers.
- Seeing something tangible come out of the commemoration in terms of legacy projects.

The Commemoration is seen as an opportunity to assist heritage projects that have been stalled, thereby increasing the profile of our history amongst all residents and particularly youth.

### 3.0 Community Objectives

The input from stakeholders has provided the foundation for the recommendations that follow. Interviews with stakeholders were designed to survey a variety of War of 1812 topic areas and were preliminary in nature in order to solicit ideas and establish the context for a strategic framework.

Given this, the following are suggested objectives for Hamilton’s War of 1812 Commemoration Initiative:

- Provide coordination among public and private interpretive institutions, sites, museums, and other organizations to plan and implement an appropriate series of events and activities to commemorate the Bicentennial for residents and visitors.
o Assist with efforts to protect, improve and develop existing educational and interpretive institutions, sites, and museums related to the War for educational, recreational and tourism purposes.

o Ensure that the activities undertaken or assisted result in facilities that will have lasting value and public benefit beyond the Bicentennial, especially leading to the improvement of historical and cultural resources associated with the War.

o Promote Hamilton’s Bicentennial commemoration within the city and domestically, effectively marketing it to local residents (with a focus on new Canadians and youth) and priority tourist markets (including border cities and those who live within a one hour drive of our city).

o Provide leadership for, and coordinate Hamilton’s efforts with other regions and entities engaged in activities related to the commemoration.

o Secure sufficient support and financial resources to implement the events and activities planned.

4.0 Key Success Factors

The input from stakeholders has provided the foundation for the recommendations that follow. Interviews with stakeholders were designed to survey a variety of War of 1812 topic areas and were preliminary in nature in order to solicit ideas and establish the context for a strategic framework.

Stakeholders felt that the key success factors that will ensure a successful commemoration include:

- Effective promotion and marketing, with associated credible budgets
- A critical mass of events and projects with a broad and ambitious scope
- Long term planning
- Creativity, to bring history alive and make it relevant to the audience
- A partnership with Niagara.

It was felt that the message around the commemoration should be about history and peace, and the lifestyle of the times, not the war. Priority audiences include new Canadians, youth, new tourism markets (such as border cities), and above all, the citizens and residents of Hamilton.

5.0 Priority Legacy Projects and Events

The Bicentennial Commemoration initiative provides a platform for creating legacy projects associated with this important milestone.
At the Provincial meeting of the regions in February 2008, the issue of what criteria should be applied to legacy projects was explored. The conclusions provide some insight into how funding requests might be prioritized if government money does become available, and it is therefore recommended that the City of Hamilton adopt the following criteria when looking to support potential legacy projects:

- **The business case for the project:** cost, sustainability, its pertinence to the war, existing infrastructure and market readiness.

- **The project’s partnership opportunity:** does the project offer linkages with other regions or lead to some type of partnership development? (It is likely that priority will be given to projects such as Heritage Trails that provide linkages with broader groups).

- **Distinctiveness:** although partnerships and linkages are important, the project should also be unique and compelling.

- **Broadness of project:** does the project have significant pertinence to the war and is it associated with nation building in a broader context?

- **Market appeal:** does the project have the ability to engage non-traditional visitors? Will it inspire new Canadians to learn more about their country? Does it reach out to history buffs only, or does it also appeal to other audiences such as culture seekers and local residents?

The input from stakeholders has provided the foundation for the recommendations on legacy projects that follow. Interviews with stakeholders were designed to survey a variety of War of 1812 topic areas and were preliminary in nature in order to solicit ideas and establish the context for a strategic framework.

In Hamilton, preliminary ideas on legacy projects included development of a heritage tourism plan, new heritage interpretation centre(s), a new annual special event, a new park, an 1812 trail, and a commemorative marker program. The stakeholder interviews revealed almost unanimous opinion about the priority legacy projects and events in Hamilton, and detailed comments are found in Exhibit One.

The following three legacy projects were cited over and over again by respondents:

- **Battlefield House Museum and Park:** The desire here is to expand the physical space available in order to provide a true visitor/interpretive centre dedicated to the War. This space could incorporate video, models of the Battle, and visitor services. It was also suggested that this could become the home to tell the story of the Hamilton Scourge. Capital improvements to the Park were also suggested, to allow for interpretive signage and a self guided walking tour with a War of 1812 theme.

- **The Hamilton & Scourge National Historic Site:** This is clearly a priority project amongst the stakeholder group, although suggestions vary widely as to how best to
create a home to tell this important story. Suggested locations included Burlington Bay, the Marine Discovery Centre and Battlefield House Museum and Park. Suggested mediums to tell the story included an IMAX film, live underwater video footage, models and artifact displays. Respondents also recognized that proper preservation of this treasure is going to take significant dollars, and therefore the development and execution of preservation, interpretive and business plans may become the most important legacy.

- **Dundurn National Historic Site and Hamilton Military Museum:** Dollars could be earmarked for archaeological exploration at the site and to redevelop the galleries and educational resources.

In terms of events, there was also unanimous opinion that the annual Military Reenactment of the Battle of Stoney Creek should be the signature event of Hamilton’s Commemoration when it celebrates its bicentennial in 2013. Many suggestions were given as to how to make this event bigger and better, with a particular focus on partnering with activities at Fort George in Niagara-on-the-Lake (see section 4.0, Linkages and Partnerships, below). This linkage with Niagara and partnerships with larger events planned under the leadership of Parks Canada may also lead to a tall ships event in Hamilton around the same time (see section 4.0, Linkages and Partnerships, below), an idea which stakeholders responded to enthusiastically. It was suggested that the annual Canadian International Military Tattoo (which usually occurs mid-June) could occur in this weekend and demonstrate a special flavor in 2013 which would have the ability to broaden its audience with a commemoration focus.

Other events mentioned were a thematically linked exhibit at the Art Gallery of Hamilton which is already in the planning stages. This exhibit will not be accompanied by a focused marketing campaign by the Gallery, but it is hoped that it can become part of a critical mass of War of 1812 product that can be packaged into itineraries for leisure travelers and school groups, or driving tours. Very few ideas for new events were mentioned, with the exception of a walk/run between Dundurn and Stoney Creek and a long boat event that could be held at Hamilton’s waterfront.

A number of product development ideas were put forward, including city tours, a driving tour via electronic media (CD-ROM, podcast) that is in development at Dundurn, and historic site combination tickets. Much of this product development involves partnering with Niagara and its sites, with the aim of creating tourism products that can last throughout the Commemoration rather than solely focusing on isolated special events.

### 6.0 Linkages and Partnerships

Given the Province’s stated hope that Hamilton will work closely and in partnership with Niagara (one of the Province’s six identified regions for the purposes of bicentennial planning),
stakeholder interviews and information gathering also focused on how the City of Hamilton’s plans might integrate or complement with Niagara where appropriate:

**Planning:**

- The Culture Division of the City of Hamilton did request a role as part of the Niagara group and the Legacy Council did agree; however, there is no “seat” for Hamilton on the Legacy Council, at this time.

- Since the Legacy Council is already in place, Hamilton has the option of participating in Niagara’s “working group” (a larger group than the Legacy Council); however, it should be noted that this group has not met or been active in at least a year. The working group has then been invited to other meetings, but their own internal mechanism has broken down and needs to be restarted.

- Hamilton can benefit from working with the Legacy Council in terms of its role as a clearinghouse; this role helps communities communicate and avoids duplication of events and resources. It would also provide Hamilton with access to a “master” schedule of events that is being developed.

- It should be noted that the planning structure is still gelling – with the new CEO, Vince Del Buono having been recently hired, the CEO job is still being defined in terms of the relationship of the CEO to the Legacy Council and working group. It is believed that the CEO will oversee the working group.

**Marketing:**

- Since the Legacy Council is incorporated on both sides of the border for corporate funding support, it is anticipated that it will have a marketing budget to promote the Commemoration on a grander scale, such as having a presence at travel trade shows and taking ownership of larger branding components such as a logo and portal website. The Council is also developing a larger “master schedule of events” for marketing purposes (brochure, etc.). They also plan to engage youth via social networking sites such as Facebook and viral marketing (e.g., YouTube).

- Although it is anticipated that the Legacy Council will actively market the Commemoration, there is no marketing budget yet and a logo and website is as far as they have gotten.

- The expectation is that existing money such as Niagara Region tourism budget dollars might be contributed.

- The idea of working together with joint marketing dollars to get more bang for the buck is what will drive the marketing strategy, and this is one area where Hamilton might specifically look to partner.
• There is a hope and expectation that the Ministry of Tourism and Canadian Tourism Commission will market the Commemoration at major international marketplaces, rather than giving marketing dollars to communities. Communities may have opportunities to buy into programs developed at the Provincial and Federal level. Given this, Hamilton may benefit from combining marketing dollars with other communities such as Niagara.

**Education:**

• Changing the school curriculum to focus more heavily on the War of 1812 will need to be done at a very high level, rather than at the community level. The Ministry of Tourism has secured meetings with the Ministry of Education to address this.

• Existing materials can be pulled together rather than reinventing the wheel for the current curriculum for Grade 7. There are education reps at historic sites (including Dundurn and Battlefield) but the missing element is ease of access. Most of the educational material is available via the Parks Canada web sites, but National Historic sites can work together for the purposes of this Commemoration to link information via a web portal site.

**Execution:**

• One area where there will certainly be partnership with Niagara is with regard to the large reenactment event that Ron Dale of Parks Canada is planning for late May/early June in 2013, to commemorate the 200\(^{th}\) Anniversary of the capture of Fort George in Niagara-on-the-Lake. One week later is the date of the reenactment of the Battle of Stoney Creek, and Parks Canada wants to join these events together to create the signature event of 2013. A thumbnail description of the event is as follows:

  - The event will involve 400 reenactors. On the Friday of the first weekend, both Fort Niagara in Youngstown New York and Fort George would have a school group educational component. Saturday would include a massive reenactment and an amphibious attack using the tall ships – and the Parks are working with customs to ensure the travel from Fort Niagara to Fort George for both reenactors and the audience.
  
  - The core of reenactors who can remain after the weekend will go on to the tall ships, head up the shore of Lake Ontario, stopping in Port Dalhousie (St. Catharines) and Grimsby, setting up displays in each place.
  
  - By Friday of the following weekend, they would be at Stoney Creek and participate in the History in Action Day (aimed at school children) and the tall ships would be moored at Burlington; the reenactment of the Battle would be that weekend, and the City of Burlington is interested in doing a Burlington beach symphonic presentation with the tall ships in the background.
It has been noted that there may be an opportunity to incorporate the Hamilton International Military Tattoo into this plan, and Parks Canada wants to work with them to bring modern day British and US bands that are descendents of the regiments of the War of 1812 – they would then be available for performances throughout that week. The Tattoo was just recently recognized as an Event of Distinction by Festival and Events Ontario.

- Other important dates that would likely bring significant Niagara events where Hamilton might want to consider partnering with their own initiatives:
  - October 2012 – the 200th anniversary of the Battle of Queenston Heights
  - 2013 – in addition to the above, December 19th was the capture of Fort Niagara
  - 2014 – Battles of Chippewa and Lundy’s Lane

- It should be noted that the Legacy Council will not be doing operational planning or event delivery. The partner for Hamilton on event execution would need to be Parks Canada and their Niagara sites, which will take the lead to find funding for execution.

**Proposed Structure/Next Steps:**

- There is a current model for municipalities within the Niagara Region to work with the Legacy Council and this model has been suggested for Hamilton by the new CEO, Vince Del Buono. Hamilton could work with the Legacy Council in the same way as City of Niagara Falls, Niagara-on-the-Lake, Thorold and Port Colborne. Each has their own committees or working groups who have developed their own major legacy projects and events with associated plans and budgets. They are part of the larger working group, and from their list of projects and events, the Legacy Council will adopt its key projects and help to look for corporate funding. The Legacy Council assists these municipalities in forging relationships.

- Hamilton can then liaise easily with other municipal committees via the working group.

- Although the Legacy Council cannot apply for grants, its support will be very important for infrastructure projects.

- It should be noted that the Legacy Council is funding the CEO position with money provided by the Niagara Region and the Ministry of Tourism. This funding is time bound and it is likely that they will eventually expect a contribution towards this expense from partner municipalities.

Until some type of partnership with Niagara is formalized, Hamilton can also work with Toronto, Brantford and First Nations to see how additional partnerships may be developed with these
groups. It is feasible and possible that Hamilton may work with multiple partners based on the initiative.

C. SUGGESTED NEXT STEPS

The input gained during stakeholder interviews above was reviewed, and staff from the Tourism and Cultural Division has applied their expertise to assist in reviewing the recommendations. The Province has also reviewed the framework and has indicated that it works within the mandate that they have developed. As a result, a suggested critical path has been developed that outlines the suggested next steps in planning for Hamilton’s Commemoration.

Given the framework outlined above, the following is a recommended Critical Path for the City of Hamilton War of 1812 Commemoration Initiative:

<table>
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<tr>
<th>YEAR</th>
<th>SUGGESTED DELIVERABLES</th>
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| 2009 | By the end of 2009, the City programs and broad scope of Hamilton’s commemorative initiatives should be firm.  
Establish the first versions of critical paths, budgets, communication plans, the identification of staff pressures and fundraising needs from now until 2013.  
Synchronize with the Province to begin marketing and sales plans, establish partnerships and raise funds, and begin partnership and product development. Start to work with the province’s sponsorship tool.  
Finalize a terms of reference for the Citizens Advisory Committee  
Establish the Secretariat and Citizens Advisory Committee and begin to put the Public Input Process into place. |
| 2010 | Continuing development of programs and products.  
The establishment of commitments from volunteer sectors takes place.  
Local publicity and awareness campaign begins, designed to engage and educate the Hamilton community.  
Fundraising continues in earnest.  
Confirm Hamilton’s signature events that will align with the Province’s initiatives.  
Develop the tourism marketing strategy for the War of 1812 Commemoration. |
| 2011 | While programs and products continue to develop, the marketing and sales campaigns will be launched and initial response assessed.  
Building community capacity and engagement continues. |
| 2012-2014 | The marketing, sales and publicity campaigns will continue in Hamilton and domestically (while it is presumably marketed by the province at a Canada wide and international level).

- In 2012 Hamilton kicks off the Commemoration aligned with the province’s launch event.

- 2013 the commemoration will take place with Hamilton’s “marquee” events (highest profile) taking place in 2013 and participating in the province’s key signature event (tall ships)

- Hamilton concludes the commemoration program aligned with the province’s closing event |
D. EXHIBITS

EXHIBIT ONE: STAKEHOLDERS CONSULTED FOR INPUT INTO FRAMEWORK

As part of the creation of the framework, the following individuals were consulted:

- Local War of 1812 stakeholders in the culture, tourism and heritage sectors:
  - Larissa Ciupka, Director of Marketing and Communications, Art Gallery of Hamilton and Culture representative on Tourism Hamilton Board of Directors
  - Ken Coit, City Planner, Chair of Hamilton Branch of Architectural Conservancy of Ontario, Doors Open
  - Gill Bibby, President of the Hamilton and Scourge Society
  - Marilynn Havelka, Executive Director Ruthven and former Manager of Culture of City of Hamilton
  - Mike McAllister, Program Coordinator, Hamilton and Scourge National Historic Site and Military Museum Coordinator, Hamilton Military Museum
  - Mac Swackhammer, Curator, Hamilton Museum of Steam and Technology
  - Dave Cage, Executive Director, Stoney Creek Chamber of Commerce
  - Michael Regan, General Manager, Holiday Inn Express, Stoney Creek
  - Christine Castle, Museum Educator and Consultant
  - Susan Ramsay, Curator, Battlefield House Museum and Park
  - Rick Hill, Ecological Cultural Coordinator for the Joint Stewardship Board of the Red Hill Valley
  - Bill Manson, Chair, Hamilton Historical Board

- A number of levels of government, agencies and potential partners were consulted as part of the process, including:
  - Allan Rimmington, Senior Tourism Consultant, Ontario Ministry of Tourism
  - Vince Del Buono, Executive Director, Niagara War of 1812 Legacy Council
  - Ron Dale, Heritage and War of 1812 Project Manager, Parks Canada

- At the outset of the project, the consultant also met with City of Hamilton staff who have commented on earlier drafts of the report
- David Adames, Executive Director of Tourism Hamilton
- Anna Bradford, Director of the Culture Division, Community Services Department
- Ian Kerr-Wilson, Manager of Museums and Heritage Presentation, Culture Division
EXHIBIT TWO: AREAS OF CONSULTATION WITH STAKEHOLDERS

The interviews were also designed to solicit specific input into the framework in the following areas:

- **Community Objectives and Goals**
  - What should the outcomes of the Commemoration be for the City of Hamilton? What should be the lasting impacts for the City, its youth, its residents, its infrastructure and its image?
  - What are the greatest opportunities for the City of Hamilton with this commemoration?
  - What will be the key success factors required to ensure a successful commemoration?
  - Which audiences should be targeted for this commemoration?

- **Priority Legacy Projects and Events**
  - Which potential legacy projects do you feel are the most important?
  - What criteria should be used when evaluating potential legacy projects?
  - What should the signature events be for Hamilton’s commemoration?
  - What other programming would you like to see?
  - Does your organization have any bicentennial events already in the works?

- **Roles and Responsibilities**
  - Who should be responsible for the planning of Hamilton’s commemoration?
  - Who should be responsible for the execution of Hamilton’s commemoration?
  - What structure would allow for the most successful planning and execution of this commemoration?

- **Linkages and Partnerships**
  - How closely should Hamilton work with Niagara on its Commemoration plans?
  - Who should Hamilton partner with, and what might their respective roles and responsibilities be?
EXHIBIT THREE: RESULTS OF PRELIMINARY CONSULTATION WITH STAKEHOLDERS

1.0 Comments on Community Objectives and Goals for the Commemoration

Opportunities for Hamilton

- Capitalize on tourism opportunities:
  - We currently see business from the Stoney Creek reenactment although it is largely local
  - Tall ships would be great, would have a real tourism impact
  - The historic element is largely missing now from tourism product
  - Opportunity to create materials and resources, communicate these to front line staff
  - Become stronger in FIT, leisure markets; people now fly in but do not stay – so anything that engages them is good. There is nothing comprehensive, packaged right now.

- Opportunity to showcase the Harbourfront.

- Create a positive image of the city, particularly to our US neighbours.

- Create tourism potential from areas such as Rochester and Buffalo.

- Ideal opportunity to rebrand the city.

- We can become part of the larger heritage community.

- The War of 1812 is generally intangible in Hamilton – we can change this.

- The US is interested in military history – let’s get them here. To do this we need to explore connections with the US.

- Ethnic diversity in Stoney Creek - we need to bring this community on board.

- Niagara and Hamilton are inextricably linked.

- 150th anniversary of the water system in 2010, arrival of Prince of Wales, plus establishment of Hamilton as a city in 1830s and 1840s – all of these milestones provide the idea that after the War of 1812 bicentennial, there are still 10 years of possible commemoration.

Desired Outcomes
• Need residual benefit – increase the calibre of heritage product.

• Put together a city tour that ties in other elements, not just historic ones (waterfalls).

• Putting together packages and tours during the summer months.

• Need to see a legacy, something staying Hamilton.

• Educated youth – convert them to historians – getting them engaged in their local history is an important first step.

• Have a resident historian.

• Bring in longer haul tourists – with the new tourist centre at QEW and Fifty Rd – can this be kicked off with a War of 1812 theme?

• Look back and see that something tangible was left behind – capital improvements to the park, monument is an example of the importance of this.

• Help people better understand the difference history makes in their lives.

• Draw more tourists into the community from communities between Toronto and Niagara – get people off the QEW – those who would not normally come, to discover the green spaces and cultural assets.

• Legacy project – Hamilton doesn’t have a central area for an overview of the city – no community museum or cultural centre. Something that combines everything, including an early history of the city, aboriginal background.

• Citizens as tourists – increase the profile of heritage and how important it is. Market to the local community- passion and patriotism.

• Tangibles: a centre; special events related to the war.

• There is a growing arts and culture sector – the outcome should be to use this as a catalyst to help teach people in this sector about expectations, servicing and packaging.

• Teach partnering and packaging – product development.

• Dedicated programming to bring FIT.

• Travel passport to draw all of the properties together.

• Use the commemoration as a means to get stalled projects moving ahead such as the Scourge.

• Provide access to dollars for heritage projects – can’t rely on government funds.
• Leaving a legacy should be the most important priority. In order to leave a legacy, we will need to undertake big projects. Infrastructure is key. We can then put educational programs in place as a result.

• The legacy should be fabulous fun and entertaining times for visitors – dynamite moments have to be delivered. Do it in a way so that when visitors leave we are not back to square one.

• Building capital resources – project money invested in some kind of facility or a traveling exhibition that could go cross Canada, a tourism exhibit that gets built into a museum after the fact.

• Need both of these components – can’t only have activities that leave no footprint – something that can continue to be used later.

• Create an online presence, an 1812 site focused on the Hamilton area with a long term presence – a city of Hamilton history web site.

• A combined Fort George (Niagara) and Battlefield Museum ticket.

• Create a map/driving tour, a suggested itinerary connecting different sites.

• Programming perspective: scholarships, endowments, free museum admission for the year.

• Opportunity to increase access -- physical and mental.

• Provide funding for school kids.

**Key Success Factors**

• Length of event is critical – will not be much tourism impact if it is an isolated weekend here and there and only one time events; need to draw people in on an ongoing basis.

• Promotion will be key.

• Need a specific marketing budget dedicated to this.

• Tie in to Niagara is important.

• Need to position Hamilton as a hub to explore the greater region; Niagara as a day trip.

• Look for tie ins with the 1812 product – will take some creativity.

• Marketing and capital is required to see residual benefits.

• How much tourism effort should be redirected? Too early to tell, but support will be dependent on tourism stakeholders seeing the following: more than a three weekend,
three year benefit, residual opportunity such as product development (city tour, packages), infrastructure and enhanced offering.

- A solid tourism strategy – this will drive other things
- Capitalize on the visiting friends and relatives market.
- Not sure if there is a market; product development is very important. E.g. Journeys of Discovery taught partnering and packaging – this is a good model.
- Do a few things and do them well.
- Plan in advance – need dates within the next 12 months because re-enactors have to be booked well in advance.
- We have a very narrow window to get what we want and to leverage funding possibilities.
- A defining moment yet not part of the consciousness; people think of it if at all only once a year. Need a way to keep the feeling of the commemoration on the ground. Constant reminders – like the Civil War in the US – there are constant reminders that the event happened and you can’t avoid it – there are not just single places that interpret it.
- Needs to be in cooperation with Niagara properties.
- Need an event calendar so that individual organizations will know when to tie in their own initiatives – when are the “signature” events taking place?
- Bring people together to create a critical mass of product – to bring adults/FIT, need to create a map/brochure that brings in all cultural and heritage attractions to be part of a trail or drive. This type of thing could also be developed for school trips.
- Would like to see City take on the marketing as well as the programming/theme.
- Note that Stoney Creek’s reenactment event is always the first weekend in June, not at the peak travel time of July/August.
- Need to get creative to tie in hotels and spas, packaging the Commemoration.
- A combination of details and signature events is required.
- Details will require significant groundwork – use 1967 as an example – things at ground level, such as getting retailers to decorate windows.
- Should not coattail along with Niagara – it was a different kind of war at this end of the lake.
Messaging and Audience

- Tap in to the new Canadians who bring their families to the park in Stoney Creek for barbecues and use the park on a regular basis.

- Messaging is about history and peace; not war; about our undefended border and bi-national cooperation; focus on lifestyle of the times, not war.

- Spotlight Burlington, Ancaster, Oakville and Mississauga to get people to come to Stoney Creek.

- Focus should be on the people who live and work in Hamilton and why they should care about the War.

- Need to find the relevance to new Canadians.

- Relevance is going to be very difficult – the issue of the war and the impact of that on communities – make it relevant to these groups first, then move beyond that to tourism.

- Families should be the target – get kids interested as they are the supporters of the future. Boards of Education should be targeted for school projects and to beef up the curriculum.

- Make history come alive – the importance of that Battle – should be able to tap into patriotism and pride since it shaped that nation that we are today.

- Target schools – it is already on the radar, momentum is building.

- New Canadians should be a priority – educate them about Canadian history (ESL groups, publications in different languages, presentations at local multicultural schools); not just local residents.

- Short haul travel – do local – appeal to tourists that live within an hour, idea of discovering what is in our own backyard.

- Have to reach out beyond locals – there is reenactment interest – stats show that there are US visitors from border cities and states as well as people from Toronto.

- People are not interested in buildings and monuments. Serve people in the here and now; new immigrants are familiar with themes of poverty, war and peace. Many new Canadians can relate to experiencing war.
2.0 Comments on Priority Capital/Legacy Projects and Events

The three main places that should see “something left behind” were identified as Battlefield House Museum and Park, Hamilton Scourge, Dundurn National Historic Site and Hamilton Military Museum – comments were that there should be something in all three places which would be of lasting value and that would provide education and an attraction (such as a pavilion or interpretive centre).

**Battlefield House Museum and Park**

- Make the entrance of Battlefield more visible, user friendly and clean it up.
- Kids do not want to see a “museum” – make additions to make it more family friendly – petting zoo, playground.
- Serve tea/coffee - gazebo in the park.
- Improve the parking lot – open spaces are appreciated so leave them alone.
- Look at a meeting room for the Historical Society, Chamber, to draw more people in to the park – so many locals who have never visited – many locals think it is just a museum. Function space for banquets.
- Currently local in orientation; could be enhanced in the following ways: a model of the battle, as there is for Dieppe at the Military Museum; show where the battle lines actually were; provide a walking tour; add an art piece; there needs to be a basic minimum proper display of the Battle.
- Does the monument need refurbishment? Is there the ability to walk out in it? Need to reinvigorate the monument.
- Make it more of an 1812 site than it is now – so that it is not just a once a year reenactment.
- Would love to acquire a building on site – build an interpretive centre – tell the story in an exhibit with a video – Battlefield House is too small to accomplish this.
- Would like to link in the Scourge – Battlefield would be a nice home for this.
- New signage in the park – interpretive trail – educational tool for children and visitors.
- Goal is to capture those visitors who come to the park for other reasons – weddings, etc. – goal is always to be educating the public.
- Building on site – we need an interpretive building somewhere in the city and one to tell the story of 1812 and the Scourge, need to be able to continue to tell the story once the
commemoration is over, so that people can still visit – some physical legacy is important, not just a library, but something physical.

**Hamilton & Scourge National Historic Site**

- Artifacts need to be lifted off, brought up and preserved in a museum, some type of visual display – this project has a lot of potential as the story has been featured on National Geographic.

- Number one priority should be the Hamilton Scourge project; there is an international connection between Canada and the US; this 200 year old vessel at the bottom of the lake should have broad appeal and could be a real tourism draw; it is an important legacy.

- Would like to see a purpose built and designed facility on Burlington Bay with scale models of the wrecks, real time video feed, viewing the ships at the bottom – IMAX film to give it contextual framework, historical reenactment, underwater footage from the dives; condition monitoring; walk on to wharf, see reproductions; need proper preservation, purpose designed. It is intangible now but can be made tangible.

- The Scourge Project should be a priority.

- Passive monitoring of the site is important – no one will ever see these vessels – but they can tell a story through panels/models – access to water – Marine Discovery Centre – trained boat builders can work with kids.

- Make ships accessible – film/footage, underwater conservation.

**Dundurn National Historic Site and Hamilton Military Museum**

- Would like to see an influx of money to the Hamilton Military Museum – redevelopment of the galleries, resources – materials/communication; and upgrades to security in order to have outdoor art exhibits, specifically “On His Majesty’s Indian Allies” (in 2013-14, this will be on loan at the ROM and National War Museum in Ottawa).

- Dundurn needs more money for archaeology – the soldiers stories may come from this.

**Events**

- The Battle of Stoney Creek reenactment will continue on – this is the longest running reenactment in North America, started in 1981. This is a great legacy for a small site and it has a strong connection to the community. There is a significant education component with the History in Action day the Friday before – they are now up to 1500 students and are turning students away. Schools book months in advance to participate. This should be the largest component of the Commemoration.
• Partner with Fort George to commemorate the Battle of Stoney Creek – re-enactors can be at Fort George the weekend before; partner on the two weekends, having them camp at Port Dalhousie, Grimsby and 40 mile creek along the way -- they could hit small towns every other night.

• 2013 – major year of focus; when the British arrived and the Battle of Stoney Creek; could march schoolchildren from Dundurn to Stoney Creek, with an encampment. Do the reenactment concept but apply it to schoolchildren. This would be in addition to what Susan Ramsay is already doing.

• An event using the five long boats in Hamilton; bringing the tall ships; something to commemorate the sinking of Hamilton scourges. Timing with Aquafest?

• A walk/run event that takes people from Dundurn to Stoney Creek that can continue annually.

• Events should be those related to the war and what really happened – such as the Hamilton Scourge and Battle of Stoney Creek.

• Should be family oriented like the recent successful Apple Fest. The reenactment is always well attended, the fireworks are an important component of this.

• Consider a public holiday on a commemorative day – in the past has been a public holiday when all kids had the day off of school (June 6, 1913 when they opened up the monument).

• Need to look at history and how things were commemorated in the past - we would have to start now.

• The same day will be the 100th anniversary of the opening of the monument – royal visits possible? When the monument opened, Queen Mary sat in her bedroom and pushed a button – can we have a similar transatlantic connection?

• Dignitary visits – there is a Governor General affiliation with the site – Queen visited in 1959 -1963 (the 150th anniversary).

• Art Gallery has a large collection of watercolours/drawings by British soldiers – painted landscapes. An exhibition is on the schedule with the curatorial group. Gallery wants to know how best to link this in with other activities. They are works on paper and because of conservation issues, they have not been out since 2003 and the exhibition can be six months max. Considerations for timing: it would not be a ticketed but a free exhibition; can’t put marketing dollars behind it specifically. Note that they are planning years in advance. The education department will take this to school groups, it can fit into topics of history and landscape. A lot of the content will be similar to what was in a 2003 exhibit called “Picturing Place” featuring works from amateur artists of 19th century
Canada, who painted the British North American landscape – this will be the core material for the exhibit. The theme will likely be “19th century views of Canada”; if there is something around Tall Ships, they could also look at something themed around marine/seascapes.

**Other**

- Hammond Church project – has been put on the back burner but is very important
- Dundurn driving tour project had been started – GPS, CD-Rom, pod casts, digital video; potential for a Niagara partnership to get different sites involved – including Dundurn, Burlington Heights, Ancaster, sites in Niagara. The concept and content exist already, only execution is required. Boost up this project.
- Public Art Project – about what the Commemoration means in the community - a cross cultural festival.
- Every month in the year 2013, newspapers should be doing special issues, library and art gallery having exhibits, different groups doing things.
- Public could be kept informed via a weekly column in the paper – that talks about events leading up.
- Publications, commemorative products (given to reenactors instead of payment), lectures.

3.0 **Comments on Roles and Responsibilities**

- Not all important cultural organizations can play a large role or be part of a steering committee, however they should be a voice at the table, perhaps part of a secondary committee that looks at FIT and educational packages.
- A Committee should be made up of people from different areas, including from outside of Hamilton along the lake, not just geographically based – include small towns.
- Have separate event committees to actually get things done.
- Would like to see it driven by tourism and culture. Tourism has the marketing expertise; culture has the programming expertise.
- Would like to see a project manager, staff person. Then staff from both culture and tourism could act as reps.
- Would like to go to the public to find out what they expect, get ideas, brainstorm, would like to see this done soon.
- Volunteer expertise is not there for heritage groups.
• May turn into “all Stoney Creek”.
• If it is to be international in class, staff is important.
• Need to get the cultural community on board, perhaps through an art project.
• Create a legacy of not having to rely on volunteers.
• Create a Special Events Commission with staff, admin support and a budget.
• Minimally a person at City who can bridge culture and tourism.
• Need someone in charge who is not just a conduit, but someone who understands
  grants, has the ear of council and who can dream big. There has to be staff in place in
  the municipal structure, can’t just count on volunteers. Not just someone who is part of
  some other department with other responsibilities. This can help with long term planning
  so that opportunities are not missed (e.g. the idea of royal visit in 2010).
• Current staff at city is overloaded as it is. Need someone at the helm who has a vested
  interest in the project – staff person in a central office who reports through heritage and
  tourism.
• Need a lot of input from the community. Volunteers, committee members. Don’t want it
  to be bogged down with bureaucracy. Community input sessions – booth at city
  functions.
• McMaster and big companies must be at the table.
• A kids’ committee could come up with ideas, listened to at a higher steering committee
  level.
• Coordinator role required to work with heritage/tourism/culture and education.
• Needs to be about reaching out to the public, creativity not red tape.
• Fundraising is important – prudent to incorporate fundraising in committees.
• Need relevant roles for staff and volunteers, 1 or 2 full time paid staff, there for the
  duration, well before it starts.
• Advisory group – have not had good experience in past with Hamilton, in between a
  small town and a big city, a lot of in fighting, need to bring in new blood, make sure that
  heritage groups, etc. are represented but danger in it being just the usual suspects.
• New Canadians should be represented – find people who represent established
  community groups.
• All the other volunteers need to be coordinated by staff – can’t have volunteers corralling volunteers.

• Historical Society, Friends of Battlefield – offer significant volunteer time.

• There is a dedicated committee for the reenactment but will need more staff. Committee structure is that it is volunteer driven, but more training is required.

• Need to meet and discuss; working committee beginning to decide what they would do with funding.

• Marketing needs to be a very strong component; tourism is a vital component.

• Mayor and council need to play a significant role – strong voice in community – a special day as a public holiday (June 6, 2013) would need to come from that level.

• Relationship with Niagara: Hamilton needs to have a seat at their table, but Hamilton needs its own committee structure; have a staff member attend their meetings.

• Need a working committee, not policy making.

• Key stakeholders are important.

• Tourism Hamilton could take the lead – collaborative between tourism/cultural/heritage.

• Historians will play a key role.

• Important to have people with a vested interest – but how many private sector people really do? If you orient it around tourism and economic impact they will – important to have a seat at the table for the hospitality sector, as well as reps from Dundurn, Stoney Creek, and Scourge; from tourism – Chambers, Tourism Hamilton, Flamborough etc, making sure all geographic areas are represented.
EXHIBIT FOUR: Suggested Terms of Reference for a Public Input Process

Public Consultation Objectives

Public consultation objectives include:

- Obtaining advice and input from stakeholders and the general public
- Facilitating public understanding of and engagement in the commemoration and the history it represents
- Incorporating community values into the planning process and ensuring that local community interests and concerns are adequately accounted for in the process
- Promoting effective communication between the various stakeholders and the general public in order to maximize the opportunity for a successful commemoration that will provide significant benefits to the City and its citizens.

Public Consultation Approach

The proposed approach comprises methods to ensure the input and participation of a wide variety of stakeholders, including the general public, businesses, community leaders, government agencies, First Nations and educators, and is based on a commitment to the principles of open and transparent communication to foster trust, credibility and integrity. The Community Advisory Committee is recommended as the public face for interactions with the general public.

- **Stakeholder Consultations:** During the planning and development of the Commemoration, many stakeholders will be invited to participate in a comprehensive stakeholder consultation program. The consultation program will include forums, working sessions, and dialogue with individual stakeholders to provide an opportunity for input and participation in the planning and delivery of the Commemoration. When appropriate, stakeholder groups will be encouraged to form Community Working Groups that will provide an opportunity for focused program development and delivery.

- **Open Houses:** At least two Open Houses will be conducted during the planning process to provide an informal forum for the general public to discuss and have input into the development of Commemoration plans. These professionally facilitated events publicly display information, allow the general public to informally meet members of the Community Advisory Committee and Secretariat, and solicit public input into the planning of the Commemoration. The open houses will be held early in the process, providing a full outline of the process as developed to date, with emphasis on opportunities and options for public participation and information on the goals, objectives, and scope of the proposed Commemoration. The Open Houses will be open to all interested people, and hosted by the CAC and public representatives. To encourage the public to attend, the events will be advertised in regional and local media.
and information will be provided to local newspaper, radio and TV community service programming. Guests will be informally registered in order to add them to the mailing list and otherwise keep them informed. A questionnaire will be collected to obtain concerns and comments on the information for future planning steps and to help to evaluate the effectiveness of the open house in terms of number of guests, the quality of dialogue, and the general satisfaction of guests with the proceedings.

- **Public/Community Meetings**: After the Open Houses have taken place and a program of activities has been developed, structured opportunities for the general public to learn about the Commemoration will also be held in order to share information, build excitement, and solicit volunteer involvement. Public groups, government agencies and the general public will be encouraged to attend. A summary of the public meeting will be prepared and made widely available to the public.

**Public Communication Strategy**

Communication and public consultation are important for the creation of a publicly valued Commemoration. The communication strategy is designed to convey information to the public in a timely and accurate manner, and to facilitate cooperative identification of community issues and concerns. The following communication methods will be utilized:

- **Informing the media**: In order to reach as wide a public as possible, media releases will be used to inform local and regional media about the project. Project milestones and open house notices will be advertised in local newspapers.

- **Web Site**: At the outset of the Commemoration planning, a web site will be developed and posted, containing information related to the Commemoration background, the project team, the process being followed, the public consultation approach, all Commemoration related announcements, and public meeting documentation. Questions and comments by e-mail will also be invited via the project web site.

- **Advertising**: Advertisements and flyers will be produced and circulated at various key points to promote consultation events, and help raise awareness of the Commemoration in the community. This can be done in partnership with Tourism Hamilton.

- **Newsletters**: An electronic newsletter will be used to disseminate Commemoration information in a timely manner. Following each major public involvement step in the process, a summary report or newsletter which expresses the range of ideas and issues heard from the public should be prepared. These reports should be distributed to all interested parties via the address lists gathered from open houses and public interest group/stakeholder lists. Depending on local interest, a general mail-out to all residents can be considered.

- **Comment Forms**: Comment forms will be distributed that can be filled out directly on the website or mailed/faxed back to the City.