To: Chair and Members
   Emergency & Community Services Committee

From: Joe-Anne Priel
      General Manager,
      Community Services Department

Date: October 9, 2008

Re: Cultural Policy & Plan (ECS08048) (City Wide)

Council Direction:
Not Applicable.

Information:
The Culture Division, Community Services Department is leading a cross-departmental
and community based team in the development of a Cultural Policy and Plan for
Hamilton.

Municipal cultural planning involves the strategic and integrated planning of cultural
resources to support economic and community development and is an accepted best
practice planning approach in both large and small communities.¹ Municipal cultural
planning and the development of Hamilton’s Cultural Policy and Plan directly aligns with
the City’s Vision “To be the best place in Canada to raise a child, promote innovation,
engage citizens and provide diverse economic opportunities.”

   “Economically successful and vibrant cities are those that engage
   the creativity of their residents and maintain an authentic and
   environmentally sustainable setting.

   It pays for a municipality to make a proactive role in cultural
   development.”

       .....Dr. Richard Florida

¹ Toronto - Creative City Planning Framework
   Building a Creative Future: A Cultural Plan for Barrie
   Liveability, Creativity, Economy: A Cultural Plan for Oakville
The Cultural Policy and Plan is a three-phase project identified as the “Our Community Culture (OCC) Project”. The completion of the OCC Project will result in the following overall outcomes:

- Identification and analysis of the status of cultural activities and resources in Hamilton;
- Identification of potential opportunities for the development of culture;
- Clarification of the City’s vision and role with respect to culture;
- Development of a Cultural Policy and related principles; and,
- Development of a multi-year Cultural Plan with comprehensive strategies, goals and objectives.

Definition of Culture
For the purposes of this project the broad working definition of culture is:

“The way of life of people as it is expressed and lived out in our community”.

This definition of culture assumes that in the lives of individuals, and in our community as a whole, there are both tangible and intangible contributors and resources involved in the development of culture, and in the expression of culture.

The three phases of the OCC Project are as follows:

Phase 1 – Community Profile
The key deliverables for Phase 1 are as follows:

- Development of a comprehensive inventory identifying Hamilton’s cultural resources through a cultural mapping process.
- Analysis (strengths, gaps, opportunities) of Hamilton’s current cultural resources.
- Geographic Information Systems (GIS) mapping of Hamilton’s cultural resources.
- Development of an overall culture based Community Profile of Hamilton.

The cultural mapping process will identify various areas and industries that currently have a cultural component, or which have the potential to be enhanced through the development of culture in Hamilton.

The cultural inventory, cultural mapping and resulting Community Profile will form the basis for Phases 2 and 3 of the OCC Project, and will be foundational in future municipal cultural planning.

Funding – Canadian Arts and Heritage Sustainability Program:
  Municipal Cultural Planning
  Hamilton Future Fund
Phase 2 – Cultural Policy

The key deliverables for Phase 2 are as follows:

- Development of a cultural vision statement informed by community and stakeholder consultation.
- Development of a cultural policy and supporting principles.
- Identification of the City’s role in culture.

The Cultural Policy will provide a policy framework of broad principles that will guide Council’s decision making with respect to the cultural life of Hamilton.

Funding – Canadian Arts and Heritage Sustainability Program: Municipal Cultural Planning
   Hamilton Future Fund

Phase 3 – Cultural Plan

The key deliverables for Phase 3 are as follows:

- Identification of strategies, goals and objectives for culture in Hamilton.
- Development of operational plans and related performance measures in consultation with identified community stakeholders within seven key focus areas:
  1. Urban Revitalization and Renewal;
  2. Cultural Tourism;
  3. Quality of Place – Quality of Life;
  4. Culture as an Economic Engine;
  5. Building Community Identity & Pride;
  6. Addressing Specific Challenges Facing our Community; and,
  7. Personal & Social Development of Youth.

The Cultural Plan will become a catalyst for creating social and economic benefits and provide a framework for a culturally sensitive approach to urban planning. The Cultural Plan will establish comprehensive multi-year strategies, goals and objectives developed in collaboration with community stakeholders.

   City of Hamilton Capital Budget 2009.
Timelines

The projected timelines for Phase 1 are May 2008 – April 2009. It is anticipated that Phases 2 and 3 will commence upon the successful completion of Phase 1. All phases and components of the OCC Project should be completed by the end of 2010.

A. Background:

Emerging Role of Municipal Cultural Planning

Cities are increasingly realizing the benefits that come from fostering creativity and investing in culture. In the spring of 2008, author and Professor of Economics, Dr. Richard Florida, and urban strategist, Mr. Glen Murray, addressed City and business leaders at Hamilton’s Economic Summit. Dr. Florida and Mr. Murray underscored the enormous social and economic benefits accrued by municipalities who take a proactive role in the cultural development of their city.

In recent years cultural development in municipalities has experienced a shift in the traditional approach to culture planning. In the past, municipal cultural planning focused on cultural facilities and programs. Currently, municipal cultural planning focuses on a broader, more holistic approach to planning for the “lived culture” of a community. The “lived culture of a community” planning approach is an asset-based perspective, which recognizes the inherent value and uniqueness of a community and the importance of considering a place-making focus. Municipal cultural planning has now become more strategic involving integrated planning and the use of cultural resources, as a basis for urban and community development.

To strategically position municipalities for cultural planning and the holistic approach of the “lived culture” of a community, it is an accepted “best practice” that cultural mapping be initiated as a fundamental first step in the planning process. Phase 1 of the OCC Project includes this foundational cultural mapping first step as well as the development of cultural community profile. The cultural mapping process and resulting Community Profile will be used to inform the Phase 2 development of a Cultural Policy and Phase 3 development of a Cultural Plan.

B. What is Cultural Mapping?

Cultural mapping is a process to identify and build awareness and knowledge of the broad spectrum of contributors to the culture of a community, its related cultural activities, resources and assets. Cultural resources can include both the tangible and intangible contributors and resources involved in the development and expression of culture such as: built heritage, natural heritage, landscape, facilities, collections, artists, events, industries, organizations, associations and groups. Typically, cultural mapping also includes the use of GIS technology to spatially locate the identified cultural resources.
C. Why is Cultural Mapping Important?

Cultural mapping provides succinct, evidence-based documentation of culture resources that can be used to inform a city’s policy development and planning processes. Culture mapping and information on the broad spectrum of cultural resources has significant potential for web-based searches for residents, visitors and businesses, and to be utilized in the marketing and promotion of initiatives and opportunities.

The OCC Phase 1 cultural mapping process will include the development of a searchable cultural data framework and GIS based visual map. Phase 1 will also include an analysis and summary of Hamilton’s current cultural contributors and related activities, and present an analysis and overall profile of Hamilton’s current cultural community.

D. Project Stakeholders:

Project Steering Team

The Culture Division is leading an inter-departmental staff and community based Project Steering Team for Phase 1 of the OCC Project. The Steering Team has representation from the following Divisions/Departments and key community stakeholders including:

- Culture Division, Community Services Department;
- Strategic Services Division, Community Services Department;
- Planning Division, Planning and Economic Development Department;
- GIS Division, Corporate Services Department;
- ITS Division, Corporate Services Department;
- Tourism Hamilton;
- Executive Directors from two (2) Cultural Centres;
- Retired Educator; and,
- Independent Business Owner.

Other staff and community based working groups and advisory teams will be established throughout the process as needed.

Consultants

The City has secured the consulting firm of AuthentiCity, an urban policy practice of Navigator (Toronto) to complete the OCC Project - Phase 1. The lead consultant for the project is Dr. Greg Baeker, an internationally recognized expert in the field of cultural mapping and municipal cultural planning. Dr. Baeker has been instrumental in planning and leading numerous provincially funded municipal cultural planning forums throughout
Ontario, during the past five years; forums in which staff from various departments in the City have also participated.

E. OCC Project - Phase 1 Activities Completed to Date:

- Formation of the Project Steering Team and completion of the OCC Project orientation process.
- Evaluation of proposals, completion of proponent interviews and hiring of project consultant, AuthentiCity Ltd.
- Initial meeting with the Project Steering Team to:
  - Introduce consultants;
  - Approve Project Steering Team’s Terms of Reference; and,
  - Confirm project deliverables.
- Development and approval of Phase 1 of the OCC Project Charter including workplan, deliverables and timelines.
- Background research to identify existing City and stakeholder planning documents, data bases and initiate the development of a statistical portrait.
- Development and initiation of a communications strategy.
- Meeting with key internal and external stakeholders to determine data integration strategies and potential partnership opportunities.

F. OCC Project - Phase 1 Projected Activities September 2008 – April 2009

- Completion of cultural resource data base and verification through stakeholder engagement.
- Development and implementation of community wide survey.
- Development of a historical narrative.
- Completion of cultural mapping summary report.
- Completion of Community Assessment Analysis.
- Development of Community Profile.
- Stakeholder consultation and verification of Community Profile.
- Completion of final Community Profile Report and presentation to Council.

G: Summary

The anticipated successful completion of Phase 1 will establish the foundation for subsequent phases of the OCC Project and the development of a comprehensive cultural planning framework for the City. An established, strategic approach to cultural planning will more fully mobilize culture as the 4th pillar of community sustainability;
while strengthening the on-going development of culture in Hamilton for the benefit of our residents, visitors and businesses.

__________________________
Joe-Anne Priel
General Manager,
Community Services Department