SUBJECT: Approval of Additional FTE – Director of Culture, Community Services (ECS07077) (City Wide)

RECOMMENDATION:

That the addition of one (1) FTE, for the new position of Director of Culture, be approved with a funding transfer from the Recreation Division’s budget.

Joe-Anne Priel
General Manager,
Community Services Department

EXECUTIVE SUMMARY:

In June of 2007, the Culture and Recreation Division divided into two separate divisions, namely the Culture Division and the Recreation Division. The purpose of Report ECS07077 is to approve the addition of one FTE to the Community Services Department complement for the Director of Culture position. The budget to finance this position is within the current Departmental operating budget.

BACKGROUND:

Cultural activity in the City is substantial. The cultural sector represents an increasingly important driver in Hamilton’s economy. Cultural activities contribute to our quality of life, promote cross-cultural understanding and awareness, and create a “people climate” that is crucial to achieving an energetic, attractive and exciting place to live, work and visit.
The City of Hamilton has an important role to play in supporting culture and cultural activities in our community. The role of the Culture Division is to work collaboratively within Community Services and other City departments to manage the successful development and implementation of municipal policies, programs, partnerships, and initiatives to maximize the social and economic benefits of culture for the citizens of Hamilton.

The duties of the Director of Culture will include policy and program development thereby fostering growth in the multi-faceted cultural sector. He or she will be ensuring the delivery of a broad range of direct and indirect services to the cultural sector and ensure choice and opportunity for cultural experiences for a diverse population of residents and visitors. The Director will provide information and advice to senior management, identify options, and recommend courses of action for the municipal role in cultural planning and investment.

The Director of Culture will provide strategic leadership, through subordinate management, to a multi-functional workforce engaged in the direct delivery of cultural services to the public. Direct delivery includes the overall management of the following sections:

- Heritage Services (sites, buildings collections);
- Public and Community Art;
- Special Events; and,
- Hamilton Farmers’ Market.

The position is accountable for establishing and achieving divisional goals and objectives for each section through the effective and efficient use of financial and staff resources. The Director is responsible for evaluating and reporting on the division's service, financial, administrative and staff performance against internal and external benchmarks to improve effectiveness and efficiency.

Funding for the Director of Culture position is within the current Departmental operating budget and will have no impact on the levy.

**ANALYSIS/RATIONALE:**

The City of Hamilton, similar to other Canadian municipalities, is taking a lead in cultural economic development to ensure Hamilton’s best competitive position. The work of Dr. Richard Florida, author of the Creative Class, states that “it pays for a municipality to make a proactive role in arts and cultural development a key part of its core ‘business.’” Municipalities, large and small, are working with and investing in their creative communities. They are nurturing cultural activities that serve local residents, create and celebrate community identity, facilitate exchange and understanding among socially, economically, and culturally diverse groups, and attract visitors and new businesses.
Cultural activities are recognized as an important way for individuals to contribute to their community. Culture is an essential tool in understanding the values, shared meanings, and goals of residents within a community. Wide, inclusive participation in cultural activities contributes to community vitality and supports the four-pillars model of sustainability.

A diverse, cohesive community is one where each citizen’s traditions, customs, and ideas are shared with the collective, and sometimes re-invented together. In the resulting mosaic, the different cultures and generations making up the community are respected, leading to social cohesion and to an important sense of individual identity and comfort.

A variety of cultural activities present opportunities for reinforcing diverse identities, for creating a sense of shared purpose, and for motivating people to become involved. In other words, such activities help develop social capital, which is the degree to which members of a community are able to collaborate in order to achieve beneficial cooperative goals.

Cultural activities are thus an important meeting place of healthy, heterogeneous communities. They contribute to a shared culture where there is mutual respect for individual cultures and for the collective culture being created together. Shared culture embodies what the community—its history, resources, stories, hopes, and dreams—means to the individual.

To attain shared culture, communities need to find common linkages between individuals by breaking down social barriers and barriers to sharing. They need to welcome a range of perspectives. This is basic to ensuring that a rich cultural climate exists and can also be seen as community-building with far-reaching implications. Only through sharing, understanding, and mutual respect will the world be able to come to terms with the challenges it faces regarding loss of biodiversity, globalization, and poverty (as discussed at the 2002 World Summit on Sustainable Development in Johannesburg).

A sustainable community is a thriving, resilient place with the capacity to respond to change and to develop in ways that have a positive impact on both the present and the future. Shared culture, which is an ongoing process very much about adapting to new social realities, is both the means and end of successful sustainable planning.¹

**ALTERNATIVES FOR CONSIDERATION:**

The alternative for consideration is not to approve the FTE for the Director position. This will contribute to the continuing capacity challenges already present within the Culture Division as the City responds to this growing sector.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Financial:
The identified amount of $140,000 to fund the Director of Culture position, will be transferred from the Recreation Division’s budget. In addition, the Director of Culture will require an administrative budget. It is the intent of staff to identify these administrative costs and try to align in current operating budgets before seeking additional dollars. If some costs cannot be covered through existing accounts then an enhancement will be brought forward during the 2008 budget deliberations.

Staffing:
The addition of one FTE – Director of Culture. Further, the Director of Culture will need an Administrative Assistant. The cost associated with the Administrative Assistant and other administrative costs (see Financial Implications, above) will be brought forward as an enhancement in the 2008 budget.

Legal:
There are no legal implications associated with the recommendation of Report ECS07077.

POLICIES AFFECTING PROPOSAL:

None.

RELEVANT CONSULTATION:

Business Administrator - Culture and Recreation, Finance and Administration Section, Budgets and Finance Division, Corporate Services Department.

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
Arts, culture, archaeological and cultural heritage are supported and enhanced.

Environmental Well-Being is enhanced. ☑ Yes ☐ No

Economic Well-Being is enhanced. ☑ Yes ☐ No
Cultural industries are enhanced.
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