RECOMMENDATION

a) That the eight Goals and twelve Recommendations referenced on Pages 38 and 39 in the Cultural Plan 2013, attached as Appendix A to Report PED12117(a), be approved by Council.

b) That Actions contained in the Cultural Plan 2013, attached as Appendix A to Report PED12117(a), that do not require a change to policy or additional financial and staffing resources, be endorsed by Council for implementation by staff.

c) That the staff advisory team review each Action within the Cultural Plan 2013 to: assign a Corporate or community lead; estimate completion timelines; and identify where policy changes or additional financial or staffing resources would be required.

d) That Actions within the Culture Plan 2013, attached as Appendix A to Report PED12117(a), which have policy, financial or staffing implications, identified through recommendation c), be the subject of reports back to the appropriate standing committee for approval prior to implementation.
e) That staff be directed to prepare a Terms of Reference, for a staff and community-based Cultural Roundtable, to oversee the on-going governance and implementation of the Cultural Plan 2013, attached as Appendix A to Report PED12117(a), for approval by the General Issues Committee.

f) That staff be directed to provide the General Issues Committee with an annual Report Card on the status of the Cultural Plan 2013’s Recommendations and Actions.

**EXECUTIVE SUMMARY**

The approval of the City of Hamilton’s Cultural Plan will establish Council's commitment to position culture as a tool for City building. Culture was defined by the City in the approved Cultural Policy (Report PED12117 - June 20, 2012):

> Culture is a broad concept which encompasses the people, places and things that reflect our community identity and channel creative expression including: cultural heritage; festivals and events; creative cultural workers; natural heritage; creative cultural industries; cultural spaces and facilities; cultural organizations; and stories, values and traditions.

The Cultural Plan Project (the Project) has been led by a cross-Corporate advisory team and has been managed by the Tourism and Culture Division on behalf of the Corporation.

The Project embodies a decade-long leading practice known as Municipal Cultural Planning. A recent article in Municipal World cited the growing prevalence of cultural planning across Ontario and noted that Hamilton “has followed a careful strategy in its cultural planning process”¹. Indeed, Municipal Cultural Planning is considered an important tool for municipalities; it takes a holistic approach to planning for a vibrant city by building on cultural assets and in turn, supports economic and community development.

The Project has received support from all levels of government and has been shaped by extensive community and stakeholder input. The three phases are summarized below.

**Phase 1**, baseline cultural mapping, was completed in 2010 and approved by Council in June, 2010. Phase 1 received funding from the Federal Government – Canadian Arts and Heritage Sustainability Program.

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Phase 2 entailed community engagement in order to develop a Corporate Cultural Policy. The work was completed in 2011 and its major outputs were approved by Council in June 20, 2012 through the presentation of Report PED12117. Phase 2 received funding from the Province of Ontario – Creative Communities Prosperity Fund.

Phase 3 built on the work from the first two phases of the Project and resulted in the City of Hamilton’s Cultural Plan 2013 being presented to Council in this Report PED12117(a). The Cultural Plan 2013 establishes the strategic framework for cultural development, including Goals, Recommendations and Actions.

Council’s approval of the Goals and Recommendations contained within the Cultural Plan will provide an overall endorsement that will then direct staff to review each action and develop detailed work plans. Specifically, and as stated in recommendation (c), a staff advisory team will: assign a Corporate lead; estimate completion timelines; and finally identify if there are any additional policy, financial or staffing implications. If no additional financial or staffing resources are required, and a change to Council policy is not required, staff will proceed to implement the action. However, if there are additional financial or staffing implications, or policy changes are necessary, staff will be required to prepare a report, or series of reports, for consideration of the appropriate standing committee.

The Cultural Plan 2013 will become a living document and staff will provide the General Issues Committee with an annual Report Card on the status of the recommendations and actions. The annual review will enable the City to meet emerging needs and monitor the progress of culture’s impact.

By approving the Goals, Recommendations and Actions within the Cultural Plan 2013, the City of Hamilton will endorse the growing international consensus that cultural vitality is the fourth pillar of sustainability – equal to economic prosperity, social inclusion and environmental responsibility. Thus, applying a cultural lens and considering cultural impacts will now become an important aspect of any initiative the City chooses to undertake. The Cultural Plan 2013 presently aligns to the City’s Strategic Priorities and moving forward, a cultural lens can be used to address any priority, from established initiatives to emerging challenges.

Alternatives for Consideration – Not applicable

**FINANCIAL / STAFFING / LEGAL IMPLICATIONATIONS**

Financial: There are no financial implications associated with the recommendations in Report PED12117(a).
Staffing: There are no staffing implications associated with the recommendations in Report PED12117(a). In some cases, changes to priorities within staff workplans may be required.

Legal: There are no legal implications associated with the recommendations in Report PED12117(a).

If there are financial, staffing or legal implications identified by the staff advisory team, staff will be required to prepare a report, or a series of reports, to the appropriate standing committee for approval prior to implementation.

**HISTORICAL BACKGROUND**

The City of Hamilton’s Cultural Plan Project (the Project), formerly known as the Our Community Culture (OCC) Project in Phase 1, embodies a leading practice known as Municipal Cultural Planning. Municipal Cultural Planning is the “strategic and integrated planning of cultural resources to support economic and community development”2.

The Project was divided into three phases and its goal was to outline the City’s overall position on, and approach to, cultural development in Hamilton. All three phases have now been completed and the resulting Cultural Plan 2013 is attached as Appendix A to Report PED12117(a).

The Project has been funded through the Capital Budget and has been awarded Federal and Provincial grants along the way. The Project’s initiation and approval was based on its alignment with the City’s vision and strategic priorities. The Project is led by a cross-Corporate advisory team and has been managed by the Tourism and Culture Division on behalf of the Corporation.

To date, the work has been based on the principles of integration, measurement, citizen engagement, partnership, and asset-based community development. The Project represents an emerging discipline which does not duplicate any existing roles or research at the City. Phase 1 work has already informed municipal projects such as the Human Services Planning Initiative, Light Rail Transit, the Economic Development Strategy, in addition to the Hamilton Community Foundation’s annual Vital Signs Report. The work also supports all three Corporate strategic priorities: A Prosperous & Healthy Community; Valued & Sustainable Services; Leadership & Governance.

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Phase 1 – Baseline Cultural Mapping

In June 2010, the Culture Division presented the Phase 1 Report – Baseline Cultural Mapping (Report CS10057) to the Committee of the Whole. The Report established the framework to measure cultural resources, Hamilton’s baseline inventory of cultural resources, three strategic planning themes and draft guiding principles.

Phase 2 – Community Engagement and Cultural Policy

In June 2012, the Tourism and Culture Division presented the Phase 2 community engagement results and the Cultural Policy (Report PED12117) to the General Issues Committee. The Cultural Policy was approved by Council in June 2012.

In Phase 2, more than 2,100 citizens were engaged using a broad engagement approach including: booths at events; public workshops; an on-line survey, roundtable meetings; and a Citizen’s Reference Panel. Details are summarized under Relevant Consultation (see Page 5).

Phase 3 – Cultural Plan

In Phase 3, staff developed the Cultural Plan based on more than 250 recommendations. The 250 recommendations were integrated into a Cultural Plan under eight transformational Goals:

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

The eight transformational Goals are founded on best practice research and stakeholder input. The eight transformational Goals represent the major ways culture impacts community and city-building.

Within the Cultural Plan 2013, the eight transformational Goals expand into twelve Recommendations and further into 78 Actions. The draft Cultural Plan was shared with the General Issues Committee on March 20, 2013 in Report PED13045.

Recommendation a) to this report is seeking Council’s approval of the Goals and the 12 associated Recommendations, as referenced on Pages 38 and 39 of Appendix A to Report PED12117(a).
POLICY IMPLICATIONS/LEGISLATED REQUIREMENTS

Report PED12117(a) supports the established Corporate Cultural Policy (contained within PED12117), which was approved by Council in June, 2012.

As referenced in recommendation d) of this report, any actions that would first require a change to Council policy, would be referred to the appropriate standing committee through separate reports, prior to implementation. Examples of possible Actions requiring a report to the appropriate standing committee related to policy changes include:

1.2 Develop and integrate policies and provisions supportive of culture in the City of Hamilton’s Official Plan, Secondary Plans, Zoning and other planning documents where appropriate.

1.8 Identify municipal by-laws, licensing and zoning regulations that are barriers to cultural sector activities and remove impediments where possible.

2.2 Review the appropriateness of the six cultural industry priority areas identified in the Economic Development Strategy and the allocation of resources for their development (film/video/broadcasting; design and digital media; music; festivals and events; performing arts; and visual art).

RELEVANT CONSULTATION

A broad cross-section of staff from across the Corporation steered the development of the Cultural Plan in Phase 3:

- Planning and Economic Development – staff from Tourism and Culture, Planning and Economic Development (Urban Renewal) (7);
- Public Works – staff from Design, Strategic Planning and Transit, Mobility Programs and Landscape Architecture (4);
- Community and Emergency Services – staff from Social Development, Immigration and Recreation (3);
- Hamilton Public Library – staff from Outreach, and Public Service (3);
- Public Health – Staff from Healthy Lifestyles and Youth (1);
- Hamilton Police Service (1); and,
- City Manager’s Office – staff from Neighbourhood Strategy (1).

The following stakeholders were consulted between 2010 and 2013:

- 743 citizens in Hamilton at six festivals and events between June and November, 2010, including: The Bigger Picture Event; Festival of Friends; McMaster University Orientation Week; Immigration Conference; Supercrawl 2010; Actions Speak Louder Conference;
• 45 Cultural Leaders in Hamilton through the Cultural Leader’s Roundtable meeting held on December 15, 2010;
• 1,165 citizens through an on-line survey between December 2010 and January 2011;
• 30 members of Hamilton’s Citizen’s Reference Panel for the Cultural Policy and Plan (December 11, 2010, January 8, 2011 and January 25, 2011);
• 71 members of the public at the Public Workshop on January 8, 2011;
• 60 citizens through focus groups with “uncommon voices”, or people who have unique cultural stories to tell, under the theme of diversity and inclusion (February to April, 2011);
• 65 Cultural Leaders and staff through Hamilton’s Municipal Cultural Planning Inc.³ Cultural Planning Workshop (March 30, 2012);
• 17 City staff through at the Canadian Urban Institute’s Cultural Indicators Workshop (November 15, 2012); and,
• 130 stakeholders at the Draft Cultural Plan consultation on (May 1, 2013).
• Senior Management Team (August 22, 2013).

In total, 2,326 citizens provided input into the Project.

Council has been informed of and involved in the cultural planning process through a series of reports:
• Report ECS08048 to the Emergency and Community Services Committee, October 9, 2008 – Cultural Policy and Plan;
• Report CS10057 to the Committee of the Whole, June 18, 2010 - Our Community Culture Project Phase 1 Report – Baseline Cultural Mapping;
• Information Update, June 6, 2011 – Progress Report on the Future Cultural Policy;
• Report PED12068 to the General Issues Committee, May 2, 2012 – Municipal Cultural Indicators and Performance Measures;
• Report PED12117 to the General Issues Committee, June 20, 2012, Cultural Policy Report; and,

ANALYSIS / RATIONALE FOR RECOMMENDATION

The overall goal of the Project is to transform the City’s understanding of and approach to culture. The Harcourt Commission states that, “We must put culture and place at the centre of building Canadian communities”. For Hamilton, this means embedding
cultural awareness and understanding into our approach to city-building by asking two basic questions:

1. How can cultural resources contribute to addressing community priorities, such as building neighbourhoods, attracting new investment, retaining youth or increasing tourism?

2. How do local planning decisions impact cultural resources (e.g.: the impact of new developments on cultural and natural heritage resources)?

The City of Hamilton set the foundation for a new approach in June 2012 when Council approved the new Cultural Policy (PED12117).

The Cultural Policy serves as a foundation for the Cultural Plan - it establishes the following aspects contained with the Cultural Plan 2013:
- Vision for Culture;
- Definition of Culture;
- Guiding Principles; and,
- Cultural Policy Statement.

Council’s endorsement of the Cultural Plan 2013 in no way commits Council to supporting future policy changes or approving additional financial or staffing resources. The staff advisory team will review all Actions in-depth, and identify which Actions would require future reports to Committee seeking further approvals. Actions that may require additional reports related to additional financial impacts may include:

3.1 Develop and implement a Cultural Investment Strategy to guide the City’s contribution to the cultural sector and build on the work of the Arts Advisory Commission’s Task Force on Arts Funding.

3.2 Set annual and long term targets for cultural investment spending in the City’s budget.

5.3 Seek additional incentives and creative approaches to encourage heritage conservation and preservation in revitalization and regeneration projects in downtown.

11.3 Examine the feasibility of providing free admission opportunities to Hamilton’s civic museums.

With respect to additional staff resources, it is unlikely that departments will require additional staff complement to implement Actions. What may be required, however, is a re-prioritization of work in order to integrate Actions into future workplans.
Proposed Cultural Plan

Hamilton’s Cultural Plan 2013, attached as Appendix A to Report PED12117(a), is based on a combination of the research and broad community consultation. In total, more than 2,300 stakeholders provided input into the process.

The Citizen’s Reference Panel wrote the vision statement; as a result, the citizens of Hamilton directly set the tone for the overall Cultural Plan.

The definition of culture is taken from Phase 1 and the emerging Provincial standard on cultural resources, known as the Cultural Resources Framework.

The guiding principles are based on the Phase 1 guiding principles written for Hamilton by Greg Baeker, an expert on Cultural Planning. The guiding principles were also shaped by input from more than 700 citizens at six festivals and events between June and November 2010.

The Cultural Policy and specifically the role of the City is based on staff, and community stakeholder input, and a review on the Phase 1 and Phase 2 reports, including citizen and cultural sector input.

The eight transformational Goals are founded on best practice research and stakeholder input. Within the Cultural Plan 2013, the eight transformational Goals expand into twelve Recommendations and further into 78 Actions.

Stakeholder Reaction to the Draft Cultural Plan

On May 13, 2013, 130 people attended two identical three-hour long workshops on the Cultural Plan held at the Hamilton Central Public Library. The events included a presentation on the Cultural Plan, a short survey and table topics facilitated by community facilitators.

Respondents identified the following* as points of excitement:

- The City recognizes the importance of culture as a driver for a vibrant liveable City (50%);
- The Cultural Plan is comprehensive, proactive, integrated and thoroughly researched (40%);
- City and Council are committed to culture and have citizen support (15%); and,
- Inclusion of and focus on youth attraction, diversity and equity (15%).

*Note: Some respondents identified multiple points of excitement.
Respondents identified the following concerns with the City’s Cultural Plan:

- That funding and resources will not be adequate (25%);
- That the plan will not be implemented or maintained over time (9%); and,
- The action plans will need to be more detailed (6%).

Community endorsement of the Cultural Plan was high with 90% of workshop respondents stating they supported the Cultural Plan. The high degree of support is important because according to the Ministry of Culture and Tourism, broad community engagement and endorsement are key to the success of any Cultural Plan.

The Cultural Plan was presented to Senior Management Team (SMT) on August 22, 2013 and it received full endorsement. It was identified by SMT as another excellent example of cross-departmental work resulting in a Corporate document in which all have a ‘stake’.

By setting a formal Cultural Plan, Hamilton is positioned to use culture as a tool for city-building. Culture is one tool which will support Hamilton’s future as a vibrant, successful and sustainable community. Council’s endorsement of the Goals, Recommendations and Actions within Cultural Plan 2013 will help Hamilton to achieve its strategic priorities and ultimately, enhance its overall “livability quotient”5.

## ALTERNATIVES FOR CONSIDERATION

N/A

### ALIGNMENT TO THE 2012 – 2015 STRATEGIC PLAN:

#### Strategic Priority #1
A Prosperous & Healthy Community

*WE enhance our image, economy and well-being by demonstrating that Hamilton is a great place to live, work, play and learn.*

#### Strategic Objective

1.1 Continue to grow the non-residential tax base.
1.2 Continue to prioritize capital infrastructure projects to support managed growth and optimize community benefit.
1.3 Promote economic opportunities with a focus on Hamilton's downtown core, all downtown areas and waterfronts.
1.5 Support the development and implementation of neighbourhood and City wide strategies that will improve the health and well-being of residents.
1.6 Enhance Overall Sustainability (financial, economic, social and environmental).

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Strategic Priority #2
Valued & Sustainable Services

WE deliver high quality services that meet citizen needs and expectations, in a cost effective and responsible manner.

Strategic Objective
2.1 Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation.
2.2 Improve the City’s approach to engaging and informing citizens and stakeholders.
2.3 Enhance customer service satisfaction.

Strategic Priority #3
Leadership & Governance

WE work together to ensure we are a government that is respectful towards each other and that the community has confidence and trust in.

Strategic Objective
3.1 Engage in a range of inter-governmental relations (IGR) work that will advance partnerships and projects that benefit the City of Hamilton.

APPENDICES / SCHEDULES

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Our city is ready to embrace culture

— Tim McCabe, General Manager
Planning & Economic Development
City of Hamilton

Hamilton City Hall
Photo By: Jesse Colin Jackson
Culture makes a significant and positive impact on a community’s quality of life. I have witnessed cultural revitalization taking place across Hamilton – much of which has been led by the community – and, I recognized that the power of culture to transform a community would only be increased if the City did more to facilitate its development.

It is for this reason that I made it a goal to increase the role of cultural development in the City of Hamilton. In 2012, the Culture Division merged with Tourism and moved into the Planning and Economic Development Department under my leadership. I enthusiastically became the sponsor of the corporate Cultural Plan, which seeks to insert a passion for culture in all the work we do as civil servants. Culture is the fourth pillar of sustainable development and it is one tool we can use in building a vibrant, sustainable city that attracts and retains talent.

I have seen first-hand that our city is ready to embrace culture. I am humbled by the community’s support of the Cultural Plan – an overwhelming 92% of Hamiltonians also view culture as key to the city’s quality of life and 90% of stakeholders endorsed the draft Cultural Plan earlier this year.

We are on the right track. And, we bring the Cultural Plan to Council for endorsement with confidence and pride. Once the plan is approved, we must strive to do our best to implement the multi-year plan, which will continue to boost the vibrancy of our already great city.

Thank you to the 2,300 cultural leaders, citizens, and staff who shaped the plan. It has been an honour to join such a tremendous effort.
Culture transforms communities, promoting innovativeness and a healthy quality of life

— Jennifer Lord, General Manager
Creative City Network of Canada
Around the world, governments are acknowledging that cultural vibrancy is the fourth pillar of sustainable development, equal to economic prosperity, social inclusion and environmental balance. Cultural vibrancy promotes and preserves authentic experiences and expressions and it is achieved through cultural development. Cultural development is one tool in the City’s toolbox of city-building. Culture transforms cities and fosters open, tolerant and innovative communities.

Hamilton’s cultural renaissance is well underway and the Cultural Plan will set high level priorities for city-building through cultural development. The Cultural Plan is a corporate wide, multi-year plan which sets goals, recommendations and actions rooted in the Council approved Cultural Policy.

Hamilton’s Cultural Plan takes a holistic and integrative approach to planning in which city departments work together to achieve high level city-building objectives through cultural development. Although the Cultural Plan itself is a new document, it includes both existing City initiatives and new initiatives.

Hamilton’s Cultural Plan adopts a collaborative approach to planning within the City and the community. It builds on the strengths of both grass-roots initiatives and formal City-led or City-facilitated initiatives. Its content is drawn from a public engagement process with input from the broader community using a variety of engagement techniques.

The Cultural Plan is also based on a shared responsibility for culture. All business models are considered and the items appearing in the plan do not necessarily represent City resourced initiatives. Funding may be provided by the City, or shared with other levels of government, partners or sponsors.
We must put culture and place at the centre of building Canadian communities.

— External Advisory Committee on Cities and Communities (Harcourt Commission)
The Cultural Plan is the result of a three-phased corporate project, known as *Love your City*, which was launched in 2008. The Cultural Plan embodies a leading international practice known as Municipal Cultural Planning, which takes a holistic approach to planning for a sustainable and vibrant city.

**Phase 1** consisted of mapping Hamilton’s cultural assets and reviewing 35 existing City planning documents. Phase 1 received funding from the Federal Government – Canadian Arts and Heritage Sustainability Program. The Phase 1 report was approved by Council in June, 2010 (CS10057).

**Phase 2** included broad community engagement of more than 2,100 citizens and stakeholders and resulted in the corporate Cultural Policy. Phase 2 received funding from the Province of Ontario – Creative Communities Prosperity Fund. The Phase 2 report was approved by Council in June, 2012. (PED12117).

**Phase 3** entailed the development of the Cultural Plan into a framework with 8 transformational goals, 12 recommendations and 78 actions. The goals and the recommendations in the Cultural Plan are based on the priorities and recommendations from citizens, the cultural community and City staff. More than 250 recommendations were consolidated and aligned to corporate plans where appropriate. New strategies and actions are also identified.
A great city should be an inventory of the possible

— Descartes

Borer’s Falls, Dundas
Photo By: Larry Strung
The Phase 1 report established the baseline cultural assets in Hamilton following the emerging standard for “counting” culture, the Cultural Resource Framework. Hamilton has more than 2,200 cultural assets. The number of 2,200, while significant, will become more meaningful as Hamilton commits to the ongoing practice of cultural mapping, in which cultural assets are updated, maintained and geo-coded in the City’s mapping database and trended over time. The mapped cultural assets also become a community resource, useful for citizens, neighbourhood groups, students, businesses and entrepreneurs.

The Phase 1 report also established three main themes for the unique stories of Hamilton’s past:

- Immigration, Diversity and Inclusion
- Innovation and Creative Economies
- Citizens, Engagement and Protest

The hard and soft cultural assets are more than “data points”. Collectively, cultural assets define a community and its people. Hamilton’s unique qualities are a source of pride for residents and give tourists a reason to visit.
Twenty-five percent of Hamiltonians are born in another country

— National Household Survey, 2011
Uncommon Voices

In Phase 2, the City of Hamilton piloted a storytelling project in order to advance Hamilton’s community narrative. The project explored a theme from Phase 1, titled “immigration, diversity and inclusion”. The project was titled “Uncommon Voices” and it sought to capture stories about the unique people, places and things that honour Hamilton’s past, celebrate its present and envision its future.

Based on input from the Uncommon Voices Advisory Committee, a total of 60 citizens were engaged in five community consultation sessions with three ethno-cultural stakeholder groups in Hamilton:

- Black/African Canadians
- South Asian
- Spanish Speaking

The Project was led by Evelyn Myrie, now the Executive Director for the Hamilton Centre for Civic Inclusion. The work resulted in several stories being written, including stories on Stewart Memorial Church, Hindu Samaj Temple, and Los Andes, a Hispanic housing development at Stonechurch and Upper Wentworth.

The stories will become part of the City’s storytelling program, which will be led by the Hamilton Public Library. The future program will include, but also expand upon, ethno-cultural engagement and will take on a blend of curated and grassroots stories.
80% of Hamiltonians self-express through art

— Cultural Activities in Hamilton Online Survey, 2011

Photo By: Harry Gillis
Citizens Reflect on Culture in Hamilton

The Phase 2 online survey conducted by Hendershot Research resulted in 1,160 citizens completing a 15-minute survey on activities, interests and opinions on culture. The results of this survey are accurate at a 95% confidence level plus or minus 3 percentage points.

The vast majority of Hamiltonians expressed that culture is important to life in Hamilton. Ninety-two percent (92%) stated that culture contributes to the quality of life in Hamilton. In addition, 82% of Hamiltonians believe that culture attracts tourists and visitors to Hamilton. Finally, 88% of Hamiltonians believe that the City should promote more of its cultural facilities and events.

Seventy-five percent of Hamiltonians participate in culture – either somewhat or a lot. Half of the people surveyed participate “somewhat” in cultural activities 50% and an additional 25% “participate a lot”.

Believe...
Culture contributes to the quality of life in Hamilton
92%

Believe...
Culture attracts tourists and visitors to Hamilton
82%

Believe...
Hamilton should promote more of its cultural facilities
88%
Top Cultural Activities:

- Visit natural heritage (parks, forests) 93%
- Attend a festival 91%
- Visit a library 89%
- Self-express through art 80%
- Attend live music 78%
- View outdoor art 74%
- Share stories about heritage 74%
- Attend live theatre/dance 70%

The top three favourite cultural experiences were visiting natural heritage spots, attending a festival and attending a live music concert.

The top reasons for selecting a particular cultural activity as favourite included: enjoy a unique atmosphere; enjoy a hobby/interest; relieve stress; and time with family/friends.

Cost and time were both identified as factors that influence participation in cultural activities.
Cultural Leaders Reflect on Culture in Hamilton

Cultural Leaders gathered at a Round Table meeting during Phase 2 of the Love Your City project. MASS LBP facilitated the roundtable meeting and challenges and opportunities were discussed.

The Phase 2 report by MASS LBP noted the following:

“On the whole, the cultural sector is committed to what they do and confident in the contribution they make to the city.

Cultural workers feel overstretched and undervalued.

Cultural workers see increasing opportunities for culture to educate, illuminate and create social bonds in Hamilton.”
The three major challenges facing Cultural Leaders are:

**Funding**
Funding is the single greatest challenge for the cultural community. Artists in Hamilton are considered extremely successful if they earn $12,000 a year – and that includes supplemental and part-time jobs. Burnout of staff and volunteers is common.

**Stability**
Many cultural organizations – particularly artists – lack adequate facilities. Funding models discourage innovation and diversification of revenue streams.

**Accessibility**
Youth lack sufficient avenues to experience arts and participation. Participation in the arts is challenged by a shrinking middle class. Hamilton is a sprawling city and public transportation can limit access to cultural events and programming.
The three major opportunities identified by Cultural Leaders include:

**Communication**
Increasing arts coverage will raise the caliber of public dialogue around the arts. Cultural leaders seek increased two-way communication and consultation with the sector.

**Collaboration**
A streamlined, unified and cooperative approach among cultural leaders will lower costs through shared services and cooperation. Cultural Leaders seek to be included in the City’s research and planning efforts.

**Building Social Capital**
Culture can build social bonds and promote a sense of shared identity – the city “needs to debrand and rebrand”.

> Increasing arts coverage will raise the caliber of public dialogue around the arts.
Cultural planning is a place-based approach to planning and development... and broad community engagement and endorsement are key to its success

— Ministry of Tourism, Culture & Sport
Final Engagement Results

Phase 3 expanded upon the wide-reaching engagement activities in Phase 2, in which 2,100 stakeholders were consulted.

In Phase 3, 200 more people were engaged across three events:

• Municipal Cultural Planning Incorporated Workshop
• Canadian Urban Institute Cultural Indicators Workshop
• Consultation on the draft Cultural Plan

“Glad to see a written plan to transform City, attract people and businesses and improve quality of life in our City.

I’m excited at how confidently culture is being embraced by the City.

The City is focusing and recognizing culture as a driver for a vibrant, livable City.”

— Statements from the Cultural Plan Workshop Participants
Municipal Cultural Planning Incorporated Workshop

The City of Hamilton was one of nine communities that applied for and was awarded a Municipal Cultural Planning Incorporated Workshop in 2012. The event launched the third and final phase of the Cultural Plan.

In March, 2012, a total of 65 staff and cultural leaders were inspired by two speakers: Dr. Eddie Friel, an international expert on cultural tourism, and Dan Taylor, a local expert on cultural planning.

The workshop was facilitated by MCPI and stakeholders provided input into eight key components of the Cultural Plan during roundtable discussions.

• Customizing Hamilton’s Cultural Resource Framework
• Storytelling
• Cultural Data
• Marketing Hamilton’s Cultural Resources
• The Value of Culture
• Building Connections and Networks to Strengthen our Culture
• Hamilton’s Unique Heritage
• Cultural Policy
Canadian Urban Institute Cultural Indicators Workshop

In November, 2012, Jeff Evenson of the Canadian Urban Institute (CUI) hosted a Cultural Indicators Workshop at the City of Hamilton. The workshop was held for the Cultural Plan Staff Advisory Team in order to educate staff on cultural indicators and was a step towards developing Hamilton’s Cultural Report Card.

CUI based the workshop on an indicators guidebook they developed in 2011 with input from the City of Hamilton, in addition to seven other cities (Barrie, Kingston, Kitchener, Markham, Mississauga, Ottawa, and Toronto). Jeff Evenson, Principal at CUI, began the session by stating “we need water to live and energy to work...and none of it matters unless you have culture”.

CUI’s guidebook contains more than 70 indicators and CUI recommends that communities first consider “the story they want to tell”; the story about culture’s impact will be different for every community.

Seventeen staff started the conversation and identified three possible “stories” that a cultural report card ought to convey about Hamilton:

**Attachment and connection**
Hamilton attracts and retains people because it is a desirable, vibrant city and residents connect to their neighbourhoods and the city as a whole.

**Heritage**
Hamilton’s heritage extends beyond buildings and designations. It includes the preservation of Hamilton’s unique heritage and contributes to placemaking.

**Real city**
Hamilton is a real city with excitement, vibrancy and grit.

The results from the workshop will help shape future Cultural Report Card, once the Cultural Plan is approved by Council.
What is the city but the people

— Shakespeare

Locke Street Festival 2012
Photo By: Andy Zimmerman
Consultation on the Draft Cultural Plan Workshop
On May 1, 2013, 130 stakeholders attended a 3-hour long workshop held at the Hamilton Public Library, Central Branch.

The workshop was facilitated by Carrie Brooks-Joiner and the format included:
• Presentation of the Cultural Plan framework;
• Written feedback on the draft Cultural Plan;
• Facilitated table topics related to the Cultural Plan.

Overall Support for the Plan
A workshop survey was administered at the event and 90 workshop participants returned the survey, resulting in a response rate of 69%.

Overall support for the Cultural Plan is very high with 90% of participants stating they strongly agree or agree to the statement “I’m supportive of the Cultural Plan”.

90% Stated...
I’m supportive of the Cultural Plan
Most people die with the music still in them

"Most people die with the music still in them"

Oliver Wendell Holmes
Excitement and Concerns
Workshop participants were asked to identify things that both excited and concerned them about the City of Hamilton’s Cultural Plan. Approximately half the workshop participants submitted written comments on the questions posed.

Respondents identified the following as points of excitement:

- The city recognizes the importance of culture as a driver for a vibrant, livable city (50%)
- The cultural plan is comprehensive, proactive, well-integrated and thoroughly researched (40%)
- City and Council are committed to culture and have citizen support (15%)
- The inclusion of and focus on youth attraction, diversity and equity (15%)

*Note: the responses add up to more than 100% because respondents could identify multiple comments.*

Respondents identified the following concerns with the City’s Cultural Plan.

- That funding and resources will not be adequate (25%)
- That the plan will not be implemented or maintained over time (9%)
- The action plans will need to be more detailed (6%)
Table Topic Discussions
Participants were invited to discuss two of six possible table topics. The objective was to provide advice on specific aspects of the Cultural Plan.

Each table topic was facilitated a community facilitator:

- Evelyn Myrie, Hamilton Centre for Civic Inclusion
- Jeff Wingard, Hamilton Community Foundation’s Vital Signs report
- Trish LeClair, Executive Director of the Hamilton Children’s Choir
- Don Jaffray, Executive Director of the Social Planning Research Council of Hamilton
- Cindy Sue McCormack, Social Planning Research Council
- Renee Wetselaar, Social Planning Research Council

The workshop topics included:

- Cultural Roundtable
- Cultural Report Card
- Youth
- Heritage Policy
- Access to and participation in cultural activities
- Advice on establishing priorities
Key suggestions pertaining to the Cultural Roundtable (governance) include:

1. The Cultural Roundtable ought to play the following role:
   - Provide advice to Council
   - Steward/guide the Cultural Plan
   - Cultivate community partnerships

2. The Cultural Roundtable ought to: be a blend of ordinary Hamiltonians, professionals and influential decision makers; include youth; and reflect diversity in Hamilton and culture.

3. The members of the Cultural Roundtable ought to have common philosophies:
   - Open-mindedness
   - Cosmopolitan view
   - Committed to action
   - Respectful of diversity

Key suggestions pertaining to priorities include:

1. Focusing on Hamilton’s biggest problems
   - Poverty and economic issues
   - Downtown Hamilton
   - Youth retention and attraction

2. Focusing on foundation-setting recommendations
   - Do “invest in culture” first

3. Accelerating low cost recommendations

The report on the draft Cultural Plan Workshop contains details from each table topic discussion and the feedback will help inform future detailed action plans once the Cultural Plan is approved by Council.
Culture encompasses the people, places and things that reflect our community identity

— Hamilton’s Cultural Policy, 2012
**Hamilton’s Vision for Culture** *(Council Approved in June 2012)*
Our Hamilton is a unique destination of culture and natural beauty. Our proud history is visible, our neighbourhoods are colourful, our services accessible. Hamilton welcomes you for a day, a weekend, or a lifetime of discovery.

**Definition of Culture** *(Council Approved in June 2012)*
Culture is a broad concept which encompasses the people, places and things that reflect our community identity and channel creative expression including:
Culture is the fourth pillar of sustainable development

— United Cities and Local Governments Policy Statement, November 2010
Cultural Policy (Council Approved in June 2012)
The City of Hamilton embraces the international consensus that culture is the fourth pillar of sustainable development, joining economic prosperity, environmental responsibility and social equity. Consideration of integrating cultural vitality into all City decisions and City initiatives shall be given as the City adopts a holistic approach to culture.

The City of Hamilton is committed to being a reliable and trusted partner, working with community stakeholders to create conditions which support and cultivate creative people, creative capacity, and a shared responsibility for culture.
Culture is to the contemporary city what roads, sewers and bridges were in the 19th and early 20th centuries

— Christopher Hume, Urban Affairs Columnist, Toronto Star

Lister Block
Photo By: Ken Coit
Guiding Principles for Culture (Council Approved in June 2012)

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

• how people define Hamilton’s identity and shapes how people experience our City

• a source of economic growth, employment and wealth creation

• vital to human development

• a source of community pride

• reflective of our diversity

• an essential source of new ideas and innovation

• key to neighbourhood development

• critical to downtown renewal

• a magnet for tourism

• a tool to honour inclusivity, build connections and strengthen social capital
The Cultural Plan Framework is shaped by more than 2,300 Hamiltonians.

Ghost Barn
Artists: John Heney and Carey Jernigan
Photo By: Harry Gillis
Within the Cultural Plan Framework, there are 8 transformational goals, 12 recommendations and 78 actions. Each action supports a recommendation, which also aligns to one of the eight transformational goals.
Culture as an Economic Engine
Culture attracts new businesses, investment, jobs, and talent

Downtown Renewal
Culture is core to downtown renewal

Quality of Life Quality of Place
Culture is a cornerstone in vibrant, competitive and unique communities

Build Tourism
People want to visit places that offer exciting, authentic experiences

Neighbourhood Revitalization
Culture supports neighbourhood transition and vitality

Build Community Identity, Pride and Image
Culture gives the community vitality and a sense of identity

Encourage Welcoming Communities
Cultural activities create and strengthen social connections by drawing citizens together

Creativity for All
Creative expression helps people to grow, prosper and innovate
### Recommendations

- Recognize culture as an essential tool in city-building and plan for culture in our community
- Develop cultural businesses
- Invest in culture
- Enhance tourism development
- Leverage culture as a tool in downtown and community rejuvenation
- Develop and animate public spaces
- Celebrate and preserve Hamilton’s cultural assets
- Identify and develop culture as a key asset in neighbourhoods
- Recognize and celebrate achievement in culture
- Develop and facilitate cultural programming
- Facilitate and increase access to and participation in cultural activities
- Target youth for cultural experiences and work opportunities
Creative expression and the aesthetics of place are key components of quality of life, both for individuals and the vitality of a city.


Vibe Wrangler Studio at Imperial Cotton Centre for the Arts

Photo By: Jeff Tessier
## GOAL
Culture as an Economic Engine

### RECOMMENDATION:
Recognize culture as an essential tool in city-building and plan for culture in our community.

### ACTION:
1. **1.1** Include the Cultural Policy and priorities in the City of Hamilton’s Strategic Plan.

2. **1.2** Develop and integrate policies and provisions supportive of culture in the City of Hamilton’s Official Plan, Secondary Plans, Zoning and other planning documents where appropriate.

3. **1.3** Develop or modify existing programs and incentives, and economic development strategies to support and develop geographic creative clusters, renewal and new development projects to encourage the growth of creative businesses and industries.

4. **1.4** Examine how to develop and use cultural consideration as evaluation criteria within the legislated Environmental Assessment process (e.g. consider cultural elements and destinations in all infrastructure planning).

5. **1.5** Explore how to develop and use cultural considerations for use by staff to measure impact/benefit for infrastructure, development, regeneration, land use projects and social development projects.

6. **1.6** Include cultural representation (arts and heritage organizations, businesses and leaders) in stakeholder consultation regarding the Official Plan and new zoning.

7. **1.7** Include Culture staff representation in relevant Community Planning initiatives (e.g. on Secondary Plan Steering Committees and Technical Advisory Committee).
| ACTION: | 1.8 | Identify municipal bylaws, licensing and zoning regulations that are barriers to cultural sector activities and remove impediments where possible. |
| 1.9 | Contribute to measuring culture’s impact in city vitality and neighborhood wellness (e.g. Hamilton Community Foundation’s Vital Signs Report). |
| 1.10 | Use local cultural asset data to measure and track culture’s impact. |
| 1.11 | Develop a Culture Report Card, annual performance measures and benchmarks to track and report on the impact and benefit of cultural resources to economic prosperity and social vitality. |
| 1.12 | Expand the current scope of arts and heritage goals in *Vision 2020: Sustainability Indicators Report* to broader cultural goals. |
| 1.13 | Take a leadership role in developing performance measures for culture for mandated performance measurement programs (e.g. provincial Municipal Performance Measures Program (MPMP)). |
| 1.14 | Create a Cultural Roundtable of representatives from the cultural community, creative industries, neighbourhood organizations and the general public to act as a catalyst to build community capacity in culture. |

**RECOMMENDATION:**
Recognize culture as an essential tool in city-building and plan for culture in our community. (Continued)
GOAL
Culture as an Economic Engine

RECOMMENDATION:
Develop cultural business

ACTION: 2.1 Position Hamilton as a creative city as part of business attraction and retention initiatives.

2.2 Review the appropriateness of the six cultural industry priority areas identified in the Economic Development Strategy and the allocation of resources for their development (film/video/broadcasting; design and digital media; music; festivals and events; performing arts; and visual art).

2.3 Recognize artists and creative workers as entrepreneurs and develop and provide tools/services to support them in collaboration with the Hamilton Small Business Enterprise Centre (SBEC) and other arts/culture service organizations.

2.4 Collaborate with the local business network (such as: Workforce Planning Hamilton; Hamilton Immigration Partnership Council; Chamber of Commerce; and HIVE) in areas aligned with the goals of the Cultural Plan.

2.5 Develop the capacity and sustainability of existing and emerging not-for-profit cultural organizations.

2.6 Work with the Chamber of Commerce on the planning of future Economic Summits to integrate culture into the Summit’s priorities and content.
Cities need old buildings so badly, it is probably impossible for vigorous streets and districts to grow without them

— Jane Jacobs

Auchmar Estate
Photo By: Jeff Tessier
## GOAL

Culture as an Economic Engine

### RECOMMENDATION:

Invest in Culture

### ACTION:

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<tr>
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<tbody>
<tr>
<td>3.1</td>
<td>Develop and implement a Cultural Investment Strategy to guide the City’s contribution to the cultural sector and build on the work of the Arts Advisory Commission’s Task Force on Arts Funding.</td>
</tr>
<tr>
<td>3.2</td>
<td>Set annual and long term targets for cultural investment spending in the City’s budget.</td>
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<tr>
<td>3.3</td>
<td>Actively participate in and develop the practice of creative city-building (e.g. host Creative City Summit 2014, annual Hamilton Cultural Summit).</td>
</tr>
</tbody>
</table>
While 92% of Hamiltonians live in urban settings, 80% of the land mass in Hamilton is rural

— OMBI 2012, and the City of Hamilton Planning Department, Urban Boundary
GOAL
Build Tourism

RECOMMENDATION:
Enhance tourism development

ACTION:

4.1 Develop a City of Hamilton Tourism Strategy to articulate an appropriate mandate, priority markets, and to shape municipal operations, programs and services and maximize economic return.

4.2 Facilitate and support the work of the community-based Tourism Advisory Committee to advise Council on tourism development.

4.3 Work in collaboration with local tourism partners to increase the growth and sustainability of Hamilton tourism.

4.4 Partner with Regional Tourism Organization (RTO 3) to promote shared priority markets.

4.5 Develop and promote agricultural-tourism for Hamilton’s rural communities.
The best evidence of Hamilton’s growing artistic muscle is the year-round Artcrawl

— Greg Quill, Journalist, Toronto Star

Hamilton is in the midst of a grassroots cultural revival

December 2012
## GOAL
Downtown Renewal

### RECOMMENDATION:
Leverage culture as a tool in downtown and community rejuvenation

<table>
<thead>
<tr>
<th>ACTION</th>
<th>DESCRIPTION</th>
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<tbody>
<tr>
<td>5.1</td>
<td>Ensure culture is considered in the planning and development of major city initiatives including for example: Waterfront; West Harbourfront, and Confederation Park and transportation planning.</td>
</tr>
<tr>
<td>5.2</td>
<td>Develop policies and strategies to incorporate culture and heritage conservation preservation in renewal projects (buildings, sites and natural cultural landscapes).</td>
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<tr>
<td>5.3</td>
<td>Seek additional incentives and creative approaches to encourage heritage conservation and preservation in revitalization and regeneration projects in downtown.</td>
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<tr>
<td>5.4</td>
<td>Use cultural asset data (such as cultural mapping) to inform planning and decisions for placemaking and creative city-building.</td>
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<tr>
<td>5.5</td>
<td>Increase the amount, quality and access to research about culture related to Hamilton to inform planning and decision making.</td>
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<tr>
<td>5.6</td>
<td>Approach post-secondary institutions to consider locating campus facilities in the downtown core to contribute to community vitality and integration.</td>
</tr>
</tbody>
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“
The land has the power to shape us, to bring us together... we might say of ourselves, ‘We are the people of the Bay, we are the city of waterfalls’

— Farrell Boyce
On the Edge: Artistic Visions of a Shrinking Landscape

Cootes Paradise
Photo By: Andy Zimmerman
### GOAL
Quality of Life Quality of Place

**RECOMMENDATION:**
Develop and animate public spaces and places

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<tr>
<th>ACTION</th>
<th>Description</th>
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<tbody>
<tr>
<td>6.1</td>
<td>Develop an Animation Strategy. Deliver and facilitate programming and animation in the Downtown and other public spaces.</td>
</tr>
<tr>
<td>6.2</td>
<td>Develop a long term civic facility, parks and open spaces plan for culture activities based on community need and usage.</td>
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<tr>
<td>6.3</td>
<td>Encourage larger scale new developments to address the cultural context in addition to the physical context through the site plan approval process.</td>
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<tr>
<td>6.4</td>
<td>Incorporate public art throughout the City as outlined in the Public Art Master Plan.</td>
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<tr>
<td>6.5</td>
<td>Develop Public Art policies (e.g. % for public art) and strategies to enhance urban design and development projects.</td>
</tr>
<tr>
<td>6.6</td>
<td>Promote the inclusion of public art and other public realm enhancements in new private developments.</td>
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<tr>
<td>6.7</td>
<td>Develop and implement the community art portion of the Art in Public Places Program.</td>
</tr>
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### GOAL
Quality of Life Quality of Place

#### RECOMMENDATION:
Celebrate and preserve Hamilton’s cultural assets

<table>
<thead>
<tr>
<th>ACTION</th>
<th>Description</th>
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<tbody>
<tr>
<td>7.1</td>
<td>Work with major cultural institutions and organizations (such as the Hamilton Public Library, local universities and colleges, arts service organizations) to identify, share and celebrate cultural assets.</td>
</tr>
<tr>
<td>7.2</td>
<td>Use an integrated approach in policy development and work planning to identify, conserve, protect and enhance heritage buildings, sites, streetscapes, districts, natural cultural landscapes and environmental strategies.</td>
</tr>
<tr>
<td>7.3</td>
<td>Integrate culture in building and promoting strong and unique rural areas as distinct places with unique identities.</td>
</tr>
<tr>
<td>7.4</td>
<td>Encourage and facilitate adaptive reuse of Hamilton’s built heritage assets.</td>
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<tr>
<td>7.5</td>
<td>Develop an overall Heritage Policy and associated plans to identify and prioritize the City’s stewardship activities.</td>
</tr>
<tr>
<td>7.6</td>
<td>Require the consideration of cultural, heritage and aesthetic elements in urban design strategies and other related documents.</td>
</tr>
<tr>
<td>7.7</td>
<td>Steward our civic owned national historic sites and heritage facilities.</td>
</tr>
<tr>
<td>7.8</td>
<td>Develop a Civic Museum Strategy and related plans to guide the long term development and sustainability of Hamilton’s museums and associated collections and resources.</td>
</tr>
</tbody>
</table>
GOAL
Quality of Life Quality of Place

RECOMMENDATION:
Celebrate and preserve Hamilton’s cultural assets (Continued)

ACTION:
7.9  Develop a planning guideline to identify and prioritize significant cultural and heritage areas or districts for recognition, preservation, enhancement and promotion.

7.10  Identify and approve additional Heritage Conservation Districts.

7.11  Promote heritage designation of existing identified significant properties and promote the designation of additional buildings.

7.12  Update, maintain and provide public access to the Built Heritage Inventory.

7.13  Update, maintain and provide public access to the Cultural Heritage Landscape Inventory.

7.14  Complete development of, and implement the Archaeology Management Plan.
91% of Hamiltonians attend a local festival

Cultural Activity in Hamilton
Online Survey, 2011

Photo By: Harry Gillis
### GOAL
Neighbourhood Revitalization

### RECOMMENDATION:
Identify and develop culture as a key asset in neighbourhoods

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<th>ACTION</th>
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<tbody>
<tr>
<td>8.1</td>
<td>Develop culture based community development capacity within the City of Hamilton to provide grassroots cultural development support.</td>
</tr>
<tr>
<td>8.2</td>
<td>Provide cultural resources and planning considerations to neighbourhoods and their partners in support of Neighbourhood Plans.</td>
</tr>
<tr>
<td>8.3</td>
<td>Collaborate with BIAs in the identification and implementation of neighbourhood initiatives to include cultural components.</td>
</tr>
</tbody>
</table>
74% of Hamiltonians share stories about heritage

— Cultural Activity in Hamilton Online Survey, 2011

Photo By: Larry Strung
| ACTION: | 9.1 Work with sectoral stakeholders to develop or enhance recognition programs and events (such as the City of Hamilton’s Arts Awards and Urban Design and Architecture Awards).
| ACTION: | 9.2 Establish a ward or neighbourhood based Community Identity Development Initiative through Cultural Icons and Storytelling programs. |
Culture is the ingredient that feeds community and that’s what makes it vital for everyone.

— Amy Kenny, Journalist
CREATIVE HAMILTONIANS: Culture... the blood of our city, The Hamilton Spectator
September, 2012
**GOAL**
Encourage Welcoming Communities

**RECOMMENDATION:**
Develop and facilitate cultural programming

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

— Gil Penalosa, 8-80 Cities
## GOAL
Creativity for All

### RECOMMENDATION:
Facilitate access to and increase participation in cultural activities

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<th>ACTION</th>
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<tr>
<td>11.1</td>
<td>Identify emerging needs and opportunities for cultural participation and expression in Hamilton.</td>
</tr>
<tr>
<td>11.2</td>
<td>Increase access and opportunity for cultural participation to all citizens (e.g. regardless of age, ethnicity, ability, sexual orientation, geography or socioeconomic status).</td>
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<tr>
<td>11.3</td>
<td>Examine the feasibility of providing free admission opportunities to Hamilton’s civic museums.</td>
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<tr>
<td>11.4</td>
<td>Increase awareness and access to Hamilton’s heritage through programming such as completion and offering of visual tours, digital walking tours, community history research projects and oral history documentation.</td>
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<tr>
<td>11.5</td>
<td>Through a communications strategy provide timely and relevant culture and tourism content using multiple tools (e.g. website, print and social media).</td>
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<tr>
<td>11.6</td>
<td>Provide access to cultural data and information under the City’s Open Data Strategy (see Strategic Plan 2.2 (iii)) using innovative approaches.</td>
</tr>
<tr>
<td>11.7</td>
<td>Increase access to the City’s artifact collections through the Artifact Digitization Project.</td>
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</tbody>
</table>
Cultural offerings such as theatre, a vibrant music scene and unique restaurants are all important in attracting new youth to Hamilton and in creating a complete community for all ages.

— Matteo Patricelli
Hamilton HIVE

Photo By: Dave Pike
GOAL
Creativity for All

RECOMMENDATION:
Target youth for cultural experiences and work opportunities

ACTION: 12.1 Collaborate in the development of programs and resources that promote youth integration, education, skill development, engagement and leadership through creativity and cultural activities.

12.2 Establish formal communication links with current and emerging youth networks (such as Youth Engagement and Action in Hamilton Network and the Youth Advisory Council for the City of Hamilton).

12.3 Facilitate the development of a creative workforce and environment of innovation in collaboration with the education and skills development sector.
Cultural Icons of Hamilton
Dave Kuric, Mixed Media
Hamilton’s Cultural Plan has been shaped by Cultural Leaders, City staff and the citizens of Hamilton. The plan establishes a high level framework for cultural development in the city and it formally recognizes culture as a tool in city-building. Each action will be further developed once the plan is approved by Council.

Culture is integral to the city’s quality of life. Strengthening Hamilton’s cultural assets will in turn strengthen the community and ensure that Hamilton continues to attract and retain residents, businesses and visitors.

“When one falls in love, one becomes credible; So it is with a city when it falls in love with itself. It becomes credible, believable to itself. And it attracts.”

— Pier Giorgio Di Cicco
Former Poet Laureate, Toronto
The Municipal Mind, 2007
VISIT

www.hamilton.ca/loveyourcity

for more information and updates about
Hamilton’s Cultural Plan
Cultural Plan Project Leadership
Tim McCabe, General Manager
Planning and Economic Development Department

Anna M Bradford, Director
Tourism and Culture

Patti Tombs, Manager
Cultural Planning and Marketing

Ali Sabourin, Senior Project Manager

Staff Advisory Team
Carmen Rachel Bian
Suzanne Brown
Linda Button
Margaret Fazio
Susan Jacob
Jennifer Kaye
Ian Kerr-Wilson
Claire Lechner
Christine Lee-Morrison
Deputy Chief Ken Leendertse
Paul Lisson
Kirstin Maxwell
Kirsten McCauley
Shannon McKie
Hazel Milsome
Susan Monarch
Christine Newbold
Jacqueline Norton
Rebecca Raven
Meghan Stewart
Paul Takala

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Cartographic and Graphic Services Section
Planning and Economic Development Department
City of Hamilton