



Cultural Plan

Town of Hanover

June 2019



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All images within the report were provided by the Town of Hanover.

Cultural Plan prepared by MDB Insight



Hanover's Definition of Culture

The following proposed definition of culture in Hanover is in line with the Cultural Resource Framework presented in Chapter Three of the Cultural Plan. The definition is based on the Province of Ontario's Cultural Resource Framework and further informed by the residents of Hanover. The definition of Culture includes:

Cultural Industries: businesses and non-profit groups involved in the creation, production, manufacturing and distribution of cultural goods or services. It includes everything from theatre costume making to creative software design. The classifications in this category come from the Statistics Canada's Canadian Framework for Culture Statistics and reflect the North American Industry Classification System (NAICS) codes. Note that industry data does not distinguish between occupations. For example, industry data could tell you how many people are employed by a museum, and this would include everyone from the curator to the parking attendant.

Cultural Occupations: the labour force aspect of cultural industries. It describes employment in the various jobs that people perform as cultural workers. The occupation categories also come from the Canadian Framework for Culture Statistics and are organized according to North American Occupational Classification System (NOCS) codes. For example, occupation data could tell you how many graphic designers are employed in your community, whether they are employed by a museum or a hospital.

Community Cultural Organizations: organizations that represent arts, heritage and ethno-cultural interests in the community. These are usually non-profits and can include arts and heritage advisory committees, ethno-cultural associations, local arts councils, dance schools and library boards.

Cultural Facilities & Spaces: buildings and sites that host cultural activity. These can include spaces in the public, private and non-profit sectors, and include everything from purpose-built facilities, to facilities that include cultural programming.

Natural Heritage: natural wonders and areas of environmental and cultural significance. These can include municipal parks, conservation areas and botanical gardens.

Cultural Heritage: the management and exhibition of objects, buildings and sites of historical, cultural and educational value. These can include everything from pioneer villages to public art and archive collections.

Cultural Events & Festivals: festivals and events in your community. These can include performing arts events, tours of culturally significant places, seasonal celebrations, and many others.

Intangible Culture: These are assets that are not necessarily manifest in physical form. They include stories and legends, shared beliefs, customs and rituals, as well as digital cultural expression.



Glossary of Terms

Accessible Culture - The access to cultural activities for all individuals, including those that have particular needs either due to a form of disability or economic status.

Cultural Development - The use of collaborative, creative and innovative problem-solving approaches and tools to leverage cultural resources in resolving planning issues and concerns of the community. The process provides the opportunity to enhance the quality of life and unique sense of place among residents.

Creative and Cultural Industries - A set of industries quantified by Statistics Canada involved in the creation, production and distribution of cultural goods and services that use creativity and intellectual capital as primary inputs. They are among the fastest growing economic sectors globally and include enterprises involved in the performing arts; film and video production; recording and broadcasting; architecture; design (graphic, industrial, interior, fashion, etc.) advertising; publishing; new and interactive digital media etc.

Creative Economy - The creative economy deals with the interface between economy, culture, technology, and social aspects. Having creativity as the main driver, the sector is concentrated around products and services bearing creative content, cultural value and market objectives. Creative goods and services are resilient products for they rely on ideas, knowledge, skills and the ability to seize new opportunities.

Creative Hub - A multi-tenant centre, complex or place-based network that functions as a focal point of cultural activity and/or creative entrepreneurship and incubation.

Creative Minds – Individuals who are characterized as having the ability to create from originality of thought or invention.

Culture - Culture is the expression and celebration of the values and aspirations of a community or social group. This is expressed through all manner of human activities that characterise a community and its people and shape its unique sense of place. It includes the sharing of ideas; learning through expression in the fine, visual, literary, media, material and performing arts; heritage; and the shared experiences of history. To engage in cultural planning, therefore, requires knowing how people experience their local environment.

Cultural Council - A strategic leadership group formed for the purposes of implementing cultural plans and ongoing cultural planning and development. Membership ideally includes Council member(s); municipal staff; wide representation from the cultural sector; the business community; important community agencies such as the United Way and Community Foundations; and post-secondary institutions.

Cultural Gardening – Cultural gardening is a cultural development model that embraces the fundamental idea that cultural entrepreneurs drive creative economies.

Cultural Identity - Refers to those shared beliefs and characteristics that distinguish a community or social group and which underpin a sense of belonging to that group. Ethno-cultural background is one important, though not sole source of identity. As cultures interact and intermix, cultural identities



change and evolve.

Cultural Mapping – A systematic approach to identifying, recording and classifying a community’s cultural resources.

Cultural Mediation - Cultural mediation is the process of building bridges between the cultural and social realms, and the building of new relationships between the political, cultural and public spheres. It covers a broad spectrum of practices ranging from audience development activities to participatory and community arts.

Cultural Resources - Cultural resources encompass both tangible and intangible cultural assets that fuel economic prosperity, quality of life and contribute to defining a community’s unique identity and sense of place.

Cultural Planning - A municipal government-led process for identifying and leveraging a community’s cultural resources, strengthening the management of those resources, and integrating cultural resources across all facets of local government planning and decision-making. Cultural planning is part of an integrated, place-based approach to planning and development that takes into account four pillars of sustainability: economic prosperity, social equity, environmental responsibility and cultural vitality.

Diversity - A state of difference in a community or social group that can include race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, and religious or political beliefs.

Gig Community – A community that ensures it has the fastest available broadband speeds for its businesses and residents.

Heritage - All that our society values that provides the living context – both natural and human – from which we derive sustenance, coherence, and meaning in our individual and collective lives.

Place-Based Cultural Tourism - Place-based cultural tourism is more than just attractions but also the destination’s history and heritage, its narratives and stories, its landscape, its townscape, its people. It is about discovering what makes a community distinctive, authentic, and memorable. It is about the experience of place.

Planning Culturally – adopting a new mindset based on building a shared vocabulary and set of assumptions to support communication among people from widely differing professional backgrounds.

Quality of Place - defined as the physical characteristics of a community, the way it is planned, designed, developed and maintained that affect the quality of life of people living and working in it and those visiting it both now and in the future.



Executive Summary

Why a Cultural Plan?

In developing this Cultural Plan, the Town of Hanover joins leading municipalities across Canada in recognizing the important role played by cultural resources in enhancing quality of life and in building prosperous and diversified local economies. Today there are over 75 municipal cultural plans that have been completed covering over 75% of Ontario’s population.

As a growing municipality in Ontario, the Town of Hanover undertook this Cultural Plan to provide a strategic guide to developing and investing in its cultural resources and for leveraging these resources to advance other economic and wider community development objectives.

The Town has already shown leadership in cultural development in several ways. The first establishing a Steering Committee to undertake this Cultural Plan. The Cultural Plan provides a strategic guide to planning and investing in cultural development over the next 5 years and beyond.

The second and critically important way in which the Town has demonstrated leadership is through the integration of cultural resources into a range of important existing planning documents. While enhanced attention to cultural resources is possible and necessary, a foundation has been established in references to arts, culture or heritage in many core Town planning documents. Chapter Three identifies these plans and connections to the Cultural Plan.

The Planning Process

The planning process began in August 2018 and concluded in June 2019 with a presentation to Council. The process was supported by a steering committee made up of residents, staff, community organizations and business representatives.

The Town of Hanover Cultural Plan Planning Process





Through the planning process several background research documents were produced and assembled as appendices to the Cultural Plan. Analysis of these documents and the implications and input it provided to the Cultural Plan can be found in Chapter Four. These documents include:

- **Review of the Municipal Planning Context**
- **Leading Trends in Cultural Development**
- **Cultural Mapping Assessment**
- **Community Input from Surveys, Focus Groups and Stakeholder Interviews**

The Town of Hanover Cultural Plan

The Cultural Plan consists of the following elements:

- **Vision**
- **Town Roles**
- **Strategic Directions and Action Plan**
- **Governance Recommendations**
- **Implementation and Monitoring Recommendations**

The Cultural Plan is grounded in 4 Strategic Directions, 2 Governance Recommendations and 2 Implementation and Monitoring Recommendations which establish a framework for 15 actions and 36 tactics. Each of these elements are presented in Chapter Five.

The Cultural Plan Vision and Strategic Directions are presented below.

Vision

The Town of Hanover envisions a community:

- **Where culture is a cornerstone upon which vibrant resilient, competitive and creative industries are built around;**
- **Where there is commitment to support the growth and diversity of cultural activities and offerings in Hanover;**
- **Where Hanover's cultural fabric will continue to flourish because of its diversity and interdependence of its not-for-profit community, the creative industries and a wide range of cultural consumers;**
- **Where diversity is welcomed as a source of strength and inspiration and celebrated by Hanover residents;**
- **Where cultural awareness and understanding will be the hallmark of community development decision-making in Hanover;**
- **Where recognition exists of our strong organizations that support artists and creators in order to drive the quality and perception of cultural value within the community.**



Strategic Directions and Goals

In achieving this vision, the Cultural Plan has identified the following strategic directions:

- **Strategic Direction #1 – Enable Cultural Investments with Supportive Municipal Policy Structures**
Goal - The Town of Hanover embraces a model of government that integrates culture holistically and comprehensively into the way it does business every day. The application of this cultural lens requests that all decision-making across the Town consider the impact that any decision might make on the vibrancy and identity of the community.

- **Strategic Direction #2 – Leverage Creativity and Culture to Attract and Retain People as Key Drivers of Innovation and Economic Growth**
Goal - The Town of Hanover will collaborate with its partners in the community to take actions which foster innovation in all aspects of cultural policies, programs and services that support the incubation of cultural ideas and expression. The Town of Hanover is home to strong and energetic cultural networks that inform, build, and mentor individuals and organizations on current opportunities within cultural development.

- **Strategic Direction #3 – Create an Environment Where Enhanced Cultural Activities Can Take Place**
Goal - The Town of Hanover will play a leadership role in finding practical ways to create an environment for collaboration and communication to create opportunities for continuing dialogue among cultural partners and to invite residents to engage and participate in cultural activities.

- **Strategic Direction #4 – Implement a Recognizable Cultural Identity for the Town that Communicates an Innovative, Transformative and Authentic Experience**
Goal - Hanover’s identity leaves a lasting legacy that will change the mind-set of the town and raise its creative talent profile for years to come. Hanover recognizes the richness of its heritage as a defining characteristic of the community; one which embeds openness, understanding, appreciation and shares cross-cultural expression in the daily lives of residents and provides individuals rich opportunities to expand and learn new skills. Hanover’s identity solidifies as a performance and festival destination.



72%

of all telephone survey respondents indicated that arts and culture is important to their quality of life.



CHAPTER ONE

In Hanover, Culture Is A Way Of Life

Introduction

As a regional centre in Grey County, Hanover attracts creative minds from across Western Ontario to volunteer, participate and work in its cultural and creative institutions, open small businesses, and build lives in its community.

Economic success over the past two decades has led to a growing population and a diverse business base. From its beginning Hanover has been a dynamic town, fueled by a rich history with its ups and downs. This dynamism is felt on the streets of Hanover today where values are shifting from an old economy to a town with a growing cultural and creative industry and a new generation of engaged residents and leaders of all ages that are building Hanover into a creative community in Western Ontario.

Hanover, after 1970, seemed to pause and regroup and find another way to move forward. Smaller businesses have replaced the giant factory complexes along with expanded service and retail sectors. The town, bolstered by the leadership and vision of its citizens, has initiated many projects over the past two decades. The unused rail lines have become scenic walking trails. The old Knechtel factory on the main street is gone – replaced by the wonderful Heritage Square. The long-standing Carnegie library was expanded to include the Civic Centre, Town Hall and refurbished Library quarters. A new clock tower houses the old post office clock works. An aquatic centre and new arena now grace the south end of town. There, too, beside the hospital built in the 1970s is a new modern health clinic. These amenities have been instrumental in attracting newcomers to the town.

Excerpt from the Heritage Committee's "A Brief History of Hanover"

As Hanover changes so does the complexity of its cultural experience. This experience includes an innovative spirit, a belief that anything is possible, and a desire to make our community vibrant. Over time, Hanover has become a place where residents desire accessible culture, outlets for diverse creative expression, and spaces to create and engage with each other through cultural activities.

The Hanover of today is a place where creative individuals can work in multi-disciplinary practices, where small businesses can thrive, and where the younger population is slated to continue to rise. At the completion of the Parks and Recreation Master Plan, Hanover has shown it has been doing a good job building relationships with third-party service providers to deliver a range of programs for residents, increasing the support for cultural activities and programs across Town. The commitment of the Economic Development Strategy and 2015 Strategic Plan at the municipal level has also assisted in increasing support for cultural appreciation.

This Cultural Plan is a document designed by Hanover residents, cultural organizations, and creative individuals that will continue to empower, celebrate, and promote Hanover's way of life.



Objective and Guiding Principles of the Cultural Plan

The Town of Hanover continues to be illustrating its commitment to culture. On the eve of completing its Parks and Recreation Master Plan (2018), the Town acknowledged that further work needs to be undertaken to truly understand how cultural resources can impact all planning and decision-making activities of the Town. This recognition was also identified as an economic opportunity in the 2018-2022 Economic Development Strategy. Over the past few months, the Town has worked on a collaborative approach to cultural development working closely with cultural groups, other levels of government, and the private and voluntary sectors. This collaborative approach has supported the Town of Hanover's delivery of cultural programs; making programs more accessible for all residents by providing activities for residents regardless of age, ability, or economic status. The new Cultural Plan carries forward these same commitments to cultural development.

Objective of the Cultural Plan

The Cultural Plan is intended to be a tool that will guide all aspects of cultural planning, with reviews of the Plan taking place every five years. The Cultural Plan will ensure that the application of a cultural lens is understood across various municipal departments. The Plan will also serve to recommend changes or additions to municipal policies and guide funding decisions.

Guiding Principles

The development of the Cultural Plan is guided by the following principles:

- Ensure all residents benefit from the development of the town's cultural resources.
- Promote sustainable cultural development by connecting businesses, community members and the cultural community.
- Ensure the application of a cultural lens across various municipal departments.
- Support opportunities for economic growth by improving the town's quality of place.
- Promote access to all artistic, cultural and heritage initiatives.
- Build on Hanover's unique identity as a Gig Community.

The Planning Process

Cultural planning is an integrated and place-based approach to local cultural development that puts culture at the centre of planning and decision-making agendas. Building on the approach that Hanover's Parks and Recreation Master Plan and Economic Development Strategy had in securing endorsement in the Strategic Plan, the planning process for the new Cultural Plan continues the focus on providing a strategic document that responds to community cultural aspirations while contributing to municipal decision making.



Figure 1: The Planning Process





\$25.7B

of Ontario's 2016 GDP was generated from arts and cultural activity taking place in Ontario towns like Hanover



CHAPTER TWO

Outcomes of Cultural Planning

Culture as an Economic Driver

A new Cultural Plan has come at an opportune time for Hanover. There is growing recognition across Canada and internationally of the importance of creativity, culture and quality of place in growing local economies. Enhancing the quality of place through cultural and entertainment offerings works to attract and retain talented people, which in turn attract businesses investments. There is increasing evidence that cultural industries and resources are powerful economic drivers. In 2016, cultural industries generated \$53.8 billion of Canada's economic worth, accounting for 2.8% of all of Canada's wealth. Approximately 48% of the \$53.8 billion was generated from Ontario's cultural industries. In comparison, sport related industries generated \$6.5 billion of Canada's wealth in the same year.¹

Creative Industries

While the traditional industries (ex. Manufacturing, Agriculture) have faltered in recent years, the creative economy (ex. Arts, Media, Software Development) continues to grow. The Canadian economy, along with the economies of cities, has undergone a rearrangement, moving away from traditional industries towards more knowledge-based industries. To this end, cities, both big and small, are looking to cultural activity as a tool for continued or renewed economic growth.

According to the Cultural Satellite Account, cultural industries contributed \$25.7 billion of GDP to the economy of Ontario in 2016.² In Ontario, culture jobs accounted for 269,082 jobs in the province. The largest contributors to culture jobs were cultural positions in governance, funding and professional support industries followed by audio-visual and interactive media industries.

In Hanover, cultural industries employ over 200 individuals in the community. Additionally, 1,335 individuals, as of the 2016 census, claimed to hold a creative occupation either in a cultural industry or another industry in Town. Both figures are up by approximately 6% (from 2001).

The Town's Economic Development Strategy highlights the need for a healthy creative economy to attract talent and youth, noting that a developing arts and culture scene can contribute to that goal. Increased investments towards supporting the growth cultural industries to create more cultural goods and services will support the shift towards a more knowledge-based economy.

¹ Statistics Canada, Provincial and Territorial Culture Indicators, 2010 to 2016. Date: February 27, 2018

² Statistics Canada, Provincial and Territorial Culture Indicators, 2010 to 2016. Date: February 27, 2018



Cultural Entrepreneurship

Cultural production in creative industries is often driven by small networks of cultural entrepreneurs. These individuals are also often the main creators and distributors of cultural products. As such, cultural entrepreneurs play two key roles in supporting economic growth; first, they create audiences and opportunities for new revenues and secondly, they develop new forms and approaches to problem solving to support local growth.

As innovation in technology becomes increasingly complex; the role of cultural entrepreneurs will be in increased demand as these individuals will be able to bring together new technology and transition it into societal norms. Towns and regions which recognize and seek to capture these creative individuals will have an advantage in building their local economy.

Cultural Tourism

Investment in cultural assets and resources can also attract visitors and aid in the development of local tourism. Cultural tourism is one of the fastest growing segments of a global tourism market. In Canada, the cultural tourism industry has increased substantially throughout the decade, representing as high as \$1.7 billion (GDP) to the national economy in 2016.³

Travel surveys conducted in Canada and United States have illustrated that nearly two-third of adult travellers include a cultural, arts, heritage or historic activity or event while on a trip of 50 miles or more.⁴ Research confirms that travellers are selecting destinations based on 'place-based' offerings. Place-based cultural tourism is more than just attractions but also the destination's history and heritage, its narratives and stories, its landscape, its townscape, its people. It is about discovering what makes a community distinctive, authentic, and memorable. It is about the experience of place. In short, cultural tourism draws on an integrated understanding of a community's cultural resources and turns them into potential revenue generating opportunities.

Culture as an Expression of Diversity and Inclusiveness

Key to developing a rich cultural environment is to provide support for minority populations and encourage cross-cultural exchange. Communities across the world have begun to look inwards with the aim of better understanding the minority populations within their own community. This strategy works to identify and celebrate the multicultural reality of communities in Canada. An important part of these diversity strategies is recognizing the history and traditions of the aboriginal communities, both urban populations and communities living on reserves often located on traditional lands. Another step is to identify and recognize the range of multicultural creative and cultural expression. These two steps honour the diversity of cultural expressions while also developing an inclusive environment for all cultures.

The promotion of intercultural dialogue provides an opportunity to both fostering mutual understanding

³ Statistics Canada, Provincial and Territorial Culture Indicators, 2010 to 2016. Date: February 27, 2018

⁴ Ibid.



and establishing links between different cultures, generations, communities and peoples. Research shows that the open celebration and expression of culture works to preserve culture (as a collective and as an individual) and ensures the continuation of traditions and practices from one generation to another.

Developing and supporting multi-generational opportunities such as festivals or programs, fosters cultural acceptance within the mainstream community, strengthens community acceptance of differing generational mentalities, and reinforces the community as a multi-generational society. Such event and programming educate the population as a whole on the diversity which exists in an inclusive fashion. Again, Hanover's role as a regional centre and multi-generational heritage has better prepared the town to celebrate its growing community.

Culture as a Catalyst for Societal Change

Top-down policies often fail to capture the real issues faced by vulnerable people. As such, bottom-up, community-based approaches can identify the needs and abilities of the communities. One such tool is cultural mediation. Cultural mediation is a process that assists in building stronger connection between people and culture. Cultural mediation works in two ways. It provides access to culture for a great number of people and it increases opportunities to connect cultural participation to addressing challenges in social work, healthcare, and educational settings.

Research is pointing to arts and culture as a tool for bettering societal issues such as homelessness. Arts based community programs or partnerships between organizations and shelters work as capacity building resources for homeless populations. These programs promote group work and organization skills, as well as build critical thinking and presentation abilities. Art and storytelling is also a tool to raise awareness of other major societal issues like mental health and substance abuse. Cultural programming has the ability to build trust and establish dialogue around these subjects and often improve people's lives. An example of this occurring in Hanover can be seen through the current partnership between the Hanover Community Theatre and Salvation Army which provides discounted cultural programming opportunities to Hanover's residents.

Another key aspect to culture as a problem solver is the use of cultural entrepreneurs as societal champions. While cultural entrepreneurs embody a new way forward for economic purposes, they are often engaged in facilitating larger social changes. Cultural entrepreneurs work to reimagine social roles and motivate new behaviours. Values such as critical thinking, diversity, cooperation, and co-creation are disseminated through cultural services and products including community arts programs and workshops offered by cultural entrepreneurs. To this end, similar to how cultural activities can assist marginalized populations in gaining broader acceptance, cultural entrepreneurs can facilitate societal shifts through education and awareness embodied in their work.



160+

cultural assets were identified at the Cultural Plan Launch Event. 59 assets directly produce cultural goods and services in our community.



CHAPTER THREE

Building on Success

Building on the Efforts on the Outcomes from the 2018 Parks and Recreation Plan and 2018 Economic Development Strategy

The 2018 Parks and Recreation Master Plan provided a clear collective vision for Hanover, which outlined priorities and actions to strengthen Hanover's range of experiences through parks and recreation to improve healthy lives and to strengthen cross department collaborations around parks, recreation and cultural operations in a sustainable manner. The Plan also advocated for collaboration with neighboring communities to improve regional initiatives and brought communities together to promote cultural growth and advancement across the region. The Plan outlined three priority areas, which are echoed and relevant to the Cultural Plan. These priority areas include:

- **Healthy Community:** Our range of experiences through parks, recreation and culture are well developed. Facilities enable participation in leisure activities that encompasses various abilities with a multi-generational outlook. These experiences all contribute to community well-being, including enjoyment of the natural environment. This contribution to well-being in Hanover assists in creating conditions whereby the local economy can thrive through the promotion of sport and cultural tourism, and marketing of the potential of the parks, recreation and culture system. Our enhanced management practices strive to ensure public accessibility* in the provision of indoor and outdoor facilities.
- **Regional Centre:** The Town delivers a wide range of unique programs and services to our residents on a regional scale. Many other health and wellness programs are delivered with or through community partners. These programs are developed as a 'centre of excellence'* opportunity. To develop new facilities / programs to meet the needs of our changing demographics and trends, at the regional level, we work with other agencies, including neighbouring municipalities, the Saugeen Valley Conservation Authority, and local school districts.
- **Sustainable Municipal Operations:** Embracing a culture of continuous improvement, we are committed to delivering parks, recreation and cultural operations in an effective and efficient manner while maximizing cross-departmental collaborations to reduce duplication of efforts. We strive to attain the highest and best use of our facilities to ensure that we are delivering our core services in a sustainable manner.

These priorities crafted a foundation for the Town of Hanover. These priorities were responsible for the creation of the Cultural Plan, increased program delivery, and increased awareness of recreational activities across Hanover. Carrying forward the momentum and success generated from the 2018 Parks and Recreation Master Plan is an important goal for cultural organizations and creative individuals.

Hanover's cultural vibrancy has also grown on the backs of priorities and initiatives laid out in other plans and strategies, including the Strategic Plan and the Economic Development Strategic Plan.



The 2015 Strategic Plan delivered a framework for Hanover premised on a vibrant, dynamic, and culturally rich community. Key to this vision is operating as an inclusive and supportive community, which encourages diversity in language, culture and innovation in thinking which in turn fosters a culture of continuous learning. The Strategic Plan recognizes the role of Hanover as a regional centre and encourages ongoing regional cooperation to create a more advantageous working environment. This is a fundamental aspect of cultural planning; culture does not simply end at the Town's boundaries but carries over into the surrounding area.

The 2018 Economic Development Strategy provides a vision which aims to increase local competition and realize the full growth potential of the town. Key goals within the strategy include growing Hanover's economy through business attraction, retention, and expansion as well as attracting people to nurture Hanover's economic base. The strategy identifies the work completed by the Economic Development team in terms of downtown revitalization, enhancing broadband, as well as attracting creative businesses. The strategy aims to also continue redeveloping the downtown as a culturally vibrant strip. Through increased investments in the quality of cultural resources, Hanover will be able to provide new levers to attract and retain both business and people.

Lastly, the current planning context which operates in Hanover recognizes the importance of culture as an element of preserving the Town's lifestyle, a lever for downtown development, and a strategy for continued economic growth. This Cultural Plan will seek to foster continued success of existing policies and actions while also contributing to the creation of new opportunities for cultural growth within Hanover.

Major Cultural Assets

The presence of art, culture and creativity has impact when it is accessible, participatory and responsive to local needs. Civic buildings and their public spaces have a key role in facilitating this interaction. They provide important venues for a wide range of educational, cultural and recreational activities through which all can participate. Municipal facilities such as community centres and libraries are increasingly being rethought and repositioned as versatile multi-purpose centres for life-long learning, platforms for the exchange of ideas and gathering places for community engagement. In the Hanover context, several examples exist where these concepts are embedded in new visions for civic facilities.

Hanover Public Library

Serving over 6,000 people over the last two years through its Library programming, the Hanover Public Library has one of the highest participation rates of residents across the surrounding region.⁵ The library has played a significant role in facilitating creative learning and community building in Hanover. The library is strategically situated in the town, providing a natural gathering place for individuals and groups with diverse backgrounds and interests, including newcomers. In addition to being locally-situated, the library is also accessible by virtue of their extended hours, meeting spaces, and no entrance-fees. As well as offering collections that promote 'culture' of any definition, the library offers a wide range of programs, from story times for children to renowned author series events. This role can only be

⁵ Library Service Model and Space Needs Study, Hanover Public Library, December 8 2015



enhanced as the Town and Library work toward future space needs as part of this Cultural Plan and the Library's Strategic Plan. In its vision, the expanded library will ensure that library services are relevant and satisfy community needs, encourage and support the use of ever-changing technology across Town, and strengthen arts and culture while supporting the creative economy in Hanover and surrounding area.

Hanover Civic Theatre

The Civic Theatre has been a focal point in Hanover since 1911. Housing tiered seating for 275 audience members, accessibility for all residents, and a bandshell style stage, the Civic Theatre is an important facility for the number of community groups dedicated to cultural pursuits across Hanover and the surrounding area. For example, the Hanover Community Players and the Grey-Bruce Singers held multiple events over the course of a year at the Civic Theatre, entertaining and educating residents and also supporting the town's cultural tourism endeavors, bringing in visitors and promoting Hanover at the same time. The maintenance and ongoing support of the Civic Theatre is an important piece to the vision of the Cultural Plan.

P&H Centre

The P&H Centre is Hanover's versatile sports and recreation centre. While widely known as a premier sports and recreation venue, hosting events ranging from hockey tournaments to concerts, P&H is also an important indoor arts and cultural gathering place. It hosts meetings for cultural groups such as the Saugeen Artists Guild, and displays art and culture successes, both past and present, through its various exhibit spaces. With meeting spaces, kitchenettes, and a boardroom the P&H will undoubtedly continue to serve as an important centre for the town both culturally and recreationally.

Building on our Cultural Resources

The Town of Hanover has shown leadership as one of the few municipalities in Grey and Bruce Counties to undertake a comprehensive cultural mapping exercise. The Cultural Mapping Exercise was undertaken in Winter 2018 as a means of strengthening the town's cultural sector and increasing culture's contribution to larger Town plans and priorities. Cultural mapping is used to raise awareness and understanding within the town of the cultural assets that exist, as well as a tool to inform future planning and decision-making within Hanover.

Cultural mapping is a tool, which is developed through a consistent set of categories of cultural resources within which a wide range of existing information can be consolidated. The cultural mapping exercise reported on assets pertaining to the **Cultural Resource Framework (CRF)**.

The CRF identifies assets related to six key categories:

- **Cultural industries;**
- **Community cultural organizations;**
- **Cultural facilities and spaces;**
- **Festivals and events;**



- **Cultural heritage; and**
- **Natural heritage assets.**

Figure 2: Hanover's Cultural Resource Framework



The cultural mapping exercise identified over 160 assets (Figure 3) within Hanover and surrounding area. Specifically, the cultural mapping process identified a total of 59 cultural industries (including culture-based businesses and not-for-profit cultural organizations) in Hanover. The mapping exercise reveals that 45% (27) of the assets were based in design, photography, digital media, dance and music which speak to the large number of small-scale cultural industries that are present in the community. In terms of community cultural organization, the process identified a total of 14 organizations, often smaller, community-based informal organizations. Dance and Visual Artist groups represent the largest number of community cultural organizations.

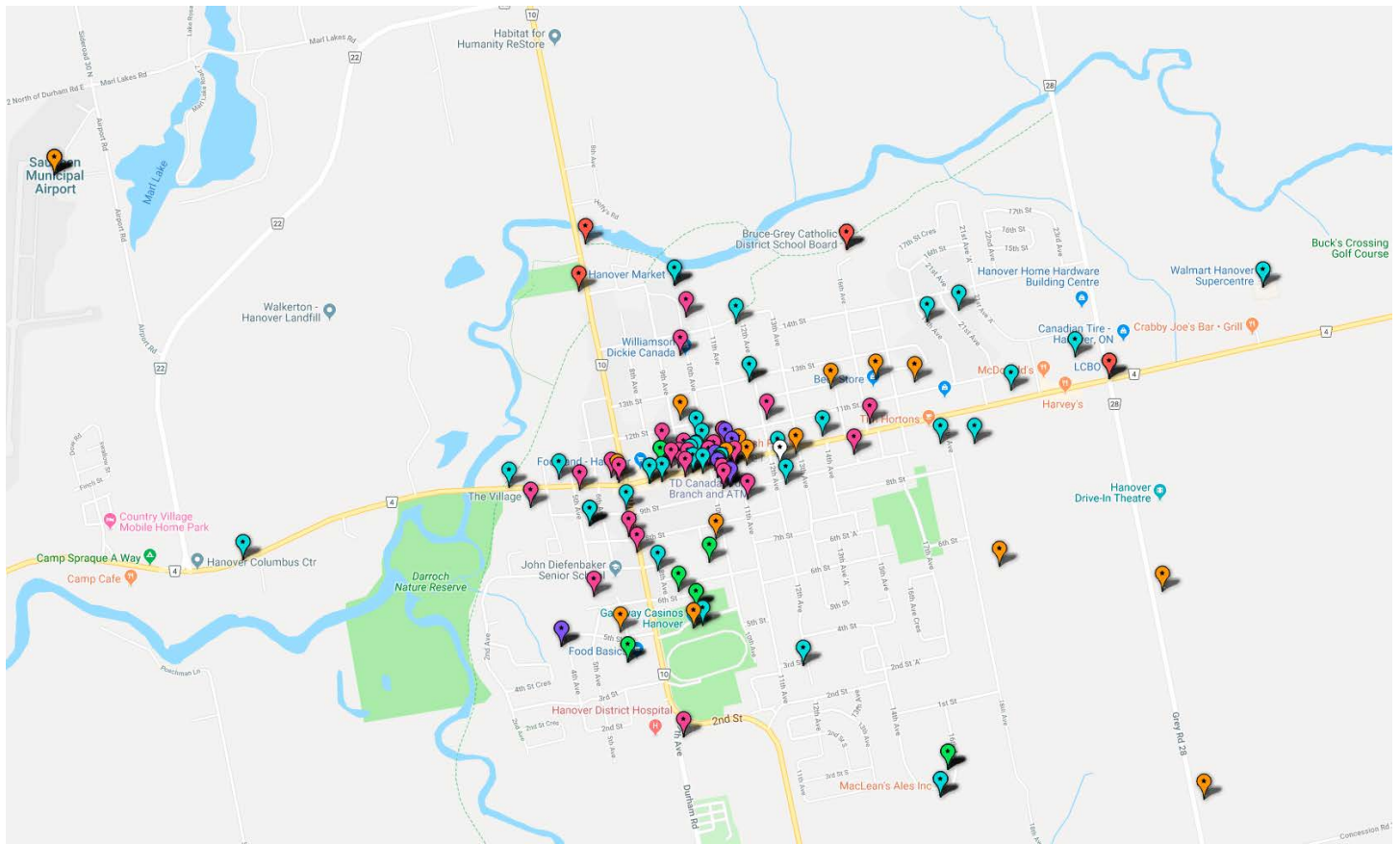
The mapping exercise identified a number of cultural spaces and facilities that can house cultural activity. The most well programmed spaces include the Civic Theatre, the P&H Centre, the Raceway and Heritage Square. Similarly, a variety of festivals and events were identified as key cultural assets within the community. A total of 22 recurring festivals and events were discovered including 8 musical, visual and dance focused festivals and events (eg. Sights and Sounds, Spring and Fall productions at the Civic Theatre). A number of cultural and natural heritage assets were also exposed during the cultural mapping exercise. A total of 30 Significant Heritage Properties were identified, along with the Town's murals and local parks.



Lastly, the mapping exercise unveiled that the majority of cultural resources in Hanover were situated along the downtown and immediate adjacent intersections. The concentration of cultural resources can support the crafting of a cultural promenade or cluster. The Town is well positioned to promote and incentivize the downtown as a cultural corridor.

Continuing cultural mapping is an important tool that can assist Town staff and community partners and organizations. In particular, it provides Town staff and community partners with a clear understanding of all new cultural assets and how these assets can potentially contribute to the development of Hanover. The Cultural Plan supports continued mapping efforts and builds on the success of its contributions.

Figure 3: Hanover’s Cultural Resources



- LEGEND:**
- Community Cultural Organizations
 - Cultural Industries
 - Cultural Spaces and Facilities
 - Festivals and Events
 - Cultural Heritage
 - Natural Heritage

HANOVER

ESTABLISHED 1904

Visiting the Library, Attending Musical Performances, Festivals and Theatrical Shows were noted as the most popular cultural activities

Over 54%+ of all respondents for both online and telephone surveys indicated they regularly visit the library (72%), attend local music performances (58%), attend local festivals (55%) and theatrical shows (54%).





CHAPTER FOUR

The Community's Voice

Given the importance of securing a broad base of support for cultural development, an extensive consultation process was essential. As part of the planning process a What We Heard report was prepared (**Appendix A**). The following engagement activities were undertaken:

- **One-on-one interviews** were conducted with cultural industries and organizations, key community stakeholders, educational institutions, entrepreneurs, elected officials and senior management from the Town of Hanover.

These discussions provided further insight into trends related to the Town's cultural development, its current policy framework, as well as the state of current economic activities.

- **An online and telephone survey** directed at residents was administered in cooperation with the Town of Hanover. The results of the survey focused on the participation levels across cultural activities. The results of both surveys are available in **Appendix B and C**.
- **A cultural forum (Launch Event)** was convened to receive comments and input from the cultural community regarding priorities in cultural development and to support networking opportunities. The Forum also helped raise the profile of cultural issues in the community.
- **Community stakeholder workshops** were convened to assist in building a vision, a set of values and identification of key priority areas where the Culture Plan should focus.

Overall, input from approximately 500 individuals was obtained.

Community Perceptions of Hanover's Cultural Resources

The first survey was a random telephone survey conducted in November 2018 that captured the insight of 150 citizens that reside in Hanover and the adjacent communities. The second survey was an opt in survey administered online and in print. In total the surveys collected upwards to 400 responses. The following perceptions emerged from the survey analysis.

- 72% of the telephone survey respondents say arts and culture is important. Of the 72% of respondents, 61% participate in cultural activities on a regular basis. Comparatively, 90% of the online survey respondents say arts and culture is important, with 55% of the 90% of respondents participating in cultural activities on a regular basis.
- When asked about reasons for not participating or not participating as often as they would like, 59% of the telephone respondents indicated that events and programs were of no interest, 31% indicated time constraint concerns and 27% indicated that art, culture and heritage related events and programs were too expensive. Comparatively, the online survey respondents indicated lack of information and promotion, lack of program variety and time constraints as their largest barriers. The contrast here indicates that for a general resident of Hanover, arts, culture and heritage programs and events are not meeting their desired interests (with comments pointed towards an



interest in heritage displays, aboriginal recognition, musical events, and digital art classes over traditional arts and culture programming). Interested respondents (online survey) indicated that a lack of information and promotion of cultural events and programs as the largest hurdle, suggesting that those that do find the current assortment of resources adequate is not popular with the general public because of a lack of visibility.

- When the telephone survey respondents were asked what the most popular and mostly enjoyed cultural activity they partake in, overwhelmingly 72% of respondents noted that the Library was their go to location when seeking cultural enrichment. Attending a live musical performance or live theatre event followed at 58% and 54% respectively. A follow up question indicated if the activity took place in Hanover, Hanover's surrounding area or outside the area, with 60% of the respondents indicating that most of their cultural activities were taking place locally or in the immediate region. Comparatively, the online survey respondents had similar responses with a slightly higher response rate of 62%.
- When measuring satisfaction levels with the delivery of cultural programs and events, the telephone survey respondents overall were pleased with the level of service. The areas that showcased the most room for improvement were the existing art-related displays across town, the number of heritage appreciation events taking place, and the desire for more food, wine and beer related events. The online survey respondents had a similar result, with a higher dissatisfaction with the tie in of cultural activities across parks, trails and other outdoor recreation focused spaces.
- When measuring levels of agreement, most respondents for both telephone and online surveys agreed that the Town should financially continue supporting arts, culture, and heritage activities and initiatives in Hanover. There was also a similar level of agreement that the Town should strive to ensure that there are enough facilities and spaces for the participation in arts, culture and heritage activities. However, when asked if the individual would be interested in financially contributing to enhance arts, culture and heritage resources in Hanover, the level of agreement between the telephone survey respondents was at 23%. This suggests that while the respondents are interested in seeing the Town support the growth of arts, culture, and heritage they are not as interested in seeing the Town support that growth through the increase of any personal contributions (i.e. potential tax hikes). As such, partnerships and strategic funding (applying for grants) will be a fundamental resourcing requirement to enhance cultural development in Hanover.
- Lastly, when asking respondents which potential cultural investments or initiatives should be prioritized, the majority of responses were focused on improving the variety of arts and cultural programming for children and young adults (64% of respondents), further developing a cultural ethos in the community (54% of the respondents) and supporting the attraction and growth of creative industries across Hanover (50% of the respondents). The lowest priorities were providing more municipal funding to arts and cultural organizations (39% of respondents) and creating more spaces and facilities for arts and cultural activity (40% of respondents)



Emerging Themes

The opinions of residents, local and regional community leaders, and members of Hanover's cultural community help to ground the data and findings that underpin the Cultural Plan. The consultation process identified seven key themes that have or will guide cultural development across Hanover.

Adopting a Cultural Lens Across the Town

The role of a municipality is multi-faceted. Municipalities are cultural destinations, providers of quality of life, grids for new ideas, centers of economic vitality, and lures for new residents. Culture is integral to every municipality's success. However, if culture is standing in isolation as a single sector or municipal department, then its potential to impact a community is limited. For a Town's cultural programs to thrive, it must not rely only on a cultural plan. It must embrace a model of government that integrates culture into the way it does business every day. In other words, it requires a cultural lens on planning and decision-making.

The Town of Hanover has begun to adopt this lens by recognizing culture across its various plans as well as the establishment of a dedicated budget line for cultural initiatives in both the Parks and Recreation and Economic Development divisions. These first steps suggest that the Town could move forward to develop and adopt a cultural lens to be used by all municipal departments. A cultural lens requires that decision-making across the Town consider the impact that any decision might make on the cultural vibrancy and identity (eg. heritage character) of the community.

Culture is also more likely to be sustained when it is incorporated into the goals of multiple public agencies, as well as the private and non-profit sectors. It was expressed that the Town's role should be one of "cultural gardening" in which all departments would support cultural development through the provision of information, facilitating partnerships, and seeding opportunities tied to cultural expression.

The engagement process identified that there is significant interest in seeing Town committees take on specific aspects of the cultural lens. For example, the Economic Development committee expressed interest in supporting the growth of cultural industries and strengthening cultural entrepreneurs to create more cultural products in Hanover. Likewise, the Heritage committee expressed interest in evolving and supporting the broader delivery of cultural programs and supporting the growth of cultural organizations.

A New Community Identity Is Emerging

Hanover's identity continues to evolve. The recent census reveals that the town's population is becoming more diverse as people from different cultures are beginning to move into town. This is slowly shaping how people live, create and experience their cultural and creative life in the community and bring new elements to the community's identity. There is also a desire to be a community with great recreational and cultural amenities (2018 Parks and Recreation Master Plan) that are accessible to all Hanover residents regardless of income, age or ethnicity.

Despite the evolving identity no stakeholders felt that Hanover's longstanding small-town identity was in jeopardy. Encouraging, was the stakeholder's reaction to the positive outcomes that a changing



community can bring to Hanover's identity, making Hanover more unique.

Like most communities in Ontario, the town's population is aging. Current census patterns and projection models by Ontario's Ministry of Agriculture, Food and Rural Affairs indicate that the town's population will continue to slightly grow over the next few years, with the proportion of toddlers and preschoolers expected to grow, albeit slower than the expected continued growth of the seniors population.⁶ It is expected that this trend will continue to be the case for the next five to ten years.

During the engagement process, stakeholders noted that Hanover's population had an increasingly diverse interest in the way many programs and services are delivered in the community. Participants noted that technology and new event models are changing the way in which people live, create and experience their cultural life, creating new cultural experiences every day. Participants noted that the younger population (under 45) were reacting well to cultural events and programs that were being promoted online, but that there was a considerable concern that the older population were being excluded as they might not be as familiar with online/social media promotion. These changes call for fresh thinking and approaches to cultural planning and development, one that considers a fine balance between new models and traditional trusted models.

Creative and cultural assets also play an important role in the development of skills in our youth which can carry into their future. Similarly, cultural assets in a community can be enhanced by including youth in the ongoing cultural planning process. During the engagement process, Hanover's cultural organizations frequently cited youth engagement as defining indicators of success and strive to engage them in program or event planning. Locally, the Launch Pad provides a strong example of how youth involvement can provide Hanover students mentor access to creative talent. Often inspired by their interactions with these creatives, students then end up taking part in their own ventures or an interest in cultural programs.

The engagement process identified a few ways on how to improve engagement with youth through programming and youth organizations. The most common identified platform was educating youth through school curriculums by providing youth an introduction to several art disciplines. It was noted that there is limited funding to support and develop afterschool programming to build skills across several art disciplines. It was suggested that potentially youth involvement on program development committees could assist in providing opportunities for youth to develop skills and also provide organizations a fresh set of ideas and perspectives.

Multi-Purpose Infrastructure That Can Accommodate Culture

The strategic importance of cultural infrastructure to the future of Hanover was a common discussion across each engagement activity. Participants noted that cultural infrastructure can be an important catalyst for development and its contribution to defining Hanover's unique identity. Participants acknowledged the support that the Town of Hanover has made in either directly funding or supporting prominent cultural assets and spaces across the community. However, participants noted that many of these assets or spaces appear to either be under leveraged given their capacity challenges.

Participants noted that there were discussions occurring regularly around the potential establishment of additional rehearsal space, expanded library space, and challenges with current historical collection

⁶ EMSI Analyst Population Dynamics 2017-2022, Ontario Ministry of Agriculture, Food and Rural Affairs



storage. The conversations stem from the need for professional rehearsal space at a high level of standard, the growing mandate of libraries of today and the additional space libraries need to provide new programs and community spaces, and the growing archives that are located in various personal homes across the community that are in need of proper maintenance and upkeep. Stakeholder discussions noted that there are existing spaces that are either slated for sale or demolition that could accommodate the space needed to address these capacity needs. Participants ideally called upon a central facility that allocated for multi-purpose functions that the community and artists can use.

New facility investments can be quite a resource heavy request. In terms of trends across Canada, guidance can be drawn from a national study of cultural infrastructure in Canada undertaken by the Centre of Expertise on Culture and Communications at Simon Fraser University. The study highlighted that there is a growing trend across Canada away from single-purpose cultural facilities (e.g., a performing arts centre, a museum or art gallery) toward integrating multi-purpose uses into existing facilities that can either be slightly altered or expanded. One of the most admired and a successful multi-purpose cultural facility in the country is the Vancouver Roundhouse. The Roundhouse has a twofold mandate: first, to be a centre for community cultural development and secondly, a community source for cultural/recreational activities for all ages. Features of facility include a performance centre, an exhibition hall, woodworking, pottery and dance studios, a full-size gymnasium, a café area, and various multi-purpose spaces. The facility serves as a community connector for the needs of Vancouver's widely divergent and diverse communities. Other examples include the development restructuring of multi-use hubs that integrate arts, culture, heritage, and library facilities to share resources and operation costs; artist live/work space or studio complexes that focus on live/work studios, artists living spaces, and a variety space uses including rehearsal spaces, art gallery space, retail and cafes; and multi-sector centres that are designed to maximize socialization and networking and thus become major connecting hubs and economic engines in communities.

Overall, these trends mimic the suggestions that were brought forward regarding the future of cultural infrastructure. Understanding the fiscal realities of the Town, and without the appropriate funding tools in place, it will be important for the Town to take on a supportive / seeding role in encouraging the development of multi-use cultural-creative spaces. Some potential ideas that were provided throughout the engagement process included, encouraging landlords of vacant storefront property to occupy their storefronts temporarily with art and cultural programs or exhibits, and aid in conducting feasibility studies of unused land or the repurposing of historic buildings to new uses.

Preserving Our Heritage

Two key suggestions were identified as opportunities for Hanover to build upon its current heritage resources. The first suggestion was that the Town focus on developing tools that would help profile the important stories of the community in the community. There was a call for tools that could communicate the stories behind existing structures and sites such as religious institutions, structures, natural landscapes, etc. Tools such as the Town's heritage plaque program can be enhanced using digital technologies (like the Grey County Heritage Map that Town supports). Tools will expand awareness of cultural heritage among Hanover residents while enhancing the cultural heritage experiences for tourists.

The second suggestion builds on communication and collaboration as a key component to preserving heritage resources. It was expressed that art and heritage-based organizations often find themselves on



the furthest ends of the spectrum, particularly when it comes to requiring financial support to preserve historical collections and maintenance of the historical collections. Bringing both parties together will support creative preservation of history. Proper integration of heritage can only be possible through the collaborative efforts of governments which are responsible for legislation, local organizations, and the residents, who have the capacity to identify their own heritage; a heritage that will remain coherent and relevant as long as it remains in the context where it originated.

Building Awareness of Our Culture

The consultation process highlighted the importance of building awareness around cultural and creative resources and assets. Hanover residents are interested in the development of their town's cultural and creative life. To sustain and leverage current cultural and creative momentum residents and visitors need to be connected and communicated with. Focus group discussions revealed that the town's identity today was predominantly associated with recreation but noted that the town has seen an increase in its reputation as a theatrical performance and festival destination.

Despite the growing reputation, it was a common expression that the Town and residents need to embrace a unified definition of what cultural and creative resources are, impacting what type of culture Hanover wants to be known for. The Cultural Resource Framework presented under the cultural mapping results provides a range of categories that are considered cultural and creative resources as broadly defined by Statistics Canada. As such, the CRF can be embraced as working assumptions by stakeholders when defining what a cultural and creative resource or asset is in Hanover. Building consensus on these assumptions through this cultural plan will strengthen the overall communication, connection and collaboration efforts surrounding Hanover's cultural and creative agenda.

Several participants spoke about the need for tools to be invented (or repurposed) that would connect, communicate and foster collaboration around cultural and creative products. Participants were interested in seeing the Town play the role of a facilitator that would support the development of these tools among cultural and creative industries and organizations, ethno-cultural and business groups. Participants concluded by mentioning that the Town and community need to be as effective in promoting its cultural and creative resources to residents as they are to visitors.

Successful messages cannot be left to event organizers or individuals alone. There is a need for a strong communication and collaboration between the public, cultural organizations, as well as municipal departments and different levels of government to identify and articulate the value proposition of culture as an important driver of economic, social, and healthy benefits.

From a communication perspective, it was expressed by participants that the message related to cultural development should exist within a vision of culture that includes aspects such as art, food, cultures, traditions, and heritage and the impact these resources have on economic growth, social wellness and healthy communities. The cultural mapping exercise is a prime communication tactic that can engage and educate the public quickly on the community's cultural assets. The establishment of semi to annual forums with the public and the cultural community to discuss the progress of the Cultural Plan can also assist in promoting the town's cultural resources.

From a collaboration perspective, it was suggested that there is a need for a coordinating body outside of the Town to support town-wide communication and initiatives between cultural organizations and creative individuals. It was also suggested that collaboration for cultural organizations and creative



individuals should not be limited to Hanover's borders. A culturally rich Hanover requires a healthy and collaborative region. With finite resources, regional projects and partnerships can open up new lines of funding and outreach efforts to strength all cultural organizations.

Hanover's Creative Economy

As advocated in the Economic Development Strategy, the development, promotion, preservation and support of cultural assets is a key element to highlighting Hanover's creativity and attractiveness to new residents. Hanover's cultural industries and practitioners are central to the Town's creative future. But while there is a great diversity of products and services, there is still a need to support more effective cross pollination of ideas across the creative sector in order to produce superior products. Hanover's Economic Development team recognises the opportunity associated with the growth of these businesses and has identified the creative sector as a catalyst for innovation and growth for the local and broader economy. Despite the growth in this sector, attracting and retaining creative industries remains a challenge in Hanover. Stakeholders noted these challenges when it comes to growing the sector; access to affordable and flexible space, appropriate support channels and mentorship opportunities, access to training and business resources, as well as the need for digital platforms on which to launch or operate their businesses were factors hampering the growth of the sector over the long term. The Town has already begun to address these challenges with investments in broadband and revamped financial tools now in place (Downtown CIP). The Town has also connections to the Business Enterprise Centre, which in turn the Town can work with to develop cultural sector specific business support.



Creative
awareness
systems
creative industries
interdependence
recognition heritage
cultural awareness
cornerstone
not-for-profit
building
diversity
strengthen
healthy environment
cultural activities
community development
creators understanding
talent
decision-making
support
social
accessible
aspiration
celebration



CHAPTER FIVE

Hanover's Cultural Plan

Vision

The Cultural Plan is a strategic document that will guide the cultural development of the Town of Hanover for the next five years and beyond. The core vision of the Plan is to develop, enhance and promote cultural resources in the Town of Hanover to the benefit of residents, the creative community, the business sector and visitors.

Understanding that culture is a cornerstone upon which vibrant resilient, competitive and creative industries are built, the Town is committed to supporting the growth and diversity of cultural activities and offerings in Hanover.

Like any healthy environment, Hanover's cultural fabric will continue to flourish because of its diversity and interdependence of its players, including the not-for-profit sector, the creative industries and a wide range of cultural consumers. This diversity will serve as a source of strength and inspiration for creators and be respected and celebrated by Hanover residents.

Cultural awareness and understanding will be the hallmark of decision-making in Hanover. Culture will be seen as a critical dimension of community development, a benchmark of the Town's maturity, and a social mediation tool. Cultural awareness also means embedding cultural considerations and development in all aspects of community building actions such as those surrounding economic development, land use, and facilities planning.

Lastly, in building audiences and support, the Town recognizes the need to strengthen the organizations and systems which support artists and creators in order to drive the quality and perception of cultural value within the community. It means working with civic partners – libraries, community centres, and social systems to ensure that cultural events of all kinds are accessible and affordable for all residents.

A Cultural Policy for Hanover

Planning culturally builds on many of the themes and assumptions that underpin the theme "Adopting a Cultural Lens". A core outcome identified for the Cultural Plan is establishing a framework or set of assumptions and practices to support planning culturally via Council objectives, internally across municipal departments and within external partners.

Cultural Policies in Practice

A cultural policy is a guideline that can set the foundation for Municipal Cultural Plans and establish a Council's commitment to using culture as a tool for City building. Across Ontario, communities that have completed Cultural Plans have often endorsed a fellow cultural policy that can be endorsed by Council



and embedded into Strategic Plans and Official Plans. The intent of a cultural policy is to ensure that the combination of research and consultation that was conducted during the completion of a Cultural Plan is recognized and a common cultural definition is established.

The City of Hamilton's Cultural Policy was created based on the research and consultation conducted during the completion of its Cultural Plan. Over 2,000 citizens provided their input into the process. The Citizen's Reference Panel wrote the vision statement; as a result, the citizens of Hamilton directly set the foundation for the overall Cultural Policy and Plan.

The definition of culture under the cultural policy is taken from the Phase 1 findings of the Cultural Plan and the emerging Provincial standard on cultural resources, known as the Cultural Resources Framework. The cultural policy also identified the role of the City based on staff's review of the Cultural Plan, including citizen and cultural sector input.

The Town of Collingwood Arts and Culture Policy follows a similar trajectory. The policy provides a framework for Council's consideration towards decision-making and allocation of municipal support for arts and culture.

Both policies are anchored by a set of guiding principles to support decision-making and measuring progress when it came to its respective Cultural Plan. The guiding principles for the cultural policy in Hamilton were shaped by input from more than 700 citizens at six festivals and events between June and November 2010. The guiding principles for the arts and culture policy in Collingwood were shaped by input and research completed in the Cultural Plan.

Examples of the policies are attached as **Appendix D**.

Hanover's Definition of Culture and Assumptions Moving Forward

Planning culturally means adopting a new mindset based on building a shared vocabulary and set of assumptions to support communication among people from widely differing professional backgrounds. Aligning policies and actions across departments is consistent with the Town's Strategic Plan desire – a desire that seeks to break down barriers between departments and generate stronger plans or programs while securing consensus across the municipality and externally.

One step toward building these shared assumptions is establishing a glossary of terms, one that can be built out over time. Culture is a broad concept which encompasses the people, places and things that reflect our community identity and channel creative expression. The following proposed definition of culture in Hanover is in line with the Cultural Resource Framework presented in Chapter Three of the Cultural Plan. The definition is based on the Province of Ontario's Cultural Resource Framework and further informed by the residents of Hanover. The definition of Culture includes:

- **Industries that create and produce art, culture and heritage goods;**
- **Community organizations that provide arts, culture and heritage programming;**
- **Facilities and spaces that host arts, culture and heritage programming/activity;**
- **Festivals and events that showcase arts, culture and heritage;**
- **Cultural heritage buildings and stories that celebrate community history; and**
- **Natural heritage assets that honour a community's natural history.**

While a glossary is a useful tool, building capacity to plan culturally requires sustained conversation and exchange.



Best practices have defined planning culturally as “a principle of governing, a model for doing business, and an approach to collaboration where culture is integrated.” It is also noted that planning culturally works best in collaboration with outside partners. Planning culturally can be further simplified into the following two dimensions:

- **Planning Culturally Adds Value** – where cultural resources add value to existing or proposed plans/policies/programs addressing all facets of planning and community building (social, economic, environmental).
- **Planning Culturally Assesses Impacts** – addresses the potential impacts (positive or negative) of a new proposal on a community’s identity and cultural vitality.

Guiding Principles For the Cultural Policy

In planning culturally, the following principles have been widely accepted across communities with Cultural Plans. These guiding assumptions assist municipalities looking to analyze and introduce cultural-enabled decision-making into their communities. Based on the research and consultation, the following guiding principles are proposed for the Cultural Policy:

- **Access and Inclusion** – decisions will support cultural programs and services that are accessible to Hanover residents of all ages, genders, ethno-cultural origins, races, socioeconomic status, abilities, religions, sexual orientations, and geographical areas.
- **Communication and Collaboration** – decisions should promote a collaborative approach to cultural development supported by ongoing communication between cultural organizations, other levels of government, and the private and voluntary sectors.
- **Resilience and Sustainability** – Decisions will contribute to building resilient and sustainable cultural organizations and sectors in Hanover.
- **Fiscal Responsibility** – Decisions will make most efficient and effective use of Town resources.

Endorsing a Cultural Policy

A Cultural Policy should be drafted separately from the Cultural Plan. The proposed guiding principles and definitions and the Cultural Plan’s vision provide the necessary framework that will set out a series of assumptions that will guide the Town’s actions and commitments in cultural planning and development moving forward. The Cultural Policy should also endorse the Cultural Resource Framework to confirm the scope of the resource base that will be the focus of the Town’s initiatives and investments when it comes to culture.

Further, there should be a commitment to integrate cultural planning and development as a policy consideration in the Official Plan when it is next reviewed, in the same way that parks and recreation now forms part of the Official Plan.

Finally, the Cultural Policy can be further enacted by embedding principles into Council Reports, ensuring that Council and staff are considering the impact of a decision socially, economically, environmentally and now culturally.



Defining the Town's Role Regarding Partnerships and Fiscal Responsibility

There is a shift occurring in governments at all levels from a traditional “planner-provider-deliverer” model to an increasingly collaborative “enabler-convenor-catalyst-broker” model or approach to advancing public agendas. Collaboration, within and between local government departments; between local government and the wider public sector and its agencies; and between local government and the wider community and business spheres offers civic government the potential to pool talent and resources and address social, economic and cultural opportunities in a more consensual way. During the community engagement process for the Cultural Plan, there was a call for the Town of Hanover to play a strong role facilitating these wider partnerships and collaboration.

Partnerships

It is important to recognize that the Town is a key, but by no means the only player contributing to the cultural vitality of Hanover. To be successful, it is critical that the responsibility for cultural development is understood fundamentally as a shared responsibility. Over the next five years, the current sector partners must expand beyond its current community to include other partners such as educational institutions, the business community, the tourism industry, knowledge-based businesses and other levels of government. Creative individuals, arts, heritage and cultural administrators, volunteers, audiences, associations and businesses will all need to embrace their roles - not just in driving cultural vitality but in connecting to and supporting the larger community's needs and aspirations.

As such, the Town of Hanover's roles and responsibilities in support of cultural development and partnerships should be:

- **Establishing partners** - establishing and sustaining relationships with external partners, with organizations within the cultural sector and with community and business partners,
- **Facilitator and convenor** – building connections and strengthening collaboration between cultural sector partners and community and business partners, and
- **Promoter and champion** – acting as an advocate for cultural development within the Town and beyond, by recognizing cultural partners and selecting local cultural sector partners to strengthen festivals, events and cultural experiences.

Fiscal Responsibility

Similarly, the Town of Hanover also plays a large role in enabling new and improved cultural investment across the town. As such, the Town of Hanover's roles and responsibilities in fiscally supporting cultural development should be:

- **Funder** – continuing to fund cultural development programs and activities; and
- **Advocate** – advocate for additional provincial and federal grant opportunities.



Strategic Directions and the Action Plan

In achieving this vision, the Cultural Plan has identified the following strategic directions:

- **Strategic Direction #1** – Enable Cultural Investments with Supportive Municipal Policy Structures
- **Strategic Direction #2** – Leverage Creativity and Culture to Attract and Retain People as Key Drivers of Innovation and Economic Growth
- **Strategic Direction #3** – Create an Environment Where Enhanced Cultural Activities Can Take Place
- **Strategic Direction #4** – Implement a Recognizable Cultural Identity for the Town that Communicates an Innovative, Transformative and Authentic Experience

Interpreting the Action Plan

Each strategic direction is supported by several objectives and a list of actions. For each action a level of priority has been identified. The level of priority has been based on several criteria including:

- The level of immediacy based on the Town's objectives
- The potential to contribute to the overall cultural vibrancy and identity of Hanover
- The resources required
- The logical sequence of actions, with each building from the last; in some cases, these are identified as separate steps to support the same overall objective

The priority level assigned to each action item also corresponds to a specific timeframe. The time frame for each priority level may be operationalized as:

- Short term – within 1-5 years
- Long term – 5 years and beyond



Strategic Direction #1 – Enable Cultural Investments with Supportive Municipal Policy Structures

GOAL: The Town of Hanover embraces a model of government that integrates culture holistically and comprehensively into the way it does business every day. The application of this cultural lens requests that all decision-making across the Town consider the impact that any decision might make on the vibrancy and identity of the community.

#	Action / Tasks	Lead	Suggested Partners	Resources
Short Term (1-5 Years)				
SD 1.1 - Raise awareness of the Cultural Plan across all departments				
	<ul style="list-style-type: none"> Develop an internal communications strategy for the Cultural Plan. 	ED		Staff Time
	<ul style="list-style-type: none"> Revise Council reporting forms to include culture as a checkbox item on decision-making agendas. 	CAO		Staff Time
SD 1.2 - Explore sources to support implementation of the Cultural Plan				
	<ul style="list-style-type: none"> Establish a Cultural Council (Committee of Council) to advocate and support the implementation of the Cultural Plan and the ongoing objective of planning culturally. The current Heritage Committee could be absorbed into the Cultural Council, with additional representation from existing EDC and PRC committees. 	ED; PRCD	EDC Heritage Comm.	Staff Time
	<ul style="list-style-type: none"> Continue to include creative individuals, cultural businesses and organizations representation on boards and committees to assist in informing municipal decisions when it comes to cultural impact. Committees should include EDC and PRCD. 	ED; PRCD		Staff Time



#	Action / Tasks	Lead	Suggested Partners	Resources
	<ul style="list-style-type: none"> Connect and dialogue with Provincial representatives to discuss potential avenues for Provincial assistance. Current programs include the Celebrate Ontario, Community Museum Operating and Pay Equity Grants, Ontario Cultural Attractions Fund, Ontario Libraries Capacity Fund, Tourism Development Fund. 	ED; PRCD	Ministry of Tourism, Culture and Sport	Staff Time
Long Term (5 Years +)				
SD 1.3 - Invest in cultural facilities as anchors for cultural development in Hanover				
	<ul style="list-style-type: none"> Consider the preparation of a feasibility assessment for building, operating and maintaining a Town-operated multi-purpose cultural facility. See Sample Scope of Work below. 	ED; PRCD		\$30,000-35,000
	<ul style="list-style-type: none"> Support the establishment or expansion of existing community space for cultural activity (including expansion of library activities). The Community Hall could be a potential expansion location. 	PR; ED	Library; Community Cultural Groups	Requires capital funding
	<ul style="list-style-type: none"> Consider the development of a properly secured and maintained heritage collection space in Hanover. 	Heritage Comm.; ED	PRCD; Grey Roots	Requires capital funding



Scope of Work Sample – Multi-Purpose Cultural Facility Feasibility Assessment

For the Town of Hanover, a feasibility assessment for a multi-purpose cultural facility should understand the market, operational, financial, economic and social impact analyses of a multi-use facility that may house spaces for a performance theatre, exhibition space, administrative offices, classrooms, studios/rehearsal spaces, and public spaces. This type of facility promotes collaboration among cultural entities and efficient use of existing and new resources in our community. The scope of work should be split into three phases.

Phase 1 should focus on the needs assessment. While the Cultural Plan provides a framework for cultural planning in Hanover, it does not measure the market conditions for a multi-purpose cultural facility. As such, a needs assessment is required to assess a market analysis (understanding the current use of existing cultural or culture-supporting facilities, analyzing the economic impact of the existing facilities, and surveying the general public to understand what type of programming is most desirable in the facility). Phase 1 should conclude with a report that measures factors such as level of support amenities, location, space availability and the current impact on existing facilities and organizations if the status quo remains.

Phase 2 should focus on a facility and site assessment. The facility and site assessment should identify all technical and industry requirements for the facility. Such data may include number of seats, rooms, square footage, etc.

Phase 3 should focus on a management plan and financial pro forma. The management plan will consider potential organization structures including public and private options. The financial analysis should consider the projected economic costs and benefit to the community factoring in taxes and marketing strategies.



Strategic Direction #2 – Leverage Creativity and Culture to Attract and Retain People as Key Drivers of Innovation and Economic Growth

GOAL: The Town of Hanover will collaborate with its partners in the community to take actions which foster innovation in all aspects of cultural policies, programs and services that support the incubation of cultural ideas and expression. The Town of Hanover is home to strong and energetic cultural networks that inform, build, and mentor individuals and organizations on current opportunities within cultural development.

#	Action / Tasks	Lead	Suggested Partners	Resources
Short Term (1-5 Years)				
SD 2.1 - Support the cultural sector with funding, grant and training programs				
	<ul style="list-style-type: none"> Explore opportunities with the Saugeen Economic Development Corporation and review grant programs to provide local creative individuals (artists, designers) with low-interest loans towards the establishment of their start-up business. 	ED	SEDC	Staff Time
	<ul style="list-style-type: none"> Partner with cultural organizations to establish a series of business development skills workshops for the cultural sector. 	ED; Cultural Orgs	SEDC; BEC	\$5,000 – 10,000
	<ul style="list-style-type: none"> Support informal learning opportunities for artists, designers, and creative individuals/organizations by providing digital and physical spaces for interaction. 	ED; Cultural Orgs	Library; Launch Pad; CIP	In-Kind Support
	<ul style="list-style-type: none"> Continue monitoring cultural funding programs and opportunities. 	ED		Staff Time; Interns
SD 2.2 - Implement an attraction strategy for people, business and investment in Hanover				
	<ul style="list-style-type: none"> Explore the concept of a collaborative marketing campaign aimed at attracting targeted demographics. Investigate and implement virtual tourism portals and mobile applications as an element in marketing Hanover’s cultural tourism offerings to potential visitors and residents. 	ED; CIP	RT07; Grey County; Bruce County	\$10,000 – 20,000



#	Action / Tasks	Lead	Suggested Partners	Resources
	<ul style="list-style-type: none"> Add to existing economic development marketing collateral materials targeted information about Hanover's cultural resources. 	ED; Cultural Council	Neighbour. Art Councils	Staff Time
	<ul style="list-style-type: none"> Create materials that communicate the importance of arts and culture as a driver of innovation and design-thinking among businesses. 	ED;	HCOC; CIP; DIA	\$5,000 - \$10,000
Long Term (5 Years +)				
SD 2.3 - Advocate for the creation of spaces for cultural industries and organizations across the Town				
	<ul style="list-style-type: none"> Identify and advocate for the use of existing vacant buildings and/or storefronts as temporary space for artists and cultural groups. 	ED; Cultural Council	HCOC; CIP	Staff Time
	<ul style="list-style-type: none"> Advocate and support the creation of cultural spaces and places throughout Town facilities (e.g. in community or recreation centres, libraries, schools). 	ED; Cultural Council	Schools; Library; PRCD	Staff Time



Strategic Direction #3 – Create an Environment Where Enhanced Cultural Activities Can Take Place

GOAL: The Town of Hanover will play a leadership role in finding practical ways to create an environment for collaboration and communication to create opportunities for continuing dialogue among cultural partners and to invite residents to engage and participate in cultural activities.

#	Action / Tasks	Lead	Suggested Partners	Resources
Short Term (1-5 Years)				
SD 3.1 - Develop and implement an action plan to attract cultural tourism investments				
	<ul style="list-style-type: none"> Identify potential funding programs and resource tools to support tourism operators, festival / event coordinators and business associations to develop or strengthen their activities. 	ED; CIP	Tourism Sector; HCOC; DIA; RTO 7; Visit Grey	Staff Time; Interns
	<ul style="list-style-type: none"> Assist tourism associations in providing cultural tourism content for their wayfinding, promotion and programming strategies. 	ED	Tourism Sector; RTO7; Visit Grey	Staff Time
	<ul style="list-style-type: none"> Enhance tourism offerings by sharing cultural stories and history with tourists and promoting historic places across the community (using the Heritage Story Map). 	Heritage Comm.; ED; PRCD	Grey County; RTO7	\$5,000
	<ul style="list-style-type: none"> Support the delivery of temporary cultural installations/exhibitions and programming at Heritage Square 	ED; PW; PRCD	Cultural Council	\$10,000 – \$20,000
SD 3.2 - Develop strategic communication tools to raise the profile of various cultural initiatives				
	<ul style="list-style-type: none"> Continue to support the rollout of the cultural mapping tool as a prime communication tactic that can engage and educate the public quickly on the community's cultural assets. 	ED	Grey County (GIS)	Staff Time



#	Action / Tasks	Lead	Suggested Partners	Resources
	<ul style="list-style-type: none"> Establish a dedicated place on the Town's website for cultural organizations to access information on municipal services pertinent to their activities (e.g. event calendars, business supports, grants/funds for cultural groups). The website should also include information on facilities pertinent to their activities (e.g. public places where exhibitions can take place). 	ED; CIP		Staff Time
SD 3.3 - Growing and Supporting Cultural Organizations and Volunteerism in the Community				
	<ul style="list-style-type: none"> Promote the involvement of youth as volunteers on boards for festivals and cultural events so they are involved in the planning and decision-making of events. 	ED; Launch Pad; Intern	CIP; Cultural Orgs.; Schools	Staff Time
	<ul style="list-style-type: none"> Create a Cultural Sustainability Fund with support from Trillium to support the completion of Cultural Sustainability Plans for any cultural organization. A Cultural Sustainability Plan is a personalized document that examines a cultural organization's existing business model, volunteer model and produces a sustainable five-year vision for the organization. 	ED	Trillium; Cultural Orgs	Matching Funds (Cultural Sustain. Plan costs \$5,000 – 10,000)
	<ul style="list-style-type: none"> Create a volunteer registry database that community organizations can access. 	ED; CIP	Existing Volunteer Portals; 211	Staff Time
Long Term (5 Years +)				
SD 3.4 - Animate the environment with a variety of cultural programs and activities				
	<ul style="list-style-type: none"> Connect with tourism and business leaders in Hanover and the surrounding region to assess opportunities and gaps for cultural tourism infrastructure. 	ED; CIP	Tourism Sector; HCOC; DIA	Staff Time
	<ul style="list-style-type: none"> Consider the development of a Festival and Events Strategy to build and grow the Town's legacy cultural festivals and events. 	ED; CIP; PRCD		\$40,000 - \$50,000



Strategic Direction #4 – Implement a Recognizable Cultural Identity for the Town that Communicates an Innovative, Transformative and Authentic Experience

GOAL: Hanover’s identity leaves a lasting legacy that will change the mind-set of the town and raise its creative talent profile for years to come. Hanover recognizes the richness of its heritage as a defining characteristic of the community; one which embeds openness, understanding, appreciation and shares cross-cultural expression in the daily lives of residents and provides individuals rich opportunities to expand and learn new skills. Hanover’s identity solidifies as a performance and festival destination.

#	Action / Tasks	Lead	Suggested Partners	Resources
Short Term (1-5 Years)				
SD 4.1 - Implement a recognizable cultural brand for the Town that communicates an authentic experience				
	<ul style="list-style-type: none"> Install and strengthen signage that illustrates Hanover’s identity as a performing art and a regional festival and event destination. Signage should be improved along trails, the downtown and along major regional gateways. 	ED; PRCD	CIP; DIA; HCOC; Grey County; RTO7	Requires Capital Funding; CIP funding
	<ul style="list-style-type: none"> Work with RTO7 to introduce new products and experiences into Hanover. Products should focus on exhibiting Hanover’s talent, performing art venues and heritage assets. 	ED; CIP	RTO7; Grey County; Cultural Orgs	RTO7; Grey County Support
	<ul style="list-style-type: none"> Develop a creative messaging strategy that prepares key messages for target audiences (visitors and residents). Ensure that messaging is included in all promotional marketing channels (social media, paid media, and earned media). 	ED; CIP	RTO7; Grey County; Cultural Orgs	\$10,000 – 15,000



Governance Recommendations

Planning culturally in Hanover requires governance mechanisms or tools internally and externally.

In order to support cross-departmental collaboration in planning culturally, new collaborative mechanisms may be needed. The following key reporting tool is recommended:

Cultural Council (Committee of Council)

Of importance to planning culturally are building strong relationships between the Town, its external partners, and leaders representing cultural, business and community interests. Municipalities such as the Town of Minto, Town of Richmond Hill and Town of Halton Hills have established Cultural Councils to forge partnerships and align resources in implementing the Cultural Plan and supporting ongoing cultural planning and development.

The Cultural Council requires leadership from its external partners and from individuals representing cultural, business, community and post-secondary interests. It was noted during the consultation process that there is a significant opportunity to evolve the existing Heritage Committee into the Cultural Council. Additionally, both the Economic Development Committee and the Parks and Recreation Committee expressed interest in also having representation at the Cultural Council.

The Cultural Council would be responsible to meet on a regular basis to review the status of the implementation of the Cultural Plan, to forge partnerships and resources to address specific recommendations and to bring a range of perspectives to the goal of planning culturally. The experience of other municipalities in establishing such leadership groups can be looked to for guidance.

#	Action / Tasks	Lead	Suggested Partners	Resources
Short Term				
GR 1.1 - Create a Cultural Council (Committee of Council)				
	<ul style="list-style-type: none"> Establish a Cultural Council to advocate and support the implementation of the Cultural Plan and the ongoing objective of planning culturally. 	ED; Heritage Comm.	EDC; PRCD	Staff Time

Municipal Cultural Team

Planning culturally is a cross-departmental activity and responsibility and a Culture Team can support this work. Many issues will engage specific departments addressing specific actions or initiatives. Beyond this task-based engagement there is a need for sustained communication and exchange across all departments to build the shared understanding needed and to support ongoing “opportunity citing” related to new policies or initiatives. Semi-annual meetings of a designated Culture Team can achieve these results. Economic Development and staff from the Cultural Council is best positioned to convene and chair these meetings. External speakers with expertise in priority areas of activity can be invited to



enrich discussions. While all Town departments may be engaged on a task-specific basis, a smaller number of departments with the most direct connections to cultural development will form the ongoing Culture Team.

#	Action / Tasks	Lead	Suggested Partners	Resources
Short Term				
GR 1.2 - Establish a Cultural Team				
	<ul style="list-style-type: none"> Establish a Municipal Cultural Team composed of Town of Hanover staff and meet semi-annually to share information and build understanding related to cultural development and to planning culturally. 	ED; PRCD	CAO	Staff Time

Reporting and Monitoring Program Recommendations (Performance Metrics)

Performance Metrics (Monitoring & Measuring)

In 2011, the *Municipal Cultural Planning Indicators & Performance Measures Guidebook* was commissioned by the Ontario Ministry of Tourism and Culture and prepared by the Canadian Urban Institute. The purpose of the Guidebook was to provide a set of indicators and performance measures to assist Ontario municipalities undertaking municipal cultural plans in evaluating and demonstrating benefits and outcomes in communities connected to the implementation of these plans. The report sets out a wide range of indicators and performance measures as well as a process to identify and implement effective monitoring and evaluation system for municipal cultural planning.

The Guidebook identified five broad categories of indicators addressing a range of community benefits or outcomes should be examined in the context of the four strategic directions of the *Cultural Plan*.

- Fostering Creativity
- Creating Wealth
- Creating Quality Places
- Strengthening Social Cohesion
- Organizational Change

In each category, there is a mix of quantitative and qualitative measures. There are three types of data referred to in this guidebook:

- Data available from existing sources including Statistics Canada
- Data the municipality is already collecting



- Data the municipality may need to start collecting if it wants the information. This type of data may be largely qualitative and available through surveys

A fundamental point made by the Guidebook is that the municipality itself should identify indicators as a means of better understanding culture and its role in their local community and economy. The Guidebook recommends a collective decision be made by cross-departmental staff (sometimes in consultation with a committee of Council) about what stories you want to tell in the identification and use of indicators. This story must resonate with the local context. Regional consultants for the Ontario Ministry of Tourism, Culture and Sport, are trained and available to facilitate this planning session.

Once a suite of indicators has been selected, the Guide recommends the municipality, working collaboratively with a cultural committee (or Cultural Council), monitor progress implementing the cultural plan through a regular Cultural Report Card. The frequency of the Report Card can be determined by the municipality based on administrative resources and capacities. Most municipalities issue the report card annually, but it could be produced every other year. Distribution of the Report Card could be timed for release before the Annual Cultural Summit to communicate achievements in implementing the Plan.

#	Action / Tasks	Lead	Suggested Partners	Resources
Short Term				
PM 1.1 - Select and Report on a consistent set of performance metrics				
	<ul style="list-style-type: none"> ▪ Schedule a planning session with regional consultants from the Ministry of Tourism, Culture and Sport to determine a set of performance indicators that are well suited for Hanover (based on data collection capabilities). Some indicators may require external partners to track and provide data to the Cultural Council (e.g. number of tickets sold at a performance in the Civic Theatre). 	Cultural Council	MTCS	Staff Time; Planning Session is Free
	<ul style="list-style-type: none"> ▪ Create an ongoing Cultural Report Card to report on selected performance metrics. 	Cultural Council		Staff Time

Reporting (Transparency)

Communicating and connecting the success of the Cultural Plan to Hanover residents is an essential step in building endorsement and support. An annual cultural summit will provide the Town, its partners and others an opportunity to take stock of achievements in implementing the Cultural Plan over the past year, commit to supporting the implementation of new recommended Actions and identify new actions or initiatives not foreseen in the preparation of the Cultural Plan. The event is also an opportunity to seek broad input on the ongoing task of planning culturally. Finally, the event can provide a forum for



thought leaders from Ontario and beyond to infuse cultural development in Hanover with the best ideas and practices.

#	Action / Tasks	Lead	Suggested Partners	Resources
Short Term				
PM 1.2 - Convene an Annual Cultural Summit				
	<ul style="list-style-type: none"> The Cultural Council should convene an Annual Cultural Summit to communicate achievements in implementing the Cultural Plan and to seek community input in identifying new and emerging issues. 	Cultural Council		\$10,000 – 15,000



Town of Hanover Cultural Action Plan Schedule

Action	Short Term (0-2 Years)	Short Term (3-5 Years)	Long Term (5+ Years)
GR 1.1 - Create a Cultural Council (Committee of Council)	Green	Light Green	Light Green
GR 1.2 - Establish a Cultural Team	Green	Light Green	Light Green
SD 1.1 - Raise awareness of the Cultural Plan across all departments	Green	Light Green	Light Green
SD 1.2 - Explore sources to support implementation of the Cultural Plan	Green	Green	Light Green
SD 4.1 - Implement a recognizable cultural brand for the Town that communicates an authentic experience	Green	Green	Light Green
SD 2.1 - Support the cultural sector with funding, grant and training programs	Green	Green	Light Green
SD 3.1 - Develop and implement an action plan to attract cultural tourism investments	Green	Green	Light Green
PM 1.1 - Select and Report on a consistent set of performance metrics	Green	Green	Light Green
PM 1.2 - Convene an Annual Cultural Summit	Green	Green	Light Green
SD 3.2 - Develop strategic communication tools to raise the profile of various cultural initiatives	Light Green	Green	Light Green
SD 2.2 - Implement an attraction strategy for people, business and investment in Hanover	Light Green	Green	Light Green
SD 3.3 - Growing and Supporting Cultural Organizations and Volunteerism in the Community	Light Green	Green	Light Green
SD 1.3 - Invest in cultural facilities as anchors for cultural development in Hanover	Light Green	Light Green	Green
SD 3.4 - Animate the environment with a variety of cultural programs and activities	Light Green	Light Green	Green
SD 2.3 - Advocate for the creation of spaces for cultural industries and organizations across the Town	Light Green	Light Green	Green



A banner for "Little Ones Studio & Boutique". On the left is a colorful logo of a bird. The text "Little Ones" is in a large, blue, rounded font, with "Studio & Boutique" in a smaller, black, cursive font below it. To the right, the text "PLAY, SHOP, CREATE, GROW." is written in a bold, black, sans-serif font. The banner has a white background with a colorful, abstract shape on the right side.



Cultural Plan

Town of Hanover



Town of Hanover Cultural Plan

What We Heard Report – Appendix A



A Cultural Plan for the Town of Hanover

In order for The Town of Hanover to fully understand the scope of our current cultural resources and plan for future needs and opportunities, we are developing a Cultural Plan for Hanover.

This plan will allow residents of Hanover to understand what we already have in the way of cultural resources, help identify the gaps and plan for what we need to do in the future. The Cultural Plan will allow us to demonstrate what a culturally rich community Hanover is, which strengthens our economy and improves the quality of life for all residents.

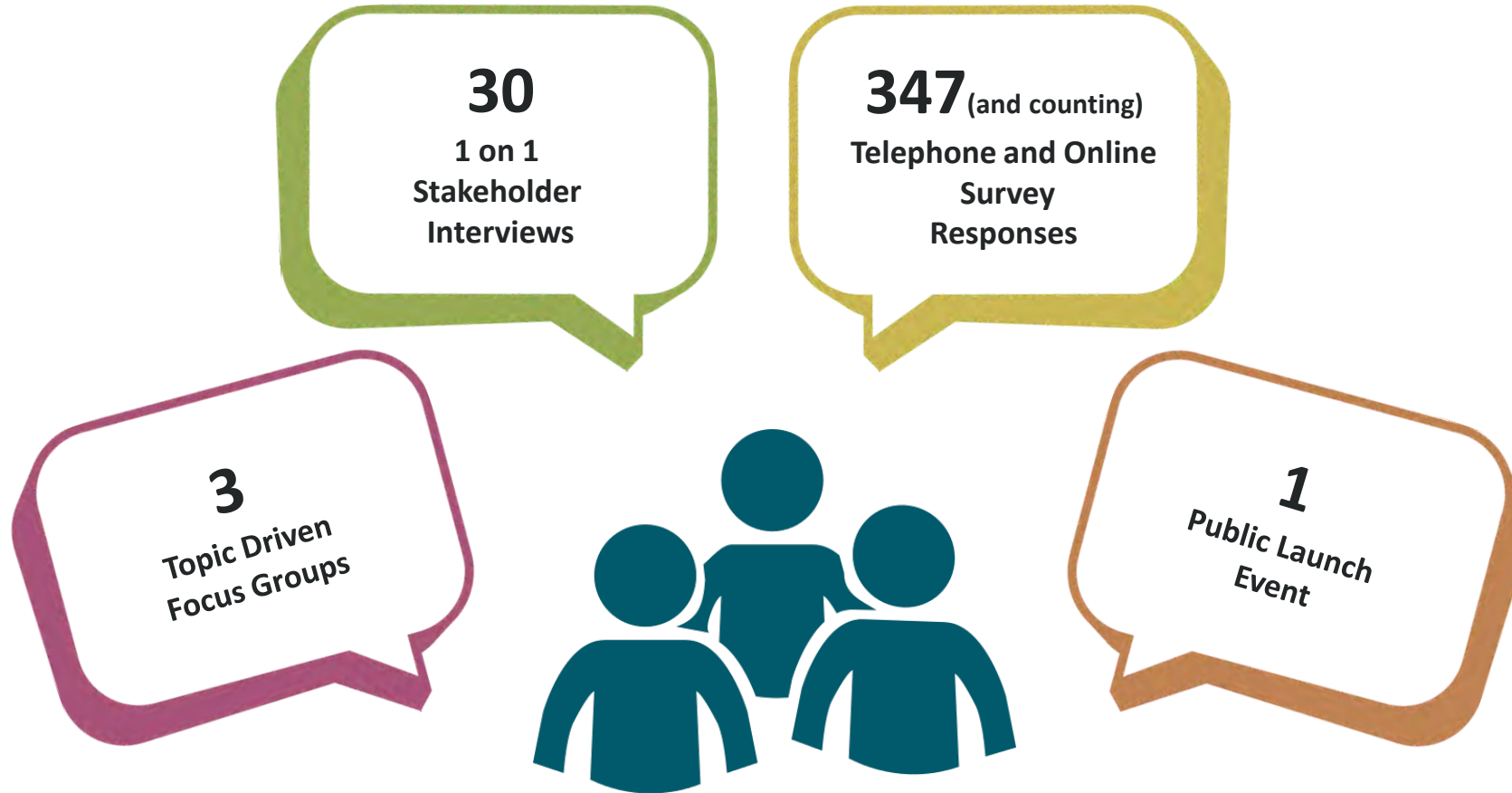


Purpose of this Report

In developing the Cultural Plan for Hanover, we have been engaging a broad and diverse range of people from the community. This Plan is intended to reflect the voice of citizens, and your views and knowledge are critical to its success.

The following What We've Heard Report is a thematic recap of our engagement activities that reflect your comments and ideas. It is informed by a SOAR framework (Strengths, Opportunities, Aspirations and Results lens).

This will help us to identify Hanover residents' perceptions of culture and its value to making a great community, as well as collect your aspirations for Hanover's cultural future.



You Spoke and We Listened



We Processed



We Identified Emerging Themes



A New Community Identity Is Emerging

- Our community is evolving. We are at a tipping point where our cultural expression is becoming increasingly rich and diverse.
- Technology and new event models are changing the way in which people live, create and experience their cultural life, creating new cultural experiences every day. These changes call for fresh thinking and approaches to cultural planning and development.
- We are a predominantly aging community but with a desire for great amenities and opportunities. At the same time, our community is entering a generational shift as it begins to attract younger families.
 - The Town and its external partners must tap this energy to build and support cultural development in the community.
 - We need to expand the use of the generous philanthropic support provided in the Town towards culture experiences that better the Town.



A New Community Identity Is Emerging

- Our community is about more than bricks and mortar, but cultural expression requires accessible and useable public space and facilities. (programming the heritage square, entertainment space, CIP partnership position). Council perspective around programs.
- The Town increasingly plans with a multi-purpose mindset in developing new facilities. Embracing this perspective, civic spaces (e.g. libraries/parks/halls) need to allow for a range of cultural activity.
- The Town needs more low-cost venues for cultural events and meetings of cultural groups.
- Many established cultural organizations are located in buildings that now require significant investment to upgrade and renew to meet ongoing demand.



Building Awareness of Our Culture

- As a culturally rich community, Hanover needs to embrace a broader definition of culture to include more than traditional definitions of arts and culture.
- Using the cultural resource framework as a starting point, this broader definition and assumptions should be widely communicated across the community.
- These definitions can be embraced as working assumptions by Town departments and civic partners. Building consensus on these assumptions will strengthen communications and collaboration in advancing Hanover's cultural agenda.
- Our town needs tools in place to ensure our cultural products and resources are accessible. We need to celebrate our successes. We need to increase awareness of Hanover's cultural opportunities to citizens, visitors and businesses.



Building Awareness of Our Culture

- One important role for the Town is to act as the facilitator for ongoing dialogue among cultural organizations, creative industries, ethno-cultural communities, and business groups, among others. New mechanisms are needed to support this ongoing dialogue.
- We are interested in the development of our community's cultural life. We need the current cultural momentum to be sustained and leveraged to enhance our status as a culturally great town in Western Ontario.
- Stronger channels of communication across the cultural sector will break down barriers and build collective capacity in advancing Hanover's cultural agenda.
- We must be as effective promoting our cultural resources to visitors as we are to residents.
- There is an appetite to attract and advance creative talent in Town. (2019 Economic Impact of the Farmers' Market)



Preserving Our Heritage

- Our Town needs to continue building or supporting robust tools to preserve our heritage in all its forms – our history, built heritage, collections of artifacts and archives, cultural landscapes, community stories, and more.
- We must preserve our historical collections (i.e. artifacts, buildings) and archives in a professional manner.
- The Town has made certain investments in supporting historical collections but pays far less attention to its historical maintenance. Dedicated human resources (beyond volunteers) are needed to address this need.
- We need to connect cultural and heritage based activities.



Hanover's Creative Economy

- Our community has a current and historical entrepreneurial and innovative spirit that can drive creative economic activity.
- Hanover has a great variety of cultural industries. However, we need to cross-pollinate to provide superior products.
- There was a desire from creative industries to have stronger online mechanisms such as a portal or forums where ideas and contacts can be exchanged.
- There should be a stronger effort made to connect “flagship” cultural organizations and our creative industries/businesses.



Hanover's Creative Economy

- We should have ongoing forums to discuss and share challenges and solutions to expand our creative industry sector, including discussions with the Launch Pad and youth. (ROI – best direct the youth intern)
- A digital main street strategy for Hanover was suggested as a priority for creative industries. The main street needs a strong digital strategy that connects all age groups, all ethnic groups and all disciplines through a consistent set of digital platforms. This includes providing groups or industries with the ability to set up and own their digital space but also be part of a larger community-wide network. In particular taking advantage of Hanover's gig economy (fibre) investments.



Hanover's Creative Economy

- We need to do a better job at accommodating and stimulating creative industries across the town. This includes providing space, communication, training and business resources for creative individuals, industries and organizations.
- Creative individuals and small enterprises require affordable space and the appropriate support channels to successfully transfer their talents into business opportunities. There was a desire to connect creative individuals and business support services (such as lawyers or accountants).



Understanding the Value of Culture

- Investing in cultural development will help our community diversify its economy, increase its tourism opportunities, build a stronger sense of community through organic conversations and expressions and develop its character as a culturally rich place to live.
- Statements related to the value and importance of culture can no longer be taken on faith. Concrete evidence of impacts based on credible quantitative and qualitative measures will be needed if increased investments are to be made.
- Council may be more inclined to sustain or potentially increase funding if a return on investment can be demonstrated.



Understanding the Value of Culture

- Our cultural organizations, industries and institutions require diversified and sustained funding and resourcing. Lack of a diversified funding base is raising concerns about the sustainability of some cultural organizations in the community.
- Our current funding model has been in place for many years. It might be time to step back and assess whether it continues to meet the needs of a more diversified cultural sector today.
- Providing cultural offerings for the working poor and marginalized members in our community should receive greater attention from the sector than it has in the past. In addition to the social benefits such programming would deliver, this activity could also open up new sources of funding.



Understanding the Value of Culture

- A healthy cultural environment will make our community a destination for talent, investment and visitors from around the province. Our planning guidelines need to encourage flexible zoning and regulations that respond to the space needs of the cultural and creative industry sector needs.



Adopting a Cultural Lens across the Town

- Planning culturally at the Town of Hanover requires a holistic ‘bridge building’ policy and principle framework that is supported by a set of clear definitions (what does it mean to plan culturally) and an understanding of resource requirements.
- In recent years there has been growing support for a 4-pillar model of sustainability that includes culture. This has meant defining a cultural lens on decisions across the town.
- Cultural frameworks and definitions adopted by the Town can then be communicated across departments, and ideally be taken up by civic partners, schools, the corporate sector, police, etc.



Adopting a Cultural Lens across the Town

- Planning culturally or adopting a Town wide cultural lens will require:
 - A shared vision and base of knowledge across departments and professional disciplines.
 - A collaborative and cross-departmental/disciplinary working environment across Administration and the community.
 - Buy-in from Council, Administration and external partners.
 - Identification of the tools and processes needed.



Additional Insight

- Telephone Survey Results
- Current Online Survey Results
- JDS High School – has come to sale. Struck an adhoc committee about putting a list of pros/cons to acquiring the property. Additional space.
- Opportunities bubbling
- Public art incentive piece
- Expanding CIP programming with destination



Additional Insight

- Telephone Survey Results
- Current Online Survey Results
- JDS High School – has come to sale. Struck an adhoc committee about putting a list of pros/cons to acquiring the property. Additional space.
- Opportunities bubbling
- Public art incentive piece
- Expanding CIP programming with destination



Town of Hanover Cultural Plan

What We Heard Report – Online Survey Findings – Appendix B



Results as of Dec 14

- 167 Responses
- Respondent Profile

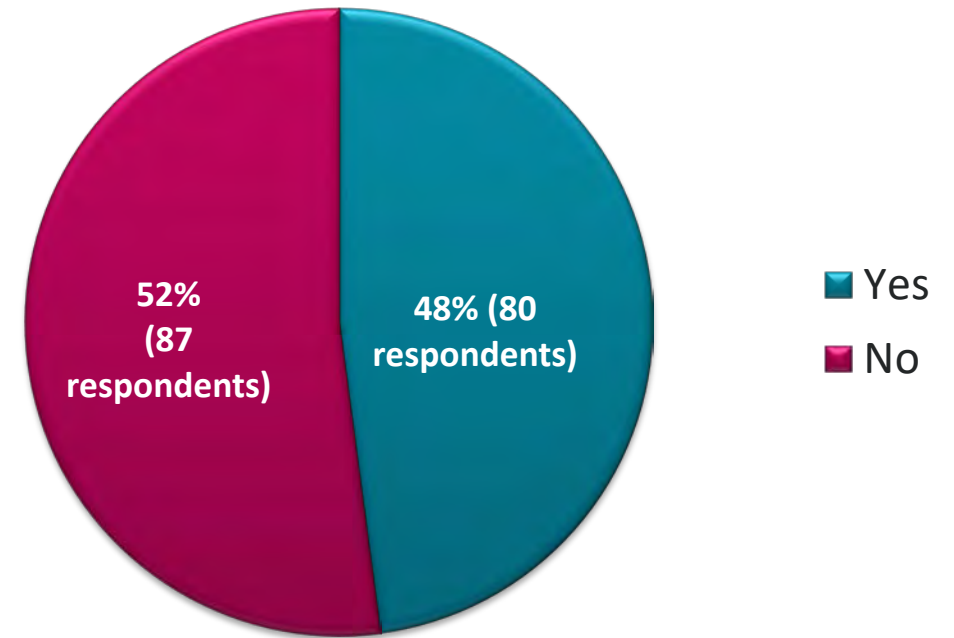
Years Lived in Hanover			Age Category		
	Number	Percent		Number	Percent
Less than 1 year	5	3%	18-25 years	2	1%
1-2 years	8	5%	26-44 years	36	22%
3-5 years	8	5%	45-64 years	48	29%
6-10 years	13	8%	65+ years	33	20%
11-20 years	16	10%	No Response	48	29%
More than 20 years	42	25%	Total	167	100%
I am a part-time resident of Hanover	1	1%			
I do not live in Hanover	26	16%			
No Response	48	29%			
Total	167	100%			



Q1. How important are the arts and culture to you personally? Would you say it is... (n=167)

Factor	Number	Percent
Very Important	92	55%
Somewhat Important	58	35%
Not Very Important	11	7%
Not at all Important	6	4%
Total	167	100%

Q2. In your opinion, do you or members of your household participate in arts and culture as much as you or they would like to? (n=167)

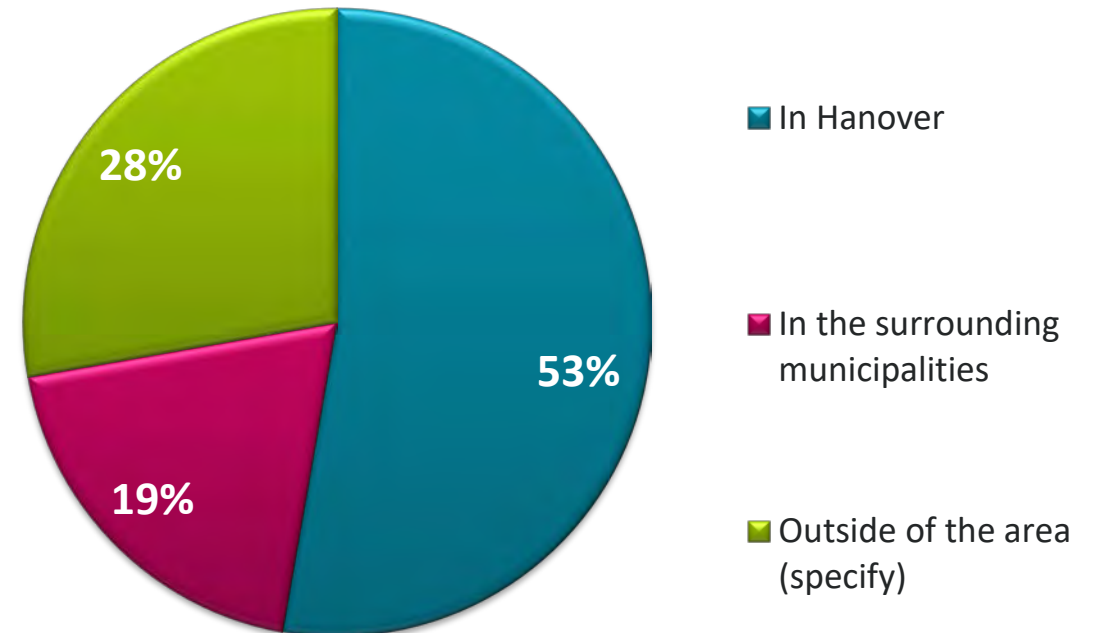




Q3. Participating in arts and cultural activities can mean different things to different people. Check all of the cultural activities you have participated in over the past year (n=72)

Cultural Activities	Number
Attended a live theatre event	66
Attended a live musical performance	64
Visited a library	54
Attended a festival or event	47
Visited a museum	39
Listened to live music at a restaurant or café	37
Participated in community arts activities	32
Visited a public art gallery	29
Attended a local history and/or heritage event	25
Attended a literary event or reading	14
Other	11
Visited a private gallery	11
Attended an Aboriginal or multicultural event	10
Total respondents	72

Q4. Overall where would you say the majority of your participation in arts and culture takes place? (n=72)





Q5. What are some reasons or barriers that you or members of your household do not participate in arts and culture (n=145)

Factor	Number
Lack of information/promotion	62
Lack of programs / variety of programs	61
Time constraints	55
Events / programs are not of interest	54
Too expensive	33
Lack of facilities	23
Other	17
Lack of transportation	8
Total respondents	145

Q6. Are there cultural programs, activities or facilities not currently available that you would like to see established to enrich the cultural life of the community?

Common Responses: Musical shows, workshops, a museum, art programs and galleries, heritage displays, aboriginal recognition facilities or programs of some sort, more facilities and programs focused on kids, events and festivals.



Q7. How satisfied are you with each of these Arts, Culture and Heritage considerations in Hanover today?(n=139)

Factor	Satisfied		Dissatisfied	
	Number	Percent	Number	Percent
Performing Arts Programs / Performances	77	58%	31	23%
Arts Exhibitions	44	33%	35	27%
Library Programs and Activities	87	65%	20	15%
Festivals and events	61	46%	54	41%
Food / Wine / Beer events	60	44%	33	24%
Artisan or Craft Fairs	46	35%	44	34%
Activities in Parks/Trails/Outdoor Recreation	67	50%	48	36%
Heritage Events	51	40%	29	23%

Q8. I am going to read you three statements regarding the Town of Hanover’s role in supporting arts, culture, and heritage. Please tell me the extent to which you agree or disagree with each of the following statements.? (n=139)

Statements	Agree		Disagree		Don't Know	
	#	%	#	%	#	%
The Town financially supports arts, culture, and heritage in Hanover	45	33%	36	26%	55	40%
The Town promotes opportunities to participate in the arts, culture, and heritage of Hanover	62	45%	34	25%	41	30%
The Town strives to ensure there are sufficient facilities and spaces for participation in arts, culture, and heritage in Hanover	46	34%	51	38%	39	29%



Q9. When you think of 'arts and culture' in Hanover what immediately comes to mind?

Painting Launch Pad Plays School Saugeen Artists Multicultural
Library History Art Mural Community Performances
Theatre Opportunity Hanover summer
Grey Bruce Singers
Sights and Sounds Festival Theater Civic Center
Local



Q10. Imagine a community you would consider to be rich in arts and cultural identity. In five words describe that community.

History Decent Ages Involved Welcoming
Culture Space Fun Theater Inclusive Inviting
Vibrant Art Events Beautiful Theatre
Multicultural Variety Awesome Progressive Forward Thinking Affordable
Supportive



Town of Hanover Cultural Plan

What We Heard Report – Telephone Survey Findings - Appendix C



Methodology

- A random sample telephone survey, conducted with 151 residents +/- 13%, 19 times out of 20.
- The survey was administered between November 12th and 16th, 2018.

This Report represents the findings of the survey exercise



Although 72% say arts and culture is important, only 61% actually participate. Interestingly, 39% would like to participate more often than they do. Primary reason for not participating is events and programs are of no interest

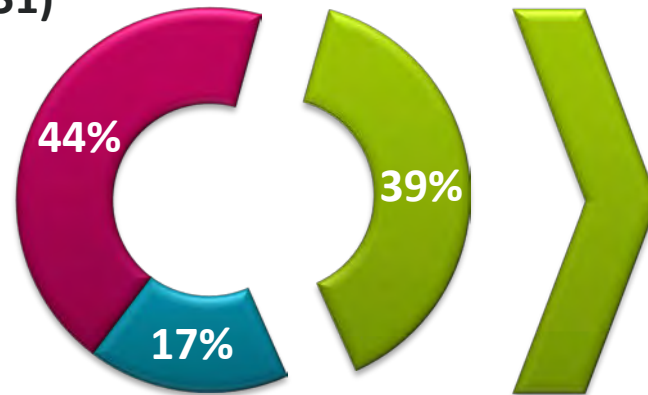
Importance of Arts and Culture (n=151)

■ Very Important ■ Somewhat Imporant ■ Not Very Important ■ Not at all Important

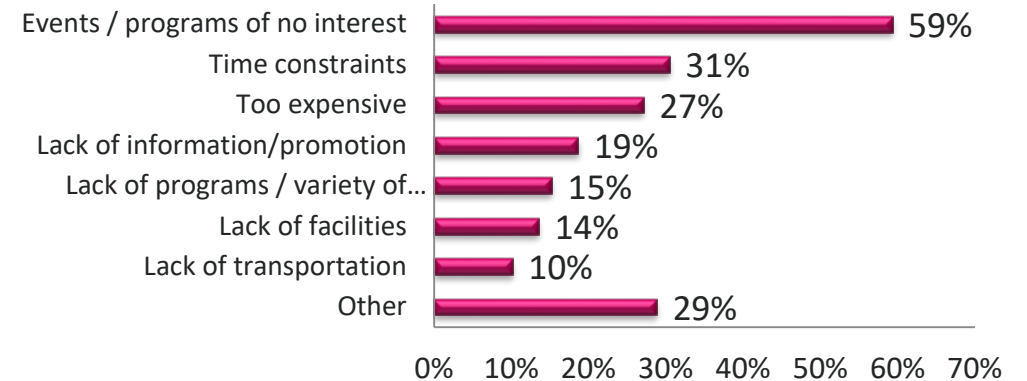


Participation Frequency (n=151)

■ Often enough
■ Often but would like to more
■ Do not participate



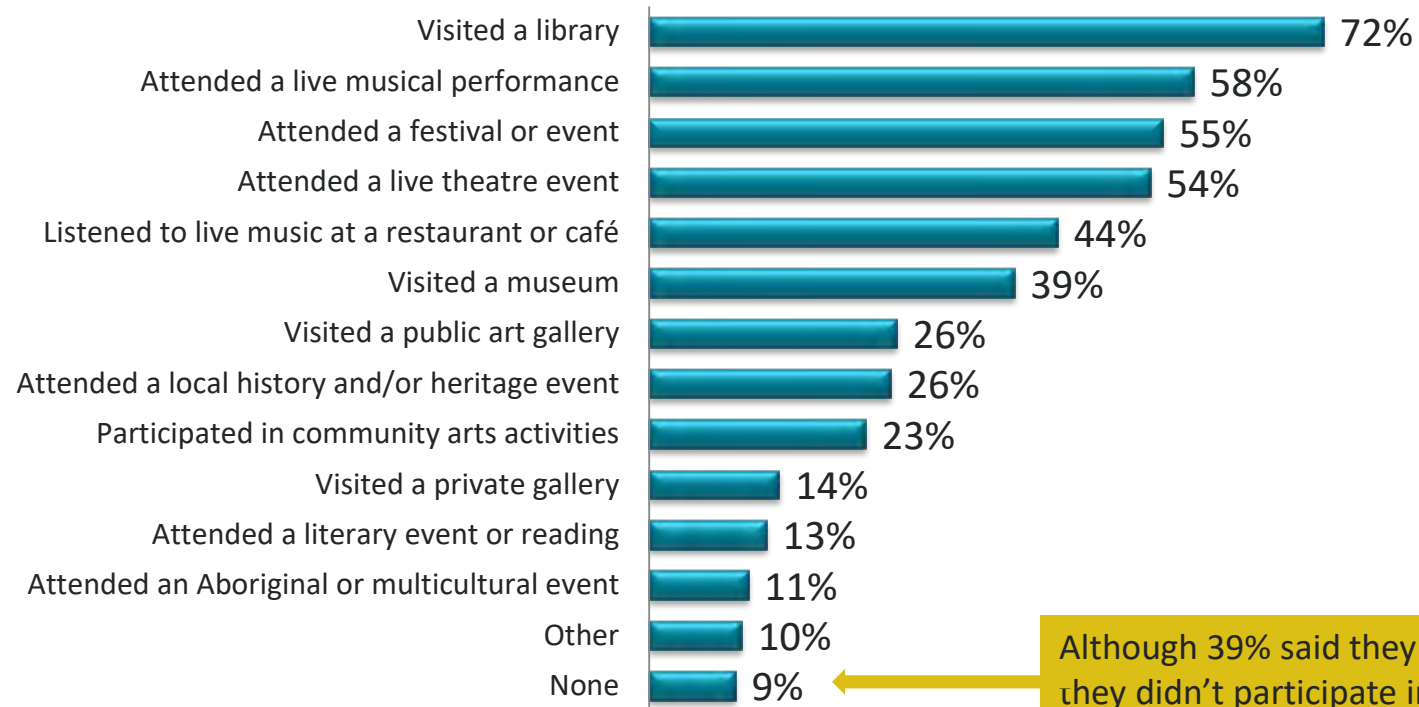
Reasons for not participating (n=59)



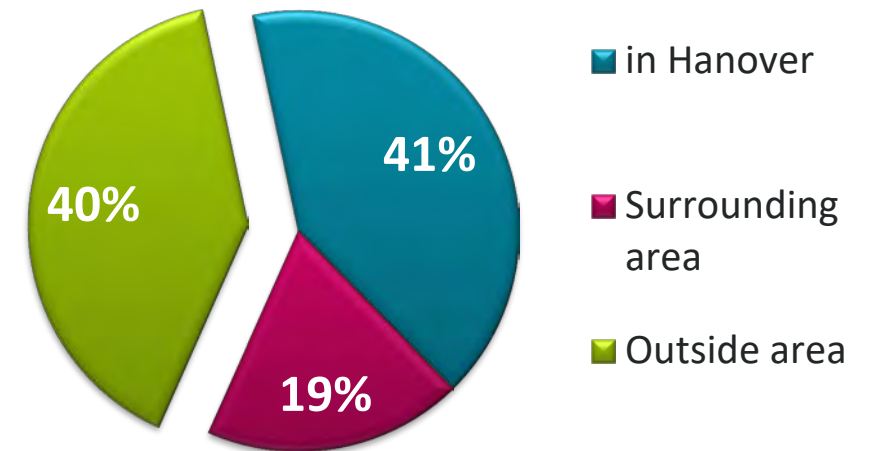


Library, live musical performance, festivals /event and live theatre are most popular and mostly enjoyed in and around Hanover.

Activities participated in over the past year (n=151)



Location for participation (n=92)



Although 39% said they did not participate in arts and culture, only 9% said they didn't participate in any of these events.



Satisfaction with Library programs top the list while heritage and art exhibitions show the most room for improvement.

Satisfaction with Various Events

■ % of respondents (n=various)

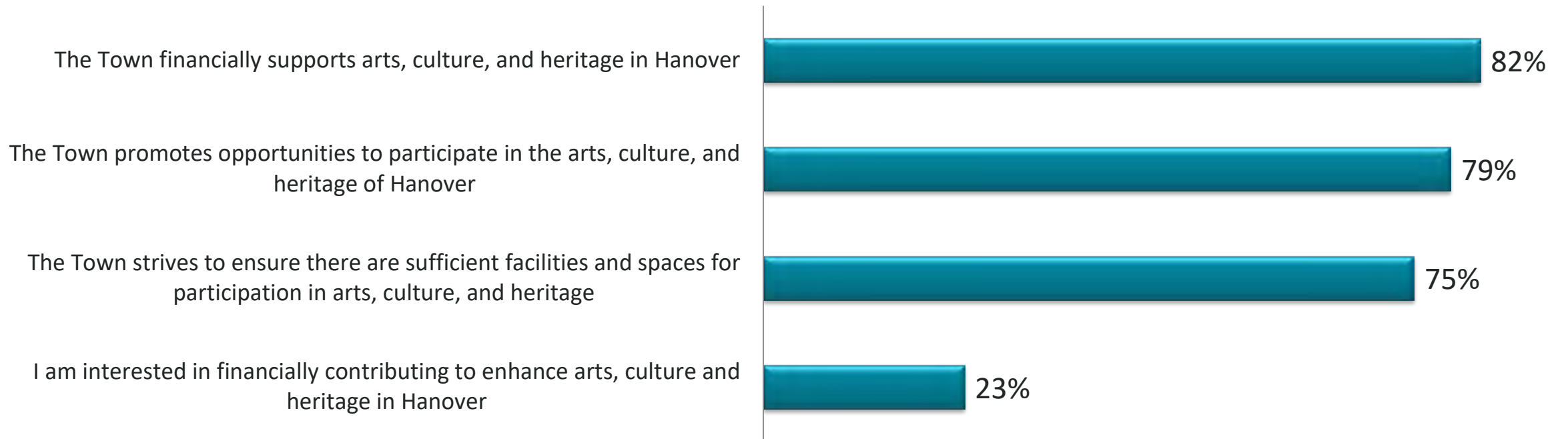




High levels of agreement that the town is doing its part to support arts, culture and heritage.

Agreement with...

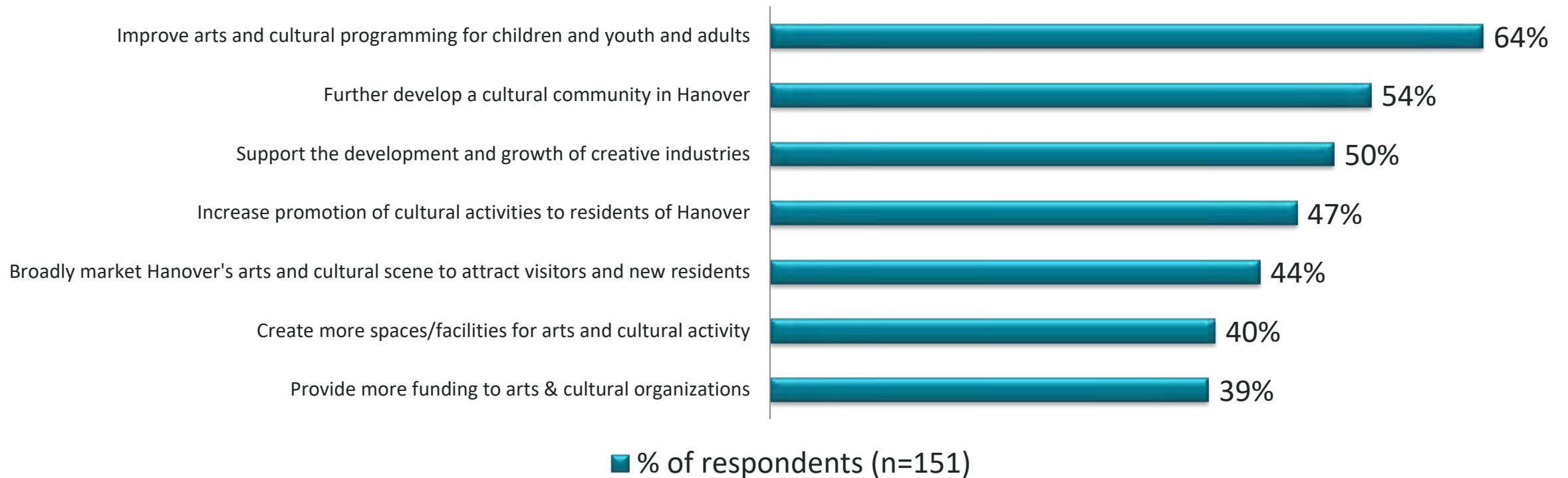
■ % of respondents (n=various)





Highest importance placed on programs for children/youth/adults and development of cultural community and creative industries.

Most Important Potential Investments





Cultural Plan

Town of Hanover

Appendix D

Examples of Cultural Policies

RETRIEVED FROM TOWN OF COLLINGWOOD WEBSITE – FORMAT PASTED**Town of Collingwood
Arts and Culture Policy****Background:**

The Town of Collingwood was established in 1858 and from the earliest years, residents stimulated activities of an artistic nature and brought cultural events into the daily life of the community.

From the first settlements in 1834, even before the Town was established, the Nottawasaga area has welcomed a unique cross-section of residents. The first immigrants were largely of Scottish, Irish, Dutch or German descent. Prior to the American Civil War, many black families arrived and settled in the community. Although the journey to this area was sometimes a long and difficult one, each immigrant, for their own reasons, was pursuing a better quality of life. Despite language barriers, progressive attitudes established the community. Institutions were built, including a post office, churches and a school. The community's first recorded musical entertainment was a concert featuring Neil McFadzen performing his eight-song repertoire in Gaelic.

The arrival of the railway in 1855 prompted the statement: "*Transportation means civilization and all the trappings*". The community continued to grow as Andrew Mericle and Allen Cook opened taverns.

At this point in our history Collingwood could boast of an active cultural life. The Town had built its own Grand Opera House (at the site of the current Eddie Bush Arena in Downtown Collingwood), a 1400 seat facility owned by the Municipality but leased co-operatively to private citizens. The community newspaper, The Enterprise, regularly reported all events which took place in the Opera House. Events ranged from travelling theatre groups to a visit by the Prince of Wales in the year 1860. Patrons and ticket holders could hear soloists, piano duets and even minstrel shows. J.A. Castor owned an Art Gallery and Photography Studio, and many different activities were a part of life in Collingwood. The Nottawasaga Agricultural Society hosted annual outdoor exhibitions and the Trotter Club ran horse races across the ice each winter.

Nurtured by the determination to encourage the creation and appreciation of the cultural aspects of life, many arts-related and recreational groups were formed. These groups and organizations consisted of dedicated volunteers, church groups and choirs who were committed to providing the cultural identity of the community. Two such organizations, The Huron Institute and The Mechanics Institute, were formed. The Huron Institute was established to educate children about horticulture and collect curios for public viewing. The Mechanics Institute was established for a variety of purposes, the main object being to distribute books on loan to the public.

All this cultural activity took place prior to the turn of the twentieth century.

Throughout the twentieth century, the Town saw periods of alternating resurgence and decline in interest and ability to support the arts, dance, music, drama, heritage, literacy and culture.

Despite the periods of decline, Collingwood citizens' belief in the importance of arts and culture as an integral part of community life ensured that they did not disappear. People understood the role that arts and culture play in the development of society as a whole.

During the 1970s Collingwood saw its culture scene develop with the establishment of a community concert series. Enthusiasm was also strong enough to foster the development of an Arts Council, and in 1974 the Blue Mountain Foundation for the Arts was founded with a strong volunteer base, to meet the needs of those interested in enriching life in the community. The Huron Institute has evolved into the award-winning Collingwood Museum, now holding over

17,000 artefacts in its collection, and offering programmes, exhibitions, lectures and education activities. The Mechanics Institute has evolved into the Collingwood Public Library, which provides programmes for all ages, information sessions, loans of books, films, tapes, magazines and compact discs, and computer and internet access. By the fall of 2009 the Collingwood Public Library will have a new purpose-built facility that will include expanded space for programmes and cultural activities.

The Town of Collingwood has taken a pro-active approach to formalizing recognition of culture within the community.

In 1985 the municipality restructured its Recreation Department to become the Department of Parks, Recreation and Culture. Acting as a facilitator, the Department assisted community organizations and individuals to achieve their cultural objectives by offering Town resources both monetary and in kind. Drafting of the first Municipal Cultural Policy was identified as a priority. As a result, through a community initiative spearheaded by the Blue Mountain Foundation for the Arts, a community-based task force was formed to research and prepare a policy for Collingwood Council. The resulting Municipal Cultural Policy document was presented and unanimously adopted by Council in 1991, and became the guideline for municipal involvement with the arts and culture sector in the community.

In 2000 the Parks, Recreation and Culture Department was renamed to become the Department of Leisure Services. During 2006-2007 the Department undertook an update to its Leisure Services Master Plan, and called upon a group of arts and culture champions in the community (nicknamed the Gang of 25), to research and supply information for the Master Plan consultants on the pulse and needs of the artistic and cultural community. The resulting updated Leisure Services Master Plan, which for the first time included an Arts and Culture component, was adopted by Collingwood Council in 2008. It further defines the role that the municipality will play in the future development of the arts and culture sector in our society. The municipality has now engaged staff to further develop the capacity of the arts and culture sector.

What began with volunteer organizations has evolved into a wealth of arts and cultural activities. Church organizations and choirs continue to play an active role in the cultural life of the community. Volunteer cultural organizations such as the Blue Mountain Foundation for the Arts have encouraged the formation of more groups, including the Blue Mountain School of Landscape Painting, Theatre Collingwood, the Georgian Bay Association for the Creative Arts, and Collingwood Music Festival. As Collingwood's citizens have volunteered their time, energy and expertise to produce quality cultural and artistic events and experiences, our community has become a destination for writers, actors and artists, and for people looking for a rich array of cultural and artistic experiences.

Entering the twenty-first century, Collingwood must continue the support of and capacity building for arts and culture, and development of facilities. This will enhance Collingwood as a community that attracts people for its quality of life, and ensure its future as a vibrant cultural tourism destination.

Purpose:

The Arts and Culture Policy provides a clear framework within which the Town of Collingwood will define and take action on its commitment to support arts and culture in the Town.

The purpose of this policy is to:

- Provide a framework for Council's consideration, decision-making and allocation of municipal support for arts and culture;
- Provide a vision that inspires and calls everyone to action, including Town of Collingwood Council, staff and volunteers, the arts and culture community, and Town residents and visitors, to support and develop arts and culture in Collingwood;
- Provide a means for the arts and culture community to engage and act in partnership with

the Town.

Definitions:

Context

The United Nations Education, Scientific and Cultural Organization (UNESCO) defines culture as follows:

“ ... the practices, representations, expressions, knowledge, skills – as well as the instruments, objects, artifacts and cultural spaces associated therewith – that communities, groups and, in some cases, individuals recognize as part of their cultural heritage. This intangible cultural heritage, transmitted from generation to generation, is constantly recreated by communities and groups in response to their environment, their interaction with nature and their history, and provides them with a sense of identity and continuity, thus promoting respect for cultural diversity and human creativity. Culture comprises the whole complex of distinctive spiritual, material, intellectual and emotional features that characterize a society or social group, and includes not only arts and letters, but also modes of life, fundamental rights of human beings, value systems, traditions and beliefs.” (www.unesco.org)

For the Town of Collingwood, Arts and Culture will be defined as follows:

- Arts include design arts, visual and performing arts, music, literary arts, electronic arts, communications and media, crafts, festivals and events.
- Culture includes arts, built and natural heritage, the history of the community, ethno-cultural identity and expression, language and literacy, urban design, artistic expression and creativity in all sectors of the economy and the community.

Mission and Vision:

Mission

The Town of Collingwood is dedicated to enhancing Arts and Culture as an integral part of our community.

Vision for Arts and Culture in the Town of Collingwood

A vibrant, dynamic arts and culture community, as established in the Sustainable Community Plan, is essential to the growth and overall good health of the Town of Collingwood.

Collingwood supports and encourages arts and culture through policy development, research, advocacy, education and financial support. The goal is to help individuals, groups and organizations realize their full creative, social and economic potential to the greater benefit to all citizens. Collingwood’s Vision includes:

- **Downtown Collingwood as a vital arts and cultural core**, a source of pride for the residents and a recognized arts and culture destination;
- **Opportunities and access to arts and culture as the right of every person**;
- **Recognition of the value creativity and imagination** as necessary to a vibrant, developing community; supporting the development of the human imagination through arts, culture and education;
- **Arts and cultural festivals and events throughout the year** to enrich and enhance our downtown, neighbourhoods, parks, public spaces and places of work and as a valuable economic engine for our community;
- **Communication networks** that link artists and artisans, arts groups and organizations to one another and to the community at large; an infrastructure that includes databases, resources for education and funding, media and promotions;
- **Our evolving identity** as a sense of place, heritage, innovation, diversity and inclusiveness, celebrated and explored through the arts;
- **Long-term investment and collaborative planning (including capital partnerships with the Town, organizations and groups)** that sustain Collingwood’s cultural health and the strength of its vital cultural organizations; where support for our arts community promotes Collingwood as a significant arts destination sustaining artists and cultural institutions into the future.

Principles:

1. Importance of Arts and Culture

Arts and Culture will be recognized, nurtured, encouraged and promoted as an integral part of life in Collingwood. The Town of Collingwood recognizes and endorses the following:

- Arts and Culture is one of four pillars of sustainability
- Arts and Culture is a fundamental core component of community identity, and contributes strongly to sustaining community quality of life.
- Arts and Culture is important as it encompasses many elements, including arts, built and natural heritage, the history of the community, ethno-cultural expression, language and literacy, urban design, artistic expression, and creativity in all sectors of the economy and the community.
- Collingwood's unique cultural assets and identity strengthen the community as a cultural tourism destination, supporting and enhancing other attractive features of the Town.
- Collingwood's arts and cultural activity, organizations, resources and products are key elements for educating residents and visitors.
- Collingwood's arts and culture represents a diverse range of components which will enrich the lives of all of its citizens.

2. Sustainability and Growth of Arts and Culture

Arts and Culture is integral to quality of life, sustainable development and tourism in Collingwood. The Town of Collingwood recognizes and endorses the following:

- A vibrant arts and culture sector helps to attract and retain creative, entrepreneurial, skilled, committed and enthusiastic businesses, workforce and volunteers.
- An environment supportive of creativity is a catalyst for innovation and imagination, inspiring renewal, growth, prosperity and vitality.
- The arts and culture community is comprised of a diverse group of artists, artisans, organizations, arts and cultural workers and volunteers who are involved in the creation, production, presentation and distribution of arts and culture. Whether professional, semi-professional or non-professional, all are important and valued.
- The Town of Collingwood's Arts and Culture Policy requires ongoing planning and development, and annual evaluation of its arts and cultural activity and growth.
- As the advocate and steward for arts and culture in Collingwood, the Town will create an environment in which the arts and cultural community can be sustained and nurtured through economic investment and cultural renewal.
- The Town will develop an effective marketing and communications strategy for promoting Collingwood's arts and cultural activities to further community involvement in and awareness of arts and culture.
- The Town will promote Collingwood's arts and cultural activities in its tourism and economic development initiatives.
- Cultural identity is important to providing a framework for sustainable growth. A community that embraces and protects its sense of identity is able to respond to the evolving dynamics and needs of its citizens both young and old.
- Growth of a vibrant arts and culture community requires strategic partnerships with private and public investors, and alliances between the for-profit and not-for-profit sectors.
- It is important to recognize and celebrate volunteers, arts and cultural achievements and initiatives.
- Supporting the creation and enhancement of arts education programmes within the work of arts organizations encourages cultural renewal and growth.

3. Economic Impact of Arts and Culture

Arts and Culture provides significant contributions, both directly and indirectly, to economic development, community sustainability and tourism in Collingwood. The Town of Collingwood recognizes and endorses the following:

- Culture is an important pillar of a sustainable community.
- The quality of life, augmented by the community's cultural products, attracts business, industry, new residents and consumers of cultural products. *"The arts community make significant contributions to our economy. According to a recent study commissioned by Business for the Arts:*
- *Currently, government investment in the performing arts sector earns a positive return of over 200% based on direct and indirect benefits.*
- *The real beneficiaries of cultural investment are Canadian communities. The multiplier effect on a region's economy is 8.5 when induced benefits are included."* (Canadian Arts Coalition)
- The tangible benefits of "cultural tourism" make significant contributions to our economy. For example, the Stratford Festival has developed into an industry for a community which was failing. Collingwood has seen the economic benefits of the Collingwood Elvis Festival,

Theatre Collingwood and the Collingwood Summer Music Festival. *"When \$1.00 is invested directly or indirectly in cultural activities it generates \$3.20 in economic activity."* (Canadian Arts Coalition)

- Cultural tourists stay longer and spend more than other tourists.
*"Leisure travellers who include a culture/heritage activity in their trips travel longer distances, have longer stays and higher spending per trip compared to other leisure travellers.
"From jazz festivals to world-class heritage sites, Canadians love culture and will travel great distances in their own country to attend certain events or experience unique parts of Canada's history or culture."
(Statistics Canada, Quarterly Bulletin from the Culture Statistics Program, Focus on Culture, Summer 1998).*

- Arts and culture are "cornerstones of the creative, knowledge-based economy".
(Conference Board of Canada, Valuing Culture: Measuring and Understanding Canada's Creative Economy, August 2008).

4. Municipal Support and Capacity Building for Arts and Culture

The Town of Collingwood has committed to investing in Arts and Culture. The Town of Collingwood recognizes and endorses the following:

- Support of artistic and cultural activities may be represented by both financial and other resources.
- By virtue of funding, the Town lends groups, artists and not-for-profit organizations credibility and accountability. This recognition raises the status of artists, projects and organizations in the eyes of other potential supporters, funding groups, levels of government and the private sector.
- Recognition through financial and other resources encourages capacity building of events, activities and programmes within the community.
- Public art must be developed and maintained in order to enhance the quality of public spaces in Collingwood.

5. Availability of Facilities

The Town of Collingwood is committed to ensuring the availability of facilities and venues where Arts and Culture can take place. The Town of Collingwood recognizes and endorses the following:

- The full development of arts and cultural resources demands adequate facilities.
- All individuals, groups and organizations are entitled to participate.

- All artistic and cultural activities may take place in a variety of venues and spaces, indoors and outdoors, fully accessible to the public.
- Where possible, the Town will incorporate planning for artistic and cultural programmes in future developments of public facilities.

6. Access to Arts and Culture

The Town of Collingwood recognizes the importance of making Arts and Culture available to all. The Town of Collingwood recognizes and endorses the following:

- It is important to provide cultural organizations with support and assistance, in a pro-active manner, for promotion, advertising, and marketing of cultural opportunities, activities and events happening in Collingwood for the residents of our community and beyond.

- Clear communication is necessary between the Town and the cultural organizations, to ensure the circulation of information about cultural opportunities, activities and events offered in our community, as well as facilitating the inclusion of cultural information with materials and brochures about the Town.
- Making arts and culture available to all is valuable and important, particularly to those with barriers to overcome or limited opportunities for exposure to cultural experiences and activities, in order “to foster social inclusion and cultural diversity” (from the Town of Collingwood’s Sustainable Community Plan).
- The Town will seek to respect the rights of Indigenous peoples to own and control their heritage, including Indigenous images, design, stories and other cultural expression.¹
- It is necessary to assess gaps and plan to address needs on an ongoing basis.

¹ Protocols for producing Indigenous Australian visual arts, Australian Council for the Arts, NSW, September 2007, p9

Resources and References

- Town of Collingwood Leisure Services Master Plan Update 2007
- Town of Collingwood Municipal Cultural Policy 1991
- Town of Collingwood’s Sustainable Community Plan and Project Update, April 10, 2008
- Canadian Arts Coalition website (www.canadianartscoalition.ca)
- Conference Board of Canada, *Valuing Culture: Measuring and Understanding Canada’s Creative Economy*, August 2008
- Statistics Canada, *Quarterly Bulletin from the Culture Statistics Program, Focus on Culture, Summer 1998*
- United Nations Education, Scientific and Cultural Organization (UNESCO) website (www.unesco.org)
- Intellectual Property Issues in Cultural Heritage Project, 2015. Think Before you Appropriate. *Things to know and questions to ask in order to avoid misappropriating Indigenous cultural heritage*. Simon Fraser University: Vancouver
- Protocols for producing Indigenous Australian visual arts by the Australian Council for the Arts, 2007. Australian Council for the Arts: NSW

Municipal Cultural Policies Referenced

- Municipal Cultural Policy for the City of St. Catharines, October 1999
- Building a Creative Future, A Plan for Culture, April 2006, City of Barrie
- Discussion Paper The Municipal Role in Orillia’s Culture, January 2003
- An Integrated Community Arts and Culture Plan for the Town of Ajax, July 2006
- Culture Plan II, 2005, City of Kitchene



occ phase 2
a cultural policy & plan
for Hamilton



Door hinge at St. Mark's Church

Canada's cities will be models of environmental, economic, social and cultural sustainability. They will build on their distinctive human, cultural, historical and natural characteristics.

Prime Minister's External Advisory Committee on Cities and Communities

The City of Hamilton has undertaken one of the most comprehensive approaches to the development of a municipal cultural plan that has the potential to establish a new benchmark for cultural planning in Canada. This potential will only be realized if Phase 2 of the OCC is undertaken in as comprehensive and thoughtful as Phase 1 and will require adequate staff and financial resources as described below.

Based on the work completed in Phase 1, Phase 2 will develop a Cultural Policy and Plan for Hamilton that:

- Establishes a vision of culture for the City of Hamilton;
- Defines a mandate to guide the City's role in cultural development;
- Confirms policies and supporting principles to guide planning and decision-making;
- Sets out concrete strategies and action to be implemented by the City in collaboration with its business and community partners;
- Defines operational plans and performance measures for these strategies;
- Confirms a mandate with prioritized core business areas and capacity needs for the Culture Division.

Draft Principles

Phase 1 of the OCC Project involved extensive research and consultation with the Project Steering Team representing multiple municipal departments and strategic community partners. An essential outcome of Phase 2 of the OCC Project will be the definition of a vision and set of principles to guide cultural development in Hamilton. As a result of Phase 1 of the OCC Project, the following draft principles are proposed to begin the broader community

engagement in Phase 2. The intent is not to prescribe the final vision but rather serve as a catalyst for initiating conversation.

The City of Hamilton will be guided by the following principles related to culture in recognizing culture's contribution and importance to our future as a community.

- We understand the creative industries as an important and rapidly expanding source of economic growth, employment and wealth creation.
- We see cultural planning as an essential dimension of planning for sustainability, alongside social, economic and environmental considerations.
- We see our rich heritage, diversity, creativity and culture playing a major role in defining Hamilton's identity nationally and globally.
- We understand culture as a source of community pride and central to making Hamilton a complete community where people want to live, work, play and invest.
- We value artists and creators as essential sources of new ideas, innovation and technologies important to our future.
- We believe the diversity of cultures in our community is a source of strength and central to our values of inclusion and equity.
- We value creativity and culture as central to making the downtown a social, economic, and cultural hub of the community.
- We support a dynamic cultural sector of organizations and enterprises working together toward shared purposes and capacities.



Pagoda Restaurant, King Street East at John Street North

OCC Phase 2 - Leadership and Resourcing

Realizing the potential of Phase 2 of the OCC Project requires the City to play the same leadership role that has guided Phase 1. Three groups are envisioned playing critical leadership roles in Phase 2 as follows:

Cultural Resource Mapping Partnership

The Cultural Resource Mapping Partnership will include representatives from relevant City departments and community partners. The Cultural Resource Mapping Partnership will oversee the next phase of cultural mapping and support the ongoing management and development of the City's cultural mapping capacities.

Project Steering Team

The Project Steering Team will include staff from across City of Hamilton departments and representatives from the community led by the Culture Division, Community Services Department. The Project Steering Team will oversee the planning and implementation of Phase 2. A useful framework for considering members of the Project Steering Team is the following "six pillars" or core constituencies of municipal cultural planning as follows:

1. Council – one or more council members
2. Municipal staff - staff from across a range of departments
3. Cultural leaders – from across the arts, heritage, libraries and creative industries.
4. Business community - Chambers of Commerce, BIA's, Economic Development Agencies.

5. Social agencies - will vary but can include Community Foundations, United Ways, Social Planning Councils, etc.
6. Education institutions - Participation from local school boards and post-secondary institutions.

In other municipalities, members of a Project Steering Team often continue as members of cross-sectoral leadership groups or Cultural Roundtables.

Interdepartmental Working Group

The Interdepartmental Working Group will include representation from across City Departments to identify opportunities for the integration of municipal cultural planning principles and practices in the ongoing work of the City.

Case Study:

Hamilton Economic Development Creative Industries Strategy

The new Economic Development Strategy recognizes Creative Industries as a key part of Hamilton's future success. This continues a significant shift in how Hamilton defines and supports its broader economy.

The role of Creative Industries was initially recognized by the City of Hamilton through the 2005 Economic Development Strategy with the identification of 'Film and Culture' industries as a unique emerging cluster in the city. Within the 2010 Economic Development Strategy, the broader sector of Creative Industries is identified which includes other areas of local strength such as music, design, and visual art. After consultation with members of the creative community, the sector's strengths and weaknesses were identified along with opportunities and constraints. Short and long term initiatives have been formulated that target how the City of Hamilton will help grow the Creative Industries sector locally.

A Planning Process and Engagement Strategy

The Project Steering Team in collaboration with the Cultural Resource Mapping Partnership will determine the detailed process for Phase 2. One model that has worked effectively in other municipalities is the following:

- Internal Engagement – this involves continued discussion and engagement across departments and involves regular briefings for the Senior Management Team and Council;
- Prepare a Discussion Paper – based on the findings from Phase 1 and further discussion and input from the Project Steering Team, a Discussion Paper is prepared synthesizing major themes and opportunities to frame community engagement;
- Community Forum One - This event seeks to engage the broadest possible cross-section of stakeholders and community interests. Discussion at the Forum remains at the level of the Strategic Themes and directions not, at this stage, specific strategies and actions. The Forum helps confirm and/or refine the Strategic Themes and can also invite participants to identify actionable steps for the various themes using break-out working groups;
- Draft Cultural Policy and Plan – A draft municipal cultural policy and plan is prepared based on Forum results, website input and further discussion with both the Project Steering Team. The draft policy and plan sets out detailed directions and actions with

proposed timelines, resource requirements, partnership needs, etc.

- Community Forum Two – This event is a final opportunity for the community to review the draft plan; the underlying question is: "Did we get it right? What did we miss?"

Using a broad process framework such as that outlined above, the Project Steering Team should develop detailed plans for a community engagement process to support Phase 2 of the OCC Project. The process must make use of a range of engagement tools and options and make use of tools such as websites and other social media tools (see below).

Engagement strategies must acknowledge systemic barriers to participation that exist among some groups in the community – in some instances groups such as First Nations, youth, recent immigrants and diverse communities – who may not have a tradition of participating in formal municipal planning processes. Targeted engagement tools and methods can be used to draw groups into the conversation. For example, youth may be more apt to participate in on-line discussion groups or Facebook and other social media tools.

Community Identity Mapping and Community Engagement

What is exciting about cultural mapping is the opportunity to engage individuals and whole communities in extending and amplifying a cultural planning process. For cultural planners, a perfect storm of opportunity has emerged from the simultaneous rise of social media, the new social activism and local resident's discovering and the assets within their own cities. Furthermore it means that more and more people are interested in the uses of cultural planning and they have the tools to contribute in meaningful ways.

The prevalence of internet and mobile communications makes social networking readily available to a large number of people, generally at an affordable cost. According to a March, 2009 study by Nielson Online, blogging and social-networking sites like Facebook and Twitter are now the fourth most popular on-line activities (outpacing email) and growing twice as fast as searching, the first choice of web-based activities. The biggest surge in users of "member community" websites like Facebook and MySpace was in the 35- to 49-year-old age group. Facebook alone boast 175 million users worldwide.

The breadth and versatility of the social and interactive toolset continues to grow exponentially – from blogs to community-created Google Maps. Here are just a few examples of low-cost, simple-to-implement techniques that are useful to consider:



Stories and narratives should be sought that honour the past; profile the present, and envision the future.

OCC Phase I Report

Phase I of the OCC Project has initiated a process of mapping and exploring Hamilton's unique identity and sense of place. Social media tools provide opportunities to broaden a community conversation about these powerful ideas. The community can be invited to offer their own perceptions and stories about what makes Hamilton a unique place to live, work, play and invest. Stories and narratives should be sought that honour the past; profile the present, and envision the future.

Stories gathered in community workshops can be converted digitally to develop thematic cultural maps that become a powerful visual representation of local culture and identity. Community defined maps can be complemented through historical and contemporary photos, videos and graphics from archives and local collections. Community workshops can also act as a forum for networking and relationship building.

The community storytelling and identity mapping process must be sustainable. A meaningful map resource should not be static rather contain features that allow for customization and continuous updating. Part of the engagement strategy must be to encourage diverse stakeholders to contribute to the mapping process through the use of easy-to-use on-line tools that enable users to add to or "filter" map information for various uses.

Here are examples of resources that can be used and adapted to support customizing regional maps. This type of strategy enables different communities within the area and stakeholder groups with different needs to create value-added and context-specific information to serve diverse needs and interests, from environmental and heritage to cultural and commercial.

[Meteorological satellite im...](#)



Add it to Maps

[Golf Courses](#)



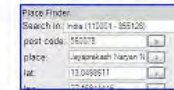
Add it to Maps

[Distance Measurement Tool](#)



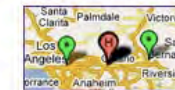
Add it to Maps

[Place Finder](#)



Add it to Maps

[Search In-between](#)



Add it to Maps

[Google Real Estate Search](#)



Add it to Maps

[Search Hotels - Booking.com](#)



Add it to Maps

[Watch Autumn leaves change ...](#)



Add it to Maps

[AccuWeather.com Weather Sna...](#)



Add it to Maps

[Position Finder](#)



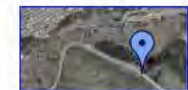
Add it to Maps

[Elevation Contours](#)



Add it to Maps

[earth](#)



Add it to Maps

One simple example of some of these tools can be found at: <http://blogto.com/neighbourhoods>

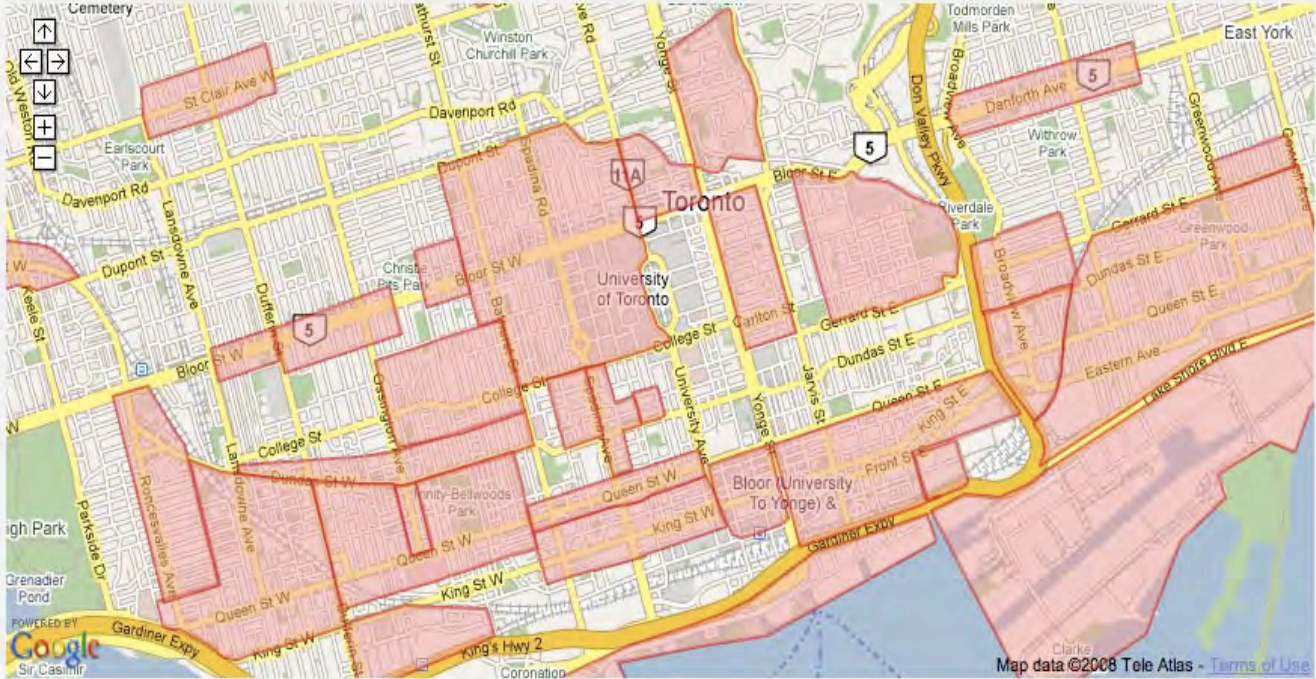
Toronto Neighbourhoods






Toronto is a city of neighbourhoods. Use this map to discover many of them. From [Liberty Village](#) to the [Danforth](#), each neighbourhood has its own profile page that can be found by clicking on the map or the photos below. These pages have more info including links to restaurants and stores; as well as reader favourites, recent news and some of the places in the area voted [Best in Toronto](#). And not to be missed, we also have [a set of 7 maps](#) which are pocket friendly guides to our favourite neighbourhoods in the city.

Explore a Neighbourhood

Choose ▼

➤ Add to Delicious
➤ Add to Facebook



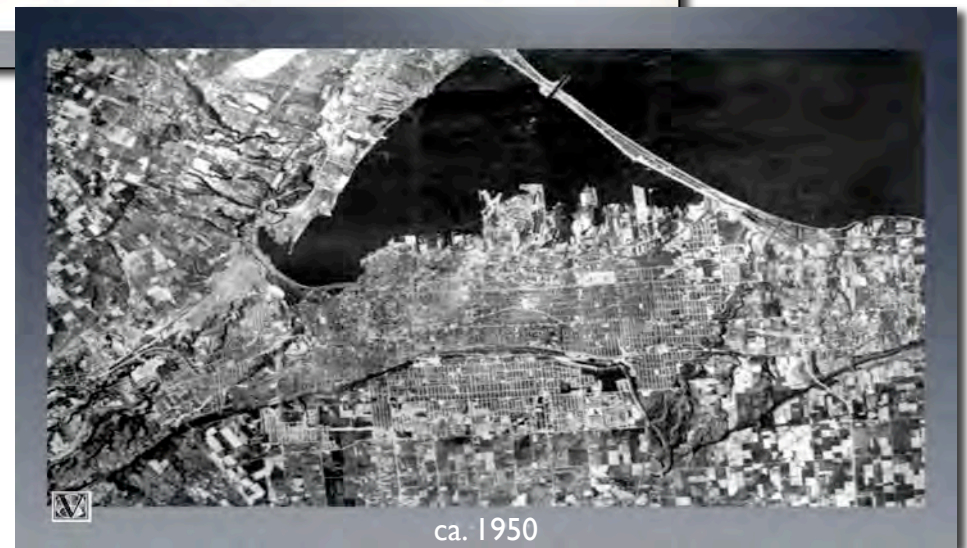






Hamilton Then and Now

Part of the work on community identity mapping undertaken in Phase I of the OCC Project has involved collecting a series of historical and contemporary maps that illustrate some of the themes set out in the historical narrative. The combining of maps and photographs and narratives will help build a rich context for community engagement in Phase 2.



ca. 1915



ca. 1950

1. Martin Prosperity Institute (April 2009). Benchmarking Project: Ontario Competes. Ontario in the Creative Age
2. The Framework was adopted in 2004 after a review of leading cultural statistics programs internationally and extensive consultation with the Canadian cultural sector <http://www.statcan.gc.ca/pub/81-595-m/81-595-m2004021-eng.pdf>
3. The definition of Natural Heritage set out in the Cultural Resource Framework includes only a portion of the natural heritage resources of the City. Additional work on this asset category will be a priority in Phase 2 of the mapping process.
4. Leadership on these issues was cited in the September 2009 issue of the Globe and Mail's Report on Business in an article entitled Save This City.
5. Culture; Municipal Affairs and Housing; Economic Development; Tourism; Citizenship; Ontario Ministry of Agricultural and Rural Affairs (OMAFRA); Northern Development and Mines)
6. This framework was first defined by the Ontario Heritage Policy Review (1990)
7. Council for Aboriginal Reconciliation, (1994) Valuing Cultures: Recognising Indigenous Cultures as a Valued Part of Australian Heritage, Canberra
8. The definition of Natural Heritage set out in the Cultural Resource Framework includes only a portion of the natural heritage resources of the City. Additional work on this asset category will be a priority in Phase 2 of the mapping process.
9. The Framework was adopted in 2004 after a review of leading cultural statistics programs internationally and extensive consultation with the Canadian cultural sector <http://www.statcan.gc.ca/pub/81-595-m/81-595-m2004021-eng.pdf>
10. Sources of information are updates from the Statistics Canada survey program and the Business Number registration source collected from the Canada Revenue Agency (CRA).
11. Both charts from Martin Prosperity Institute (April 2009). Ontario in the Creative Age
12. FedNor, Prince Edward County/Lennox & Addington Community Futures Development Corporation (June 2009). Canada's Creative Corridor: Connecting Creative Urban and Rural Economies Within Eastern Ontario and the Mega Region.
13. Ontario Ministry of Finance, Investments to Create Jobs Tomorrow retrieved from http://www.fin.gov.on.ca/english/budget/ontariobudgets/2009/bk_jobstomorrow.html
14. The Conference Board of Canada (2008). Valuing Culture: Measuring and Understanding Canada's Creative Economy
15. Ibid. pg. 3
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18. Leadership on these issues was cited in the September 2009 issue of the Globe and Mail's Report on Business in an article entitled Save This City.

19. Hamilton's Performance on the 3Ts of Economic Development. Benchmarking Project: Ontario in the Creative Age. Martin Prosperity Institute. April 2009.

20. Jennifer Keesmatt (2009). Toward Cultural Urbanism. Rediscovering the Wealth of Places: The Municipal Cultural Planning Handbook (forthcoming)

21. Urban Nodes: means discrete areas that contain compact, mixed-use (residential, commercial and institutional) development and service the surrounding areas. They are accessible by higher order transit, active transportation, a good road network, and exhibit high quality urban design (City of Hamilton Official Plan, 2009)

22. Urban Corridors: means areas of street-oriented uses which incorporate a mix of retail, employment and residential uses, developed at medium densities, located along arterial or collector roads serving as major transit routes. Such corridors may form the boundaries of residential subdivisions or neighbourhoods, but should act as a

linear focus for activities and uses within the community. (City of Hamilton Official Plan, 2009)

23. MyHamilton. Hamilton Education City retrieved January 2009 from <http://www.myhamilton.ca/myhamilton/EducationAndCareers/educationcity/abouteducationcity>.

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