

Halton Hills where culture matters

Cultural Master Plan



A plan to connect our cultural resources to our decision-making processes.

peter j. smith & company, inc.

July 2013



DEFINITIONS OF CULTURE FROM THE PROJECT ADVISORY COMMITTEE

Culture is a reflection of the past and a look into the future

Culture is what sets our Town apart from other places Culture is the differentiator

Culture is the look feel and vibe of a community **CULTURE IS AN ECONOMIC DRIVER**

Culture is the extra beyond basic living that adds the spice to life

Culture is music that creates a mood

Culture is the face of the community

CULTURE IS ARCHITECTURAL DISTINCTIVENESS

Culture is an exhibition of engagement by citizens, residents and visitors to a community identity

CULTURE IS ENTERTAINMENT FOR EYES, EARS, BODY AND MIND

Culture is the heart and soul of the community

Culture is dance, the act of moving that is uplifting

Culture is a distraction from the ordinary and tedium of life

Culture is theatre that grabs the imagination

CULTURE IS A WAY OF LIFE

Culture is art of many types that makes your everyday life have beauty

Town of Halton Hills Cultural Master Plan

July 2013

Acknowledgements:

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- **Beatrice Sharkey**, Town/Halton Hills Cultural Roundtable cross-appointment

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- **Councillor Joan Robson**, Ward 2
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Executive Summary

Small Town Living at Its Best.

In Halton Hills we are living the small town way and are very happy about it. We are a community of communities. We plant trees. We are passionate about our hockey. We recycle bikes and give them away free. We say hello to strangers on the street. We buy local art. We write letters to our editor. We take walks in our countryside. We love our libraries. We pick pumpkins. We win awards for innovation. We shop local. We are real and lively and friendly.

Recognizing that we are the stewards of something special means that we are also called to protect and enhance this unique combination of character, community and countryside. The 2013 Halton Hill Cultural Master Plan is designed to do just that and includes the following components:

- A local **Definition of Culture** that includes arts, culture, heritage and volunteerism and shows the extent to which culture is intricately connected throughout our community
- An explanation of the **importance of culture** in our daily lives
- An in-depth **Needs Assessment** that identifies 684 local cultural resources gathered via research that includes a review of key organizational documents and related plans, a best practice review of Cultural Master Plans, a street-by-street community scan, key stakeholder interviews, sector focus groups and an online public survey
- A **Community Assessment Summary** that includes detailed descriptions of the history and unique physical and cultural aspects of our community hubs, hamlets and geography
- An analysis of our current and potential **Cultural Economy**
- A **Visioning Framework** which builds on the significant work already completed through the 2013 Halton Hills Integrated Community Sustainability Strategy, and
- Extensive **Appendices** include a detailed **Cultural Resource Database** using the latest electronic mapping technology that will prove valuable for future planning and promotion.

Based on an analysis of the above data and information three areas of recommendations were developed including a **Physical Design Potentials Plan**, **Sector Management Recommendations** and **Project-Specific Recommendations** with a wide variety of actions ranging from policies, organizational enhancements and new partnerships through to practical initiatives to increase the economic benefit from cultural tourism.

The key **unifying themes** of these recommendations are that if Halton Hills is to maximize the value of its vibrant cultural assets in the future, it must:

1. Create a **clear focus of responsibility** for culture in the Town as well as six supporting partners
2. **Integrate cultural planning, programming, and opportunities** within existing initiatives in a more formal, consistent manner
3. **Upgrade the physical design aspects** of our community to better promote local unique features and our heritage
4. **Ensure that our community's volunteers are strongly supported** as they are contributing a lot to our overall quality of life
5. **Increase information access and sharing** both within the cultural sectors and across our community

After a review and adoption of the Cultural Master Plan by Town Council the next step will be to develop an **Action Plan** detailing 1/2-5/5-10 year commitments along with a **Cultural Master Plan Report Card** that tracks progress. The wealth of baseline data collected through this exercise will also provide a strong starting point for future cultural planning.

Cultural planning in Halton Hills is a complex undertaking with many stakeholders, wide ranging priorities and an intricate system of existing and potential partnerships. If we wish to be good stewards of our unique combination of character, community and countryside it may also be one of our most important jobs!

Respectfully submitted,

Beatrice Sharkey, Project Lead

2013 Halton Hills Cultural Master Plan Project

1. INTRODUCTION TO CULTURAL PLANNING

Chapter 1 establishes the foundation of why it is necessary to plan for culture in Halton Hills. Topics covered in this chapter include:

- » *Plan Purpose*
- » *Cultural Planning Significance*
- » *Planning Context in Halton Hills*



Plan Purpose

Culture is undeniably connected to our communities. Although culture can be many things, a reoccurring theme is its impact on how we live our lives. Therefore it is necessary to embrace culture through planning.

One of the Best Places to Live in Canada: Halton Hills

Each year MoneySense magazine ranks Canada's communities based on which communities offer the best overall quality of life. In 2013, Halton Hills was ranked the #13 Best City Overall and the #5 Best Small City. One of the factors that makes an ideal city: culture. Communities were judged by (among other factors) the percentage of people working in culture, recreation, sports and the arts. ¹

¹ <http://www.moneysense.ca/2013/03/20/canadas-best-places-to-live-2013/>

The Cultural Master Plan (CMP) provides an identification and analysis of community-wide culture and cultural resources. The four central purposes of the Plan are:

1. To **identify and understand** our cultural resources: where and what they are, and what they mean.
2. To **determine** our cultural priorities, both long and short term.
3. To tie cultural **development** to community building in concrete ways.
4. To determine how to best **manage** our cultural resources, including optimal roles and partners.

Achieving these four purposes will help to highlight the Town's significant cultural resources and their many positive impacts on our community as well as better leverage these resources for our community's future.

About the Planning Process

Completed in 2013, the Cultural Master Plan is a collaborative effort between the Town of Halton Hills, the Halton Hills Cultural Roundtable and many cultural stakeholders. Guided by an Advisory Committee and a variety of public input techniques, the plan represents the values and needs of Town residents. In addition to meetings and public consultations, the Cultural Master Plan process included cultural mapping, community assessment, economic analysis, vision and policy development and management structure analysis. Each of these tools has contributed to developing a plan that will maximize culture's positive impact on our community.

What Does 'Culture' Mean?

Culture is a very broad term; definitions can range from those that identify specific types of cultural activity to those that describe distinct ways of living. The community representatives on the Advisory Committee recognize and identify two types of definitions:

- Definitions that describe the essence of culture
- Definitions that describe the builders of culture, including the tangible and intangible resources that make up our cultural identities

For the purpose of the Cultural Master Plan, the definition of culture is based on the community's existing definition of culture as defined by the cultural section of the recently completed Integrated Community Sustainability Strategy. **Therefore, when discussing culture in Halton Hills the plan is referring to four components: arts, culture, heritage and volunteerism.**

Figure 1: Components of Culture in Halton Hills



Defining Culture

According to the 2002 UNESCO Universal Declaration on Cultural Diversity, culture should be regarded as the set of distinctive spiritual, material, intellectual and emotional features of society or a social group, and that it encompasses, in addition to art and literature, lifestyles, ways of living together, value systems, traditions and belief.

Cultural Planning Significance

Key to the development of cultural planning is understanding the importance of culture in our daily lives and in the future of our communities.

Cultural planning is a relatively new endeavour in the world of community development. It's a type of planning that instills a culturally-focused way of looking at our communities. Similar to how environmental planning integrated environmental considerations into community decision-making, cultural planning looks to make culture a part of the broader community development dialogue.

In recent years, more and more governments and communities are working together to undertake cultural planning as part of their municipal governance program because of the growing recognition of its benefits. Nationally and internationally, organizations and individuals are identifying and quantifying the connection between culture and our individual wellbeing, our sense of place and our economy.

Wellbeing Significance

In many ways culture has always been connected with our wellbeing. Culture is commonly understood as something that improves the quality of life in a community; we see it as beneficial in ways that are not easily quantified. While it can be argued that culture is inherently valuable, as municipalities face limited budgets and staff time available to invest in community programs, facilities and services, it can be difficult for communities to invest in culture when the benefits cannot be measured.

Fortunately, quantitative or measurable data has begun to accumulate on the connection between culture and wellbeing. A recent study by Hill Strategies Research, Inc., used information from Statistics Canada's General Social Survey of 2010 to demonstrate the connection between participation in cultural activities and eight indicators of health and wellbeing including health, mental

health, volunteering, feeling stressed and overall satisfaction with life. Cross-tabulations between participants and nonparticipants showed, among many, the following findings:

- Art gallery visits are associated with better health and higher volunteer rates.
- Theatre attendance is associated with better health, volunteering, and strong satisfaction with life.
- Classical music attendance is associated with higher volunteer rates and strong satisfaction with life.
- Pop music attendance is associated with better health, volunteering, and strong satisfaction with life.
- Attendance at cultural festivals is associated with better health, volunteering, and strong satisfaction with life.
- Reading books is associated with better health, volunteering, and strong satisfaction with life.¹

These findings lay the foundation for one cause and effect argument for cultural investment.

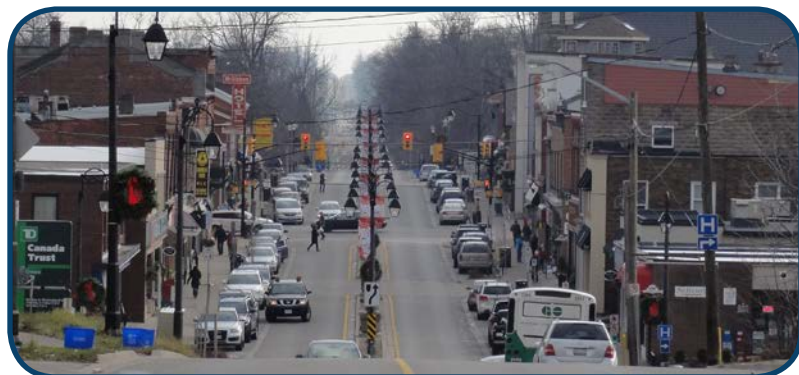
¹ <http://www.hillstrategies.com/content/arts-and-individual-well-being-canada>

“Quality of Place” Significance

Changing economies and customs have shifted the way we live and function. With the decline in traditional manufacturing industries, the development of our communities has transitioned into one that is less anchored to infrastructure. Now many industries, large and small, can choose to locate anywhere and are focusing less on proximity to transportation and natural resources and more on quality of life and community attractiveness. As a result, being a place where people want to live is now an essential component of community planning. The Cultural Planning Toolkit for Ontario Municipalities states that places with high “quality of place” include “...diverse cultural and entertainment options and unique natural and built heritage.”² Enhancing our community’s unique cultural assets will ensure that Halton Hills flourishes within its GTA setting.

² Cultural Planning: A Toolkit for Ontario Municipalities. 2011. 9.

With a variety of unique cultural assets, Halton Hills has great potential to leverage its quality of place among its west GTA neighbours.



Georgetown's Main Street



Acton Town Hall



Williams Mill Visual Arts Centre



Economic Significance

The role of culture in an economy is usually associated with tourism and entertainment. This thinking is changing however to embrace an understanding of the creative cluster and the very important contribution culture sector industries make to local economies. With almost three percent of Ontario's total economy, the creative cluster is valued at more than \$12 billion. These industries play an important role in the Province's knowledge-based economy. They are a source of high wages and skilled employment, including many self-employment jobs and jobs in small to medium-sized enterprises.

The creative cluster's economic contributions in Ontario include:

- Industry revenues of more than \$15 billion
- Total employment of 199,142 people
- Gross value* of more than \$12 billion (just under three percent of Ontario's total economy)
- An average annual employment growth 2000-2009 of 3.5 percent (twice as fast as the overall Ontario average)³

Richard Florida, the director of the Martin Prosperity Institute at Toronto University's Rotman School of Management, says that recent economic catastrophes have promoted the concept of an economy based on knowledge and ideas. A paper Florida co-authored with Roger Martin, dean

of the Rotman School, entitled Ontario in the Creative Age, puts forward the hypothesis that an economic transformation has been underway for decades already, and in the future creative forces of our population will make Canada more globally competitive and economically robust.

The creative cluster includes culture inasmuch as culture workers combine their output – music, dance, filmmaking – with business to produce the fastest growing economic sector in the world encompassing all creativity powered occupations, from teaching and financial services to arts, culture and humanities. For the purposes of its analysis, Statistics Canada's Culture, Tourism and Centre for Educational Statistics Division defines cultural activity as:

- Creation – including artists, writers and performers as well as others who work in these disciplines inside non-creative industries, such as newspaper reporters, photographers, cartoonists and graphic artists for example.
- Production – including tangible goods such as book and magazines but also intangible services such as performances and exhibitions.
- Manufacturing –including duplication such as book publishing or poster printing.
- Distribution – including new media as well as broadcasters , retailers and wholesalers of books and media.
- Support – including activities and occupations such as agents, promoters, and financiers.

* Note: The gross value of an industry is the value of its output, that is, production, its tangible assets and value-added impacts.

³ http://www.mtc.gov.on.ca/en/creative_cluster/creative_economy.shtml.

The Division found that between 1996 and 2001 culture's share of Canada's gross domestic product (GDP) grew 31 percent, from \$29.2 billion to \$38.5 billion. Culture's growth kept pace with the economy's growth and held steady at around 3.8 percent of the economy throughout the period examined. Employment in culture grew dramatically over this period, adding almost 100,000 jobs.**

Sub-sectors of the cultural economy that averaged the highest share of GDP in 2001, at the end of the period studied were:

- » Written media – \$13.98 billion
- » Broadcasting – \$3.91 billion
- » Film – \$2.66 billion
- » Advertising – \$2.11 billion
- » Performing arts – \$1.37 billion
- » Visual arts – \$1.02 billion
- » Libraries – \$1.11 billion
- » Design – \$1.03 billion
- » Recording and music publishing – \$0.80 billion
- » Heritage – \$1.07 billion
- » Architecture – \$0.91 billion
- » Photography – \$0.34 billion
- » Festivals – \$0.65 billion

The fastest growing culture sector was festivals at an annual growth rate of more than 14 percent attributed to production-related activities.

Employment in culture industries – defined as workers over 15 years of age engaged in an activity for pay – in 2001 was more than 15 million across Canada, 4.1 percent of the nation's total employment. In fact, the research showed that unemployment rates for culture workers in Canada are lower than for the population as a whole and the rate of full-time employment is higher.

With almost three percent of Ontario's total economy, the entertainment and creative cluster is valued at \$12 billion. These industries play an important role in the province's knowledge-based economy.

***Note: A 2008 Conference Board of Canada study, **Valuing Culture: Measuring and Understanding Canada's Creative Economy** estimated that the impact of culture identified in the earlier study was sustained through 2007. The Conference Board found culture's gross domestic product – the value of all of its products annually – grew 18 percent between 2000 and 2007.*

Planning Context in Halton Hills

Because culture is so connected to place, it is particularly important to understand where Halton Hills sits in the region and how culture ties to other local planning initiatives.



Figure 2: Regional Context Map

Halton Hills is a growing community of 59,008 based on Statistics Canada's 2011 Census data. Located in the Province of Ontario's Halton Region the community is impacted by three major regional features:

- It is located on the outer edge of the Greater Toronto Area (GTA).
- Much of the land is located within the Greenbelt and apart from the urban areas of Georgetown, Acton and a few hamlets, the remaining surface area consists of Class 1 agricultural land
- The community is bisected by a monumental environmental feature, the Niagara Escarpment (UNESCO World Biosphere Reserve).

These three features play a significant role in the development of the community. Halton Hills' proximity to Toronto both enables the development of a commuter community and puts substantial growth pressure on its future. In fact, many of the surrounding communities such as Milton and Brampton have already been shaped by these growth pressures both having some of the highest percentages of growth in Ontario, with Milton being the highest in Canada.

The two natural features that characterize Halton Hills, the Greenbelt and the Niagara Escarpment, both have legislative requirements for preservation which exist alongside intense growth targets for the Town and Region.

Within Halton Hills this need to balance growth and preservation has recently been tested when the community successfully prevented a proposal by the GTA West Corridor Transportation Strategy for a new six lane 400 series highway cutting across its heartland. Current Town plans show growth plans within other areas such as the Halton Hills Premier Gateway along its southeastern edge.

Town Planning

The Town of Halton Hills has completed a wide breadth of planning initiatives to guide its future. Beginning with the Town's Official Plan, Halton Hills has developed specific policies to help reach the vision for the future. The Official Plan is focused on ensuring a "...basis for managing growth that will support and emphasize the Town's unique character, diversity, civic identity, rural lifestyle, natural heritage and cultural heritage and to do so in a way that has the greatest positive impact on the quality of life in Halton Hills."

Several plans complement the Official Plan including the Town Strategic Plan that addresses the following nine strategic directions:

- Foster a Healthy Community
- Preserve, Protect and Enhance our Environment

- Foster a Prosperous Economy
- Preserve, Protect & Promote our Distinctive History
- Preserve, Protect and Enhance our Countryside
- Protect and Enhance our Agriculture
- Achieve Sustainable Growth
- Provide Sustainable Infrastructure & Services
- Provide Responsive, Effective Municipal Government

In addition, the Halton Hills Green Plan furthers the Official Plan's environment-first philosophy by identifying the Town's commitment to preserving, protecting and enhancing our environment.

In 2012, the Town developed a community-based initiative called Imagine Halton Hills: An Integrated Community Sustainability Strategy. This plan directly connects to the Cultural Master Plan as it recognizes cultural vibrancy as one of the four pillars of the community along with economic prosperity, social wellbeing and environmental health.

Continuing the Town's planning efforts, the Cultural Master Plan builds on the concepts of the Sustainability Strategy and ties to other Town plans (including the Brand Strategy, Economic Development Strategy and Youth Needs Study). The integration of plan components will ensure both efficient use of resources and maximized effectiveness and impact.

Several efforts are currently underway in Halton Hills that directly impact the Cultural Master Plan, including:

- **The Brand Strategy Project:** *A community effort that incorporates the small town identity into a community brand: "Small Town Living at its best".*
- **The MyHaltonHills Website project:** *A community-wide website which will include content from all aspects of our community.*

Also important to the development of the Cultural Master Plan is the Economic Development Strategy and the Youth Needs Study. Linking to these planning efforts helps to advance the potential to accomplish shared community goals.

2. CULTURAL CONTEXT

Chapter 2 identifies three critical elements for the development of the Cultural Master Plan: the existing conditions for culture in Halton Hills, the economic conditions in Halton Hills and how the community sees the future of culture in Halton Hills.

Topics covered in this chapter include:

- » *Community Assessment Summary*
- » *Cultural Economy*
- » *Visioning Framework*



Community Assessment Summary

The foundation of the Cultural Master Plan is the Community Needs Assessment that addressed the existing conditions of culture in Halton Hills.

The Community Assessment utilized the following inventory tools:

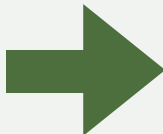
- **Best Practices:** A detailed review of cultural master plans in Ontario, Canada, the US and Australia.
- **Cultural Character Areas:** A physical analysis and historical review of Halton Hills to identify the existing character areas.
- **Community Input:** A public input program that included a vision session, focus groups, key stakeholder interviews, a public meeting and a community survey.

- **Cultural Resources:** A comprehensive inventory of all cultural resources in Halton Hills for the development of a cultural resource database.

The following table identifies the key findings from these inventory tools; the detailed analysis can be found in the Appendix. Each of these findings impact the development of the Cultural Master Plan.

Findings

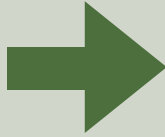
Best Practices



- Ontario Cultural Plans follow a structure that includes a combination of five planning elements: research (community assessment and/or cultural mapping), input (meetings, interviews, public forums and/or surveys), economic analysis (general, spending/investment and/or tourism), visioning structure (vision/goals/objectives, principles/directions/themes and/or action plan/recommendations) and management (roles/responsibilities, organization of events and/or integration with organizations). The best practices review identifies what elements and planning tools each Cultural Plan uses.
- The large majority of the 17 Ontario communities researched had culture either included in the recreation department or as a separate department. Several communities also use or recommend the development of a Cultural Roundtable.

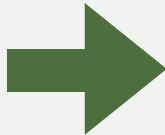
Findings

Character Areas



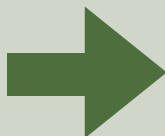
- The Niagara Escarpment, the defining environmental feature in Halton Hills, has shaped the development of the community and its varied character areas.
- The cultural character areas in Halton Hills reflect the historic towns, villages and hamlets that create the small-town feel of the community.

Community Input



- Appreciation of the Town's physical setting, facilities, cultural accessibility and availability, people, lifestyle and high rate of volunteerism.
- Appreciation of the need for a balance between Town and community involvement in cultural development.
- The Town has an established visual arts community with significant numbers and individual organizations.
- Cultural resources are dispersed across the Town and are not well connected physically or visually.
- Many local residents don't know what cultural resources, including events, exist in Halton Hills. (see Barriers chart on page 63)
- There is no central public space within the community and no reason to travel between the two main population centres of Georgetown and Acton.
- There is a need for:
 - » better cultural development coordination
 - » better access to cultural information
 - » recognizing the value of culture to our economy
 - » better connections between the business sector and the cultural sector
 - » better organization of volunteers, volunteer opportunities and volunteer information
 - » additional community gallery space for visual artists
 - » assessment of the youth community and new residents cultural needs

Cultural Resources Inventory



- Halton Hills has 684 cultural resources including community cultural organizations, creative cultural industries, cultural heritage, natural heritage, spaces and facilities, and festivals and events.
- The community's substantial number of heritage sites make up a significant portion of the cultural resources in Halton Hills.
- Cultural industries are clustered around the population centres in Halton Hills.
- Cultural resources in the rural areas of the Town consist primarily of cultural heritage and natural heritage resources.
- 90% of all cultural resources support two or more themes of the Cultural Vibrancy Pillar of Sustainability, validating these resources.

Cultural Economy

Assessing our cultural resources means also assessing their impact and potential impact on our local economy.

Proportionally, Halton Hills has half as many workers in the information and cultural industries sector than does Ontario as a whole.

Analysis of the workforce sectors shows that Halton Hills is strong enough to establish itself as a destination for arts, entertainment and recreation.

Culture has the potential to impact our local economy through the development of both our cultural industries and our cultural tourism. The following summarizes the economic impact of these two elements:

Cultural Industry Impact

The goal of achieving positive economic impacts from cultural development represents both a significant opportunity and a challenge for Halton Hills. As a Toronto Census metropolitan area (CMA) community, Halton Hills no doubt benefits from a higher proportion of creative class workers that in turn support its small but robust cultural life. The challenge for Halton Hills is to grow these sectors within its own borders to preserve and grow its stature as a residential and business community of choice within the Toronto area and to attract additional “creative capital.”

Translating culture’s impact on Halton Hills’ economy is, fittingly, more art than science because of a lack of specific data at the community level. Halton Hills completed a baseline economic analysis for its Economic Development Strategy making it possible to arrive at a general understanding of the impact of culture on the town’s economy through a series of steps. These steps help translate the very specific data at the national and provincial level to a general understanding at the community level.

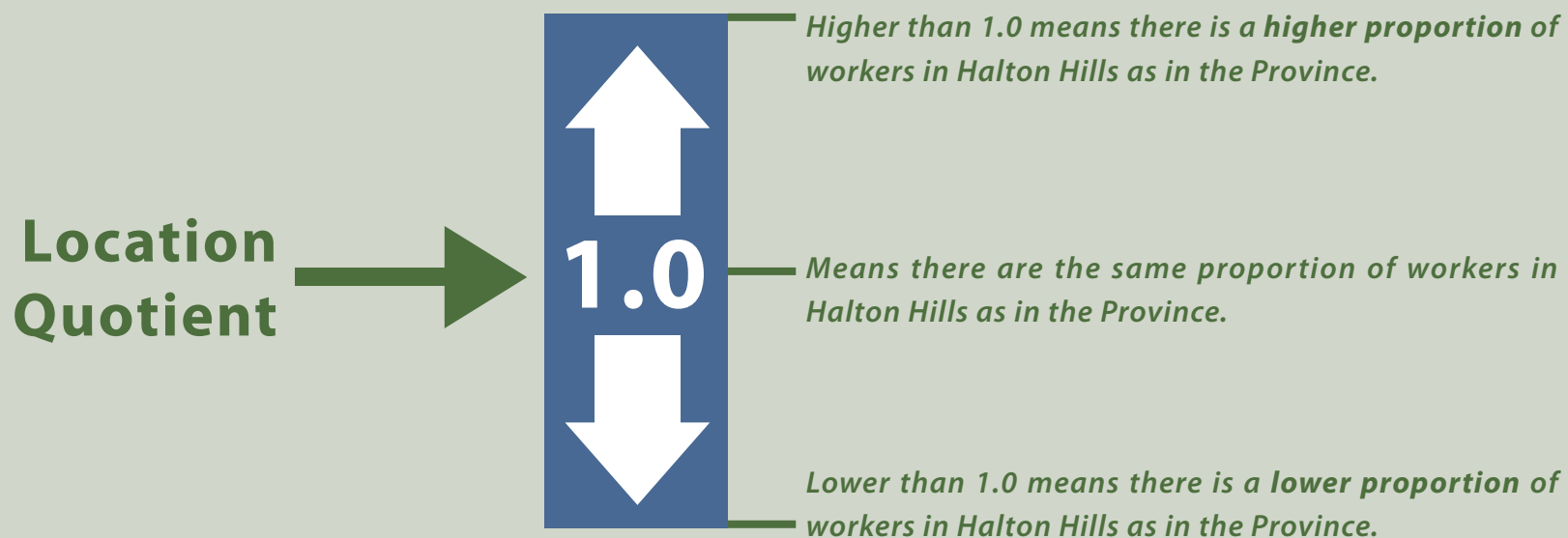
The 2012 Economic Development Strategy conducted reveals that the Town of Halton Hills has a workforce of 14,915. The same study established location quotients for the different sectors of the Halton Hills economy. Location quotients (LQ) measure the relative size of a given sector compared to that same sector in any other economy, in this case all of Ontario. A location quotient of 1.00 means that there is the same proportion of workers in the economy being examined – Halton Hills – as that of the control economy – Ontario. In 2011, Halton Hills had these location quotients with respect to Ontario's economy:

- » Arts, Entertainment, and Recreation 1.53
- » Information and Cultural Industries 0.51

This means that proportionally, there are half as many workers in the Information and Cultural Industries sector of Halton Hills' economy than in the province as a whole. On the other hand, the LQ is strong enough to establish that Halton Hills is a base for arts, entertainment and recreation workers.

With a few assumptions and data gathered from Statistics Canada, the economic contribution of arts and culture-related industries can be determined for Halton Hills. The first assumption is that the location quotients based on the number of people employed in each industry is directly related to their economic output. In other words, productivity is constant, the culture worker in Halton Hills earns as much as the average worker in the same sector in the entire province.

About the Location Quotients Used to Evaluate the Creative Cluster Workforce in Halton Hills





In 2009, Ontario’s gross domestic product (GDP) was almost \$555.6 billion. That same year, the provincial GDP for the arts, entertainment, and recreation sector was \$4.5 billion or 0.82% of the economy. After removing gambling the sector accounted for 0.62% of the economy. In 2009 the Provincial GDP for the information and cultural industries sector was \$20.5 billion or 3.68% of the economy.

By 2011, the GDP of Ontario had grown to \$605.2 billion. Data to the sector level is not available for 2011 but could be extrapolated based upon the assumption that arts and information sectors contributed the same percentage to the overall economy as they did in 2009. That would mean that the Provincial GDP for arts, entertainment, and recreation (less gambling) and information and cultural industries was \$3.75 billion and \$22.3 billion, respectively.

Halton Hills workforce represents 0.22% of the Ontario economy. At that scale, the size of the overall economy in Halton Hills is \$1.34 Billion. To arrive at an economic impact for Halton Hills for the two sectors, arts, entertainment and recreation and information and cultural industries, the Provincial GDP for each is multiplied by the location quotient and the relative size of the economy. The result is the economic output of these industries for Halton Hills. The table below summarizes these calculations.

Creative Sectors	Provincial GDP	Halton Hills Location Quotient	Proportion of Economy Represented by Halton Hills	Estimated Economic Output of Halton Hills
Arts, Entertainment & Recreation	\$3.75 billion	1.53	0.22%	\$12.7 million
Information & Cultural Industries	\$22.3 billion	0.51	0.22%	\$25.2 million
			Total	\$38 million

Source: Statistics Canada, Halton Hills Economic Development Situation 2012, peter j. smith & company, inc.

The analysis demonstrates a very general estimate of the economic output of art and culture related industries within Halton Hills. Inaccuracies are inherent in all analyses where assumptions are used to account for data that is inaccessible. Productivity is not constant across geographic areas or industries, and cost of living is not factored into the equation. Furthermore, industry sectors at the two digit North American Industry Classification System (NAICS) level may include industries and occupations less related to arts and culture than others. Wireless telecommunication carriers are included in the information and cultural industries sector. Occupations within this industry includes receptionists and installation technicians. The biggest issue for Halton Hills with this analysis is that recreation is included in the primary economic sector and we know that sports has an outsize impact in Halton Hills compared with the arts. Conversely, some arts and cultural related businesses are included in other industrial sectors. Fine Arts schools are included in the Educational Services sector. Finally, the “quality of life” value of living in an artistically rich community is not reflected in GDP.

The estimated economic output of the creative sectors in Halton Hills is \$38 million.



Artisans Attic, a cooperative visual art gallery in downtown Georgetown, has been in business for 18 years and showcases over 30 local visual artists' work.

Cultural Tourism in Halton Hills

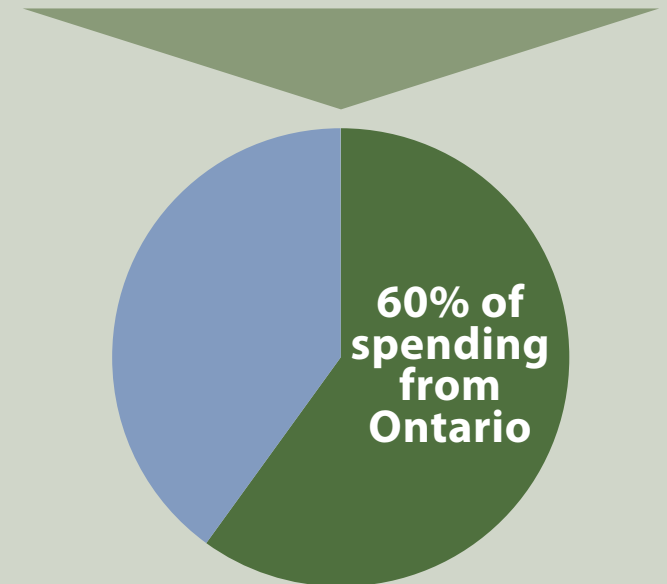
Culture and heritage travellers are the “brass ring” of tourism: these are the wealthiest pleasure travellers who enjoy indulging themselves and want authentic experiences that they can tell others about and experience again and again. These travellers are interested in educating themselves and their families. Those incorporating vacation and instruction for their minor children populate the younger and less wealthy end of this spectrum.

Studies show 17 million or so Canadians participated in a cultural or entertainment activity on an out-of-town pleasure trip – 93 percent of people who took such trips according to the 2008 TAMS culture and entertainment report summary. Culture and heritage travellers are likely to participate in a wide range of activities, from kayaking to casino gambling, but especially shopping and dining. Ontario’s Regional Tourism Organization 3 (RTO 3) is the regional tourism Destination Marketing Organization (DMO) serving Halton Hills. In RTO 3 2010 culture spending was almost \$38 million, 60 percent of it coming from within Ontario.

Halton Hills seeks these same tourists, as do many localities. All the hype about culture and heritage tourism tells communities they need culture, entertainment and heritage destinations, as well as food, shopping, festivals and fairs. When they have all that, the tourists should flock in. It’s not a bad message and it does have validity – there is a certain amount of build-it-and-they-will come, particularly for communities and regions organizing around themes like wine in Niagara, the beach in Cobourg or theatre in Niagara-on-the-Lake.

Figure 3: Existing Tourism Dollars

2010 Cultural Spending in the Region (RTO 3) = \$38 Million



...implying that the majority of the Region’s tourists are from Ontario.

For a place like Halton Hills, the struggle is to determine how to knit together a diverse collection of attractions into a destination that will transform the community's cultural resources into an economic engine all its own.

Elsewhere in this report, there is an analysis that estimates the contribution to the economy that arts, cultural and information industries make to Halton Hills' economy. Tourism in Halton Hills is also a potential contributor to a culture economy.

The Halton Hills Economic Development Strategy sets a series of goals for tourism development for the town based on the cluster of arts. But there are significant challenges to overcome according to economic development and tourism specialists for the town and the region. One such significant problem is accommodation. Halton Hills has one national flagged hotel, a Best Western, another independent hotel, and some bed and breakfast inns. Additional accommodations will be key to growing a tourism economy in Halton Hills.

The lack of accommodations can be seen as a cause and an effect. Although data is not available at the municipal level, regional data for 2007 shows that most visitors to Halton Region are day-trippers, with nearly three million visits that year, more than two million were day trips. Outdoor recreation already makes Halton Hills a popular destination, but more often for day outings. If there were more accommodations, visitors could make multi-day outings and clean up after a busy day of riding bikes, for example, before going out to dinner. As it is now, they just go home.

As strongly voiced at the 2013 Cultural Symposium, cultural organizations in Halton Hills, particularly the visual arts community, want some kind of a physical location to have exhibits and activities. Visual arts is the strongest of Halton Hills' culture niches. The Williams Mill Visual Arts Centre is currently transitioning to a not-for-profit centre for fine arts excellence including plans for higher level arts education. Another community gallery along with additional display space could be a good addition to the visual arts offerings, but this is unlikely to transform culture into a tourism destination by itself.

The variety, quality and number of cultural resources in Halton Hills position the community to attract culture and heritage travellers. Yet, Halton Hills competes with a variety of communities looking to bring in cultural and heritage tourists and has several obstacles to attracting them including a lack of accommodations, dispersed community hubs and lack of signature public space.

Another significant issue Halton Hills must overcome is a lack of “cross-pollination” between potential destinations. Currently local destinations can’t or won’t work together and they are unaware of one another’s offerings. There is an apparent disconnect between the broader RTO 3 Tourism goals and those of Halton Hills as well as the geographic challenges of being at the very south end of the “Hills of Head waters” catchment area. Packaging of destinations and education about what is available in Halton Hills as a whole is crucial to coordinating an experience that culture and heritage tourists will seek. This is a common problem that was noted in the 2007 Premier Ranked Tourism Destination Study and continues to be a problem. And finally, there is no tourism plan for Halton Hills, nor has there ever been, so there is no to-do list for tourism development around culture and the arts specifically.

Community Input Statements Highlighting the Need for Coordination

- » create cultural partnerships to generate economic benefits
- » more information sharing between businesses, events and attractions
- » different groups need to work together on common issues
- » gap between business community and cultural community
- » schedule coordination needed
- » package experiences
- » networking between cultural community and business community
- » need to tie different cultural groups together*

*Statements gathered from Focus Groups and Interviews conducted as part of the Cultural Master Plan process.

The new Toronto Premium Outlets set to open in the coming year in Halton Hills is just one element of a series of events and efforts that could provide a boost to tourism:

- The Toronto Premium Outlets' developers have pledged space and staff within the Outlets to promote tourism destinations in the region, including Halton Hills. How the space can be used will develop over time, but the chance to authenticate a local experience by setting up a cooking demonstration or having an artist at work for shoppers to see – and from whom they can purchase works – is a great opportunity to publicize Halton Hills' unique community offerings.
- Halton Hills will emphasize efforts to bid on large-scale sporting events and tournaments. Success in bringing in more tournaments will result in a captive audience for Halton Hills. When visitors are not watching ice hockey or swimming, they are likely to go shopping, according to tourism experts. This is a significant opportunity to reach these visitors and show them local destinations they may enjoy and return to again.
- The Toronto Premium Outlets increases the likelihood that a hotel developer will be attracted to Halton Hills.

According to the Town's Economic Development Strategic Action Plan, the **Toronto Premium Outlets** is "expected to attract as many as **2 million shopping trips per year** and that level of activity, combined with the number of commercial travelers expected to be calling on the businesses and industries in the 401 corridor, could represent a sufficient volume to warrant an investment in a new hotel facility in the vicinity."

Note: The Halton Hills Economic Development Strategic Action Plan's section on tourism can be found in the Appendix of this document.

Visioning Framework

To effectively foster culture in Halton Hills our community must work together in a shared direction. Establishing this shared direction is the first step towards effective cultural development.

Over time, Halton Hills has developed a wealth of cultural resources, including a variety of organizations focused on cultural development and community betterment. Yet as Halton Hills continues to grow, so too does the difficulty of coordinating efforts between multiple organizations and facilities. To maintain and further advance community efforts to integrate culture into our small town quality of life, it is essential to establish a common understanding of our future direction including priorities and roles.

Establishing a visioning framework is like establishing a team game plan: while having individual players that do great things is important, developing a team that works together towards a shared vision is paramount to success. The vision framework identifies what we are all working towards. It's from here that we can design a strategy and identify the individual roles in achieving the strategy.

The visioning framework includes:

- **The Vision:** The broad statement regarding the desired future for culture and cultural resources.
- **Planning Principles:** The guiding statements that direct cultural development towards priorities of highest order within the community. These statements particularly reflect the themes of Sustainability Strategy's Cultural Pillar.
- **Goals:** The targets for cultural development that focus on achieving the planning principles and the vision for the future.
- **Objectives:** The initiatives that further develop the goals and address individual cultural topics in Halton Hills.





The Vision

The vision for the Cultural Master Plan relates to the Town's Cultural Vibrancy Pillar of Sustainability. This pillar envisions Halton Hills as a culturally vibrant community where culture is integrated with our economic, social and environmental lives and offers the opportunity for individual fulfillment through access to sports, recreation, arts, culture and heritage.¹ The Cultural Master Plan works to implement this vision by establishing how cultural vibrancy is developed in the community, coordinated both physically and organizationally, to advance the community's potential to support local residents and enhance the community's future.

¹ Halton Hills Integrated Community Sustainability Strategy.

Planning Principles, Goals & Objectives

Connecting the Cultural Master Plan to the Cultural Vibrancy Pillar of the Sustainability Strategy are five planning principles:

- Economy
- Community Engagement
- Physical Character
- Community Identity
- Environment

Under each principle is a goal for the Cultural Master Plan that guides the plan and future planning efforts in the development of arts, culture, heritage and volunteerism. The objectives detail specific efforts to apply the goals to culture in Halton Hills.

The goals and objectives provide the foundation for the Cultural Development Strategy.

ECONOMY

Cultural development will support and grow the local economy in Halton Hills.

Cultural Master Plan Goal: To understand the economic value of culture and leverage culture to enhance our economic wellbeing.

Objectives:

- Increase awareness of the economic impact of culture in Ontario and Halton Hills.
- Support cultural entrepreneurs and promote local business investment in culture.
- Invest in cultural development to attract creative industries and cultural tourism.
- Find ways to increase local residents' knowledge of and pride in all that makes Halton Hills unique including both within their own neighbourhood as well as others in Halton Hills.

COMMUNITY ENGAGEMENT

Cultural development will support an engaged population in Halton Hills.

Cultural Master Plan Goal: To maintain and enhance the culture and cultural resources that we value as a key part of our community for future generations.

Objectives:

- Plan for and ensure provision of cultural participation and education opportunities for all ages in our communities.
- Facilitate increased communication, partnerships and networks between culture sector individuals and organizations and businesses.
- Sustain our volunteer community by adapting to changing volunteer needs and welcoming new volunteers to participate.

PHYSICAL CHARACTER

Cultural development will enhance the physical character of Halton Hills in a way that enhances the desirability of the Town as a destination.

Cultural Master Plan Goal: To build upon the foundation of cultural uniqueness in our community and enhance the cultural infrastructure by featuring arts, culture and heritage in the physical design and/or form of Halton Hills.

Objectives:

- Use our cultural vision as a key ingredient that drives physical development and urban planning in Halton Hills.
- Utilize culture to unite the community physically and symbolically including the creation of Complete Streets-type approach to planning both new development and retrofitting existing neighbourhoods.
- Develop Halton Hills as a significant cultural destination by capitalizing on our existing critical mass of cultural experiences and assets e.g. visual arts, downtown hubs, agri-tourism and the Bruce Trail and other trails.

COMMUNITY IDENTITY

Cultural development will foster a social identity that reflects and reinforces the quality of life in Halton Hills.

Cultural Master Plan Goal: To maintain our small town quality of life and enhance the cultural networks that provide opportunities for community socialization and welcome residents into a neighbourly environment.

Objectives:

- Inform new and existing residents of the wide array of cultural opportunities in Halton Hills.
- Enhance the identity and sense of pride in Halton Hills by increasing access to and visibility of the wealth of cultural resources available.
- Provide and coordinate community-wide cultural events and programs that promote local interaction.
- Increase the extent to which those living in Halton Hills identify both with their own neighbourhood and with Halton Hills.

ENVIRONMENT

Cultural development will help to preserve and where appropriate feature the natural environment in Halton Hills.

Cultural Master Plan Goal: To protect our environmental resources by featuring them as a key part of our cultural identity and incorporating our natural heritage into cultural development.

Objectives:

- Celebrate our natural heritage as a key foundation that has shaped our cultural identity.
- Preserve our environmental assets for future generations by identifying them as cultural resources as well as natural resources.



3. CULTURAL DEVELOPMENT STRATEGY

Chapter 3 builds the structure for cultural development in Halton Hills by identifying how culture can be physically tied together to achieve community goals, as well as how to achieve the vision for culture using key implementation tools. Topics covered in this chapter include:

- » *Physical Design Potentials Plan*
- » *Sector Management Recommendations*
- » *Recommendations & Actions*



Physical Design Potentials Plan

Cultural Development Potentials illustrate how to integrate cultural development into the future physical design of the Town.

From architectural landmarks in quaint “small town” centres, to the inspiring landscape of the Niagara Escarpment, Halton Hills is a community rich in cultural resources. While local artists apply their craft across the spectrum of the arts, a variety of special events and civic celebrations enliven the community and unite its residents. The identity, and soon to be launched Community Brand, of Halton Hills is reinforced in the many unique heritage features found throughout the town and its diverse history. Combined with a tradition of community involvement and volunteerism, these qualities provide a solid foundation upon which to continue building the cultural infrastructure of Halton Hills.

The Physical Design Potentials Plan identifies a number of ideas and opportunities to do this. It is based on creating an integrated and connected system of cultural features, destinations and experiences over the short and long term. The Plan supports the Cultural Master Plan Goals and

Objectives discussed earlier and is based on the following core principles:

- Enhancing the downtowns of Acton and Georgetown as the major hubs within the community, providing services, amenities and activities
- Enhancing the hamlets of Halton Hills as cultural “satellite” centres and visitor orientation/information nodes
- Developing interpretive features across Halton Hills to celebrate its unique history/heritage
- Developing a circulation system that establishes a clear and understandable hierarchy of routes, links cultural features and destinations together, and creates a “scenic” journey through the community
- Unifying the downtowns of Georgetown and Acton and strengthening the physical link between them
- Creating a primary cultural destination in Halton Hills for residents and visitors

The Physical Design Potentials Plan enhances the visibility of culture in Halton Hills and creates a critical mass of features and destinations.

The key elements of the plan are schematically illustrated in Figure 4. Among these features is a circulation system that ties the various cultural resources together and include:

Primary Connector

Primary Connectors link Halton Hills and the downtowns of Acton and Georgetown with the surrounding communities. Primary Connectors would be identified and made recognizable with the use of consistent design elements, landscape treatment, and signage/way-finding features. Bicycle facilities (lanes, route markers, parking) could be integrated into the Primary Connectors.

Gateways

Gateways are located at all points of entry to Halton Hills on Primary Connectors. The gateways announce arrival to the community in a significant way and would include appropriately designed and scaled gateway features/signage, enhanced landscaping, night lighting and branding links.

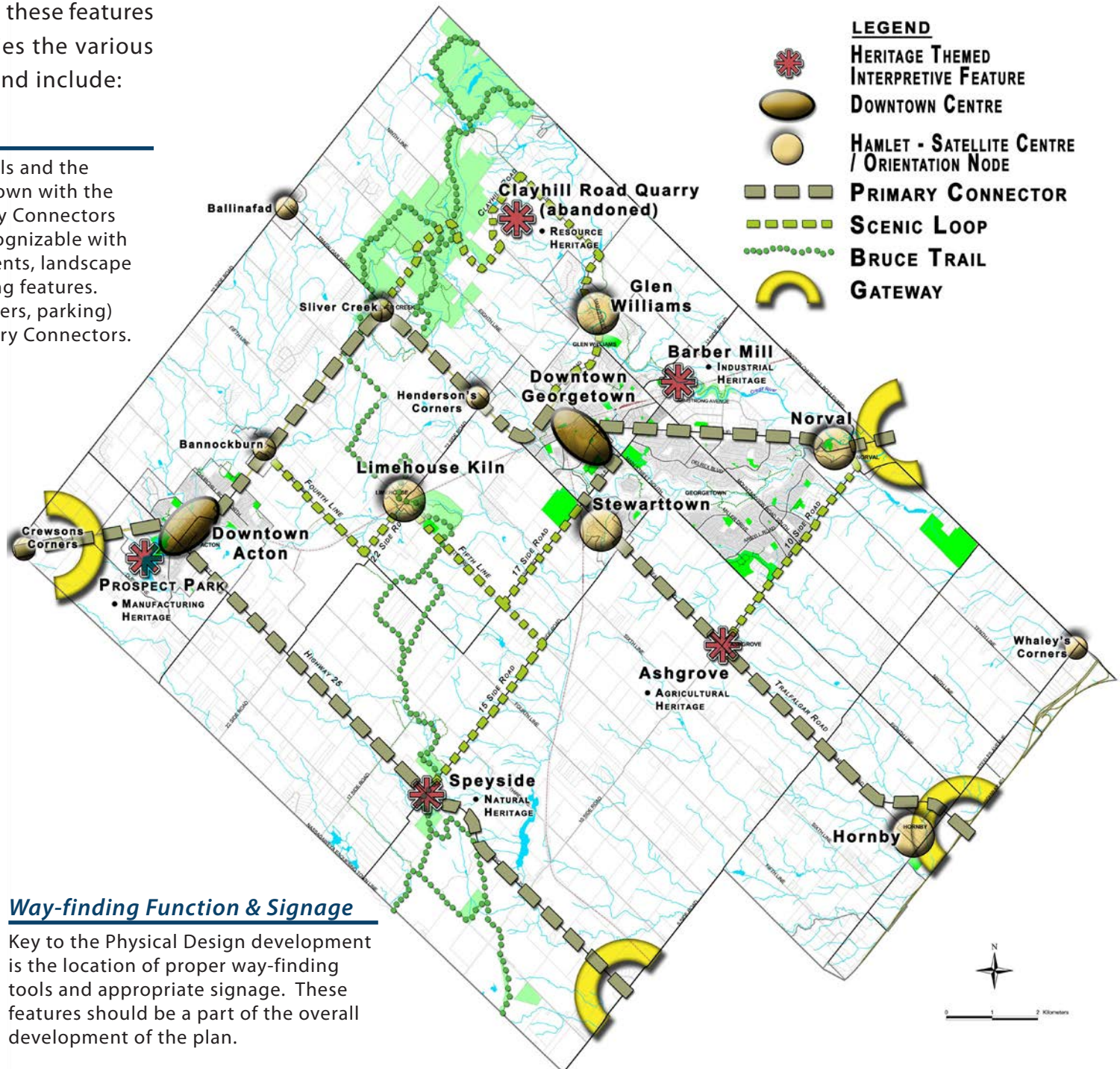
Scenic Loops

A series of Scenic Loops have been identified to create an enjoyable driving experience and enhance the journey of travelling through the community. The loops assist in connecting destinations together, including those identified on the Potentials Plan and other existing attractions within the community. Bicycle facilities (lanes, route markers, parking) should be integrated into the Scenic Loops.

Way-finding Function & Signage

Key to the Physical Design development is the location of proper way-finding tools and appropriate signage. These features should be a part of the overall development of the plan.

Figure 4: Town of Halton Hills Physical Design Potentials Plan



Downtown Centres - Community Hubs

Acton - Prospect Park/Fairy Lake



Key to the fabric of the community are the downtowns of Acton and Georgetown. These major social hubs are intertwined with our town identity. Integrating them as part of our cultural infrastructure is essential to connecting cultural development to future physical design. Our downtowns are symbols of small town living with small storefronts, heritage buildings and walkable streets. Enhancing our downtown centres shifts the perception from a place with a variety of cultural resources to a place that is a cultural resource.

Key physical design potentials to feature in each of the downtowns include:

- **Acton** - connect the downtown to Prospect Park/Fairy Lake and the area's leather heritage to highlight the uniqueness of the community hub.
- **Georgetown** - integrate key cultural features such as the Cultural Centre into the streetscape design and visually connect Main Street and the downtown experience to Remembrance Park as well as link to nearby public space such as the Fairgrounds and Cedarvale Park.
- **Glen Williams** - the village of Glen Williams, with its active Town Hall and residents, should also be assessed as to the extent of development needed / wished for there.



Georgetown - Remembrance Park

Conservation Areas and the Bruce Trail

Natural heritage resources are a primary feature of Halton Hills, particularly in the rural areas. Resources include a world-class destination, the Bruce Trail and several conservation areas, including the Terra Cotta Conservation area, Silver Creek Conservation Area and Limehouse Conservation Area. These resources are key assets within Halton Hills and should be featured in the Physical Design as both nodes and connectors, complete with proper way-finding, signage and mapping resources. Furthermore, within Halton Hills the development of complementary trails, such as the trail along the Credit River connecting the Barber Mill to the Williams Mill/Glen Williams, have the potential to connect the natural heritage resources together.



Hamlets - Satellite Centres/Orientation Nodes

The five main hamlets in Halton Hills will be developed into cultural “satellite” centres and are intended to serve as primary visitor orientation nodes. In each of the hamlets identified below, small parkette-type spaces could be created for visitors to stop and become informed/educated about what there is to see and do in Halton Hills –both locally and throughout the community. Serving as media and information outlets, these

nodes also fulfill an important way-finding function and serve to promote cross travel across Halton Hills. Opportunities to creatively integrate public art, sculpture, displays and exhibits should be integral to the design of these spaces. All are envisioned to be developed in existing parkland as highlighted below with the exception of Hornby, which is suggested to be integrated into the development of the Toronto Premium Outlets:

- **Glen Williams** – green space at Wildwood Road / Confederation Street adjacent to the river
- **Norval** – Norval Park / Willow Park Ecology Centre / Lucy Maud Montgomery Park
- **Limehouse** – parkette/public gardens (intersection of Fifth Line / Sideroad 22)
- **Stewarttown** – integrate into site of Georgetown Little Theatre
- **Hornby** – Toronto Premium Outlets (intersection of Trafalgar Road / Steeles Avenue)

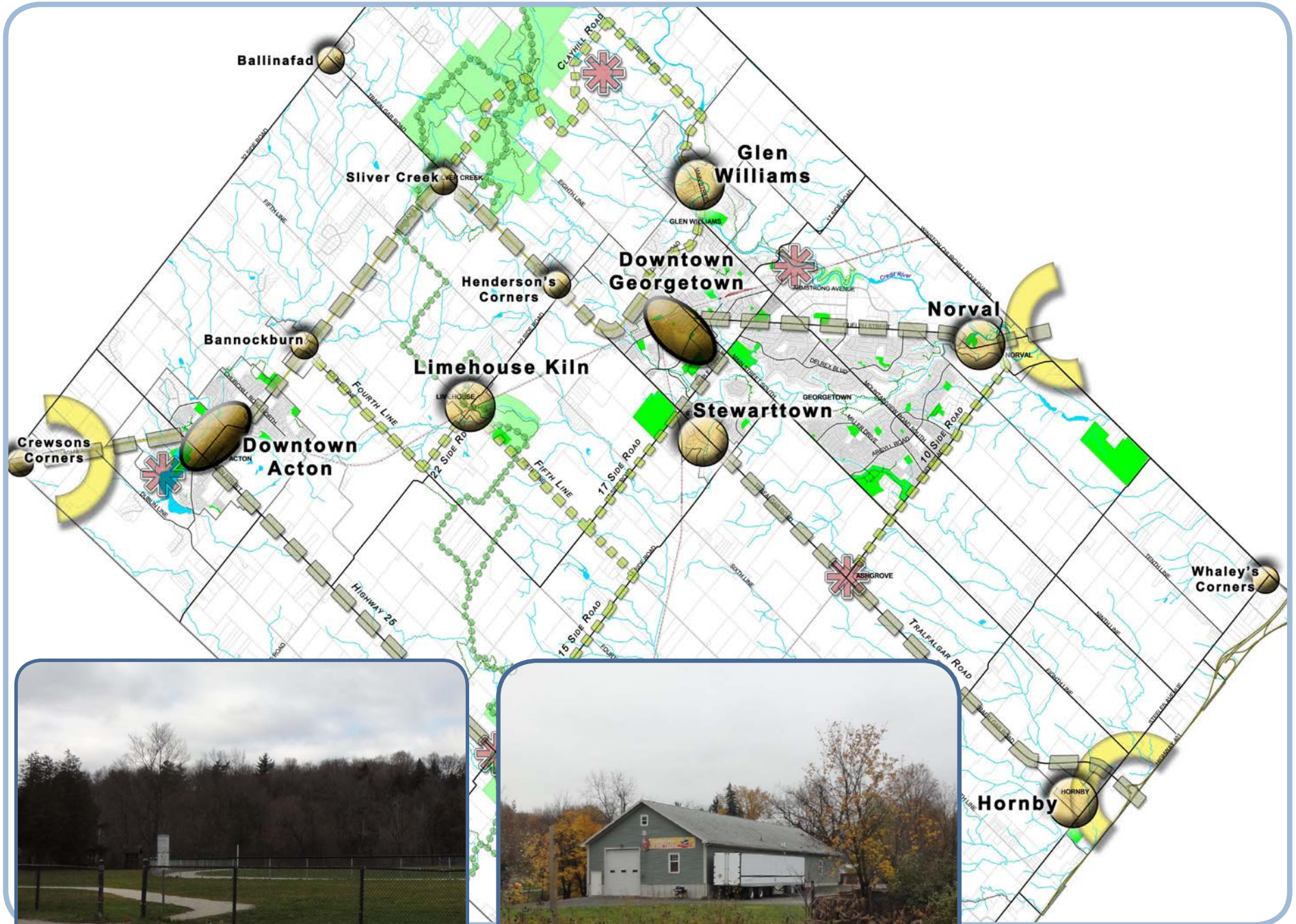
Other hamlets such as Ballinafad, Bannockburn, Crewsons Corners, Henderson’s Corners, Silver Creek and Whaley’s Corners may be utilized as way-finding and visitor orientation nodes.



Limehouse - Fifth Line / Sideroad 22



Glen Williams - Wildwood Road / Confederation Street



Norval - Norval Park / Willow Park Ecology Centre



Stewarttown - Georgetown Little Theatre

Heritage Interpretive Features

A series of heritage-themed interpretive features are integral elements of the Physical Design Potentials Plan and will enhance understanding and appreciation of the qualities that make Halton Hills distinct. All are outdoor places and will provide a diversity of unique experiences as one travels throughout our community. Drawing from different aspects of the area's history and heritage, they are intended to be the key "story telling" places along the journey. The heritage theme of each feature relates directly to its location. The interpretive features include:

Photograph Source:
<http://www.cambridge.ca/>



Photograph Source:
<http://www.millracefolksociety.com/>



Mill Race Park in Cambridge, Ontario - This park provides a stone amphitheatre built within the ruins of the old Dickson Textile Mill.

Clayhill Road Quarry

Interpretive Theme: Resource Heritage

The abandoned quarry on the south side of Clayhill Road provides an ideal opportunity to interpret the mineral and aggregate resources of the area and their importance in the evolution and development of Halton Hills. Exposed rock faces and the old quarry floor provide geological insight into glacial activity and the formation of the Escarpment. A number of interesting mining equipment artifacts remain at the site and could be integrated into it's design.

Barber Mill

Interpretive Theme: Local Industrial/Manufacturing Heritage

The old Barber Paper Mill is a heritage jewel in Halton Hills and a resource that should be protected, preserved, and enhanced as a community resource. The stone "ruins" of the Mill provide the foundation for developing a remarkable public space that interprets the manufacturing and industrial heritage of the area. It may be necessary to structurally stabilize some of the stone ruins to create the feature. We understand the property is currently privately owned and has been the subject of different development proposals. A condition of re-developing the site should be the preservation of the ruins and the integration of a significant public interpretive feature.

Ashgrove

Interpretive Theme - Agricultural Heritage

Located at the crossroads of 10 Side Road and Trafalgar Road, there is the potential to develop a feature that interprets the agricultural heritage of Halton Hills and focuses on storylines related to farming history, agri-business, agri-tourism, horse farms, crop production, livestock farms, etc.

Speyside

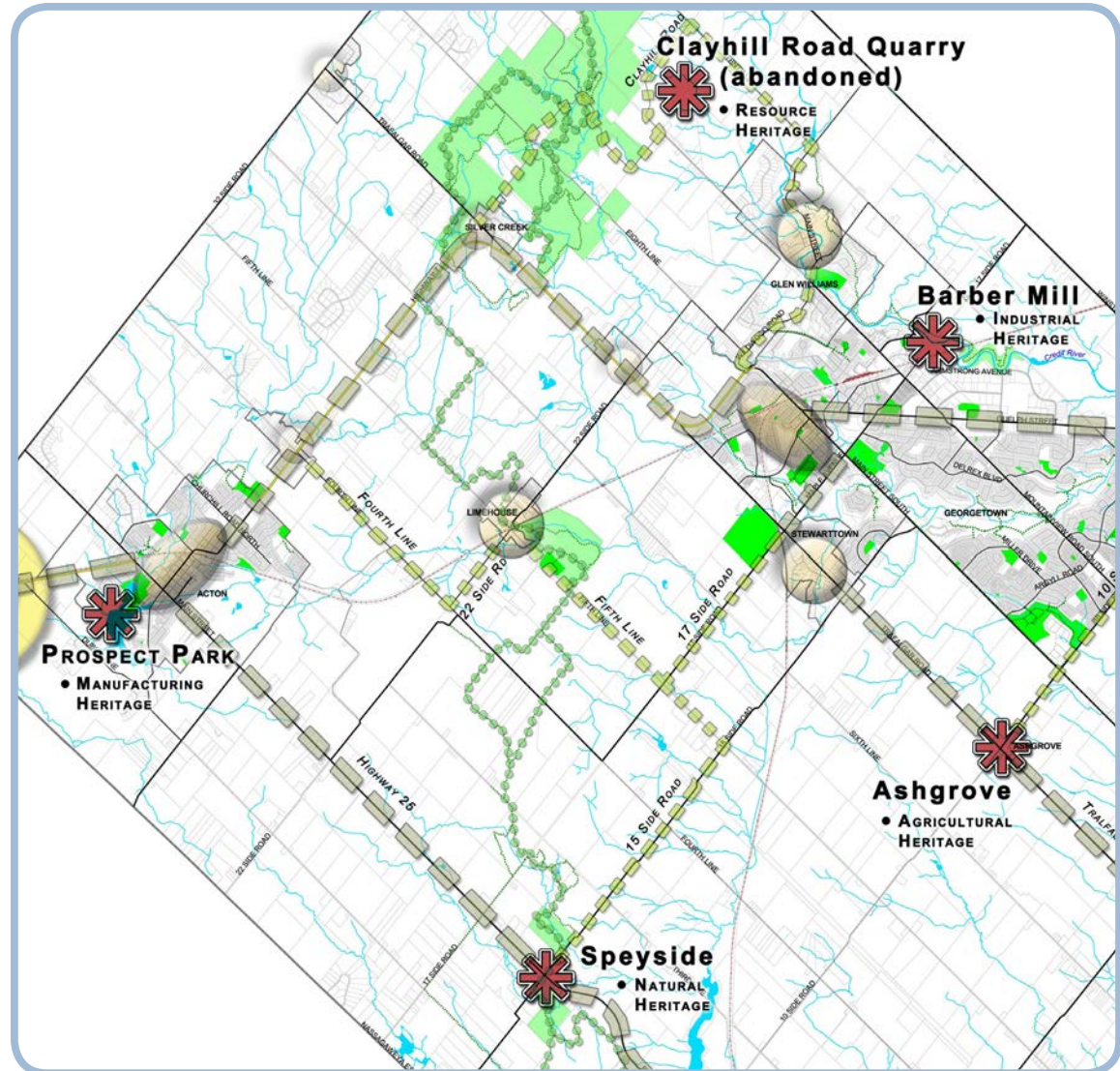
Interpretive Theme - Natural Landscape Heritage

Proximate to Regional Road 25 and 15 Side Road in Speyside, there is potential to develop a feature interpreting the natural landscape of the Niagara Escarpment. This area affords direct contact with the forested areas of the Escarpment and its change in elevation. Scenic views of the surrounding area are available along RR25 from the top of the Escarpment. This area is linked to the Bruce Trail and the Speyside Resource Management Area.

Acton & Prospect Park

Local Industrial/Manufacturing Heritage

Referred to locally as “Leathertown”, Acton is well known across the GTA for its leather products. Currently the Hide House successfully markets Acton’s leather history. Connecting to this existing image, the Heritage Interpretive Feature is located at Prospect Park and Fairy Lake. The feature would complement the Hide House and connect to the downtown by developing an interpretive feature that focuses on the tanning history of Acton. Storylines relating to the industries’ people, products and processes could be developed.





Additional Potentials

Other physical design potentials to, over time, incorporate into the future design of the town include the integration of cultural considerations in greenfield development and the long term development of a cultural destination, the cultural commons.

Greenfield Development

Approximately 1,000 acres of greenfield lands are planned for new development in the southern area of Georgetown (area bounded by 15 Sideroad, 8th Line, 10 Sideroad, and Trafalgar Road). The development of these lands provides an opportunity to further enhance the cultural identity of Halton Hills. Currently the subject of a Secondary Plan process, these lands are well positioned to support and be integrated into the cultural context of the community. The opportunities to do this include:

- Developing a unified and integrated public art trail as a key organizing element of the new community
- Strengthening the physical connection to adjoining open space, parkland and trails
- Developing design guidelines and standards to promote development that is context sensitive and supports the architectural heritage/design traditions of the area
- Developing compatibly-themed gateway features into the community
- Preserving and protecting the natural resources/ heritage of the area including stream and valley lands, woodlots, and wildlife corridors where possible.

Photograph Source: Linden Tea



Griffis Sculpture Park in Cattaraugus County, New York - This outdoor art museum features more than 250 works of art and serves as a nature preserve.

Photograph Source: http://lanaudiere.org/fr/album_photos_2012/



Fernand-Lindsay Amphitheatre in Joliette, Quebec - This amphitheatre accommodates up to 8,000 people with lawn seating that is surrounded by a hemlock grove.

Cultural Commons

To expand recognition of Halton Hills as a cultural destination, the town has the long-term potential to develop a “Cultural Commons”, an iconic, multi-functional destination. As a community with a concentration of various cultural resources, the development of an iconic cultural destination could serve to embrace its cultural identity. The Commons is envisioned to be a primary attraction that welcomes visitors, supports the cultural community and promotes tourism as a means to enhance economic development.

The concept for the Cultural Commons is comprised of a number of potential features and facilities. These include:

An Art Park

The physical foundation and underlying thematic context for the Commons is the creation of a significant Art Park that would include both permanent and temporary outdoor/environmental art and sculpture works. Creatively designed to be a landscape “work of art”, the Art Park would include a collection of unique spaces and outdoor galleries linked together with a hierarchy of pedestrian trails.

An Amphitheatre & Restaurants

There is the potential to develop an outdoor venue for a variety of programmed performances and events including music festivals, concerts, live theatre, recitals, etc. Such a venue could be developed and programmed to become a regional destination much like the Molson Amphitheatre in Toronto, ON and the Fernand-Lindsay Amphitheatre at the Lanaudiere Festival in Joliette, QC.

An Artists Co-op

A key element of the Cultural Commons is the opportunity to create an Artists Co-op, which would be developed as a “campus” of studios, galleries, and shops where local artists and craftspeople make, display and sell their products.

Location of the Commons – Potential locations for the Cultural Commons include former quarry lands that provide potential redevelopment opportunities. Potential redevelopment sites relate to the Niagara Escarpment and have the potential to connect to the Bruce Trail, these sites include:

- The former J.C. Duff Ltd. abandoned quarry on the south side of Highway 7 near Silver Creek. The site is approximately 42 ha. (104 acres) in size and currently owned by J.C. Duff Ltd.
- The Acton Quarry west of the intersection between Fourth Line and 22 Side Road. The Town has the first right of refusal to acquire the lands contained within the licensed area upon completion of extraction.

Both sites relate to the long-term use of the property and may depend on issues of land acquisition, legal matters, Ministry of Natural Resources decisions and Niagara Escarpment Plan compliance. The primary significance of the Cultural Commons in the Cultural Master Plan is to identify this potential development opportunity in Halton Hills, one that would promote cultural development and be a planned consideration as the town continues to develop.

Sector Management Recommendations

Successful cultural development requires a cooperative approach among many stakeholders. The following Sector Management Plan outlines recommendations for enhancing key culture organization roles to support the overall growth of culture in our community.



In Halton Hills culture includes arts, culture, heritage and volunteerism. Each of these aspects of culture is intertwined both with the other aspects as well as with a variety of departments, organizations and committees. This organic system has developed over many years based on both need and interests and while it has served the sector well in the past at this point in Halton Hills' development there is a need for a more clearly-defined and better integrated system to maximize culture's impact on our growing community.

To get an idea of the scope of the key organizations and activities within the current system see the Appendix for details regarding Current Activities and Commitments, which includes the following components:

- Current Town of Halton Hills Arts, Culture, Heritage & Volunteer Activities and Commitments
- Halton Hills Integrated Community Sustainability Strategy, Cultural Pillar Highlights
- Halton Hills Cultural Roundtable 2012 MOU Report

Given the wide range of partners, activities and roles within this multi-disciplined sector it is necessary to identify the key issues and make clear recommendations for a sector management structure going forward.

Issue Identification

The primary sector management issues identified within the needs assessment phase of the Cultural Master Plan development are as follows:

- There is a lack of knowledge by many constituencies over what tasks are generally involved in cultural development within Halton Hills, what is currently happening within our community in these areas, and moving forward what would be best selected as priorities for future development.
 - There is a perception that since arts, culture and heritage are not currently “owned” by one area within the municipal government it is easy for these needs to receive very minor and/or inconsistent attention when it comes to setting organizational priorities and financial commitments on an annual basis.
 - There is uncertainty regarding who is currently responsible for the leadership of cultural development locally as well as what the range of secondary stakeholders is, what the role of each organization is, and what the current and optimal relationships between these stakeholders should be.
 - There is a strong sense that while a very significant number of cultural development efforts and activities are occurring locally they are not being fully coordinated, promoted or celebrated for their contribution to our community’s well-being and economic viability.
- There is a growing concern that without a concerted refocusing and strengthening of the management of these sectors our current brand reality of “small town living at its best” will gradually ebb away within the pressures of pending GTA development.
 - Along with these system-wide issues significant sub-sector issues were also identified:
 - » The minimal role that heritage stakeholders are playing within our community beyond designation activities as compared to many other small community heritage organizations
 - » The missed opportunities within the arts sector including: i) maximizing the use of current and potential future performing arts resources including the John Elliott Theatre; ii) the potential for a visual arts hub to become a key economic driver; and iii) the lack of information regarding what is currently available
 - » The lack of online information access and cultural sector profile within and outside our community
 - » Missed opportunities for cultural tourism due to a lack of focused direction within cultural stakeholders and no knowledge of what we have a critical mass of with which to build
 - » The growing loss of committed volunteers for a wide variety of reasons including lack of both efficient volunteer management tools and up-to-date practices within our volunteer-led groups

To address these issues, this chapter provides an overview of each major stakeholders’ current role and activities as well as recommendations for enhancing these roles to better respond to our growing community’s needs through a more cohesive sector management structure.

Sector Management Strategy #1: Incorporate Culture into THH's Official Plans, Policies and Structures

Current Role and Activity

While the Town does not currently have specialized cultural policies, cultural staff or a culture department many culture-focused financial, facility, program, small grant, and community lease commitments are being made on an annual basis (see Appendix for details). Especially noteworthy are the 2011 rebuild of the Acton Library and the 2012 expansion of the Georgetown Library & Cultural Centre including the retrofitting of the Gallery to accommodate the Helson collection. To increase the strength of this sector and its impact on our local community and economy it is necessary for the Town to better integrate, coordinate and resource both existing and future activities.

Plans & Policies

Key to the integration of culture and cultural resources into our decision-making process is the incorporation of cultural policies into the Town's Official Plan and Strategic Plan. Similar to the Recreation & Parks Strategic Action Plan (an update to the Recreation Master Plan), the Cultural Master Plan should be recognized as a guide to cultural development (Official Plan F7.2.1). This is a critical first step because it validates the Cultural Master Plan as a key component of the Town's planning framework. Furthermore, the Official Plan should

incorporate cultural policies based on the Cultural Master Plan. Policies within the Official Plan are the primary guidelines for community planning and based on interviews with Town staff and officials this type of policy inclusion is essential. At this point the recommended cultural policies for Halton Hills include the following:

Cultural Economy:

- Culture's integration with economic development including the recognition of cultural industries and cultural tourism as economic resources.
- The development of culture and cultural activities as economic opportunities for a place-based economy.

Community Engagement:

- Cultural development as essential to community well-being and engagement.
- Support of cultural volunteers seen as essential to community cultural development.

Physical Character:

- Cultural resources or expression integrated into the design of all public realm projects include design elements such as park benches, sewer grates, banners, public art, etc., as per the "Complete Streets" model.

- Cultural considerations including cultural resources, gathering spaces, linkages and historical stories integrated into all physical planning and community design projects.

Community Identity:

- Cultural heritage recognized as an important part of our community identity and as such showcased and interpreted throughout our community.
- The use and promotion of the Town's cultural identity and brand recognized as essential to our community's development.

Environment:

- Preservation, promotion and usage of the natural heritage of Halton Hills supported through targeted initiatives.
- Future development projects designed where possible to be compatible with, complimentary to and minimize the impact on natural heritage features as well as ensuring linkages to existing community cultural system.

Until the next Official Plan update occurs the policies of the Cultural Master Plan as detailed above should be recognized and adopted. An update of the Official Plan should recognize the integration of cultural development with other community topics such as economic development, cultural heritage, urban design, environmental management, parkland, recreation, transportation, etc.

Organizational Integration

Internationally the field of cultural development is in transition and recognition of its impact on communities and its role in community building is growing. Following this trend, over time cultural development should become a key part of the Town's community development efforts. The incorporation of cultural development into the Town's staffing and departmental structure should be implemented gradually but purposefully. Within the research findings of this document it is clear that the Town is already making extensive financial and program commitments to the area of cultural development and understands its significance (see Appendix for details). What is needed next in part is a clearer understanding and coordination of the Town's existing commitments to cultural development to raise both the status and profile of culture. This can be accomplished in the short term in many practical ways including the following:

Structurally:

- By including culture in the title of and responsibility of the Economic Development Office, Planning or Recreation and Parks Department. Recreation and Parks is the preferred location within the current Town organizational configuration

- By including culture in the job title and job specifications of Town positions that already participate in cultural programming and development (e.g. the Director of Recreation and Parks position) as well as future related positions as they are developed
- By tasking an internal department as the owner of the implementation phase and reporting requirements for the Cultural Master Plan
- By reviewing options and determining the best internal position to act as a liaison to both the HHCR and the broader cultural sector

Planning:

- By integrating the language and goals of the Cultural Master Plan into the next review of the Town's Official and Strategic Plans as they guide staff in their thinking and recommendations to Council
- By tracking on an annual basis the Town's culture-related activities and commitments using this document as a baseline for comparison
- By increasing in practice the breadth of the Sustainability Implications section of the Council Submission Staff Report to include consideration of cultural sector impacts in addition to environmental aspects
- By increasing the resource allocation to cultural development starting with the 2014 budget cycle

Program Development and Delivery Practices:

- By assessing and making policy recommendations regarding the optimal practices for growing culture within the Town's delivery system i.e. under what circumstances should the Town be:
 - a) a **supporter** for the development of community-based cultural programming
 - b) a **purchaser** of cultural service provision to be run within Town or non-Town facilities and/or
 - c) a **direct service provider** of cultural programming

Organizational Learning:

- By educating Town staff and Council regarding the Town's current cultural organizational commitments, the range of community-based culture sector activities and stakeholders, the highlights of the Cultural Master Plan, the expanded resources of the Halton Hills Public Library locations, and the potential contribution of the cultural sector to our community's growth and economic prosperity

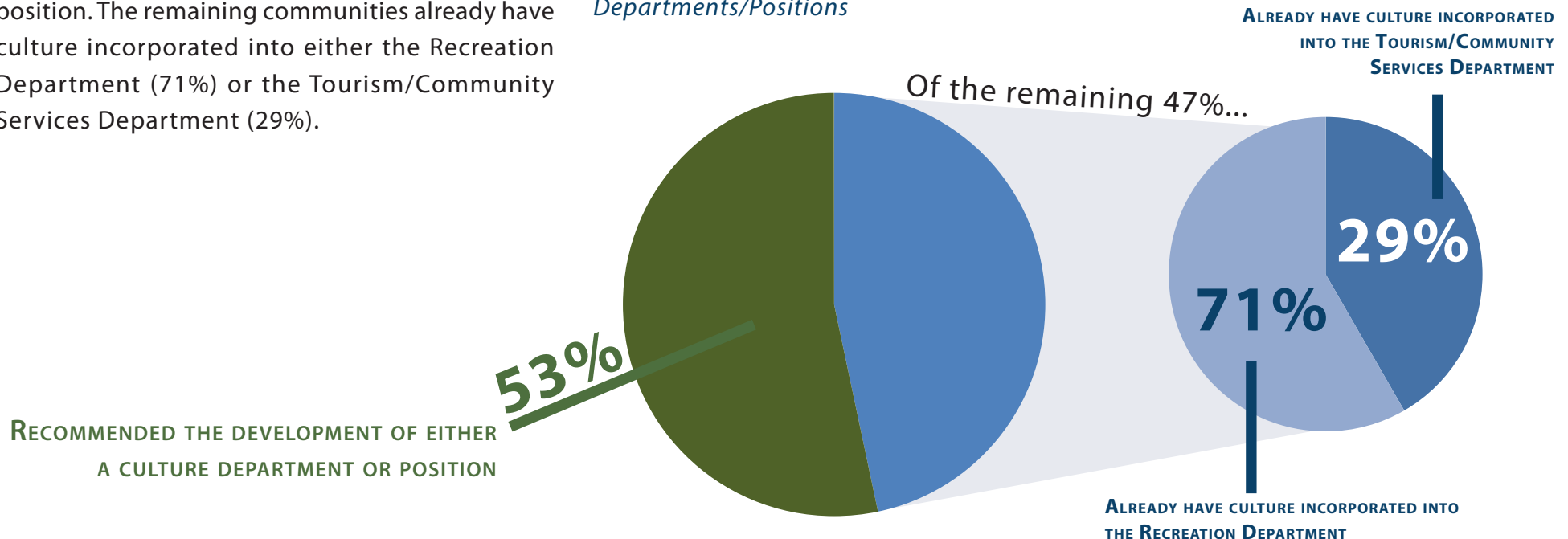
Staffing and Department Structure

In the future, with an increasing focus and understanding of culture as something more associated with economic development and community building not just associated with recreation and leisure time, the Town may wish to consider developing a permanent position/s specifically for cultural development and/or management. The Town should also consider whether/when supporting culture under a separate department would be optimal thus shifting the focus of the Town from cultural overseer to cultural provider by, for example, providing the space and services necessary for cultural development. A review of the Cultural Master Plans of smaller municipalities showed 53% recommended the development of either a culture department or position. The remaining communities already have culture incorporated into either the Recreation Department (71%) or the Tourism/Community Services Department (29%).

It is also of note that some Ontario communities have had uneven success separating culture out into its own department as this has resulted in a less integrated and thereby less successful model. Further research into the pros and cons of this model are recommended before making this structural change.

Ultimately, to stay ahead of the increasing provincial and international trend towards leveraging cultural activities and resources for economic development, the Town should continue to assess our community's cultural development needs and the optimal role culture can play within our community's future growth plans.

Figure 5: Percentage of Communities with Cultural Master Plans that Recommend New Departments/Positions



Note: Numbers based on single or lower tier municipalities reviewed as part of the best practices that have a recreation department

Sector Management Strategy #2: Maintain Existing Relationship with the Halton Hills Cultural Roundtable (HHCR) at Least for the Short-Term

The Halton Hills Recreation & Parks Department and the Halton Hills Cultural Roundtable (HHCR) have formed a partnership that provides cultural development leadership within the community. This leadership role is only one part of the current cultural development planning and delivery system within Halton Hills. It is recommended that the Town maintain its partnership with the Halton Hills Cultural Roundtable (HHCR) in the short-term as this partnership relationship allows for two complementary roles:

- The Town to oversee cultural development both internally and within the community including leading longer-term, multi-sector exercises (e.g. sustainability planning).
- HHCR to perform a range of roles including: 1) acting as a catalyst and facilitator for cultural development under the Town's strategic direction; 2) providing direct support for community-based cultural initiatives and organizations; and 3) providing either direct or indirect community representation in Town cultural development efforts.

This partnership was initiated in 2011 with a Memorandum of Understanding (MOU). Each year HHCR negotiates an Annual Plan with the Town that details the deliverables to be achieved. Based on interviews with the Town and HHCR executive

the partnership is successful particularly due to its ability to both leverage volunteers (over 3,000 hours in 2012), access grant funds (contributed locally to receipt of \$1.8 million over last three years) and adapt readily to arising cultural development needs (ranging from organizational development to volunteer recruitment). In the meantime the following adjustments to this agreement are recommended:

1. Formalize the "Executive Director" Position.

The existing Executive Director's roles and responsibilities should be reviewed to ensure they include:

- Coordination between the HHCR and the Town Recreation & Parks Department.
- Coordination between the cultural community and the Town Recreation & Parks Department.
- Development of the HHCR Annual Report to the Town.
- Organization of an annual sector event (Cultural Symposium) and support for cultural community events.
- Promotion and support of cultural sector priorities identified within the Cultural Master Plan including support for increased community cultural organization effectiveness.

2. Increase the Profile of the Organization

The HHCR has been busy doing the early work of developing its organization's capacity and at this stage needs to broaden its profile among all sector groups and organizations to be most effective. Steps to accomplish this should include:

- Developing basic marketing materials/avenues
- Increasing HHCR relationships with the business and sports sectors
- Formalizing an information sharing and project partnership with Heritage Halton Hills
- Utilizing the launch of the My Halton Hills website to increase its local profile
- Broadening the scope and audience of the Annual Symposium by including more offerings that will appeal to event coordinators, service club groups and cultural businesses

3. Review the Funding Formula to Ensure Adequate Capacity in Relation to Agreed-Upon Goals

An ongoing issue within this relationship is the very large needs presented by the local cultural community in relation to the capacity within HHCR. Currently the Town MOU provides an annual service grant of \$40,000 which funds 2 days per week of staff time, project start-up costs and administrative expenses such as insurance. The actual hours required for current staff to complete the objectives set by the Town are consistently over 4 days per week. Moving forward, with the completion of the Cultural Master Plan exercise, it is recommended that this funding scale be reviewed to either be closer to the required resources or the annual deliverables reduced accordingly.

The point at which the Town decides to hire dedicated staff for cultural development the relationship with HHCR will need to be reviewed and adjusted based on both available resources and potential new roles for both partners.

Sector Management Strategy #3: Enhance the Roles of Five Key Cultural Service Providers

The role of culture service provision is held by many organizations within the Halton Hills community. While many of these organizations are functioning well there is a shared sense that the whole sector would benefit significantly from enhancing the roles of a few key players. These recommendations are as follows:

A. Heritage Halton Hills (HHH)

Current Role and Activity

Heritage Halton Hills (HHH) is a group of motivated individuals with historical interests and expertise. Meeting ten times a year since 1987, the Committee's main purpose is to act as a resource to Town Council regarding the possible designation of local properties that have heritage qualities under the Ontario Heritage Act. The Committee is comprised of twelve members including an appointed Chair who is a member of Council. The other eleven members are members at large who are chosen and/or volunteer for their technical expertise and strong interest in ensuring the preservation and awareness of local history in part through the designation of heritage-significant buildings.

The Town of Halton Hills does not have a heritage planner position as of 2013. Research regarding neighbouring municipalities shows that Halton Hills is beginning to lag behind its neighbours in

terms of heritage preservation and education due to its lack of dedicated staff and resources in this area. A proposal for a full-time Heritage Planner was made to Council during the operational planning cycle for 2009 but was unsuccessful. Currently some occasional support is provided by Planning Department staff but this assistance is limited as is the small budget allocation for the Committee's operational expenses.

In 2012 HHH continued a number of programs including the Heritage Property Grant Program, the Heritage Property Tax Refund Program, standardized demolition forms, local property inventories, and the expansion of the Heritage Registry. Alongside these ongoing programs, the Committee also undertook a number of new initiatives including the Acton Victory Housing Signage, the inaugural Doors Open event, a quarterly feature in the Sideroads Magazine, a number of property designations, and participation on both the Southwest Georgetown Integrated Planning Project Steering Committee and the Norval Secondary Plan Steering Committee which produced the first Heritage Design Guideline report. A summer student is also hired annually through a federal Student Experience Program grant to research and write heritage property descriptions for the Town's Heritage Registry.

Recommended Enhancements

1. Broaden the Role, Profile and Influence of Heritage Halton Hills by:
 - Reviewing and updating the Committee Terms of Reference (last updated in 2001) to include:
 - » A confirmation of the role as the 1) Town technical resource and/or purchaser of heritage expertise for all internal projects with a heritage component e.g. secondary plans with heritage design guideline requirements (see 2013 Norval Secondary Plan Appendix 3); and 2) community technical resource and/or purchaser of heritage expertise for all crucial heritage-related initiatives
 - » Broader public education responsibilities including committee and council orientation after municipal elections
 - » An annual review to ensure adequate funds are available for designation, public education and recognition
 - Participating as a key partner in the cultural tourism initiative described in the Physical Potentials section within this plan
 - Increasing project partnerships with other local cultural planners and providers (e.g. event planners, HHCR) to increase the profile and integration of heritage within community initiatives
 - Annual update reporting to Community Affairs Committee/Council re achievements, plans and challenges
2. Increase the Town's Commitment to Heritage by:
 - Increasing staff and Council's knowledge and understanding of the value of heritage properties as a contribution to future generations' understanding of history and current tourism draw through formal learning avenues
 - Including an annual heritage financial commitment through the operational budgeting process for heritage projects, technical resources and/or funds to save locally significant historic properties
 - Researching municipal best practices and related by-laws that support the designation of key heritage properties
 - Considering the future hiring of a part-time heritage planner to develop this sub-sector further and/or making available operational funds to hire this expertise as needed
 - Promoting the resources now available in the Halton Hills Local Archives resource room located within the Georgetown branch of the Halton Hills Public Library
 - Considering how the various cultures within our community's history can be documented and celebrated

3. Support the Develop of Key Heritage Programs and Tools

In early 2013 HHH committee member Brynly Hawkins researched and designed a plan to broaden HHH's future role including plans to:

- Steward a regular "The Way We Were" photo and by-line feature insert into local media (already underway)
- Develop a "Top 10 To Watch" local key properties list
- Design a Heritage Halton Hills website (potentially to be hosted on the new My Halton Hills website)
- Launch an annual Heritage Awards program
- Assess the need for and develop a heritage-focused education program and materials for local classrooms

Decisions with regards to these initiatives will be made by HHH in September 2013 and resources will then be sought to support their development over 2013/14.

B. Town of Halton Hills Cultural Centre

John Elliott Theatre (JET)

Current Role and Activity

As the Appendix shows a wide range of direct programming and community group rentals is occurring within the JET and these numbers will increase once the currently-underway upgrades

are completed. While to date the JET has served the community well the need for a larger-scale, perhaps outdoor performance space was identified within this Plan's needs assessment along with other program-specific needs.

Recommended Enhancements

1. Develop a volunteer recruitment program to attract existing and new cultural enthusiasts of all ages.
2. Design a programming plan that maximizes the Theatre's use (particularly daytime, mid-week, school-aged, youth and newcomers) potentially with a more appealing sliding fee scale to encourage uptake.
3. Develop a strategy to make the online Box Office function the primary place to purchase tickets and/or collect program payments locally.
4. Include in strategic planning exercises the identification of a future larger-scale performing arts venue either facility or central outdoor venue (e.g. Cedarvale Park).
5. Partner with local and non-local performing arts organizations and a local sponsor to develop a Kindergarten-Grade 8 annual Introduction to the Arts program for local school children.
6. As opportunities arise assess the viability, potential partnerships and financial sustainability of repurposing additional existing facilities for multi-purpose

community cultural use including larger-scale performing arts performances.

7. Host an annual user focus group meeting to assess what is working/not working/potential new partnerships & services.

Helson Gallery

Current Role and Activity

This site has recently been refurbished and opened to the public. A part-time curator has been hired and a plan is underway that will direct marketing, audience development and programming within the Gallery. A local visual art display system and rates have been established for the upper and lower foyer spaces.

Recommended Enhancements

1. Establish and promote Gallery programming for various audiences to maximize its use including establishing incremental attendance benchmarks.
2. Form a “Friends of the Gallery” Committee to provide technical advice and community linkages in support of the Gallery’s development and curator.
3. Identify and develop joint programming opportunities with library and theatre.
4. Build partnerships and potential joint programming with local DGBIA businesses, local visual art venues (including Artisans Attic, new Legion Art Gallery, WMVAC, CVA), local tourism stakeholders (including

Tourism Committee, private tourism providers, Toronto Premium Outlets), and other local constituencies (e.g. seniors centres, schools).

5. Host an annual stakeholder focus group meeting to assess what is working/not working/potential new partnerships & services

C. Halton Hills Tourism Committee/ Halton Hills Chamber of Commerce

Current Role and Activity

The Halton Hills Chamber of Commerce has an annually renewing MOU with the Town to provide online and storefront tourism information services along with the development of an annual Visitors Guide and liaison functions to regional and provincial tourism organizations. The focus of the Halton Hills Tourism Committee, which has been meeting for the last 18 months, has been developing the following tools all of which serve to support the development of cultural tourism:

- A tourism QR code system
- An annual Visitors Guide
- Input into various planning exercises (sustainability, economic development, cultural plan)

Recommended Enhancements

1. The development of a three-year Tourism Action Plan including a cultural tourism focus is recommended so that the committee has a clearly delineated direction and work scope.
2. After the Action Plan is developed a review of this committee's mandate, membership, staffing resources, partnerships and reporting relationship is recommended.

D. Volunteer Halton/THH Volunteer Services

Current Role and Activity

Despite the distinctly large number of people volunteering within Halton Hills in comparison to other communities our size there is not a centralized volunteer resource base. Volunteer Halton does not have a large local presence or profile beyond access to in-class volunteer training which is often offered in southern Halton locations. While 74% of the 2012 Municipal Assistance Grants went to local cultural organizations and events, only 14% of the Community Development staff's time was spent supporting this sector. The Town of Halton Hills' Volunteer Services provides support for volunteers in Town-run programs only. This is a substantial issue for our community as:

- Our quality of life is in part based on many services, events and programs run by volunteers

- There is evidence that the current volunteer base is aging and overtaxed
- The availability of online volunteer management resources is not well known locally
- The volunteer management methods used by many groups are outdated and not appealing to potential younger volunteers
- There is a lack of volunteer mentoring leading to best practices being lost through succession

Overall there is a perception that too many small initiatives are using up too much volunteer effort, have minimal financial resources and as a result volunteer-led programs and services are diminishing in our community.

Recommended Enhancements

1. Increase the local profile and use of Volunteer Halton including potential local office space, active promotion to cultural and non-cultural organizations, and provision of tools and learning opportunities for volunteer management. If this enhanced role is not possible then the Town should consider expanding the role of its internal volunteer staff.
2. Address the specific needs of local service club organizations and local event organizers including strategies for recruiting new members and cross-group information sharing.

3. Research and promote available online volunteer management resources for use by newer/younger/computer-savvy volunteers and potential volunteers.

E. Halton Hills Public Library (HHPL)

Traditionally recognized for books and children's programming, the public library has evolved. Today, public libraries are critical community hubs that support learning, foster creativity, promote social engagement and help people to participate and be successful in an increasingly digital world. Public libraries are one of the most active and vibrant places in the community:

- every month 204,000 Canadians get job seeking help at local libraries;
- ten times more DVDs are borrowed from libraries than zip.ca each day;
- two-thirds of Canadians have a library card (a similar rate to passports);
- there are one-third fewer libraries than bookstores but they lend twice as many books as are purchased;
- 540 Canadian libraries have free Wi-Fi leading to 3.2 million connections annually
- libraries have a 1.11 billion share of Canada's GDP

Current Role and Activity

The construction of two new libraries within Halton Hills in the past three years has had a major impact on our community including a 50%

increase in usage of the Acton Branch. In addition to these new resources the HHPL has broadened its mandate over the past ten years to be an important cornerstone of the community, and ready to play a more pivotal role in enhancing the lives of residents.

Recommended Enhancements

1. Commit to developing a larger collection to meet the minimum provincial standards for number of items per capita recommended for a library of its size
2. Provide support to increase awareness about the broad range of Library services, with the goal of attracting new users who may not otherwise think of the public library
3. Ensure that all THH staff know about and understand the Library's services and amenities so that they can serve as effective ambassadors
4. Make HHPL's two locations the 'go to' place for all volunteer resources including services offered by Volunteer Halton
5. Promote the availability of the Library's resources to community non-profit organizations including meeting room space, organizational resources and information technology tools to strengthen these organizations

Recommendations & Actions

Focused recommendations and actions will ensure that all cultural sector stakeholders move forward in a common and clear direction.



The Cultural Master Plan's recommendations and actions address how to achieve the five goals of the plan focused on the Economy, Community Engagement, Physical Character, Community Identity and Environment. For each goal, the plan identifies key recommendations to achieve the objectives of the goal.

Next Steps

The Cultural Master Plan is a living document and as such should be used as a compass for changing roles and local development some of which have already begun. Among the various recommendations to accomplish the five plan goals, several are identified as "highest priority" meaning they are seen as the most important. To optimize the potential impact of the plan the Town should complete the following next steps for plan implementation:

- Review and adoption of the Cultural Master Plan by Town Council.

- Development of an Action Plan which details Year 1/Years 2-5/Years 5-10 commitments including benchmarks, responsibilities, costs and evaluation. The Action Plan should be based on the locally lauded PAREE principle i.e. ensuring that chosen actions are practical, affordable, reasonable, enforceable, and educational.
- Development of a regularly-updated Cultural Master Plan Report Card that catalogs the goal and recommendation achievement progress.
- Identification of cultural development opportunities within other sectoral planning initiatives since cultural development directly supports the success of many other sectors and vice-versa.
- Re-assess and update the Cultural Master Plan on an annual basis in conjunction with the Operational Plan cycle.

In addition to the Physical Design Potentials Plan and the Sector Management Recommendations the following recommendations aligned with the goals of the Integrated Community Sustainability Strategy are proposed:

Economic: Culture and Our Local Economy

Recommendations

Highest Priority	<ul style="list-style-type: none"> • <u>Develop a cultural tourism approach</u>: Within a broader tourism strategy create partnerships between local businesses and the cultural community to develop tools and programs with direct economic benefit e.g. event packages that share patronage between complementary services (see Cultural Tourism section of this plan).
	<ul style="list-style-type: none"> • <u>Develop cultural tourism offerings</u>: Include in all forms of tourism marketing online and printed materials related to culture. (Underway by the Halton Hills Chamber of Commerce and Halton Region Tourism staff.)
	<ul style="list-style-type: none"> • <u>Develop links with regional attractions</u> including the Toronto Premium Outlets to publicize local cultural attractions, events and activities.
	<ul style="list-style-type: none"> • <u>Build heritage way-finding and routes</u>: Develop unique experiences that cultural tourists and residents will enjoy and want to share with others.
	<ul style="list-style-type: none"> • <u>Calculate cultural tourism's income into our community</u>: Identify and make accessible simple methods and tools for the gathering of cultural tourism and cultural economic benefits at the community level and provide a central repository for this information through the Sustainability Project's data collection requirement (e.g. the economic benefit calculator provided by the Ministry of Tourism website). Where possible include cultural sector planning in broader economic development plans.

Community Engagement: Leveraging Local Assets

Recommendations

Highest Priority

- Increase the online proficiency of the cultural sector: In conjunction with HHPL, the launch of the My Halton Hills website and other local service providers ensure local training, guides, access to computers and support is available to increase the proficiency and use of online tools by the cultural sector to benefit volunteer management, marketing and promotion, sales management and networking activities.
- Develop opportunities for the cultural community to meet: Networking, sharing best practices, and coordinating efforts more frequently through face-to-face and/or online methods will strengthen the overall sector significantly (facilitated by the Halton Hills Cultural Roundtable).
- Facilitate the development of a local Visual Art Hub by:
 - » Ensuring a wide range of visual art education programming is available locally (both 2-d and 3-d)
 - » Providing support for the development of the Williams Mill into an internationally known Centre for Excellence in Visual Art
 - » Developing a mentoring program for emerging and/or young visual artists
 - » Forming strong linkages to other resident- and tourist-related events, programs and partnerships
 - » Growing a networking function within this sub-sector that supports individual and sector development
 - » Identifying and supporting the development of permanent and temporary visual art gallery/display space in strategic downtown locations to both accommodate the high number of visual artists within our community and increase access to their work by both residents and tourists
 - » Support the development of a visual art education satellite location by a post-secondary educational institution
- Ensure that youth have a voice:
 - » Recruit a representative from the cultural community to part of the soon-to-be-formed THH youth network.
 - » Increase youth leadership in key cultural organizations through providing information on mentorships, board involvement, apprenticeships, and federal summer student funding grants as well as making youth involvement a component of the Municipal Assistance Grant application.
 - » Marshall the additional supports required for youth-initiated cultural projects as they arise e.g. the Summer Youth Block Party
- Develop a concise Cultural Development Priority List that can be used to:
 - » Inform other local sectors of the potential benefits of partnering with the cultural sector including examples of how this could occur in practical ways
 - » Form a basis for negotiating cultural priorities with upper tiers of government and other neighbouring localities

Physical Character: Building Culture into Our Future

Recommendations

Highest Priority

- Feature the arts, culture and heritage of Halton Hills in all public development planning initiatives in practical ways from 2013 onwards using the 2013 Norval Secondary Plan's Heritage Design Appendix as a best practice template.
- Integrate cultural considerations into the 1,000 Acre Secondary Plan for residential development in Georgetown e.g. a sculpture trail, meeting places.
- Use cultural infrastructure as a physical organizing element within the Town's planning where possible.
- Address transportation linkage limitations to cultural participation, particularly for youth, lower income residents, seniors and individuals with disabilities.
- Integrate cycling facilities and pathways on primary connectors (MTO and Regional Roads) and scenic loops (as per Potentials Plan) where possible.
- Develop a tourism way finding system with coordinated signage, online content and cultural & natural heritage elements. Ensure that within this system the Community Brand is used particularly in gateway signage.
- Assess the viability of:
 - » The development of a Cultural Commons (Potentials Plan) by:
 - ⊙ Conducting a feasibility study to analyze and evaluate technical and financial feasibility of developing the Cultural Commons
 - ⊙ Promoting the redevelopment/rehabilitation of the chosen site as a signature destination
 - ⊙ Establishing partnerships with the private sector and/or Federal /Provincial/Regional organizations to implement the project
 - » The development of the Clayhill Road Quarry as a public space/interpretive feature
 - » The development of the Barber Mill as a Heritage Interpretive Feature (Potentials Plan) by:
 - ⊙ Protecting and preserving the building's remnants/ruins
 - ⊙ Developing the site as a public space with interpretive feature at the site
 - ⊙ Preserving access to the river's edge

Community Identity: “Small Town Living at its best”

Recommendations

High Priority

- Support the successful launch and adoption of the Community Brand including use across all community sectors and integration into resident and tourism marketing tools and materials.
- Maintain a one-stop online local information system including a cross-referenced events calendar (linking the Town website to the Library, My Halton Hills and Tourism websites).
- Develop an interactive cultural assets function for residents and tourists using the cultural database information collected during the Cultural Master Plan exercise.
- Develop a tool that describes Halton Hills’ “Quality of Place” characteristics and story for use in future planning and marketing initiatives by all sectors within the development of the Branding Implementation materials.
- Develop an online user-friendly resource guide including brand usage tips, links to online photos and videos, and a resource contact for use by leaders of local festivals, events and cultural tourism initiatives to support the identity, brand and heritage of the Town.
- Develop Heritage Themed Interpretive Features including those that feature Agriculture, Geology/ Resources and Manufacturing/Industry (as per the Potentials Plan).
- Provide annual information to organizations such as Welcome Wagon to ensure both cultural and volunteer opportunities are conveyed to new community members.
- Develop a “Third Spaces” program for people to meet and share ideas in Halton Hills as a mechanism to facilitate and nurture a strong cultural fabric.

The Environment: Culture's Essential Partner

Recommendations to Accomplish the Goal

- Identify and act on ways to:
 - » Highlight the beauty of the Niagara Escarpment in the development of the cultural tourism initiatives e.g. the Cultural Commons identified in the Potentials Plan.
 - » Feature the Town's natural heritage in tourism planning e.g. the development of the Heritage Themed Interpretive Feature at Speyside.
 - » Link local environmental education activities such as those offered at Willow Park Ecology Centre to the development of new cultural programs.
 - » Utilize unique local outdoor locations (e.g. Bruce Trail, Silvercreek River, Cedarvale Park, Prospect Park) as stages for cultural activities such as youth music events, heritage storytelling, and theatre-by-the-river offerings.

4. APPENDIX

Chapter 4 includes all the background research and analysis that was conducted to develop the Cultural Master Plan for Halton Hills. Topics covered in this chapter include:

- » *Best Practices Review*
- » *Community Involvement Summary*
- » *Character Areas*
- » *Cultural Resource Inventory*
- » *Current Activities and Commitments*
- » *Economic Development Plan Strategic Action Plan (Goal 7)*
- » *2012 THH/HHCR Memorandum of Understanding*
- » *Integrated Community Sustainability Strategy (Cultural Pillar)*
- » *Detailed Cultural Resource Database*



Best Practices Review

Development of Cultural Planning

To help communities develop cultural planning, various groups have detailed processes to help understand and value these resources. Key sources of information on these resources include Municipal Cultural Planning Incorporated (MCPI) and Creative City Network of Canada (CCNC). Each provide guides for cultural planning that detail important elements to include in plan development, such as cultural mapping and assessment.

Summary of Analysis

A detailed review of various Cultural Master Plans (CMPs) in Ontario, Canada, the US and Australia was conducted as part of the background research for the Halton Hills Cultural Master Plan. These plans demonstrate the use of cultural planning tools and help to identify best practices applicable to our community.

About the Plans

Key to each plan is the establishment of purpose and the definition of culture.

- **Purpose:** The CMPs identified similar purposes for the development of cultural planning in the community, each of which generally included creating a structure to organize efforts in the promotion and investment in culture. Many of the plans connected to higher level planning efforts and reflected existing community-wide goals in the implementation of the CMP.
- **Definition of Culture:** Nearly all the CMPs defined culture in two ways: a broad definition that included lifestyles and expressions of humanity as well as a specific characterization of the types of culture that are used for the purposes of the plan. These definitions recognized the vastness of culture while simplifying culture into specific categories to make it manageable for planning. Many of the plans reference the UNESCO definition of culture.

With these elements established, the municipalities have utilized a combination of inventory, analysis and implementation tools to complete their plans. To better understand the tools used, the following table summarizes what is included in each of the Cultural Master Plans reviewed. The summary demonstrates that nearly all plans include detailed visioning structures to guide cultural development including a vision, goals, objectives, principles, directions, themes, actions and/or recommendations. In addition, the table summarizes the various types of implementation partners used to manage culture and cultural resources including whether a new department or position is created, if culture is combined with an existing department or if an independent group outside of the municipality guides implementation. Many of the plans identified some combination of these strategies for the implementation of the plan.

Overall, cultural planning is about establishing its importance and need for a clear structure. Each plan has key planning elements that lay the foundation for cultural planning. Opportunities to expand the field of cultural planning is in the

connection between the research, input and economic analysis regarding cultural resources and cultural strategies established. Other opportunities include the incorporation of policy and physical design into the Cultural Master Plan. The large majority of the plans reviewed only make recommendations to undertake these initiatives.

What does this mean for Halton Hills?

There is a need for better understanding of culture in Halton Hills, what's here, why it's important and who is managing it. Our community can take advantage of the multitude of best practices available to help answer these questions. For example, using similar cultural mapping techniques the plan can compare against several other places in Ontario. Furthermore, the plan can tie to the growing resources of data on how to build community culture.

In addition, Halton Hills has the potential to lead cultural planning efforts through the establishment of cultural design strategies and clear policies. By interpreting and utilizing the Town's cultural database findings, Halton Hills can craft a future that is uniquely its own.

Best Practices Summary

Location	Research		Input			Economic Analysis			Visioning Structure			Management			Title & Notes
	Community Assessment*	Cultural Mapping	Meetings/Interviews	Public Forums	Survey	General	Spending/Investment	Tourism	Vision/Goals/Objectives	Principles/Directions/Themes	Action Plan/Recommendations	New Department or Position	Roundtable/Council	Organization of Events/Committees	

Ontario Cultural Master Plans

Town of Oakville	◆	●	●	●	●	◆			●	●	●		●	●		<u>Title: Enabling Culture to Thrive in Oakville</u> Notes: Includes an arts facility comparison of local municipalities Elaborates the role of the Town
Town of Newmarket	◆		●	●					●	●	●			●	●	<u>Title: Cultural Master Plan 2009 - 2019</u> Notes: Town has a Recreation & Culture Department
Town of Ajax by the Lake	●	●	●	●	●				●	●	●			●	●	<u>Title: An Integrated Community Arts and Cultural Plan for the Town of Ajax</u> Notes: Includes a demographic profile of the Town.
City of Dryden	●	●	●	●	●				●	●	●	●	●	●	●	<u>Title: A Municipal Cultural Plan for the City of Dryden 2011-2014</u> Notes: Includes a mandate for the Cultural Roundtable
City of Orillia	●	●	●	●	●	●	●	●	●	●	●		●	●		<u>Title: A Cultural Plan for the City of Orillia</u> Notes: City has a Department of Culture and Heritage Includes cultural identity mapping
Municipality of Chatham-Kent	●	◆	●	●	●			●	●	●			●	●	●	<u>Title: A Cultural Plan for Chatham-Kent: Final Report - December 2007</u> Notes: Statistical portrait of Chatham-Kent and cultural identity mapping included. Create CK identified as an arms-length organization for culture. Discussion of potential municipal location for culture.
City of Burlington	●	●	●	●		●	●		●	●	●	●			●	<u>Title: City of Burlington 10-Year Cultural Strategy - March 2006</u> Notes: Cultural Strategy implementation plan aligned with Parks & Recreation Plan. Community Development Planner - Culture position developed.
City of Mississauga	●	●	●	●	●	●			●	●	●	●			●	<u>Title: Mississauga Culture Master Plan</u> Notes: Comparable communities cultural review included and cultural nodes and districts identified.
City of Barrie	●		●			●	●		●	●	●	●		●		<u>Title: Building a Creative Future: A Plan for Culture, Final - April 2006</u> Notes: Completed in conjunction with the Downtown Commercial Master Plan. Includes a description of the City's cultural history and a detailed facilities assessment.

*Community Assessment may include demographics, historic overview, planning background, etc.

◆ Discussed but not included and/or detailed in the plan.

Location	Research		Input			Economic Analysis			Visioning Structure			Management				Title & Notes
	Community Assessment*	Cultural Mapping	Meetings/Interviews	Public Forums	Survey	General	Spending/Investment	Tourism	Vision/Goals/Objectives	Principles/Directions/Themes	Action Plan/Recommendations	New Department or Position	Roundtable/Council	Organization of Events/Committees	Integration with Departments or Organizations	
City of Vaughan	●	●	●	●	●		●		●	●	●		●	●	●	<u>Title: Creative Together: A Cultural Plan for the City of Vaughan - May 2010</u> Notes: Includes comparative analysis of cultural facilities, spending and staff.
City of Kingston	●		●	●				●	●	●					●	<u>Title: Kingston Culture Plan</u> Notes: Includes a comparison of arts grants provided to artists and arts organizations. 2010-2011 Cultural Services Season Report completed.
City of Thunder Bay	●		●	●				●	●	●				●	●	<u>Title: Inspire Thunder Bay Cultural Plan - April 2011</u> Notes: Thunder Bay established Cultural Policy under a separate document in 2005, Cultural Plan revises these policies.
Municipality of Wawa		●	●	●						●					●	<u>Title: Wawa Cultural Mapping Project, Rediscovering Wawa's Wealth - Final Report 2012</u> Notes: Project developed cultural mapping for the Township, a full Municipal Cultural Plan is a recommendation. A best practices manual for cultural mapping resulted from the project.
Town of Lakeshore	●	◆	●					●	●	●		●	●			<u>Title: Community Cultural Master Plan - Final Report April 2008</u> Notes: Detailed review of cultural heritage included.
Regional Municipality of Niagara	◆	●	●	●		●			●	●	●			●	●	<u>Title: Niagara Culture Plan, Creative Niagara: Economy, Places, People, Identity</u> Notes: Document sets up regional policy and planning framework for Culture Plans. A detailed best practices review included in an appendix.
City of Peterborough	●	◆	●	●		●	●		●	●	●		●	●	●	<u>Title: City of Peterborough Municipal Cultural Plan 2012</u> Notes: Cultural facilities comparison, identification of cultural indicators and best practices for strategic directions included.
City of Hamilton	●	●	●			●			●	●	●				●	<u>Title: Our Community Culture Project - May 2010 (Phase I - Baseline Cultural Mapping)</u> Notes: Cultural policy included under separate document and part of the City's multi-phase project. A detailed demographic profile and cultural heritage review included.

*Community Assessment may include demographics, historic overview, planning background, etc.

◆ Discussed but not included and/or detailed in the plan.

Location	Research		Input			Economic Analysis			Visioning Structure			Management				Title & Notes
	Community Assessment*	Cultural Mapping	Meetings/Interviews	Public Forums	Survey	General	Spending/Investment	Tourism	Vision/Goals/Objectives	Principles/Directions/Themes	Action Plan/Recommendations	New Department or Position	Roundtable/Council	Organization of Events/Committees	Integration with Departments or Organizations	

Cultural Master Plans from Other Canadian Provinces

Yorkton	●	●	●	●	●				●		●	●	●	●	●	<p><u>Title: Yorkton Municipal Cultural Plan 2009</u> Notes: Included best practice models for plan actions.</p>
City of Vancouver	●		●	●	●				●	●	●			●	●	<p><u>Title: Culture Plan for Vancouver 2008 - 2018</u> Notes: Completed by the Creative City Task Force.</p>
Town of Stony Plain	●		●	●	●				●	●	●	●	●	●	●	<p><u>Title: Town of Stony Plain Cultural Master Plan - Draft Report May 2012</u> Notes: Includes examples of Cultural Roundtables.</p>
City of St. Albert	◆		●	●	●				●	●	●	●			●	<p><u>Title: Cultural Master Plan: Cultivating Community January 2012</u> Notes: Identifies measures of success for cultural priorities. City has a Cultural Services Department and is recommending a Central Cultural Officer of Engagement & Awareness.</p>
City of Saskatoon	●		●	●					●	●	●	●		●	●	<p><u>Title: Culture Plan</u> Notes: Plan references provincial cultural policy. Includes cultural facility inventory. Possible amendments to the City's Official Community Plan to align with Culture Plan.</p>

Cultural Master Plans from the United States

City of Providence, Rhode Island	◆		●	●	●				●		●	●	●	●	●	<p><u>Title: Creative Providence: A cultural plan for the creative sector, June 2009</u> Notes: Outcomes of cultural planning identified and project and policy recommendations outlined.</p>
City of Madison, Wisconsin	●		●	●	●	●			●	●	●	●	●	●	●	<p><u>Title: Draft Madison Cultural Plan 2011, Sparking the Public Imagination</u> Notes: Includes a map of cultural clusters.</p>
City of Chicago	◆		●	●		●		●	●	●			●	●	●	<p><u>Title: City of Chicago Cultural Plan 2012</u> Notes: Chicago's first cultural plan was completed in 1986. 2012 plan completed by the Department of Cultural Affairs and Special Events (DCASE).</p>

*Community Assessment may include demographics, historic overview, planning background, etc.

◆ Discussed but not included and/or detailed in the plan.

Location	Research		Input			Economic Analysis			Visioning Structure			Management				Title & Notes
	Community Assessment*	Cultural Mapping	Meetings/Interviews	Public Forums	Survey	General	Spending/Investment	Tourism	Vision/Goals/Objectives	Principles/Directions/Themes	Action Plan/Recommendations	New Department or Position	Roundtable/Council	Organization of Events/Committees	Integration with Departments or Organizations	
City of Boulder	●		●	●		●			●		●		●	●	●	<p>Title: Cultural Master Plan Update 2005 Notes: Created by the Boulder Arts Commission. Plan is an update of the 1992 Cultural Master Plan.</p>
City of Austin	●		●	●	●	●			●	●	●	●	●	●	●	<p>Title: Create Austin - Cultural Master Plan, Culture Matters Here Notes: Specific economic reports identified, but not included in the body of the report.</p>
Cultural Master Plans from Australia																
Queensland	●		●	●					●		●		●		●	<p>Title: Queensland Arts & Cultural Sector Plan 2010–2013 Notes: Developed by Arts Queensland, update of the first sector plan(2007-2009).</p>
Cairns	●		◆						●	●	●	●		●	●	<p>Title: Cairns Regional Council Cultural Plan: Strengthening Our Cultural Vitality 2009-2014 Notes: An engagement strategy with over 1000 participants was conducted but not detailed.</p>

*Community Assessment may include demographics, historic overview, planning background, etc.

◆ Discussed but not included and/or detailed in the plan.

Community Involvement Summary

Building a structure for cultural planning must be a collaborative effort as it involves a variety of different perspectives and interests.

The involvement techniques used build on the Sustainability Plan, which involved 1,000 survey responses and sector specific research, workshops and public consultations.

For the development of a Cultural Master Plan to be successful it must involve the community. Appreciating this necessity, an extensive public involvement process was conducted as part of the planning process. The involvement techniques used included:

- **Project Advisory Committee Meetings**
- **Visioning Session**
- **Stakeholder Interviews** (Mayor, CAO, Recreation and Parks Director, Planning & Development Director, Cultural Roundtable Manager and Chair, Public Library Director, Chamber of Commerce Executive Director, Heritage Committee Representative, Williams Mill Visual Arts Centre Representatives and Halton Region Tourism Representative)
- **Focus Groups** (Business and Tourism Sector, Community Service Sector, 92 people at the Cultural Symposium)
- **Public Meeting** (15 participants)
- **On-line Public Survey** (259 responses)

Each of these techniques provided insight into the planning process for the Plan. The following summarizes key findings from each input technique.

Visioning Session

On November 21, 2012, peter j. smith & company conducted a vision session with the Cultural Master Plan Advisory Committee. The Advisory Committee discussed the future of culture in Halton Hills and the development of the Cultural Master Plan.

The Advisory Committee next discussed the various definitions and roles of culture. The result of this discussion determined two types of definitions for culture, one that discussed the broad view of the essence of culture and one that described the variety of tangible and intangible cultural resources and activities.

The Visioning Session also identified the opportunity to expand the community view of culture, identifying it as something that everyone has the opportunity to participate in as well as something that can have an impact on the development of our community.

Finally, the Advisory Committee discussed what cultural elements are missing in Halton Hills.

Elements identified include:

- Information access to all cultural elements
- Movie theatre / internet cafes
- Promotion avenues for local events
- Acknowledgement and encouragement of increasing population diversity and heritage
- Transportation access between community hubs and beyond
- Better information regarding trail locations and gateways
- Coordination between the business sector and the cultural sector
- Regional connectivity, cooperation, information and accessibility
- Cultural nightlife activities/young adult entertainment
- A central "place"/places for people to gather
- A larger performing arts centre (500 seats plus)
- Adequate community gallery space that can accommodate the large number of local visual artists
- An outdoor performance venue
- Post-secondary education relating to culture

DEFINITIONS OF CULTURE FROM THE PROJECT ADVISORY COMMITTEE

Culture is a reflection of the past and a look into the future

Culture is what sets our Town apart from other places Culture is the differentiator

Culture is the look feel and vibe of a community **CULTURE IS AN ECONOMIC DRIVER**

Culture is the extra beyond basic living that adds the spice to life

Culture is music that creates a mood

Culture is the face of the community

CULTURE IS ARCHITECTURAL DISTINCTIVENESS

Culture is an exhibition of engagement by citizens, residents and visitors to a community identity

CULTURE IS ENTERTAINMENT FOR EYES, EARS, BODY AND MIND

Culture is the heart and soul of the community

Culture is dance, the act of moving that is uplifting

Culture is a distraction from the ordinary and tedium of life

Culture is theatre that grabs the imagination

CULTURE IS A WAY OF LIFE

Culture is art of many types that makes your everyday life have beauty

Focus Groups

On January 30, 2012, two focus group sessions were conducted, one with representatives from the business and tourism sectors and one with representatives from the community service sector. Each session discussed culture and how it impacts the respective focus group topic. In addition, to these focus groups, one large focus group was conducted during the Halton Hills Cultural Symposium on February 2, 2013. The Symposium session involved 92 arts, culture, heritage and volunteer sector representatives.



The key issues the focus groups addressed included the strengths and benefits of culture as well as what cultural elements are missing in Halton Hills. The following identifies the key findings from these discussions:

- **Benefits of cultural resource development:**
 - » Cultural resources attract new businesses
 - » They foster community pride and ownership
 - » They provide the potential for broader tourism development
 - » They attract residents and visitors
 - » They keep local residents engaged, invested and involved in the community
 - » They unify & differentiate the community
 - » They promote quality of life
- **Key cultural strengths in Halton Hills**
 - » Physical Setting
 - » Facilities
 - » People/Lifestyle/Volunteers
 - » Value-added goods: businesses selling or showing local goods (produce, art work, etc.) - beneficial to business and producer
 - » Accessible culture in Halton Hills and availability of cultural experts
- **Key missing cultural resources in Halton Hills**
 - » Coordination of physical and organizational resources
 - » Better organization of volunteers
 - » Cultural promotion and communication to residents and visitors
 - » Physical spaces / facilities (e.g. visual arts gallery space, major cultural attraction)
 - » Transit
 - » Hotel / Accommodations

Public Meeting

On February 13, 2013 a public meeting was conducted as part of the development of the Cultural Master Plan. Fifteen people were in attendance. The public meeting included an informational presentation describing the Cultural Master Plan process and its initial findings as well as an interactive input session. The input session included individual workbook questions and a group mapping session.

Among the workbook questions, participants were asked if the development of arts, culture, heritage and volunteerism should improve or enhance the following aspects of the Town (Results summarized in Table 1:

Table 1: Purpose of Cultural Development

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The local economy in Halton Hills.	54%	46%	0%	0%	0%
The sustainable future in Halton Hills.	69%	31%	0%	0%	0%
The physical character in Halton Hills.	46%	31%	15%	8%	0%
The social identity that improves the quality of life in Halton Hills.	75%	25%	0%	0%	0%
The natural environment in Halton Hills.	62%	31%	0%	8%	0%

When asked to determine the top three cultural features in Halton Hills, the following were identified:

- John Elliott Theatre / Cultural Centre
- Libraries
- Acton Town Hall
- Agri-tourism/markets/farms/ag fairs
- Arenas & Sports Parks
- Beaumont Mill
- Bruce Trail / Trails and Conservation areas
- Canada Day Celebrations
- Hamlets and Villages
- Williams Mill Visual Arts Centre

When asked to determine the top three improvements or additions that would enhance culture in Halton Hills, the following were

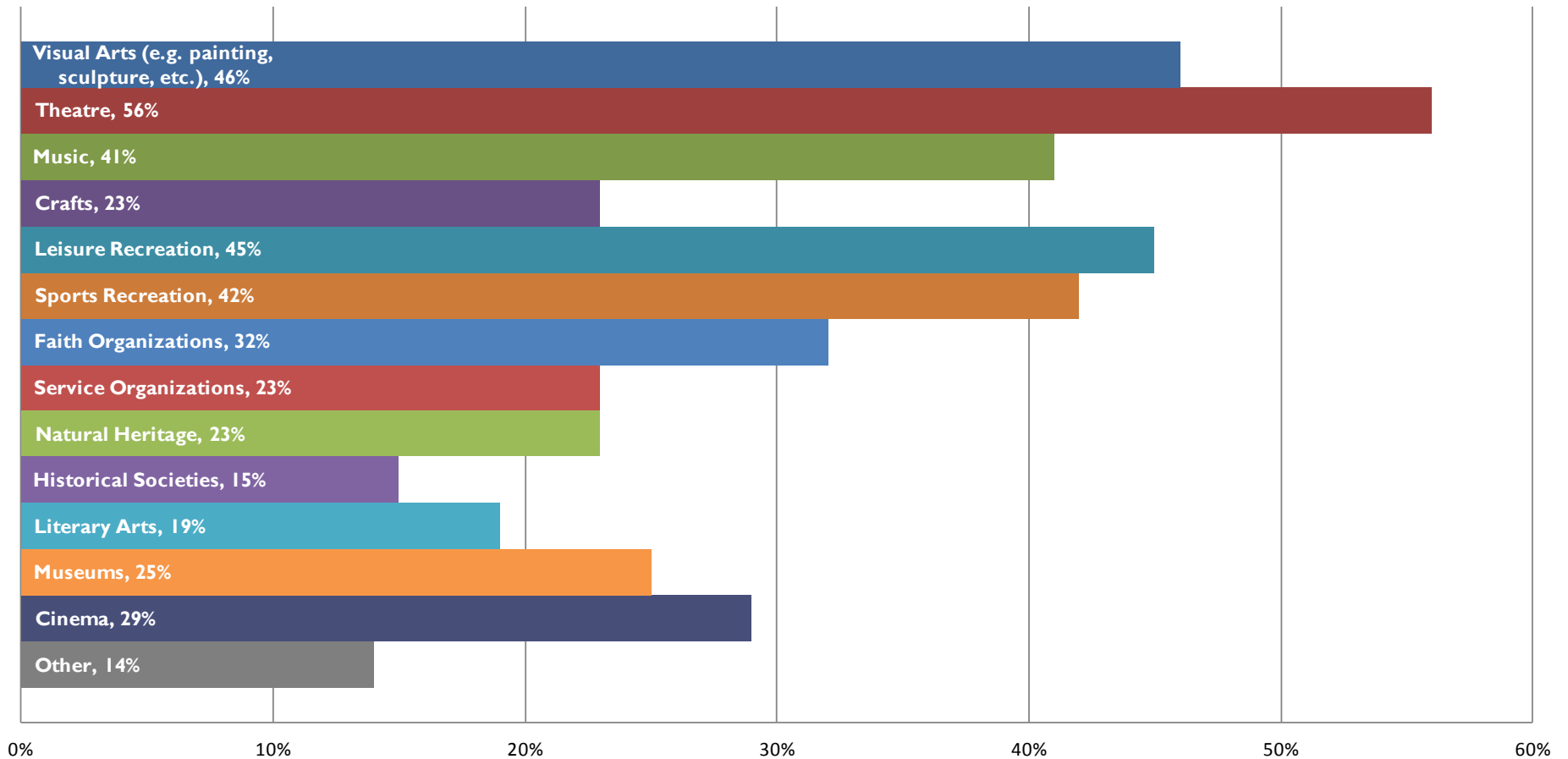
identified:

- Amphitheatre
- Cinema
- Connect with other regions/municipalities
- Coordinated festivals
- Dedicated cultural space
- Display spaces for local artists
- Hobby clubs, stores and associations
- Loop buses (school buses) for transportation between hubs
- Professional development (knowledge based)
- Protection and maintenance of Niagara Escarpment/Bruce Trail
- Repurposing of:
 - » Acton Baptist Church
 - » Barber Mill
 - » Memorial Arena (e.g. craft centre winter market, indoor soccer)
 - » Old Holy Cross Church
 - » Quarries
- Signage for the areas (art like signage)
- Toronto Premium Outlets visual arts display / connection to community

Community Survey

As part of the Cultural Master Plan process an online community survey was conducted. The survey received 259 responses. Survey questions focused on cultural facilities, cultural events and access to cultural facilities and events. The following tables summarize key findings from the survey.

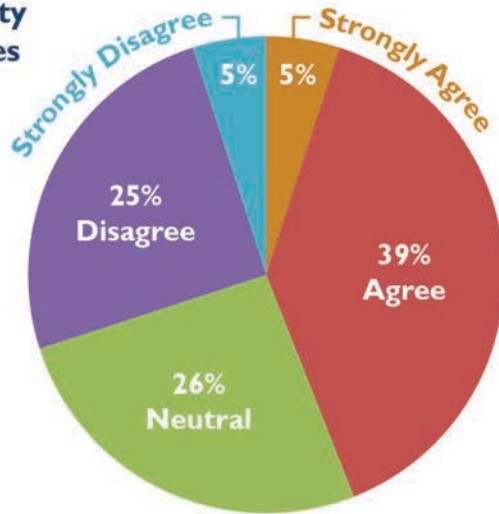
I participate in the following types of cultural activities:



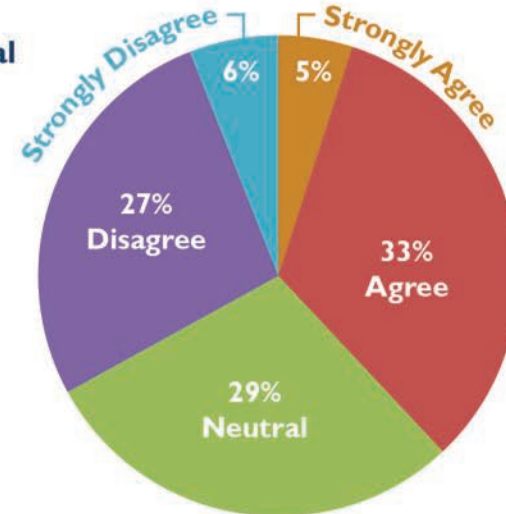
I frequent cultural facilities in Halton Hills:

	Never	Less than once a year	Once a year	Every six months	Once a month	Once a week or more
AS A VISITOR	4 (2%)	4 (2%)	6 (3%)	29 (17%)	79 (45%)	53 (30%)
AS A VOLUNTEER	20 (14%)	8 (6%)	15 (11%)	35 (25%)	31 (22%)	30 (22%)
AS A CULTURAL PROVIDER	38 (28%)	6 (4%)	5 (4%)	25 (19%)	18 (13%)	42 (31%)

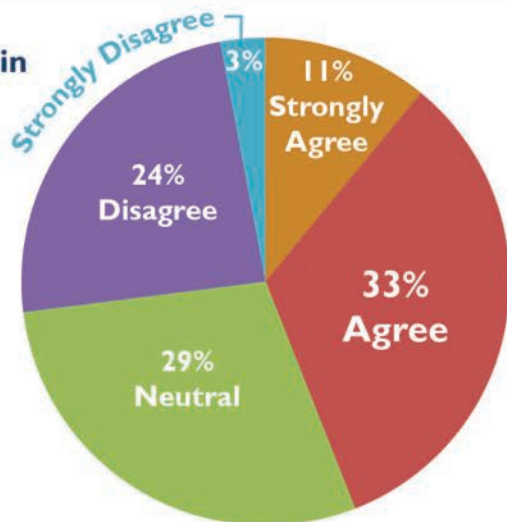
I believe the quality of cultural facilities in Halton Hills is sufficient.



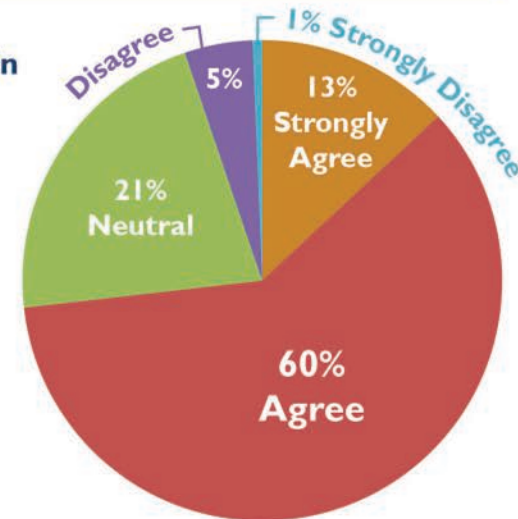
I believe the variety of cultural facilities in Halton Hills is sufficient.



I believe the cultural facilities in Halton Hills are good tourism attractions.



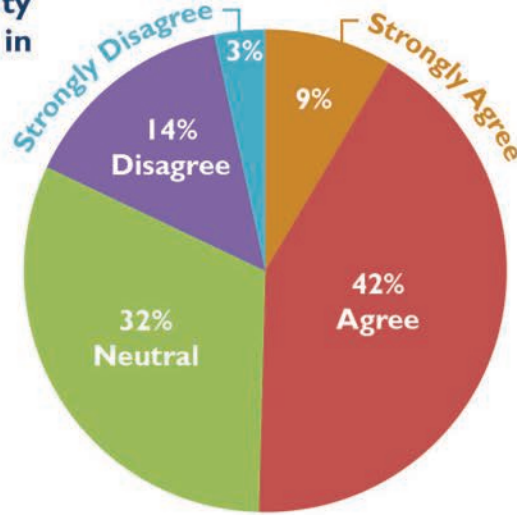
I believe the cultural facilities in Halton Hills provide educational opportunities.



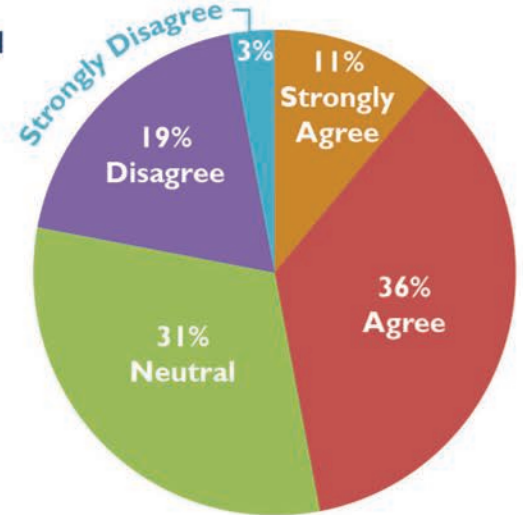
I frequent cultural events in Halton Hills:

	Never	Less than once a year	Once a year	Every six months	Once a month	Once a week or more
AS A VISITOR	2 (1%)	4 (3%)	10 (7%)	43 (32%)	63 (47%)	13 (10%)
AS A VOLUNTEER	10 (9%)	8 (7%)	19 (17%)	33 (29%)	23 (21%)	19 (17%)
AS A CULTURAL PROVIDER	23 (23%)	8 (8%)	12 (12%)	19 (19%)	18 (18%)	20 (20%)

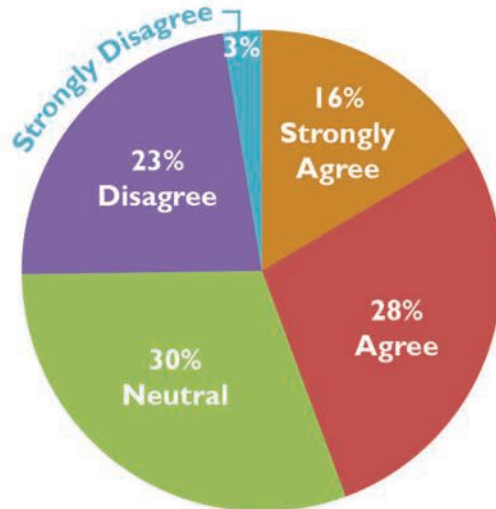
I believe the quality of cultural events in Halton Hills is sufficient.



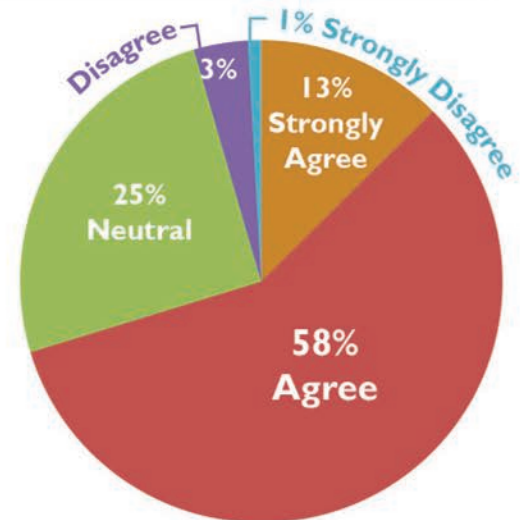
I believe the variety of cultural events in Halton Hills is sufficient.



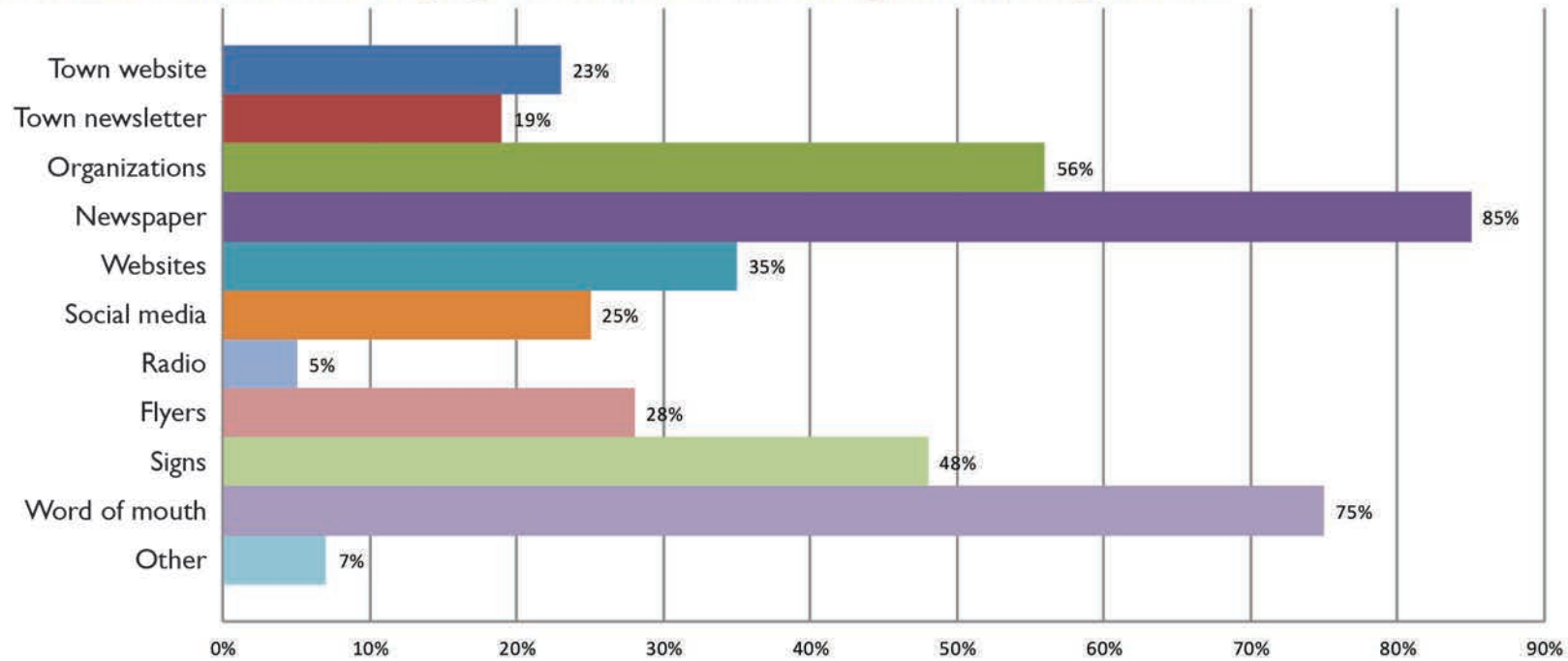
I believe the cultural events in Halton Hills are good tourism attractions.



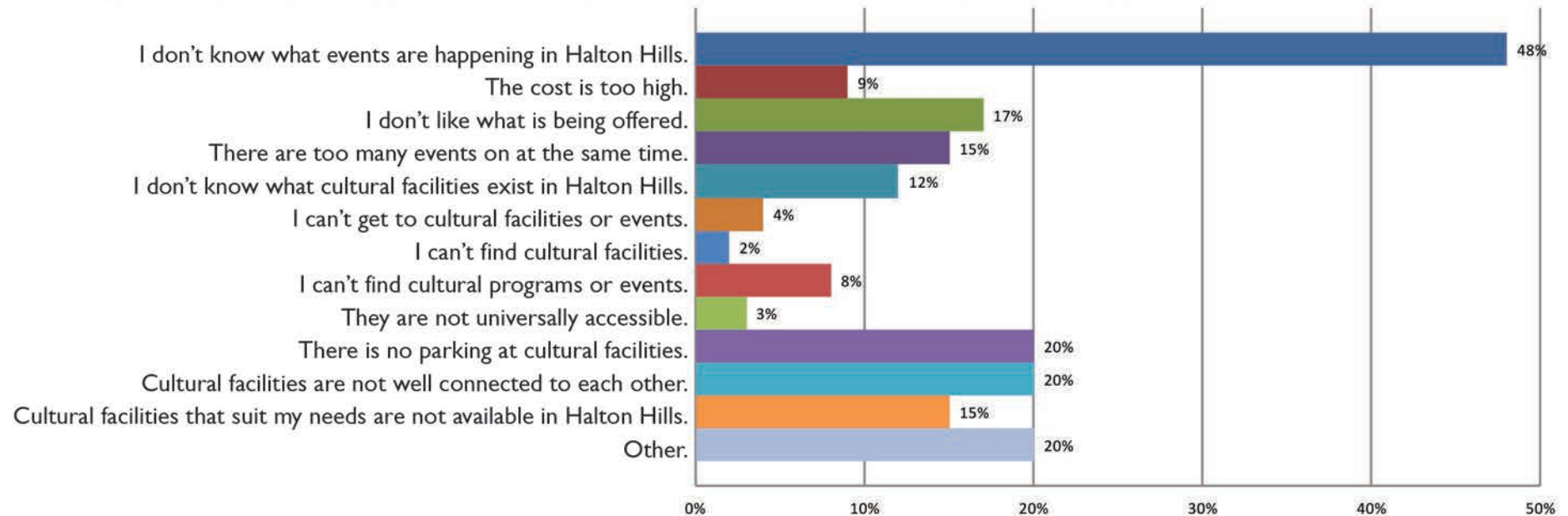
I believe the cultural events in Halton Hills provide educational opportunities.



I learn about cultural events or programs in Halton Hills through the following sources:



The biggest barriers to visiting or participating in cultural facilities or events in Halton Hills are:



Character Areas

The culture of a place is the story of its character and heritage, the character areas of Halton Hills describe this story.

To understand the character of Halton Hills the community was explored in detail, examining each of the villages, hamlets and rural areas. The analysis demonstrated that the community is a remarkably unique place rich in natural and cultural resources. Covering 276 square kilometres, Halton Hills is defined by the Niagara Escarpment, which bisects the area and creates a diverse matrix of rugged landscapes, dense forests, rolling hills, meandering rivers and productive wetlands. These features have shaped settlement patterns in the past and will direct how the community grows in the future. It is this combination of qualities that create a distinct identity and make Halton Hills a desirable place to live. A closer look at this combination reveals it is comprised of both natural and cultural character areas. Their identification draws from the natural resources of the area and provides a foundation upon which to develop the Cultural Master Plan.

The Natural Character Areas of the Town are defined by the Niagara Escarpment, they include:

- An Escarpment Character Area
- An Escarpment Highlands Character Area
- An Escarpment Lowlands Character Area

The Cultural Character Areas are dispersed among the Natural Character Areas and reflect the small town character of Halton Hills. They include:

- Limehouse
- Silver Creek
- Speyside
- Acton
- Ballinafad
- Georgetown
- Glen Williams
- Norval
- Stewarttown
- Ashgrove
- Other hamlets including Henderson's Corners, Crewson's Corners, Whaley's Corners, Hornby and Bannockburn

Figure 6: Character Areas of Halton Hills



Escarpment Character Area

The Niagara Escarpment is the primary defining feature that gives Halton Hills its core identity. The Escarpment is more than 700 kilometres long in Ontario and extends from Niagara to Tobermory. It is an extensive geological ridge formed more than 450 million years ago and was once the outer rim of a shallow sea known as the Michigan Basin. The Bruce Trail, Canada's longest pedestrian footpath, traverses the Escarpment providing access to a diversity of woodlands, natural areas, recreation areas, waterfalls, wildlife corridors, historic sites and villages and towns. In 1990, the Niagara Escarpment was declared a UNESCO World Biosphere Reserve. Today, it is the cornerstone of Ontario's Greenbelt.

Within Halton Hills, the Escarpment forms part of three different watersheds; the northern area flows toward the Credit River; the southern area toward Sixteen Mile Creek and a small area west of Acton drains into the Grand River. The Escarpment Character Area is defined by rising rock faces, streams and creeks and dense forested areas. Considered to be a transitional zone between the Great Lakes-St. Lawrence Forest region to the north and the Carolinian Forest region to the south, this Character Area is further defined by more rugged topography on approach to the Escarpment brow from the east.

Escarpment Highlands

Above the Niagara Escarpment and to the west, the Escarpment Highlands Character Area comprises approximately one-third of the Town of Halton Hills. Rural areas are predominantly defined by a complex system of wetlands, with many designated as provincially significant. In addition, three Environmentally Sensitive Areas south of Acton are identified in the Town's Official Plan. With accessible aggregate resources, many active quarries in the Escarpment Highlands Character Area support the construction industry across the GTA.

Escarpment Lowlands

Below the Escarpment and to the east and south, the rolling hills of the Escarpment Lowlands Character Area support a diverse range of agricultural activities including livestock operations, cash crops, fruit and vegetable growers and nurseries. A number of horse farms are located in the Character Area and are a key defining feature of the rural landscape. Many creeks and streams traverse the area and remnant woodlots remain intact from agricultural and farming activities. The rural road grid system helps to define the landscape and creates a strong pattern and sense of organization.



The Bruce Trail

A grassroots effort that began in the 1960s, the Bruce Trail is the development of a continuous footpath along the Niagara Escarpment from Niagara to Tobermory. The significance of the Bruce Trail extends beyond hiking opportunities, it is a technique for preserving and protecting the natural environment that it transverses, the Niagara Escarpment.

The trail crosses both public and private land and is used by over 400,000 visitors per year.¹ The marker shown in the adjacent photograph shows the Credit Valley Footpath, a sidetrail of the Bruce Trail.

¹ <http://brucetrail.org/pages/about-us/resources>

Aboriginal Lands

Archeological research describes the area's heritage as aboriginal lands. Its early inhabitants were the Huron who tended to stay in one place for 20 years, growing beans, squash and corn, before relocating when the soil was depleted. The population was likely living in the Credit Valley for centuries, but by 1650 the population had been diminished by conflict and foreign diseases.

Around 1818, when Esquesing Township was purchased by the British government, small groups of Mississauga Aboriginal people were living in the area. Settler accounts indicate that there was a small group of Mississaugas living where the hamlet of Stewarttown is now and that much of Trafalgar Road already existed as an Aboriginal trail.¹

¹ Rowe, John Mark Benbow. *Georgetown: Reflections of a Small Town*. The Esquesing Historical Society, 2006. 13-15.

Towns and Hamlets

The primary urban centres in Halton Hills are Acton and Georgetown. Of the approximately 60,000 residents in the community, the majority live in these two places. There are also number of hamlets including Ashgrove, Glen Williams, Hornby, Limehouse, Norval and Stewarttown, as well as smaller rural clusters. One of the greatest assets of Halton Hills is the "small town" character and charm created by these communities. This character is defined by several attributes including a low density/low rise built form, traditional "downtowns" with active storefronts and heritage type buildings, tree-lined residential streets, churches with steeples and spires, and accessible parks and open spaces. All of these places are



Mill Street in Acton
Courtesy of Esquesing Historical Society

friendly, inviting and walkable, and greatly contribute to the core identity of the community.

Halton Hills's character has grown out of what was at one time a collection of pioneer villages in the then Esquesing Township. Within the Township communities developed based on availability of transportation and resources. Communities created economic and cultural nodes with socialization tied to various religious organizations. The following highlights the key heritage features within the towns, villages and hamlets that grew to form today's Halton Hills.

Acton

With a population of approximately 10,000, Acton is the second largest population centre in Halton

Hills. The community has a rich tanning heritage and continues today to be known as “Leathertown”. Originally settled because of the water power the Black Creek provided, Acton is located between the watersheds of the Credit River and the Grand River. Much like Georgetown, Acton grew due to the development of various industries and the arrival of the railroad. Its association with leather is intertwined with several generations beginning with Acton’s first tannery around 1832.¹ Yet it was Beardmore Tanners and Storey Glove in the second half of the 19th century that brought about Acton’s reputation across Canada and the British empire for its fine leather.² Incorporated as a village in 1874, the village built its own Town Hall as a source of community pride in 1882. The village was a centre of socialization with a variety of clubs and religious organizations. In the 1920s the leather industry continued to thrive with new companies joining the leather landscape of Acton. Yet growth in the leather industry slowed with the economic depression of 1929 and other industries began to gain strength in Acton. This history of the leather industry is now marketed in the Hide House which welcomes international visitors to shop in its leather showcase that was once the brick warehouse for Beardmore & Company.

Today Acton has maintained its small town activity along Main Street and Mill Street and

the grassroots volunteers of Heritage Acton have beautifully restored the historic centrepiece of Acton, the Town Hall.

Ashgrove

A historic hamlet since 1820, Ashgrove sits at the crossroads of Trafalgar Road and 10 Side Road. Much like Ballinafad, Silver Creek and Stewarttown, the hamlet grew around a trade route that became a planked toll road in the second half of the 19th century.

Ballinafad

The log cabin that was once the centre of Ballinafad was a result of pioneer efforts to attract saddlebag preachers³, which were circuit rider preachers who travelled around a geographic area on horse with only the possessions that could fit in their saddlebags. The community continued to grow with the development of Trafalgar Road. Today, the small hamlet is split between the Town of Halton Hills and the Town of Erin.

Georgetown

Located along the Credit River, Georgetown has a population of approximately 40,000 people. It is currently the primary urban area in Halton Hills and the institutional, commercial and governmental centre of the municipality. A key factor in the growth of Georgetown was the arrival of the railroad in 1856. Prior to this Georgetown was a pioneer village like many of the surrounding



Acton Town Hall
Courtesy of Esquesing Historical Society

Acton Town Hall Centre

Purchased and restored by volunteers of the Heritage Acton in the early 1980s and reopened in 2008, the building is now used for a variety of community events including theatre productions. The story of the Acton Town Hall is highlighted in the ghost stories of Jimmy, a former caretaker of the Town Hall, who is said to still reside in the building.

¹ Rowe, John Mark Benbow. Acton: The History of Leathertown. Esquesing Historical Society. 2002. p. 19.

² Ibid, 23.

³ The Historical Hamlet of Ballinafad. John Mark Benbow Rowe for the Esquesing Historical Society.

communities. In fact, in the first half of the 19th century, area residents had to travel to the surrounding communities of Stewarttown, Norval or Ashgrove to shop at a general store.⁴ Still, what enabled continued growth in Georgetown was the economic prosperity of three families, the Barber, Young and Dayfoot families. The Barber family had such success in paper-making that Georgetown was known as “Papertown” and in 1864 was the largest wallpaper manufacturer in North America according to the Grand Trunk Railway Directory.⁵

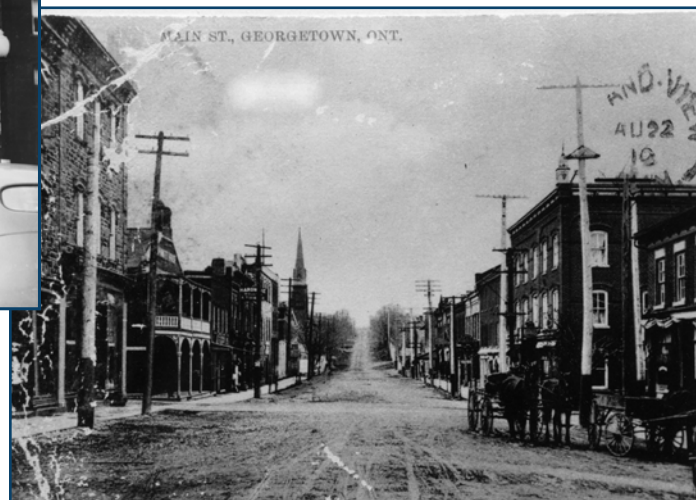
Georgetown was incorporated as a village on January 1, 1865. From this point on Georgetown and its cultural resources continued to grow with a strong history of community involvement in various events and activities. More recent major

4 Rowe, John Mark Benbow. Georgetown: Reflections of a Small Town. The Esquesing Historical Society, 2006. 17-18.

5 Ibid, 31-33.



Main Street in Georgetown
Courtesy of Esquesing Historical Society



Main Street in Georgetown
Courtesy of Esquesing Historical Society

shifts in the development of Georgetown include the 1956 Delrex housing development during the baby boom era and the south Georgetown housing development that continues today. These swells in population have allowed the community to prosper as Georgetown displays its traditional small town characteristics with a downtown that exhibits traditional Ontario “main street” features - a compact built form of two and three story brick buildings with active storefronts and a strong pedestrian scale.

Glen Williams

Settled in 1825, the village of Glen Williams has a substantial manufacturing history along the Credit River. Here there were saw and flour mills as well as blacksmiths, cabinetmakers, leather tanners, storekeepers and woollen mills.⁶ Today this small community reflects the past with a collection of historic buildings, but its focus has shifted from manufacturing to visual arts with the development of the Williams Mill Visual Arts Centre boasting a gallery and 35 professional visual artists. The Glen has become a hub of activity with a cafe, pub and rare bookstore clustered around the intersection of Main Street and Prince Street and just north a vast array of antiques in the historic Beaumont Mill.

Limehouse

The village of Limehouse is a picturesque area nestled into the Niagara Escarpment. It

6 The Historical Village of Glen Williams Pamphlet. John Mark Benbow Rowe for the Esquesing Historical Society.

features lime kilns that stand as remnants of a successful lime industry that prospered in the second half of the 19th century, when the area featured hotels, mills and stores to support the area.⁷ While industry has since left, Limehouse reflects the historic significance of the area by preserving these historic lime kilns and structures as important features along the Bruce Trail which passes through the community.

Norval

The village of Norval was a main stagecoach stop from Toronto to Guelph. Positioned along the Credit River, Norval was the village of bridges - at one point there were nine bridges in Norval.⁸ Once known for flour, today Norval is recognized for its famous former residents including Lucy Maud Montgomery, famed author of “Anne of Green Gables”.

Silver Creek

Also located along the Niagara Escarpment, Silver Creek was once a hamlet that prospered due to its location on a steep wagon road. Today the Esquesing Historical Society calls it one of Ontario’s “lost hamlets” as features of the hamlet site are now covered by the four lanes of Trafalgar Road.⁹ Defined by transportation, the hamlet served

travellers that were slowed by the difficult slope of the Escarpment. Interestingly, with the planking of the road, the hamlet was home to a tollbooth at the top of the hill.¹⁰

Speyside

The once thriving village of Speyside was home to two hotels, a tannery, sawmills, a shingle mill, a large stone quarry, a couple of general stores, a village hall, a post office and a number of houses.¹¹ All that remains of what was once a substantial community is a corner store and a sign on Highway #25. Yet the location along the Escarpment and its position on the Bruce Trail still provides spectacular views at Speyside.

Stewarttown

Called the capital of Esquesing Township for over 140 years, the village of Stewarttown is said to be the oldest village in the township.¹² Its location along Trafalgar Road put Stewarttown along a primary trading route. Once a flourishing village, after 1856 with the opening of the railroad through Georgetown and Acton, the significance of Stewarttown faded. A continuing tradition of this historic village is the Esquesing Agricultural Society, now called the Georgetown Agricultural Society, which runs the annual Fall Fair featuring agricultural displays and competitions.

⁷ The Historic Village of Limehouse Pamphlet. Jean Ruddell for the Esquesing Historical Society.

⁸ Norval on the Credit Pamphlet. Rev. Dr. Richard Ruggles for the Esquesing Historical Society.

⁹ The Historical Hamlet of Silver Creek Pamphlet. Esquesing Township, Halton County, Halton Hills, Ontario. John Mark Benbow Rowe for the Esquesing Historical Society.

¹⁰ Ibid.

¹¹ Historic Speyside Pamphlet. Esquesing Township, Halton County. Dawn Livingstone for the Esquesing Historical Society.

¹² Historic Stewarttown, Capital of Esquesing Township. John Mark Benbow Rowe for the Esquesing Historical Society.

Cultural Resource Inventory

Our current resources are our foundation for cultural development; by creating an inventory of where and what these resources are, we can build on the unique culture of Halton Hills.

Cultural resource mapping is a systematic approach to identifying, recording and classifying a community's cultural resources in order to describe and visualize them.¹

Cultural resource mapping for the Town of Halton Hills was created to develop a detailed inventory of cultural resources. In the movement towards developing cultural plans in municipalities, cultural resource mapping is an initial step. A common need in many communities, including Halton Hills, is to develop a better understanding of what cultural resources exist in the community. In order to value and invest in our cultural resources it is necessary to build our knowledge of where and what these resources are and how they relate to our communities. Cultural resource mapping for Halton Hills provides a detailed database that identifies, locates, and categorizes all existing resources.

Cultural Resource Mapping Methodology

The methodology for developing cultural resource mapping in Halton Hills included several different techniques to identify all resources and provide a comprehensive inventory. These techniques were conducted in a three step development process:

- **Background Research and Data Collection:** A starting point for the cultural resource mapping process was the identification of potential cultural resources to include in the database using existing sources. These sources included:
 - » Initial list of resources developed by the Cultural Roundtable
 - » Halton Hills Business and Events Directory
 - » Web-based Research
 - » Cultural Industries outlined in the Statistics Canada Canadian Framework for Culture Statistics reflecting the North American Industry Classification System (NAICS) codes
 - » Recreation and Parks Department Database

¹ Cultural Resource Mapping: A Guide to Municipalities.

- **On-site Identification and Evaluation:** To identify what can be seen “on-the-ground” each street in Halton Hills was driven to identify all cultural resources that have a visual footprint. Each identified resource was inventoried, photographed and classified for placement in the digital database.
- **Accuracy Research and Assessment:** The database was reviewed, classified and evaluated based on sustainability principles.

With cultural resources mapped and summarized this inventory was then compared with other communities to show significant concentrations of culture in Halton Hills. The following summarizes the results from the cultural resource mapping in Halton Hills.

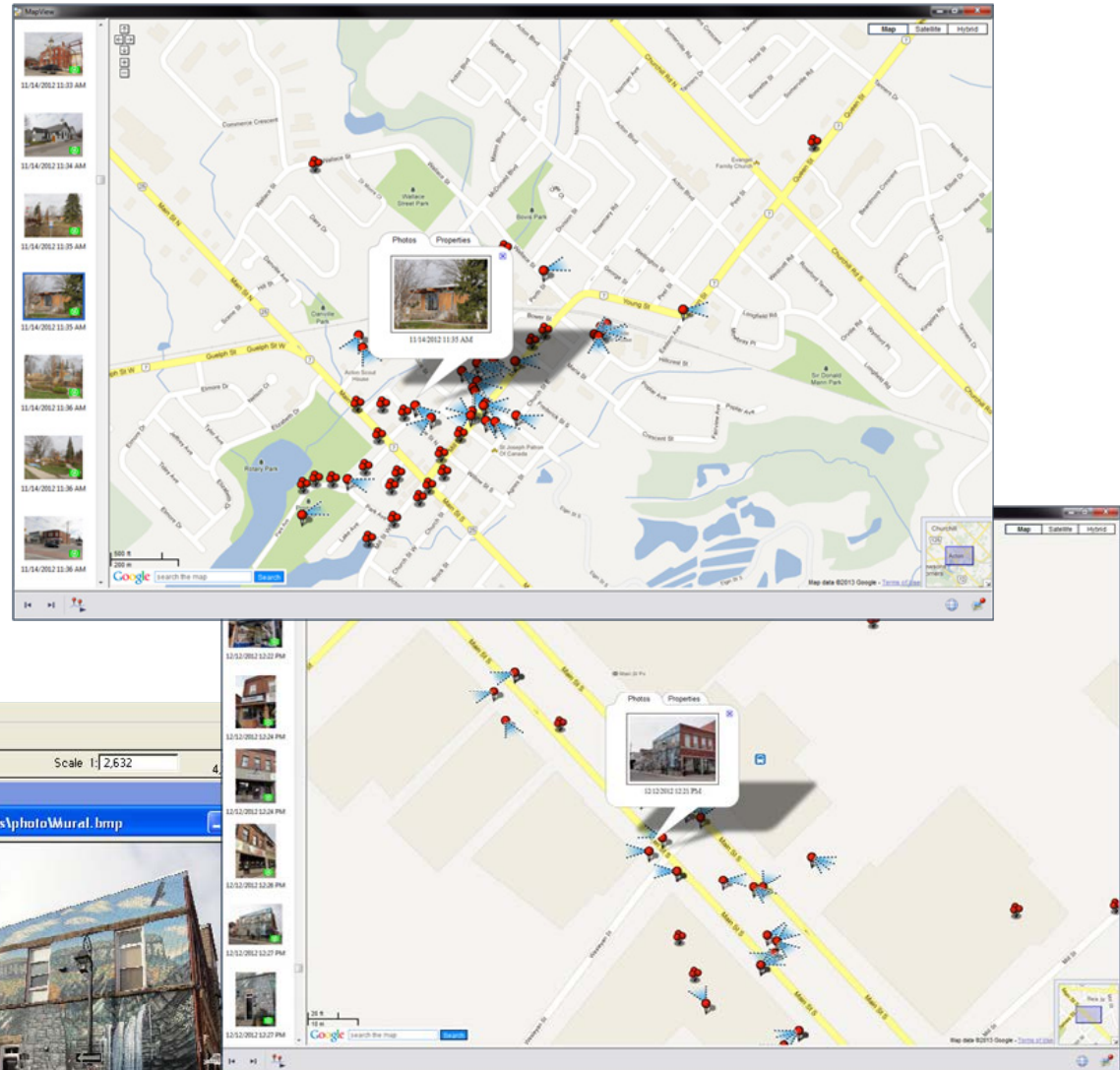


Figure 7: Photographic Inventory

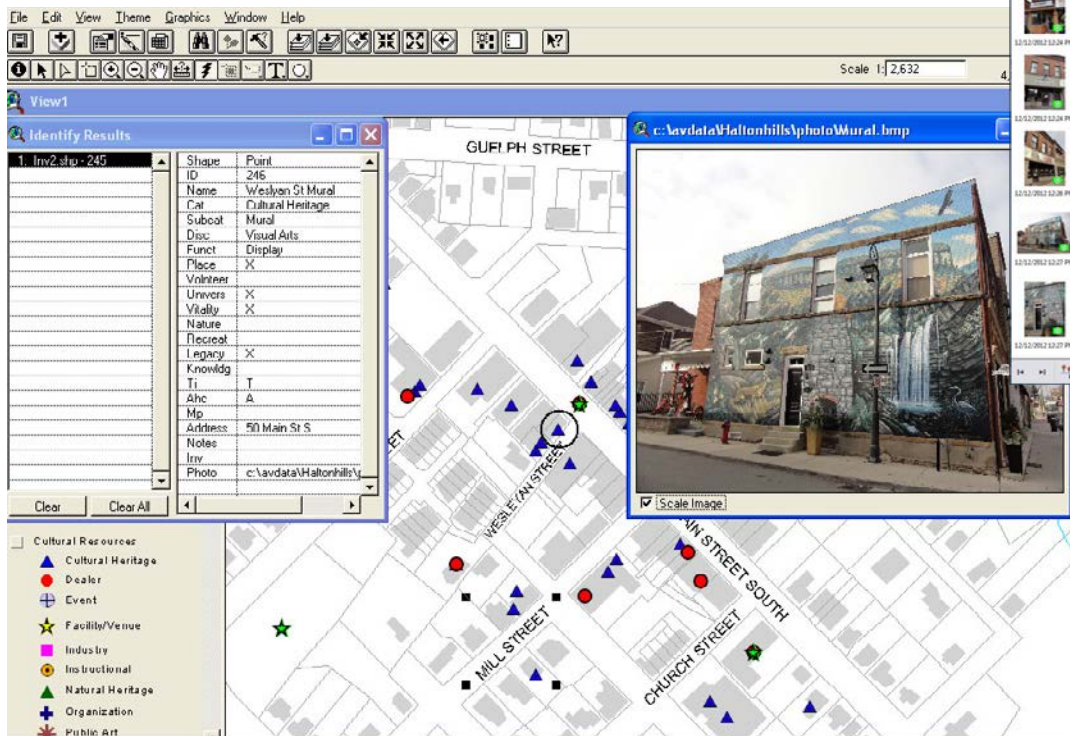


Figure 8: Geographic Information Systems (GIS) Database

Existing Cultural Resource Database Summary

The cultural resource mapping exercise recorded 684 cultural resources in Halton Hills. Each of these resources were categorized by the following attributes:

- Tangible (Physical Location) or Intangible (Non-Physical) Resources
- Designation as art, culture or heritage based
- Resource Classification (Community Cultural Organizations, Creative Cultural Industries, Cultural Heritage, Natural Heritage, Spaces & Facilities and Festivals & Events)

The following summarizes the results from the database categorization process and what it tells us about our cultural resources in Halton Hills.

Tangible and Intangible Cultural Resources

The cultural resources in Halton Hills include both tangible and intangible resources. Tangible resources include cultural resources that have a year-round physical location where the resource is accessed (art gallery, theatre, museum, trail, etc.). Intangible resources include non-physical resources, those that may not have a physical location or are temporary in nature (events, organizations, cultural industries without a storefront, clubs, stories, etc.).

Within Halton Hills there are 551 tangible cultural resources and 133 intangible resources. This shows that while the majority of the cultural resources are tangible, intangible resources, including our groups, organizations and events, play a significant role in our cultural makeup.

Designation as Art, Culture or Heritage

Culture in Halton Hills is defined to include arts, cultural, heritage and volunteerism. To better understand what this definition means for existing cultural resources, each resource was classified under either arts, culture or heritage (volunteerism is included in each of these categories). To classify each resource the categories divided resources in the following manner:

- **Arts:** Individual artists, bands, dance groups, art competitions, design companies, etc.
- **Culture:** Community Centres, schools, social organizations, etc.
- **Heritage:** Historic resources and natural heritage resources (farms, farmers markets, parks, cemeteries)

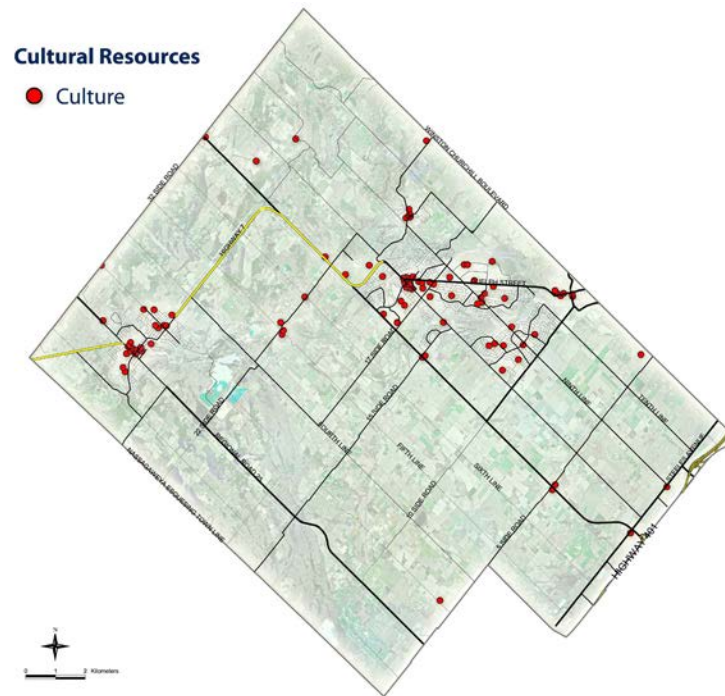
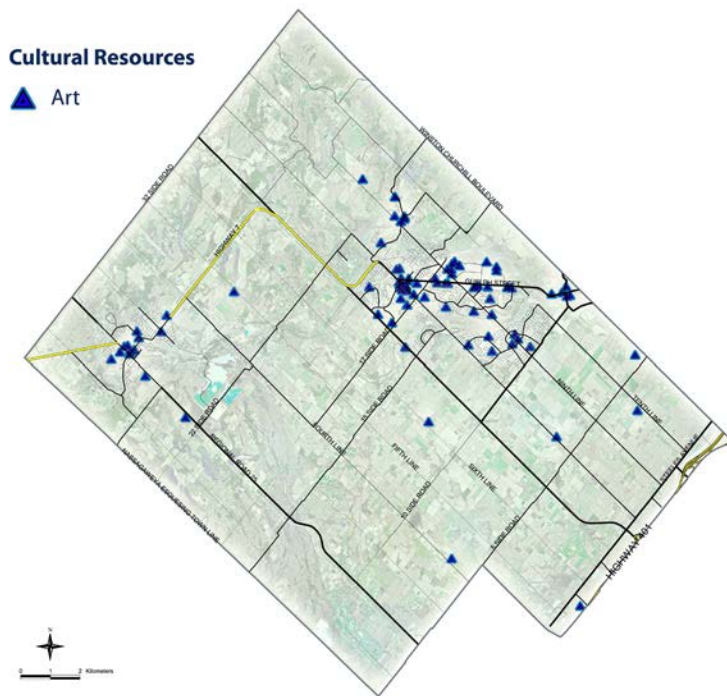
Table 1: Art, Culture and Heritage Resources

Cultural Resources	
Art	157
Culture	132
Heritage	395
Total	684

The breakdown of these resources is displayed in Table 1 as well as in the adjacent mapping figures.

The mapping distribution shows that while the arts and culture resources are generally concentrated in the major population centres, the heritage resources are spread throughout the community demonstrating the history of the area as a collection of villages and natural heritage features.

Figure 9: Art, Culture and Heritage Mapping



Classification

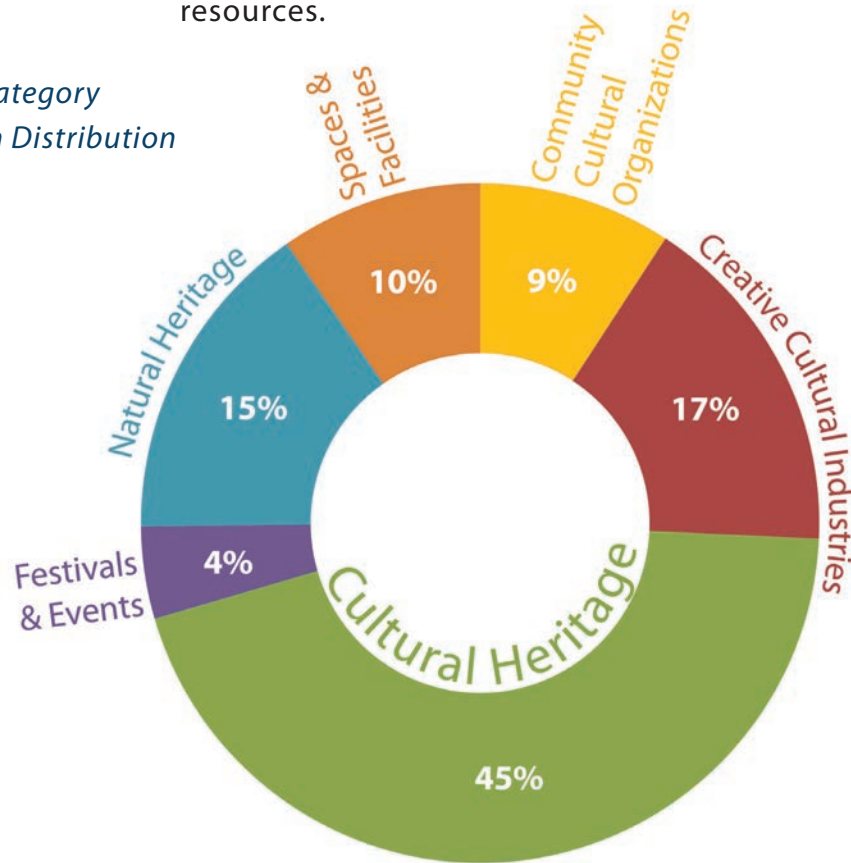
By classifying each of the cultural resources identified in Halton Hills, the cultural resource database provides a useable inventory, one that can be searched to find particular types of cultural resources.

The database identifies the category, sub-category, function and discipline associated with each cultural resource in Halton Hills.

Category - The cultural resources are classified by six categories:

- » **Community Cultural Organizations** (Committees, Social Organizations, Artisan Societies, etc.),
- » **Creative Cultural Industries** (Design Professionals, Dance Schools, Hobby Stores, Artists, etc.),
- » **Cultural Heritage** (Historic Sites, Churches, Cemeteries, Murals, etc.),
- » **Natural Heritage** (Farms, Parks, Conservation Areas, Environmental Organizations, Trails, etc.),
- » **Spaces & Facilities** (Community Centres, Theatres, Museums, Schools, Art Galleries, Arenas, etc.), and
- » **Festivals & Events** (Fairs, Art Competitions, Farmer’s Markets, Concerts, etc.).

Figure 10: Category Classification Distribution Pie Chart



The adjacent graph shows the breakdown of cultural resources in Halton Hills by category.

Sub-Category - The sub-category identifies the type of cultural resource in more detail than the category, listing nearly 70 different types of cultural resources.

Figure 11: Top Sub-Categories in Halton Hills

The adjacent chart shows the sub-categories with 10 or more resources:

Heritage Site	Park	Farm	Church	School	Community Centre	Design	Cemetery	Social Organizations	Festival	Advertising	Artisan Society	Environmental Organizations	Publishing	Dance School
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Discipline - The discipline identifies the branch of cultural associated with the cultural resource. The large concentration of cultural resources in the history discipline relates to the Town's collection of heritage sites.

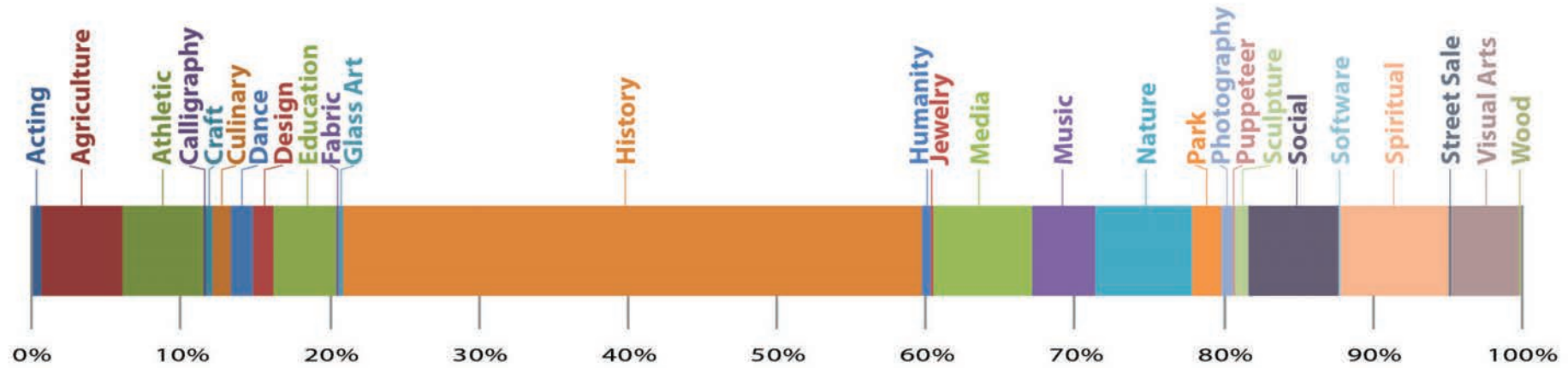


Figure 12: Discipline Distribution in Halton Hills

Function - The function identifies the role of the cultural resource. The large concentration of cultural resources with a preservation function relates to the Town's collection of heritage sites.

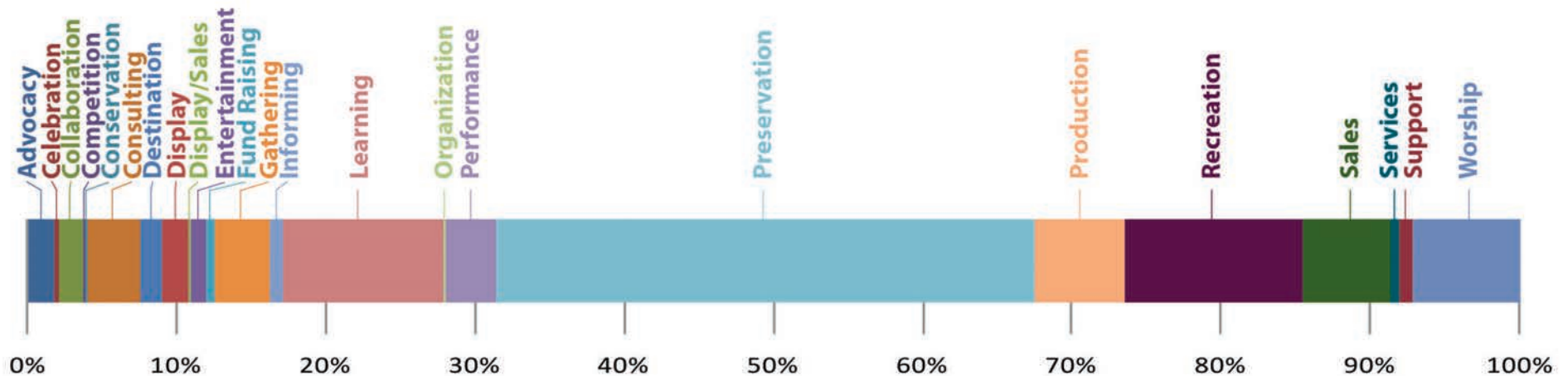


Figure 13: Function Distribution in Halton Hills

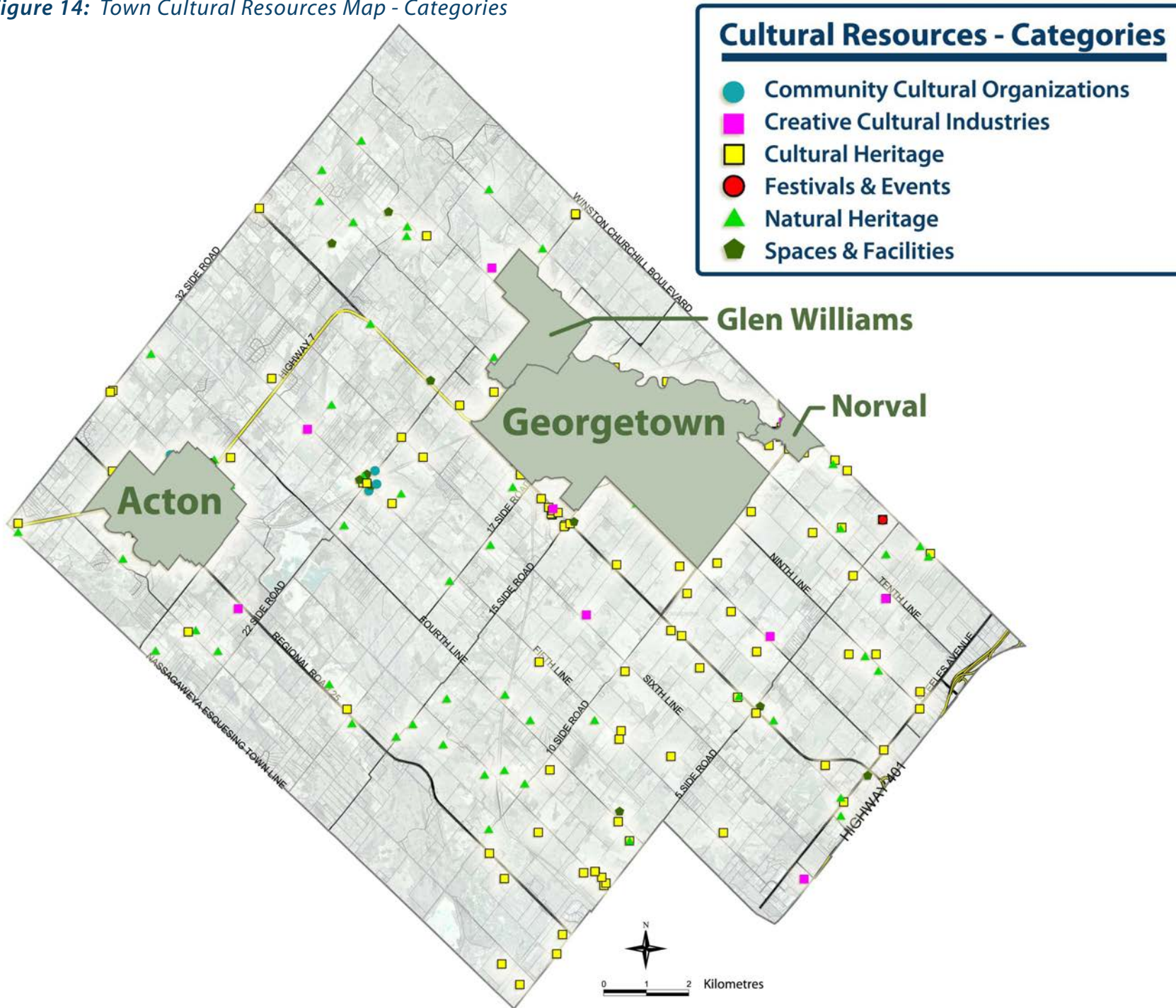
Description of Cultural Resources by Category & Area

To better understand our cultural resources, each resource was mapped based on category. What this mapping shows is that the Halton Hill's rural areas outside of the four areas of cultural resource concentration (Acton, Georgetown, Glen Williams

and Norval) primarily consist of Cultural Heritage and Natural Heritage Resources. There are only a small percentage of Community Cultural Organizations, Creative Cultural Industries and Spaces & Facilities scattered throughout the rural area. This finding is to be expected since the area is away from population centres and the Town has a significant amount of farms and heritage sites.



Figure 14: Town Cultural Resources Map - Categories



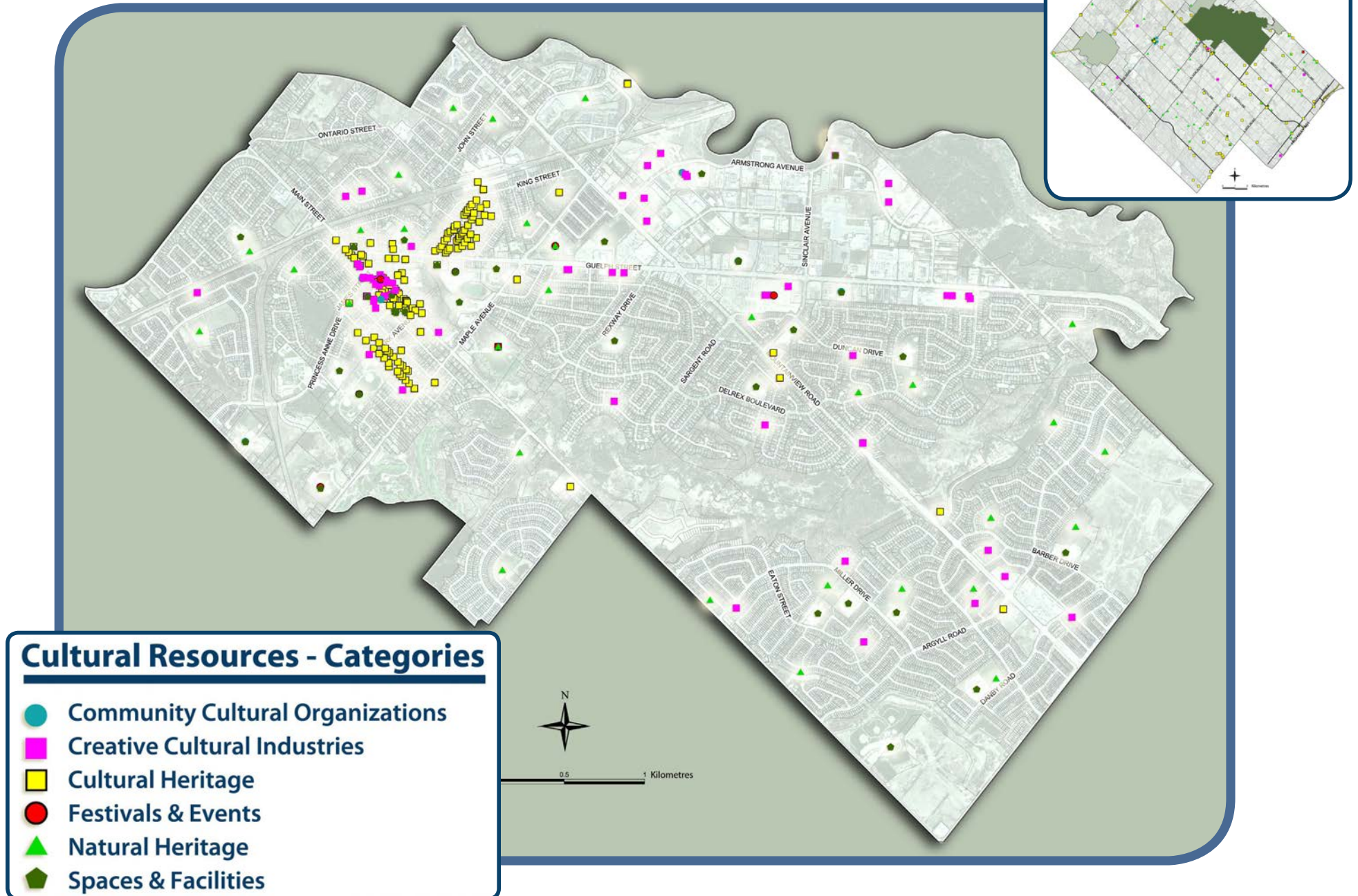


Georgetown

The largest cluster of cultural resources, particularly Creative Cultural Industries, is in Georgetown where they are grouped around the downtown as well as scattered along Guelph Street and in southern Georgetown. Some of the landmark spaces and facilities in Georgetown include: the Halton Hills Civic Centre, the Mold Masters Sportsplex, the Gellert Community Centre and the recently renovated and reopened Cultural Centre / Halton Hills Public Library Complex.



Figure 15: Georgetown Cultural Resources Map - Categories



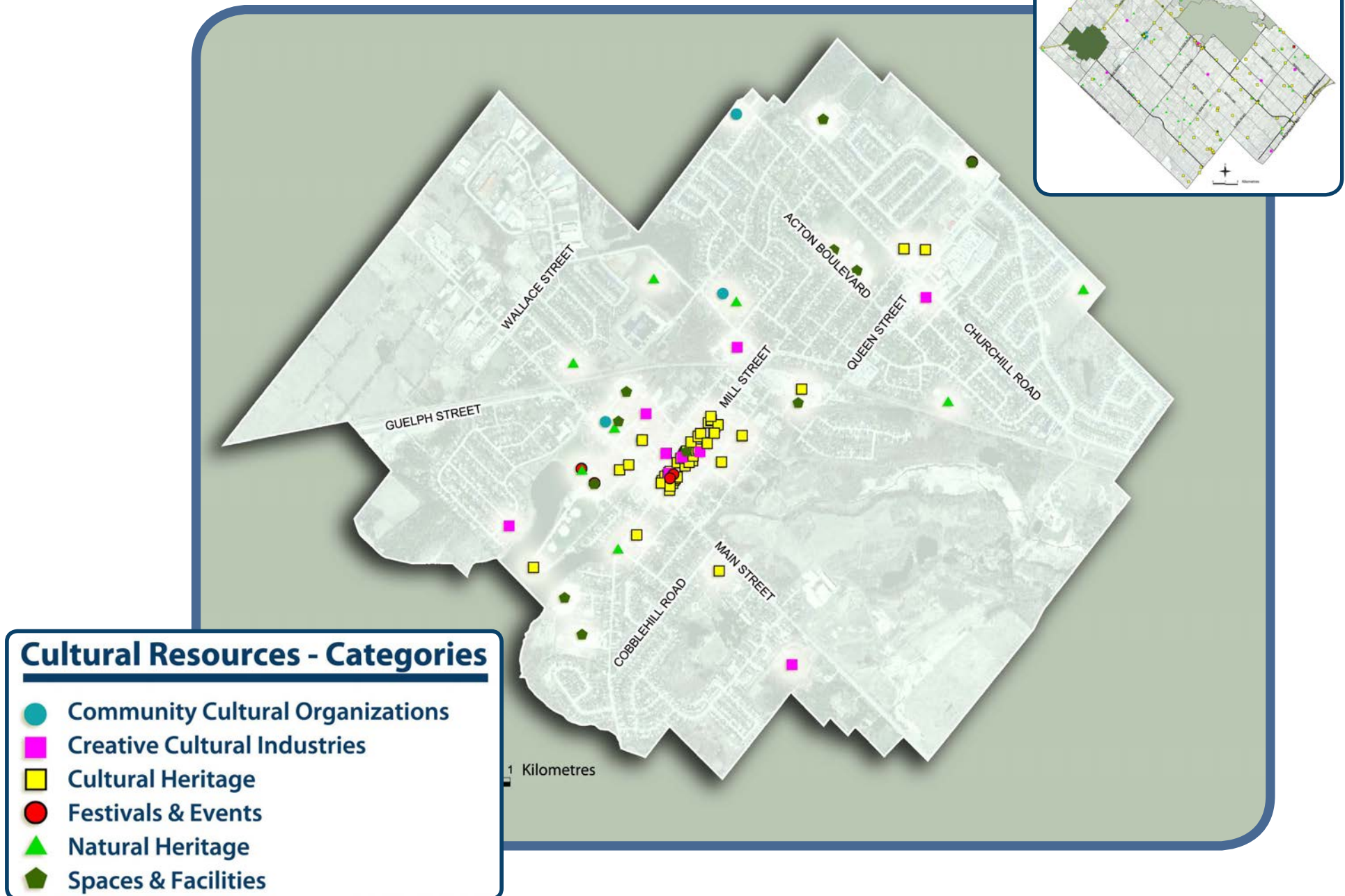


Acton

The second largest cluster of cultural industries is in Acton where they are primarily concentrated along Mill Street. Landmark spaces and facilities in Acton include: Acton Town Hall Centre, Acton Arena & Community Centre and the brand new Acton Branch of the HHPL. A cultural heritage landmark in Acton is the Hide House, an historic warehouse highlighting the community's leather industry heritage.



Figure 16: Acton Cultural Resources Map - Categories



Glen Williams

A small area only 1.3% of the Halton Hills' land area, Glen Williams has 9% of the total cultural resources in Halton Hills. The landmark spaces and facilities in Glen Williams are the Williams Mill Visual Arts Centre, the Glen Williams Town Hall and the Beaumont Mill Antiques & Collectibles.



Norval

Of particular note in this small cultural hub is Norval's natural heritage resources and its association with Lucy Maud Montgomery. The landmark natural heritage resources include the Lucy Maud Montgomery Garden and the Willow Park Ecological Centre.

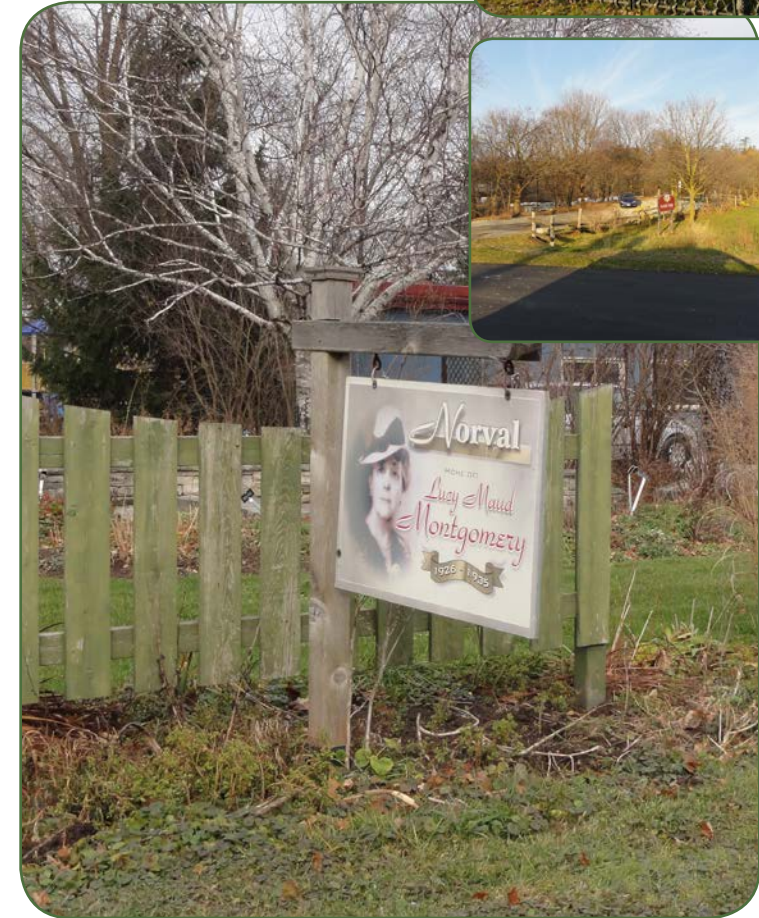
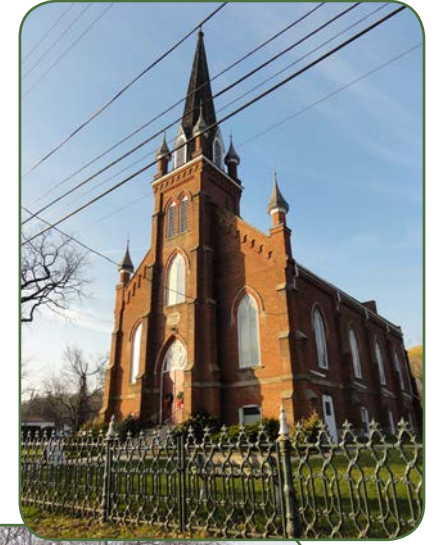


Figure 17: Glen Williams Cultural Resources Map - Categories

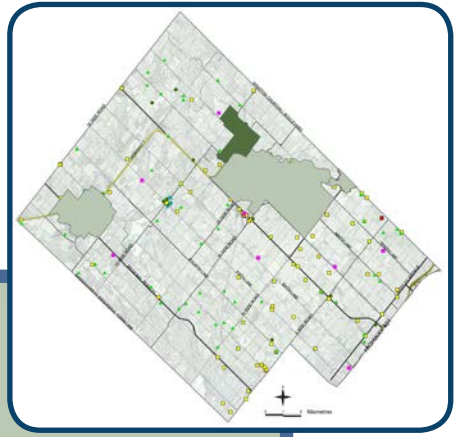
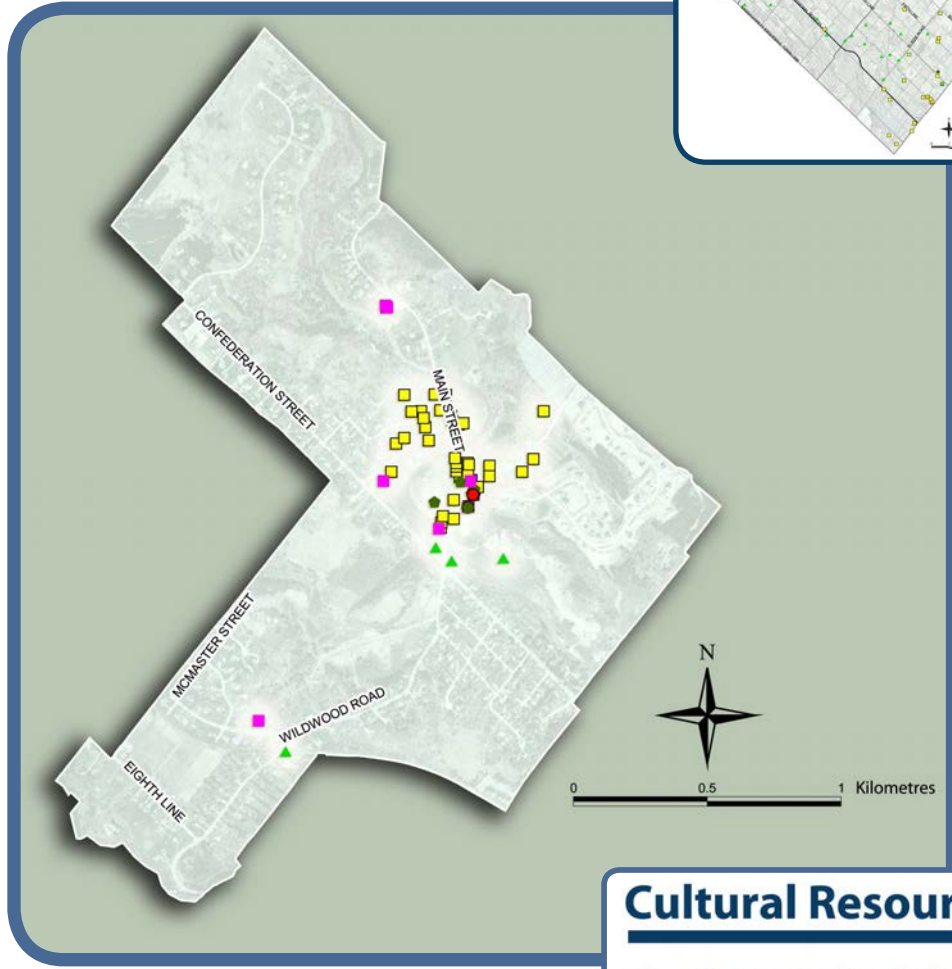
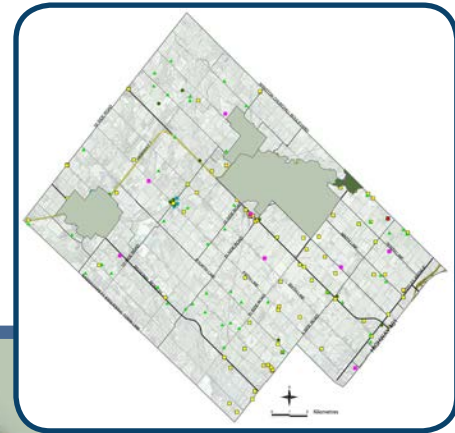
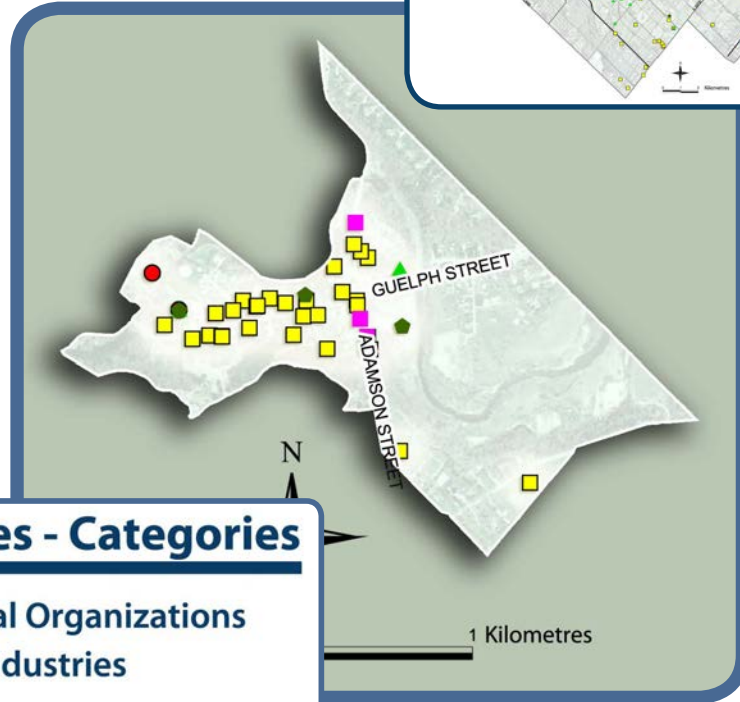


Figure 18: Norval Cultural Resources Map - Categories



Cultural Resources - Categories

- Community Cultural Organizations
- Creative Cultural Industries
- Cultural Heritage
- Festivals & Events
- ▲ Natural Heritage
- ◆ Spaces & Facilities

Supporting Sustainability

The Integrated Sustainability Strategy identified Cultural Vibrancy as one of four pillars of sustainability. To connect to this community effort it is important to look at cultural resources from the perspective of cultural vibrancy. This plan does so by evaluating our cultural resources based on the themes identified in the Sustainability Strategy. Eight themes are identified. They are as follows:

- Strong Sense of Community
- Highly Engaged Citizens
- Inclusive to Youth
- Vital Arts and Culture Sectors
- Inviting Parks and Trails
- Diverse Recreation and Sports
- Valued Heritage Legacy
- Leading Edge Libraries

Each theme is adapted to measure our 684 cultural resources based on the principles of these eight themes.

For each, the analysis asked the following questions:

- If it established a strong sense of place or is an event that brings a community together. *(Relates to the Strong Sense of Community theme.)*

- If it depends on people dedicating their time and energy without monetary compensation. *(Relates to the Highly Engaged Citizens theme.)*
- If it attracts people of all ages or specifically caters to youth. *(Relates to the Inclusive to Youth theme.)*
- If it demonstrates or fosters the creativity and/or artistic ability of individuals or groups. *(Relates to the Vital Arts and Cultural Sectors theme.)*
- If it highlights or improves the natural environment. *(Relates to the Inviting Parks and Trails theme.)*
- If it requires physical activity or improves the health and well being of individuals. *(Relates to the Diverse Recreation and Sports theme.)*
- If it has a strong heritage value demonstrated in the built form, ethnic tradition or celebration of historic individuals. *(Relates to the Valued Heritage Legacy theme.)*
- If it offers informational value either through demonstration, instruction or sharing of ideas. *(Relates to the Leading Edge Libraries theme.)*

The result of this evaluation shows that 90% of all cultural resources support two or more themes of the cultural vibrancy pillar of sustainability.

The following chart identifies the number of cultural resources that support each of the themes of cultural vibrancy.

Strong Sense of Community	Highly Engaged Citizens	Inclusive to Youth	Vital Arts and Culture Sectors	Inviting Parks and Trails	Diverse Recreation and Sports	Valued Heritage Legacy	Leading Edge Libraries
438	92	269	212	135	131	419	138



Georgetown Fall Fair
Image Source: <http://www.georgetownfallfair.ca/>



Acton Fall Fair
Image Source: <http://www.actonfair.ca/photoGallery.shtml>

Both the Acton Fall Fair and the Georgetown Fall Fair were among the cultural resources that supported six of the eight themes of cultural vibrancy.

90% of all cultural resources support two or more themes of the cultural vibrancy pillar of sustainability.

Comparison to Other Communities

To assess our cultural resources in context, an effective tool is to measure them against cultural resources in other communities.

Category Comparison

We can better understand the significance of our cultural resources by comparing Halton Hills to other communities. To develop comparisons, the database uses categories that align with those being used in other cultural planning studies in Ontario. These categories include:

- Creative Cultural Industries
- Community Cultural Organizations
- Cultural Heritage
- Festivals & Events
- Natural Heritage
- Spaces & Facilities

Other communities that have completed cultural mapping used these categories and included their cultural mapping summary in their cultural master plan documents include:

- Vaughan
- Niagara Region
- Hamilton

Because cultural master planning is a developing field, the amount of communities that have cultural mapping information available is limited. Therefore the comparison communities were chosen based on availability of information only. To enable a comparison evaluation, the resources are divided by the population to identify the number of resources for every 100 residents.

The result of the evaluation shows that, compared to the three communities, Halton Hills has far more resources per 100 residents than Vaughan, Niagara Region and Hamilton. However, due to the limited amount of data available, all of the comparison communities vary greatly from the Town of Halton Hills in size and population. Therefore, true comparisons are difficult.

Table 2: Comparison of Cultural Resources by Category

	Halton Hills	Resources Per 100 Residents	Vaughan	Resources Per 100 Residents	Niagara Region	Resources Per 100 Residents	Hamilton	Resources Per 100 Residents
Cultural Resources by Category	2011 Population	59,008	2011 Population	288,301	2011 Population	431,346	2011 Population	670,580
Creative Cultural Industries	113	0.191	276	0.096	950	0.220	870	0.013
Community Cultural Organizations	63	0.107	22	0.008	75	0.017	180	0.003
Cultural Heritage	306	0.519	279	0.097	484	0.112	824	0.012
Festivals & Events	30	0.051	8	0.003	162	0.038	92	0.001
Natural Heritage	106	0.180	2	0.001	10	0.002	28	0.000
Spaces & Facilities	66	0.112	57	0.020	166	0.038	260	0.004
Total	684	1.159	644	0.223	1847	0.428	2254	0.034

Facilities Comparison

The facilities comparison analysis for Halton Hills looks at communities that are similar to Halton Hills in size and population. The web-based research conducted for this analysis shows that Halton Hills has a substantial concentration of major cultural facilities compared to other comparable communities. With the Halton Hills Sports Museum, the Town is consistent with the three of the comparison communities. The 260 seats at the John Elliott Theatre and the 120 seats at the Acton Town Hall gave Halton Hills the

most seats per residents. The only community that surpassed Halton Hills in any of the facility comparisons was Ajax's concentration of not-for-profit art galleries. Not-for-profit galleries in Halton Hills included the Helson Gallery and the Williams Mill Visual Arts Centre. Also a part of the art gallery scene in Halton Hills are the businesses that feature local artists, these facilities were not included in the analysis.

Table 3: Comparison of Cultural Facilities

Municipality	Population	Area (km ²)	Museums	Not-for-Profit Art Galleries	Theatres	Theatre Seats	Seats per 100 Residents
Halton Hills	59,008	276	1	2	2	380	0.64
Ajax	109,600	147	0	3	0	N/A	N/A
Whitby	122,022	67	1	1	1	160	0.13
Newmarket	79,978	38	1	0	1	400	0.50
Caledon	59,460	688	1	1	0	N/A	N/A

Sources: Town websites, Statistics Canada and Primary Research

Current Activities and Commitments

The following table identifies the current Town of Halton Hills arts, culture, heritage and volunteer activities and commitments.

AREA	COMMITMENT	LENGTH
Cultural Staffing & Operational Funding	Libraries <ul style="list-style-type: none"> • 2013 - \$2,934,200 budget; 35.1 full-time equivalent (FTE)s • 2012 - \$2,671,800 budget; 31.4 FTEs • 2011 - \$2,389,000 budget; 29.4 FTEs 	Annual
	Cultural Centre <ul style="list-style-type: none"> • Pre-renovation budget - \$150,000 • Post-renovation budget - \$300,000 • Post-renovation staffing - 4.5 permanent FTEs plus casual part-time 	Annual
	Community Development <ul style="list-style-type: none"> • .08 FTEs dedicated to Arts • .3 FTEs dedicated to Culture • .025 FTEs dedicated to Heritage • 1 FTE dedicated to Town Volunteer Management and community-wide Volunteer Recognition Events 	Annual
Municipal Assistance Grants	<ul style="list-style-type: none"> • 2012 – 73.67% of funds were provided to the arts, culture, and heritage sector • 2011 – 71.45% of funds were provided to the arts, culture, and heritage sector 	Annual
Cultural Programming	Recreation & Parks Program Offerings <ul style="list-style-type: none"> • <u>Dance</u> - (most run by rival companies through a tender process), Power Squad, Hip Hop, Kinder Dance, Jumpin & Jammin, Twinkle Toes, Ballet, Teddy Bears Picnic, Dance N Cheer Camp 	Ongoing

AREA	COMMITMENT	LENGTH
Cultural Programming (continued)	Recreation & Parks Program Offerings (continued) <ul style="list-style-type: none"> • <u>Music</u> - (run by rival companies through a tender process) Sign & Sing, Village • Our Time • <u>Art</u> - (run by Town or Williams Mill staff) Art Adventures, Art Fundamentals, Studio Art Camp • <u>Summer Camp</u> – Drama, Musical Theatre, Visual Arts 	Ongoing
	Cultural Centre <ul style="list-style-type: none"> • John Elliott Theatre (JET) <ul style="list-style-type: none"> » Volunteer recruitment underway » Host Site for Summer Camps (see above) » Current Art for Youth program and planned development of other art programs with the Mill » Three entertainment series: <ul style="list-style-type: none"> ⊙ JET - 3-5 professional shows per year ⊙ Gallery - 12 semi-professional concerts ⊙ Annual Film Series • Helson Gallery - Program planning currently underway for new Gallery purpose and capacity • Local Visual Art Display Space - X feet of display space free of charge; 25% fee if sold 	Ongoing Ongoing
	<ul style="list-style-type: none"> • Seniors Centres – Numerous cultural activities and 300+ volunteers 	Annual
Halton Hills Heritage Committee	<ul style="list-style-type: none"> • See Sector Management Description 	Ongoing
Cultural Tourism	<ul style="list-style-type: none"> • Participation on Tourism Committee of THH Councillor and Economic Development staff (chair) • \$30,000 tourism Memorandum of Understanding with Chamber of Commerce 	Ongoing Annual
Community Partners & Recent Cultural Projects	<ul style="list-style-type: none"> • Halton Hills Cultural Roundtable Memorandum of Understanding (see appendix summary for MOU details) <ul style="list-style-type: none"> » \$40,000 annual (\$32,000 staffing / \$8,000 administration and project seed funding) » Participation on HHCR by THH Councillor and Theatre Supervisor » Ownership of Arts Alive Awards (every 3 years) • Halton Hills Sports Museum Lease • Halton Hills Heritage Foundation • Deveraux House Lease • Armenian Heritage Site (underway) 	Annual Ongoing
	<ul style="list-style-type: none"> • Acton Town Hall Centre - Future Youth Space & Programming • Credit Valley Artisans Cottage lease in Cedarvale Park 	Future Ongoing

AREA	COMMITMENT	LENGTH
Community Partners & Recent Cultural Projects (continued)	<ul style="list-style-type: none"> • Cultural Project Contributions <ul style="list-style-type: none"> » Legion Mural » Georgetown Globe Armoury Lease & Renovation Donation » Downtown Georgetown Business Improvement Association branding exercise contribution • Mayor-Led Initiatives <ul style="list-style-type: none"> » Mayor's Annual Youth Leadership Awards » Mayor's Youth Art Awards » Mayor's Civic Centre Visual Art Showcase » Mayor's Annual Heritage Golf Tournament » Mayor's Annual Community Masquerade Ball 	One-Time One-Time One-Time Annual Annual Ongoing Annual Annual
Volunteer Activity and Supports	<ul style="list-style-type: none"> • There were 160 internal Town program volunteers in 2012 • Cultural Centre - New theatre usher and gallery docent programs are currently underway • Libraries - 30 students completed 685 hours and 11 adults completed 230 hours in 2012 • Town Volunteer Recognition activities include: <ul style="list-style-type: none"> » Youth Volunteer Appreciation Event held in August » Large-scale Volunteer Appreciation Event (over 1,000 people attended last event) » National Volunteer week recognition 	Ongoing Underway Ongoing Annual Every 4 years Annual
Public Art Policy	<ul style="list-style-type: none"> • Draft completed as of May 2013 	Underway
Seniors Services	<ul style="list-style-type: none"> • The Halton Hills Senior Recreation Centres host a wide variety of arts and culture activities. Recent examples include trips to Stratford and Cirque Du Soleil as well as a trip to the Niagara wine region. On site a number of art-related programs are offered including a drama club and visual art club. A review of 2012 offerings show approximately 80% of the activities are recreation and arts related while 20% are culture. 	Ongoing
Local Archives Room	<ul style="list-style-type: none"> • The Halton Hills Local Archives Room is located in the lower level of the Georgetown Branch of the HHPL. This spacious room consists of: 1) over a hundred written pieces about the Township of Esquesing and the surrounding areas; 2) two comfortable two-seated study areas as well as a working desk; 3) two microfilm scanners that allow the public to view past newspaper articles; and 4) a silent meeting room that is available to the public upon request. The Archives Room follows Library hours. 	Ongoing

Goal 7: Develop the tourism infrastructure in Halton Hills

Future Vision

Halton Hills is a favourite location for day trippers, hikers, cyclists, geocachers and equestrians attracted to the natural features and rolling hills of the Niagara Escarpment, the Credit River Valley, Conservation Areas and the rural countryside.

The Town's arenas, ball fields and recreation centre attract tournaments and league play building a base for "sports tourism".

There is a wide range of entrepreneurial businesses including gift shops, antique stores, cafes, and restaurants, B&Bs, equipment rentals and other services catering to residents and visitors alike.

A variety of comfortable accommodations are available to serve the needs of tourists and commercial travelers.

The communities' two downtowns are celebrated for their authentic small town experiences. BIA members work to provide an attractive alternative to the big box experience. The downtown Georgetown farmer's market is a source of fresh produce and unique artisan products appealing to visitors and residents alike.



Goal 7:	Develop the tourism infrastructure in Halton Hills				
Strategic Objective:	Invest in programs/infrastructure to attract visitors and support entrepreneurial ventures to capture tourism expenditures.				
Performance Measures	Measurement		Data Source		
	1. # Visitors to Conservation Areas & public parks & attendance at select events and festivals		Park Visitor Logs & Rec/Parks Surveys		
	2. Progress on Hotel Feasibility Study		Internal Reports		
	3. # of new businesses established in "Accommodation & Food" and "Arts, Entertainments and Recreation" sectors		Annual review of Business Patterns Data		
Recommended Actions		Lead & Support Agencies	Time Frame	Budget	Priority
7.1 Form a Steering Committee to conduct an overall review of tourism promotion in Halton Hills and the current Tourism Agreement with the Chamber.		EDO, EDC, Halton Region Tourism Coordinator	2013	N/A	High
7.2 Undertake a feasibility study for the development of a Hotel at the Hwy 401 Corridor. (same as Action 4.8)		EDO, Halton Region, Potential Private Partners	2013	N/A	High
7.3 Work with the Halton Region Tourism Coordinator to promote Halton Hills for culinary tourism, Agri-tourism, cycling and other initiatives		Ec. Dev., Halton Region Tourism and Chamber	Ongoing	N/A	Medium
7.4 Incorporate new brand, logo, tag lines or community messaging that will be developed by the Branding Project in tourism promotional material		EDO, Chamber, Tourism Committee	On-Going	N/A	Medium
7.5 Provide the Halton Hills Tourism Committee a working budget for event and location promotion		Council	2014	\$5,000.00 annually	Low
7.6 Provide a business perspective to the discussion regarding a Halton Hills Cultural Master Plan		EDO, Chamber, BIAs	2012-2013	N/A	Low



7.7 Expand the sports tourism initiative that is working with Recreation and Parks to connect with event organizers.	Rec/Parks, Chamber, Tourism Committee	2013	N/A	Medium
7.8 Explore “co-op media” promotional opportunities with private sector operators and the Chamber	Chamber, Tourism Committee	2013	N/A	Medium



2012 THH/HHCR Memorandum of Understanding Annual Plan Addendum Report

2012 Use of Memorandum of Understanding Resources:

- Allocation: \$40,000 including \$32,000 staffing, \$8,000 administration and project seed money
- Proportional Use of Funds Per Deliverable:
 - Deliverable #1 - 25% of available resources/\$10,000
 - Deliverable #2 - 20% of available resources/\$8,000
 - Deliverable #3 - 10% of available resources/\$4,000
 - Deliverable #4 - 45% of available resources/\$18,000

Deliverable #1 - Provide leadership to the development of the Halton Hills Community Cultural Plan:

- **Project management with direct report to THH senior staff including contribution of staffing resources equivalent to \$20,000 over the course of the project to June, 2013.** *HHCR's manager is the Project Lead for this exercise. The consultant has been chosen (Peter J. Smith) and the Steering Committee begins meeting in early November. Extensive best practice and sector background research has already been completed as part of the Sustainability exercise.*
- **Steering committee leadership and participation; network involvement in the project.** *Two members of HHCR will participate on the Steering Committee and the HHCR board has also committed to be a shadow working group for tasks required to support the project. Research for the project will in part be conducted at the January 2013 Symposium.*

Deliverable #2 - Ensure information relating to arts, culture, and heritage is readily available to both community residents and tourists:

- **Joint leadership of the development and implementation of a community arts, culture and heritage website in conjunction with Halton Hills Public Library, Town of Halton Hills, John Elliott Theatre, and Chamber of Commerce by June 2012 including a members' resource site, a membership process/fees and increased links to the tourism component at the Chamber of Commerce.** *In conjunction with Halton Hills Public Library, Town of Halton Hills, John Elliott Theatre, and the Halton Hills Chamber of Commerce HHCR procured funding for the site development. The site's home page will reflect the community brand and data is now being collected to populate the site. The anticipated launch is at the January 2013 Symposium. HHCR membership will be included in the Community Website membership packages.*
- **Participation on the Halton Hills Tourism Committee.** *HHCR's participation on this Committee is ongoing including meeting attendance and support for projects undertaken by the group. Kathleen Dills and Laurent Thibault are HHCR's representatives.*

2012 THH/HHCR Memorandum of Understanding - Annual Plan Addendum Report (continued)

Deliverable #3 - Host Annual Symposiums/Learning Events

- **Leadership of the January 2012 Symposium including information/skill development components, networking opportunities, best practice examples, AGM.** *The Symposium was held January 20/21 and included Stratford Festival keynote speaker, community sector information, project updates, networking opportunities, research discussions about the website and cultural master plan projects, and skill building workshops on engaging youth volunteers, grant writing, and non-profit leadership. There were over 120 participants and the evaluations ranked the event very high in satisfaction.*
- **Leadership of the 2013 Symposium - Planning for this event has begun with a view to using the event to launch the MyHaltonHills website, educate the sector on how to use the new branding tools, networking opportunities (governance-role specific) and provide research input for the Cultural Master Plan. The event will be held at the newly opened HHPL/Cultural Centre including facility tours.**

Deliverable #4 - Be an active participant on and contributor to Town of Halton Hills committees/ projects that relate to the development of the arts, culture and heritage sectors:

- **Participation on the Sustainability Committee including broader Committee participation, Cultural Pillar co-leadership and staff support as required.** *Four HHCR board/staff members are participating on and contributing to the Halton Hills Sustainability exercise including broader Committee participation, Cultural Pillar co-leadership and staff support for specific tasks such as meeting program facilitation. The HHCR Manager wrote the cultural pillar section of the final report. This project averaged a 6-8 hours per week commitment over the past eight months for the HHCR Manager.*
- **Joint sponsorship and leadership of the Halton Hills Community Branding exercise including accessing funding through a Cultural Strategic Investment Fund grant, joint project management, steering committee involvement, sector involvement links.** *HHCR contributed \$15,000 (50%) towards the consultant costs plus the funding for the Project Lead, Audrey Holt. Two HHCR members sit on the Steering Committee and the HHCR Manager/THH staff member provide support to the Project Lead including vetting materials, network contacts, community outreach and problem-solving assistance. Projected completion is December 2012.*
- **Assistance with the development of the THH culture-related grant applications.** *The HHCR manager developed both the Cultural Spaces and Community Infrastructure Investment Fund grant applications during 2012 (add amounts).*
- **Ongoing liaison with Recreation Community Development staff.** *Quarterly meetings were held with the Community Development Recreation Supervisor to share information regarding the arts, culture and heritage sectors, identify groups/areas of concern and ensure the efficient and effective use of resources.*
- **Support for the inaugural Doors Open event.**

Cultural Vibrancy in 2060

A culturally vibrant community where culture is integrated with our economic, social and environmental lives and offers the opportunity for individual fulfillment through access to sports, recreation, arts, culture and heritage.

Our Themes

- Strong Sense of Community
- Highly Engaged Citizens
- Inclusive to Youth
- Vital Arts and Culture Sectors
- Inviting Parks and Trails
- Diverse Recreation and Sports
- Valued Heritage Legacy
- Leading Edge Libraries

Our Indicators of Cultural Vibrancy

- Total kilometres of trails
- Library uses
- Annual survey of the variety of participation in cultural activities and organizations
- Total participant hours for recreation programs per 1,000 persons
- Hectares of municipally owned open space
- Number of accessible facilities available for use by many community groups
- Number of designated heritage properties and districts

DEFINITIONS OF CULTURE FROM THE PROJECT ADVISORY COMMITTEE

Culture is a reflection of the past and a look into the future

Culture is what sets our Town apart from other places Culture is the differentiator

Culture is the look feel and vibe of a community **CULTURE IS AN ECONOMIC DRIVER**

Culture is the extra beyond basic living that adds the spice to life

Culture is music that creates a mood

Culture is the face of the community

CULTURE IS ARCHITECTURAL DISTINCTIVENESS

Culture is an exhibition of engagement by citizens, residents and visitors to a community identity

CULTURE IS ENTERTAINMENT FOR EYES, EARS, BODY AND MIND

Culture is the heart and soul of the community

Culture is dance, the act of moving that is uplifting

Culture is a distraction from the ordinary and tedium of life

Culture is theatre that grabs the imagination

CULTURE IS A WAY OF LIFE

Culture is art of many types that makes your everyday life have beauty

Financial support from the **Creative Communities Prosperity Fund** of the Ontario Ministry of Tourism, Culture and Sport is gratefully acknowledged.

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