overview of hamilton plans and strategies

appendix I

Photograph by Jeff Tessier
Note: Appendices C, H, I and J represent the background research used to develop the final three strategic themes (Creative Hamilton, Culture and Planning for Sustainability and Creative Cultural Sector Development).

The role and contribution of culture has already been identified in a wide range of plans, policies and initiatives in Hamilton. These are summarized below divided in three categories:

1. Creative City (overarching plans);
2. Creative Economy
3. Cultural Industries (economic and sectoral plans); and Creative Districts/ Hubs (district or neighbourhood specific plans).

### CREATIVE CITY

<table>
<thead>
<tr>
<th>PLANS AND STRATEGIES</th>
<th>PROGRAMS AND INITIATIVES</th>
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| **VISIONS AND STRATEGIC PLANS**

**VISION 2020 (renewed 2005)**
- Articulates goals, strategies, actions and measure for achieving sustainability
- Focus on economy, agriculture, natural areas and corridors, transportation, land use in the urban area, arts and heritage, personal & community well-being
- Arts and Heritage one of 14 key theme areas

**Corporate Strategic Plan for the City of Hamilton (2008)**
- Vision: To be the best place in Canada to raise a child, promote innovation, engage citizens and provide diverse economic opportunities |
## Creative City

### Plans and Strategies

#### Land Use

**Urban Structure Plan (2008)**
- Important to recognize that from a spatial, cultural, political, economic, historical and environmental perspective, each city is unique.
- Hamilton as older industrial has a rich history and heritage that is unique compared to other Greater Golden Horseshoe municipalities

**Hamilton's New Official Plan (2007); Prepared for the Amalgamated City and Rural Hamilton**
- Focuses on rural and commercial policy, residential intensification, parks and open space, cultural heritage
- Creates a consistent policy framework for urban and rural area recognizing diverse geographies, natural areas, heritage resources, communities, economies and land uses.

**GRIDS – Growth-Related Integrated Development Strategy**
- Encourage compatible mixed-use development for ‘live, work and play’
- Maintain and create attractive public and private spaces and respect the unique character of existing buildings, neighbourhoods and settlements
- Protect rural areas for a viable rural economy, agricultural resources, environmentally sensitive recreation and enjoyment of the rural landscape
- Design neighbourhoods to improve access to community life
- Maximize the use of existing buildings, infrastructure and vacant or abandoned land

- Connection of parks and open spaces to livability, tourism, character of the city, source of pride, preservation of natural environments
- Policies be revised to protect significant natural features and landforms, and to address the challenges of development on Karst Lands.
- Develop a new policy framework for natural heritage focusing on the following subjects: Natural Heritage System Policy; Karst; locally significant wetlands; significant woodlands; buffer guidelines; watershed guidelines; flood plains/Lake Ontario shoreline/hazard lands

### Programs and Initiatives

#### Land Use

**Comprehensive Review/Conversion Analysis for Employment Lands (2008)**
- Considers GRIDS mixed use nodes and corridors strategy within integrated planning framework
- Recommends Urban Structure Approach and Place-making
- Encourages other uses combined with retail sector including employment, service, cultural, recreation and government service destinations

**Brownfields/ERASE Program (year)**
- Comprehensive set of programs designed to encourage brownfield redevelopment and improve economic opportunities and environmental conditions

**Residential Intensification Study (2006)**
- Factors influencing demand include Lifestyle/Amenity – cultural and recreational opportunities
- City identify appropriate areas (incl. Downtown and the Mountain) and enhance attributes that support intensification.
- City could help improve attractiveness of individual districts or neighbourhoods to improve appeal

**Commercial Land-Use – Commercial Strategy Study (2006)**
- Recommends City adopt an ‘Urban Structure Approach’ with focus on Nodes & Corridors growth option selected through the GRIDS study.
- This approach recognizes the important role the retail sector plays in urban structure and place making and strengthens that role by combining other uses in a multi-sector node.
- Becomes not only a retail destination but also an employment, service, cultural, recreation and government service destination
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<td>PLANS AND STRATEGIES</td>
<td>ECONOMIC DEVELOPMENT</td>
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<tr>
<td>- Priority areas for investing in people and their neighbourhoods</td>
<td>- Protection of existing supply of employment lands connected to clusters of innovation</td>
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<td>CULTURE: PUBLIC ART</td>
<td>SOCIAL</td>
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<td>- A clear sense of community pride and identity;</td>
<td>- Following GRIDS process – takes into account and provides a balance between interconnected social, cultural, economic and environmental issues</td>
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<td>- Reflects Hamilton’s cultural heritage, fosters an understanding of the city’s unique identity in history and presents the cultural identity of Hamilton to visitors</td>
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<td>- Improves and enhances the built environment</td>
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<td>- Enhances tourism and economic development creating an overall sense of place</td>
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<td>- Creates cultural links through the promotion of opportunities for community development, engagement and partnerships</td>
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### CREATIVE ECONOMY AND CULTURAL INDUSTRIES

#### PLANS AND STRATEGIES

**ECONOMIC DEVELOPMENT**  
- Downtown Revitalization - adaptive re-use - 1913 heritage theatre turned into apartment units.  
- James St. North - artists’ studios, galleries, and retail outlets catering to the arts and creative community.  
- Hamilton as a creative place and destination for the creative class  
- Film & Culture Activity - film industry (100 productions shot in Hamilton in 2007) with direct and induced economic impacts through spending on location shooting, hotels, restaurants, stores and other services

- Cluster-based Development - Clusters are essential to region’s prosperity - increase the productivity of companies in the area, drive the pace of innovation and stimulate the formation of new businesses.  
- Hamilton’s economic development strategy focuses on 8 local clusters and a ‘Quality of Life’ component:  
  - Cultural Industries Cluster: Creative Industries
    1. The key to economic growth lies in the ability to attract the creative class and facilitate creative economic outcomes in the form of new ideas, new high-tech businesses and regional growth.
    2. Arts, culture and heritage provide the basis for people’s work as well as leisure.
    3. The cultural sector is increasingly important to the economic and social development of communities, providing the core of community identity, addressing community issues in innovative ways, representing one’s community to others, and contributing to the personal development, self-confidence, and direction of youth, and to those of all ages.
    4. The arts, culture and heritage sector is a key cornerstone in developing vibrant, attractive, resilient, competitive, and creative communities.

#### PROGRAMS AND INITIATIVES

**ECONOMIC DEVELOPMENT**  
- Employment growth matches favourably with Hamilton’s declared economic development strategy of promoting specific “cluster” industries.  
- Develop earlier bonds with local employers, particularly in such emerging industry sectors as film, biotechnology, graphic arts, communications and microelectronics  
- Strengthen support and assistance for new, young entrepreneurs and ‘incubator’ types of projects

Comprehensive Employment Study (2006)  
- Existing supply of employment lands must be protected, and current industrial land and business park areas maintained with the need for additional employment lands.  
- Protecting employment lands achieves the Province’s employment targets and puts the City in a good position to compete for new economic investments

Employment Placement Training Subsidy/Career Development Centre  
- Recruitment services for employers
Table: Overview of Hamilton Plans and Strategies

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<th>Plans and Strategies</th>
<th>Programs and Initiatives</th>
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<td><strong>Creative Cultural Sector</strong></td>
<td><strong>Hamilton Creative City Initiative – Phase I (2007)</strong></td>
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<tr>
<td>Festival and Special Events Strategy – (2009)</td>
<td>• Goal of the study was to understand the scale and gaps in the creative sector and its role in the overall Hamilton economy and community.</td>
</tr>
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<td>Parks, Recreation and Culture Master Plan (2002)</td>
<td>• In-depth look at revenue generation, major expenses, networking methods, use of space in creative enterprises and principle needs to ensure growth and success of the sector in Hamilton</td>
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<tr>
<td>• Celebrate City’s tremendous natural and historic assets</td>
<td>Creative City Hamilton’s Culture Labour Force (Centre for Community Study, 2005)</td>
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<td>• Focus resources on cultural and eco tourism</td>
<td>• Municipality help ensure adequate investment in the infrastructure to attract a culture labour force.</td>
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<td>• Add other community services to culture and recreation buildings</td>
<td>• The urban core, with its variety and abundance of interesting spaces and heritage structures provides Hamilton with a huge competitive advantage over its suburban neighbours in the competition for the Creative Class</td>
</tr>
<tr>
<td>• Increase linear linkages between parks and cultural/recreational buildings</td>
<td>• Downtown Hamilton possesses built characteristics and density conducive to economic cluster of cultural activities and a culture labour force.</td>
</tr>
<tr>
<td>Reel Choices (2003)</td>
<td>• Allocate resources and develop cultural clusters as part of the City's economic development strategies</td>
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<tr>
<td>• Filming policies and guidelines</td>
<td>• Build on existing strengths in the culture labour force</td>
</tr>
<tr>
<td><strong>Tourism</strong></td>
<td>• Realize the potential of City’s urban spaces that attract creative activity.</td>
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<td>Tourism Strategy (2008-2010)</td>
<td><strong>Land Use</strong></td>
</tr>
<tr>
<td>• Represent the tourism industry’s interests in broader community initiatives, plans and strategies that affect destination development</td>
<td>New Employment (Industrial) Area Official Plan Policies &amp; Zoning(2006)</td>
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<tr>
<td>• Actively develop and participate in strategic partnerships…that enhance tourism opportunities and development in Hamilton</td>
<td>• Employment Areas defined as ‘Areas designated…for clusters of business and economic activities’</td>
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<td><strong>Land Use</strong></td>
<td>Hamilton and the Creative Class (Centre for Community Study, 2004)</td>
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<td>New Employment (Industrial) Area Official Plan Policies &amp; Zoning(2006)</td>
<td>• Culture is a major key to economic prosperity</td>
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<tr>
<td>• Employment Areas defined as ‘Areas designated…for clusters of business and economic activities’</td>
<td>• Urban character and diversity should be included in Economic Development Strategy together with four topics cited: education, health care, housing and environment to attract talent (Creative Class)</td>
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<td></td>
<td>• Creative workers seek authentic environments with a sense of history and diversity in both work and leisure</td>
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<td></td>
<td>• Policy makers should direct investment into areas of the city that are attractive to the Creative Class as well as tradition policies of infrastructure investment, greenfield development and lowering tax rates.</td>
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## CREATIVE DISTRICTS/HUBS

### LAND USE

The New Land Use Plan for Downtown Hamilton (amended 2005)

**Principles**
- Use public realm improvements as the catalyst for revitalization
- Strengthen the connection to neighbourhoods, waterfront, escarpment and other surrounding features and attractions
- Make downtown living attractive
- Build on existing strengths
- Pursue a number of carefully designed and executed major projects

**Relevant Theme Areas**
- Respect design and heritage
- Carve out distinct economic role
- Create quality residential neighbourhoods
- Enhance streets and public spaces

Setting Sail: West Harbour Secondary Plan (2005)
- Focuses on commercial and mixed use corridors – strategic redevelopment and streetscape improvements to strengthen economic vitality, provide additional amenities and beautify the area

Hamilton Port Authority Land Use Plan (2002)
- Celebrate the industrial heritage of the Port
- Work to enhance the physical image of the harbour locally and regionally
- Vibrant multi-faceted Port that provides public enjoyment and adds value to the culture and character of Hamilton Harbour

### PROGRAMS AND INITIATIVES

**LAND USE**

- **Downtown Residential Loan Program (2007)**
  - Financial incentive to developers - converting commercial space in commercial buildings in downtown

- **Enterprise Zone Municipal Realty Tax Incentive Grant Program (year)**
  - Provides an economic catalyst for developing, redeveloping or renovating residential/commercial lands and buildings located within the Downtown Hamilton Community Improvement Project Area

- **Main Street Housing Loan and Grant Program (year)**
  - New housing supply loan/grant program for properties outside of Downtown within BIAs

**ECONOMIC DEVELOPMENT**

- **Building a Creative Catalyst (2009)**
  - The Economic Development and Real Estate Division will work in partnership with the Imperial Cotton Centre for the Arts to investigate collaborative opportunities for arts and cultural Industry based projects and sites

- **Business Improvement Area Commercial Property Improvement Grant Program (year)**
  - To improve upon aesthetic appearance of commercial properties in consideration of contribution they bring to economic vitality and health of commercial sector
  - Arts Component – pilot project for properties that front on King William Street provides financial assistance for artfully designed façade improvements or art pieces intended to complement public art installations

- **Small Business Enterprise Centre**
  - Provides information and tools to entrepreneurs in starting and/or developing their businesses
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<td>Downtown Hamilton Heritage Property Grant Program</td>
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<td></td>
<td>- Council values heritage properties as important to the urban revitalization and regeneration of Downtown Core</td>
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<td></td>
<td>- financial assistance to conserve and restore heritage features of properties located within the Downtown Hamilton Community Improvement Project Area</td>
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<td>- assist in developing and re-using heritage properties</td>
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