



# Niagara Culture Plan

Appendix II:  
Planning  
Context Reports

Niagara  Region

# culture

## Appendix II: Planning Context Reports

*Please Note: The following list of documents include those reviewed by the Authenticity team in preparing the Niagara Culture Plan. The second component of this Appendix includes an example of a chart listing possibilities and opportunities considered by the consultant team for review and comment by the Culture Plan Advisory Committee, Culture Committee and Internal Working Group. The third and final component of this section demonstrates the process followed to develop the Niagara Culture Plan. .*

### A. Regional Municipal Planning Documents

The Regional Niagara Policy Plan – section 3 might be the most relevant

[http://www.niagararegion.ca/living/icp/rpp\\_download\\_sections.aspx](http://www.niagararegion.ca/living/icp/rpp_download_sections.aspx)

Council Business Plan 2007-11

<http://www.niagararegion.ca/government/council/pdf/NCBP07.pdf>

Niagara 2031 Growth Management Strategy

<http://www.regional.niagara.on.ca/government/initiatives/2031/Niagara-2031.aspx>

Review of the Planning Function in Niagara

<http://www.regional.niagara.on.ca/living/icp/planning-function.aspx>

Niagara Model Urban Design Guidelines

<http://www.regional.niagara.on.ca/living/smartgrowth/pdf/ModelGuidelinesProject.pdf>

Niagara 2031: A Strategy for a Healthy Sustainable Future

<http://www.niagararegion.ca/government/initiatives/2031/Niagara-2031.aspx>

Culture Committee

<http://www.regional.niagara.on.ca/government/committees/Culture-Committee.aspx>

Housing Studies

[http://www.nrh.ca/housing\\_strategy.htm](http://www.nrh.ca/housing_strategy.htm)

Niagara Economic Development Corporation

– Navigating Our Future: Niagara’s Economic Growth Strategy 2005-2010

<http://www.niagaracanada.com/content/?page=economicgrowthstrategy>

Niagara Economic Gateway Zone and Centre 2008

[www.niagararegion.ca/.../Niagara-Gateway-Economic-Zone-and-Centre.pdf](http://www.niagararegion.ca/.../Niagara-Gateway-Economic-Zone-and-Centre.pdf)

Niagara Region Tourism Strategy 2006-2012

[http://www.tourismniagara.com/fileadmin/images/pressroom/pdf/20061025\\_Niagara\\_Region.pdf](http://www.tourismniagara.com/fileadmin/images/pressroom/pdf/20061025_Niagara_Region.pdf)

Employment Studies

<http://www.niagaracanada.com/content/?page=KeyIndustries>

Niagara Branding

[http://www.niagaracanada.com/uploads/Niagara\\_Branding\\_Exercise.pdf](http://www.niagaracanada.com/uploads/Niagara_Branding_Exercise.pdf)

Social Planning Plans/Studies

<http://www.niagararegion.ca/government/community-services/pdf/Community%20Services%20Strat%20Plan.pdf>

<http://www.niagararegion.ca/living/saeo/reports/pdf/PovertyReport.pdf>

Multiculturalism/Diversity

<http://www.niagararegion.ca/government/community-services/diversity.aspx>

Agricultural Action Plan

[http://www.niagararegion.ca/government/initiatives/ag-taskforce/pdf/Agricultural\\_Action\\_Plan.pdf](http://www.niagararegion.ca/government/initiatives/ag-taskforce/pdf/Agricultural_Action_Plan.pdf)

Wine Country Investment Strategy

<http://www.niagararegion.ca/news/2008/feb26.aspx>

Local Food Action Initiative

<http://www.niagararegion.ca/government/initiatives/lfap/default.aspx>

Increasing Prosperity for Families Living in Poverty

[www.niagararegion.ca/living/saeo/reports/pdf/COM%2008-2009.pdf](http://www.niagararegion.ca/living/saeo/reports/pdf/COM%2008-2009.pdf)

Niagara Prosperity Initiatives

[www.regional.niagara.on.ca/.../Prosperity-Initiatives-Approved-Projects.pdf](http://www.regional.niagara.on.ca/.../Prosperity-Initiatives-Approved-Projects.pdf)

### Other Regional Studies

Niagara Palooza (info – but nothing really produced out of it)

[http://www.canurb.com/events/event\\_details.php?id=197](http://www.canurb.com/events/event_details.php?id=197)

[http://www.niagaracanada.com/uploads/NEDC\\_ENews\\_Jan08.pdf](http://www.niagaracanada.com/uploads/NEDC_ENews_Jan08.pdf)

## **Municipal, Community and Culture Sector Plans and Policies**

Municipal Cultural Policy for the City of St. Catharines – (plus affiliated reports)

<http://www.stcatharines.ca/recreation/resources/CulturalPolicy.pdf>

Community Needs Assessment for Performing Arts Space in St. Catharines, March 2008

<http://www.stcatharines.ca/recreation/resources/CNA%20FINAL%20Report.pdf>

St. Catharines Cultural Investment Strategy Policy and Program

[http://www.stcatharines.ca/recreation/rec\\_ps\\_policies.asp](http://www.stcatharines.ca/recreation/rec_ps_policies.asp)

St. Catharines Public Art Policy

[http://www.stcatharines.ca/recreation/resources/2004\\_Public%20Art%20Policy%20Final%20Document.pdf](http://www.stcatharines.ca/recreation/resources/2004_Public%20Art%20Policy%20Final%20Document.pdf)

[www.brocku.ca](http://www.brocku.ca) and <http://www.brocku.ca/secretariat/board/agenda/2007-04-26/TopicSheetSFPA.pdf>

Niagara Falls [http://www.niagarafalls.ca/city\\_hall/departments/parks\\_recreation\\_and\\_culture/index.asp](http://www.niagarafalls.ca/city_hall/departments/parks_recreation_and_culture/index.asp)

Heritage – NOTL <http://www.notl.org/siteengine/activepage.asp?PageID=52>

Lincoln <http://www.lincoln.ca/siteengine/activepage.asp?PageID=67>

Grimsby

[http://www.town.grimsby.on.ca/index.php?module=pagemaster&PAGE\\_user\\_op=view\\_page&PAGE\\_id=12&MMN\\_position=143:137](http://www.town.grimsby.on.ca/index.php?module=pagemaster&PAGE_user_op=view_page&PAGE_id=12&MMN_position=143:137)

[http://www.town.grimsby.on.ca/index.php?module=pagemaster&PAGE\\_user\\_op=view\\_page&PAGE\\_id=16&MMN\\_position=240:137](http://www.town.grimsby.on.ca/index.php?module=pagemaster&PAGE_user_op=view_page&PAGE_id=16&MMN_position=240:137)

Welland <http://www.city.welland.on.ca/Leisure/CityWelland-Vision2025.pdf>

Port Colborne [http://www.city.portcolborne.on.ca/cityhall/city\\_departments/tourism\\_special\\_events/](http://www.city.portcolborne.on.ca/cityhall/city_departments/tourism_special_events/)

## **Other Studies**

Living in Niagara Report

## **Statistical Reports from Census Canada, Niagara Region or Other Sources**

Census Canada 2006 – Community Profiles

<http://www12.statcan.ca/english/census06/data/profiles/community/Details/Page.cfm?Lang=E&Geo1=CD&Code1=3526&Geo2=PR&Code2=35&Data=Count&SearchText=Niagara&SearchType=Begins&SearchPR=01&B1=All&Custom=>

## B. Plans Review: Preliminary Themes and Opportunities Summary

<b>Section A: Integrated Planning for Sustainability</b>	
<b>Theme</b>	<b>Opportunities</b>
<p><b><i>Build Integrated Planning Capacity</i></b></p> <p>Strengthen the capacity to integrate culture across all areas of Regional planning and decision-making</p>	<ol style="list-style-type: none"> <li>1. Build cross-departmental staff knowledge and understanding in cultural planning.</li> <li>2. Expand and strengthen cultural mapping systems and capacity to support cross-departmental planning and decision-making.</li> <li>3. Further develop cultural indicators tied to the Integrated Community Sustainability Plan:               <ul style="list-style-type: none"> <li>• Research and include relevant municipal cultural planning indicators being developed by the Ontario Ministry of Culture;</li> <li>• Build on existing indicators developed by Living in Niagara such as:                   <ul style="list-style-type: none"> <li>○ Involvement in cultural and heritage activities;</li> <li>○ Spending related to culture, heritage and the arts;</li> <li>○ Employment and earnings in culture, heritage and the arts;</li> <li>○ Cultural assets in Niagara;</li> <li>○ Heritage and historical sites.</li> </ul> </li> </ul> </li> </ol>
<p><b><i>Environmental Responsibility</i></b></p> <p>Enrich the public realm and support the health and sustainability of Niagara's physical infrastructure and natural and cultural heritage</p>	<ol style="list-style-type: none"> <li>1. <i>Natural Environment:</i> <ul style="list-style-type: none"> <li>• Work co-operatively with local municipalities and other heritage partners to develop standards for cultural assessment as part of Class Environmental Assessment process.</li> </ul> </li> <li>2. <i>Land Use and Built Environment:</i> <ul style="list-style-type: none"> <li>• Support work by local municipalities in integrating cultural and heritage resources into Community Improvement Plans and land use planning initiatives to achieve outcomes such as:               <ul style="list-style-type: none"> <li>○ Inclusion of cultural elements in Community Improvement Plans, downtown revitalization initiatives; adaptive re-use of facilities and spaces; private and public developments; public realm etc.;</li> <li>○ Creation of new or upgrading existing community/neighbourhood centres to contain spaces to support a variety of cultural programs and activities; consider unique facilities/resources for specific centres – e.g., craft studio in one; recording studio in another, etc.;</li> <li>○ Consideration of cultural facilities and amenities co-located and sited within areas designated for intensification and/or as part of other land use development:                   <ul style="list-style-type: none"> <li>- Participate in the implementation of a full range of Smart Growth/Brownfield redevelopment initiatives including community improvement programs and incentives;</li> <li>- Establish policy and procedures for invoking Section 37 of the Planning Act for community benefit (cultural amenities)</li> </ul> </li> </ul> </li> </ul> </li> </ol>

	<ul style="list-style-type: none"> <li>- Site complementary cultural sector and creative industry facilities in mixed-use development;</li> <li>- Include cultural amenities in development and/or redevelopment of lands/sites: abandoned/underutilized industrial, commercial, brownfields, greyfields sites; downtown regeneration; recreation facilities; employment lands etc.;</li> <li>- Develop policies in residential development and redevelopment that ensures ‘no-net-loss’ of non-residential space for cultural sector;</li> </ul> <ul style="list-style-type: none"> <li>o Strengthening zoning to support cultural development (signage, parking, live/work spaces, and cultural clusters/hubs/districts);</li> <li>o Support the development of strong urban design guidelines which include cultural elements;</li> <li>o Develop affordable housing options for artists/creators and small creative industry entrepreneurs (e.g., live/work zones, cultural clusters);</li> <li>o Protect spaces and facilities for creative sector employment uses within development areas;</li> </ul>
<p><b><i>Economic Prosperity</i></b></p> <p>Build a diverse economy by maximizing the contribution of creativity and culture across the region.</p>	<ol style="list-style-type: none"> <li>1. Work co-operatively with Niagara Economic Development Corporation, local municipalities and other partners to ensure the integration of the Culture Plan actions and ongoing cultural planning for the Region. <ul style="list-style-type: none"> <li>• Develop specific direction for the inclusion of culture in the Gateway Economic Zone and Continental Gateway initiatives to encourage investment, creative cultural industry development and growth of creative talent;</li> <li>• Facilitate knowledge sharing and innovation in developing creative industries and creative manufacturing clusters through collaboration with other industries and academic institutions;</li> <li>• Create networking and professional opportunities for entrepreneurs and creative business for incubation of ideas;</li> <li>• Facilitate bi-national educational partnerships in strategic employment fields (cultural tourism, international trade (creative cultural industries);</li> <li>• Participate in infrastructure development for creative industries in the creation of employment lands</li> <li>• Encourage collaboration between, secondary and post-secondary institutions to ensure skills and talent match growth and needs of the creative cultural industry sectors: <ul style="list-style-type: none"> <li>o Recognize and build upon the strength of current educational infrastructure, community involvement and other innovative forms of education in Niagara;</li> <li>o Develop a collaborative program promoting secondary and post-secondary school co-op and work placements among Niagara employers;</li> <li>o Continue the process of collaborative partnerships between Niagara College, Brock University, and other educational institutions;</li> <li>o Encourage Niagara educational institutions to create programs that help provide a qualified supply of creative cultural industry talent;</li> <li>o Broaden the base of apprenticeship programs to support creative cultural industries.</li> </ul> </li> </ul> </li> </ol>

	<ul style="list-style-type: none"> <li>• Maximize the skills of existing cultural labour force: <ul style="list-style-type: none"> <li>○ matching individuals with jobs in the creative cultural industries and cultural sector;</li> <li>○ Build awareness among Niagara employers about available education and training initiatives.</li> <li>○ Assess and create appropriate skills training programs to match employer needs;</li> <li>○ Encourage stronger links between local employers and Niagara’s educational institutions.</li> </ul> </li> </ul> <p>2. Work co-operatively with Niagara Economic Development Corporation and creative cultural industry partners to ensure integrated planning for growth in the sector:</p> <ul style="list-style-type: none"> <li>• Identify Niagara’s strengths and growth potential in the creative cultural industries drawing on cultural mapping results and other creative industry research;</li> <li>• Identify the potential and pursue the development of creative clusters to support the incubation of ideas, innovation and new product with entrepreneurs and creative industries;</li> <li>• Work with Workforce Planning Board to integrate cultural mapping findings on creative industries with data consortium initiative to build capacity for job seekers, employers, unions, intermediaries and educators;</li> <li>• Participate in research and examine best practices in strategies to strengthen financial viability of creative small and medium enterprises (SME) and creative entrepreneurs;</li> <li>• Continue to work with post-secondary institutions for investment in creative industry research and support of innovation and entrepreneurship endeavours;</li> <li>• Facilitate opportunities for the integration of creative industry cluster development (e.g. Interactive Media, etc.) with Integrated Local Labour Market Plan initiatives;</li> <li>• Participate and facilitate research and innovation in the ‘for-profit’ cultural industry sector and with post-secondary institutions and other partners (e.g. Silicon Knights, nGen, Brock University, Niagara College, Vineland Research and Innovation Centre etc.);</li> <li>• Identify and promote ‘best of class’ creative industry examples;</li> <li>• Assess the need for a dedicated creative economy development and innovation agency to support attracting and entrepreneurs, supporting Small and Medium Enterprises and young people to fuel the creative workforce: <ul style="list-style-type: none"> <li>○ Research other creative sector development models and strategies such as Innovation Philadelphia;</li> <li>○ Work with existing partners including nGen, Brock University, Niagara College and representatives from the creative industries to identify and build on innovation initiatives, education, training and professional development;</li> <li>○ Explore the potential for collaboration and innovation initiatives (e.g. Interactive Digital Niagara) with the Centre for Advanced Visualization (Niagara College) and the Centre for Innovation and Entrepreneurship (Brock University);</li> <li>○ Work with partners to explore and develop centre(s) of excellence and creative innovation with partners with institutes of higher education, the private sector and investment community;</li> <li>○ Conduct an Economic Impact Analysis of the region’s ‘for profit’ creative industries;</li> <li>○ Develop investment sources to support creative businesses and entrepreneurs;</li> <li>○ Consider the development of a creative economy leadership consortium including a mechanism to</li> </ul> </li> </ul>
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- showcase young professionals;
- o Design and develop regional/national/international events and conferences
- o Connect graduates and young professionals to job opportunities (career fairs) in order to assure long-term growth;
- o Continue to develop collaborative interactive networking and educational events using social media and marketing tools).
- Identify opportunities to increase representation from cultural sector and creative industries and young professionals on existing boards and committees to increase understanding and align initiatives (e.g. Local Labour Market Planning team, Education Partnership Strategy Community Advisory Council, Niagara Workforce Planning Board, Wine Country Initiatives etc.);
- Strengthen links between the cultural sector and creative clusters and other industry clusters – e.g., business; value-added agriculture, specialized manufacturing; advanced technology; commercial services; tourism; hospitality; and recreation;

**Cultural Tourism**

1. Collaborate with economic development and tourism staff to diversify and expand the scope of activities and experiences for both tourists and residents by identifying, facilitating, packaging, cultural and tourism development opportunities across Niagara:
  - Expand cultural mapping and provide stronger information on local cultural assets and experiences;
  - Develop research on cultural products'
  - Identify key cultural and new cultural products and experiences to expand tourism (e.g. St. Catharines Heritage Destination Project, Wine Route Enhancement Initiative, Welland Canal Corridor, Community Tourism Planning, new convention/event facility in Niagara Falls etc);
2. Work co-operative with local municipalities and NEDCO to advance tourism goals within the Gateway Economic Zone that:
  - Build on the cultural mapping process to identify cultural and tourism assets;
  - Promote significant cultural and tourism assets;
3. Work co-operatively with major tourist institutions, the cultural sector, post secondary education institutions and other key stakeholders to:
  - Encourage collaborative initiatives;
  - create innovative opportunities for improved programs and facilities;
4. Work co-operatively with cultural institutions; the arts and heritage sectors; tourism, local food, wine and hospitality industries to ensure:
  - Co-coordinated branding of cultural products and inclusion of culture (arts and heritage) in comprehensive marketing plan and strategies;

	<ul style="list-style-type: none"> <li>• Promotion of culture as part of Niagara as a ‘world-class’ destination;</li> <li>• Diversify and expand scope of cultural activities and experiences for both tourists and residents across region;</li> <li>• Integrate an array of urban and rural cultural and heritage opportunities/destinations (e.g. historic downtowns, natural heritage tours etc.) with other strategic initiatives such as the Wine Country strategy.</li> </ul>
<p><b>Community and Social Well-Being</b></p> <p>support the building of inclusive, diverse, and culturally rich communities where people of all ages and incomes enjoy high quality of life and access to community resources.</p>	<ol style="list-style-type: none"> <li>1. Integrate cultural planning initiatives which link specifically to strategies for reducing poverty and increasing prosperity of residents (<i>Increasing Prosperity of Families Living in Poverty initiative</i> etc.).</li> <li>2. Identify Strategic Partners and work co-operatively to develop cultural assessments for Niagara: <ul style="list-style-type: none"> <li>• Use cultural resource mapping to address social issues such as youth retention, education, poverty and homelessness, health, etc.;</li> <li>• Facilitate the integration of cultural asset mapping data with the Immigration Portal – Phase II initiatives.</li> </ul> </li> <li>3. Provide input to transportation planning in Niagara to maximize resident and visitor access to cultural amenities and activity through the ability to move easily from one place to another: <ul style="list-style-type: none"> <li>• Develop specialized transit services for accessing cultural, arts and heritage amenities and activities (e.g. Arts and Heritage Bus for touring).</li> </ul> </li> <li>4. Work co-operatively with Community Services and Public Health planning staff, Niagara Research and Action Council and other culture and social service partners to ensure: <ul style="list-style-type: none"> <li>• Continued development of a coordinated and integrated mapping system and web platform and comprehensive social media strategies;</li> <li>• Use cultural asset mapping in addressing areas experiencing higher crime rates to develop strategies for increased cultural resources and activities in these areas as a way of providing positive creative opportunities and outlets;</li> <li>• Leverage cultural resources and to support diversity, multiculturalism, intercultural exchange and inclusion;</li> <li>• The creation of partnerships and collaborations with youth, the aging population, diverse immigrant and multi-cultural groups to capitalize on talent and expertise and include in continuing planning of the creative economy, excellence in education, and community planning.</li> </ul> </li> <li>5. Work cooperatively with Niagara Public libraries to develop initiatives with Libraries for ‘virtual’ online visits to enhance public exposure to arts, heritage and culture.</li> <li>6. Identify various environmental initiatives in the Region and work co-operatively with various partners to ensure the integration of culture in planning.</li> <li>7. Partner with various educational institutions and boards to ensure the creative arts and history of Niagara are part of foundational learning in the area: <ul style="list-style-type: none"> <li>• Consider unique programs such as ‘artist in the community’ or ‘artist in residence’ to address literacy and nutrition;</li> <li>• Address literacy levels of new Canadians through technology, story telling and involvement with creative expression.</li> </ul> </li> </ol> <p>Target and attract immigrants to actively participate in and share in cultural activities.</p>



<p><b>Cultural Vitality</b></p> <p>Build vibrant communities with unique identities that enhance quality of place and attract people to live, work, invest and play in Niagara.</p>	<ol style="list-style-type: none"> <li>1. Work co-operatively with regional heritage groups, provincial government staff and planners to develop cultural and natural heritage policies.</li> <li>2. Capitalize on cultural resource mapping to: <ul style="list-style-type: none"> <li>• identify Niagara’s natural and historic features which make it attractive to residents, visitors, workers and investors;</li> <li>• identify Niagara’s arts, natural and cultural heritage, history and historic features to develop unique communities and stories which attract and retain residents;</li> <li>• identify cultural assets and social media tools to support the development of ‘shared identity’ and encourage participation and engagement in sharing stories and experiences about belonging;</li> <li>• promote and support the role of heritage in the community and in the stimulation of civic engagement;</li> <li>• connect with mainstream, unique, and discreet new cultural activities and initiatives (e.g. underground music scene, award-winners etc.);</li> <li>• develop cultural resources in the region and local communities which support culturally rich vibrant downtowns and unique special places throughout the region.</li> </ul> </li> <li>3. Encourage communities to create ‘cultural hubs’ within downtown areas for the attraction and retention of residents and visitors.</li> <li>4. Work with municipalities to facilitate the development of Public Art Programs to include: <ul style="list-style-type: none"> <li>• Dedicated multi-year capital, operational, maintenance and reserve funding for art in public places;</li> <li>• Funding mechanism, criteria and bonusing incentives for the inclusion and creation of public art in private sector development;</li> <li>• Strategies and practices for traditional and contemporary permanent and temporary public art in land use planning;</li> <li>• Placement of public art in strategic locations to support gateways, cultural clusters, streetscapes, etc.;</li> <li>• Stand-alone commissions and artist collaborations from emerging and established artists;</li> <li>• Specific mandate and policies which clarify the provision of public art contributions for development applications falling under Section 37 of the Planning Act;</li> <li>• Strategies which support community engagement and input through projects initiated by community partners which improve the environment and develop a sense of pride and ownership over public spaces.</li> </ul> </li> <li>8. Facilitate the inclusion of key cultural sector stakeholders and artists in municipal initiatives involving the integration of cultural elements in Community Improvement Plans, public and private development, downtown revitalization and adaptive reuse of facilities, spaces and places.</li> </ol>
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<b>Section B: Strengthening the Cultural Sector</b>	
<b>Theme</b>	<b>Opportunities</b>
<p><b>Communications and Awareness</b></p> <p>Broaden awareness of the scope and significance of Niagara's cultural assets to residents and visitors</p>	<ol style="list-style-type: none"> <li>1. Develop and implement ongoing communications and engagement strategies using integrated communications and social media engagement tools: <ul style="list-style-type: none"> <li>• Communicate the significance of the creative cultural industries and cultural tourism to Niagara's future economic prosperity;</li> <li>• Communicate the importance of culture to the Region's vision of sustainability and to integrated planning approaches in the region.</li> </ul> </li> <li>2. Expand on baseline cultural mapping to facilitate the inclusion of culture in other communication initiatives (Immigration Portal, Library etc).</li> <li>3. Work with the cultural sector to assess and develop an interactive cultural portal to provide 'one window' access to information on Niagara's cultural assets.</li> <li>4. Facilitate the development of strategies to increase the profile of innovative creative talent and activity in the region (e.g. underground music scene, award-winners etc.).</li> <li>5. Create Social networking and marketing opportunities for Youth and Youth forum or framework as part of Innovation Niagara.</li> <li>6. Participate in the 'Team of Champions' in ensuring culture is included in the creation and execution of the 'Niagara Original' branding program or equivalent.</li> </ol>
<p><b>Networking and Collaboration</b></p> <p>Strengthen cultural organizations and build professional knowledge through networking, collaboration and resource sharing.</p>	<ol style="list-style-type: none"> <li>1. Support existing cultural networks to strengthen and expand opportunities for learning, training and professional development.</li> <li>2. Assess the role and facilitate the establishment of a pan-region cultural organization (Cultural Round Table) to support innovation, collaboration and capacity building across the cultural sector.</li> <li>3. Work with post-secondary and other educational institutions to support placement opportunities (internships, apprenticeships etc) for the cultural sector.</li> <li>4. Explore opportunities to better connect the cultural sector and the public library system for increased collaborations and resource sharing.</li> <li>5. Facilitate the development and implementation leadership strategies for cultural of staff and volunteers.</li> <li>6. Support the development of strategies to strengthen board governance in cultural organizations.</li> </ol>
<p><b>Marketing and Promotion</b></p>	<ol style="list-style-type: none"> <li>1. Promote Niagara as a cultural gateway to Canada through expanded media coverage, promotional strategies and signage within the region.</li> <li>2. Develop an integrated marketing and audience development strategy for cultural groups and activity.</li> </ol>

<p>Increase participation in cultural activity across the region among residents and tourists.</p>	<ol style="list-style-type: none"> <li>3. Promote participation in pan-regional as well as local cultural activities.</li> <li>4. Establish a regional calendar of events/activities (in conjunction with the regional cultural portal).</li> <li>5. Expand cultural mapping systems and capacities to support marketing and promotion of Niagara as a 'world class' and 'regional' cultural tourism destination.</li> <li>6. Develop new pan-region marketing and promotion strategies through vehicles such as themed tours or routes, a 'culture and heritage trail', new regional festival and events etc.</li> <li>7. Integrate cultural mapping data with tourism data to support integrated tourism promotion.</li> </ol>
<p><b>Investment and Infrastructure</b></p> <p>Expand cross-sectoral investment in cultural facilities and programs across the region</p>	<ol style="list-style-type: none"> <li>1. Develop a pan-region investment strategy for cultural development drawing on public and private-sector resources: <ul style="list-style-type: none"> <li>• Establish a mechanism to convene potential public-, private, and Third-sector funders;</li> <li>• Consider investments to address: organizational health and sustainability; support for special projects, events and initiatives; 'artist in residence' and 'artist in communities' programs, among others;</li> <li>• Establish a system for resource and equipment sharing/investment amongst groups across the region;</li> <li>• Facilitate an assessment of facility and program needs and priorities.</li> </ul> </li> <li>2. Examine the feasibility of tax incentives to increase investment in cultural facilities.</li> <li>3. Consider the development of a cultural hub pilot project to test planning tools, incentives and partnerships to support cultural development in specific communities.</li> <li>4. Capitalize on the example of the partnership between Brock University and the City of St. Catharines in the creation of Niagara Centre for the Arts to inform other joint facility investment projects.</li> <li>5. Promote and invest in cultural and heritage spaces, facilities and 3<sup>rd</sup> meeting places throughout the region (cafes, restaurants, indie shops, businesses, warehouses etc.).</li> </ol>
<p><b>Leadership and Governance</b></p> <p>Strengthen cross-sectoral and pan-regional collaboration and partnerships</p>	<ol style="list-style-type: none"> <li>1. Establish a cross-sectoral and pan-regional Cultural Roundtable to support the implementation of Cultural Plan and to support ongoing cultural development.</li> <li>2. Hold an annual cultural summit and designate 'a day for culture' to celebrate regional cultural achievements and identify strategic opportunities for the coming year.</li> </ol>

**C. Culture Plan Process**

Please note: the following diagram was used in the Open House Process and outlines the process used to develop the Niagara Culture Plan.

