

2013

Cultural Plan

Town of
Pelham



TOWN OF PELHAM

Acknowledgements

The Pelham Cultural Master Plan project was funded by the Government of Ontario and initiated by the Town of Pelham's Recreation, Culture and Wellness Department. Sierra Planning and Management would like to thank the Pelham community as well as regional stakeholders for the wealth of support and input received throughout the project. The Cultural Master Plan was developed in close consultation with Town Council and Town staff; representatives of local schools; businesses; community arts and social organizations; the Pelham Heritage Committee and other key players in culture locally and regionally.

PHOTO CREDITS:

Town of Pelham

Pelham Historical Society

In the Orchard Programming for the Arts

Summerfest Committee

Pelham Art Festival Committee

Fonthill Bandshell Committee

- Jim Casson
(Photographer)
- Bob Magee
(Photographer)

| | |
|--|-----------|
| 1 INTRODUCTION..... | 4 |
| The Plan: Purpose and Objectives | |
| The Cultural Planning Process | |
| 2 LENS ON CULTURE..... | 6 |
| Pelham: Then & Now | |
| Strategic Issues for the Future Development of Culture | |
| 3 VISION FOR CULTURE..... | 10 |
| Guiding Principles | |
| 4 ROADMAP FOR CULTURAL DEVELOPMENT..... | 12 |
| Cultivate Community Cultural Awareness, Knowledge-Sharing and Participation in Culture | |
| Foster Creative Industry Development, Growth and Attraction | |
| Develop and Enhance of Cultural Spaces and Places | |
| Expand and Enhance Cultural Products and Experiences | |
| Investment and Development of Culture through Town Planning | |
| Strengthen Cultural Tourism and Regional Presence | |
| 5 IMPLEMENTATION..... | 26 |
| Organizational Resources | |
| Financial Resources | |
| Human Resources | |
| Framework for Implementation | |
| Monitoring and Governance | |

Table of Contents

Introduction

Culture IS A **DYNAMIC** ELEMENT OF PHYSICAL AND SOCIAL LIFE, SOMETIMES INTANGIBLE IN ITS ELEMENTS, YET SIGNIFICANT IN CONTRIBUTING TO THE **VIBRANCY**, LIFE AND **ENERGY OF A COMMUNITY**.

.....

Culture is often the undercurrent or ‘vibe’ of a society that defines its appeal and sense of place. Within the scope of this project, culture was recognized to be:

“Comprised of shared values, beliefs, social traditions and conventions that help to contribute to a sense of community; and is often operationalized and enhanced through the arts and preservation of local and regional heritage.

Culture, therefore, encompasses much of our daily activities – professional, recreational and creative. As an expression of the community’s sense of identity and sense of place, culture can manifest itself through many forms of creative and artistic activity, including, but not necessarily limited to: Communications Media; Electronic Arts; Performing Arts; Literary Arts; Heritage (Natural and Cultural); Crafts; Design Arts; and Visual Arts.”

The Cultural Master Plan (Cultural Plan) is a strategic planning document that provides a framework of action to direct, sustain and leverage cultural investment in Pelham. The document provides a useful synergy of cross-sectoral and focused strategic directions and actions; much of which represent short-term priorities (1-3 years) for

the development of the cultural sector. The Plan serves to harness, broaden and in some instances reshape the municipal planning focus to ensure the optimal development of the cultural sector; which in the context of Pelham can have tantamount effects on economic prosperity, community vibrancy and enhancement of the municipality’s regional profile.

In achieving a community vision to make Pelham “the most vibrant, creative and caring community in Niagara” the Town of Pelham’s 2011 Strategic Master Plan set forth strategic directions to ensure municipal planning objectives, protocols and services cater to:

- An Open, Welcoming and Inviting Community;
- A Connected Community;
- Balanced Growth;
- An Engaged and Integrated Community;



Summer fun at the Bandshell, Peace Park

- A Self-Sustaining Community; and
- Environmental Responsibility.

The Cultural Master Plan is a strategic guide to ensuring that as Pelham continues to thrive, the Town’s local heritage and culture is preserved and celebrated; and new opportunities for cultural expression are explored in a sustainable and fiscally-sound manner.

supportive document that calls for the integrated implementation of both the Cultural and Heritage Master Plans.

THE CULTURAL PLANNING PROCESS

The Cultural Master Plan was developed in close collaboration with Town staff, Pelham Council, cultural leaders, the business community and other



The development of a ‘mappable’ cultural asset database was a component of the project geared at facilitating community awareness of local assets and will function as a community, economic and tourism development tool. Strategies for accomplishing this have been outlined in the Cultural Master Plan. The mapping of cultural assets is a ‘ground-up’ exercise whereby a database of cultural resources was developed utilizing the existing municipal and regional business and heritage databases– the purpose being to consolidate existing listings and knowledge of cultural assets into one fulsome database for future updating.

Cultural resources included in the database were identified and categorized consistent with the Ontario Cultural Resource Framework (CRF). Baseline database mapping identified 164 cultural assets as follows:

.....

THE CULTURAL MASTER PLAN WAS CRAFTED UNDER THE GUIDANCE OF A MUNICIPAL MANDATE FOR A COMMUNITY-DRIVEN STRATEGY THAT PROVIDES A CLEAR VISION FOR CULTURE IN PELHAM; CLEARLY IDENTIFYING THE ROLES AND RESPONSIBILITIES OF THE MUNICIPALITY IN FOSTERING CULTURAL PROSPERITY AND OPPORTUNITIES TO STRENGTHEN COMMUNITY CULTURAL AWARENESS

.....

THE PLAN: PURPOSE AND OBJECTIVES

The development of the Cultural Master Plan was approved by Pelham Council in early 2012 under the recommendation of the Department of Recreation, Culture & Wellness (then Community Infrastructure and Services). The project was launched on the heels of the completion of the Town’s Heritage Master Plan (developed by BRAY Heritage in association with The Planning Partnership, The Tourism Company, Archaeological Services Inc., Baird Sampson Neuert Architects and Golden Consulting). The 2012 Heritage Master Plan set the stage for the Cultural Master Plan, the latter providing a framework for the future development of all facets and aspects of culture – be it heritage, the arts, music, creative industry, cultural programming and services or cultural tourism. This Master Plan, though broader in scope, is not independent of the Heritage Master Plan. The Cultural Master Plan in its entirety is a mutually-

community and regional stakeholders. A series of stakeholder engagement forums were developed progressively throughout the cultural planning process. The project launched with consecutive days of public event outreach and featured focus groups with representatives of educational bodies, social service organizations, service clubs, the Pelham business community, the Pelham Heritage Committee, Council and other municipal as well as regional stakeholders. An open ‘cultural charrette’ invited members of the public to map out their favourite cultural assets and experiences as well as speak openly about the issues related to cultural development in Pelham.

Over 280 residents turned out to forums, provided feedback and logged-on to complete the project online survey to give their perspective on culture in Pelham and identify the cultural assets that were most of value to them and their community. Their input was integral to the development of this Plan as well as to the development of the Cultural Asset Database.

| TOTAL CULTURAL RESOURCES – 164 | |
|-------------------------------------|---------------------------|
| CREATIVE CULTURAL INDUSTRIES: 66 | SPACES AND FACILITIES: 35 |
| COMMUNITY CULTURAL ORGANIZATIONS: 8 | BUILT HERITAGE: 25 |
| FESTIVALS AND EVENTS: 21 | NATURAL HERITAGE: 34 |



PELHAM: THEN AND NOW

Prior to the end of the 18th Century, the current area of the Town of Pelham was covered with thick forest. Recent archaeological findings suggest that First Nations settlements inhabited the land. The Town's area was first surveyed in 1783. Due to the relative proximity to the United States, the area became a haven for United Empire Loyalists and Quakers fleeing persecution for their political or religious beliefs.

The Town of Pelham is an amalgamation of the five historical communities of Fonthill, North Pelham, Ridgeville, Effingham and Fenwick; each having significant and unique legacies such as:

- Fonthill – The area around Fonthill attracted military attraction during the War of 1812 and was the largest settlement to be surveyed during 1843. Fonthill later became a separate municipality in 1922, forming the tri-hamlets of Pelham Corners, Ridgeville and Fonthill. Today, Fonthill is an urban growth centre in Pelham. 2011 Census data shows the area grew by 5.3% between 2006 and 2011.

Each of PELHAM'S FIVE HISTORICAL COMMUNITIES HAS SIGNIFICANT AND UNIQUE LEGACIES WHICH HAVE BEEN CRITICAL TO THE TOWN'S CULTURAL AND ECONOMIC DEVELOPMENT



Then & Now: Old Pelham Town Hall

- Ridgeville – This historical community was formed in 1922 when Fonthill became a separate municipality. The name Ridgeville came from the community's location on the southwestern ridge of Fonthill Kame – the highest elevation within the centre of the Niagara Peninsula. The first school was located just west of Ridgeville in 1790.
- Effingham – Began as a United Empire Loyalist settlement for refugees loyal to the British Crown following the American War of Independence.
- Fenwick – With the development of the Toronto, Hamilton and Buffalo railway through Fenwick to Welland, in the late 1800s the area became a hub for the export of fruit and plant material to larger markets.
- North Pelham – The Comfort Maple (one of Pelham's famous landmarks) is said to mark an Indian burial ground and is a remnant of the area's pioneer and First Nations history.

Today, thoroughfares and scenic routes through the town continue to offer travelers a glimpse of the town's past. The location of the town presents a unique opportunity with respect to the preservation of local culture. Pelham's geographical centrality in the Region has allowed the town to benefit from Niagara's industrial development yet is distant enough to maintain its small town charm, avoiding what can be the negative effects of faster-paced development – this in concert with attractive family housing options continues to attract new residents to the municipality.

The Town's built and natural heritage features are its key assets – some of which are reflections of Pelham's trade and agricultural legacy. Growth in community festivals and events – specifically those centred around the town Bandshell and Peace Park – are also attracting a greater number of local, regional and out-of-Region artists and artisans. The Municipality continues to encourage the preservation and maintenance of the Town's historic assets within its strategic plans and policies. The Town's Official Plan (2012), Heritage Master Plan (2012), Urban Beautification Strategy and Downtown Community Improvement Plan (2009) are consistent with such objectives and serve to ensure that as growth occurs, developments are aesthetically in keeping with the Town's rural and agricultural heritage.

Pelham has and is experiencing change, both in demographics as well as resident demand for social, recreational and cultural experiences. The Cultural Master Plan as well as other municipal planning initiatives must address these changes:

- Pelham's population has almost doubled since the 1970s. In 2011, the Town had



Fonthill United Church: Then and Now



a population of 16,598 residents and is expected to grow to 24,400 by 2031 at an annual growth rate of 1.8%. Population growth is anticipated to bear increased pressure on existing cultural facilities and amenities. The Town's Official Plan (OP) provides for much of this growth to occur in the new planning area of East Fonthill. The OP identifies that the East Fonthill Secondary Plan Area is planned to accommodate the majority of future residential growth and is expected to house up to 6,500 new residents when fully built-out.

- The Town has a significant seniors population. In 2011, 21% of Pelham's population was aged 65 and over – reflecting a 4% increase from that of 2006 (17%). Over the same period, the town's youth population (age 20 and under) decreased by 9%. Facilitating access to a range of cultural programs and experiences that cater to this

changing demographic is an issue addressed in this Master Plan.

- Emerging neighbourhoods and new subdivisions in areas such Fonthill and Fenwick, continue to attract young families to Pelham. The provision of a range of lifestyle and cultural amenities will be key to encouraging young and growing families to remain in the area.

ISSUES FOR THE FUTURE DEVELOPMENT OF CULTURE ARISING FROM CONSULTATION

The November 2012 Pelham Cultural Master Plan Interim Report provides a detailed review of the views expressed by participants throughout the consultations for the Cultural Master Plan project. The process highlighted a number of key issues for the future development of culture in Pelham as follows:

1. SET AND MAINTAIN THE VISION:

The need to provide a clear vision and direction for culture was a recurring theme throughout the consultation process, one that will guide long-term planning and policy directives across municipal departments. Foundational to this is the need to clarify both the role of the Municipality and the community in advocating for and facilitating cultural development. While the Municipality should not be a creator of culture, there is recognition that it has a vital role to play in facilitating culture and cultural opportunities. There is also awareness that within Pelham's small town context there may be instances in which the Town may also need to function as a provider of culture.

2. PARTNERSHIP POTENTIAL:

A range of community, municipal and regional partners have expressed the desire and willingness to engage in collaborations to facilitate cultural development. There is recognition that capacity-building opportunities and resource-sharing potential exists among community groups as well as across municipal and regional bodies – much of which has yet to be tapped.

3. FACILITIES AND INFRASTRUCTURE:

There is a limited base of cultural facilities in Pelham, particularly as it relates to year-round cultural activity. Existing spaces are over-subscribed and offer limited opportunities for cultural expression even for artists themselves. Identifying existing facilities and options for maximizing space potential for cultural activity – as well as opportunities (partnerships) for the development of new cultural space and the adaptive reuse of space – are priorities for addressing facility gaps.

4. COMMUNICATION AND ADVOCACY:

Pelham’s rich culture can be furthered by enhanced communications and advocacy as leakage of activities and facilities to the surrounding areas pose challenges to cultural participation locally. Heightening local cultural awareness will be vital to ensuring community participation in culture.

5. PROGRAMMING & TRAINING:

Planning and providing for greater diversity in cultural programming is one of the issues this

Master Plan addresses. This can be achieved via municipal programming and/or the facilitation of private programming, and involves facilities being made available to accommodate such programming. Of particular importance is the need to expand the base of accessible and affordable programs available to youth and seniors. Extending opportunities for cultural participation outside of the urban area of Fonthill and Fenwick is vital for total community inclusion in culture.

6. CREATIVE INDUSTRY ATTRACTION:

The identification, preservation and promotion of niche attractions in Pelham are important in creating a creative and vibrant atmosphere which will attract new artists and creative industries to the Town. As space and programming needs are addressed and cultural opportunities are marketed on a local and regional scale, growth in cultural industries may be fostered.



Pelham Art Festival

Pelham HAS AND IS EXPERIENCING CHANGE, BOTH IN DEMOGRAPHICS AS WELL AS RESIDENT DEMAND FOR SOCIAL, RECREATIONAL AND CULTURAL EXPERIENCES.



Summerfest



Jubilee Tea



Summer fun at the Bandshell, Peace Park



Pelham Farmers' Market



Summerfest

Vision For Culture



VISION FOR CULTURE IN PELHAM:

WHERE

People,

ARTS,

History

&

CREATIVITY

CONNECT

The vision supports the development and expansion of cultural activities, facilities and events in a manner which:

- Facilitates inter-generational and inter-community participation;
- Takes advantage of local and regional partnership opportunities for cultural tourism and heritage celebration; and
- Celebrates the town's heritage, identity, unique location in the Region, cultural assets and residents – both locally and regionally.

GUIDING PRINCIPLES:

1. DIVERSITY, INCLUSION AND ACCESSIBILITY:

THE TOWN OF PELHAM SUPPORTS ENHANCEMENT OF COMMUNITY WELL-BEING BY ENSURING ACCESS TO CULTURAL OPPORTUNITIES FOR ALL RESIDENTS IRRESPECTIVE OF AGE, ETHNICITY, EDUCATION, INCOME AND GENDER.

1

2

2. TALENT AND CREATIVITY:

THE TOWN WILL ENCOURAGE THE DEVELOPMENT OF LOCAL ARTISTS AND THE ATTRACTION AND RETENTION OF CREATIVE TALENT AND INDUSTRY.

3. SUSTAINABILITY AND ACCOUNTABILITY:

THE TOWN OF PELHAM IS COMMITTED TO THE ENHANCEMENT OF CULTURAL SPACES AND PLACES IN A MANNER WHICH MAXIMIZES THE UTILIZATION OF EXISTING RESOURCES, SECURES THE FUTURE VALUE OF HERITAGE BUILDINGS, AND ADOPTS A PRINCIPLE OF MULTI-USE SPACES TO ENSURE SUSTAINABILITY.

3

4

4. COLLABORATION:

THE TOWN OF PELHAM WILL MAXIMIZE AVAILABLE PARTNERSHIP OPPORTUNITIES - PRIVATE, PUBLIC, NOT-FOR-PROFIT, LOCAL, REGIONAL AND PROVINCIAL - IN ENSURING THE EFFECTIVE DELIVERY AND EXPANSION OF CULTURAL PROGRAMS AND ACTIVITIES AS WELL AS THE ENHANCEMENT AND GROWTH OF CREATIVE SPACES, EXPERIENCES AND INDUSTRIES.

Roadmap for Cultural Development

The following provides a framework of short-term (1-3 years), longer-term (4-10 years) and ongoing actions to enhance and develop culture in Pelham. Actions support the operationalization of strategic objectives/directions.

STRATEGIC DIRECTIONS:

.....



CULTIVATE COMMUNITY CULTURAL AWARENESS, KNOWLEDGE-SHARING AND PARTICIPATION IN CULTURE

FOSTER CREATIVE INDUSTRY DEVELOPMENT, GROWTH AND ATTRACTION



DEVELOP AND ENHANCE OF CULTURAL SPACES AND PLACES

EXPAND AND ENHANCE CULTURAL PRODUCTS AND EXPERIENCES



INVESTMENT AND DEVELOPMENT OF CULTURE THROUGH TOWN PLANNING

STRENGTHEN CULTURAL TOURISM AND REGIONAL PRESENCE



Pelham Art Festival



Night at the Bandshell, Peace Park



Happy Arts! In the Orchard





STRATEGIC DIRECTION 1: CULTIVATE COMMUNITY CULTURAL AWARENESS, KNOWLEDGE-SHARING AND PARTICIPATION IN CULTURE

Consultations indicate there is minimal awareness among Pelham’s own residents of local cultural assets, activities and experiences. This is a reflection of Pelham’s status as ‘bedroom’ community; wherein residents demand for amenities in surrounding



community to satisfy social, cultural and recreational needs present a challenge for exposure to local culture. Key to achieving community as well as regional awareness of local culture will be the development of knowledge-sharing information tools as

well as the expansion of programming and cultural opportunities locally. The expansion of awareness and participation in culture in Pelham must occur on a neighbourhood-level as well as across communities and age groups.

STRATEGIC DIRECTION 1: CULTIVATE COMMUNITY CULTURAL AWARENESS, KNOWLEDGE-SHARING AND PARTICIPATION IN CULTURE

| | ACTION | PURPOSE | SHORT-TERM (1-3 YRS) | LONGER-TERM 4-10 YRS | ONGOING |
|-----|--|--|-------------------------|-------------------------|---------|
| 1.1 | Identify and explore partnerships with local schools/Schools Boards to raise exposure and awareness of culture to youth in the Town | <p>The opportunity exists to build a stronger profile for arts and culture among residents of Pelham, particularly school-aged youth. This may be facilitated through funding of bonafide groups that emerge through the school system, the creation of sponsorship opportunities for local business and others that have a mandate to give back to the community as well as by the effective sharing of cultural facilities that may be developed over time.</p> <p>Consideration should be given to the reintroduction of joint-use agreements as it relates to school facilities, recognizing that all that exists is a policy that requires further direction in order for there to be any meaningful impact for cultural development for youth. Protocol should be developed between the Town and school boards to identify and support groups established within schools for various cultural activities - the implementation of which will foster broader community cultural awareness.</p> | | | |
| 1.2 | Develop Cultural Asset Database and Resource Maps into an Accessible Neighbourhood Resource and Information Tool | The existing cultural resource database is a flexible tool which should be translated into an online interactive neighbourhood map made easily accessible to the public. The development of a user-friendly and accessible cultural resource map will facilitate a heightened awareness of the Town’s cultural assets among residents and may subsequently encourage greater participation in culture. | | | |
| 1.3 | Develop a Community Web Space/Portal for Culture on Municipal Website | The portal will be the ‘home-base’ for the interactive culture map where locals can access cultural information at their fingertips. The portal should also offer a range of opportunities for community input via social media and other feedback forums, event listings etc. | | | |

STRATEGIC DIRECTION 1: CULTIVATE COMMUNITY CULTURAL AWARENESS, KNOWLEDGE-SHARING AND PARTICIPATION IN CULTURE

| | ACTION | PURPOSE | SHORT-TERM (1-3 YRS) | LONGER-TERM 4-10 YRS | ONGOING |
|-----|---|---|---|-------------------------|---|
| 1.4 | Support for Growth in Cultural Programming | The Town of Pelham should continue to maintain its support for local cultural programming. This may be done in two ways 1) community development model and 2) municipal services delivery. In the Orchard is a positive example of year-round creative programming which facilitates cultural exposure for youth. Programs and events include after-school programs in joint partnership with local school boards as well as Art Parties. The Town of Pelham also provides art programming for youth in the summer. Continued and, as available, increased funding assistance will be critical to facilitate growth in innovate cultural programming development. | | |  |
| 1.5 | Establish a Pelham Cultural Committee/Roundtable | A local-level cultural committee comprised of municipal staff, members of the local business community, local youth groups (e.g. the Mayor’s Youth Council), local arts and culture groups as well as community organizations for the purposes of addressing, exploring and facilitating opportunities for growth in community involvement in the development of the cultural sector e.g. potential for coordination of resources and collaboration among community groups regarding planned community events and cultural activities. The group will work with the Municipal Cultural Officer to assist with facilitating capacity-building for local artistes, cultural businesses, festivals and events. |  | | |

 **STRATEGIC DIRECTION 2: FOSTER CREATIVE INDUSTRY DEVELOPMENT, GROWTH AND ATTRACTION**

As of 2012, Pelham was home to 79 establishments involved in cultural industries, the majority of which were small enterprises (employing 1-4 persons) based in design and civic arts (27%), literary arts (21%) and electronic arts (15%). Cultural enterprises represented 7% of total establishments in Pelham, proportionally comparable to other Ontario communities including Niagara Region. Pelham’s existing base of industries should continue to be strengthened and encouraged via key mechanisms of small business support such as mentorships/ training, industry showcases and other business development opportunities which support municipal priorities (as outlined in Pelham’s Strategic Plan) to

increase private sector development.

Creative spaces and vibrant cultural scenes interest, lure and ultimately serve to retain creative workers; who in turn contribute to local wealth generation and knowledge expansion.

This precedent has indeed been set in cultural ‘hot spots’ such as Toronto, Vancouver and Montreal as well as smaller localities such as Prince Edward County - Pelham will be no different as cultural mapping indicates the majority of cultural businesses in Pelham are





located in the urban area of Fonthill wherein the majority of cultural activity is clustered.

Over the longer-term, as Pelham strengthens and expands its local cultural asset base and develops vibrant nodes for cultural opportunity

and expression; it will foster an environment conducive to creative industry attraction. However, strategic efforts on the part of the Municipality will be required to ensure such growth is sustainable and lucrative.

Cultural ENTERPRISES REPRESENTED 7% OF TOTAL ESTABLISHMENTS IN PELHAM, PROPORTIONAL COMPARABLE TO OTHER ONTARIO COMMUNITIES

STRATEGIC DIRECTION 2: FOSTER CREATIVE INDUSTRY DEVELOPMENT, GROWTH AND ATTRACTION

| | ACTION | PURPOSE | SHORT-TERM (1-3 YRS) | LONGER-TERM 4-10 YRS | ONGOING |
|-----|--|--|---|-------------------------|---|
| 2.1 | Encourage Small Business Growth and Development | Encourage and promote opportunities for the development of existing cultural industries via small business training, networking and other programming partnerships with the Pelham Business Association (PBA) and Welland/Pelham Chamber of Commerce. Business associations should be ambassadors for local culture, engaged in showcasing creative industry to residents in order to facilitate entrepreneurial development in the sector. The majority of cultural establishments in Pelham are small enterprises and could benefit from small business development programs, incentives and training opportunities such as business marketing, funding assistance services – industry specific or otherwise. | | |  |
| 2.2 | Partner with Regional Colleges for Talent Recruitment | Niagara Region is rich in creative talent and has a number of colleges which offer extensive programming in arts and culture (e.g. Brock University, Niagara College Canada and Niagara Institute of Music and Arts). College fairs, internships/co-ops, work experience programs and other recruitment methods to attract budding cultural workers to Pelham should be explored – particularly as it relates to the implementation of sector development projects proposed in the Cultural Master Plan and Heritage Master Plan and/or other opportunities available through local businesses. | | |  |
| 2.3 | Expand Community Improvement Plan (CIP) to support Culture | <p>The Community Improvement Plan for Downtown Fonthill and Downtown Fenwick supports residential intensification as well as exterior improvements (façade, public art, etc.), (re)habilitation and (re) development of the commercial, institutional and mixed-use building stock. An expansion of the CIP to better support culture may be done in the following ways:</p> <ul style="list-style-type: none"> • Prioritize funding toward those buildings and uses which further the cultural objectives of this Plan. This would include identifying such opportunities/buildings for investment by culture sector businesses; responding to business cases for the expansion of business opportunities within culture sector and working cooperatively to provide CIP assistance; • Coordinated within Heritage Plan implementation to create a commercial heritage building grant program; • Encourage the development of the local accommodations base and tourism assets by offering financial incentives for the development of commercial fixed-roof accommodations (e.g. Inns, Bed and Breakfasts (B&B)); and • Expand the boundary of the Community Improvement Project Area (CIPA) to include rural areas, widening the base of program support for the development of Value-added Agricultural experiences (e.g. On-farm B&Bs and On-farm Tourism). |  | | |
| 2.4 | Assess Economic Impact of Cultural Sector Growth and Investment | Assets mapping and industry data collected throughout the Cultural Master Plan project should be utilized as baseline data to measure growth and expansion in the cultural sector over time. An assessment of the economic impact of culture may be part of a longer-term strategy to gauge the impact of cultural development and investment in the Town of Pelham. | | |  |



STRATEGIC DIRECTION 3: DEVELOP AND ENHANCE OF CULTURAL SPACES AND PLACES

Relatively few designated cultural spaces exist in Pelham; key facilities being the Pelham Public Library in Fonthill, Pelham Public Library (Maple Acres) in Fenwick and the Town Band Shell in Peace Park. A number of Pelham’s cultural events and activities are housed in multi-purposed facilities including the Pelham Arena which hosts the annual Pelham Art Festival, Old Pelham Town Hall and even school gyms which have limited capacity to handle school plays or other major events. The Fonthill library, though a mainstay of the community is over-subscribed. Already, space partnerships exist between the Library and the Pelham Historical

exhibition space. This Plan fully anticipates that the full range of alternatives to a municipally-owned and operated arts centre will be investigated as one of the central aspects of short-term implementation of this Plan.

Cultural activities have and should continue to operate as additional uses, occasional or regularly programmed at other municipal capital facilities including recreational facilities. The 2001 Updated Master Plan and Multi-Use Complex Feasibility Study proposed the development of a Multi-Use Complex designed to accommodate a twin-pad arena and



VIBRANT CULTURAL SPACES AND NODES WILL SUPPORT THE ATTRACTION OF NEW RESIDENTS... AND CONTINUE TO FOSTER GREATER COMMUNITY VIBRANCY AND WELL-BEING FOR THE TOWN'S EXISTING RESIDENTS – ONE THAT PRESERVES AND CELEBRATES CULTURE IN PELHAM.

Society to house historic paintings and artifacts in the Library basement. While feasible in the interim, the Town must assess whether the library basement is the appropriate location for these materials – this also implies that merit of housing the materials in other, potentially more appealing and more expensive space rests on creating a business plan for exhibition, interpretation and curatorial operations that warrants such an investment. Local artists are relatively constrained in their access to space at the branch as rooms are booked months in advance. This is not a situation that is any different than other municipalities which do not have a dedicated cultural centre or facility for the promotion of the arts including work and

gymnasium as its core facilities. Recommended ancillary components at the complex included an arena hall and office and storage space for sports user groups. The study did not assess the feasibility of providing additional library space or community service/cultural club meeting space. It was however recommended that if the Multi-use Complex was to be sited in Fenwick, the inclusion of a new library as part of the Multi-use Complex should be explored.

The principal facilities which have a cultural mandate include: the Old Pelham Town Hall, the branch libraries (x2), the Pelham Arena Community Hall, and the facilitated use of both school and church facilities. These must

continue to operate as the essential elements of the facility base – and this Plan does not envisage the wholesale alteration to the existing multi-use role of these and other facilities. The Plan does not anticipate the development of new facilities in each community of the Town. The Plan does recommend the development of a new cultural centre in a single location (Fonthill) as representing the most viable opportunity to add space for cultural uses to the Town. As such, the continued role of other facilities should generally be maintained and enhanced through necessary capital investment in the case of the Old Pelham Town Hall, and the eventual replacement of the arena community hall in due course as part of a new

multi-use recreation complex developed to serve the existing and future needs of the Town.

The 2008 Pelham Facilities Feasibility Study represents a more recent and comprehensive review of sport, recreation, arts and culture facility needs in Pelham. The 2008 study reiterates similar recommendations of the 2001 Multi-use Complex feasibility study whereby the following actions were supported:

- The development of a new twin pad arena on a new site to accommodate 5000 square feet of community space for unstructured social use;
- Decommissioning of the existing Pelham Arena as an ice rink and repurposing of the facility to accommodate indoor soccer, roller hockey and indoor tennis etc.
- The short-term re-development of the Fenwick library branch as a joint facility with the fire station with provision for community meeting and training room space; and

- The long-term redevelopment of the Fonthill library branch as part of redevelopment of the Civic Centre whereby both facilities are consolidated into a single building.


Both studies address the critical need for additional community hubs and social spaces for residents but bear little consideration for the growing breadth of cultural space needs of the community which can only be achieved via the development of committed space for arts and culture. However, it is recognized that cultural development will be dwindled unless energy is put into the development of recreation, as the latter presents opportunities for culture through sport tourism, additional events and multi-use facilities.

A thematic challenge to cultural participation locally, as expressed during consultations, was resident travel to surrounding communities such as Welland and St. Catharines to utilize theatre/performance venues and other cultural amenities currently unavailable in Pelham. Public studio space for artists is minimal in Pelham;





and despite an evident resource of local historic artifacts and artwork as well as an expressed attempt to protect these resources, no formal gallery/showing space exists in Pelham. It will be important for the Town of Pelham to adopt a three-fold approach to the provision of cultural spaces, giving consideration for:

- The development of new spaces and partnerships for new spaces;
- Optimization of existing space;
- Adaptive re-use of spaces for cultural activity (e.g. restoration of heritage-significant buildings to accommodate multiple uses).

The creation of vibrant cultural spaces and nodes will support the attraction of new residents, young families, and private businesses and continue to foster greater community vibrancy and well-being for the Town's existing residents – one that preserves and celebrates culture in Pelham.

| STRATEGIC DIRECTION 3: DEVELOP AND ENHANCE OF CULTURAL SPACES AND PLACES | | | | | |
|--|---|---|---|---|---------|
| | ACTION | PURPOSE | SHORT-TERM 1-3 YRS | LONGER-TERM 4-10 YRS | ONGOING |
| 3.1 | Undertake an Infrastructure Needs Analysis for Cultural Facilities | Consultations indicate a variety of needs exist in the community for new and expanded spaces for cultural activity and events hosting e.g. artist spaces and theatre facilities. A comprehensive analysis of the current demand for new cultural spaces (giving consideration to projected needs based on population growth estimates and demographic change projections) should be undertaken over the immediate-term. The result of this study will guide the design and functional programming for a future cultural facility. |  | | |
| 3.2 | Medium-term Plan for Recreation Complex | The medium-term plan for the development of a new multi-use recreation complex should include planning for community space which can provide additional opportunities for cultural gatherings, education and participation. In addition, any major new municipal capital facility should include opportunities for public art both within and outside the facility as an opportunity for local artists. | |  | |

STRATEGIC DIRECTION 3: DEVELOP AND ENHANCE OF CULTURAL SPACES AND PLACES

| | ACTION | PURPOSE | SHORT-TERM 1-3 YRS | LONGER-TERM 4-10 YRS | ONGOING |
|-----|---|--|---|---|---|
| 3.3 | Develop a New Cultural Complex and Hub | <p>Co-located with other recreational and municipal facilities to support a range of uses and potentially house art/gallery space, small classrooms/public studio spaces, (potentially a community theatre/performance space), conference and meeting rooms. The design of the facility it to be dependent on the Cultural Infrastructure Needs Analysis in part but should be implemented if possible as a partnership development to reduce the scale of capital costs and potentially create operating cost savings to the Town. This may necessitate compromise in regard to the range of uses and overall design and purpose of the facility.</p> <p>The alternative is a municipally-operated facility which is predicated on modest revenue generation from events, rental of space, and programming. The capital cost of a facility is anticipated to be funded by grant or other partnership opportunity, thereby minimizing the reliance on funding from the tax base.</p> | |  | |
| 3.4 | Invest in the Adaptive Reuse of Existing Spaces and Places | <p>The Town of Pelham possesses unique existing spaces which should be considered for reuse for cultural activity. Old Pelham Town Hall, for example, offers significant potential for the development of additional cultural space; the potential development of which should be considered as part of a Cultural Infrastructure Needs Analysis. In 2012, the Town of Pelham spent \$66,000 on capital renovations and upgrades to the Old Pelham Town Hall, which represents an existing investment in the facility –itself a significant heritage asset. The Old Town Hall offers what many new buildings cannot: a demonstrated and visual connection to the history (social and economic), architecture and traditions of the community.</p> <p>The Old Town hall is underutilized as a cultural space – investment in its sustainability but more than this, an investment in creating a potential hub of vibrant cultural creativity should represent the legacy of the building.</p> | | |  |
| 3.5 | Develop Linked Cultural Nodes along Heritage Routes | <p>A number of natural heritage assets present opportunities to transform linked outdoor spaces into unobtrusive cultural nodes of interaction via the development of alternative cultural spaces such as small plazas and amphitheatres for year-round use. The development of cultural nodes/spaces along identified culture/heritage routes will facilitate great concentration of activity and attraction to other cultural assets.</p> | |  | |
| 3.6 | Develop a Public Art Strategy | <p>Undertake a public art strategy for the Town with emphasis on the existing commercial main streets as well as the potential investment in new municipal capital facilities.</p> <p>This strategy should also include partnership with the private sector in promoting commercial art through showcasing local artwork for sale within principal commercial buildings.</p> |  | | |



STRATEGIC DIRECTION 4: EXPAND AND ENHANCE CULTURAL PRODUCTS AND EXPERIENCES

Pelham’s festival and event scene is undergoing a dynamic evolution – and is very much a result of a drive from the public, private, social and volunteer sectors to expand the local base of cultural opportunities. The merging of Pelham’s long-standing annual Farmers’ Market with newer events such as Summerfest has provided residents with a 4-day event of arts, music and farm-fresh food and culinary experiences. The event is also gaining considerable appeal from residents of the surrounding area. Such collaborations and new experiences should continue to be supported.

Consultations with residents called for more cultural opportunities which offer locals and visitors exposure to home-grown artisans and talents, which sometimes appear to be ‘hidden gems’ in Pelham. The need for enhanced cultural opportunities which cater to a range of users is important to facilitating participation in culture in Pelham. Opportunities to utilize new programming and activities as a means to bolster resident and regional knowledge and attraction to local cultural assets are ventures which should be explored.








Bandshell Entertainment



Pelham's FESTIVAL AND EVENT SCENE IS UNDERGOING A DYNAMIC EVOLUTION



STRATEGIC DIRECTION 4: EXPAND AND ENHANCE CULTURAL PRODUCTS AND EXPERIENCE



| | ACTION | PURPOSE | SHORT-TERM 1-3 YRS | LONGER-TERM 4-10 YRS | ONGOING |
|-----|---|--|--|---|---|
| 4.1 | Establish and Develop Cultural Heritage Routes | Based on the results of the Heritage and Cultural mapping exercises, the Town should identify areas of concentration/cluster zones of heritage and culture assets (e.g. historic sites, scenic routes, areas of local history), prioritizing gateways and connector roads between these zones as key culture/heritage routes for the development of way finding and promotional signage for local attractions. These routes should also be targeted for the development of a variety of tourism opportunities/activities linking existing attractions in the Town. | |  | |
| 4.2 | Further local food links to Niagara Culinary Trail | Niagara’s Culinary Trail is one of Ontario’s Premier tourism offerings. Though Pelham is currently part of the trail, emphasis has been on activities in Fonthill and Fenwick. The Town should work to establish/exhaust opportunities in other parts of the community further linking local orchards, farmers’ markets, farm and agricultural experiences to the Region’s culinary tourism experiences as Value-added agricultural opportunities continue to be developed. | |  | |
| 4.3 | Continue to Support Growth & Market Draw of Local festivals & Events | The local volunteer sector (e.g. social organizations, Pelham Business Association) though integral in the organization and development of the festival and event scene, represent a limited base of resources (physical and monetary) and require municipal support for the hosting of activities. Municipal support to local groups should continue to be maintained and where possible expanded in developing the local event scene. | | |  |
| 4.4 | Develop Doors Open Cultural Program | The Doors Open event is a Province-wide initiative designed to raise community awareness of local cultural programs and experiences by providing free admission to local heritage sites. The program has been operated with great success in communities across Ontario foster will allow residents of Pelham – irrespective of income and age – to experience culture in a new and tactile manner. Local schools, residents, artistes and community groups as well as surrounding municipalities should be encouraged to participate in this experience. |  | | |
| 4.5 | Collaboratively Expand & Develop Pelham Culture Days | Culture Days were established by a National Steering Committee and volunteer Provincial and Territorial Task Forces, to raise the awareness, participation and engagement of Canadians in arts and culture in their communities. This annual national event supports community exposure to free and interactive cultural activities and offers creative experiences with local artists, architects and creative entrepreneurs facilitating individual participation in everything from hands-on pottery-making to graphic design. Particularly for youth, such experiences may supplement school curricula by exposing students to a range of expertise in the cultural sector. The Pelham Library has participated in the past. The involvement of further partners should be explored. |  | | |

 **STRATEGIC DIRECTION 5: INVESTMENT & DEVELOPMENT OF CULTURE THROUGH TOWN PLANNING**





A sympathetic policy environment for cultural development will be vital in ensuring the long-term planning, development and sustainability of culture and cultural industry in Pelham. The primary role of the Municipality is to be a facilitator of culture via:

- Cultural marketing and promotion in-Region and out-of-Region in support of cultural tourism;
- Advocacy and facilitation of cross-sectoral partnerships for funding, programming and cultural industry attraction; and
- Ensuring the viability and protection of heritage and culture through land-use planning and municipal policy.

STRATEGIC DIRECTION 5: INVESTMENT AND DEVELOPMENT OF CULTURE THROUGH TOWN PLANNING

| | ACTION | PURPOSE | SHORT-TERM 1-3 YRS | LONGER-TERM 4-10 YRS | ONGOING |
|-----|--|--|---|-------------------------|---------|
| 5.1 | <p>Establish Clear Commitment to Arts, Heritage and Cultural Preservation, Development, Promotion and Tourism within Municipal Corporate Priorities</p> | <p>The Town of Pelham should take definitive steps to identify and communicate its role in maintaining and developing the Town’s cultural assets; clearly articulating within its Strategic Plan Council’s intended role to support and, as may be required, foster the development of the local cultural sector as follows:</p> <ul style="list-style-type: none"> • Facilitating strategic partnerships (public, private and non-profit) – both regionally and locally – to promote new opportunities and the creative use/reuse and development of cultural resources for the enhancement of the local cultural landscape; • To incorporate recommendations of this Cultural Master Plan and other priorities which may arise within the sector into future revisions of official Town policies and development plans; • To recognize the value of this sector to tourism and economic development in the Town; prioritizing support for cultural facility and program development, development of small business supports for creative start-ups, accommodation development and creative industry attraction; and • Facilitate and encourage inter-generational cultural awareness and participation in local culture; providing various means of access to cultural information and resources. |  | | |
| 5.2 | <p>Appoint a Municipal Cultural Officer within the Town’s Culture, Recreation and Wellness Department</p> | <p>The comprehensive development of the cultural sector in Pelham requires a dedicated staff person to navigate local, regional and provincial partnerships for local cultural development. The Municipal Cultural Officer should report to the Director of the Culture, Recreation and Wellness Department and will be called to work alongside the Town’s Marketing and Communications Officer. Responsibilities of the Cultural Officer should include:</p> <ul style="list-style-type: none"> • Facilitating opportunities for networking, information and resource-sharing among community and cultural groups and the coordination of the Pelham Cultural Committee; • The development of a Communications Plan to promote local culture at the neighbourhood, municipal, regional and provincial level; • Exploration of marketing and promotional partnerships for cultural programs, products and experiences and ensuring the regular updating of cultural database and mapping; • Facilitating capacity-building for local artistes, cultural businesses and groups, festivals and events etc. via linkages to a range of funding and business development opportunities; and • Fostering partnerships with schools, not-for-profits, private and public sector for the development and enhancement of cultural programming. |  | | |

STRATEGIC DIRECTION 5: INVESTMENT AND DEVELOPMENT OF CULTURE THROUGH TOWN PLANNING

| | ACTION | PURPOSE | SHORT-TERM 1-3 YRS | LONGER-TERM 4-10 YRS | ONGOING |
|-----|--|--|---|-------------------------|---|
| 5.3 | Leverage Opportunities for Funding and Investment From Upper-levels of Government to Support Cultural Development | <p>The Town of Pelham spent approximately \$49 Per Capita on culture in 2012. Increased support for cultural development undoubtedly has fiscal implications. Where possible municipal budgetary support for culture should be complemented by funding resources available to the municipality from upper-levels of government as may be available over time.</p> <p>Provincial programs such as the Cultural Strategic Investment Fund and Tourism Development Fund support municipalities, public libraries, private and non-profit cultural organizations with financial support for cultural project implementation as well as tourism (cultural tourism) product and experience development. The Building Communities Through Arts and Heritage Program, delivered by Canadian Heritage, provides funding for local recurring festivals, community anniversary celebrations and related capital projects as well as 25-year legacy funding for community capital projects which commemorate local historical anniversaries of 100 years or greater.</p> | | |  |
| 5.4 | Develop an Integrated Implementation Plan for the Town’s Heritage and Cultural Master Plans | <p>The development and enhancement of local cultural products and experiences has manifold effects for growth in cultural tourism, community well-being, and will offer a solid foundation for establishing a greater regional presence for local culture. This requires a targeted approach to the identification, preservation and development of existing cultural resources; leveraging existing assets in the creation/expansion of new cultural opportunities. Both the Pelham Heritage Master Plan and Cultural Master Plan provide roadmaps to accomplishing this. The integrated implementation of both Plans will be integral in ensuring the efficient development of Pelham’s cultural products and experiences for the mutual benefit of residents and visitors alike.</p> |  | | |
| 5.5 | Merge Existing Culture and Heritage Asset Databases | <p>While the maintenance of a separate heritage database is key to the preservation, protection and monitoring of heritage assets – further integration of the existing Cultural Assets Database and Heritage Assets Database is required. Updates and expansions to the Heritage Asset Database should be incorporated into the existing Cultural Resource Database and housed within the Town’s online GIS cultural resource map.</p> |  | | |
| 5.6 | Develop a protocol for expanding, updating and maintaining the cultural asset database | <p>To ensure that as Pelham grows and new cultural products, experiences, assets and industries are developed, the databases and related mapping should be updated to reflect this.</p> |  | | |

STRATEGIC DIRECTION 5: INVESTMENT AND DEVELOPMENT OF CULTURE THROUGH TOWN PLANNING

| | ACTION | PURPOSE | SHORT-TERM 1-3 YRS | LONGER-TERM 4-10 YRS | ONGOING |
|-----|---|---|---|-------------------------|---------|
| 5.7 | Develop a Communication Plan for Culture | Building on the vision and strategic priorities of this Master Plan, develop a detailed communications strategy to brand Pelham and promote its rich heritage. The Communications Plan should outline a media strategy inclusive of promotion and outreach methodologies to target local, regional and out-of region audiences/markets. |  | | |
| 5.8 | Ensure Cultural Planning Occurs Across Municipal Departments | Through staff education and awareness of municipal cultural priorities and initiatives. Facilitating opportunities for inter-departmental planning mechanisms will also assist in eliminating silos in the municipal planning and policy making process. |  | | |

 **STRATEGIC DIRECTION 6: STRENGTHEN CULTURAL TOURISM AND REGIONAL PRESENCE**

As a thoroughfare to other communities in Niagara Region, cultural tourism in Pelham often happens on an ad hoc basis where day visitors engage in events and experiences as they may be made aware of during their commute through the Town. Pelham has the potential to leverage this occurrence via promotional and way-finding signage and community improvement and stands to achieve greater economic benefit if growth in cultural tourism is appropriately planned for and fostered.

In 2010, over 10 million tourists visited the Niagara Region, the majority of which were same-day visits (61%). Being located in the heart of the Region, Pelham has an opportunity to leverage the Region’s appeal to tourists –

which as of 2010 were largely Ontarians (60%) and U.S residents (31%).

The market for cultural experiences in Niagara is significant. Only 4% of visits to the Region were for business – the majority of visits being for pleasure and family visits. Sixty-four percent (64%) of visitors engaged in cultural activities during their trip – the most popular cultural experiences being Historic Site visits, followed by National/Provincial Nature Parks and Museums/Art Galleries. Visitor




participation in cultural activity in the Region far outranks that of sport (16%).

Pelham has yet to tap into the fullness of its role as regional player in cultural tourism in Niagara. In order to do this the Town will need to take strategic efforts to enhance, develop and promote local cultural experiences on the regional scale, developing inter-regional marketing and event partnerships to bolster the Town’s cultural profile. The Tourism Partnership of Niagara (Regional Tourism Organization RTO

Pelham HAS YET TO TAP INTO THE FULLNESS OF ITS ROLE AS REGIONAL PLAYER IN CULTURAL TOURISM IN NIAGARA

2) may be valuable partner in accomplishing this. The organization’s 2013/2014 Business Plan identifies priorities to continue “to build product awareness and experiences across the region”

and “improve economic development in Niagara through tourism-centric initiatives.”

| STRATEGIC DIRECTION 6: STRENGTHEN CULTURAL TOURISM AND REGIONAL PRESENCE | | | | | |
|--|---|--|---|-------------------------|---|
| | ACTION | PURPOSE | SHORT-TERM 1-3 YRS | LONGER-TERM 4-10 YRS | ONGOING |
| 6.1 | Undertake Tourism Strategy | The Town should undertake a strategy to boost cultural tourism (this may include agri-tourism), building on and promoting exiting cultural assets and experiences to potential visitors in and out of region. The following actions constitute activities which should be considered within the strategy. |  | | |
| 6.2 | Launch Stand-Alone Cultural Tourism Website | A stand-alone website to promote local culture and attract visitors to play, dine and experience culture in Pelham (e.g. TourismPelham.ca) should be developed. The website will be a regional and provincial interface to culture in Pelham providing links to local cultural experiences, events and programs as well as local accommodations, restaurants and other tourist amenities in the Town. The website should be considered a part of the Town’s broader economic development and business support objectives. The Town of Pelham should ensure this website is linked to other regional tourism websites. Branding of the site will be critical in promoting Pelham as a place where “people, art, history and creativity CONNECT”. |  | | |
| 6.3 | Partnerships for the Co-Marketing of Events and Activities | A range of information exchange opportunities exists to promote local events to other municipalities in the Region and should be leveraged in ensuring growth in Cultural Tourism. The newly launched CNiagara.ca website is one such opportunity; providing an online event listing and information site for culture in Niagara. The project is a public-private sector initiative managed by the Marketing the Arts of St. Catharines partnership to facilitate inter-region cultural promotion. | | |  |

STRATEGIC DIRECTION 6: STRENGTHEN CULTURAL TOURISM AND REGIONAL (PRESENCE(

| | ACTION | PURPOSE | SHORT-TERM 1-3 YRS | LONGER-TERM 4-10 YRS | ONGOING |
|-----|---|--|-----------------------|---|---------|
| 6.4 | Collaboration for Regional Cultural Exchange | Culture tours are an innovative way of fostering inter-regional culture sharing and experiences. Municipal partnerships for the development of day tours (buses) to Culture Days and Doors Open events across Niagara should be a part of this initiative. | |  | |

Implementation

The Town of Pelham has laid a solid foundation for cultural prosperity. The Municipality has positioned itself as a valuable resource partner for the local business community and volunteers in the development and hosting of local festivals and events. The Town continues to manage theatre and arts camps for youth and recognizes the leadership of community groups in driving the local cultural scene through its Volunteer Recognition program.

The Municipality has taken the lead in cultivating a supportive policy environment for cultural development and preservation; establishing its commitment to the protection and maintenance of the community's rural landscape, heritage and cultural assets within its 2011 Strategic Plan, the Pelham Official Plan (2012), Heritage Master Plan (2012), Urban Beautification Strategy and Downtown Community Improvement Plan (2009). Policies within the aforementioned plans present a unified strategy to ensure the protection of culture and heritage assets, encourage public art and the maintenance of heritage appeal and the historic character of the Town via community infrastructure and development.

The 2013 corporate restructuring of the Town of Pelham has further validated the Town's commitment to culture over the long-term. The allocation of a dedicated Recreation, Culture & Wellness department to cater to sport, recreation, culture and library service needs of the community will be critical in ensuring the effective implementation of

the Cultural Master Plan. Additionally, newly dedicated staff for program development and coordination will facilitate the timely address of community needs as it relates to culture. Ongoing initiatives of the Recreation, Culture & Wellness department include the development of a space-sharing agreement with the Niagara Catholic School Board for community use of school space for recreational and cultural activity.

Actions and recommendations of this Cultural Master Plan support the enhancement of the Town's current role as a facilitator of culture via a comprehensive and holistic approach to support the development of the sector in a manner which further address the need for creative industry development and business attraction, cultural product, service, programming and tourism development. The Cultural Master Plan is a 'blueprint' for cultural development that builds on the positive precedent already established by the Municipality.

ORGANIZATIONAL RESOURCES

Appropriate and effective resource allocation will be critical to the successful implementation of the Cultural Master Plan. At the core of municipal planning activities will be the identification of a dedicated full-time staff

person (FTE) to act in the capacity of Cultural Officer. As of 2013, the Recreation, Culture & Wellness department has been structured to consist of the following:

- Director of Recreation, Culture & Wellness;
- Administrative Assistant;
- Programming Coordinator; and
- Programmer.

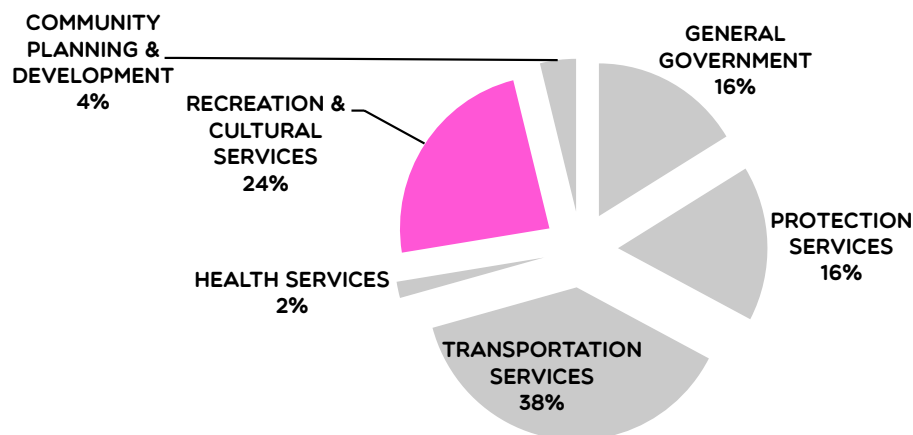
In the scope of this restructuring, it should be recognized that addressing the expansive nature of cultural programming, partnership development and the coordinated implementation of both the Heritage and Cultural Master plans will require the careful management and oversight by the Cultural Officer. The Cultural Officer is to report directly to the Director of Recreation, Culture & Wellness; while working collaboratively with departmental programming staff to address the cultural programming needs of the community. The collaborative engagement of other town departments (e.g. Marketing and Communications and Planning and Development) as well as private and not-for-profit partners will be required within the scope of work of the Cultural Officer (see Strategic Action 5.2 for a detailed description of the recommended roles/duties of the Cultural Officer).

.....
THE MUNICIPALITY HAS TAKEN THE LEAD IN CULTIVATING A SUPPORTIVE POLICY ENVIRONMENT FOR CULTURAL DEVELOPMENT AND PRESERVATION

FINANCIAL RESOURCES

On a Per Capita Basis, Town spending on culture (approximately \$49 Per Capita in 2012) is comparative to other municipalities in Ontario. The Town of Pelham allocated approximately \$2.7 million in its 2012 Operating Budget for Recreation and Culture Services; directing around 31% (\$820,000, excluding spending on parks) of this cultural facilities and services. The majority of funding for culture (89%) was allocated to Libraries.

The present municipal funding stream should be maintained. The implementation of the recommendations of this Cultural Master Plan is expected to require increased budgetary allocations for culture – specifically as it relates to administration (i.e. the appointment of a Cultural Officer), program development and expansion and new facility investment. Budget requirements for the implementation of the Cultural Plan will need to be carefully considered and approved by Council within the scope of other municipal priorities as well as regional, provincial and federal cultural funding opportunities as may be available overtime. The following implementation framework identifies such possible funding partnerships.



TOWN OF PELHAM: BUDGET 2012

| OPERATING | | Recreation and Culture Services | \$2,662,590 |
|-----------|--|--|-------------|
| | | General Admin | \$536,148 |
| | | Comm. Services - Programs | \$382,415 |
| | | Recreation Services - Facilities & Parks | \$720,425 |
| | | Recreation and Culture Services | \$295,214 |
| | | Libraries | \$728,387 |
| CAPTIAL | | Parks & Recreation | \$332,400 |
| | | Harold Black Park Soccer Shelters | \$20,000 |
| | | Centennial Park Bleachers | \$16,000 |
| | | Arena Quonset Hut extension | \$26,400 |
| | | Pelham Street Downtown core Decorations | \$8,000 |
| | | Cultural Asset Mapping & Master Plan | \$50,000 |
| | | Centennial Park Improvements Phase 2&3 | \$20,000 |
| | | Peach Park Master Landscape Plan | \$25,000 |
| | | Old Pelham Town Hall Renovations | \$66,000 |
| | | Arena Structural Inspection | \$8,000 |
| | | Fenwick Flag Pole Structural Inspection | \$4,000 |
| | | Dog Park Development | \$35,000 |
| | | Harold Black Park: Parking Lot Fence | \$14,000 |
| | | Arena Concession and Kitchen Improv | \$40,000 |
| | | Library | \$19,875 |
| | | Computer Services Development | \$4,875 |
| | | Fonthill Branch Renovations | \$15,000 |

**TOWN PER CAPITA
SPENDING ON
CULTURE (2012):
\$49**

Owing to the municipal budget process, it has been established that budgetary requirements will not be provided as part of this Plan.

HUMAN RESOURCES

Recognizing the Town of Pelham has a strong and vibrant base of volunteers and social clubs, such groups are key partners and a valued

human resource which should continue to be encouraged, supported and maintained as various aspects of the Cultural Plan are actioned over time.

The establishment of a Cultural Committee presents an opportunity to recruit and engage various sectors/representatives of the community in the implementation process. The Cultural Committee should comprise a range of individuals from the local business association, community groups and social clubs, the educational sector and other key stakeholders in culture. At least one member of



Happy Arts! In the Orchard

the Heritage Committee should be represented. It is envisioned that both the heritage and cultural committee will partner on a range of activities outlined in this Plan and will continue to work closely with one another in order to accomplish the effective implementation of both the Heritage and Cultural Master plans. From an implementation perspective, the Heritage and Cultural Master plans must be dove-tailed, functioning as ‘sister’ strategies though individual actions may vary.

.....
FRAMEWORK FOR IMPLEMENTATION

These are commencing implementation specifics – not exhaustive but illustrative to mobilize each of the actions in Section 4 (Roadmap for Cultural Development). This framework for implementation sets the direction, identifies the actions, roles and

responsibilities. Further to this, a detailed implementation plan should be undertaken only for those initial short-term and prioritized actions, as this will resonate more effectively as a realistic appraisal of what can be achieved year-to-year. Subsequent to this plan, a

budgetary assessment of the strategic actions in the short-term will be undertaken. The degree of implementation and the timing of implementation will be contingent on prioritizing each action relative to others.

| ONGOING ACTIONS | | | | |
|-----------------|---|---|---|---|
| | ACTIONS | IMPLEMENTATION SPECIFICS | LEADERSHIP | PARTNERSHIPS |
| 1.1 | Identify and explore partnerships with local schools/Schools Boards to raise exposure and awareness of culture to youth in the Town | <ul style="list-style-type: none"> Establish a working group to clearly identify scoped opportunities for space use, clear appreciation of the constraints and any operating cost impacts; Generate list of potential users to assess demand and therefore operating implications; Longer-term, consider joint-use agreements and role of Town in facilitating use of space (i.e. Town control of space as opposed to individual user groups dealing directly with school boards); This is specific to cultural activities and NOT broader recreation use, and is part of an efficient strategy to improve the range of space available for cultural development. | Pelham Recreation, Culture & Wellness Department, Pelham Cultural Committee | Niagara Catholic School Board, Niagara Region District School Board |

| ONGOING ACTIONS | | | | |
|-----------------|---|--|--|---|
| | ACTIONS | IMPLEMENTATION SPECIFICS | LEADERSHIP | PARTNERSHIPS |
| 1.4 | Support for Growth in Cultural Programming | <ul style="list-style-type: none"> Evaluate existing base of program support; Organize discussion sessions with community arts organization to identify possible and planned opportunities for supplementary/public/extra-curricular program development; Identify priority programs for support to assist with annual funding planning; This is linked intrinsically to action 1.1 above. | Pelham Recreation, Culture & Wellness Department, Pelham Cultural Committee | Community Arts/Culture Organizations |
| 2.1 | Encourage Small Business Growth and Development | <ul style="list-style-type: none"> Survey business support needs of local cultural industries – this means economic development-style approach to engaging with culture sector industries in the town to identify their needs and establish how the public sector can appropriately promote and assist. This means taking back some of the regional economic development function currently under the responsibility of the NEDC and making it the responsibility of the Town. Develop and inventory existing small business supports locally and regionally (trade shows, financing programs, marketing, etc.); Develop informational packages for business support opportunities. | Pelham Recreation, Culture & Wellness Department | Pelham Business Association (PBA), Welland/Pelham Chamber of Commerce, Venture Niagara, Tourism Partnership of Niagara (RTO 2), Local cultural businesses |
| 2.2 | Partner with Regional Colleges for Talent Recruitment | <ul style="list-style-type: none"> Further identify gaps in cultural workforce as well as survey labour needs/demand for cultural workers; Develop recruitment strategy, exploring opportunities including internships, college fairs, work experience programs; Engage educational institutions in the exploration of partnerships and related protocols. | Pelham Recreation, Culture & Wellness Department (Cultural Officer), Pelham Business Association (PBA), Welland/Pelham Chamber of Commerce | Brock University, Niagara College Canada, Niagara Institute of Music and Arts, local businesses and arts organizations |
| 2.4 | Assess Economic Impact of Cultural Sector Growth and Investment | <ul style="list-style-type: none"> Develop metrics for identifying growth in Culture building on existing mapping and business data; Develop research protocol, methodologies to monitor growth annually. | Pelham Recreation, Culture & Wellness Department, Pelham Planning and Development Department | Niagara Region, Regional Municipalities |
| 3.3 | Invest in the Adaptive Reuse of Existing Spaces and Places | <ul style="list-style-type: none"> Based on the work of this Plan, review each Town-owned space to determine functional program opportunities, deferred maintenance, and capital expenditure necessary to maximize the use of these buildings over the long-term for multi-use activities which includes culture. This is a base analysis which can then be utilized to help define the scale, function, program and overall feasibility of developing a new cultural centre in Fonhill. Address cost implications of potential development options; identifying priority options for development. | Pelham Recreation, Culture & Wellness Department, Pelham Planning and Development Department, Pelham Council | Pelham Public Works and Infrastructure Department |

| ONGOING ACTIONS | | | | |
|-----------------|---|--|---|--|
| | ACTIONS | IMPLEMENTATION SPECIFICS | LEADERSHIP | PARTNERSHIPS |
| 4.2 | Continue to Support Growth and Market Draw of Local festivals and Events | <ul style="list-style-type: none"> Continue resource support for local festivals and events; Identify opportunities for joint events and expansion of events; Focus on advertising. Niagara is a highly competitive venue for summer events – maximize tourism draw as it will lead to significant expenditure – the total expenditure by tourism is often 3-4 times the price of individual events (ticket price); The Pan-American/Para-Pan American Games will be held in the GTAH and surrounding region in 2015 – be ready in terms of marketing and packaging events, services and other activities as tourists visit the region. For example, 2015 Pan American Games, Canoe-Kayak events are to be held at the Welland Flatwater Centre. | Pelham Recreation, Culture & Wellness Department, Pelham Cultural Committee, | Pelham Business Association (PBA), Welland/Pelham Chamber of Commerce, Tourism Partnership of Niagara (RTO 2), Community Arts/Culture and Social Organizations |
| 5.3 | Leverage Opportunities for Funding and Investment from Upper-levels of Government to Support Cultural Development | <ul style="list-style-type: none"> Monitor funding opportunities and the availability of funding for cultural projects from upper-levels of government as may be available over time; Identify potential cultural projects and assess potential to attract both private and public (regional, provincial and federal) funding support; pursuing relevant opportunities. | Pelham Recreation, Culture & Wellness Department, Pelham Council | Pelham Planning and Development Department, Ontario Ministry of Tourism, Culture and Sport, Canadian Heritage, Tourism Partnership of Niagara (RTO 2) |
| 6.1 | Undertake Tourism Strategy | <ul style="list-style-type: none"> The Regional Tourism Organization (RTO) model is evolving and is regional in pursuit of tourism – at the local level there is much to be gained from establishing strategic goals and actions. A significant part of Pelham’s appeal lies in cultural tourism and agri-tourism which can lead to employment growth, skills development, promote rural diversification and other benefits to the community. This Plan should be undertaken as an immediate step, building on the assets base. | Pelham Recreation, Culture & Wellness Department | Agricultural Sector, Heritage and Culture Sector, Pelham Business Association (PBA), Welland/Pelham Chamber of Commerce |
| 6.3 | Partnerships for the Co-Marketing of Events and Activities | <ul style="list-style-type: none"> Develop a media strategy for the promotion of events as part of the Communications Strategy for Culture; Explore potential for advertising and promotional partnerships regional tourism bodies and other regional and local stakeholders. | Pelham Recreation, Culture & Wellness Department (Cultural officer), Pelham Cultural Committee, Pelham Marketing and Communications Officer | Niagara Region/Tourism Niagara, Regional Municipalities, RTO2, Pelham Business Association (PBA), Welland/Pelham Chamber of Commerce, Community Arts/Culture Organizations |

| SHORT-TERM ACTIONS | | | | |
|--------------------|--|--|---|--|
| | ACTIONS | IMPLEMENTATION SPECIFICS | LEADERSHIP | PARTNERSHIPS |
| 5.6 | Develop a protocol for expanding, updating and maintaining the cultural asset database | <ul style="list-style-type: none"> • Develop a joint partnership with heritage and culture (i.e. working group) to work together to detail criteria for asset identification and selection, • Centrally house existing databases with the Town's GIS systems, • Updating/reviews of the database should occur in a coordinated and timely manner (e.g. every 3 months). | Pelham Recreation, Culture & Wellness Department, Pelham Heritage Committee, Pelham Planning Department | |
| 5.5 | Merge Existing Culture and Heritage Asset Databases | <ul style="list-style-type: none"> • Closely linked to action 5.6 above, a working group should be established to monitor and develop protocols/asset identification criteria to facilitate the regular updating of both the culture and heritage asset databases. • Changes to the heritage database should be incorporated into the cultural database and subsequent (online) mapping. | Pelham Recreation, Culture & Wellness Department, Pelham Heritage Committee, Pelham Planning Department | |
| 1.2 | Develop Cultural Asset Database and Resource Maps into an Accessible Neighbourhood Resource and Information Tool | <ul style="list-style-type: none"> • Establish funding requirement and secure funding for staff resource to: • Translate database into an online interactive medium which provide 'real-time', hyper-linked information on the assets; • Ongoing monitoring. | Pelham Recreation, Culture & Wellness Department, Pelham Planning and Development Department | Pelham Cultural Committee, Pelham Heritage Committee |
| 1.3 | Develop a Community Web Space/Portal for Culture on Municipal Website | <ul style="list-style-type: none"> • This should be managed internally; • Webpage should link to Town's social media mechanisms and other community services activities and promotions. | Pelham Recreation, Culture & Wellness Department, Pelham Planning and Development Department | Pelham Cultural Committee, Pelham Heritage Committee, Community Arts/Culture & Social Organizations |
| 6.2 | Launch Stand-alone Cultural Tourism Website | <ul style="list-style-type: none"> • Should be part of Tourism Strategy; • Branding of the site must be considered in line with the objectives of this Cultural Plan; • Develop an IT strategy to maximize impact of a stand-alone website; • Decide whether this will be managed internally or externally. It is recommended that this be done internally. | Pelham Recreation, Culture & Wellness Department | Niagara Region/Tourism Niagara, Regional Municipalities, RTO2, Welland/Pelham Chamber of Commerce, Community Arts/Culture Organizations, Pelham Business Association (PBA) |

| SHORT-TERM ACTIONS | | | | |
|--------------------|--|--|--|--|
| | ACTIONS | IMPLEMENTATION SPECIFICS | LEADERSHIP | PARTNERSHIPS |
| 1.5 | Establish a Pelham Cultural Committee/ Roundtable | <ul style="list-style-type: none"> Working committee of the Town to establish a draft mandate; Solicit community for candidates; Initial selection and meeting; Establish specific goals and objectives as it relates to those parts of this Plan that fall into the jurisdiction of the committee; Create annual list of actions to accomplish, timeline, funding opportunities (upper-levels of government); Evolve overtime. | Pelham Recreation, Culture & Wellness Department | Pelham Heritage Committee, Community Arts/Culture & Social Organizations, Pelham Business Association (PBA), Mayor's Youth Council |
| 2.3 | Expand Community Improvement Plan (CIP) to support Culture | <ul style="list-style-type: none"> This is first and foremost and internal planning discussion involving the Town's planning and culture department, The aim is to consider how the CIP is currently implemented, the success of each program and degree to which culture sector businesses are taking advantage of these programs and the implications of expanding the CIPA to the rural area; Assess the funding implications relative to the benefits (all CIP funding should be viewed as seed money with expected private sector leverage); Community improvement planning is a two-way street. Based on the CIP to date, establish with businesses how the CIP can best meet their business expansion goals and consider new or amended programs; Assess with options for amendment to existing CIP versus creation of a new plan. | Pelham Planning and Development Department, Pelham Council | Pelham Recreation, Culture & Wellness Department |
| 3.1 | Undertake an Infrastructure Needs Analysis for Cultural Facilities | <ul style="list-style-type: none"> With respect to an option for a new facility and the potential for partnership with the private sector in the short-term, hire a consultant to undertake a full financial feasibility and community-need justification for a new cultural centre developed as part of or otherwise in partnership with a private-sector led development in the growth node of Fonthill. | Pelham Recreation, Culture & Wellness Department Pelham Planning and Development Department, Pelham Council | |
| 3.3 | Develop a New Cultural Complex and Hub | <ul style="list-style-type: none"> Contingent on results of the feasibility analysis, review all aspects of capital funding excluding Development Charges as cultural facilities are exempt. However, as a multi-use facility, assess the degree to which the facility could represent a DC eligible cost; Review governance and operational plan to assess realistic deficit expectation; Confirm the method of delivering the project (P3 versus other). | Town of Pelham, Pelham Council | A range of partners exist and will be called upon in moving this project forward |

| SHORT-TERM ACTIONS | | | | |
|--------------------|--|--|---|--|
| | ACTIONS | IMPLEMENTATION SPECIFICS | LEADERSHIP | PARTNERSHIPS |
| 3.6 | Develop a Public Art Strategy | <ul style="list-style-type: none"> • Various municipal plans and policies speak to issues of public art. The Town should review existing policies and assess the potential to incorporate these as part of the strategy; • Hire a consultant to develop the strategy. | Town of Pelham | |
| 4.3 | Launch a Doors Open Cultural Program | <ul style="list-style-type: none"> • Explore appetite of business and cultural community in participating; • Identify funding (including sponsorship opportunities) to support marketing and communications etc.; • Develop communications strategy. | Pelham Recreation, Culture & Wellness Department, Pelham Culture and Heritage Committee | Community Arts/Culture & Social Organizations, Pelham Business Association (PBA), Local businesses |
| 4.4 | Collaboratively Expand and Develop Pelham Culture Days | <ul style="list-style-type: none"> • Explore appetite of business and cultural community in participating; • Identify funding (including sponsorship opportunities) to support marketing and communications etc.; • Develop communications strategy. | Pelham Recreation, Culture & Wellness Department, Pelham Culture and Heritage Committee | Community Arts/Culture & Social Organizations, Pelham Business Association (PBA), Local businesses |
| 5.1 | Establish Clear Commitment to Arts, Heritage and Cultural Preservation, Development, Promotion and Tourism within Municipal Corporate Priorities | <ul style="list-style-type: none"> • On the assumption that the prescriptions of the Cultural Plan are endorsed by Council, the opportunity exists to bolster corporate strategic planning with the vision and strategic directions outlined; • Budgetary consideration for this Plan will be given greater weight and certainty if this is done. | Pelham Recreation, Culture & Wellness Department, Pelham Council | |
| 5.2 | Appoint a Municipal Cultural Officer within the Town's Culture, Recreation and Wellness Department | <ul style="list-style-type: none"> • Further consider for job description based on this Plan. Job requirements may be different in a year's time as certain elements of this Plan develop over time with more certainty (e.g. the cultural centre) or progress organizationally (e.g. cultural committee); • Notwithstanding this, one full-time employee will be needed. This excludes any staffing that would be developed to operate the cultural centre. Once that development occurs the entire departmental structure should be revisited. | Pelham Recreation, Culture & Wellness Department | |

| SHORT-TERM ACTIONS | | | | |
|--------------------|---|--|--|---|
| | ACTIONS | IMPLEMENTATION SPECIFICS | LEADERSHIP | PARTNERSHIPS |
| 5.4 | Develop an Integrated Implementation Plan for the Town's Heritage and Cultural Master Plans | <ul style="list-style-type: none"> Develop an internal working group for heritage and culture to facilitate this. The cultural officer will be key in monitoring and managing the process of developing the plan. | Pelham Recreation, Culture & Wellness Department, Pelham Heritage Committee, Pelham Cultural Committee | Pelham Planning Department |
| 5.7 | Develop a Communication Plan for Culture | <ul style="list-style-type: none"> The Cultural Plan presents an opportunity to '(re)brand' culture in Pelham. The actions outlined in this Plan will give authenticity to the brand – therefore develop the brand once Council agrees to develop the sweep of actions in this Plan. | Pelham Recreation, Culture & Wellness Department | Pelham Heritage Committee, Pelham Cultural Committee, Pelham Marketing and Communications Officer |
| 5.8 | Ensure Cultural Planning Occurs Across Municipal Departments | <ul style="list-style-type: none"> A realistic approach is required here – by establishing a cultural officer and budget for actions, it will be the responsibility of the departmental heads to ensure coordination between the goals of cultural development and the needs of all other municipal responsibilities. | Pelham Recreation, Culture & Wellness Department, All Town Department, Council | |

| LONGER-TERM ACTIONS | | | | |
|---------------------|---|---|---|---|
| | ACTIONS | IMPLEMENTATION SPECIFICS | LEADERSHIP | PARTNERSHIPS |
| 3.2 | Medium-term Plan for Recreation Complex | <ul style="list-style-type: none"> This Cultural Plan is predicated on the community moving forward with the renewal of its recreational offer to the community. The development of new facilities for recreation should be seen as an element of the Cultural Plan. This Cultural Plan should therefore monitor the recreation planning in the community. This will happen in part because the organizational structure of the municipality is appropriate. | Town of Pelham, Council | Town of Pelham (all departments) |
| 3.5 | Develop Linked Cultural Nodes along Heritage Routes | <ul style="list-style-type: none"> Based on Tourism and Heritage Plan; Based on the CIP as an opportunity if expanded to the rural area and if commercial heritage grants are included; Advocate for new tourism ventures and work with owners to develop opportunities; Long-term proposition. | Pelham Planning Department, Pelham Public Works and Infrastructure, Department Pelham Recreation, Culture & Wellness Department, Pelham Council | Pelham Heritage Committee, Pelham Business Association (PBA), Pelham Cultural Committee |

| LONGER-TERM ACTIONS | | | | |
|---------------------|--|---|--|---|
| | ACTIONS | IMPLEMENTATION SPECIFICS | LEADERSHIP | PARTNERSHIPS |
| 4.1 | Establish and Develop Cultural Heritage Routes | <ul style="list-style-type: none"> • Prioritize within the Tourism Plan suggested; • Work with Tourism venues along a potential route to promote the concept; • Undertake necessary implementation for this; • The plan should be that cultural tourism via driving/ cycling routes should be creating value-added tourism receipts to the community within 5 years. | Pelham Planning Department, Department Pelham Recreation, Culture & Wellness Department, Pelham Council | Pelham Heritage Committee, Pelham Cultural Committee, Pelham Business Association (PBA), Agricultural Sector |
| 4.2 | Further opportunities for local food links to Niagara Culinary Trail | <ul style="list-style-type: none"> • Based on Tourism and Heritage Plan; • Based on the CIP as an opportunity if expanded to the rural area and if commercial heritage grants are included; • Advocate for new tourism ventures and work with owners to develop opportunities; • Long-term proposition. | Town of Pelham | Business community, RTO2, Niagara Region, Agricultural Sector |
| 6.4 | Collaboration for Regional Cultural Exchange | <ul style="list-style-type: none"> • Explore appetite for regional collaboration for co-marketing and other collaborations for events. Several municipalities in the Region already engage in Culture Days and Door Open events including Thorold and Niagara Falls; • Identify funding (including sponsorship opportunities) to support marketing and communications etc.; • Develop a collaborative communications strategy. | Pelham Recreation, Culture & Wellness Department, Niagara Region/Tourism Niagara, Regional Municipalities, | RTO2, Welland/Pelham Chamber of Commerce, Pelham Business Association (PBA), Local businesses Community Arts/Culture & Social Organizations |

MONITORING & GOVERNANCE

The effective monitoring and implementation of the Cultural Master Plan will be critical to the future development of culture in Pelham. While partnerships constitute a key means through which several recommended actions may be addressed, the Town of Pelham will bear responsibility for monitoring the progress of the operationalization of the Plan over the long-term. It is recommended that this be done on an annual basis whereby the achievement

of deliverables of the Plan and growth of the sector are recorded/reported; and subsequent strategies/plans for implementation are updated.

As previously mentioned, cultural asset data collected throughout the Cultural Master Plan project should be utilized as baseline data for measuring growth in the cultural sector. As an immediate priority, the Town of Pelham should identify and establish other baseline measures/ indicators of cultural development to assist in its

monitoring activities. These may include but are not limited to the following:

EVENTS, PARTICIPATION/ATTENDANCE

- Number of cultural events hosted per annum;
- Patronage and attendance at cultural events, visitor attendance (licence plate surveys);
- Ticket sales (Revenues), Expenditures; and
- Sponsorship.

SPACES AND FACILITIES

- Growth in facilities and spaces (square footage developed, geographic distribution);
- Growth in facility amenities (types of use); and
- Utilization of Facilities (number of users, prime vs. non-prime use).

CULTURAL TOURISM

- Development of new cultural attractions, accommodations and assets; and
- Visitation statistics (accommodation stays, license plate surveys at events).

GROWTH IN LOCAL CULTURAL INDUSTRIES

- Number of new businesses; and
- Growth in employees.



2013

Cultural Plan

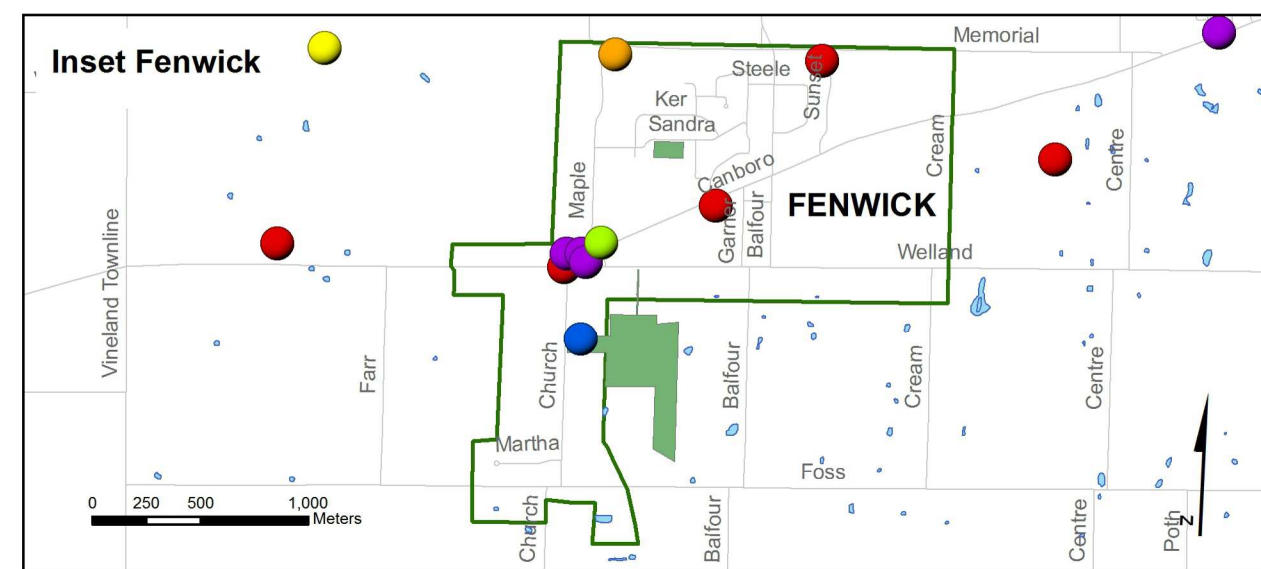
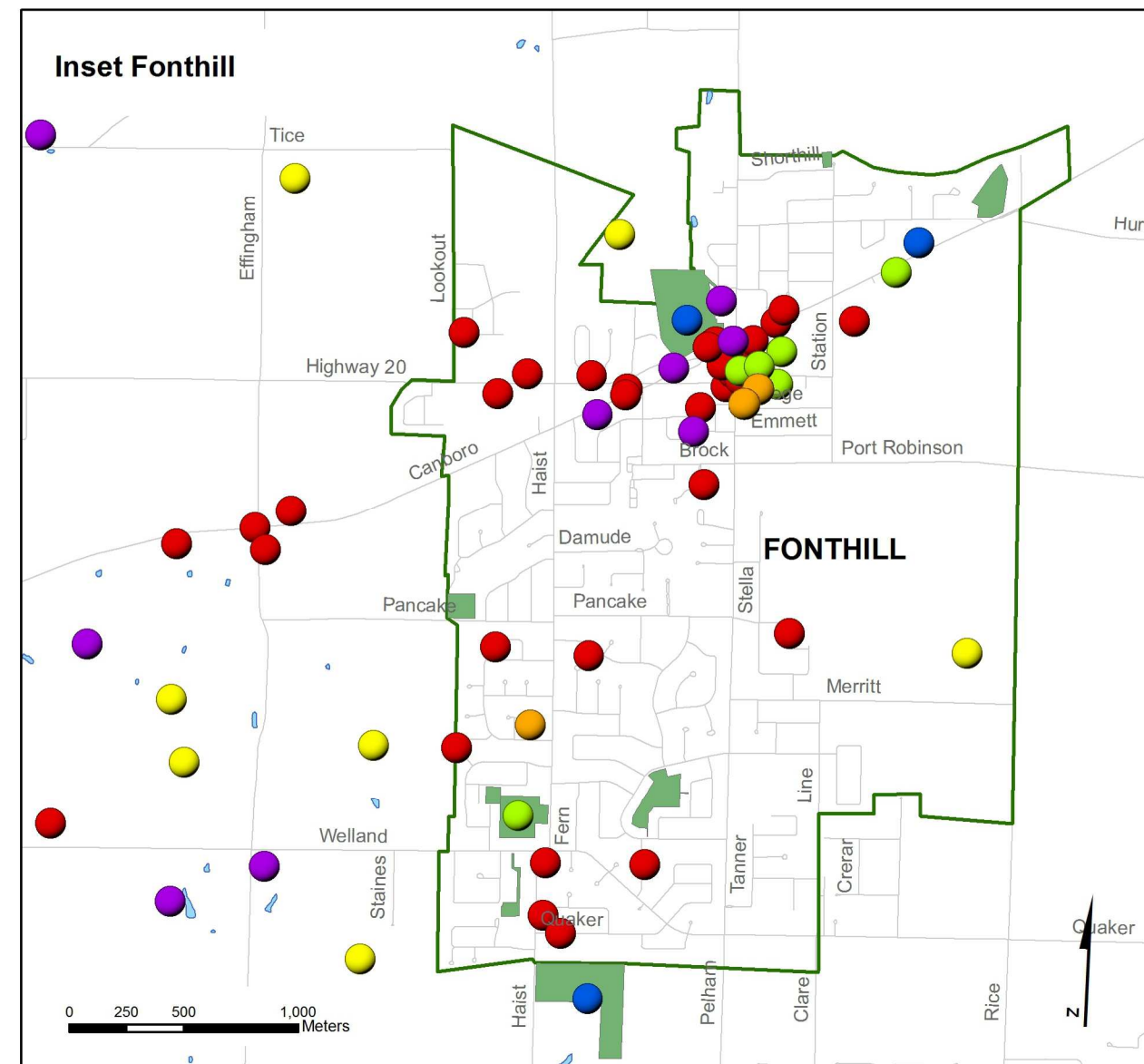
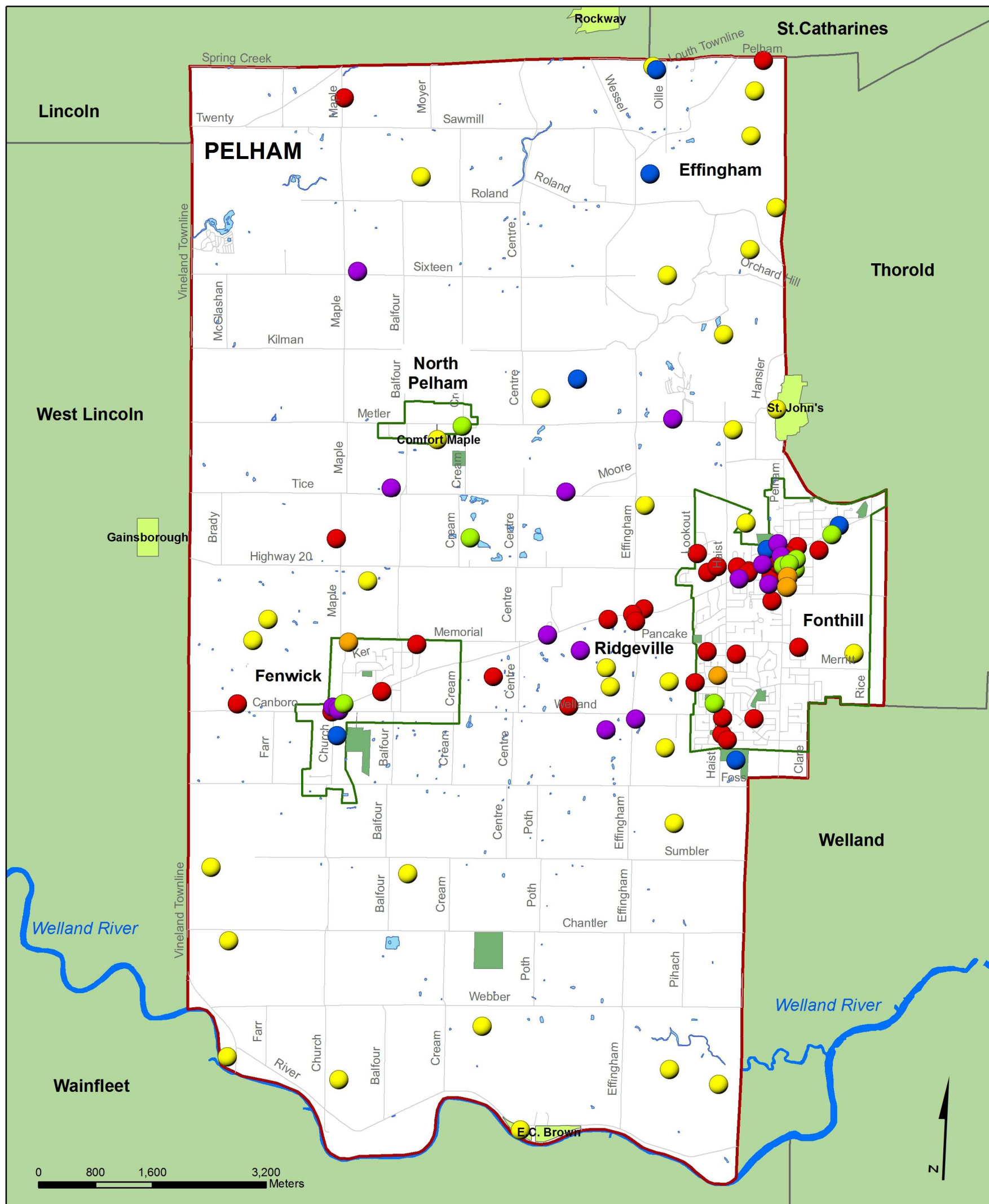
Town of Pelham

Appendix: Asset Mapping



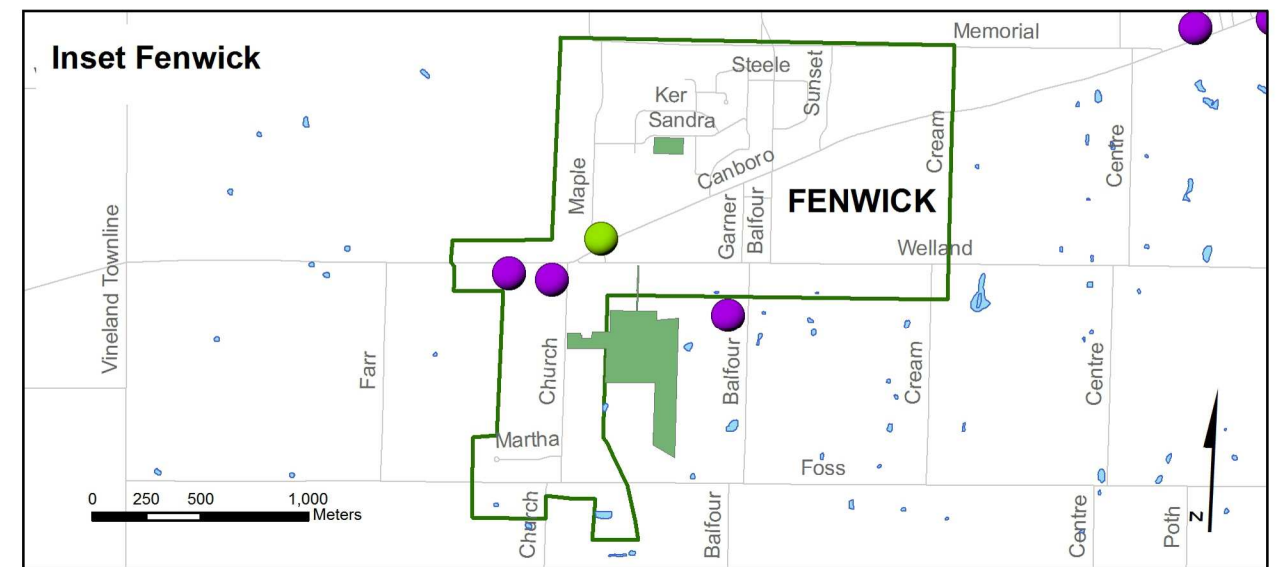
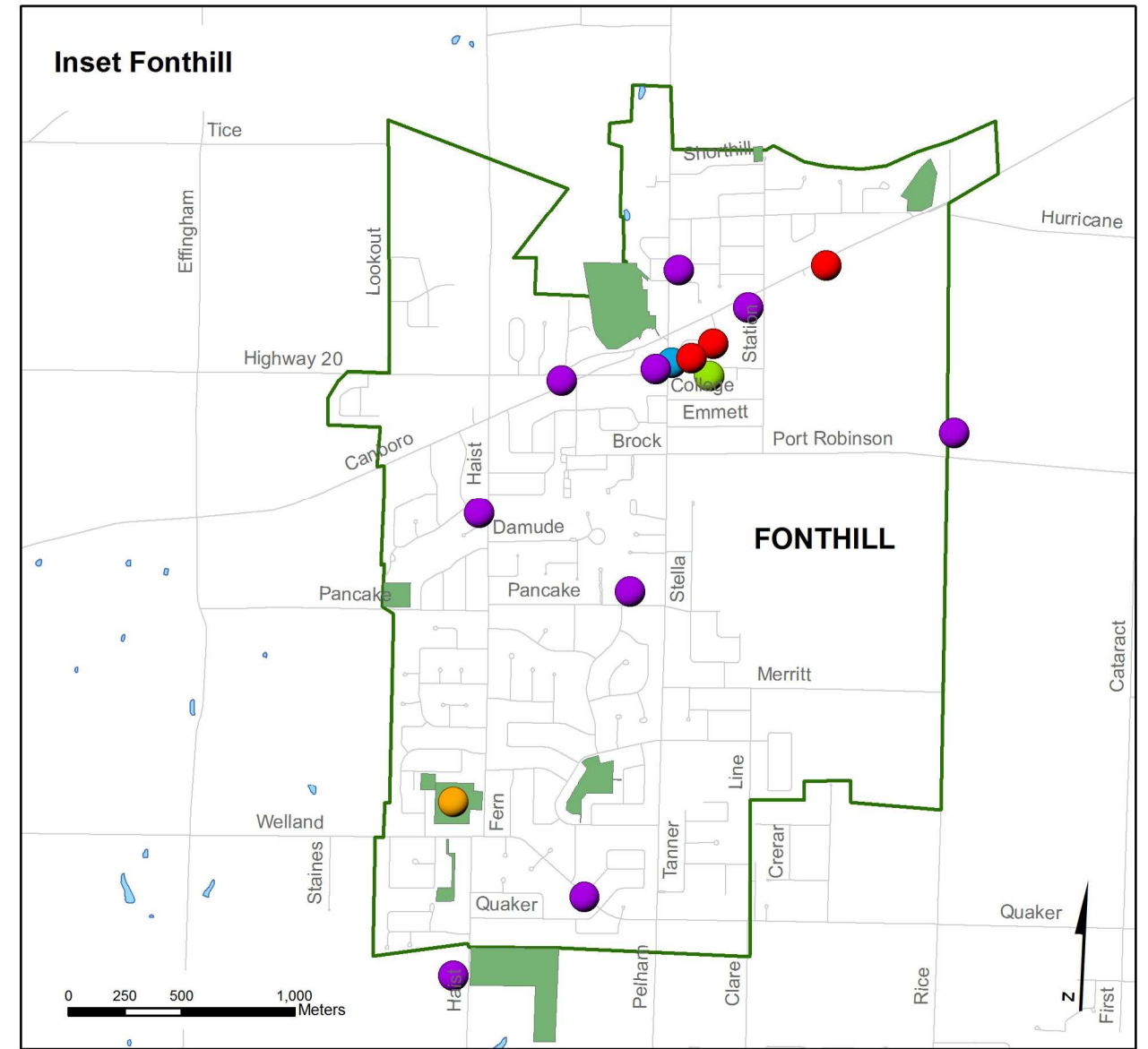
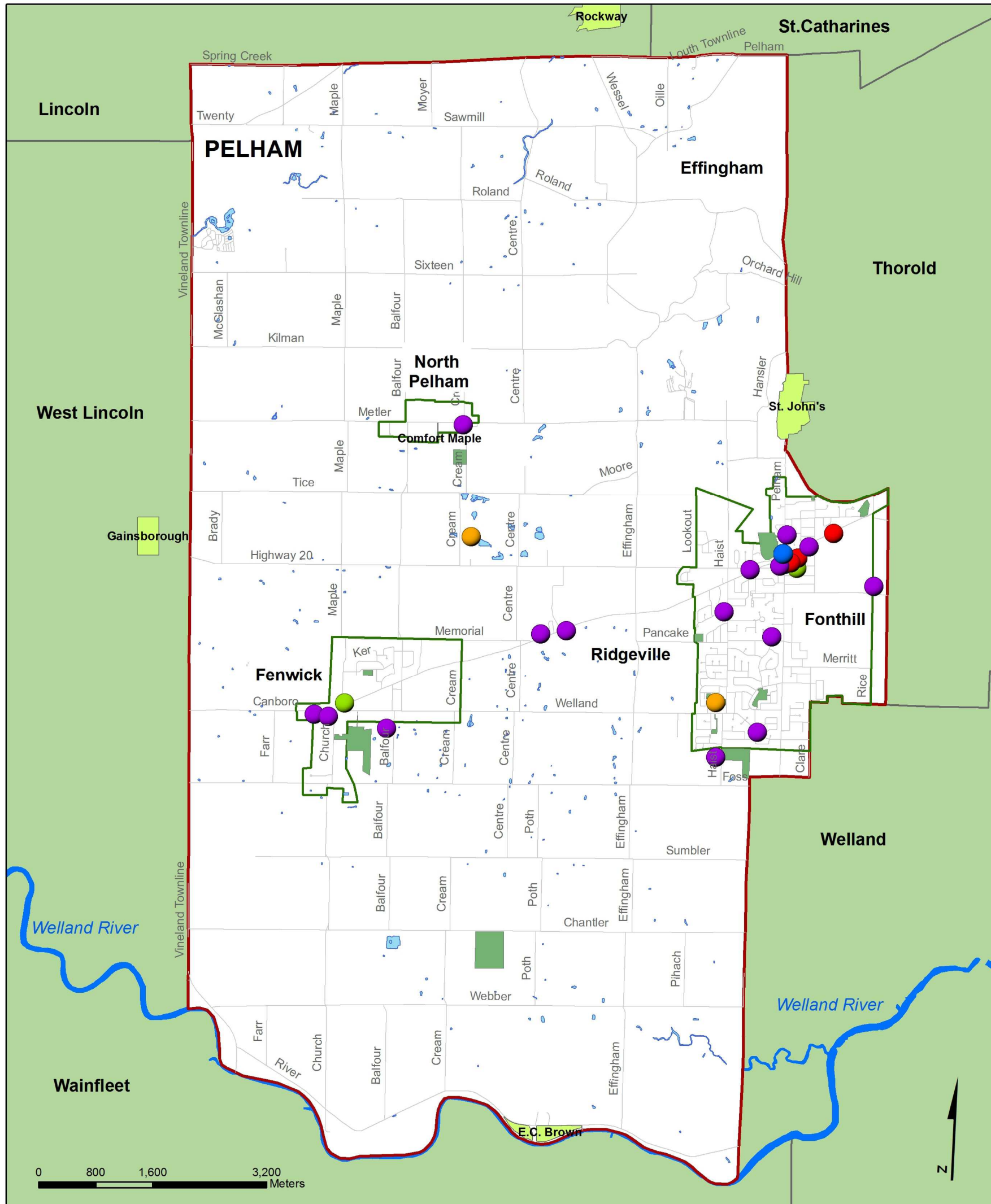
TOWN OF PELHAM

Town of Pelham Cultural Resources



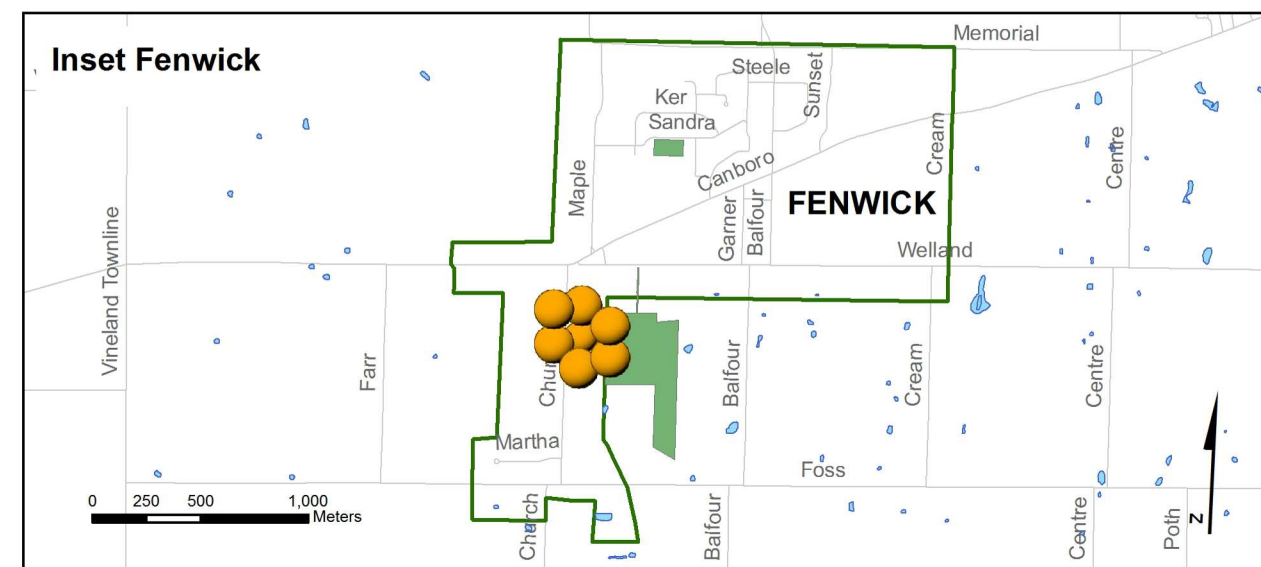
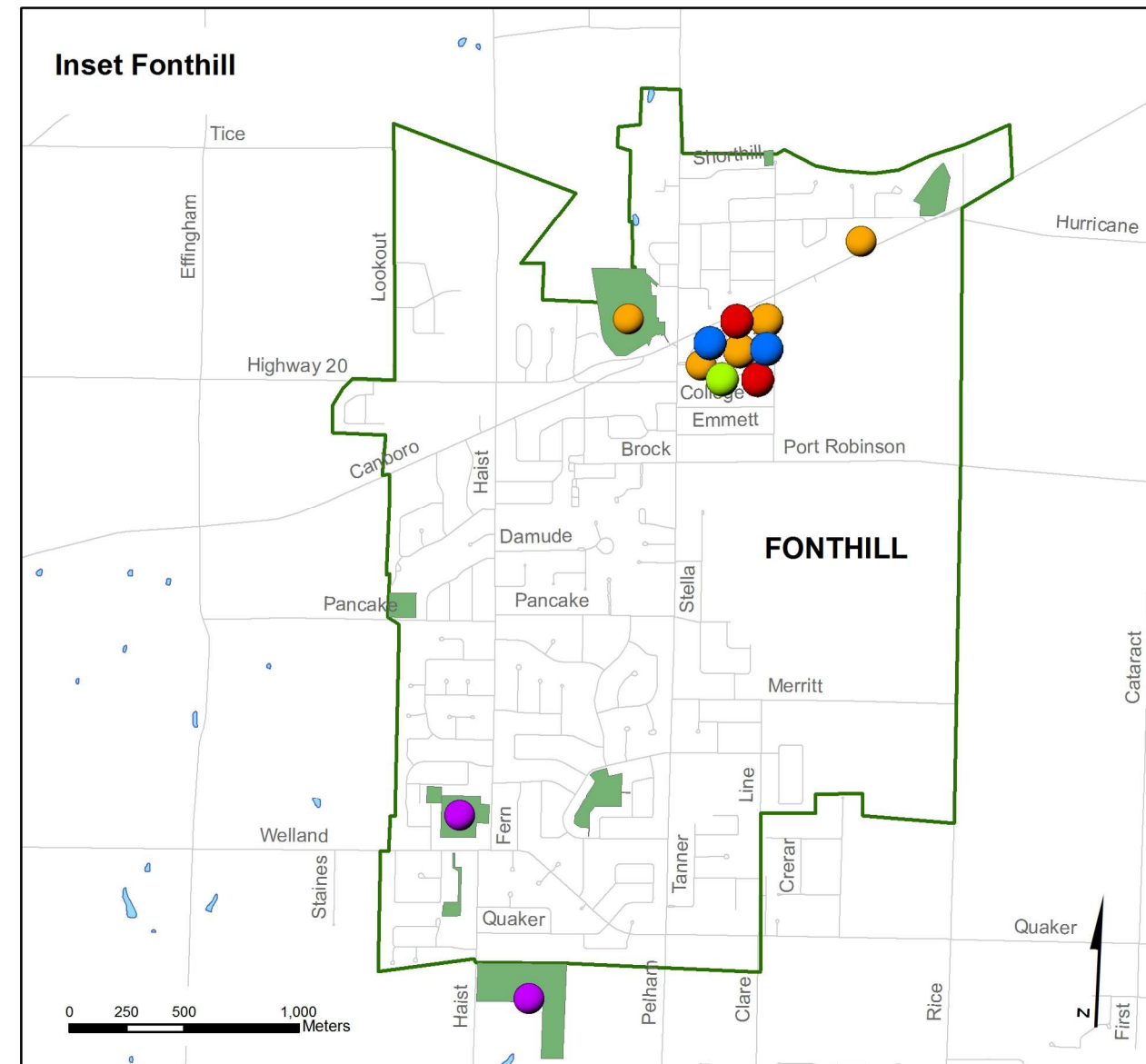
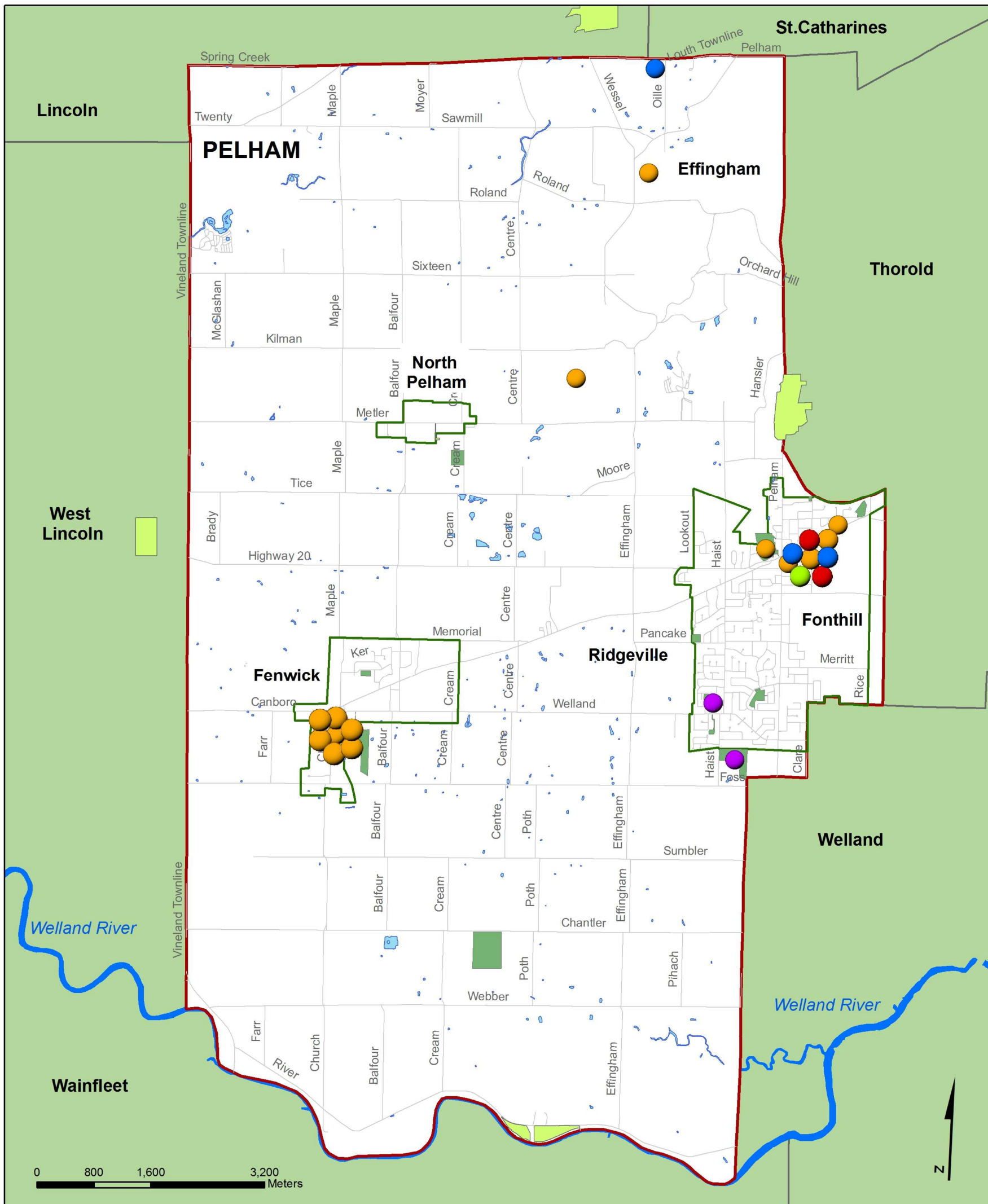
| | | | |
|---------------|--------------------|---------------------------------|----------------------------------|
| Legend | | Cultural Resources - 164 | |
| | Parks | | Built Heritage |
| | Conservation Areas | | Community Cultural Organizations |
| | Lakes and Rivers | | Creative Cultural Industries |
| | Community Boundary | | Festivals and Events |
| | | | Spaces and Facilities |
| | | | Natural Heritage |

Town of Pelham Spaces and Facilities



| | | | |
|---------------|--------------------|-----------------------------------|-----------------------|
| Legend | | Spaces and Facilities - 35 | |
| | Parks | | Art Gallery or Studio |
| | Conservation Areas | | Church |
| | Lakes and Rivers | | General Event Space |
| | Community Boundary | | Library and Archives |
| | | | Live Performance |

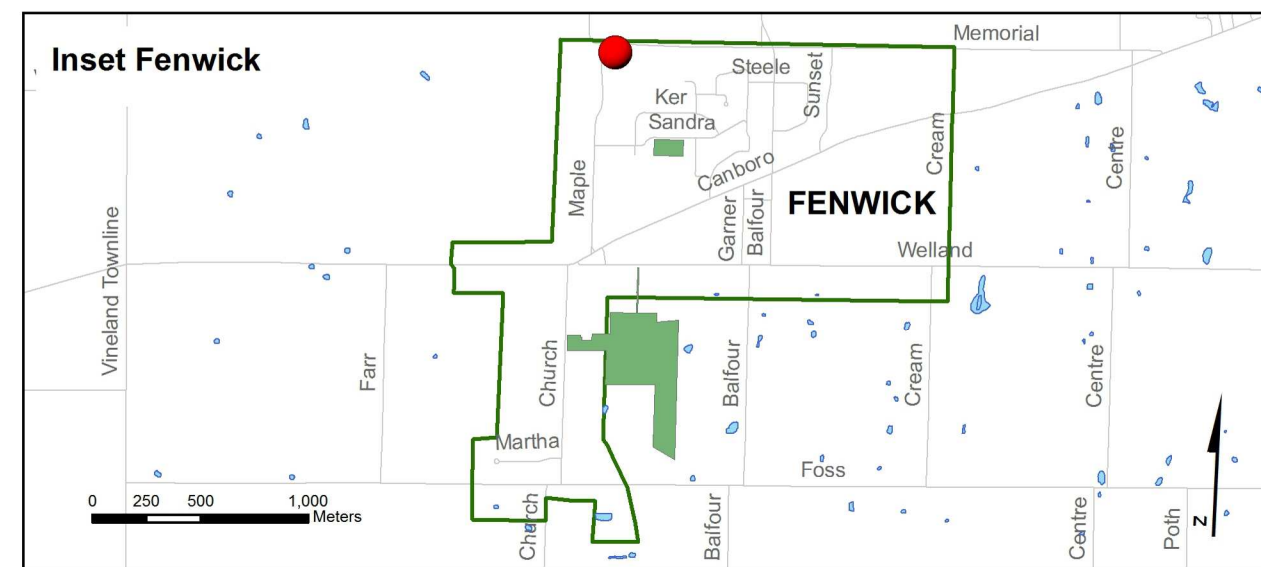
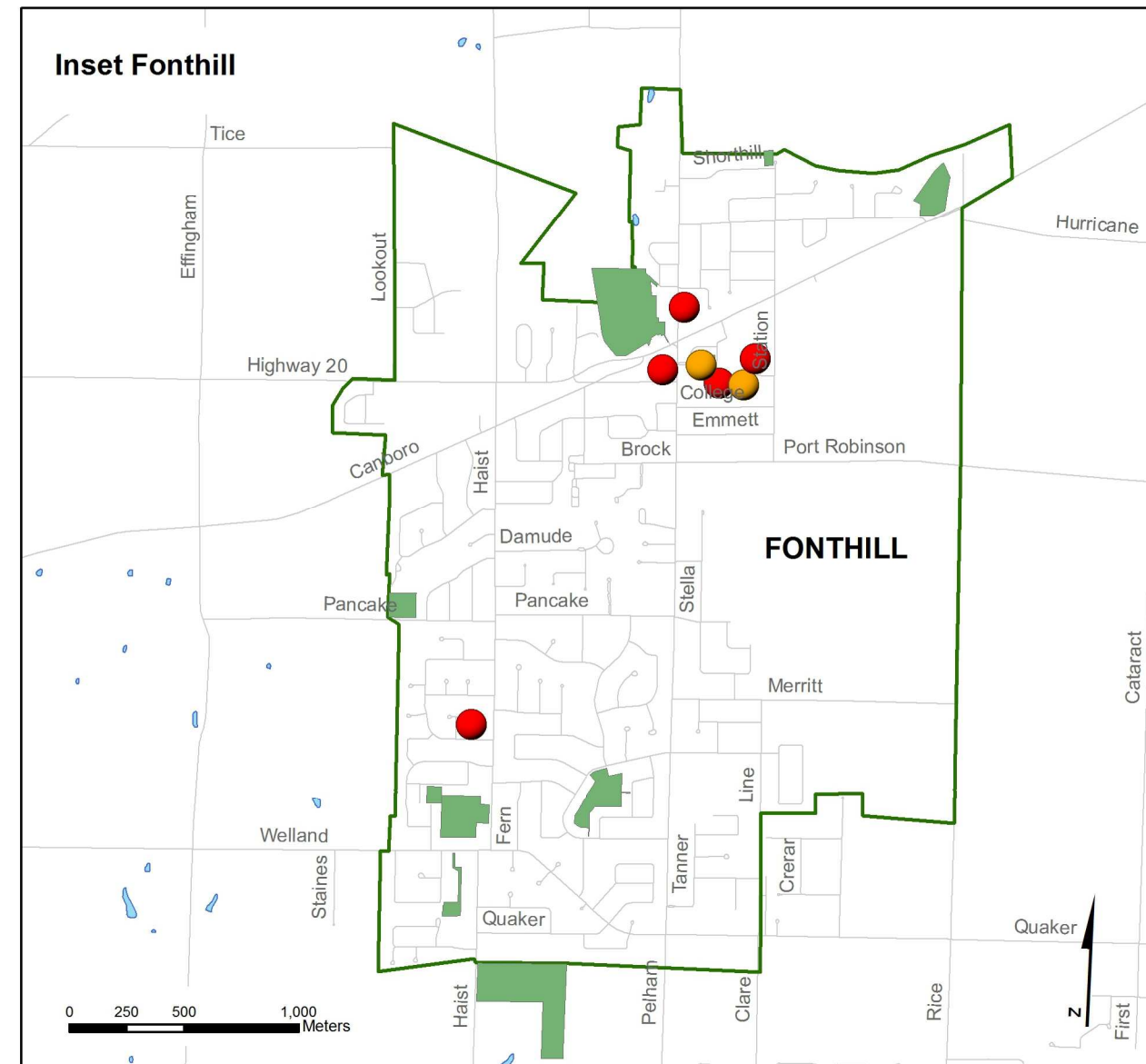
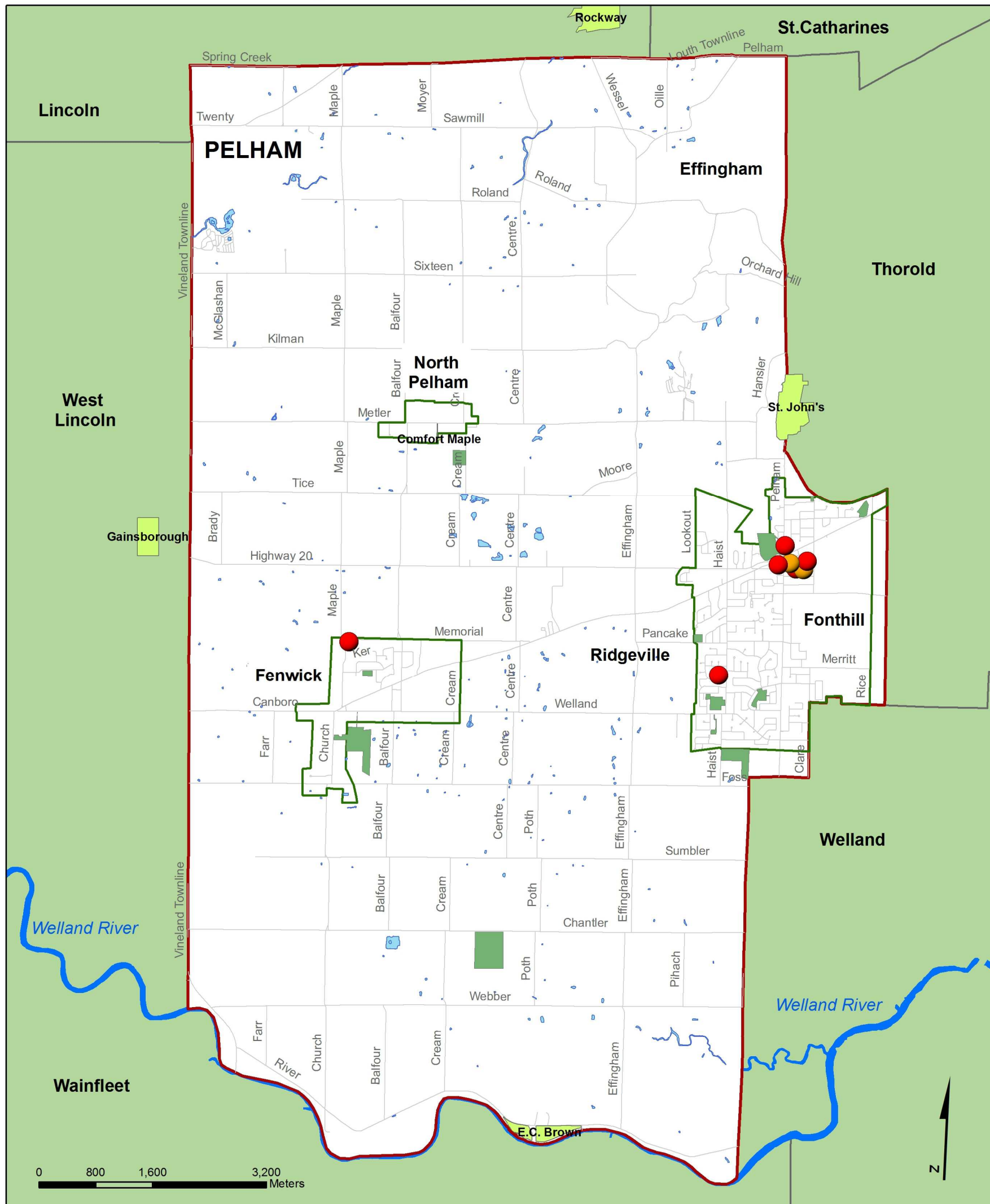
Town of Pelham Festivals



Legend

| | | | |
|--|---------------------|--|--------------------|
| | Farmer's Market | | Parks |
| | Art & Craft | | Conservation Areas |
| | Heritage Event | | Lakes and Rivers |
| | Community Festivals | | Community Boundary |
| | Live Performance | | |

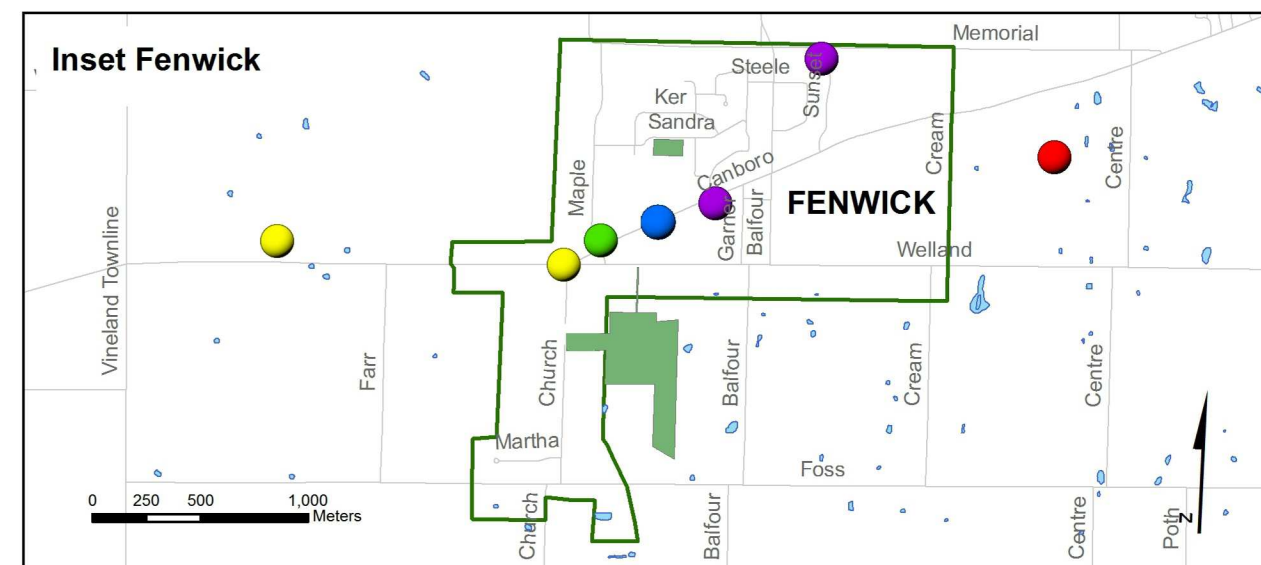
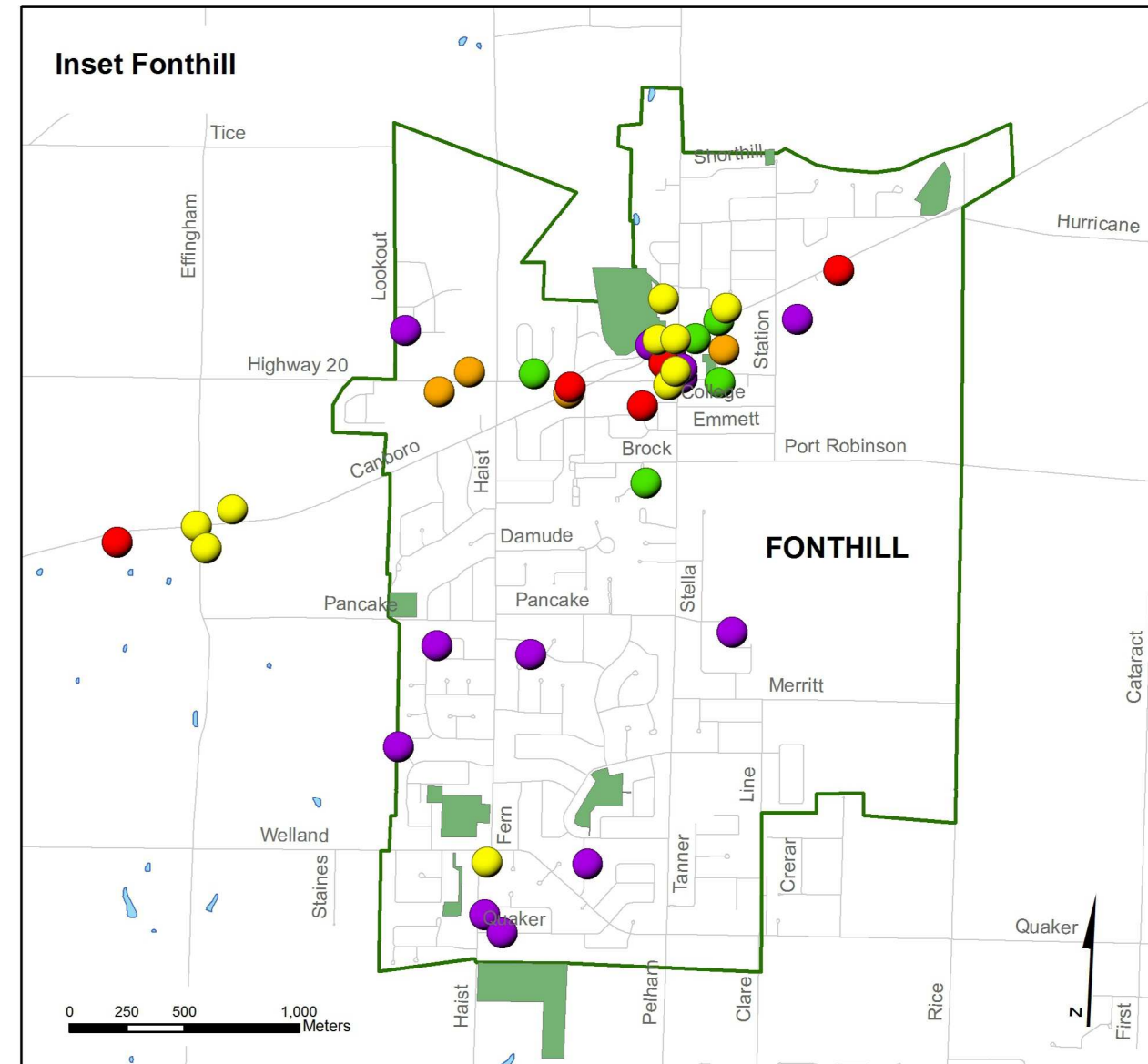
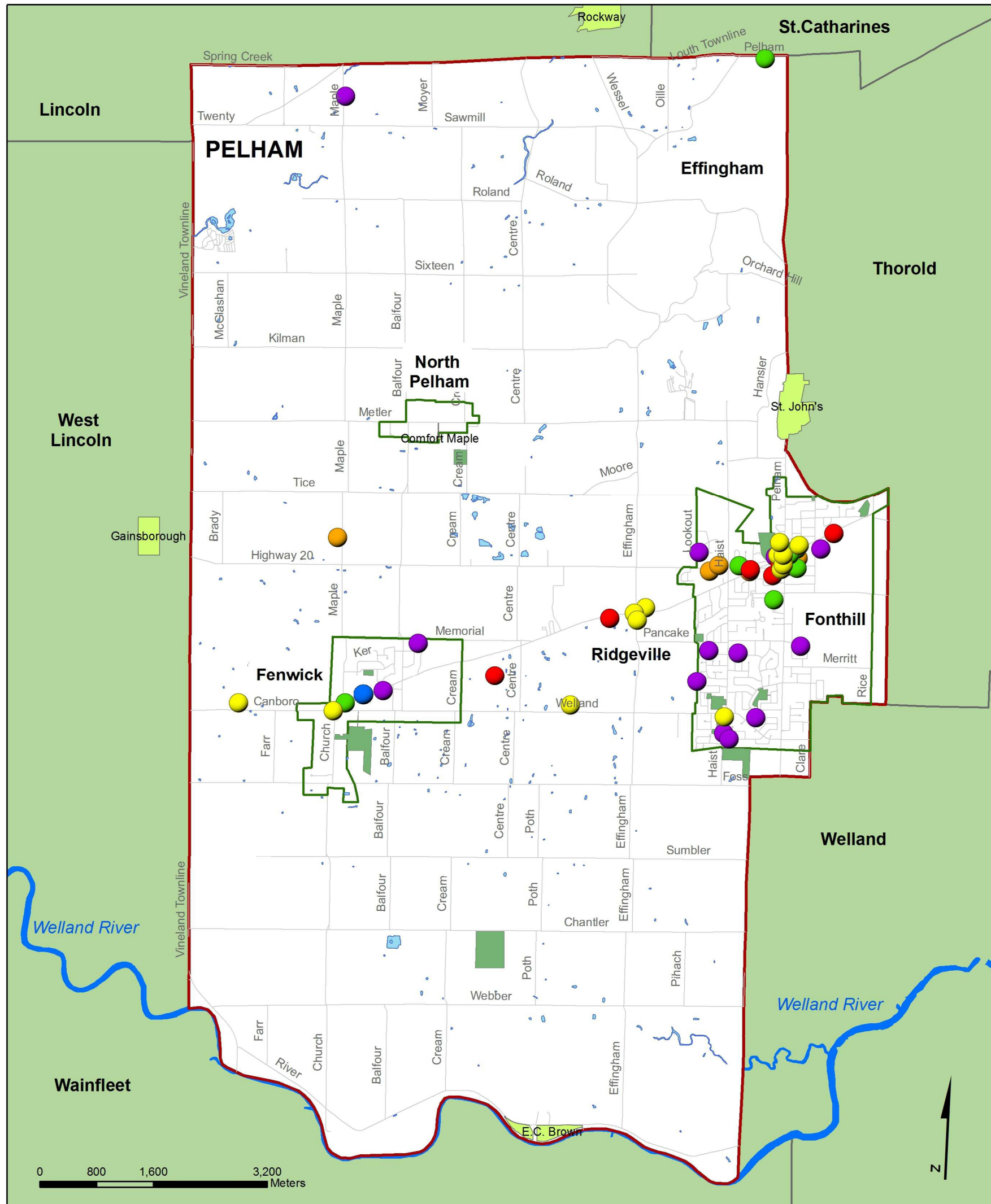
Town of Pelham Community Cultural Organizations



Legend

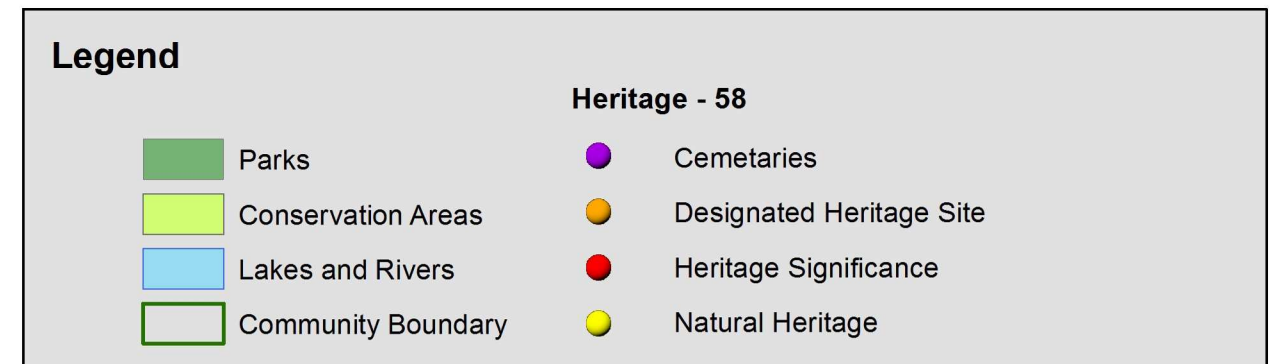
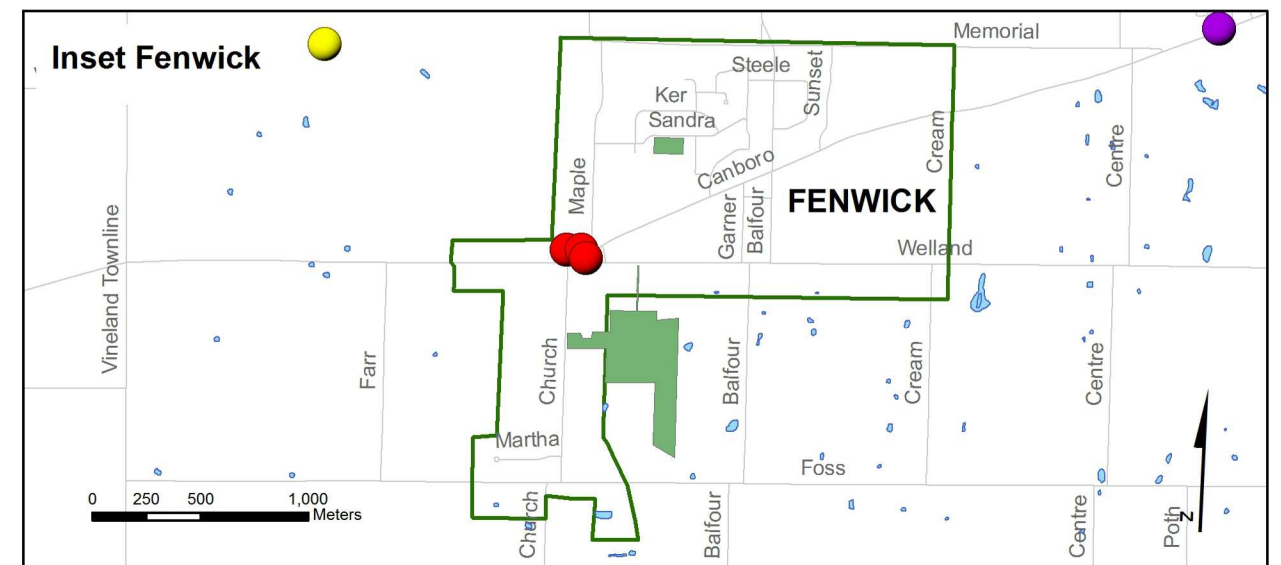
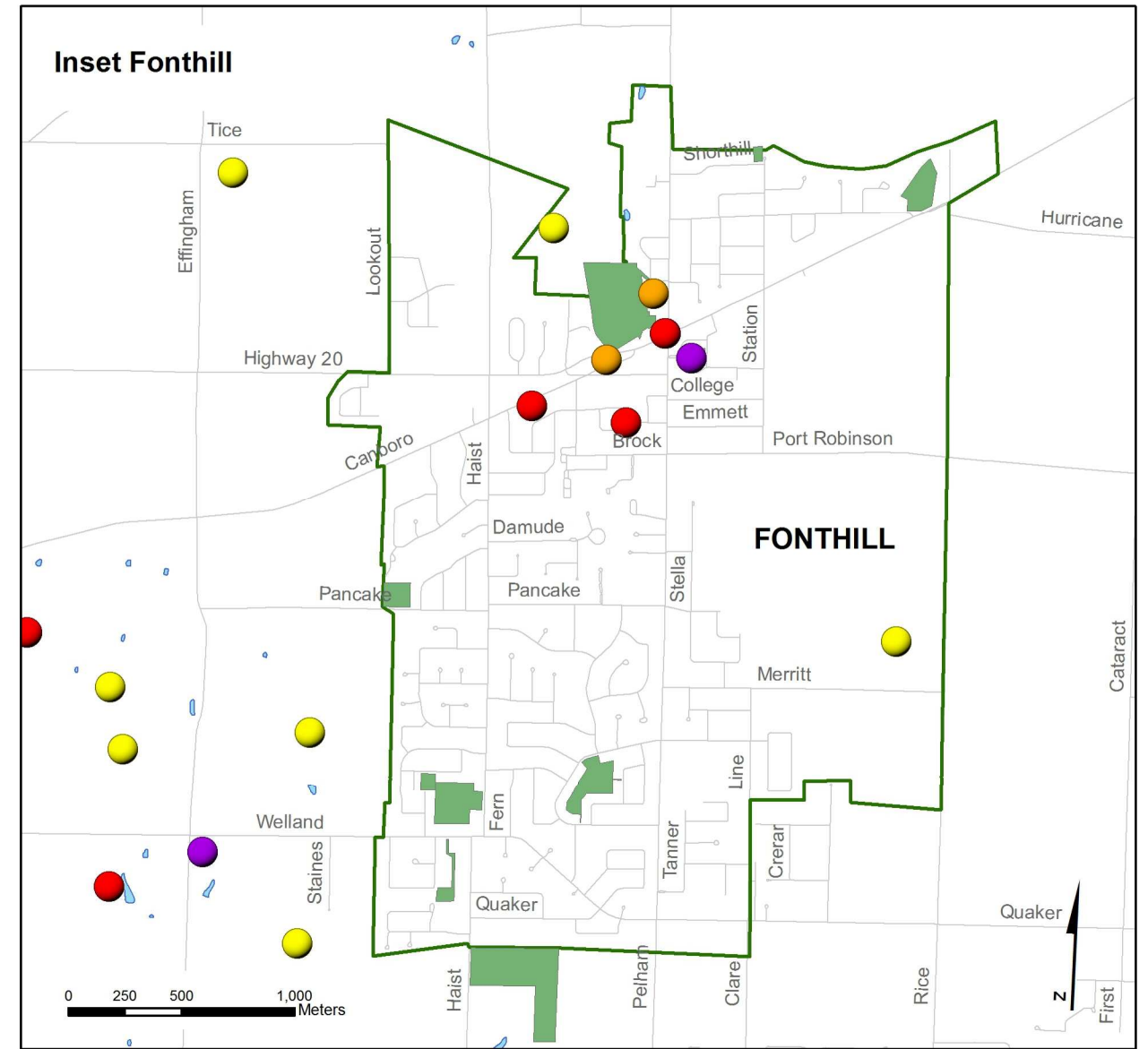
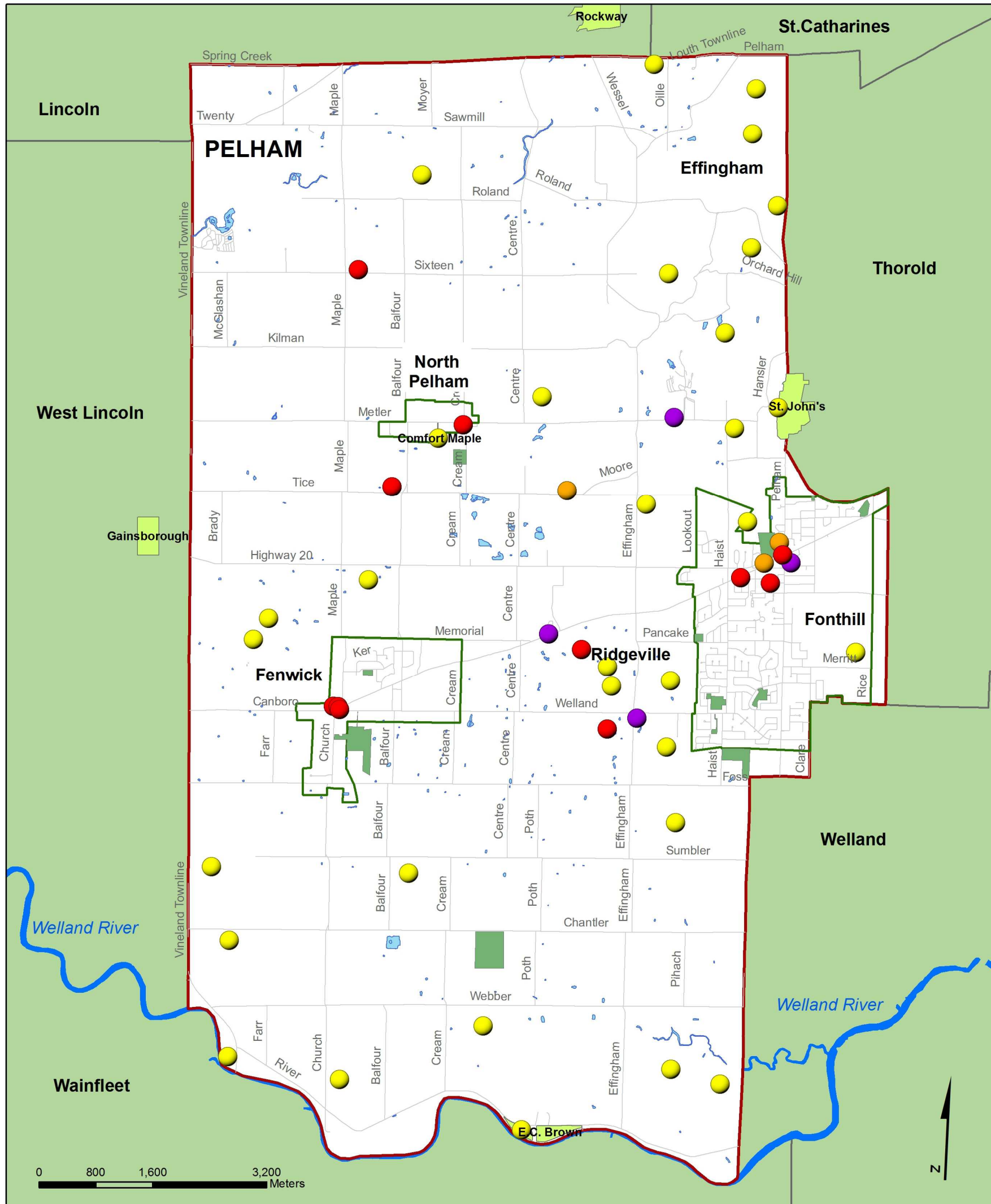
- Community Cultural Organizations - 8**
 - Red Circle: Community Arts Organizations
 - Yellow Circle: Historical and Geneological Societies
- Parks** (Green Area)
- Conservation Areas** (Light Green Area)
- Lakes and Rivers** (Blue Area)
- Community Boundary** (Green Outline)

Town of Pelham Creative Cultural Industries

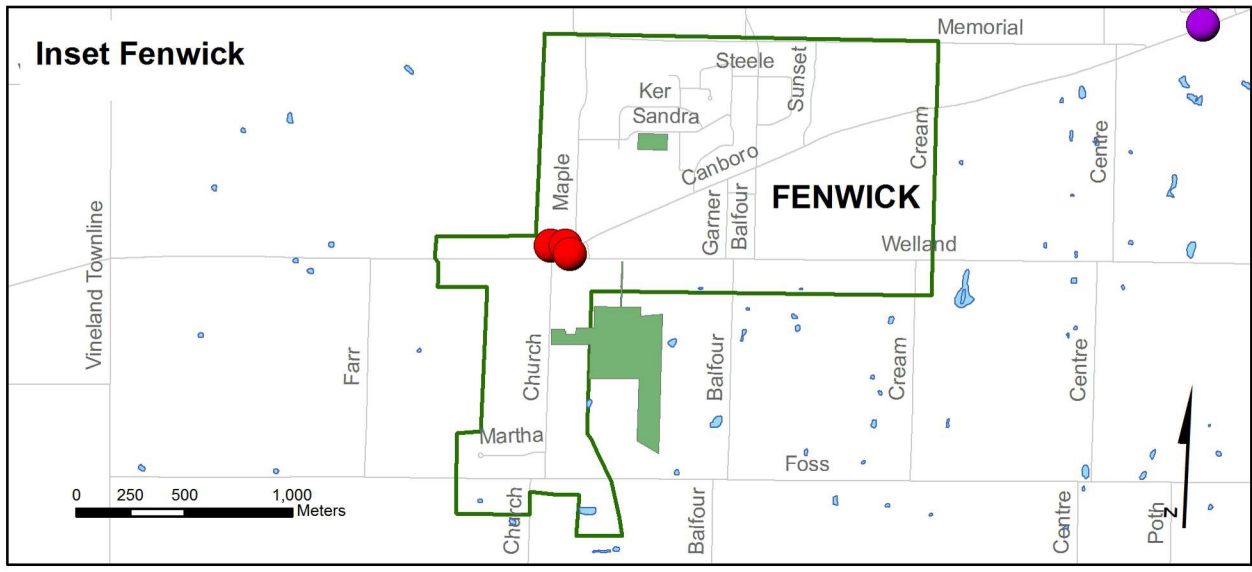
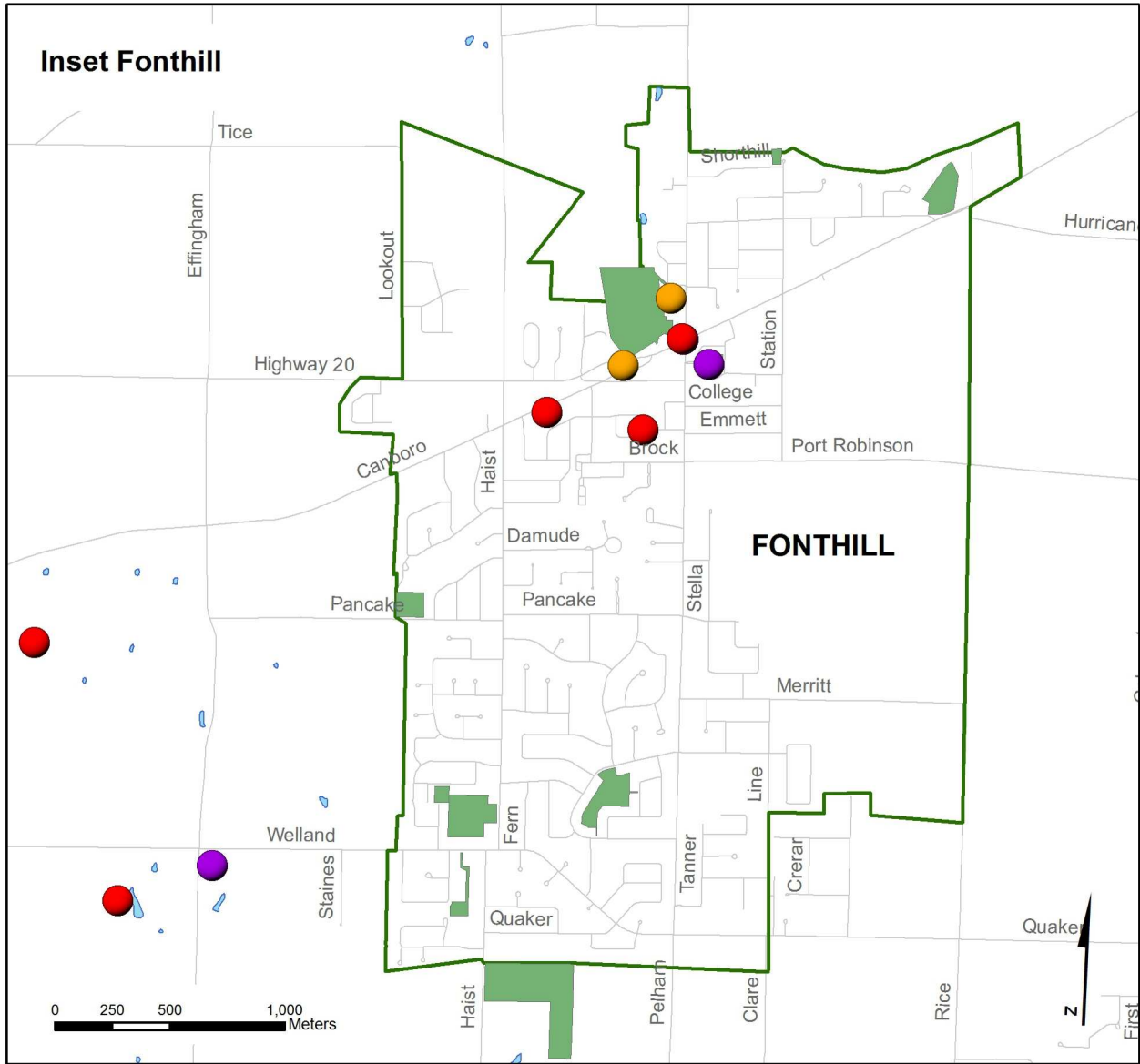
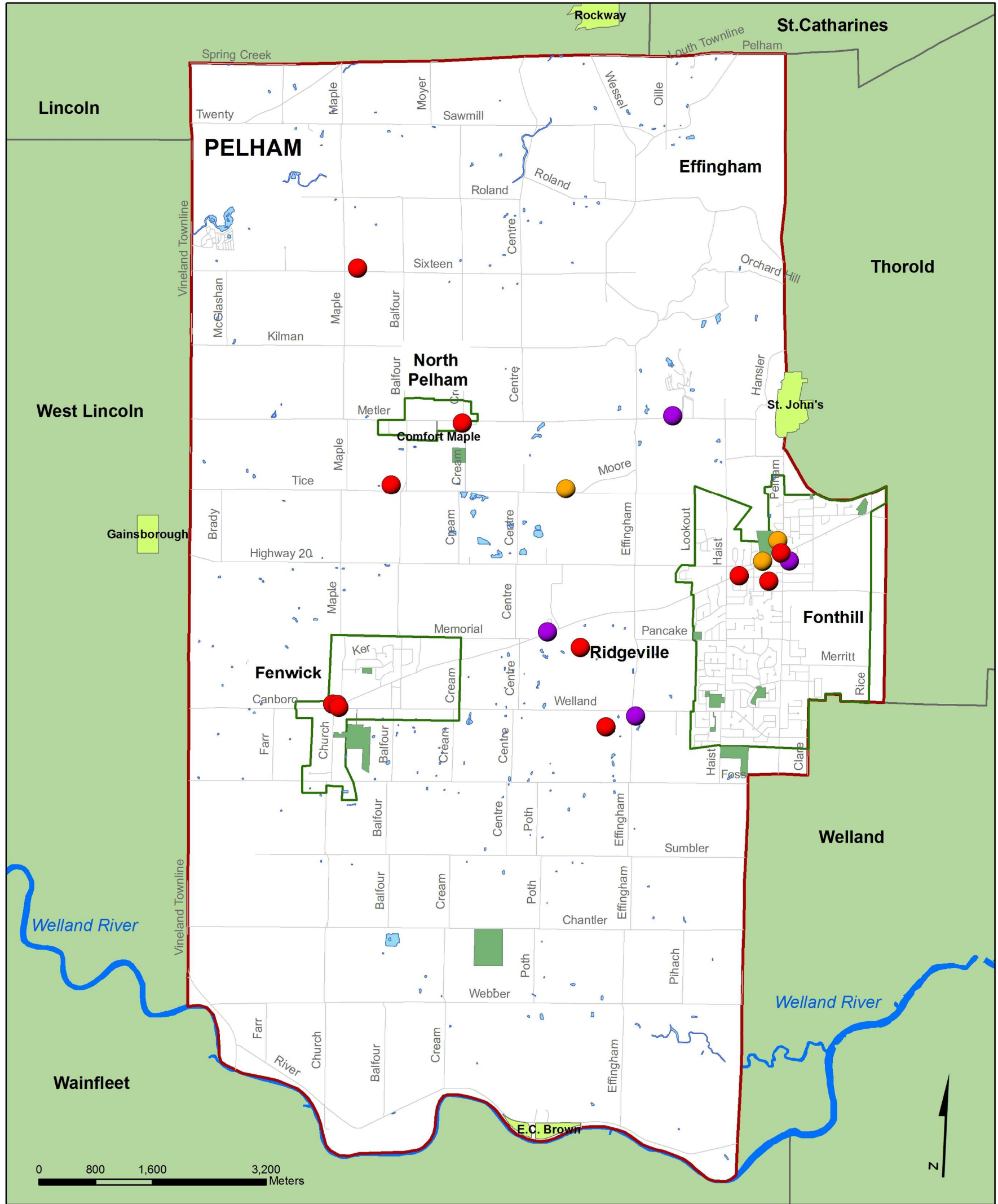


| | | | |
|--------------------|-----------------------|--|-----------------|
| Legend | | Creative Cultural Industries - 66 | Crafts |
| Parks | Design and Civic Arts | | Electronic Arts |
| Conservation Areas | Performing Arts | Visual Arts | |
| Lakes and Rivers | | | |
| Community Boundary | | | |








Town of Pelham Heritage



Town of Pelham Built Heritage



Legend

| | | | |
|---|--------------------|---|--------------------------|
|  | Parks |  | Cemeteries |
|  | Conservation Areas |  | Designated Heritage Site |
|  | Lakes and Rivers |  | Heritage Significance |
|  | Community Boundary | | |

Town of Pelham Natural Heritage

