



The Corporation of the Town of Milton

Report To: Council

From: Joy Anderson, Director - Recreation & Culture

Date: July 19, 2021

Report No: COMS-006-21

Subject: Milton Culture Plan

Recommendation: THAT Council endorse the Milton Culture Plan in principle, with recommended service level adjustments considered as part of the annual budget process;

AND THAT the Community Services Department work collaboratively with other Town departments and community organizations to address the avenues of action recommendations as outlined within the Culture Plan.

EXECUTIVE SUMMARY

- In 2019, Council approved the development of Milton's first Culture Plan to set direction for policy, investment, and to define the roles and responsibilities of the municipality and its partners in the delivery of programs and events.
- Milton's Culture Plan allows the Town to better understand its role in growing and supporting culture. Culture is at the centre of community building and the purpose of the plan is to help negotiate overlapping and competing priorities within a community.
- Culture includes many aspects of everyday life, be it taking in a concert in a park, experiencing public art, attending a community festival or visiting local restaurants. Culture can bring people together, address health and well being, support local economies, and build community pride. In times of tension and hardship culture can act as a tool for recovery and resilience.
- This ten year plan is a roadmap for the future. Its vision, 'That Milton will support a thriving and diverse cultural community, offering inclusive and equitable opportunities to create, imagine and invest in the future,' describes where the Town will be as a result of this work. Milton can be more than a community where people come to live; it can continue to be where families become deeply rooted for generations.
- As Milton continues to evolve, there are pressing considerations that make cultural planning important at this time. Milton is a diverse municipality. As we continue to

EXECUTIVE SUMMARY

address racial and other systemic inequalities that are already prevalent in society, Milton has an opportunity, via the Culture Plan, to integrate equity and anti-racism within cultural offerings.

- In addition to regular communication channels used to gather input for Town planning initiatives, a focus of consultation for this plan was a collaborative engagement process to attract residents who are not typically involved in public consultation processes.
- The Culture Plan recognizes the important role that local residents play in building resilient communities, and the Town's role as 'enabler-convenor-connector.' When the Town invests in the community, residents will also invest.
- There is opportunity to align Milton's culture planning with other major land use and infrastructure planning. This includes the current update to the Official Plan ('We Make Milton'), the Economic Development Strategy, and other capital projects.
- The Culture Plan aims to achieve its vision through five Avenues of Action including: (a) Foster a resilient and collaborative cultural sector; (b) Celebrate and share Milton's diversity; (c) Support Indigenous cultural resurgence; (d) Strengthen culture-led economic and social development; and (e) Expand investment in cultural infrastructure, places and spaces.

REPORT

Background

Milton's Community Services Master Plan Update (2015) included recommendations for the culture sector and culture planning in the Town, with a goal to coordinate the arts and cultural sector. In 2019, Council approved the development of Milton's first Culture Plan to set direction for policy, investment, and to define the roles and responsibilities of the municipality and its partners in the delivery of programs and events.

The purpose of cultural planning is to help negotiate overlapping and competing notions of culture and priorities within a community. Creating a culture plan also helps to bring somewhat intangible concepts of history, activity and sense of community into policy directives and implementable actions. The following two definitions helped to inform this Culture Plan:

Background

“A municipal government-led process approved by Council, for identifying and leveraging a community’s cultural resources, strengthening the management of those resources, and integrating those cultural resources across all facets of local government planning and decision-making.”

“An integrated place-based approach to planning and development that takes into account four pillars of sustainability: economic prosperity, social equity, environmental responsibility and cultural vitality.”

This is now an important time to explore how to build on these assets, and invest in diverse and strategic approaches to culture. There is an opportunity to align Milton’s culture planning with other major land use and infrastructure planning happening in the Town. These include the current update to the Official Plan (known as We Make Milton) and other capital projects.

Discussion

In June, 2020, staff commenced the cultural planning process with the support of PROCESS (weareprocess.ca). Milton’s Culture Plan sets out to:

- Support the Town’s commitment to local culture;
- Recognize culture’s importance to Milton’s vibrant, inclusive and engaged community;
- Provide direction for investment in culture across Milton;
- Provide a framework for policy direction to promote and integrate cultural experiences;
- Create the plan in partnership with the community.

The project team for this initiative was comprised of internal and external working groups. The Internal Working Group included staff from Recreation & Culture, Economic Development, Legislative & Legal Services, Development Services and Strategic Communications.

Outside of the Town, staff invited people invested in culture in Milton and those who staff anticipated would have key roles in implementing the Culture Plan, external to the municipality, to participate in an initial focus group. In this workshop, 17 attendees met to review project objectives, discuss strengths, challenges and opportunities and provide guidance on the process. This included advice on community and stakeholder outreach.

Discussion

Many focus group members subsequently joined an External Working Group, which staff anticipate will transition into a Cultural Working Group to support the plan's implementation and evaluation.

Outreach and Engagement

Public consultation initiatives included artist-led consultations; Town-led focus groups; one-on-one interviews with key stakeholders and organizations; an online survey; cultural asset mapping; an interactive visioning workshop facilitated over Facebook Live; and four published reports, and received close to 2,500 sources of input. A focus of the outreach process was to collaboratively engage residents who are typically not involved in public consultation and Town planning initiatives.

Milton's Culture Plan was developed in three (3) phases:

- Phase 1 (Summer/Fall 2020): Getting to Know Culture in Milton
- Phase 2 (Fall 2020): Community Visioning and Goal Setting
- Phase 3 (Winter 2020/Spring 2021): Let's Engage with the Culture Plan

A Vision for Culture in Milton

The outcome is a plan which is a living document; a plan that is adaptable and embraced by the community and municipal government. As a rapidly growing town, residents and community organizations are constantly creating citizen-led cultural expression everywhere. The Culture Plan (Schedule A) allows the Town to better understand its role in relation to all this activity and to strategically encourage Milton's diverse and ever evolving culture.

The vision of the Culture Plan is "HERE TO STAY": Culture is rooted and reflected in Milton's people and places. Milton will support a thriving and diverse cultural community, offering inclusive and equitable opportunities to create, imagine and invest in the future. "A Place of Possibility".

Milton understands that culture has staying power. Through the culture planning process, Miltonians shared the sense of pride and the connections they feel to the Town; from the vibrant downtown, to the neighbourhoods, to the natural landscapes. There is a strong sense that as Milton continues to grow, it will continue to be a place where people want to set down roots and continue to build an established community. Specifically, Milton aims to achieve this vision through five Avenues of Action:

1. Foster a resilient and collaborative cultural sector;



Discussion

2. Celebrate and share Milton's diversity;
3. Support Indigenous cultural resurgence;
4. Strengthen culture-led economic and social development; and
5. Expand investment in cultural infrastructure, places and spaces.

The next step is to begin to action items which includes Town staff and community stewardship. This process was collaborative from the start and staff plan to continue to work with community members and partners to implement the plan Appendix A functions as an implementation framework and identifies the various Town departments and community partners who will be involved and the projected timelines for the phasing in of the plan.

There is a strong connection between the work used to develop the Culture Plan and the Council identified priority of Equity, Diversity & Inclusion. Staff look forward to continued work with the community and using the engagement completed as part of the Culture Plan to explore future opportunities.

Financial Impact

Many of the action items that are identified in Appendix A are expected to be accommodated using existing resources. The implementation framework also considers alternatives to additional property tax funding where appropriate or feasible, such as re-prioritization, leveraging partnerships, grants from other levels of government, or creating synergies with other programs, facilities or services. Where additional funding or resources are required, approval will be required through the Town's annual budget process or as otherwise contemplated through Policy 113 - Budget Management.

Respectfully submitted,

Joy Anderson
Director, Recreation & Culture

For questions, please contact: Carly Anderson Phone: Ext. 4901

Attachments

Schedule A: Milton Culture Plan - Here to Stay

CAO Approval
Glen Cowan
Acting Chief Administrative Officer

Milton Culture Plan

HERE TO STAY



MILTON

process

Foreward

Culture has staying power. Culture is what connects people to places and to each other. Culture is what unlocks the transformative emotional investments we make in our community.

This is the Town of Milton's first cultural planning process. 'Here to Stay' was developed over 12 months through an equitable, collaborative and creative process. Milton's artists, creative and cultural workers, nonprofit organizations, the general public and municipal staff came together to define what culture means in Milton and imagine how the Town can embrace culture over the next ten years. This plan comes at a time of fast-paced growth within Milton and in the context of multiple crises and emergencies, including the impacts of the COVID-19 pandemic on arts and culture and the increased calls for racial, social and climate justice. The diverse, resilient and tight-knit culture of Miltonians shone through during these unprecedented times. As Milton turns towards recovery, rebuilding and preparation for the future, there are unique opportunities to reimagine what a just future for its residents and visitors looks like. Arts and culture is essential in this process. Culture helps root people in their communities, supports mental health and well-being, contributes to local economic development and tourism, and supports dialogue and advocacy.

The plan, 'Here to Stay,' reflects Milton's diversity and provides a framework that will continue to guide equitable, creative and collaborative cultural planning in Milton over the next decade and beyond.

Cover art by Omar 'OMS' Hopkinson



Acknowledgements

Culture is the people, and many incredible people made this Culture Plan possible. We would like to thank all the residents, artists, cultural workers, youth, stakeholders, organizations, Milton Council and Milton staff who contributed their creativity and vision towards this Culture Plan. Below is a list of key participants but the group expands beyond this. See page 20 for more detail on who was involved.

Town of Milton Project Leads

- Carly Anderson, Manager, Cultural Services
- Joy Anderson, Director, Recreation & Culture

Consultant Team - PROCESS (weareprocess.ca)

- Sara Udow, Chiyi Tam, Nadia Galati, Consultants
- Bridget MacIntosh, Geoffrey Dobilas, Collaborators
- Trina Moyan Bell, Indigenous Consultation Lead

Internal Working Group

- Carrie Beatty, Senior Manager, Strategic Communications
- David Twigg, Senior Planner, Policy
- Jenna Patterson, Economic Development Officer
- Nancy Reid, Senior Planner, Policy
- Nina Lecic, Manager, Legislative & Legal Services/Deputy Clerk
- Tayjua Squire, Communications Advisor

External Working Group

- Amy Leask, Auleen Carson, Heather Granger, Kaitlyn Webb Patience, Arts Milton
- Arwinder Kaur, Conseil scolaire Viamonde
- Brenna Bartley,* Hassaan Basit,* Plezzie Ramirez, Conservation Halton
- Carlanna Sdao,* Italian Cultural Centre of Milton
- Carolyn Hawthorn, Wilfrid Laurier University
- Cameron Smith, Resident
- Christina Romasz, Janet Davidson, FirstOntario Arts Centre Milton/Events
- Claire Bennett, Halton Region Heritage Services
- Eric Keunne, Halton District School Board
- Ericka Cottier, Resident
- Jane Leang,* Bob Rumball, Canadian Centre of Excellence for the Deaf
- Kim Jenkinson,* Halton Multicultural Council
- Lee Puddephatt, Maria Petricko, Milton Public Library
- Nancy Cuttle, Fine Arts Society of Milton/Milton Historical Society
- Nargis Naqvi, Artist
- Omar Hopkinson, Arts Milton & Gesso Lifestyle
- Rachelle Orr, Halton Agricultural Society
- Shrena Sribalan, Milton Youth Task Force
- Sheldon D. Williams, Canadian Caribbean Association of Halton
- Tamara Lopez, Pflag Halton

*Focus group participant

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Concert at Milton Community Park, 2019. Photo credit: Sarah Arfan

Executive Summary

Milton Culture Plan 'Here to Stay' provides a roadmap for the Town's cultural development over the next ten years.

The intention is that this Culture Plan is a living document; a plan that is adaptable and embraced by the community and municipal government. As a rapidly growing town, residents and community organizations are constantly creating citizen-led cultural expression everywhere. This plan allows the Town to better understand its role in relation to all this activity and to strategically encourage Milton's diverse and ever evolving culture.

This Culture Plan document is divided into four chapters:

1. Introduction: Defining Culture
2. Milton: A Place of Possibility
3. Here to Stay - A Vision for Culture in Milton
4. Culture Plan in Action

Defining Culture

Chapter 1 provides a high-level overview of cultural planning, the benefits of culture, cultural trends and an overview of the cultural planning process for 'Here to Stay.'

The Cultural Planning Process: This plan is the result of a year of research, consultation and public engagement, with the objective of collectively exploring and understanding the Town's current cultural assets and priorities for the future. Throughout the process, there was an emphasis on building relationships and capacity with community members, stakeholders and partners in order to establish community stewardship over the plan to promote and support long-term engagement through its implementation.

Public consultation initiatives, which included artist-led consultations; Town-led focus groups; one-on-one interviews with key stakeholders and organizations; an online survey; cultural asset mapping; an interactive visioning workshop facilitated over Facebook Live; and four published reports, received close to 2500 sources of input. The project team consisted of an Internal and External Working Group.

The Internal Working Group included staff from Recreation & Culture, Development Services, Economic Development, Legislative & Legal Services and Strategic Communications. Outside of municipal government, staff invited people who feel invested in culture in Milton, or will have key roles in implementing the Culture Plan to participate in an initial focus group. In this workshop, 17 attendees met to review the project objectives, discuss strengths, challenges and opportunities and to provide guidance on the process. This included advice on community and stakeholder outreach. Many focus group members subsequently joined an External Working Group. Both working groups met during each of the three phases of the project to provide support and guidance in the development of this plan.

Milton: A Place of Possibility

Chapter 2 provides a snapshot of Milton's cultural landscape. Milton has a long cultural history, starting with the First Nations who have been here since time immemorial and is now home to many Indigenous communities. The Town is continuously evolving and is home to an increasingly diverse population.

Through this cultural planning process, stakeholders and community members defined culture as the expression of Milton's diverse identities through Milton's people, places, stories and beliefs. They see culture as being everywhere; it is food, nature, art and play.

Here to Stay – A Vision for Culture in Milton

Vision:

Chapter 3 outlines the vision, mission and guiding principles of the plan, which describe where the Town will be as a result of this work; why, whom we serve and how; and the behaviour that will guide decision-making throughout this work.

'Here to Stay' reflects Milton's people and places, its diversity, nature and community-based cultural experiences. It highlights how Milton's diverse population has come from a wide array of origins and places, and now that they're here, are rooting and investing themselves in the fabric of the local community. Its vision provides direction to support a thriving and diverse cultural community, offering inclusive and equitable opportunities to create, imagine, and invest in the future, contributing to Milton as a place of possibility. Through the culture planning process, Miltonians shared the sense of pride and connection they feel to the Town. There is a strong sense that as Milton continues to grow, it will continue to be a place where people want to set down roots and continue to build an established community.

Specifically, Milton aims to achieve this vision through five Avenues of Action:

1. Foster a resilient and collaborative cultural sector;
2. Celebrate and share Milton's diversity;
3. Support Indigenous cultural resurgence;
4. Strengthen culture-led economic and social development;
5. Expand investment in cultural infrastructure, including places and spaces.

Mission:

The role of the Town of Milton is to collaborate and invest in Milton's diverse people and places in order to elevate local capacity, talent, experiences and relationships.

Throughout the cultural planning process, it has been acknowledged the important role that local residents play in building resilient communities. Milton uses a networked convener model to accomplish cultural work (see page 43). This process has been collaborative from the start and the Town of Milton will continue to work with community members and partners to begin implementation. **Appendix A** functions as an implementation framework and identifies the various Town departments and community partners who will be involved and timelines for the phased-in implementation of the plan.

Guiding Principles:

Milton's Culture Plan will be guided by seven principles that reflect the core values expressed in the culture planning process. These principles define the behaviour that will guide decision-making throughout this work and can be converted into an evaluation framework in future.

1. Equity, diversity, inclusion and accessibility are prioritized
2. Indigenous truth and reconciliation is integrated within Milton's cultural work
3. Mutual collaboration and communication between people, places and cultural anchors is essential
4. Cultural work is valued as innovation
5. Nature and environmental sustainability plays a central role in Milton's cultural future
6. Cultural resilience and stewardship ensures a focus on developing the best future for Milton's diverse residents and places
7. Integration of culture throughout Milton is necessary to ensure it can happen anywhere, by, with and for anyone

Culture Plan in Action

Chapter 4 details the five Avenues of Action, which are accompanied by 15 goals and 69 actions, with detailed roles and responsibility, all included in **Appendix A**.

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This Culture Plan can help me express my art and culture with other artists; collaborate on larger events full of festivities and the colours of the globe; hear me and others out on who we are and how we can develop a lasting impact for everyone.

*- Nargis Naqvi, Artist,
External Working Group Member*



Introduction

Defining Culture in Milton

As a rapidly growing town, residents and community organizations are constantly creating citizen-led cultural expression everywhere. Developing a Culture Plan allows the Town to better understand its role in relation to all this activity and to strategically encourage Milton's diverse and ever-evolving culture.



Milton is Evolving

It is one of the fastest growing municipalities in Canada and is the fastest growing in Ontario.

Over the past 20 years, the population has quadrupled (from 30,000 residents to 136,871¹ residents in 2020) and significant additional growth is anticipated to the year 2051. Milton is also the youngest community in Ontario, with 35 years being the average age of a Milton resident. The Town is home to many newcomers, making it an increasingly diverse community. As the municipality grows and evolves, the Town of Milton is looking towards its future and is committed to growing and supporting culture and creativity.

Milton has great cultural assets. While this is Milton's first Culture Plan, culture is already integrated throughout the Town. Milton's Community Services Master Plan Update (2015) included recommendations for the culture sector and culture planning in the Town, with a goal to coordinate the arts and cultural sector. In 2019, Council approved the development of Milton's first Culture Plan to set direction for policy, investment, and to define roles and responsibilities of the municipality and its partners in the delivery of programs and events.

This is now an important time to explore how to build on these assets, and invest in diverse and strategic approaches to culture. There is an opportunity to align Milton's culture planning with other major land use and infrastructure planning happening in the Town. These include the current update to the Official Plan (known as We Make Milton) and other capital projects. There is growing social isolation and mental health concerns in Milton, which are exacerbated by COVID-19. There are increasing calls to build more equitable, accessible and inclusive spaces and programs.

The intention is that this Culture Plan is a living document; a plan that is adaptable and embraced by the community and municipal government. As a rapidly growing town, residents and community organizations are constantly creating citizen-led cultural expression everywhere. Developing a Culture Plan allows the Town to better understand its role in relation to all this activity and to strategically encourage Milton's diverse and ever-evolving culture.

Milton's Culture Plan sets out to:

- Support the Town's commitment to local culture
- Recognize culture's importance to Milton's vibrant, inclusive and engaged community
- Provide direction for investment in culture across Milton
- Provide a framework for policy direction to promote and integrate cultural experiences
- Create the plan in partnership with the community

¹ Environics, 2020.

Defining Culture

What is Cultural Planning?

Culture is a difficult concept to define. It means different things to different people. Culture can include many aspects of our everyday life, be it sharing recipes in community kitchens, experiencing public art, attending a cultural festival, visiting local restaurants, or sharing stories between our porch and the street.

The purpose of cultural planning is to help negotiate overlapping and competing notions of culture and priorities within a community. Creating a culture plan also helps to bring somewhat intangible concepts of history, activity and sense of community into policy directives and implementable actions. For the purpose of this plan, the following two definitions help to inform the Culture Plan:

"A municipal government-led process approved by Council, for identifying and leveraging a community's cultural resources, strengthening the management of those resources, and integrating those cultural resources across all facets of local government planning and decision-making."²

"An integrated place-based approach to planning and development that takes into account four pillars of sustainability: economic prosperity, social equity, environmental responsibility and cultural vitality."³

The United Nations Educational, Scientific and Cultural Organization (UNESCO) defines culture as the set of distinctive spiritual, material, intellectual and emotional features of society or a social group that encompasses, not only art and literature, but lifestyles, ways of living together, value systems, traditions and beliefs.

- UNESCO Universal Declaration on Cultural Diversity, 2001

The transformative power of culture for social inclusion, resilience and sustainable development is increasingly recognized as a key enabler for sustainable development.

- United Nations Sustainable Development Goals Panel, 2019

² 'Cultural Planning,' Ministry of Heritage, Sport, Tourism and Culture Industries, 2021.

³ A Toolkit for Ontario Municipalities, Municipal Cultural Planning Inc., 2011.

What is Cultural Equity?

Culture planning is not a value-neutral process. Historically, many people have been harmed or excluded by policies in the name of 'cultural development.' For example, Canada's shameful legacy of residential schools was an explicit cultural assimilation program. This is important for us to remember because cultural policy is powerful, and together we can consider how a cultural equity approach allows us to navigate this powerful process together, responsibly.

"Cultural equity embodies the values, policies, and practices that ensure that all people — including but not limited to those who have been historically underrepresented based on race/ethnicity, age, disability, sexual orientation, gender, gender identity, socioeconomic status, geography, citizenship status, or religion — are represented in the development of [cultural] policy; the support of [cultural workers]; the nurturing of accessible, thriving venues for expression; and the fair distribution of programmatic, financial, and informational resources."

- *Statement on Cultural Equity, Americans for the Arts, 2016*

What is the difference between equity, diversity and inclusion?

Whereas diversity often refers to a demographic mix of a municipality, inclusion refers to the process of creating the conditions where a diversity of people feel welcome and respected, often focusing on groups that remain underrepresented. It is important to note that while a truly 'inclusive' group is necessarily diverse, a 'diverse' group may not be inclusive. Culture plays a large role in creating or inhibiting these conditions.

Equity refers to fairness and justice in the ways people are treated. This includes processes that ensure all people have the resources or opportunities to succeed. It recognizes that equity may demand treating people differently since they have different needs and capacities. This is different from equality, which prioritizes treating everyone the same. As Ibram Kendi, author of 'How to Be an Antiracist' explains, "In order to treat some persons equally, we must treat them differently."

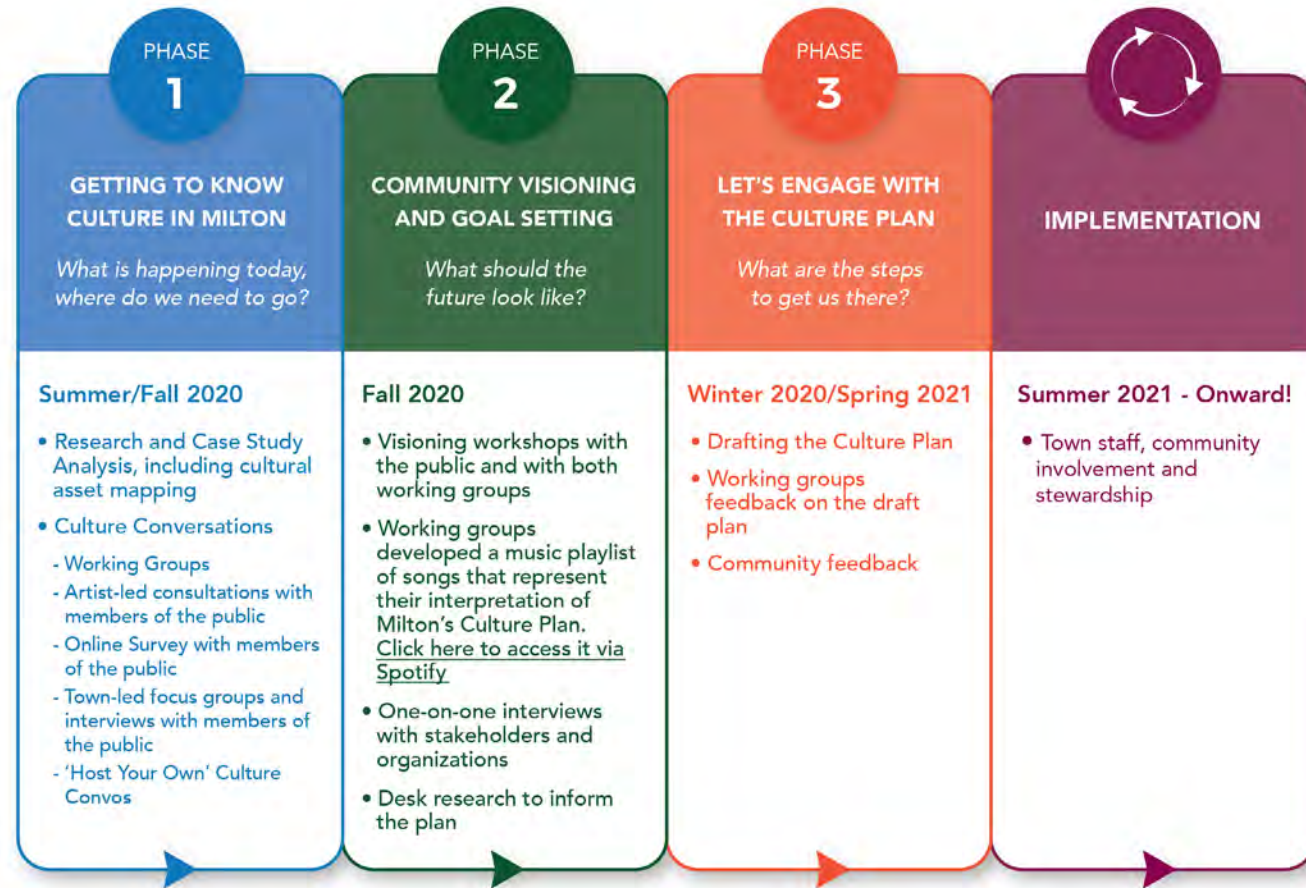
"In order to treat some persons equally, we must treat them differently."

- *Ibram Kendi, 'How to Be an Antiracist,' 2019*



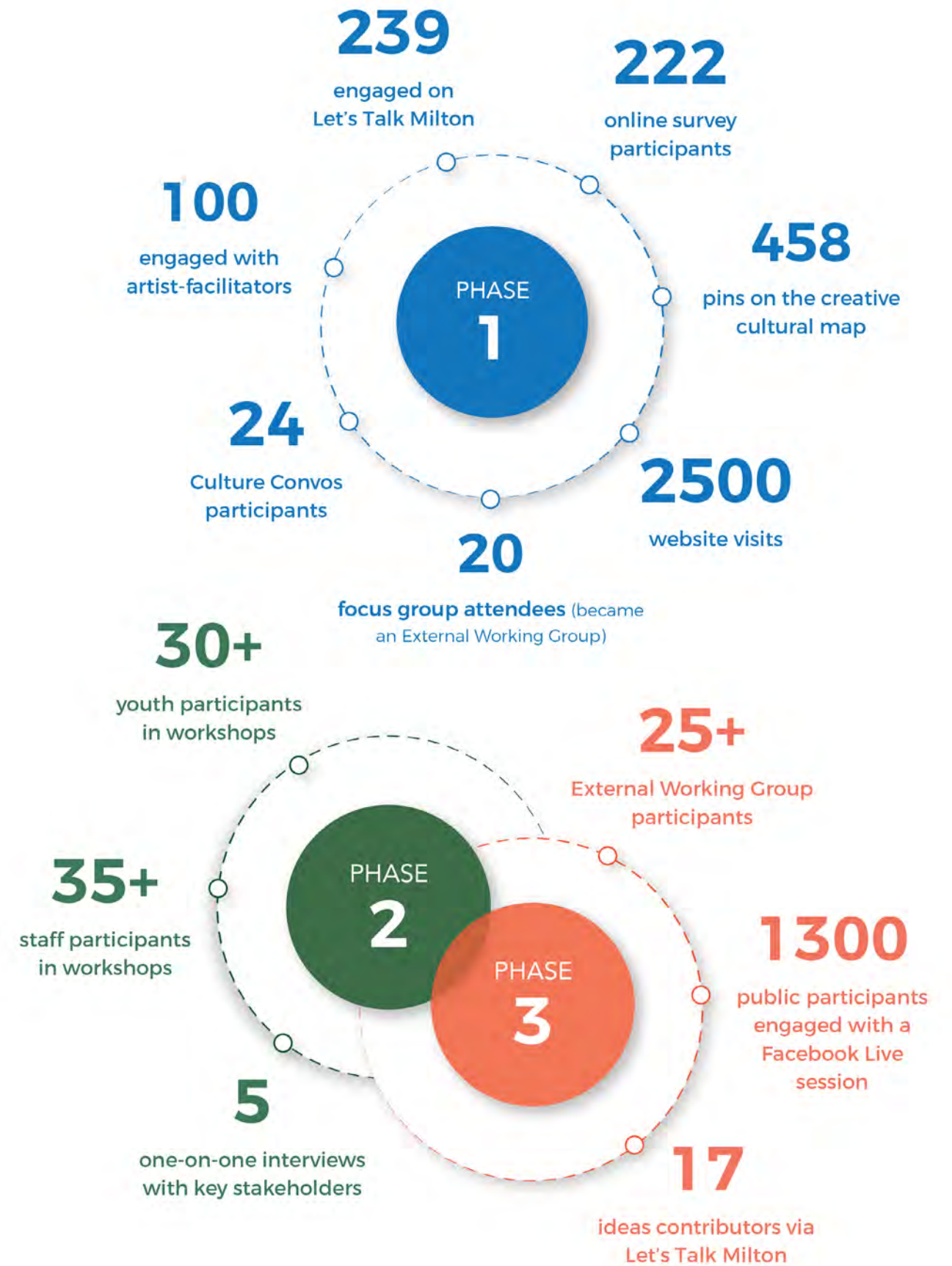
The Cultural Planning Process

Milton's Culture Plan was developed in three (3) phases.



In addition to the Internal and External Working Groups and broader public engagement, the following organizations and people were consulted in workshops and one-on-one interviews:

- Downtown Milton Business Improvement Area (BIA), Chamber of Commerce, Halton Advanced Manufacturing Supercluster, Office of the Member of the Provincial Parliament, Region of Halton, Wilfrid Laurier University, Halton Government Relations Committee
- Brenna Bartley, Education Manager, Conservation Halton
- Bridget Saulnier, Toronto West KOA
- Fahim Umaid, Masood Ahmad Siddiqi, Shazad Anjum, Mumtaz Warsi, Musleh Uddin Muzammil, Muslim Association of Milton
- Milton Youth Task Force
- Richard Bolton, Halton Advanced Manufacturing Supercluster
- Sherry Saevil, Jody Harbour, Grandmother's Voice
- Teen Advisory Group, Milton Public Library



Equitable, Collaborative and Creative Engagement Process

The consultation process aimed to be equitable, collaborative and creative. It engaged a broad spectrum of Milton residents and visitors including the general public, Town staff, targeted stakeholders, including nonprofit organizations, artists and creative and cultural workers. A focus was to collaboratively engage residents who are typically not involved in public consultation and Town planning initiatives.

Not only were local Milton artists hired to lead consultations within their local communities and neighbourhoods, an External Working Group was established to ensure they were involved and able to collaborate in every phase of the project. Participants shared their ideas and experiences to shape the plan, and the future of Milton.

The five artists engaged:

- Omar Hopkinson: Omar led two engagements, including a backyard mural party with neighbourhood families and a Zoom discussion with community members from Caribbean descent.
- Nargis Naqvi: Nargis led a community event entitled 'Painting Milton Red' and had conversations with neighbours and friends.
- Shaima Hasan: Shaima held an arts-based event at the Farmers Market at the Milton Fairgrounds, where people from various ages and backgrounds participated.
- Jon Corbin: Jon led a virtual rap writing workshop.

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***The centre we enter is full of adventures
For a caring town, this is a worthy venture
A space to rest, cooling your temper
Spend time chilling with Grandma and her dentures
The librarians are helpful but don't like profanity
They are the people that help with your insanity
Friendly to the folks, with a good mentality
But don't push it, or your visit's finality.***

- Rap written by a Grade 8 student in Jon Corbin's rap workshop



Nargis Naqvi artist-led workshop, 2020

Benefits of Culture – A Snapshot

Culture nurtures health and strengthens well-being. Engaging in cultural activity is often linked to improved personal well-being and quality of life. Cultural participation combats feelings of social isolation and lack of social support networks. In Canada, people who participate in culture (e.g. attend events, venues) are more likely to report satisfaction with their life and good health than those who do not participate in cultural activity.⁴ The impact of arts therapy, such as the therapeutic use of music to enhance cognitive function and ease depression, has shown to help improve mental health outcomes.

Culture is central to storytelling of the past, present and future. A municipality's cultural sector can help to share unique stories about its people, places and values. Sharing stories through culture, such as music, visual arts or food, enables understanding of diverse histories and experiences. Cultural activities and experiences can spark dialogue and help reimagine possible, equitable futures, where people from diverse backgrounds, including those historically underrepresented, have a voice in their community.

Culture is at the centre of building communities. A vibrant cultural scene enables relationship building amongst people, providing opportunities for connections, both formal and informal. Culture can mean local artists getting to know one another as members of an arts council, or a local business owner chatting with a familiar customer about a new upcoming exhibit. In many places, arts and culture act as a tool for community development, bringing people together to address and advocate for changes needed in their neighbourhoods or communities, such as shaping infrastructure, transit, and core amenities.

Culture is essential for economic development and vitality. It provides opportunities for employment, skills development, volunteering, tourism and business. A recent estimate of the GDP contribution of the creative economy to the Ontario economy amounted to \$26.7 billion.⁵

Trends in Culture

As part of this culture planning process, we identified some major trends facing the cultural sector, including:



Climate change emergency: Milton joined many cities around the world to declare a Climate Change Emergency on July 22, 2019. Through cultural planning, there is an opportunity to complement the Town's 2020 Climate Change Work Plan.



Cultural equity to the forefront: Milton is a diverse municipality. As we continue to address racial and other systemic inequalities that are already prevalent in society, Milton has an opportunity, via the cultural planning process, to integrate equity and anti-racism within cultural offerings.



Digital shifts in culture: With digital technologies, the 'Smart City' concept has been widely adopted throughout municipalities. With the effects of COVID-19 accelerating the push towards digital adaptation, there are opportunities to integrate digital offerings and considerations within Milton.



Future of work: In Milton, employment in arts, entertainment and culture stood at five percent in 2019.⁶ This doesn't account for volunteers and those who participate in the culture sector as a second job. Supporting workers is an essential part of cultural planning.



Housing and space affordability: Across Canada, and especially the GTA, we have entered into an affordability crisis. As the municipality grows and evolves, real estate prices are increasing. Maintaining affordable spaces for culture and for cultural workers can be considered as part of the Culture Plan.



Impacts of COVID-19: With many cultural experiences and the work that facilitates them shutdown during 2020 and 2021, such as galleries, restaurants, music venues, etc., there are opportunities to plan for recovery and resilience of the culture sector.



Intergenerational experiences: With Canada's ageing population, there are opportunities to consider more intergenerational experiences and support to avoid aging in isolation.

⁴ Hill, K., The Arts and Individual Well-Being in Canada, Hill Strategies, 2013.

⁵ Provincial and Territorial Culture Indicators, Statistics Canada, 2017.

⁶ Environics, 2020.

Case Studies

As part of the Phase 1 background research, we conducted an in-depth analysis of three culture plans: Edmonton, Alberta's culture plan titled 'Culture and Exchanges;' Maple Ridge, British Columbia's culture plan titled 'Walking Together' and Moncton, New Brunswick's culture plan titled 'Culture Plan 2016-2026.'

Moncton and Maple Ridge were chosen because there are many similarities to Milton. They are rapidly evolving and growing communities with increasingly diverse populations. They also have a mix of urban and rural features. Edmonton was chosen for their strong focus on partnerships with community, Indigenous truth and reconciliation and equity.

This analysis was guided by the following questions:

- How do we ensure the plan is implementable and not just aspirational?
- How can we better integrate equity, diversity and inclusion into cultural planning?
- How can cultural planning be integrated with other municipal divisions and within public space initiatives?
- What are some best practices for community engagement and community partnerships?

Key Takeaways:

- Municipalities are capable of thoughtfully focusing on Indigenous cultural leadership and equity as a foundational component of their culture plan.
- Rapid population growth often triggers the creation of new culture plans.
- Culture plans can leverage broader municipal planning initiatives to ensure a cultural lens is integrated across city-wide opportunities, such as other strategic plans and land use planning.
- Other culture planning processes always heavily engage key arts and culture institutions in developing their plans.
- Some culture plans are able to describe clear outcomes that form a reporting and evaluation measurement framework.
- Innovative and participatory culture plans use the implementation as an opportunity to share responsibility and accountability through ongoing citizen participation such as striking new advisory committees.
- Strong research and engagement methods lend culture plans stronger legitimacy and insight.
- A committee of Council maintained to monitor implementation and advise the broader Council of emergent cultural issues.



Milton: A Place of Possibility

Culture reflects the people and is defined by the people. It is everywhere; it is food, nature, art and play. It is the expression of Milton's diverse identities including its people, places, stories and beliefs.

Culture in Milton

Through this cultural planning process, stakeholders and community members defined culture as the expression of Milton's diverse identities through Milton's people, places, stories and beliefs.

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The Culture Plan is one more anchor to raising families who will want to stay in Milton to work, play and live, including mine.

*- Ericka Cottier, Resident,
External Working Group Member*

“

We see a deeper connection between Milton's current urban growth and its deep rooted history of heritage and agriculture as the key to Milton's cultural future.

*- Halton Agricultural Society,
External Working Group Member*



POESY performs at the FirstOntario Arts Centre Milton, 2019

Indigenous Past, Present and Future in Milton

The Town of Milton is situated within the traditional homelands of the Michi Saagiig (Mississauga Anishnabeg). The Anishnabeg Nation encompasses a vast area of what is now known as Southern Ontario. They signed 18 treaties between 1781 and 1923 that provided guidance for the growing number of Europeans to settle in Ontario. The Town of Milton sits within the Head of Lake, Treaty 14, and the Ajetance Purchase, Treaty 19. The Ajetance Purchase is the only treaty named after an Indigenous person, Chief James Ajetance (or Ajetans) who signed the treaty on behalf of the Mississaugas of the Credit in 1818.

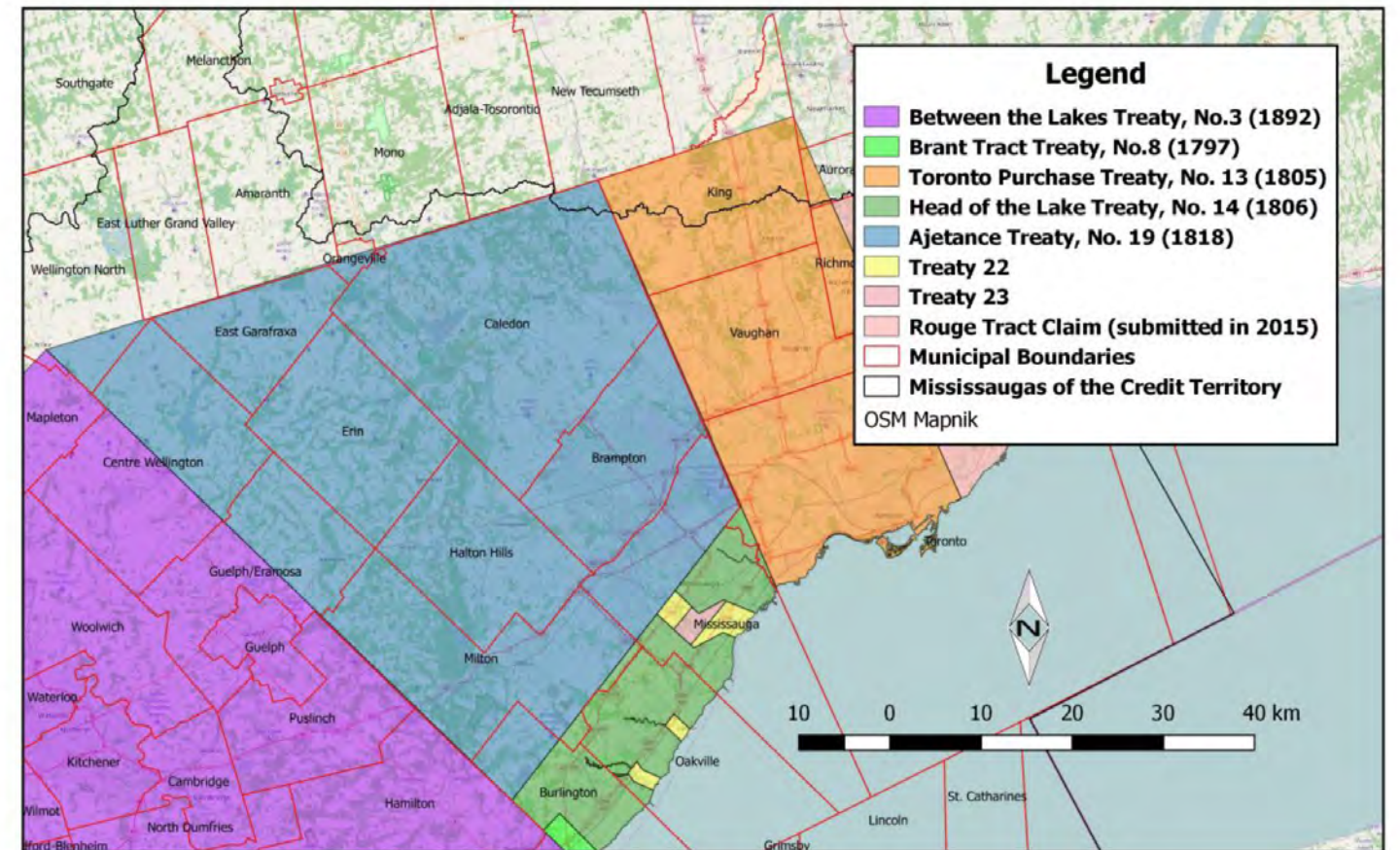
Many key aspects of the agreed upon treaties between 1781-1923 were not honoured by the European settlers and the Canadian government. Treaties contain key cultural planning frameworks which have largely been ignored by settler governments. Yet as we are all treaty people, we can search for ways to uphold the intentions of treaties in our personal lives, our communities and ever evolving cultural practices. Uncovering the rich Indigenous cultural history in Milton will provide us guidance on how the Town can best support Indigenous cultural resurgence as part of a culture plan.

Truth and Reconciliation — Why we share these (hi)stories

In 2008, Canada’s Truth and Reconciliation Commission (TRC) was created to inform Canadians about what happened in Indian residential schools and document the truth of survivors, families, communities and anyone affected by their experience with residential schools. Released in 2015, the TRC recommends 94 Calls to Action aimed at federal, provincial, municipal and community levels and are intended to create and renew relationships between Indigenous and non-Indigenous peoples. Many of these calls support Indigenous cultural resurgence and recovering access to language, traditions and art forms for future generations.

Iroquoian Village of Crawford Lake

In 1971, the Iroquoian Village of Crawford Lake, located in Milton, was discovered and is the first prehistoric village in the eastern woodland area of North America to be accurately dated. Excavations during the 1970s and 1980s uncovered 11 longhouses on the site and over 10,000 artefacts from the Iroquoian people who once called Crawford Lake their home. Three of the longhouses have been reconstructed based on the archaeological findings.



Municipal Boundaries Related to the Ajetance Treaty, No. 19 (1818)

Indigenous Futures

Today, cultural assets in Milton continue to be a vital connection to diverse Indigenous cultures. An example is Grandmother's Voice, a community of practice for Indigenous people to share their knowledge with non-Indigenous people. In collaboration with Grandmother Thomas-Hill Renée and Miinikaan Innovation and Design, Grandmother's Voice is planting a community garden at Country Heritage Park that will serve as a living monument in honour of Missing and Murdered Indigenous Women, Girls and Two Spirit (MMIWG2S+). It has been designed to resemble a longhouse structure. Grandmother's Voice is establishing an Urban Indigenous Centre of Excellence at this location.

[Click here to learn more about Grandmother's Voice via their website.](#)

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My people will sleep for one hundred years, but when they awake, it will be the artists who give them their spirit back.

- Louis Riel



Living monument for MMIWG2S+,
Grandmother's Voice, 2021

Milton Today

Milton is rapidly growing, young and diverse.

In 2017, Maclean's identified Milton as the sixth fastest growing municipality in Canada and the fastest growing in Ontario. Between 2006-2016, Milton's population grew 204 percent, and over the same period of time, Milton's youth population grew 227 percent. The immigrant population has increased by approximately 89 percent from 2006-2011. Milton's population is projected to continue to double to nearly 230,000 by 2031.

Milton has a relatively high percentage of visible minorities, compared with Ontario. The most dominant non-English language is Urdu (widely spoken in Pakistan and India) representing 4.5 percent of the population in 2016.⁷ As newer residents, members of visible minority groups in Milton tend to live in more recently developed parts of the Town at the periphery of the urbanized portion of Milton.⁸

Milton's population is relatively young (median age is 35) when compared to Halton Region, Ontario, and Canada. It is predicted that with the development of Wilfrid Laurier's Milton Campus, there will be an increase in youth ages 17-19 within Milton for post-secondary education.⁹

Similarly, employment is expected to double from 63,000 in 2016 to more than 114,000 in 2031.¹⁰ Growth is expected to occur mostly in newly developed areas within Milton, such as the Trafalgar Secondary Plan Area, and the Milton Education Village.¹¹

Milton is a moderately affluent, middle income community. The median total pre-tax household income in Milton was \$104,730 in 2015, compared to the Ontario median of

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The growth that Milton is experiencing offers community members a chance to be involved in shaping the future of the community. Through this Culture Plan, we have the opportunity as a community to create a collaborative, representative and rich cultural future.

- Dr. Auleen Carson,
President Arts Milton,
External Working Group Member

Youth Needs: As part of the creation of the Milton Youth Strategy in 2019, over 2000 Milton youth participated in the #MiltonYouth survey. In the report, youth shared that not all places in Milton are welcoming to youth. 14 percent of youth identified feeling not welcomed in spaces, and in some cases, youth specifically indicated feeling unsafe because of their identity. Survey responses also indicated that there is a lack of youth-focused activities and space, especially for those who identified with the LGBTQ2S+, disability and minority communities.¹²

Seniors Needs: While Milton's seniors population is a relatively small segment of the current population, it is expected to grow. A significant number of the working age population is expected to 'age in place' in their homes.¹³ It is anticipated that with an increase in seniors and retired individuals, the Town will need to enhance intergenerational and senior-focused cultural opportunities.

\$74,287 and the Canadian median of \$70,336. About 8.5 percent of Milton's population is defined as low income (i.e. annual after-tax income of less than \$39,854 for a household of three in 2016), compared with eight percent in Halton Region, 14 percent in both the Province and in Canada.¹⁴

According to the 2015 Community Services Master Plan Update, a large proportion of Milton's employed labour force commute to jobs outside of Milton. The large majority of these are commuting beyond Halton Region. As a result, many residents spend a large part of their time outside Milton and may not be as engaged in their community during the week, or may use the Town's services on evenings or weekends.¹⁵

COVID-19 Shifts and the Future of Work

Recent surveys suggest over 70 percent of Canadians still want to continue working from home for three days or more once the pandemic ends, but not on a completely permanent basis.¹⁶ It is likely work from home will evolve to a state of 'flex work,' where employees can work in an office setting, a home environment, or even at an in-between location such as a coworking space. The shift towards flex work means that the pandemic-related impacts on rents, local businesses and transit agencies will continue in some manner as workers may not commute on a daily basis.¹⁷

⁷ Census Profile, Statistics Canada, 2016.

⁸ Milton Transit Services Review & Master Plan Update, Town of Milton, 2019.

⁹ #MiltonYouth Final Report, Town of Milton, 2018.

^{10,11} Milton Transit Services Review & Master Plan Update, Town of Milton, 2019.

¹² #MiltonYouth Final Report, Town of Milton, 2018.

^{13,14} Milton Transit Services Review & Master Plan Update, Town of Milton, 2019.

¹⁵ Community Services Master Plan Update, Town of Milton, 2015.

¹⁶ "Canadians working from home experiencing burnout, physical discomfort, work-life conflict: survey," CBC News, April 2021.

¹⁷ Planning for Change: An Analysis of COVID-19's Acceleration of Economic Trends in Halton Region, StrategyCorp, May 2021.

Overarching Message from Engagements and Research

Milton is a unique place, shaped by the people, the diversity, the nature and community-based cultural experiences. It is currently home to a wealth of cultural experiences, including artistic offerings and programs, festivals and events, food, agriculture and natural features. However, it is also a Town in transition and can be described as a ‘bedroom community’ or a ‘commuter town.’

Below is a high-level summary of overarching messaging from the engagement and research.

STRENGTHS	CHALLENGES	OPPORTUNITIES
Milton’s people		
Community pride; diversity of people and culture	Not necessarily reflected in cultural programming	Include opportunities for programming that reflects diversity (passport events, food festivals, grassroots led, etc.)
Milton’s places as it grows and evolves		
Small town character; urban, rural and natural features	Community tensions with development	Climate stewardship
Incredible physical spaces including trails, cultural spaces in the downtown, community centres	Lack of informal gathering spaces and cultural spaces in the neighbourhoods; commuter town	Public art, tactical urbanism, public space/privately owned public spaces
Culture is happening everywhere; in various neighbourhoods, parks, etc.	Cultural investment is located in downtown core and not distributed throughout neighbourhoods	Breakdown red tape; include more cultural activities in libraries, community centres, privately owned public spaces
Milton’s cultural connectedness		
Many cultural programs, festivals, events	Lack of awareness, inaccessible for some, unaffordable for some	Include one-stop info hub on Town website, embrace tech, digital communities
Cultural work and entrepreneurship is growing	Not necessarily within Milton; people may go elsewhere	Provide support (space, grants, networking, etc.)

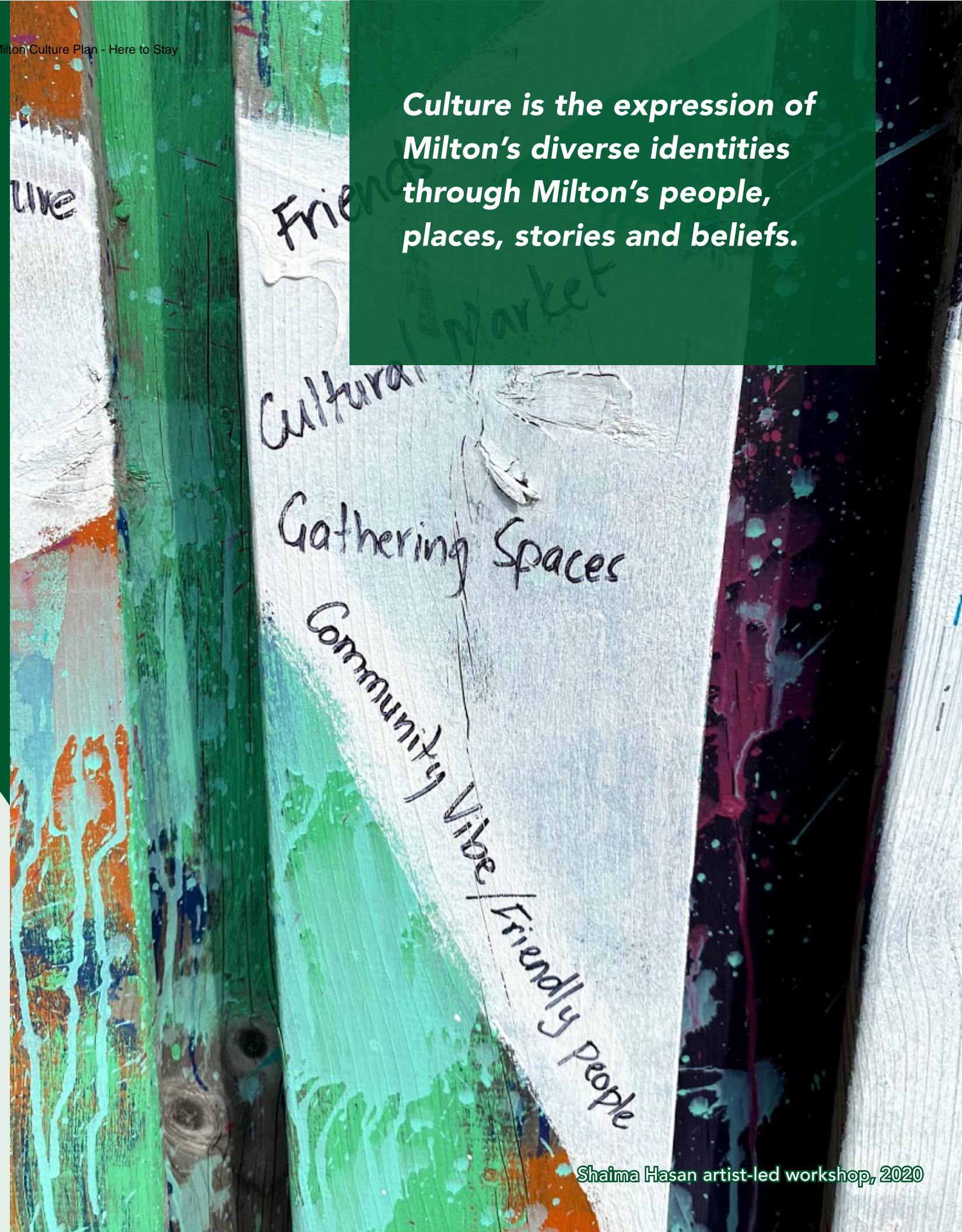


Culture Days, 2019. Photo credit: Sarah Arfan

Here to Stay

A Vision for Culture in Milton

Culture is the expression of Milton's diverse identities through Milton's people, places, stories and beliefs.



Vision

The Vision provides direction to the culture plan. It describes where the Town of Milton will be as a result of this work. It aims to galvanize energy and inspire.

Here to Stay: Culture is rooted and reflected in Milton’s people and places. Milton will support a thriving and diverse cultural community, offering inclusive and equitable opportunities to create, imagine and invest in the future. A Place of Possibility.

Mission

The mission creates focus for the culture plan. It represents how this vision will be achieved. It includes why, whom we serve and how.

To collaborate and invest in Milton’s diverse people and places in order to elevate local capacity, talent, experiences and relationships.

Why ‘Here to Stay?’

Milton understands that culture has staying power. Through the culture planning process, Miltonians shared the sense of pride and connection they feel to the Town; from the vibrant downtown, to the neighbourhoods, to the natural landscapes. There is a strong sense that as Milton continues to grow, it will continue to be a place where people want to set down roots and continue to build an established community. Specifically, Milton aims to achieve this vision through five Avenues of Action (see page 46 for more details):

1. Foster a resilient and collaborative cultural sector;
2. Celebrate and share Milton’s diversity;
3. Support Indigenous cultural resurgence;
4. Strengthen culture-led economic and social development;
5. Expand investment in cultural infrastructure, including places and spaces.

Milton’s Role as an Enabler-Convener-Connector

Recognizing the important role local residents play in building resilient communities, Milton uses a networked convener model to accomplish cultural work. This collaborative model breaks down silos within the community and creates stronger relationships between the municipality and the community it serves. This approach requires collaboration within and across municipal government and with the wider public, private and non-profit sector. Through collaborations, there are opportunities to share responsibility and pool resources in a more impactful way. This cultural planning process was collaborative from the start and the Town of Milton plans to continue to work with community members to begin implementation.

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When my partner and I decided to move to Milton over 15 years ago, we thought Milton just made sense given the great location to job opportunities and beautiful landscape. We’ve come to appreciate the rich culture and diversity. Milton is so much more to us now as we see all the potential for positive growth and the many local hidden gems. We are truly grateful for the local artists, diversity and community spirit that our family is now a part of.

*- Heather Granger, Resident,
External Working Group Member*

Guiding Principles

Milton's Culture Plan will be guided by seven principles that reflect the core values expressed in the culture planning process. Guiding principles define the behaviour that will guide decision-making throughout this work. It can be converted into an evaluation framework in future.

- Equity, diversity, inclusion and accessibility are prioritized
- Indigenous truth and reconciliation is integrated within Milton's cultural work
- Mutual collaboration and communication between people, places and cultural anchors is essential
- Cultural work is valued as innovation
- Nature and environmental sustainability plays a central role in Milton's cultural future
- Cultural resilience and stewardship ensures a focus on developing the best future for Milton's diverse residents and places
- Integration of culture throughout Milton is necessary to ensure it can happen anywhere, by, with and for anyone

“

Milton has such a wealth of artistic talent, and I'd love to see it become known across Ontario as an arts and culture destination. It would be great to have visitors from other parts of the GTA join us for events.

- Amy Leask,
Writer, Educator, Entrepreneur,
External Working Group Member



Culture Plan in Action

The Town of Milton's Culture Plan features five strategic Avenues of Action that work in harmony towards the vision.



Curbside concerts hosted by Arts Milton + Rick Imus Music Studio, 2020. Photo: Sarah Arfan.

Avenues of Action

The Town of Milton’s Culture Plan features five strategic Avenues of Action that work in harmony towards the vision. These Avenues reflect the strategic opportunities and guiding principles that emerged in our engagements and research.

1. Foster a resilient and collaborative cultural sector

This Avenue focuses on weaving a well-connected and collaborative cultural network in Milton through facilitating relationship and capacity building opportunities.

2. Celebrate and share Milton’s diversity

This Avenue focuses on ensuring all Miltonians see themselves reflected in the Town’s cultural programming and spaces; and that we have ample opportunities to share our own cultures, while learning about others.

3. Support Indigenous cultural resurgence

This Avenue focuses on responding to the Truth and Reconciliation Calls to Action. This includes creating meaningful spaces for us to learn about Indigenous history, culture and the impacts of colonialism to define a reconciled future.

4. Strengthen culture-led economic and social development

This Avenue considers Milton’s potential as a cultural destination and hub, ensuring creative work, entrepreneurship and tourism are supported.

5. Expand investment in cultural infrastructure, including places and spaces

This Avenue focuses on decentralizing culture, by animating public spaces and incorporating affordable, accessible and flexible spaces throughout Milton.

On the following pages, we highlight the strategic priorities, outcomes and goals. In **Appendix A**, we have also included the detailed actions, including implementation considerations (timelines and responsibility).

Avenue 1

Foster a resilient and collaborative cultural sector

Key Messages through Consultation:

Through the consultation process, stakeholders communicated a need for improved communications and awareness about local cultural programming. In addition, much of Milton’s cultural community identified a desire to be better connected to one another, and to have more opportunities for collaboration. Specifically, many indicated that in order to build the resilience and adaptability of cultural groups in Milton, there is a need to invest in relationship building, well-connected networks and capacity building.

Outcomes

- A well-connected and collaborative network in Milton, a sense of community and supportive program delivery;
- Increased relationships and capacity building to ensure the resilience, adaptability and sustainability of the culture sector;
- Residents and visitors are aware of the diverse and expansive cultural programming in Milton;
- There is a dedicated and invested cultural community in the Town;
- Staff position and internal Town buy-in to support community and partners in realizing actions in the Culture Plan.

Goal 1.1	Promote communications and awareness of culture throughout Milton
Goal 1.2	Invest in capacity and relationship building with community partners
Goal 1.3	Integrate cultural goals within the Town of Milton municipal structure by investing in appropriate staff supports

Avenue 2

Celebrate and share Milton's diversity

Key Messages through Consultation:

Participants indicated an overwhelming sense of community pride. They indicated feeling connected to the community, its diversity of people, and its culture. However, many felt that the diversity within Milton is not necessarily reflected in cultural programming. There is a desire for Miltonians to see themselves reflected in cultural programming and spaces and to see and learn about other cultures. There are broader calls to prioritize conversations around equity, anti-oppression and anti-racism in this work.

Outcomes

- Milton is a welcoming place for residents and visitors from diverse backgrounds;
 - There are equitable, inclusive and accessible cultural experiences and opportunities for a diversity of Milton residents and visitors to enjoy;
 - There is increased awareness of less frequently acknowledged cultural practices, especially those happening outside of theatres and galleries;
 - Youth and diverse families (single parents, intergenerational households, etc.) can easily participate in and access arts and cultural programming;
 - Arts and culture sparks dialogue about social, environmental and civic issues;
 - Town of Milton invests in policy change, processes and trainings that target awareness and skills and sets specific, measureable and feasible equity goals.
-

Goal 2.1	Prioritize the role of culture in building empathy, community connection, and a sense of belonging in Milton
Goal 2.2	Increase opportunities for youth and diverse families to participate in arts and culture
Goal 2.3	Foster inclusive, equitable and diverse cultural opportunities and experiences
Goal 2.4	Explore social change and civic engagement through arts and culture

Avenue 3

Support Indigenous cultural resurgence

Key Messages through Consultation:

Many residents and community organizations expressed a clear desire for the Town of Milton to engage with Indigenous residents and community members, and to better support Indigenous community members in fostering and highlighting Indigenous cultural practices within the Town. There is a unified aspiration within the community for better opportunities to learn about Indigenous history, culture and the impacts of colonialism. Moving forward, the Town of Milton should continue creating spaces to properly address anti-Indigenous racism.

Outcomes

- The Town of Milton responds to the relevant Truth and Reconciliation Commission's Calls to Action;
 - Indigenous community members within the Town are given a platform to share their histories and culture;
 - Relationships are established with urban Indigenous residents and neighbouring First Nations communities;
 - All residents and visitors in Milton have an opportunity to learn about the Indigenous history of the land, Milton and Canada;
 - There is increased understanding of the impacts of colonization and what reconciliation means to the cultural sector.
-

Goal 3.1	Build relationships with local urban Indigenous organizations and nearby Indigenous communities. For example: Mississaugas of the Credit First Nation and Six Nations of the Grand River Territory
Goal 3.2	Ensure Indigenous voices and histories are visible, acknowledged and integrated within the Town's cultural planning efforts, the Town's story and sense of place
Goal 3.3	Promote education in Milton about truth and reconciliation through partnerships, programming and collaboration

Avenue 4

Strengthen culture-led economic and social development

Key Messages through Consultation:

Cultural work and entrepreneurship is growing in Milton. Artists and cultural workers like freelance designers and language teachers are coming to live in Milton for greater affordability. Yet there is still a perception that residents continue to seek out cultural activities like community theatre and concerts outside of Milton. Miltonians indicated there is a lack of cultural work and entrepreneurship opportunities, and that students who live and study in Milton, do not have enough of a reason to stay. Investment in local tourism and community building opportunities can attract visitors while also improving the experience of Milton residents.

Outcomes

- Residents feel invested in the Milton community;
- Visitors feel welcomed in Milton and excited about what the Town has to offer;
- Artists, cultural workers and other creatives feel supported and have reason to stay;
- Milton is a place where people want to establish roots and invest in the Town and the people.

Goal 4.1 **Promote community building and tourism through Milton's existing resources and partnerships**

Goal 4.2 **Support creative entrepreneurs and arts/cultural workers in Milton (through partnerships with Economic Development, Recreation & Culture and other stakeholders)**

Avenue 5

Expand investment in cultural infrastructure, including places and spaces

Key Messages through Consultation:

Milton is proud of its small town character with a mix of incredible urban, rural and natural spaces. Community consultations revealed that culture is happening everywhere in Milton, whether it is in parks, a community kitchen or the school library. Milton is often viewed as a 'commuter town;' however, it is also one of the fastest growing municipalities in Ontario. As the Town continues to rapidly grow and develop, there are opportunities to ensure culture is integrated within the municipality. For instance, many people felt that most cultural investments were located in the downtown and not well distributed throughout neighbourhoods. There are therefore many opportunities to enhance and add gathering spaces and cultural places throughout the Town.

Outcomes

- Culture is integrated throughout Milton and its public spaces (indoor and outdoor), including the downtown, natural heritage areas, diverse neighbourhoods, etc.;
- There are affordable, accessible and flexible spaces throughout Milton, and an increased awareness of available and affordable cultural spaces for rent;
- The Town's cultural spaces and places generate a sense of belonging, pride and stewardship amongst Milton's residents;
- Milton is a place where artists and cultural workers can work, live, create and thrive.

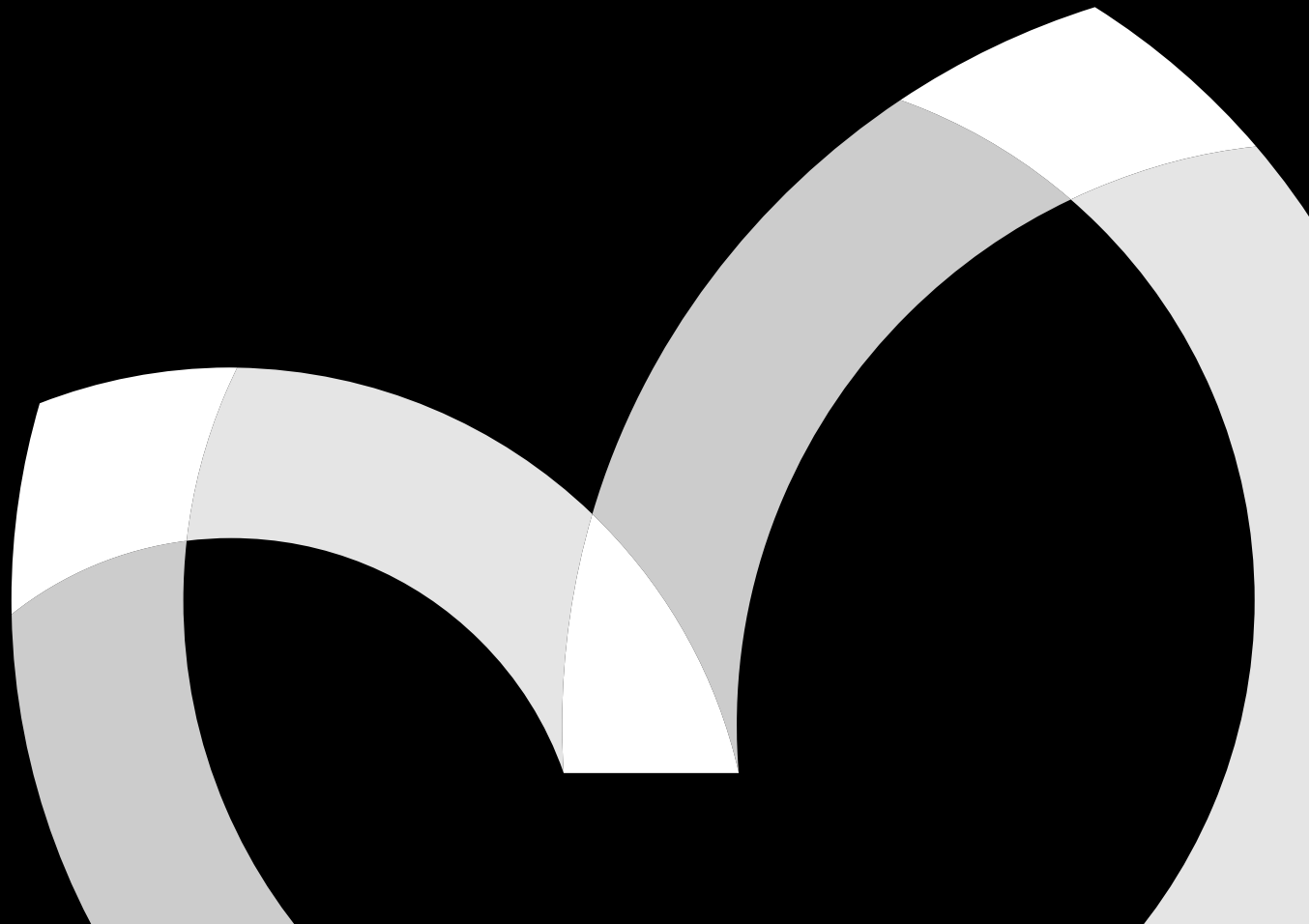
Goal 5.1 **Decentralize culture throughout Milton (beyond the downtown)**

Goal 5.2 **Integrate arts, culture and placemaking initiatives in public and private spaces**

Goal 5.3 **Invest in affordable and accessible cultural spaces, housing, coworking spaces**

Appendices

Appendix A Avenue Details



Avenue Details

Implementation Timeline

The actions include a timeline for implementation, outlined below.

- **Short-Term:** 0 - 3 years
- **Medium-Term:** 3 - 5 years
- **Long-Term:** 5 - 10+ years
- **Ongoing:** An initiative the Town has started and should continue to do.
- **Initiated in the cultural planning process:** An initiative started through the cultural planning process that should be upheld and continue to be implemented moving forward.

Responsibility

To facilitate a high level of collaboration among partners and local stakeholders, this Culture Plan establishes the various responsibilities for the Town and of partners to implement the vision and help culture flourish in Milton.

Avenue 1: Foster a resilient and collaborative cultural sector

Key Messages through Consultation:

Through the consultation process, stakeholders communicated a need for improved communications and awareness about local cultural programming. In addition, much of Milton's cultural community identified a desire to be better connected to one another, and and to have more opportunities for collaboration. Specifically, many indicated that in order to build the resilience and adaptability of cultural groups in Milton, there is a need to invest in relationship building, well-connected networks and capacity building.

Outcomes:

- A well-connected and collaborative network in Milton, a sense of community and supportive program delivery;
- Increased relationships and capacity building to ensure the resilience, adaptability and sustainability of the culture sector;
- Residents and visitors are aware of the diverse and expansive cultural programming in Milton;
- There is a dedicated and invested cultural community in the Town;
- Staff position and internal Town buy-in to support community and partners in realizing actions in the Culture Plan.

Goals:

- 1.1 Promote communications and awareness of culture throughout Milton
- 1.2 Invest in capacity and relationship building with community partners
- 1.3 Integrate cultural goals within the Town of Milton municipal structure by investing in appropriate staff supports

Actions	Timeline	Responsibility
Goal 1.1 Promote communications and awareness of culture throughout Milton		
1.1.1 Build awareness about the Culture Plan with community partners and within the Town through events, roundtable discussions, e-newsletter, collaboration with community partners, etc.	Short	ToM: Recreation & Culture, Economic Development, Strategic Communications Partners: Various

Goal 1.1 Promote communications and awareness of culture throughout Milton		
<p>1.1.2 Develop a brief and engaging Culture Report card to showcase Milton’s cultural development annually. This could include updates on arts and culture economic activity, growth of the cultural economy and benefits to the community.</p> <p>- Example: Richmond Hill Annual Report on Culture</p>	Short	<p>ToM: Recreation & Culture, Economic Development, Parks/Facilities, Strategic Communications</p> <p>Partners: Various</p>
<p>1.1.3 Establish a communications strategy to share cultural events, festivals, businesses and resources for Milton residents and visitors, including:</p> <ul style="list-style-type: none"> • a one-stop information hub/website for residents and visitors to find and feature cultural activities in Milton, as well as a communications and outreach strategy to direct people to the hub • a Milton artists and performers directory for local events • diverse forms of communications, via print, social and digital media, radio, outreach to community partners, etc. 	Medium	<p>ToM: Recreation & Culture</p> <p>Partners: Arts and culture organizations and businesses, BIA, Chamber of Commerce, Milton Public Library</p>
<p>1.1.4 Develop campaign to support existing cultural and creative workers and attract new creatives to live in Milton.</p>	Medium	<p>ToM: Recreation & Culture</p> <p>Partners: Arts and culture organizations and businesses, BIA, Chamber of Commerce</p>

<p>1.1.5 Embrace technology and digital avenues for greater coordination and communications amongst cultural opportunities in Milton.</p> <p>- Examples: Digital main streets, ecommerce, Zoom, communications between community members, creative opportunities (which have also globalized activities i.e. Milton Laurier Lecture Series)</p>	Short	<p>ToM: Recreation & Culture</p> <p>Partners: Arts and culture organizations and businesses, BIA, Chamber of Commerce, Milton Public Library</p>
Goal 1.2 Invest in capacity and relationship building with community partners		
<p>1.2.1 Convene a Cultural Working Group (including arts and culture organizations, community members, BIA, business community, youth, etc.) that encourage a healthy creative ecosystem and provide opportunities for collaboration, information-sharing, event coordination/scheduling, and connection points (exchange, learning and sharing).</p>	Short/ Initiated in the cultural planning process	<p>ToM: Recreation & Culture</p> <p>Partners: Arts and culture organizations and businesses, BIA, Chamber of Commerce, Region of Halton</p>
<p>1.2.2 Facilitate greater digital literacy in the arts and cultural sector to ensure technology can be used to increase participation in the arts.</p>	Medium	<p>ToM: Recreation & Culture, Economic Development</p> <p>Partners: Arts and culture organizations and businesses, Milton Public Library, Milton Youth Friendly Network, Region of Halton</p>

Goal 1.2 Invest in capacity and relationship building with community partners		
1.2.3 Monitor federal and provincial investments to identify opportunities to support Milton's arts and culture sector.	Ongoing	ToM: Recreation & Culture, Economic Development, Strategic Communications Partners: Arts and culture organizations and businesses
1.2.4 Provide opportunities for skills development for Milton's emerging arts and cultural groups. - <i>Examples: Annual Cultural Summit, topics could include: nonprofit and cooperative governance, volunteer management, municipal processes and shared marketing</i>	Medium	ToM: Recreation & Culture, Economic Development Partners: Arts and culture organizations and businesses, Region of Halton
Goal 1.3 Integrate cultural goals within the Town of Milton municipal structure by investing in appropriate staff supports		
1.3.1 Identify a dedicated staff role within the Community Services Department that helps to execute and implement the action items within the Culture Plan. - <i>Examples: Support Action 1.2.1 Convene a Cultural Working Group; Advance Action 1.1.2 Cultural Report Card; Coordinate the following Actions in Goal 1.3</i>	Short/ Medium	ToM: Recreation & Culture
1.3.2 Ensure cultural planning directions are reflected in municipal policies and plans. - <i>Example: Find alignment with ongoing Economic Development Planning and Official Plan process</i>	Short/ Initiated in the culture planning process	ToM Partner: Region of Halton
1.3.3 Foster a cultural development lens across municipal departments, specifically integrating with the Planning Policy & Urban Design, Economic Development and Operations & Environment divisions.	Short/ Initiated in the cultural planning process	ToM

1.3.4 Conduct an audit of Town by-laws, zoning regulations, licensing and permits that may be a barrier to creative enterprise and cultural activity (such as events) and mitigate where possible.	Short	ToM: Recreation & Culture, Operations & Environment, Legislative Services, Special Event Review Team Partners: Arts and culture organizations and businesses, BIA, Chamber of Commerce
1.3.5 Create a toolkit and invest in staff support/resources to eliminate barriers for arts and cultural organizations seeking to host events. - <i>Example: Consider strategies and in-kind resources such as barricades, garbage cans, picnic tables</i>	Short	ToM: Recreation & Culture, Parks/Facilities, Special Event Review Team Partners: Arts and culture organizations and businesses, BIA, Chamber of Commerce
1.3.6 Where possible, encourage social procurement to affect solutions for cultural development.	Medium/ Long	ToM: Recreation & Culture, Parks/Facilities, Purchasing & Risk Management
1.3.7 Recruit cross-departmental culture champions to support and communicate the Town's cultural goals, strategies and actions of this Culture Plan. This includes quarterly meetings as a team to review the status of Culture Plan implementation and discuss projects and potential opportunities of how culture can be integrated within various departments.	Short/ Initiated in the cultural planning process	ToM
1.3.8 Include an artist-in-residence program for the Town of Milton. This program is designed to provide opportunities for artists to support municipal projects by creatively engaging the public, promoting placemaking and civic pride, and/or animate public space(s). (See Action 2.3.4).	Long	ToM Partner: Arts Milton
1.3.9 Develop an evaluation framework to measure success of culture-related initiatives.	Short	ToM: Recreation & Culture Partners: Arts and culture organizations

Avenue 2: Celebrate and share Milton's diversity

Key Messages through Consultation:

Participants indicated an overwhelming sense of community pride. They indicated feeling connected to the community, its diversity of people, and its culture. However, many felt that the diversity within Milton is not necessarily reflected in cultural programming. There is a desire for Miltonians to see themselves reflected in cultural programming and spaces and to see and learn about other cultures. There are broader calls to prioritize conversations around equity, anti-oppression and anti-racism in this work.

Outcomes:

- Milton is a welcoming place for residents and visitors from diverse backgrounds;
- There are equitable, inclusive and accessible cultural experiences and opportunities for a diversity of Milton residents and visitors to enjoy;
- There is increased awareness of less frequently acknowledged cultural practices, especially those happening outside of theatres and galleries;
- Youth and diverse families (single parents, intergenerational households, etc.) can easily participate in and access arts and cultural programming;
- Arts and culture sparks dialogue about social, environmental and civic issues;
- Town of Milton invests in policy change, processes and trainings that target awareness and skills and sets specific, measureable and feasible equity goals.

Goals:

- 2.1 Prioritize the role of culture in building empathy, community connection, and a sense of belonging in Milton
- 2.2 Increase opportunities for youth and diverse families to participate in arts and culture
- 2.3 Foster inclusive, equitable and diverse cultural opportunities and experiences
- 2.4 Explore social change and civic engagement through arts and culture

Actions	Timeline	Responsibility
Goals 2.1 Prioritize the role of culture in building empathy, community connection, and a sense of belonging in Milton		
2.1.1 Explore sustainable funding opportunities for cross-cultural programs that support peer-to-peer/ resident-to-resident exchanges and connections. - <i>Example: Arts Milton's Friendship Project and RE:SOUL's Supper and Soul Talk</i>	Short	ToM: Recreation & Culture Partners: Arts and culture organizations

2.1.2 Promote and provide opportunities for equity deserving artists and cultural workers through proactive outreach, communications and resource sharing.	Short/ Medium	ToM: Recreation & Culture, Economic Development Partners: Arts and culture organizations and businesses, BIA, Chamber of Commerce
2.1.3 Encourage unique cultural experiences, events and festivals which reflect Milton's rich cultural diversity. - <i>Examples: Passport-based culinary and music-based festivals; international food nights at schools</i>	Medium	ToM: Recreation & Culture, Economic Development Partners: Arts and culture organizations, BIA, Chamber of Commerce, Urban Indigenous Centre of Excellence
Goal 2.2 Increase opportunities for youth and diverse families to participate in arts and culture		
2.2.1 Explore opportunities and financial support for intergenerational programming and development.	Short/ Medium	ToM: Recreation & Culture Partners: Arts and culture organizations
2.2.2 Build on the Milton Youth Strategy and collaborate with the Milton Youth Task Force to support the delivery of youth focused arts and cultural programs.	Medium	ToM: Recreation & Culture Partners: Arts and culture organizations, Milton Youth Friendly Network, Milton Youth Task Force
Goal 2.3 Foster inclusive, equitable and diverse cultural opportunities and experiences		
2.3.1 Develop a Town Equity, Diversity, Inclusion Plan, highlighting key tactics for anti-oppression and anti-racism practices and processes.	Short	ToM: Office of the Mayor and CAO, Recreation & Culture, Human Resources Partners: Arts, culture and community organizations

Goal 2.3 Foster inclusive, equitable and diverse cultural opportunities and experiences		
<p>2.3.2 Conduct an equity and accessibility audit of existing Milton-based programs, grants and frameworks.</p> <ul style="list-style-type: none"> - Example: Review Events Framework, Milton Community Fund, Milton's Affiliation Program and FirstOntario ArtSparks program from an equity, accessibility and inclusion lens (including affordability) 	Medium	<p>ToM: Recreation & Culture</p> <p>Partners: Arts, culture and community organizations</p>
<p>2.3.3 Prioritize working in partnership with relevant organizations to identify barriers and strategies to increase participation in cultural activities.</p> <ul style="list-style-type: none"> - Example: Provide a "pass borrowing" system for cultural activities through the Milton Public Library 	Medium	<p>ToM: Recreation & Culture</p> <p>Partners: Arts, culture and community organizations, Milton Public Library</p>
<p>2.3.4 Extend operating agreements to provide space-in-kind and support where community initiatives are aligned with the Culture Plan's values (aligned with the Milton Affiliation Program).</p>	Medium	<p>ToM: Recreation & Culture</p> <p>Partners: Arts, culture and community organizations</p>
<p>2.3.5 Explore the possibility of microloans and microgrants for arts and cultural projects that respond to community needs (such as a Community Arts and Culture Accessibility Fund).</p>	Short/ Medium	ToM: Recreation & Culture

Goal 2.4 Explore social change and civic engagement through arts and culture		
<p>2.4.1 Explore how cultural opportunities can be used as a tool for arts based advocacy, social dialogue, community care and civic health.</p>	Medium	<p>ToM: Recreation & Culture, Operations & Environment, Planning</p> <p>Partners: Arts, culture and community organizations, Milton Public Library</p>
<p>2.4.2 Adopt arts-based practices in all municipal initiatives to engage residents creatively about matters of civic importance, such as policy and planning. (See Action 1.3.6).</p>	Long	ToM
<p>2.4.3 Celebrate Milton's climate-related and eco-friendly initiatives.</p> <ul style="list-style-type: none"> - Example: Celebrating and leveraging the work of Facilities, Operations & Environment and Sustainable Milton, Halton Environmental Network 	Ongoing	<p>ToM: Recreation & Culture, Operations & Environment, Planning</p> <p>Partners: Arts, culture and community organizations, Conservation Halton, Halton Environmental Network, Milton Youth Task Force, Sustainable Milton</p>

Avenue 3: Support Indigenous cultural resurgence

Key Messages through Consultation:

Many residents and community organizations expressed a clear desire for the Town of Milton to engage with Indigenous residents and community members, and to better support Indigenous community members in fostering and highlighting Indigenous cultural practices within the Town. There is a unified aspiration within the community for better opportunities to learn about Indigenous history, culture and the impacts of colonialism. Moving forward, the Town of Milton should continue creating spaces to properly address anti-Indigenous racism.

Outcomes:

- The Town of Milton responds to the relevant Truth and Reconciliation Commission’s Calls to Action;
- Indigenous community members within the Town are given a platform to share their histories and culture;
- Relationships are established with urban Indigenous residents and neighbouring First Nations communities;
- All residents and visitors in Milton have an opportunity to learn about the Indigenous history of the land, Milton and Canada;
- There is increased understanding of the impacts of colonization and what reconciliation means to the cultural sector.

Goals:

- 3.1 Build relationships with local urban Indigenous organizations and nearby Indigenous communities. For example: Mississaugas of the Credit First Nation and Six Nations of the Grand River Territory
- 3.2 Ensure Indigenous voices and histories are visible, acknowledged and integrated within the Town’s cultural planning efforts, the Town’s story and sense of place
- 3.3 Promote education in Milton about truth and reconciliation through partnerships, programming and collaboration

Actions	Timeline	Responsibility
Goal 3.1 Build relationships with local urban Indigenous organizations and nearby Indigenous communities. For example: Mississaugas of the Credit First Nation and Six Nations of the Grand River Territory		
3.1.1 Working in partnership with local urban Indigenous organizations, local First Nations communities and Métis Nation of Ontario develop an Indigenous Engagement Strategy for the Town of Milton.	Short	ToM: Recreation & Culture, Strategic Communications Partner: Urban Indigenous Centre of Excellence

3.1.2 Engage and seek opportunities for cultural and artistic representation in nearby First Nations communities, specifically those in nearest proximity to Milton (Six Nations, Haudenosaunee Confederacy, Mississaugas of the Credit, Credit River Métis) with support and guidance from the Urban Indigenous Centre of Excellence.	Short	ToM: Recreation & Culture, Development Services, Strategic Communications Partner: Urban Indigenous Centre of Excellence
3.1.3 Consider appointing an Indigenous Engagement liaison role within the municipality.	Short	ToM
3.1.4 Provide opportunities for Indigenous arts, culture and heritage to be shared with the community through partnership, proactive outreach, connections and assistance in seeking and applying for funds for Indigenous groups and organizations. - <i>Example: Commemorate awareness days/ events in partnership with Indigenous communities such as Indigenous Peoples Day/Month, National Day of Awareness of Missing and Murdered Indigenous Women, Girls and Two Spirit (MMIWG2S+), Orange Shirt Day</i>	Short	ToM: Recreation & Culture Partners: Urban Indigenous Centre of Excellence, Arts and culture organizations, Milton Public Library
3.1.5 Help to increase participation of Indigenous communities on Town committees and in leadership roles of cultural organizations, including professional development and mentorship programs.	Medium	ToM: Recreation & Culture Partners: Arts and culture organizations
Goal 3.2 Ensure Indigenous voices and histories are visible, acknowledged and integrated within the Town’s cultural planning efforts, the Town’s story and sense of place		
3.2.1 Develop publically accessible information regarding local Indigenous histories in partnership with urban Indigenous residents of Milton, nearby First Nations communities and Milton’s Historical Societies. - <i>Example: Oakville Heritage Trails</i>	Medium	ToM: Recreation & Culture, Parks/Facilities Partners: Urban Indigenous Centre of Excellence, Conservation Halton, Halton school boards and post-secondary institutions, Milton Public Library

Goal 3.2 Ensure Indigenous voices and histories are visible, acknowledged and integrated within the Town's cultural planning efforts, the Town's story and sense of place

3.2.2 Recognize and commemorate Indigenous stories, places and names across municipal assets (such as streets, bridges, parks, plazas and buildings). This will occur through deep consultation with Indigenous communities to identify and map landscapes and stories.	Long	ToM: Recreation & Culture, Parks/Facilities
3.2.3 Actively facilitate opportunities for Indigenous artworks and artists to be featured with Milton's future public art installations to recognize Indigenous cultural erasure and assert the value of Indigenous culture as a community statement.	Medium	ToM: Recreation & Culture, Planning Partners: Arts and culture organizations, Conservation Halton, Developers
3.2.4 Support other Town departments with integrating Indigenous cultural representation in their programming.	Short/ Medium	ToM: Recreation & Culture Partner: Urban Indigenous Centre of Excellence

Goal 3.3 Promote education in Milton about truth and reconciliation through partnerships, programming and collaboration

3.3.1 Host regular Indigenous cultural competency training for Town staff at all levels and maintain access to Indigenous cultural competency resources for Town staff and residents.	Initiated in the cultural planning process	ToM Partners: Urban Indigenous Centre of Excellence, Halton school boards, Milton's Historical Societies, Milton Public Library
3.3.2 Develop an official land acknowledgement toolkit for the Town of Milton that can be personalized by identifying actions the speaker can take in relation to their own positionality.	Short	ToM: Recreation & Culture, Strategic Communications Partner: Urban Indigenous Centre of Excellence
3.3.3 Identify shared opportunities to host a continued learning space for the leaders of Milton's arts and culture sector regarding Indigenous culture.	Medium	ToM Partners: Arts and culture organizations, Urban Indigenous Centre of Excellence
3.3.4 Convene an Indigenous advisory working group for Milton's cultural sector in order to promote the advancement of Indigenous cultural programming throughout Milton and to connect organizations with nearby First Nations communities and Indigenous groups interested in partnership.	Medium	ToM: Recreation & Culture Partners: Arts and culture organizations, Urban Indigenous Centre of Excellence

Avenue 4: Strengthen culture-led economic and social development

Key Messages through Consultation:

Cultural work and entrepreneurship is growing in Milton. Artists and cultural workers like freelance designers and language teachers are coming to live in Milton for greater affordability. Yet there is still a perception that residents continue to seek out cultural activities like community theatre and concerts outside of Milton. Miltonians indicated there is a lack of cultural work and entrepreneurship opportunities, and that students who live and study in Milton, do not have enough of a reason to stay. Investment in local tourism and community building opportunities can attract visitors while also improving the experience of Milton residents.

Outcomes:

- Residents feel invested in the Milton community;
- Visitors feel welcomed in Milton and excited about what the Town has to offer;
- Artists, cultural workers and other creatives feel supported and have reason to stay;
- Milton is a place where people want to establish roots and invest in the Town and the people.

Goals:

- 4.1 Promote community building and tourism through Milton's existing resources and partnerships
- 4.2 Support creative entrepreneurs and arts/cultural workers in Milton (through partnerships with Economic Development and Recreation & Culture and other stakeholders)

Actions	Timeline	Responsibility
Goal 4.1. Promote community building and tourism through Milton's existing resources and partnerships		
4.1.1 Collaborate with pertinent stakeholders, such as the Regional Tourism Organization (RTO#3) and the Chamber of Commerce, to explore the development of a Destination Marketing Organization (DMO) and other related activities.	Medium/ Long	Partners: Arts and cultural organizations and businesses, BIA, Chamber of Commerce, RTO#3, Region of Halton

Goal 4.1. Promote community building and tourism through Milton’s existing resources and partnerships		
4.1.2 Prioritize seasonal activities to make Milton a four season destination.	Medium	ToM: Recreation & Culture, Economic Development Partners: Arts and culture organizations and businesses, BIA, Chamber of Commerce
4.1.3 In partnership with the Chamber of Commerce, explore greater opportunities for networking and resource sharing between Milton’s destinations such as the downtown businesses, associations, BIA and the rural agri-tourism hosts.	Medium	ToM: Recreation & Culture, Economic Development Partners: Arts and cultural organizations and businesses, BIA, Chamber of Commerce, RTO#3, Region of Halton
4.1.4 Explore rural transit funding opportunities to support broader transportation access between urban and rural destinations as tourism opportunities.	Long	ToM: Transit Services Partners: Arts and cultural organizations and businesses, BIA, Chamber of Commerce, RTO#3, Region of Halton
4.1.5 Strategically align events and festivals as opportunities for community and social development and tourism.	Medium	ToM: Recreation & Culture Partners: Arts and cultural organizations and businesses, BIA, Chamber of Commerce

Goal 4.2 Support creative entrepreneurs and arts/cultural workers in Milton (through partnerships with Economic Development, Recreation & Culture and other stakeholders)		
4.2.1 Partner with Economic Development and Recreation & Culture, BIA, Milton Public Library and MEV Milton Innovation Centre to invest in opportunities for entrepreneurs. Examples could include resources/toolkits for creative entrepreneurs (see Avenue 3 above), partner with Digital Main Street and other tech partners, develop a cultural fellowship (and/or mentorship) program for emerging cultural workers in Milton, etc. - Example: Partner with Milton Public Library to create performing arts tech kits to support creative work; New York Public Library for the Performing Arts' Tech Kits for Performing Artists	Long	ToM: Recreation & Culture, Economic Development Partners: Arts and culture organizations and businesses, BIA, Chamber of Commerce, Milton Public Library, Post-secondary institutions
4.2.2 In partnership with the BIA and Chamber of Commerce, develop a toolkit to encourage ‘buy local’ campaigns, and the use of local creations in municipal ceremonies and gifts.	Long	ToM: Recreation & Culture, Economic Development Partners: Arts and culture organizations and businesses, BIA, Chamber of Commerce

Avenue 5: Expand investment in cultural infrastructure, including places and spaces

Key Messages through Consultation:

Milton is proud of its small town character with a mix of incredible urban, rural and natural spaces. Community consultations revealed that culture is happening everywhere in Milton, whether it is in parks, a community kitchen or the school library. Milton is often viewed as a 'commuter town;' however, it is also one of the fastest growing municipalities in Ontario. As the Town continues to rapidly grow and develop, there are opportunities to ensure culture is integrated within the municipality. For instance, many people felt that most cultural investments were located in the downtown and not well distributed throughout neighbourhoods. There are therefore many opportunities to enhance and add gathering spaces and cultural places throughout the Town.

Outcomes:

- Culture is integrated throughout Milton and its public spaces (indoor and outdoor), including the downtown, natural heritage areas, diverse neighbourhoods, etc.;
- There are affordable, accessible and flexible spaces throughout Milton, and an increased awareness of available and affordable cultural spaces for rent;
- The Town's cultural spaces and places generate a sense of belonging, pride and stewardship amongst Milton's residents;
- Milton is a place where artists and cultural workers can work, live, create and thrive.

Goals:

- 5.1 Decentralize culture throughout Milton (beyond the downtown)
- 5.2 Integrate arts, culture and placemaking initiatives in public and private spaces
- 5.3 Invest in affordable and accessible cultural spaces, housing, coworking spaces

Actions	Timeline	Responsibility
Goal 5.1 Decentralize culture throughout Milton (beyond the downtown)		
5.1.1 Prioritize and invest in equitable opportunities for placemaking throughout Milton. This includes: The creation of more informal gathering spaces and public spaces, within new developments as well as partnerships with neighbourhood and community groups (such as block party microgrant programs).	Long	ToM: Parks/Facilities, Planning Partners: Arts and culture organizations, Conservation Halton, Developers

5.1.2 Investigate partnerships and opportunities to support arts and culture programming and activities in community spaces beyond the libraries and FirstOntario Arts Centre Milton (e.g. heritage buildings, local high schools, Places of Worship).	Medium	ToM: Recreation & Culture Partners: Arts, culture and community organizations, Halton school boards, Milton Public Library, Milton Youth Friendly Network, Milton Youth Task Force
5.1.3 Work with local community members, nonprofits, etc. to create cultural hubs throughout the Town, both indoor and outdoor, to promote opportunities for arts and cultural groups to interact with residents throughout Milton. <i>Examples:</i> <ul style="list-style-type: none"> - Design new and leverage existing neighbourhood walking tours identifying local artists, stories, story walks - Offer microgrants for neighbourhood groups, cultural groups to host placemaking improvement projects in their local areas - Develop 'Community Galleries,' featuring a multidisciplinary exhibition space and performance venue for non-professional artists - Utilize existing community centres and libraries (recognize their cultural value); - Youth centered spaces 	Medium/Long	ToM: Recreation & Culture, Parks/Facilities Partners: Arts and culture organizations and businesses, Conservation Halton, Halton school boards and post-secondary institutions, Historical societies, Milton Public Library
5.1.4 Explore opportunities to align cultural spaces and connections with a Public Realm Strategy. This could include promotion of active transportation and transit accessible walkable cultural spaces, artist-led design of street furniture and proactive approaches to integrating cultural spaces within Milton's public realm and streetscapes by working with developers, property owners and artists.	Long	ToM: Recreation & Culture, Parks/Facilities, Planning, Transit Services
5.1.5 Recognition program for inclusion of public art and/or cultural experiences.	Long	ToM: Recreation & Culture, Economic Development, Planning

Goal 5.1 Decentralize culture throughout Milton (beyond the downtown)		
5.1.6 Link cultural resources throughout Milton's strong cycling and walking trails. - Example: Opportunities that may exist with the Milton Pipeline Trail, interpretive signage, Don River Valley Park in Toronto	Ongoing	ToM: Parks/Facilities, Planning
Goal 5.2 Integrate arts, culture and placemaking initiatives in public and private spaces		
5.2.1 Develop a public art strategy, policy and funding model. This could include: - Community-led public art guidelines that can speak to both permanent or temporary public art (murals, sculptures, etc.), distribution of work in urban spaces, underpasses, roadways, gateways etc. - Promotion of existing public art map - Exploration of how the Town's development charges can be used for cultural development and public art - Consideration of appropriate funding mechanisms and investment	Medium/Long	ToM: Recreation & Culture, Parks/Facilities, Planning Partners: Arts and culture organizations, Developers
5.2.2 Collaborate with developers and property owners to encourage and program new developments to include privately owned public spaces (POPS) and expand the role of public art and tactical urbanism as part of new development (and as part of updated Official Plan).	Long	ToM: Planning Partners: Developers
5.2.3 Leverage existing funds to incorporate artists in the design of new municipal buildings, facilities and public spaces (parks, streetscapes, etc.). - Examples: Identify opportunities through the design of a building, i.e. wall or space that artist could interpret; consider opportunities for public art within designs of parks and facilities	Long	ToM: Recreation & Culture, Parks/Facilities

5.2.4 Support public art that represents a diversity of disciplines (permanent and temporary, murals, sculptures, digital media, etc.) and a diversity of artists that reflect the various cultures in Milton. - Example: StreetARToronto (StART)	Medium/Long	ToM: Recreation & Culture, Parks/Facilities, Planning Partners: Arts and culture organizations, Developers
5.2.5 Promote and support funding opportunities for outdoor space programming and citizen-led tactical urbanism, placemaking and placekeeping (in parks, public squares, and streets). This can include: - Create toolkits/guides to support DIY placemaking (i.e. pop-up placemaking tool kit) - Create park information kits, which include resources to support community use (i.e. how the space can be animated for an event)	Medium/Long	ToM: Recreation & Culture, Economic Development, Parks/Facilities, Planning Partners: Arts and culture organizations, Park People, Milton Public Library
5.2.6 Develop a storefront Creative-in-Residence program to leverage interested property owners looking to rent/animate downtown spaces for creative uses.	Long	ToM: Recreation & Culture, Economic Development Partners: Arts and cultural organizations and businesses, BIA, Chamber of Commerce, RTO#3, Region of Halton
5.2.7 Explore opportunities for a pedestrianized Main Street and 'play streets' on weekends and special event days for community use (including pavement art, events and festivals, sports, etc.).	Medium	ToM: Recreation & Culture, Development Services, Economic Development, Licensing and Enforcement Partner: BIA

Goal 5.3 Invest in affordable and accessible cultural spaces, housing, coworking spaces		
5.3.1 Explore and consider opportunities to support nonprofits/citizens to develop community land trusts that provide affordable commercial, community and residential spaces for artists and cultural workers.	Long	ToM: Recreation & Culture, Economic Development, Planning Partners: Business community, Developers
5.3.2 Consider temporary pop-up facilities for cultural venues, such as shipping containers. - Example: Pop-Up Shop Containers, Cornwall	Long	ToM: Recreation & Culture, Economic Development Partners: Arts and cultural organizations and businesses, BIA, Chamber of Commerce
5.3.3 Facilitate/pilot short-term leases in underutilized or vacant Town-owned or private properties to accommodate music venues, exhibition opportunities, public art and below-market tenancies for cultural organizations and cultural producers.	Long	ToM: Recreation & Culture, Economic Development, Operations & Environment Partners: Business community, Developers
5.3.4 Explore partnerships with municipal facilities and partners (such as post-secondary institutions) to develop an innovative creative cultural hub, coworking space. This could include integrated 'co-op spaces' for artists, artist-in-residence initiative, etc.	Long	ToM: Recreation & Culture, Economic Development Partners: Arts and culture organizations and businesses, Post-secondary institutions

Appendix B

Glossary

Glossary

Accessibility

Giving people of all abilities opportunities to participate fully in everyday life.

Actions

Items of work that support the plan towards the overall vision.

Anti-racism

The work of actively opposing racism by advocating for changes in political, economic, and social life. Anti-racism tends to be an individualized approach, and set up in opposition to individual racist behaviours and impacts.

Avenues

Strategic areas of work that will guide Milton towards the stated vision.

Culture

Culture is what counts as culture for those who participate in it. Culture is expressive of a local identity. It includes the sharing of ideas; reflected not only in fine, visual, literary, media, material and performing arts; but also in heritage, food, markets, public places, stories and diverse experiences of history.

Cultural hub

Cultural hubs do not have to be anything more than centralizing around existing assets such as community centres or library branches, for example. The concept is decentralization – moving away from aggregating all cultural activities in one facility and one location.

Cultural mapping

An approach to recording and classifying a community's cultural resources by identifying their physical location. It involves a process of collecting and analyzing information on cultural resources to inform integrated cultural planning, which often requires crowdsourcing of information from a diversity of residents of a municipality.

Cultural planning

A process of inclusive community consultation and decision-making that helps local government to identify cultural resources and to think strategically about how these resources can help a community to achieve its civic goals.

Cultural resources

Cultural resources are all the institutions, activities and people in a community through which we express our shared beliefs, customs, rituals and values: the libraries, historical societies, museums, galleries, symphony orchestras, theatres, public parks, community groups, First Nations and ethnic associations, training institutions, sports organizations, colleges and schools, artists, musicians, performers, writers and more.

Cultural tourism

An industry that aims to attract people interested in the historical, artistic and cultural offerings of a community, region, institution or people. Tourists can be local or from more distant locations, depending on the type of demand for the destination.

Digital literacy

The capacity and ability of a person or social group to navigate and adapt to a changing digital environment over time which allow a person or a group to live, work, learn, and play in digital society.

Diversity

Diversity includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from another. It is all-inclusive and recognizes everyone and every group as part of the diversity that should be valued. A broad definition includes not only race, ethnicity, and gender – the groups that most often come to mind when the term 'diversity' is used – but also age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, and physical appearance. It also involves different ideas, perspectives, and values.

Equity

Refers to fairness and justice in the ways people are treated. This includes processes that ensure all people have the resources or opportunities to succeed. It recognizes that justice may demand treating people differently since they have different needs and capacities. Equity-seeking groups are communities that face significant collective challenges in participating in society. This marginalization could be created by attitudinal, historic, social and environmental barriers based on age, ethnicity, disability, economic status, gender, nationality, race, sexual orientation and transgender status, etc. Equity-seeking groups are those that identify barriers to equal access, opportunities and resources due to disadvantage and discrimination and actively seek social justice and reparation.

First Nations

First Nations people are status or treaty Indians registered with their home reserve, band or community.

Guiding principles

High level values to guide the work and make decisions, it can be converted into an evaluation framework in future.

Inclusion

The process of bringing in and making space for those who are marginalized by those with privilege.

Indigenous

The first inhabitants (First Peoples) of a land (including First Nations, Inuit and Métis of Canada), and the philosophies, cultures, cosmologies and rights of those 'First Peoples,' in accordance with the United Nations Declaration on the Rights of Indigenous Peoples (2007).

Mission

A general statement of how Milton will achieve the vision. The mission includes why, whom the organization serves and how.

Placemaking

A philosophy and approach for improving places to celebrate their unique cultures and histories while facilitating community connectivity. It can be applied to the smallest parkettes and the largest neighbourhoods. As a collaborative process, placemaking requires community participation in all stages of design, implementation, and on-going maintenance. According to the Project for Public Spaces, placemaking supports dynamic uses, "paying particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution."

Placekeeping

While placemaking refers to the participatory creation and shaping of public spaces to express the uniqueness of local culture, placekeeping takes a longer term view, ensuring that when placemaking happens, the quality of that place is secured for the long term. Placekeeping keeps the cultural memories associated with a locale alive, while supporting the ability of local people to maintain their way of life as they choose.

Privately owned public space (POPS):

Refers to privately owned and maintained space that is designed to promote public access and use.

Public realm

Publicly owned places and spaces that belong to and are accessible by everyone. These can include municipal streets, lanes, squares, plazas, sidewalks, trails, parks, open spaces, waterfronts, public transit systems, conservation areas, civic buildings and institutions. It can also be an interior space such as a library or a recreation centre, or an exterior space such as a multipurpose trail or a public square.

Resilience

In the context of municipalities, resilience is the ability to absorb, recover and prepare for future shocks and stresses (economic, environmental, social and institutional).

Smart City

A resilient, inclusive and collaboratively-built city that uses technology and data to better the quality of life for all people.

Social procurement

Encouraging a shift towards procurement based on achieving multiple outcomes in addition to maximizing financial value. It means using procurement dollars to achieve overarching institutional, governmental, or individual goals such as environmental and social sustainability.

Sustainability

About meeting the needs of the present generation without compromising the ability of future generations to meet their own needs. Refer to four tiers sustainability (culture, economic, environmental and social).

Vision

General statement at the beginning of the plan describing where Milton aspires to and wants to be.