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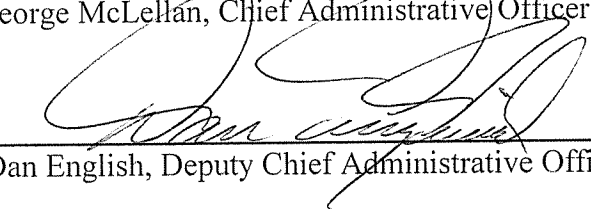
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Halifax Regional Council
February 1, 2005

TO: Mayor Kelly and Members of Halifax Regional Council

SUBMITTED BY:


George McLellan, Chief Administrative Officer


Dan English, Deputy Chief Administrative Officer

DATE: January 26, 2005

SUBJECT: HRM Cultural Plan - Revised Approach, and Public Participation Process

ORIGIN

Issues of culture and cultural policy have been an on-going subject for debate at Council since amalgamation.

RECOMMENDATION

It is recommended that Regional Council:

- a) approve the revised cultural plan project process; and
- b) establish a Cultural Advisory Committee pursuant to the proposed membership and Terms of Reference attached as Appendix A;

BACKGROUND

HRM Regional Council directed staff to develop a cultural policy to address an ever increasing demand for cultural services from the business, tourism and leisure communities. The policy would provide a much needed framework for a coordinated and directed role in planning programs and services to celebrate, promote and support culture. The cultural policy would also provide a logical, coherent, consistent foundation on which to base decisions leading to cultural service delivery systems and structures.

The cultural policy process began in 1999 when staff recommenced to Regional Council the establishment of an interdepartmental team to explore options for co-ordinating the delivery of cultural services at HRM. During these discussions the value in developing a cultural policy became apparent. Subsequently staff recommended that Regional Council initiate a cultural policy project.

In 2001, an interdepartmental staff team was established. The Cultural Advisory Team (CAT) was charged with overseeing the development of the cultural policy, and its long term implementation.

A six step process was also developed to guide the creation of a cultural policy. The process was presented to program and service review in 2001. The proposed process included a review of HRM's existing cultural policies, developing an inventory of cultural clients and groups in HRM, consultation among both internal and external cultural partners, and a discussion paper which would culminate into a draft plan.

In April 2002, the scope of the project and the proposed approach was revised with a commitment by staff to deliver a cultural policy to Regional Council in April 2003.

DISCUSSION

Efforts towards the development of the cultural policy have been directed primarily to background research and developing draft Guiding Principles. The CAT had met on several occasions, however, has since become inactive.

A new staff team has been brought together to deliver the policy. Staff has worked diligently to revise the project scope and deliverables to reflect current issues and opportunities. A new process to guide the policy's development has also been designed.

The following discussion highlights the primary changes.

A) The Deliverables

One of the primary problems with this process to-date has been a lack of clarity around the primary deliverable or outcome of the process. To ensure the delivery of a quality and relevant product the outcome of the process needs to be clearly understood by both the staff team and Regional Council.

The outcome of this process will be a cultural plan. The cultural plan will include:

- a) a **Municipal Cultural Policy** to guide decision-making and investment; and
- b) a **Strategic Plan** that will outline the actions and resources required to meet cultural development objectives.

The Cultural Plan will be a long range plan cultural blueprint to guide decision-making and direct investment in arts and cultural programming, services and infrastructure, and to foster innovative partnerships and service-delivery mechanisms.

The Cultural Plan and Regional Plan will be mutually supportive and integrated, but different. Although both plans will include policies around culture, heritage, and urban design, unlike the Regional Plan, the Cultural Plan is not a land use plan. The cultural plan will reinforce the goals and objectives of the regional plan, but achieving these will be accomplished by means other than through regulatory land use controls.

B) The Project Scope:

As outlined in the background section of this report, the scope of this project has changed on many occasions. Consequently, upon review of the work to date, staff is recommending a revised scope focusing on:

- Municipal program & service design and delivery
- Partnership opportunities and implementation process
- Community cultural program development and delivery
- Asset and infrastructure investment and maintenance
- Management of cultural resources and information
- Measuring strategic success

Furthermore, the scope of the cultural plan will address the following six key elements of cultural development in HRM:

- ☐ **Arts (Arts & Expression)**
Performing arts, visual arts, literary arts, media arts & cultural *industry* (film & video, digital media, publishing, recording, broadcasting)
- ☐ **History & Heritage**
Built heritage, natural heritage, social heritage (museums, archives, local history)

- ☐ **Urban Design**
Public and private spaces, public art, open spaces, architecture, street-scape and civic design, landscape design
- ☐ **Leisure & Education**
Civic events and festivals, sports and leisure facilities and events, parks and trails, library facilities, schools and other educational facilities (example: Discovery Centre)
- ☐ **Economic Development**
Cultural tourism, arts facilities and infrastructure, special events and festivals, sports and cultural facilities, convention and multi-purpose facilities
- ☐ **Community Diversity**
Multiculturalism, immigration, equality, social inclusion, awareness and celebration.

C) Policy Development Process

As stated, in 2002 a proposed process for developing a cultural policy was presented to program and service review. Unfortunately, this process has not been closely adhered to, nor has it been well monitored.

Staff has developed new process to guide the development of the plan. An aggressive timeline will ensure the delivery of a draft cultural plan to Regional Council in July 2005. The CAO and DCAO offices will provide project management to ensure a timely delivery. An interdepartmental working committee will be formed to assist with the plan. Members of the now inactive CAT committee will be invited to participate. Appendix B provides an overview of the process and the key dates.

D) Public Participation

Public participation is an important component of any planning process. As a first step, staff is recommending the establishment of a Cultural Advisory Committee. The Committee will include representatives of the cultural and heritage community, economic development sector and members of Regional Council to ensure a balanced perspective. Appendix A outlines the propose membership and terms of reference for the committee.

BUDGET IMPLICATIONS

None at this time

FINANCIAL MANAGEMENT POLICIES/BUSINESS PLAN

This report complies with the Municipality's Multi-Year Financial Strategy, the approved Operating, Capital and Reserve budgets, policies and procedures regarding withdrawals from the utilization of Capital and Operating reserves, as well as any relevant legislation

REGIONAL PLANNING IMPLICATIONS

This report is in compliance with regional planning principles.

ALTERNATIVES

- a) Council may choose to amend the proposed Cultural Advisory Committee terms of reference and membership. Staff does not recommend this alternative.

ATTACHMENTS

Appendix A - Cultural Advisory Committee Terms of Reference

Appendix B - Proposed Cultural Plan Development Process and Timeline

Additional copies of this report, and information on its status, can be obtained by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

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Appendix A
(Cultural Advisory Committee TOR)

Terms of Reference

Halifax Regional Municipality
Cultural Plan

Cultural Advisory Committee (CAC)

The **Cultural Advisory Committee** is established to advise Halifax Regional Council and staff on the development of a Cultural Plan for the Halifax Regional Municipality.

Background:

In 2002 Regional Council began a process of developing a Municipal Cultural Policy and Plan to guide cultural program and service delivery in HRM. Phase one of the process has resulted in a cultural policy vision and principles forming a solid foundation for the development of key goals, objectives, and implementation tools and strategies for HRM's future cultural development.

Regional Planning consultation over the past several months has further validated the fundamental value that HRM citizens place on culture as an expression of local history, experience, creative development, and community spirit. Culture as a key builder of community vitality and generator of social and economic prosperity is also recognized widely by citizens, investors, and policy makers across the region. This forms the foundation for moving forward with the development of HRM's first regional Cultural Plan.

Committee Purpose:

The CAC will act as an advisory body to Regional Council and to the HRM Interdepartmental Working Committee (IWC). The Committee will provide input on the draft policy and plan material. It will also enable an important communication and public participation link between HRM and the broader community and stakeholders.

Committee Role:

- to oversee the policy development, and other strategic aspects of the Plan and provide advice around proposed implementation tools and processes,
- to advise Council and staff on issues and opportunities for consideration under the Cultural Plan,
- to facilitate community and stakeholder input into the planning process through direct stakeholder contact and communication,

- to provide a mechanism for sharing and disseminating information to community stakeholders and other partners and interested bodies and to communicate milestone progress in the process,
- to assist staff in interpreting and analysing public and stakeholder input,
- to assist and advise Council on implementation of the Cultural Plan.
- provide a report and recommendation to Regional Council the project progress and milestones,
- meet with staff at a frequency that is sufficient to achieve project goals and meet the time-line that has been established for completion of the Plan.

Membership:

The Committee will be comprised of:

Two (2) members of Halifax Regional Council
 Three (3) members from the arts and cultural sector
 One (1) member from the Heritage Advisory Committee
 One (1) member from the business sector
 One (1) member from the Education sector
 One (1) citizen at large

Criteria for evaluating potential committee members will include:

- the background and experience required to meet one of the member categories listed in this terms of reference,
- willingness and ability to commit to the six month term of the project and to attend and participate in project meetings and public participation program,
- skills and experience related to the roles and responsibilities outlined in the Committee Terms of Reference,

The selection committee reserves the right to seek an appropriate and diverse balance of committee members including a mix of people with a diversity of perspectives on culture and its development.

Appointment:

The term of the appointment will be for a period of six (6) months.

Appointments shall be made by Halifax Regional Council

Chair and Vice-Chair:

The Cultural Planning Steering Committee shall elect from its non-council members a chair and vice-chair position.

The role of the chair, in whole or part, can be shared with or delegated to the vice-chair in order to carry-out the role and responsibilities of the Committee.

The Chair (Vice-Chair) will have the following responsibilities:

- guide the discussion and facilitate meetings,
- encourage participation by Committee members
- work with staff in preparing meeting agendas and supporting materials
- act as spokesperson for the Committee

Quorum:

The quorum for regular meetings shall be a majority of voting members.
Decisions will be made by majority vote.

Meetings:

Meetings will be held bi-weekly (or at a frequency that is necessary to conduct the business of the Committee). A regular meeting schedule will be determined at the start-up meeting for the Committee. In addition to regular Committee meetings, additional means of communication will be necessary to conduct the business of the group.

Resources:

The Halifax Regional Municipality shall provide staff resources to the Committee and will provide assistance as follows:

- coordination and arrangement of meeting time, and venue
- circulation of meeting agendas
- minute-taking
- preparation & distribution of materials
- reporting ongoing project information and status updates
- presentation of planning material as required
- coordination and communication between the CAC and the IWC

Appendix B
(Cultural Plan Process)

Cultural Plan
Development Process

Phase One
(2001-2004)

