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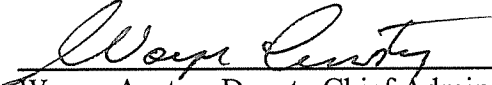
PO Box 1749  
Halifax, Nova Scotia  
B3J 3A5 Canada

Halifax Regional Council  
May 9<sup>th</sup>, 2006

**TO:** Mayor Kelly and Members of Halifax Regional Council

**SUBMITTED BY:**

  
\_\_\_\_\_  
Dan English, Chief Administrative Officer

  
\_\_\_\_\_  
Wayne Anstey, Deputy Chief Administrative Officer

**DATE:** April 29<sup>th</sup>, 2006

**SUBJECT:** Establishment of HRM Cultural Advisory Committee & HRM Urban Design Task Force  
\_\_\_\_\_

**ORIGIN**

**March 7<sup>th</sup>, 2006,** Council approves award of contract for Regional Centre Urban Design Study

**March 28<sup>th</sup> 2006,** Council approves Cultural Plan. Ad-hoc Cultural Advisory Committee Mandate complete.

**RECOMMENDATION**

**It is recommended that :**

1. Regional Council dissolve HRM's ad hoc Cultural Advisory Committee in recognition of it's completed mandate and Council's approval of the HRM Cultural Plan on March 28<sup>th</sup> 2006
2. Regional Council establish a permanent Cultural Advisory Committee to advise Council on the ongoing implementation of the Cultural Plan as per the mandate outlined in the attached Terms of reference (Attachment 1)
3. Regional Council establish an HRM Urban Design Task Force (Ad-Hoc) to advance the Regional Centre Urban Design Study as per the mandate outlined in the attached Terms of reference (Attachment 2)

## BACKGROUND

On April 28<sup>th</sup> of this year Regional Council approved the HRM Cultural Plan. The Plan is made up of a comprehensive set of goals, policy directions and strategic actions to guide HRM's role in developing and celebrating culture over the next ten years. The Cultural Plan is the first of its kind for the Municipality and aligns with five of Council's Priority Focus areas: including the Regional Plan, Youth, Community Development, Community Recreation, and Economic Development.

The process to develop the Cultural Plan was led by an ad-hoc Cultural Advisory Committee (CAC) established by Council in February of 2005. **The mandate of the ad-hoc Cultural Advisory Committee was to advise staff and Council on the development of the Cultural Plan.** This included cultural issues and opportunities, public consultation, policy directions, and implementation priorities. **The ad-hoc CAC successfully completed its mandate with a final recommendation to Council on February 28<sup>th</sup>, 2006 and Council's subsequent approval of the Plan on March 28<sup>th</sup>.**

With the approval of the Cultural Plan, Council endorsed the short-term/phase I (2006- 2008) Action Plan which was presented on February 28<sup>th</sup> and again on March 28<sup>th</sup> as part of the final draft Plan document. The Cultural Action Plan identifies several short-term priorities that would be initiated in phase I of the Plan's implementation. (Attachment 3) **One of the Plan's immediate short-term priorities is the establishment of a long-term Cultural Advisory Committee to advise Council on areas of strategic importance over the ten-year implementation of the Plan.** This action is recognized as a high priority due to the importance of maintaining community and stakeholder participation and input into the Cultural Plan's ongoing implementation.

**The CAC, while potentially made up of similar stakeholders and citizens will have a different mandate from the original ad-hoc CAC.** Specifically, whereas the ad-hoc CAC advised Council on the *development* of the Cultural Plan, the new CAC will advise Council on the *ongoing implementation* of the Plan.

**A second priority is the need for a citizen and stakeholder Urban Design Task Force to advise Council throughout the Regional Centre Urban Design Study.** The Cultural Plan and Economic Development Strategy emphasize the need for stronger urban design guidelines, procedures and awareness programs. Urban Design is also a key policy direction under the proposed HRM Regional Plan which seeks to establish stronger urban design guidelines for communities across the Region. As an early deliverable of the Regional Plan and a program priority of the HRM Capital District, the HRM Regional Centre Urban Design Study was initiated by Council in March 2006. The Urban Design Study is now underway and will soon be entering a critical public consultation stage.

## DISCUSSION

This report is being brought before Council in order to begin implementing the priorities under the Cultural Plan including capacity-building and awareness around urban design. The creation of the CAC is being recommended based on the need for a long-term committee to advise Council on the

ongoing implementation of the Cultural Plan. The Urban Design Task Force is being recommended as a two-year *ad-hoc* committee to advise Council on the Regional Centre Urban Design Study and to act as a key mechanism to engage community and stakeholders in the process.

**Cultural Advisory Committee (CAC):**

The proposed Cultural Advisory Committee (CAC) will advise Council on areas of strategic importance to the implementation of the Cultural Plan. Policy 1.8 under the Plan states that: “*HRM will establish a Cultural Advisory committee of Council to draw on the expertise and perspectives of the cultural sector and community in the implementation of the Cultural Plan*” The creation of the CAC is identified as an immediate priority under the Cultural Plan (Attachment 3). Furthermore, the successful implementation of other priorities under the Plan will depend on engaging community through a Committee and other mechanisms. Future sub-committees of the CAC that may be needed to advise on specific issues will be recommended to Council by the CAC at a later date.

The primary mandate of the CAC will be to advise Council on areas of strategic importance to the implementation of the Cultural Plan including:

- business planning and annual priorities
- progress measurement and public reporting
- infrastructure priorities
- development of community support programs
- research and development
- promotion and community awareness
- economic development (including dev. of a multi-sector Creative Community Strategy)
- partnership development (including funding and cost-sharing opportunities)
- public art policy & procedures
- cross-committee collaboration

Key to the ongoing success of a Cultural Advisory Committee will be representation on the Committee by a broad and inclusive group of HRM citizens and stakeholders. The recruitment process and evaluation criteria for applicants will ensure that the process is equitable and that citizens from rural, urban, and suburban communities are encouraged to apply. The Terms of Reference for the CAC includes the criteria that will be used to recruit committee members. (Attachment 1) This will include recruitment of a balance of community members who will address the seven pillars of Culture in HRM including: heritage, arts, community character, diversity, leisure and celebration and economic development.

The Cultural Plan also recognizes that future sub-committees under the Cultural Advisory Committee may be needed to effectively address specific issue areas like arts, youth, and special events and economic development. There is also an understanding that the mandate of HRM’s existing culturally-mandated committees may need to be reviewed to ensure strategic linkages to the goals and objectives of the Cultural Plan and other Plans as required. The recommendation as to future sub-committees as well as recommendations on the linkages to HRM’s existing Committees

will be part of the CAC's mandate as guided by the policies of the Cultural Plan and other strategic priorities of Council.

**Urban Design Task Force:**

The Cultural Plan recognizes community and urban design as a key element of reinforcing community and cultural identity of the Region and its rural, urban and suburban communities, all of which have their own distinct identity and character. The Cultural Plan identifies the need to develop an urban design community capacity-building and awareness strategy as a short-term priority. The proposed Regional Plan also addresses Urban Design as an important policy direction for HRM's growth management and ultimately the development of vibrant and healthy communities.

On March 7<sup>th</sup> of this year Council approved the award of the Regional Centre Urban Design Study, an 18 month project to clearly define, reinforce and implement the urban design objectives of the proposed Regional Plan. The Urban Design Study will be an important catalyst for raising awareness and participation of community in shaping the form of future development.

The Regional Centre Urban Design Study, through the proposed Urban Design Task Force, will deliver specific recommendations to Council regarding:

- Enhancing the physical; urban environment and the appeal of the Regional Centre
- Advancing the planning objectives of the Regional Centre
- Preparing effective strategies and tools for implementation, and
- Raising public awareness and building a culture of support (for urban design)

The Urban Design Task Force will:

- advise Council on the development of the urban design study at key study milestones
- meet regularly with staff and the project team to provide feed-back and advise on the Study
- encourage and entertain participation from residents and stakeholders through numerous consultation events
- assist in the planning and implementation of the consultation strategy and consultation events

**Reporting Structure:**

The two proposed Committees will report directly to Council as advisory bodies. The CAC will act as a long-term advisory committee and the Urban Design Task Force as an ad hoc committee with a two-year mandate. In future, it may be advisable to establish an urban design sub-committee under the CAC, however, at this time a project specific Task Force is recommended.

In order to strengthen the ties between the Cultural Advisory Committee and Urban Design Task Force, a member of the CAC will be appointed to the Task Force. This will help ensure key linkages to the broader policy direction of the Cultural Plan.

There will be staff consistency as well from Community Culture & Economic Development working with the two Committees which will ensure the Committee's work is guided by Council's strategic policies under the Cultural Plan, Economic Development Strategy, and Regional Plan.

### **BUDGET IMPLICATIONS**

Administrative support from the Clerks Office and Staff support from the Community, Culture and Economic Business Unit will be required to support these two Committees. This support will be provided through existing resources.

### **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.

### **ALTERNATIVES**

1. Council could choose to not establish the proposed Committees, however, this alternative would reduce the public's ability to provide ongoing, formal input into these priority areas. This alternative is not recommended by staff.

### **ATTACHMENTS**

- Attachment 1: Cultural Advisory Committee Terms of Reference
- Attachment 2: Urban Design Task Force Terms of Reference
- Attachment 3: Cultural Plan Implementation Priorities

A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/agenda.html> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

Report Prepared by:

  
Holly Richardson, Regional Coordinator Culture & Heritage

Financial Review:

  
Barb Palmeter, Financial Consultant, Financial Services 490-7221

Report Approved by:

  
Carol Macomber, Acting Director Community, Culture & Economic Development

## ATTACHMENT "1"

Halifax Regional Municipality  
Cultural Advisory Committee (CAC)  
**Terms of Reference**  
1 May, 2006

### Purpose:

The **Cultural Advisory Committee** is established to advise Council on areas of strategic importance with respect to the Implementation of the HRM Cultural Plan.

### Background:

In 2006 Regional Council adopted the Municipality's first Cultural Plan. The Plan provides policy direction and actions to guide HRM's service delivery and investment in Culture over a three-phase, ten-year horizon. The five overarching strategic directions of the Plan include:

1. Cultural Access and Equity
2. Community Character and Heritage
3. Life-Long Learning and Creative Expression
4. Service Delivery and Partnerships, and
5. Strategic Investment and Promotion

These strategic directions are formed from the core values that HRM citizens place on Culture. These values can be summarized into seven key "pillars" which include: heritage, arts, community character, diversity, leisure and celebration and economic development.

The development of the Cultural Plan was community-driven, therefore, it is essential that it's ongoing implementation be community-driven and supported through the input and participation of a multi-stakeholder Cultural Advisory Committee.

### Committee Role:

The CAC is an advisory body to Regional Council and will make ongoing recommendations to Council regarding areas of strategic importance to the implementation of the Cultural Plan. The Committee will also provide a key communication and working link between Council and the community: citizens and multi-sector stakeholders.

The Committee will work with an HRM staff liaison for the purposes of advising Council on:

- policy development and implementation procedures (including public art)
- annual business planning and priorities
- progress measurement and public reporting
- policy & procedures around cultural support programs (grants, management agreements, etc.)
- research and development
- communication, promotion and community awareness
- economic development (including development of a multi-sector Creative Community Strategy)
- partnership development (including public/private funding and cost-sharing opportunities)
- cross-committee collaboration
- governance and committee(s) structure
- community consultation programs

Responsibilities:

- to provide an annual report to Council on overall progress of the Plan's implementation and a report of Committee activities
- to provide information reports to Council on milestones and issues (as needed) to effectively keep Council informed
- to meet with staff at a frequency that is sufficient to deliver project outcomes in a timely manner. Meetings shall be no less than once monthly except where circumstances warrant a meeting cancellation or rescheduling
- abide by HRM's rules and procedures affecting the business of Boards and Committees
- entertain and encourage participation from stakeholders through regular (or special) meetings by allocating an adequate period of time for presentations
- establish issue-specific sub-committees, task forces' or advisory committees of Council as required, and as per a terms of reference approved by the CAC, to effectively achieve the strategic directions under the Cultural Plan including reporting and decision-making procedures as needed to ensure strong coordination and link to the mandate of the CAC
- assist in the planning, and implementation of public participation meetings and communication initiatives as required to raise the profile of the CAC and effectively represent HRM citizens

Membership:

The Committee will be comprised of:

Two (2) members from Halifax Regional Council

Two (2) members from the arts sector

Two (2) members from the cultural sector

One (1) member from the education sector, and

One (1) member from the business sector

One (1) member from the HRM Heritage Advisory Committee

One (1) member from the HRM Community & Race Relations Committee

One (1) member from the HRM Advisory Committee for Persons with Disabilities  
Three (3) citizens at large

Selection Criteria:

Applicants will be evaluated according to the following criteria:

- individuals contribute to a CAC that is made up of a range of geographic communities and communities of interest
- individuals representing a sector broadly through an agency or organization will be considered
- individuals demonstrate a willingness and ability to commit to the two-year term and the membership requirements
- individuals bring specific skills and experience related to the responsibilities outlined in this terms of reference

*The HRM Membership Selection Committee reserves the right to make final recommendations to Council regarding membership selection in an attempt to seek an appropriate and diverse balance of committee members based on the sound application of the evaluation criteria.*

Appointments:

A membership recruitment process encouraging people from a diverse range of HRM citizens and communities will be used.

The term of the membership will be for a period of two (2) years. Members may be reappointed for no more than two (2) consecutive terms.

All membership appointments shall be made by Halifax Regional Council

In the case of any member missing three (3) consecutive meetings without the consent of the Committee, the member shall be deemed to have resigned.

Officers:

The Cultural Advisory Committee shall bi-annually elect a chair and vice-chair position from its members at the first meeting of the year.

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

Decisions:

Quorum shall consist of not less than 50% +1 of the voting members. Decisions shall be made by majority vote.

Meetings:

Meetings will be held monthly (or at a frequency that is necessary to conduct the business of the Committee). A regular meeting schedule will be determined at the first meeting of the calendar year.

Resources:

Council will provide staff resources for all regular and special meetings as follows:

- coordination and arrangement of meeting time, and venue
- circulation of meeting agendas and minutes
- preparation & distribution of materials
- reporting ongoing project information and status updates
- presentation of planning material as required
- coordination and communication between the CAC and other related staff and Council Committees as required

*These Terms of Reference for the Cultural Advisory Committee were approved by Halifax Regional Council on: \_\_\_\_\_, 2006*

## ATTACHMENT "2"

### Halifax Regional Municipality Urban Design Task Force (Ad Hoc) Terms of Reference 1 May, 2006

#### Purpose:

The **Urban Design Task Force** is established to advise Regional Council on the development and implementation of the Regional Centre Urban Design Study.

#### Background:

In March, 2006, Regional Council awarded the Regional Centre Urban Design Study contract to a consultant team led by the Office for Urbanism. The Study will be conducted by the project team working closely with Capital District staff and the **Urban Design Task Force**.

In keeping with the form-based direction of the draft Regional Plan, the Regional Centre Urban Design Study will articulate a design strategy to foster quality development and vibrant public spaces through the creation of new policies and tools such as design guidelines, revamped review processes, and incentives for good design. The approach will reinforce current community plans and values related to heritage preservation, viewplane protection, open space, and neighbourhood stability.

Focused on the Capital District and its major corridors, the project will be carried out over an eighteen month period, and will deliver the following elements:

- *Urban Design Principles:* The values and aspirations of HRM citizens as they relate to our physical surroundings, as defined through extensive community consultation.
- *Urban Design Analysis:* Identification of significant assets and elements such as public space, movement, significant views, gateways, landmarks, and historic districts and the need to interconnect them, building design and its relationship to open space, identification of a hierarchy of street types in the study area, and what makes them successful or not.
- *Design Tools:* A number of tools will be developed to ensure that the plan is not shelved, but rather is implemented and used mindfully. These will include recommended incentives to encourage good design including: design handbooks, design guidelines, and practical examples of implementation (infill case studies and design of opportunity sites).
- *Implementation Strategy:* An approach to implementation that outlines a phasing-in of the implementation tools that will address prioritization, budget, organizational changes such as planning and design review processes, and a capacity building strategy to build required skills and understanding of urban design. It will also recommend any necessary changes to existing policies and bylaws, and future steps.

- *Public Participation Program:* The Study process is intended to be inclusive and transparent with numerous formal and informal opportunities for public participation. The approach is to be community-based, working with citizens, interest groups, and the development community to build awareness and understanding of urban design opportunities.

Committee Role:

The UDTF is a body with a two-part mandate. It reports Study progress to Regional Council at key milestones, and it makes ongoing recommendations to the Project Team regarding areas of strategic importance to the development and implementation of the Regional Centre Urban Design Study. The UDTF will also provide a key communication and working link between Council and the community, and advise on the delivery of a public participation program.

*1. Reporting to Council:*

The Urban Design Task Force will make regular reports to Regional Council on the progress of the Study to ensure that Council remains apprised of the status of the study. This reporting relationship will also encourage Council's ongoing support of the Study. The UDTF will make its reports to Council at the conclusion of major Study milestones.

*2. Advising the Project Team:*

The Urban Design Task Force will advise the project team on:

- i. Public consultation strategies, venues, timing, etc.
- ii. Communications strategies, newsletters, website, media.
- iii. Articulation of the Urban Design Principles.
- iv. Development of an Implementation Strategy.
- v. Other matters as they arise.

Responsibilities:

1. To provide regular reports to Regional Council on overall progress of the Study, including additional issues (as needed) to effectively keep Council informed.
2. To provide regular feedback and advice to the project team.
3. To meet with Capital District staff and the consultant team at a frequency that is sufficient to achieve project goals and meet the time-line that has been established for completion of the Study. Meetings shall be no less than once monthly except where circumstances warrant a meeting cancellation or rescheduling.
4. Abide by HRM's rules and procedures affecting the business of Boards and Committees.
5. Entertain and encourage participation from stakeholders through the consultation events outlined in the consultant team's work plan, as well as additional events as required.
6. Assist in the planning and implementation of public participation meetings and communication initiatives as required to raise the profile of the Regional Centre Urban Design Study and to effectively represent the views and concerns HRM citizens and stakeholders.
7. Recognize that some information shared in the course of the project may be sensitive, and its dissemination outside the Study team may have the potential to jeopardize the integrity of the Study's ultimate findings.

Membership:

The Committee will be comprised of:

- Five (5) members that are Regional Centre residents
  - Two (2) members from the design professions (architecture, landscape architecture, and planning)
  - Two (2) members from the Regional Centre business community
  - Two (2) members that residents-at-large from outside the Regional Centre
  - One (1) member from Halifax Regional Council
  - One (1) member from the Heritage Advisory Committee
  - One (1) member from the development community
  - One (1) member from the Cultural Advisory Committee (arts perspective preferred)
- (15 total)

Selection Criteria:

Applicants will be evaluated according to the following criteria:

- individuals will contribute to an Urban Design Task Force that is made up of members from a range of geographic communities and communities of interest.
- sector-based agencies and organizations are encouraged
- individuals demonstrating a willingness and ability to commit to the two-year term of the project, including some evening meetings.
- individuals bringing specific skills and experience related to the responsibilities outlined in this terms of reference.

*The Regional Centre Urban Design Study Steering Committee reserves the right to make final decisions regarding membership selection in an attempt to seek an appropriate and diverse balance of committee members based on the sound application of the evaluation criteria.*

Membership:

The term of the membership will be for a period of two (2) years

All membership appointments shall be made by Regional Council.

Chair and Vice-Chair:

The Urban Design Task Force shall elect from its non-council member(s) 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:

1. guide the discussion and facilitate meetings.
2. encourage participation by Committee members.
3. work with staff and the consultant team in preparing meeting agendas and supporting materials.
4. act as spokesperson for the Committee as required.

Decisions:

The quorum for regular meetings shall be eight (8). Decisions will be made by majority vote.

Meetings:

Meetings will be held monthly (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 and minutes.
- preparation & distribution of materials.
- reporting ongoing project information and status updates.
- presentation of planning material as required.
- coordination and communication between the UDTF and other related Staff and Council Committees as required.

*These Terms of Reference for the Urban Design Task Force were approved by the Regional Centre Urban Design Study Steering Committee on: \_\_\_\_\_, 2006*

**ATTACHMENT "3"**

**HALIFAX REGIONAL MUNICIPALITY  
 CULTURAL PLAN**

**SHORT-TERM ACTION PLAN**

Implementation priorities are identified with the following criteria:

- implementation success of other policies is dependent on this happening first
- implementation of this policy aligns with the prioritization of other strategies
- implementation of this action will have wide-reaching benefits with minimal new financial investment
- ability to leverage partnered resources is high
- several goals and policy directions can be achieved through the action(s)
- operational capacity is in place to successfully implement the action

<b>SHORT-TERM ACTIONS: 2006 - 2008*</b>			
<b>Policy Direction</b>	<b>Action</b>	<b>Time-frame</b>	<b>Partners</b>
P 1.2 - Enhance cultural outcomes through operations	Review cultural service delivery structure and establish appropriate staffing levels to manage and implement the Plan	Short-term *Immediate Priority	
P 1.5 - Culture is integrated into decision-making	Establish an interdepartmental committee to develop a "Cultural Lens" policy and process for decision-making	Short-term *Immediate Priority	
P 1.8/1.9 - Establish Committee Structure to implement Plan	Review HRM Committee mandates and establish new Cultural Advisory Committee structure	Short-term *Immediate Priority	

<p>P 1.4 - Governance Structure for Arts development</p>	<p>Review peer review models for arts development and governance structures - implement recommended structure</p>	<p>Short-term</p>	
<p>P1.3/1.18 - Equitable community investment program</p>	<p>Establish tiered grants criteria and cultural programs - increase grants funding</p>	<p>Short-term *Immediate Priority <i>(criteria and program development. Increased funding for 2007-08))</i></p>	
<p>Policy 1.7 - cost-benefits and support for local, regional and international events</p>	<p>Revise policy and procedure for special events investment</p>	<p>Short-term *Immediate Priority</p>	
<p>Policy 1.6 - Strategic approach to public real property development &amp; management</p>	<p>Conduct a cultural asset inventory and analysis including public art, civic heritage assets, cemeteries, and cultural facilities and spaces.</p> <p>Develop terms of reference for a cultural facilities Master-Plan - cultural spaces, facilities and sites with detailed program and budget implications - implement study</p>	<p>Short-term *Immediate Priority</p> <p>Short-term</p>	
<p>Policy 2.1 - Integrated Culture &amp; Recreation service delivery</p>	<p>Review and revise HRM Recreation Blueprint and service delivery criteria</p>	<p>Short-term</p>	
<p>P 2.2 - enhanced cultural use of facilities and spaces</p>	<p>Identify opportunities to incorporate a cultural component into HRM's new recreation facilities as part of the Indoor Recreation Facility Master-Plan Process</p>	<p>Short-term *Immediate Priority</p>	

P 2.2: enhanced cultural use of facilities and spaces	Conduct an analysis of existing community recreation centres and identify opportunities for enhanced cultural use and programming	Short-term	
P 2.10 - enhanced cultural participation and access	Identify cultural participation barriers and develop standards for improvement beginning with physical access to HRM-owned cultural facilities and registered heritage buildings	Short-term *Immediate Priority	
P 2.9 - HRM services meet the needs of diverse communities	Establish resources and priority actions to implement the HRM Corporate Diversity Plan	Short-term *Immediate Priority	
P 2.5 - Public buildings are used to show-case arts and culture	Identify spaces and implement a program to display and interpret art and other cultural assets beginning with HRM-owned buildings - City Hall priority	Short-term	
P 3.4 - manage the collection, display and conservation of archival and museum assets	- conduct a feasibility study to determine municipal museum and archival needs, investment and location requirements	Short-term	
P 3.5 - HRM shows leadership in urban design	Develop process for urban design evaluation and cultural analysis for HRM infrastructure projects and property disposals	Short-term	



P 3.6 - HRM supports development of creative clusters	Conduct a feasibility Study to identify opportunities for creative clusters across HRM as part of a Cultural Facilities Master-Plan	Short-term	
P 2.2 - enhanced cultural use and access to public facilities	Partner with the HRM Regional Library to develop a multi-use central library facility	Short-term	
P 3.8 - Build public art as a community and cultural resource	Adopt a Public Art Policy and procedures - conduct an inventory and condition assessment of existing public art assets	Short-term *Immediate Priority	
P 3.23 - HRM supports Community and regional events	Develop a Cultural Events Strategy - establish funding	Short-term	
P 3.7 - Residents benefit from better designed places	Develop an Urban Design Community Capacity-Building and awareness Strategy	Short-term	
P 4.14 - arts developed as a core curriculum in public schools	Work with Halifax Regional School Board to develop a sustainable strategy for securing arts programs in public schools	Short-term	
P 4.11 - HRM facilitates and supports arts development for children and youth	Develop expanded arts programs for children and youth through HRM's Recreation Services	Short-term	
P 3.5 - HRM shows leadership in urban design	Develop design excellence program	Short-term	

P 5.1 - Build Creative Capital	Develop working group and terms of reference for Creative Community Strategy - develop strategy	Short-term *Immediate Priority	
P 4.1/4.2 - Build HRM as a Learning Community	Work with partners to develop a marketing strategy for HRM as a Learning Community	Short-term	
P 5.7 - Goal-oriented and strategic investment and accountability	Adopt decision-making criteria and process for cultural investment	Short-term *Immediate Priority	
P 5.3 - long-term funding and operational resources for Culture	Conduct a review of HRM's cultural funding programs and sources and develop alternate financing package/mechanisms for Council approval	Short-term *Immediate Priority	
P 5.8 - develop HRM as one of Canada's Cultural Capitals	Develop proposal for Cultural Capital Designation	Short-term	
P 5.1 - invest strategically for global competitiveness	Develop and implement HRM's Sister City Twinning Policy and Program	Short-term *Immediate Priority	
P 3.23 - HRM support events development and grows economic and cultural competitiveness	Work with Events Halifax to develop a Major Events Hosting Strategy - including service agreement contract	Short-term	
P 1.17 - More effective service delivery and cost-benefits	Identify and develop program and service delivery synergies between HRM and its arms length agencies	Short-term	

P 2.9 - HRM services meet the needs of its diverse communities	Develop a Community Diversity Strategy - consultation, access, communication, and programming	Short-term	
P 4.7 HRM supports artists and arts development	Establish a working group to develop an arts incentive strategy and program	Short-term	
P 2.8 - integrated focus on community cultural development	Raise the profile of HRM's cultural services and programs through a range of communication initiatives	Short-term	
P 3.10 - adequate funding to implement public art program	Work with Planning & Development and Financial Services to develop public art and cultural space/facility development (and funding) mechanisms	Short-term *Immediate Priority	
P 2.5 - Use of public buildings to show-case art and culture	Work with Metro Transit to identify opportunities to display art and other forms of cultural interpretation in Transit facilities	Short-term	
P 2.8 - Focus on building community cultural development	Work with community organizations to develop ongoing cultural dialogue forums through coffee houses and other gatherings	Short-term	

<p>P 5.5 - Strategically invest to grow cultural sector</p>	<p>Conduct an inventory of existing performance space(s) and gaps and opportunities for new development of space <i>*as part of Cultural facilities Master-Plan</i></p>	<p>Short-term</p>	
<p>P 1.15 - Ensure public agendas are linked</p>	<p>Establish a working cultural group through the Intergovernmental Committee between government levels to identify mutual benefits and development opportunities</p>	<p>Short-term <i>*Immediate Priority</i></p>	