

# **HRM CULTURAL PLAN DRAFT #2**

**Revised February 07, 2006**



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**PLEASE NOTE:**

**This document is a *working draft* and will be revised to reflect ongoing feedback. The final Cultural Plan will be considered for approval by HRM Regional Council following the completion of the consultation process.**

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**EXECUTIVE SUMMARY:****INTENT:**

This document outlines the first Cultural Plan for the Halifax Regional Municipality. The policies and actions outlined in the Plan represent the communities vision and strategy for how HRM's cultural assets will be managed and developed for years to come. The Plan is progressive in it's definition of Culture and in it's integrated approach to service delivery and investment. The Plan recognizes that the conventional "silo" approach to cultural service delivery and investment is not sustainable. The Plan also challenges the notion that Culture drains public resources. This thinking has passed and new public agendas are highlighting Culture as a pillar of economic and community growth. This is the message and the long-term policy shift that the Cultural Plan delivers.

**DELIVERABLES:**

Of key importance is that the Cultural Plan establish a clear and focused HRM mandate and program strategy for Culture. In essence, the Plan puts in place a solid policy framework and implementation strategy to build on HRM's cultural identity and ensure cultural opportunity for it's citizens. The Plan also aims to place HRM on the world stage culturally through support and investment in it's creative capital. The Plan recognizes that people will not be attracted to HRM if it's cultural identity is hidden and it's creative development is suppressed. What sets HRM apart, it's culture, will ultimately bring prosperity over the long-term. Therefore, a strategy to integrate Culture into HRM's broad public policy and program delivery is key.

**The Cultural Plan will:**

- define and reinforce HRM's cultural mandate
- define expectations of community
- guide cultural program and capital investment
- define the needs and opportunities of community and cultural sector
- integrate program and service delivery
- integrate culture broadly into Municipal Issues
- develop and sustain multi-sector partnerships
- leverage resources for enhanced investment
- position HRM as a leader in cultural planning & development

**Scope:**

The Cultural Plan has grown from a basic question: What does Culture mean to HRM communities and citizens? The answer is that culture is implicit in the way that individual communities and neighbourhoods have developed and in the manner that HRM is perceived by visitors and newcomers. Viewing one aspect of Culture in isolation of another is not the vision that HRM citizens see for their communities. Therefore, the HRM Cultural Plan recognizes that Culture intersects with land-use planning, heritage planning, arts development, recreation programming, economic planning and social policy. This Plan is not an isolated Arts Policy, Heritage Policy, or Diversity Policy but rather an integrated Plan for how each of these cultural pillars intersects to reinforce the Cultural identity of the HRM Region and its communities.

**The Seven Pillars of Culture:**

1. **Heritage**
2. **Arts**
3. **Community Design**
4. **Life Long Learning**
5. **Diversity**
6. **Leisure & Celebration**
7. **Economic Development**

The Plan establishes a number of overarching strategic directions, goals and policies through which all of HRM's cultural pillars are integrated. The result is a comprehensive cultural policy and an action-oriented strategy to achieve long-term goals. The Cultural Plan also establishes the framework for more detailed policy and action planning to take place as the Plan's implementation progresses.

**Strategic Direction 1:  
Focused Service Delivery & Partnerships****Goals:**

- To be a leader in cultural planning & development through a strong cultural mandate and integrated policy and service delivery
- To be a leader in cultural planning & development through sustainable partnerships and collaborations with other government levels, agencies and community and private sector organizations

- To achieve sustainable cultural development through a community-based model of planning, investment and support

**Strategic Direction 2:  
Cultural Access & Equity**

**Goals:**

- To enhance the role of community facilities as hubs for cultural program delivery and cultural opportunity
- To develop an accessible inventory and network of cultural assets and information
- To build a greater understanding of the cultural character and identity of HRM and its communities through promotion and awareness
- To develop opportunity for all residents to experience culture through a fair and balanced approach to cultural service delivery

**Strategic Direction 3:  
Promote & Reinforce Community Character & Heritage**

**Goals:**

- To develop a comprehensive program for the conservation, preservation and promotion of HRM's municipal and community heritage resources
- To establish a high level of design quality in the development of buildings, spaces and infrastructure to build on the context and character of neighbourhoods and communities
- To develop and maintain a municipal Public Art Program to enhance HRM's cultural identities and establish the importance of art in community-building
- To develop the vibrant and diverse cultural identities of HRM as defined by its many communities, cultural assets and people
- To build a regional and community network of public and civic spaces to enhance HRM's cultural identity and provide cultural opportunity for residents and visitors
- To offer a range of leisure and entertainment activities to encourage celebration and appreciation of HRM's cultural authenticity

**Strategic Direction 4:  
Life-Long Learning & Creative Development**

**Goals:**

- To grow HRM's capacity and reputation as a city and region of learning opportunities through education and innovation

- To build the conditions, infrastructure and networks needed to develop HRM's reputation and status as a creative community and centre for design excellence
- To enhance infrastructure, programs and policies to enable professional artists in all media to successfully live, exhibit and perform in HRM
- To develop HRM as a place of opportunity and creative development for children and youth

### **Strategic Direction 5: Investment & Promotion**

#### **Goals:**

- To position HRM as a globally competitive "Creative Community" and destination for skilled workers, visitors, and business
- To invest strategically in culture for the long-term social and economic well-being of the HRM Region and its communities
- To develop a region-wide system of cultural infrastructure that builds on community and cultural assets

#### **Implementation:**

The policy direction set out through this Plan establish HRM's role and mandate for Culture as follows:

- Programmer: of recreation & culture programs and services, facility programming, internal process(es)
- Investor: in cultural and community facilities, cultural infrastructure (ex: public art, streetscaping..), community & cultural organizations
- Facilitator: of partnerships, community development & capacity building, planning & development
- Manager: of heritage & cultural assets & information, programs & services, fiscal resources

Many of the policies and deliverables in this Plan can be implemented through enhanced focus of resources and programming and stronger collaboration internally and between partners. Other longer-term deliverables will, however, require an enhanced level of investment by HRM and its partners. The integration of Culture into HRM's broad service delivery and development is an underlying thrust of this Plan and partnerships and shared responsibility is a key direction.



The Plan builds on many of the heritage & cultural programs that are currently taking place within HRM, government, and the community. However, the policies clearly recognize that in order to enhance long-term outcomes new approaches to service delivery, decision-making and investment are needed.

A number of actions have been identified to guide the Plan's implementation over a ten-year span. The short-term priority actions identified in this Plan recognize that there are other policy and program dependencies and resource requirements that will need to be aligned in the near-term to enable goal-based out-comes.

**Priority Actions:**

- Review HRM's cultural service delivery structure and establish appropriate operational levels to implement the Plan
- Review HRM Boards and Committee mandates with respect to Culture and establish an appropriate Cultural Advisory Committee
- Establish a tiered (equitable) grants program and decision-making criteria
- Identify opportunities for incorporating cultural space into HRM's proposed recreation facilities according to the Indoor Recreation Facilities Master-Plan
- Identify cultural participation barriers and develop standards for improvement beginning with access to HRM-owned cultural facilities
- Adopt a Public Art Policy and procedures including a public art inventory
- Adopt decision-making criteria and process for cultural facility investment
- Review of HRM's cultural funding programs and sources and develop long-term funding program for Council's consideration and approval
- Implement HRM's Sister City Twinning program
- Work with partners to develop a Major Events Hosting Strategy
- Establish an intergovernmental Cultural Committee

As a strong and progressive local government, HRM is poised to become a leader in cultural planning and development, however, it will not get there on its own. The resources and people that are needed to implement this Plan span well beyond the HRM organization. Multi-sector, and in some cases unconventional, partnerships and strategies will be employed to implement the Cultural Plan and establish HRM as a leader in cultural planning & development; a "Cultural Capital". It is, therefore, essential that the short-term priorities to implement the Plan focus on establishing a focused and functional operational framework, an appropriate committee and governance structure to enable effective community-driven decision-making, and a comprehensive review and analysis of investment approaches and available financial resources and partnership structures to implement the Plan over the long-term.

**SECTION 1 INTRODUCTION**

*“Cultural Planning must take as its basis the pragmatic principle that culture is what counts as culture for those who participate in it. This can mean contemplating an art object and it can mean strolling down the street...”* Mercer, 2002 p174

The Cultural Plan has been prepared by HRM as one of its key Municipal strategies to guide future development and build healthy vibrant communities. The municipality is at a cross-roads in its development and the future is bright. In 2006, ten years of amalgamation will be recognized and celebrated. The Cultural Plan, along with the HRM Regional Plan, Economic Development Strategy, Immigration Action Plan and other strategic policy shifts being initiated by Regional Council, will lay a proactive foundation for the HRM of tomorrow. That HRM is made up of empowered and culturally rich communities, sustainable development and economic innovation, progressive public policy and investment and multi-sector partnerships that are driven by common goals. This is the essence of the HRM Cultural Plan.

The need for an HRM strategy to protect, develop and invest in Culture has been highlighted by community throughout the Regional Planning process and consistently through other planning and development initiatives. The long-term management and development of HRM’s cultural assets is recognized as being critical to the Region’s future development. Culture is linked socially and economically to the broad policy directions for HRM as a globally competitive and vibrant community; a livable and prosperous place for all. The Cultural Plan provides the framework for managing the Region’s cultural assets, promoting and celebrating them and developing HRM’s cultural identity to its full potential. Investment in Culture will propel the Municipality forward toward creative growth and opportunity. The Cultural Plan emphasizes Culture as a key pillar of HRM’s sustainable development and healthy growth.

Cultural Planning (according to leading proponents of the Creative Cities movement) is a critical component of municipal planning. Cultural Planning assists in making links between sometimes disparate issues that may lead to solving conflicts, beautifying the physical environment and enhancing the vibrancy and allure of a community. An act such as developing a public art project, can engage a community in dialogue, improve a street scape, create a landmark, celebrate an event or location, produce a new public gathering place, support an artist or designer, minimize crime, encourage cultural tourism, and make a bold statement: *this is a dynamic, caring and expressive community with confidence in it’s cultural identity and character.*

Its now widely accepted that culture is a key driver in economic and community development. No longer on the fringe of public sector policy, an understanding of cultural economics is shared broadly.

The recent “creative city” movement across North America and a more innovative approach to public policy and development has fueled a greater understanding and valuation of cultural capital in public decision-making. Despite its importance throughout time, the cultural sector could be described as an emerging component of the regional economy in that it has only recently been recognized broadly as a driving economic and community development force. There is a new creative-cultural paradigm shaping Cities across the globe and the Halifax region is no exception.

Governments are committing further by renewing their focus on long-term investment in the arts and culture sector. Increasing support for the arts is also evident among Municipal governments across the country. The economic impact of arts and culture in HRM is not fully known, however, a recent HRM study determined that arts and culture in HRM generates \$780 million of toward the Region’s direct and indirect GDP revenue. In 2001 consumer spending on culture in HRM was \$260 million.<sup>1</sup> This work provides a good base from which future economic impact can be tracked. Regular tracking and evaluation of cultural data and information will help to better understand and support the role of Culture in a strong regional economy. We know that post-secondary arts education alone in HRM is a major generator of economic and cultural activity. The economic spin-offs of its creative products are evident in tourism activity, entertainment, local employment, cultural industry, and the attraction of major employers and new residents seeking a high level of community livability and cultural vitality.

A broader understanding of “creative capital” and innovation in a range of industries beyond the traditional “creative” sector is clearly gaining momentum in political agendas across the country. This new surge of creative energy has formed the basis of many Cultural Plans and policies including HRM.

## **1.1 Deliverables**

The Cultural Plan establishes an understanding that in order for the Region to develop its competitive position as a cultural magnet for visitors, business, innovators, and new residents the Halifax Regional Municipality must commit long-term to a clear mandate for Culture and its development. The Cultural Plan establishes that mandate and lays out the policy and investment framework that will deliver it.

HRM currently delivers a range of cultural programs and services including heritage property

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<sup>1</sup>The HRM Arts & Culture Sector Economic Impact Study, 2004 reports that cultural consumers in HRM rank fifth among 13 Canadian regions by spending \$777 per capita on cultural goods and services.

registration, heritage and arts grants and incentives, festivals and community celebrations, cultural tourism, urban design, public art, facility development, and recognition programs for artists and designers. Although the Municipality invests in cultural development, the approach has been uncoordinated and not strategically aligned with other community and corporate goals.

**The Cultural Plan will:**

- define the Municipality's cultural mandate
- define expectations of community
- guide cultural program and capital investment
- define the needs and opportunities of community and cultural sector
- integrate program and service delivery
- integrate culture broadly into Municipal Issues
- develop and sustain multi-sector partnerships
- leverage investment resources
- position HRM as a leader in cultural planning & development

## 1.2 Planning Framework

The Cultural Plan is both *a policy framework* and *an action plan*. This strategic planning approach will establish the cultural policy shift that is needed within HRM and the actions that are necessary to see results in the short, medium and long-term. Although the Plan will be implemented over a ten-year span it is meant to be a living document that evolves over time. As HRM's first Cultural Plan, careful monitoring and evaluation will be needed to ensure that the necessary actions are being implemented to achieve the overarching goals of the Plan. Careful action planning will be needed annually.

The **Policy Framework** includes the strategic directions, goals and policy statements that will help guide future decision-making and establish and maintain a clear cultural mandate for HRM.

The **Implementation Framework**, includes the actions and priorities for investment and policy implementation over the 10 year life of the Plan. The Implementation strategy identifies a number of short-term priority actions that should be completed in years one to three. The intention is to revisit and re-evaluate action plans on an annual basis to determine priorities within the context of other HRM priorities and initiatives.

The Cultural Advisory Committee (CAC) was established by Regional Council in February 2005 as an ad hoc committee to oversee the development of HRM's first Cultural Plan.

The CAC has been set up to draw from community, business, arts, heritage, and diversity expertise and knowledge. The Committee includes representatives from the HRM Heritage Advisory Committee and the Community & Race Relations Committee. The result of this Committee's work is a ten-year Cultural Plan that is progressive, action-oriented and widely supported by community and stakeholders.

**Phase One** of the planning process included defining Community cultural values, vision, and the scope of the Plan, a review of best practices research to learn from other Cities and Regions, and technical research and information gathering to build on other planning initiatives and study.

**Phase Two** of the process involved a range of community and stakeholder consultation to develop the strategic directions, goals and objectives reflecting the issues, opportunities and priorities for cultural development.

**Phase Three** involved the policy development and implementation framework ie. the actions and phased priorities forming the Plan's implementation over the ten-year span. Phase three also involved more focused consultation and community dialogue to reinforce and validate community and stakeholder support and understanding of the Plan.

## **SECTION 2      CULTURE IN HRM**

### **2.1 Cultural Values**

Cultural identity translates organically into artistic and creative expression. From performing and visual arts to cultural celebration to museums and the design of buildings and spaces, arts & Culture go hand in hand to create great places and give meaning to people's lives; they are dependent on the other. Community and individual access to cultural opportunity is critical in determining quality of life and sense of place. As a capital region, HRM represents the largest concentration of cultural assets in Nova Scotia and thus a tremendous opportunity for progressive cultural planning and development.

Culture is implicit to community vitality and prosperity, local and regional economic development and to quality of life. The health and sustainability of rural, urban and suburban communities across HRM depend on it. Without a strong cultural identity, and the conditions to maintain and develop it, HRM will not be able to compete with the many other emerging creative regions across the country. Culture is no longer at the fringes of public agendas, and it is no longer a discretionary responsibility for local governments.

The HRM Cultural Plan defines Culture as follows: *Culture is about the past, present, and future, its about creative expression and life-long learning, and its about community identity and sense of place. Heritage, arts, urban design, education & leisure, community diversity, and economic development are all fundamental to the cultural equation.* HRM Cultural Advisory Committee, 2005

Defining the scope and value of Culture was a critical element of the planning process. The Cultural Advisory Committee and staff worked with community to understand and define the elements that work together to define the cultural identity of HRM and the cultural identities of its many communities.

**Drawing from expressed community cultural values and from the history of cultural development in HRM, seven pillars of Culture have been identified:**

**1. Heritage**

The history of people and places reflected in built, natural, and social history assets

**2. Arts**

The creative products and expressions that are a reflection of culture

**3. Community Design**

The creative design of open spaces, buildings, streets, amenities, and neighbourhoods

**4. Life Long Learning**

Access to learning and cultural understanding

**5. Diversity**

Awareness, understanding, and appreciation of diverse communities, neighbourhoods, and people and their traditions and customs

**6. Leisure & Celebration**

Civic events and festivals, social gathering and sport, food and drink, and local food production and celebration

**7. Economic Development**

Cultural investment for long-term economic and community development

The HRM Community has spoken and know how critical culture is to their quality of life, that of their community and the HRM Region. People embrace the relationships, experiences, values and expressions that shape communities and places; cultural identity. The health, vitality and spirit of the communities and neighborhoods of people that make up the Halifax Regional Municipality depend on it. The HRM region is made up of a large tapestry of distinct communities working together to define the sense of place that can only be felt here. Citizens and visitors experience a distinct “feeling” of what makes HRM and its communities unique and understand that this place is special; that is culture.

The values that HRM citizens place on Culture guide the Cultural Plan. It reflects the cultural identity of the people and places across the region whether urban, rural, or suburban. Culture ties communities together and builds Regions.

***People believe that culture should be at the heart of public decision-making.*** People place a high value on culture and feel that the HRM should confidently strive to be an exemplary leader and steward of cultural development.

***People value creative expression, energy and artistic talent.*** They value artists and cultural workers and their contribution to community vitality and quality of life. A thriving arts and heritage community is considered to be a critical connection for community identity and social and economic well-being.

***Arts, traditions and customs, and local history are valued broadly by HRM citizens.*** These values are well reflected in an active arts and heritage community that contributes to the region's social and economic vitality in ways far beyond the products they create.

***People value civic spaces, gathering places, and public and community art*** and the role they play in neighbourhood revitalization, celebration, and community identity. Creative development and design excellence is a key value and people want to see HRM as a world-renowned centre for arts, heritage, cultural celebration, recreation and entertainment.

***Cultural celebration is valued as a key way to communicate cultural identity and pride*** to the world and to embrace what makes our local communities unique. Cultural tourism and other cultural economic development opportunities are valued as a key element in the region's long-term economic viability.

***Social, natural and built heritage and their preservation are valued by all.*** Architectural heritage and museum collections are valued as a lasting physical and social expression of history that transcends time. Landmarks and cultural landscapes are valued to the same degree. A loss of either would impact detrimentally on the unique identity of HRM and its people. People value heritage districts and concentrations of heritage resources as being critical to community identity and development.

***Community development and stewardship is highly valued.*** People and communities want to be the stewards of their own culture and want to work with HRM and partners to develop it. People value the opportunity to participate in local cultural opportunities and engage in community cultural evolution.

***“Green” infrastructure and natural beauty is near and dear to people’s hearts.*** Natural beauty and unique natural settings are part of the established character and quality that defines HRM. People value having open public access to waterfront and coastal areas which are key in defining the cultural identity of HRM.

***The Capital District is valued as the region’s centre for political, economic, and cultural development and activity.*** The Capital District is appreciated as a cultural anchor for communities across the Region. People value the Capital District’s civic importance and support strategies to sustain it’s long-term viability and development.

***Community character and design excellence are valued*** as being key to cultural identity and vitality. People express a strong desire to preserve traditional character and scale as well as introduce new design forms into the built fabric of HRM. People want to build on the best of what we already have while introducing new and exciting forms of architecture and landscape design. One cannot be at the expense of the other.

***Community & cultural diversity is valued as an important building block for HRM*** and a key element for healthy, progressive community and regional development. Immigration is valued as a key to revitalizing neighbourhoods and regions, and to maintaining healthy social, economic and cultural resources. People also understand that economic diversity also attracts new citizens and businesses to the area.

***People value the provision of opportunities for children and youth to experience arts and culture*** in order to develop culturally, socially and creatively. Education, mentorship opportunities, leadership and public policy shifts are the key areas where people believe HRM should be focusing to enable these types of opportunities.

***People value the geographic and socio-demographic diversity that defines the HRM region*** and its people. Visitors and citizens value the warm, friendly, and culturally diverse people who make HRM the place it is. Inclusiveness and affordability are important as we build and support diversity.

***Citizens value the opportunity to participate in culture*** at the family, community and regional level. A diverse range of cultural opportunity is desired by citizens and appreciated by visitors.

***Entrepreneurial opportunities for HRM’s arts sector is valued.*** Artist want the opportunity to “set up shop” in HRM and residents want an opportunity to experience and support local art and creative excellence.



***Cultural economic development and growth of the creative sector is considered a building block of HRM's economic sustainability.*** The Creative Community concept is embraced more broadly as a pillar of long-term economic development. Investment in Culture and the infrastructure to support it's development will build HRM as one of the world's most vibrant and creative communities. This will attract skilled workers, creative minds and leverage investment.

## 2.2 Cultural Assets

Like most successful cities and regions, HRM is rich in cultural resources. These resources have hardly been tapped to their full potential. The Arts community in HRM produces many artists working in many media thanks to numerous Universities, Colleges and educational institutions and organizations. Furthermore, because HRM is the largest metropolitan centre in Atlantic Canada, it is a magnet for artists to find a large audience and rub elbows with other creative people, teach young potentially future artists, and take Halifax-grown art works to the world. And, HRM has arts venues that encourage artists to produce and present their works - and their numbers are growing. Missing ingredients include a low level of focused investment in cultural infrastructure and promotion and true celebration at the local and global scale. Existing studies and community input make note of many assets that exist in the HRM community, and of the many cultural development opportunities that HRM may wish to pursue to fully harness its cultural potential.

The built heritage of HRM is also rich; a resource that many other cities in North America lack. This heritage is a major cultural tourism draw. By luck of history HRM is one of the earliest cities to be found in the country. This has resulted in a wealth of heritage legacies that require research, conservation, interpretation and presentation. Hundreds of years of social history have gifted the region with many community museums, a vibrant archives and genealogical community and, as a regional centre, many larger heritage institutions such as Citadel Hill, and the Nova Scotia Natural History Museum and Museum of the Atlantic, among others. These resources root HRM's heritage with their physical presence, reminding citizens of their community's place in the world daily. Simultaneously, this wealth of heritage has been underutilized, and the stories of many communities, peoples and cultures have barely been told or explored. The written word, storytelling, oral histories and public forums for the sharing and appreciation of the diverse cultures of HRM are cornerstones. They need to be preserved, developed, profiled and made accessible to all. These forums provide context for life, introduce neighbours and build communities that are open to change and complexity.

While HRM residents consider themselves open and welcoming on one hand, statistics tell us that a culture mostly rooted in North-European ethno-heritage predominates our community, and influences the activities and settlement of other peoples - many diverse communities, as in the

case of half of immigrants, choosing to relocate into other more appealing communities. The global society is changing; the world is becoming a smaller place, and to remain vibrant and competitive in this new world, HRM has to develop its cultural society. The balancing act facing HRM is one of maintaining its heritage roots, while being open to new ethno cultural experiences and traditions. Embracing immigrants and the existing community diversity is a challenge that the community will undertake. Embracing diverse populations and immigrants into the community is imperative to ensure that HRM is accepted as a cosmopolitan social society, where employment opportunities are made and filled, where new voices bring new ideas, where collaboration and innovation find partners readily and where our streets are safe from intolerance. A vibrant cultural community is a key drawing force offering opportunities for families and individuals to be entertained, or engaged in arts, heritage or leisure activities, or to undertake education - to the highest levels. The HRM Region is already an attractive community. Enhancing and celebrating its cultural assets will only improve that profile.

Health is an aspect whose influence in our community includes the physical health and well-being of citizens, as well as the vigorousness of our economy. Recreation and leisure opportunities abound in HRM, from indoor activities in community centres to green and natural spaces that abound within the municipality. Engaging residents in healthy lifestyles is an opportunity where many resources lay at hand. Pride of place is also important not only to cultural connectedness but to social well-being. People struggling to make ends meet may not have the ability to connect to their community and gain the support and strength needed to flourish. If one is not educated, confident in their surroundings, or aware of who they are and their cultural roots it may affect their ability to satisfy basic social needs. Social and cultural systems are fundamentally linked.

### **2.3 A Strong Cultural Vision**

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The vision can enhance HRM's willingness to tackle uncharted territory and move ahead with confidence and commitment. Building cultural confidence and celebrating cultural authenticity is what the vision speaks to. The HRM Cultural Vision is both inspiring and achievable.

*"Culture is the pillar of economic and social well being. HRM is the Cultural Centre of Atlantic Canada, a status that is maintained through its aggressive development enhancement and investment in a multitude of cultural assets. Cultural values are entrenched in the Regions land use, economic strategies and community policies. Culture forms the identity and sense of place of the Region and Residents feel an innate sense of belonging and community pride. HRM constantly strives to be a cultural panorama of geographically and socially diverse communities, a rich mosaic*

*of natural beauty, heritage, artistic creation leading colleges and universities and leisure. All residents of HRM are stakeholders. Collaboration, incentives and lasting partnerships between all stakeholders ensures the success of Culture in HRM.”*

Achieving this vision will only be possible where strong principles are used in the formulation of policies, programs, and investment decisions of a broad spectrum. As such, a comprehensive foundation of principles were used to develop the Cultural Plan and will guide its implementation:

- Access** - physical, economic and geographic access to all cultural resources for all citizens
- Celebration** - cultural identity, traditions, products and values are embraced and communicated widely
- Community** - culture forms strong communities. Cultural identity, sense of place and social well-being are at the heart of Community
- Confidence** - Culture in HRM is driven by the confidence that we understand, value, and build on where we have been, where we are now and where we are going
- Coordination** - The HRM cultural service delivery, policy and investment framework is aligned and linked to a common vision
- Distinctiveness** - The character, uniqueness and personality of people and places is understood, encouraged, and promoted
- Diversity** - activities and identity of all groups regardless of culture, race, gender, or socio-economic position is recognized, encouraged, and valued
- Equity** - cultural development is based on fairness and equal opportunity for all citizens to experience and participate in every form of cultural expression
- Excellence** - is recognized, celebrated, encouraged, and communicated in all aspects of culture
- Expression** - the creative vocabulary of all types is freely communicated and shared
- Inclusion** - all citizens feel welcomed, valued and able to take advantage of cultural opportunities and activities
- Innovation** - creative design, development and entrepreneurial spirit is supported and encouraged in all aspects of public, private and community sector
- Leadership** - HRM’s cultural development is goal oriented and is driven by commitment, innovation and long-term results
- Participation** - active involvement in arts and culture is enjoyed by all
- Partnership** - cultural development is collaborative among community, public, and private sector working toward a common vision
- Progress** - success and evolution of HRM’s cultural development over time is essential
- Stewardship** - shared “ownership” and responsibility for cultural well-being
- Sustainability** - cultural conservation, creation, presentation, promotion and distribution is

developed and managed for the long-term and for future generations

**Value** - the worth of culture and its products is understood broadly and integrated into regional planning strategies

These principles were used to guide the development of all of the goals and policies that make up this Plan.

## **SECTION 3: MOVING FORWARD**

### **3.1 Integrated Service Delivery**

Local government must play a role in local cultural development. The insertion of a cultural agenda or cultural lens into all things that HRM departments undertake is the first step towards cohesive cultural service delivery. An inventory of current cultural service delivery programs, practices and investments is required to establish a clear picture of existing cultural support and development initiatives. A Cultural Services Inventory can enable HRM to make links, discover duplication and gaps and then take steps to address these issues.

In many cases, interdepartmental communications may have to be improved, or teams formed to address projects that overlap business unit mandates. In other cases, clarity of mandates or roles and responsibilities may be required. Structural and resourcing changes may be required, but redundancies may offer new efficiencies, and uncover under utilized resources.

Many Canadian cities are adopting a centralized cultural affairs office that works with all other departments to provide expertise and advice where there are cultural development concerns, as well as operating culture development-specific programs. No matter what the structure, once municipal departments begin to see their work through a cultural lens, identify duplication and gaps and discover new working relationships that achieve their goals and cultural development goals, the task of municipal cultural investment becomes clearer. It may mean that small steps are taken, but over time those steps lead to significant change

### **3.2 What the Cultural Plan Says**

#### ***1. Placing a Priority on Culture***

The Cultural Plan goals and policies emphasize the need for a commitment to securely entrench culture in all of HRM's operations, and decision making, including strategic planning and policies. By making this long-term commitment to cultural development, HRM will be recognized as a community where citizens have a shared expression of cultural values and a

dedication to building cultural capacity in communities across the region. As the strategic directions and policies suggest, HRM will define its unique cultural niche by focusing on organizational, service delivery, and long-term investment in cultural resources and infrastructure. This will position HRM as a Creative Community and distinguish the region from all others whether in Atlantic Canada or across the globe.

HRM will be recognized as a leader in the development of culture, and well primed for designation as a “Cultural Capital” of Canada. By investing in Culture, HRM will be poised for success in all areas touched by culture. The vast mosaic of built, natural and social heritage, creative talent and ingenuity, distinct rural, urban and suburban character, natural beauty and deep relationship to the ocean are all elements of this success. Placing a priority on culture does not mean that other service delivery needs to suffer. This is an important message. Greater spending on culture includes better integrating culture into programs and services and maximizing opportunities for integrating cultural infrastructure into other projects and initiatives. This results in community and economic development spin-offs that have not been fully recognized through past Government agendas and spending portfolios.

## ***2. Recognizing the Scope and Impact of Culture***

Advancing culture so that it is integrated into all of HRM’s political and administrative agendas will require a shift in thinking about culture, what it means, and how it can be fostered. Traditionally, HRM’s cultural development focus has been limited to disciplinary 'silos' - arts and heritage. Furthermore, HRM’s view on culture has primarily been largely European "high arts and heritage".-While these elements are very important, the proposed cultural planning goals and objectives focus on a greatly expanded view of culture. It extends the traditional focus to include not only arts, heritage, but to include urban design, leisure, and history. All of the pillars of culture need to be embraced and developed. So, although the goals and objectives continue to advocate enhancement and conservation of heritage resources, and showcasing art and cultural assets, they also focus on enlivened public spaces and good community design, the development of a cultural tourism industry, and hosting major events. It is all interconnected and critical to long-term sustainability.

## ***3. Community Cultural Development***

The goals and objectives also provide clarity around the importance of empowering our citizens and recognizing the unique character of the communities that HRM comprises. HRM’s role in cultural development would place more emphasis on establishing the conditions necessary for local cultural activity to flourish and become less focused on determining and controlling the specific direction and outcomes. Specifically, the goals and objectives advocate a community cultural development approach which would ensure a community’s ability to express who it is, what it is and where it wants to go.

This would be less “top-down - old public management focus on financing, regulating, owning” and more focus on “bottom-up” approach meaning more enabling, supporting (“steering not rowing the boat”) role.

#### ***4. Alternative Governance Models***

Another important component of the Cultural Plan is to mobilize resources and build capacity across a wide range of community interests - public and private funders, local business, school boards, volunteer groups, as well as local cultural groups and professionals. As the goals and objectives suggest, in order to build broader coalitions of interests, new governance structures will be required to support collaboration. In support of this governance shift the goals and objectives contemplate a rethinking of Council’s current advisory committee mandates with respect to culture and go further to recommend a longer-term Cultural Advisory Committee to ensure the governance structure is aligned with the Cultural Plan.

#### ***5. Rationale for Municipal Investment***

The goals and objectives recognize that HRM’s approach to investment needs to become more focused and benefits-driven. Significantly more emphasis is encouraged for broad-based community benefits and outcomes versus the traditional approach to cultural development which focuses on “arts-for-arts sake”. By investing strategically in culture HRM will see many short and long-term, direct and indirect social and economic returns.

The Plan stresses the need for a more strategic and integrated approach to cultural facility development. Specifically, sound decision making criteria are recommended as a first priority to help Council’s decision making process. Inherent within the policies is an assumption that HRM will ensure existing facilities are used to their full potential, and that decisions to construct new cultural facilities will be based on sound research and established cultural benchmarks.

Important connections are also demonstrated between community health and public space development. Opportunities to build widely accessible civic spaces and centres of community activity can be achieved through an expanded cultural development mandate. This means capitalizing on opportunities through coordinated service delivery, strategic investment and an up-front consideration of culture in the development equation. Better integration between Recreation and Cultural Service Delivery will be key.

In addition to coordinated efforts among HRM departments, the policies and actions advocate the need for greater co-ordination among a range of cultural sector partners including the three levels of government. The HRM Cultural Plan identifies that need for leadership and cultural confidence within the political and business sphere to include culture as a key pillar and driver of lasting economic and community growth. With confidence in its cultural assets, HRM is poised to assume this leadership role. Leadership will be seen through strategic collaborations between

government levels, setting mutual development and investment priorities and effective investment in the arts and culture sector.

### **3.3 Supporting Plans & Policies**

#### ***1. The HRM Regional Plan***

The proposed cultural planning goals and objectives represent the first step toward realizing the cultural development direction set forth in the HRM Regional Plan. While the Regional Plan provides a broad land-use framework for physical cultural & heritage resources the Cultural Plan emphasizes Culture and its development beyond the land-use framework. The Cultural Plan takes a community development approach to build community capacity, cultural programs, asset management and investment, promotion, integrated service delivery and multi-sector partnerships for HRM's long-term cultural development. This is a complimentary approach to the Regional Plan with an emphasis on operational and investment mechanisms such as program and infrastructure development. Community partnerships and stewardship efforts will be key to this approach. The community cultural development approach set out in the Cultural Plan will align further with the Regional Plan implementation through the local visioning processes which will be key to facilitating community cultural development plans.

#### ***2 The HRM Economic Development Strategy:***

The HRM economy is diversifying and growing at a pace that requires ingenuity and strategy to ensure the conditions for its continued growth are in place. These conditions are more and more related to quality of life, cultural opportunity, and creative development which attract new business and residents and keep them here. These "cultural conditions" will build a creative economy built on innovation, diversity, knowledge, and entrepreneurship which will achieve the business climate that puts HRM on the world stage. There are areas of synergy between the Economic and Cultural Plan which can be emphasized through policy and coordinated implementation strategies.

#### ***3 The HRM Immigration Action Plan:***

New citizens will be attracted to HRM as a destination of choice if the opportunities to work, live and prosper are present. Diversity is an essential component of a growing and vibrant economy and community; one that attracts diverse, creative and talented people from across the globe. Business opportunity and social and cultural integration is all equally critical in attracting and retaining newcomers to the region. A strong Cultural Mandate and development strategy will ensure cultural development is linked to broader economic and community development goals including a positive and prosperous environment for immigrants and newcomers of all kinds.

#### ***4. The HRM Youth Engagement Strategy***

The HRM Community has a vision of a healthy, sustainable, thriving Municipality. The foundation of this vision is the active engagement of all citizens and communities. The HRM Youth Engagement Strategy lays the foundation for young people to be included in community decision-

making and civic engagement. The Strategy emphasizes youth as a critical piece of the public stakeholder group. Several actions and service delivery shifts are recommended to enable this shift and to develop HRM's youth to their full potential. Youth have identified culture as being important to their daily lives and their ongoing development as creative and healthy citizens. In this respect youth have identified arts opportunities as lacking in HRM.

## **SECTION 4 THE POLICY FRAMEWORK**

### **Strategic Direction 1: Focused service delivery & partnerships**

**Goal 1:** Integrated HRM Service Delivery

**Goal 2:** Partnership Development

**Goal 3:** Community Development

### **Strategic Direction 2: Cultural access & equity**

**Goal 4:** Cultural Infrastructure

**Goal 5:** Asset & Information Management

**Goal 6:** Promotion & Awareness

**Goal 7:** Equity & Diversity

### **Strategic Direction 3: Promote & reinforce community character & heritage**

**Goal 8:** Heritage Conservation

**Goal 9:** Community & Urban Design

**Goal 10:** Public Art

**Goal 11:** Building Community Identity

**Goal 12:** Public & Civic Spaces

**Goal 13:** Leisure & Entertainment

### **Strategic Direction 4: Life long learning & creative development**

**Goal 14:** A "Learning City & Region"

**Goal 15:** Creative Community

**Goal 16:** Arts Development

**Goal 17:** Children & Youth

### **Strategic Direction 5: Strategic investment & promotion**

**Goal 18:** Competing Globally

**Goal 19:** Cultural Investment



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**STRATEGIC DIRECTION # 1:**  
**FOCUSED SERVICE DELIVERY & PARTNERSHIPS**

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Trends in building vibrant, safe, communities call for nurturing culture and creativity. To maximize cultural development resources for the benefit of culture-makers and the community, focussed service delivery and partnerships are imperative to link the players and build community capacity. Leadership at the Municipal level and appropriate support and reaction to community leadership is needed. Furthermore, collaborations on cultural initiatives will support better evaluation and reporting on investments and activities.

**Focussed Service Delivery**

Within HRM, numerous business units deliver cultural services: from grants to facility management, and from social to arts and heritage programs to open space planning & development. This type of operational system requires integrated business planning, collaborations, common goals and interwoven departmental mandates. Currently this level of integration is under-developed within HRM's cultural service delivery framework.

HRM has a unique collection of cultural programs and facilities brought together through the amalgamation of the former municipalities of Bedford, Dartmouth, Halifax City and Halifax County. At one time this collection met the needs of the communities served. This may no longer be the case, therefore, it is timely with the introduction of a Cultural Plan to review civic (direct delivery by HRM) and community (support from HRM) programs and facilities. This will determine which programs and facilities still meet community needs, which need to be amended, what new needs have arisen since 1996 to meet new and changing demographics.

**Partnerships**

Partnerships enable collaborative efforts and actions that can reinforce the impact of efforts and resources where there are mutually shared goals, and build community capacity with existing resources - or mitigate waste and loss of capacity where partnerships are absent. Partnerships and alliances may also produce increased community capacity through education, by sharing information and discovering needs that can be achieved by other means, or through newly revealed resources. Collaborations must be encouraged across sectors (arts, heritage, education, immigration, recreation and economic development) and leadership should be nurtured among the spectrum of interested parties (elected officials, municipal staff, local cultural leaders, local businesses, the education and other sectors).

It has been recognized that there is a need to enhance networking with the cultural community in the delivery of community programming, events, and showcasing the talents and work of our artists. There is opportunity in community schools, libraries and recreation facilities to work more closely together and with community organizations, including artists, to ensure sustainable delivery of cultural programming and experiences and opportunities for exhibition all which have been

identified as learning and educational opportunities for HRM citizens. Although funding has been identified as a current barrier, HRM needs to encourage and support the sharing of skills and expertise through an integrated community delivery approach. One consultation respondent stated “ build on what we have in our communities already”.

In order to maximize the benefits of community cultural participation, collaboration has been recognized as a priority in serving HRM’s diverse and geographically spread out audience. Partnerships may be small or broad-based, formal or informal, focussed on one goal or acting as a network that shares information and resources to the benefit of all.

The Creative City Network, a leading proponent of municipal cultural planning provides a list (Creative City news, Special Edition 2) of principles from which to take action to produce beneficial collaborations with individuals and coalitions and for building supportive, collaborative governance frameworks and operations:

- Support networking and advocacy organizations and region-wide cultural development agencies.
- Provide affordable spaces for organizations’ homes, and multi-tenant spaces that foster exchange, dialogue, and community.
- Expand the cultural lens across government departments by encouraging all departments to integrate culture into their processes and thinking.
- Coordinate and fund meetings / forums to explore, plan for, and enact cultural initiatives and strategies as core dimensions of community plans.
- Collaborate to (re)align programs and systems to better support strategic cultural priorities.
- Build a corporate culture and citizenry that are open and interested in the concept of place-making and investing in community.
- Form task forces and committees to support and integrate cultural dimensions in community development initiatives - involve the chamber of commerce, neighbourhood groups, and individual citizens. Root ideas and actions in the community.
- Recognize and nurture more permeable boundaries between sports and recreation, high arts, amateur artistic expression and culture, folk arts and ethnic celebrations, and education at all levels.
- Adapt departmental directives and strategic priorities to encourage, enable, and reward collaborative efforts.
- Disseminate information through interdepartmental, intergovernmental, and cross-community gatherings, celebrating collaborative efforts and successes.
- Include artists in advisory committees related to all aspects of government activity, policy, and planning/development.

These Creative City Network suggestions make many connections to the goals and policy directions under the HRM Cultural Plan.

There too is a certain lack of coordination within HRM and between HRM and regional cultural development partners as identified by the community. The development and adoption of this Cultural Plan will go a long way to addressing the lack of internal coordination. The plan also needs to be supported by partners external to HRM. It is timely and strategic for HRM to provide leadership in developing a regional cultural strategy.

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**GOAL # 1: INTEGRATED HRM SERVICE DELIVERY**

To be a leader in cultural planning and development through a strong cultural mandate and integrated policy and service delivery

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**Policy 1.1 The Cultural Plan will be integrated into HRM's Land-Use, Economic and Community Planning framework through policy and implementation linkages**

**Actions:**

- ◆ Develop procedures and service delivery mechanisms to coordinate implementation of the HRM Regional Plan, the HRM Immigration Action Plan, the HRM Economic Development Strategy, Municipal Planning Strategies and Community Plans and future planning initiatives as they arise

**Policy 1.2 HRM will enhance long-term cultural development by ensuring the necessary operational structure is in place to implement the Cultural Plan**

**Actions:**

- ◆ review HRM's current cultural service delivery structure develop an appropriately resourced culture division to coordinate the long-term implementation of the Cultural Plan
- ◆ develop progressive cultural service delivery standards to be applied and monitored over time to adapt to changing cultural issues and opportunities
- ◆ establish a cross departmental Cultural Committee which would adopt procedures and process to enable effective collaborations between HRM departments and mandates
- ◆ create an appropriate governance structure to effectively implement the Cultural Plan including a Cultural Advisory Committee of Regional Council to advise on the development of cultural policy and programs

**Policy 1.3 HRM will establish an operational framework that supports integrated service delivery with community and cultural agencies**

**Actions:**

- ◆ develop a multi-tiered grants program that addresses HRM's cultural goals with development of local, regional, and international grants tiers and criteria
- ◆ enhance community access to information and available support programs
- ◆ ensure adequate financial and human resources to develop and maintain partnerships

- ◆ develop new and creative approaches and governance structures to deliver cultural services
- ◆ explore community management & service delivery agreements for cultural service delivery

**Policy 1.4 HRM will consider the adoption of an appropriate governance structure to effectively address investment and development of the Arts Sector**

**Actions:**

- ◆ research and consider information required to develop and fund an independent body to address investment issues and opportunities within the arts sector including expenses and funding mechanisms
- ◆ investigate models of peer-review evaluation for arts and cultural funding and apply where appropriate
- ◆ investigate models of integrating community and professional arts development

**Policy 1.5 HRM will ensure culture is integrated into broad decision-making among departments**

**Actions:**

- ◆ develop culturally sensitive decision-making criteria (a “cultural lens”) for capital projects to ensure that developments consider cultural issues and opportunities
- ◆ establish a long-term Interdepartmental Cultural Committee building on the Terms of Reference developed for the ad-hoc IC Committee utilized for the Cultural Pan development
- ◆ coordinate business and budget planning for the identification of long-term cultural

**Policy 1.6 HRM will adopt a strategic approach to Public Real Property development to maximize opportunities for the development of cultural facilities and spaces**

**Actions:**

- ◆ create an inventory of existing cultural facilities and spaces, duplication and opportunities gaps including discussions with proponents in the cultural sector, and key government agencies
- ◆ develop a Cultural Facilities Master Plan to identify cultural facility and space opportunities
- ◆ establish a process to ensure HRM’s major infrastructure projects and property disposals undergo a cultural and urban design evaluation
- ◆ identify planning & development and opportunities for cultural space development

**Policy 1.7 HRM will ensure policy and procedure with respect to special events delivery achieves cost/benefits and supports special events at the local, regional, and international level**

**Actions:**

- ◆ review HRM’s role in the direct delivery of special events to ensure a continued emphasis on civic events and an appropriate structure for community-based events delivery

- ◆ review and revise policy and procedure with respect to special events delivery including the impact of costs on community including permitting charges, security, road closures and other municipal requirements
- ◆ research other municipalities regarding delivery of special events
- ◆ create an inventory of community events and resource requirements including an analysis of funding to grandfathered events, budget and funding levels, and cost/benefits
- ◆ review current screening tools, and evaluation for funding community events
- ◆ work to ensure that HRM's civic events incorporate cultural elements using local talent and resources

**Policy 1.8 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 HRM Cultural Plan**

**Actions:**

- ◆ develop a Terms of Reference for the Committee
- ◆ recruit Committee members to include representation from all of HRM's *cultural pillars* as identified under Section 2 of this Plan
- ◆ develop criteria for selecting Committee members that ensures an inclusive balance of experts, community, and individuals
- ◆ enable sub-committees and working groups as needed to effectively implement the Cultural Plan with *consideration* for:
  - Public Art
  - Arts Development
  - Special Events & cultural economic development
  - Rural Culture
  - Seniors
  - Youth

**Policy 1.9 HRM will ensure the mandate(s) of its Boards & Committees link to the Cultural Plan Implementation**

**Actions:**

- ◆ review the mandate of HRM's existing committees with cultural mandates to better link Committees to the Cultural Plan and to enable those Committees to more effectively carry out their specific mandates
- ◆ coordinate and integrate the development of the proposed Cultural Advisory Committee with that of other proposed Committees under the Regional Plan, Economic Development Strategy, Immigration Action Plan, and Youth Engagement Strategy for implementation synergies and efficiencies

**Policy 1.10 HRM will adopt and implement a performance measurement strategy for the Cultural Plan Implementation****Actions:**

- ◆ develop targets and indicators for ongoing progress measurement, including research into leading trends in cultural development measures and evaluation
- ◆ collaborate ongoing with cultural organizations and community to determine suitable progress indicators
- ◆ establish a public reporting process to be delivered at regular intervals throughout the Plan's implementation

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**GOAL # 2: PARTNERSHIP DEVELOPMENT**

**To be a leader in cultural planning & development through sustainable partnerships and collaborations with Government, agencies and community and private sector**

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**Policy 1.11 HRM will implement a community management-partnership program to achieve operational and strategic linkages to the Cultural Plan****Actions:**

- ◆ incorporate cultural development as a key perspective in alternative service delivery
- ◆ review HRM's Facility Management Agreement Program to identify opportunities for community partnerships in the development, maintenance, programming and operations of cultural facilities
- ◆ conduct an analysis to maximize cultural use of facilities and spaces
- ◆ identify opportunities for creative clusters in HRM-owned recreation and community facilities
- ◆ consider incentives for community participation in management agreements
- ◆ improve partnered relationships (internal and external), through regular communications and annual reporting as part of the HRM Facility Management Agreement Program

**Policy 1.12 HRM will work collaboratively with education institutions and organizations for joint goal setting, planning and programming to foster strengthened support for cultural development****Actions:**

- ◆ explore opportunities for joint project delivery and research through the Metro University Planning Committee, MOU
- ◆ develop mixed creative clusters in partnership with other public and private partners
- ◆ develop a "Creative Community Strategy" to attract and retain skilled workers and private sector investment
- ◆ research economic development trends and best practices in cultural innovation
- ◆ explore the development of joint demonstration and pilot projects to showcase innovation

**Policy 1.13 HRM will engage and coordinate with philanthropic organizations and foundations to develop funding programs for arts and culture organizations in concert with the Goals of the Cultural Plan**

**Actions**

- ◆ conduct research into local, provincial and national philanthropic organizations and foundations
- ◆ encourage external partners to consider funding cultural activities supported by the Culture Plan
- ◆ develop a cultural endowment program
- ◆ identify links for joint partnerships and development projects

**Policy 1.14 HRM will engage public partners in the development of common cultural policy and development initiatives**

**Actions**

- ◆ work with the Province to identify complimentary implementation links to the NS Culture Sector Strategy including options for matching funding, shared expertise and resources to facilitate development of cultural creation, production and dissemination, facilities, celebrations, marketing, exporting, cultural human resources, investment and public education
- ◆ co-fund capital projects to renovate, expand, plan and build cultural facilities and infrastructure;
- ◆ work with provincial and federal governments to consider the creation of a tripartite foundation to support cultural development
- ◆ develop partnership agreements to identify key priority synergies between government
- ◆ conduct joint academic and industry research related to cultural development issues
- ◆ encourage the HRM business community to partner in culture through a public-private sector cultural development program
- ◆ work to increase and coordinate project funding, sponsorship and marketing resources for arts and culture organizations

**Policy 1.15 HRM will develop a communication strategy and process to ensure that public agendas are linked to cultural needs and priorities in the community**

**Actions:**

- ◆ Identify and implement operational and strategic linkages between the Cultural Plan and the HRM Government Relations Plan
- ◆ establish an intergovernmental Cultural Planning Committee that will include:
  - partners and agencies from all levels of government
  - planning, funding and facilitating bodies
- ◆ establish a cultural tourism marketing committee with Destination Halifax, TIANS, and local agencies with linkages to the Cultural Advisory Committee and implementation of the HRM Economic Development Strategy

- ◆ conduct ongoing round tables and forums with business, organizations and government

**Policy 1.16 HRM will facilitate development projects between organizations and agencies to share resources and maximize public impact**

**Actions:**

- ◆ improve working relationships with economic development agencies
- ◆ improve working relationships with ACOA and other public funding bodies
- ◆ implement partnered pilot projects with other levels of government
- ◆ encourage the participation of the business sector in supporting community facilities as well as incorporating community spaces within their own facilities
- ◆ build synergies and facilitate alliances to achieve facility development goals to enhance bid abilities for significant sporting and cultural events (while simultaneously creating facilities for long-term community uses)

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**GOAL # 3: COMMUNITY DEVELOPMENT**

**Cultural development is achieved through a community-based model of planning, investment and support**

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**Policy 1.17 HRM will work with it's arms-length agencies to implement the Cultural Plan and achieve more effective outcomes**

**Actions:**

- ◆ review program and service delivery to eliminate duplications, achieve program synergies and achieve operational efficiencies

**Policy 1.18 HRM will adopt an equitable approach to supporting community organizations in the delivery of cultural services and programs**

**Actions:**

- ◆ evaluate HRM's cultural funding programs and discontinue, amend, or confirm their relevance and effectiveness in achieving cultural goals
- ◆ develop a process to eliminate funding gaps and duplication through regular reviews, communication and the development of internal and external networks
- ◆ explore the feasibility of multi-year operational and/or capital funding for cultural organizations strategic linkages to HRM's cultural development goals and priorities through a formal partnership agreement
- ◆ establish a working group to seek input from community in the development of grant eligibility and reporting criteria and templates and grants program categories linked to the Cultural Plan outcomes and priorities



- ◆ conduct ongoing research into other municipal models of community cultural investment
- ◆ adopt a tiered cultural grants model that provides focused funding programs to address HRM's cultural, social, and economic development goals at the local, regional, and international level
- ◆ work with HRM Councillors to explore the feasibility of enabling a portion of discretionary community funding for culture

**Policy 1.19 HRM will encourage the building of a network of cultural community resources through inter-organization and inter-community partnerships**

**Actions:**

- ◆ identify common needs and opportunities to address fragmentation of service delivery and strengthen outcomes
- ◆ provide resources to community partners to develop network(s) including linkages between networks and community resources
- ◆ establish processes and structures for cross-collaborations between community networks to take better advantage of resource sharing, cross marketing and promotions, and possibilities for shared programming
- ◆ consider funding for new networking initiatives that create synergies, and multiply benefits

**Policy 1.20 HRM will facilitate ongoing public input into community cultural development**

**Actions:**

- ◆ ensure public input into the HRM Cultural Plan development and its on-going evaluation
- ◆ implement regular surveys to measure public satisfaction with cultural development activities and opinions of culture generally and to track trends
- ◆ hold cultural cafés, round-tables, focus groups, design charettes, meetings, etc.
- ◆ ensure community participation through an HRM Cultural Advisory Committee
- ◆ hold ongoing forums, symposiums, and guest lectures to highlight cultural development issues, best practices and trends

**Policy 1.21 Local cultural plans will be explored as a mechanism to implement the Cultural Plan**

**Actions:**

- ◆ coordinate with the Regional Plan local visioning and community planning processes to identify local cultural issues and opportunities
- ◆ develop collaborations between HRM and community organizations to develop cultural action plans addressing local issues and opportunities with a focus on and local identity, cultural diversity, and community stewardship and capacity building

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**STRATEGIC DIRECTION # 2: CULTURAL ACCESS & EQUITY**

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Access is a word with many meanings. To some it can mean physical access and would translate into municipal facility improvement actions to remove physical barriers. To some it can mean economic access and would translate into municipal financial support system developments to enhance affordability. And to some it can mean cultural access and would translate into the development of cultural awareness so that the municipality can identify culture - specific opportunities to enhance lifestyles and to support interaction between cultural communities.

Recognizing the benefit of a healthy, vibrant, cultural environment, HRM will ensure, through its Cultural and Regional plans, that every community within the Municipality has access to all aspects of culture. This means universal access to arts, library and heritage resources; cultural programs; professional development opportunities for the arts and heritage producers in the community; adequate facilities; transportation; and recreation opportunities.

The HRM cultural vision speaks to inclusiveness, creativity, cultural values, and social well-being. HRM's recently developed Corporate Score Card strives to obtain excellence in providing safe, healthy, sustainable and vibrant communities to live in. These goals relate directly to the goals of the Cultural Plan that strive to provide access and equity through community development and awareness.

Opportunity and access to all cultural elements is critical to determining quality of life and sense of place. The plan will recognize that community diversity is valued. Inclusiveness, participation, accessibility and affordability are important pillars to quality of life that are recognized by citizens and shared between communities. The Cultural Plan strives to provide physical, economic and geographic access to all cultural resources for all citizens'.

Many citizens are already involved in their cultural community either as consumers or producers. We presently know that 52% of citizens (185,000) are registered with the library and that there are 28 transactions annually on a per capita basis. These citizens make over 2.4 million visits to HRM's 14 branches, mobile library, Books by Mail and Home Delivery Service. Citizens also make 755,3145 visits to the Libraries e-branch and borrow 4.4 million items a year. There are 288 people who provide 26,825 volunteer hours in support of library programs. One in eight of our citizens (44,000) are registered in recreation programs with 23,000 of them falling into the pre-school, child, youth category.

Also, the 8 largest community heritage institutions attract over 300,000 visitors per year drawing approx 30% from Municipal residents. They generate \$652,998 in direct expenditures on goods and services (including wages and salaries) per year. Employment in the museum-archives sub-sector grew in HRM from 230 in 1996 to 305 in 2001, an increase of 32.6%.

In 2004 HRM invested \$745,000 to preserve historic sites and assets. Participation in culture will continue to grow with the provision of appropriate access and support from the Municipality.

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**GOAL #4 CULTURAL INFRASTRUCTURE**

**To enhance the role of community recreation centres, public libraries, schools, museums and other community centres for arts & cultural program delivery and community access**

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**Policy 2.1 HRM will integrate Culture into it's Recreation mandate****Actions:**

- ◆ review the HRM Recreation Blueprint and service level criteria to ensure culture is integrated into decision-making related to community use and access to recreation facility space(s)
- ◆ review of the Community Recreation Services facility user rental/fee agreements
- ◆ review community use criteria for Facility Management Agreements
- ◆ review the HRM Indoor recreation Facility Master Plan for opportunities to develop cultural spaces through the planning process and decision-making criteria
- ◆ link business planning and policy development between HRM's Community Recreation Services and Cultural Services to include facility development strategies, cultural capital identification, and facility management agreement strategies
- ◆ develop cultural program delivery designed to respond to priority demographic groups including children and youth
- ◆ establish arts and cultural programs in communities where there is a demonstrated need and opportunities for synergies with existing cultural programs
- ◆ increase youth opportunities in arts & cultural programming
- ◆ develop creative mentor opportunities for children and youth
- ◆ provide opportunities for inter-generational and cross-cultural creative activities through community celebrations, events, and programs

**Policy 2.2 HRM will strive to enhance the cultural use of public, private and community facilities and spaces of all types****Actions:**

- ◆ explore means to transform underused community centres into community cultural centres dedicated to arts and culture programming, display, learning, creative incubation and design recognition
- ◆ conduct an analysis of existing community and recreation centres to determine the feasibility of incorporating cultural space where identified by community or HRM

- ◆ conduct ongoing research into best practices for the incorporation of cultural space into community centres
- ◆ incorporate a cultural space component into all new HRM Recreation and community facilities based on community-identified opportunities including:
  - community meeting and gathering space,
  - studio space,
  - gallery space, and
  - cultural interpretation, and
  - learning
- ◆ incorporate an arts and/or cultural interpretive display component into all HRM public buildings with a short-term priority on City Hall
- ◆ explore partnership opportunities with stakeholder groups for shared use of space and shared marketing and administrative opportunities
- ◆ collaborate with Halifax Public Libraries for the development of a Central Library in the Capital District within a multi-use complex with links to Cultural Plan Goals
- ◆ review current agreement between HRM Recreation, Tourism & Culture and Halifax School Board to explore ways to create more affordable and available community access to school facilities for community groups
- ◆ develop a private-sector arts liaison team to identify opportunities to display local art works, public art, and interpretive spaces
- ◆ work with local developers to explore the development of a cultural spaces program for new construction to incorporate cultural spaces into new development through the development agreement and parkland dedication process
- ◆ address cultural development restrictions through HRM and Provincial by-laws and policies
- ◆ explore the development of new and enhanced maintenance initiatives to ensure sustainability of HRM's cultural property assets, spaces, and landscapes

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**GOAL # 5: ASSET & INFORMATION MANAGEMENT**

**To develop an accessible inventory and network of cultural assets and information**

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**Policy 2.3 A more cohesive approach to the collection, protection, preservation, and showcasing of art, heritage and cultural artifacts will be developed**

**Actions:**

- ◆ establish the mandate and functions of the new HRM Municipal Archives
- ◆ Support the development of an active Municipal archival program and services in coordination with other archives, museums and libraries within HRM

- ◆ Use professional archival and museum standards and management systems to inventory and promote access to municipally-owned heritage collections in their various locations including Fire, Police, Dartmouth Heritage Museum, Fort Sackville, Civic, Mayor's Office and the Municipal Archives
- ◆ Promote the participation by HRM communities in provincial archival and heritage information networks so that their holdings are broadly accessible

**Policy 2.4 HRM will work with partners to develop a coordinated mechanism for information exchange, research and data collection**

**Actions:**

- ◆ work with community and agencies over the long-term to develop an information management system for cultural assets including regional and community data and mapping
- ◆ build on the Regional Planning cultural mapping base through inter-generational transfer of knowledge, local mapping, and oral history documentation
- ◆ explore the feasibility of developing a GPS mapping system
- ◆ conduct an inventory and gap analysis of community facilities and spaces by building on existing database information from all of HRM's business units including Recreation, Planning & Development and Shared Services, Halifax Public Libraries and schools
- ◆ develop a membership and information exchange with existing cultural networks
- ◆ establish an HRM cultural information network including - a virtual site that houses cultural research and information, web linkages to community groups, organizations' and agencies and cultural programs

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**GOAL # 6: PROMOTION & AWARENESS**

**To build a greater understanding of the cultural character and identity of the Region through promotion and awareness**

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**Policy 2.5 HRM will use its public buildings to showcase and display local arts and culture of a variety of forms**

**Actions:**

- ◆ use Halifax City Hall as a regional showcase for arts and culture interpretation and display
- ◆ use community recreation centres, ferry terminals and transit depots, administrative offices, and customer service centres for arts and cultural display
- ◆ develop a program to incorporate a cultural component into Regional Council meetings on a regular basis
- ◆ use and promote HRM facilities equipped with necessary technical infrastructure for performances

**Policy 2.6 HRM will work with the arts sector, heritage sector, non-profit agencies and community groups to showcase and interpret local art and culture in high profile, accessible community buildings and spaces**

**Actions:**

- ◆ develop a database and process to determine potential partners and venues using the HRM Facilities Database
- ◆ establish exhibition and performance standards
- ◆ consider financial and in-kind resources and agreements to enable such partnerships to develop
- ◆ work with artists to support “visiting artist” workshops with a focus on rural and geographically dispersed communities

**Policy 2.7 HRM will develop a strategy for the ongoing promotion of region-wide community cultural resources**

**Actions:**

- ◆ ensure broad access to cultural information and data, special events and activities
- ◆ develop a cultural volunteer program
- ◆ develop a program for cultural documentation, interpretation and display
- ◆ create opportunities for marketing and promotional collaboration within HRM, between organizations and government levels
- ◆ develop recognition and awards programs and community funding for promotion of cultural assets and activities

**Policy 2.8 HRM will deliver services and programs with an integrated focus on community cultural development**

**Actions:**

- ◆ dedicate staff support within Community Recreation Services to coordinate and implement the Cultural Plan actions for enhanced cultural programming and awareness
- ◆ communicate and market programs and services to increase community participation with a focus on all ages and diverse communities
- ◆ work with HRM’s community developers to identify potential community partnerships
- ◆ foster and develop existing partnered programs and services including those with the Halifax Public Libraries
- ◆ work with arts organizations to bring art exhibitions into schools, public libraries and community centres
- ◆ research residency criteria and identify community partnerships in the implementation of an artist-in-residence program including partnerships between HRM, School Board and Public Library
- ◆ expand the HRM-Arts List to develop and maintain a data-base of artists in HRM communities to consult and deliver a spectrum of high-quality programming and community-based events

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**GOAL # 7: EQUITY & DIVERSITY**

**To develop opportunity for all residents to experience culture through an equitably balanced approach to cultural service delivery**

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**Policy 2.9 Efforts will be made to ensure services and support provided by HRM meets the needs of all of its diverse communities**

**Actions:**

- ◆ implement the HRM Corporate Diversity Plan
- ◆ continued to develop and implement HRM's Community & Race Relations Policy including development of a Community Diversity Plan
- ◆ continually promote HRM's diversity policies and procedures to HRM Council and staff
- ◆ work toward affordable and diverse access to information, programs and facilities using a variety of information dissemination methods to ensure that HRM's website, signage and printed materials reflect diversity
- ◆ develop an HRM public consultation program and policy that responds to diverse needs in the community including (but not limited to) barriers due to language, physical access, environmental, health, & culture
- ◆ work with organizations and individuals to determine an equitable method of choosing community members for HRM's Boards and Committees
- ◆ develop a range of outreach programs to better reach people and enhance their access and awareness of cultural opportunities.
- ◆ develop recreational programming that utilizes the ethno-cultural resources of the municipality including the potential for programs and services in other languages
- ◆ continually identify needs and gaps in current services/programming and community funding programs
- ◆ ensure that the collection policies of municipal archives, libraries and museums are inclusive and represent the broad range of participants in HRM's culture and heritage

**Policy 2.10 HRM will develop standards and processes to address cultural participation barriers and civic access barriers**

**Actions:**

- ◆ develop an HRM Accessibility Plan including mechanisms to build upon universal design guidelines for public facilities and capital infrastructure including sidewalks, transit facilities, administrative and cultural facilities
- ◆ develop an awareness campaign with the Province to highlight the Nova Scotia Building Code requirements for accessible buildings
- ◆ develop a collaboration between HRM's Culture Division and Real property & Asset Management to consider a multi-year audit of HRM's public facilities to determine accessibility priorities with an emphasis on City Hall and other Civic and community Recreation Centres

- ◆ develop collaborative communication campaigns between HRM, private sector and community organizations raise awareness around accessibility issues including winter snow removal
- ◆ provide support for accessible and affordable transportation including transit and taxis

**Policy 2.11 HRM will work with community organizations to help achieve the region's cultural diversity goals**

**Actions:**

- ◆ provide support for artistic diversity, ethno-cultural, indigenous and culturally diverse communities including broad socio-economic representation
- ◆ work with community organizations to identify mutual program opportunities

**Policy 2.12 HRM will address Immigration development through the implementation of the Halifax Region Immigration Strategy and the HRM Immigration Action Plan**

**Actions:**

- ◆ work with the Halifax Regional Library to develop a process for providing and disseminating information for newcomers
- ◆ use community centres and public buildings as a depository of information
- ◆ work with community newspapers to promote services and relay information
- ◆ work with community organizations and government agencies to develop programs and services to provide newcomers with access to support services and information that will make their transition to a life in HRM easier
- ◆ develop a focus group and /or steering committee to help develop programs and services and identify gaps and opportunities
- ◆ use HRM's Recreation Catalogue and other community publications to raise awareness of HRM's diverse communities and opportunities

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**STRATEGIC DIRECTION # 3:  
COMMUNITY CHARACTER & HERITAGE**

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The community character of HRM is defined in part through geography, in part through history, in part through politics and in part through the economy. All shape our cultural identity. HRM's geographic advantage is defined by it's location on the great circle route from Europe to the United States and our harbour, the largest natural ice free harbour in the Northern hemisphere.



The harbour has defined the Halifax-Dartmouth community character for over 10,000 years. First, as summer fishing grounds for Aboriginal Peoples, then as a safe haven and refuge from the sea for Portugese fishermen, then as a place defined by French and British colonial interests, Carribean and African people. Halifax then became a refuge for those Loyal to the King fleeing from the American Independence movement, then to Irish and Scottish fleeing the clearances or famine. These waves of immigration define Halifax as a major centre of cultural diaspora for over 500 years. It is said that if all the immigrants that entered through the Port of Halifax had stayed, our population today would be well over 5,000,000 people.

The Region's political history is equally fascinating. First Aboriginal, then French, then English political systems have governed our citizens. An English Colony since 1749, the political identity of Halifax is a direct reflection of the political, judicial and legislative systems in place in Great Britain. That these systems of governance have shaped the cultural identity cannot be over stated. First, Halifax functioned as the capital of the Colony of Nova Scotia. Then Halifax was to have been the capital of the Maritime Union. Instead, Halifax became the capital of the Province of Nova Scotia, in a four province confederation called Canada.

Halifax Regional Municipality is now the largest economic centre in Atlantic Canada. Now the defacto capital city of Atlantic Canada, Halifax is home to business, industry, education, health and government for a economic marketplace of some 3.5 million people. Our population is one of the best educated in Canada. A particular strength of Halifax is our post secondary system. This region attracts youth from across Canada and around the World to study at one of six Universities. Students from around the province and region are also drawn to HRM to learn at the largest Community College system in the region.

Statistics Canada indicates that Halifax is a strong competitor in the retention of youth that are creative, technically skilled and highly mobile. Part of our strength is the internationally acclaimed Nova Scotia School of Art and Design. This institution teaches young and future artists how to take art to the world. It also provides opportunity for young and skilled artists to teach, develop skills and find employment in the region.

Also of notable importance and cultural value is the unique collection of public and civic spaces drawn together in 1996 through the amalgamation of the former municipalities of Bedford, Dartmouth, Halifax City and Halifax County. At one time each of these spaces met specific communities needs. It is timely with the introduction of a cultural plan to reassess the public and civic spaces, in terms of changing community profiles and demographic needs.

The waterfront of Halifax Regional Municipality, from Ecum Secum to Hubbards, is a unique gathering place in the New World in terms of cultural history. Like many places in North America, the waterfronts of Halifax, Dartmouth, Bedford, Hubbards and Sheet Harbour serve as community gathering places.

What is unique about these waterfronts in HRM is that these places hosted “cultural expression” for 10,000 or more years. The waterfront is therefore an ideal place for the municipality to promote and support cultural expression today. The region’s 10 millennia of cultural history, includes: Aboriginal settlements and places where a seasonal fishery took place; coastal cruising voyages associated with the Vikings; Portugese fishery stations of the early 1500s; places associated with the epic struggle for cultural domination of the New World, first by the French in the 1600s and later by the British in 1749; places associated with the epic struggle for freedom in the New World first by Germans settlers in 1753 and later by Africans in 1776.

By virtue of being a significant land holder and programmer of civic space, HRM can influence opportunities for cultural expression, by making spaces available for cultural performances and animation. The municipality has an opportunity to showcase cultural expression in municipal settings. Many cultural cities in Canada and the World support public art in public spaces. A measure of forethought and planning can create spaces when new development occurs. At other times, the municipality may wish to “program” the spaces to enliven the daily lives of citizens and to surprise and challenge visitors. Public Art too, in a variety of forms, compels people to think and is a powerful mechanism to create public spaces that express cultural values and artistic excellence. While public art may draw positive reviews from some and criticism from others, it is a way for the Municipality to play an active role in the promotion of cultural expression.

HRM’s collection of heritage resources also help form the foundation for civic and community sense of place. The Cultural Plan recognizes the investment and community partnerships needed to maintain these resources in a sustainable way. It is time, as HRM implements it’s Cultural Plan, to re-invest in the heritage resources that are the foundation for the civic, community and corporate sense of place we all enjoy. The promotion and marketing of HRM as a heritage city takes a heavy toll on the physical assets and the community volunteers that make many places come alive. There is a need to revisit and enhance the 2001 Heritage Tourism Strategy to acknowledge success, address gaps and integrate into HRM’s broader cultural goals.

In terms of celebration, HRM has an effective and well recognized civic events and festivals team. The work of the team has to date been focused on civic events and support for community-based events. There have been comments expressed by the public and industry that it may be time to expand the mandate, to incorporate cultural events and festivals into the annual program and to market the resulting product as Cultural festival Capital of Atlantic Canada.

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**GOAL # 8: HERITAGE CONSERVATION**

**To develop a comprehensive program for the conservation, preservation and promotion of HRM municipal and community heritage resources**

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**Policy 3.1 Develop an integrated Regional Heritage Strategy**

**Actions:**

- ◆ develop policies and programs with relationship to natural, social, and built heritage resources ( including cemeteries) of the HRM.
- ◆ integrate with other HRM planning policies and strategies to develop an over-arching Heritage Plan identifying opportunities for the establishment of heritage conservation districts across HRM where appropriate
- ◆ build on HRM's heritage incentive program to encourage private conservation initiatives
- ◆ develop a program to complement regulatory mechanisms for heritage conservation
- ◆ incorporate the Heritage Plan implementation into the program and business planning of all Departments concerned to ensure sufficient financial resources are available to enact the Plan
- ◆ broadly promote the Heritage Plan to stakeholders
- ◆ develop a GIS-based inventory of heritage resources for public, private & community use
- ◆ develop public and community stewardship programs and incentives for the conservation and enhancement of heritage resources, including cemeteries, similar to those available for HRM's civic heritage places
- ◆ liaise with the province to ensure linkages with the NS Heritage Strategy

**Policy 3.2 HRM will support local heritage planning as a mechanism to implement the HRM Regional Heritage Strategy****Actions**

- ◆ identify the geographic areas to be considered for the development of local Heritage Plans
- ◆ work with community organizations and individuals to partner in local planning process
- ◆ establish a Community Development Model for the development and implementation of local heritage plans with linkages to the Regional Plan Local Visioning Program
- ◆ provide training and support for facilitators to be used in the planning process with a focus on local capacity building
- ◆ promote the plans and the heritage they represent and a promotional program to enhance public awareness and enjoyment of natural, social and built heritage resources and community spaces
- ◆ establish a community support program to develop local heritage planning capacity including Stewardship Programs and an incentive package for community volunteers

**Policy 3.3 HRM will adopt a Civic Heritage Places Program to enhance the conservation and use of HRM-owned heritage properties****Actions:**

- ◆ raise awareness and knowledge of HRM's civic heritage through visitor cards, signs, and marketing initiatives
- ◆ develop policies and procedures for the adaptive re-use of HRM's heritage buildings for public administration, community and tourism uses

- ◆ explore the feasibility of developing sustainable multi-sector partnerships to develop and manage civic heritage properties
- ◆ ensure that civic heritage site development is coordinated between HRM's Business Units through a formal check-list and communication process

**Policy 3.4 HRM will manage the collection, display, conservation, and interpretation of its museum, archival and arts collection**

**Actions:**

- ◆ conduct a feasibility study to determine Capital District sites with the appropriate preservation and access facilities required for a Municipal Archives and Museum Centre
- ◆ ensure that the Municipal Archives is adequately resourced to preserve and promote access to HRM's documentary heritage
- ◆ work with existing community museums and archives to promote a strong network of regional repositories and identify opportunities for partnered programming and information-sharing
- ◆ develop a local museums policy as part of HRM's Regional Heritage Strategy

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**GOAL # 9 COMMUNITY & URBAN DESIGN**

**To establish a high level of design quality in the development of buildings and spaces to build on the context and character of neighbourhoods and communities**

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**Policy 3.5 HRM will strive to show leadership and public stewardship in the area of Urban Design**

**Actions:**

- ◆ develop and implement the HRM Urban Design Plan as identified through the HRM Regional Plan implementation strategy
- ◆ design and develop public spaces and buildings that exhibit best practices in urban design and that set a positive design example
- ◆ develop a process to ensure that all of HRM's major infrastructure projects undergo an urban design evaluation
- ◆ adopt procurement and maintenance standards that give a high priority to urban design through the disposal and development of HRM-owned properties
- ◆ develop performance indicators to measure community satisfaction with HRM's urban design progress, procedures and guidelines
- ◆ collaborate with other government levels and agencies to raise the profile and impact of urban design in the development of public real property
- ◆ develop a communication and capacity-building strategy to promote community and urban design principles and processes to HRM Council and Staff

**Policy 3.6 HRM will support creative cluster development to showcase design excellence and innovation, build concentrations of arts and cultural infrastructure and creative space, and build multi-use neighbourhood and community nodes**

**Actions:**

- ◆ conduct a feasibility study to identify creative cluster opportunities across the HRM as a component of the Cultural Facilities Master Plan with an emphasis on developing neighbourhood, community and regional clusters of art, culture, entertainment, retail, knowledge and community gathering
- ◆ explore ongoing opportunities for creative cluster development through public real property development and multi-sector collaborations including development of HRM's recreation and community facilities and ongoing acquisition and disposal of surplus properties
- ◆ undertake a research and global scan of creative cluster strategies and projects and evaluation of key success factors and investment strategies applicable to the HRM situation

**Policy 3.7 HRM will adopt procedures, guidelines and programs to ensure that residents and all stakeholders benefit from better designed buildings, spaces and neighbourhoods**

**Actions:**

- ◆ ensure that heritage protection strategies and broader urban design guidelines are integrated to enable a vibrant mix of design forms and in-fill opportunities in all of HRM's centres and growth districts
- ◆ develop recognition and awards programs, and grants assistance for pilot projects that showcase design excellence
- ◆ develop publications, symposiums, demonstration projects and best practices research including an Urban Design Handbook as a component of the HRM Urban Design Plan
- ◆ develop education and outreach programs to enable greater participation and engagement by the public in design processes and decisions as part of the Capacity Building Strategy under the proposed HRM Urban Design Plan

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**GOAL # 10: PUBLIC ART**

**To develop public art as a means of enhancing HRM's cultural identity and raising awareness as to the importance of art in community-building**

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**Policy 3.8 HRM will adopt a Public Art Program to build Public Art as a Community and Cultural Resource**

**Actions:**

- ◆ adopt a public art policy and procedures to implement the program

- ◆ issue an RFP for the development of an inventory of existing public art assets and a condition analysis and report
- ◆ coordinate the public art inventory with the Regional Planning Cultural Resource Inventory
- ◆ establish a Public Art Advisory body with linkages to the HRM Cultural Advisory Committee
- ◆ develop an inventory of suitable locations for the placement of public art
- ◆ establish a Public Art maintenance and management reserve
- ◆ develop a promotional program for public art

**Policy 3.9 HRM will Incorporate public art into its Public Works and Capital Projects**

**Actions:**

- ◆ develop an internal marketing program and process to ensure that all departments are familiar with the Public Art guidelines
- ◆ develop guidelines for incorporating public art into HRM Public Works and Capital Projects
- ◆ develop a communication process to ensure that public art is coordinated including the identification of potential sites, and the review of proposed public art projects to ensure legal, safety and maintenance concerns have been considered

**Policy 3.10 HRM will establish adequate funding and operational resources to implement its Public Art Program**

**Actions:**

- ◆ investigate a ‘% for public art’ program from private development project costs
- ◆ develop a private-sector and community sponsor program
- ◆ work with HRM’s Planning & Development Department to explore public art through the development agreement process

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**GOAL # 11: BUILDING COMMUNITY IDENTITY**

**To develop the vibrant and diverse cultural identities of HRM as defined by its many communities, cultural assets, and people**

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**Policy 3.13 HRM’s founding cultures will be recognized and celebrated**

**Actions:**

- ◆ develop awareness programs using partnerships between HRM and community organizations
- ◆ provide financial support for programs and initiatives that raise broad awareness of these cultures including cross-cultural initiatives
- ◆ invest in facilities and spaces that incorporate the promotion of cultural identity
- ◆ work with the Province to provide protection for significant archeological & heritage sites
- ◆ promote traditional and indigenous art forms

- ◆ develop support for diverse forms of art making in community centres
- ◆ facilitate workshops that educate and promote value and knowledge about arts and crafts, artifacts and traditional knowledge

**Policy 3.14 HRM will welcome new cultures and continue to recognize and celebrate all of the diverse cultures across the Region**

**Actions:**

- ◆ implement the actions under the HRM Immigration Action Plan
- ◆ continually monitor and evaluate program and service effectiveness in raising awareness and appreciation of cultural diversity
- ◆ ensure that planning policy and regulations allow for cultural diversity through the community planning process

**Policy 3.15 HRM will promote and build upon the region's rich cultural heritage with emphasis on the history and contribution of the Aboriginal and African Nova Scotians**

**Actions:**

- ◆ work with cultural organizations including (but not limited to) the Black Cultural Centre and Mi'kmaq Native Friendship Centre to strengthen their communities and promote their culture(s) locally, regionally, nationally and internationally
- ◆ work with Aboriginal and African Nova Scotian neighbourhood and community organizations to promote and celebrate their unique cultural identity as a means of strengthening communities and raising cultural awareness regionally

**Policy 3.15 HRM will recognize the unique culture and heritage of the region by supporting local artists and historians**

**Actions:**

- ◆ implement an HRM program of Arts and Heritage recognition awards and celebrations
  - ◆ engage professional artists in teaching recreation art programs & determine appropriate teaching credentials & standards with community
  - ◆ link HRM recreation art programs with other community art programs to enhance impact and opportunities for citizens to address diverse levels of access and talent
  - ◆ work with historians and heritage workers to promote local built and social heritage, and natural history collections, sites and stories
  - ◆ investigate the development of a multi-use civic museum and archives complex
  - ◆ work with arts and heritage professionals and volunteers to access training and development
  - ◆ provide funding for operational and project support to arts and heritage organizations that raise awareness of HRM culture
- 
- ◆ promote local art and heritage to residents and visitors

**Policy 3.16 HRM will develop and support cross-cultural opportunities and awareness initiatives****Actions:**

- ◆ develop an inventory and directory of exhibition and festival sites and partners
- ◆ host exhibitions and festivals in and on HRM buildings and properties
- ◆ link arts and cultural groups to encourage partnerships and cross-pollination, using print, digital and marketing materials and technologies
- ◆ promote local exhibitions and festivals to residents and visitors, businesses and conventions through various tools such as calendars, posters, cards etc. and will explore opportunities for multi-language printing
- ◆ link cultural exhibitions and festivals to sporting and trade show events

**Policy 3.17 HRM will recognize the importance of the written and spoken word in building community identities****Actions:**

- ◆ support and foster greater public access to the rich written heritage of the diverse communities of HRM
- ◆ foster and support opportunities to develop writers in the community,
- ◆ work with community partners to provide access to writers and their work,
- ◆ foster and support literacy in the diverse communities of HRM,
- ◆ preserve and provide access to the rich and diverse oral histories and stories of the community,
- ◆ provide forums for the exchange of ideas and the sharing of cultural perspectives to build an appreciation and understanding of the diverse communities of HRM

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**GOAL # 12: PUBLIC & CIVIC SPACES**

**To provide a network of diverse public spaces to build on HRM's civic resources and identity to maintain, promote and enhance public access**

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**Policy 3.18 HRM will facilitate and develop opportunities for cultural expression in civic spaces and places****Actions:**

- ◆ identify suitable civic locations to showcase public art in municipal settings;
- ◆ provide programming in civic spaces
- ◆ interpret the history of civic parks, spaces and places
- ◆ identify, document and interpret archaeologically significant areas and sites including aboriginal pathways, historical trade routes and Acadian heritage sites
  
- ◆ consider opportunities for the development and enhancement of gathering spaces at the



- neighbourhood, community and regional level
- ◆ support community gathering spaces through a high standard of maintenance
- ◆ encourage community uses (events, festivals, neighbourhood gatherings) through promotion and awareness of gathering sites
- ◆ promote community centres, schools, universities and libraries as cultural gathering points

**Policy 3.19: HRM will recognize and protect the importance of rural and coastal communities to the cultural identity of the region and its local communities**

**Actions:**

- ◆ adopt measures to protect rural landscapes, buildings and sites through the heritage property program, community plans, public investment, and community partnerships and stewardship programs

**Policy 3.20 HRM will continue to develop and promote the Capital District as the Cultural and civic centre of HRM**

**Actions:**

- ◆ establish urban design guidelines to shape development form and civic access
- ◆ develop signature architectural public facilities through the Cultural Plan implementation
- ◆ promote an environment of creativity and innovation for arts & culture to flourish
- ◆ develop and support programs and planning mechanisms that identify and protect the integrity of the rich concentration of heritage assets in the CD
- ◆ support the development of a critical mass of government, public service, finance, health and education, arts culture and entertainment activities in the CD
- ◆ implement select projects under the Capital District Public Real Property Strategy that link to Cultural Plan goals to achieve strategic, high impact project development
- ◆ develop a high level of pedestrian access throughout the Capital District linking business districts, open spaces, and cultural assets
- ◆ continue to work with Business Commissions to develop culture in the CD through marketing, strategic planning, and best practices research and networking
- ◆ continue to work with Business Commissions to deliver an enhanced level of maintenance for pedestrian routes and cultural spaces

**Policy 3.21 HRM will increase public venue and gathering spaces along Halifax Harbour and HRM coastal waters**

**Actions:**

- ◆ implement HRM's Halifax Harbour Plan Policy to ensure public access is maintained to Harbour shore and waters through a range of public space opportunities
  
- ◆ continue to work with the Province to ensure that public access is maintained as a key

- ◆ mandate of the Waterfront Development Corporation
- ◆ develop HRM's Ferry terminals as key public spaces for people to access waterfront areas and enjoy HRM's coastal culture
- ◆ support the development of a Naval Museum on the Halifax Waterfront and integrated public access to working harbour uses
- ◆ explore the feasibility of a continuous pedestrian trails system along the Halifax, Dartmouth and Bedford waterfront areas
- ◆ invest in urban design upgrades to the Alderney Landing Complex and lands as a cultural anchor and destination with emphasis on creative cluster development

**Policy 3.22 HRM will promote the Waterfront as a World Class cultural expression destination**

**Actions:**

- ◆ celebrate and interpret the authentic cultural history of Chebucto Harbour and the coastline of Halifax Region;
- ◆ provide support for international partnerships on the Waterfront by erecting world class monuments at key locations on the Halifax, Dartmouth, Bedford and in Coastal Waterfronts throughout Halifax Regions
- ◆ develop partnerships with Cultural Organizations to identify world class contemporary art and artists that could be exhibited
- ◆ celebrate and promote HRM's Naval and marine industrial history

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**GOAL # 13: LEISURE & ENTERTAINMENT**

**To build a range of leisure and entertainment opportunities to enable cultural celebration and appreciation, using HRM's cultural authenticity**

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**Policy 3.23 HRM recognizes the importance and significance of community and regional events and celebrations and will continue to support their development**

**Actions:**

- ◆ maintain an appropriately resourced special events staff team to deliver HRM's annual signature civic events including Natal Day, Canada Day, Bedford Days, Christmas Tree Lighting, and New Year's Eve in Grand Parade
- ◆ conduct a review of funding programs to support local and community events to ensure grants are reflective of community costs and development of decision-making criteria to ensure linkages to HRM's Cultural Goals
- ◆ provide continued support and management of the Special Events Reserve to provide financial assistance to event organizers for bid or hosting costs for national or international cultural and sports events that do not occur annually
- ◆ develop an evaluation process for all community events and festivals including transparent

decision-making criteria linking events delivery to HRM's Cultural Plan and community development priorities

- ◆ provide promotional support for community cultural celebrations including shared marketing and opportunities for shared programming
- ◆ partner with community and private sector to develop a signature HRM Cultural Festival using successful international models for its design and delivery
- ◆ conduct a review of HRM's Events Committees to identify opportunities for synergies and opportunities to "cross-fertilize" events and networking among event organizers
- ◆ conduct a review of the HRM Special Events Task Force to identify linkages to the Cultural Plan goals and opportunities for synergies with the HRM Cultural Advisory Committee

**Policy 3.24 HRM will support and facilitate the development of signature events that reflect the Region's cultural identity as a means to reinforce the area as a cultural destination**

**Actions:**

- ◆ provide continued support for sporting events such as curling, hockey or figure-skating
- ◆ provide continued support for local and community festivals with a cultural focus
- ◆ provide continued support for international events such as Tall Ships and the Bluenose Marathon
- ◆ work with the cultural sector to explore the feasibility and benefit of developing an HRM Arts Festival

**Policy 3.25 HRM will encourage development of a vibrant street level culture and activity**

**Actions:**

- ◆ explore the development of "cultural corridor" to connect cultural opportunities between communities and districts
- ◆ develop policies and procedures to enable the growth of special events, sidewalk cafes, and artisan markets in the Capital District and other centres across HRM
- ◆ explore opportunities for designating and developing an Arts & Entertainment District in the Capital District building on existing clusters including Argyle Street, Gottingen Street, Spring Garden Road and Portland Street
- ◆ review current traffic and regulatory standards to explore more flexible opportunities for designated street closures for special event purposes

**Policy 3.26 HRM recognizes the importance of food and culinary activities to cultural identity**

**Actions:**

- ◆ provide support for outdoor markets, food stalls and culinary celebrations
- ◆ build on existing community festivals and organized resources and explore opportunities for an annual signature culinary festival for HRM
- ◆ broadly promote opportunities on the HRM web-site and a variety of marketing tools to share ethnic culinary culture(s)
- ◆ work with Destination Halifax to promote HRM as culinary destination including high-quality promotional literature
- ◆ investigate what has been done in other regions to promote food as an element of culture
- ◆ support the development of an expanded regional farmers market within the Capital District
- ◆ support events and initiatives that focus on local food and drink and their production to celebrate and promote cultural identity including rural agricultural production and fishing

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**STRATEGIC DIRECTION # 4:****Life Long Learning & Creative Development**

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*“Cities will not attract new business or investment, or see job growth if creativity is not a component of their economic and strategic plans. Creativity is the engine of the new economy.”*

(Creative City News)

Researchers have identified creative development as one of the key components in the new economy of the 21st century. The role of creative development is emerging in research by Richard Florida and others as an entity that attracts and retains the young, educated, technically skilled and mobile segment of the population to one city or another. This cohort is making the choice of where they want to live based on the opportunities for cultural expression and cultural participation. This means that cities with extensive creative development and life long learning opportunities are where the engines of the new economy want to live.

Research also shows that cities that support cultural expression through enhanced cultural programming and accessible venues have a competitive advantage in attracting and retaining these engines of the new economy. Individual access to cultural expression and cultural access is key to the quality of life sought by new economy workers. When such opportunities are present, all other segments of the population benefit from more diverse cultural opportunities.

The development of life long learning and creative opportunities requires collaboration among universities, the young, educated and technically skilled cohort and government. Joint action will ensure that as a city increases creative opportunities, it does so in a way that makes best use of existing resources, particularly existing programs and venues where opportunity creation will take place. This collaboration will foster the sense of community that the young in particular, and the Universities, are seeking.

The Cultural Plan recognizes the critical role that life-long learning and has in the development of economically and socially healthy communities. Both formalized and institutional learning play a role here. When paired with other foundation strategies, focus on life-long learning through policy shifts, services and programs, can better position municipalities within the global landscape competitively. (Larsen, Kurt 1999, pg 3) “Learning Cities” link economic vitality to social and human capacity within communities and recognizes creative knowledge-intensive activities and opportunities with success in the global market-place.

Creativity and culture cannot develop without accessible space for artists to create, to perform and to grow the cultural sector in HRM. In order to maximize the potential of existing talent and nurture new creative energy opportunities and incentives for HRM’s arts sector needs to be reflected in the policies, investments and facilities plans that will ultimately grow and nurture this vital sector. Support of this kind will help to retain and develop local artists and demonstrate that HRM recognizes and values creativity and arts as a pillar for community and economic development. Support for the arts is essential for all ages and from the amateur to the professional.

Education and cultural awareness is also critical in building Healthy Communities: *Building a Strong foundation for the importance of Culture within Community* Cultural participation can develop the skills that strengthen community and region. Currently in HRM, cultural and education program delivery is offered by Community Recreation Services and the Halifax Public Libraries. These services support HRM’s strategic direction of Healthy, Sustainable and Vibrant communities. Research shows high numbers of program participation in our community programs however, community consultation participants expressed the need to develop of a higher profile of cultural experiences that are available to citizens. Libraries and recreation facilities are more than public facilities, they are civic “gathering places” and community hubs where citizens of all ages can celebrate, play, and learn together.

The research and community workshops conducted for the Cultural plan elicited significant input from citizens and industry leaders seeking innovative solutions to the creative learning of HRM’s children and youth. A young teen in attendance at a workshop urged HRM to create more opportunities for youth to get involved in arts and culture. Arts and Culture participation builds self esteem and positive self image which are foundations to quality of life. The Cultural Plan is an opportunity to “expose youth to life-long learning through our community centres. They need to be aware of everything we mean by Culture” *Workshop respondent*

Creative learning is far more than a hobby. It can be referred to as the glue that binds communities together creating a sense of belonging and cooperation. Creative play, for all ages and abilities, strengthens the community spirit. Whether in a formal or informal learning setting children, youth and adults of all-ages develop confidence and most importantly have fun.

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**GOAL #14: A “LEARNING CITY & REGION”**

**To grow HRM’s capacity and reputation as a city and region of lifelong learning through innovative educational opportunities at all levels**

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**Policy 4.1 HRM will support its universities, colleges, schools, public libraries and other educational organizations to build on HRM’s reputation as a centre of world-class learning opportunities for all citizens**

**Actions:**

- ◆ work with partners to develop initiatives to target more students, educators and artists choosing to select HRM as their preferred place to live and work and cultural destination
- ◆ work with private and community sector to establish centres of learning
- ◆ establish better working relationships with between HRM’s Community Recreation Services, Halifax Regional School Board, and local organizations
- ◆ work with Halifax Public Libraries, universities and other community partners to explore the potential for the development of a virtual “Global Learning Village” with linkages to HRM’s Cultural Goals

**Policy 4.2 HRM will encourage expansion of joint programs for citizens across HRM to enhance their access to educational opportunities**

**Actions:**

- ◆ collaborate with Metro Council on Continuing Education and the Halifax Public Library to continually develop and promote life-long learning as a cultural development indicator
- ◆ collaborate with partners to develop virtual and online learning opportunities
- ◆ consider HRM Community centres for delivering partnered learning-based opportunities

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**GOAL # 15: CREATIVE COMMUNITY**

**To build the conditions, infrastructure and networks needed to develop HRM’s reputation and status as a creative community and centre for design excellence**

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**Policy 4.3 HRM will showcase design innovation & raise awareness with respect to the universal benefits of good design**

**Actions:**

- ◆ develop a design excellence program for all of HRM by building on existing recognition programs in urban design and arts
- ◆ develop widely publicized recognition initiatives and awards programs
- ◆ develop training programs and information exchange networks
- ◆ adopt incentives for design innovation through development
- ◆ develop an HRM “Leads by Example” program for new development initiatives

- ◆ provide support and recognition for the creation of dedicated centres of excellence

**Policy 4.4      The development of Creative Clusters and Arts districts will be supported as a community and economic development driver**

**Actions:**

- ◆ develop implementation mechanisms through planning policy and development agreement negotiations
- ◆ conduct a study to identify creative cluster opportunities through HRM public real property and partnered development
- ◆ incorporate creative clustering and creative space opportunities into the HRM “Creative Community Strategy”

**Policy 4.5      HRM will work with partners to develop and implement a Creative Community Strategy to build on creative and social capital for long-term community and economic development benefits**

**Actions:**

- ◆ establish a Creative Community Task Force as part of the Cultural Advisory Committee
- ◆ work with provincial and federal governments learning institutions, private sector and community regional development agencies to develop policies and programs to help achieve HRM’s Creative Community outcomes
- ◆ develop HRM’s creative capital including integration of culture into local economic development strategies
- ◆ develop a region-wide tourism strategy that focuses on cultural authenticity and regional and local products
- ◆ work with Destination Halifax and other Tourism organizations and agencies to market HRM as an authentic arts destination
- ◆ develop creative exchange and networking opportunities, forums and exchanges among policy-makers, educators, cultural workers and innovators
- ◆ develop a program to leverage financial resources to build the creative sector
- ◆ develop a research program that responds to emerging best practices and trends in cultural-economic development
- ◆ develop mechanisms to build a global market-place that encourages and supports new creative enterprises and products including trade missions, advertising and campaigns and promotion of creative products and services locally, regionally, nationally, and internationally
- ◆ explore innovative partnership models including ways to stimulate new sources of investment in HRM’s cultural sector

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**GOAL # 16: ARTS DEVELOPMENT**

**To enable professional artists in all media to successfully live, exhibit and perform in HRM**

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**Policy 4.7 HRM recognizes the importance of artists to the cultural identity and economic vitality of the region and will work to develop the necessary conditions and incentives for their production**

**Actions:**

- ◆ conduct a comprehensive survey with individual artists, collectives, and organizations to determine the needs and requirements for affordable and accessible workspace
- ◆ develop a rental subsidy program for local art organizations to assist practicing artists in a variety of media
- ◆ investigate the requirements needed to establish a studio rental program for artists using space within HRM-owned facilities
- ◆ collaborate with other government levels to develop a sustainable funding source and incentive program for arts development including consideration for tax benefits, workspace needs, and shared staffing for administrative, marketing and promotional needs
- ◆ work with community to solve storage, rehearsal, office and performance space needs and the provision of appropriate facilities for a broad spectrum of arts creation
- ◆ develop a user-friendly process to enable artists to respond to HRM's procurement opportunities including commissioned works and the hiring of local talent for a range of arts initiatives and corporate advertising
- ◆ develop an HRM grant program for arts programs
- ◆ engage local artists in the development and delivery of HRM's Public Art program

**Policy 4.8 HRM recognizes the value and benefit of partnerships with the arts sector to enhance resources and outcomes of the Cultural Plan**

**Actions:**

- ◆ facilitate meetings and networking between artists and funders in public and private sectors
- ◆ encourage networking and development of shared resources between artists
- ◆ provide continued support for the Halifax Art Map and similar promotional projects
- ◆ develop a Public Art Map for tourism and community development purposes
- ◆ utilize Public facilities and venues for promoting local artists including Regional and Community Councils
- ◆ investigate the development of an arms length arts body to coordinate arts investment and advise HRM Regional Council and Staff on issues affecting the arts and the implementation of the Cultural Plan



**Policy 4.9 HRM will establish an investment strategy to support arts diversity****Actions:**

- ◆ establish an Arts Diversity Grant category
- ◆ establish recruitment and selection criteria to ensure representation on the HRM Cultural Advisory Committee and public art jury panels includes a diverse arts perspective
- ◆ develop initiatives to promote a wide spectrum of art forms in HRM and facilitate opportunities to show-case works

**Policy 4.10 HRM will work with Cultural industries to build it's reputation as a place of business for the creative sector****Actions:**

- ◆ continue program support for film production including an education and awareness program for HRM residents and business outlining the benefits of filming to the HRM Region and mutual opportunities for communities
- ◆ develop a support program for other cultural industry partners with linkages to Cultural Plan outcomes

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**GOAL # 17: CHILDREN & YOUTH**

**To develop HRM as a place of opportunity and creative development for its children and youth**

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**Policy 4.11 HRM will facilitate and support creative development initiatives for children and youth in all communities****Actions:**

- ◆ develop programs and facility investment to ensure that youth have a place to “create” and celebrate youth culture
- ◆ conduct a feasibility study to investigate the potential for the development of a regional Centre for Youth Expression including the potential for the Dartmouth/Cole Harbour area
- ◆ continue support for the “Pavilion” as a performance venue and cultural gathering space for HRM youth and for other youth-based facilities that encourage creative expression
- ◆ ensure that youth are represented on the Cultural Advisory Committee and are provided an opportunity to be formally engaged in the development of existing and new facility development through innovative and flexible consultation initiatives
- ◆ continue to fund and support the HRM Kids program including an emphasis on cultural and arts programming with collaboration between the HRM Kids Program Coordinator and arts & culture groups for an increased spectrum of program opportunities
- ◆ develop joint program opportunities between children and seniors to encourage inter-generational learning and cultural sharing

- ◆ develop artist mentorship opportunities for children and youth to work with the cultural community
- ◆ work with universities and schools to broaden interest in cultural based career opportunities
- ◆ work with the education sector to deliver creative learning programs for children, youth, and all-ages through HRM Community Recreation Services

**Policy 4.12 HRM will develop initiatives and partnerships to recognize and show-case the creative and cultural contributions that youth bring to the region and its communities**

**Actions:**

- ◆ engage youth in cultural service development and delivery
- ◆ leverage HRM's Community Recreation Services as a leader in the area of youth development by corporately adopting and applying the principles and recommendations of the Youth Engagement Strategy
- ◆ support young and emerging artists through collaborations with Universities and colleges, community organizations, public and private sector for residency and employment opportunities
- ◆ conduct a review of student employment opportunities in the areas civic events, heritage and culture, community recreation, planning & development and corporate communications to develop a cultural internship program offering a diverse range of cultural employment experience
- ◆ establish an annual "youth week" that celebrates and recognizes the diversity, talents, and contributions of youth in HRM including a cultural awards program to recognize outstanding youth volunteer efforts in culture and artistic excellence

**Policy 4.13 HRM will work to develop a strong support network for youth focusing on leadership and learning and community development**

**Actions:**

- ◆ coordinate with HRM's Immigration Action Team to develop a program that gives young newcomers the opportunity for job-shadowing
- ◆ work with the Halifax Chamber of Commerce and other business organizations to promote job sharing opportunities within the creative industries for youth
- ◆ explore the feasibility of hiring an annual HRM Youth Ambassador to develop and strengthen multi-sector partnerships for youth development
- ◆ build relations with incoming students through University Orientation programs
- ◆ develop a youth web-site as a communication tool to highlight social, employment, and developmental opportunities
- ◆ create year-round service learning, leadership, and volunteer opportunities for civic-engagement in cultural delivery

- ◆ create a community grants program for youth serving organizations with a focus on youth arts and cultural development

**Policy 4.14 HRM will work with the Halifax School Board to develop a strategy to incorporate arts programs into the public education curriculum**

**Actions:**

- ◆ develop and sustain funding policies for HRM's supplementary educational funding contribution to support arts programs in HRM's public school curriculum, grades primary to twelve
- ◆ identify current art resources in schools and work with Halifax Regional School Board to develop a sustained funding strategy for arts programs

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**STRATEGIC DIRECTION # 5:  
CULTURAL INVESTMENT & PROMOTION**

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*"Cities will not attract new business or investment, or see job growth if creativity is not a component of their economic and strategic plans. Creativity is the engine of the new economy."*  
(Creative City News)

There is a new creative-cultural paradigm shaping Cities across the globe. The recent "creative city" movement in North America reflects this paradigm shift. Municipal plans and strategies are recognizing that culture and creativity are more important than ever thought before.

Governments are committing resources to the exploration of this paradigm shift, conducting research on creativity and developing plans to capitalize on opportunities. These shifts are made real by statistics that track increasing support for the arts in municipalities across Canada. The Cultural Plan will put in place an evaluation framework to gather and analyze cultural data to better understand how HRM compares to competitive cities in Canada that are developing cultural plans and agendas.

We know that post-secondary arts institutions are attracting and retaining the young, educated, technically skilled and creative. The role of these individuals in the economy is evident in the vibrant cultural scene and in cultural industries, such as film, theatre, music and visual arts.

We know that the understanding of the role of the above defined "creative capital" is clearly gaining momentum in political and economic circles across the country. This new understanding is, in turn, leading municipal governments and cultural advocates to place increased emphasis on cultural planning that supports cultural program development and cultural asset investments. We know that Halifax has been the capital city of Nova Scotia for over 250 years and is now the economic capital of Atlantic Canada, and that HRM likely represents the greatest concentration of cultural providers, cultural artists and cultural venues in Nova Scotia and Atlantic Canada.

There is tremendous opportunity for HRM to collaborate with post secondary institutions, the cultural community, political leaders and the cultural industry to capitalize on the “creative community” agenda in Halifax Regional Municipality. It is already recognized for the caliber of the cultural and educational institutions that are located within the region. It has, from time to time, hosted international political events (such as the Global Seven or G-7 meeting in 1994) and international cultural events and festivals (such as the Meetings of the Tall Ships) that place the city before the world. However, to become globally competitive, HRM will have to step up to our cultural challenge. HRM to date is not recognized nationally or globally as a cultural city or cultural capital. This relates in part to a lack of direction; a gap being closed by the Cultural Plan. The community has also told us that the lack of recognition relates to “our way of doing business”. HRM needs to adopt a positive and in some cases competitive approach. We need to enhance internal cultural coordination, improve collaboration with others and build world class cultural facilities.

HRM needs to ensure that investment in culture is managed in ways that will support the infusion of new resources and build capacity for new and innovative partnerships. The Cultural Plan recognizes the importance of allocating effective resources to achieve strategic goals. In this vein it will be important for HRM to continually explore alternate financing tools and collaborations including alliances between public, business and cultural industry sectors.

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**GOAL # 18: COMPETING GLOBALLY**

**To position HRM as a globally competitive “Creative Community” and cultural destination for skilled workers, visitors and business.**

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**Policy 5.1 HRM will invest strategically into programs and initiatives to build creative capital and economic and community vitality**

**Actions:**

- ◆ work with partners to develop and implement an HRM Creative Community Strategy
- ◆ identify implementation linkages and project coordination between the Cultural Plan, HRM Economic Development Strategy and HRM Immigration Action Plan
- ◆ work to develop export markets for cultural products produced by citizens
- ◆ work with partners to continue the development of a cultural tourism strategy
- ◆ build an active program and resources to implement HRM’s International and Canadian Twinning policy
- ◆ work with partners to develop a long term infrastructure strategy to identify facility and amenity needs to attract major and international cultural events
- ◆ develop a long term education strategy with Universities and Colleges that positions the region as global, university destination for innovation and creative incubation

**Policy 5.2 HRM will promote the region's vibrant culture to local, regional, national and international markets by developing a Cultural Communications Strategy**

**Actions:**

- ◆ develop a statement of purpose, action items, a brand, a slogan, representative images, public relations
- ◆ develop a marketing campaign for local, regional, national and international markets including working with University, College and other Public Education partners to promote learning opportunities to target markets
- ◆ work with Cultural associations to identify world class contemporary cultural expression being developed in HRM and promote these artists to target markets
- ◆ work with Cultural Industry associations to identify vibrant entertainers and entertainment opportunities and promote these people to target markets

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**GOAL #19: CULTURAL INVESTMENT**

**To invest in HRM's culture for the long-term social and economic well-being of the region and its communities**

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**Policy 5.3 HRM will establish long term funding and operational resources to implement the Halifax Regional Municipality Cultural Plan**

**Actions:**

- ◆ develop stable multi year operational and capital funding and incentives for cultural development
- ◆ review current funding envelopes, revenue sources and investment criteria and make necessary adjustments to ensure linkages to the Cultural Plan Goals
- ◆ establish an Operating Reserve to support the development of the cultural programs identified in the Cultural Plan
- ◆ ensure that municipal funds now dedicated to arts and culture education in public schools are used for that purpose
- ◆ establish a Capital Reserve to support the development of the cultural infrastructure and facilities identified in the Cultural Plan and ensure that investment is placed in municipal buildings, libraries and public schools in HRM
- ◆ review all HRM culture and heritage grant processes with a view to encouraging policy and practice consistency, simplifying application and review processes, and incorporating progress evaluation and review for added accountability
- ◆ apply staff resources to explore funding programs and partnership opportunities to leverage cultural funding sources to implement the Cultural Plan

**Policy 5.4 HRM will work with multi-sector partners for funding cultural development and implementing the Cultural Plan**

**Actions:**

- ◆ consider the allocation of a portion of HRM's hotel tax for cultural infrastructure
- ◆ explore the feasibility of allocating a % of Provincial and Federal government tax revenue for municipal cultural development
- ◆ consider the allocation of a % of existing development fees and signage fees for public art
- ◆ develop a private-sector sponsorship program for cultural programs and capital projects
- ◆ explore the allocation of project funding from local foundations and philanthropic organizations including Halifax Foundation
- ◆ explore the feasibility of allocating a portion of deed transfer tax for cultural development
- ◆ research funding mechanisms and criteria used in other municipalities
- ◆ conduct an inventory of existing and potential funding programs and potential linkages to other HRM strategic goals and shared funding proposals

**Policy 5.5 HRM will strategically invest in new cultural programs and facilities and spaces to help grow the cultural sector and enhance cultural opportunity for citizens and visitors**

**Actions:**

- ◆ develop a Regional Cultural Facilities Master-Plan to direct capital investment over the life of the Cultural Plan building on the HRM Indoor Recreation Facilities Master-Plan, 2004, the HRM Capital District Public Facilities Needs Assessment, the Halifax Regional Libraries Master-Plan, the HRM Youth Engagement Strategy and other study as appropriate including emphasis on:
  - multi-use community centres & recreation facilities
  - library facilities (building on the Halifax Regional Libraries Master-Plan)
  - creative cluster development
  - cultural interpretation
  - youth facilities and spaces
  - centres for learning and knowledge
  - centres for design excellence
  - heritage conservation districts
  - regional *farmers* market facility
  - regional convention facilities
  - performing art facilities
  - municipal museum and archives
- ◆ explore partnered funding opportunities with the Provincial and Federal Governments and private and community sector to strategically invest in cultural facilities as identified through detailed study, and demonstrated community need

- ◆ conduct a feasibility study to identify creative cluster development opportunities with linkages to the Cultural Facility Master-Plan

**Policy 5.6 HRM will regularly review its cultural programs and facilities to build on strengths and guide future investment(s)**

**Actions:**

- ◆ create a portfolio of civic cultural assets (programs, facilities) and a process for regular review and evaluation
- ◆ conduct an annual evaluation process and reporting system to measure progress in achieving the objectives of the Cultural Plan including:
  - ▶ comparable indicators, endorsed by national agencies or associations
  - ▶ a base line of cultural investment by 2006 at the date of plan adoption
  - ▶ measurable investments in terms of both programs and facilities
  - ▶ monitoring of activity in terms of both civic and community activity
  - ▶ reporting on investment and activity in an Annual State of Culture Report.
- ◆ conduct a comprehensive review of the Cultural Plan in the third year of the Plan's implementation to ensure strategic linkages to HRM Policy and program delivery

**Policy 5.7 HRM will adopt a decision making framework for cultural facilities and infrastructure investment to ensure linkages to Cultural Plan goals**

**Actions:**

- ◆ establish an equitable decision-making process for cultural facilities development in conjunction with the Cultural Facilities Master-Plan
- ◆ determine a decision-making rating system that responds to the fundamental differences between rural, urban, and suburban needs
- ◆ adopt capital project decision-making criteria with linkages to annual business planning and budget processes

**Policy 5.8 HRM will work toward developing the Region as one of Canada's Cultural Capitals**

**Actions:**

- ◆ prepare and submit an application to Canadian Heritage for the Cultural Capital Designation

**Policy 5.9** HRM will strive to maintain a competitive level of per capita spending on Culture to position the Region in the top tier of comparable municipal investment across Canada

**Actions:**

- ◆ establish and maintain a base-case of data indicating HRM's cultural operations and capital investment for comparative purposes
- ◆ conduct ongoing research into comparative benchmark cities and monitor national and international trends in cultural planning & investment

**Policy 5.10** HRM will use a phased and integrated approach for the delivery of cultural programs and investment in cultural facilities

**Actions:**

- ◆ adopt an Implementation Strategy that outlines a three-phased implementation approach for the Cultural Plan including short-term (years 1 to 3), medium-term (years 4 to 6), and long-term (years 7 to 10)
- ◆ adopt a short-term action plan identifying priorities for years 1 to 3 as per section 5.2
- ◆ review annual action plans and priorities in conjunction with the budget and business planning process
- ◆ adopt medium and long-term action plans following year 3 and year 6



## SECTION 5 IMPLEMENTATION

### 5.1 IMPLEMENTATION STRATEGY

The policy direction set out through this Plan establish HRM's role and mandate for Culture as follows:

- i. Programmer: of recreation & culture programs and services, facility programming, internal process(es)
- ii. Investor: in cultural and community facilities, cultural infrastructure (ex: public art, streetscaping..), community & cultural organizations
- iii. Facilitator: of partnerships, community development & capacity building, planning & development
- iv. Manager: of heritage & cultural assets & information, programs & services, fiscal resources

#### SHORT-TERM

Years 1 - 3 (2006-2008)

##### The Objectives:

Implementation in the short-term focuses on evaluating and organising operational resources and identifying efficiencies and synergies in HRM's cultural program and service delivery; ***getting our house in order***. Year one will not require new operational funding. Years two and three will be focussed on building community, cultural, and public sector partnerships and on investing in current cultural assets; ***building on & promoting what we have***. To this end, the short-term will not focus on building new cultural facilities and infrastructure but rather enhancing what is currently in place. Cultural access will be enhanced by investing in community centres and a new Central Library for HRM as a signature cultural facility; ***planning for and building community access***.

##### i. **Service Delivery & Governance**

- Cultural division & staffing
- integrated budget & business planning
- decision-making framework
- Cultural Advisory Committee & peer review
- develop long-term financing package/strategy

**ii Capacity-Building & Awareness:**

- local awareness & stewardship
- internal awareness & stewardship
- community engagement
- recognition & design excellence - Phase I
- understanding cultural assets

**iii Capital Investment:**a. Cultural Facilities:

- Cultural Facilities Master-Plan
- Phase I project investment: proposed community centres, arts space(s), improve existing cultural venues, central library, civic heritage properties

b. Cultural Infrastructure:

- Public art - Implement Phase I projects: Capital District & Regional Centres, inventory and enhance existing assets
- Street-scaping - Capital District & priority centres
- Special events & performance venues - youth & community

c. Public Property:

- urban design & cultural evaluation for developments
- accessibility priorities - key public facilities and cultural centres

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**iii Program Development & Partnerships:**

- review HRM's arts & culture programs - identify/implement efficiencies & enhancements
- build on signature projects: sister city twinning, civic & social heritage, events (civic & major), community development strategy
- build on strategic partnerships - Library, GHP, RDA, community centres, province, universities
- build community partnerships - equitable & objective-driven grants program & Phase I cultural grants funding envelope\*, management/service agreements

\* *Phase I grants funding envelope to be implemented years 2 & 3*

**iv Corporate Priority Alignment:\***

- Regional Plan
- Economic Development Strategy
- Immigration Action Plan
- Corporate Diversity Strategy
- Youth Engagement Strategy

\**alignment of priority actions*

**v Evaluation**

- develop indicators and base-case
- develop benchmark scenarios
- year two foundation report
- year three “State of Culture” Report and event

**MEDIUM-TERM****Years 4-6 (2009-2011)****The Objectives:**

Implementation in the medium-term will focus on fine-tuning and developing cultural programs and community support services; *enhancing programs and outcomes*. Phase two will also focus on multi-sector partnership development, and community, government and industry relations including effective collaborations with the arts & culture sector; *growing partnerships & leveraging resources*. Continuing to raise community awareness, developing arts & cultural opportunities will be a focus in Phase two; *building creative capacity & cultural infrastructure*. Celebrating HRM’s culture and raising its profile will also be a strong focus in Phase two; *building a “Cultural Capital”*

**LONG-TERM****Years 7-10 (2012-2015)****The Objectives:**

Phase three will include investment in key strategic cultural facilities and community infrastructure and their management; *growing and managing assets*. A strong Creative Community Strategy will be a critical focus to boost HRM’s cultural image and capacity at the international level through highly effective, multi-sector partnerships and networks; *global competitiveness*. Promoting and building on cultural identity will be well underway and a critical element in maintaining a strong cultural “agenda” and long-term municipal and community investment; *celebration & promotion*. Long-term, the Cultural Plan will focus on developing community capacity and stewardship for the development and management of cultural assets; *building healthy, vibrant, communities*.

*Action plans for Phase II and III actions will be identified through annual progress evaluations and HRM’s business planning and budget process. At the end of Phase I (year three) a comprehensive evaluation will take place to determine priorities.*

**5.2 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 little 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 <b>*Immediate Priority</b>	
P 1.5 - Culture is integrated into decision-making	Establish an interdepartmental committee to develop a "Cultural Lens" policy and process for all of HRM's departments	Short-term <b>*Immediate Priority</b>	
P 1.8/1.9 - Establish Committee Structure to implement Plan	Review HRM Committee mandates and establish new Cultural Advisory committee Structure	Short-term <b>*Immediate Priority</b>	

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

<p>P 2.2: enhanced cultural use of facilities and spaces</p>	<p>Conduct an analysis of existing community recreation centres and identify opportunities for enhanced cultural use and programming</p>	<p>Short-term</p>	
<p>P 2.10 - enhanced cultural participation and access</p>	<p>Identify cultural participation barriers and develop standards for improvement beginning with physical access to HRM-owned cultural facilities and registered heritage buildings</p>	<p>Short-term <b>*Immediate Priority</b></p>	
<p>P 2.9 - HRM services meet the needs of diverse communities</p>	<p>Establish resources and priority actions to implement the HRM Corporate Diversity Plan</p>	<p>Short-term <b>*Immediate Priority</b></p>	
<p>P 2.5 - Public buildings are used to show-case arts and culture</p>	<p>Identify spaces and implement a program to display and interpret art and other cultural assets beginning with HRM-owned buildings - City Hall priority</p>	<p>Short-term</p>	
<p>P 3.4 - manage the collection, display and conservation of archival and museum assets</p>	<p>- establish the mandate and functions of the new HRM Municipal Archives - develop a municipal archival program and services in coordination with other archives, museums and libraries within HRM</p>	<p>Short-term</p>	

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	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 & procedures - conduct an inventory and condition assessment fo existing public art assets	Short-term <b>*Immediate Priority</b>	
P 3.23 - HRM supports Community and regional events	Develop a Cultural Events Strategy - establish funding	Short-term	
P 3.7 - Residents benefit form better designed places	Develop an Urban Design Community Capacity-Building & awareness Strategy	Short-term	
P 4.14 - arts developed as a core curriculum in public schools	Work with Halifax Regional School Board to develop dedicated long-term funding for art 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	
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 <b>*Immediate Priority</b>	
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 <b>*Immediate Priority</b>	
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 & implement HRM's Sister City Twinning Policy and Program	Short-term <b>*Immediate Priority</b>	
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 to develop public art and cultural space development and funding mechanisms	Short-term	
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>P 2.8 - Focus on building community cultural development</p>	<p>Work with community organizations to develop ongoing cultural dialogue forums through coffee houses and other gatherings</p>	<p>Short-term</p>	
<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 <b>*Immediate Priority</b></p>	

**5.3 CAPITAL PROJECT CRITERIA**

**Capital Project Decision-Making Criteria**

**Cultural Service Delivery:**

1. the proposed project will respond to demographic and economic development trends
2. significant numbers of HRM citizens and organizations would benefit culturally from the project  
ie. the project would fill a current gap in cultural service delivery
3. a community and/or regional scale feasibility study identifies the need for the project based
4. the scale of the facility is appropriate for the needs of the target population and market
5. the project identifies access opportunities for youth, seniors and/or other marginalised or isolated communities

6. the project encourages a diversity of user-groups through a multi-use approach to service delivery and facilities
7. the project contributes to maintaining HRM's local music, dance, theatre, arts, crafts, and film sector
8. the project will produce positive, permanent and measurable results

**Strategic Planning:**

1. the project would help achieve a number of HRM's Cultural Development Goals
2. the project aligns strategically with HRM's Regional Plan and Economic Development Strategy and could help achieve outcomes
3. the project is located in the Capital District
4. the project is located in a growth centre as designated through the HRM Regional Plan
5. the project is strategically located within a developing or proposed community or neighbourhood revitalization plan or designated Heritage Conservation District
6. the project is identified in an approved HRM master-plan, planning strategy, or regional plan implementation policy or HRM Council endorsed study
7. the project responds to an approved or proposed HRM urban design strategy and/or incorporates best practices in urban design standards
8. is located on an accessible transportation corridor with a diversity of transportation options
9. is adequately serviced with sewer, water, and civic infrastructure
10. demonstrates the potential to contribute positively to the local and/or regional economy
11. promotes and/or contributes to Creative Cluster development

**Community & Urban Design:**

1. the location and physical design of the facility (and/or space) is accessible to user groups through universal design standards
2. the facility incorporates a multi-purpose/community component into the building
3. the open space element of the project incorporates community public and civic space needs
4. heritage conservation and/or heritage design sensitivity is incorporated into the project
5. a "green" infrastructure plan is integrated into the development concept
6. project is integrated into a larger transit node development or design concept
7. the project demonstrates design excellence and creative innovation
8. the project reflects local cultural values and authenticity

**Financial Viability:**

1. the concept design and construction budget is within local ability to pay
2. projections for the projects operation indicate financial sustainability

3. cost to government funders (and HRM in particular) is reasonable and balances with other funding partners ie. project is a viable multi-sector partnership
4. critical risks can be addressed
5. business planning strategy is sustainable

**Openness & Transparency:**

1. community an stakeholder consultation has been conducted and shows public support for the project
2. HRM has open access to background information on the proposal
3. establish criteria that responds to the fundamental differences between rural, urban, and suburban communities and the need for an equitably balanced investment process