Cultural Plan

An Overview & Status

- What is culture & why is it important
- The Origin of the Cultural Plan?
- Implementing the Cultural Plan
 - Early Challenges
 - Status of Operations
 - Service Delivery
 - Operating Priorities
- Measuring Progress
- Continued Challenges
- Next Steps & Opportunities

Agenda

	Economic Development		Community Development
*	performing & visual arts	*	relationships between
*	media, film, television		individuals & groups
*	museums & archives	*	shared memories, experiences
*	literature, writing &		& identity
	publishing	*	diverse cultural, spiritual &
*	built heritage & architecture		historic backgrounds
*	tourism, festivals &	*	social standards, values &
	attractions		norms
*	craft, fashion & design	*	traditions, customs & stories
*	open spaces		

What is culture?

• Civic Relations:

- Engages citizens in civic discourse
- Encourages volunteerism and active civic participation
- Engages a generation of future voters

• Community Identity:

- Reinforces sense of place
- Preserve unique culture and heritage
- Preserves character and traditions for future generations

• Economic Prosperity:

- creates jobs and produces tax revenue
- stimulates business activity
- attracts tourism revenue
- retains a high quality work force and stabilizes property values

Why Culture is Important

Vision:

• The Plan aims to create a culturally rich municipality where diverse arts, history and cultures are an integral component of community and civic life

Context:

- The Cultural Plan was approved in 2006
- Championed by HRM's Cultural Advisory Committee
- Administrative Policy (Non-regulatory)
- Provides short, medium and long-term goals over a10 year horizon

Plan's Aim & Background

1. STRATEGIC

- Broad focus scope, and complex
- Strategic priorities vast
- Contained a mix of operational vs. strategic priorities
- Defined targets unclear

2. OPERATIONAL

- Organizational structure/resources misaligned
- Business model (budget/operating plan) absent
- Operating systems/processes absent
- Awareness and support limited
- Cultural Advisory Committee defunct
- Internal coordination/integration absent

Early Challenges...

In 2008

- Cultural services realigned to CRCA
- 5 Yr. Operating Plan approved by CAC and Council

In 2009:

- Defined service delivery model
- Operating priorities established
- New cultural programs piloted
- Existing cultural services reviewed
- Implementing short term priorities

In 2010:

- Internal systems/processes refined
- Permanent Programs & Services priorities defined
- Program policy developed
- Implementing short term priorities

Status of Plan's Operation

CRCA Services:

- Service level: regional/community levels
- Service target: emerging professional arts/organizations, social heritage organizations, intra-cultural organizations
- Service model: alternative services, minimal direct delivery

Recreation Services

- Service level: community/neighbourhood levels
- Service target: amateur/hobbyist
- Service model: direct delivery

Library Services

- Service level: community/neighbourhood levels
- Service target: amateur/hobbyist
- Service model: direct delivery

Service Delivery

- Arts and Community Cultural Development
- Cultural and Heritage Spaces & Places
- Cultural Industry Capacity Building
- Cultural Planning
- Operating Systems & Processes

Operating Priorities

- to engage disenfranchised citizens in civic life
- to build positive relations between citizens and local government
- to foster new volunteers
- to increase the vitality and liveability of HRM

Our Approach: How we do this...

- Festivals (Nocturne, Hopscotch)
- Art/Heritage Installations (City Hall, Oval, Dartmouth Cove)
- Street & Park Animation (Tunes @ Noon, Open Projects)
- Artist in Residence Point Pleasant Park, Common, Canada Games, Poet Laureate

Arts & Community Cultural Development

- to create memorable places and experiences for citizens
- to create welcoming places
- to increase the vitality and liveability of HRM
- to retain local emerging talent
- to develop emerging local talent
- To attract new citizens/quality of life

Our Approach: How we do this...

- Provide Facilities (Khyber, Dartmouth Cultural Centre, Bicentennial Theatre)
- Permanent Public Art (Central Library, Prospect Centre, Gordon Snow, Veteran's Memorial Park, Spry Centre)
- Major Monuments (Fallen Peace Office Memorial)
- Art/Artefacts Installations (Grande Parade, City Hall, Oval)
- Public Spaces Animation (Festivals, art events)

Cultural Spaces & Places

- to develop emerging local talent
- to retain emerging local talent
- to nurture growth of local industry

Our Approach: How we do this...

- Grants & Contributions (less than market leases, community grants program, community infrastructure program)
- Affordable Space (Studio Space Program)
- Awards (Cultural Awards, Civic Art Collection)
- Organizational Development (board, facility operations training)
- Service Contracts (Locative Media Projects, Open Calls)
- Policy Integration (land use planning, public art policy, etc.
- Education (lectures, Community Art Training, etc)

Cultural Capacity Building

- to provide a policy framework
- to facilitate strategic decision making
- to understand emerging issues and trends
- to proactively engage community stakeholders /

Our Approach: How we do this...

- Policy Development (cultural facility master plan, collections policy, public art, social heritage strategy)
- Research & Data Analysis (alternative funding, community foundations)
- Needs Assessments (cultural spaces needs survey)
- Measurement (Performance Indicators)
- Engagement

Cultural Planning

- to improve integration opportunities
- to improve service coordination
- to improve service to public
- to manage risk to organization

Our Approach: How we do this...

- Internal policy/process development (community, public arts programming, civic events funding framework, community grants policy)
- Internal Committees (i.e. Collections Committee, Capital Planning Steering Committee, Regional Planning Steering Committee)
- Inform Service Review (Recreation Services, Facility Master Plan)
- Budget & Business Planning

Operating Systems & Processes

• Arts and Community Cultural Development

- % of HRM citizens participating in programming
- # of citizens visiting HRM facilities
- *#* of temporary art installations

Cultural and Heritage Spaces & Places

- *#* of performing art, galleries, museums
- # of registered heritage properties
- # of permanent public art installations

Cultural Industry Capacity Building

- # of artists residing in HRM
- # of artists employed by HRM
- # of organizations partnering with HRM

Cultural Planning

- # of policies that reference culture
- # of artist others engaged in public process

Measuring Progress

- Absence of Policy Framework/ Cultural Planning
- Absence of Operating Systems & Process
- Business Unit Integration/Coordination
- Formal Stakeholder Governance Model
- Funding Challenges
- Targets & Performance Measurement

Continued Challenges

• Improve Governance

Cultural Liaison Group

• Advance cultural policy framework:

• Social Heritage, Cultural Facility Master Plan, Public Art Policy

• Improve process and systems

• Public Art Juries, service contracts, collection management, facility development & operations,

Improve internal integration

• Recreation service review, district facility project, grants review, graffiti plan review

Explore Funding Alternatives

• new Civic Event Funding Framework, Community Foundations, capital integration process, public art fee, partnership etc.

• Improve performance measurement

• Corporate Plan, data collection, establishing target

Next Steps