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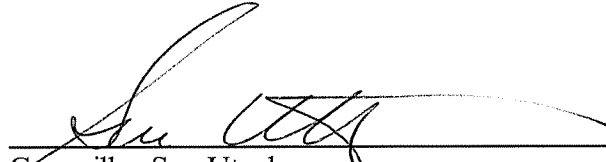


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Halifax Regional Council
June 21, 2005

TO: Mayor Kelly and Members of Halifax Regional Council

SUBMITTED BY:



Councillor Sue Uteck
Chair, Cultural Advisory Committee

DATE: June 14, 2005

SUBJECT: **Cultural Advisory Committee Workplan**

ORIGIN

1. February 26, 2005 Regional Council approves Terms of Reference for establishing a Cultural Advisory Committee (CAC)
2. Pursuant to the CAC's Terms of Reference, Regional Council must approve the Committee's workplan within 35 working days of its first meeting.

RECOMMENDATION

It is recommended that Regional Council approve the Cultural Advisory Committee's workplan attached as Appendix B.

BACKGROUND

The CAC was established by Regional Council on February 26, 2005 to oversee the development of HRM's first cultural plan. Pursuant to the Committee's TOR, its primary role is to advise staff on draft policy and plan material. Further, the Committee is responsible for assisting in the creation, interpretation and evaluation of public and stakeholder input into the planning process.

At its inaugural meeting in April, the Committee approved a proposed process to guide the development of the cultural plan. The process involves three phases and several key steps.

Phase One focuses on background analysis and will produce a draft set of cultural values, a vision statement, and a set of guiding principles. (see Appendix A for draft values, and guiding principles).

Phase Two of the process will concentrate primarily on public and industry consultation. The input garnered through consultation will be used to help the Committee formulate broad strategic directions, and to generate goals and objectives.

Finally, phase three of the planning process will focus on policy development. Using the goals and objectives, the Committee will begin to translate these into a decision making policy framework. Further, the Committee will identify key actions and implementation techniques.

DISCUSSION

A draft cultural plan will be tabled at Regional Council in December 2005. In order to achieve this deliverable, the CAC has agreed to a very aggressive work program outlined in Appendix B.

Despite a relatively condensed timeline and aggressive workplan, the Committee has not compromised the importance and value of public consultation.

As per the workplan, a broadly based regional consultation program is proposed in support of the cultural plan. The consultation program has been designed to correspond with the three phases of the cultural plan's development.

Phase one of consultation, beginning June through to August, will focus on reaching an understanding of community and industry values, issues, and opportunities. The input will allow the Committee to validate and refine the draft values, guiding principles, and strategic directions. Further, the input will also ensure the CAC's proposed goals and objectives are reflective of both the cultural industry and community desires. Cultural Cafes, surveys, a discussion paper, an engaging web page, and an innovative promotional campaign, including staff's attendance at several cultural festivals and events, will be the primary techniques used to engage and seek

public and industry input.

Phase two consultation will begin in September and will seek public and industry input on the CAC's draft goals and objectives. Focus groups will be the primary technique used to engage at this phase. The web page, and staff presentations to committee and cultural organizations will also be implemented at this stage.

Finally, phase three consultation will begin in November. This phase will focus on input on the proposed plan policies.

BUDGET IMPLICATIONS

None

FINANCIAL MANAGEMENT POLICIES / BUSINESS PLAN

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

ALTERNATIVES

None

ATTACHMENTS

Appendix A - Draft value and guiding principles

Appendix B - CAC Workplan

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

Report Prepared by:

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Appendix A - Draft Values and Guiding Principles

The values that HRM citizens place on Culture will be used to guide the cultural planning process. These values are consistently expressed by community and cross over a range of cultural development issues.

- Citizens believe that culture should be at the heart of everything and should be put first.
- People place a high value on culture and feel that the HRM should confidently strive to be exemplary leaders of culture in Atlantic Canada.
- People value creative expression, energy and local artistic talent.
- Performing and non-performing arts, traditional customs, social history and cultural celebration are valued broadly by HRM citizens.
- People value civic spaces, gathering places, and public and community art and the role they play in neighbourhood revitalization, celebration, and community identity.
- Cultural celebration through festivals and events is valued as a key way to communicate our cultural identity and pride to the world.
- Cultural tourism and other cultural economic development opportunities are valued as a key element in the region's long-term economic viability.
- HRM Citizens value their social, natural and built heritage and their preservation.
- People value the opportunity to show-case our significant heritage resources and seek innovative and sustainable uses for heritage buildings.
- People value heritage districts and concentrations of heritage resources as being critical to community identity and development.
- Halifax Harbour and the Capital District are valued for their social, cultural, economic, and political significance and are appreciated as the cultural anchor for all communities across the region.
- Aesthetic beauty and design character are valued as fundamental elements in the identity and vitality of communities across HRM.
- Citizens value context-sensitive design. People want to build on the best of what we already have while introducing new and exciting forms of architecture and landscape design.
- Community Diversity is valued as an important building block for communities and

fundamental to healthy and progressive community building.

- The benefits of new cultures entering HRM are valued as a positive evolution of community.
- Providing people with equal access to cultural activities is highly valued.
- People recognize the importance of providing opportunities and tools for children and youth to learn and appreciate arts and culture.
- People value the geographic and socio-demographic diversity that defines the HRM region and its people.
- HRM citizens place high value on community capacity and local decision-making.
- People value both regional and local cultural opportunity.
- People place significant value on having access to cultural recreation and leisure opportunities.
- Entrepreneurship and career development in the arts and culture field is valued among HRM residents.

Guiding Principles:

Using the cultural values, the following guiding principles have been crafted for moving the cultural agenda forward. These principles are draft and the CAC is seeking public and industry feedback

Access - physical, economic and geographic access to all cultural resources for all citizens

Achievability - cultural development goals are attainable and possible within the political, social and economic framework

Celebration - cultural identity, traditions, products and values are embraced and communicated widely

Community - community is culture; culture is community. Identity, sense of place and cohesion is at the heart of community

Confidence - Culture in this community 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 equal opportunity of 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

Measurable - HRM's cultural development is evaluated regularly to measure success using a well-managed system of information and information-sharing

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 - culture is a shared resource of the entire community with shared "ownership" and responsibility

Sustainability - cultural conservation, creation, presentation, promotion and distribution is developed and managed for the long-term

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

Appendix B

CAC Cultural Plan Work Plan June 10, 2005			
Plan Scope - What will the Cultural Plan address?	CAC Deliverables	Process - How the CAC will answer the questions	Completion Date
Why is culture important? What is it about HRM's culture we like, want to retain, and want to enhance?	Value Statements	<ul style="list-style-type: none"> • Review background research • Identify known values • Develop statements • Seek public's input/ validation • Revise value statements 	May 13 th
Where is HRM's cultural development today and where do we want to be?	Proposed Vision Statement	<ul style="list-style-type: none"> • Review existing CP vision statements • Consider known values • Understand constraints and opportunities • Develop Vision • Seek public's input/ validation • Revise statements 	May 27 th
What will guide future cultural planning and cultural development decision making?	Guiding Principles	<ul style="list-style-type: none"> • Review CP principles/ Discussion Paper • Consider known values • Develop principles • Seek public's input/ validation • Revise principles 	May 27 th
What broadly needs to happen in order to achieve the vision or desired end state?	Strategic Directions	<ul style="list-style-type: none"> • Review discussion paper • Identify corporate, industry, community based issues and opportunities • Group issues & ops into broad directions • Seek public's input/ validation • Revise strategic directions 	June 10 th
Present CAC Workplan	Council Report		June 21st
Phase One Public Consultation Process	Confirmed values, issues, and opportunities input, survey	<ul style="list-style-type: none"> • Conduct Cultural Cafes • surveys • promote cultural plan at festivals and events 	June 20-July 6 th

CAC Cultural Plan Work Plan June 10, 2005			
Plan Scope - What will the Cultural Plan address?	CAC Deliverables	Process - How the CAC will answer the questions	Completion Date
	results	<ul style="list-style-type: none"> • launch web page 	
<p>What issues need to be addressed and what opportunities pursued to ensure we can achieve the desired outcomes and strategic directions?</p> <p>What specific steps or actions do we need to take in order to address the issues and opportunities and to achieve the desired goals?</p> <p>What is the role and responsibility of HRM, industry, and community for achieving the strategic directions?</p>	<p>Goals & Objectives</p> <ul style="list-style-type: none"> • coordinated service delivery • access & equity through community development & awareness • Promotion & celebration of Cultural Identity • Life long learning and creative development • Strategic Investment and Promotion • Cultural Diversity to reinforce and build distinct neighbourhood 	<ul style="list-style-type: none"> • Prioritize corporate, industry, community based issues and opportunities • Review Option papers for priority issues and opportunities • Review Goal and Objectives of other Cultural Plans • Develop draft goals and objectives based on issues and opportunities • Conduct SWOT to ensure G&O satisfy principles • Eliminate G&O that do not support principles • Finalize goals • Seek public's input/ validation • Revise goals 	June 10 th - July 22 nd
Present Draft Goals and Objectives	Council Report		Aug 2nd
Phase Two Public Consultation Process	Cultural Diversity Confirmed goals and objectives	<ul style="list-style-type: none"> • Conduct focus groups • communicate G&O 	Aug - Sept
How should the goals and objectives translate into a decision making framework? What specific policies will be required to achieve the goals and objectives?	Draft Policy	<ul style="list-style-type: none"> • Provide direction to staff in the development of draft policy 	Aug 12 - Oct 28
How will we ensure the proposed plan is upheld and implemented? Who should be	Draft Imp Strategy and Action Plan	<ul style="list-style-type: none"> • Review best practice research on performance measures 	Nov Meeting TBA

**CAC Cultural Plan Work Plan
June 10, 2005**

Plan Scope - What will the Cultural Plan address?	CAC Deliverables	Process - How the CAC will answer the questions	Completion Date
involved in and what role will they play?		<ul style="list-style-type: none"> • Prioritize actions based on short, medium and long term • Define role and responsibilities 	
Phase Three Public Consultation Process	Draft Policy	<ul style="list-style-type: none"> • Conduct PIMs • communicate policy 	Nov
Present Draft Cultural Plan	Council Report		Dec