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Halifax Regional Council
December 6th, 2005

TO: Mayor Kelly and Members of Halifax Regional Council

SUBMITTED BY:

A handwritten signature in black ink, appearing to read "Sue Uteck", written over a horizontal line. Below the line, the name and title are printed.

Sue Uteck, Chair Cultural Advisory Committee

DATE: November 30th, 2005

SUBJECT: HRM Cultural Plan: Status Update

INFORMATION REPORT

ORIGIN

- June 21st 2005 - Regional Council endorses the CAC Work Plan including a three-phased public consultation process
- July 14th - Cultural Advisory Committee Hosts seven community "Culture Café" Work Shops, five youth workshops, and one Industry Work Shop
- Sept. 13th - Regional Council endorses draft Cultural Plan Goals & Objectives and the commencement of phase two of the consultation process
- Sept. 15th - HRM Cultural Advisory Committee (CAC) launches Cultural Plan Web-Site and Phase two of consultation process
- Sept. - Nov. 30th - CAC hosts eight focus group sessions, six Community Open Houses and one joint CAC-HRM Business Unit Workshop

BACKGROUND

The HRM Cultural Advisory Committee (CAC) has been working since April 2005 to develop the Municipality's first Cultural Plan. The Committee has been meeting with HRM Staff bi-weekly to develop the policy framework and engage community and stakeholders in the process. This has resulted in a draft set of five overarching strategic directions to guide the Plan, a goals and objectives document, and draft policy statements which will be before Council early in the new year. The goals and objective statements that were endorsed by Regional Council in September are now being developed into clearer goal statements, policies and implementation and phasing priorities. The end result, as approved by Council, will be a ten-year cultural blueprint which will integrate Culture with HRM's growth management, economic, and community-based strategies. This approach will enhance long-term benefits and outcomes for the Community and more strategic service delivery and investment for HRM Council.

In addition to a strong policy direction, it is imperative that the Cultural Plan establish an action-oriented multi-year program of investment to support the development of HRM's cultural communities and its creative sector. Future recognition as a globally competitive Cultural Capital of Canada will depend on it. The draft goals of the Cultural Plan compliment those of the HRM Economic Development Strategy which states that *"By 2010 HRM's investments in social and cultural infrastructure will enhance the City's persona as one of the most vibrant and unique communities on the continent."* The creative talent, innovation, cultural assets, and political and business climate is there to develop HRM's culture to its fullest. A Cultural Plan will provide the strategy to move forward with confidence. The Plan will also provide Council with the leverage to put the partnerships and the collaborations in place to sustain it.

DISCUSSION

In order for the CAC to bring a draft Cultural Plan before Council it is imperative that the policy direction reflect the cultural values and aspirations of HRM's many communities and the industries and partners that sustain Cultural identity in HRM. Public and stakeholder consultation has, therefore, been a key part of the Cultural Plan process.

Residents, cultural sector, artists, educators, community organizations, business and government all have a stake in the HRM Cultural Plan and have contributed to the Plan's development in a number of ways during phase two of the planning process.

I Focus Groups:

Eight Focus Groups were held to help the CAC better understand many of the key policy directions that emerged during phase one of the process (see Attachment "I"). Industry experts, interested residents, and organizations were invited to discuss creative clustering and design excellence, arts development, heritage, partnerships, diversity, cultural celebration and promotion, and cultural economic development. The Mi'kmaq Native Friendship centre also hosted a traditional talking

circle to discuss cultural issues and opportunities in HRM's Aboriginal community.

II CAC- HRM Business Unit Workshop:

A joint CAC HRM Staff workshop was held in October to help prioritize the cultural policy direction and to help develop the implementation component of the Plan. (See Attachment "II") This was also an opportunity to bring together the Cultural Advisory Committee and Staff who will play an important role in implementing the Cultural Plan. Integrated HRM Service delivery has been identified as one of the goals in the draft Plan, therefore, having the support of a number of Business Units is essential. An Interdepartmental Cultural Committee (ICC) has also been meeting since April of this year to help develop the Cultural Plan and ensure coordination between Business Units. A second joint workshop will be held in December to further develop the recommended phasing priorities for the Plan's implementation.

III Community Open Houses:

Six Community Open Houses were held in November to get feedback on draft policy statements and to identify any remaining policy gaps that should be considered under the Plan. These Open Houses, held in various locations across HRM, gave residents and other stakeholders an opportunity to discuss specific issues or areas of interest in-person with Staff and Committee members. As a result of these discussions the CAC will be working with staff to develop certain policy areas further including:

- initiatives to protect and develop rural culture and provide cultural access for rural citizens
- a governance structure that enables peer review for cultural funding and stronger civic engagement in on-going decision-making
- initiatives to develop cultural opportunity for children and youth
- a more inclusive and culturally diverse approach to public art including traditional and contemporary visual art forms and performing art
- a stronger policy focus on design excellence for art and urban design
- a stronger focus on ethnic diversity and opportunities for cross-cultural experiences
- greater policy emphasis on celebrating HRM's founding and indigenous cultures
- clearer policy focus to enable HRM to leverage public, private and community resources to invest in Culture over the long-term

The CAC and staff will continue to work with stakeholders over the coming weeks to identify any remaining gaps and/or opportunities for further development before bringing a draft Plan to Council in mid to late January.

IV Web-Site:

Since the Cultural Plan web-site was launched in October the site has had 4,177 visits. In addition to other mechanisms like meetings, mail-outs, libraries, community centres and so-on, the web-site will continue to be used as an important consultation and communication vehicle.

IV Work-Plan:

According to the work-plan and time-line that was approved by Regional Council in June the CAC is on target to have the first draft of the Cultural Plan before Council by late January. (See Attachment III) The Cultural Plan schedule compliments the timing of other strategic initiatives including the HRM Economic development Strategy, Immigration Action Plan, Youth Strategy and Regional Plan. It is also anticipated that this time-line will compliment Council's budget process to identify resources to begin implementing Phase One of the Cultural Plan.

BUDGET IMPLICATIONS

There are no immediate budget implications associated with this information report. Costs associated with the Cultural Plan implementation will be brought before Council for consideration under the upcoming budget discussions.

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

No alternatives are suggested at this time.

ATTACHMENTS

Attachment I: Focus Group Policy Priorities
Attachment II: CAC - HRM Business Unit Workshop
Attachment III: HRM Cultural Planning Process

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 :

Holly Richardson, Community Developer Recreation Tourism & Culture, 490-6889

Financial Review :

[Name/Financial Consultant & Phone #]

ATTACHMENT “I”

HRM Cultural Plan Phase 2 Consultation - September - November 2005

Focus Group Sessions	Date & Time	Venue
1. Intergovernmental collaboration & community partnerships	October 6 th 1:00 - 3:30	City Hall
2. Arts development	October 5 th 1:30 - 4:30 pm	AGNS, Second floor Boardroom
3. Heritage	October 5 th 2:30 - 4:30 pm	Helen Creighton Room , Alderney Gate Library
4. Diversity	September 27 th 12:00 - 2:00 pm	Scott Manor House, Bedford
5. Cultural, celebration, promotion & community program delivery	September 30 th 10:00 - 12:00 pm	Findlay Centre, Elliott St. Dartmouth
6. Creative clustering & design excellence	October 4 th 9:00 - 11:30	Dalhousie University, Risley Hall 1233 LeMarchant St.
7. Cultural Economic development	September 28 th 3:00 - 5:00 pm	Alderney Landing, Rotunda Room
8. Aboriginal Community	September 16 th 12:00 - 3:00 pm	Mi'kmaq Native Friendship Centre

Policy Priority Areas from Focus Groups

Integrate HRM cultural service delivery

- Cultural Plan sets the guiding Vision for the corporation
- review Recreation Blueprint for cultural links
- address fragmentation and look at a more focussed structure
- Council needs to buy-in to long-term cultural investment; a policy shift is needed
- opportunities are maximized through departmental coordination & communication
- integrate heritage program(s)
- integrate capital investment and real property planning

- adopt decision-making criteria for cultural infrastructure investment
- review HRM's role in special events; fund and support rather than direct delivery
- integrate land-use, transportation and cultural planning

Establish Long-term core funding for culture

- Commit to the cultural mandate for HRM
- demonstrate commitment in short-term
- staff resources needed to implement the Plan
- review current spending envelopes
- adopt alternative financing tools like developer contributions
- adopt a multi-tiered community-development model for cultural development

Multi-sector and inter-government Partnerships

- leverage funds; tri-government agreements
- win-win approach to public-private sector collaborations
- community partnerships for delivering events and programs
- communication strategy for effective partnerships
- invest in integrated "Creative Community" strategy
- joint pilot projects and cost-sharing
- build on our universities as a major cultural asset; innovation and "Learning City" approach

Invest in Cultural Infrastructure:

- maximise cluster development: use local clusters for multi-use spaces
- include youth-friendly and non-urban infrastructure
- maximize private sector investment in cultural spaces and public art; collaborate with developers and corporations
- build accessible/affordable performance space
- maintain what we have & build on existing spaces
- schools need to be more accessible for community - give schools back to the community
- implement a few core projects in the first phase

Promote and understand cultural identity and assets

- programmes should be representative of diversity
- emphasis on HRM's traditional and indigenous cultures as well as newcomers
- special funding programs for diverse programs and projects
- identify and understand what we have and build on it
- better understanding and promotion of social history
- develop an integrated heritage strategy and program
- street-scaping and public amenities
- develop a multi-cultural policy and program
- cross-cultural celebrations to learn about each other
- architecture and public art that represents aboriginal culture
- invest in an Aboriginal Pow-Wow site for traditional gathering and healing
- HRM should learn more about Aboriginal and Black communities

- celebrate and learn about all of HRM's founding cultures

Invest in Children & Youth

- engage & include in decision-making
- develop youth culture
- youth-friendly facilities
- mentor

Develop Public Art and promote local art

- use art to bring people together; celebrate diversity
- events and exhibition space enhance accessibility
- HRM can "get art to the public" directly (its facilities) and through promotion
- promote traditional, indigenous and contemporary art forms

Arts in the education and community recreation service system:

- supplementary funding for arts as a core program
- creative learning opportunities for youth and children (arts programming for early ages)
- HRM Recreation Services must offer community arts programs as core to recreation and leisure mandate; Recreation Blueprint needs to be integrated with Cultural Plan
- develop & promote HRM as a "Learning City"

Design excellence:

- adopt and promote urban design guidelines
- invest in professional arts
- use inclusion to develop excellence
- recognition programs
- signature architecture
- HRM should lead by example
- nurture built heritage as "works of art"
- promote community standards of excellence
- attract and retain creative minds and talent

Keep Artists Here:

- accessible funding for artists and cultural organizations
- creative cluster development for arts incubation and public access
- accessible/affordable performance and studio space
- peer review for arts development
- promotion & marketing of local artists
- incentives for artists

Vibrant street-level culture; access for all

- more cultural events - delivered by community /funded & supported by HRM

- communicate what is there for people to access & enjoy; HRM as a clearing-house if info.
- ongoing community dialogue and participation
- build on existing cultural assets like libraries, Community centres and school

ATTACHMENT “II”

Cultural Advisory Committee - HRM Business Unit

Cultural Plan Workshop

October 20th, 2005

9:00 - 1:00 pm

Alderney Gate Library

Helen Creighton Room

Question #1:

What does it mean for HRM to become a “Leader” in Cultural development?

GROUP A

GENERAL COMMENTS

- culture reflected in all HRM policies
- inventory to know what “culture” is within HRM
- reduce confusion about who provides cultural services
- increase profile of cultural services offered by HRM
- increase funding to cultural community
- all departments buy-in!

BUILD CULTURAL CONFIDENCE

- build CC beginning with internal, then local, then provincial levels of service & action
- focus on leaders of tomorrow, build programs with strong youth base
- build from within community, engage youth in Cultural Plan, HS, Mentorship
- recognize that we have here, build on existing cultural assets
- recognize where we are on national scale
- promote HRM as a cultural “place to be”
- embrace language, community pride, identity as a cultural centre
- take risks, why always play it safe
- become visible in cultural world
 - art and design festival
 - signature cultural centre
- build in existing assets and support others to move forward

PARTNERSHIPS

- connecting youth to their communities, youth engagement
- go to youth in schools

- protect music and art programs in schools
- recognize external cultural leaders
- collaborate through investments
- HRSB is a key player who needs to step up to Arts, Culture & Diversity
- ensure that access to services is provided for economic and physical disabilities
- ensure that immigration is part of partnerships, immigrants bring new ideas

GROUP B

WHAT DOES LEADERSHIP MEAN

- knowing why we are a “cultural capital”
- knowing what we are doing and not doing
 - expand existing programs
 - explore untapped opportunities
- coordinate service delivery - outcomes-based
- province wide, regional leadership, national (multiple levels)
- leadership is not imposed from above, it develops locally but HRM facilitates, directs, and nurtures
- watch trends, research and be pro-active - “Cultural Confidence”
- culture is not a frill but the basic platform for our community
- HRM enhances budget for culture
- goal-based decision-making criteria for investment

BUILD STRONG PARTNERSHIPS

- innovative Governance Structure - peer review process
- facility investment & infrastructure
- use a “cultural lens” for all HRM dept’s
- community, private, public - multi-sector
- support can be more than just \$, ie partnerships, process incentives, sensitive design, use of local products and services, promotion, training, coordination, etc.
- HRM lead by example

QUESTION # 1 - THEMES

- coordination
- policy integration
- access to information (internal and external) > inventory assets
- one stop shopping for cultural programs, events, facilities
- invest by increasing \$\$’s for culture
- all departments on board; view through a “cultural lens”
- invest in children and youth

- engage and mentor
- use education system as a vehicle for arts and cultural development (school board)
- develop multi sectoral funding
- invest in infrastructure
- develop tri-government partnerships
- market our “Pride of Place”
- embrace diversity for creative ideas and innovation; engage cultures
- clear goals for cultural capital designation - how do we know we have achieved it?
- tri-government collaboration
- tap into community creativity and assets, recognize and promote
- enable, nurture, reinforce
- HRM needs to be more pro-active and lead by example
- culture needs to be a “core” mandate of HRM
- supplementary funding > education system
- infrastructure investment & multi use
- HRM needs to take some risks
- use different ways of engaging people, language is key
- creating community identity, build on...(ends here)

Question #2:

What policies and/or initiatives should be identified as priority under the cultural Plan?

****Note: *the following priorities have not been ranked* ****

A. Priority: Integrate Land-use, Transportation, and Cultural Planning

- development agreements should include public art or a cultural component
- stronger cultural link through open space dedication
- access to community and public facilities through transit. Lower income communities need cultural access strategy
- design and build community-transportation hubs to maximize opportunities for access
- build cluster development program

B. Priority: Adopt an HRM Public Art Policy and Process

- including an updated inventory of what HRM has now
- clean up and promote what we have
- enhance coordination between HRM departments
- resources to implement and manage

C. Priority: Adopt cultural service level criteria within RTC, RPAM, P&D, Finance, etc.

- develop a check-list & process so new programs/initiatives can be viewed through the “cultural lens”: maintain and ingrain culture as a corporate priority
- develop a long-term inter-departmental cultural committee
- integrate recreation, healthy living and culture ex: community gatherings
- targeted outreach through recreation services ie. youth, seniors, income levels, ethnic groups, et.
- stronger cultural component to Corporate/Community Scorecard (under all four goal areas)
- adopt a “Cultural Credits” program for innovation and creativity

D. Priority: Invest in Cultural Infrastructure

- invest in short-term projects for community impact ex: cultural festival
- invest in signature project(s) for strategic impact ex: central library, arts centre
- HRM needs to be pro-active rather than re-active ie. planned approach to investment
- set targets for development and monitor results (including spin-offs from cultural investment)
- review development proposal for central Library and explore opportunities for an integrated library, education incubator and arts centre

E. Priority: Commit new dollars to implement the Plan

- HRM needs to model itself after the top cultural centres across Canada in terms of public commitment to cultural investment, vision and leadership
- leverage funds from Province and Federal gov’t and private sector
- demonstrate and build “cultural confidence”: HRM can compete with the best of the best
- Dedicate capital and program dollars to invest in public art

F. Priority: HRM leadership in Multi-Sector Partnerships

- Plan should deliver a Partnership Policy & Blue-print
- initiate a stronger goal-oriented relationship with the Province
- Leverage financial resources
- identify development priorities
- access financing options

G. Priority: Adopt tiered approach to community grants program

- remove “one-size-fits all approach
- assign new dollars to the grants program for cultural development following a review of current criteria and distribution of existing \$\$’s
- work with grant recipients to develop decision-making criteria to insert more transparency and peer review into the process

H. Priority: Alter internal operational structure and apply resources to implement the Cultural Plan

- address current fragmentation of service delivery and investment
- incorporate improved interdepartmental communication and coordination
- coordination within HRM for accessing external funding

I. Priority: Adopt an HRM Design Excellence Policy and Program

- coordinated and goal-oriented recognition and awards program
- dedicated staff resources to build program and access funding opportunities (ex: tripartite foundations)
- develop an “HRM leads by example” program

J. Priority: Adopt Decision-making criteria for cultural investment

- used to identify ongoing infrastructure priorities
- should be community-driven/community development focussed
- long-range goal oriented

K. Priority: Identify short-term, high-profile actions for year- one implementation

- including “soft” targets which can be achieved upfront and risk-free ex: use Regional Council as a venue to showcase culture or use of public buildings to display local art, and

Note: risk-free targets are important, however, the Plan needs to take some risk with Council in laying out a cultural policy shift for HRM

L. Priority: Invest in Arts development

- establish an artist investment fund including a focus on young artists
- community-base standards and criteria for funding decisions
- arts diversity program
- HRM to facilitate collaboration among arts producers through promotion and resource sharing

M. Priority: Expand industry and community access to cultural information

- develop “tool-box” of information for a range of users
- better promotion of funding and support programs
- asset map and data-base of cultural spaces and service providers

N. Priority: Review HRM’s role in direct special events delivery

- explore development of an HRM Festivals Commission (could also be part of the mandate for a permanent Cultural Advisory Committee)
- maximise cultural exposure through major events and conferences ex: incentives for event and conference organizers to use local talent
- expand resources for community-planned and delivered events
- festival organizers need easier, more affordable access to services like policing and ROW

- HRM should focus on providing information and \$\$'s example: data-base of local talent for conference and event organizers

O. Priority: Develop an integrated heritage conservation program

- integrate social heritage with built including community museums, archives, social spaces, local history, etc.
- develop a Life & Times program to document social history: oral history, documentaries, inter-generational learning, awards & recognitions, etc.

P. Priority: Develop a program for cultural access and equity

- apply the “cultural lens” for all major events and activities;
- public access to the Harbour and other civic spaces
- identify barriers to cultural access and inventory producers of culture (targeted research, asset mapping, surveys)
- expand opportunities for street-level culture and vibrancy

Q. Priority: Communication & Promotion

- promote projects and successes
- celebrate HRM's culture through broad promotion
- create promotional material
- Promote HRM as a Cultural destination
- engage communities (target diversity)
- let community know what is happening culturally in HRM and what HRM is doing

ATTACHMENT "III"

HRM Cultural Planning Process

