



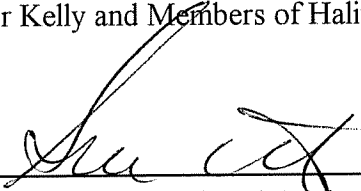
P.O. Box 1749
Halifax, Nova Scotia
B3J 3A5 Canada

10.1.6 (i)

Halifax Regional Council
September 13, 2005

TO: Mayor Kelly and Members of Halifax Regional Council

SUBMITTED BY:



Sue Uteck, Chair, Cultural Advisory Committee

DATE: September 9, 2005

SUBJECT: Cultural Plan Draft Goals & Objectives

ORIGIN

See staff report dated August 31, 2005.

RECOMMENDATION

It is recommended that :

1. Regional Council endorse the draft Cultural Plan Goals & Objectives as outlined in attachment 1 of the August 31, 2005 staff report for the purpose of enabling the CAC to commence with phase two of the public consultation process.

BACKGROUND

See staff report dated August 31, 2005.

DISCUSSION

See staff report dated August 31, 2005.

BUDGET IMPLICATIONS

There are no immediate implications associated with endorsing the draft Goals & Objectives. Costs associated with the Cultural Planning process have been allocated from the Recreation Tourism & Culture business unit.

FINANCIAL MANAGEMENT POLICIES / BUSINESS PLAN

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

ALTERNATIVES

- 1) Change the draft cultural planning goals and objectives (Not Recommended)

ATTACHMENTS

1. Staff Report dated August 31, 2005.

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:

Stephanie Parsons, Legislative Assistant



PO Box 1749
Halifax, Nova Scotia
B3J 3A5 Canada

Cultural Advisory Committee
September 9, 2005

TO: Chair and Members of the Cultural Advisory Committee

SUBMITTED BY: A. Whittamore
Carol Macomber, Acting Director, Recreation, Tourism, and Culture

DATE: August 31, 2005

SUBJECT: **Draft Cultural Plan Goals and Objectives**

STAFF REPORT

ORIGIN

- March 08, 2005 - Regional Council approves the Cultural Advisory Committee (CAC) Membership
- June 21, 2005 - Regional Council endorses the CAC work plan, including a three-phased public consultation process.
- July 14 - 27th - Cultural Advisory Committee host's seven community-based cultural café workshops and one cultural industry workshop, pursuant to CAC work plan

RECOMMENDATION

That the Cultural Advisory Committee Recommend that:

1. Regional Council endorses the *draft* Cultural Plan Goals and Objectives (**Attachment #1**) as set forth by its Cultural Advisory Committee for the purpose of enabling the Cultural Advisory Committee to commence with phase two of the public and stakeholder consultation process.

BACKGROUND

HRM currently delivers a range of cultural programs and services including heritage property registration, heritage and arts grants and incentives, festivals and community celebrations, cultural tourism, public art, facility development, and recognition programs for artists and designers. Although the Municipality invests in cultural development, the approach has been uncoordinated and without a clear cultural mandate.

In order for HRM to develop its competitive position as a magnet and destination for visitors, business, innovation, and new residents and to build on its reputation as a healthy and vibrant place to live, strategic investment and a clear mandate for cultural development is required. The Cultural Planning process has, therefore, been initiated to lay-out the policy guidance, the decision-making framework to guide investment, the priorities and the actions which will clearly define HRM's role in cultural development and the strategy to make it happen.

The proposed Cultural Plan fits within the overall service delivery and community development philosophy under the HRM Community Scorecard initiative and will provide Council with a means to implement a number of its goals. Upon completion, the Cultural Plan will provide HRM with solid direction for delivering its own programs and services and for facilitating sustainable partnerships with other cultural service providers

THE CULTURAL ADVISORY COMMITTEE:

The Cultural Advisory Committee (CAC) was established by Regional Council on February 26, 2005 to oversee the development of HRM's first Cultural Plan. The need for an HRM strategy and action plan to protect, develop and invest in Culture has been identified by the community throughout the Regional Planning process and consistently through other planning and development initiatives. Culture is entrenched as a pillar of HRM's community development.

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 CAC's primary role is to advise Council on policy and plan material as per the Committee's Terms of Reference. Further, the Committee is responsible for assisting in the creation, interpretation and evaluation of public and stakeholder input into the plan's development.

THE CULTURAL PLANNING PROCESS:

Regional Council has asked staff to work with the Cultural Advisory Committee to develop a Cultural Plan for adoption by December of this year as per the Cultural Plan Development Process. **(Attachment #2)** To date, the CAC has overseen the completion of Phase one and two of the cultural planning process. *Phase one* defined community cultural values and guiding principles

which have been further vetted through the public via an HRM Cultural Plan Discussion Paper and a number of Community Workshops.

The planning process is now nearing the end of *phase two* which produced a draft framework of strategic directions, goals and objectives currently before Regional Council. **The draft goals and objectives are a consolidation of issues and opportunities put forward by the public** as well as cultural planning and best practice research. The result is a comprehensive set of solid planning directions and options for further development into a clear policy and implementation framework through the next phase of consultation.

Phase three of the planning process will result in a final draft Plan for Council's consideration in December of this year. Following a number of Focus Group sessions scheduled for September and October, the goals and objectives will be further developed into draft policies and implementation priorities to be brought forward to Regional Council in late Fall as the draft Cultural Plan.

THE CULTURAL PLAN FRAMEWORK:

The Completed Cultural Plan will include two key components: the Planning Framework and the Implementation Framework. The **Planning Framework** will include the strategic direction including the cultural development goals and the policy statements that will help guide Council in future decision-making. It will be essential that this framework be developed to enable long-term measurability, evaluation and action.

The **Implementation Framework**, a critical element of the Plan, will include decision-making criteria for investing in cultural infrastructure, investment priorities and actions, a governance and service delivery framework, financing tools, and an evaluation framework to measure ongoing progress and adapt to changing needs.

The Cultural Plan will provide the direction for HRM's cultural development mandate and provide Council with a short and longer-term blueprint for investing in cultural development

PUBLIC CONSULTATION:

Integral to the creation of the goals and objectives was the input garnered through the public and stakeholder consultation program.

The public consultation program will continue throughout the Planning process and to date has included:

i. Cultural Plan Discussion Paper:

A Discussion Paper was completed in June as a means of synthesising the issues and opportunities surrounding HRM's Cultural development and as an invitation to community organizations and industry to submit their position on where the Cultural Plan should focus. The discussion paper was circulated via the community workshops, e-mail and the Cultural Advisory Committee's web-site.

ii Community "Culture Café" Workshops:

More than 230 residents attended seven "Culture Café" Workshops held across the region including Musquodoboit Valley, St. Margarets' Bay, Cherry Brook, Sackville, Mainland Halifax, Downtown Dartmouth and Halifax Hall. The workshops validated the communities cultural values and identified the goals and objectives for further exploration. The majority of those participants who completed an evaluation survey ranked the café process very highly, suggesting it was a meaningful, positive, and creative way to engage people in the planning process.

iii Cultural Industry Workshop:

A cultural industry workshop was held at Pier 21 in July. Approximately 100 industry professionals including artists, cultural organizations, businesses, educators, and government officials and administrators were in attendance resulting in four hours of intense and meaningful discussion. Key themes and directions emerged from that discussion with many synergies with the community culture café workshop results. The priorities and options from that consultation have been reflected in the draft Goals & Objectives.

iv Youth Workshops:

Five workshops were held in July-August with more than 78 youth between the ages of 11 and 17. Youth from HRM's Community Recreation's Youth Leadership program(s) were brought together to share their cultural values and issues and to identify how the Cultural Plan could address youth access to cultural opportunity and creative learning. The results of this dialogue show that youth are passionate about culture and need to be a part of how it develops.

v. Public Opinion Surveys:

Staff have developed two citizen surveys to obtain public feedback. Over 150 questionnaires have been completed providing the CAC an indication of the cultural resources valued and needed to drive HRM's cultural development forward. A statistically representative telephone survey was also conducted with 400 residents across the region to identify cultural priorities and areas for further development. The result of both surveys are reflected in the draft Goals & Objectives.

vi. Special Events & Communications:

The Cultural Plan has been promoted through targeted community events including The multi-Cultural festival and Canada Day Celebrations. The Multi-Cultural Festival also provided an

opportunity to consult with people through one-on-one conversations and comment cards. Hundreds of people visited the Cultural Plan booth at the festival. The Cultural Plan has also been promoted through a number of media articles, interviews including two with CBC radio, and through a Press Conference held in early July.

vii. Cultural Plan Web-Site:

The official web-site of Council's Cultural Advisory Committee has been a good way to communicate key information to the public. However, a more interactive and comprehensive Cultural Plan Web-Site is currently being designed which will be launched in mid-September along with the "Show Your Culture Campaign" which will promote the Plan and encourage community participation in its development.

DISCUSSION:

THE SEVEN PILLARS OF CULTURE:

Culture is fundamentally connected to community vitality and prosperity, local and regional economic development and to quality of life. The health and sustainability of communities across HRM depend on it. Without a strong cultural identity, and the conditions that 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.

Defining the scope and breadth of Culture is important for the Cultural Plan and in understanding the elements that work together to define cultural identity in this community.

Drawing from the expressed community cultural values and from the history of cultural development in HRM, seven pillars of culture have been defined. These pillars will form the scope of the HRM Cultural Plan:

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. Community Character

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 STRATEGIC DIRECTIONS:

Based on public and stakeholder input and an understanding that *culture is integral to HRM's long-term community and economic development* five strategic directions for HRM's cultural development have been identified:

- Strategic Direction 1:** Focussed service delivery & partnerships
- Strategic Direction 2:** Cultural access & equity through community development & awareness
- Strategic Direction 3:** Promote and Reinforce Community Character
- Strategic Direction 4:** Life long learning & creative development
- Strategic Direction 5:** Strategic investment & promotion to support social & economic vitality

These strategic directions will shape the policies and the implementation framework and priorities under the Plan. They speak to the top, high-level, priorities that have been expressed consistently by public and stakeholders.

THE GOALS & OBJECTIVES:

The draft goals and objectives will establish a strong foundation for the HRM Cultural Plan. Currently, at this early stage in the planning process, there is some duplication in the goals & objectives as presented. This demonstrates the necessary overlap between areas like investment and access, for example. It also is important to note that as the planning process moves forward, the goals and objectives will be refined further into policy statements thus removing the current duplication and refining the direction and priorities. The current draft is a consolidation of the many ideas, issues and opportunities brought forward by the public and industry. **The next step is to explore these options further and develop the policy framework.**

The draft goals and objectives are intended to help guide the CAC in the creation of Cultural Policy. The goals describe a general, desirable future end-state whereas the objectives are more specific and measurable statements to achieve broader goals. The goals are the *what* whereas the objectives are the *how*.

What Do the Goals & Objectives Say . . .

The following is intended to provide a summary of the key themes represented in the draft goals and objectives. This summary does not address all of the goals and objectives. Rather, it is intended to

highlight the major directions and priority areas that will help to define HRM's Cultural development mandate.

1. Placing a Priority on Culture

The proposed goals and objectives 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.

Specifically, as the goals suggest, HRM will define its unique cultural niche by focussing on organizational, service delivery, and long-term investment in cultural resources and infrastructure. This will position HRM as a Creative Community and distinguish this 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 Canada¹. By investing in the cultural jewels the Region has so fortunately been granted, HRM could be poised for success in all areas touched by culture. The vast mosaic of built, natural and social heritage (envied world-wide), percolating 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. Greater spending on culture could include better integrating culture into programs and services and maximizing opportunities for integrating cultural infrastructure into other projects and initiatives.

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 our 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.

¹The Cultural Capital of Canada Designation is a cost-shared program under the federal Department of Canadian Heritage and provides up to \$2 million dollars to Municipalities across the country who demonstrate a commitment to cultural development.

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 focussed 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 Local Governance Models

Another important component of the goals and objectives 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 focussed 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". For instance, an art program focussed on youth creating art that can be used in HRM street-scapes (ie. painted garbage cans, bus shelters) is one example of where a small investment would generate several benefits - education, public art, urban design. Also, by investing in culture HRM will see many short and long-term direct and indirect economic returns.

The goals and objectives also advocate the need for a **more rational and strategic approach to cultural facility development**. Specifically, sound decision making criteria are recommended as a first priority to help Council's decision making process.

Furthermore, inherent within the goals and objectives 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.

One of the key directions of the goals and objectives is for HRM to **explore expanding the current mandate of the HRM Recreation Division to provide a stronger link to cultural development goals** through direct program delivery within community recreation centres and through policy development. This might include more arts-based programming, art exhibitions and showcasing of

creative works and design excellence, interpretation of community culture, and even linkages to health and well-ness which is an important indicator of community vitality. There are also opportunities to expand HRM's Community Development and Special Events service delivery to integrate a greater cultural mandate.

Important connections are also demonstrated through the goals and objectives between cultural 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 upfront consideration of culture in the development equation.

In addition to coordinated efforts among HRM departments, the goals and objectives 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. An intergovernmental body and/or formal partnership structure will be key to achieving any one of these objectives.

LINKAGES TO HRM'S STRATEGIC INITIATIVES

There are several major planning initiatives currently underway in HRM that provide strong linkages to cultural planning. Recognizing these linkages is essential to ensure a co-ordinated and actionable approach for implementing Council's priorities. The Cultural Plan will build on these initiatives and strengthen their goals by identifying areas for coordinated service delivery and investment.

The Cultural Plan will coordinate with the following:

1. The draft HRM Regional Plan

The proposed cultural planning goals and objectives represent the first step toward realizing the cultural development direction set forth in the draft Regional Plan. While the draft Regional Plan provides an overall framework for cultural development in HRM, with a specific emphasis on land-use aspects, the Cultural Plan will build community capacity, programmes, integrated service delivery and investment priorities for cultural development. This is a complimentary approach with an emphasis on operational and investment mechanisms. Community partnerships and stewardship efforts will be key to this approach. The community cultural development approach set out through the draft goals and objectives is very much aligned with the draft Regional Plan. The community

visioning process identified as part of the Regional Plan implementation will be key to fostering community cultural development.

2. The draft 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 draft Economic and Cultural Plan which can be emphasized through policy and coordinated implementation strategies.

3. The draft 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.

BUDGET IMPLICATIONS

There are no immediate implications associated with endorsing the Cultural Plan Goals and Objectives and enabling further public input. Costs associated with the Cultural Planning Process will be allocated from the resources of the RTC business unit.

FINANCIAL MANAGEMENT POLICIES/BUSINESS PLAN

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

ALTERNATIVES

- 1) Change the draft cultural planning goals and objectives (Not Recommended)

ATTACHMENTS

Attachment #1: Draft Goals & Objectives
Attachment #2: Cultural Plan Development Process

Additional copies of this report, and information on its status, can be obtained by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

Report Prepared by:



Andrew Whittemore, Executive Assistant, CAO Office & Holly Richardson,
Community Developer, Recreation, Tourism & Culture

ATTACHMENT 1

HRM Cultural Plan
Draft Goals and Objectives
August 29th, 2005

Strategic Direction #1: Focussed service delivery and partnerships
Goals and Objectives
G1: HRM is recognized as a leader in the long-term development of the arts & culture sector O1: To engage public partners in the development of common cultural development goals O2: Establish an intergovernmental Cultural Planning Committee O3: Develop an independent body to address investment issues and opportunities within the arts sector including peer-review of HRM funding decisions O4: Address funding fragmentation and instability through the development of a five-year funding model for cultural organizations O5: Establish measures to evaluate HRM's cultural investment and an annual public reporting system O6: Use tripartite agreements to commit public resources O7: Develop a community-development based service agreement framework for partnerships between HRM and government agencies and community organizations to deliver cultural services
G2: Greater collaboration among government levels, departments, and agencies for more effective and sustained investment in arts and culture O1: Develop a communication strategy and process to ensure that political agendas are linked to needs and priorities in the community including operational and strategic linkages between the Cultural Plan and the HRM Government Relations Plan O2: Develop joint services and programs with government, agencies and organizations to support arts and culture organizations O3: Develop an HRM Public Real Property Strategy and Master-Plan to identify opportunities for the planning and development of cultural facilities and spaces O4: Develop joint pilot projects and capital cost-sharing for Cultural infrastructure O5: Work with the Province to ensure complimentary links to the NS Cultural Sector Strategy including partnered projects and implementation of shared cultural development goals O6: Develop a coordinated mechanism for information exchange, research and data collection through the development of a cultural information network
G3: Develop a culturally mandated service delivery structure within HRM to implement the Cultural Plan O1: Identify and analyse current service delivery structure and resources and make necessary operational and capital adjustments O2: Review HRM's service and community management agreement process to achieve operational and strategic linkages to the Cultural Plan O3: Establish an operational structure that supports integrated service delivery between HRM and

cultural agencies

O4: Establish integrated cultural service teams within HRM to coordinate business and budget planning

O5: Review the mandate of HRM's Committees to ensure implementation links to the Cultural Plan

O6: Establish a Permanent Cultural Advisory Committee of Council to draw on the expertise of the cultural sector and engage community in policy and program development

O7: Engage public in ongoing dialogue through cultural forums, meetings and surveys

G4: An accountable performance measurement strategy for the Cultural Plan implementation

O1: Establish development targets and indicators for ongoing progress measurement

O2: Implement an annual progress report to the public including actions to address weaknesses

G5: Work collaboratively with local Universities for joint goal setting, planning and programming to foster strengthened support for HRM's cultural development

O1: Through the existing HRM - Metro University Planning Committee, MOU, explore opportunities for joint project delivery and research to advance the goals of the HRM Cultural Plan and define resources

O2: Support the development of clusters of educational activity as incubators for learning and centre's of excellence and innovation

O3: Expand joint outreach programs for citizens across HRM to access educational opportunities

G6: Sustainable cultural development is achieved through a multi-tiered community development model of investment

O1: Adopt a tiered approach to supporting cultural organizations including multi-year funding, in-kind resources, expert advice, and organizational support

O2: Develop evaluation criteria for funding decision-making based on Cultural Plan goals and desired outcomes

O3: Review and revise HRM policy and procedure with respect to special events delivery to ensure community costs are manageable

O4: Build a network of cultural community resources through inter-organization and inter-community partnerships and initiatives to address fragmentation of cultural interest groups

O5: Enable public input into community cultural development through local visioning exercises and action plans

O6: Coordinate with philanthropy organizations and foundations to distribute joint funding to arts and culture organizations in concert with the Goals of the Cultural Plan

G7: HRM is strategically positioned as a globally competitive "Creative Community" and incubator for innovation

O1: Adopt community standards for excellence & measurement through the HRM Community Scorecard

O2: Work with universities and economic development agencies to develop a Creative Community Strategy to attract and retain skilled workers and private sector investment

O3: Use community centres to reinforce creative-community goals and enhance local opportunity for artistic and design excellence

O4: Address conflicts in HRM and Provincial By-laws and legislative restrictions with respect to maximizing community centres for cultural development

Strategic Direction #2: Cultural access & equity through community development & awareness

G8: Enhanced community life for all citizens through an equitably balanced approach to cultural service delivery in rural, urban and suburban communities and among all ages languages, ethnicity, and socio-economic position

- O1:** Use community-cultural facilities, programs and services as a vehicle to encourage community-building
- O2:** Facilitate development projects locally and regionally between organizations and agencies to share resources and maximize public impact
- O3:** Identify the need for community-based cultural strategies and implement as Phase two of the Cultural Plan
- O4:** Develop a cultural asset map to identify community cultural resources and cultural infrastructure gaps and a strategy for their enhancement, protection and promotion
- O5:** Review the HRM Recreation Blueprint and service delivery criteria to facilitate cultural service delivery through recreation programming and policy development
- O6:** Establish cultural programs where there is a demonstrated community need and where services will compliment those provided by private or non-profit sectors
- O7:** Enable cultural organizations more streamlined access to funding and resources through a tiered grants delivery approach to enhance equity and reduce competition

G9: A vibrant street level culture and activity

- O1:** Ensure HRM policies and procedures for special events, sidewalk cafes, and artisans support growth of this sector of culture
- O7:** Recognize the importance of food and culinary activities to cultural identity through the provision of outdoor markets, food stalls, and culinary celebrations
- O8:** Support events and initiatives that focus on local food and drink and their production to celebrate and promote cultural identity

G10: Bring art to the Public and widen the cultural audience

- O1:** Increase opportunities for the presentation of art, heritage interpretation and cultural activity using public, private, and community facilities and spaces of all types
- O2:** Work with the arts sector and community groups to showcase local art in high profile community buildings and spaces
- O3:** Facilitate arts programs and activities between/among communities and neighbourhoods
- O4:** Facilitate travelling art exhibitions with a focus on schools, public libraries and community centres
- O5:** Establish an annual HRM Arts Festival

G11: Develop and maintain a Municipal Public Art Program

- O1:** Conduct an HRM-wide inventory and condition report of public art
- O2:** Secure dedicated funding for public art development and maintenance
- O3:** Develop a promotional program and negotiation process to require developers to include public art in buildings and spaces
- O4:** Develop a maintenance reserve to care for and manage public art over the long-term
- O5:** Incorporate public art into HRM Public Works and Capital Projects

G12: Ensure services and support provided by HRM meet the needs of all of its diverse communities

- O1:** Invest in community organizations to ensure linkages to HRM's cultural development goals including support for minority artists , ethno-cultural, indigenous and culturally diverse initiatives
- O2:** Facilitate information sharing and joint program development between organizations to enhance service delivery
- O3:** Use community centres and libraries as a clearing house of information for new-comers
- O4:** Work with community organizations and government agencies to develop programs and services to provide newcomers with access to support services and information
- O5:** Support the implementation of the Halifax Region Immigration Strategy and the HRM Immigration Action Plan
- O6:** Establish an investment strategy to address arts diversity
- O7:** Consistently fulfil HRM's diversity mandate to ensure employee's represent the populations they serve by setting standards to improve on the designated and targeted recruitment of diverse communities
- O8:** Develop a diversity consultation program that responds to specific needs in the community when seeking public input on HRM matters

G13: A more cohesive approach to the collection, protection, preservation, and showcasing of art and cultural artifacts

- O1:** inventory and document Municipal heritage and fine arts collection
- O2:** Develop and maintain a Municipal archives and collections policy and program
- O3:** Establish a regional centre for the collection, display, conservation, and interpretation of HRM's archival and arts collection within City Hall or an alternate civic space in the Capital District and consider local-scale opportunities for same

Strategic Direction # 3: Promote and Reinforce Community Character

G14: Promote a greater understanding of the cultural character of HRM as defined by its many communities and cultural assets

- O1:** HRM's Cultural services, programs and investments reflect community cultural assets and values including arts, heritage, urban design, education, leisure, and diversity
- O2:** Build on the distinct cultural assets in communities and neighbourhoods to maintain HRM's character within the Atlantic Region
- O3:** Adopt urban design guidelines for new development across HRM in support of the proposed regional urban design program under the draft HRM Regional Plan and building on the Capital District Street-scape Planning model
- O4:** Build on the Capital District as the Regional Cultural Centre of HRM through signature architectural projects & public art
- O5:** Develop a region-wide inventory of heritage buildings based on age, architectural significance and historical significance
- O6:** Establish programs and services to support the development of heritage conservation districts in areas of high heritage value
- O7:** Promote and continue to provide access to local writing and history and that of other countries to enhance cultural understanding
- O8:** Build a stronger understanding of HRM's social history to ensure the local story is told and

carried through to the next generation

G15: Communicate to the local, regional, national and international audience the vibrant culture of HRM

- O1:** Promote and market HRM to celebrate our successes with a focus on design excellence and innovation
- O2:** Promote the Capital District as a cultural destination and centre for performance, entertainment, events, galleries and architectural significance
- O3:** Using the Capital District as a cultural destination, promote linkages to HRM's other communities

G16: HRM is dedicated to the conservation and enhancement of heritage

- O1:** Use a range of tools for the protection and conservation of heritage including financial and non-financial incentives for heritage property owners
- O2:** HRM-owned heritage properties are used for public purposes
- O3:** Develop a comprehensive Heritage Strategy addressing social, natural and built heritage resources for the achievement of HRM's cultural development goals as per Policy CH-1 under the draft HRM Plan
- O4:** Develop stewardship programs for the conservation and enhancement of heritage including HRM-owned and community-owned cemeteries
- O5:** In addition to museums, showcase heritage resources through a range of venues including schools, community centres, open spaces, and offices
- O6:** Coordinate with the Province in the development of the NS Heritage Strategy to ensure linkages and synergies

G17: Increase opportunities for community and regional special events and celebrations

- O1:** Review HRM's Civic Events & Festivals service delivery and incorporate with goals and desired outcomes under the Cultural Plan
- O2:** Continue HRM's community events listing service and promote broadly across HRM
- O3:** Develop and market HRM as a "Cultural Festival Hub of Atlantic Canada"
- O4:** Facilitate and support a rural "community celebrations" program
- O5:** Provide opportunity for various cultural experiences at all civic events

G18: Enhance and enliven public spaces and civic opportunities and protect natural areas

- O1:** Engage citizens and artists in the creation of art which reflects community cultural values
- O2:** Develop a system to incorporate public art into new development
- O3:** Invest in Municipal Public Art through HRM's real property, infrastructure, and public works development
- O4:** Create public space that facilitates social interaction and community gathering
- O5:** Explore the development of a Regional fine arts gallery and artifacts display in the Capital District
- O6:** Facilitate and enable opportunities for regional and local outdoor and indoor markets and outdoor performances
- O7:** Develop a public space strategy that identifies year-round and alternative uses for HRM's public space network
- O8:** Identify linkages between HRM's Environmental Management Services "Green" programs and the Cultural Plan and opportunities to implement joint cultural development projects

O9: Explore mechanisms for a cultural asset inventory to be undertaken for new development identifying significant cultural resources, cultural infrastructure gaps and opportunity to incorporate new cultural infrastructure into the existing landscape

G19: Ensure on-going opportunities to celebrate and share community diversity and heritage

- O1:** Recognize HRM's unique culture and heritage by supporting local artists and historians
- O2:** To recognize and support "gathering spaces" at the neighbourhood, community and regional scale
- O3:** Develop and support cross-cultural opportunities through art exhibitions, festivals, and awareness initiatives
- O4:** Identify and build on existing cultural celebrations
- O5:** Enhance cultural diversity through the production and presentation of art including the promotion of traditional, indigenous and contemporary art forms

G20: Maintain, promote, and enhance public access to waterfront and coastal areas

- O1:** Increase cultural venue and gathering space along Halifax Harbour and HRM coastal waters

Strategic Direction #4: Life-long learning and creative development

G21: Enhance the role of Community Recreation Centres and Public Libraries as Cultural Centres and hubs through HRM's program delivery and capital investment

- O1:** Identify opportunities for shared program delivery between the library and HRM including outreach programs in smaller communities
- O2:** Develop and support creative spaces within community facilities that can house a variety of arts & culture programming
- O3:** Work with Halifax Regional Libraries to develop a Regional-scale multi-use Library facility in the Capital District
- O4:** Develop a combination of multi-use and compatible specialized community cultural spaces across HRM with focus on community, village and regional centres

G22: Build on local culture and creative development by enhancing cultural infrastructure and initiatives to enable professional artists in all media to work in HRM

- O1:** Review existing adequacy and quality of studio and production resources in HRM and the need for additional space including live-work and independent studio space and storage and administrative space within public and community facilities
- O2:** Develop a master-plan and project strategy for development clusters for arts production, cultural activities, education and entertainment including projects that have been identified in the Capital District Public Facilities Needs Assessment Report
- O3:** Develop an accessible procurement process that enables artists and local entrepreneurs to respond to HRM business opportunities
- O4:** Develop a dedicated funding source and incentives for arts development
- O5:** Establish a public and business arts consumer program to encourage HRM and private sector purchase of local art products
- O6:** Develop a demonstration project within the Capital District to show-case regional creative excellence and art projects and explore same for other HRM communities
- O7:** Work with RDA and GHP to develop a technical assistance program for artists focused on business planning and job creation

G 23: Broaden and sustain the audience and consumer-base for local art products and cultural infrastructure

- O1:** Develop an artistic and design excellence program including recognition awards, promotion, and funding support
- O2:** Work with local and regional schools and universities to broaden student interest in cultural-based career opportunities through talent incubation programs and mentor-ships, particularly among junior-high and high school students

G24: Strengthen the role of cultural development and the arts within Community Recreation Services Program Delivery

- O1:** Develop an artist in residence program for community centres
- O2:** Review and revise the Recreation Blueprint and Service delivery Criteria to link with Cultural development Goals
- O3:** Increase arts and cultural participation of youth by a significant margin in Phase One of the Cultural Plan Implementation

G25: Strengthen the role of arts in the education system, public and private institutions, secondary schools, libraries and community organizations, and continuing education programs

- O1:** Identify current arts resources in the schools and dedicate ongoing supplementary funding for arts programs in schools
- O2:** Develop creative and arts opportunities for youth through schools, public libraries and community centres
- O3:** Develop mentorship programs for children and youth to develop creative talent and to access continued cultural learning opportunities
- O4:** Work with private and community sector cultural institutions and facilities to establish cultural centres of learning

Strategic Direction #5: Strategic investment & promotion to support social & economic vitality

G26: Establish a mutually supported Cultural Plan, Regional Plan, & Economic Development Plan

- O1:** Establish an inter-linked implementation strategy and reporting system
- O2:** Coordinate public consultation initiatives to identify linkages and maximise outcomes

G27: Establish dedicated long-term funding and operational resources to implement the HRM Cultural Plan

- O1:** Review and analyse current HRM spending on cultural development including capital reserves and operational spending to eliminate duplication and maximize resources
- O2:** Ensure that cultural spending does not fall below current rates and is incrementally increased continually to meet the goals and objectives under the Cultural Plan
- O3:** Explore alternative financing tools to implement the Cultural Plan

G28: A region-wide system of cultural infrastructure by building on existing community and cultural assets and strategically investing in new ones

- O1:** Establish a development and investment strategy for the location, design, funding and operation of cultural facilities including a phased action plan for cultural facilities
- O2:** Undertake a review of community management and service agreements to determine the most effective model for the integrated delivery of cultural services at the local and regional level
- O3:** Identify the feasibility of the development of new cultural facilities and infrastructure across HRM including linkages with the HRM Capital District Public Facilities Needs & Opportunities Strategy, HRM Indoor Recreation Facility Master Plan, proposed Outdoor Recreation Facility Master-Plan and Halifax Public Libraries Needs Assessment & Master Facilities Plan
- O4:** Undertake an audit of existing community and cultural facilities and infrastructure through Phase one of the Cultural Plan implementation and identify gaps
- O5:** Determine the feasibility of a regional performing arts centre in the Capital District and consider funding for same
- O6:** Determine the need for a small-to intermediate performing arts facility and consider funding for same

G29: Enhanced and enlivened public and civic spaces through open-space design, development, and use

- O1:** Coordinate cultural planning goals with community planning review processes and Regional Planning Visioning sessions to address open-space design
- O2:** Incorporate performance and exhibition space into strategic outdoor public open spaces
- O3:** Review and revise the criteria and decision-making framework for the evaluation of requests from the HRM Special Events Reserve and events grants to ensure support is linked to Cultural Plan outcomes
- O4:** Undertake a management Plan and Design study for Grand Parade Square and adjoining publically owned properties
- O5:** Establish a capital reserve for urban design and public art projects

G30: Establish a transparent decision-making process for HRM investment in cultural facilities, infrastructure and organizations and linkages to Cultural Plan outcomes

- O1:** Establish clear and objective criteria for rating funding and capital project proposals against community and cultural development goals and fiscal accountability and progress targets
- O2:** Develop a multi-tiered grants and contributions program with multi-year performance measures
- O3:** Establish base-line data and indicators for evaluating progress and evaluating the need for policy and/or program adjustments
- O4:** Develop an annual public reporting process linked to the HRM "Community Scorecard" initiative to enhance service delivery and accountability

G31: Establish benchmarks for per capita spending on cultural development to position HRM in the top tier of Municipal spending across Canada

- O1:** Develop an action plan to reach investment positioning by 2011.
- O2:** Enhance dedicated financial resources for cultural investment
- O3:** Access previously un-tapped financial resources and partnership opportunities

G32: To become globally competitive as a Creative Community and a destination for skilled workers, tourists, and business

O1: Work with cultural sector and economic agencies to develop a “Creative Community Strategy” and Coordinate with HRM’s Economic Development Strategy and Major Events Hosting Strategy for policy and project synergies

O2: Pursue the Federal Cultural Capital of Canada designation for implementation in 2007

O3: Build on HRM’s capacity to host major cultural & sporting events and enhance opportunities for multi-focus cultural events where possible

O4: Undertake a review of infrastructure in support of HRM’s ability to host major events and develop a five-year strategy to address deficiencies and gaps.

G33: Enhance Cultural Economic Development and long-term outcomes

O1: Develop a Cultural Tourism Strategy including the identification of tourism products and infrastructure needs to support growth of the industry

O2: Explore the creation of a private sector cultural development support program to boost economic growth of the cultural sector including a private sector leadership liaison group

O3: Explore the use of development density bonuses for the provision of new cultural infrastructure

O4: Work with lenders and economic development agencies to provide stronger support for entrepreneurs and work collaboratively to remove lending and operational barriers

O5: Review HRM’s Sister City Twinning Policy and establish an action Plan for implementation

ATTACHMENT 2

Cultural Plan Development Process

