



Halifax Regional Municipality

**Cultural Plan
Discussion Paper**

June 2005

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INTRODUCTION:

The Halifax Regional Municipality has recently launched a planning process to develop the Municipality's first Cultural Planning Strategy. The HRM truly is at a cross-roads in its development. The Cultural Plan, to be completed this fall, will build on the strategic growth management foundation that has been set through the proposed HRM Regional Plan. The sustainable management of HRM's cultural assets is recognized as being critical to the Region's future development and the health and vitality of every community in-between. The Cultural Plan will provide the framework for not only managing cultural assets but developing our cultural identity to its full potential.

In February 2005 HRM Regional Council approved the formation of a Cultural Advisory Committee to steer the Plan's development. The Committee is made up of a diverse cross-section of HRM citizens, artists, cultural organizations, business, educational professionals and political representatives from Regional Council. The Cultural Advisory Committee and staff will be working with community and stakeholders over the next few months to develop a Plan that reflects the communities cultural values and sets a bold vision for the future.

The Plan will establish a ten-year blueprint outlining the strategic goals, objectives and priorities that will guide future decision-making around cultural development. It will also identify the critical resources and actions that will be needed to move a strong and progressive cultural agenda forward. The aim of the Plan will be to capture the opportunities for managing and developing the region's most precious resource.

The Cultural Plan will provide important direction for several key areas of cultural development and will provide a comprehensive framework for holistically managing Cultural development. Culture is about the past, present, and future, its about creative expression and life-long learning, and its about community identity and sense of place. Heritage, arts, urban design, education &

leisure, community diversity, and economic development are all fundamental to the cultural equation. The Plan will establish a strategic course of action that addresses all of these elements.

The Plan will provide an essential decision-making framework addressing:

- ' Sustainable allocation of public sector and community resources
 - ' Cultural asset and infrastructure investment and maintenance
 - ' Gaps in services and infrastructure
 - ' Coordinated cultural service delivery and planning
 - ' Innovative partnerships and community development models
-
- ' Management of cultural resources and information
 - ' Ongoing evaluation and measurement of cultural development progress

Phase One of the planning process is currently underway. This includes development of the scope of the Plan, a review of best practices research to learn from progressive cultural planning initiatives in other cities, technical research and information gathering, and determining what community has already told us with respect to their cultural values, and vision. Phase One is near completion.

Phase Two of the process will involve focussed community and stakeholder consultation and development of the strategic goals and objectives that will form the bones of the Plan. Using a variety of traditional and non-traditional methods, public consultation and dialogue will continue over the summer months to ensure that all voices are heard.

While there is lots of meaningful dialogue and past public input to draw from more work is needed. The ongoing input of stakeholders and citizens in the Plan's development is critical. Ultimately, the Plan will not be meaningful or effective if it is not community-driven and supported.

Phase Two will involve putting pen to paper and creating a Plan that works. This means analysing and interpreting what was learned through research and what was learned through community and stakeholder dialogue. All of this information will translate into the Plan's goals and objectives which will reflect the challenges, opportunities and priorities needed to move forward. This will form the strategic path for future cultural development in HRM.

Phase Three will see more consultation and dialogue to determine that the strategic path is there. With a green light from Regional Council and community, the final Cultural Plan will be drafted. The approval of the Plan in the fall will place HRM at an important milestone and pave the way for reaching a new vision for Cultural development.

THE VALUE OF CULTURE

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

Culture impacts everything. The relationships, experiences, values and expressions that shape generations of people and places translates into cultural identity. The unique mark that these elements leave over time forms a personality, uniqueness and inherent quality that sets every place, across the globe, apart. The health, vitality and spirit of the communities and neighborhoods of people that make up the Halifax Regional Municipality depend on it.

The HRM region is made up of a great tapestry of distinct communities working together to define the sense of place that can only be felt here. The region is growing increasingly diverse and interesting over time. Citizens and visitors experience a distinct “feeling” of what makes HRM and its communities unique and understand that this place is special; that is culture.

Cultural identity translates organically into artistic and creative expression. From performing and visual arts to cultural celebration to museums and the design of buildings and spaces, arts & Culture go hand in hand to create great places and give meaning to people's lives. Opportunity and access to all cultural elements is critical in determining quality of life and sense of place. With

a true understanding and acceptance of what shapes “people” and “place” community-cultural sustainability is achievable.

As a capital region, HRM represents the largest concentration of cultural assets in the Province and thus a tremendous opportunity for progressive cultural planning. The recent “creative city” movement across North America and a more innovative approach to public policy and development has fuelled a greater understanding and valuation of cultural capital and an emphasis on arts and culture in public decision-making.

Despite its importance throughout time, the cultural sector could be described as an emerging component of the regional economy in that it has only recently been recognized broadly as a driving economic and community development force. There is a new creative-cultural paradigm shaping Cities across the globe and the Halifax region is no exception.

CULTURAL “CAPITAL”:

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

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

Past philosophies established a clear divide and strained relationship between economic development and cultural creation (Atlantic Canada Opportunities Agency, 2004). Narrow perceptions of the creative sector and its role within the wider economic engine have matured and culture is now being validated as a legitimate player in the economic development equation. Culture and economics are no longer seen to be at odds with one another.

Despite this growing understanding, provincial cultural policy direction is relatively new in the broader Atlantic region. Nova Scotia took the lead in Atlantic Canada in 1997, following years of cultural policy workshops, by adopting a cultural policy that focuses on funding and investment in the arts sector. Other Provinces in Atlantic Canada have followed suit in recent years. This

newfound direction among provincial governments is a positive piece of a bigger puzzle. Arts and culture is being politically embraced as a key to driving economic agendas forward. (Ibid)

Governments are committing further by renewing their focus on long-term investment in the arts and culture sector. Dwindling budgets have been unkind to the cultural sector over the years, however, generally in Atlantic Canada public expenditures have increased by over 12% since 1997 with the bulk of this support coming from Federal and Municipal levels. (Ibid)

Increasing support for the arts is also evident among Municipal governments across the country. The full economic impact of arts and culture in HRM is not yet known, however, recent efforts have been made to gather and analyse cultural data to better understand and validate its role in a strong regional economy. We know that post-secondary arts education alone in Halifax is a major generator of economic activity. The economic spin-offs of its creative products are evident through growing tourism activity, entertainment, local employment, cultural industry, and the attraction of major employers and new residents seeking a high level of community livability and cultural vitality. They find it here in HRM.

A broader understanding of “creative capital” and innovation in a range of industries beyond the traditional “creative” sector is clearly gaining momentum in political agendas across the country. This new surge of creative energy has formed the basis of certain municipal cultural policies like Toronto’s “Creative City” Plan. Whichever way its packaged, essentially what artists and innovators have always known is now making its way to the political forum as an evolution of cultural policy development.

WHAT THE COMMUNITY HAS TOLD US:

The values that HRM citizens place on Culture will guide the Cultural Plan. These values are expressed consistently by community and speak to the fundamental role of culture in quality of life and community vitality.

A cultural plan for HRM must be reflective of the cultural identity of the people and places across the region.

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 an exemplary leader and steward of cultural development.

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

Performing and non-performing arts, traditional customs, social history and cultural celebration are valued broadly by HRM citizens. These values are well reflected in an active arts and heritage community that contributes to the region's social and economic vitality in ways far beyond the products they create.

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

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

Citizens value social, natural and built heritage and their preservation. Architectural heritage and museum collections are valued as a lasting physical and social expression of history that transcends time. Landmarks and cultural landscapes are valued to the same degree. A loss of either would impact detrimentally on the unique identity of HRM and its people.

People value the opportunity to show-case and use significant heritage resources. People value heritage districts and concentrations of heritage resources as being critical to community identity and development.

Conservation and stewardship is highly valued. "Green" infrastructure and natural beauty is near and dear to people's hearts. Tree-lined streets and the introduction of plants and trees into new developments are valued for aesthetic, social, and environmental reasons.

Natural beauty and unique natural settings are part of the established character and quality that defines HRM.

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. People value their civic importance and support strategies to sustain their long-term viability and development.

Aesthetic beauty and design excellence are valued as fundamental to community identity and vitality. While people express a strong desire to preserve traditional character and scale many citizens value contemporary design forms and believe that we can preserve and embrace modernism at the same time. 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 regional development. The benefits of new cultures entering HRM are valued as a positive evolution of community and key to revitalizing neighbourhoods and regions, and to maintaining healthy social, economic and cultural resources. Inclusiveness, participation and affordability are important pillars that have been recognized by citizens.

People recognize the importance of providing opportunities and tools for children and youth to learn and appreciate arts and culture in order to propagate culture and ensure that it is apart of our future. Citizens believe that the HRM should focus on delivering these opportunities through the education system.

People also value the geographic and socio-demographic diversity that defines the HRM region and its people. Visitors and citizens value the warm and friendly people who make HRM a rich tapestry of rural, suburban and urban places.

HRM citizens place significant value on community capacity and local decision-making. People value the opportunity to participate in local cultural opportunities and engage in community cultural evolution.

Citizens value the opportunity to participate in culture at the neighbourhood, family, community and regional level. This diverse range of cultural opportunity is understood and valued by citizens and appreciated by visitors. These opportunities range from arts to sports to special events to skills development.

Entrepreneurship and career development in the arts and culture field is an important value. People want the opportunity to “set up shop” here.

People also understand that economic diversity also attracts new citizens and businesses to the area.

While these values represent an existing understanding of community cultural values, ongoing dialogue and cultural growth over time will continue to inform cultural planning and development and communities understanding of their own philosophies around cultural identity.

A STRONG CULTURAL VISION:

How cultural values translate into change must be captured in the vision for future cultural development in HRM. The vision, in a sense, is the most important aspect of the Plan. The vision will dictate HRM’s willingness to tackle uncharted territory and the ability to move ahead with confidence and commitment.

How do values translate into vision? They must be understood, validated and used to embrace change and reach for excellence. The fundamental values that citizens place on culture is the vision. Culture *is* the pulse of the region and every community in between. The vision needs to be strong, bold, and inspiring. It needs to convey a growing cultural confidence, leadership and unstoppable creative energy for the region. It needs to reflect change.

At its fundamental level the vision must speak to inclusiveness, variety, respect, empowerment and a sense of belonging for everyone. A strong, evolving cultural identity will make HRM a better place and help to achieve a broad range of social and economic development goals. It is a resource that is priceless. The understanding that culture underpins everything must form the vision for cultural development. Prosperity and opportunity for all citizens is affected by cultural health. Quality of life at its basic level is dependent on sense of place, strong

relationships and connections to community, life-long learning and personal development. The culture that is imbedded in each community and person is what drives all of these things.

Establishing a cultural development vision is as much about collective philosophical values as it is about long-term goals and targets. A critical aspect of the future cultural plan is that it will define a cultural philosophy for HRM and its citizens; an underlying understanding of how culture will drive the communities of the future. Regardless of the vision statement, it must be embraced at every level of government and community. In the end the vision will be widely supported and understood, community driven, and achievable.

GUIDING PRINCIPLES:

The values and vision will also translate into the underlying principles that will guide all aspects of the Plan and its outcome. A strong foundation of principles will guide the development of goals and objectives, policies, and implementation mechanism under the Plan. Using the cultural values that community has validated, several principles for guiding the Plan's development have been crafted. These principles have not been randomly identified but rather truly reflect what matters to citizens and stakeholders across the region.

The following principles will guide future cultural development in HRM:

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

STRATEGIC DIRECTIONS:

Since the amalgamation of the former City and County areas in 1996 the Municipality has been moving toward a more integrated and sustainable approach to planning and development. This sets the stage for focussed cultural planning, program and service delivery and strategic investment.

Using the issues and opportunities expressed by citizens to date as well as a review of other cultural plans (internationally), six strategic directions for the HRM Cultural Plan are identified. These are broad focus areas which will guide the development of the goals and objectives under the Plan.

Phase two and phase three of the planning process will provide further input and expertise from cultural sector, business and education sector, political sector, community groups and citizens to help further define the strategic directions.

In considering the vision and the guiding principles as well as the issues and opportunities facing HRM’s cultural development, *six strategic directions have been identified:*

1. Coordinated Service Delivery and Partnerships

Issues

HRM’s Internal decision-making and service delivery is uncoordinated

Opportunities

- A strong cultural development vision and integrated business planning
- Realignment of organizational structure for cultural service delivery

- Identify funding priorities and investment in cultural facilities and programs
- Community development approach to by-law enforcement to address street-scape maintenance, derelict properties, etc.
- Sustainable investment in aging public infrastructure
- Integrated service and program delivery
- Central inventory and information management system for heritage resources and assets

Need a stronger municipal political platform and agenda for culture

- Culture “champions” at the Council level
- Coordinated and focussed cultural service delivery within HRM

Cultural and recreational facility development has been uncoordinated and “unplanned”

- Develop an investment framework for cultural facility funding
- Adopt a community development approach to facility management via service delivery partnerships with organizations
- Better capture leisure and lifestyle trends through facility development
- Develop community centres as “cultural” hubs
- Use HRM’s Indoor Recreation Facility Master Plan to guide development of recreational facilities

Partnerships among public, private and community sector are undeveloped

- Improved communication and information-sharing between organizations and sectors
- Work with other government levels and organizations to maximize cultural development resources

- A permanent Cultural Advisory Committee

2. Access & Equity through Community Development and Awareness

Issues

Community access to arts and culture opportunities needs improvement

Opportunities

- Promote and raise awareness of a broad range of arts and culture activities and products to broaden the audience
- Community events and celebrations
- Use community centres and schools to develop greater access to the arts for people of all ages
- Public art policy and implementation framework
- Design recognition and awards to raise the profile of design excellence
- Develop more participatory arts and culture opportunities
- Volunteer program for cultural organizations to enhance participation and awareness
- Build a regional library in the Capital District

Local artists and their products are not widely promoted or understood by citizens

- Develop a higher public profile of local and regional arts and culture
- Develop touring exhibitions to provide accessible cultural opportunity for communities across the HRM
- Partner with community to deliver “signature” events showcasing local talent and celebration

The arts sector has been prone to unstable funding and investment.

- Sustainable resource(s) and support system
- Stronger collaborations between government levels, cultural organizations and agencies
- Community development approach to arts organizations ie. capacity building partnerships

3. Promotion & Celebration of Cultural Identity

Issues

Opportunities

Need for broader understanding and celebration of diversity, customs, and ethno-cultural contributions to the region’s community identity and value

- Develop traditional knowledge learning opportunities to be delivered through the
- Aboriginal, African Nova Scotian, Acadian, and multi-cultural communities
- Annual gathering of the cultures event
- Support for a thriving indigenous and multi-cultural arts community
- Work with community leaders to promote diverse backgrounds and cultures
- Implementation strategy for developing community-based partnerships

“Civic” infrastructure in HRM needs higher profile and investment

- Signature, iconic architectural landmarks
- Showcase significant civic institutions
- Cultural “corridor” in the Capital District and other centres
- Public access to waterfront lands and the sea
- Cultural facilities master-plan

Need to promote development of more vibrant, mixed-use and culturally-diverse neighbourhoods

- Development of arts and culture districts
- Sustainable and sensitive development of culturally diverse neighbourhoods
- Recognition and awareness of design excellence and culturally diverse art forms

4. Life-Long Learning & Creative Development

Issues

Opportunities

Arts education in public schools has been prone to regular cut-backs

- Collaborations between HRM and school Board to deliver arts programs

- Develop joint programming in schools to raise cultural awareness and develop creative talent

HRM's recreation programs need a stronger link to cultural planning goals

- Community cultural outreach program
- Program delivery collaboration between community, library and HRM recreation programmers

- Enhanced cultural mandate through HRM's Community Recreation Services

- Maximise public library system for improving cultural awareness and learning

5. Strategic Investment & Promotion to Support Social & Economic Vitality

Issues

Better promotion of culture as a key driver of the regional economy and HRM as a creative "hot-spot"

Opportunities

- Build on HRM's reputation as a creative city and "brand" Halifax as a creative centre

- Market the "arts scene" to attract businesses, residents, conferences and other visitors

- Develop and market Halifax as a major events centred city and events host in Canada

- Promote cultural export focussing on an authentic art product

- Strive to be a "Cultural Capital of Canada"

- Attract and maintain cultural industry

Development of the arts and culture sector and its "value" has not been consistently measured

- Establish a base-case of cultural information for ongoing measurement & gap analysis

- Develop cultural development targets and a

system for measuring and reporting on progress

Investment in cultural facilities and infrastructure has not kept pace with growing tourism industry

- Build a new signature regional cultural centre
- Develop a critical mass of creative industry and attractions
- Adopt a best practices approach to cultural facilities development (clusters, co-ops, etc.)
- Utilize waterfront and natural resources across the region to attract visitors
- Invest in upgrading and retaining existing cultural facilities
- A street-scapes improvement and beautification plan for major corridors
- Recognize and promote the value of heritage districts, street-scapes, buildings and sites

Need better financial and operational capacity to deliver world-class events

- Establish leadership and resources for the festivals and events sector and build more links between events groups
- Develop a multi-level, multi-sector funding strategy to deliver signature festivals and events to attract a global audience

Pressure is increasing for more stable investment in arts and cultural facilities and infrastructure

- Examine the feasibility of a regional cultural centre and arts showcase venue
- Further develop the Capital District as the regional centre for culture and entertainment
- Invest in urban design improvements in the Capital District and other community centres and hubs
- “Cluster” development for creative uses
- A master-plan for new cultural facilities
- Identify and understand infrastructure needs and gaps in services
- Support mechanisms and incentives to ensure

facilities are available to artists and creative sector businesses

6. Cultural Diversity to Reinforce & Build Distinct Neighbourhoods & Communities

Issues

Need to better attract and support diverse citizens and newcomers

Conservation of cultural landscapes and heritage resources

Opportunities

- Work with Province to develop an immigration strategy to attract new citizens into the region
- Promotion of diverse and culturally significant neighbourhoods
- Immigration and community diversity policy
- Partnerships with multi-cultural organizations
- Harness potential of universities to attract and retain immigrants
- Develop a diversity-friendly community through support systems, opportunity, and awareness
- Support and grow a diverse economic sector
- Enable a stronger voice for minority citizens in policy development
- Develop Capital District as a centre for cultural diversity and creativity
- Transparent process for inclusive and open citizen engagement
- Cross-cultural opportunities and programs

- Growth management policy (Regional Plan)
- Community planning and urban design review
- Integration of heritage resources into new development
- Address deficiencies and gaps in heritage

- conservation legislation and regulations
- Improve HRM's heritage incentive program
- Heritage districts and street-scapes development
- Cultural landscapes protection program

Need greater public access and awareness of heritage resources and history

- More diverse uses for heritage buildings
- Community stewardship for overseeing the protection and maintenance of heritage assets
- Interpretation of heritage resources
- Heritage education programs

Urban Design and Land-Use Planning are not integrated

- Urban design guidelines for sensitive integration of new development
- Integration of traditional and contemporary design forms using urban design principles
- Design review and emphasis as part of the regular planning and development process
- Urban design recognition programs
- Develop an "urban design culture" through awareness, showcase, and public investment and commitment to design excellence
- Integrated land-use and transportation planning
- Investment in trees, landscaping, and public ROW improvements
- Focussed capital investment and enhanced maintenance for public spaces
- Integrated capital budget and business planning
- Interconnected pedestrian & cycling network

MOVING FORWARD:

Since the amalgamation of the former City and County areas in 1996 the Municipality's planning and development focus has been gradually moving toward a more regional and integrated approach. This has led to the recent launch of the HRM Regional Planning process that will produce a twenty-five year growth management strategy. The Regional Plan recognizes heritage and culture resources as a fundamental element of HRM's quality of life and long-term development. The Regional Plan and proposed Cultural Plan present tremendous opportunity for focussed cultural planning, program and service delivery. Where HRM is now and where HRM could be with respect to cultural planning and development is an exciting prospect.

Increasing interest among business, community, and public agencies for a more coordinated and focussed approach to cultural service delivery has prompted the decision to develop a municipal cultural policy and plan. A Cultural Plan will provide a strategy for developing the future partnerships and focussed investment that will drive the cultural sector and HRM forward. Visitors seeking cultural experience and future investors will too be drawn to the region as its cultural assets are further developed and promoted. A coordinated and focussed approach is essential in achieving this outcome.

Culture must be inserted into the planning process itself and introduce a cultural "agenda" into the broad operations of HRM. The most effective way to achieve this is to develop a Plan that will cross through and impact various departments and cultural delivery mechanisms.

This cultural planning model implies a stronger internal operating structure to deliver an integrated cultural program and to establish a higher priority for culture in the development of communities across the region. HRM's ongoing role in cultural development is an important one. Culture is in many ways influencing the priorities and actions of many business units and agencies and demands a coordinated and strategic approach.

A recent benchmark survey was conducted with HRM's (internal) cultural service providers and partners to identify what is being implemented now, where the gaps are, and to begin to identify issues and opportunities for moving forward.

The survey clearly shows that currently cultural service delivery is uncoordinated and falls under a wide-range of departmental and agency mandates and missions. (Appendix I)

The level of current investment, through direct and indirect service, facility development, and program development and implementation is significant, albeit uncoordinated.

However, ongoing pressures for increased financial support and investment in cultural activities, initiatives and infrastructure demands a better understanding of where deficiencies lie, where opportunities exist, and where efficiencies and creative partnerships can be maximized.

This raises a number of key questions:

What is HRM's current mandate for Cultural Development and how do we move forward?

Are there any key gaps and or overlap in services among public and community agencies that should be addressed through the Cultural Plan?

Can a bold cultural vision be achieved with the current mandate and operational structure?

What are the strategic directions needed to achieve a sustainable level of cultural development?

What is the role of community in future cultural development?

YOUR INPUT IS NEEDED

The voice of all citizens and stakeholders in the development of this Plan is critical. As the planning process enters Phase Two, communication and consultation input will begin to form the Plan itself.

The communication and consultation program will aim to:

- involve community throughout the process and provide a diverse range of methods for people to participate
- ensure community has access to information on a regular basis
- ensure that consultation methods are inclusive, interactive, and creative to encourage maximum awareness and involvement

HOW CAN YOU GET INVOLVED?

- ' **You can submit a Position Paper** to the HRM Cultural Advisory Committee. In order to ensure that your input is incorporated into the development of goals and objectives for the Cultural Plan
- ' **You can visit our website** (to be announced in late July) for information updates and a schedule of consultation opportunities
- ' **You can call us directly** at (902) 490-6889 or (902) 490-4162. We are always interested in hearing what you have to say.
- ' **You can fax us** at (902) 832-8461
- ' **You can write us** at Cultural Planning, c/o Holly Richardson PO Box 1749, Halifax, NS B3J 3A5
- ' **You can come out to our community meetings, workshops and events.** *Please watch our website and local newspapers over the next few weeks for a schedule of events and opportunities to get involved in the development of the Cultural Plan!*

CONTACT US ...

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APPENDIX “I”

HRM’s Cultural Service Delivery Framework
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Recreation Tourism & Culture: <i>promotes the economic, personal, and cultural enrichment of HRM and its residents by providing inclusive leisure services and programs and growing HRM as an authentic and historic destination for residents and visitors to enjoy.</i>	
Culture & Heritage (RTC)	
Element	Description
Arts	Mayor’s Cultural Awards, coordination of Poet Laureate, arts marketing and communications, HRM Arts List Serve, HRM Arts Bulletin, contact for Public Art issues, HRM representative on national, regional and local bodies, civic display of art, consultation and facilitation services to internal and external bodies, partnership projects (ie. Halifax Art Map, etc.) Arts Integration Team, HRM Twinning Policy (“sister city” concept)
History & Heritage	Civic Heritage Places Program, Civic Heritage Reserve, Civic Monuments and Markers Program, Civic Interpretative Panels, Heritage Tourism Partnership Program, heritage collections in partnership with Dartmouth Heritage Museum, civic building and heritage walking tours
Urban Design	Heritage Street scapes Program, Heritage Way finding Program
Leisure & Education	<i>Heritage Tourism Officer</i> provides support to

	heritage resources managers-training, marketing, governance, referrals, and representation on behalf of HRM at municipal, provincial, and national level. <i>Cultural Officer</i> assists in the evaluation of arts and culture needs, development of programs, and advice on policy and cultural development
Economic Development	Heritage Tourism Partnership funding, Halifax Art Map, Poet Laureate Legacy project, service to ethno-culturally and disciplinary diverse arts and heritage groups (heritage Tourism partnership)
Community Diversity	“Sister City” Twinning Policy
HRM Visitor Services (RTC)	
Element	Description
Arts	promotion and provision of information, activities, attractions to residents and visitors to HRM, Greater Halifax Visitor Guide, HRM Visitor Map, web-site promotion and provision of information, activities, attractions to residents and visitors to HRM
History & Heritage	Greater Halifax Visitor Guide, HRM Visitor Map, Website
Urban Design	promotion and provision of information, activities, attractions to residents and visitors to HRM
Leisure & Education	promotion and provision of information, activities, attractions to residents and visitors to HRM
Economic Development	promotion and provision of information, activities, attractions to residents and visitors to HRM

Community Diversity	promotion and provision of information, activities, attractions to residents and visitors to HRM
Film Office (RTC)	
Element	Description
Arts	facilitation and marketing, promotion of the film industry in HRM, HRM representation on film projects
History & Heritage	facilitates film locations
Urban Design	facilitates film locations
Leisure & Education	leadership , staff liaison for film industry, project management, HRM film guidelines, “Thank-You HRM Campaign” (thanks to residents and businesses for accommodating film activity)
Economic Development	HRM film website, brochures
Community Diversity	HRM film website, brochures
Community Recreation Services(RTC)	
Element	Description
Arts	Introductory level programs in the arts, special events, infrastructure for specialized programming (pottery studios, photography studio, and facilities equipped with pianos, and sound systems), Youth Strategy Project, High Five Quality Assurance Program, facility rentals, Cultural Integration Committee
History & Heritage	Community Special Events ,unique programming/rental facilities and spaces in

	historical locations, website, brochure
Urban Design	Specialized projects- Pinehill Park Outdoor Art Gallery
Leisure & Education	Leadership training, outdoor environmental education, programming, partnerships, facilities, board development, volunteerism, Community Recreation Programmers providing leisure education, Cultural Integration Committee, Community Development staff team
Economic Development	Community Special Events, employment-hundreds of seasonal staff, special events, craft shows, playgrounds, parks, 20 community recreation facilities, procurement-supplies for cultural related activities
Community Diversity	Inclusion policy, HRM Kids program, Recreation Blueprint-universal access, diversity workshops and training for staff, participant in Corporate Diversity Plan.
Civic Events & Festivals (RTC)	
Element	Description
Arts	Arts incorporated into virtually all civic events including commissioning work, Poet Laureate, musical acts, etc., grants to major arts festival events (Atlantic Jazz Fest, Atlantic Film Fest, Fringe Festival, International Buskers, Halifax Word on the Street)
History & Heritage	Coordination of projects and specific committees (Halifax-Dartmouth Natal Day), grants (NS Tattoo)
Urban Design	N/A
Leisure & Education	Staff liaison-advice and consultation services

	to communities and staff, Special Event Task Force
Economic Development	Six Annual Civic Events, Grant Programs-Summer Festival Grant, Attractions and Events Grant Program, External event grants, Management of Special event Reserve, Coordination of event and project specific committees
Community Diversity	Community celebrations, Grants (Multi-cultural Festival)

Real Property & Asset Management: In support of the programs and services delivered by HRM, we provide a broad range of physical asset management services including, the development of real property policy, real estate acquisitions and disposals, facilities planning and operations, parkland planning, parks operations and maintenance, capital project delivery for facilities and parks, operations and maintenance of the HRM fleet, and development and marketing of HRM's portfolio of business parks.

Element	Description
Arts	
History & Heritage	Public Gardens Management Plan, Point Pleasant Park restoration Plan
Urban Design	Urban Forest Master Plan, Indoor Recreation Facility Master Plan
Leisure & Education	Regional Trails Program, HRM representative for School Rationalization Program
Economic Development	Land Improvement & Development Acquisitions
Community Diversity	Participant in Corporate Diversity Plan

Planning and Development: For the benefit of HRM Council(s), general public and development industry, Planning and Development Services produces and administers land development and building/infrastructure construction policies/regulations which support the creation of liveable communities.

Element	Description
Arts	Land-Use policy and zoning permitting arts use of buildings
History & Heritage	Heritage Property Program- administration and maintenance , Heritage Incentive Program, Canadian Historic Places Initiative, grants program, draft discussion paper- amendments to Heritage Property Act
Urban Design	Barrington Street Heritage District- conservation and revitalization plans, design guidelines, Consideration of additional Heritage districts.
Leisure & Education	Land-Use and zoning permitting leisure and education uses
Economic Development	Land-use and zoning for commercial use of properties
Community Diversity	N/A
<i>Governance & Strategic Initiatives: Council is elected to represent and serve the people of the Halifax Regional Municipality; it provides leadership and advocacy to ensure that HRM programs and services contribute to a high quality of life in the community.</i>	
Corporate Special Projects	
Economic Development	Municipal economic development strategy
Community Diversity	Diversity and immigration policy and strategy
Community Response Team	
Element	Description
Arts	civic infrastructure mural program
History & Heritage	N/A
Urban Design	Graffiti eradication and mural program, community clean-up promotion and awareness, promotion and implementation of crime prevention through environmental design (CPTED)
Leisure & Education	Graffiti awareness, community partnerships

	and sponsorships
Economic Development	Municipal economic development strategy
Community Diversity	Development of a diversity and immigration policy and strategy
Capital District (G&SI)	
Element	Description
Arts	Public Art Projects
History & Heritage	Barrington Heritage District, Urban Design Improvements
Urban Design	Proposed Urban Design Plan Downtown Streets capes-capital improvements, Way finding sign age
Leisure & Education	Joint marketing with area business commissions, CD Newsletter, sidewalk maintenance program
Economic Development	Public Real Property Planning-Economic impact study of cultural sector, Business District Marketing brochures
Community Diversity	Streetscape plans for Capital district Neighbourhoods
Regional Planning (G&SI)	
Element	Description
Arts	<u>Policy support for the Cultural Plan</u>
History & Heritage	Policy support for the protection of built and natural heritage, heritage conservation districts, archeological resources, river corridors & Coastlines, view-planes and cultural landscapes
Urban Design	Policy support for urban design principles and design guidelines for land-use planning and

	development Recognition and support for the Capital District as the cultural and economic centre of HRM
Leisure & Education	Policy support for parks and open space development and interconnected open space infrastructure
Economic Development	Policy support for development patterns that promote a vigorous regional economy
Community Diversity	N/A
<i>Grants Program (Finance) Financial Services provides high quality advice, reporting and policy support, and effective financial systems and processes which create an environment where Council and staff decision-making is based on appropriate, timely and complete financial information; and, Council and the public have confidence that HRM's financial resources are managed with integrity and care.</i>	
Element	Description
Arts	Councillors District Activity Fund, HRM Community Grants Program
History & Heritage	HRM Community Grants Program
Urban Design	HRM Community Grants Program
Leisure & Education	Referrals, liaison with funding partners, special projects, committee representation
Economic Development	HRM Property acquisition for Non-profit Org., HRM property rental and leasing for Non-profit org., Tax Exemption for Non-profit Org. (By-law-200)
Community Diversity	Tax Exemption for Non-profit Org. (By-law-200)
<i>Community Partners: "arms-length" agencies with which HRM provides direct funding and support.</i>	
<i>Halifax Regional Libraries: To ensure equitable access by HRM residents of all ages and</i>	

<i>by organizations to a wide variety and range of print, electronic and audio-visual information to enrich the quality of life, facilitate lifelong learning, foster an informed literate community and provide opportunities for social interaction and recreational activity.</i>	
Element	Description
Arts	Permanent art collection, public art space, performance based programs, region wide access to collections and databases via website
History & Heritage	History collections, history and genealogy website, programming such as “literary” walking tours, local history and heritage programming
Urban Design	Region wide access to collections, award winning design of public building- Keshen Goodman Public Library
Leisure & Education	Literacy services and programs encouraging and promoting reading, university courses, author readings, film screening, book discussion groups, writing workshops, partnerships to provide programming (Jazz East), Community Meeting space, Region wide access to collections, Continuing Education link from website
Economic Development	Small business reference service, employment information, IT learning labs for training and program delivery, region wide access to collections and services,
Community Diversity	Working Together project, Heritage month programs with supporting collections and services, region wide access to collections and databases, Clubs and Organization directory available via website

<i>Greater Halifax Partnership: An economic growth organization for HRM. The mission is to keep and grow the businesses we have here, while attracting new investment to the area.</i>	
Element	Description
Arts	research, awards, marketing, partnerships with Neptune Theatre, Symphony NS, NSCAD, etc.
History & Heritage	N/A
Urban Design	advocate for creative-sector development and Regional Planning (“Smart Growth”)
Leisure & Education	all post-secondary institutions are involved in the Partnership, either as an Investor, or on the Board of Directors, developing partnership with the AAU
Economic Development	“Growth from Within” strategy, all activities are done in support of growing the economy, researching the role that arts and culture plays in the economy (brought Richard Florida to town and compiling specific creative sector research), business retention and expansion conference, international business summit, Focus Halifax Newsletter
Community Diversity	Working with partners (including HRM) to develop an immigration action plan for HRM, actively working with Black Business Initiative, Pier 21 New Beginnings Networking event, Partnering with MISA, Business Engagement Research Project (looks at models for corporate social responsibility), sponsor student-run international exchange organization
<i>Destination Halifax: A dedicated tourism marketing organization of the Halifax Regional</i>	

<i>Municipality working to increase business and leisure tourism activities in the region</i>	
Element	Description
Arts	Marketing of arts venues and visitor attractions for tourism generation
History & Heritage	Marketing of heritage facilities and attractions for tourism generation
Urban Design	N/A
Leisure & Education	Promotes HRM as a year-round destination of choice for travelers
Economic Development	Partnership approach between HRM, Hotel Association of NS, Provincial Dept. of Tourism, and the World Trade and Convention Centre (implemented through a hotel marketing levy)
Community Diversity	Marketing of cultural identity and cultural venues for tourism generation
<i>Events Halifax: works to develop and promote Halifax as a host city. Identifies and pursues major cultural and sporting events, both national and international, which could be attracted to Halifax</i>	
Element	Description
Arts	Cultural events identification and development
History & Heritage	Cultural events identification and development
Urban Design	N/A
Leisure & Education	Development and implementation of “HRM Hosting Strategy”, event identification and development, development of data-base to track and analyze cultural and sporting events

Economic Development	Market research and competitive market intelligence, preparation and submission of bid documents for events, venture financing (fund development and management), analysis of business opportunities and investments in profitable events
Community Diversity	Cultural events identification and development
Halifax Regional Development Agency: Works to create, facilitate and strengthen community economic development in the rural and suburban areas of Halifax Regional Municipality	
Element	Description
Arts	Provides technical support to facilitate the development of community-based arts ventures and entrepreneurs (among others)
History & Heritage	Provides technical support to facilitate the development of community-based heritage organizations (among others)
Urban Design	N/A
Leisure & Education	Entrepreneurial self-assessment services, board development and business planning, networking events
Economic Development	Supports a community economic development process in HRM, facilitates the development of community partnerships and collaboration, local leadership development, facilitates job creation, business counseling services, information and referral services
Community Diversity	Works to reduce economic and social disparity for marginalized groups and communities

APPENDIX “II”

**Cultural Services, Policies, Plans and Programs provided by public and
community cultural departments, organizations and agencies**

(extracted from a 2005 survey conducted by HRM's Cultural Officer)

Multicultural Association of Nova Scotia (MANS)

The Multicultural Association of Nova Scotia (MANS) is recognized as the leader in multiculturalism for the province, relating to policy development, advocacy and education, in partnership with appropriate stakeholders.

MISSION:

- develop and/or influence existing multicultural policy to promote equality .
- create a sense of belonging and respect for all cultures.
- influence and/or initiate the development of all relevant legislation so that it reflects multiculturalism.
- educate all Nova Scotians on multiculturalism by:
 - a) developing and/or delivering multicultural programs.
 - b) acting as a clearing house for multicultural issues, information and consulting services.
- advocating broad multicultural issues.

Services & Programs: Health, Research, Youth Against Racism, Cultural Competency, Multicultural Trails, Publications (newsletters, reports), Library, Multicultural Festival, recognition awards.

Theatre Nova Scotia (TNS):

Mission: To provide a voice for professional theatre and community theatre in Nova Scotia, and to encourage and support all aspects of live theatre through programs and services.

Services & Programs: Theatre Nova Scotia runs a number of programs designed to encourage and support the practice of theatre throughout the province: Merritt Awards, Perform (artists in the schools program), Our One Act Theatre Festival, and our Summer Theatre School Listing, Events Calendar, lending Library, website links, Theatre Map, newsletter, workshops, one act play festival, brochures and publications, meeting space, access to office equipment for members, advocate and consultant in areas of cultural policy.

Visual Arts Nova Scotia (VANS)

Mandate & Mission: VANS works for the advancement and rights of visual arts and artists of Nova Scotia.

Services & Programs: exhibitions, conferences, workshops and symposia, developed and maintain an informative web site, administered *PAINTS*, an artists-in-the-schools program, advocated and lobbied on issues and concerns operate a Media Library and resource centre, publish the magazine, *Visual Arts News*

We promote and support the visual art and artists of Nova Scotia. VANS provides a voice for artists and advocates for the rights of visual artists. VANS is a primary resource for artists; providing access to a community of peers. We foster excellence, skills development and lifelong learning in the arts. We support members by providing exhibition, marketing, educational and social opportunities. The public frequently consults VANS about Nova Scotian artists.

Halifax Chamber of Commerce

Mission: is the largest amongst mid-sized Canadian cities and considered the leading chamber in North America. As the voice of business in HRM, the Chamber advocates on behalf of almost 2,000 members and the 90,000 men and women they employ.

Services: networking and educational events each year, benefit package and the strongest voice for business in HRM. Key priorities include HRM, fiscal responsibility of government, Chamber Business Model, People Strategy (pending task force report), Emerging Issue Identification.

The Halifax Chamber of Commerce has not developed any specific policy work in this area. That said, it recognizes the importance of such a cultural policy (this was discussed repeatedly at the HRM Summit committee sessions and is included in the recommendations). The Chamber has and does support this initiative, as part of the Regional Planning process. A good cultural policy which will build on our considerable strengths will provide jobs, create diversity and attract visitors and business to our city.

Nova Scotia Immigration Ministry & Strategy (from website and government releases)

Mandate: framework outlines four key directions that are essential for a successful immigration policy in Nova Scotia:

- ensuring that a welcoming community awaits new arrivals
- attracting more immigrants to the province
- helping immigrants integrate into society
- retaining those who decide to make Nova Scotia their home

Services: The Ministry was formally set-up January 26, 2005, and is in the formative stages of development.

Nova Scotia Department of Tourism, Culture & Heritage, Culture Division (from website)

Mandate: The Culture Division supports the development of the culture sector for the benefit of all Nova Scotians by:

- ensuring Nova Scotians in all regions of the province are treated in a fair and equitable manner and actively participate in decisions affecting their communities;
- developing, in partnership with the sector, programs and policies that continue to grow the economic viability of culture and enrich the quality of life in our communities;

- operating programs and services that are client focussed, provide ease of access, support the province's diversity, openly report on outcomes and ensure appropriate use of public funding for the benefit of Nova Scotians; and
- encouraging and supporting efforts of those working in the culture sector to pursue excellence.

Services & Programs: Four program goals are: Community cultural development, Artistic development, Cultural industry growth, Anchor infrastructure.

The programs include: Youth, Cultural Activities, Anchor Organizations, Industry Growth, Facilities, The Arts.

The division also administers three award programs: Portia White Prize, The Grand Pré-Prize, The MTT, an Aliant Telecom Company, New Media Art Prize.

The division operates the Nova Scotia Art Bank, and under a management agreement with the Culture Division, the Nova Scotia Designer Crafts Council operates the Nova Scotia Centre for Craft and Design, which houses the Mary E Black Gallery. Division staff also provide secretariat support services to the Nova Scotia Talent Trust Scholarship Program.

Nova Scotia Cultural Policy: policy scope addresses cultural activities as those activities undertaken by those engaged in arts, cultural industries and heritage.

To recognize the importance of ongoing support for sustainability of Nova Scotia's quality of life, the policy commits the government to:

fostering and celebrating cultural expression, ensuring development of creative abilities, participating in and accessing cultural activities and resources, arts education for children and life long learning, increasing understanding of culture through heritage knowledge, promoting need for trained and skilled professional and volunteer workers to manage and develop heritage resources and cultural activities, respect ownership rights, recognize contributions made by culture, promote balance of access to and preservation of natural and heritage resources.

The government will fulfill these commitments by the following:

provide funding, operate and support cultural institutions encouraging high standards of achievement, offer programs and services that encourage and support growth of cultural activities, involve the community in decision making through consultation and arms-length mechanisms, and ensure that funds invested in cultural activities return benefits to Nova Scotians.

Atlantic Canada Opportunities Agency (ACOA)

Mandate: is a federal government agency. Headquartered in the Atlantic Region, ACOA's goal is to improve the economy of Atlantic Canadian communities through the successful development of business and job opportunities.

Services and Programs: ACOA works through four broad areas: Entrepreneurship, Innovation, Investment, and Trade.

The organization works to increase the pool of people who have the motivation, knowledge, skills, and ability to start their own business. Resources produced by ACOA or by its partners are building blocks in the work of helping Atlantic Canadians succeed in business.

To strengthen the innovation and technology capacity of the Atlantic region, ACOA programs support: creation of new technology firms; development of technology skills; enhancement of strategic sectors; technology diffusion; and technology development and commercialization.

ACOA works with its many partners to help entrepreneurs in Atlantic Canada access the capital they need to start-up or expand a business. ACOA also coordinates programs designed to stimulate the development and commercialization of new technologies and the climate for business growth generally in the region.

ACOA's Trade role is designed to strengthen the export performance of the Atlantic Region by enhancing the capabilities of small- and medium-sized businesses to establish and expand activities.

Department of Canadian Heritage

Mandate: Canadian Heritage is responsible for national policies and programs that promote Canadian content, foster cultural participation, active citizenship and participation in Canada's civic life, and strengthen connections among Canadians. The broad streams in which the department works are: Arts and Culture, Citizenship and Identity, Diversity and Multiculturalism, International, Sport, and Youth.

Mission: Towards a more cohesive and creative Canada.

Strategic Objectives: Canadian Content, Cultural Participation and Engagement, Connections, Active Citizenship and Civic Participation.

Programs & Services: Numerous funding programs fall under the following categories: Aboriginal, Arts and Culture, Canada's Heritage, Digital Future, Multicultural, Official Languages, Sport, and Youth.

Nova Scotia College of Art and Design University

Mandate: NSCAD University is Canada's premier university dedicated to advancing the visual arts through education, research and production. Part of Nova Scotia's cultural landscape since 1887, NSCAD has offered graduate and undergraduate degrees in fine and media arts, craft and design for more than 30 years. NSCAD alumni are among Canada's most highly regarded artists, gallery directors, curators and art educators.

Services & Programs: All NSCAD University policy is oriented towards advancing all the visual arts: art, craft and design.

NSCAD University offers full time and part time degree programs and courses in visual fine arts, historical and critical studies, craft, media arts, design and cultural industry (film, video and digital media).

Other services include library services (books and film collections), NSCAD Press, Public Lectures, continuing studies accessible to broad community, Anna Leonowens Gallery which hosts over 100 exhibits annually to thousands of visitors, the Gallery's permanent collection of works, preservation of built heritage at its Granville St. Campus and Alliance Atlantis Communications of the Academy Building, Sackville & Brunswick Streets, social heritage (visual arts collection and archives), and urban design as it is regarded internationally as a model for modern heritage property restoration and revitalization by locating in historic buildings in downtown core. NSCAD promotes the enhancement of every aspect of the city's cultural fabric. NSCAD students and faculty decorate the city with their many forms of art. Public sculptures, paintings and murals in galleries, museums, restaurants, designers, craftspeople and filmmakers have contributed to the environment we enjoy. Leisure and education are addressed through its programs, gallery and studios offered for use by both full and part-time, and continuing education students.

Art schools have shown themselves capable of transforming economies, of changing national reputations, and of bringing well-being to cities. In short, the great art schools have decorated the world. NSCAD is committed to a strategy for the consolidation and expansion of the cultural economy in Atlantic Canada, including the film school, commercial enterprises, to enhance competitiveness and incubate entrepreneurship. With 40 percent of students coming from outside of Atlantic Canada and from other countries, NSCAD adds considerably to the diversity within HRM. Faculty activities collect in one place an extraordinary group of individuals who are each actively pursuing the original practice or intellectual study of visual art. The impact on the local and regional cultural community of these individuals cannot be underestimated.

