

HRM CULTURAL PLAN

Final Approved Version

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Note:

This approved version of the Plan is subject to final *non-substantial* editing and formatting prior to final printing.

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EXECUTIVE SUMMARY:**OVERVIEW:**

This document is the Halifax Regional Municipality's first Cultural Plan. The policies and actions outlined in the Plan represent the community's vision and strategy for how HRM's cultural assets will be managed and developed for years to come. The Plan is progressive in its definition of Culture and in its integrated approach to service delivery and investment. The Plan recognizes that the conventional "silo" approach to cultural service delivery and investment is not sustainable. The Plan also challenges the notion that Culture drains public resources; new public agendas are highlighting Culture as a pillar of economic and community growth. The Cultural Plan delivers this new message and marks the beginning of a long-term policy shift.

OUTCOMES:

The Cultural Plan must establish a clear and focused HRM mandate and program strategy for Culture. The Plan puts in place a solid policy framework and implementation strategy to build on HRM's cultural identity and ensure cultural opportunity for its citizens. The Plan also aims to place HRM on the world stage culturally through support and investment in its creative capital. The Plan recognizes that people will not be attracted to HRM if its cultural identity is hidden and its creative development is suppressed. It is HRM's culture that sets it apart, and ultimately that culture will bring prosperity. Therefore, Culture must be integrated into HRM's broad public policy and program delivery.

The Cultural Plan will:

- ' define and reinforce HRM's cultural mandate
- ' define the community's expectations
- ' guide cultural programming and capital investment
- ' define the needs and opportunities of the community and the cultural sector
- ' integrate program and service delivery
- ' integrate culture broadly into municipal issues

- ' develop and sustain multi-sector partnerships
- ' leverage resources for enhanced investment
- ' position HRM as a leader in cultural planning and development

Scope:

The Cultural Plan has grown from one basic question: *What does Culture mean to the HRM Region, communities and citizens?* Culture defines people, communities and neighbourhoods through creative expression, traditions, social viewpoints, and local aspirations. Culture is multidimensional and evolving. It changes with people, ideas, and advancements in global politics and communication. HRM citizens see a broad view of culture for their communities. Whether it's cultural expression through the arts, connection to community roots, or access to knowledge and creative learning, people connect to culture in different ways.

The HRM Cultural Plan has taken a broad approach to culture, attempting to build a Plan for all people and all communities. The Plan is a departure from conventional cultural policies that encourage the isolation of disciplinary silos and the marginalization of Culture as a privileged opportunity. The Plan makes critical connections between culture, community development, and regional vitality. The Plan's cultural policies intersect with land-use planning, economic policy and social policy. The Cultural Plan is not an isolated Arts Policy, Heritage Policy, or Diversity Policy, but rather an integrated umbrella policy in which these cultural pillars intersect to reinforce the cultural identity and development of HRM and its communities.

This is the amalgamated Halifax Regional Municipality's first Cultural Plan, and is thus an important and strategic step in establishing a strong cultural mandate for the region. As the Plan's implementation progresses over the next ten years, so too will the advancement of policy objectives addressing development of arts, diversity, urban design and heritage.

HRM's Seven Pillars of Culture:

1. **Heritage**
2. **Arts**
3. **Community Design**
4. **Life Long Learning**
5. **Diversity**
6. **Leisure & Celebration**
7. **Economic Development**

The Plan establishes a number of overarching strategic directions, goals and policies through which all of HRM's cultural pillars are integrated. The result is a comprehensive cultural policy and an action-oriented strategy to achieve long-term goals. The Cultural Plan also establishes the framework for more detailed policy and action planning as it is implemented.

**Strategic Direction 1:
Service Delivery & Partnerships**

Goals:

- ! To be a leader in cultural planning and development through a strong cultural mandate and integrated policy and service delivery
- ! To be a leader in cultural planning and development through sustainable partnerships and collaborations with government, agencies, community and private sector
- ! To achieve sustainable cultural development through a community-based model of planning, investment and support

**Strategic Direction 2:
Cultural Access & Equity**

Goals:

- ! To enhance the role of community facilities as hubs for cultural program delivery and cultural opportunity
- ! To develop an accessible inventory and network of cultural assets and information
- ! To build a greater understanding of HRM's cultural character and identity through promotion and awareness
- ! To develop the opportunity for all residents to experience culture through an equitably balanced approach to cultural service delivery

**Strategic Direction 3:
Community Character & Heritage**

Goals:

- ! To develop a comprehensive program for the conservation, preservation and promotion of HRM's municipal and community heritage resources
- ! To establish a high level of design quality in the development of buildings, spaces and infrastructure to build on the context and character of neighbourhoods and communities
- ! To develop and maintain a municipal Public Art Program as a means of enhancing HRM's cultural identity and raising awareness as to the importance of art in community-building.

- ! To develop the vibrant and diverse cultural identities of HRM as defined by its many communities, cultural assets, and people
- ! To provide a diverse regional and community network of public and civic spaces that enhance HRM's cultural identity and provide cultural opportunity for residents and visitors
- ! To offer a range of leisure and entertainment opportunities that enable authentic cultural celebration and appreciation.

Strategic Direction 4: Life-Long Learning & Creative Expression

Goals:

- ! To develop HRM's capacity and reputation as a city and region of lifelong learning through innovative educational opportunities at all levels.
- ! To build the conditions, infrastructure and networks needed to develop HRM's reputation and status as a creative community and centre for design excellence
- ! To enable professional and emerging artist in all media to successfully live, exhibit and perform in HRM by enhancing infrastructure, programs and policies
- ! To develop HRM as a place of opportunity and creative development for children and youth

Strategic Direction 5: Investment & Promotion

Goals:

- ! To position HRM as a globally competitive "Creative Community" and cultural destination for skilled workers, visitors, and businesses
- ! To invest strategically in HRM's culture for the long-term social and economic well-being of the region and its communities
- ! To develop a region-wide system of cultural infrastructure that builds on community and cultural assets

Implementation:

The policy direction set out in this Plan establishes HRM's role and mandate for Culture as follows:

- i. Programmer: of recreation and culture programs and services, facilities, and internal processes
- ii. Investor: in cultural and community facilities, cultural infrastructure (ex: public art, streetscaping), and community and cultural organizations

- iii. Facilitator: of partnerships, community development and capacity building, and planning & development
- iv. Manager: of heritage and cultural assets and information, programs and services, and fiscal resources

Many of the policies in this Plan can be implemented by better focusing available resources and strengthening collaboration within regional government and between partners. However, other longer-term goals will require an enhanced level of investment by HRM and its partners. This Plan seeks to integrate Culture into HRM's broad service delivery and development, and partnerships are necessary to make this a reality.

The Plan builds on many of the heritage & cultural programs that currently exist within HRM, government, and the community. However, the policies recognize that in order to enhance long-term outcomes, new approaches to service delivery, decision-making and investment are required. Indeed, a more collaborative and strategic approach is needed.

A number of actions have been identified to guide the Plan's implementation over the next ten years. The priority actions identified in the Plan recognize that other policy and program dependencies and resource requirements must be aligned in the near-term to achieve outcomes.

Priority Actions:

- ' Review HRM's cultural service delivery structure and establish appropriate operational levels to manage and implement the Plan
- ' Review HRM Board and Committee mandates with respect to Culture and establish a new-Cultural Advisory Committee.
- ' Establish a tiered (equitable) grants program with decision-making criteria
- ' Identify opportunities for incorporating cultural space into HRM's proposed recreation facilities according to the Indoor Recreation Facilities Master Plan
- ' Identify barriers to cultural participation and develop standards for improvement, beginning with access to HRM-owned cultural facilities
- ' Adopt a Public Art Policy and procedures, including a public art inventory
- ' Adopt decision-making criteria and processes for cultural facility investment
- ' Review HRM's cultural funding programs and sources to develop a long-term funding program for Council's consideration and approval
- ' Implement HRM's Sister City Twinning program
- ' Work with partners to develop a Major Events Hosting Strategy
- ' Establish an intergovernmental Cultural Committee

As a strong and progressive local government, HRM is poised to become a leader in cultural planning and development; however, it cannot get there alone. HRM needs resources and people from outside of the HRM organization in order to successfully implement this Plan. Multi-sector, and in some cases unconventional, partnerships and strategies will be employed to implement the Cultural Plan and establish

HRM as a leader in cultural planning and development: a “Cultural Capital”. It is therefore essential that the immediate priorities for the Plan’s implementation are directed towards the establishment of: a focused and functional operational framework; an appropriate committee and governance structure that will enable effective community driven decision making; and a comprehensive review and analysis of investment approaches and available financial resources and partnership structures.

SECTION 1 INTRODUCTION

“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

Cultural planning has become an independent discipline due, in part, to an acceptance of culture as an essential component of municipal planning and community development strategies. Cultural planning creates links between otherwise distinct issues, like beautifying the physical environment, developing public art, and growing social capital. A single public art project can engage a community to imagine what their neighbourhoods could and should be, and encourage the community to make a bold statement: *this is a dynamic, caring and expressive community with confidence in its cultural identity and character.*

The recent “creative city” movement across North America, combined with a more innovative approach to public policy and development, has fueled a greater understanding and valuation of cultural capital in public decision-making. The cultural sector could be described as an emerging component of the regional economy, as it has only recently been given broad recognition 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.

Governments are committing to renew their focus on long-term investment in the arts and culture sector; municipal governments doing the same. The economic impact of arts and culture in HRM is not fully known, however, a recent HRM study determined that arts and culture in HRM generates \$780 million of the Region’s direct and indirect GDP revenue. In 2001 consumer spending on culture in HRM was \$260

million.¹ These studies provide a basis from which to track the future economic impact of culture. Regular tracking and evaluation of cultural data and information will help to better understand and support the role of culture in a strong regional economy. We know that post-secondary arts education alone in HRM is a major generator of economic and cultural activity.

The economic spin-offs of culture's creative products are evident in tourism activity, entertainment, local employment, cultural industry, and the attraction of major employers and new residents seeking a community with cultural vitality.

A broader understanding of "creative capital" and innovation in a range of industries beyond the traditional "creative" sector is gaining momentum in political agendas across the country.

This new surge of creative energy has formed the basis of the HRM Cultural Plan

1.1 Purpose

HRM prepared the Cultural Plan as a key municipal strategy to guide future development and build healthy vibrant communities. The municipality is at a crossroads in its development, and the future is bright. In 2006, ten years of amalgamation was celebrated. The Cultural Plan, along with the HRM Regional Plan, Economic Development Strategy, Immigration Action Plan and other strategic policies initiated by Regional Council will present a proactive foundation for tomorrow's HRM. That HRM is comprised of empowered and culturally rich communities with sustainable development and economic innovation, progressive public policies, investment, and multi-sector partnerships that are driven by common goals. This is the essence of the HRM Cultural Plan.

The community has highlighted the need for an HRM strategy to protect, develop and invest in Culture throughout the Regional Planning process and other planning and development initiatives. The long-term management and development of HRM's cultural assets is crucial to the Region's future development. Culture is linked, both socially and economically, to the broad policy directions for HRM as a globally competitive and vibrant community; a livable and prosperous place for all. The Cultural Plan provides the framework for managing, promoting and celebrating the Region's cultural assets, and developing HRM's cultural identity to its full potential. Investment in culture will propel the Municipality forward toward creative growth and opportunity. The Cultural Plan emphasizes culture as a key pillar of HRM's sustainable development and healthy growth.

¹The HRM Arts & Culture Sector Economic Impact Study, 2004 reports that cultural consumers in HRM rank fifth among 13 Canadian regions by spending \$777 per capita on cultural goods and services.

In order for the Region to position itself competitively as a cultural magnet for visitors, business, innovators, and new residents, culture must have a stronger mandate at the Municipal level. The Cultural Plan guides that mandate and establishes the policy and investment framework to deliver it.

The Municipality 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, urban design **initiatives**, public art, facility development, and recognition programs for artists and designers. Although the Municipality invests in cultural development in a variety of ways, the approach has not been coordinated or strategically aligned with other community and corporate goals. In an effort to rationalize this cultural policy shift within the broader municipal mandate and within HRM's financial capacity to deliver the outcomes, the cultural policies have been integrated with a more comprehensive planning framework. This approach gives a higher profile and more leverage to culture, which is often difficult to achieve through a stand-alone administrative policy.

Over the long-term, the Cultural Plan will provide a blueprint to:

- ' define citizens' expectations
- ' guide cultural programming and capital investment
- ' define the needs and opportunities of both communities and the cultural sector
- ' integrate cultural programming and service delivery
- ' integrate culture into the Municipal agenda
- ' develop and sustain multi-sector partnerships
- ' leverage investment resources
- ' position HRM as a leader in cultural planning & development

1.2 Developing the Plan

A Cultural Advisory Committee (CAC) was established by Regional Council in February 2005 to oversee the development of the Cultural Plan. The committee engaged with community and multi-sector stakeholders to develop an administrative policy for HRM Council. The resulting Cultural Plan will define the policies and actions guiding cultural development over the next ten years and beyond. Community response to this planning initiative was positive and supportive of the need to have this kind of strategy in place, particularly at a time when growth and development in HRM are ever-increasing.

The CAC drew from community, business, arts, heritage, and diversity expertise and knowledge, and included representatives from the HRM Heritage Advisory Committee and the Community & Race Relations

Committee. The result of this Committee's work is a ten-year Cultural Plan that is progressive and action-oriented: a new cultural mandate for the Municipality.

Phase One of the planning process included: defining Community cultural values, vision, and the scope of the Plan; reviewing best practices to learn from other Cities and Regions; and researching and information gathering to build on other planning initiatives and study.

Phase Two involved a range of community and stakeholder consultation to develop the strategic directions, goals and objectives reflecting the issues, opportunities and priorities for cultural development.

Phase Three involved the development of the policy and its implementation framework. Phase three also involved more focused consultation and community dialogue to reinforce community and stakeholder support for, and understanding of, the Plan.

SECTION 2 CULTURE IN HRM

2.1 Values & Vision

HRM is made up of a large tapestry of distinct communities working together to define a unique sense of place. Citizens and visitors experience a distinct "feeling" of what makes the region distinct and understand that this place is special – that is culture.

Culture is integral to community vitality and prosperity, local and regional economic development and overall quality of life. The health and sustainability of rural, urban and suburban communities across HRM depend on it. Without a strong cultural identity and the supports to maintain and develop it, HRM will not be able to compete with the many other emerging creative regions across the country. From performing and visual arts to cultural celebration to museums and the design of buildings and spaces, arts and culture work together to create great places and give meaning to people's lives. Community and individual access to cultural opportunity is essential in building quality of life and sense of place.

With this understanding: *Culture is about the past, present, and future, it's about creative expression and life-long learning, and it's 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.*

Defining the scope and value of Culture was a critical element of the planning process. The Cultural Advisory Committee and staff worked with community to gain an understanding of the elements that work together

to define the cultural identity and character of HRM and its many communities.

The foundation for the Cultural Plan are the values that HRM citizens place on culture. Culture is reflected in the identity of the people and places across the region whether urban, rural, or suburban: culture ties these communities together.

People believe that culture should be at the heart of public decision-making. People place a high value on culture and feel that the HRM should 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 crucial to community identity and social and economic well-being.

Arts, traditions and customs, and local history are valued broadly by HRM citizens. These values are 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. They play a key role 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. It enables us to embrace what makes our local communities unique.

Social, natural and built heritage and their preservation are valued by all. Architectural heritage and museum collections are valued as a lasting physical and social expression of history that transcends time. Landmarks and cultural landscapes are also valued. To lose them would have a detrimental impact on the unique identity of HRM and its people. Heritage districts and concentrations of heritage resources are valued as critical to community identity and development.

Community development and stewardship is highly valued. People and communities want to be the stewards of their own culture and want to work with HRM and partners to develop it. People value the opportunity to participate in local cultural activities and engage in community cultural evolution.

“Green” infrastructure and natural beauty inspires cultural activity for the communities of HRM. Natural beauty and unique natural settings are part of the established character of HRM. People value open

public access to those waterfront and coastal areas that help define HRM's cultural identity.

The Capital District is valued as the region's centre for political, economic, and cultural development and activity. The Capital District is appreciated as a cultural anchor for communities across the region. People value the Capital District's civic importance and support strategies to sustain its long-term viability and development.

Community character and design excellence are a valued key to cultural identity and vitality. There is a strong desire to preserve traditional character and scale, while at the same time introducing new design forms into the built fabric of HRM. One cannot be at the expense of the other.

Community & cultural diversity is valued as an important building block for HRM. It is integral to healthy and progressive community and regional development. Immigration is valued as a key to revitalizing neighbourhoods and regions, and to maintaining healthy social, economic and cultural resources.

People value opportunities for children and youth to experience arts and culture. A focus on education, mentorship opportunities, and leadership will help children and youth to develop culturally, socially and creatively.

People value the geographic and socio-demographic diversity that defines HRM. Visitors and citizens value the warm, friendly, and culturally diverse people who make HRM unique. Inclusiveness and affordability are important as we build and support diversity.

Citizens value the opportunity to participate in culture. Participation in a diverse range of cultural opportunities can occur at the family, community and regional level.

Entrepreneurial opportunities for HRM's arts sector are valued. Artists want the opportunity to establish themselves in HRM, and residents want an opportunity to experience and support the local arts and creative excellence.

Cultural economic development and growth of the creative sector is considered a building block of HRM's economic sustainability. The Creative Community concept is embraced more broadly as a pillar of long-term economic development. Investment in culture and the infrastructure to support its development will position HRM as one of Canada's most vibrant and creative communities. As a competitive cultural capital, HRM will attract skilled workers and creative minds, and leverage the investment to keep them here.

Drawing from community cultural values and the history of cultural development in HRM-seven pillars of culture have been identified to direct the scope of the 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 for people of all ages

5. Diversity

Awareness, understanding, and appreciation of diverse communities, neighbourhoods, people, traditions and customs

6. Leisure & Celebration

Civic events and festivals, social gatherings, sports, food and drink, and local food production, and celebration

7. Economic Development

Cultural investment for long-term economic and community development

The scope of the Cultural Plan as defined by these seven pillars is strategic and speaks to the need to move beyond single disciplinary policies that often work in isolation where in fact there are issues and opportunities that are fundamentally connected.

A strong vision statement that articulates this message was developed by the community through the planning process. This vision was developed with the understanding that HRM must have the will and commitment to move ahead with confidence and strategy.

“Culture is a pillar of economic and social well being. HRM is the Cultural Centre of Atlantic Canada, a status that is maintained through its aggressive development, enhancement, and investment in a multitude of cultural assets. Cultural values are entrenched in the Region’s land use, economic strategies and community policies. Culture forms the Region’s identity and sense of place and residents feel an innate sense of belonging and community pride. HRM constantly strives to be a cultural panorama of geographically and socially diverse communities, a rich mosaic of natural beauty, heritage, artistic creation, leading colleges and universities, and leisure. All residents of HRM are stakeholders. Collaboration, incentives and lasting partnerships between all stakeholders ensure the success of culture in HRM.”

A vision is nothing more than an administrative statement without the strategy to achieve it. In realizing that vision is possible only where strong guiding principles are carried through into the formulation of policies, programs, actions and investment decisions, several guiding principles were used to develop the Cultural Plan.

These principles are entrenched throughout the Plan's policies and actions:

GUIDING PRINCIPLES:

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

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

Community - culture forms strong communities. Cultural identity, sense of place and social well-being are at the heart of Community

Confidence - culture in HRM is driven by the confidence that we understand, value, and build on the past, present, and future

Coordination - HRM cultural service delivery, policy and investment framework are 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 are recognized, encouraged, and valued

Equity - cultural development is based on fairness and an equal opportunity for 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 - 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 the public, private and community sectors

Leadership - HRM's cultural development is goal oriented and is driven by commitment, innovation and long-term results

Participation - active involvement in arts and culture is enjoyed by all

Partnership - cultural development is collaborative, with communities and the public and private sector working toward a common vision

Progress - success and evolution of HRM's cultural development over time is essential

Stewardship - shared "ownership" and responsibility for cultural well-being

Sustainability - cultural conservation, creation, presentation, promotion and distribution is developed and managed for future generations

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

2.2 Cultural Assets

As a capital region, HRM holds a significant concentration of cultural assets in Nova Scotia and thus has a tremendous opportunity for progressive cultural planning and development.

HRM is rich in cultural resources. The large arts community includes artists producing, performing and exhibiting in a wide variety of media and venues. Their skills are acknowledged through the awards they receive and the audiences that support them. In turn, these successes draw new artists to the community. Furthermore, because HRM is the largest metropolitan centre in Atlantic Canada, it is a magnet for artists searching for a large audience and the opportunity to engage with other creative people. HRM has a growing number of arts venues that encourage artists to produce and present their works. It is the success of these individuals and organizations that HRM wants to acknowledge. The Cultural Plan will ensure that we learn from these successes and build upon them through cooperative planning and investment.

The built heritage in HRM is an invaluable cultural resource not often found in many North American cities. It is a major cultural tourism draw and driver of community development. By virtue of its age, HRM has a wealth of heritage legacies that require research, conservation, interpretation and presentation. The Region is home to many larger heritage institutions as well as smaller community museums and local and provincial archives. These resources give HRM's heritage a physical presence, reminding citizens of their community's place in the world. However, this wealth of heritage has been underutilized, and the stories of many communities, peoples and cultures have yet to be told and explored. The written word, storytelling, oral histories and public forums for the sharing and appreciation of the diverse cultures of HRM need to be preserved, developed, profiled and made accessible to all. They provide context, introduce neighbours and build communities that are open to change and complexity.

Statistics show HRM residents come from a predominantly Northern-European ethno-heritage. This influences the activities and settlement of other peoples; half of immigrants chose to relocate to communities that are more appealing to them than less familiar destinations. Increasing global mobility means that; to remain vibrant and competitive, HRM must develop its cultural society. HRM must balance its existing heritage with an acceptance of new ethno-cultural experiences and traditions. Creating a community that embraces both immigrants and existing diversity is imperative in establishing a cosmopolitan society, where employment opportunities are made and filled, new voices bring new ideas, collaboration and innovation find partners readily, and our streets are safe from intolerance. People are drawn to places with a vibrant cultural community. -HRM's profile as an attractive community will be improved by enhancing and celebrating its cultural assets.

The health and well-being of HRM citizens is directly connected to the wealth of recreation and leisure opportunities to which they have access. From community centres to the green and natural spaces that abound within the municipality, these assets allow people to be engaged in healthy lifestyles and enjoy a profound connection to their natural environment and their community. Pride of place is important not only to cultural connectedness but to social well-being. Many People may not have the ability to connect to their

community and gain the support and strength they need to flourish. Social, economic and cultural systems are fundamentally linked.

SECTION 3 THE POLICY FRAMEWORK

3.1 Building the Cultural Mandate

Local governments across Canada are under pressure to play a stronger role in cultural development. Many Canadian cities are adopting a centralized cultural affairs office that works with all other departments to provide expertise and advice where there are cultural development concerns, as well as operating culture development-specific programs. No matter what the structure, once municipal departments begin to see their work through a cultural lens, identify duplication and gaps and discover new working relationships that achieve their goals and cultural development goals, the task of municipal cultural investment becomes clearer. It may mean that small steps are taken, but over time those steps lead to significant change.

For HRM, an inventory of current cultural service delivery programs, practices and investments is required to establish a clear picture of existing cultural support and development initiatives. A Cultural Services Inventory can enable HRM to make links, discover duplication and gaps and then take steps to address these issues. The insertion of a cultural agenda or cultural lens into all things that HRM departments undertake is the first step towards cohesive cultural service delivery.

In many cases, interdepartmental communications may have to be improved, or teams formed to address projects that overlap business unit mandates. In other cases, clarity of mandates or roles and responsibilities may be required. Structural and operational changes may also be required, but redundancies may offer new efficiencies, and uncover under utilized resources.

1. Placing a Priority on Culture

The Cultural Plan's goals and policies 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 dedication to building cultural capacity in communities across the region. As the strategic directions and policies suggest, HRM will define its own unique cultural niche by focusing on organizational structure, service delivery, and long-term investment in cultural resources and infrastructure. This will position HRM as a Creative Community and distinguish the region from all others.

HRM will be recognized as a leader in the development of culture, and be well primed for designation as a "Cultural Capital" of Canada. By investing in culture, HRM will be poised for success in all areas touched by culture. The vast mosaic of built, natural and social heritage, creative talent and ingenuity, distinct rural, urban and suburban character, natural beauty and deep relationship to the ocean will benefit from this success. Placing a priority on culture does not mean that other service delivery needs to suffer.

This is an important message. Greater spending on culture includes better integrating culture into existing programs and services and maximizing opportunities for integrating cultural infrastructure into other projects and initiatives. This results in community and economic development spin-offs that have not been fully recognized through past Government agendas and spending portfolios.

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. This expanded view extends beyond the traditional focus to include not only arts and heritage, but also urban design, leisure, and history. All of the pillars of culture need to be embraced and developed. While the goals and objectives continue to advocate the enhancement and conservation of heritage resources and the showcasing of 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. It is all interconnected and critical to long-term sustainability.

3. Community Cultural Development

The goals and objectives also provide clarity as to the importance of empowering our citizens and recognizing the unique character of the communities of which HRM is comprised. HRM's role in cultural development would place more emphasis on establishing the conditions necessary for local cultural activity to flourish and become less focused 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.

4. Alternative Governance Models

Another important component of the Cultural Plan is to mobilize resources and build capacity across a wide range of community interests: public and private sources of funding, local business, school boards, volunteer groups, 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. Enhanced Cultural Investment

The goals and objectives recognize that HRM's approach to investment needs to become more focused and benefits-driven.

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". By investing strategically in culture, HRM will see many short and long-term, direct and indirect social and economic returns.

The Plan stresses the need for a more strategic and integrated approach to cultural facility development; sound decision making criteria are a first priority to facilitate Council's decision making process. Inherent in the policies 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.

Within the goals and objectives of the Plan, important connections are also demonstrated between community health and public space development. An expanded cultural development mandate will create opportunities to build widely accessible civic spaces. HRM must capitalize on these opportunities through coordinated service delivery, strategic investment and an up-front consideration of culture when planning development. Better integration between Recreation and Cultural Service Delivery will be key. In addition to coordinated efforts among HRM departments, the policies and actions advocate

the need for greater co-ordination among a range of cultural sector partners including the three levels of government. Culture must be included as a pillar and driver of lasting economic and community growth by the political and business sphere. With confidence in its cultural assets, HRM is poised to assume a leadership role, forming strategic collaborations between government levels, setting mutual development and investment priorities, and investing effectively in the arts and culture sector.

3.2 Supporting Plans & Policies

1. The HRM Regional Plan

The proposed cultural planning goals and objectives represent the first step toward realizing the cultural development direction set forth in the HRM Regional Plan. While the Regional Plan provides a broad land-use framework for physical, cultural and heritage resources, the Cultural Plan emphasizes culture and its development beyond the land-use framework. The Cultural Plan takes a community development approach to build community capacity, cultural programs, asset management and investment, promotion, integrated service delivery and multi-sector partnerships for HRM's long-term cultural development. This approach is complimentary to the Regional Plan, with an emphasis on operational and investment mechanisms such as program and infrastructure development. Community partnerships and stewardship efforts will be key to this approach. The community cultural development approach set out in the Cultural Plan will align further with the Regional Plan implementation through the local visioning processes.

2 The HRM Economic Development Strategy:

Conditions for continued growth of the HRM economy are increasingly related to quality of life, cultural opportunity, and creative development, all of which attract new business and residents and encourage them to remain. These "cultural conditions" will build a creative economy based on innovation, diversity, knowledge, and entrepreneurship, and help to showcase HRM internationally. There are areas of synergy between the Economic and Cultural Plans which can be emphasized through policy and coordinated implementation strategies.

3 The HRM Immigration Action Plan:

HRM will become a destination of choice for new citizens 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 are both 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.

4. The HRM Youth Engagement Strategy

HRM has a vision of a healthy, sustainable, thriving municipality. The foundation of this vision is the active engagement of all citizens and communities. The HRM Youth Engagement Strategy lays the foundation for young people to be included in community decision-making and civic engagement. The Strategy emphasizes young people as a critical public stakeholder. Several shifts in action and service delivery are recommended to enable this change and help HRM's youth to develop to their full potential. Youth identified culture as being important to their daily lives and their ongoing development as creative and healthy citizens. They also identified a lack of arts opportunities within HRM.

The Cultural Plan's Structure :

The Cultural Plan is comprised of two sections.

The **Policy Framework** includes the strategic directions, goals and policy statements that will help guide future decision-making. A number of actions follow each policy statement to reinforce and strengthen the Municipality's long-term commitment to culture.

The **Implementation Framework** includes short-term action priorities for the first phase of the Plan's implementation (2006-2008), as well as implementation objectives for phases two and three.

POLICY FRAMEWORK:**Strategic Direction 1: Service delivery & partnerships**

Goal 1: Integrated Service Delivery

Goal 2: Partnership Development

Goal 3: Community Development

Strategic Direction 2: Cultural access & equity

Goal 4: Cultural Infrastructure

Goal 5: Asset & Information Management

Goal 6: Promotion & Awareness

Goal 7: Equity & Diversity

Strategic Direction 3: Community character & heritage

Goal 8: Heritage Conservation

Goal 9: Community & Urban Design

- Goal 10:** Public Art
- Goal 11:** Building Community Identity
- Goal 12:** Public & Civic Spaces
- Goal 13:** Leisure & Entertainment

Strategic Direction 4: Life long learning & creative expression

- Goal 14:** A “Learning City” & Region
- Goal 15:** Creative Community
- Goal 16:** Arts Development
- Goal 17:** Children & Youth

Strategic Direction 5: Strategic investment & promotion

- Goal 18:** Competing Globally
- Goal 19:** Cultural Investment

STRATEGIC DIRECTION # 1:**FOCUSED SERVICE DELIVERY & PARTNERSHIPS**

Nurturing culture and creativity will assist HRM in building vibrant and safe communities. Focussed service delivery and partnerships are essential in maximizing efforts to build community capacity. Working together and making the most of cultural development resources will benefit the cultural community and the development of HRM’s vibrant, safe communities. This type of aptrnership approach requires leadership at the municipal level as well as community leadership. In addition, the municipality needs to provide appropriate support and positive reaction when communities step forward in a leadership role. These types of collaborations on cultural initiatives will support better evaluation and reporting on investments and activities.

Focused Service Delivery

Within HRM, numerous business units deliver cultural services, from grants to facility management, from social to arts and heritage programs to open space planning and development. This type of operational system requires integrated business planning, collaborations, common goals and interwoven departmental mandates. Currently, this level of integration is under-developed within HRM's cultural service delivery framework.

HRM has a unique collection of cultural programs and facilities brought together through the amalgamation of the former municipalities of Bedford, Dartmouth, Halifax City and Halifax County. This timely introduction of a Cultural Plan to review civic (direct delivery by HRM) and community (support from HRM) programs and facilities will determine which programs and facilities still meet community needs, which need to be amended, and what new needs have arisen to meet new and changing demographics.

Partnerships

Partnerships enable collaborative efforts and actions to reinforce mutually shared goals and build community capacity with existing resources. Partnerships and alliances may also produce increased community capacity through education, information sharing, the discovery of alternative methods of fulfilling needs, or through newly revealed resources. Collaborations must be encouraged across sectors (arts, heritage, education, immigration, recreation and economic development) and leadership should be nurtured among interested parties (elected officials, municipal staff, local cultural leaders, local businesses, education and other sectors).

There is a need to enhance networking with the cultural community in the delivery of community programming and events, and in the showcasing of the talents and works of our artists. There is an opportunity in community schools, libraries and recreation facilities to work more closely with community organizations, including artists, to ensure sustainable delivery of cultural programming and experiences. These also present opportunities for exhibition, all of which have been identified as learning and educational opportunities for HRM citizens. Although funding has been identified as a barrier, HRM needs to encourage and support the sharing of skills and expertise through an integrated community delivery approach, building on what we have in our communities already.

In order to maximize the benefits of community cultural participation, collaboration is a priority in serving HRM's diverse and geographically scattered audience. Partnerships may be small or broad-based, formal or informal, focussed on one goal or acting as a network that shares information and resources to the benefit of all.

The Creative City Network, a leading proponent of municipal cultural planning, provides a list (Creative City News, Special Edition 2) of principles on which action can be based to produce beneficial collaborations with individuals and coalitions, and for building supportive, collaborative governance frameworks and operations:

- Support networking and advocacy organizations and region-wide cultural development agencies.

- Provide affordable spaces for organizations' homes, and multi-tenant spaces that foster exchange, dialogue, and community.
 - Expand the cultural lens across government departments by encouraging all departments to integrate culture into their processes and thinking.
 - Coordinate and fund meetings / forums to explore, plan for, and enact cultural initiatives and strategies as core dimensions of community plans.
 - Collaborate to (re)align programs and systems to better support strategic cultural priorities.
 - Build a corporate culture and citizenry that are open and interested in the concept of place-making and investing in community.
 - Form task forces and committees to support and integrate cultural dimensions in community development initiatives - involve the chamber of commerce, neighbourhood groups, and individual citizens. Root ideas and actions in the community.
 - Recognize and nurture more permeable boundaries between sports and recreation, high arts, amateur artistic expression and culture, folk arts and ethnic celebrations, and education at all levels.
- C Adapt departmental directives and strategic priorities to encourage, enable, and reward collaborative efforts.
- Disseminate information through interdepartmental, intergovernmental, and cross-community gatherings, celebrating collaborative efforts and successes.
 - Include artists in advisory committees related to all aspects of government activity, policy, and planning/development.

These Creative City Network suggestions reinforce the goals and policy directions under the HRM Cultural Plan.

GOAL # 1: INTEGRATED SERVICE DELIVERY

To be a leader in cultural planning and development through a strong cultural mandate and integrated policy and service delivery

Policy 1.1 The Cultural Plan will be integrated into HRM's Land-Use, Economic and Community Planning framework

Action:

Develop procedures and mechanisms to coordinate implementation of the HRM Regional Plan, the HRM Immigration Action Plan, the HRM Economic Development Strategy, Municipal Planning Strategies and Community Plans, and future planning initiatives as they arise

Policy 1.2 HRM will enhance long-term cultural development by ensuring the necessary operational structure is in place to implement the Cultural Plan

Actions:

- , review HRM's current cultural service delivery structure, develop an appropriately resourced culture division to coordinate the long-term implementation of the Cultural Plan
- , develop progressive cultural service delivery standards to be applied and monitored over time to adapt to changing cultural issues and opportunities
- , establish a cross departmental Cultural Committee which would adopt procedures and processes to enable effective collaboration between HRM departments and mandates
- , create an appropriate governance structure to effectively implement the Cultural Plan, including a Cultural Advisory Committee of Regional Council to advise on the development of cultural policy and programs

Policy 1.3 HRM will establish an operational framework that supports integrated service delivery with community and cultural agencies

Actions:

- , develop a multi-tiered grants program that addresses HRM's cultural goals with development of local, regional, and international grant tiers and criteria
- , enhance community access to information and available support programs
- , ensure adequate financial and human resources to develop and maintain partnerships

- , develop new and creative approaches and governance structures to deliver cultural services
- , explore community management and service delivery agreements for cultural service delivery

Policy 1.4 HRM will consider the adoption of an appropriate governance structure to effectively address investment and development of the arts sector

Actions:

- , research and consider information required to develop and fund an independent body to address investment issues and opportunities within the arts sector including expenses and funding mechanisms
- , investigate models of peer-review evaluation for arts and cultural funding and apply where appropriate
- , investigate models of integrating community and professional arts development

Policy 1.5 HRM will ensure culture is integrated into broad decision-making amongst departments

Actions:

- , develop culturally sensitive decision-making criteria (a “cultural lens”) for capital projects to ensure that developments consider cultural issues and opportunities
- , establish a long-term Interdepartmental Cultural Committee, building on the Terms of Reference developed for the ad-hoc IC Committee utilized for the Cultural Pan development
- , coordinate business and budget planning for the identification of long-term cultural _____

Policy 1.6 HRM will adopt a strategic approach to Public Real Property development so as to maximize opportunities for the development of cultural facilities and spaces

Actions:

- , create an inventory of existing cultural facilities and spaces, making note of duplication as well as any opportunities; include discussions with proponents in the cultural sector and key government agencies
- , develop a Cultural Facilities Master Plan to identify cultural facility and space opportunities
- , establish a process to ensure HRM’s major infrastructure projects and property disposals undergo a cultural and urban design evaluation
- , identify opportunities for cultural space development within planning & development

Policy 1.7 HRM will ensure policy and procedure with respect to special events delivery achieves a positive cost/benefit ratio, and will support special events at the local, regional, and international level

Actions:

- , review HRM’s role in the direct delivery of special events to ensure a continued emphasis on civic events and an appropriate structure for community-based events delivery
- , review and revise policy and procedure with respect to special events delivery including the impact of costs on community such as charges for permits, security, road closures, and other municipal requirements
- , research other municipalities regarding delivery of special events
- , create an inventory of community events and resource requirements including an analysis of funding to grandfathered events, budget and funding levels, and cost/benefits
- , review current screening tools, and evaluation for funding community events
- , work to ensure that HRM’s civic events incorporate cultural elements using local talent and resources

Policy 1.8 HRM will establish a Cultural Advisory Committee of Council to draw on the expertise and perspectives of the cultural sector and community in the implementation of the HRM Cultural Plan

Actions:

- , develop terms of reference for the Committee
- , recruit Committee members to include representation from all of HRM's *cultural pillars* as identified under Section 2 of this Plan
- , develop criteria for selecting Committee members that ensures an inclusive balance of experts, community, and individuals
- , enable sub-committees and working groups as needed to effectively implement the Cultural Plan with *consideration* for:
 - Public Art
 - Arts Development
 - Special Events and Cultural Economic Development
 - Rural Culture
 - Seniors
 - Youth

Policy 1.9 HRM will ensure that the mandate(s) of it's Boards & Committees link to the Cultural Plan Implementation

Actions:

- , review the mandate of HRM's existing cultural committees ~~with cultural mandates~~ to better link committees to the Cultural Plan and to enable those committees to more effectively carry out their specific mandates
- , coordinate and integrate the development of the proposed Cultural Advisory Committee with that of other proposed Committees under the Regional Plan, Economic Development Strategy, Immigration Action Plan, and Youth Engagement Strategy for implementation synergies and efficiencies

Policy 1.10 HRM will adopt and implement a performance measurement strategy for the Cultural Plan Implementation

Actions:

- , develop targets and indicators for ongoing progress measurement, including research into leading trends in cultural development measures and evaluation
- , collaborate on an ongoing basis with cultural organizations and communities to determine suitable progress indicators
- , establish a public reporting process to be delivered at regular intervals throughout the Plan's implementation

GOAL # 2: PARTNERSHIP DEVELOPMENT

To be a leader in cultural planning & development through sustainable partnerships and collaborations with Government, agencies, community and private sector

Policy 1.11 HRM will implement a community management-partnership program to achieve operational and strategic linkages to the Cultural Plan

Actions:

- , incorporate cultural development as a key perspective in alternative service delivery
- , review HRM's Facility Management Agreement Program to identify opportunities for community partnerships in the development, maintenance, programming and operations of cultural facilities
- , conduct an analysis to maximize cultural use of facilities and spaces
- , identify opportunities for creative clusters in HRM-owned recreation and community facilities
- , consider incentives for community participation in management agreements
- , improve partnered relationships (internal and external), through regular communications and annual reporting as part of the HRM Facility Management Agreement Program

Policy 1.12 HRM will work collaboratively with educational institutions and organizations to establish goals and to plan programming to foster strengthened support for cultural development

Actions:

- , explore opportunities for joint project delivery and research through the Metro University Planning Committee, MOU
- , develop mixed creative clusters in partnership with other public and private partners
- , develop a "Creative Community Strategy" to attract and retain skilled workers and private sector investment
- , research economic development trends and best practices in cultural innovation
- , explore the development of joint demonstration and pilot projects to showcase innovation

Policy 1.13 HRM will engage and coordinate with philanthropic organizations and foundations to develop funding programs for arts and culture organizations in concert with the goals of the Cultural Plan

Actions

- , conduct research into local, provincial and national philanthropic organizations and foundations
- , encourage external partners to consider funding cultural activities supported by the Culture Plan

- , develop a cultural endowment program
- , identify links for joint partnerships and development projects

Policy 1.14 HRM will engage public partners in the development of common cultural policy and development initiatives

Actions

- , work with the Province to identify complimentary implementation links to the NS Culture Sector Strategy including options for matching funding, shared expertise and resources to facilitate development of cultural creation, production and dissemination, facilities, celebrations, marketing, exporting, cultural human resources, investment and public education
- , co-fund capital projects to renovate, expand, plan and build cultural facilities and infrastructure;
- , work with provincial and federal governments to consider the creation of a tripartite foundation to support cultural development
- , develop partnership agreements to identify key priority synergies between government
- , conduct joint academic and industry research related to cultural development issues
- , encourage the HRM business community to partner in culture through a public-private sector cultural development program
- , work to increase and coordinate project funding, sponsorship and marketing resources for arts and culture organizations

Policy 1.15 HRM will develop a communication strategy and process to ensure that public agendas are linked to cultural needs and priorities in the community

Actions:

- , Identify and implement operational and strategic linkages between the Cultural Plan and the HRM Government Relations Plan
- , establish an intergovernmental Cultural Planning Committee that will include:
 - partners and agencies from all levels of government
 - planning, funding and facilitating bodies
- , establish a cultural tourism marketing committee with Destination Halifax, TIANS, and local agencies with linkages to the Cultural Advisory Committee and implementation of the HRM Economic Development Strategy
- , conduct ongoing round tables and forums with business, organizations and government

Policy 1.16 HRM will facilitate development projects between organizations and agencies to share resources and maximize public impact

Actions:

- , improve working relationships with economic development agencies
- , improve working relationships with public funding bodies

- , implement partnered pilot projects with other levels of government
- , encourage the participation of the business sector in supporting community facilities as well as incorporating community spaces within their own facilities
- , build synergies and facilitate alliances to achieve facility development goals to enhance bid abilities for significant sporting and cultural events (while simultaneously creating facilities for long-term community uses)

GOAL # 3: COMMUNITY DEVELOPMENT

Cultural development is achieved through a community-based model of planning, investment and support

Policy 1.17 HRM will work with its arms-length agencies to implement the Cultural Plan and achieve more effective outcomes

Actions:

- , review program and service delivery to eliminate duplications, achieve program synergies and achieve operational efficiencies

Policy 1.18 HRM will adopt an equitable approach to supporting community organizations in the delivery of cultural services and programs

Actions:

- , evaluate HRM's cultural funding programs and discontinue, amend, or confirm their relevance and effectiveness in achieving cultural goals
- , develop a process to eliminate funding gaps and duplication through regular reviews, communication and the development of internal and external networks
- , explore the feasibility of multi-year operational and/or capital funding for cultural organizations strategic linkages to HRM's cultural development goals and priorities through a formal partnership agreement
- , establish a working group to seek input from community in the development of grant eligibility and reporting criteria with templates and grant program categories linked to the Cultural Plan outcomes and priorities
- , conduct ongoing research into other municipal models of community cultural investment
- , adopt a tiered cultural grants model that provides focused funding programs to address HRM's cultural, social, and economic development goals at the local, regional, and international level
- , work with HRM Councillors to explore the feasibility of enabling a portion of discretionary community funding for culture

Policy 1.19 HRM will encourage the building of a network of cultural community resources through inter-organization and inter-community partnerships

Actions:

- , identify common needs and opportunities to address fragmentation of service delivery and strengthen outcomes
- , provide resources to community partners to develop network(s) including linkages between networks and community resources
- , establish processes and structures for collaboration between community networks to take better advantage of resource sharing, cross marketing and promotions, and possibilities for shared programming
- , consider funding for new networking initiatives that create synergies, and multiply benefits

Policy 1.20 HRM will facilitate ongoing public input into community cultural development

Actions:

- , ensure public input into the HRM Cultural Plan development and its on-going evaluation
- , implement regular surveys to measure public satisfaction with cultural development activities and opinions of culture generally and to track trends
- , hold cultural round-tables, focus groups, design charettes, meetings, etc.
- , ensure community participation through an HRM Cultural Advisory Committee
- , hold ongoing forums, symposiums, and guest lectures to highlight cultural development issues, best practices and trends

Policy 1.21 The development of local cultural plans will be explored as a mechanism to implement the Cultural Plan

Actions:

- , coordinate with the Regional Plan local visioning and community planning processes to identify local cultural issues and opportunities
- , develop collaborations between HRM and community organizations to develop cultural action plans addressing local issues and opportunities with a focus on and local identity, cultural diversity, and community stewardship and capacity building

STRATEGIC DIRECTION # 2: CULTURAL ACCESS & EQUITY

The word “access” has many meanings. To some it means physical access and translates into municipal facility improvement to remove physical barriers. To some it means economic access and translates into municipal financial support system developments to enhance affordability. And to some it means cultural access and translates into the development of cultural awareness that allows the municipality to identify culture-specific opportunities to enhance lifestyles and to support interaction between cultural communities.

Recognizing the benefit of a healthy, vibrant cultural environment, HRM will ensure, through its Cultural and Regional plans, that every community within the Municipality has access to all aspects of culture. This means universal access to arts, library and heritage resources; cultural programs; professional development opportunities for the arts and heritage producers in the community; adequate facilities; transportation; and recreation opportunities.

The HRM cultural vision speaks to inclusiveness, creativity, cultural values, and social well-being. HRM’s recently developed Corporate Score Card strives for excellence in providing safe, healthy, sustainable and vibrant communities in which to live. These goals relate directly to the goals of the Cultural Plan that strive to provide access and equity through community development and awareness.

Access to all cultural elements is critical to enhancing quality of life and a sense of place. The plan recognizes that community diversity is valued. Inclusiveness, participation, accessibility and affordability are important to quality of life. The Cultural Plan strives to provide physical, economic and geographic access to all cultural resources for all citizens. Many citizens are already involved in their cultural community as either consumers or producers. We know that currently 52% of citizens (185,000) are registered with the library, with 28 transactions annually on a per capita basis. One in eight of our citizens (44,000) are registered in recreation programs with 23,000 of them falling into the pre-school, child, youth category.

The 8 largest community heritage institutions attract over 300,000 visitors per year drawing approximately 30% of their visitors from residents of HRM. These institutions generate \$652,998 in direct expenditures on goods and services (including wages and salaries) per year. Employment in the museum-archives sub-sector grew in HRM from 230 individuals in 1996 to 305 individuals in 2001, an increase of 32.6%. In 2004 HRM invested \$745,000 to preserve historic sites and assets. Participation in culture will continue to grow with the provision of appropriate access and support from the Municipality.

GOAL #4 CULTURAL INFRASTRUCTURE

To enhance the role of community recreation centres, public libraries, schools, museums and other community centres for arts and cultural program delivery and community access

Policy 2.1 HRM will integrate Culture into its Recreation mandate**Actions:**

- , review the HRM Recreation Blueprint and service level criteria to ensure culture is integrated into decision-making related to community use and access to recreation facility space(s)
- , review the Community Recreation Services facility user rental/fee agreements
- , review community use criteria for Facility Management Agreements
- , review the HRM Indoor recreation Facility Master Plan for opportunities to develop cultural spaces through the planning process and decision-making criteria
- , link business planning and policy development between HRM's Community Recreation Services and Cultural Services to include facility development strategies, cultural capital identification, and facility management agreement strategies
- , develop cultural program delivery designed to respond to priority demographic groups including children and youth
- , establish arts and cultural programs in communities where there is a demonstrated need and opportunities for synergies with existing cultural programs
- , increase youth opportunities in arts & cultural programming
- , develop creative mentor opportunities for children and youth
- , provide opportunities for inter-generational and cross-cultural creative activities through community celebrations, events, and programs

Policy 2.2 HRM will strive to enhance the cultural use of public, private and community facilities and spaces of all types**Actions:**

- , explore means to transform underused community centres into community cultural centres dedicated to arts and culture programming, display, learning, creative incubation and design recognition
- , conduct an analysis of existing community and recreation centres to determine the feasibility of incorporating cultural space where identified by community or HRM
- , conduct ongoing research into best practices for the incorporation of cultural space into community centres
- , incorporate a cultural space component into all new HRM Recreation and community facilities based on community-identified opportunities including:
 - community meeting and gathering space,
 - studio space,
 - gallery space,
 - cultural interpretation, and
 - learning

- , incorporate an arts and/or cultural interpretive display component into all HRM public buildings with an immediate focus on City Hall
- , explore partnership opportunities with stakeholder groups for shared use of space and shared marketing and administrative opportunities
- , collaborate with Halifax Public Libraries for the development of a Central Library in the Capital District within a multi-use complex with links to Cultural Plan Goals

- , review current agreement between HRM Recreation, Tourism & Culture and Halifax School Board to explore ways to create more affordable and available community access to school facilities for community groups
- , develop a private-sector arts liaison team to identify opportunities to display local art works, public art, and interpretive spaces
- , work with local developers to explore the development of a cultural spaces program for new construction to incorporate cultural spaces into new development through the development agreement and parkland dedication process
- , address cultural development restrictions through HRM and Provincial by-laws and policies
- , explore the development of new and enhanced maintenance initiatives to ensure sustainability of HRM's cultural property assets, spaces, and landscapes

GOAL # 5: ASSET & INFORMATION MANAGEMENT

To develop an accessible inventory and network of cultural assets and information

Policy 2.3 A more cohesive approach to the collection, protection, preservation, and showcasing of art, heritage and cultural artifacts will be developed

Actions:

- , establish the mandate and functions of the new HRM Municipal Archives
- , Support the development of an active Municipal archival program and services in coordination with other archives, museums and libraries within HRM
- , Use professional archival and museum standards and management systems to inventory and promote access to municipally-owned heritage collections in their various locations including Fire, Police, Dartmouth Heritage Museum, Fort Sackville, Civic, Mayor's Office and the Municipal Archives
- , Promote the participation by HRM communities in provincial archival and heritage information networks so that their holdings are broadly accessible

Policy 2.4 HRM will work with partners to develop a coordinated mechanism for information exchange, research and data collection

Actions:

- , work with community and agencies over the long-term to develop an information management system for cultural assets including regional and community data and mapping
- , build on the Regional Planning cultural mapping base through inter-generational transfer of knowledge, local mapping, and oral history documentation
- , explore the feasibility of developing a GPS mapping system

- , conduct an inventory and gap analysis of community facilities and spaces by building on existing database information from all of HRM's business units including Recreation, Planning & Development and Shared Services, Halifax Public Libraries and schools
- , develop a membership and information exchange with existing cultural networks
- , establish an HRM cultural information network including: a virtual site that houses cultural research and information; web linkages to community groups, organizations and agencies; and cultural programs

GOAL # 6: PROMOTION & AWARENESS

To build a greater understanding of the cultural character and identity of the Region through promotion and awareness

Policy 2.5 HRM will use its public buildings to showcase and display local arts and culture of a variety of forms

Actions:

- , use Halifax City Hall as a regional showcase for arts and culture interpretation and display
- , use community recreation centres, ferry terminals and transit depots, administrative offices, and customer service centres for arts and cultural display
- , develop a program to incorporate a cultural component into Regional Council meetings on a regular basis
- , use and promote HRM facilities equipped with necessary technical infrastructure for performances

Policy 2.6 HRM will work with the arts sector, heritage sector, non-profit agencies and community groups to showcase and interpret local art and culture in high profile, accessible community buildings and spaces

Actions:

- , develop a database and process to determine potential partners and venues using the HRM Facilities Database
- , establish exhibition and performance standards
- , consider financial and in-kind resources and agreements to enable such partnerships to develop
- , work with artists to support “visiting artist” workshops with a focus on rural and geographically dispersed communities

Policy 2.7 HRM will develop a strategy for the ongoing promotion of region-wide community cultural resources

Actions:

- , ensure broad access to cultural information and data, special events and activities
- , develop a cultural volunteer program
- , develop a program for cultural documentation, interpretation and display
- , create opportunities for marketing and promotional collaboration within HRM, between organizations and government levels
- , develop recognition and awards programs and community funding for promotion of cultural assets and activities

Policy 2.8 HRM will deliver services and programs with an integrated focus on community cultural development

Actions:

- , dedicate staff support within Community Recreation Services to coordinate and implement the Cultural Plan actions for enhanced cultural programming and awareness
- , communicate and market programs and services to increase community participation with a focus on all ages and diverse communities
- , work with HRM’s community developers to identify potential community partnerships
- , foster and develop existing partnered programs and services including those with the Halifax Public Libraries
- , work with arts organizations to bring art exhibitions into schools, public libraries and community centres
- , research residency criteria and identify community partnerships in the implementation of an artist-in-residence program including partnerships between HRM, School Board and Public Library
- , expand the HRM-Arts List to develop and maintain a data-base of artists in HRM communities to consult and deliver a spectrum of high-quality programming and community-based events

GOAL # 7: EQUITY & DIVERSITY

To develop opportunity for all residents to experience culture through an equitably balanced approach to cultural service delivery

Policy 2.9 Efforts will be made to ensure services and support provided by HRM meets the needs of all of its diverse communities

Actions:

- , implement the HRM Corporate Diversity Plan
- , continued to develop and implement HRM's Community & Race Relations Policy including development of a Community Diversity Plan
- , continually promote HRM's diversity policies and procedures to HRM Council and staff
- , work toward affordable and diverse access to information, programs and facilities using a variety of information dissemination methods

- , develop a public consultation program and policy that responds to diverse needs in the community
- , work with organizations and individuals to determine an equitable method of choosing community members for HRM's Boards and Committees
- , develop a range of outreach programs to enhance access and awareness of cultural opportunities
- , develop recreational programming that utilizes the ethno-cultural resources of the municipality including the potential for programs and services in other languages
- , continually identify needs and gaps in current services/programming
- , ensure that the collection policies of municipal archives, libraries and museums are inclusive and represent the broad range of participants in HRM's culture and heritage

Policy 2.10 HRM will develop standards and processes to address cultural participation barriers and civic access barriers

Actions:

- , develop an HRM Accessibility Plan including mechanisms to build upon universal design guidelines for public facilities and capital infrastructure
- , develop an awareness campaign with the Province to highlight the Nova Scotia Building Code requirements for accessible buildings
- , consider a multi-year audit of HRM's public facilities to determine accessibility priorities with an emphasis on City Hall and other civic and community centres
- , develop collaborative communication campaigns between HRM, private sector and community organizations to raise awareness around accessibility issues
- , provide support for accessible and affordable transportation including transit and taxis

Policy 2.11 HRM will work with community organizations to help achieve the region's cultural diversity goals

Actions:

- , provide support for artistic diversity, ethno-cultural, indigenous and culturally diverse communities including broad socio-economic representation
- , work with community organizations to identify mutual program opportunities

Policy 2.12 HRM will address Immigration development through the implementation of the Halifax Region Immigration Strategy and the HRM Immigration Action Plan**Actions:**

- , work with the Halifax Regional Library to develop a process for providing and disseminating information for newcomers
- , use community centres and public buildings as a depository of information
- , work with community newspapers to promote services and relay information

- , work with community organizations and government agencies to develop programs and services to provide newcomers with access to support services and information
- , develop a focus group and /or steering committee to help develop programs and services and to identify gaps and opportunities
- , use HRM's Recreation Catalogue and other community publications to raise awareness of diverse communities and cultures

**STRATEGIC DIRECTION # 3:
COMMUNITY CHARACTER & HERITAGE**

The community character of HRM is defined in part through the Region's 10 millenia of cultural history.² Also of notable importance and cultural value is the unique collection of public and civic spaces drawn together in 1996 through the amalgamation of the former municipalities of Bedford, Dartmouth, Halifax City and Halifax County. At one time each of these spaces met specific communities needs. The introduction of a cultural plan provides the opportunity to reassess the public and civic spaces, in light of changing community profiles and demographic needs.

²The region's 10 millennia of cultural history, includes: Aboriginal settlements and places where a seasonal fishery took place; coastal cruising voyages associated with the Vikings; Portugese fishery stations of the early 1500s; places associated with the epic struggle for cultural domination of the New World, first by the French in the 1600s and later by the British in 1749; places associated with the epic struggle for freedom in the New World first by Germans settlers in 1753 and later by Africans in 1776.

Halifax Harbour, as one significant example, has defined the community character of Halifax-Dartmouth for over 10,000 years. First, as summer fishing grounds for Aboriginal Peoples, then as a safe haven and refuge from the sea for Portugese fishermen, and then as a place defined by French and British colonial interests, as well as Carribean and African people. These waves of immigration, and the development that followed help to define Halifax as the cultural centre it is today. Many other coastal communities make up the cultural character of HRM, and make the Municipality an attractive destination for international tourists. Residents have a profound connection to these waters and shores, and the vast open and accessible natural areas that spread from one end of the region to the other. These resources have significant cultural value.

This Plan gives the Municipality an opportunity to showcase cultural expression in municipal settings. HRM can influence this expression by making spaces available for cultural performances and animation. A measure of forethought and planning can create vibrant spaces through new development. Public art is a powerful mechanism to create public spaces that express cultural values and artistic excellence and is one way for the Municipality to play an active role in the promotion of cultural expression.

GOAL # 8: HERITAGE CONSERVATION

To develop a comprehensive program for the conservation, preservation and promotion of HRM municipal and community heritage resources

Policy 3.1 HRM will develop an integrated Regional Heritage Strategy

Actions:

- , develop policies and programs to integrate natural, social, and built heritage resources and their conservation
- , identify opportunities for the establishment of heritage conservation districts across HRM
- , build on HRM's heritage incentive program to encourage private conservation initiatives
- , develop a program to complement regulatory mechanisms for heritage conservation
- , incorporate the implementation of the Heritage Plan into the program and business planning of all relevant Departments to ensure sufficient financial resources are available to carry out the Plan
- , develop a GIS-based inventory of heritage resources for public, private and community use
- , develop public and community stewardship programs and incentives for the conservation and enhancement of heritage resources
- , liaise with other government levels to ensure policy linkages

Policy 3.2 HRM will support local heritage planning as a mechanism to implement the HRM Regional Heritage Strategy

Actions:

- , identify the geographic areas to be considered for the development of local Heritage Plans
- , work with community organizations and individuals to partner in local planning process
- , establish a Community Development Model for the development and implementation of local heritage plans with linkages to the Regional Plan Local Visioning Program

Policy 3.3 HRM will adopt a Civic Heritage Places Program to enhance the conservation and use of HRM-owned heritage properties

Actions:

- , raise awareness and knowledge of HRM’s civic heritage through communication and marketing initiatives
- , develop policies and procedures for the adaptive re-use of HRM’s heritage buildings for public administration, community and tourism uses including community management
- , ensure that civic heritage site development is coordinated between HRM’s Business Units through a formal check-list and communication process

Policy 3.4 HRM will manage the collection, display, conservation, and interpretation of its museum, archival and arts collection

Actions:

- , investigate the development of a multi-use civic museum and archives complex
- , ensure that the Municipal Archives is adequately resourced to preserve and promote access to HRM’s documentary heritage
- , develop a local museums policy as part of HRM’s Regional Heritage Strategy

GOAL # 9 COMMUNITY & URBAN DESIGN
To establish a high level of design quality in the development of buildings and spaces to build on the context and character of neighbourhoods and communities

Policy 3.5 HRM will strive to show leadership and public stewardship in the area of Urban Design

Actions:

- , develop and implement the HRM Urban Design Plan as identified through the HRM Regional Plan implementation strategy
- , develop a process to ensure that all of HRM's major infrastructure projects undergo an urban design evaluation
- , adopt procurement and maintenance standards that give a high priority to urban design through the disposal and development of HRM-owned properties
- , collaborate with other government levels and agencies to raise the profile and impact of urban design in the development of public real property
- , develop a communication and capacity-building strategy to promote community and urban design principles and processes

Policy 3.6 HRM will support creative cluster development to showcase design excellence and innovation, build concentrations of arts and cultural infrastructure and creative space, and build multi-use neighbourhood and community nodes

Actions:

- , conduct a feasibility study to identify creative cluster opportunities across the HRM as a component of the Cultural Facilities Master Plan with an emphasis on developing neighbourhood, community and regional clusters of art, culture, entertainment, retail, knowledge and community gathering
- , undertake a research and global scan of creative cluster strategies and projects and evaluation of key success factors and investment strategies applicable to HRM's situation

Policy 3.7 HRM will adopt procedures, guidelines and programs to ensure that residents and all stakeholders benefit from better designed buildings, spaces and neighbourhoods

Actions:

- , ensure that heritage protection strategies and broader urban design guidelines are integrated to enable a vibrant mix of design forms and in-fill opportunities in all of HRM's centres and growth districts
- , develop recognition and awards programs, and grants assistance for pilot projects that showcase design excellence
- , develop publications, symposiums, demonstration projects and best practices research including an Urban Design Handbook as a component of the HRM Urban Design Plan
- , develop education and outreach programs to enable greater participation and engagement by the public in design processes and decisions as part of the Capacity Building Strategy under the proposed HRM Urban Design Plan

GOAL # 10: PUBLIC ART

To develop public art as a means of enhancing HRM's cultural identity and raising awareness as to the importance of art in community-building

Policy 3.8 HRM will adopt a Public Art Program to build Public Art as a Community and Cultural Resource

Actions:

- , adopt a public art policy and procedures
- , conduct an inventory and condition report of public art assets
- , establish a Public Art Advisory body with linkages to the HRM Cultural Advisory Committee
- , establish a public art maintenance and management reserve
- , develop a promotional program for public art

Policy 3.9 HRM will Incorporate public art into its Public Works and Capital Projects

- Actions:**
- , develop guidelines for incorporating public art into HRM Public Works and Capital Projects
 - , develop a communication process to ensure that public art is coordinated including the identification of potential sites, and the review of proposed public art projects to ensure legal, safety and maintenance concerns have been considered

Policy 3.10 HRM will establish adequate funding and operational resources to implement its Public Art Program

Actions:

- , investigate a '% for public art' program from private development project costs
- , develop a private-sector and community sponsor program
- , work with HRM's Planning & Development Department to explore public art through the development agreement process

GOAL # 11: BUILDING COMMUNITY IDENTITY

To develop the vibrant and diverse cultural identities of HRM as defined by its many communities, cultural assets, and people

Policy 3.13 HRM's founding cultures will be recognized and celebrated

Actions:

- , develop awareness programs using partnerships between HRM and community organizations

- , provide financial support for programs and initiatives that raise broad awareness of these cultures including cross-cultural initiatives
- , invest in facilities and spaces that incorporate the promotion of cultural identity
- , work with the Province to provide protection for significant archeological & heritage sites
- , promote traditional and indigenous art forms

Policy 3.14 HRM will promote and build upon the Region's rich cultural heritage and new cultures and continue to recognize and celebrate all of the diverse cultures across the Region

Actions:

- , ensure that planning policy and regulations allow for cultural diversity through the community planning process

Policy 3.15 HRM will promote and build upon the region's Aboriginal and African Nova Scotian heritage and culture

Actions:

- , work with cultural organizations including (but not limited to) the Black Cultural Centre and Mi'kmaq Native Friendship Centre to strengthen their communities and promote their culture(s) locally, regionally, nationally and internationally
- , work with Aboriginal and African Nova Scotian neighbourhood and community organizations to promote and celebrate their unique cultural identity as a means of strengthening communities and raising cultural awareness regionally

Policy 3.15 HRM will recognize the unique culture and heritage of the region by supporting local artists and historians

Actions:

- , develop a program of recognition awards and celebrations
- , engage professional artists in teaching community programs
- , link HRM recreation art programs with other community art programs to enhance impact and opportunities for citizens to address diverse levels of access and talent
- , promote local built, social, and natural history collections, sites and stories
- , work with professionals and volunteers to access training and development opportunities
- , provide funding for operational and project support to arts and heritage organizations

Policy 3.16 HRM will develop and support cross-cultural opportunities and awareness initiatives

Actions:

- , develop an inventory and directory of exhibition and festival sites and partners

- , host exhibitions and festivals in HRM buildings and on HRM properties
- , link arts and cultural groups to encourage partnerships
- , promote local exhibitions and festivals to residents and visitors, businesses and conventions through various tools such as calendars, posters, cards etc. and explore opportunities for multi-language printing
- , link cultural exhibitions and festivals to sporting and trade show events

Policy 3.17 HRM will recognize the importance of the written and spoken word in building community identities

Actions:

- , support and foster greater public access to the rich written heritage of the diverse communities of HRM
- , foster and support opportunities to develop writers in the community,
- , work with community partners to provide access to writers and their work,
- , foster and support literacy in the diverse communities of HRM,
- , preserve and provide access to the rich and diverse oral histories and stories of the community,
- , provide forums for the exchange of ideas and the sharing of cultural perspectives

GOAL # 12: PUBLIC & CIVIC SPACES

To provide a network of diverse public spaces to enhance public access

Policy 3.18 HRM will facilitate and develop opportunities for cultural expression in civic spaces and places

Actions:

- , identify suitable civic locations to showcase public art
- , provide programming in civic spaces
- , interpret the history of civic parks, spaces and places
- , identify, document and interpret archaeologically significant areas and sites including aboriginal pathways, historical trade routes and Acadian heritage sites
- , consider opportunities for the development and enhancement of gathering spaces at the neighbourhood, community and regional level
- , encourage community uses (events, festivals, neighbourhood gatherings) through promotion and awareness of gathering sites
- , promote community centres, schools, universities and libraries as cultural gathering points

Policy 3.19: HRM will recognize and protect the importance of rural and coastal communities to the cultural identity of the region

Actions:

- , adopt measures to protect rural landscapes, buildings and sites through the heritage property program, community plans, public investment, community partnerships and stewardship programs

Policy 3.20 HRM will continue to develop and promote the Capital District (“CD”) as the Cultural and civic centre of HRM

Actions:

- , establish urban design guidelines
- , develop signature architectural public facilities
- , promote an environment of creativity and innovation for arts & culture
- , develop and support programs and planning mechanisms that identify and protect the rich concentration of heritage assets in the CD
- , support the development of a critical mass of government, public service, finance, health and education, arts culture and entertainment activities in the CD
- , implement projects under the Capital District Public Real Property Strategy to achieve strategic, high impact project development
- , develop a high level of pedestrian access throughout the CD
- , work with Business Commissions to develop culture in the CD through marketing, strategic planning, and best practices research and networking
- , work with Business Commissions to deliver an enhanced level of maintenance for pedestrian routes and cultural spaces

Policy 3.21 HRM will increase public venue and gathering spaces along Halifax Harbour and HRM coastal waters

Actions:

- , implement HRM’s Halifax Harbour Plan Policy to ensure a range of public space opportunities
- , work with the Province to ensure that public access is maintained as a key mandate of the Waterfront Development Corporation
- , develop HRM’s Ferry terminals as key public spaces for people to access waterfront areas and enjoy HRM’s coastal culture
- , support the development of a Naval Museum on the Halifax Waterfront
- , explore the feasibility of a continuous pedestrian trails system along the Halifax, Dartmouth and Bedford waterfront areas
- , invest in urban design upgrades to the Alderney Landing Complex and lands as a cultural anchor and destination with emphasis on creative cluster development

Policy 3.22 HRM will promote the Waterfront as a World Class cultural destination**Actions:**

- , celebrate and interpret the authentic cultural history of Chebucto Harbour and the coastline of Halifax Region;
- , provide support for international partnerships on the Waterfront by erecting world class monuments at key locations on the Halifax, Dartmouth, Bedford waterfronts and in coastal waterfronts throughout HRM
- , develop partnerships with Cultural Organizations to identify world class contemporary art and artists that could be exhibited
- , celebrate and promote HRM's Naval and marine industrial history

GOAL # 13: LEISURE & ENTERTAINMENT

To build a range of leisure and entertainment opportunities to enable authentic cultural celebration and appreciation

Policy 3.23 HRM recognizes the importance of and supports the development of community and regional events and celebrations**Actions:**

- , maintain an appropriately resourced special events staff team to deliver HRM's annual signature civic events including Natal Day, Canada Day, Bedford Days, Christmas Tree Lighting, and New Year's Eve in Grand Parade
- , conduct a review of funding programs to ensure grants are reflective of community costs and develop decision-making criteria to ensure linkages to HRM's Cultural Goals
- , provide financial assistance, through the HRM Special Events Reserve, to event organizers for bid or hosting costs for national or international cultural and sports events that do not occur annually
- , develop an evaluation process for all community events and festivals including criteria linking events delivery to HRM's Cultural Plan and community development priorities
- , provide promotional support for community cultural celebrations including shared marketing and opportunities for shared programming
- , partner with community and private sector to develop a signature HRM Cultural Festival using successful international models for its design and delivery
- , conduct a review of HRM's Events Committees to identify opportunities for synergies and opportunities to "cross-fertilize" events and networking among event organizers
- , conduct a review of the HRM Special Events Task Force to identify linkages to the Cultural Plan goals and opportunities for synergies with the HRM Cultural Advisory Committee

Policy 3.24 HRM will support and facilitate the development of signature events that reflect

the Region's cultural identity as a means to reinforce the area as a cultural destination

Actions:

- , provide continued support for sport and sporting events that are important to HRM's cultural identity
- , provide continued support for local and community festivals with a cultural focus
- , provide continued support for international events
- , work with the cultural sector to explore the feasibility of developing an HRM Arts Festival

Policy 3.25 HRM will encourage development of a vibrant street level culture and activity

Actions:

- , explore the development of a "cultural corridor" to connect cultural opportunities between communities and districts
- , develop policies and procedures to enable the growth of special events, sidewalk cafes, and artisan markets in the Capital District and other centres across HRM
- , explore opportunities for designating and developing an Arts & Entertainment District in the Capital District building on existing clusters including Argyle Street, Gottingen Street, Spring Garden Road and Portland Street
- , review current traffic and regulatory standards to explore more flexible opportunities for designated street closures for special event purposes

Policy 3.26 HRM recognizes the importance of food and culinary activities to cultural identity

Actions:

- , provide support for outdoor markets, food stalls and culinary celebrations
- , build on existing community festivals and explore opportunities for an annual signature culinary festival for HRM
- , broadly promote opportunities to share ethnic culinary culture(s)
- , work with Destination Halifax to promote HRM as culinary destination including high-quality promotional literature
- , investigate what has been done in other regions to promote food as an element of culture
- , support the development of an expanded regional farmers market within the Capital District
- , support events and initiatives that focus on local food and drink and their production

STRATEGIC DIRECTION # 4:

Life Long Learning & Creative Expression

Researchers have identified creative development as one of the key components in the new economy of the 21st century. The role of creative development and the creative sector is emerging as an entity that attracts and retains the young, educated, technically skilled and mobile segment of the population to one city or another. People and businesses are now making the choice of where they want to live based partly on the opportunities for cultural expression and cultural participation. Recruitment efforts are far more human-based and no longer driven by cheap labor and tax incentives. Cities that embrace creative expression and life-long learning opportunities are where the engines of the new economy want to live.

The development of life long learning and creative opportunities requires collaboration among government, universities, and the young, educated and technically skilled cohort. Joint action will ensure that as a city increases creative opportunities, it does so in a way that makes the best use of existing resources, particularly existing programs and venues where opportunity creation will take place. This collaboration will foster the sense of community that citizens are seeking.

The HRM Cultural Plan recognizes the important role that creative expression and life-long learning play in the development of economically and socially healthy communities. When paired with other foundation strategies, a focus on life-long learning through policy shifts, services and programs, can better position municipalities within the global landscape competitively. (Larsen, Kurt 1999, pg 3) “Learning Cities” link economic vitality to social and human capacity within communities and recognize creative knowledge-intensive activities and opportunities with success in the global market-place.

Creativity and culture cannot develop without accessible space for professional and emerging artists to create, to perform and to develop the cultural sector. Support of this kind will help to retain and develop local artists and demonstrate that HRM recognizes and values the arts as a key driver of community and economic development and cultural identity. Support for community or amateur arts is also key in incubating talent, bridging cultures, enhancing social and community well-being, and expressing local culture. Art has been shown to benefit people and communities in ways that span well beyond the beauty and intrigue of the art product.

GOAL #14: A “LEARNING CITY & REGION”

To develop HRM’s capacity and reputation as a city and region of lifelong learning through innovative educational opportunities at all levels

Policy 4.1 HRM will support its universities, colleges, schools, public libraries and other educational organizations to build on HRM’s reputation as a centre of world-class learning opportunities

Actions:

- , work with partners to develop initiatives to encourage more students, educators and artists to select HRM as their preferred place to live and work, and their preferred cultural destination
- , work with private and community sector to establish centres of learning
- , establish better working relationships between HRM's Community Recreation Services, Halifax Regional School Board, and local organizations
- , work with Halifax Public Libraries, universities and other community partners to explore the potential for the development of a virtual "Global Learning Village" with linkages to HRM's Cultural Goals

Policy 4.2 HRM will encourage expansion of joint programs for citizens across HRM to enhance their access to educational opportunities

Actions:

- , collaborate with Metro Council on Continuing Education and the Halifax Public Library to continually develop and promote life-long learning as a cultural development indicator
- , collaborate with partners to develop virtual and online learning opportunities
- , consider HRM Community centres for delivering partnered learning-based opportunities

GOAL # 15: CREATIVE COMMUNITY

To build the conditions, infrastructure and networks needed to develop HRM's reputation and status as a creative community and centre for design excellence

Policy 4.3 HRM will showcase design innovation and raise awareness with respect to the universal benefits of good design

Actions:

- , develop a design excellence program for all of HRM by building on existing recognition programs in urban design and arts
- , develop widely publicized recognition initiatives and awards programs
- , develop training programs and information exchange networks
- , adopt incentives for design innovation through development
- , develop an HRM "Leads by Example" program for new development initiatives
- , provide support and recognition for the creation of dedicated centres of excellence

Policy 4.4 The development of Creative Clusters and Arts districts will be supported as a community and economic development driver

Actions:

- , develop implementation mechanisms through planning policy and development agreement negotiations
- , conduct a study to identify creative cluster opportunities through HRM public real property and partnered development
- , incorporate creative clustering and creative space opportunities into the HRM “Creative Community Strategy”

Policy 4.5 HRM will work with partners to develop and implement a Creative Community Strategy to build on creative and social capital for long-term community and economic development

Actions:

- , establish a Creative Community Task Force as part of the Cultural Advisory Committee
- , work with provincial and federal governments, learning institutions, the private sector, and community regional development agencies to develop policies and programs to help achieve HRM’s Creative Community outcomes including:
 - < integration of culture into local economic development strategies
 - < a region-wide tourism strategy that focuses on cultural authenticity, arts and regional and local products
 - < creative exchange and networking opportunities, with forums among policy-makers, educators, cultural workers and innovators
 - < a program to leverage financial resources to build the creative sector
 - < a research program that responds to emerging best practices and trends in cultural-economic development
 - < mechanisms to build a global marketplace that encourages and supports new creative enterprises and products including trade missions, advertising and promotion of creative products and services locally, regionally, nationally, and internationally
 - < innovative partnership models to stimulate new sources of investment in the cultural sector

GOAL # 16: ARTS DEVELOPMENT

To enable professional and emerging artists in all media to successfully live, exhibit and perform in HRM

Policy 4.6 HRM recognizes the importance of artists to the cultural identity and economic vitality of the region and will work to develop the necessary conditions and incentives to foster their work

Actions:

- , conduct a comprehensive survey with individual artists, collectives, and organizations to determine the needs and requirements for affordable and accessible workspace

- , develop a rental incentive program for local art organizations to assist practicing artists in a variety of media
- , investigate the requirements to establish a studio rental program for artists using space within HRM-owned facilities
- , collaborate with other government levels to develop a sustainable funding source and incentive program for arts development including consideration for tax benefits, workspace needs, and shared staffing for administrative, marketing and promotional needs
- , work with community to solve storage, rehearsal, office and performance space needs and the provision of appropriate facilities for a broad spectrum of arts creation
- , develop a user-friendly process to enable artists to respond to HRM's procurement opportunities including commissioned works and the hiring of local talent for a range of arts initiatives and corporate advertising
- , develop an HRM grant program for arts programs
- , engage local artists in the development and delivery of HRM's Public Art program

Policy 4.7 HRM will work with partners to help emerging artists incubate and develop their artistic and creative talent

Actions:

- , Explore opportunities to support artist-run centres including rental and tax incentives and management and service agreements for HRM-owned facilities and programming
- , Explore partnership opportunities for working with Nova Scotia College of Art & Design and other design institutions

Policy 4.8 HRM recognizes the value and benefit of partnerships with the arts sector to enhance resources and outcomes of the Cultural Plan

Actions:

- , facilitate meetings and networking between artists and funders in public and private sectors
- , encourage networking and development of shared resources between artists
- , provide continued support for the Halifax Art Map and similar promotional projects
- , develop a Public Art Map for tourism and community development purposes
- , utilize public facilities and venues for promoting local artists including Regional and Community Councils
- , investigate the development of an arms length arts body to coordinate arts investment and advise HRM Regional Council and staff on issues affecting the arts and the implementation of the Cultural Plan

Policy 4.9 HRM will establish an investment strategy to support arts diversity

Actions:

- , establish an Arts Diversity Grant category
- , establish recruitment and selection criteria to ensure representation on the HRM Cultural Advisory Committee and public art jury panels includes a diverse arts perspective
- , develop initiatives to promote a wide spectrum of art forms in HRM and facilitate opportunities to show-case works

Policy 4.10 HRM will work with Cultural industries to build its reputation as a place of business for the creative sector

Actions:

- , continue program support for film production including an education and awareness program for HRM residents and business outlining the benefits of filming to the HRM Region and mutual opportunities for communities
- , develop a support program for other cultural industry partners including the music sector

GOAL # 17: CHILDREN & YOUTH

To develop HRM as a place of opportunity and creative development for its children and youth

Policy 4.11 HRM will facilitate and support creative development initiatives for children and youth in all communities

Actions:

- , develop programs and facility investment to ensure that youth have a place to “create” and celebrate youth culture
- , conduct a feasibility study to investigate the potential for the development of a regional Centre for Youth Expression including the potential for the Dartmouth/Cole Harbour area
- , continue support for the “Pavilion” as a performance venue and cultural gathering space for HRM youth and for other youth-based facilities that encourage creative expression
- , ensure that youth are represented on the Cultural Advisory Committee and are provided an opportunity to be formally engaged in the development of existing and new facility development through innovative and flexible consultation initiatives
- , continue to fund and support the HRM Kids program including an emphasis on cultural and arts programming with collaboration between the HRM Kids Program Coordinator and arts and culture groups for an increased spectrum of program opportunities
- , develop joint program opportunities between children and seniors to encourage inter-generational learning and cultural sharing

- , develop mentorship opportunities for children and youth to work with the cultural community
- , work with universities and schools to broaden interest in cultural based career opportunities
- , work with the education sector to deliver creative learning programs for children, youth, and all-ages through HRM Community Recreation Services

Policy 4.12 HRM will develop initiatives and partnerships to recognize and showcase the creative and cultural contributions that youth bring to the region

Actions:

- , engage youth in cultural service development and delivery
- , leverage HRM's Community Recreation Services as a leader in the area of youth development by corporately adopting and applying the principles and recommendations of the Youth Engagement Strategy
- , support young and emerging artists through collaborations with universities and colleges, community organizations, and the public and private sector
- , conduct a review of student employment opportunities in the areas of civic events, heritage and culture, community recreation, planning & development and corporate communications to develop a potential cultural internship program
- , establish an annual "youth week" that celebrates and recognizes the diversity, talents, and contributions of youth in HRM including a cultural awards program to recognize outstanding youth volunteer efforts in culture and artistic excellence

Policy 4.13 HRM will work to develop a strong support network for youth focusing on leadership and learning and community development

Actions:

- , coordinate with HRM's Immigration Action Team to develop a program that gives young newcomers the opportunity for job-shadowing
- , work with the Halifax Chamber of Commerce and other business organizations to promote job sharing opportunities within the creative industries for youth
- , explore the feasibility of hiring an annual HRM Youth Ambassador to develop and strengthen multi-sector partnerships for youth development
- , build relations with incoming students through University Orientation programs
- , develop a youth web-site as a communication tool to highlight social, employment, and developmental opportunities
- , create year-round service learning, leadership, and volunteer opportunities for civic-engagement in cultural delivery
- , create a community grants program for youth serving organizations with a focus on youth arts and cultural development

Policy 4.14 HRM will work with the Halifax School Board to develop a strategy to incorporate arts programs into the public education curriculum

Action:

identify current art resources in schools and work with Halifax Regional School Board to develop a sustained funding strategy for arts programs

**STRATEGIC DIRECTION # 5:
CULTURAL INVESTMENT & PROMOTION**

“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)

There is a new creative-cultural paradigm shaping cities across the globe driven by the “creative city” movement. Governments are committing resources to exploring this paradigm shift, conducting research on creativity, and developing cultural policies and plans to take advantage of community and economic development opportunities. These shifts are supported by statistics that track increasing support for the arts in municipalities across Canada.

We know that post-secondary arts institutions are attracting and retaining the young, educated, technically skilled and creative. The role that these individuals play in the economy is evident in the vibrant cultural scene and in cultural industries such as film, theatre, music and visual arts.

We also know that the understanding of the role of this “creative capital” is clearly gaining momentum in political and economic circles across the country. This new understanding is, in turn, leading municipal governments and cultural advocates to place increased emphasis on cultural planning that supports cultural program development and cultural asset investments.

There is tremendous opportunity for HRM to collaborate with post secondary institutions, the cultural community, political leaders and the cultural industry to capitalize on the “creative community” agenda in Halifax Regional Municipality. It is already recognized for the caliber of the cultural and educational institutions that are located within the region. It has, from time to time, hosted international political events (such as the Global Seven or G-7 meeting in 1994) and international cultural events and festivals (such as the Meetings of the Tall Ships) that place the city before the world. However, to become globally competitive, HRM will have to step up to our cultural challenge.

HRM to date is not recognized nationally or globally as a cultural city or cultural capital. This relates in part to a lack of direction: this gap is being corrected by the Cultural Plan. The community has also told us that the lack of recognition relates to “our way of doing business”. HRM needs to adopt a positive and in some cases competitive approach. We need to enhance internal cultural coordination, improve collaboration with others, and build world class cultural facilities.

HRM needs to ensure that investment in culture is managed in ways that will support the infusion of new resources and build capacity for new and innovative partnerships. The Cultural Plan recognizes the importance of allocating effective resources to achieve strategic goals. In this vein it will be important for HRM to continually explore alternative financing tools and collaborations, including alliances between the public, business, and cultural sectors.

Halifax Regional Municipality is now the largest economic centre in Atlantic Canada. Now the defacto capital city of Atlantic Canada, Halifax is home to business, industry, education, health and government for a economic marketplace of some 3.5 million people. Our population is one of the best educated in Canada. Halifax’s post-secondary education system is one of its key strengths. This region attracts youth from across Canada and around the World to study at one of six Universities. Students from around the province and region are also drawn to HRM to learn at the largest Community College system in the region.

Statistics Canada indicates that Halifax is a strong competitor in the retention of youth that are creative, technically skilled and highly mobile. Part of our strength is the internationally acclaimed Nova Scotia School of Art and Design. This institution teaches young and future artists how to take art to the world. It also provides opportunity for young and skilled artists to teach, develop skills and find employment in the region.

GOAL # 18: COMPETING GLOBALLY

To position HRM as a globally competitive “Creative Community” and cultural destination for skilled workers, visitors and business.

Policy 5.1 HRM will invest strategically in programs and initiatives to build creative capital and economic and community vitality

Actions:

- , work with partners to develop and implement an HRM Creative Community Strategy
- , identify project coordination between the Cultural Plan, HRM Economic Development Strategy and HRM Immigration Action Plan
- , work to develop export markets for cultural products produced by citizens
- , work with partners to continue the development of a cultural tourism strategy
- , build an active program and resources to implement HRM’s Sister City Twinning policy
- , work with partners in the development of a cultural facilities master-plan to identify facility and

infrastructure needs to attract major and international cultural events
 , work with Universities and Colleges to position HRM as a global, university destination for innovation
 and creative incubation

Policy 5.2 HRM will promote the region's vibrant culture to local, regional, national and international markets by developing a Cultural Communications Strategy

Actions:

, develop a marketing campaign for local, regional, national and international markets including working
 with University, College and other Public Education partners to promote learning opportunities
 , work with Cultural associations to identify world class contemporary cultural expression being
 developed in HRM and promote these artists to target markets
 , work with Cultural Industry associations to identify vibrant entertainers and entertainment
 opportunities and promote these people to target markets

GOAL #19: CULTURAL INVESTMENT

To invest in HRM's culture for the long-term social and economic well-being of the region and it's communities

Policy 5.3 HRM Council recognizes that the implementation of the Cultural Plan is dependent upon the resources available to the Municipality at any given time. Furthermore, the degree to which the various projects and actions can be financed will be determined by Council through the business planning and budgetary process.

Policy 5.4 HRM will establish long term funding and operational resources to implement the Halifax Regional Municipality Cultural Plan

Actions:

, develop stable multi year operational and capital funding and incentives for cultural development
 , review current funding envelopes, revenue sources and investment criteria and make necessary
 adjustments to ensure linkages to the Cultural Plan Goals
 , establish an Operating Reserve to support the development of the cultural programs identified in the
 Cultural Plan
 , ensure that municipal funds now dedicated to arts and culture education in public schools are used
 for that purpose
 , establish a Capital Reserve to support the development of cultural infrastructure and facilities and

- , ensure that investment is maintained in municipal buildings, libraries and public schools
- , review HRM's culture and heritage grant processes and categories to enhance equity, simplification and transparency of application and review processes, and to incorporate progress evaluation and review for ongoing monitoring
- , apply staff resources to explore funding programs and partnership opportunities to leverage cultural funding sources to implement the Cultural Plan

Policy 5.5 HRM will work with multi-sector partners for funding cultural development and implementing the Cultural Plan

Actions:

- , consider the allocation of a portion of HRM's hotel tax for cultural infrastructure
- , explore the feasibility of allocating a percentage of Provincial and Federal government tax revenue for municipal cultural development
- , consider the allocation of a percentage of development fees and signage fees for public art
- , develop a private-sector sponsorship program for cultural programs and capital projects
- , explore the allocation of project funding from local foundations and philanthropic organizations including Halifax Foundation
- , explore the feasibility of allocating a portion of deed transfer tax for cultural development
- , research funding mechanisms and criteria used in other municipalities
- , conduct an inventory of existing and potential funding programs and potential linkages to other HRM strategic goals and shared funding proposals

Policy 5.6 HRM will strategically invest in new cultural programs and facilities and spaces to help grow the cultural sector and enhance cultural opportunity for citizens and visitors

Actions:

- , develop a Regional Cultural Facilities Master-Plan to direct capital investment over the life of the Cultural Plan building on the HRM Indoor Recreation Facilities Master-Plan, 2004, the HRM Capital District Public Facilities Needs Assessment, the Halifax Regional Libraries Master-Plan, the HRM Youth Engagement Strategy and other study as appropriate including emphasis on:
 - # multi-use community centres and recreation facilities
 - # library facilities (building on the Halifax Regional Libraries Master-Plan)
 - # creative cluster development
 - # cultural interpretation
 - # youth facilities and spaces
 - # centres for learning and knowledge
 - # centres for design excellence
 - # heritage conservation districts
 - # local and regional market facilities
 - # regional convention facilities

- # performing art facilities
- # municipal and local museum and archive facilities
- , explore partnered funding opportunities with the Provincial and Federal Governments and private and community sector to strategically invest in cultural facilities as identified through detailed study, and demonstrated community need
- , conduct a feasibility study to identify creative cluster development opportunities with linkages to the Cultural Facility Master-Plan

Policy 5.7 HRM will regularly review its cultural programs and facilities to build on strengths and guide future investment(s)

Actions:

- , conduct an asset inventory of cultural assets including public art, civic heritage buildings and spaces, cemeteries, and cultural facilities and spaces
- , conduct an evaluation process and reporting system to measure progress in achieving the objectives of the Cultural Plan including:
 - < comparable indicators, endorsed by national agencies or associations
 - < a base line of cultural investment by 2006 at the date of plan adoption
 - < measurable investments in terms of both programs and facilities
 - < monitoring of activity in terms of both civic and community activity
 - < reporting on investment and activity in an Annual State of Culture Report.
- , conduct a comprehensive review of the Cultural Plan in the third year of its implementation to ensure strategic linkages to HRM Policy and program delivery

Policy 5.8 HRM will adopt a decision making framework for cultural facilities and infrastructure investment to ensure linkages to Cultural Plan goals

Actions:

- , establish an equitable decision-making process for cultural facilities development in conjunction with the Cultural Facilities Master-Plan
- , determine a decision-making rating system that responds to the fundamental differences between rural, urban, and suburban needs
- , adopt capital project decision-making criteria with linkages to annual business planning and budget processes

Policy 5.9 HRM will work toward developing the Region as one of Canada's Cultural Capitals

Actions:

- , prepare and submit an application to Canadian Heritage for the Cultural Capital Designation

Policy 5.10 HRM will strive to maintain a competitive level of per capita spending on Culture to position the Region in the top tier of comparable municipal investment across Canada

Actions:

- , establish and maintain a base-case of data indicating HRM's cultural operations and capital investment for comparative purposes
- , conduct ongoing research into comparative benchmark cities and monitor national and international trends in cultural planning & investment

Policy 5.11 HRM will use a phased and integrated approach for the delivery of cultural programs and investment in cultural facilities

Actions:

- , adopt an Implementation Strategy that outlines a three-phased approach for the Cultural Plan including short-term (2006-2008), medium-term (2009- 2011), and long-term (2012-2015) implementation
- , adopt a short-term action plan identifying priorities for years 1 to 3 as per section 5.2 of the Plan
- , develop and review annual action plans and priorities in conjunction with the HRM budget and business planning process
- , adopt medium and long-term action plans following a comprehensive Plan review in years 3 and year 6

SECTION 5 IMPLEMENTATION

Implementation of the Plan will begin in 2006 and continue over a ten year period. The implementation strategy is structured to ensure the Plan remains a living document that adapts to change as needed.

5.1 IMPLEMENTATION STRATEGY

The policy direction set out through this Plan establishes HRM's role and mandate for Culture as follows:

- i. Programmer: of recreation and culture programs and services, facilities, and internal processes
- ii. Investor: in cultural and community facilities, cultural infrastructure (ex: public art, streetscaping), and

- community and cultural organizations
- iii. Facilitator: of partnerships, community development and capacity building, and planning and development
 - iv. Manager: of heritage and cultural assets and information, programs and services, and fiscal resources

SHORT-TERM

Years 1 - 3 (2006-2008)

The Objectives:

Short-term implementation focuses on evaluating and organising operational resources and identifying efficiencies and synergies in HRM's cultural program and service delivery: *getting our house in order*. Year one will not require new operational funding. Years two and three will be focussed on building community, cultural, and public sector partnerships, and on investing in current cultural assets: *building on & promoting what we have*. To this end, the short-term will not focus on building new cultural facilities and infrastructure but rather on enhancing what is currently in place. Cultural access will be enhanced by investing in community centres and a new Central Library for HRM as a signature cultural facility: *planning for and building community access*.

i. Service Delivery and Governance

- Cultural division and staffing
- integrated budget and business planning
- decision-making framework
- Cultural Advisory Committee and peer review
- develop long-term financing package/strategy

ii Capacity-Building and Awareness:

- local awareness and stewardship
- internal awareness and stewardship
- community engagement
- recognition and design excellence - Phase I
- understanding cultural assets

iii Capital Investment:

a. Cultural Facilities:

- Cultural Facilities Master-Plan
- Phase I project investment: proposed community centres, arts space(s), improve existing cultural venues, central library, civic heritage properties

b. Cultural Infrastructure:

- Public art - Implement Phase I projects: Capital District & Regional Centres, inventory and enhance existing assets
- Street-scaping - Capital District & priority centres
- Special events and performance venues - youth and community

c. Public Property:

- urban design and cultural evaluation for developments
- accessibility priorities - key public facilities and cultural centres

iii Program Development and Partnerships:

- review HRM's arts and culture programs - identify/implement efficiencies and enhancements
- build on signature projects: sister city twinning, civic and social heritage, events (civic and major), community development strategy
- build on strategic partnerships - Library, GHP, RDA, community centres, province, universities
- build community partnerships - equitable and objective-driven grants program and Phase I cultural grants funding envelope*, management/service agreements

** Phase I grants funding envelope to be implemented years 2 & 3*

iv Corporate Priority Alignment:*

- Regional Plan
- Economic Development Strategy
- Immigration Action Plan
- Corporate Diversity Strategy
- Youth Engagement Strategy

**alignment of priority actions*

v Evaluation

- develop indicators and base-case
- develop benchmark scenarios
- year two foundation report
- year three "State of Culture" Report and event

MEDIUM-TERM

Years 4-6 (2009-2011)

The Objectives:

Medium-term implementation will focus on fine-tuning and developing cultural programs and community support services: ***enhancing programs and outcomes***. Phase two will also focus on multi-sector partnership development, and community, government and industry relations including effective collaborations with the arts and culture sector: ***growing partnerships and leveraging resources***. Continuing to raise community awareness, developing arts and cultural opportunities will be a focus in Phase two: ***building creative capacity and cultural infrastructure***. Celebrating HRM's culture and raising its profile will also be a strong focus in Phase two: ***building a "Cultural Capital"***

LONG-TERM

Years 7-10 (2012-2015)

The Objectives:

Phase three will include investment in key strategic cultural facilities and community infrastructure and their management: ***growing and managing assets***. A strong Creative Community Strategy will be a critical focus to boost HRM's cultural image and capacity at the international level through highly effective, multi-sector partnerships and networks: ***global competitiveness***. Promoting and building on cultural identity will be well underway and a critical element in maintaining a strong cultural "agenda" and long-term municipal and community investment: ***celebration and promotion***. Long-term, the Cultural Plan will focus on developing community capacity and stewardship for the development and management of cultural assets: ***building healthy, vibrant, communities***.

Action plans for Phase II and III will be identified through annual progress evaluations and HRM's business planning and budget process. At the end of Phase I (year three) a comprehensive evaluation will take place to determine priorities.

5.2 SHORT-TERM ACTION PLAN

Implementation priorities are identified with the following criteria:

- ! implementation success of other policies is dependent on this happening first
- ! implementation of this policy aligns with the prioritization of other strategies
- ! implementation of this action will have wide-reaching benefits with little financial investment
- ! ability to leverage partnered resources is high
- ! several goals and policy directions can be achieved through the action(s)
- ! operational capacity is in place to successfully implement the action

SHORT-TERM ACTIONS: 2006 - 2009*			
Policy Direction	Action	Time-frame	Partners
P 1.2 - Enhance cultural outcomes through operations	Review cultural service delivery structure and establish appropriate staffing levels to manage and implement the Plan	Short-term *Immediate Priority	
P 1.5 - Culture is integrated into decision-making	Establish an interdepartmental committee to develop a "Cultural Lens" policy and process for decision-making	Short-term *Immediate Priority	
P 1.8/1.9 - Establish Committee Structure to implement Plan	Review HRM Committee mandates and establish new Cultural Advisory Committee structure	Short-term *Immediate Priority	
P 1.4 - Governance Structure for Arts development	Review peer review models for arts development and governance structures - implement recommended structure	Short-term	

<p>P1.3/1.18 - Equitable community investment program</p>	<p>Establish tiered grants criteria and cultural programs - increase grants funding</p>	<p>Short-term *Immediate Priority <i>(criteria and program development. Increased funding for 2007-08))</i></p>	
<p>Policy 1.7 - cost-benefits and support for local, regional and international events</p>	<p>Revise policy and procedure for special events investment</p>	<p>Short-term *Immediate Priority</p>	
<p>Policy 1.6 - Strategic approach to public real property development & management</p>	<p>Conduct a cultural asset inventory and analysis including public art, civic heritage assets, cemeteries, and cultural facilities and spaces.</p> <p>Develop terms of reference for a cultural facilities Master-Plan - cultural spaces, facilities and sites with detailed program and budget implications - implement study</p>	<p>Short-term *Immediate Priority</p> <p>Short-term</p>	
<p>Policy 2.1 - Integrated Culture & Recreation service delivery</p>	<p>Review and revise HRM Recreation Blueprint and service delivery criteria</p>	<p>Short-term</p>	
<p>P 2.2 - enhanced cultural use of facilities and spaces</p>	<p>Identify opportunities to incorporate a cultural component into HRM's new recreation facilities as part of the Indoor Recreation Facility Master-Plan Process</p>	<p>Short-term *Immediate Priority</p>	

P 2.2: enhanced cultural use of facilities and spaces	Conduct an analysis of existing community recreation centres and identify opportunities for enhanced cultural use and programming	Short-term	
P 2.10 - enhanced cultural participation and access	Identify cultural participation barriers and develop standards for improvement beginning with physical access to HRM-owned cultural facilities and registered heritage buildings	Short-term *Immediate Priority	
P 2.9 - HRM services meet the needs of diverse communities	Establish resources and priority actions to implement the HRM Corporate Diversity Plan	Short-term *Immediate Priority	
P 2.5 - Public buildings are used to show-case arts and culture	Identify spaces and implement a program to display and interpret art and other cultural assets beginning with HRM-owned buildings - City Hall priority	Short-term	
P 3.4 - manage the collection, display and conservation of archival and museum assets	- conduct a feasibility study to determine municipal museum and archival needs, investment and location requirements	Short-term	

P 3.5 - HRM shows leadership in urban design	Develop process for urban design evaluation and cultural analysis for HRM infrastructure projects and property disposals	Short-term	
P 3.6 - HRM supports development of creative clusters	Conduct a feasibility Study to identify opportunities for creative clusters across HRM as part of a Cultural Facilities Master-Plan	Short-term	
P 2.2 - enhanced cultural use and access to public facilities	Partner with the HRM Regional Library to develop a multi-use central library facility	Short-term	
P 3.8 - Build public art as a community and cultural resource	Adopt a Public Art Policy and procedures - conduct an inventory and condition assessment of existing public art assets	Short-term *Immediate Priority	
P 3.23 - HRM supports Community and regional events	Develop a Cultural Events Strategy - establish funding	Short-term	
P 3.7 - Residents benefit form better designed places	Develop an Urban Design Community Capacity-Building and awareness Strategy	Short-term	

P 4.14 - arts developed as a core curriculum in public schools	Work with Halifax Regional School Board to develop a sustainable strategy for securing arts programs in public schools	Short-term	
P 4.11 - HRM facilitates and supports arts development for children and youth	Develop expanded arts programs for children and youth through HRM's Recreation Services	Short-term	
P 3.5 - HRM shows leadership in urban design	Develop design excellence program	Short-term	
P 5.1 - Build Creative Capital	Develop working group and terms of reference for Creative Community Strategy - develop strategy	Short-term	
P 4.1/4.2 - Build HRM as a Learning Community	Work with partners to develop a marketing strategy for HRM as a Learning Community	Short-term	
P 5.7 - Goal-oriented and strategic investment and accountability	Adopt decision-making criteria and process for cultural investment	Short-term *Immediate Priority	
P 5.3 - long-term funding and operational resources for Culture	Conduct a review of HRM's cultural funding programs and sources and develop alternate financing package/mechanisms for Council approval	Short-term *Immediate Priority	

P 5.8 - develop HRM as one of Canada's Cultural Capitals	Develop proposal for Cultural Capital Designation	Short-term	
P 5.1 - invest strategically for global competitiveness	Develop and implement HRM's Sister City Twinning Policy and Program	Short-term *Immediate Priority	
P 3.23 - HRM support events development and grows economic and cultural competitiveness	Work with Events Halifax to develop a Major Events Hosting Strategy - including service agreement contract	Short-term	
P 1.17 - More effective service delivery and cost-benefits	Identify and develop program and service delivery synergies between HRM and its arms length agencies	Short-term	
P 2.9 - HRM services meet the needs of its diverse communities	Develop a Community Diversity Strategy - consultation, access, communication, and programming	Short-term	
P 4.7 HRM supports artists and arts development	Establish a working group to develop an arts incentive strategy and program	Short-term	
P 2.8 - integrated focus on community cultural development	Raise the profile of HRM's cultural services and programs through a range of communication initiatives	Short-term	

<p>P 3.10 - adequate funding to implement public art program</p>	<p>Work with Planning & Development and Financial Services to develop public art and cultural space/facility development (and funding) mechanisms</p>	<p>Short-term *Immediate Priority</p>	
<p>P 2.5 - Use of public buildings to show-case art and culture</p>	<p>Work with Metro Transit to identify opportunities to display art and other forms of cultural interpretation in Transit facilities</p>	<p>Short-term</p>	
<p>P 2.8 - Focus on building community cultural development</p>	<p>Work with community organizations to develop ongoing cultural dialogue forums through coffee houses and other gatherings</p>	<p>Short-term</p>	
<p>P 5.5 - Strategically invest to grow cultural sector</p>	<p>Conduct an inventory of existing performance space(s) and gaps and opportunities for new development of space <i>*as part of Cultural facilities Master-Plan</i></p>	<p>Short-term</p>	
<p>P 1.15 - Ensure public agendas are linked</p>	<p>Establish a working cultural group through the Intergovernmental Committee between government levels to identify mutual benefits and development opportunities</p>	<p>Short-term *Immediate Priority</p>	

