



CREATIVE  
NOVA SCOTIA  
LEADERSHIP  
COUNCIL

# Annual Report

2016- 2017



## Letter to the Minister of Communities, Culture and Heritage

Dear Minister Leo Glavine:

This report documents the work of the **Creative Nova Scotia Leadership Council** in 2016 and 2017 (April 1 to March 31). Outlined herein are the many ways Council is advancing its mission of providing support and leadership to a shared vision of culture as a fourth pillar of sustainability for Nova Scotia.

The main driver of our work this year was Nova Scotia's first Culture Action Plan, launched on February 22, 2017. Council members past and present helped to incubate and steer this milestone plan. We are gratified to see the plan in the public domain and note that it is guiding strategic actions of several sister departments across government. We look forward to working with this department to develop a framework for assessing impact and evaluation.

Since the following pages provide a detailed accounting of Council's work, it is my pleasure as chair to highlight ways that individual council members have contributed. In doing so, I offer my appreciation for the passion of this Council for helping Nova Scotians realize the full potential of culture and the creative economy.

Thoughts about outgoing members: **Terrilee Bulger** for six years of leading Initiatives and for driving our new policy paper; **Fiona Diamond** for six years of sharing a lifetime of experience in the culture industry; **Susan Tooke** for six years of leadership on Status of the Artist.

About new and current members: **Carol Beaton** for acting as secretary to the Executive; **Laurie Dalton** for chairing Operations and leading outreach invitations; **Martine Durier-Copp** for her continued engagement and policy experience; **Troy Greencorn** for his consistent synthesis of complex issues; **Scott Long** for his industry perspective and continued input on process; **Jamie MacLellan** for his continued role as Vice Chair, for his work on Nominations, and corporate memory; **Marcel McKeough** for his steady head and strategic support of Council's annual priorities; **Trevor Murphy** for his new perspectives and social media savvy; **Peggy Tibbo-Cameron** for her expertise in research indicators and policy; and to **Virginia Stephen** and **Rose Zack** for their valuable new-member perspectives and energy.

Council truly values the roles of **Kathy Rennick** and **Andrew Sare**, who capably manage our annual schedule of meetings and support us in every possible way to make our work meaningful and enjoyable.

In closing, I would like to acknowledge the active engagement of Deputy Minister Tracey Taweel and to extend our thanks to outgoing Minister Tony Ince for his consideration of Council's advice and ongoing appreciation of our work during his time at the department.

Sincerely,

  
Pamela Scott Crace, Chair

## Who We Are

The Creative Nova Scotia Leadership Council (CNSLC) is a partnership between the cultural sector and the Department of Communities, Culture and Heritage. In consultation with the cultural community, the CNSLC facilitates the development, preservation and promotion of arts and culture.

The CNSLC reflects a broad cross-section of the culture sector in Nova Scotia. The Council is a primary advisor to the Minister of Communities, Culture and Heritage, the Department and government on issues related to cultural development in Nova Scotia. The Council also provided leadership on the development of the province's *Culture Action Plan*, and works with government to support the underlying purpose and intention of the *Status of the Artist* legislation.

Members of CNSLC are selected through a sector call for interest and an open nominations and approval process. CNSLC is composed of fifteen individuals who collectively represent interests from Nova Scotia's culture sector. Thirteen are nominated by the council itself from a list of individuals who have applied to sit as sector members, and then appointed by the Minister.

- One (non-voting) member is appointed by ArtsNS to represent them at the Council table.
- Two members are representatives from the Department of Communities, Culture and Heritage.
- Thirteen sector members are appointed for three-year terms and may only serve two consecutive terms.

Selection of members includes the following criteria; education, skills and background; relative experience within Nova Scotia's arts and culture sector; creation of a balance of representation by geographic region, the arts, cultural industries and cultural diversity; commitment to the process and ability to attend meetings.

## What We Do

- *Vision*  
Nova Scotia is where creativity and cultural expression thrive as the fourth pillar of sustainability.
- *Mission*  
Provide leadership to the creative community and counsel to the Nova Scotia government on the development of policy that elevates culture and creative expressions within the provincial government and the province.
- *Values*  
Creativity, Excellence, Growth and Development, Inclusion, Partnership and Collaboration, Transparency, Fairness

## CNSLC Membership (as of March 31, 2017)

**Pamela Scott-Crace (Chair)** of Halifax began her publishing career at Atlantic Insight and Atlantic Books Today, before spending 18 years with *Progress* magazine. As a volunteer, Pamela is the chair of Mocean Dance; she helps produce the Halifax Viennese Opera Ball; and she serves on the boards of Discovery Centre and Engage Nova Scotia.

**Jamie MacLellan (Vice-chair)** of Halifax graduated with a BFA from the Emily Carr Institute. He is a practicing painter and works for the Halifax Regional Municipality as a Community Developer within HRM's Events and Culture division. Over the past eight years Jamie has played a key role in developing HRM's public art policy, artist-in-residence program, "Open Projects" public art initiatives and currently administers the Municipality's inaugural grants program for professional arts organizations. He has also served as a member of the board of directors at the Khyber Institute of Contemporary Art and has volunteered with the Nocturne Art at Night organization.

**Carol Beaton (Secretary)** became the executive director of the Cape Breton Centre for Craft and Design in 1999. Until her retirement in 2013, Carol had the privilege of overseeing the ongoing growth and development of the Cape Breton craft sector and its impact on the economic development of the Island. Recently Carol served on the Boards of Craft Alliance, Alliance métiers d'arts, Destination Cape Breton Association and Celtic Heart of North America Cooperative. Carol serves as co-chair of the Culture Leadership Team as well as a member of the Leadership Team, overseeing the Cape Breton Island and Mulgrave Prosperity Framework. She is a member of the Board of Governors of Cape Breton University.

**Terrilee Bulger** of Ingramport is the publisher for The Acorn Press and co-owner for Nimbus Publishing. She is also a CMA and has served terms on the executive of the board for the Atlantic Publishers Marketing Association and the Atlantic Book Awards Society. Terrilee was recognized by the book trade publication the Quill and Quire as one of the top "ones to watch under 35" in Canadian publishing.

**Dr. Laurie Dalton** of Wolfville is Director/Curator, Acadia University Art Gallery and Adjunct Professor, Dept. of History and Classics, Acadia University. She serves on the art in public spaces committee for the town of Wolfville and on the board of directors for the Lieutenant Governor of Nova Scotia *Masterworks Arts Award*. Her research is cross-disciplinary with a focus on museums, display and audience within transnational frameworks.

**Peter Dykhuis** (Arts Nova Scotia) of Halifax is the Director/Curator of Dalhousie Art Gallery Anna and past Director of the NSCAD University's Anna Leonowens Gallery. Peter has exhibited in numerous artist-run centres and public galleries throughout Canada and internationally.

**Fiona Diamond** of Halifax has been Vice-President with Brookes Diamond Productions since its inception in 1977, overseeing operations and acting as show producer, concert promoter, manager, and marketing director. She founded and produced the Halifax Comedy Fest for 12 years. Fiona is also co-producer of Nova Scotia's internationally-acclaimed musical spectacular, DRUM! She has served on several boards and is presently past president of Family Business Association Atlantic.

**Dr. Martine Durier-Copp** of Halifax is a professor at Dalhousie in the Public Policy and Public Admin faculties. She has a comprehensive understanding of government policy and political science aspects of

governance and arts and cultural administration. Originally from Quebec, she has a Master's of Musicology. She is a strategic thinker with an arts background in the field of dance, particularly flamenco. She also serves on the board of various arts organizations locally.

**Troy Greencorn** of Canso is the Artistic Director and Founder of the Stan Rogers Folk Festival, an international festival of songwriters in its 18th year. Troy is also the Creative Director of the deCoste Centre in Pictou. His career has spanned numerous aspects of the sector as well as ECMA and countless community development organizations.

**Scott Long** of Halifax is the Executive Director of Music Nova Scotia, NS representative of the FACTOR National Advisory Board, Director of the Canadian Council of Music Industry Associations and the NS representative on the Canadian Academy of Recording Arts and Sciences. A long-time piper himself, Scott is also the Vice-President of the Dartmouth and District Pipe Band Association.

**Trevor Murphy** of Halifax is a musician and music industry professional, CKDU radio host ("Halifax is Burning"). His profound relationship with the south shore and his Acadian roots is depicted through his record label 'The Acadian Embassy' which promotes the work of Acadian-identified artists locally. Trevor is a young artist who is also a partner in a local communications firm.

**Virginia Stephen** of Lunenburg is an educator, gallery director, consultant and arts facilitator. Virginia has engaged people of all ages with art, with her own art practice working in mixed media and fibre underlying her education endeavours. She is actively engaged in volunteer leadership and has served on the boards of the Canadian Museums Association, the Canadian Art Gallery/Museum Educators, the Edmonton Arts Council, the Alberta Premier's Council on Culture, the Edmonton Heritage Council, and the board of artist run centres and community arts organizations in Edmonton and Nova Scotia.

**Susan Tooke** of Halifax is both a visual and media artist with a broad and varied experience within the arts community, including her current role as president of Canadian Artists Representation/Le Front des artistes canadiens. Susan's previous experience includes terms on the boards of Visual Arts Nova Scotia, Cultural Federations of Nova Scotia, and Art Gallery of Nova Scotia.

**Peggy Tibbo-Cameron** of Halifax is a staff appointment with the Department of Communities, Culture and Heritage, and a member of Council's Executive. Peggy is the Department's Director of Research and Government Relations. Prior to joining the Department, Peggy was the lead staff member in the Tourism Division during the visioning, development, and implementation of the Tourism Partnership Council. She has more than 20 years of experience in both the private and public sector.

**Marcel McKeough** of Halifax is a staff appointment with the Department of Communities, Culture, and Heritage and a member of Council's Executive. Marcel is the Executive Director of the department's Culture and Heritage Development Division. He has extensive experience in Nova Scotia's cultural sector and is former Chair of the East Coast Music Association.

**Rose Zack** of Halifax is a community and cultural organizer. Rose's passion for art, culture, and community has fueled her involvement in cultural and heritage organizations across Canada. Prior to moving to Halifax in 2007, Rose was a Public Programmer at Calgary's Glenbow Museum. She is currently Outreach Manager with the Atlantic Film Festival in Halifax. Rose has served on the boards of several local and national arts organizations including ArtCity, *Centre for Art Tapes*, *Business for the Arts – ArtScene Halifax*, *Creative Cities Network* and *Nocturne: Art at Night*.

## Council Structure

To effectively manage workload, Council is divided into committees that, under the guidance of the executive and Council as-a-whole, strive to carry out council's priorities in a timely and efficient manner. Committees meet and work independently and provide support to each other, according to their specialty and skill set, as needed. Communications continuously flow within council, between members and committees

Committees of the Council include:

- ***Executive***  
Drives Council's overarching direction and ensures that decisions made at council meetings are acted upon in a timely manner.
- ***Initiatives***  
Completes projects and special initiatives for the council.
- ***Operations***  
Outlines and operationalizes Council's work and processes.
- ***Communications***  
Develops frameworks for Council's interface with the sector and the public; develops strategy for dissemination of information.
- ***Nominations***  
Provides direction in developing and maintaining Council's human resources including, but not limited to, the annual process of soliciting and appointing new members.

CNSLC members also participate in joint committees with counterparts from ArtsNS. In 2016-2017 these committees were:

- ***Arts Investment Joint Committee***  
Considers and provides recommendations to the CNSLC and ArtsNS regarding opportunities for new investment-support directions as well as use of the Arts Endowment Fund.
- ***Creative Awards Gala Joint Committee***  
Provides long-term direction and annual decision-making in the planning of the Creative Awards Gala.
- ***Status of the Artist Joint Committee***  
Formed in response to government's five-point plan for arts and culture to enact Status of the Artist Legislation.

## 2016-2017 Highlights and Accomplishments

### The Culture Action Plan

In 2016/17 The Creative Nova Scotia Leadership Council worked closely with government in the development of its Culture Action Plan released February 22, 2017. Discussions with the Council along with its 2015 report *Culture Now: For Positive Economic and Social Outcomes* had clear influences in shaping government's Plan and its promotion. Council's role included its chair Chair Pamela Scott-Crace sitting on the initiative's steering committee with seven Deputy Ministers to shape it at a high level.

Over the course of 2016/17 Council met consistently with the department in-order-to discuss and assist government to shape the Plan. The Council also contributed by assisting the planning of related events, and using social media and personal relationships to raise awareness of the Plan leading up to and following its launch.

While focusing on this work the Council hosted conversations with guests and discussed topics and initiatives related to the implementation of the Plan while also exploring forward looking perspectives with the community including the social impacts of Culture.

### Discussions with Guests

#### Arts and the Economy – April 2016

Three guests were invited to talk with the Council about opportunities and challenges of the creative industries – Sarah Lee Lewis, Mermaid Theatre's co-founder and Public Affairs Consultant; Susan Hanrahan, Executive Director of the Nova Scotia Centre for Craft and Design (NSCCD); and John Mullane, musician, composer and member of the band In-Flight Safety.

**Susan Hanrahan** described how craftspeople have been exporting their product and how NSCCD works with crafters to get their product to larger markets. Conversation with Susan explored the benefits to entrepreneurialism and productivity of encouraging relationships between artists and business service industries.

With 44 years of operation, Mermaid Theatre is Canada's most active touring company for family audiences. They present more than 300 performances annually across Canada, the US and around the world. **Lee Lewis** and the Council talked to the Council about opportunities to build on communication between creative enterprises and government as well as promoting culture through the private sector.

From touring internationally to composing for film and television, to producing other people's music, **John Mullane** now works largely outside of Nova Scotia, although Halifax is still his home. John's experience generated discussion about mentorship opportunities in the music industry and the importance of live performance and audience development to the ability for musicians to making a living.



Throughout the conversations with the guests, the rise of creative clusters, growth of the social enterprise model, and disciplines sharing knowledge were identified as trends which have potential to raise competitiveness within the creative sector.

### **Social Enterprises – November 2016**

Two guests were invited to speak to the Council about social enterprises. **Kent Roberts** is the Executive Director of Sector Development, Innovation & Entrepreneurship at the Nova Scotia Department of Business. He was tasked to develop a framework for social enterprise growth in the province. In the process, he has been working closely with **Stephanie Pronk**, a Learning Management Systems Coordinator with Common Good Solutions. Stephanie is responsible for the Social Enterprise Institute, an online training resource for social enterprises.

Social enterprise is a business model intended to address social, cultural, environmental or economic challenges in which profit is reinvested in support of a challenge. Examples of social enterprises in Nova Scotia include New Dawn Enterprises, Common Roots Urban Garden, Stone Hearth Café and the Halifax Music Co-op. Social enterprises can include a limited profit aspect, as long as the majority of the profits goes into addressing the social, cultural, environmental or economic challenge. While there is pride of employment in social enterprises, there is often extra cost in training and supporting employees. Working with government, and social enterprises including Common Good Solutions, the Department of Business developed a framework for the growth of social enterprises in Nova Scotia based on six pillars:

- Increased enterprise capacity,
- Enhanced access to financing,
- Expanded market opportunities,
- Promote and demonstrate sector value,
- Supportive regulations, policy and legislation, and
- A strong social enterprise network

In Fall 2016, Invest Nova Scotia announced a \$1.5 million investment over three years to the Social Enterprise Network of Nova Scotia and Common Good Solutions to develop a social enterprise incubator, responsible for building capacity.

### **Night-time Economy – January 2017**

Three guests were invited to speak with the council about the night-time economy:

**Ashton Rhodenhiser** created the *Afterglow Art Festival* in Bridgewater in 2012 and is growing this “art at night” celebration of creativity every year. Held on the last weekend in September, the festival saw 3000 people and 30 events, installations, performances and workshops in 2016.

**Patty Cuttell** is the Executive Director of the North End Business Association and an adjunct professor at Dalhousie’s School of Planning. Looking for opportunities to change people’s perception of North End

Halifax and “create life in spaces that didn’t have life”, Patty started the *North by Night Market*, a collection of artisans, food trucks, live music, beer garden and family activities and was surprised by its popularity.

**James Boyle** is the Executive Director of the Halifax Pop Explosion. Held on the third week of October, this urban indoor music festival celebrates its 25<sup>th</sup> anniversary in 2017. The Halifax Pop Explosion focuses on a younger demographic and presents events indoors at night. James has been working for over a year with the City of Halifax to develop a live music strategy for the city.

Developing positive relationships with municipal councils, police, local businesses is vital to harnessing benefits of the nighttime economy including safer streets, more inclusive communities, increased tourism, business and opportunities for artists and the creative sector. There is also a need to show leadership to these partners because regulators often have little experience implementing and regulating the coordination of night-time economic activity.

Infrastructure improvements, such as downtown zoning which combines live music zones and residential living, improved sidewalk lighting, public transportation past 1am, and easier processes for street closures will lead to a more lively night-time economy.

The liquor laws can also be restrictive and liability is always a concern. Night-time economy advocates can work with stakeholders (businesses, residents, police) to show them the value of a healthy night-life.

Success stories include Austin’s “How to Make a Music City” plan; Toronto’s music advisory council; San Francisco’s Nightlife Report; and London’s Music Venue Rescue plan.

## **Growing a Creative Economy Conference May 19-20, 2016**

The third Growing a Creative Economy Conference was held in Membertou, May19-20, 2016. The Conference was hosted by the Cape Breton Partnership in partnership with the Creative Nova Scotia Leadership Council and the Cape Breton Centre for Craft and Design.

In excess of 225 individuals representing artists, cultural organizations, municipal councils, social enterprises, government, development agencies, tourism, festivals and events, post-secondary institutions and the business community attended the Conference as well as over 40 youth who were engaged in a series of concurrent sessions.

Kelliann Dean, Deputy Minister opened the Conference highlighting key points about the role of culture in Nova Scotia, the current situation and the future potential. The call for creative economies is growing across Canada, and ideas around how to achieve it range from the urbanism of large technology clusters

as advocated by Richard Florida to enabling small communities to develop resiliency and creativity as demonstrated by Zita Cobb in the development of Fogo Island.

The Conference included panel discussions about Creative Communities, Creative Clusters, Alternative Finance, Cultural Entrepreneurs, Culture's Role in Tourism, Connecting Cultural Producers with Digital Media, The Next Gen Creative Workforce, The Austin Story and an Information Session on the Creative nova Scotia Leadership Council and Arts Nova Scotia.

## **Canada 150 Celebrations Advice**

The Creative Leadership Council provided the Minister of Communities, Culture and Heritage with a curatorial vision for the celebration of Canada's 150<sup>th</sup>. This curatorial view acted as the reference for the application and vetting process, including the desire that culture should be featured prominently, and that celebrations should include initiatives that would have a lasting impact in building communities and culture. With this curatorial direction, the programs and events that will take place throughout 2017 will reflect our cultures and celebrate our creativity.

## **Work to Elevate the Status of the Artist**

Members of the Status of the Artist joint committee of Arts Nova Scotia and Creative Nova Scotia Leadership Council work to advance the *Status of the Artist Act*. The 2012 *Act* acknowledges "the artist's role in building the Province's identity and culture and the enhancement that art brings to the Province's social and economic well-being." As part of the act, the department and government recognizes "the indispensable role in fostering and nurturing a healthy and vibrant artistic culture."

The committee is thankful for the expertise and assistance provided by outside community member Dary Jessome, legal counsel for Emera Energy, who joined the committee, adding legal expertise to the group.

### **Health and Safety:**

As many artists have studios in or attached to their homes, it is important to examine ways to protect the health and safety of the artist and their households. Artists are often self-employed with limited access to social safety nets. In the upcoming year the committee looks to build relationships with health and safety experts in order to best address related issues.

### ***Artists Municipal Tax Exemption Act: An Act to Exempt Artists from Business Occupancy Tax and Commercial Property Tax***

The Committee has identified tax exemption for artists for further study and recommendations. Whereas Provincial legislation provides for Municipalities to extend tax exemptions to artists the committee looks to identify what municipalities have made use of the *Artists Municipal Tax Exemption Act*, and speak to other municipalities about the *Act* and its implementation.

### **Zoning By-laws and the Arts**

Artists are taxed as businesses in Halifax and other municipalities in Nova Scotia. As such, application of zoning regulation for businesses could prevent artists from home-studios and activities conducted in residential settings. As many artists cannot afford a separate studio for creation of the work this issue is of concern to the committee. The committee looks to continue to discuss this issue with advocates of artist friendly zoning, affected artists and regulators.

## **Framing Council's Upcoming Policy Paper**

The 2014 CNSLC policy document, *Culture: Nova Scotia's Future*, was designed to enhance Nova Scotian's awareness about the economic potential of the sector and argue in favour of greater public support for cultural development. Moving forward, the Council seeks to create a robust call to action to move Nova Scotia to a place where culture is a foundation of social well-being as well as economic well-being.

In 2016-17 The Council began the process creating a new aspirational and motivational document that will foster greater awareness of just how significant and important cultural expression is to the wellbeing of society. Cultural expression and cultural development when encouraged generate innovative thinking, a sense of pride and wellbeing and this translates into new opportunity and sustainable growth. Work on this document has involved research through stories and interviews to show how cultural expression translates into societal growth, and to offer recommendations of how to use cultural expression for the betterment of the province.