

Creative Nova Scotia Leadership Council

ANNUAL REPORT 2023/2024



Dear Minister Ritcey,

I am pleased to share the following Annual Report, which details the work that the Creative Nova Scotia Leadership Council have engaged in over the past year. Throughout the report, we have cited examples of how the cultural sector in the province intersects with various government priorities, while sharing examples of the impact the sector has on the province's economy and quality of life. Over the past few years our province has experienced unprecedented growth, and we view this as a tremendous opportunity to develop our creative economy to new heights.

I would like to acknowledge the contributions of our CNSLC council members — all of whom share a deep understanding of how culture impacts our quality of life, and a fervent passion for advocacy for the sector. This year, our membership included Allegra Swanson, Marshall Feit, Kelly Jerrott, Danny Everson, Natalie Robichaud, Dena Williams, and Raeesa Lalani. Council members Onya Hogan-Finlay and Samm Reid completed their terms with us this year, and I would like to thank them for their service to the creative sector during their time with the CNSLC.

I am truly grateful for the opportunity to work with members of the CCTH staff, particularly Susan Jeffries, Lara Morris, Jamie Maclellan and Andrew Sare. Their collaboration has strengthened the work of Council while providing context and expertise on current Government programs that support the sector. I would also like to acknowledge the support of former Deputy Minister Justin Huston and current Deputy Minister Chris Shore for their interest in working with Council in the advisory capacity that was intended via the Creative Nova Scotia Leadership Council Act.

Thank you for taking the time to review this annual report. We welcome any opportunity for consultation and collaboration as we strive to elevate our creative economy and enhance the quality of life for all Nova Scotians.

Yours.

Craig Mercer

Chair - Creative Nova Scotia Leadership Council



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 back-ground; 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



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

Coordinates strategic planning and ensures timely actions of council.

Communications

Undertakes communications and outreach activities.

Nominations

Ensures continuity of leadership, expertise and diversity of the council.

AGM Working Group

Executes the vision of the Annual General Meeting

CNSLC members also participate in joint committees with counterparts from ArtsNS. These committees include:

Arts Investment Joint Committee

Oversight of the Arts Endowment Fund.

• Creative Awards Gala Joint Committee

Provides strategic direction for the Creative NS Awards.

• Status of the Artist Joint Committee

Advances the Status of the Artist legislation.



CNSLC MEMBERSHIP (as of June 2023)

Chair — Craig Mercer

Craig comes to the table with over 25 years of experience in the music industry. He has been a musician, booking agent, talent director, marketing manager, label owner, venue owner, promoter, composer, producer, and teacher. Mercer spent the past eight years as the lead instructor in NSCC's Music Business Program and has since moved on to the role of manager of the Creative Industries department at NSCC. In this new role, his responsibilities include exploring new programming opportunities for the creative industries, and strengthening ties with industry across the province.

Vice-Chair — Allegra Swanson

Allegra Swanson is an art professional with a comprehensive knowledge of cultural media, a passion for the music industry, and a decade's worth of experience in the non-profit arts sector at the national level. She is an expert at managing multiple projects (including a Chair of the 2024 Junos in Halifax), budgets, and stakeholder relationships across sectors and provinces. She currently resides in Dartmouth and is the Executive Director of Music NS.

Kelly Jerrott

Kelly Jerrott is the former Executive Director of Craft Nova Scotia and is active in the cultural community. She served several roles with the Creative City Network of Canada with the most recent being Past President. Kelly has presented on the value and impact of arts and culture.

Micah O'Donnell

Micah O'Donnell currently resides in the Truro area of NS. Micah believes that through the arts, we build community. "Community is that great hub that allows imagination to flourish — creatively, intellectually, and individually. The urge to produce a creative landscape that is accessible to all bodies, experiences, and voices, lends itself to the vision and mandate of the Creative NS Leadership Council



Dena Williams

Dena Williams of Halifax is an Artist & Events Manager in the music industry and is currently pursuing a degree in Social Work at Dalhousie University. With her developing work in social justice, Dena has made it her mission to create opportunities for the development and advancement for creatives in the BIPOC community. As an advocate for arts & culture, Dena's been working with Youth Art Connection and has hit the ground running by lending a hand in promoting & organizing many events, including Salt Yard Sessions, Taco & Tunes @ The Local, In the Dead of Winter Festival, and Emerge Festival. With her company, Vitamin Dee Entertainment, Dena strives to promote positivity, inclusivity, and diversity through various forms of art while also creating opportunities for local artists of the BIPOC community.

Danny Everson

Danny lives and works in Windsor as the Executive Director for Mermaid Theatre of Nova Scotia, as well as creative producer for MermaidTV digital operations, and programmer for the company's 400-seat venue. Mermaid Theatre is world renowned, producing professional work in both live performance and digital programming. His vast experience as a presenter and producer in Nova Scotia for audiences at home and abroad has elevated and advanced the Mermaid brand at an international level as well as providing a platform for Nova Scotian artists to engage in employment opportunities and to develop new work at Mermaid's creative complex. Danny's professional career includes film, music, theatre, and media.

Natalie Robichaud

Residing in New Edinburgh, Nova Scotia Natalie has danced professionally and worked for several years in arts and culture administration. Natalie is currently employed as the Executive Director with la Société acadienne de Clare, whose mission is to promote the Acadian language and culture in the Clare region. She also provides consulting services focussed on strategic planning and facilitating with Acadian/francophone associations.



Creative Nova Scotia Leadership Council

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In 2022, the Government introduced the first increase to operational funding for creative sector organizations since 2006. This much welcomed investment was a lifeline for cultural organizations who had for years struggled to maintain their operational capacity.

Over the past year, the Creative Nova Scotia Leadership Council has engaged with community members from across the sector and heard of the positive impacts that this increase in funding has had on the creative economy. For some, it has allowed them to offer additional training for their membership. For others, it has helped to retain workers whose salaries had been lagging far behind national averages. The investment has helped the creative sector continue to champion equity, diversity, inclusion, and accessibility, and to spur new initiatives focused on sustainable business practices in the sector. Through this funding, organizations had more capacity to evolve their operations to reflect the changing post-pandemic landscape.

2023/24 was also a period that marked a return to pre-pandemic levels of activity within the sector—one of the hardest-hit during COVID lockdowns. The most recent data from StatsCan's Culture Satellite Account reports that **culture GDP was up 9.7% to 1.1 Billion, accounting for 2.1% of GDP in the province**. Relative to other provinces, Nova Scotia experienced the fastest gain in culture GDP among all provinces.

StatsCan — Culture Satellite Account data 2022



The Creative Nova Scotia Leadership Council's membership is made up of members of the culture sector from across the province, ensuring a broad group of perspectives are represented in providing advice and leadership to government through the Department of Communities, Culture, Tourism, and Heritage. This includes advising on policies, making recommendations on programs to promote arts and culture, and generally representing the sector's interests while acting as a voice for artists and cultural workers.

This past year, Council worked to better understand Communities, Culture, Tourism and Heritage's approach to Equity, Diversity, Inclusion, and Accessibility within the funding model. We worked with the Tourism NS division to strengthen ties between tourism and culture in the province, and facilitated sessions to share best practices in the areas of Health & Wellness and Sustainability with other members of the sector. Council provided feedback and consultation on CCTH's business plan, and engaged with community while promoting the vibrancy of our Nova Scotian culture throughout the past year.

This report will summarize the work and community engagement done by Council in 2023/2024, and how it relates to the Government's priorities during this period.



4 GOVERNMENT PRIORITY

Action for HealthCare

CULTURE CONTRIBUTION

Attraction of Health Care Workers to the Province

Thanks to government initiatives, more than 580 physicians have made the decision to practice and live in Nova Scotia since 2021. But why come to Nova Scotia, when healthcare opportunities are plentiful across the country?

Doctors Nova Scotia, the professional association representing all doctors in the province, sees **Nova Scotia's culture as a key contributor to its successful recruitment of physicians**. As per the leading paragraph of the "Why practice in Nova Scotia" section of the Doctors NS website, "The province is a hub of tasty food, beautiful artwork and inspiring history. Nova Scotia has a vibrant Acadian culture, a thriving wine industry and a dynamic local music scene..."

(Retrieved from https://doctorsns.com/doctors/move-to-nova-scotia/why-nova-scotia)

Nova Scotia Health's Physician Site Visit program and More Than Medicine brand have been successful contributors to the recent influx of healthcare professionals, also focusing on positioning the province as one with a variety of cultural attractions that contribute to quality of life for residents.

Through community engagement and as an advisory body, the Council has worked to highlight the direct and indirect benefits of culture in the province. At every turn, entire industries point to our cultural assets as a key focus in outreach campaigns designed to attract workers. We applaud the recognition of our cultural assets as a key contributor to quality of life in the work to attract healthcare workers to the province.



CULTURE CONTRIBUTION

Wellness in our communities

Our cultural sector also plays a role in nurturing healthy communities throughout Nova Scotia. Doctors in Nova Scotia are increasingly utilizing social prescribing, which includes participating in arts and cultural activity, visiting museums, art galleries, or going to the theatre. In a 2022 briefing, the National Academy of Social Prescribing shared that "there is a large body of evidence to show that taking part in art, exercise, music, creative and expressive activities, including through social prescribing, can lead to a wide range of benefits. These include increased social interaction, decreased stress, adoption of healthy behaviours, and improved outcomes such as skills and employment."

(Retrieved from https://socialprescribingacademy.org.uk/read-the-evidence/arts-culture-and-creativity/)

Doctors in Nova Scotia are making efforts to increase their understanding of the value and impact of social prescribing. In a recent Nova Scotia Health information session, Dr. Marie Anne Essam applauded the work of the province's healthcare community in this area. National research indicates that "every dollar invested into social prescribing programs may return \$4.43 to society through improved wellbeing and reduced costs incurred on the health system and government."

 $(Retrieved\ from\ \underline{https://www.socialprescribing.ca/a-healthier-canada}).$



La Société acadienne de Clare



In long-term care facilities, especially in minority communities like Clare in south-west Nova Scotia, it is essential to provide more than just physical care to residents. Artistic and cultural activities play a critical role in enhancing the quality of life, promoting mental and emotional well-being, and preserving the unique cultural identity of aging residents—who often face challenges such as isolation, cognitive decline, and a loss of connection with their cultural roots. For French Acadians, whose language and traditions have historically been underrepresented, maintaining their cultural identity in a predominantly English-speaking environment can be challenging.

To address these challenges, the Société acadienne de Claee introduced a series of artistic and cultural programs tailored to the needs of the Acadian residents. These programs included

music sessions featuring traditional Acadian folk songs, painting classes focused on regional landscapes, storytelling events where residents shared their childhood experiences in Acadian communities, and French-language theater performances.

Residents experienced increased happiness and reduced loneliness through cultural activities, which fostered belonging and lowered stress-related health issues. Creative tasks like painting and storytelling stimulated memory and cognitive function, especially for those with early dementia. These activities celebrated French Acadian heritage, strengthened community ties with local artists, and contributed to better health outcomes by enhancing emotional well-being, ultimately reducing hospital visits for residents.



CNSLC ACTION

Wellness and Sustainability Summit

The creative industries have long suffered from the glorification of "hustle culture" — a notion that places focus on productivity, ambition, and success with little regard for rest, self-care, or work-life balance — impacting the healthcare system by increasing instances of anxiety, stress, and depression. The Creative Nova Scotia Leadership Council aims to model practices that support the wellness of both cultural workers and the broader community.

To this end, Council partnered with Artists' Health Alliance to host a Wellness and Sustainability Summit for the culture sector at the Sanctuary Arts Centre in Dartmouth this past June. The wellness component of the event featured "Thriving Amidst Burnout" and "Integrating Wellness into Creative Industries" sessions. Panelists, including leaders from Visual Arts Nova Scotia, Symphony Nova Scotia, and the Atlantic Presenters Association, shared how their organizations have implemented transformative practices to support the wellbeing of artists.

The event drew participants from across the cultural sector, and contributed valuable insights and best practices, while leaving participants with actionable goals to implement in their organizations. The Summit actioned Council's ongoing commitment to fostering wellness and sustainability in Nova Scotia's cultural and creative sector.

The cumulative impact of the effects of "hustle culture" and the changing work environments that have emerged from the pandemic have put the need to change our practices into the spotlight. In order for Nova Scotia's Cultural sector to thrive, we recognize the importance of taking action to improve the wellness of our cultural workers.



CNSLC ACTION

Engagement with IONS

In May, Council heard from the Impact Organizations of Nova Scotia (IONS) on how they champion and provide resources for new practices in prioritizing employee wellness. As leaders in the cultural sector, we commit to bringing these initiatives into our own work and to sharing the work of IONS with the broader community. For example, following the presentation from IONS, Music Nova Scotia worked with the IONS team to create a new employee wellness plan for their staff aimed at reducing burnout while increasing productivity by addressing team building, professional development, workload, mental health supports, recognition for volunteer time, and more.



2 GOVERNMENT PRIORITY

Building a Skilled Workforce for More Housing and a Healthy Economy

CULTURE CONTRIBUTION

Attraction of workers / retention of the workforce

Council's work in the past year to promote cultural vibrancy in the province has a direct correlation with the Conservative Government's priority of developing our workforce. Nova Scotia has experienced an unprecedented increase in population over the past several years, and quality of life in the province has often been touted as a significant factor in people choosing to relocate to the province.

Culture plays an integral role in our quality of life—providing recreational opportunities that contribute to overall well-being while fostering community cohesion and identity. Nova Scotia's rich culture has been shown to have a direct impact on the retention of our workforce and the attraction of new business to the Province.



Jam Filled Animation



Jam Filled is an animation studio with offices in Ottawa, Toronto, and Halifax, with 35 employees in their Halifax location. Their decision to set up a studio in Nova Scotia was driven by Halifax's booming animation scene, but access to cultural activities and a thriving nightlife played a pivotal role. Creative Director and co-founder James Leclaire notes "We knew there was an appeal for workers to relocate to Nova Scotia because of housing affordability relative to the Ontario market, and the thriving music and arts scene in Halifax. We would never consider setting up shop in a place that didn't have diverse cultural options."

Leclaire also notes that since opening the Jam Filled studio in Halifax in 2019, all senior staff members who relocated to Halifax have remained in Nova Scotia, despite options to return to work in other offices.



CNSLC ACTION

Community engagement on Film Sector Training and Identifying opportunities

Thanks to renewed investment from the Conservative Government, the outlook for the province's film sector is positive, with more productions being filmed in the province than ever before. The recent addition of a Distant Location Incentive to the Film and Television Production Incentive Fund will make production in areas across the province more viable than ever — allowing us to share the natural beauty of our province with the world.

This past year, members of the CNSLC met with community members from across the province who had lobbied for the Distant Location incentive, but who have concerns about fulfilling crew needs. With the growing demand for productions in the province comes a growing need for workforce development in this sector. While training needs exist across the Creative Sector, we encourage the Minister to consider how the rural workforce will be developed to realize the full potential of the Government's investment in the Distant Location Incentive in the Province.

If carefully strategized, the growth of the film industry in the province has the potential to provide significant opportunities for other Nova Scotian sectors who supply services to productions — further bolstering the creative economy of the province. Council encourages the Minister and CCTH to consider ways in which the film incentive might be adapted to encourage or incentivize productions to use Nova Scotian music, employ actors from the province, keep post-production work in Nova Scotia, use local products in placements, and other areas that would have broader impact across the cultural sector. Council applauds the government's investment in the province's film industry, and sees opportunity for the same investment to have a greater impact on Nova Scotia's creative sector.



3 GOVERNMENT PRIORITY

Building a Clean, Healthy Economy

CULTURE CONTRIBUTION

Leading by example with Sustainability initiatives

The creative sector has long been a vehicle through which social change and awareness develop. In the past few years, the cultural industries have championed Equity, Diversity, Inclusion, and Accessibility through the integration of diversity mandates and training to support the development of its workforce. This work has had a trickle down effect into other industries, who have implemented EDIA practices into their operations. With the growing impacts of climate change, the creative sector is now leading by example by implementing sustainable business models. This work directly aligns with the Government's business plan focus of building a clean, healthy economy.



This Hour Has 22 Minutes sustainable film production



In 2023, long running CBC series *This Hour Has 22 Minutes* engaged in a research project on ways to implement sustainable practices into their production. Once actioned, the project saw substantial reductions in waste represented by the following inspiring results:

- 2500 pieces of paper saved per week by going double-sided
- 97.6% reduction in plastic food packaging in landfills by purchasing snacks in bulk and using re-usable containers for distribution

- Separated trash and donated excess food items to Feed Nova Scotia
- 4000 single-use containers save using a bussing station
- 91.67% reduction in plastic bottle use by using water stations

This groundbreaking work has since been shared with many other organizations operating within the cultural sector, and has helped to drive positive change toward sustainability in operations.



CNSLC ACTION

Stewarding sustainable business practices

During the sustainability component of the aforementioned Wellness and Sustainable Summit, we heard from sector leaders on best practices for implementing sustainable business models, while debunking the notion that these practices come with a prohibitive cost. Between large cultural events like festivals and film productions with large crews, positive impacts to the environmental footprint of the cultural sector will have meaningful impacts in the province.

The Summit also featured a presentation by Communities, Culture, Tourism, and Heritage's Climate Adaptation Governance team — highlighting the government's Climate Adaptation Strategy and how it relates to the cultural sector. Representatives shared relatable examples of how we might enhance our climate resilience in the cultural sector and take steps to protect our vulnerable cultural assets.

Summit participants gained new perspectives on tangible ways to increase efficiency of operating spaces, using sustainable service providers, and the social responsibility of sustainability stewardship in the sector. "Green" tools for the arts sector were shared, and participants learned of potential funding opportunities to advance their work in the area of sustainability.

Council has appreciated the opportunity to engage in dialogue with the cultural community and CCTH. As we look to the development of our next sector strategy document, Sustainability will continue to be a priority for 2024/25.



4 GOVERNMENT PRIORITY

Supporting Nova Scotians and Building Communities

CULTURE CONTRIBUTION

Social Fabric and Economic Resilience

At the heart of Nova Scotia's identity lies its rich cultural heritage, which extends far beyond the arts and entertainment industries — it is a vital contributor to the social fabric and economic resilience of our communities. Through festivals, performances, and public art initiatives, cultural activities create opportunities for social connection, enhance community pride, and bridge gaps between diverse groups. These cultural experiences encourage active participation in local life and build new relationships across rural and urban communities alike.



CASE STUDY Harvest Gallery



Located in Wolfville, Harvest Gallery features a diverse collection of art and fine craft by Nova Scotia artists and artisans. Curator Lynda Macdonald has been representing the best of the region for more than 20 years.

Harvest Gallery enriches the culture of rural Nova Scotia by serving as a vibrant hub for artistic expression and community engagement. By showcasing local artists and hosting exhibitions, the gallery fosters a deeper appreciation for the arts, which in turn strengthens the cultural fabric of the region. Its presence helps build community by providing a space for residents and visitors to gather, share experiences, and engage in cultural dialogues — thereby enhancing social cohesion.

For artists, Harvest Gallery is a crucial entity that not only allows them to display their work but also offers opportunities to generate revenue through sales and exhibitions, supporting artistic entrepreneurship in the province. The gallery contributes to a better quality of life for residents of the Annapolis Valley and beyond by offering enriching experiences and creative opportunities for all.



CULTURE CONTRIBUTION

Championing Diverse Voices

Celebrating the work of all cultures can amplify diverse voices and enrich cultural narratives, fostering inclusion and a deeper understanding of the many ethnicities that make Nova Scotia so unique. During Council's meeting with Impact Organization of Nova Scotia (IONS), we learned about the resources being developed to support learning journeys around equity, diversity, inclusion, and accessibility (EDIA) — culture being a key driver of how these learnings are actioned in the province. Supporting and championing the work of all creatives, but especially those from equity deserving groups like African Nova Scotian/Black, Acadian, and Mi'Kmaq, contributes to deepening community awareness and understanding, communicated through arts and culture.

For example, in 2024 the Art Bank Purchase program via the Province of Nova Scotia will be open exclusively to artists who are African Nova Scotian and/or Mi'kmaq. These two communities have been made a priority in this first strategic purchase, in recognition of their profound historical and contemporary artistic impact here in Mi'kma'ki/Nova Scotia.

CNSLC ACTION

Engagement with Tourism Nova Scotia

Tourism in our province is a key driver of the economy — supporting hotels, restaurants, and many other local businesses in areas across the province. Tourism Nova Scotia understands that arts and culture is a foundational component in attracting visitors. The Creative Nova Scotia Leadership Council met with Tourism NS in May of 2024 to discuss the vital role arts and culture plays in the province's tourism strategy. In a presentation delivered to Council, Tourism NS noted that "the authentic experiences we develop and promote to attract travellers and based on Nova Scotia's unique culture expressed through food, music, art, performance, and heritage."



According to a recent Tourism Nova Scotia study, nearly half of travellers (47%) are likely to experience live music when visiting Nova Scotia (live theatre and dance sitting close behind at 37% and 31% respectively) and many state that a destination's arts and culture offerings inform their travel decisions. 48% also suggest they would be very likely to explore more rural or remote areas to procure local and handcrafted products.

Meeting with Tourism Nova Scotia has been an integral part of Council's work this year to strengthen the connection between the cultural sector and tourism in the province. Council aims to foster an open dialogue with Tourism Nova Scotia, and to create a framework for continued collaboration while providing guidance on areas related to our cultural assets. Tourism campaigns offer a unique opportunity to integrate the work of Nova Scotia creatives while celebrating our province and our culture. With Tourism now under the CCTH portfolio, the Council is excited to nurture and develop the opportunities this integration brings to the sector.



Conclusion

Cultural sectors are powerful engines of economic growth. Creative industries generate employment, attract tourism, and provide platforms for entrepreneurship, ensuring that Nova Scotians from all walks of life can thrive. As Nova Scotia boasts a fiercely growing population of now over one million people, culture plays a key role in attracting new businesses looking to expand to the east coast, newcomers building a new life in Canada, or culture sector workers aiming to thrive in a place where the arts form the foundation of the province's history.

There is much reason for optimism for the future of our cultural sector in Nova Scotia. Our government has made a substantial impact to arts organizations through an increase in funding in 2022, and has worked to create conditions for the film sector in the province to flourish. Government entities, local employers, and recruiters all leverage the province's culture sector when working to attract and retain talent across a wide range of industries. The sector has returned to pre-pandemic levels of economic generation and activity, armed with new tools to diversify revenue models and audiences, while championing values that contribute to the social fabric and environmental well being of all Nova Scotians.

In this current period of unprecedented growth in the province, the Creative Nova Scotia Leadership Council advises that our cultural assets and creative economy remain a priority for the sitting government.



As we have outlined in this document, the Cultural sector has far-reaching impacts and is aligned with many of the Government's priorities. As such, sector growth and development must keep pace with growth in the province. To this end, the Council requests that the minister consider the many positive impacts of operational support investment for the cultural sector, and how continued investment will yield benefits across many areas of Government priority for years to come. These impacts and benefits will continue to inform Government's demonstrated leadership and future consideration of support for the sector.

We thank the Government and Minister MacMaster for an exceptional year of leadership, and humbly offer our services as a council in any matters related to the cultural sector in the province.

