



CREATIVE  
NOVA SCOTIA  
LEADERSHIP  
COUNCIL

# Annual Report

2017- 2018

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

Dear Minister Glavine:

We are pleased to submit our Annual Report of the activities of the **Creative Nova Scotia Leadership Council** in 2017 and 2018 (April 1 to March 31). Outlined are highlights of our long-standing partnership with your department to elevate culture in Nova Scotia.

The Culture Action Plan (CAP) continues to provide guidance for this partnership and we look forward to helping develop a framework for assessing its impact. A CAP information and outreach session with community leaders in June 2017 in Digby validated our current research project to better understand the social benefits of culture. This work continues.

By inviting guests and experts to our Council meetings, we undertook a yearlong exploration of ways that communities and organizations thrive when culture is elevated and linked to community development. We found this process to be very fruitful, and it is largely the subject of this report.

It is my pleasure as outgoing chair to acknowledge the contributions of all Council members, whose collective passion for a shared vision of culture as a pillar of sustainability is the main driver of our work.

This year we welcomed three new members: **Margie Beaton, Robert Bernard, and Laura MacKenzie**, who brought fresh energy to our approaches and new understanding to our conversations. About continuing members, **Laurie Dalton, Martine Durier-Copp, Troy Greencorn, Scott Long, Marcel McKeough, Trevor Murphy, Peggy Tibbo-Cameron, Virginia Stephen, and Rose Zack**, the tireless contributions they have made over the past three years cannot be overstated.

Finally, I want to recognize outgoing members: **Jamie MacLellan**, for his executive leadership and his generative approach to informing and advising; and **Carol Beaton**, for her unwavering commitment to core issues of cultural expression and community vitality.

Council values its active partnership with CCH staff. We wished **Kathy Rennick** a long and healthy retirement and offer ongoing appreciation of the contributions of **Andrew Sare**, who capably steers our annual work planning; and we look forward to working with **Chelsea Prime**. The support of these individuals makes our work productive and enjoyable.

We also acknowledge the active participation of Deputy Minister **Tracey Taweel** in our annual schedule and the opportunities we have had to this year to engage directly with you.

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 April 30, 2018)

**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 community-minded volunteer, Pamela is the chair of Mocean Dance; she helps produce the Halifax Viennese Opera Ball; and she serves on the board of the Discovery Centre. Currently, she is a sessional workshop instructor of magazine publishing at University of King's College School of Journalism.

**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 ten 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.

**Margie Beaton** of Baddeck has taken on active roles with groups like Stòras na h-Òigridh/Treasures of Youth, an endowment fund dedicated to youth seeking financial aid in Gaelic development, and the Celtic Heart of North America, a cultural tourism-based marketing cooperative. It's through her work at Colaisde na Gàidhlig/the Gaelic College where her passions ignite, both within her chosen field of marketing and grassroots cultural learning, especially with youth. The unique, non-profit institution also runs an island-wide music festival, KitchenFest!, fueling the local traditional music scene, fostering relationships with on-island partners, and creating economic impact for the whole of Cape Breton Island. Additionally, Margie keeps busy within her work and voluntary contributions as a graphic designer.

**Robert Bernard** of Whycomomagh is the Operations Manager & Cultural Tourism Planner for the Wagmatcook Culture & Heritage Centre. His interest is in promoting all cultures through innovative support frameworks for the arts, crafts and cultural industries that will work towards producing sustainable and meaningful initiatives. His involvement in cultural tourism provincially has also lead to his appointment to the national board for the Aboriginal Tourism Association of Canada (ATAC) and currently sits as the national chairperson for the organization.

**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 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.

**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 Executive 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.

**Laura MacKenzie** of Halifax is the Executive Director of Screen Nova Scotia. An experienced programming consultant and industry market director, Laura offers a demonstrated history of activating growth for non-profit film industry organizations across Canada, this includes creating the vision for and executing FIN Atlantic International Film Festival's Strategic Partners event, an international film and television co-production/co-financing market, from 2013-2017. In addition to her Nova Scotia based roles, she has served, for the past three years as the Programming Consultant for the Canadian Media Producers Association's annual conference, Prime Time in Ottawa.

**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.

**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 endeavors. 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.

**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.

**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 External Relations Manager with FIN Atlantic International Film Festival in Halifax. Rose is actively engaged in her community and has served on the boards of several local and national arts organizations including *Youth Arts Connections*, *Linda Joy Media Arts Society*, *ArtCity Calgary*, *Centre for Art Tapes*, *Business for the Arts – ArtScene Halifax*, *Youth Art Connection (YAC)* and as a founding organizer and past chair of *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. A sub-committee is focusing on reaching diverse members of the cultural community.

CNSLC members also participate in joint committees with counterparts from ArtsNS. In 2017-2018 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.

## 2017-2018 Highlights and Accomplishments

### AGM Outreach June 2017

The Creative NS Leadership Council held its 2017 Annual General Meeting at the Digby Pines Meeting Centre. On Thursday, June 15, 2017, the Council welcomed invited members of the local cultural community to an informal outreach event called, "**Creativity, Culture, and Community**".

There were 20 guests, representing a cross-section of municipal leadership, libraries, local museums, small festivals, independent artists and creatives, art residencies, community hubs, and proponents of existing and new cultural projects.

Presenters included **Calum Ewing**, who provided a **Cultural Action Plan (CAP) Overview**. After this, participants heard a panel discussion about three unique community projects with **Jane Nicholson, Founder, Annapolis Investments in Rural Opportunity**; **Kerry Johnston, Jordantown Acaciaville Conway Betterment Association (JACBA)**; and **Hal Theriault, Electric City/New France**. Afterwards, guests were invited to have table conversations. They guided their discussions by considering the following questions: 1) *How are you and your community seeing connections to the Culture Action Plan?* And, 2) *What is preventing you or your community from connecting to CAP?*

With respect to "connecting to CAP", there was a positive response to the priorities of CAP and desire to pursue effective partnerships to leverage the collective impact of cultural organizations and cultural places in rural communities, but there were questions about how to talk to government. With respect to obstacles and questions, themes of volunteer burnout, youth outmigration, lack of diversity were heard. Also heard were questions around perceived barriers to funding programs, how to connect with over-arching systems (i.e., museums) and learning networks of like-minded culture leaders in other parts of the province.

## Discussions with Guests

With the launch of the Culture Action plan in April 2017, the Council focused on the theme “Promoting Creativity and Innovation”, inviting speakers from across the province to drill down into the dynamics of culture hubs and community clusters as engines that connect economic, social, and cultural activities in Nova Scotia’s rural and urban communities.

**January 2018** - Moderated by Arts Nova Scotia Chair Mary Elizabeth Luka, two guests were invited to talk to Council about their hub projects, based in existing buildings and at different stages of development - Scott Burke, Interim Director of the Lunenburg Academy Building, and Marc Almon, Strategic Director for Culture Link (Halifax)

Mary Elizabeth introduced idea of creative hubs with a couple of international examples - the Bristol Watershed, a revitalized Bristol waterfront warehouse created over 30 years ago to house a space for artists, media technologists and academics, multiple cinemas, conference/event facilities, and café/bar and Australia’s Kelvin Grove Urban Village, a repurposed military barracks which brought together creative start-ups, a university campus, residential and retail space through a partnership between the Queensland government and the Queensland University of Technology.

Scott Burke described the evolution of the Lunenburg Academy building from a school to an emerging culture centre. A municipally-owned building, the Town of Lunenburg has taken a proactive role in repurposing the Academy. The first floor is planned as a space open to the public with the relocation of the library, development of a heritage interpretive room, the geological society and possibly a café and art gallery. The second floor is seen as a “creative enterprise centre” with a mix of small businesses, creative enterprises and artists; and Lunenburg Academy of Music Performance (LAMP) is on the third floor.

Marc Almon introduced the CultureLink proposal to transform the WTCC into a creative hub, with television studio, performance space, cinema, dance studios, offices for arts and culture organizations, shared meeting spaces, commercial space, and restaurant. It is perceived as a definitive cultural hub for downtown Halifax, similar to the distillery district in Toronto or C-Space in Calgary.

With respect to governance, Marc said that CultureLink was a registered *NFP* society and a “Community Interest Company”. This model connects the fundraising capacity and strategic visioning of a non-profit board with the *for-profit* capacity of a creative social enterprise. Scott also noted that the goal for the LAMP is to eventually be managed by the Lunenburg Academy Foundation.

About stakeholders, Scott identified the tenants, school alumni and town businesses interested in seeing the building remain functional and noted there was a strong community connection to the building. Marc spoke of the positive relationship with the WTCC owners, Armco Capital, all three levels of government, Common Good Solutions and a variety of arts and cultural organizations, which have expressed interest in relocating in the new space.

When asked about challenges, Scott said that successful transformation requires the Foundation to evolve into an effective fundraising board. Marc said the Link Performing Arts Centre is projected to be



self-sustaining once it is up and running; but it needs to raise \$11.6 million for renovation and start-up costs and has very brief window of opportunity before the owners consider alternative uses.

**March 2018** - Two guests were invited to talk to Council about community-wide creative cluster models that bring together various buildings and organizations - Troy Greencorn, Creative Pictou, and Robert More, Parrsboro Creative.

Troy Greencorn described how Creative Pictou County was initiated by the Town of New Glasgow in 2013 after a meeting of the creative sector recognized a need for a hub organization. Funding was secured in 2014 for a needs assessment and development plan. It determined that more than 90% of artists had never accessed government funding. In 2016, a focused effort was put forth to enhance Creative Pictou, including new branding and a weekly e-blast. Next steps – create a strategic plan and kick-off operation funding and staff resource.

The deCoste Centre opened in 1982 and has hosted over 3,000 events. In 2017, the organization hit several milestones, including a first 5-year audience development plan and an updated impact assessment. The deCoste has seen an increase in sales despite a shrinking population.

“Pictou Place” is a creative cluster concept that would bring together a new Pictou-Antigonish Regional Library and the deCoste Centre. The new building will be an expansion and upgrade of the existing deCoste Centre, doubling the size of the existing space. It will include a gateway to the waterfront with a new boardwalk.

Robert More described the goal of Creative Parrsboro, to become a “*Playground of the Imagination. Playground of the Great Outdoors*”. In 2017, a three-year strategic plan was funded by ACOA and CCH to create a Cultural Campus, focused around the Parrsboro Town Centre to attract artists to visit and ultimately live there.

Parrsboro plans a new continent-wide marketing plan to showcase Parrsboro advantages. Robert has been working with ACOA to formulate a way to possibly offer tax/rent breaks to artists living in the township, and high-speed internet is also a priority.

Parrsboro has an abundance of facilities and events including Ships Company Theatre, Ottawa House, the Fundy Geological Museum, and the Ten Days in October Festival, but most notable is the Parrsboro International Plein Air Festival. The festival gives 35 visual artists from across North America an opportunity to compete for a chance to win prizes. This festival has been a massive contributing force to attract artists to Parrsboro.

## **Social Benefits of Culture Project**

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 more understanding and awareness of culture as a foundation of social well-being as well as economic value.

In 2016-17 The Council began the process creating a new report that will foster greater awareness of just how significant and important cultural expression is to the wellbeing of society. Work on this document has collected a series of community-focused stories that show how cultural expression contributes to community development. Emerging themes include creative hubs and social innovation, life-long learning cultures, youth resilience, and the importance of cultural understanding, to name a few examples. The report aims to offer practical advice about how these projects have progressed and what has been learned from their unique perspectives and experiences.

In 2017-18, a smaller working group of Council was struck to work directly with an outside writing team. Currently the report contains nine stories. Draft reviews and input from Council pointed in the direction of taking time during the 2017-18 AGM to gather input and feedback on the report's themes before finalizing the project in 2018-19.

## **Nominations Report**

The Council struck a nominations ad-hoc committee to research and make recommendations to the executive on how to achieve a greater and more diverse representation of Nova Scotians on Council. Moving forward, the recommendations and work will continue to be undertaken by the nominations committee.