

Culture Shift

A Summary of the Cultural Plan for Calgary





Galaxie Diner in the historic 1912 Brighden Block



Calgary musician slaps the bass



Starting a pot at North Mount Pleasant Arts Centre



Learning street art skills - Painted City Street Art Program for Youth



Face painting at Expo Latino



Engineered Eats at Beakerhead by The Fine Diner
Photo by Pixels and Photos

Culture Shift

A Summary of the Cultural Plan for Calgary

Thank you to:

The over 800 Calgarians who gave of their time and passion through individual interviews, community soundings, focus groups, engagement platforms, cross-departmental workshops, a cultural forum, telephone surveys.

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First Nations Parade at Calgary Stampede Rope Square

Calgary joins a group of leading cities in recognizing the role of culture as a central force in shaping the growth of more livable cities.

Executive Summary

The development of the City's first Cultural Plan is taking place as change is in the air in Calgary.

Many Calgarians are feeling the very real effects of financial hardship. Despite uncertainties about their economic future, Calgarians are demonstrating their passion for a cultural life by participating in record numbers – in ways both big and small – in shaping cultural life in the city.

In creating this Cultural Plan developed by consulting firm MDB Insight, Calgary joins a group of leading cities in Canada and internationally in understanding that culture is being elevated from its undervalued, peripheral role in urban planning and economic development to a central force in shaping the growth of more livable cities. **Central to the success of a Cultural Plan is a shift to *planning culturally* to better integrate and align cultural resources, priorities, goals and opportunities among and between City business units, external partners and community organizations.**

Why a Cultural Plan?

A Cultural Plan provides a rationale and roadmap for better use and planning of a city's cultural resources. It points to tangible economic benefits such as increased employment and tax base through more developed creative industries and cultural tourism; attraction and retention of skilled workers; building a more livable city through best use of current and future spaces and places, and maximizing the creative potential of our most important resource – our people.

The completion of a Cultural Plan meets a deliverable of Calgary receiving its designation as Cultural Capital of Canada for 2012, as required by the Government of Canada's Department of Canadian Heritage. Calgary 2012 brought Calgarians together to celebrate our cultural life as a collective and successfully enabled hundreds of citizen-driven cultural and creative initiatives to come to life. That led the way to the development of this 10-year plan.

After extensive engagement and research for the Cultural Plan, a vision has emerged to take Calgary to the next cultural level. The vision takes into account our challenges and maximizes the cultural resources at hand – people, spaces and places – positioning us to move strategically and confidently forward. Input from Calgarians and the research for the Plan provided direction on how we will know that the Cultural Plan has been successfully implemented. Cultural life and cultural resources will be: ***Better Connected, Better Promoted, More Recognized and Valued and Strategically Planned and Supported.***

Vision for Calgary 2026

The Calgary of 2026 is a place that is recognized as a connected, exciting, cosmopolitan, cultural centre that works in partnership to draw on the skills and expertise of all its citizens to employ creative solutions to address challenges and maximize opportunities. The cultural sector and creative industries have increased their positive benefit to the local economy targeted investment of supports and digital innovation. Grassroots cultural expression has been supported and increased and can be found in new and surprising places in neighbourhoods throughout the city. Diverse cultural expression, both traditional and emerging, is in evidence both in purpose-designed spaces and threaded throughout cultural programs of The City and its many partners. The City of Calgary itself has integrated the practice of 'planning culturally' and this influences decisions from street banners to street design.

Calgarians made it clear that The City of Calgary must be more purposeful, collaborative and bold in the development of Calgary's cultural life.

Executive Summary

Five Strategic Priorities have been identified:

MAXIMIZE Calgary's diversity advantage

Appreciating, engaging and connecting Calgary's diverse population.

GROW Calgary's cultural sector and creative industries

Recognizing the economic and creative potential of Calgary's not-for-profit cultural sector and for-profit creative industries.

ACTIVATE culturally vibrant neighbourhoods and districts

Increasing opportunities and supports for neighbourhoods and districts to develop a rich cultural realm.

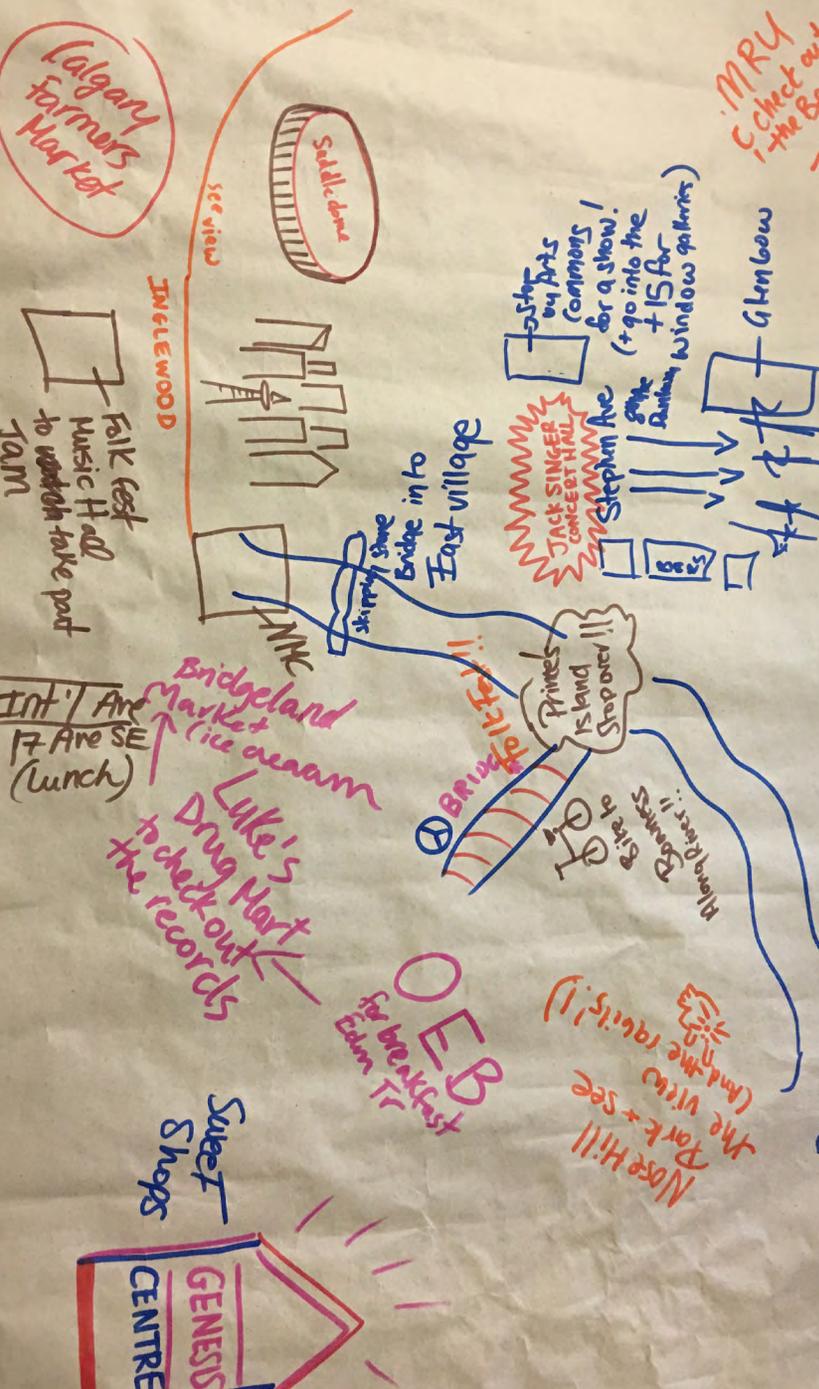
REINFORCE Centre City as the cultural heart of the city

Realizing Centre City area's conversion into Calgary's 'Living Room' that supports thriving cultural, tourism and creative industry sectors.

CONSERVE AND CELEBRATE Calgary's built, natural and Indigenous heritage

Embracing a vision of heritage that includes natural and cultural, tangible and intangible resources.

Actions have been identified that support the aims of these Strategic Priorities through the 10-year plan. Given Calgary's changing cultural context, it is recommended that the Actions be initiated in two phases, Short-Term, from 2016-2018 and Medium Term, from 2019-2022. At the end of this time the Cultural Plan should be revisited and, based on results to date and the current cultural environment, priority Actions identified through 2026.



We asked citizens: What would you include in a cultural tour of Calgary?

Executive Summary

Priority Actions

The practice of **Planning Culturally** is the primary underlying Action of the Cultural Plan. This calls for initiating the process of planning culturally across all City departments so that cultural vitality is understood as the fourth pillar of sustainability.

Ten Priority Actions

Initiate between 2016-2018

1. **Build connections** between ethno-cultural communities, Indigenous communities and Calgary's cultural organizations to develop new programming, funding and exchange opportunities.
2. **Develop and promote** Calgary as a Music City and film, digital and television centre to best utilize and connect cultural resources and support local talent.
3. **Strengthen Calgary's creative industries and cultural sector through** a multi-pronged strategy that includes: a digital development and content strategy; business information, investment and professional consultation services; addressing barriers and opportunities related to City processes and policies.
4. **Secure affordable live/work space and shared work space** for cultural organizations, individual artists and creative industries by applying existing and new planning tools. Investigate possibilities such as publicly owned, heritage and/or 'dormant spaces' across the city that should be re-thought and re-purposed to support this sector.
5. **Increase accessibility of indoor and outdoor spaces** for community cultural expression through: examining and implementing best practices in creative place-making; enabling by-laws and simplified approval processes; promotion of spaces; access to festival/event infrastructure.
6. **Install more public art in neighbourhoods** which may include small, large, temporary, iconic, or permanent pieces that reflect and add to the character of the neighbourhood.
7. **Implement programming in Centre City that responds to the diverse interests and needs of the community**, including low-cost and family-friendly events, for Indigenous and ethno-cultural communities and for disadvantaged residents. Ensure access to low-cost venues.
8. **Support and incentivize the activation and conservation of Calgary's historic resources.** Incentives should include grant funding, density transfer, tax incentives etc.
9. **Increase the visibility of Indigenous communities** in the city through public art, placenames and urban design.
10. **Conserve Calgary's significant natural and cultural landscapes** with site specific plans, appropriate policies, processes & human resources such as a City archaeologist to provide educated and quick responses for heritage sites.

These approaches and priorities are aligned with and supported by a number of key City and partner strategies including ImagineCALGARY, Municipal Development Plan (MDP), Indigenous Policy Framework (in development), Calgary Heritage Strategy, Centre City Plan, Building on Our Energy, Living a Creative Life (see p 21 for descriptions).

Historically, Calgary's prosperity, its considerable rate of population growth and the opportunity that this has afforded its citizens has attracted the brightest minds from all around the world to study in its universities, work in its industries, open small businesses and build lives in its communities. With this growth, the makeup of Calgary's populace has changed – 54% of newcomers are from outside of Canada and 120 different languages are spoken here. Calgary also has a large and growing young Indigenous population, while on the other end of the spectrum, the number of seniors is expected to double between the years of 2014 and 2034. This population mix is likely to be in flux as Calgary experiences changes in migration patterns due to the economic climate.



Studio Bell, Home of the National Music Centre

It's time to seize our cultural momentum, to fully commit to a culturally dynamic city.

A Cultural Plan for Calgary

Introduction: The Cultural Opportunity

For many years, Calgary's primary shared identity was western culture; as the city changes, a cultural shift has occurred that is broadening this understanding and expression of identity. Calgarians, particularly young Calgarians, are actively building the cultural life they want to see in their city.

This zest for a cultural life can be seen in a record number of Jane's Walks, Neighbour Day events and festivals and events in general; crowded neighbourhood night markets; rich, varied and successful film & theatre festivals and an increasing acknowledgement of Indigenous history and cultural expression.

The Year of Music in 2016, the most successful hosting of the Juno Awards, the 10th anniversary of Sled Island and third year of Beakerhead, the opening of the National Music Centre and the Decidedly Jazz Dance Centre, community instigation of the Music Mile, the hunger for storytelling and city-shaping in sold-out series such as d.talks, REDxTalks, and PechaKucha, the thriving culinary, cosplay, design, architecture and digital media scenes and community-based maker spaces –all speak to innovation, energy and cultural depth. A randomized telephone survey of 600 Calgarians conducted for the Cultural Plan supports this picture,

with 80% indicating that culture was either very or somewhat important to them.

Calgary is unified as a place of city builders that want accessible culture in every quadrant, outlets for diverse creative expression, and spaces to create and engage with each other through culture. They want to be connected, informed and supported in their efforts around cultural expression.

The combination of Calgary's, and the province's, challenging economic situation, including its long-standing rollercoaster economy, and the recent news that the population of 20 to 24-year-olds has declined, calls for increased focus on how cultural resources can both contribute to a more diversified, stable, economic base and more deeply connect our very diverse citizenry. Now is the time to fully embrace the innovation, creativity and inspiration that cultural life can contribute to our city.

In a randomized telephone poll of 600 Calgarians 80% indicated that culture was important to them.

 SURVEY DEC 2015

What happens if we don't take this opportunity?

In the development of the Cultural Plan we heard clearly from Calgarians that the case for culture needed to be made strongly and clearly. The role of culture in connecting and binding communities, in inspiring and creating hope and ideas, in developing new and innovative industries and solutions was expressed repeatedly. The following risks of not implementing a Cultural Plan were identified: the out-migration of young people is exacerbated; Calgary's diverse population is increasingly splintered and not enabled to build connections and understanding through shared cultural experiences; opportunities to further develop creative industries as a stable and growing economic sector are lost; some City policies and processes continue to inadvertently 'get in the way' of cultural development and/or do not actively encourage cultural expression; Calgary misses increased tourism and economic opportunities through enhanced promotion and connection of diverse cultural events and facilities; and, the significant opportunities to align efforts and resources – both inside and outside The City – create unnecessary delays and missed leveraging.



Decidedly Jazz Danceworks



Utility box public art by Derek Michael Besant



Moving the historic McHugh house



Medicine wheel at Nose Hill Park



Green Fools Theatre at Culture Days



Killarney mural by artists Melissa Centofanti and Zachary Abbott with community members

The role of culture in binding communities, in inspiring and creating hope, ideas and new industries was expressed repeatedly.

A Cultural Plan for Calgary

Our strengths and challenges

What brings us to a new cultural vision? What strengths and challenges, identified in 2016, have informed the Actions that are recommended to take us to 2026?

Calgary's strengths

1. Calgary is in a strong state of readiness to coordinate and leverage its cultural resources due to its young, culturally active and diverse population, a traditional 'can-do' attitude, a resilient and entrepreneurial spirit, openness to possibility, strong partner relationships and a long and deep history of volunteerism.
2. Calgary's ethno-cultural communities are growing, active culturally and poised to deepen their impact and participation.
3. Expressions of Indigenous culture and history are increasing and manifesting themselves in a range of ways. Calgary's young Indigenous population holds tremendous potential.
4. City of Calgary current and upcoming policies, practices and initiatives support the goals of planning culturally, and will be strengthened, informed by and aligned through the Cultural Plan.
5. City Council and the philanthropic community have committed significant capital funding to cultural facilities over the past 8 years, resulting in major cultural infrastructure both completed and forthcoming.
6. The urgency to diversify our economic base opens possibilities for creative industries to play a more significant role as economic driver.
7. The importance of architectural beauty, public space, and the central role of urban design in the building of Calgary is being increasingly recognized – paving the way for a new vision of Calgary and everyday experiences of Calgarians.
8. Calgary has four major post-secondary schools that provide education in the arts and creative industries and The Calgary Board of Education has recently emphasized the importance of creativity and education in the Arts through new curriculum development.

Calgary's challenges

1. Connections between cultural 'players', e.g. between and among neighbourhoods, ethno-cultural groups, creative industries and the cultural sector are weak, resulting in lost opportunities and unformed cultural ecosystems.
2. There is a general lack of knowledge and recognition of the contribution and potential of the creative industries and cultural sector for job growth and economic diversification despite these being growing and stable economic sectors.
3. Despite critical relief in 2016 through one-time resiliency funding to reduce the impact of the economic downturn to arts organizations, operational funding has been below national averages and largely stagnant for the past 8 years.
4. While successful, Calgary's dominant brand association with the Calgary Stampede and western heritage has reduced the visibility, support for and potential of other cultural tourism offerings.
5. Affordable, innovative, usable space for artists (studios & exhibition space) and other cultural stakeholders (artist-run studios, ethno-cultural groups, maker groups) is limited.
6. Despite a record number of festivals and events, Calgary does not have adequately-sized outdoor event spaces that are purpose-built and easily accessed by transit.
7. City of Calgary risk-averse policies and processes present barriers to innovative cultural expression.
8. Heritage conservation and celebration have become increasingly important to Calgarians over the past 10 years, however the tools to support citizen involvement in this work and to identify, fund, protect, preserve, and activate our heritage assets are lacking.

Cultural Framework

"This is an exciting opportunity towards bringing together unique voices, artistic talents and culturally diverse perspectives from all walks of life."

Marichu Antonio,
Ethno-Cultural Council
of Calgary

How does a Cultural Plan guide our actions to reach the vision? As an important starting point, a cultural plan identifies a city's cultural resources, based on a recognized cultural framework (Fig 1). Using this data as a starting point, a cultural plan challenges a city and its stakeholders to work collaboratively to leverage strengths and address gap.

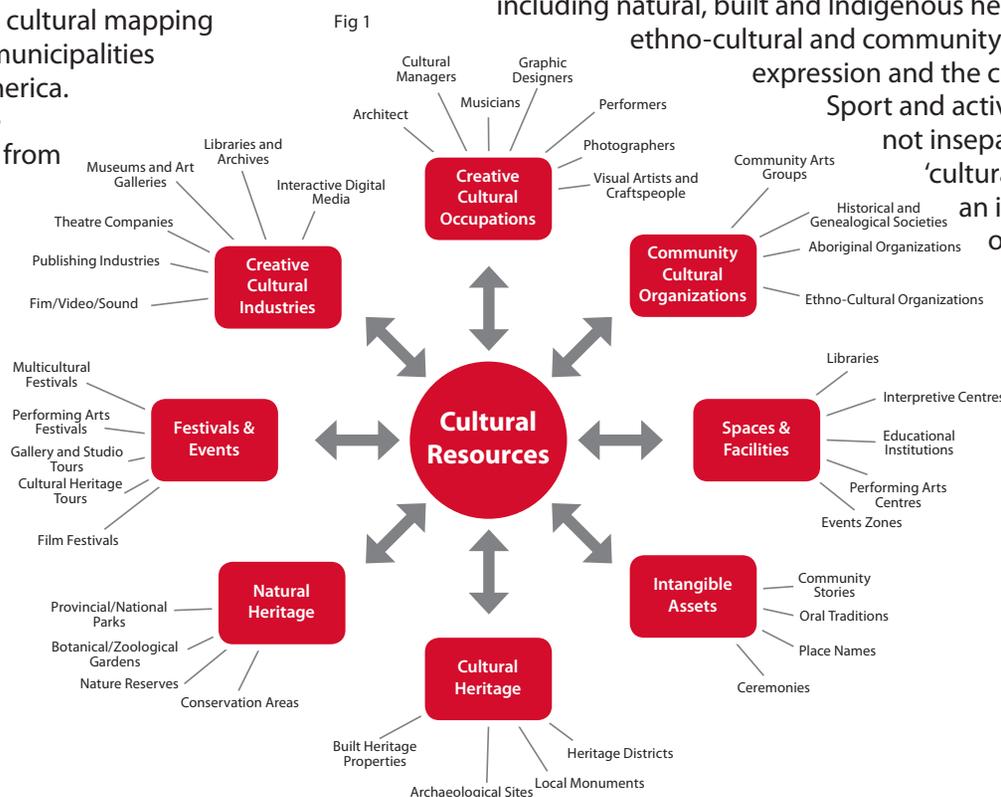
Defining culture in the Plan

The Cultural Plan for Calgary is grounded in a broad definition of culture and draws on leading practice in cultural mapping and planning across municipalities throughout North America.

The Cultural Resource Framework is derived from Statistics is Canada's framework for Cultural Statistics and is used as a base to identify cultural resources and to explore the facets of a cultural life in cities.

While the arts per se are interwoven throughout the elements of the Framework, cultural life is broader, including natural, built and Indigenous heritage, ethno-cultural and community cultural expression and the creative industries.

Sport and active living are not inseparable from a 'cultural life' and form an important part of how Calgarians and visitors alike invest their time, however an in-depth exploration of sport dimensions are outside the scope of this Plan.



Source : Statistics Canada Framework for Cultural Statistics adapted by Authen City and MDB Insight

Engagement events or actions from October 2015 through May 2016

75 Individual interviews	6 Community Soundings	7 Topic-driven focus groups	2 Online engagement platforms	2 Cross- department workshops	1 Cultural forum	600 Statistically verified telephone surveys
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Process & alignment

Process

The development of the Cultural Plan involved both research and engagement, carried out in an iterative way where each step informed and tested the previous work. The first step was to secure a Steering Committee consisting of representation from City Council, the Mayor's Office, organizational heads, community stakeholders and Administration.

Municipal Framework Review

An extensive list of reports, policies, plans and frameworks that have a direct impact on cultural development were identified and reviewed. The goal was to discover gaps and synergies and to identify the key plans with which the Cultural Plan must connect and potentially align.

Cultural Resource Mapping

The starting point for the Cultural Plan for Calgary was a comprehensive assessment of Calgary's existing cultural resources, based on the Fig. 1 framework. This resulted in the preparation of a Cultural Mapping Assessment that identified more than 4,000 unique cultural resources and that analysed strengths and gaps.

Cultural Sector and Creative Industries Assessment

A cultural sector and creative industry assessment was also completed that highlighted the economic contribution that these sectors make to the local economy. Most recent data suggests that more than 50,000 people are directly employed in these industries in Calgary, representing 6.3% of Calgary's total employment.

Benchmarking

The plan has also been informed by a comprehensive benchmarking study. Ten comparable cities, including Austin, Denver, Glasgow, Portland and Mississauga, were selected on the basis of population size, similar economies and demographics. All of the chosen cities had completed cultural plans. The benchmarking assessed implementation strategies and models for cultural plans.

In 2014, over 50,000 people were employed in cultural and creative occupations in Calgary (6.3% of total employment).

Calgary Economic Development 2014 sector profile



A Cultural Plan for Calgary

A collective vision for the future

Following are the Strategic Priorities and their visions for 2026, followed by Actions for each priority through the next City of Calgary business cycle.



1950s Eamon's Bungalow Camp sign at Tuscany LRT station



Pride Parade has landed
Photo by Kelly Hofer

DIVERSITY OF PEOPLE

Objective:
Maximize Calgary's diversity advantage

Result: **Calgary in 2026**

In 2026, Calgary's diversity, in terms of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities and religious or political beliefs, is widely appreciated as one of Calgary's most valued assets. Diverse voices and expression are actively pursued, as it is acknowledged they bring fresh ideas and new perspectives that fuel Calgary's cultural, economic and community life. Different dimensions of diversity are explored through innovative planning practices and cultural programming supported and facilitated by The City, in collaboration with its partners.

Calgary's ethno-cultural communities have enriched and transformed the city's character and identity through language, food, clothing, and celebrations. Individual artists drawn from these communities give expression to these traditions while evolving their cultural expression. Distinctive forms of creative expression are celebrated in festivals and events across our neighbourhoods and are purposefully designed to foster intercultural exchange.

Calgary has evolved to become more cosmopolitan, diverse and open to all. This identity is informing the branding and marketing of the city regionally, nationally and internationally. A major shift has occurred in both Calgarians' and Canadians' perceptions of Calgary.

CULTURAL SECTOR/ CREATIVE INDUSTRIES

Objective:
Grow Calgary's cultural sector and creative industries

Result: **Calgary in 2026**

In 2026, Calgary's not-for-profit cultural sector and for-profit creative industries have breached the fragmentation that once characterized their sectors and work collaboratively, acting as catalysts for innovation in the local and broader Albertan and Canadian economy.

The challenging work of developing a coordinated digital development and content strategy has been completed. This has resulted in significant benefits for members of the creative industries and cultural sector, including digitizing and distribution of tangible and intangible cultural artefacts.

Local and international talent is attracted and retained due to the success of the film and television industry, the growing demand for creative design, increased operating support for cultural institutions, strategic and consistent cross-industry collaboration and strong clusters of activity.

Calgary's Music City brand has been successfully implemented, resulting in thriving music venues and related tourism businesses. Calgary is widely acknowledged as a leader in cultural tourism marketing campaigns with culture as a prominent element in the city's tourism brand.



Sherwood BBQ and Multicultural Festival



Calgary I Love You, But You're Killing Me by One Yellow Rabbit
Photo by Michael Tan



Barbershop quartet during Calgary Stampede

NEIGHBOURHOODS & DISTRICTS

Objective:
Activate culturally vibrant neighbourhoods and districts

Result: Calgary in 2026

In 2026, neighbourhoods have rich public realms – both built and natural spaces – that reflect The City's commitment to leading practice in urban planning and urban design. Cultural resources and opportunities are embedded in neighbourhood life and in everyday life. There is easy access to attend and develop low-cost cultural programs. Platforms for cross-cultural exchange are the focus of many neighbourhood cultural programs and cultural activities have proven themselves effective means of engaging marginalized members of the community, which has also opened up new funding sources.

Growth and increased connections between heritage preservation and programming, the cultural sector and creative industries have produced themed districts with dense concentrations of cultural activities and enterprises. Theme districts, such as entertainment, heritage and design districts, are magnets for residents and visitors throughout the city.

New forms of multifunctional community cultural infrastructure have emerged that include flexible space for exhibitions, performances or group meetings, artists' studios, maker labs and digital recording studios – among other elements defined by community consultation.

CENTRE CITY

Objective:
Reinforce Centre City as the cultural heart of the city

Result: Calgary in 2026

In 2026, the Centre City Plan has been updated and fully implemented, transforming the area into a rich, thriving and caring place based on its core components, allowing Calgary to lead by example when it comes to cultural development. The Olympic Plaza Cultural District, Calgary's 'Living Room' is now a clearly defined, connected and programmed cultural heart, with accessible day and night time programs.

A critical mass of cultural organizations, creative industries and cultural workers has been drawn to the Centre City area, resulting in districts and clusters that produce innovative cultural products and services across all media. The density of cultural facilities and activities has made Centre City a magnet for residents and tourists and has had a major impact on perceptions of the city by Calgarians, across Canada and internationally.

The City has been an active partner and enabler in nurturing the growth of major cultural organizations and festivals in the downtown area as well as alternative cultural groups and venues to ensure new creative and cultural energies infuse the area.

HERITAGE

Objective:
Conserve and celebrate Calgary's built, natural and Indigenous heritage

Result: Calgary in 2026

In 2026, indigenous cultural expression – traditional and contemporary – is infused throughout the city and Indigenous history is visible in landscapes, public art, monuments and markers. A dedicated facility exists that provides a place to gather and where cultural traditions can be practiced.

Sustained and adequate funding of the heritage authority has supported the implementation of the vision set forward in the Calgary Heritage Strategy. It is now recognized that historic resources are integral to the cultural viability of a city as an affordable and desirable place to live/work. The City has at its disposal the resources and a robust set of heritage conservation tools to protect important heritage assets and districts.

The City has embraced a heritage ethic that is informed by a vision of heritage that is natural and cultural, tangible and intangible. There is widespread recognition of the rich and (in many cases) longstanding histories and traditions of Calgary's many ethno-cultural communities that bring different perspectives on the City's heritage. Recognition of the city's natural spaces and intangible heritage has opened up opportunity for greater community participation and engagement.

A Cultural Plan for Calgary

The actions to realize the vision

DIVERSITY OF PEOPLE*

RECOMMENDATIONS | INITIATE IN SHORT TERM | 2016-2018

A 1.1
Build interactions and exchange between ethno-cultural communities, Indigenous communities and Calgary's cultural organizations to develop new programming, funding and exchange opportunities. (CoC, CADA, ECCC, Cultural Sector, Indigenous communities)

A 1.2
Strengthen and expand the use and promotion of festivals and events as one of the most effective means of responding to the cultural interests and needs of diverse communities. (CoC, ECCC)

A 1.3
Increase awareness of and support low-cost access to exhibitions, performances and events, particularly targeting families, ethno-cultural and Indigenous communities. (CoC, Cultural Sector, CADA)

A 1.4 UNDER WAY:
Begin to build bridges between cultural and social policy at The City to support the integration of new immigrants and ethno-cultural communities. E.g. Welcoming Communities Policy, Calgary Local Immigration Partnership. (CoC, CBE)

A 1.5 UNDER WAY:
Continue to commit resources to cultural competency training for City staff to support and enable effective communication with Calgary's diverse communities. (CoC)

RECOMMENDATIONS | INITIATE IN MEDIUM TERM | 2019-2022

B 1.1
Deepen engagement with youth, seniors and LGBTQ communities when developing cultural programs and facilities. (CoC, Partners)

B 1.2
Enable the voice and cultural expression of youth through engagement, leveraging current programming, mentoring and targeted programming (CBE, CPL, CS)

B 1.3
Explore the establishment of an Ethno-Cultural Advisory Committee to Council to inform and provide transparency and accountability related to plans, policies and programs directed at addressing the needs of ethno-cultural communities. (CoC, ECCC)

B 1.4
Seek opportunities to incorporate inter-cultural dialogue in existing and new events/programs delivered by the City. (CoC)

B 1.5
Support established, cultural institutions in the city to act as incubators for emerging groups servicing ethno-cultural communities and Indigenous communities. (CADA, CS)

B 1.6
Engage with the Partnership Framework to encourage and support the development of diversity policies within Partner organizations through the Partnership Framework. (CoC, CS)

Abbreviations

CADA	Calgary Arts Development Authority	CPL	Calgary Public Library
CBE	Calgary Board of Education	ECCC	Ethno-Cultural Council of Calgary
CED	Calgary Economic Development	CS	Cultural Sector
CHA	Calgary Heritage Authority	Federation	Federation of Calgary Communities
CoC	City of Calgary	BRZ	Business Revitization Zone

*while the first Cultural Plan focuses attention on ethno-cultural and Indigenous communities related to diversity, we strongly encourage cultural programming and development to consider all diversities. Further exploration and engagement in this area will be important.



Cloud by Caitland r.c. Brown and Wayne Garrett presented at Nuit Blanche



Stop motion for *Tideland* movie from Bleeding Art Industries

CULTURAL SECTOR/CREATIVE INDUSTRIES

RECOMMENDATIONS | INITIATE IN SHORT TERM | 2016-2018

A 2.1

Begin to develop and promote Calgary as a Music City and film, television and digital media centre to best utilize and connect cultural resources and support local talent. Ensure The City's policies and processes support this development. (CoC, CED, CADA, Tourism Cgy, BRZ)

A 2.2

Actively support the strengthening of Calgary's creative industries and cultural sector through a multi-pronged strategy that includes: the development of business information, investment and professional consultation services; convening issues-based events & networking; strengthening product marketing; and identifies as well as addresses barriers and opportunities related to City processes and policies. (CoC, CED, Chamber of Commerce, CADA, other stakeholders)

A 2.3

Explore the application of existing planning tools to assist individual artists to secure affordable live/work space and shared work space for cultural organizations and creative industries. Investigate possibilities such as publicly owned, heritage and/or 'dormant spaces' across the city that should be re-thought and re-purposed to support this sector. (CoC, CADA)

A 2.4

Develop marketing strategies to promote Calgary's cultural and heritage resources to both tourists and residents. (Tourism Cgy, CoC, BRZ)

A 2.5

Identify and develop a purpose-built outdoor festival and event space to maximize economic and cultural opportunities. (CoC)

A 2.6 Under Way

Collaborate with CADA to inventory current cultural spaces, gaps in spaces and leading practice in cultural space development. (CADA, CoC)

A 2.7 Under Way:

Support the establishment of a museum of Contemporary Art to address a gap in Calgary's cultural offerings. (CoC, CADA)

RECOMMENDATIONS | INITIATE IN MEDIUM TERM | 2019-2022

B 2.1

Increase funding for arts organizations to comparable national levels. (CoC)

B 2.2

Support the development of a coordinated digital development and content strategy to maximize benefits for all members of the creative industries and cultural sector. Digitize and distribute important tangible and intangible cultural artifacts as part of this strategy. (CoC, CED, CADA, other stakeholders)

B 2.3

Develop a strategy to strengthen philanthropic and sponsorship support for cultural development in Calgary, including local businesses in neighbourhoods, developers and foundations. (CoC, Partners, BRZ)

B 2.4

Ensure City of Calgary policies, processes and infrastructure support hosting major events. (CoC, Tourism Cgy)

B 2.5

In collaboration with post-secondary institutions, ensure students in cultural occupations are provided with opportunities to develop skills, supports and connections to enable making a living in Calgary. (CoC, CADA, CBE, CED, CS)

NEIGHBOURHOODS/DISTRICTS

RECOMMENDATIONS | INITIATE IN SHORT TERM | 2016-2018

A 3.1
Develop and implement an initiative to increase accessibility of indoor and outdoor spaces for community cultural expression through: examining and implementing best practices in creative place-making; enabling bylaws and simplified approval processes; promotion of spaces; access to festival/event infrastructure such as lighting, sound systems etc. (CoC)

A 3.2 Under Way:
Develop multi-functional community cultural centres that leverage City of Calgary spaces and places and that can meet changing community cultural needs. Consult with citizens, libraries, schools, community associations and other community groups in their development. (CoC, Partners, CBE, CPL, BRZ)

A 3.3 Under Way:
Increase the promotion and identification of theme districts, e.g. Cultural District, Design District or Culinary District, that can attract locals and visitors, spur economic activity and support local talent. (CoC, Partners, BRZ)

A 3.4 Under Way:
Reduce the facility challenges facing Community Halls in order to enable Community Associations to focus their energies and resources on the delivery of community programs. (CoC, Federation, BRZ)

A 3.5 Under Way:
Examine opportunities for transforming City-owned or funded facilities that are unused or under into affordable and accessible spaces that meet community cultural needs. (CoC)

RECOMMENDATIONS | INITIATE IN MEDIUM TERM | 2019-2022

A 3.1
Explore the opportunity to implement a city-wide storytelling program that bridges the divide and builds connections between Calgary's various communities, both geographic and by interest. (CoC, Federation, CPL, CBE, CHA).

B 3.2
Explore the potential to bring smaller programs and events tied to major downtown festivals to neighbourhoods. (CoC, CADA)

B 3.3
Ensure great spaces and places are achieved in neighbourhoods (old and new) through excellence in urban design.

B 3.4
Examine the opportunity to access funding from the City's Public Art Program to install more public art in neighbourhoods, which may include small, large, temporary, iconic, or permanent pieces that reflect and add to the character of the neighbourhood. (CoC, Federation)

CENTRE CITY

RECOMMENDATIONS | SHORT TERM | 2016-2018

A 4.1 Under Way:
Establish and invest in the Olympic Plaza Cultural District as a flagship cultural and heritage area - Calgary's 'Living Room'. (CoC)

A 4.2 Under Way:
Support alternative cultural groups and venues in Centre City by providing administrative and financial support, by brokering access to facilities and spaces, by ensuring flexible and supportive land use and design policies, and by providing access to City-owned buildings (Centre City Plan). (CoC)

A 4.3
Explore and implement programming in Centre City that responds to the diverse interests and needs of the community, including for Indigenous and ethno-cultural communities and for disadvantaged residents. Ensure access to low-cost venues. (CoC)

RECOMMENDATIONS | MEDIUM TERM | 2019-2022

B 4.1
Increase investment in Calgary's major cultural facilities and festivals to ensure long-term financial stability and the capacity to deliver programs in Centre City. (CoC)

B 4.2
Increase coordination in programming among the major cultural institutions in the area. (Cultural Sector, CoC)

B 4.3
Provide stable, predictable levels of support to the city's major festivals as cornerstones of cultural programming in the Centre City. (CoC)

B 4.4
Plan and deliver programs and activities that take place in the spaces between anchor cultural facilities. (Cultural Sector, CADA)



Market Collective early days



Dance class at Wildflower Arts Centre

HERITAGE PRESERVATION: BUILT, NATURAL, INDIGENOUS

RECOMMENDATIONS | INITIATE IN SHORT TERM | 2016-2018

A 5.1
Strengthen the role and effectiveness of the Calgary Heritage Authority through increased funding.

A 5.2
Find ways to encourage/incentivize vacant or underutilized heritage buildings (especially city-owned properties) to provide affordable live/work space for individual artists and shared work space for creative industries. (CoC, CADA)

A 5.3
Invest in establishing a centrally located space or facility where First Nations, Metis and Inuit communities can gather, practice their cultural traditions and discover new ways to express their identities. (CoC)

A 5.4
Increase the visibility of Indigenous communities and heritage in the city through public art, place names and urban design; whenever possible employ Indigenous artists. (CoC, CADA)

A 5.5
Conserve Calgary's significant heritage natural areas with site specific plans, appropriate policies, processes & human resources such as a City archaeologist to provide educated and quick responses for heritage sites. (CoC)

RECOMMENDATIONS | INITIATE IN MEDIUM TERM | 2019-2022

B 5.1 Under Way
Designate City-owned historic resources to ensure legal protection, to secure grant funding, and to increase public awareness of the significance of the various resources. Provide adequate staff resources and increased grants to accomplish this work.

B 5.2
Link heritage programming and cultural programming across the city e.g. develop a program to strengthen the conservation and interpretation of intangible heritage that recognizes and celebrates Calgary's diversity. (CHA)

B 5.3
Invest in public education and awareness campaigns communicating the benefits of heritage conservation socially, culturally, economically and environmentally. (CHA)

B 5.4
Work with Calgary libraries or other(s) cultural organizations to establish a program that supports individuals from Indigenous communities in recording the stories that communicate their culture and identity. (CoC, CPL)

B 5.5
Conserve City-owned historic resources and artifacts through appropriate storage, policies, processes & human resources. (CoC)

"The Cultural Plan provides a platform where all Calgarians can help to design, create, celebrate and be proud of our rich Indigenous heritage." Lorna Crowshoe, City of Calgary



Tangible economic benefits include increased employment and tax base through more developed creative industries and cultural tourism.

A Cultural Plan for Calgary

How the plan will be delivered

With Council approval, the Cultural Plan can be launched broadly and we can turn to implementation.

Cultural leadership, through the development of a Calgary Cultural Leadership Council, is recommended to oversee and track implementation of the Plan. This group would be made up of respected leaders representing civic, business, cultural, education, and other crucial sectors.

Many may have been involved in the Cultural Plan already, as participants in focus groups and research, or individuals whose leadership has been identified during the process.

Effective monitoring of progress is essential to the success of any plan. The Cultural Plan proposes The City work with its community partners to define the outcome measures and indicators needed to assess success in implementing different components.

It is recognized that, in order to achieve the vision and goals outlined in the Cultural Plan, additional resources will be required. Specific resourcing requirements will be determined through development of a detailed implementation plan and further engagement.

The City of Calgary's roles and responsibilities in support of cultural development and planning culturally:

- **Planning and policy** | integrating culture into plans and policies across all departments. Applying a cultural lens to municipal planning and decision-making
- **Partner** | establishing and sustaining relationships with external partners, organizations within the cultural sector and community and business partners

- **Facilitate and convene** | building connections, strengthening collaboration across sectors
- **Learn and educate on best practice** | researching and connecting with other practitioners, educating and striving for best practice on planning culturally
- **Promote and champion** | acting as an advocate for cultural development within The City and beyond
- **Fund and provide** | continuing to invest in cultural development and deliver programs and activities
- **Measure and report** | determine metrics to demonstrate advancement in key cultural development areas, track and report to the community

"The Plan gives us all an opportunity to think bigger and work together - in all quadrants of the city - to plan culturally towards a richer cultural life."

Leslie Evans,
Federation of
Calgary Communities



Taylor Centre for the Performing Arts,
Mount Royal University

A Cultural Plan for Calgary

Conclusion

Development of the Cultural Plan for Calgary was designed to engage, inspire, and motivate the ongoing leadership needed to address its strategic priorities and actions and to demonstrate why further development of Calgary's culture is important.

In the development of Calgary's first Cultural Plan, Calgarians made it clear that The City of Calgary, with other cultural stakeholders, must be more purposeful, collaborative and bold in the development of Calgary's cultural life. They want to be part of this movement and they want to know they will be supported in their efforts. We've heard that we need to go beyond the current cultural paradigms, champion opportunities for diverse communities to express and connect, maximize economic opportunities and make the case for increased financial support for heritage and the arts.

Calgary is at an exciting and challenging crossroads, economically and culturally. The five Strategic Priorities in the Cultural Plan focus our efforts, providing a roadmap and reference document that can guide our decision-making as a City and a community, helping Calgary to be **'A Great Place to Make a Living, A Great Place to Make a Life.'**

"The Cultural Plan aligns with and contributes to many of our community's current plans and efforts including Calgary's arts strategy *Living a Creative Life*. We all have an opportunity to play leadership roles in bringing them to life."

Patti Pon,
Calgary Arts
Development
Authority

Select glossary of terms

Cultural Sector | Not-for-profit cultural organizations involved in dance, film, literary arts, music, new media, theatre, and visual arts.

Creative Industries | A set of industries quantified by Statistics Canada involved in the creation, production and distribution of cultural goods and services that use creativity and intellectual capital as primary inputs. They are among the fastest growing economic sectors globally and include enterprises involved in the performing arts: film and video production, recording and broadcasting, architecture, design (graphic, industrial, interior, fashion, etc.,) advertising, publishing, new and interactive digital media etc.

Cultural Planning | A municipal government-led process for identifying and leveraging a community's cultural resources, strengthening the management of those resources, and integrating cultural resources across all facets of local government planning and decision-making. Cultural planning is part of an integrated, place-based approach to planning and development that takes into account four pillars of sustainability: economic prosperity, social equity, environmental responsibility and cultural vitality.

Cultural Resource Framework (CRF) | A consistent set of categories of cultural resources used to organize cultural information in a consistent and coherent way. The CRF is grounded in Statistics Canada's Framework of Cultural Statistics by which the Federal Government defines the cultural sector in Canada.

Digital Media | Digitized content (text, graphics, audio, and video) that can be transmitted over the internet or computer networks.

Indigenous | means "native to the area.". It includes First Nations, Metis and Inuit peoples.

Policy Alignment

- **ImagineCALGARY** | Including the Vision and Targets in five core areas: Aesthetic Enjoyment; Creative Self-Expression; Meaning, Purpose and Connectedness; Sense of Community; Economic Well-Being.
- **Municipal Development Plan (MDP)** | Linked to Great Communities Goal: Create great communities by maintaining quality living and working environments, improving housing diversity and choice, enhancing community character and distinctiveness and providing vibrant public places.
- **Indigenous Policy Framework** | currently in development, that will be guided by the Calls to Action from the Truth and Reconciliation Commission and focus on reducing barriers to public participation and support economic, social and political advancement of Indigenous people.

- **Calgary Heritage Strategy** | presents a vision for historic preservation for Calgary and, as with the Cultural Plan, requires working with a range of stakeholders and alignment with planning and development activities.
- **Centre City Plan** | based on the MDP presents a vision for the Centre City as a livable, caring and thriving place:
 - That is a premier urban, living environment;
 - That is a national and global centre of business;
 - That is a centre for the arts, culture, recreation, tourism and entertainment
 - That welcomes people, in all their diversity, to live, work and visit here.
- **Building on Our Energy** | An Economic Development Strategy For Calgary – developed by Calgary Economic Development, this strategy identifies the creative industries as a priority sector and positions a rich cultural life in Calgary as a magnet for attracting talent and investment.
- **Living a Creative Life** | An Arts Development Strategy for Calgary - Calgary Arts Development's Strategy presents a shared vision for the arts and five major focus areas: Creative Communities, Centre City Arts District, Artistic Exchange, Arts Incubation and Youth & Education.



Better connected.

Better promoted.

More recognized & valued.

Strategically planned & supported.

Risque Ball by Site 3 Fire Arts at Beakerhead
Photo by Kelly Hofer