

## **CALGARY ARTS DEVELOPMENT AUTHORITY'S ARTS DEVELOPMENT STRATEGY**

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### **EXECUTIVE SUMMARY**

On 2013 December 10, Council held a Strategic Planning Meeting with Calgary Arts Development Authority (CADA) to provide feedback on the Arts Plan it had spent the past 20 months developing in consultation with citizens. The development of an Arts Plan was an initiative identified in the application for Cultural Capitals of Canada, a year-long celebration of Calgary which concluded on 2013 March 31 to which Council provided \$2 million in support. In turn, "Calgary 2012" provided seed funding for a city-wide Arts Plan, to be facilitated by CADA. This comprehensive strategy for arts development and investment in Calgary is intended to be a major legacy of Calgary's year as a Cultural Capital of Canada.

Following its consultation with Council in 2013 December, CADA has finalized *Living a Creative Life: An Arts Development Strategy for Calgary* (the Strategy; Attachment 1), and *Living a Creative Life: An Arts Development Strategy for Calgary – Tactical Plan* (Attachment 2).

The Strategy has now attracted signatories from other organizations who have endorsed it (Attachment 3), and have agreed to contribute to one or more of the outcomes of *Living a Creative Life*, in an effort to ensure that there will be measurable indicators of its success.

Over the next few months, in tandem with the development of its 2015-2018 business plan and budget, CADA's Board will determine its own ongoing role in the implementation of the Strategy.

On behalf of Administration, Recreation (Culture Division) will take the lead and explore opportunities for alignment with the Strategy across existing City programs and policies in support of the implementation of *Living a Creative Life*.

### **ADMINISTRATION RECOMMENDATION(S)**

That the SPC on Community and Protective Services recommends that Council:

1. Receive, for information, *Living a Creative Life: An Arts Development Strategy* (Attachment 1) and *Living a Creative Life: An Arts Development Strategy - Tactical Plan* (Attachment 2); and
2. Direct Calgary Arts Development Authority to present at its 2014 Annual General Meeting its plan for implementing *Living a Creative Life: An Arts Development Strategy*.

### **PREVIOUS COUNCIL DIRECTION / POLICY**

On 2013 December 10 at a Special Meeting, Council adopted C2013-0837, Progress Update on Calgary Arts Development Authority's Arts Plan, directing Administration to continue to work with CADA on the preparation of the final Arts Plan; and approving Administration's request to defer the report on CADA's final Arts Plan and report back to Council through the SPC on Community and Protective Services no later than 2014 March.

On 2013 July 29, Council received CPS2013-0490, Update on Arts Development for Calgary, for information; agreed to hold a Special Strategic Planning Meeting on the Arts Plan no later than 2013 December; and directed Administration to bring the final Arts Plan to Council, through the SPC on Community and Protective Services, no later than 2014 February.

Further previous Council direction is included in Attachment 4.

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### **BACKGROUND**

In 2010, a community-led Steering Committee, which included CADA, City Administration and community stakeholders, came together to submit a bid to the federal Department of Canadian Heritage for Calgary to achieve designation as a "Cultural Capital of Canada". This designation, along with a \$1.625 million federal investment towards the Cultural Capital Celebrations, was awarded on 2011 October 14 by the Government of Canada, identifying Calgary as the Cultural Capital of Canada for 2012. One of the projects outlined in the bid to the Federal Government was the development of an Arts Plan for The City of Calgary. As a result, when Calgary received the designation of Cultural Capital of Canada, CADA received \$50,000 towards developing an Arts Plan.

In 2013, CADA concluded a city-wide citizen engagement and a dialogue with the arts community. As a result of those consultations, CADA identified five areas of focus for the Arts Plan and came forward at a 2013 December Strategic Planning meeting to present the objectives of the arts development strategy and gather further input from Council on the following questions:

- Do you see your constituent's ambition in this vision?
- What are the implications for The City of Calgary and how do they align with The City's priorities (e.g. imagineCalgary, Civic Arts Policy, etc.)?

At the 2013 December Strategic Planning meeting, Council members expressed the view that their constituents would benefit from more opportunities to experience and participate in the arts in their communities, but that there are barriers to doing so including a lack of access to appropriate spaces. Council wanted to balance the desire to have a thriving Centre City arts district with opportunities to experience the arts outside the core. Council also wanted to see the Strategy align with other municipal strategies such as the Centre City Plan. In support of that objective Recreation will identify opportunities throughout The City for alignment to the Strategy.

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

Over the last 22 months, CADA has sought the input and participation of hundreds of Calgarians over thousands of hours to create a long-term arts development strategy. The phased process included:

- Phase One: Setting the Stage – a dialogue with artists and arts organizations, and current state research;
- Phase Two: The Public's View – an innovative public consultation with a 36 person "reference panel" that concluded with the development of a report containing seven vision statements and 35 specific recommendations;
- Phase Three: Setting the Direction – three summit meetings and open houses were held in all four city quadrants, overseen by a Steering Committee;
- Phase Four: Five Action Groups worked to refine goals and targets, communication and investment plans, roles and responsibilities for the following five focus areas that had been identified through the planning process to date:
  - Creative Communities (throughout Calgary)
  - Centre City (Downtown) Arts District (an important destination and hub)
  - Arts Incubation (attracting artists to live and work)
  - Artistic Exchange (importing and exporting world-class talent and art)

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- Youth & Education (youth become highly engaged)

Taking into account feedback from Council to define targets and detail how success will be measured, CADA completed *Living a Creative Life: An Arts Development Strategy for Calgary* that identifies the vision for each of the five focus areas, its drivers, tactics, expected outcomes and success indicators.

As Administration has been involved throughout the development of the Strategy, initial analysis has been undertaken to determine which City initiatives may align with the Strategy's goals and outcomes. Examples include the Centre City Plan, the Public Art Program, introductory community based art programs (offered through Calgary After School programming and the two art centres) and the development of new arts spaces in the new Recreation Centres. Further work will be required to identify other initiatives and to develop an implementation plan.

In the second quarter of 2014, CADA, as a wholly-owned subsidiary, will present at its 2014 Annual General Meeting, which includes all members of Council, its plan for implementing *Living a Creative Life*.

### **Stakeholder Engagement, Research and Communication**

CADA's aspiration is for a city that encourages every resident to live a creative life: "Throughout their lives, Calgarians will be active co-creators of a thriving arts scene. Calgary's cultural and social prosperity will grow as artists strive for and achieve excellence and innovation."

The Strategy utilized a citizen engagement process called a "Citizens' Reference Panel". It was made up of 36 randomly selected residents from across Calgary. The Panel met over four Saturdays in 2012 September and 2012 October to learn about Calgary's arts sector and work together to determine the priorities and vision to guide the creation of a long-term Arts Plan for Calgary. Over those four days, the 36 panellists heard from a wide range of experts, policy-makers and artists. They worked in small, facilitated group sessions to learn about the arts sector in Calgary and how it can contribute to the city's quality of life. Ultimately, the panel produced and ratified a common set of recommendations as well as a vision for future arts development and investment.

From that basis five themes emerged and CADA continued its consultations with the arts sector and other potential collaborators through the work of the volunteer Action Groups in the fall. Following its consultation with Council, CADA reached out to the community to seek collaborators who would sign on to the strategy. As a result, a number of signatories, from the public and private sectors, involved in sectors ranging from tourism to economic development to education have endorsed the final Strategy (Attachment 3).

### **Strategic Alignment**

The Strategy is intended to help move Calgary toward achieving a number of the targets in imagineCalgary's 100 year Plan, in particular the targets around the Social Goals of Aesthetic Enjoyment and Creative Self-expression, specifically the following:

- # 86: *By 2036, 95% of Calgarians report that they have a range of opportunities for the aesthetic enjoyment of nature, arts and culture*

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- # 87: *By 2016, 90% of Calgarians report that they have opportunities to express their unique gifts and talents.*
- # 88: *By 2021, 90% of Calgarians report that Calgary is a city that promotes creative freedom.*
- # 89: *By 2026, 90% of Calgarians report that participation in creative activities is an important part of their lives.*

### **Social, Environmental, Economic (External)**

#### **Social:**

According to research undertaken by Statistics Canada, 93% of Canadians believe that cultural activities contribute to the vitality and competitiveness of our cities and 90% of Canadians believe that the arts are an essential part of their children's education. *Living a Creative Life: An Arts Development Strategy for Calgary* will contribute to Calgary being a vital destination for people to make a living and for them to make a life.

#### **Environmental:**

The arts help to animate public spaces, encourage civic engagement through accessible creative spaces, and foster strong stewardship of the urban environment.

#### **Economic:**

According to the Conference Board of Canada, \$1.00 invested, directly or indirectly, in cultural activities, generates \$3.20 in economic activity.

### **Financial Capacity**

#### **Current and Future Operating Budget:**

The implementation of new or expanded initiatives identified as a result of the strategy, may require additional budget dollars. If required, these budget requirements would be incorporated into the City of Calgary 2015-2018 Action Plan.

#### **Current and Future Capital Budget:**

None identified as a result of this report.

### **Risk Assessment**

The completion of an Arts Plan is one of the deliverables of Calgary receiving its designation as Cultural Capital of Canada for 2012, as required by the Government of Canada's Department of Canadian Heritage and agreed to in the Contribution Agreement between The City of Calgary and the Department of Canadian Heritage. The formal requirements for Canadian Heritage have been met through the completion of the Citizen's Reference Panel work.

### **REASON(S) FOR RECOMMENDATION(S):**

Extensive consultations with citizens and the arts sector have been undertaken to support the creation of *Living a Creative Life: An Arts Development Strategy for Calgary*. In the course of those consultations, individuals working in a variety of sectors have come forward to endorse the Strategy. The City already has a number of initiatives underway which align with the vision and expected outcomes of this Strategy and Administration will advance the identification of others across the corporation that may align. CADA will now determine its own role in the

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implementation of the Strategy and will work with Administration to assess the options for program/structure and possible investment. CADA will present its plan for implementing the Strategy at its 2014 Annual General Meeting.

**ATTACHMENT(S)**

1. Living A Creative Life: An Arts Development Strategy for Calgary
2. Living A Creative Life: An Arts Development Strategy for Calgary – Tactical Plan
3. Signatories
4. Previous Council Direction