

## **Update on the Cultural Plan for The City of Calgary**

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### **EXECUTIVE SUMMARY**

With the adoption of the city's first Cultural Plan in November 2016, Calgary joined leading cities around the world in recognizing that culture is a central force in shaping more livable cities. The Plan identified 5 Strategic Priorities and articulated 50 actions that would enable them to be achieved over time. Over the past year external partners have worked with The City to move forward on the Ten Priority Actions that were identified to be undertaken at no-cost or low-cost from 2016-2018. Administration has also made progress on implementing ways to internally integrate planning culturally throughout all business units so that "cultural vitality" is understood as a key measure of a livable and sustainable city. Detailed outcome measures are being developed in alignment with corporate quality of life indicators. This report outlines the progress that has been made and recommends a governance model to support the continued implementation of the Cultural Plan.

#### **ADMINISTRATION RECOMMENDATION:**

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

- Accept for information this Update on the Cultural Plan for Calgary.
- Approve the proposed governance model including the establishment of a Cultural Leadership Council (Attachment 4).

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

On 2016 November 31, Council approved the following Recommendations in CPS2016-0867 Cultural Plan:

1. Receive Report CPS2016-0867 Cultural Plan for The City of Calgary, *Cultural Plan for Calgary* (Attachment 1) and *Culture Shift: A Summary of the Cultural Plan* (Attachment 2) for information;
2. Adopt in principle the overall *Cultural Plan for Calgary*;
3. Approve and implement the "Ten Priority Actions" (Attachment 2, page 5), where Administration is able to do so within existing budgets;
4. Direct Administration to incorporate key initiatives from the *Cultural Plan for Calgary* into the 2019-2022 Business Plans and Budgets for future Council consideration;
5. Direct Administration to:
  - a. Develop a governance model that includes key external partners along with a comprehensive implementation plan and detailed outcome measures;
  - b. Identify and implement ways to internally integrate "planning culturally" throughout all business units;
  - c. Update Council on the implementation of the "Ten Priority Actions."
6. And, report back to Council through the SPC on Community and Protective Services no later than Q4 2017 with recommendations for Council's consideration.

Progress toward each of these is captured in Attachment 1 and articulated through this Report.

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In 2014 November, Council approved *ActionPlan* 2015-2018, which included a request from Calgary Recreation for a one-time investment of \$250 thousand for the development of a City-wide Cultural Plan.

On 2010 June 21, Council adopted Report C2010-38 In-Camera – Cultural Capitals of Canada 2012 Application.

### **BACKGROUND**

The development of a broad Cultural Plan by The City of Calgary meets a deliverable of Calgary receiving its designation as Cultural Capital of Canada for 2012, from the Government of Canada's Department of Canadian Heritage. It is grounded in the definition of cultural resources that is employed by Statistics Canada which includes all aspects of culture including: cultural heritage, natural heritage, community organizations, creative industries, oral traditions and the whole spectrum of activities that form our understanding of culture that characterizes a community and its people and shapes its unique sense of place.

Although the development and stewardship of the Plan is led by Calgary Recreation's Arts and Culture division, it is a cross-corporate plan. As such, it aligns with the goals of One City One Voice to encourage collaboration within The City, better serving citizens and the community, and planning and building a great city. It supports Council's goal of Calgary as 'A Great Place to Make a Living, A Great Place to Make a Life'. Alignment with key plans and policies was central to the Plan's development and direct connections have been made to the Indigenous Policy Framework adopted by Council in April 2017, as well as to Calgary Arts Development's *Living a Creative Life*, Calgary Economic Development's *Building on our Energy*, Tourism Calgary's new Destination Strategy, and to such initiatives as the city-shaping planning for the Greenline.

Development of Calgary's first cultural plan involved extensive research and engagement, involving over 800 Calgarians and included two cross-departmental workshops in which 13 City business units participated. The Steering Committee included representation from Council, the Mayor's Office, key community and Civic Partner leaders, and several business units.

The following 5 Strategic Priorities were identified:

- Maximize Calgary's Diversity Advantage
- Grow Calgary's Cultural Sector and Creative Industries
- Activate Culturally Vibrant Neighbourhoods and Districts
- Reinforce Centre City as the Cultural Heart of the city
- Conserve and Celebrate Calgary's Built, Natural and Indigenous Heritage

To achieve these objectives the plan proposed some 50 actions, to be implemented in a phased approach: 10 priority actions, many of which are no-cost or low-cost, to be initiated between 2016-2018 along with other timely actions, and medium-term actions which require further investigation to determine the resources they will require to be initiated between 2019-2022.

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

#### **A Comprehensive Implementation Plan**

As a cross-corporate Plan for The City the implementation of the Cultural Plan for Calgary relies on the participation of numerous Business Units within The City. It also involves the

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participation of many external partners, each of whom have their own ways of tracking outcomes.

The detailed Implementation Plan for 2016-2018 is attached. (Attachment 2)  
A second Implementation Plan will be developed to align with One Calgary's 4-year Budget and Business Plan.

Successful implementation will be demonstrated through the following means:

1. A sound governance structure.
2. Progress on the five Strategic Priorities as evidenced through progress on individual actions articulated in the Cultural Plan.
3. Systemic change at The City through integration of the practice of 'planning culturally'.
4. Alignment with relevant City and partner plans and performance measures.
5. Incorporation of key initiatives from the Cultural Plan for Calgary into the 2019-2022 business plans and budgets of One Calgary.
6. Regular reports to the community

In considering ways to monitor, measure and report on the impact of the Cultural Plan the work within City Business Units would ideally align with work being undertaken by Corporate Initiatives on Quality of Life Indicators. A number of population indicators and performance measures relate to actions articulated in the Cultural Plan and provide the means by which to track how much has been done, and how well, and answer the question "is anyone better off?" The specific measures may evolve, reflecting advances in data capturing by The City.

Implementation of many of the actions outlined in the Cultural Plan rely on external partners taking the lead and tracking the success indicators. In similar fashion to the approach taken by both Calgary Economic Development (CED) and Calgary Arts Development Authority (CADA), lead organizations undertake specific actions in the Cultural Plan and report on their own indicators of success. To date the following external partners have indicated their willingness to take on a lead role with specific actions: CADA, CED, Calgary Public Library, Tourism Calgary, National Music Centre, Calgary Board of Education, Calgary Heritage Authority, Ethno-cultural Council of Calgary, Federation of Calgary Communities and the Calgary Foundation. The support and involvement of other stakeholders is encouraged as The City continues its role as promoter, facilitator and convenor.

### **Progress on Planning Culturally**

The implementation plan for City Business Units began with work undertaken by the Corporate Project Management Office toward building a shared understanding of the term 'planning culturally'. Work on the project involved a cross-departmental team from 17 Business Units who worked together to develop recommendations for how to successfully embed a cultural lens into The City's decision-making systems across all business units in time for it to be applied, as Council directed, in the business planning and budgeting for 2019-2022. In particular, the group looked to align with One Calgary to identify when and where it is appropriate to apply a cultural lens. They also identified feasible processes to integrate cultural considerations into the planning and decision-making that occurs in daily work, for example, the inclusion of community

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cultural centres has formed part of the discussion around Integrated Civic Facilities and cultural considerations are part of the Greenline planning work currently underway.

### **Progress on Ten Priority Actions**

A snapshot of the progress that has been made on the Ten Priority Actions demonstrates that much progress has also been made on a further 20 Actions outlined in the Cultural Plan. (Attachment 3)

Significant progress has been made as a result of partners taking the lead in a number of areas. For example, the Alberta Music Cities initiative is being led by the National Music Centre; Calgary Economic Development is moving forward on a Digital Strategy aimed at optimizing the opportunities for creative content to be developed and Tourism Calgary has, for the first time, established a strategy for attracting “Sport, Culture and Major Events”.

Leadership has also come from the City. The cross-departmental “Tiger Team”, an initiative of the Transportation Department’s Pedestrian Strategy, has considered ways to remove barriers for community celebration and provided funding to the Federation of Calgary Communities to provide micro-grants for community-led initiatives. City Council’s direction to provide \$2 million to CADA as bridge funding for the Cornerstones arts organizations is intended to begin the process of establishing the required level of funding for all arts organizations in Calgary.

### **Proposed Governance Model**

Recognizing that the Cultural Plan is a cross-departmental City plan that involves many outside partners, the proposed governance model parallels the successful model used for Festivals and Events. It proposes a three-tier governance model comprised of:

- an Interdepartmental Team drawn from those whose work in various Business Units is critical to the Plan’s success,
- a Steering Committee, responsible for oversight, at the Director level
- an external Cultural Leadership Council

Supported by Calgary Recreation’s Arts and Culture Division, together these three entities will provide overall direction to the priorities outlined in the Plan and ensure its effective implementation. (Attachment 4)

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

### **Stakeholder Engagement**

In order to identify ways that internal and external contributors to the Cultural Plan are undertaking actions and measuring success, Administration has had ongoing consultations throughout the year with Calgary Economic Development, Calgary Arts Development, Calgary Heritage Authority, Calgary Public Library, the Calgary Foundation, the Ethno-Cultural Council of Calgary and the Federation of Calgary Communities.

### **Research**

One of the challenges that has been pointed out in all of these discussions is the lack of good data on the arts and culture, both locally and nationally, by which to gauge progress toward the goals of the Cultural Plan. To try and fill that gap, Calgary has joined other municipalities who

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form part of the national Creative Cities Network as a partner, with the provincial and federal governments, in research on Cultural Statistics. Preliminary data should be released in 2018.

In the meantime, The City of Calgary is a member of the Municipal Benchmarking Network and participates annually in the MBNCanada Performance Measurement Report. This enables Calgary to benchmark its progress towards the goals of the Cultural Plan against those of other municipalities across Canada. This year's report notes that "whether a municipality has adopted a cultural policy or plan affects the way programs and services are delivered and the size of funding invested in the community", indicating the importance of the Plan in providing direction and accountability.

Finally, at least four of the Quality of Life Indicators being measured by Corporate Initiatives have direct relevance to the Cultural Plan, indicating the degree to which Calgary is:

- an inclusive city;
- has a prosperous and resilient economy;
- is an innovative city that thrives on knowledge;
- is a city of safe and vibrant neighbourhoods.

Annual updates on these indicators will provide a sense of progress toward the outcomes of the Cultural Plan.

### **Communications**

Believing that an annual report to the community is important, Calgary Recreation's Arts and Culture Division decided to include a public update as part of its Culture Days activities at cSpace in September. A panel of partners was assembled to provide updates on the work they have been doing, specifically related to each of the five strategic priorities. Publicized widely, it was one of the events that captured Calgary 4<sup>th</sup> place in the national rankings of Top Culture Days in Canada.

### **Strategic Alignment**

The Cultural Plan aligns with City of Calgary and partner policies and initiatives including, but not limited to, Imagine Calgary, the Indigenous Policy Framework, the Centre City Plan, CADA's *Living a Creative Life* and CED's *Building on our Energy*.

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

#### **Social**

Significant demographic shifts that Calgary is experiencing are cultural changes that effect social capital. The Cultural Plan addresses the need to both provide the diversity of people with a variety of opportunities for expression and to take advantage of the diversity of the perspectives and skills they bring in building a cosmopolitan city and a sense of shared community.

#### **Environmental**

One of the Strategic Priorities of the Cultural Plan is to "Conserve and Celebrate Calgary's Natural Heritage", recognizing that it is one of the city's cultural resources that most resonates with citizens surveyed as part of the stakeholder engagement for the Cultural Plan.

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### Economic

Increasingly, municipalities are coming to understand that culture is a key driver of economic development. The Cultural Plan seeks to build the local economy by providing the tools required to grow the creative industries in Calgary, recognizing that the creative industries are now one of the fastest growing industries in Canada, valued at \$55 billion, employing 55,000 people in Calgary and employing more 15-29 year olds than any other sector.

### **Financial Capacity**

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

The Cultural Plan is a City-wide plan. To ensure effective and timely stewardship of the plan through the next phase of initial implementation, Calgary Recreation's Arts and Culture Division will continue to support the implementation plan in 2018.

As the comprehensive implementation plan is developed any requirements of future operating budgets across the Corporation will be assessed as part of the development of business plans and budgets for One Calgary 2019-2022. Any operating budget adjustments requiring Council approval will be submitted through regular reporting and adjustment processes.

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

The need for any capital expenditures to fulfil elements of the Cultural Plan will be assessed and any capital budget adjustments requiring Council approval will be brought forward through regular reporting and adjustment processes.

### **Risk Assessment**

As with any change initiative some risks may arise and the majority of risk mitigation will take place during implementation. By allowing sufficient time for implementation, there will be opportunity to consult and engage with stakeholders to address risks that arise.

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

The City of Calgary's Cultural Plan has been enthusiastically embraced by many external partners as evidenced by the amount of progress that has been made on many of the actions articulated in the Plan. City staff have also begun to include planning culturally in their approach to a wide variety of initiatives and strategies. A governance model that includes both internal staff and an external Cultural Leadership Council should be established in order to continue to support its effective implementation.

### **ATTACHMENT(S)**

- Attachment 1: Update on Council Direction 2016 November
- Attachment 2: Implementation Plan: Cultural Plan for Calgary
- Attachment 3: Cultural Plan for Calgary: Progress Update
- Attachment 4: Proposed Governance Model: The Cultural Plan for Calgary