

Implementation Plan: Cultural Plan for Calgary 2016-2018

This Implementation Plan is for the first 2 years of the Cultural Plan. In accordance with Council's direction to Administration to incorporate key initiatives from the Cultural Plan for Calgary into the 2019-2022 Business Plans and Budgets, an Implementation Plan for 2019-2022 will be developed in alignment with One Calgary.

- The Objectives and Actions listed were arrived at through citizen engagement.
- The City of Calgary will play a role in implementing every action, through a variety of Business Units that include, but are not limited to, the following: Calgary Community Standards, Calgary Neighbourhoods, Calgary Parks, Calgary Recreation, Calgary Building Services, Community Planning, Facility Management, Heritage, Real Estate and Development Services, Urban Strategy.
- Partners include the following: Arts Commons, Calgary Aboriginal Urban Affairs Committee (CAUAC), Calgary Arts Development Authority (CADA), Calgary Board of Education (CBE), Calgary Downtown Association (CDA), Calgary Economic Development (CED), the Calgary Foundation, Calgary Heritage Authority (CHA), Calgary Municipal Land Corporation (CMLC), Calgary Public Library (CPL), the Ethno-cultural Council of Calgary (ECCC), the Federation of Calgary Communities (FCC).
- The Success Indicators are those that relate best to the result area and are chosen from data that is most readily available and accessible for future tracking. Data sources include the following: City of Calgary, Calgary Arts Development Authority, Calgary Economic Development, Tourism Calgary and the Calgary Foundation.

Maximize Calgary's Diversity Advantage				
Objective				
Appreciate, engage and connect Calgary's diverse population				
	Actions	Partners	Success indicators/outcomes	Timeline
	<p>A 1.1</p> <p>Build interactions and exchange between ethno-cultural communities, Indigenous communities and Calgary's cultural organizations to develop new programming, funding and exchange opportunities</p>	<ul style="list-style-type: none"> • City of Calgary • Calgary Arts Development Authority (CADA) • Ethno-cultural Council of Calgary • Calgary Board of Education • Organizations in the Arts and Cultural Sector, (i.e. Fiesta Filipino, Arts Commons, etc.) 	<ul style="list-style-type: none"> • Number, variety and quality of interactions/exchanges developed between groups • Percentage of people who agree The City of Calgary fosters a city that is inclusive and accepting of all 	Beginning 2016 and ongoing
	<p>A1.2</p> <p>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</p>	<ul style="list-style-type: none"> • City of Calgary • CADA • Tourism Calgary • Organizations in the Arts and Cultural Sector (i.e. Globalfest, Folk Fest, etc.) 	<ul style="list-style-type: none"> • Number, variety and quality of festivals and events that come through the Festival and Event office at The City of Calgary • Percentage of Calgarians who agree that arts, cultural activities, programs, and festivals and events are important to quality of life in Calgary • Percentage of people who agree The City of Calgary fosters a city that is inclusive and accepting of all 	Beginning 2016 and ongoing

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	<p>A 1.3 Increase awareness of and support low-cost access to exhibitions, performances and events, particularly targeting families, ethno-cultural and Indigenous communities</p>	<ul style="list-style-type: none"> • City of Calgary • Calgary Public Library • CADA • Calgary Board of Education • Ethno-cultural Council of Calgary • Calgary Aboriginal Urban Affairs Committee • Organizations in the Arts and Cultural Sector (i.e. Glenbow, Arts Commons, festivals, etc.) 	<ul style="list-style-type: none"> • Percentage of Calgarians participating in arts • Number of Arts & Culture Passes distributed by CPL • Number of free events offered • 	Beginning 2016 and ongoing
	<p>A 1.4 Begin to build bridges between cultural and social policy at The City to support the integration of new immigrants and ethno-cultural communities</p>	<ul style="list-style-type: none"> • City of Calgary • Local Immigration Partnership 	<ul style="list-style-type: none"> • Inclusion of cultural plan priorities in social policies and plans such as the Welcoming Communities Policy and the Fair Entry Policy 	2017-2018
	<p>A 1.5 Continue to commit resources to cultural competency training for City staff to support and enable effective communication with Calgary's diverse communities.</p>	<ul style="list-style-type: none"> • City of Calgary 	<ul style="list-style-type: none"> • Number of City staff trained in cultural competencies 	Beginning in 2016 and ongoing

Grow Calgary's Cultural Sector and Creative Industries				
Objective				
Recognize and leverage the economic and creative potential of Calgary's not-for-profit cultural sector and for-profit creative industries				
	Actions	Partners	Success indicators/outcomes	Timeline
	<p>A 2.1</p> <p>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</p>	<ul style="list-style-type: none"> • City of Calgary • Calgary Economic Development (CED) • CADA • Tourism Calgary • Organizations in the Cultural Sector and Creative Industries, (i.e. Music Mile, National Music Centre, AMPIA, etc.) 	<ul style="list-style-type: none"> • Number of Calgarians employed in the arts and creative industries • Number of live music venues • Number of days of production use at the Calgary Film Centre annually • Number of nominations for music, film and tv awards received by local artists/ productions • Total early-stage entrepreneurship activity (TEA) in Alberta (per cent of adult population) • Percentage of external social media posts that perceive Calgary as a destination with music and the arts 	2017- ongoing

	<p>A 2.2</p> <p>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 identifying barriers and opportunities related to City processes and policies</p>	<ul style="list-style-type: none"> • City of Calgary • CED • CADA • Tourism Calgary • Calgary Chamber of Commerce • Calgary Board of Education • University of Calgary, SAIT and ACAD 	<ul style="list-style-type: none"> • Number, variety and quality of events offered • Percentage of investment in the creative industries • Percentage of client satisfaction with City services • Number of post-secondary program completions in STEAM subjects (Science, Technology, Engineering, Arts and Mathematics) at Calgary's post-secondary institutions 	2017 - ongoing
	<p>A 2.3</p> <p>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</p>	<ul style="list-style-type: none"> • City of Calgary • CADA • CED • Calgary Board of Education • Calgary Heritage Authority • Calgary Foundation 	<ul style="list-style-type: none"> • Number of spaces zoned live/work • Number of heritage properties re-purposed for use by the cultural sector • 	2017- Q4 2018
	<p>A 2.4</p> <p>Develop marketing strategies to promote Calgary's cultural and heritage resources to both tourists and residents</p>	<ul style="list-style-type: none"> • City of Calgary • Tourism Calgary • CADA • Calgary Heritage Authority • Calgary Foundation • Organizations such as National Music 	<ul style="list-style-type: none"> • Number of tourists at festivals and events • Total weekend occupancy rates in Calgary region hotels • Percentage of Calgarians participating in arts 	2017- Q4 2018

		Centre, Heritage Park, etc	<ul style="list-style-type: none">• Percentage of Calgarians who perceive Calgary as an arts and culture destination• Percentage of tourists who reference culture and heritage in their plans/ reports of visits to Calgary	
	A 2.5 Identify and develop a purpose-built outdoor festival and event space to maximize economic and cultural opportunities	<ul style="list-style-type: none">• City of Calgary	<ul style="list-style-type: none">• The site is planned and placed on the list for Infrastructure priorities	2018 - 2022
	A 2.6 Collaborate with CADA to inventory current cultural spaces, gaps in spaces and leading practice in cultural space development	<ul style="list-style-type: none">• City of Calgary• CADA	<ul style="list-style-type: none">• Number and variety of current cultural spaces• Number and variety of required additional cultural spaces identified• Number of new cultural spaces initiated	2017 Inventory completed

Activate Culturally Vibrant Neighbourhoods and Districts				
Objective				
Increase opportunities and supports for neighbourhoods and districts to develop a rich cultural realm				
	Action	Partners	Success indicators/outcomes	Timeline
	<p>A 3.1</p> <p>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</p>	<ul style="list-style-type: none"> City of Calgary 	<ul style="list-style-type: none"> Percentage of population living near major community activity centres and within 600m of urban corridors Number of festival and event production days Percentage of Calgarians who agree that arts, cultural activities, programs, and festivals and events are important to quality of life in Calgary 	2017-2019
	<p>A 3.2</p> <p>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</p>	<ul style="list-style-type: none"> City of Calgary CADA Calgary Board of Education Calgary Public Library Federation of Calgary Communities 	<ul style="list-style-type: none"> Number of multi-functional community cultural centres initiated 	2016 - 2022

	<p>A 3.3</p> <p>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</p>	<ul style="list-style-type: none"> • City of Calgary • Calgary Heritage Authority • Business Improvements Areas • Tourism Calgary 	<ul style="list-style-type: none"> • Number of districts identified • Percentage of social media posts that reference cultural districts 	2018 ongoing
	<p>A 3.4</p> <p>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</p>	<ul style="list-style-type: none"> • City of Calgary • Federation of Calgary Communities 	<ul style="list-style-type: none"> • Percentage of reports of Community Associations that indicate improvement 	2018 -2019
	<p>A 3.5</p> <p>Examine opportunities for transforming City-owned or funded facilities that are unused or under used into affordable and accessible spaces that meet community cultural needs</p>	<ul style="list-style-type: none"> • City of Calgary • CADA • Calgary Board of Education • Federation of Calgary Communities • Ethno-cultural Council of Calgary • Calgary Urban Aboriginal Affairs Committee 	<ul style="list-style-type: none"> • Number of city-owned or funded facilities that are used to meet community cultural needs 	2016 ongoing

Reinforce Centre City as the Cultural Heart of the city				
Objective				
Realize Centre City area's conversion into Calgary's 'Living Room' that supports thriving cultural, tourism and creative industries sectors.				
	Action	Partners	Success indicators/outcomes	Timeline
	A 4.1 Establish and invest in the Olympic Plaza Cultural District as a flagship cultural and heritage area – Calgary's 'Living Room'	<ul style="list-style-type: none"> City of Calgary Arts Commons Calgary Municipal Land Corporation (CMLC) 	<ul style="list-style-type: none"> Olympic Plaza Cultural District plan listed as a priority for Infrastructure Calgary 	2018 - 2022
	A 4.2 Support alternative cultural groups and venues in Centre City by providing administrative and financial support, brokering access to facilities and spaces, ensuring flexible and supportive land use and design policies, and by providing access to City-owned buildings	<ul style="list-style-type: none"> City of Calgary CADA CED CMLC 	<ul style="list-style-type: none"> Number of spaces used for cultural groups in Centre City 	2018 ongoing
	A 4.3 Explore and implement programming in Centre City that responds to the diverse interests and needs of the community, inclusive of Indigenous, ethno-cultural and disadvantaged residents. Ensure access to low-cost venues	<ul style="list-style-type: none"> City of Calgary Calgary Downtown Association Other BIAs and CAs in Centre City Arts Commons Calgary Public Library 	<ul style="list-style-type: none"> Number, variety and quality of programming offered throughout Centre City 	2017 ongoing

Heritage Preservation: Built, Natural, Indigenous				
Objective				
Conserve and celebrate Calgary's built, natural and indigenous heritage, embracing a vision that includes tangible and intangible cultural resources.				
	Action	Partners	Success indicators/outcomes	Timeline
	A 5.1 Strengthen the role and effectiveness of the Calgary Heritage Authority through increased funding	<ul style="list-style-type: none"> City of Calgary Calgary Heritage Authority 	<ul style="list-style-type: none"> CHA receives operating funding from the City 	2017 -2022
	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	<ul style="list-style-type: none"> City of Calgary Calgary Board of Education Calgary Heritage Authority CADA 	<ul style="list-style-type: none"> Number of new live/ work and shared work spaces initiated 	2018 ongoing
	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	<ul style="list-style-type: none"> City of Calgary Calgary Aboriginal Urban Affairs Committee Treaty 7 Nations 	<ul style="list-style-type: none"> The site is planned and placed on the list for Infrastructure priorities 	2018 - 2022

	<p>A 5.4</p> <p>Increase the visibility of Indigenous communities and heritage in the city through public art, place names and urban design; employ Indigenous artists whenever possible</p>	<ul style="list-style-type: none">• City of Calgary• Calgary Urban Aboriginal Affairs Committee• Calgary Heritage Authority• CADA	<ul style="list-style-type: none">• Number of Indigenous sites and places named• Number of Indigenous artists employed	<p>2017 ongoing</p>
	<p>A 5.5</p> <p>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</p>	<ul style="list-style-type: none">• City of Calgary• Calgary Heritage Authority• Parks Foundation	<ul style="list-style-type: none">• Archaeologist contracted by The City• Percentage of Calgarians that have access to parks and open space within 400m (or five minute walk) from their residence	<p>2017 ongoing</p>