



Report Number: EC2026-0348

Meeting: Executive Committee

Meeting Date: 2026 April 14

NOTICE OF MOTION

RE: Building Calgary's Creative Future: A Long-Term Arts, Music, Culture and Creative Economy Strategy

Sponsoring Member(s) of Council: Cllr Clark, Cllr Pantazopoulos, Cllr Kelly, Cllr Schmidt, Cllr McLean, Mayor Farkas, Cllr Yule

WHEREAS Calgary is one of Canada's fastest-growing cities and is projected to reach a population of approximately 2 million residents in the coming decades;

AND WHEREAS Calgary's creative sector supports tens of thousands of jobs and contributes significantly to the local economy through creative industries, festivals and major events, cultural tourism, and community programming and initiatives;

AND WHEREAS Calgary's creative economy includes a broad and interconnected ecosystem of organizations, including arts, music, cultural, scientific, heritage, and creative institutions, that contribute to The City's identity, economy, and quality of life;

AND WHEREAS The City of Calgary adopted the *Cultural Plan for Calgary* in 2016 as a ten-year framework to guide arts and culture development; and there is an opportunity to modernize and expand The City's vision to reflect the needs, aspirations, and lived experiences of Calgarians in a growing and evolving city;

AND WHEREAS The City has made significant investments in cultural infrastructure, including Werklund Centre, cSPACE, and public art initiatives; however, long-term planning for operating and capital investments across the cultural sector remains fragmented and project-specific, and lacks a coordinated, transparent, and predictable framework to guide multi-year decision-making;

AND WHEREAS artists, cultural organizations, creative entrepreneurs, and community partners benefit from clear, transparent, and predictable frameworks for municipal investments in cultural infrastructure that align with The City's vision, public benefit, and an evolving arts, music, and culture sector, including consistency across economic cycles to support long-term planning and innovation;

AND WHEREAS arts, music, and culture play a critical role in downtown revitalization, neighbourhood vibrancy, innovation, and economic development, and cities that strategically invest in their creative economies are better positioned to attract talent, foster innovation, and compete globally;

AND WHEREAS specific sectors within the creative economy, including music, represent high-growth opportunities with direct impacts on tourism, employment, and downtown vibrancy;

AND WHEREAS The City has strong partnerships to support the planning and delivery of this vision, including Calgary Arts Development Authority, Calgary Economic Development, Tourism Calgary, and other civic partners;

NOW THEREFORE BE IT RESOLVED that the Executive Committee forward this Notice of Motion to the April 28, 2026 Regular Meeting of Council for consideration.

FURTHER BE IT RESOLVED that Council direct Administration to work, collaborate, and engage with a broad and diverse group of partners to develop a comprehensive strategy for arts, culture, and the creative economy, building on the foundation of the 2016 Cultural Plan, the 2024 Creative Economy Strategy for Calgary, and UpLook: An Economic Strategy for Calgary, and Living a Creative Life: an Arts Development Strategy for Calgary to:

1. Establish a clear, long-term cultural vision for Calgary's arts, music, culture, and creative economy, including definitions and scope, developed in close collaboration with key partners and industry experts. This vision will guide future investments, policy, partnerships, and strategies to support long-term growth and success;
2. Establish a cross-disciplinary advisory group of key partners and industry experts to guide the creation, development, and implementation of the comprehensive strategy. To reflect the full creative ecosystem, the advisory group should include organizations and entities of varying size, scale, and maturity—ranging from established institutions to innovative, smaller organizations—ensuring diverse perspectives and practical, industry-informed advice.
3. Define clear, shared long-term objectives aligned with the approved cultural vision, including specific roles for arts, music, culture, and creative industries in economic diversification, talent attraction, tourism development, and community-building, while supporting collaboration and coordination across organizations to maximize collective impact;
4. Develop a clear framework to guide strategic capital investments in arts, music, culture and creative industries infrastructure, including prioritization criteria for maintenance and modernization of existing City and community assets. This is to include assessing redevelopment projects that integrate arts, music, culture, and creative industries and new facilities that address identified gaps, ensuring balance between large-scale and community-based organizations and between infrastructure renewal and new, innovative offerings;
5. Develop a clear framework to guide decision-making for recurring and predictable operating expenditures for arts, music, culture, and creative-industry organizations, ensuring long-term viability and enabling long-term planning;
6. Explore opportunities to expand access to arts, music, and culture across Calgary's neighbourhoods by supporting and funding community-led cultural programming and creative spaces, and identify any funding needs and gaps;
7. Ensure arts, music, and culture are intentionally integrated into downtown revitalization, economic development initiatives, major-event attraction, and growth planning, with a focus on enhancing Calgary's competitiveness, talent attraction, and ability to attract business investment;
8. Leverage partnerships with other orders of government, the private sector, philanthropic organizations, civic partners (including wholly owned subsidiaries), and community groups to advance shared initiatives;

9. Establish clear, measurable outcomes and performance indicators to track progress toward Calgary's arts, music, culture, and creative economy objectives, ensuring transparency and accountability;

AND FURTHER BE IT RESOLVED that Administration report back to Council with the proposed strategy and report no later than Q4 2027, including recommended policy tools, funding mechanisms, and implementation timelines and options, with semi-annual updates on progress against key deliverables to be provided to Council through the Community Development Standing Committee.

Attachment(s)

1. **Revised** Notice of Motion Checklist
2. **Revised** Letters of support from Industry Partners