

CULTURAL PLAN FOR THE CITY OF CALGARY

EXECUTIVE SUMMARY

Calgary Recreation undertook to develop The City of Calgary's first ever Cultural Plan, in keeping with the practice of other leading cities. The development of a Cultural Plan also fulfills a requirement of the Government of Canada's Department of Canadian Heritage grant for the Calgary 2012 Cultural Capital celebration. Attachment 1: *Culture Shift, A Summary of the Cultural Plan for Calgary* is a summary of the full *Cultural Plan for Calgary* developed by the consulting firm MDB Insight.

As is clear from the *Summary of the Cultural Plan*, the Plan provides a roadmap to meet the cultural aspirations of Calgarians. Throughout the 10 months of engagement, Calgarians expressed the vision of how they want to see Calgary develop into a city that is recognized as a connected, exciting, cosmopolitan, cultural center that maximizes its cultural resources – its people, spaces and places.

With the adoption of this first Cultural Plan, Calgary will join leading cities around the world in recognizing that culture is a central force in shaping more livable cities. The Cultural Plan's 10-year framework calls on The City to begin to plan culturally so that "cultural vitality" is understood as the fourth pillar of the quadruple bottom line that promotes a livable and sustainable city.

Although the development of the Plan has been led by the Arts and Culture division of Calgary Recreation, 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 has been central to the plan's development and direct connections have been made to Calgary Arts Development's *Living a Creative Life*, Calgary Economic Development's *Building on our Energy* and to new initiatives such as Tourism Calgary's new Destination Strategy, planning for the Greenline, and the response to the Truth and Reconciliation Commission.

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. (Attachment 1, page 1)

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 proposes some 60 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 and medium-term actions which require further investigation to determine the

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resources they will require to be initiated between 2019-2022. At that time the Cultural Plan should be revisited to consider priority actions through 2026. Progress on all these actions requires working with external partners and strong internal coordination.

RECOMMENDATION(S)

That the SPC on Community and Protective Services recommend that Council approve the framework of *A Cultural Plan for Calgary* as described in Attachment and further direct Administration to:

- Develop a detailed, comprehensive implementation plan including a governance model that includes external partners.
- Integrate relevant actions from the Cultural Plan into business plans/ budgets for the upcoming 2019-2022 budget cycle.
- Investigate adopting 'cultural vitality' as the fourth pillar of a quadruple bottom line that promotes a livable and sustainable city.
- Report back to SPC on CPS no later than the end of Q4 2017 with an update on the Cultural Plan implementation.

PREVIOUS COUNCIL DIRECTION / POLICY

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

In 2010, a community-led bid committee, which included The City of Calgary, came together to consider submitting a bid for Calgary to achieve designation as a Cultural Capital of Canada. This designation, along with a federal investment towards the Cultural Capital Celebrations, was awarded on 2011 October 14 by the Government of Canada's Department of Canadian Heritage. Canadian Heritage awarded \$1.625 million and designated Calgary the Cultural Capital of Canada for 2012.

The development of an "Arts Plan" was one initiative identified in the application for Cultural Capitals of Canada and Calgary Arts Development Authority (CADA) delivered an Arts Development Strategy, 'Living a Creative Life' adopted by Council on 2014 March 5, to meet the terms of the application.

Following the adoption of 'Living a Creative Life' by Council, the process of developing a cultural plan was initiated in 2015. The completion of a broader Cultural Plan by The City of Calgary meets a deliverable of Calgary receiving its designation as Cultural Capital of Canada for 2012, as identified in the application to the Government of Canada's Department

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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.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

The purpose of a Cultural Plan, as understood by cities worldwide, is to provide the vision, municipal framework, strategies, structure, and funding requirements that will allow a city to move forward in its cultural development by identifying and leveraging a community's cultural resources, strengthening the management of those resources, and integrating cultural planning across all facets of local government planning and decision making.

The concept of "planning culturally" considers culture as the fourth pillar of sustainability, adding cultural vitality to the Triple Bottom Line of economic prosperity, social equity and environmental responsibility. It is a way of aligning policies and actions across departments and business units and with external partners that is consistent with the City of Calgary's "One City, One Voice" initiative.

Stakeholder Engagement, Research and Communication

Stakeholder Engagement

The consultant's work was guided by a 12 person Steering Committee (Attachment 1, page 1)

From October 2015 through May 2016, the following citizen engagement activities were undertaken with the support of The City's Engage Unit:

- 75 Individual Interviews
- 6 Community Soundings
- 7 Topic-Driven Focus Groups
- 2 Online Engagement Platforms
- 1 Cultural Forum

Priorities emerged from the engagement which led to the development of the five Strategic Priorities and the actions that will help to achieve the vision for Calgary in 10 years' time.

It became clear from the citizen engagement that Calgarians wanted to ensure that cultural resources will be better promoted, better connected, more recognized and valued as well as strategically planned and supported. As a result, two Cross-Departmental Workshops were also held with representatives from 13 Business Units to discuss The City's role.

Research

There were five significant pieces of research undertaken:

- Telephone Survey - over a two week period a random telephone survey was undertaken to obtain opinions from a minimum of 600 Calgarians from a broad demographic profile.

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- Municipal Framework Review - an extensive list of City of Calgary, partner and other reports, policies, plans that have a direct impact on cultural development were analyzed.
- Cultural Resource Mapping - a comprehensive geo mapping of Calgary's existing cultural resources identified more than 4,000 unique cultural resources.
- Cultural Sector and Creative Industries Assessment was undertaken to determine the strength of this sector which has grown by 18% from 2010-2014, now employing 50,000 people in Calgary.
- Benchmarking – against 10 comparable cities provided insights into effective Cultural Plans.

Communication

The community soundings were promoted online, through the media and by partners.

Strategic Alignment

Through the Municipal Framework Review and two Cross-Department workshops, alignments with City of Calgary and partner policies and initiatives were identified (Attachment 2).

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. 41% of those responding to the telephone survey indicated that they strongly associate cultural life in the city with its Natural Heritage.

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 across North America these industries have shown stable growth over the past three decades, now 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, and has been developed by a Project Team in the Arts and Culture division of the Calgary Recreation business unit. To ensure effective and timely

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stewardship of the plan through the next phase of initial implementation, Calgary Recreation will continue to support the implementation plan in 2017 and 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 Action Plan 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

The completion of a Cultural Plan meets one of the deliverables of Calgary receiving its designation as Cultural Capital of Canada, 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.

As with any change initiative, such as the recommendation in the Cultural Plan for the City to embrace a quadruple bottom line, 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):

By adopting a Cultural Plan, Calgary joins municipalities around the world that have recognized that culture is a central force in creating more livable cities. The Plan also meets a deliverable to the federal government in designating Calgary a Cultural Capital of Canada. Extensive consultations with citizens and stakeholders have been undertaken over the past 12 months to inform the creation of this Cultural Plan. During that time it has become clear that Calgarians want to be connected, informed and supported in their cultural participation. They believe that now is the time to fully embrace the innovation, creativity and inspiration that cultural life can contribute to our city. The City already has a number of initiatives underway which align with the vision and expected outcomes of this Plan, including ensuring alignment with the new Big Cities Charter.

ATTACHMENT(S)

Attachment 1: Culture Shift: A Summary of the Cultural Plan for Calgary
Attachment 2: Municipal Framework Review