



Centre City Plan Refresh

Culture and Activity Brief

About this brief

This brief summarizes inputs collected and reviewed related to culture and activity in the centre city as part of the Centre City Plan Refresh project. This brief presents some preliminary ideas and proposals for Plan content based on the process to date. A detailed internal review of the ideas and proposals included within this brief is ongoing prior to the release of a formal draft Plan.

Through the project work to update the *Centre City Plan* there have been multiple inputs to consider. These inputs include:

- a review of the existing 2007 *Centre City Plan* to identify which information should remain in the Plan and be updated and which information should be removed;
- a review of related City of Calgary policy, guideline and strategy documents;
- input collected from various departments throughout The City;
- results of the Strategic Foresight process;
- stakeholder and public engagement that was compiled into a *What We Heard Report*;
- results from the Downtown Economic Summit that was held on 2017 March 2; and
- a review of best practice research.

All this information was used to compile several briefs relating to a variety of topics. Each brief starts with an overview of the topic, which includes a description and statistics. Then, through analysis of the inputs, key elements for culture and activity in the centre city were compiled. These elements include outcomes, goals, and challenges. All these elements informed topics for discussion in a workshop held May 2, 2019. Additional questions will be resolved prior to the new draft of the *Centre City Plan*. The workshop provided an opportunity for stakeholders to The City's goals for culture and activity in the centre city and prioritize initiatives to achieve those goals.

After the workshop, a *What We Heard Report* was prepared and this brief was updated with a summary of findings. This brief has also been reviewed and updated with more recent information. This brief will inform content for the updated *Centre City Plan*.

Project overview

In 2007, based on extensive citizen input, City Council adopted the [Centre City Plan](#), a visionary document that describes what the Centre City could look like in 30 years. The *Centre City Plan* is a coordinated strategy document that pulls together the vision for the Centre City along with strategies and actions relating to land use planning, economic, cultural, and social development, and governance. With the approval of the adoption of the *Centre City Plan* (CPC2007-049), it included a recommendation for regular monitoring and reporting. In January 2017 the Centre City Plan was identified as one of 28 Council policies to be amended. It's time to review and refresh the original *Centre City Plan*.

Calgary's Centre City is the area south of the Bow River (including Prince's Island Park) from 17th Avenue Southwest and 14th Street Southwest, to the Elbow River. It also includes Downtown, Eau Claire, West End, West Connaught, Connaught Centre, Victoria Crossing Centre, East Victoria Crossing, East Village, Chinatown and Stampede Park area. (A map is contained in the Centre City Plan, 2007.)

The purpose of this refresh project is to: affirm the current plan's vision and principles; reassess the big-picture direction for the Centre City; identify actions to realize the vision; update the information in the Plan to align with other city policies; and eliminate overlap with other documents.

Engagement was approached with the understanding that the plan need not be re-written; rather it will be updated or, "refreshed", to reflect the current thinking within the Centre City. An update to the *Centre City Plan* is an opportunity to refocus Calgary's energy and reinvigorate a commitment to success in the Centre City. For more information, see [Calgary.ca/centrecityplan](http://calgary.ca/centrecityplan).

Table of contents

About this brief.....	2
Project overview	2
Overview of culture and activity in the Centre City	4
Analysis	4
Arts and Culture.....	4
Culture	4
Public art.....	6
Indigenous heritage	7
Recreation, Sport and Tourism	8
Recreation and sport.....	8
Tourism.....	8
Festivals and Events	9
Key elements for culture and activity	10
Alignment with Centre City Plan principles	10
Key outcomes over the next 10 to 20 years	10
Key goals	11
Key challenges & opportunities	13
Summary of workshop findings	13
Rationale for goals and priority actions	14
Appendix A: Inputs into the refreshed Plan	17
Strategic Foresight	17
Strategies and tactics.....	17
Downtown Economic Summit.....	18
External stakeholder and public engagement	19
Existing policy review: Centre City Plan (2007)	21
Policies and actions to remain in the Centre City Plan.....	21
Redundant policies	22
Maps to be reviewed.....	22
Internal stakeholder review	23
Appendix B: Existing policy reviews	24
Cultural Plan for Calgary	24
Recreation Master Plan 2010 to 2020.....	24
Calgary Destination Strategy.....	25
Sport for Life Policy	27
Building on our Momentum: Arts and Culture Infrastructure	27
Living a Creative Life	28
Appendix C: Best practice research.....	29
Other Cities.....	29
Indoor Recreation Ideas	29
Burning Man	30
Pub Opera	33
Examples from 100 Resilient Cities Network	33
The Power of 10+	35
Appendix D: Goals and initiatives overview	37
Appendix E: Questions	43

Overview of culture and activity in the Centre City

The Centre City is a destination for residents and tourists. It is the cultural heart of Calgary, containing a central landmark for Indigenous peoples and the birthplace of Calgary at the confluence of the Bow and Elbow rivers at Fort Calgary. The Centre City has a range of arts and culture venues and spaces in all of its neighbourhoods and is home to a high concentration of Calgary's cultural landmarks and institutions - the National Music Centre, Olympic Plaza, The Grand, the Glenbow Museum, the Chinese Cultural Centre, Decidedly Jazz Danceworks, Arts Commons, the Calgary Stampede, the Peace Bridge, the Centennial Planetarium, Prince's Island Park, and the Central Library. Also contributing to the area's cultural vitality are artist-run and private galleries, smaller scale museums, a range of performance spaces and many restaurants and bars.

Calgary in the New Economy: An economic strategy for Calgary recognizes that a city that has vibrant arts, culture and recreation will attract talent, foster innovation and lead in economic growth. For example, the Strategy's "Place" area of focus includes a variety of goals and activities to expand and enhance tourism, culture, and recreation assets. As well, Creative Industries are identified as an emerging industry that can support the diversification of Calgary's economy.

Tourism Calgary's *Destination Strategy* states that "Cities with a strong focus on destination development have diversified economies, a powerful network of connected and strategically aligned partners, collaboration with government and engaged citizen advocates. This translates to a robust visitor economy, pride of place for residents and a sought-after destination for travelers" (p. 7).

The *Cultural Plan for Calgary* recommends supporting the viability of major cultural facilities and festivals, increasing programming in spaces between major institutions, providing more low- and no-cost cultural opportunities, increasing awareness of cultural opportunities and working with Calgarians to provide diverse programming accessible to different cultural communities and disadvantaged residents. Similar outcomes are supported by Calgary Arts Development.

Centre City is where many of our premier culture and activity assets are located and are easily accessible. When arts & culture, recreation, sport & tourism, and festivals & events are supported in the Centre City, it contributes to a strong economy. Over the next ten to twenty years, what can be done to enhance this culture and activity ecosystem? Where should investment be directed?

Analysis

Arts and Culture

Culture

In 2016, Calgary City Council approved the first [Cultural Plan for Calgary](#). A summary of that Plan is called *Culture Shift*. "Many Calgarians are feeling the very real effects of financial hardship. Despite uncertainties about their economic future, Calgarians are demonstrating their passion for a cultural life by participating in record numbers – in ways both big and small – in shaping cultural life in the city... Central to the success of a Cultural Plan is a shift to planning culturally to better integrate and align cultural resources, priorities, goals and opportunities among and between City business units, external partners and community organizations" (Culture Shift, p.3). The refresh of the Centre City Plan is an opportunity to integrate cultural planning in the Centre City.

"Calgary today is barely recognizable from the city it was during the 1988 Olympics. The skyline has been transformed and the Calgary tower is now eclipsed by significant architectural landmarks such as the Bow building, and the Peace Bridge and the National Music Centre. The population and average household income has more than doubled, and the average cost of a home quadrupled.



Today, one out of four Calgarians is an immigrant with India, China and the Philippines being the leading countries for immigration” (Cultural Plan for Calgary, p. 15). Residents in the Centre City speak over 114 different languages (Stats Canada, 2016 Census). *“This change is contributing to an ever-evolving cultural identity blending Calgary’s western identity with a broadening range of diverse customs and traditions”* (Cultural Plan for Calgary, p. 15).

When thinking about arts and culture in Calgary, it is important to note the following definition: *“Consistent with leading practice in North America, The City of Calgary is proposing to adopt an approach to planning culturally characterized by a broad and inclusive definition of cultural resources, including: not-for-profit and for-profit arts, culture and heritage organizations; creative industries, festivals and events, natural and cultural heritage features, cultural places spaces, as well as community-based volunteer led groups”* (Cultural Plan for Calgary, p. 8).

Survey data prepared for the *Cultural Plan for Calgary* shows that Calgarians most strongly associate cultural life with “festivals and events” (43 per cent) and “natural heritage” (41 per cent). However, other than lack of time, respondents revealed that the main reason they do not experience cultural events as often as they would like is due to “lack of information / promotion” (23 per cent) and/or that such events are “too expensive” (21 per cent). Many Calgarians (45 per cent) are somewhat or very likely to recommend people visit our city to experience our culture, while 31 per cent are somewhat or not at all likely to do the same.

Survey data from telephone interviews with 600 Calgarians in December 2015 for the *Cultural Plan for Calgary* shows that from an investment standpoint, the top five priorities for arts and culture in Calgary are:

- Increase access to free and low-cost cultural activities (71 per cent)
- Provide incentives for preserving heritage buildings and spaces (62 per cent)
- Broadly market Calgary’s cultural scene to attract visitors (62 per cent)
- Increase promotion of cultural activities to Calgarians (61 per cent)
- Further develop a culturally rich downtown (59 per cent)

A successful Centre City isn’t just about the physical infrastructure or moving people in and out for work, but about people wanting to stay to experience the location and culture of the area. Calgary Economic Development has identified “place” and “talent” as key components in Calgary’s economic strategy which states: ‘Place-building and being a dynamic, vibrant city is now an integral part of all economic development.’ Further recent research into place science by Dr. Katherine Loflin indicates that young talent will choose place over a job and that loving a place inspires positive economic choices.

“The combination of Calgary’s, and the province’s, challenging economic situation, including its long-standing rollercoaster economy, ... calls for increased focus on how cultural resources can both contribute to a more diversified, stable, economic base and more deeply connect our very diverse citizenry. Now is the time to fully embrace the innovation, creativity and inspiration that cultural life can contribute to our city” (Culture Shift, p. 7).

The following link is to an interactive map that visualizes private and public arts spaces, demographics, and other data. This information was developed and is maintained by Calgary Arts Development as part of their research report on arts & culture infrastructure ‘Building on Our Momentum’. It includes purpose-built and non-purpose-built spaces that support arts & culture activity (including for-profit venues).

- Existing Arts and Culture Spaces - <https://calgaryarts.ecdev.org/block/embed/map-custommap?locationFullId=ca-csd-calgary>

Centre City is also home to over 30 pieces of public art, ranging from the historic Centre Street Bridge Lion to interactive light installations.

Public art

The City of Calgary's Public Art Program envisions Calgary as "a place enriched by the integration and evolution of public art."

The vision and mission for The City of Calgary Public Art Program is currently being developed in partnership with the arts community and in consideration of the needs and feedback from extensive public engagement of Calgarians, including but not limited to:

- Two workshops and online survey, January 2018 (over 100 participants)
- Online survey, March/April 2018 (over 7,400 participants)
- Telephone survey, April 2018 (approx. 500 participants)
- Citizen's View Panel, April/May 2018 (over 1,000 participants)
- Internal Stakeholder Engagement session on public art project practices October 2018 (20 participants)
- Four focus groups and multiple stakeholder meetings, September 2018 to February 2019 (over 50 participants)

Investment in public art aligns with the goals of multiple guiding documents at The City of Calgary, including: the *Municipal Development Plan* (which acknowledges that arts and culture programming plays an important role in contributing to economic development and prosperity); the *Indigenous Policy* and *White Goose Flying* (which call on Administration to work with indigenous artists); the *Cultural Plan for Calgary* (which speaks to the role of public art in place making); and the *City Shaping Framework* for the Green Line (which suggests public art to fulfil the goal of connecting people living in communities along the line to significant cultural destinations), amongst others.

The *Centre City Plan* offers an opportunity to support the three foundational pillars of Calgary's new Corporate Public Art Program. There are numerous locations in the Centre City where public art can be added and installed in a manner that is accessible, transparent, and supports the local creative economy.

- **Accessible:** An art project must be accessible to the public from beginning to end, in all aspects; information, application, participation and location. A project must be accessible: at the application stage to make certain that there is a diverse selection of artists and concepts represented; at the selection of a projects' location for open public access and ongoing public interaction with the art, and in how communities and citizens might participate in the physical creation of the project.
- **Prioritize investment in the local creative economy:** Citizens are interested in understanding the value of their tax dollars, the services provided by them, and how they contribute to the local economy. To align with these interests, the Program will focus on tying public art activities to expanding the local creative economy and arts sector. This includes partnering with local institutions and organizations, pursuing procurement strategies that remove barriers for local, regional and national artists, and increasing the number of diverse applicants on future public art projects and programs.
- **Transparency:** The update and rebuilding of the Program will ensure selection and decision-making processes are clear and transparent in relation to public art activities and opportunities for public participation. As each public art project budget is attached to a major infrastructure project, current public art financial reporting is challenging. A pooled funding model will allow for consistent financial reporting practices, which will allow for proactive communication on public art budgets.

Indigenous heritage

Calgary, or its much older names of: Moh'kin'stis, Gut'sis, Wicispa Oyade or Otoskwunee, has a history dating back to at least 8,000 years ago. Each of those names translate to mean 'Elbow'. It is a reference to the shape of the Confluence of the Bow and Elbow river; and how it looks like a person's elbow. Some assert that Calgary's history dates back much further than 8,000 years. However, we can all agree that it is important to recognize that Indigenous people have lived here for quite a while, well before The City was born.

Regarding collaboration with The City of Calgary, the role of Indigenous people should be redefined. It is more often the case that Indigenous people are lumped in some sort of 'disadvantaged' category. Indigenous culture has a lot to offer. Most City staff who have experienced Indigenous culture, walk away with a positive experience. Some recent feedback after City-initiated Indigenous Relations training was:

"From my personal perspective, the entire program has been very enriching and enlightening to me. Speaking as a born and raised Calgarian, I am ashamed to say that until recently I knew very little of Indigenous culture other than a very peripheral awareness that was taught to me in school" (personal communication from Harold Horsefall).

Indigenous culture has a way of addressing and creating the space for a more fundamental and inclusive human experience. That fundamental human experience aligns very well with the survey data prepared for the Cultural Plan for Calgary in the "natural heritage" category. Reflecting Calgary's Indigenous history can add value to the planning process. That value added aligns quite well with the demand for natural heritage.

Calgary's Indigenous culture and history is not widely known nor understood. However, once experienced, it is a welcome experience. Tapping into Calgary's existing history and natural heritage will be a welcoming experience for all. That history will also add value and character to Calgary's downtown area.

"Urban Aboriginal people are fast becoming a significant social, political and economic presence in Canadian cities today. Between 1996 and 2006, Calgary's Aboriginal population grew by 75 per cent, with 46 per cent of these individuals being under the age of 25 (City of Calgary, 2010). This is due in part to an explosion in birthrates and in part to migration from rural areas and reserves to the cities – by as much as 50 per cent Canada-wide. Aboriginal Calgarians are proud of their ancestral heritage, and believe they play a significant role in the political, social and economic landscape as Calgarians" (Calgary.ca).

In 2006, Statistics Canada reported that there were 700 people of aboriginal identity living in Calgary's Centre City, and the Federal Census in 2016 reported that there were 780 people of aboriginal identity living in Calgary's Centre City. That is an 11 percent increase over the last ten years.

"The Calgary Aboriginal Urban Affairs Committee (CAUAC), on behalf of City Council, investigates areas of concern to people of Aboriginal ancestry and makes recommendations on policies and resolutions that would give urban Aboriginal people a more meaningful role within the Calgary community.

After consultations with Treaty 7 traditional knowledge keepers, urban indigenous people and City stakeholders, CAUAC proposed the Indigenous Policy and Indigenous Policy Framework. Together, they recommend and guide meaningful long-term efforts to bring indigenous identities, histories, cultures, languages, traditions, principles, world views, relationships and ways of knowing into municipal planning, advising and decision-making efforts. City Council approved the policy and framework in April 2017" (Calgary.ca).

Recreation, Sport and Tourism

Recreation and sport

Taken from the One Calgary Service Plan and Budget 2019 to 2022:

The City, along with partners, provides recreation programs, services and access to 39 sheets of ice, 12 aquatic and fitness centres, 13 athletic parks, 8 golf courses, 1 sailing school, 1 soccer centre, 8 outdoor pools, 12 multi-use recreation facilities, and 1 velodrome.

- 4,289,360 visits to Recreation facilities
- 79,750 Calgarians access Fee Assistance Program
- 80 per cent satisfaction with customer experience
- 71 per cent facilities in poor/critical condition

These public facilities are meant to provide recreational opportunities for a wide variety of Calgarians. While facilities provided in the Centre City may provide services for Calgarians who live elsewhere but work downtown, those services may not be the most appropriate for Centre City residents. The following information is taken from an Environics Analytics report analyzing the population older than 12 years within the *Centre City Plan* boundary.

Compared to Calgarians overall, Centre City residents are:

- More than twice as likely to live alone (56 per cent versus 25 per cent)
- Almost twice as likely to be aged 25-39 (50 per cent versus 26 per cent)
- More than twice as likely to rent their home (68 per cent versus 32 per cent)
- Far less likely to live with children (9 per cent versus 43 per cent)
- More likely to have a university degree (50 per cent versus 34 per cent)
- Half as likely to drive to work (35 per cent versus 70 per cent)
- More likely to belong to a visible minority group (48 per cent versus 40 per cent)
- More likely to attend an art gallery (21 per cent versus 14 per cent)
- Less likely to ride a bicycle for recreation (25 per cent versus 32 per cent)
- More likely to ride a bicycle for commuting (2 per cent versus 1 per cent)
- More likely to go bowling for recreation (19 per cent versus 15 per cent)

Top recreational sports for Centre City residents are bicycle riding (25 per cent), bowling (19 per cent) and cross-country skiing (5 per cent). Top leisure activities are entertaining at home (45 per cent), dancing (26 per cent) and sewing/knitting (25 per cent). The top four fitness activities for Centre City residents are walking/hiking (54 per cent), exercising at home (44 per cent), health/fitness club (22 per cent) and yoga/Pilates (16 per cent).

Taken together, these statistics paint a valuable picture of how Centre City residents prefer to spend their downtime. How can the Centre City's built form support preferred activities and tailor City services for these specific demographics?

Tourism

*Tourism Calgary is the official destination marketing and development organization for Calgary's tourism industry [and a City of Calgary Civic Partner]. With a vision of making Calgary the ultimate host city, Tourism Calgary markets the city locally, nationally and internationally and advocates for its ongoing development as a destination" (www.visitcalgary.com). Tourism Calgary supports implementation of *Calgary in the New Economy: An economic strategy for Calgary*, and works alongside Calgary Economic Development, the Calgary Convention Centre, and other Civic Partners to implement the strategy.*

The following is taken from Tourism Calgary's 2014 Economic Impact Highlights – Calgary CMA:

More than 7.3 million visitors (overnight and same-day) travelled to the Calgary area in 2014. Canada was the main source of visitors to Calgary (89 per cent), with Albertans comprising the single largest group of visitors (72 per cent). Canadians represent approximately 80 per cent of overnight visits, with Albertans accounting for 45 per cent of overnight visits to Calgary.

Visitors to the Calgary area in 2014 spent an estimated \$1,584,086,500 in the region on accommodation, private and public transportation, restaurants and groceries, recreation and entertainment, and shopping. (Commercial carrier fares associated with the visit are not included.) The expenditures of visitors while in the Calgary CMA helped sustain and create thousands of jobs and billions of dollars in business activity. Tourism spending in 2014 generated the following benefits for the Calgary area:

- *\$2.5 billion in industry output (the sum total of all economic activity that has taken place as a result of visitor spending, including the initial visitor spending);*
- *Added \$779 million to wages and salaries;*
- *Employed approximately 15,121 people;*
- *Supported \$452 million in taxes (federal, provincial and municipal combined); and,*
- *Contributed \$1.1 billion to Gross Domestic Product (GDP).*

The results of this analysis reflect the economic impact of tourism spending in the Calgary CMA on the Calgary area alone. The economic benefit from tourism spending in Calgary is even greater when spin-off impacts to the rest of the province are considered. These additional spin-off impacts have not been included in this summary.

The following information is taken from Tourism Calgary's Marketing Strategy 2018-2020 presentation. A graph with respect to What makes Calgary, Calgary, some of the items are: the mountains (90 per cent), The Bow and Elbow rivers (78 per cent), Our hospitality (74 per cent), the parks and pathways (70 per cent), our festivals and events (68 per cent), our cultural diversity (60 per cent), our visual artists and musicians (40 per cent) and our public art (32 per cent). Additionally, "a growing number of residents (new and old) would like to see their place perceived as vibrant."

Festivals and Events

The City of Calgary has been a long-standing partner with community to collaboratively support, develop and produce festival and event opportunities for art, culture and sport. In conjunction with the Council-approved *Festival and Event Policy* and newly approved *Sport for Life Policy*, we are now poised to take a closer look at initiatives that City and partner organizations have developed and are working on to collectively develop a vision for Calgary through a *Festival and Event Strategy*.

The development of a *Winter City Strategy* and a *Festival and Event Strategy* will provide direction to grow and strengthen cultural opportunities and performance/gathering spaces in Centre City over the coming 10 years.

This *Festival and Event Strategy* will emphasize strategic and long-term alignment and planning, collaboration with external partners, and the promotion of community legacies. Where possible, alignment will be made to the national and provincial approach to bid opportunities, and would consider the social, environmental and economic legacy of festivals and events. In addition, this section of the proposed Strategy recognizes the enabling role of The City to streamline processes, funding grants and subsidies that sport, art and cultural partners depend on to deliver festivals and events to Calgarians. The Strategy will also take into consideration necessary elements to address needs and outcomes to support activations that would fall into a broader winter strategy yet to be undertaken.

A high-level output of the initial discover session (2018 October) included the following work streams:

- Aspiration and priorities - Calgary as the ultimate year-round destination (links to *Winter City Strategy*)
- Events infrastructure - facilities, inventory and allocations
- Financial - funding and support

Between 2012 and 2018 there were over 1000 events held in the Centre City from major and well-established cultural events like the Calgary Folk Festival to smaller and emerging events. In 2019, Calgary will not only host the 107th CFL Grey Cup, but also secured exclusive rights to host the X Games for a minimum three-year run from 2020 to 2022. These major events present an opportunity to showcase Calgary's cultural identity to both national and international audiences.

Key elements for culture and activity

Alignment with Centre City Plan principles

The intent of the *Centre City Plan* is to strengthen the Centre City in accordance with eight fundamental principles. Principles related to culture and activity include:

- Principle 4: Support and enhance the Centre City as Calgary's centre of culture, information exchange and communication
- Principle 5: Ensure the Centre City remains and grows in reputation as a location of choice for business
- Principle 7: Create a lively, active and animated environment.

Key outcomes over the next 10 to 20 years

These are suggested outcomes for culture and activity in the Centre City over the next ten to twenty years and discussed at the workshop on May 2, 2019. Additionally, each outcome lists a number of possible metrics to measure success. These outcomes are the measurable results of successful implementation of the key goals (see next section).

The Centre City is an international destination for culture and events.

- a. Number of venues/spaces/facilities
 - b. Number and type of events (from street activation to major events)
 - c. Increased awareness of arts and culture events/opportunities in Centre City
 - d. Increase in number of creative industry jobs/economic output in Centre City
 - e. Attendance at events/galleries etc.
 - f. Number of stakeholders engaged in the Centre City
 - g. Increase in local and regional tourism for cultural offerings
 - h. Number of event applications
 - i. Number of spaces that support events of different sizes
2. Cultural diversity and indigenous heritage are celebrated in the Centre City.
 - a. Amount of Indigenous art
 - b. Perceived visibility and awareness
 3. The Centre City has culturally vibrant, active, and historically interesting neighbourhoods.
 - a. Usage of rehearsal, performance and creation spaces in the Centre City
 - b. Number of heritage resources and heritage buildings used for community and arts
 - c. Square footage of adaptive reuse in office space

- d. Amount of recreation space
- e. Increase in successful land use/density programs that support arts, culture and heritage
- f. Handicapped accessible cultural spaces (KPI)

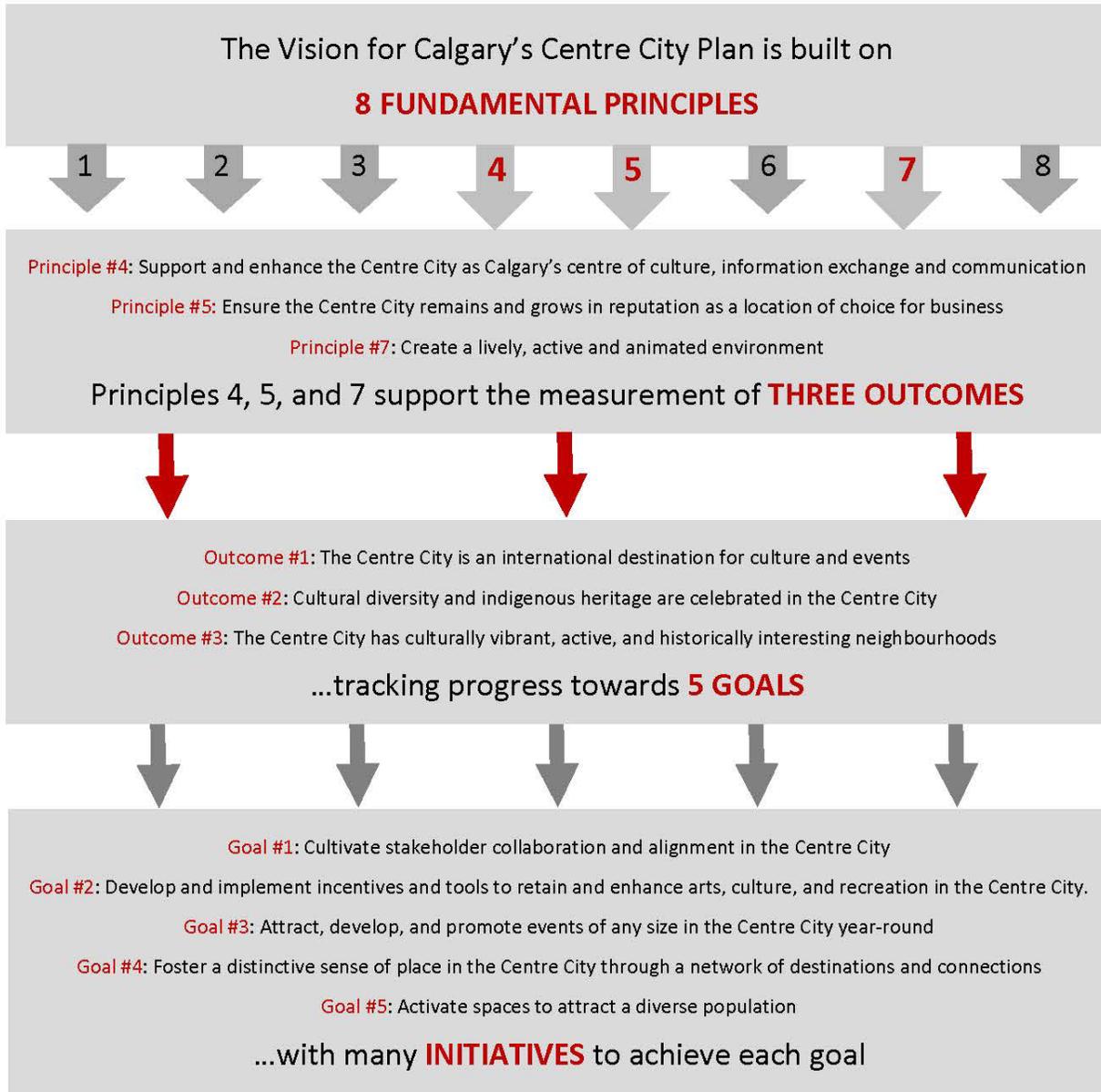
Key goals

The following goals are specific to the Centre City to achieve the key outcomes listed above. These goals are based on an analysis of all the inputs or information gathered relating to this topic in the Centre City. See the **Goals and Initiatives Overview** section in **Appendix D** at the end of this document to see how these goals were crafted.

1. Cultivate stakeholder collaboration and alignment in the Centre City.
2. Develop and implement incentives and tools to retain and enhance arts, culture, and recreation in the Centre City.
3. Attract, develop, and promote events of any size in the Centre City year-round.
4. Foster a distinctive sense of place in the Centre City through a network of destinations and connections.
5. Activate spaces to attract a diverse population.

The vision for the Centre City was established in the 2007 *Centre City Plan* with eight fundamental principles to support that vision. The current vision and principles are under review, but still valid for the purposes of evaluating outcomes and goals. Relating to the topic of culture and activity, there are three principles that apply. The figure below (Figure 1) shows the relationship between the principles and culture and activity outcomes and goals.

Figure 1: Hierarchy of principles, outcomes, goals and initiatives



Key challenges & opportunities

The following are key challenges relating to culture and activity:

1. Connections between cultural assets.
2. Lack of knowledge/awareness of festivals, events and cultural assets.
3. Lack of a cohesive, concerted strategy for arts and culture in Centre City.
4. Funding for programming in Centre City.
5. Affordable, innovative, usable space for artists and other cultural stakeholders.
6. Event-ready and adequately sized space for festivals and events.
7. Policies and processes that are barriers to innovative cultural expression.
8. Collaboration between stakeholders in the Centre City.

Summary of workshop findings

A Culture and Activity Workshop was held on May 2, 2019. The workshop provided an opportunity for stakeholders to discuss The City's goals for culture and activity in the Centre City and prioritize initiatives to achieve those goals. After the workshop, a *What We Heard Report* was prepared for the culture and activity workshop and below is a summary of the findings from that workshop.

- The Centre City needs to find its identity, which should be authentic to the Calgary experience. Identity is also tied to place-making, so special places should be emphasised because they are the magnets of the area.
- Diversify cultural offerings by increasing public activity and events.
- Improve pedestrian linkages to the river.
- Collaboration is important to understand overlapping needs, to amplify buzz around events, to implement strategies, and help align funding.
- There should be an upfront capital investment for arts, culture and recreation in the Centre City as well as a continuous stable source of funding. Successful funding should have buy-in from key stakeholders as well as avenues for sharing funding ideas.
- There is a need for a shared digital location for all information relating to culture, events, recreation, and amenities. Improve way-finding in the Centre City by using technology and plain language. Effective marketing requires useful data collection to enable target marketing.
- Event locations in the Centre City are limited. There is a need for purpose-built event space and spaces that are event-ready. Keep processes simple and flexible to create ease for event organizers.
- Support small-scale street activations. Increase the number of street trees in the Centre City.

Rationale for goals and priority actions

During the culture and activity workshop on May 2, 2019 there were discussions regarding the viability of the proposed goals along with prioritization of related actions. The case for each goal along with its highest-priority actions are as follows:

Goal 1: Cultivate stakeholder collaboration and alignment in the Centre City.

The Centre City is the cultural heart of Calgary, containing a high concentration of arts, culture, and festival venues and spaces as well as many restaurants and bars. To ensure long-term sustainability and growth of arts, culture and activity in the Centre City, collaboration between stakeholders will help identify opportunities to leverage partnerships and investment. Collaboration between The City of Calgary and stakeholders will help connect significant areas to major projects, to leverage funding if possible.

Findings from workshops emphasized the need for a coordinated digital and content strategy to maximize benefits for the creative industries and cultural sector. This also includes the provision of digital information in one location for people to access. Additionally, the importance of providing better way-finding for venues was highlighted.

Through workshop feedback, there was also the recognition that the private sector is important for partnering and/or providing cultural, recreational and entertainment experiences to visitors and residents. The success of the Centre City is measured by vibrancy and activity. This aspect can only grow and thrive through collaboration and alignment between stakeholders.

Priority actions:

- The City, in collaboration with Calgary Arts Development, will actively support cultural institutions and festivals to ensure their long-term sustainability and growth within the Centre City.
- Meet with the National Music Centre, CED, CMLC, CADA, Music Mile representatives and other stakeholders (Stampede, New Central Library, etc.) to identify opportunities to leverage partnerships and investment, where possible and establish pilot projects where diverse skill set can be used to enable success.
- Research and implement mechanisms to support private/public collaboration, cooperation and shared commitment.
- Collaborate with recreation facilities to provide a full range of recreational services for those with limited incomes.
- Collaborate with post-secondary institutions to provide activities downtown.

Goal 2: Develop and implement incentives and tools to retain and enhance arts, culture, and recreation in the Centre City.

Cities that have vibrant arts, culture, and recreation will attract talent, foster innovation, and lead in economic growth. Investment in these areas by way of incentives and tools is an investment in the economy of the city.

Priority actions:

- Support Winter Festival Strategy
- Test, experiment, and pilot new ideas and concepts throughout the Centre City regularly.
- Develop a Centre City Arts and Culture Master Plan.
- Assist individual artists to secure affordable live/work space and shared work space for cultural organizations and creative industries.



- Identify roles and responsibilities between The City, CED, and CADA regarding a digital strategy, music strategy, and creative industry strategy.
- Increase funding for BUMP; events/festival funding; temporary/permanent street changes; "Make the CC Instagrammable".
- Research and map Centre city's 'cultural ecosystem' to better understand how cultural resources can be connected, leveraged and promoted.
- Develop marketing strategies to promote Calgary's cultural and heritage resources.
- Focused gap analysis on Centre City vs. vibrant downtowns elsewhere.
- Review the density bonus system for measures of success and challenges.
- 1-week pass for low-income people to attend cultural activities.

Goal 3: Attract, develop, and promote events of any size in the Centre City year-round.

The City of Calgary is rich in arts, culture and recreational opportunities for both visitors and residents. Millions of tourists visit Calgary every year and spend millions of dollars, which in turn results in greater economic spin-off impacts that benefit the City and residents. The ability for any city to host large events year-round contributes to the vitality of the sport and entertainment scene. Calgary hosts world-class events such as the Calgary Stampede, however there were over 1000 other events held in the Centre City, between 2012 and 2018. Recent announcements regarding the investment in the expansion of the BMO Centre and a new Event Centre in east Victoria Park will allow Calgary to host large events year-round. Hosting infrastructure is key to effectively host events of any size.

The City has committed to the development of a *Winter City Strategy* and a *Festival and Event Strategy* that will provide direction to grow and strengthen cultural opportunities and performance/gathering spaces in Centre City over the coming years. As the Centre City is a key destination for hosting festivals and events, it is important that there is alignment between strategies and the new document to replace the 2007 *Centre City Plan*.

Priority actions:

- Calgarians and visitors need to be better aware of the events, festivals, performances and experiences available to them, therefore, prepare a citizen engagement strategy and an event promotion and activation execution plan.
- Enhance hosting infrastructure.
- Prepare an emotionally compelling brand for the Centre City.
- Engage Calgarians with a strong year-round event calendar.

Goal 4: Foster a distinctive sense of place in the Centre City through a network of destinations and connections.

When considering sense of place in the Centre City, it's the way the area is perceived. How does the Centre City influence our sense of well-being? Does it reflect our history? How are we connected to nature? Is it affordable? Can we imagine ourselves living and working here? Generally, fostering a sense of place in Calgary's Centre City is improving the relationship between people and places in this area.

The concept of *The Power of 10+* was developed to facilitate place-making in cities. The theory is that "places thrive when users have a range of reasons to be there" (<https://www.pps.org/article/the-power-of-10>). Goal four is about creating a network of destinations or reasons for people to come to the Centre City and then providing interesting street experiences to connect people to these destinations.

Calgary's Destination Strategy, *Ultimate Hosts. Ultimate Host City*, lays the foundation for building a strong sense of place for residents and visitors. The *Destination Strategy* in alignment with *Calgary in*

the New Economy and the new document to replace the 2007 *Centre City Plan* will focus on fostering a distinctive sense of place. When there is a focus on creating strong sense of place in the Centre City, it will improve livability and support the attraction of new businesses and residents to the area.

Priority actions:

- Identify theme districts in the new Centre City Plan.
- Identify more streets to close to vehicles.
- Maintain and enhance the remaining historic character.
- Improve Stephen Avenue as both a connector and a destination.
- Rebrand and enhance +15 as a major Centre City public realm and winter-city tourist attraction.
- Revitalize/redesign/rebrand Eau Claire as a destination.
- Connect the Centre City to the mountains (by train or through physical design)
- Coordinate Walking Tours through civic partners CPL, Glenbow, City Archives, CHA.
- Improve wayfinding in the Centre City
- Have a banner program.

Goal 5: Activate spaces to attract a diverse population.

The activation of space is also about place-making or creating a sense of place where people want to be. The Centre City has many formal and informal spaces for people to spend time or just pass through on their way to somewhere else. The challenge is if the existing spaces in the Centre City are attractive for everyone to use. Gender-based analysis plus is “an analytical process used to assess how diverse groups of women, men and non-binary people may experience policies, programs and initiatives” (<https://cfc-swc.gc.ca/gba-acs/index-en.html>). The same concept can be applied to spaces. Are spaces usable for people with differing abilities, genders, backgrounds, etc.? If the desire is for Calgary’s Centre City to be a premiere destination, that means a destination for a lot of different people.

As in the previous goal, a sense of place refers to peoples’ perception of place. People experience places differently. When preparing policy or designing places, it is important to assess through different lenses.

Priority actions:

- Provide more public washrooms
- Increase the visibility of indigenous communities and heritage in the Centre City.
- Activate back alleys in the Centre City.
- Continue tactical urbanism in the Centre City.
- Upgrade Stephen Avenue so that it can be used as an outdoor event space.
- Activate Thompson's Family Park.
- Reduce the restrictions on what can be done in parks.
- Allow buildings in public places to house uses such as restaurants.
- Allow pilot projects.
- Animate vacant parking lots after 5pm.
- Fire pits on Stephen Avenue for winter events.

Appendix A: Inputs into the refreshed Plan

Strategic Foresight

Strategic Foresight is a scenario-based methodology that immerses participants in a study of the future by asking them to explore multiple plausible alternatives and identify the challenges and opportunities that may emerge within each.

Strategies and tactics

Increase funding for programming attractive to SMBs and their employees such as:

- Arts, culture, streetscapes, infrastructure etc.
- Beltline Urban Mural Project
- Events/festival funding
- Temporary/permanent street changes (patios etc.)
- “Make the CC Instagrammable”

Focused Gap Analysis on Calgary’s Centre City vs. vibrant Centre Cities elsewhere, namely:

- What are they doing to be successful?
- What are we missing?
- What types of SMBs are more able to integrate into the Centre City that work elsewhere?

Create a network of destinations and connections throughout the Centre City.

- Identify existing and future destinations and improve the connections between them.
- Improve Stephen Avenue as both a connector and a destination, especially west of 3 Street SW.
- Link to destinations outside the Centre City (Kensington, Mission, Inglewood etc.)
- Revitalize/redesign/rebrand Eau Claire as a destination.

Pivot Calgary’s brand to a unique, lifestyle focus tied to the mountains.

- Expand Calgary’s brand beyond traditional western imagery and the oil and gas industry.
- Identify strategic opportunities to use iconic infrastructure to reinforce Calgary’s lifestyle brand.
- Rethink Calgary’s iconic infrastructure from Saddles to Peace Bridge.
- Connect the Centre City to the mountains by rail.
- Create an iconic Calgary brand instead of a “generic, mid-size city brand”.
- Maintain and enhance the remaining historic character.
- Plan the Centre City as “Calgary’s living room”.

Increase the appeal of the Centre City to the broadest demographic possible

- Use infrastructure to support increased residential uses in the downtown core.
- Promote the benefits of the Centre City – unique, high-quality public spaces, dining opportunities, attractions, etc.
- Amplify choice across the Centre City in housing, recreation, leisure, transportation, etc.
- Consider families and seniors in infrastructure decisions.

Adapt infrastructure to changing preferences and community aspirations

- Create pedestrian-only spaces with programming opportunities.
- Close Stephen Avenue completely to traffic and extend it to the future Contemporary Calgary site.
- Allow early morning deliveries in pedestrianized spaces.

- Increase the amount of safe cycling connections between destinations.

Test, experiment and pilot.

- Test new ideas and concepts throughout the Centre City regularly.
- Create the space to test, fail and learn.
- Keep meticulous records and data to accurately understand implications of these initiatives.

Downtown Economic Summit

The Downtown Economic Summit was held on 2017 March 2 and was hosted jointly by The City, CED and CMLC with approximately 160 participants. Throughout the event, participants answered specific questions about Calgary's Centre City, including its current strengths and possibilities to help address vacant office space and job creation. Participants then put the possibilities into priorities and identified tactics to consider moving forward.

The following actions are outlined in Attachment 2 of Report C2017-0344:

- 12. Work with CED-Real Estate Sector Advisory Committee and The City to advance the Real Estate Sector Top Ten List including opportunities to repurpose or convert downtown office space to residential.
- 13. Collaborate with Tourism Calgary and other stakeholders to attract and leverage world class events and festivals.
- 15. Implement the Cultural Plan for Calgary.
- 16. Provide stable, predictable levels of support to the city's major festivals, cultural facilities and arts groups as cornerstones of cultural programming in the Centre City.
- 17. Explore and implement programming in Centre City that responds to the diverse interests and needs of the community, including for indigenous and ethno-cultural communities and for disadvantaged residents.
- 18. 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 providing access to City-owned buildings.
- 19. Increase the visibility of indigenous communities and heritage in the Centre City through public, art, place names and urban design.
- 20. Design parks, public spaces and streetscape spaces so there is appropriate infrastructure in place for turn-key festival and event use.
- 21. Explore the potential to bring smaller programs and events tied to major downtown festivals to neighbourhoods.
- 22. Work with festivals and entertainment groups to encourage Transit as a preferred method of access.
- 23. Promote and/or market festivals and events through Transit (e.g. musicians on board, Station activation, cross promotion utilizing various channels).
- 24. Promote Calgary as a film, television and digital media centre to best utilize and connect cultural resources and support local talent.
- 25. Support community partners to strengthen Calgary's creative industries and cultural sector through a multi-pronged business development strategy that includes creative industry hubs.
- 26. Continue to work with stakeholders to support investments in the Culture and Entertainment District.
- 27. Collaborate with CED and Calgary Arts Development Authority (CADA) to develop a coordinated digital and content strategy to maximize benefits for the creative industries and cultural sector. Digitize and distribute important tangible and intangible cultural artifacts as part of the strategy.



- 28. Meet with the National Music Centre, CED, CMLC, CADA, Music Mile representatives and other stakeholders to identify opportunities to leverage partnerships and investment, where possible.
- 29. Work with key stakeholders to develop strategies to promote Calgary's cultural and heritage resources to tourists and residents.
- 30. Explore opportunities to leverage the National Music Centre, Calgary Stampede, New Central Library and music assets in the Culture and Entertainment District.
- 32. Invest in 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.
- 39. Collaborate with the Calgary Convention Centre Authority, Calgary Stampede, and Tourism Calgary to promote and attract meetings, conferences and conventions and effectively meet Calgary's long-term needs.

External stakeholder and public engagement

The details of engagement for the Centre City Plan Refresh project can be found in the [What We Heard Report](#) online at Calgary.ca/centrecityplan.

Engagement was approached with the understanding that the *Centre City Plan* need not be re-written; rather it will be updated or, "refreshed", to reflect the current thinking within the Centre City. The targeted audience for this engagement was divided into three primary categories: Key stakeholders, Calgarians interested in the Centre City, and Internal stakeholders. The engagement approach intended to be respectful of the diversity of people living, working and spending time in the Centre City and a number of steps were taken as outlined in the above-mentioned Report.

The following input from the What We Heard Report relates to this topic.

- Values (200 references)
 - #1 - Parks, green spaces, and outdoor attractions (83)
 - #2 - Art, beauty, cleanliness, redevelopment & maintenance (64)
 - #4 - History, destinations, and character areas (26)
 - #5 - Community building and togetherness (22)
- Aspirations (126 references)
 - #2 - Parks, Green Spaces, and outdoor attractions (69)
 - #3 - Vibrancy and liveliness (50)
 - #5 - Art, beauty, cleanliness, redevelopment & maintenance (39)
 - #6 - History, destinations, and character areas (34)
- Concerns (233 references)
 - #3 - Art, beauty, cleanliness, redevelopment & maintenance (59)
 - #5 - Parks, green spaces, and outdoor attractions (24)
- Principle 4 - Support and enhance the Centre City as Calgary's centre of culture, information exchange and communication
 - Top themes:
 - **Recognize the value of art, culture, history, and distinct areas**
 - This theme received three times more comments than the next closest theme. Centre City should be The City's cultural hub.
 - Supporting culture and diversity creates a sense of belonging.
 - Recognizing history and distinct areas helps to establish culture.



- Art, including temporary art, and programming bring people together and support a “centre of culture”.
 - Indigenous reconciliation. Benefit to tourism and locals.
- **Enable events through infrastructure and other means**
 - Events should be for all people (e.g. families, kids, seniors etc.).
 - Investment is required in event spaces, and in programming.
 - Transit must make it easy for people to get to Centre City.
 - It should be easier or faster to plan and implement new programming.
- **Requires investment in communication**
 - Importance of having a good central source of event communication. Coordination of messaging with hotels, partners, etc. Improve Calgary’s brand.
- Principle 5 - Ensure the Centre City remains and grows in reputation as a location of choice for business
 - **Need more amenities and quality public realm**
 - Progressive investments and amenities to attract progressive businesses.
- Principle 7 - Create a lively, active and animated environment
 - **Environment needs to appeal and encourage variety of activity**
 - Celebrate/utilize history and focus on placemaking. Street-level buildings and amenities must be open to the public.
 - **Art and pop up/temporary activations**
 - Highlighting the importance of public art in creating vibrancy. Temporary activities and art installations also create excitement and vibrancy.
 - **Find ways to attract people to the downtown**
 - We need more things to attract people downtown. Music, culture and festivals are examples. Suburban Calgarians need a draw.
 - **Attract people of all ages and backgrounds to the Centre City**
 - Do things to bring people together, including family activities. Centre City shouldn’t just be tailored to night-life/bars.
 - It should be easier for citizens or groups to get permits and host events. The City is risk-averse and should allow more to happen. We need a supportive environment to bring liveliness and activity to the Centre City.

The full list of quick win ideas can be found in the [What We Heard Report](#) online at Calgary.ca/centrecityplan and are also included in this document in the Goals and Initiatives Overview.

Existing policy review: Centre City Plan (2007)

The following is a list of existing policies within the 2007 Centre City Plan. A review of these policies identified a need to keep their intent in the updated Plan. Policies as written below may be consolidated or rewritten as necessary.

Policies and actions to remain in the Centre City Plan

Arts & culture

- 8.4.1 The Centre City contains many of Calgary's major cultural institutions and festivals. The City, in collaboration with Calgary Arts Development, will actively support these institutions and festivals to ensure their long-term sustainability and growth within the Centre City.
- 8.4.2 The Centre City should become a place where new and alternative cultural groups and venues are developed and supported. The City, in collaboration with Calgary Arts Development, will be an active partner and enabler to nurture the growth of culture in the following ways: (1) Administrative and financial support; (3) Flexible and supportive land use and design policies and regulations; and (4) The use of City-owned lands and buildings, including heritage buildings.
- 8.4.3 The Olympic Plaza Cultural District (OPCD) is recognized as the City's flagship cultural area, housing many of the major cultural institutions including Arts Commons and its resident companies, The Glenbow Museum and Vertigo Theatre. The OPCD is also home to many of Calgary's most iconic and popular festivals and events and includes many eating and drinking establishments and retail stores. The City and its Partners will continue to work with these entities to nurture the growth of culture in the various neighbourhoods in Centre City.
- 8.4 Action#1 Develop a Centre City Arts and Culture Master Plan to include both facility and programming strategies.
- 8.4 Action#2 Review the density bonus system for measures of success and challenges. When reviewing the density bonus system, specifically include the provision of cultural amenities and facilities as a key objective.

Public art

- 8.6.1 Capitalizing on the opportunities afforded within the Centre City for strategic and thoughtful public art projects and initiatives that reflect the area's unique characteristics, neighbourhoods, history, urban and natural environment and the conversations of the day.
- 8.6.2 Creating a culture of excellence in regard to public art by encouraging collaboration and cooperation between The City and other stakeholders.
- 8.6.3 Supporting and adhering to the principles and processes outlined in the Public Art Policy, and the Public Art Plan in the implementation of diverse public art projects and initiatives throughout the Centre City.
- 8.6.4 Developing and enforcing criteria, standards and a review process for all privately-owned art to be sited on publicly accessible locations as a result of a bonus requirement
- 8.6.5. Developing and enforcing criteria, standards and a review process for all privately-owned art sited on private land in the Centre City.
- 8.6 Action #2 Develop a strategy to position the Public Art Program as an essential resource for private developers looking to create privately owned public art on publicly accessible/visible land.

- 8.6 Action #3 Research and implement mechanisms to support private/public collaboration, cooperation and shared commitment.
- 8.6 Action #4 Ensure successful implementation of the Public Art actions by allocating additional resources.
- 8.6 Action #5 Clarify responsibilities between Planning, Public Art Program staff and private developers to ensure standards, criteria and review processes for privately owned art are clear and implemented.

Redundant policies

The following is a list of existing policies and actions within the 2007 Centre City Plan. A review of these items identified that they are redundant. They may be in a Local Area Plan, Guideline or Strategy document and do not need to be kept in the updated Plan. Policies as written below should be deleted.

Arts & culture

- 8.4.2 The Centre City should become a place where new and alternative cultural groups and venues are developed and supported. The City, in collaboration with Calgary Arts Development, will be an active partner and enabler to nurture the growth of culture in the following ways: (2) Support the establishment of an organization to champion the brokering of partnerships and arrangements to connect cultural groups with facilities and spaces;
- 8.4.4 In addition to the OPCD, cultural facilities are encouraged to locate in all areas of the Centre City. This helps promote neighborhood diversity and pedestrian movement.

Public art

- 8.6 Action#1 Develop a Centre City Public Art Plan in collaboration with the Public Art Program that provides a long range, visionary approach to public art in the Centre City and contributes to a culture of excellence for all public improvement projects in the area.

Maps to be reviewed

The following maps exist in the 2007 Centre City Plan and will be reviewed and possibly eliminated.

- Concept 29: Public Art Strategy on page 153
- Map 2: Recreation Facilities on page 149
- Map 3: Heritage Sites (AS of June 2006) on page 155

Internal stakeholder review

Internal stakeholders reviewed the 2007 *Centre City Plan* and provided the following comments:

- Libraries should be identified as “Cultural Resources”
Need a special areas section: need to ensure policies identified remain as they are still relevant: Eau Claire, Olympic Plaza, Fort Calgary (content needs to be updated). Plus new ones on the horizon: Arts Commons (previously named EPCOR), CTCC, CPR (pp 72), Confluence.
 - Need clarification on what is meant by this.
- Where do we address partners contributions beyond recreation; 42 excerpts: 10. Identify public and private recreation facilities required to meet the needs of the residents of the Centre City by:
 - The City providing recreational services to the public with an emphasis on families, youth and low-income households;
 - Supporting and, where appropriate, collaborating with the Eau Claire YMCA, the YWCA and the Talisman Centre (Lindsay Park Sports Society) to provide a full range of recreation services to the residents and workers, including those with limited incomes; and
 - Recognizing the importance of the private sector in providing recreation services to a wide variety of residents and patrons, particularly the mid to higher income market. See also Recreation section for further details.
- Check with CED and CADA re: digital strategy, music strategy and creative industry strategy to see if they can contribute
- Research and map Centre City’s ‘cultural ecosystem’ to better understand how cultural resources can be connected, leveraged and promoted to increase sustainability and growth. Based on this map, identify key stakeholders and prepare a Centre City Arts and Culture Master Plan to include both facility and programming strategies.
- 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
- 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 identifies as well as addresses barriers and opportunities related to City processes and policies.
- 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
- Develop marketing strategies to promote Calgary’s cultural and heritage resources to both tourists and residents.
 - Need to ensure alignment between this section and goals of the Calgary Heritage Authority, which has a mandate of Public Awareness
 - Heritage preservation is also one of the Cultural Plan’s 5 strategic priorities
- Plan and deliver programs and activities that take place in the spaces between anchor cultural facilities.
- Need a section on the riverfront. Need to highlight the alignment with Harvey Passage and reinforce as a key focus area to contribute to vibrancy and Safety. Discuss with Parks and River Access Committee. Also, status of pathways.

Appendix B: Existing policy reviews

Cultural Plan for Calgary

In 2016, Calgary City Council approved the first *Cultural Plan for Calgary*. This Plan has “5 Strategic Priorities” (p. 32) that are as follows:

- Diversity of People: Maximize Calgary’s Diversity Advantage.
- Cultural Sector & Creative Industries: Grow Calgary’s Cultural Sector and Creative Industries.
- Neighbourhoods & Districts: Activate Culturally Vibrant Neighbourhoods and Districts.
- Centre City: Reinvigorate Centre City as the Cultural Heart of the City.
- Heritage: Conserve and Celebrate Calgary’s Built, Natural and Indigenous Heritage.

For each of the five strategic priorities within the *Cultural Plan for Calgary* there are recommended actions (p. 38-42). For the Centre City, the following actions are identified:

- A 4.1 Under Way: Establish and invest in the Olympic Plaza Cultural District as a flagship cultural and heritage area - Calgary’s ‘Living Room’. (CoC)
- A 4.2 Under Way: Support alternative cultural groups and venues in Centre City by providing administrative and financial support, by brokering access to facilities and spaces, by ensuring flexible and supportive land use and design policies, and by providing access to City-owned buildings (Centre City Plan).
- A 4.3 Explore and implement programming in Centre City that responds to the diverse interests and needs of the community, including for Indigenous and ethno-cultural communities and for disadvantaged residents. Ensure access to low-cost venues. (CoC)
- B 4.1 Increase investment in Calgary’s major cultural facilities and festivals to ensure long-term financial stability and the capacity to deliver programs in Centre City. (CoC)
- B 4.2 Increase coordination in programming among the major cultural institutions in the area. (Cultural Sector, CoC)
- B 4.3 Provide stable, predictable levels of support to the city’s major festivals as cornerstones of cultural programming in the Centre City. (CoC)
- B 4.4 Plan and deliver programs and activities that take place in the spaces between anchor cultural facilities. (Cultural Sector, CADA)

Recreation Master Plan 2010 to 2020

The *Recreation Master Plan* states that “Recreation’s vision of **An active, creative and vibrant Calgary** describes a city where all residents enjoy the many benefits of recreation, individually and in their communities.”

Community-Based Products and Services (p. 37-38)

- Sport and Tourism Development
 - The City of Calgary acknowledges the significant social and economic impact of sport to the community and to the quality of life of Calgarians.
- Festivals and Events
 - The City of Calgary has a long history of hosting festivals and events (including sport, fine arts and performing arts) that showcase Calgary as a dynamic city.
- Arts and Cultural Development
 - Recreation supports the development of various arts and culture initiatives within Calgary and works with community and public sectors to address common goals around cultural diversity.

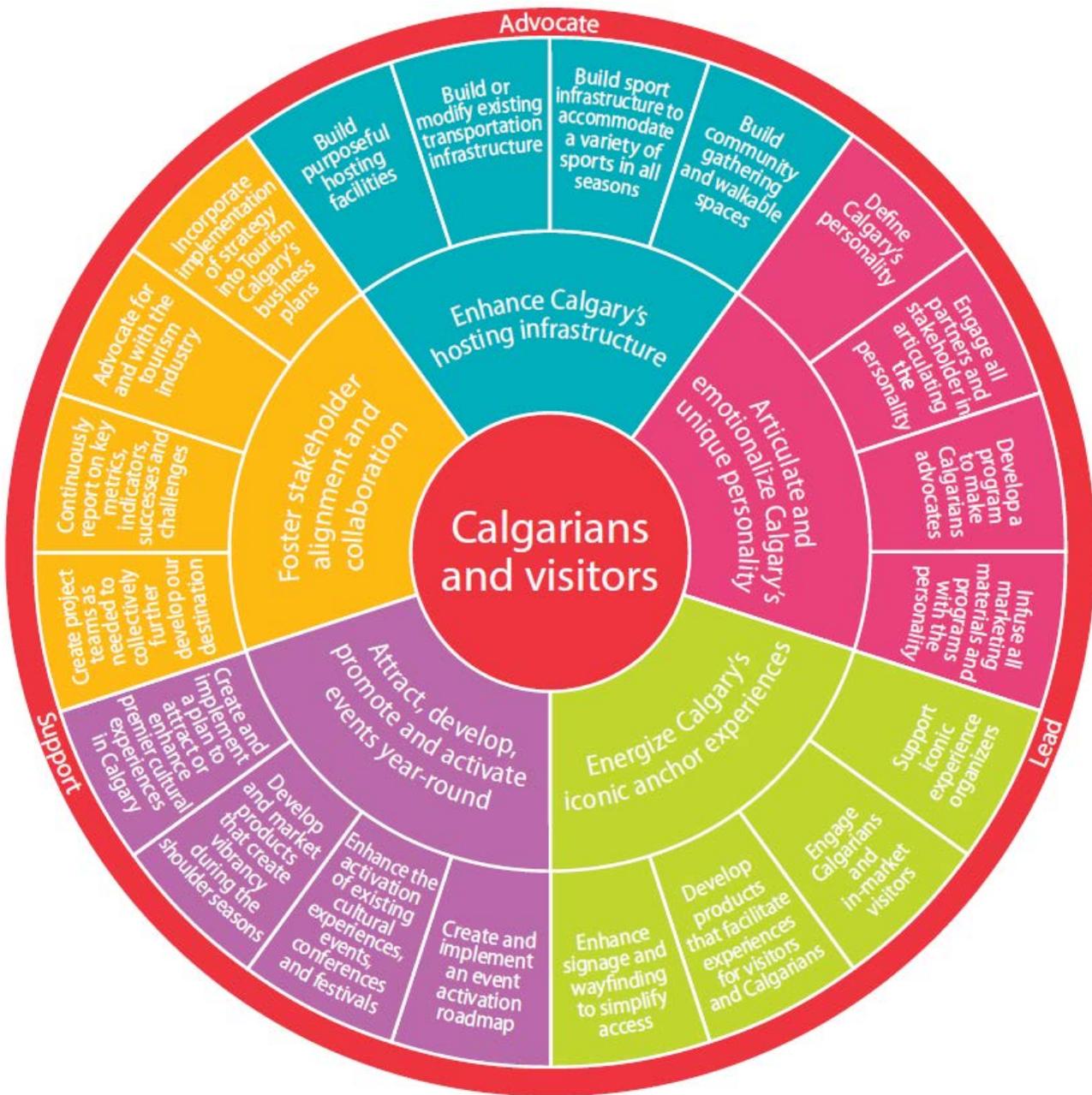
Calgary Destination Strategy

Tourism Calgary completed the [Destination Strategy](#) in 2018 as a “long-term initiative, to help our city and tourism industry focus on a collective vision, strategy and action plan to achieve short-, mid-, and long-term goals to drive a sustainable visitor economy.”

Key findings from the *Destination Strategy* are outlined below (p. 17).

1. Calgary has a deficit of hosting infrastructure
 - Calgary needs enhanced convention space in order to compete with other national and international cities able to accommodate and effectively host large groups
 - Because of the importance and breadth of sports in Calgary, there is a strong need for enhanced sport infrastructure including a multi-purpose fieldhouse
 - With revitalized performing arts infrastructure, more accessible space and a defined cultural district, Calgary’s cultural scene will continue to flourish
2. Calgarians and visitors need to be better aware of the events, festivals, performances and experiences available to them
 - A citizen engagement strategy is needed
 - An event promotion and activation execution plan is needed to support event producers
 - A strategy to attract, develop, enhance, promote and strengthen premier cultural experiences year-round is needed
3. Calgary needs an emotionally compelling personality
 - This critical work must incorporate stakeholders and Calgarians
 - Calgarians are our voice and our best advocates and need to be engaged to become advocates for their city
 - This work will support the city’s existing Be Part of the Energy brand
4. Tourism Calgary stakeholders want to work collaboratively to ensure the successful implementation of this strategy
 - Tourism Calgary has the permission of stakeholders to lead this work through action, support and advocacy efforts
 - The success of this strategy is dependent on collaboration amongst partners
5. Calgary has the potential to be the ultimate host city
 - With enhanced hosting infrastructure
 - With an emotionally compelling brand
 - When Calgarians are engaged
 - When stakeholders are working collaboratively
 - With effective support for event-rights holders
 - With a strong year-round event calendar

A Strategic Framework was developed and is outlined in the *Destination Strategy* as shown below (p. 18).



Sport for Life Policy

In 2018, Council approved the [Sport for Life Policy](#) which acknowledges the “City’s ongoing commitment to support, collaborate and work with Calgary’s vibrant Sport Sector and Partners to design and deliver appropriate sports programming for all Calgarians through all stages of their life.”

Policy to keep in mind for the Centre City:

5.2.4 The City will invest in the development and enhancement of Open Spaces:

- i. to support Unstructured Sport, but not to the detriment of Organized Sport.
- ii. with a focus on connected, convenient and obstruction-free access by way of cycling and walking.

5.2.5 The City will strive to reflect, challenge and transform how we think about and experience the diverse representations of sport as culture, where appropriate or as applicable in the development of public art plans.

5.5.1 The City will consider the following when prioritizing where and how to invest in delivering on its commitments to Calgarians:

- iii. communities experiencing the most pressing needs based on social, physical and economic indicators such as:
 - a. poor Social Conditions;
 - b. low Participation in Organized Sport and Unstructured Sport;
 - c. low concentration of publicly accessible facilities and Open Spaces; and
 - d. low concentration of Calgarians experiencing the health benefits of being physically active.

Building on our Momentum: Arts and Culture Infrastructure

Calgary Arts Development is a Civic Partner with The City of Calgary as the sole shareholder. Their mandate is to “invest and allocate municipal funding for arts provided by the City of Calgary and leverage these funds to provide additional resources to the arts sector”. [Their] programs support hundreds of arts organizations, individual artists, artist collectives, and ad hoc groups in Calgary” (www.calgaryartsdevelopment.com).

In 2016 The City of Calgary provided Calgary Arts Development with funding to update the 2007 spaces report. *Building on our Momentum: Arts and Culture Infrastructure* is a document that supports the needs and preferences of Calgarians to access suitable arts and culture infrastructure over the next 10 years.

The following information is taken from *Building on our Momentum: Arts and Culture Infrastructure*:

- *Calgary has seen a 39 per cent growth in the number of performing arts spaces and 44 per cent growth in the number of visual arts spaces over the past 10 years.*

Th[e] report outlines four recommendations for arts and culture infrastructure in our city, drawn from findings and supporting research contained within the report.

RECOMMENDATION I

Ensure arts and culture infrastructure reflects demographic changes and population growth

Outcomes

- *Indoor and outdoor infrastructure priorities meet the needs of our diverse community.*

RECOMMENDATION II

Infuse neighbourhoods throughout the city with creativity through accessible and vibrant spaces

Outcomes

- *Calgarians have suitable arts and culture space that meets their evolving needs in appropriate locations.*
- *Creative placemaking includes artists and arts and culture organizations to create vibrant neighbourhoods.*

RECOMMENDATION III

Protect and sustain our current arts and culture infrastructure

Outcomes

- *Owners/operators of arts and culture infrastructure have sustainable funds to cover operating and maintenance expenses.*
- *The use of existing arts and culture infrastructure is financially accessible for Calgarians.*
- *Arts and culture infrastructure achieves its fullest and best use.*

RECOMMENDATION IV

Continue to invest in the creation of new arts and culture infrastructure, building on what we've learned over the past 10 years

Outcomes

- *Government, philanthropic organizations and the private sector continue to invest jointly in needed arts and culture infrastructure in Calgary.*
- *Organizations leading capital projects have adequate resources to determine project viability at an early stage of project planning.*
- *Municipal funds earmarked for arts and culture infrastructure go toward projects that will fill an identified gap in Calgary's arts and culture infrastructure, such as infrastructure that supports Indigenous culture, major outdoor events, incubator spaces including all-ages / youth space, live-work spaces and multi-tenant hubs.*
- *It may also include infrastructure in underserved areas within the city including East Calgary.*
- *Increase awareness in and the ability of bylaw and other municipal mechanisms to encourage the development of cultural space.*

Living a Creative Life

Add content (after workshop addition)

<https://calgaryartsdevelopment.com/living-a-creative-life/what-is-living-a-creative-life/>

City Centre Arts District:

- A wide variety of arts experiences are embedded in the Centre City, creating a dynamic, central arts hub for the city.
- **Driver:** Prioritize the creation and upkeep of purpose-built arts spaces within the Centre City
- **Driver:** Ease the process of creating arts experiences in alternative Centre City spaces.
- Success Indicator: Quantity and usage of Centre City arts spaces

Appendix C: Best practice research

Other Cities

City	Strategy	Calgary Context
Winnipeg	TIF created to support district including arena and convention centre. 3-year \$20M downtown residential grant program.	Residential grant program could be considered. TIF model already in place for Rivers District but may also be useful in other locations provided there is provincial support.
Edmonton	Urban Economy Division within econ dev org has created a program to match businesses to vacant spaces. Offers short-term rentals to give businesses a chance to test the water before committing to downtown.	This is an excellent strategy we should pursue with Calgary Economic Development. Centre City Plan should focus on attracting residents and improving public realm to help these businesses succeed.
Quebec City	Created urban village centre St. Roch Quarter based around the arts – incubator, apprenticeships with university, grants, tax credits and financing available to first time owners to encourage artists to live and work in the district.	Local analogue would be Music Mile in the East Village – does CMLC have a plan to house musicians and artists other than by providing performance space? Possible alternate “art” core in DT West close to art gallery? Feel of area can be augmented with new rules on digital art & lighting.
Philadelphia	Iterative place-making using modest, removable interventions. Hack/tinker/analyze/design iteration – “perfect is the enemy of done” uses data to objectively determine project success.	Calgary citizens and landowners are used to big projects rather than small improvements – successes will need to be widely broadcasted. Has potential.

Indoor Recreation Ideas

Ideas from California and Monterey’s Cannery Row

<http://arts4mc.org/>

1. Dog accessible indoor areas
2. Indoor play spaces
3. AC maker/studio/gallery spaces.

Burning Man

How to Make our Future Cities More Like Black Rock City

<https://journal.burningman.org/2019/02/burning-man-arts/global-art/night-of-ideas-sf-how-to-make-our-future-cities-more-like-black-rock-city/>

Note to the reader: “[Black Rock City](#)” is the colloquial name for site in which the annual [Burning Man](#) gathering is held.

Social space, Green space and Expressive Surface Area

...It's extremely important that in our rush to meet housing demands and tax revenue goals we don't displace art, culture and entertainment venues. In fact, its imperative cities take measures to EMBED art spaces, maker spaces, hacker spaces, and community centers...

Two examples of how cities can do that are Art Pads (a permanent location for art that changes every year or so), and [Parklets](#) (temporary parks, often placed in former parking spots). Both these flexible spaces have been prototyped by Burners in San Francisco and cities around the world, and they can add more social and expressive space and interactions to permanent cities. [Dogpatch Arts Plaza](#) in San Francisco is the most recent location to incorporate a Temporary Art Pad.

Burning Man also helped establish the first Temporary Art Pads in San Francisco over a decade ago, one next to the Ferry Building on The Embarcadero and the other at Patricia's Green in Hayes Valley. Net result: more art, often by artists from the area, and social interactions centered on creativity. In the case of the Dogpatch Arts Plaza, we also included social space and green space — combining the best of parklets and Temporary Art Pads.

New Measurements of Success

Cities can also look at their infrastructure as an expressive delivery device — like the signs, lamplight spires and public transportation systems (i.e., mutant vehicles and art bikes) in BRC. Projects like the [Bay Lights Project](#) have shown the world that bridges and other urban infrastructure in cities can also be expressive delivery devices.

These are three practical and tangible examples of how to increase social, expressive and green “surface area” in cities. However, they are still pretty cosmetic. I think of them as the minimum that cities could do.

To make cities more like BRC, city administrators and developers also need to adopt different measures of success... We need more humanist values of success, and we have to make a place for the joyful, the fun, the strange and unexpected in cities of the future. We have to hold permanent space for the ephemeral and unexpected! This isn't just about urban planning. It's about making a place for imagination to thrive in cities of the future.

Summary of Best Practices for Permanent Cities

- *Encourage collaboration and bottom-up, community-driven solutions.*
- *Make social space, expressive surface area and green space a priority — and prototype like crazy to increase more of it!*
- *Make artists, hackers and makers your top priority! Help them own property to embed culture throughout cities vs. pushing them out in concentric rings.*
- *Zone to preserve and create entertainment and amplified sound zones.*
- *Create permanent spaces for the ephemeral and experimental to unfold.*
 - *Burning man encourages more humanist values of success, and making a place for the joyful, the fun, the strange and unexpected in cities of the future. Cities must hold permanent space for the ephemeral and unexpected! This isn't just about urban planning. It's about making a place for imagination to thrive in cities of the future.*
- *Establish new measures of success and value in urban planning*
 - *To make cities more like “Black Rock City” (the name of the temporary city in which Burning Man annually takes place within), city administrators and developers also need to adopt different measures of success: measures that perhaps look and feel a lot more in tune with our community’s 10 guiding principles and a little less focused on units, tax base and profitability of urban development projects alone.*

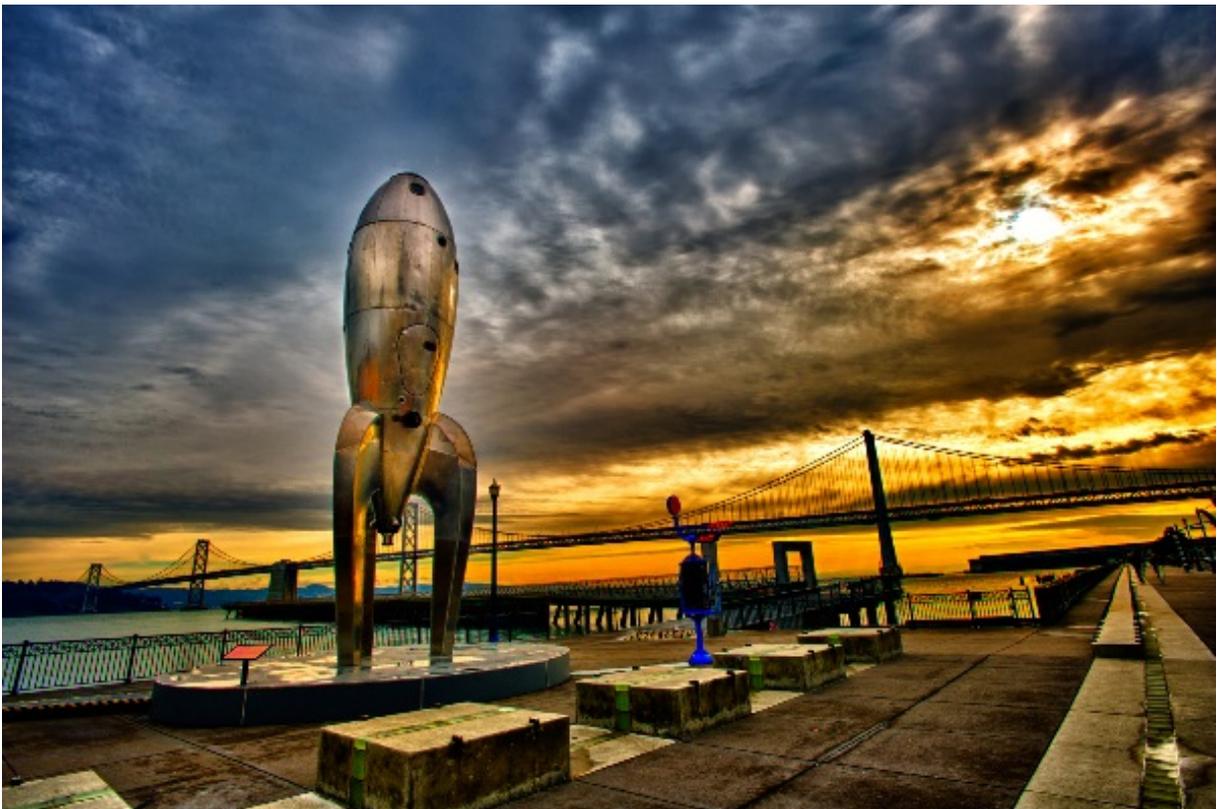


Figure 1 [Raygun Gothic Rocket Ship](#), San Francisco “Embarcadero” waterfront

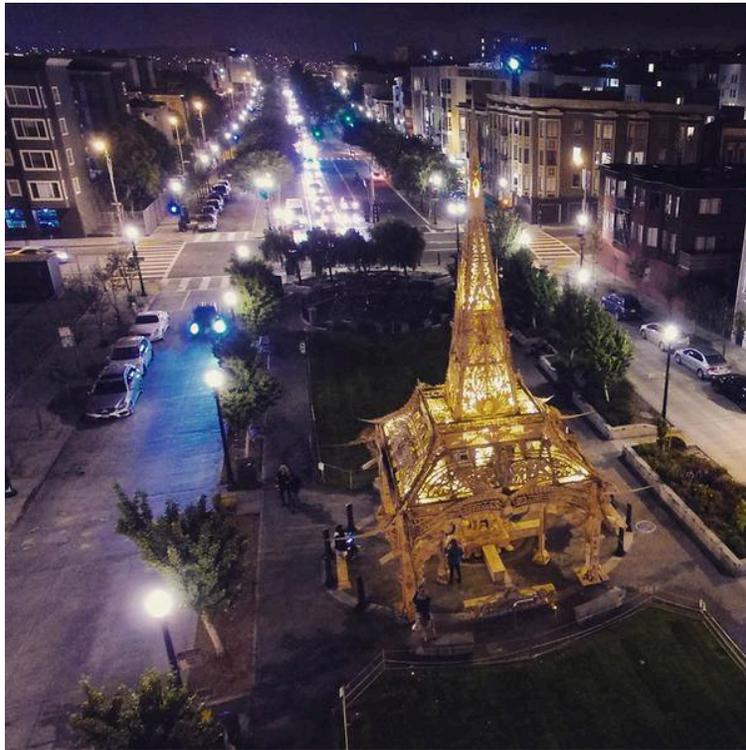


Figure 2 *"Temple" at Patricia's Green, San Francisco*



Figure 3 *Parkcycle by REBAR, made its debut on Park(ing) Day 2007 in San Francisco.*

It's important to note that the Raygun Gothic Rocketship was at Beakerhead in Calgary 2013 September 18.

<http://www.raygungothicrocket.com/blog/2013/09/18/the-raygun-gothic-rocketship-at-beakerhead/>



Pub Opera

<https://www.theglobeandmail.com/arts/theatre-and-performance/opera-without-ornament-brings-this-most-secret-of-pleasures-to-astonished-newcomers/article37512997/>

“Toronto pub packs 'em in once a month for performances of the classics by professionals and students, but with just a piano and singers.”

<https://youtu.be/Lhzyuqb2spQ>

Examples from 100 Resilient Cities Network

The following information came from Jason Cameron, Resilience Strategist at the City of Calgary.

- **New Orleans:** the City of New Orleans partnered with the non-profit organization Evacuteer to use public art to raise communities' awareness of evacuation routes (and their risk to flooding) in vulnerable neighborhoods. Known as Evacuspots, 14-foot-tall stainless steel sculptures serve as meeting and pickup points during mandatory evacuations and exist as awareness-building public art (learn more at p. 77 of their [resilience strategy](#)). [@Ryan Mast](#).



- **Melbourne:** Featured in the city's resilience strategy, 'Refuge' will be a research-action event where artists and disaster management professionals work with local, regional and international communities to devise responses to a natural disaster scenario. The project, to be led by artists, will involve configuring Arts House and North Melbourne Town Hall as a place of community refuge, as a rehearsal in preparedness and building community networks and connections (see p. 103 of their [resilience strategy](#)). [@Toby Kent](#)
- **Surat:** in an effort to build social cohesion through greater community awareness, the city plans to establish a center for cultural resources, visual arts, and community resilience (Initiative 6.2.1), street plays on various resilience issues in the city (Initiative 6.2.2), develop video and audio documentaries on Surat-specific heritage locations (Initiative 6.2.4) and design heritage walks/heritage trails (Initiative 6.2.5) (see pp. 73-73 of their [resilience strategy](#)). [@Kamlesh Yagnik](#)
- **Bristol:** under the "People" pillar, the city will leverage art to build social cohesion and strengthen community networks. For example, it plans to identify an appropriate neighborhood, local partners, and funders, to work with the company Mescaldis to deliver a "Migrant Dialogues" initiative - an art-led approach to build a dialogue about immigration, diversity, and neighborliness (see action 2 in their [resilience strategy](#)). [@Sarah Toy](#)
- **Atlanta:** under "Vision 01: Preserve and Celebrate Who We Are", the city sets the goal of building Atlanta's arts and culture sector to become one of the fastest growing industries by 2025. Initiatives include creating a comprehensive cultural plan for the city (Action 1.3.1), promoting workforce development in the arts and humanities sectors (Action 1.3.2), and launching a creative rescue and reuse program to promote economic development in the arts and the humanities (Action 1.3.3) (see p. 42-43 of their [resilience strategy](#)). [@Stephanie Stuckey](#) [@Cicely Garrett](#)
- **Bangkok:** under the "Driving a Strong and Competitive Economy" strategic area, the city aims to leverage local communities' cultural heritage and craft skills to develop Bangkok's cultural character and create new business opportunities. Initiatives include training opportunities for small and medium sized tourism-related enterprises and local communities with guidelines, practical tools and processes for promoting and preserving cultural heritage (see action 8.1.1 on p. 108 of their [resilience strategy](#)). [@Tantikom Supachai](#)
- **NYC:** "Create NYC - A cultural plan for all New Yorkers" which ties directly to New York Cities ONE NYC, the cities resilience strategy. The plan takes an equity lens on Arts and Culture in NYC You can download the NYC Cultural plan here: <http://createnyc.org/en/home/>
- **EU:** The Cultural and Creative Cities Monitor measure how European countries perform on a range of measures describing the 'Cultural Vibrancy', the 'Creative Economy' and the 'Enabling Environment' of a city. <https://composite-indicators.jrc.ec.europa.eu/cultural-creative-cities-monitor/> The Cultural and Creative Cities Monitor is designed to help national, regional and municipal policy makers identify local strengths and opportunities and benchmark their cities against similar urban centres using both quantitative and qualitative data. The Cultural and Creative Cities Monitor is thus an instrument to promote mutual exchange and learning between cities. For researchers, the pool of comparable data is expected to generate new questions and insights into the role of culture and creativity in cities' social and economic wellbeing.

The Power of 10+

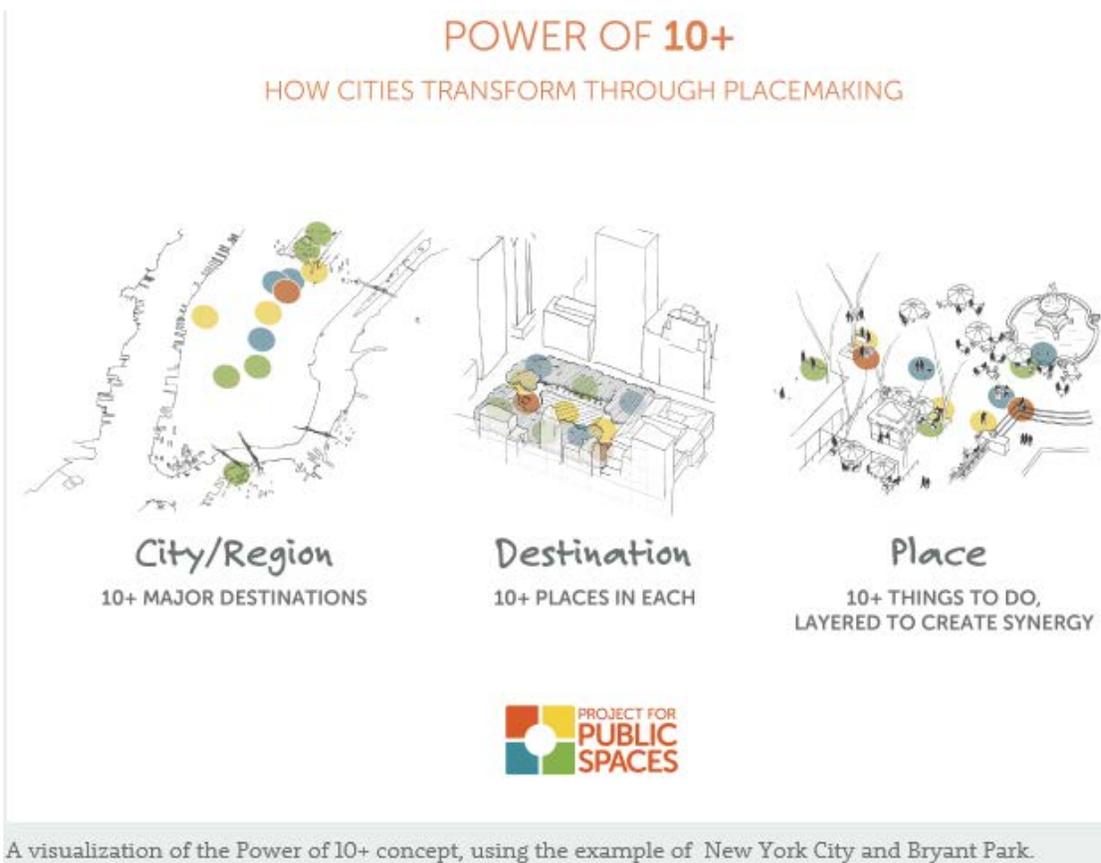
<https://www.pps.org/article/the-power-of-10>

The Power of 10+

The Power of 10+ is a concept PPS developed to evaluate and facilitate Placemaking at multiple city scales. It is a powerful tool for generating constructive conversations to identify targeted Placemaking efforts. Cities succeed or fail at the human scale - the place scale - and this scale is often overlooked. The Power of 10+ shows how paying attention to the human experience when building a city's destinations and districts can have immediate and widespread impacts.

The idea behind this concept is that places thrive when users have a range of reasons (10+) to be there. These might include a place to sit, playgrounds to enjoy, art to touch, music to hear, food to eat, history to experience, and people to meet. Ideally, some of these activities will be unique to that particular place, reflecting the culture and history of the surrounding community. Local residents who use this space most regularly will be the best source of ideas for which uses will work best.

Further, when cities contain at least 10 of these destinations or districts, their public perception begins to shift amongst both locals and tourists, and urban centers can become better equipped for generating resilience and innovation.





Melbourne, Australia. The layering of activities generated by the Power of 10+ model ensures that no single type of use or user dominates the space.

We have found that whenever we introduce this idea to a community, citizens quickly become more motivated to turn their places around. The Power of 10+ offers an easy framework that encourages residents and stakeholders to revitalize urban life, and it shows big things can be accomplished by starting at the smallest scale. The concept also gives people incremental and tangible goals, and it helps them to visualize, and collectively work towards, a truly great end result.

It is the role of Placemakers to encourage everyone to think about what's special in their communities. How many quality places are located nearby, and how are they connected? Are there places that should be recognized but aren't? Answering these questions can help residents and stakeholders determine where they need to focus their energies, both individually and collectively.

Appendix D: Goals and initiatives overview

Goal 1

Goal #1	Cultivate stakeholder collaboration and alignment in the Centre City
Source	Initiative
CCP 8.4.1	The Centre City contains many of Calgary's major cultural institutions and festivals. The City, in collaboration with Calgary Arts Development, will actively support these institutions and festivals to ensure their long-term sustainability and growth within the Centre City.
Downtown Economic Summit 28	Meet with the National Music Centre, CED, CMLC, CADA, Music Mile representatives and other stakeholders (Stampede, New Central Library, etc.) to identify opportunities to leverage partnerships and investment, where possible.
CCP 8.4.3	The Olympic Plaza Cultural District (OPCD) is recognized as the City's flagship cultural area, housing many of the major cultural institutions including Arts Commons and its resident companies, The Glenbow Museum and Vertigo Theatre. The OPCD is also home to many of Calgary's most iconic and popular festivals and events and includes many eating and drinking establishments and retail stores. The City and its Partners will continue to work with these entities to nurture the growth of culture in the various neighbourhoods in Centre City.
CCP 8.4.4	The City will work with the Olympic Plaza Cultural District (OPCD) to implement changes to the area which will reinvigorate the area, reflecting the Olympic Plaza Cultural District Engagement and Design Report, economic strategies related to place and the need to connect the area to major projects, including the East Village, Green Line and the Rivers District Entertainment District.
CCP 8.6.2	Creating a culture of excellence in regard to public art by encouraging collaboration and cooperation between The City and other stakeholders.
Downtown Economic Summit 27	Collaborate with CED and Calgary Arts Development Authority (CADA) to develop a coordinated digital and content strategy to maximize benefits for the creative industries and cultural sector. Digitize and distribute important tangible and intangible cultural artifacts as part of the strategy.
Internal Review	Support and, where appropriate, collaborate with Eau Claire YMCA, YWCA, and Talisman Centre (Lindsay Park Sports Society) to provide a full range of recreation services to residents and workers, including those with limited incomes.
Downtown Economic Summit 12	Work with CED-Real Estate Sector Advisory Committee and The City to advance the Real Estate Sector Top Ten List including opportunities to repurpose or convert downtown office space to residential.
Internal Review	Recognize the importance of the private sector in providing recreation services to a wide variety of residents and patrons, particularly the mid-to-higher income market.
CCP 8.6 Action 3	Research and implement mechanisms to support private/public collaboration, cooperation and shared commitment.
CCP 8.4.2	The Centre City should become a place where new and alternative cultural groups and venues are developed and supported. The City, in collaboration with Calgary Arts Development, will be an active partner and enabler to nurture the growth of culture in the following ways: (1) Administrative and financial support; (2) Support the establishment of an organization to champion the brokering of partnerships and arrangements to connect cultural groups with facilities and spaces; (3) Flexible and supportive land use and design policies and regulations; and (4) The use of City-owned lands and buildings, including heritage buildings.
Cultural Plan	Increase coordination in programming among the major cultural institutions in the area.

Calgary Destination Strategy	<p>Tourism Calgary stakeholders want to work collaboratively to ensure the successful implementation of this strategy</p> <ul style="list-style-type: none"> • Tourism Calgary has the permission of stakeholders to lead this work through action, support and advocacy efforts • The success of this strategy is dependent on collaboration amongst partners
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Goal 2

Goal #2	Develop and implement incentives and tools to retain and enhance arts, culture, and recreation in the Centre City.
Source	Initiative
CCP 8.4 Action 1	Develop a Centre City Arts and Culture Master Plan to include both facility and programming strategies.
Downtown Economic Summit 15	Implement the Cultural Plan for Calgary
Internal Review	Support Winter Festival Strategy
CCP 8.6.3	Supporting and adhering to the principles and processes outlined in the Public Art Policy, and the Public Art Plan in the implementation of diverse public art projects and initiatives throughout the Centre City.
CCP 8.6.4	Developing and enforcing criteria, standards and a review process for all privately-owned art to be sited on publicly accessible locations as a result of a bonus requirement.
CCP 8.6.5	Developing and enforcing criteria, standards and a review process for all privately-owned art sited on private land in the Centre City.
CCP 8.6 Action 2	Develop a strategy to position the Public Art Program as an essential resource for private developers looking to create privately owned public art on publicly accessible/visible land.
Internal Review	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
Strategic Foresight	Focused gap analysis on Centre City vs. vibrant downtowns elsewhere, namely: what are they doing to be successful; what are we missing; what types of small & medium businesses are more able to integrate into the Centre City that work elsewhere?
CCP 8.4 Action 2	Review the density bonus system for measures of success and challenges. When reviewing the density bonus system, specifically include the provision of cultural amenities and facilities as a key objective.
CCP 8.6 Action 4	Ensure successful implementation of the Public Art actions by allocating additional resources.
CCP 8.6 Action 5	Clarify responsibilities between Planning, Public Art Program staff and private developers to ensure standards, criteria and review processes for privately owned art are clear and implemented.
Internal Review	Identify roles and responsibilities between The City, CED, and CADA regarding a digital strategy, music strategy, and creative industry strategy.
Downtown Economic Summit 25	Support community partners to strengthen Calgary's creative industries and cultural sector through a multi-pronged business development strategy that includes creative industry hubs.



Internal Review	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 identifies as well as addresses barriers and opportunities related to City processes and policies.
Internal Review	Research and map Centre eCity's 'cultural ecosystem' to better understand how cultural resources can be connected, leveraged and promoted to increase sustainability and growth. Based on this map, identify key stakeholders and prepare a Centre City Arts and Culture Master Plan to include both facility and programming strategies.
Strategic Foresight	Test, experiment, and pilot new ideas and concepts throughout the Centre City regularly - create the space to test, fail and learn.
Internal Review	Develop marketing strategies to promote Calgary's cultural and heritage resources to both tourists and residents. We need to ensure alignment between this section and goals of the Calgary Heritage Authority, which has a mandate of Public Awareness. Heritage preservation is also one of the Cultural Plan's 5 strategic priorities
Downtown Economic Summit 18 & Cultural Plan	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 providing access to City-owned buildings.
Downtown Economic Summit 26	Continue to work with stakeholders to support investments in the Culture and Entertainment District.
Internal Review	Can 1 per cent Public Art funding be used for public realm improvement projects such as underpasses, murals in alleyway, artful street furniture/bike racks, which are both functional and artful instead of pure public art projects?
Downtown Economic Summit 32	Invest in 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.
Strategic Foresight	Consider families and seniors in infrastructure decisions
Quick Wins	1-week pass for low-income people to attend cultural activities.
Strategic Foresight	Increase funding for BUMP; events/festival funding; temporary/permanent street changes; "Make the CC Instagrammable"
Cultural Plan	Increase investment in Calgary's major cultural facilities and festivals to ensure long-term financial stability and the capacity to deliver programs in Centre City.

Goal 3

Goal #3	Attract, develop, and promote events of any size in the Centre City year-round
Source	Initiative
Downtown Economic Summit 13	Collaborate with Tourism Calgary and other stakeholders to attract and leverage world-class events and festivals.
Downtown Economic Summit 21	Explore the potential to bring smaller programs and events tied to major downtown festivals to neighbourhoods
Downtown Economic Summit 20	Design parks, public spaces and streetscape spaces so there is appropriate infrastructure in place for turn-key festival and event use

Downtown Economic Summit 22	Work with festivals and entertainment groups to encourage Transit as a preferred method of access and avenue for promotion (e.g. musicians on board, station activation, cross promotion)
Downtown Economic Summit 16 & Cultural Plan	Provide stable, predictable levels of support to the city's major festivals, cultural facilities and arts groups as cornerstones of cultural programming in the Centre City
Downtown Economic Summit 39	Collaborate with the Calgary Convention Centre Authority, Calgary Stampede, and Tourism Calgary to promote and attract meetings, conferences and conventions and effectively meet Calgary's long-term needs.
Calgary Destination Strategy	Calgary has a deficit of hosting infrastructure: <ul style="list-style-type: none"> • Calgary needs enhanced convention space in order to compete with other national and international cities able to accommodate and effectively host large groups • Because of the importance and breadth of sports in Calgary, there is a strong need for enhanced sport infrastructure including a multi-purpose fieldhouse • With revitalized performing arts infrastructure, more accessible space and a defined cultural district, Calgary's cultural scene will continue to flourish
Calgary Destination Strategy	Calgary has the potential to be the ultimate host city <ul style="list-style-type: none"> • With enhanced hosting infrastructure • With an emotionally compelling brand • When Calgarians are engaged • When stakeholders are working collaboratively • With effective support for event-rights holders • With a strong year-round event calendar
Downtown Economic Summit 29	Work with key stakeholders to develop strategies to promote Calgary's cultural and heritage resources to tourists and residents.
Downtown Economic Summit 24	Promote Calgary as a film, television and digital media centre to best utilize and connect cultural resources and support local talent.
Calgary Destination Strategy	Calgarians and visitors need to be better aware of the events, festivals, performances and experiences available to them: <ul style="list-style-type: none"> • A citizen engagement strategy is needed • An event promotion and activation execution plan is needed to support event producers • A strategy to attract, develop, enhance, promote and strengthen premier cultural experiences year-round is needed

Goal 4

Goal #4	Foster a distinctive sense of place in the Centre City through a network of destinations and connections
Source	Initiative
Strategic Foresight	Identify existing and future destinations and improve the mobility connections between them
Strategic Foresight	Identify strategic opportunities to use iconic infrastructure to reinforce Calgary's lifestyle brand
Strategic Foresight	Link to destinations outside the Centre City (Kensington, Mission, Inglewood etc.)
Strategic Foresight	Plan the Centre City as "Calgary's living room"



Strategic Foresight	Improve Stephen Avenue as both a connector and a destination, especially west of 3 Street SW
Strategic Foresight	Close Stephen Avenue completely to traffic and extend it to the future Contemporary Calgary site
Quick Wins	Close down more streets to vehicles
Strategic Foresight	Create pedestrian-only spaces with programming opportunities
Strategic Foresight	Revitalize/redesign/rebrand Eau Claire as a destination.
Internal Review	Need a section on the riverfront. Need to highlight the alignment with Harvey Passage and reinforce as a key focus area to contribute to vibrancy and Safety. Discuss with Parks and River Access Committee. Also, status of pathways.
Strategic Foresight	Connect the Centre City to the mountains (by train or through physical design)
Internal Review	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.
Strategic Foresight	Promote the benefits of the Centre City - unique, high-quality public spaces, dining opportunities, attractions, etc.
Strategic Foresight	Maintain and enhance the remaining historic character
CCP 8.6.1	Capitalizing on the opportunities afforded within the Centre City for strategic and thoughtful public art projects and initiatives that reflect the area's unique characteristics, neighbourhoods, history, urban and natural environment and the conversations of the day.
Internal Review Cultural Plan	Plan and deliver programs and activities that take place in the spaces between anchor cultural facilities.
Internal Review	Design competitions for culturally significant projects such as a Chinese gate, an Indigenous plaza - if recommended by recent/upcoming ARPs.
Quick Wins	Expand the +15 and connect it to the arts - make it a place for visual artists and entrepreneurs to work together to showcase more art.
Internal Review	Rebrand and enhance +15 as a major Centre City public realm and winter-city tourist attraction with retail, spill-out museum spaces, cultural displays, educational programs, green/active rooftop spaces, etc.
Quick Wins	Coordinate Walking Tours through civic partners CPL, Glenbow, City Archives, CHA.
Quick Wins	Would like to see more murals around Calgary. Can we expand of the mural grant program
Quick Wins	We need more community gardens and other ways to create our own space, so people feel like they belong.
Cultural Plan	Establish and invest in the Olympic Plaza Cultural District as a flagship cultural and heritage area - Calgary's 'Living Room'.
Calgary Destination Strategy	<p>Calgary needs an emotionally compelling personality:</p> <ul style="list-style-type: none"> • This critical work must incorporate stakeholders and Calgarians • Calgarians are our voice and our best advocates and need to be engaged to become advocates for their city • This work will support the city's existing Be Part of the Energy brand

Goal 5

Goal #5	Activate spaces to attract a diverse population
Source	Initiative
Quick Wins	Tomsons Family Park - needs activation. Gathering space for community.
Internal Review	Tactical urbanism - sPARKs
Quick Wins	More inviting outdoor restaurants in public places, like in Europe
Quick Wins	We need more indoor activities for children for the winter time. A great indoor playground.
Internal Review	Identify facilities required for The City to provide recreational services to the public with an emphasis on families, youth and low-income households.
Downtown Economic Summit 17 & Cultural Plan	Explore and implement programming in Centre City that responds to the diverse interests and needs of the community, including for indigenous and ethno-cultural communities and for disadvantaged residents. Ensure access to low-cost venues.
Strategic Foresight	Amplify choice across the Centre City in housing, recreation, leisure, transportation, etc.
Quick Wins	Need more washrooms open to the public at no charge
Quick Wins	Limited public drinking in spaces like large public parks, or Stephen Avenue would be nice.
Downtown Economic Summit 19	Increase the visibility of indigenous communities and heritage in the Centre City through public, art, place names and urban design

Appendix E: Questions

During review of all the inputs, several questions arose that need to be considered prior to finalizing the draft Plan. These questions are parked in this section.

1. Given the number of major and smaller projects proposed in Centre City related to arts, culture and entertainment, how can we tell a cohesive story of arts and cultural life in Centre City?
2. Given the previously-listed outcomes, what can we initiate and test? What resources are needed?
3. How can we better promote arts and culture offerings in Centre City for visitors and residents?
4. How do we consistently collaborate across A&C, Recreation, Urban Design, Calgary Arts Development, Calgary Economic Development, Arts Commons, and Tourism Calgary to understand and communicate the economic and social benefits that arts and culture provide in Centre City?
5. How do we identify and implement supportive elements that would connect existing A&C assets and programs (Arts Commons, Olympic Plaza, National Music Centre etc.?)
6. How can the Centre City Plan best support a festival and event strategy in Centre City?
7. What are the levers available to the City and other stakeholders to sustain and strengthen the range of cultural spaces and places in Centre City (from outside performance spaces to clusters of restaurants to clubs and busking stations)?
8. How can we increase the diversity of expression and representation in arts and culture in Centre City?
9. How can we best integrate the voice of artists and culture-makers in plans and decisions in Centre City?
10. How can wayfinding be improved?
11. How can we increase promotion and awareness of arts and culture opportunities?