



City of St. Albert

Cultural Master Plan: Cultivating Community

January 2012

City of
St. Albert
Cultural Services

Foreword

This is the first Cultural Master Plan developed for the City of St. Albert. This plan will serve as a long term guiding document to further cultivate arts and culture in our community. The Cultural Master Plan is intended to guide the development of programs, service delivery, and facilities for the next 10 - 15 years.

The Development of the Cultural Master Plan involved significant research in the form of a comprehensive telephone survey/needs assessment of the community, focus groups and/or one-on-one interviews with key stakeholder groups throughout the community, interviews with Members of Council, as well as an on-line survey open to the general public. Comparisons were conducted with similar communities throughout the country to ensure appropriate perspective and reasonability.

Following the research phase a summary of the data was compiled in the form of a Technical Appendix. This data was then further synthesized into a report entitled *State of Culture for the City of St. Albert*. It should be noted that the data included in the *State of Culture* is primarily limited to services and programs offered by the City.

The scope and funding did not allow for a full comprehensive inventory of both public and private services offered throughout the St. Albert community. The report does however provide an excellent base and perspective of services offered through the City. The development of the plan has been based upon a combination of elements, the data collected through the research process, consultation with the community, comparison with other similar communities, as well as a review of the trends and industry best practices.

The Cultural Services Department is very excited with the opportunities the Cultural Master Plan presents to the St. Albert community to further cultivate arts and culture in St. Albert; to develop St. Albert as a centre to nurture and generate artists and a creative culture; and to promote St. Albert as the botanical arts city.

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Akemi Matsubuchi



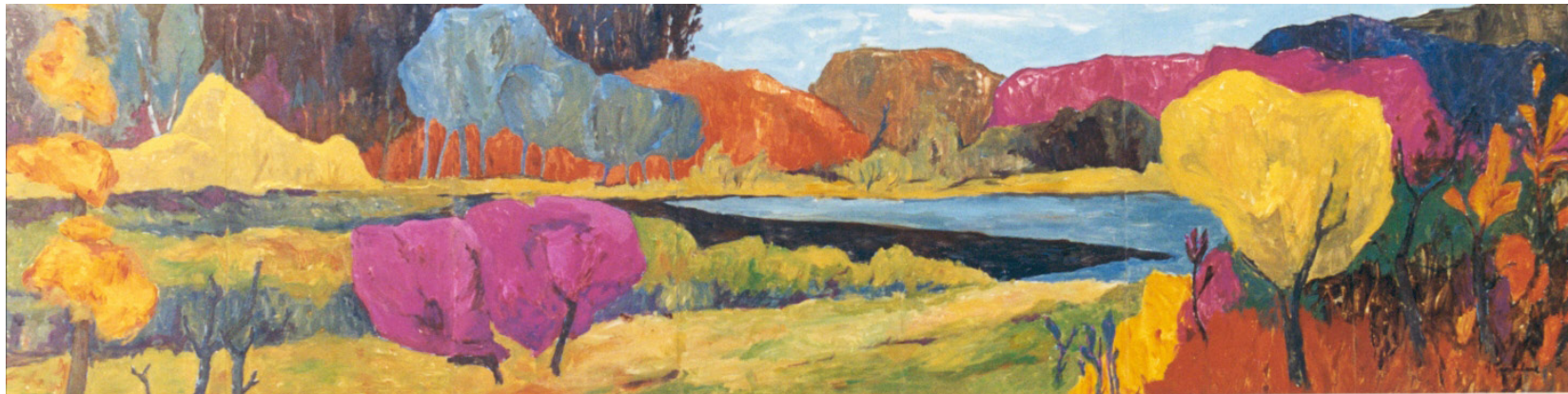
Akemi Matsubuchi



Snail Bench, Karen Ho Fatt

!" [Culture]...grows organically from its surroundings, and a sizable number of the creators and patrons of the culture live close by. This is what makes it "indigenous ." People...come with a sense that they are entering a cultural community, not just attending an event. !"

- Richard Florida, Rise of the Creative Class



Colour Fields II, Angela Grootelaar

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Definition of Culture

What is the meaning of culture to St. Albertans now and in the future?

Culture is the shared identity of the community of St. Albert - multi-dimensional and ever-changing. It is the creative expression of individuals and how they perceive the world – their beliefs, customs, values, traditions, and aspirations.

Culture includes cultural expression through the arts, connection to the community through heritage, creative learning and the stories and experiences that make up a vibrant community. It is expressed by every St. Albertan everyday.

Cultural Plan Vision Statement

The following vision statement guides the priorities for the Cultural Master Plan:

St. Albert will reflect a shared commitment for cultural enrichment through dynamic events, vibrant heritage sites and resources, practice and interpretation, and sustained leadership in the creation, delivery, and expression of culture.

St. Albert's cultural sector strengthens community pride and identity, enhances quality of life, bolsters economic development, and advances citywide collaborations.

1. Introduction



The Cultural Master Plan for the City of St. Albert launches a ten-to-fifteen year process to ensure the sustainability and vitality of the city's cultural offerings. It builds on the progress achieved by the City in its designation of St. Albert as the Botanical Arts City.

This plan is the culmination of extensive community consultation, policy and initiative research, analysis of existing cultural assets, and visioning among St. Albert's broad community.

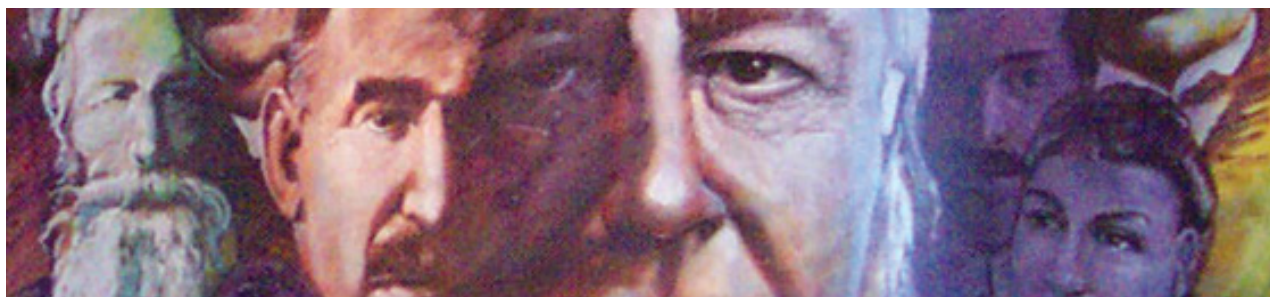
The Cultural Master Plan was commissioned in tandem with a Recreational Master Plan. An efficient planning process and coordination between the two processes resulted. The cultural master planning process was led by the Recreation and Culture Master Plans Steering Committee and the Cultural Master Plan Working Committee. Together, they were comprised of City staff, members of City Council, members of the Community Services Advisory Board and the community-at-large.

1. Hume, Gord. Cultural Planning for Creative Communities. Municipal World. 2009.

Lord Cultural Resources spearheaded the Cultural Master Plan. RC Strategies was the lead for the joint project.

The Cultural Master Plan was commissioned to address distinct objectives specific to the city's cultural sector, including all art forms and heritage. These three objectives are:

- **To increase the impact of existing cultural assets** through increased accessibility, effective delivery of services, preservation of local heritage resources, examination of public and private support, and improved visibility;
- **To realize the potential for broad civic impact** through contributions to the overall well being of the community, cultural tourism, and coordination between stakeholders and the community-at-large; and
- **To ensure the needs and aspirations of the community into the future are met** through a variety of cultural activities, opportunities, and facilities, growth of citizen participation, partnership development, and value for all future generations.



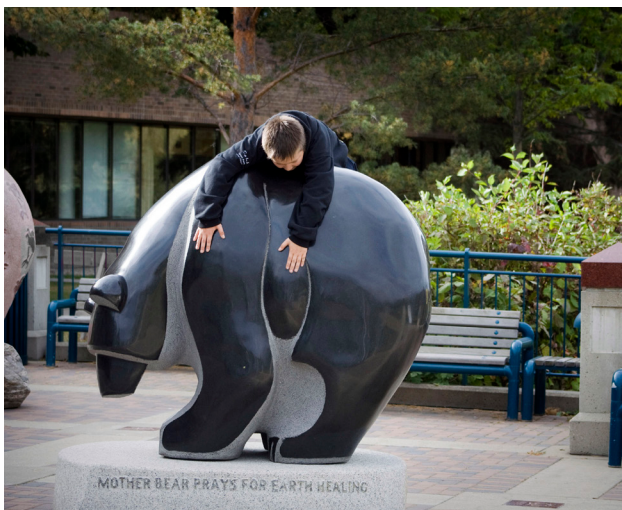
Lewis Lavoie, Musée Héritage Museum

Why Cultural Planning?

To harness culture as an engine for St. Albert's broad based initiatives requires vision and action. This is an essential element of St. Albert's Cultural Master Plan. As Gord Hume has written, a cultural plan "should offer hope and ideas and opportunities."¹ At the center of a cultural plan is a set of guiding principles that addresses **cultural participation, arts sustainability, content and audience diversity, cultural heritage, issues of authenticity, and cultural identity**. A plan whose aim is to reflect the needs of its citizens can propel its city forward. With this Cultural Master Plan, the City can respond to the growth and evolution of its city, reflecting a distinct community at once proud of its origins and passionate about a shared future.

St. Albert's Cultural Master Plan strives to:

1. **Leverage St. Albert's network of attractions and venues.** Creative collaborations at thriving and emerging venues will both diversify and increase the audiences in the visual arts, performing arts,



Mother Bear Prays for Earth, Stewart Steinhauer

festivals, and community events. Additionally, integrated marketing, broader funding options, private/public partnerships, and shared service opportunities are just a few of the economic reasons for forming alliances across organizations and events.

2. **Nurture St. Albert's future cultural leaders, artists, volunteers, and audiences.** St. Albert's breadth of festivals, events, cultural organizations, and venues is testament to the city's role as breeding ground for emerging talent and community engagement at all levels. Dynamic as they are, St. Albert's cultural attractions must nevertheless plan for the next generation of cultural participants. Currently, St. Albert is competing with other cities to nurture and retain artists, a group that represents the life-blood of an authentic cultural community. While the city's arts leaders are at the top of their field, it is essential to involve emerging participants in the cultural sector, both as contributors and visionary leaders.

“ Imagine your favourite cities. When people visit Paris London, New York, Toronto, Moscow, Montreal, New Delhi, Tokyo, Edmonton or Calgary, they aren't coming for low taxes or roads without potholes. People visit the world's great cities for the depth and breadth of their arts and culture, their history, their storehouses of human knowledge - in other words they come to experience the soul of the city. ”

- Lois Hole

3. **Support culture as an engine for a creative economy, attracting and retaining young professionals.** Residents are St. Albert's greatest assets. The city projects a growth in the senior population over the next decade. A plan looking ten-to-fifteen years into the future must respond to present needs but also project the needs that will arise as the population evolves. Vibrant cultural offerings can attract and retain newcomers to St. Albert.
4. **Position culture as an integral part of St. Albert's overall municipal responsibilities.** Cultural plans rarely succeed when they stand alone, apart from the initiatives guiding other areas of the city. Cultural policy can have implications on economic impact; neighbourhood revitalization; efficient institutions; cohesive physical communities with thriving public spaces; quality of life and environmental sustainability. As St. Albert determines the qualities that will help it maintain its edge in a 21st Century economy, it takes a visionary cultural plan to make these connections and bring community collaborators into the process.



Molly Powers

“ Nurture the next generation of participants- leadership through culture- great idea- they are the future! ”

- Participant, Public Consultation Process

2. Executive Summary

What is a Cultural Plan?

Vision meets strategy in a cultural plan. A cultural plan translates the cultural needs and identity of a community into a tool for implementing recommendations. These recommendations address gaps in cultural service delivery; expand participation; broaden the impact of culture on the wider community; identify new opportunities for a city's future audience; stake out a city's identity through cultural expression; or, very likely, all of the above.

St. Albert's Cultural Master Plan is guided by a set of principles specific to the city's cultural sector, including all arts forms and heritage, as indicated by the City of St. Albert. These are to:

- Enhance a city where people want to live;
- Celebrate all forms of cultural pursuits;
- Cultivate the arts, culture, and heritage community;
- Foster entrepreneurship and innovative businesses;
- Collaborate and build partnerships; and
- Strengthen an authentic and shared identity.

Planning Priorities

The Cultural Master Plan focuses on six priorities in response to the city's principles and future vision. These are to:

- Celebrate Cultural Assets
- Increase & Deepen Cultural Participation
- Promote Cultural Tourism

- Establish Sustainable Funding
- Ensure Infrastructural Strength
- Optimize Cultural Services Delivery

Research and Public Engagement

Final recommendations are the result of a comprehensive ten-month process that engaged a broad constituency of community members, stakeholders, and cultural sector participants throughout the city to understand needs, opportunities, and potential initiatives.

One-on-one stakeholder interviews, on-site facility tours, a telephone survey, as well as focus groups with artists

“One of the things that continues to make St. Albert one of the area's most attractive and sought-after communities is the city's long-standing commitment to the arts, history, architecture and culture in the broadest sense.”

- "Smart Art in St. Albert", October 10, 2010, Edmonton Journal

and cultural participants in the performing and visual arts were conducted. The consultations targeted a diversity of people concerned with the future of the cultural sector in St. Albert, including:

- Visual and performing arts cultural organizations and practitioners;
- Artists, both established and emerging;

- Civic leaders;
- Business and non-profit community leaders;
- City staff; and
- Community members.

A detailed summary of the public input, including the public engagement process is included in a technical appendix, a compilation of the research resulting from the planning process.

Contents of the Cultural Master Plan

This document is a concise outline of the findings and recommendations for the vitality of St. Albert's cultural sector over the next ten-to-fifteen years. It is presented in an easily consumable format, and is intended to be used on a regular basis in the implementation of the Cultural Master Plan.



3. | Methodology

In June 2010, the City of St. Albert engaged Lord Cultural Resources to complete a Cultural Master Planning process. The Cultural Master Plan was commissioned in tandem with a Recreation Master Plan, spearheaded by RC Strategies, also the lead for the project. A Recreation and Culture Master Plans Steering Committee as well as a Cultural Master Plan Working Committee guided the process. These groups represented staff, members of City Council, members of the Community Services Advisory Board and members of the public.

St. Albert's Cultural Master Plan launches a ten-to-fifteen year process to ensure the sustainability and vitality of the city's cultural sector. A collaborative effort of the city's cultural service providers and community-at-large, the planning process examined the possibilities for and strengths of the city's cultural sector.

The City of St. Albert set out the following objectives for its Cultural Master Plan²:

- a) Ensure a variety of accessible cultural activities, cultural opportunities and cultural facilities that meet the needs and aspirations of the community into the future;
- b) Ensure transparent planning and coordinated communication processes between stakeholders and with the community;
- c) Recognize the contributions and capacities of existing

cultural producers and develop strategies to increase their impact;

d) Develop strategies to improve the visibility of artists, cultural workers and organizations in the community;

e) Review and ensure the continued arts education opportunities for all age groups;

f) Review and incorporate work completed for the preservation of local heritage resources and planning for future heritage preservation initiatives;

g) Review the support provided by all levels of government and the private sector for various artistic disciplines and forms of cultural expression;

h) Identify partnerships and increased opportunities for future development of partnerships within the cultural sector, including marketing initiatives and program delivery;

i) Increase the awareness and impact of cultural activity in contributing to the overall well being of the community;

j) Clearly understand what cultural activities have citizen participation and areas for growth (based upon hearing directly from citizens);

k) Identify opportunities and strategies for cultural tourism; and

l) Develop strategies to ensure cultural activities are effectively delivered and sustainable.

Master Planning Process

Broadly speaking, the planning process followed four streams of planning: thorough research and analysis; engagement with a broad constituency of community members, stakeholders, and cultural sector participants throughout the city; visioning; and communication. To ensure that a comprehensive understanding of needs, opportunities, and potential initiatives emerged, Lord Cultural Resources consultants developed, in tandem with the Steering Committee, the following methodology:

Research & Analysis

- **Asset Inventory & Mapping:** This process comprised an inventory of present facilities and services as well as the creation of a GIS-compatible map spatially representing St. Albert's cultural assets.



Heidi Alther

² City of St. Albert Request for Proposals, RFP10-0004, March 2010.

Steve Knight



- **Cultural Delivery in St. Albert:** This study examined the efforts of city-operated cultural services and facilities.
- **Cultural Trends:** This analysis reviewed current trends in cultural planning, both internationally and in Alberta, including space usage and cultural facilities; cultural users and participation; and cultural tourism.
- **Market Analysis:** Demographic analysis examined potential audiences for cultural venues and activities in order to assess the appropriate uses and potential for facilities.
- **Comparables Analysis:** Examination of relevant municipalities, selected for their reputations as cultural centres, provided a tool for assessing the relative strengths and weaknesses of the city's cultural assets and delivery models.
- **Environmental Scan:** This analysis ensured that cultural plan strategies would be aligned with existing municipal policies and plans.

In part, the research, analysis, and public consultation process examined the need for, and feasibility of, a new cultural facility. While discussion of infrastructural needs are included in this Master Plan, a detailed recommendation, including cost and specifications, are beyond the scope of this project.

Broad Public Engagement

- **Community-wide Telephone Survey:** St. Albert residents were surveyed to find out their perceptions, participation in, and needs for culture in their community.
- **Cultural Sector Survey:** A Survey addressed the needs of cultural organizations both now and into the future.
- **Focus Groups:** Focus Groups were held to concentrate analysis on artists, performing and visual arts groups.
- **One-on-One Stakeholder Interviews:** Interviews were held with civic leaders, leaders in the cultural sector, individual artists, volunteer boards, City staff, and other cultural services delivery providers.

Visioning

- **Defining Culture:** A process of discussion and brainstorming among Working Committee members resulted in a definition of culture for this Plan.
- **Visioning Session:** This high-level meeting included participation from the Working Committee as well as broad representation from the cultural sector, including artists, leaders in heritage, visual arts, and performing arts, and service delivery providers. The Session structured group work around six priorities and resulted in the development of tactics.
- **Analysis of Feasibility:** Working Committee members convened to examine the feasibility of strategies proposed at the visioning session. Effectiveness, level of investment, and qualities compatible with St. Albert's cultural vision were used as criteria.

3. Note: Foundational analysis is reviewed in previous documents submitted to the Steering and Working Committees.

Communication

- **Regular Steering and Working Committee Meetings:** Progress, draft review, and consultations resulted from regular meetings with both the Steering and Working Committees throughout the process.
- **State of Culture Report:** This document examines present needs and strengths of the community, stakeholders, and cultural service providers. Additionally, it serves as a basis for the priorities and strategies set out in this Plan.
- **Technical Appendix:** The Appendix outlines the primary research conducted on behalf of this planning process.³
- It comprises the supporting documents outlined in the Research & Analysis stream of the planning process.
- **Cultural Master Plan:** Findings, analysis, and final recommendations are included in this Master Plan. It is a living document to be used and consulted over the course of its ten-to-fifteen year life span.
- **Consultation with Public and City Council Presentation:** The final Master Plan will result from City Council adoption following presentation to and feedback from the public.



Cultural Services Staff: Akemi Matsubuchi

4. Defining St. Albert's Cultural Needs & Opportunities

“ It is only through education and art — through music, through books, through theatre — that we will find the wisdom to trade hate for compassion, to trade competition for cooperation. Education and the fine arts engage the human mind, forcing us to think in new ways, forcing us to use our most powerful tool for progress: our imagination. ”

-Lois Hole, October 2, 2003, upon accepting the Morehouse Gandhi-King-Ikeda Humanitarian Award

The recommendations of this Master Plan are based on analysis of existing cultural conditions as well as capacity for new initiatives. The recommendations satisfy **four primary areas of needs and opportunities**. The primary areas are detailed below. Following this description, the initiatives that address these needs are detailed in Section 5.

Cultural Participation

- Greater opportunity exists to market St. Albert's breadth of cultural services. Presently, potential cultural markets – including local and regional residents and tourists – likely have not been penetrated fully.
- While present cultural engagement is somewhat limited, the potential for participation is great.
- Both capital and operational improvements can lead to increased cultural participation.

- In line with national trends, the city's cultural volunteering is waning.

Space & Facilities

- Responsible planning, including maintenance and sustainable capital resources, can prevent a decline in St. Albert's high quality of cultural facilities, including its heritage sites.
- St. Albert's population is growing. Further, cultural participation needs are evolving. In response, the size, number, and uses of cultural facilities must be examined to maintain the same high level of quality of life.
- Greater collaboration based on overlapping service delivery and existing gaps can help to meet space demands.

Broad Civic Impact

Civic initiatives currently underway demonstrate a strong connection between culture, economic development, and the quality of life of residents. This is evident through:

- The importance placed on culture in downtown re-development initiatives such as the Downtown Area Redevelopment Plan (Bylaw 05/2010);
- Economic benefits to local business/city economy from cultural tourism;
- The importance of culture in attracting new residents/businesses to St. Albert;

- The appreciation for broad-scope arts education;
- Increased civic involvement and civic pride; and,
- A stronger shared community identity, increased civic discourse, and a greater cultural environment.

Organizational Sustainability

- Partnerships and collaboration are crucial to a sustainable cultural sector.
- To sustain the superior level of service delivery by the City's Cultural Services Department, a set of priorities and commensurate resources must guide future budget strategy.
- An area of growth exists in emerging non-profit organizations, which can and should be trained in board development, fundraising, event planning, and management to adequately fulfill their missions.



Gordon Yaremchuck

5. | Priorities & Recommendations

The Master Plan focuses on six priorities that respond to the cultural needs of St. Albert. These are:

- Celebrate Cultural Assets
- Increase & Deepen Cultural Participation
- Promote Cultural Tourism
- Establish Sustainable Funding
- Ensure Infrastructural Strength
- Optimize Cultural Services Delivery

For each priority, key elements are described including the purpose, stakeholders, and measures of success. Recommendations and potential strategies for implementation support each priority.

Priority: Celebrate Cultural Assets

The City of St. Albert produces leading cultural events; nurtures diverse and world-class artists; and presents culture in a variety of ways. Yet, research and consultation demonstrate a lack of awareness of these assets.

Purpose: Strategies that seek to celebrate cultural assets will:

- increase awareness of the city's abundant cultural resources; and
- clarify the definition and expressions of culture.

Assets include facilities, programs, artists, events, history, community values, diversity, and creative forms of expression.



Stakeholders: The City of St. Albert, other service delivery entities, individual cultural organizations, media outlets, and business community.

Measures of Success: Progress in achieving strategies under this priority can be **quantifiable** measured through:

- Number of visits to local cultural websites;
- Update and increased usage of social media forums;
- Number of attendees to cultural events and institutions; and
- Number of visitors living outside of St. Albert attending cultural events.

“Children’s Theatre” has done so much for me. It has given me more new friends than I can count, lots of confidence, and has taught me to sing, dance and act better than I possibly could have without the program. ”

Max – 14yrs old

RECOMMENDATION 1: BROADCAST A STRONG MESSAGE

Unify the public face of culture: What are the benefits? How to participate? Why culture? Residents and visitors alike shall have clear, simple, easy access to St. Albert’s cultural amenities.

POTENTIAL STRATEGIES:

- * St. Albert Culture website: central online calendar, news, social media, gallery
- * Widespread use of culture brand – in public spaces, on cultural websites, at cultural events
- * One-stop shop for tickets to cultural venues
- * Cultural Storefront: physical space downtown and/or virtual forum for information, events, ticket sales, gallery

RECOMMENDATION 2: SURPRISE AND DELIGHT

Integrate culture everywhere. Cultural activities shall have a daily impact on St. Albert residents by springing up in unexpected places.

POTENTIAL STRATEGIES:

- * Cultural activities programmed in non-cultural facilities (i.e., municipal buildings, supermarkets)
- * Local partnerships among schools and local cultural institutions
- * Adopt-an-Artist: private businesses provide space for musical performances, installations, dance
- * Dance Mobs: Coordinated mass dance-ins through social media tools where citizens congregate to perform a synchronized performance in public areas.

RECOMMENDATION 3: HIGHLIGHT ASSETS

Measure, celebrate, and support the benefits of culture on quality of life, economic development, education, and tourism.

POTENTIAL STRATEGIES:

- * Widespread publication and expansion of cultural map
- * Culture Uncovered: use of technology to expose the historic & cultural meaning of spatial features across St. Albert
- * St. Albert Stories: online or press-featured personal stories of artists, volunteers, youth, leaders of culture



Sitting on Flowering Stone (detail), Robin Krepakevich

RECOMMENDATION 4: INTEGRATE CULTURE INTO CITYWIDE EFFORTS

Fully optimize the cultural sector in broad civic pursuits. Realize the opportunities for interdepartmental collaboration and alignment with other departmental/city plans.

POTENTIAL STRATEGIES:

- * Founders' Walk integrated into school curriculum
- * Central Cultural Officer of Engagement & Awareness: dedicated coordinator of cultural integration across city departments, initiatives, private and public sector, not-for-profit organizations
- * Promoting downtown through use of public spaces
- * Seek opportunities to further integrate the Métis/Francophone heritage

Priority: Increase & Deepen Cultural Participation

Residents and visitors have the potential to participate in diverse cultural activities. Effective gateways for participation, including responding to present trends among families, youth, seniors, and young professionals, can expand existing options and introduce new methods for involvement.

Purpose: Strategies that increase cultural participation will:

- strengthen attendance at cultural events;
- nurture community members in community and professional cultural pursuits;
- educate and inspire the next generation of cultural participants; and
- retain emerging artists within the City of St. Albert.

Strategies that deepen cultural participation will:

- strengthen community-led cultural organizations;
- encourage volunteering;
- cultivate advocates, leaders, and catalysts of cultural initiatives in the community; and
- extend the reach of present cultural services.

Stakeholders: the City of St. Albert, individual cultural organizations, social service/youth/adult living organizations, community-at-large, and artist member organizations.

Measures of Success:

- Attendance at cultural events, classes, and institutions;
- Number of volunteers supporting cultural events & organizations;
- Number of members supporting cultural events & organizations;
- Number of school groups participating in heritage programs;
- Number of participating local and regional businesses as sponsors, partners, and supporters of cultural events and organizations;
- Total revenue from sale of culture-related products (such as art installations, custom jewellery, etc.);
- Economic impact assessment measuring per capita spending tied to cultural activities, among other measures;
- Social metrics (i.e., quality of life, community strength, etc.);
- Number of individual contributions to cultural organizations; and
- Number of new sponsors and funders of cultural efforts.

RECOMMENDATION 5: NURTURE NEXT GENERATION OF PARTICIPANTS

Invite involvement and appreciation of culture at every stage of the city's future development. As St. Albert grows and evolves, so shall the next generation of cultural participants.

POTENTIAL STRATEGIES:

- * Leadership Through Culture: Coordinated youth leadership (mentorship, board involvement, apprenticeships, etc.) across St. Albert's cultural institutions
- * All-Youth Conference: Wide-reaching annual event with a focus on youth leadership, culture, arts, enrichment, community-building
- * Marketing tools for niche markets: Targeting programs, marketing strategy, opportunities towards young families, high school students, young professionals, older adults

RECOMMENDATION 6: IMPROVE ARTIST ACCESS TO OPPORTUNITIES

Fully realize the potential of St. Albert's resources for artists and cultural organizations.

POTENTIAL STRATEGIES:

- * Centralized online marketplace of artist opportunities, meeting place for artists, artist directory
- * Coordinated opportunities for individual artists to perform, showcase art
- * Citywide showcase of established and emerging artists: Arts Fair, Annual Holiday CD, Anthology of Young Writers

RECOMMENDATION 7: STRENGTHEN CULTURAL COMMUNITY

Equip cultural organizations and individual artists with the skills for financial sustainability and effectiveness.

POTENTIAL STRATEGIES:

- * Business Acumen for the Emerging Artist: Workshops on grant-writing, accounting, marketing, "breaking-in", higher learning
- * Festival as Training Ground: Using successful productions as on-the-ground training for emerging groups to learn event planning, fundraising, volunteer recruitment, programming, etc.
- * Seed Grant and Training Program: Program to train eligible community organizations in governance, management, fundraising, programming as part of seed grant provisions

Priority: Promote Cultural Tourism

St. Albert possesses the tourism infrastructure and amenities, as well as the cultural assets, to launch a successful cultural tourism strategy. Visitors can be regional, national and international. They may extend their Capital Region visits in St. Albert, or they may focus mainly on St. Albert's cultural activities.

Purpose:

Promotion of cultural tourism will:

- identify present and potential cultural assets that have regional and national relevance; and
- plan and implement a strategy for cultural tourism. This would likely require collaboration, funding, marketing, branding, creation of itineraries, and adequate citywide amenities to accommodate out-of-town visitors.



Molly Powers



StarWoman (detail), Stewart Steinhauer,
photo Diane Gwilliam

Stakeholders: the City of St. Albert, Province of Alberta, Edmonton Capital Region Tourism Partnership, lodging and hospitality businesses and amenities, and individual cultural organizations.

Measures of Success:

- Number of St. Albert visitors attending cultural activities;
- Total proportion of St. Albert visitors attending cultural activities;
- Number of St. Albert visitors as a proportion of attendees of cultural events;
- Length of visit to St. Albert; and
- Hotel occupancy rates in St. Albert.

RECOMMENDATION 8: DEVELOP CULTURAL TOURIST STRATEGY

Develop St. Albert's cultural tourism to have maximum effect on existing and potential visitors through integration of infrastructure, amenities, citywide initiatives, and regional trends.

POTENTIAL STRATEGIES:

- * Specific strategy, marketing, messaging for cultural tourists
- * Identification and marketing of distinct cultural districts
- * Translation of cultural asset mapping into tourism tools
- * Deeper understanding of St. Albert's visitors: measurement & survey of current visitors

RECOMMENDATION 9: EXPAND OFFERINGS TO TOURISTS

Build on and enhance new and existing cultural events and amenities to draw new visitors to St. Albert and extend the experience of existing visitors.

POTENTIAL STRATEGIES:

- * Expansion of StArts Fest as tourist magnet
- * Implementation of St. Albert Heritage Tour: coordinated heritage sites, trails, and itineraries for half-day or full-day excursions
- * Arts University: Integration of existing cultural offerings to present a package of experiences for visitors to St. Albert
- * Creation of "shoulder season" events to extend the tourism season in St. Albert
- * Downtown visitor information centre

RECOMMENDATION 10: PROMOTE CULTURAL ASSETS

Make trip planning easy and cultural experiences accessible through effective communication and collaboration efforts.

POTENTIAL STRATEGIES:

- * Coordination with hospitality/transportation/amenities to create cultural tourism itineraries/packages
- * Prioritized cultural assets – marketing authentic, highest quality, memorable experiences
- * Coordination with conventions & conferences to integrate culture into business travel
- * Integration with Capital Region events and promotional campaigns
- * Feasibility study of regionwide heritage tourism
- * Viral Marketing Campaign: promotion through word-of-mouth marketing

Priority: Establish Sustainable Funding

External factors such as economic fluctuations and population growth project the need for sustainable funding of the cultural sector. Internal factors also focus attention on funding. These include: increased maintenance costs of cultural facilities, expanded mandates of existing organizations, nurturing emerging artists, and the introduction of new organizations.

Purpose:

Establishment of sustainable funding will:

- ensure that current levels of support remain stable;
- identify new sources of funding within and outside of the City of St. Albert; and
- identify methods of efficiencies within and among sources of cultural service delivery.

Stakeholders: the City of St. Albert, regional/national corporations, local private sector partners, community-at-large, individual cultural organizations, provincial government.

Measures of Success:

- Total contributed and government-funded income of cultural organizations coming from individuals, corporations, foundations, and government entities;
- Contributed income as proportion of total operating budget;
- Size and success (number of and percentage of pledges fulfilled) of cultural capital & operating campaigns;
- Number of new corporate sponsors of cultural organizations;
- Size of corporate sponsorships; and
- Number of memberships to cultural organizations and total income from membership.

RECOMMENDATION 11: EXPAND SELF-SUSTAINING FUNDING OPPORTUNITIES

Diversify sources of income among cultural organizations to enable for long-term planning and potential expansion/deepening of cultural use.

POTENTIAL STRATEGIES:

- * Facilitation of earned income opportunities for existing groups (i.e., through facility rental programs/promotion, merchandise development, incorporation of retail space, café, and social amenities)
- * Shared Contract Services: reduction of operating expenses for cultural institutions through discounted per-hour operational services (i.e., IT, accounting, marketing, grant-writing, design, web maintenance, etc.)

RECOMMENDATION 12: NURTURE EMERGING EFFORTS

Fill gaps in cultural service delivery, expand offerings, and identify new funding, markets, and resources through emerging efforts.

POTENTIAL STRATEGIES:

- * Flash Task Forces: establish focused efforts targeted towards a specific objective (i.e., single event, renovation, cultural “app”) with dedicated funding, resources, launch & end date
- * Expansion of Mission: existing community cultural organizations expand their missions to incorporate the initiatives of new efforts.
- * Start-Up Grants: incremental investment comes with training in and assurance of fiscal and organizational management.

RECOMMENDATION 13: PRIORITIZE EXISTING RESOURCES

Reach broad consensus for a set of priorities in cultural funding that is coordinated, informed, and inclusive of all cultural efforts in the community.

POTENTIAL STRATEGIES:

- * Citywide Cultural Metrics: creation and implementation of indices that equally measure all publicly-funded efforts to rate cultural participation, fiscal management, etc.
- * Community Cultural Advisors: priorities for funding, advocacy, on-going strategic planning informed by a diversity of community members across cultural disciplines, private/public sectors, and broad civic expertise.



Nicole Deibert

Priority: Ensure Infrastructural Strength

Demographic growth, increased and changing cultural participation, and sustained maintenance needs of aging facilities point to the need for ensuring infrastructural strength in St. Albert’s cultural sector.

Purpose:

Ensuring infrastructural strength will:

- address present supply and demand inequalities as well as need for maintenance of existing facilities; and
- responsibly anticipate projected cultural needs. These can be the result of population growth; cultural tourism growth; increased cultural participation; introduction of new cultural service providers; and/or continued growth of present cultural service providers.

Stakeholders: the City of St. Albert, Province of Alberta, Arts and Heritage Foundation, heritage preservation funders, individual cultural organizations, private sector developers, present and potential individual contributors, and present and potential corporate sponsors.

Measures of Success:

- Heritage sites are restored, maintained, and cared for on an on-going basis to a municipal standard;
- Current facilities meet the demands of future cultural participants – attracting new performances, increasing attendance, diversifying offerings; and
- St. Albert’s public art collection is maintained and cared for on an on-going basis

RECOMMENDATION 14: SECURE EXISTING ASSETS

Properly care for existing assets to be used, treasured, and appreciated for generations to come.

POTENTIAL STRATEGIES:

- * Allocated Heritage Maintenance Funds: funds for repair, restoration, preservation, protection of St. Albert’s heritage assets
- * Allocated Cultural Maintenance Funds: funds for maintenance of (non-heritage) cultural facilities, municipal public art collection, other assets

RECOMMENDATION 15: BUILD ON EXISTING ASSETS’ STRENGTHS

Use capital improvements to enable existing organizations to adequately fulfill their missions and provide cultural services more effectively.

POTENTIAL STRATEGIES:

- * Greater public access to Musée Heritage Museum: signage, entrances, and exhibitions focused
- * Communal storage facility to meet the needs of present cultural institutions
- * Communal preparation for framing, conservation, costume preparation, set design, and archives
- * Universal barrier-free accessibility for public facilities
- * Enhancement of Servus Place performance arena for compatibility with cultural performance usage

RECOMMENDATION 16: PLAN FOR FUTURE NEEDS

Meet the needs of St. Albert's future residents through facilities that respond to cultural participation trends, population growth, and sustained importance of culture in the city.

POTENTIAL STRATEGIES:

- * Collaboration with other elements such as Planning and Engineering to facilitate development of growth in the cultural sector.
- * Cultural capital facilities assessment including maintenance, renovation, and/or expansion of existing facilities and the feasibility of new facilities
- * Public Art Master Plan: a ten-year plan for acquisition, site selection, marketing, broad civic use, fundraising, maintenance
- * Patron-friendly lobby space in Arden Theatre
- * Emerging & Professional work/live spaces to sustain arts/cultural pursuits
- * Multipurpose performance venue to accommodate rehearsals and smaller performances
- * Expanded Musée Heritage Museum
- * Development of 21st Century library facility to meet existing and future demands
- * Expanded and barrier-free art gallery

- * clarify roles, responsibilities, and operating models of key cultural service providers;
- * identify opportunities for shared services and collaboration among cultural service providers;
- * prioritize objectives and funding needs among cultural service providers; and
- * identify city-wide measures of success for cultural service delivery.

Stakeholders: the City of St. Albert, individual cultural organizations, present cultural service providers, community-at-large.

Measures of Success:

- * Available supply of studio, class, and performance spaces, practice rooms, and storage meeting demand;
- * Metrics in cultural service delivery implemented citywide;
- * Proportion of total budget devoted to direct services to the community

RECOMMENDATION 17: INCREASE EFFICIENCY IN SERVICE DELIVERY

Address overlap and competition for limited funding, space, and users to realize optimal cultural service delivery.

POTENTIAL STRATEGIES:

- * Space Brokerage: Available space throughout St. Albert is matched with users on a per-use basis.
- * Clarified roles for service delivery in which overlaps, gaps, and efficiencies are targeted
- * Community development of cultural service delivery that address overall cultural needs of St. Albert
- * Coordination among existing organizations on program, practice, and class schedules

RECOMMENDATION 18: INTEGRATE CULTURE CITYWIDE

Align cultural initiatives with citywide departments' initiatives, existing statutory plans and other corporate planning documents.

POTENTIAL STRATEGIES:

- * Align cultural initiatives with existing downtown strategies and statutory plans for downtown redevelopment;
- * Collaborate with Planning & Development to identify opportunities to integrate culture in urban design and planning initiatives;
- * Collaborate with Planning & Development to identify opportunities to integrate cultural policy into regional planning;
- * Collaborate with other departments to identify opportunities to leverage cultural tourism in St. Albert; and,
- * Explore best practices for developing tax policies to enhance public art.

Priority: Optimize Cultural Service Delivery

The need for clarified roles as well as consolidated scheduling, funding, and priorities can hinder the effectiveness of St. Albert's overall cultural service delivery. The resources that the City's cultural sector receives should have optimal impact on users.

Purpose:

Optimizing cultural service delivery will:



Nicole Deibert

6. Cultural Planning Trends – Sample of Current Practice

Priority: Celebrate Cultural Assets



CULTURE UNCOVERED: MURMUR [HEAR YOU ARE]

Signs featuring green ears are located beside historical/cultural landmarks. Pedestrians call the phone number on the sign to hear a story about the site told by local residents. The service is attractive for visitors & residents, easy to set up, easy to use, and authentic to its environment. Murmur is a non-profit organization based in Toronto with projects across Canada and the world. <http://murmurtoronto.ca>

Priority: Increase & Deepen Cultural Participation



BUSINESS ACUMEN FOR THE EMERGING ARTIST: YES MONTREAL

Workshops and services train artists to start and/or grow their businesses. Legal and accounting clinics, business coaching, career counseling, business planning, and entrepreneurship training are offered to members of this Montreal-based non-profit service. www.yesmontreal.ca

Priority: Promote Cultural Tourism



VIRAL MARKETING CAMPAIGN: SHARE A LITTLE SUNSHINE

Residents create their own pitch to attract visitors to the State of Florida. The campaign uses YouTube uploads, collateral PR material, and web presence. Residents gain a deeper appreciation for their own culture while appealing to friends, family, and niche markets through “word-of-mouth” techniques. www.sharealittlesunshine.org

Priority: Establish Sustainable Funding



FLASH TASK FORCE: 1ST ACT SILICON VALLEY

A private/public partnership in San Jose, California, focused on downtown revitalization and cultural sustainability, the Task Force brings together philanthropists, businesses, and the local community to reach explicit goals in the lifespan of 5-10 years when the Task Force sunsets. A “sun-setting” organization ensures financial stability, results-oriented measures, and only temporary funding. www.1stact.org

Priority: Ensure Infrastructural Strength



CITY OF CALGARY PUBLIC ART STRATEGY

Through a comprehensive strategic public art plan, the City of Calgary has developed a dynamic program integrating public art and arts education into various city departments such as Utilities and Environmental Protection, Transportation, Community Services, and Protective Services. The plan examines how public art can increase quality of life, further city initiatives, and grow with the city. www.calgary.ca

Priority: Optimize Cultural Service Delivery



SPACE BROKERAGE: CREATIVE SPACE AGENCY

An innovative service in London, England that links owners of vacant property with creative professionals looking for space to work, exhibit, perform, or rehearse. A master database of available space is maintained and barter/contract agreements are negotiated for short-term leases of space. The results are greater optimization of available spaces and the creation of culture in unexpected places. <http://www.creativespaceagency.co.uk>

7. | Timeline

The successful implementation of this Plan's recommendations outlined in the following timeline is contingent upon participation of stakeholders citywide.

	START-UP SCHEDULE				ANNUAL RESOURCES
	Immed. - 2yrs	2yrs - 5yrs	5yrs - 10yrs	10yrs - 15yrs	\$= <\$50K \$\$= \$50K-\$100K \$\$\$= >\$100K
PRIORITY: CELEBRATE CULTURAL ASSETS					
RECOMMENDATION 1: BROADCAST A STRONG MESSAGE					
St.AlbertCulture website					\$
Widespread use of culture brand					\$\$
One-stop shop for tickets					\$
Cultural Storefront					\$\$
RECOMMENDATION 2: SURPRISE AND DELIGHT					
Culture programmed in non-cultural facilities					\$
Local partnerships					\$
Adopt-an-Artist					\$
Dance Mobs					\$
RECOMMENDATION 3: HIGHLIGHT ASSETS					
Cultural map publication & expansion					\$
Culture Uncovered					\$
St. Albert Stories					\$
RECOMMENDATION 4: INTEGRATE CULTURE INTO CITYWIDE EFFORTS					
Curriculum integration w/ Founders' Walk					\$
Central Cultural Officer of Engagement & Awareness					\$\$

	START-UP SCHEDULE				ANNUAL RESOURCES
	Immed. - 2yrs	2yrs - 5yrs	5yrs - 10yrs	10yrs - 15yrs	\$= <\$50K \$\$= \$50K-\$100K \$\$\$= >\$100K
PRIORITY: INCREASE & DEEPEN CULTURAL PARTICIPATION					
RECOMMENDATION 5: NURTURE NEXT GENERATION OF PARTICIPANTS					
Leadership Through Culture					\$
Annual All-Youth Conference					\$\$\$
Marketing tools for niche markets					\$\$
RECOMMENDATION 6: IMPROVE ARTIST ACCESS TO OPPORTUNITIES					
Centralized online artist marketplace					\$
Coordinated artist performance opportunities					\$
Citywide showcase of emerging artists					\$\$
RECOMMENDATION 7: STRENGTHEN CULTURAL COMMUNITY					
Business Acumen for the Emerging Artist					\$
Festival as Training Ground					\$
Seed Grant and Training Program					\$\$\$

	START-UP SCHEDULE				ANNUAL RESOURCES
	Immed. - 2yrs	2yrs - 5yrs	5yrs - 10yrs	10yrs - 15yrs	\$= <\$50K \$\$= \$50K-\$100K \$\$\$= >\$100K
PRIORITY: PROMOTE CULTURAL TOURISM					
RECOMMENDATION 8: DEVELOP CULTURAL TOURIST STRATEGY					
Cultural tourism strategy	■				\$
Distinct cultural districts			■	■	\$\$
Deeper understanding of St. Albert's visitors		■			\$
RECOMMENDATION 9: EXPAND OFFERINGS TO TOURISTS					
Expansion of StArts Fest		■	■		\$\$
St. Albert Heritage Tour			■	■	\$\$
Arts University		■	■		\$
Shoulder season events				■	\$\$\$
RECOMMENDATION 10: PROMOTE CULTURAL ASSETS					
Cultural tourism itineraries/packages		■	■		\$
Prioritized cultural assets	■				\$
Integration of culture into business travel		■	■		\$
Integration w/ Capital Region events and promotions		■			\$
Regionwide heritage tourism feasibility study			■		\$
Viral Marketing Campaign		■			\$

	START-UP SCHEDULE				ANNUAL RESOURCES
	Immed. - 2yrs	2yrs - 5yrs	5yrs - 10yrs	10yrs - 15yrs	\$= <\$50K \$\$= \$50K-\$100K \$\$\$= >\$100K
PRIORITY: ESTABLISH SUSTAINABLE FUNDING					
RECOMMENDATION 11: EXPAND SELF-SUSTAINING FUNDING OPPORTUNITIES					
Earned income opportunities for existing groups					\$\$
Shared Contract Services					\$\$
RECOMMENDATION 12: NURTURE EMERGING EFFORTS					
Flash Task Forces					\$\$
Expansion of Mission					\$\$\$
Start-Up Grants					\$\$\$
RECOMMENDATION 13: PRIORITIZE EXISTING RESOURCES					
Citywide Cultural Metrics					\$
Community Cultural Advisors					\$

	START-UP SCHEDULE				ANNUAL RESOURCES
	Immed. - 2yrs	2yrs - 5yrs	5yrs - 10yrs	10yrs - 15yrs	\$= <\$50K \$\$= \$50K-\$100K \$\$\$= >\$100K
PRIORITY: ENSURE INFRASTRUCTURAL STRENGTH					
RECOMMENDATION 14: SECURE EXISTING ASSETS					
Allocated Heritage Maintenance Funds	—	—	—	—	\$\$\$
Allocated Cultural Maintenance Funds	—	—	—	—	\$\$\$
RECOMMENDATION 15: BUILD ON EXISTING ASSETS' STRENGTHS					
Greater public access to Musée Heritage	—	—	—	—	\$\$\$
Communal storage facility	—	—	—		\$\$\$
Communal preparation space	—	—	—		\$\$\$
Universal accessibility		—	—	—	\$\$\$
Enhancement of Servus Place for culture		—	—	—	\$\$\$
RECOMMENDATION 16: ANTICIPATE FUTURE NEEDS					
Cultural capital facilities assessment	—				\$\$
Public Art Master Plan	—	—			\$
Patron-friendly lobby space in Arden Theatre		—	—	—	\$\$\$
Emerging & Professional work/live spaces		—	—	—	\$\$\$
Multipurpose performance venue		—	—	—	\$\$\$
Expanded Musée Heritage		—	—	—	\$\$\$
Development of 21st Century library facility		—	—	—	\$\$\$
Renovated and accessible art gallery		—	—	—	\$\$\$

	START-UP SCHEDULE				ANNUAL RESOURCES
	Immed. - 2yrs	2yrs - 5yrs	5yrs - 10yrs	10yrs - 15yrs	\$= <\$50K \$\$= \$50K-\$100K \$\$\$= >\$100K
Priority: Optimize Cultural Service Delivery					
Recommendation 17: Increase Efficiency in Service Delivery					
Space Brokerage		—	—		\$\$
Clarified roles for service delivery	—	—			\$
Community development of cultural service delivery	—	—	—		\$\$
Program coordination among existing organizations	—				\$
Recommendation 18: Integrate Culture Citywide					
Coordination w/ downtown development initiatives	—	—	—	—	\$
Urban design & planning integration	—	—	—	—	\$
Cultural policy in regional planning	—	—	—	—	\$

8. Acknowledgements

NAME	AFFILIATION
Community-at-Large	Community
Nancy Abrahamson	City of St. Albert
Heidi Alther	City of St. Albert
Peter Bailey	St. Albert Public Library
Gail Barrington-Moss	City of St. Albert
Karen Blanchet	St. Albert Painters Guild
Len Bracko	St. Albert City Council
James Burrows	St. Albert City Council
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Miles Constable	Visual Arts Studio Association
Mayor Nolan Crouse	City of St. Albert
Colleen Dec	St. Albert Community Band
Samantha DeChamplain	St. Albert Children's Theatre
Julia Dolman	Kamara Quartet
Michelle Eaton	SAPVAC
Sandra Fenton	International Children's Festival Society
Frances Gagnon	Art Gallery of St. Albert
Luc Guillemette	Gemport
Stanley Haroun	Adult Theatre Group
Chris Jardine	City of St. Albert
Kelly Jerrott	City of St. Albert
Gareth Jones	St. Albert City Council
Lewis Lavoie	Community Member

NAME	AFFILIATION
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Peter Moloney	StARTs Festival
Andy Michaelson	Poets Ink
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Alan Murdock	Arts & Heritage Foundation
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Ray Pinco	St. Albert Historical Society
Margaret Plain	Botanic Park
Former Mayor Richard Plain	Botanic Park
Paul Punyi	Theatre in Education
Paul Radchenko	Community Member
Ann Ramsden	Arts & Heritage Foundation
Maureen Rooney	Theatre in Education
Anna Royer	City of St. Albert
Marie Ryski	St. Albert Children's Theatre
Monique St. Louis	City of St. Albert
Maryan Threndyle	St. Albert Rotary Music Festival
Anthony Varga	Community Services Advisory Board
Pat Wagensveld	Visual Arts Studio Association
Carol Watamaniuk	St. Albert City Council
Nancy Watt	Community Member
Linda Willard	Pottery Guild
Samantha Williams	Community Member

NAME	AFFILIATION
Board Members	Friends of St. Albert Children's Theatre
Board Members	Friends of the Northern Alberta International Children's Festival
Committee Members	City of St. Albert Public Art Committee
Staff	Arden Theatre
Staff	Art Gallery of St. Albert
Staff	The Art of Dance
Staff	Arts & Heritage Foundation
Staff	Floral Art Society
Staff	Heart & Soul Singers
Staff	Juneau House
Staff	Musée Heritage Museum
Staff	St. Albert Ballet Academy, Inc.
Staff	St. Albert Chamber of Commerce
Staff	St. Albert Cultural Services Department
Staff	St. Albert Singers Guild
Staff	Society of Friends of the St. Albert Public Gardens
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Lord Cultural Resources is a global professional practice dedicated to creating cultural capital worldwide. We assist people, communities and organizations to realize and enhance cultural meaning and expression.

We distinguish ourselves through a comprehensive and integrated full-service offering built on a foundation of key competencies: visioning, planning and implementation.

We value and believe in cultural expression as essential for all people. We conduct ourselves with respect for collaboration, local adaptation and cultural diversity, embodying the highest standards of integrity, ethics and professional practice.

We help clients clarify their goals; we provide them with the tools to achieve those goals; and we leave a legacy as a result of training and collaboration.



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