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AMBITION:

A Hub For
Extraordinary
Creation and
Reputation



CONNECTIONS & EXCHANGES:

A 10-Year Plan
To Transform
Arts and Heritage
In Edmonton



A Hub For Extraordinary Creation and Reputation

Edmonton is a beacon for cultural expression; a place that invites and supports new models of working together; encourages boldness in the production of work; champions opportunities to challenge assumptions and the status quo; fosters a productive connectedness between practitioners; and lifts artists, practitioners and organizations to a level that best meets their abilities. It is an exciting ecology of creation, expression, reflection and disruption that is unique amongst cultural landscapes.

On the Cover: *Autumn in the Valley*.
Credit: Leanne Schnierer, artist

Grove of Light by Laura Haddad & Tom Drugan.
Credit: DCM Photography

STRUCTURE

Each book describes the structure of the plan:

- The name of the **ambition** and the vision it imagines for Edmonton in 10 years;
- Which of Council's Strategic Plan goals the **ambition** aligns with;
- The **aims** required to realize the **ambition**;
- The **actions** that drive the completion of each **aim**, as well as articulating the organization responsible for each specific **action**.

MEASUREMENT

Alongside the **actions** and under each **aim** is the way the Measurement, Evaluation and Learning (MEL) framework will be applied ("How We Will Measure Progress"). These sections will also indicate the chosen measurement indicators, the determined approach to measure that indicator, and the frequency of that measurement.

Overall, the MEL framework incorporated into this plan allows for modern cultural planning that is increasingly accountable and open to stakeholders, practitioners and community alike.

CONSIDERING INDIGENOUS CULTURAL INDEPENDENCE

As reflected in the treaty relationship acknowledgement in this report, the plan makes a commitment to the Indigenous people of this territory. Accordingly, in the course of developing and carrying out implementation plans, the Edmonton Arts Council (EAC), the Edmonton Heritage Council (EHC) and Arts Habitat Edmonton (ArtsHab) have committed to the following implementation principle throughout this 10-Year Plan:

Indigenous peoples have agency in their journeys of revitalizing and participating in traditional, contemporary and future manifestations of their culture.

Indigenous Peoples of this territory freely choose whether or not to participate in Edmonton's arts and heritage sectors and they determine how they will participate. This principle ensures that the EAC, EHC and ArtsHab deliver the plan in such a way that we never create barriers or interfere with the ongoing development of Indigenous cultural independence.

MOVING THE PLAN FORWARD

As we use the plan as the definitive direction to carry out our transformative change over the next decade, it is essential that it remains responsive to the real-time evolution of the city and adapt to the changing arts and heritage landscape. For the plan to succeed, the EAC, EHC and ArtsHab will continue to engage in ongoing conversations and consultations with the community and the arts and heritage sector throughout the lifetime of this plan.

Other Ambition Books

AMBITION BOOK	AIMS	ALIGNMENT WITH COUNCIL'S STRATEGIC PLAN
Book 2: Alive With Arts and Heritage	<p>Edmonton's neighbourhoods come alive with meaningful and relevant opportunities for participation and engagement.</p> <p>Edmontonians feel a sense of belonging and connectedness to peoples, places and stories.</p> <p>Arts and Heritage leaders are actively engaged in civic planning and implementation.</p> <p>Conditions are in place to remove barriers for all Edmontonians to participate in cultural experiences.</p>	Healthy City Urban Places
Book 4: A Thriving and Well-Funded Arts and Heritage Ecosystem	<p>Arts and heritage practitioners are economically resilient.</p> <p>New and existing arts and heritage organizational capacity enables innovation and builds resilience in the sector.</p>	Healthy City Regional Prosperity

Happy Wall installation by Thomas Dambo
at Sir Winston Churchill Square.
Credit: Jenna Turner



AIM

Dynamic exchanges of ideas and expertise occur between Edmonton's arts and heritage sector and the world.

HOW WE WILL DO THIS (ACTIONS BY RESPONSIBLE ORGANIZATION)

EDMONTON ARTS COUNCIL

- Work with City Administration to lead the development of arts networks with cities across the globe to foster artistic exchanges, collaborations and projects.¹
- Work with federal and provincial arts agencies to support Edmonton artists and arts organizations to develop new markets nationally and internationally.
- Work with City Administration to foster the study and enjoyment of the public art collection through its conservation, documentation and connection to a diverse range of publics.
- Partner with public agencies and private sector organizations to host conferences, symposia and industry events.

EDMONTON HERITAGE COUNCIL

- Work with City Administration to champion heritage experiences in public spaces and to promote the City's leading practices.
- Create opportunities for heritage practitioners to explore ideas around emerging local and global practice.
- Partner with public agencies, private citizens and private sector organizations to celebrate and raise the profile of Edmonton's historic urban landscapes and sites of conscience.

MEASUREMENT INDICATORS FOR THIS AIM (HOW WE WILL MEASURE PROGRESS)

NUMBER OF NETWORKS WITH INTERNATIONAL/INTERPROVINCIAL REACH AND MEMBERSHIP:

APPROACH: Tracking by funded organizations
FREQUENCY: Initial established baseline and every 2 years

NUMBER OF LOCAL SECTOR PRACTITIONERS ENGAGING IN TOURING, RESIDENCIES, OR OTHER INTERNATIONAL IDEA-SHARING ACTIVITIES OUTSIDE EDMONTON:

APPROACH: Tracking by funded organizations and initiatives
FREQUENCY: Initial established baseline and every 2 years

NUMBER OF SECTOR PRACTITIONERS VISITING EDMONTON TO SHARE IDEAS:

APPROACH: Tracking by funded organizations and initiatives
FREQUENCY: Initial established baseline and every 2 years

INTERNATIONAL AND INTER-PROVINCIAL TRADE OF ARTS, HERITAGE, AND CULTURAL PRODUCTS FOR ALBERTA, BY DOMAIN:

APPROACH: Reference *Statistics Canada* Table International and inter-provincial trade of culture and sport products, by domain and sub-domain, provinces and territories (x 1,000,000)
FREQUENCY: Established baseline and every 2 years

INTERNATIONAL REPUTATION OF EDMONTON'S ARTS, HERITAGE, AND CULTURAL SECTORS:

APPROACH:

- Media scan: Qualitative (thematic analysis); Quantitative (number of mentions)
- Survey of foreign sector practitioners
- Survey of visitors from abroad

FREQUENCY: At year 5 and year 10

NUMBER OF CULTURAL ACTIVITIES, PRACTITIONERS OR EXPERIENCES RECOGNIZED LOCALLY AND OUTSIDE OF EDMONTON:

APPROACH: Scan of media, online resources and community publications
FREQUENCY: Established baseline and at year 5 and year 10

PUBLIC AWARENESS OF BUILT HERITAGE, HISTORICALLY AND CULTURALLY SIGNIFICANT PLACES AND THE VALUE OF HERITAGE-BASED PLACEMAKING INITIATIVES:

Approach: Media and online scan: Qualitative (thematic analysis); Quantitative (number of mentions)
FREQUENCY: Established baseline and at year 5 and year 10

NUMBER OF OPPORTUNITIES FOR CIVIC DIALOGUE WITHIN THE HERITAGE SECTOR:

APPROACH: Scan of media, online resources and community publications
FREQUENCY: Every 2 years

AIM

Diverse platforms for collaboration exist within Edmonton that allow artistic and heritage communities to connect, create and collaborate.

HOW WE WILL DO THIS (ACTIONS BY RESPONSIBLE ORGANIZATION)

EDMONTON ARTS COUNCIL

- Work with City Administration, cultural agencies, post-secondary institutions and businesses to develop incubation hubs for interdisciplinary and cross-sector artistic creation, production and presentation.²
- Work with arts venues to improve affordability for artists and organizations to support production and presentation.³
- Convene the arts community to share expertise, promote collaboration and networking.⁴
- Build a digital framework to mobilize critical discourse and arts impact documentation, arts information and public awareness campaigns.

EDMONTON HERITAGE COUNCIL

- Broaden the Edmonton City as a Museum Project (ECMP) initiative to include public art, neighbourhood and cultural heritage to create a significant platform for cultural discovery and building sources of knowledge.
- Connect individuals, groups and organizations with the people, skills, networks, and resources they need to do high-quality, creative, and innovative heritage work.

MEASUREMENT INDICATORS FOR THIS AIM (HOW WE WILL MEASURE PROGRESS)

NUMBER OF LOCAL NETWORKS/PLATFORMS, AND MEMBERSHIP/ATTENDANCE:

APPROACH: Tracking by funded organizations | **FREQUENCY:** Initial established baseline and every 2 years

NUMBER OF EVENTS HELD TO CONNECT SECTOR PRACTITIONERS:

APPROACH: Shared data tracking between organizations and ongoing media, online and community publication scans | **FREQUENCY:** Initial established baseline and every 2 years

ARTS AND HERITAGE SECTOR PRACTITIONERS' AWARENESS OF RELEVANT PLATFORMS, NETWORKS, AND EVENTS, AND THEIR EXPERIENCES AND SATISFACTION WITH THEM:

APPROACH: Practitioner Survey; Questions about:
 • Awareness of platforms, events, and networks
 • Levels of engagement
 • Value added by engagement
 • Barriers to engagement | **FREQUENCY:** Every 2 years

STRENGTH OF LOCAL NETWORKS/ PLATFORMS:

APPROACH: Practitioner Survey; Case studies—most significant change | **FREQUENCY:** After 5 and 10 years

NUMBER OF YOUTH ACCESSING INCUBATION AND EDUCATION SPACES:

APPROACH: TBD during implementation planning and development | **FREQUENCY:** Annually

NUMBER OF PEOPLE IN MENTORSHIP AND RESIDENCY PROGRAMS AND COMPLETION RATE:

APPROACH: TBD during implementation planning and development | **FREQUENCY:** Annually

QUALITY OF MENTORSHIP AND RESIDENCY PROGRAMS:

APPROACH: TBD during implementation planning and development | **FREQUENCY:** Annually

NUMBER OF ECAMP-INITIATED PUBLIC ACTIVITIES AND ENCOUNTERS THAT INCLUDE A JOINT ARTS AND HERITAGE COMPONENT:

APPROACH: Shared data tracking between organizations and ongoing media, online and community publication scans | **FREQUENCY:** Annually

End Notes

¹ **Arts Network:** Network of artists and arts organizations with the goals of sharing resources and reducing duplication of effort.

² **Arts Incubator:** An organization or program that nurtures the growth and development of artists, arts organizations, or arts enterprise.

Examples:

- **Arts House Melbourne** supports artistic creation—from great ideas to incubation and development, and from premiere seasons to presentation. Arts House runs residencies in a supported environment, which interacts and meets with the local community. These residencies are unique and are designed by Arts House in collaboration with the artist and thus are not open to application. Residencies are for specific projects that Arts House selects and may involve the artists being in-residence multiple times over the course of a season or beyond. <https://www.artshouse.com.au/ourprograms>

- **National Performance Network-Creation and Development Fund (International)** NPN offers residency programs for artists, ranging from short-term intensive residencies to multi-year salaried positions. Rehearsal space subsidy programs provide access to artists who lack sufficient space in which to rehearse. Other funding for commissions, development, and touring of new work by individual artists and ensembles is available through a number of regrating programs. NPN grants provide support for development of a work beyond the premiere, including touring opportunities to increase income and audiences for artists, and collaborations that lead to further productions through the expansion of presenter networks. <https://npnweb.org/whatwedo/programs/creation-fund>

- **The Theatre Centre Residency Program** is a two-year program designed to support artists in developing new work. The program is tailored to the specific needs of each participating artist or collective, and the artistic impulse or idea they wish to explore. The program facilitates a highly collaborative artistic process that embraces experimentation and learning with a wide variety of collaborators. This stage of development is critical to the creative process because it has the power to generate highly original ideas. It encourages artists to create new work from scratch, or to re-imagine an old idea—an idea that will form the basis of a potentially important work of art. <http://theatrecentre.org>

³ **Improve Affordability To Support Production And Presentation:** City of Vancouver Subsidy Support Program—The City of Vancouver created a grant program to fund the activation of underused civic theatre spaces by subsidizing the Council-approved rental rates through a grant program. VCT has been looking for ways to ensure the continued relevance of its facilities and to find ways to develop new partnerships within the arts and culture and the broader community. At the same time, in reviewing its facilities, VCT has identified spaces that could be used more intensely to the benefit of the theatres and to the community. Based on information from potential users of spaces such as the Queen Elizabeth Theatre Plaza, Annex and Orpheum's former Granville Street box office, VCT has learned they could attract much greater use if they subsidized groups and events that activated the space in a way that encouraged the City's goals of cultural engagement, health and wellness.

⁴ **Collaboration:** "Collaboration can be defined as two or more different partners (e.g., individuals, organizations, networks) coming together from various sectors, groups or regions to work toward common goals." Ontario Nonprofit Network, *Building Collaboration In and With the Nonprofit Sector*, (2010), p. 2.

Example:

New York, US: HERE Artist Residency Program (HARP) nurtures the development of 9–11 hybrid artists and their audiences, through cross-disciplinary exchange, monthly meetings, peer-driven workshops, and panel discussions. At the monthly meetings, artists show work, give feedback to other artist projects, engage in and contribute to artistic skill sharing. At the bi-monthly work groups, artists share career skills and learn from others, as well as from HERE staff and outside experts on topics ranging from grant writing to touring to budgeting to work samples.

HERE artist residency programs <http://here.org/programs/harp>

Pyramid of Seasons at Edmonton Arts Council's
Public Art Picnic in Castle Downs, Park Pavillion.
Credit: Jenna Turner

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