

ARTS, CULTURE & HERITAGE ACTION PLAN

May 2020



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Prepared for the Town of Stony Plain By:

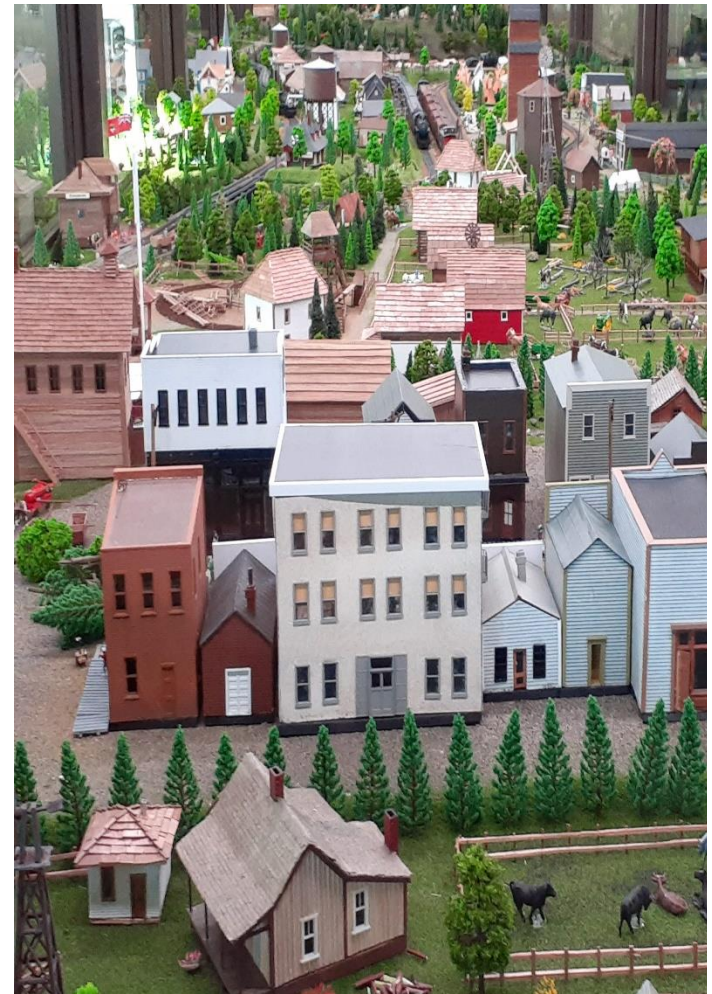


Introduction

The Stony Plain Arts, Culture and Heritage Action Plan is a road map to build upon the great work undertaken by the Town, its partners and citizens through the 2012 Stony Plain Cultural Master Plan by providing goals, considerations and potential tactics for investing in and supporting arts, culture and heritage over the next 5 years.

The Town of Stony Plain has integrated culture as a mechanism to advance key social and economic goals in multiple areas of planning. The 2012 Stony Plain Cultural Master Plan considers culture’s contribution to downtown revitalization, quality of place, the creative economy, social capital and youth engagement. This Action Plan continues to work off the momentum of the 2012 Cultural Master Plan positioning culture as an important part the quality of life of the community and a driver for the social and economic prosperity of Stony Plain.

Vision: **Our community’s culture begins with pride in its history, a commitment to inclusiveness and a creative path to our future.**



Stony Plain and Parkland Pioneer Museum



The General Store, David More

Guiding Principles:

- ⇒ Growth and development are managed in a way that encourages the vibrancy of our local cultural sector and preserves our unique sense of belonging and friendliness making our community a great place to live.
- ⇒ Culture and creative industries are integral to planning for sustainability, alongside other social, economic and environmental considerations.
- ⇒ Culture and creative cultural enterprises are essential to building a vibrant downtown that is a social and economic hub in our community.
- ⇒ Diversity in our community is a source of strength and we are committed to values of inclusion.
- ⇒ Cultural programs and activities are responsive and relevant to all parts of our community and through all phases of life.
- ⇒ The Town values and supports strong cultural organizations working together toward shared goals.

Culture Is

“The expression and celebration of the values and aspirations of a community or social group. This is expressed through all manner of human activities that characterize a community and its people and shape its unique sense of place. It includes the sharing of ideas; learning through expression in the fine, visual, literary, media, material and performing arts; heritage; and the shared experiences of history.” - Stony Plain 2012 Cultural Master Plan

This Action Plan uses the definition of culture and cultural resources contained in the Stony Plain Cultural Master Plan and aligned with the Parkland County Parks, Recreation and Cultural Master Plan¹ and the City of Spruce Grove Cultural Master Plan². All plans consider cultural resources as the multifaceted ways that culture is expressed and enjoyed as indicated here and as further defined in APPENDIX D: Cultural Resource Definitions.



¹ *Parkland County Parks, Recreation and Cultural Master Plan*; prepared by MDBI for Parkland County; 2017

² *City of Spruce Grove Cultural Master Plan*; prepared by MDBI for Spruce Grove; 2015



Enduring Connections, Paul Reimer

Creativity and Quality of Life

Albertans participate in an average of 2.5 cultural activities per month making Albertans the 4th highest consumers of culture in Canada compared to Quebec and PEI at 2.8 and BC at 2.7³

By embarking on cultural planning in 2012 Stony Plain recognized that every citizen should have the ability to live a creative life. Whether expressed through singing in a choir, working as professional-artists, or attending a theatrical performance the enjoyment and expression of culture increases quality of life and strengthens connections to place and each other. There is no statistical count of the number of artists living within Stony Plain however anecdotally many who contributed to this Action Plan referred to Stony Plain as a community with a high number of professional and amateur artists, creators and creative organizations and as a community known for art and creativity.

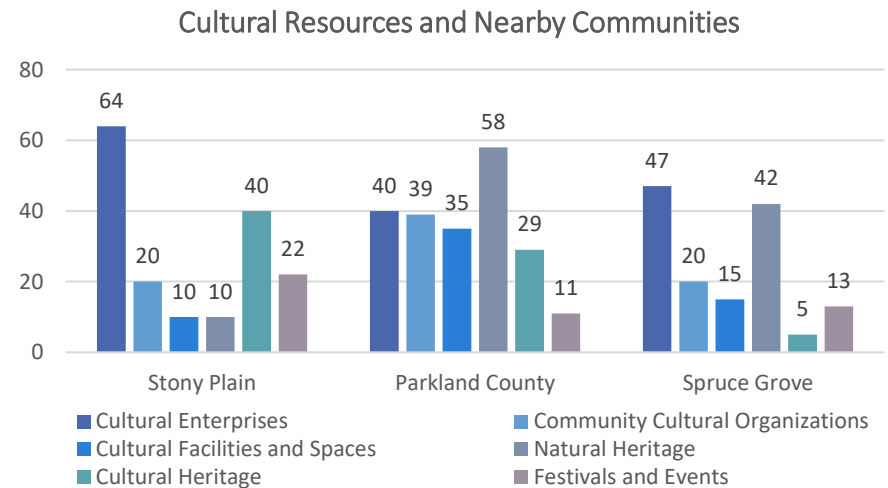
³ *Culture Track: Canada*; Business for the Arts; 2018

Economic Diversification and Growth

Culture contributes \$5.3 billion to Alberta’s annual economy and creates 53,739 jobs in the Province.⁴

Stony Plain is a town rich in creative industry⁵ including entrepreneurs and businesses that work in music, fine craft, photography, design, and performing arts to name just a few. The most recent data available can be found in the Parkland County 2017 Parks, Culture and Recreation Master Plan (below), which indicates that there are 64 Cultural Enterprise businesses in Stony Plain⁶ compared to Spruce Grove’s 47 and Parkland County’s 40 making Stony Plain the Tri-Municipal Region home of choice for cultural enterprises. These creative businesses employ local workers, attract tourists and provide programs and services that contribute to Stony Plain’s quality of life such as classes, workshops, programs and events that attract residents from Spruce Grove, Parkland County, Edmonton and beyond into the community.

Please note, that Cultural Facilities within this chart include infrastructure that is used for culture but not purpose built for cultural use such as community halls and general community use facilities. Definitions for each of the categories can be found in APPENDIX D.



⁴ *Statistics Canada: Culture and sport gross domestic product (GDP) per capita and as a share of the total economy; Government of Canada; 2017*

⁵ The creative economy comprises advertising, architecture, art, crafts, design, fashion, film, music, performing arts, publishing, R&D, software, toys and games, TV and radio, and video games (Howkins 2001, pp. 88–117). Some scholars consider that education industry, including public and private services, is forming a part of creative industry. https://en.wikipedia.org/wiki/Creative_industries

⁶ *Parkland County Parks, Recreation and Cultural Master Plan; prepared by Stantec, McElhanney and MDBI for Parkland County, 2017*

Community Building, Identity and Character

85.8% of Albertans feel that arts and culture make their community a better place to live.⁷

Culture is at the foundation of community development. Cohesive communities are built upon the capacity of those that live within them to understand, respect and trust one another – qualities that are often built through cultural interaction. Stony Plain is broadly recognized as a cultural centre built in part through the strong identity of the town expressed in its many historic murals, public art, and cultural institutions.



⁷ Alberta Culture and Tourism Survey of Albertans; Government of Alberta; 2017

Action Plan Goals



Strong Arm of the Law, Study, Doug Driediger

This Action Plan contains 12 goals that advance the cultural richness of Stony Plain through downtown creative placemaking, community connection, collaborative planning and participation, and town leadership. These goals are intended to take advantage of momentum created by the work that has been achieved through the 2012 Cultural Master Plan and opportunities for continued cultural development that exist within current Town priorities and planning. Operational considerations and potential tasks that advance Action Plan goals as well as additional Town planning goals are provided.

The goals of this Action Plan are SMART – Specific, Measurable, Attainable, Relevant and Time Based. They are intended to guide action over the next 3-5 years and compliment much of the work currently undertaken by the Town and partners.

Downtown Creative Placemaking

The Town will continue to develop Old Town as a niche regional destination, based on its unique identity, small-scale commercial experience and local events - Uniquely Stony Plain Municipal Development Plan 2020*

* The Uniquely Stony Plain Municipal Development Plan, 2020 referenced throughout was in draft final at the time this Action Plan was created.

Creative placemaking describes activity in which art, culture and heritage play an intentional and integrated role in community planning and development. It is often used to revive and re-energize downtown districts and enrich the relationship between citizens and the places they live, work and play. Creative placemaking has gained in popularity over recent years as cities and towns diversify and grow their economy through tourism and the creative industries, both of which are supported by a region's ability to capitalize on its unique character and culture.

The future vision for Stony Plain's downtown presents a perfect opportunity to highlight the unique culture through collaborative planning and development within the Town. It also presents an opportunity to work with and leverage the activity of partners in the non-profit and private sector to bring the vibrant vision for Stony Plain's downtown to life.

Creative Placemaking Goals:

1. Expand upon the success of the Mural Program to introduce new murals that highlight contemporary and indigenous stories throughout downtown.
2. Leverage downtown's critical mass of cultural infrastructure through creating a strongly identified 'cultural corridor'.

Community Connection

As Stony Plain grew, progressed and prospered, we maintained a strong sense of belonging and friendliness, making our community a great place to live. – Uniquely Stony Plain Municipal Development Plan 2020

Stony Plain is a town rich in diverse cultural offerings for all citizens regardless of age, ability or income. Much of the cultural programming available to Stony Plain residents can be found at destinations such as the Multicultural Heritage Centre, Stony Plain & Parkland Pioneer Museum, Parkland Potters' Guild, and the Stony Plain Public Library. Continuing to ensure the strength and stability of these and other great cultural organizations within Stony Plain remains of ongoing importance.

Residents enjoy the connection to community that living in Stony Plain provides. There is an opportunity to build upon community activities and grow more community based cultural experiences that strengthen social bonds through inviting residents to share culture as a community in casual and interactive ways that may be 'stumbled upon'.

Community Connection Goals:

3. Support and encourage the community to participate in the creation of more ongoing, accessible activities that build awareness and appreciate of local arts, culture and creative businesses.
4. Create the conditions for Summer Sessions to grow.
5. Preserve and celebrate the historic past of Stony Plain.

Collaborative Planning and Participation

While strengthening local networks in Stony Plain is essential to building collective capacity in the cultural sector, there are some issues and opportunities that can leverage stronger outcomes by adopting a regional approach. – Stony Plain Cultural Master Plan

Each member of the Tri-Municipal Region has its own unique strengths. Stony Plain is perceived by many residents (within and outside of the Town) as the cultural heart of the Region due to the many cultural opportunities and organizations, the historic Old Town, and a proliferation of murals and public art. There are opportunities of scale to be had by focusing on these strengths to build quality of life and preserve the unique culture of the Town while at the same time identifying places where delivering through partnership and playing to the strengths of Tri-Municipal Region partners is most effective.

In addition to regional collaboration, there are opportunities for collaboration with local stakeholders within the public sector that should be considered within the term of this Action Plan, particularly in relation to leveraging municipal investment for cultural infrastructure.

Collaborative Planning and Participation Goals:

6. Explore opportunities to streamline efforts and increase awareness of and access to cultural opportunities within the region through tri-regional partnerships.
7. Integrate Stony Plain's unique culture into public realm infrastructure.
8. Take a collaborative approach to planning for cultural infrastructure.
9. Support strong champions for Stony Plain's arts, culture and heritage.

Town Leadership

Stony Plain has made it clear that developing arts, culture and knowledge businesses is a significant priority for the economic and social success of the community. - Economic Development Strategic Plan

Cultural planning enabled through strong administrative and citizen leadership has served Stony Plain well over the past 8 years with 90% of the goals of the 2012 Cultural Master Plan either completed or in the process of being complete. Culture remains a priority in the development and growth of Stony Plain as evidenced by its role within many Town plans including the Strategic Plan, Economic Development Strategic Plan, Uniquely Stony Plain Municipal Development Plan 2020 and Old Town Community Plan. These key plans contain multiple goals, referenced throughout this plan and listed in Appendix B that can be advanced through cultural mechanisms.

The Culture and Tourism Development Officer has effectively advanced the goals of the 2012 Cultural Master Plan, often through developing partnerships and engaging stakeholders. However, the expansive nature of this combined role and the responsibilities that fall into this portfolio make it challenging for this single position to implement all of the recommendations set out in this Action Plan. It is recommended that capacity is increased, specifically to take advantage of the opportunities that the Old Town and other key Municipal plans present to grow Stony Plain's economy and cultural vibrancy.

Town Leadership Goals:

10. Enhance the capacity to advance existing planning goals and objectives that deliver economic impacts through culture.
11. Develop a Public Art Strategy.
12. Benchmark and measure cultural resources as an indicator of growth.

Detailed Action Plan

The Detailed Action Plan is intended to be a living document with operational considerations and tasks suggested to advance the stated goals within a 3 to 5-year period. In many cases these Operational Considerations and Tasks align with key Town planning goals and augment current activities undertaken by Cultural and Tourism Development. There may be additional operational considerations and tasks that are undertaken in the next 3 to 5-years that support these goals based on arising opportunities including opportunities in planning, partnership, funding or other.



Multicultural Heritage Centre

Downtown Creative Placemaking

Goal #1 - Expand upon the success of the Mural Program to introduce new murals that highlight contemporary and Indigenous stories throughout Downtown

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators
<p>a) Explore the possibility to transform vacant storefronts in Old Town to create downtown temporary window murals that expand upon the historic murals and highlight contemporary and/or Indigenous culture.</p> <p>b) Continue to work with business and building owners to offer incentives to transform potential private space through murals and/or potential other forms of public art.</p> <p>c) Consider preferencing stories of contemporary culture and Indigenous stories for selection of future mural projects and /or artists.</p>	<p>Culture and Tourism Development</p> <p>Cultural Roundtable</p> <p>Economic Development</p> <p>Chamber of Commerce</p> <p>Other Cultural Partnered Organizations</p> <p>Artists</p>	<p>Public Art Budgeted Funds</p> <p>Old Town Community Plan Funding Programs (as available)</p> <p>Potential for Private Sector Sponsorship</p>	<p>The character of Main Street and Old Town is extended and expanded upon.</p> <p>The vibrant culture of today and rich Indigenous cultural past of Stony Plain are reflected in the Town’s murals and other forms of public art.</p>	<p>Number of new permanent or temporary murals within the Downtown.</p> <p>Murals that reflect contemporary culture.</p> <p>Murals that reflect indigenous culture.</p>

Goal #1 Alignment with Town Planning

2020 Corporate Plan 2020 – 2023 Strategic Plan	<ul style="list-style-type: none"> • Explore programs to enhance historic properties and the downtown area
Uniquely Stony Plain Municipal Development Plan 2020	<ul style="list-style-type: none"> • The Town will encourage the expansion of cultural programming, promote public art at nodes of civic activity and encourage artists, crafts people and creative enterprises to create, display and sell their work. • The Town will continue to develop Old Town as a niche regional destination, based on its unique identity, small-scale commercial experience and local events.
Old Town Community Plan 2019	<ul style="list-style-type: none"> • Encourage events, art installations, social and recreational activities on Main Street and in the Town Core. • The integration of Indigenous cultural practices and educational experiences into Town-owned cultural facilities will be explored with local Indigenous organizations and groups. • Public art features that promote the cultural connections of Stony Plain and the surrounding area will be supported on public property and encouraged on private property. • Involvement of local, regional and international art communities in the creation and design of unique public art pieces and murals throughout the OTCP area will be encouraged. • Temporary Placemaking Grants – Projects may include planting, signage, public art, sidewalk art, temporary public realm features. • Modern Mural Program – explore opportunities to work with existing businesses within the OTCP boundary to continue to expand the area’s collection of murals... especially in the lands flanking Main Street.

Goal #1 Alignment with Current Culture and Tourism Development Service Activity

- Ongoing work on murals and public art

Goal #2 - Leverage downtown’s critical mass of cultural infrastructure through creating a strongly identified ‘cultural corridor’

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators
<p>a) Engage with downtown cultural institutions: Multicultural Heritage Centre, new Stony Plain Public Library, Parkland Potters’ Guild and the Stony Plain & Parkland Pioneer Museum to explore developing and supporting a ‘cultural corridor’.</p> <p>b) Work with Communications to explore ways to create destination and way finding signage between the Multicultural Heritage Centre, new Stony Plain Public Library, Parkland Potters’ Guild and Stony Plain & Parkland Pioneer Museum (downtown cultural institutions).</p> <p>c) Consider creating directional signage for the ‘cultural corridor’ at all entry points into Stony Plain. This could be connected to other signage directing traffic into the Old Town or as stand-alone signage.</p>	<p>Culture and Tourism Development</p> <p>Communications</p> <p>Planning and Infrastructure</p> <p>External Stakeholders</p>	<p>Old Town Community Plan Funding (as available)</p> <p>Public Art Funds (potential)</p>	<p>Residents and visitors can easily find and identify cultural institutions.</p>	<p>Increased identification of Multicultural Heritage Centre, new Stony Plain Public Library, Parkland Potters’ Guild and Pioneer Museum on major routes leading to these locations.</p>

Goal #2 Alignment with Town Planning

<p>2020 Corporate Plan 2020 – 2023 Strategic Plan</p>	<ul style="list-style-type: none"> ● Relocated Stony Plain Library to downtown. ● Signage Strategy - Design an innovative signage program that supports current needs, future objectives, builds on Stony Plain’s image, and provides necessary information to residents and visitors. ● Signage Strategy – Promotes an attractive, cohesive and coherent brand, which conveys quality and sustainability and honours the Town’s heritage and culture in its design and construction. ● Examining the feasibility of a cultural centre in Stony Plain.
<p>Uniquely Stony Plain Municipal Development Plan 2020</p>	<ul style="list-style-type: none"> ● The Town will develop strategies to enhance its brand and generate awareness as a community of creativity and growth. ● The Town will continue to develop Old Town as a niche regional destination, based on its unique identity, small-scale commercial experience and local events.
<p>Old Town Community Plan 2019</p>	<ul style="list-style-type: none"> ● Wayfinding, place-making, and visual indicators that surround and identify key areas within the OTCP area will be provided. ● The development of a museum or additional cultural space within the OTCP area to provide space for historical and contemporary cultural events will be explored in conjunction with the ongoing development of the Recreation and Cultural Campus. ● Public art features that promote the cultural connections of Stony Plain and the surrounding area will be supported on public property and encouraged on private property. ● A cultural facility is a key component of the development concept for the Recreation and Cultural Campus. A cultural facility will provide an additional draw to the area and help to diversity the types and motivations of visitors in Stony Plain. ● Entrance arches are proposed as part of the Downtown Streetscape Renewal to indicate where Main Street begins and ends...within the TOCP area including the Recreation and Cultural Campus, Heritage Park, and Town Core.

Goal #2 Alignment with Culture and Tourism Development Service Activity

- Public Art – Signage

Community Connection

Goal #3 - Support and Encourage the community to participate in the creation of more ongoing, accessible activities that build awareness and appreciation of local arts, culture and creative businesses

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators
<p>a) Support the creation of a partnered regular early evening (family and senior friendly) event that draws residents downtown to enjoy culture together.</p> <p>i. Model the event on the “First Friday” style cultural events happening throughout North America. https://en.wikipedia.org/wiki/First_Friday_(public_event)</p> <p>ii. Delivered through partnerships with local cultural organizations, artists and downtown businesses.</p> <p>iii. Promote the event to residents within the Tri-Municipal Region with a focus on local resident participation.</p> <p>iv. Consider seasonality and select the season (at least 4 months) that works best for all partners for the inaugural year.</p> <p>b) Continue to encourage Cultural Institutions to provide programming that extends beyond their physical space and into public gathering areas within Old Town.</p>	<p>Cultural Roundtable</p> <p>Chamber of Commerce</p> <p>Culture and Tourism Development</p> <p>Visitor Centre</p> <p>Community and Protective Services</p>	<p>Additional resources required</p> <p>Funding through Old Town Plan Micro Grants (potential)</p> <p>Funding through existing Community Grants program</p> <p>Work with partners to apply for support through the GoA (AFA or CIP Grants) or</p>	<p>Old Town is seen as a vibrant cultural heart of Stony Plain.</p> <p>Residents and visitors are increasingly drawn to the opportunity with a large number of people of all ages participating in shared cultural experiences.</p> <p>Local artists and creative businesses work with existing downtown businesses towards</p>	<p>Growth in number of community cultural events.</p> <p>Growth in number of businesses participating in community cultural events.</p> <p>Growth in number of cultural programs and events taking place in Old Town.</p> <p>Growth in number of free</p>

<p>c) Continue to ensure street level programming that visitors can “come across” as well as expand upon partnered programming (in partner destinations) such as busking, street fire pits, food trucks, scavenger hunts, etc.</p>		<p>Edmonton Arts Council</p>	<p>a shared vision for a vibrant Old Town.</p>	<p>cultural events and activities.</p>
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Goal #3 Alignment with Town Planning

<p>2020 Corporate Plan 2020 – 2023 Strategic Plan</p>	<ul style="list-style-type: none"> ● Explore programs to enhance historic properties and the downtown area. ● Increase awareness of, and participation in, local art and cultural opportunities. ● Continue promoting small business through networking events such as Culture FWD.
<p>Uniquely Stony Plain Municipal Development Plan 2020</p>	<ul style="list-style-type: none"> ● The Town will encourage the expansion of cultural programming, promote public art at nodes of civic activity and encourage artists, crafts people and creative enterprises to create, display and sell their work. ● The Town will work with public and private partners to foster diversity and creativity by supporting new economic opportunities, such as co-working spaces, and maintain a collaborative business environment. ● The Town will educate the community to foster awareness and understanding of the economic importance of arts and culture, including festivals and other large gatherings. ● The Town will develop strategies to enhance its brand and generate awareness as a community of creativity and growth. ● The Town will build awareness of what Stony Plain offers as a destination for residents, tourism and businesses, by marketing to attract creative, independent people in a variety of economic sectors. ● The Town will continue to develop Old Town as a niche regional destination, based on its unique identity, small-scale commercial experience and local events. ● The Town will support OTCP to maintain and expand its priority as a pedestrian-oriented, mixed-use space with retail, service, office, creative, arts and culture, wellness, tourism, civic and entertainment uses.

	<ul style="list-style-type: none"> • To develop neighbourhoods that are socially and physically connected, the Town will enhance opportunities for community gathering by reinforcing the use of gathering places through social, recreational and cultural programming by both the Town and other groups and continuing to provide support and encouragement for a diverse range of community events and festivals.
<p>Old Town Community Plan 2019</p>	<ul style="list-style-type: none"> • Encourage events, art installations, social and recreational activities on Main Street and in the Town Core. • Allow and encourage programming and events that make temporary use of Main Street and other parts of the public realm that may include changing the character and use of a public space for a period of time, formal programming in plazas and parks, and the creation of additional social spaces. • Collaboration with local partners and businesses to sponsor and promote events throughout the OTCP area will be encouraged. • Year-round community events that celebrate the cultural identity of Stony Plain will be supported. • In addition to major placemaking initiatives like the Town Square, cultural anchor, and other hard infrastructure projects, smaller scale placemaking ...including festivals, events, art installations, sports events and other cultural events.... it also includes more liberal use of the Town’s largest land assets by allowing temporary closure and use of its streets and avenues for public events. • Incentive Program Funding – Grant funding on a recurring and annual basis. • Main Street Temporary Closures - In conjunction with the provision of spaces to accommodate markets, social gatherings and other cultural events.

Goal #3 Alignment with Culture and Tourism Development Service Activity

- Chamber of Commerce Mobile Kiosk
- Horse and Wagon Mural Tours
- Creating Connections – Accessible Art Partnerships FCSS
- Cultural Roundtable

Goal #4 - Create the conditions for Summer Sessions to grow

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators
<p>a) Work with interested partners to expand “Summer Sessions” programming throughout the year.</p> <p>i. Expand the Summer Sessions site</p> <p>ii. Consider street closures to allow more public gathering space, expand food and programming options through non-profit and private partnerships, etc.</p> <p>b) Consider how the future ‘Town Square’ can support a range of programming including outdoor performance, public gathering, food service and other cultural activities.</p>	<p>Culture and Tourism Development</p> <p>Planning and Infrastructure</p> <p>Community and Protective Services</p> <p>Cultural Roundtable</p> <p>Private and Non-Profit Community Partners</p>	<p>Growth dependent on partner resources</p> <p>Potential to access grant funding through GoA or Edmonton Arts Council</p>	<p>Summer Sessions continues to attract local audiences.</p> <p>Summer Sessions expands to a year-round program that highlights local and regional talent and increases awareness and appreciation of culture.</p>	<p>Growth in number of attendees at Summer Sessions.</p>

Goal #4 Alignment with Town Planning

<p>2020 Corporate Plan 2020 – 2023 Strategic Plan</p>	<ul style="list-style-type: none"> ● Increase awareness of, and participation in, local art and cultural opportunities. ● The Town will encourage the expansion of cultural programming, promote public art at nodes of civic activity and encourage artists, crafts people and creative enterprises to create, display and sell their work. ● The Town will educate the community to foster awareness and understanding of the economic importance of arts and culture, including festivals and other large gatherings. ● Create an infrastructure and land assembly plan supporting the construction of a Town Square in the downtown core. ● The Town will support OTCP to maintain and expand its priority as a pedestrian-oriented, mixed-use space with retail, service, office, creative, arts and culture, wellness, tourism, civic and entertainment uses. ● Continuing to provide support and encouragement for a diverse range of community events and festivals.
<p>Old Town Community Plan 2019</p>	<ul style="list-style-type: none"> ● Allow and encourage programming and events that make temporary use of Main Street and other parts of the public realm that may include changing the character and use of a public space for a period of time, formal programming in plazas and parks, and the creation of additional social spaces. ● Collaboration with local partners and businesses to sponsor and promote events throughout the OTCP area will be encouraged. ● In addition to major placemaking initiatives like the Town Square, cultural anchor, and other hard infrastructure projects, smaller scale placemaking ...including festivals, events, art installations, sports events and other cultural events.... It also includes more liberal use of the Town’s largest land assets by allowing temporary closure and use of its streets and avenues for public events. ● Main Street Temporary Closures – In conjunction with the provision of spaces to accommodate markets, social gatherings and other cultural events.

Goal #4 Alignment with Culture and Tourism Development Service Activity

- Summer Sessions
- Cultural Roundtable

Goal #5 - Preserve and celebrate the historic past of Stony Plain

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators
<p>a) Review and Update the Municipal Historic Designation Policy.</p> <p>b) Work with the Multicultural Heritage Centre to explore the possibility of reviewing and updating the Historic Registry to include all historic sites, including sites of Indigenous historic and cultural significance.</p> <p>c) Explore the potential to create a municipal heritage ‘plaquing program’ to identify and tell the stories of historic assets throughout Stony Plain.</p> <p>i. This program could be extended to private residences.</p> <p>ii. This program should also include Indigenous history and where relevant Indigenous language and names.</p> <p>iii. Consider promoting these locations and their stories through the existing Mural communications.</p>	<p>Culture and Tourism Development</p> <p>Multicultural Heritage Centre</p> <p>Potential: Stony Plain & Parkland Pioneer Museum, Stony Plain Public Library</p> <p>Private Property Owners</p>	<p>Funding required for research, creation and installation.</p> <p>Potential to seek funding as a program through GoA Heritage Awareness Grants or Canadian Heritage</p>	<p>Increase and preserve knowledge of heritage assets within Stony Plain.</p> <p>Enhance awareness and pride in the historic story of Stony Plain.</p>	<p>Growth of Historic Registry to include all historic sites including sites of Indigenous historic and cultural significance.</p> <p>Number of plaques indicating Historic Sites.</p>

Goal #5 Alignment with Town Planning

<p>2020 Corporate Plan 2020 – 2023 Strategic Plan</p>	<ul style="list-style-type: none"> ● Explore programs to enhance historic properties and the downtown area. (Strategic Plan) ● Signage Strategy – Promotes an attractive, cohesive and coherent brand, which conveys quality and sustainability and honours the Town’s heritage and culture in its design and construction.
<p>Uniquely Stony Plain Municipal Development Plan 2020</p>	<ul style="list-style-type: none"> ● The Town, in conjunction with community groups, will strive to identify, conserve, maintain and creatively reuse significant historic resources, including recognition through a variety of means such as murals, commemorative plaques, naming and municipal designation. ● (The Town will encourage) Significant archaeological, historical and cultural sites will be incorporated into the urban fabric. ● The Town will consider preservation and integration of buildings considered to have a historical or architectural significance, or both, when redevelopment or infill development is proposed in the Areas of Stability
<p>Old Town Community Plan 2019</p>	<ul style="list-style-type: none"> ● The integration of Indigenous cultural practices and educational experiences into Town-owned cultural facilities will be explored with local Indigenous organizations and groups.

Goal #5 Alignment with Culture and Tourism Development Service Activity

- Cultural Roundtable
- Mural Guide Update

Collaborative Planning & Participation

Goal #6 - Explore opportunities to streamline efforts and increase awareness of and access to cultural opportunities within the region through Tri-Municipal Regional partnerships

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators
<p>a) Review current activities to identify programs and initiatives that are led or supported by the town that could be delivered more efficiently and with greater impact through partnerships with Spruce Grove and/or Parkland County.</p> <p>b) Continue to work together through the Tri-Region Cultural Summit to consider ways to increase access and awareness of cultural opportunities which could take the form of shared programming, marketing, coordination or other.</p>	<p>Culture and Tourism Development</p> <p>In partnership with Spruce Grove and Parkland County Administration</p>	<p>No change</p> <p>Potential for reduction in existing resources</p>	<p>Stony Plain citizens have access to a diverse set of cultural opportunities throughout the region.</p> <p>Tri-Municipal residents seek out and participate in cultural opportunities throughout the region.</p>	<p>Number of Tri-Region Cultural Summits.</p> <p>Number of collaborative activities undertaken.</p>

Goal #6 Alignment with Culture and Tourism Development Service Activity

- Tri-Region Cultural Summit Outcome Meeting and Initiative
- Alberta Culture Days

Goal #7 - Integrate Stony Plain’s unique culture into public realm infrastructure

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators
<p>a) Work to identify ways to reflect Stony Plain’s unique culture within architectural and design standards and guidelines (for Old Town and/or beyond).</p> <p>b) Continue to ensure culture is considered within relevant community planning which may include developing internal procedures for working with Culture and Tourism Development and stakeholders.</p> <p>c) Consider utilizing public art to create or enhance planned public realm gateways within Old Town.</p> <p>d) Consider ways in which art and artists can be engaged to support planned street scape improvements as part of the Signage Strategy and creation of public amenities (light standards, transit stops, street furniture, etc.).</p> <p>e) Explore opportunities to include public art and other public realm cultural assets within the Town’s asset management structure.</p>	<p>Culture and Tourism Development</p> <p>Planning and Infrastructure</p> <p>Cultural Roundtable / Public Art Committee</p>	<p>Potential - Existing Public Art allocation</p> <p>Old Town Community Plan Funding (as available)</p>	<p>Residents and visitors to Stony Plain clearly identify the town with a vibrant arts and culture sector.</p> <p>The Town has clear guidelines and approach to incorporate culture into planning and infrastructure.</p>	<p>Engagement of artists and creative industries in the development of new public realm infrastructure.</p>

Goal #7 Alignment with Town Planning

<p>2020 Corporate Plan 2020 – 2023 Strategic Plan</p>	<ul style="list-style-type: none"> ● Signage Strategy - Design an innovative signage program that supports current needs, future objectives, builds on Stony Plain’s image, and provides necessary information to residents and visitors. ● Signage Strategy – Promotes an attractive, cohesive and coherent brand, which conveys quality and sustainability and honours the Town’s heritage and culture in its design and construction. ● Renew and implement the Cultural Master Plan including a Public Art Strategy to guide placement and design of public art
<p>Uniquely Stony Plain Municipal Development Plan 2020</p>	<ul style="list-style-type: none"> ● The Town will encourage the expansion of cultural programming, promote public art at nodes of civic activity and encourage artists, crafts people and creative enterprises to create, display and sell their work. ● The Town will develop strategies to enhance its brand and generate awareness as a community of creativity and growth. ● The Town will continue to develop Old Town as a niche regional destination, based on its unique identity, small-scale commercial experience and local events. ● The Town will support OTCP to maintain and expand its priority as a pedestrian-oriented, mixed-use space with retail, service, office, creative, arts and culture, wellness, tourism, civic and entertainment uses. ● To develop neighbourhoods that are socially and physically connected, the Town will enhance opportunities for community gathering by reinforcing the use of gathering places through social, recreational and cultural programming by both the Town and other groups.
<p>Old Town Community Plan 2019</p>	<ul style="list-style-type: none"> ● Wayfinding, place-making, and visual indicators that surround and identify key areas within the OTCP area will be provided. ● Encourage events, art installations, social and recreational activities on Main Street and in the Town Core. ● Public art features that promote the cultural connections of Stony Plain and the surrounding area will be supported on public property and encouraged on private property. ● Involvement of local, regional and international art communities in the creation and design of unique public art pieces and murals throughout the OTCP area will be encouraged.

	<ul style="list-style-type: none">• Entrance arches are proposed as part of the Downtown Streetscape Renewal to indicate where Main Street begins and ends...within the TOCP area including the Recreation and Cultural Campus, Heritage Park, and Town Core.• In addition to major placemaking initiatives like the Town Square, cultural anchor, and other hard infrastructure projects, smaller scale placemaking ...including festivals, events, art installations, sports events and other cultural events.... it also includes more liberal use of the Town’s largest land assets by allowing temporary closure and use of its streets and avenues for public events.• Temporary Placemaking Grants - Projects may include planting, signage, public art, sidewalk art, temporary public realm features.
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Goal #7 Alignment with Culture and Tourism Development Service Activity

- Public Art Strategy
- Public Art Project(s)
- Outdoor Piano Program
- Cultural Roundtable
- Mural Inspection and Conservation
- Mural Agreements / Easements

Goal #8 - Take a collaborative approach to planning for cultural infrastructure

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators
<p>a) Work to align cultural infrastructure planning with existing regional plans and strategies.</p> <p>b) Advance the recommendations within the Arts & Culture Facility Plan and Conceptual Design Report.</p> <p>c) Explore the opportunity to create a combined culture, creative industry and small business incubator space as outlined in the Economic Development Strategic Plan.</p> <p>d) Consider the integration of Indigenous cultural practices and educations experiences into future cultural facilities.</p>	<p>Culture and Tourism Development</p> <p>Planning and Infrastructure</p> <p>Economic Development</p> <p>Multicultural Heritage Centre</p> <p>Chamber of Commerce</p> <p>In partnership with Spruce Grove and Parkland County Administration</p>	<p>Existing resources</p> <p>Additional resources may be required to advance recommendations within Arts & Culture Facility and Conceptual Design Report</p> <p>Cultural Spaces Canada, through Canadian Heritage, is investing \$300M over 10 years (2018-2028) in the development of creative hubs</p>	<p>Regional cultural infrastructure supports the needs of Stony Plain residents.</p> <p>Capital investment is leveraged through partners and at other orders of Government.</p> <p>Cultural infrastructure planning is aligned and supports other key Municipal plans.</p>	<p>Sq. ft. growth in cultural infrastructure.</p> <p>Number of potential partnerships explored for shared investment in infrastructure.</p> <p>Advancement of recommendations within the Arts & Culture Facility Plan and Conceptual Design Report.</p>

Goal #8 Municipal Planning Alignment

<p>2020 Corporate Plan 2020 – 2023 Strategic Plan</p>	<ul style="list-style-type: none"> • Examine the feasibility of a culture centre in Stony Plain.
<p>Uniquely Stony Plain Municipal Development Plan 2020</p>	<ul style="list-style-type: none"> • Cultural programs and facilities will account for future needs, under-represented groups and year-round programming. • The Town will support development in new economic areas such as e-commerce, the eco-industry, knowledge-based, wellness and creative sectors. • The Town will work with public and private partners to foster diversity and creativity by supporting new economic opportunities, such as co-working spaces, and maintain a collaborative business environment. • The Town will foster and strengthen partnerships with businesses, government, school boards, post-secondary institutions and non-profit sectors to develop and operate recreational, cultural and community facilities.
<p>Old Town Community Plan 2019</p>	<ul style="list-style-type: none"> • The development of a museum or additional cultural space within the OTCP area to provide space for historical and contemporary cultural events will be explored in conjunction with the ongoing development of the Recreation and Cultural Campus. • The integration of Indigenous cultural practices and educational experiences into Town-owned cultural facilities will be explored with local Indigenous organizations and groups. • A cultural facility is a key component of the development concept for the Recreation and Cultural Campus. A cultural facility will provide an additional draw to the area and help to diversity the types and motivations of visitors in Stony Plain.
<p>Economic Dev. Strat Plan 2019 Update</p>	<ul style="list-style-type: none"> • Investigating and if feasible acting upon the creation of incubator space for entrepreneurs to thrive within the community.
<p>Arts & Culture Facility Plan and Conceptual Design</p>	<ul style="list-style-type: none"> • The recommended facility program and the concept needs to be vetted with the community and stakeholders. While its development was based on input from these constituencies there is a need to review concepts being considered with them. • Potential siting of a new facility needs to be explored. If the preference is for a renovated building exploration of possible spaces needs to be completed. • The involvement of regional partners needs to be explored and determined.

Goal #8 Alignment with Culture and Tourism Development Service Activity

- Tri-Regional Cultural Summit Outcome Meeting and Initiative

Goal #9 - Support strong champions for Stony Plain’s arts, culture and heritage

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators
<p>a) Undertake a review of the Cultural Roundtable Terms of Reference.</p> <ul style="list-style-type: none"> i. Remove barriers to membership that prevent active cultural champions from participating. ii. Streamline committees to maintain committees that have active and ongoing work. iii. Assemble ad-hoc working groups as needed to focus on projects. <p>b) Encourage and support members of the Round Table to continue to serve as champions for the Action Plan and public ambassadors for arts, culture and heritage within Stony Plain.</p> <p>c) Continue to support Town Council in their role as champions for Stony Plain arts, culture and heritage.</p>	<p>Cultural Services</p> <p>Cultural Roundtable</p>	<p>No Change / potential reduction in Municipal Resources</p>	<p>The Cultural Roundtable is inclusive of all people that contribute the vibrancy of culture in Stony Plain.</p> <p>The Cultural Roundtable continues to be an effective tool to support the advancement of the cultural plan, action plan and other cultural initiatives.</p>	<p>Initiatives undertaken by the Cultural Roundtable that Champion culture in Stony Plain.</p>

Goal #9 Town Planning Alignment

2020 Corporate Plan 2020 – 2023 Strategic Plan	<ul style="list-style-type: none"> • Renew and implement the Cultural Master Plan including a Public Art Strategy to guide placement and design of public art.
Uniquely Stony Plain Municipal Development Plan 2020	<ul style="list-style-type: none"> • The Town will encourage the expansion of cultural programming, promote public art at nodes of civic activity and encourage artists, crafts people and creative enterprises to create, display and sell their work.
Old Town Community Plan 2019	<ul style="list-style-type: none"> • Public art features that promote the cultural connections of Stony Plain and the surrounding area will be supported on public property and encouraged on private property. • Involvement of local, regional and international art communities in the creation and design of unique public art pieces and murals throughout the OTCP area will be encouraged. • Entrance arches are proposed as part of the Downtown Streetscape Renewal to indicate where Main Street begins and ends...within the TOCP area including the Recreation and Cultural Campus, Heritage Park, and Town Core.

Goal #9 Alignment with Culture and Tourism Development Service Activity

- Cultural Roundtable

Town Leadership

Goal #10 - Enhance the capacity to advance existing planning goals and objectives that deliver economic impacts through culture.

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators
a) Examine mechanisms to increase capacity for cultural planning and actions that advance key recommended under the Action Agenda. b) Consider the creation of a PT or FT position or addition of contract support within this examination.	Culture and Tourism Development Economic Development Planning and Infrastructure Chamber of Commerce Cultural Roundtable	Additional resources required	Create Old Town into a niche regional destination, based on its unique identity small-scale commercial experience and local events. Develop the conditions for creative industries to locate and thrive in Stony Plain.	Growth in capacity of Culture and Tourism Development. Growth in number of cultural resources.

Goal #10 Town Planning Alignment

<p>2020 – 2022 Corp. Plan 2020 – 2023 Strat. Plan</p>	<ul style="list-style-type: none"> • Create more prominent tourism destination marketing with the business community and regional partners.
<p>Uniquely Stony Plain Municipal Development Plan 2020</p>	<ul style="list-style-type: none"> • The Town will support development in new economic areas such as e-commerce, the eco-industry, knowledge-based, wellness and creative sectors. • The Town will work with public and private partners to foster diversity and creativity by supporting new economic opportunities, such as co-working spaces, and maintain a collaborative business environment. • The Town will educate the community to foster awareness and understanding of the economic importance of arts and culture, including festivals and other large gatherings. • The Town will develop strategies to enhance its brand and generate awareness as a community of creativity and growth. • The Town will build awareness of what Stony Plain offers as a destination for residents, tourism and businesses, by marketing to attract creative, independent people in a variety of economic sectors. • The Town will continue to develop Old Town as a niche regional destination, based on its unique identity, small-scale commercial experience and local events.
<p>Old Town Community Plan 2019</p>	<ul style="list-style-type: none"> • Encourage events, art installations, social and recreational activities on Main Street and in the Town Core. • Collaboration with local partners and businesses to sponsor and promote events throughout the OTCP area will be encouraged. • In addition to major placemaking initiatives like the Town Square, cultural anchor, and other hard infrastructure projects, smaller scale placemaking ...including festivals, events, art installations, sports events and other cultural events.... it also includes more liberal use of the Town’s largest land assets by allowing temporary closure and use of its streets and avenues for public events.
<p>Economic Development Strategic Plan 2019 Update</p>	<ul style="list-style-type: none"> • Continue promoting small business through networking events such as Culture FWD. • Investigating and if feasible acting upon the creation of incubator space for entrepreneurs to thrive within the community.

Goal #10 Alignment with Culture and Tourism Development Service Activity

- Chamber of Commerce Relationship

Goal #11 - Develop a Public Art Strategy

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators
<p>a) Strategy should clearly outline the internal mechanisms and process for funding public art, in line with the existing policy.</p> <p>b) Where possible, strategy should reflect actions outlined in this Plan as priorities for new public art projects.</p> <p>c) The Strategy should identify thematic priorities for public art that may include:</p> <ul style="list-style-type: none"> i. Reflecting the culture of Stony Plain today and into the future to compliment the historic murals. ii. Working with Indigenous artists from the Treaty 6 region. iii. Public Art projects that engage community either through their creation or as a finished piece. iv. Public Art integration into street furniture and urban design. 	<p>Cultural and Tourism Development</p> <p>Cultural Roundtable</p> <p>Other Community Partners</p>	<p>Additional resources required</p>	<p>More efficient and reliable internal public art processes with planning for public art integrated across internal departments.</p> <p>Public art reflects the unique cultural story of Stony Plain’s past, present and future.</p> <p>Citizens see public art as contributing to the quality of life in Stony Plain.</p>	<p>Development of a Public Art Strategy.</p>

Goal #11 Alignment with Town Planning

2020 Corporate Plan 2020 – 2023 Strategic Plan	<ul style="list-style-type: none"> • Renew and implement the Cultural Master Plan including a Public Art Strategy to guide placement and design of public art.
Uniquely Stony Plain Municipal Development Plan 2020	<ul style="list-style-type: none"> • The Town will encourage the expansion of cultural programming, promote public art at nodes of civic activity and encourage artists, crafts people and creative enterprises to create, display and sell their work.
Old Town Community Plan 2019	<ul style="list-style-type: none"> • Public art features that promote the cultural connections of Stony Plain and the surrounding area will be supported on public property and encouraged on private property. • Involvement of local, regional and international art communities in the creation and design of unique public art pieces and murals throughout the OTCP area will be encouraged. • Entrance arches are proposed as part of the Downtown Streetscape Renewal to indicate where Main Street begins and ends...within the TOCP area including the Recreation and Cultural Campus, Heritage Park, and Town Core.

Goal #11 Alignment with Culture and Tourism Development Service Activity

- Cultural Roundtable
- Public Art Review / Update Policy and Internal Procedures

Goal #12 - Benchmark and measure cultural resources as an indicator of growth

Operational Considerations & Potential Tasks	People	Resources	Outcome	Indicators
a) Consider establishing a baseline inventory of cultural resources within Stony Plain. b) Benchmark growth against this inventory in 5 years.	Culture and Tourism Development	No additional resources required	Planning success is measured by the growth of cultural resources within Stony Plain.	Benchmarking complete Growth in number of cultural resources

Goal #12 Alignment with Current Cultural Service Activity

- Create an Arts, Culture and Heritage Action Plan

Resources



Parkland Potters' Guild

Actions outlined within this plan rely on existing and new resources to be advanced. Outlined below are an encapsulation of resources required and suggestions for re-allocation of existing resources where possible to best respond to the findings and actions within this plan.

Human and Financial Resources

Consideration has been given to ensure that most of the actions within this report can be achieved through the strategic direction of current and projected Town expenditures, support from partners and stakeholders and potential support through existing grant programs at the municipal (Edmonton), Provincial and National levels. In some cases, goals may result in a reduction in Municipal resources and in others additional Municipal resources and capacity may be required as indicated on the next page.

Resource Allocation

GOAL	Resource or Capacity Reduction	Existing Resources	Additional Resources Required	Additional Capacity Required	Potential Partner Support
1. Expand upon the success of the Mural Program to introduce new murals that highlight contemporary and Indigenous stories throughout Downtown		✓		✓	✓
2. Leverage downtown’s critical mass of cultural infrastructure through creating a strongly identified ‘cultural corridor’		✓		✓	✓
3. Support and Encourage the community to participate in the creation of more ongoing, accessible activities that build awareness and appreciation of local arts, culture and creative businesses			✓	✓	✓
4. Create the conditions for Summer Sessions to grow		✓			✓
5. Preserve and celebrate the historic past of Stony Plain			✓	✓	✓
6. Explore opportunities to streamline efforts and increase awareness of and access to cultural opportunities within the region through Tri-Municipal Regional partnerships	✓				✓
7. Integrate Stony Plain’s unique culture into public realm infrastructure		✓		✓	
8. Take a collaborative approach to planning for cultural infrastructure	✓	✓			✓
9. Support strong champions for Stony Plain’s arts, culture and heritage	✓				✓
10. Enhance the capacity to advance existing planning goals and objectives that deliver economic impacts through culture.			✓	✓	
11. Develop a Public Art Strategy			✓		
12. Benchmark and measure cultural resources as an indicator of growth.		✓			

Methodology

Stakeholder Engagement and Review

For full stakeholder engagement findings see APPENDIX A: What We Heard

Consultation related to the needs and preferences for arts, culture and heritage in Stony Plain either directly or gathered previously through engagement related to the Arts & Culture Facility Plan and Conceptual Design Report. Direct consultation included:

1. Working session with members of the Cultural Roundtable
2. Working session with key Town of Stony Plain staff including:
 - a) Planning and Infrastructure
 - i) Planning
 - ii) Engineering
 - b) Office of the Chief Administrative Officer
 - i) Economic Development
 - ii) Strategic Services
 - iii) Culture and Tourism
 - iv) Corporate Communications
 - c) Community and Protective Services
 - i) Community Programs
 - ii) Facilities
3. Review of citizen engagement around needs and priorities for cultural infrastructure conducted in support of the Arts & Culture Facility Plan and Conceptual Design 2019 report.
4. One-on-one interviews with residents and stakeholders of Stony Plain's cultural sector including:
 - a) Anna Sommerville, President, Blueberry Bluegrass Festival
 - b) Brandi Watson, Manager, Horizon Stage

- c) Brent Oliver, Director of Cultural Services, Spruce Grove
- d) Dave Goetz, Owner, Moonshiners
- e) Dianne Brown, Board Member, Parkland Potters' Guild
- f) Laurie Brown, Owner, Porch Swing Entertainment
- g) Lois Hamm, Owner, Gossamer Treasures
- h) Phillip Campiou, Indigenous Knowledge Keeper, Grassland Tipi
- i) Sarah Mate, Director of Community Services, Parkland County
- j) Twyla McGann, Museum and Archives, Multicultural Heritage Centre
- k) Allison Stewart, Executive Director, Stony Plain Public Library and Chair, Cultural Roundtable
- l) David Fielhaber, Executive Director, Stony Plain & Parkland Pioneer Museum
- m) Dianne Meili, Potter and Author, Indigenous Representative, Cultural Roundtable
- n) Melissa Hartley, Executive Director, Multicultural Heritage Centre
- o) Presentation and review of current state and engagement findings by Stony Plain Town Council.

Current Planning Review

For full current planning review findings see APPENDIX B: Current Planning Review

Review of key Town of Stony Plain and regional planning documents focused on identifying planning goals and strategies where arts, culture and heritage may play a role. Reviewed plans include:

- a) 2012 Cultural Master Plan
- b) 2020 – 2023 Town of Stony Plain Strategic Plan
- c) 2020 Corporate Plan
- d) Economic Development Strategic Plan (2019 Update)
- e) Uniquely Stony Plain Municipal Development Plan 2020
- f) Old Town Community Plan

- g) Arts & Culture Facility Plan and Conceptual Design
- h) Target Sector Study and Marketing Plan

Cultural Planning Practice Review

For full cultural planning practice findings see APPENDIX C: Cultural Planning Practice Review

Review of selected cultural plans that provides intelligence around contemporary practice in Canadian cultural planning. Findings from this report will ensure alignment with best practice in contemporary cultural planning where relevant and applicable. Plans were selected for this review based on a combination of the following criteria:

Primary Consideration

Accolades and peer recognition for the plan.

Secondary Considerations

1. The municipality is within similar or future projected growth size of Stony Plain
2. The municipality is within a short (1 hour) drive to a major centre or tourism region

The selected municipalities were:

- Collingwood, ON
- Temiskaming Shores , ON
- Centre Wellington, ON
- Maple Ridge, BC
- Okotoks, AB

Appendix A: What We Heard

This report is an encapsulation of feedback gathered related to needs and preferences for arts, culture and heritage in Stony Plain either directly or previously through engagement related to the recent Arts & Culture Facility Plan and Conceptual Design Report. Findings from this report will ensure that recommendations in the Action Plan reflect and respond to the needs and preferences of citizens, stakeholders and the Town.

Emerging themes

Top 10 broad themes emerging are listed below. Please note, themes are listed generally and not ranked in order of importance.

1. Citizens are the town's best cultural resource and need to be strongly connected into cultural opportunities within Stony Plain
2. The Town is very supportive of arts, culture and heritage programs and initiatives
3. There is a desire for more opportunities to bring residents together through the shared enjoyment of culture
4. Downtown renewal can capitalise on the cultural strengths of Stony Plain
5. Cultural Institutions play an important role in the cultural life of Stony Plain
6. There is a desire and willingness for regional collaboration
7. Creative entrepreneurs and artists are essential contributors to quality of life of Stony Plain
8. Creative entrepreneurs and artists are essential contributors to the economic prosperity of Stony Plain
9. Mechanisms that support telling Stony Plain's unique cultural story need to be strengthened and expanded to include Indigenous and contemporary stories
10. There is interest in developing a 'creative hub' in Stony Plain

The bullets below each emerging theme are taken from one on one interviews and reviews of past engagement. Where possible, they are captured as direct quotes from participants.

1. The Town's best cultural resource are its citizens, especially when they are strongly connected into cultural opportunities within Stony Plain
 - Word of mouth is still reliable as a way to spread information about cultural activities however as the town grows there is a growing need to enhance formal marketing and communications to ensure all residents are aware of the cultural activities available.
 - The cultural life of the Town is an attractor for new residents and a key part of Stony Plain's place-brand.
 - There are many artists and creative workers living in Stony Plain.
 - Newcomers to Stony Plain, those residing in new communities, and those living within the region may not be aware of cultural opportunities within Stony Plain or may not know how to get involved in the cultural life of the town.
 - An artists in residence for the community (or within specific geographic communities) could help to build connectivity among neighbours.
 - Artists living and working in Stony Plain may form part of a "basement economy" where they are working in isolation and not always connected into the broader cultural life of the community.
 - Volunteerism within the town is shrinking as younger generations are not responding to volunteer needs in the same ways as the aging population once did.
 - There needs to be more spaces for youth to contribute their voices and energy to the cultural vitality of the town.

2. The Town is very supportive of arts, culture and heritage programs and initiatives
 - Council has shown strong support for cultural initiatives such as public art, murals and the role of culture as a driver within other planning.
 - The Culture and Tourism Development Officer provides critical support for the cultural health of Stony Plain through forming strategic partnerships and supporting local initiatives.

- The Cultural Roundtable is an important initiative to connect cultural leadership within the town and to inform cultural planning and programs.
 - There is strong interest across multiple town departments to consider how the development of new cultural infrastructure and programs can contribute to advancing Town planning goals.
 - There is strong cross departmental communication within the Town.
 - The Town has partnerships in place with public and private organizations that they can leverage in developing the cultural life of Stony Plain.
 - There is political and planning support for culture's importance in relation to the economic vibrancy of the Town.
 - There is interest in seeing the Town play a stronger role in advertising and promoting Stony Plain art and local artists through things such as promotional events, markets, or online marketing campaigns.
 - The town has a role to play in pro-actively encouraging and supporting creative entrepreneurs and arts related businesses to start-up and thrive in Stony Plain.
 - Engagement with Indigenous artists and creators could be strengthened by extending Council invitations to Indigenous cultural activities or through Council participating in learning exercises around Indigenous ways of knowing, such as the blanket exercise.
 - There is an opportunity for Council and the Town generally to consider their role in responding to the recommendations within the Truth and Reconciliation Commissions report.
 - The budget for cultural programming, including staff support, needs to grow as the population increases so as to be able to expand capacity and participation in popular programs such as Summer Sessions.
3. There is a desire for more opportunities to bring residents together through the shared enjoyment of culture
- The fabric of the community is strengthened when people come together through shared experience.
 - The strength of Summer Sessions and programs like Adopt a Bridge is that they build community through bringing people together.
 - Recent public art projects that involve citizens are popular and embraced by people of all ages.

- Public cultural summits showed off the cultural vitality of the Town.
 - Currently, there is a limited number of initiatives and broad public programs that bring citizens together over the winter (winter strategies are being considered currently for parks and pathways).
 - Citizen participation is strong for events, even those events that are not considered every-day cultural offerings such as Citizenship Ceremonies.
 - The ties to agriculture are deep within Stony Plain, however there are not great opportunities to come together and celebrate or share culture through food.
 - There is a strong appetite for live music and music events in Stony Plain and region with a big country music community in and around Stony Plain (over 300 members of the Alberta Country Music Association are based in the region).
 - Initiatives like Alberta Culture Days provide opportunities for all cultural organizations to work together on a central initiative.
 - Moving the Indigenous Day celebrations to Enoch was supported by Enoch residents and seen as a positive way to build relationships between the Town and the Nation, however the Enoch location does not broadly support stronger connections between Indigenous and Non-Indigenous people.
 - Many events take place in locations that are destinations you have to go-to which reduces the opportunity for citizens to “come across” public events in their everyday movements throughout the Town.
4. Downtown renewal can capitalise on the cultural strengths of Stony Plain
- The Multicultural Centre, Pioneer Museum, Potters’ Guild and new Library are flagship cultural institutions that anchor the Downtown and create a cultural corridor.
 - Signage into and throughout the Downtown should reflect the culture of the Town and direct people to cultural facilities.
 - Owners and occupants of downtown properties need to be engaged in adopting and supporting a shared vision for a vibrant, walkable downtown that reflects the cultural richness of Stony Plain.
 - Vacant store fronts, daytime only service businesses, and a lack of gathering and programmable spaces are all impediments in the creation of downtown cultural vibrancy.

- Incentives for downtown business owners to support more public art (murals or other) and public space enhancements should be considered.
- The Downtown is not strongly connected through pathways or roadways to outlying communities or the highways. It is easier to go around Stony Plain than into it which creates a barrier to the many cultural institutions and creative businesses.
- The majority of major event activities are on the edges of town. Downtown activity needs to be enhanced during major events such as Farmer's Days and the Blueberry Bluegrass Festival to leverage these opportunities through drawing people to main-street.

5. Cultural Institutions play an important role in the cultural life of Stony Plain

- The Multicultural Centre, Pioneer Museum, Potters' Guild, and Library are key institutions that provide cultural programming, volunteer opportunities, artistic supports, historic preservation, and community infrastructure.
- There is a desire to strengthen connections between existing cultural institutions both in terms of physical connectivity and in terms of shared programming and events.
- The Multicultural Centre, Pioneer Museum, Potters' Guild, and Library and are central gathering spaces for programs and events presented by them and by the community.
- Many of these institutions regularly support community events through provision of space, funding, marketing, staff and volunteers, specialized equipment, and other mechanisms.
- There are strong collaborative relationships between these cultural institutions.
- The Art Gallery within the Multicultural Centre is unique in the region (and Province compared to municipalities of similar size) and regularly hosts travelling exhibitions.
- The Library serves as a community connector for newcomers and those living on the edges of the community as well as an important conduit to connect and support diverse voices.
- The Multicultural centre provides new ways to connect culture, creativity and people back into the community.

- The Blueberry Bluegrass festival is a significant festival drawing thousands people to Stony Plain with efforts being made to increase the connectivity between residents, local businesses and visitors to the festival.
- The Cowboy Gathering has been taking place in Stony Plain for 40 years.
- The Pioneer Museum and Potters' Guild are operated by large numbers of dedicated volunteers.
- Much of the cultural infrastructure in the town (The Multicultural Centre, Pioneer Museum, etc.) is difficult to find and does not have a strong physical presence.
- Programming and community support through these institutions can extend beyond their physical space, into residential, downtown and other communities.

6. There is a desire and willingness for regional collaboration

- There needs to be a balance between collaborating as part of a larger region while still maintaining and encouraging the unique cultural aspects of Stony Plain.
- There is value in hosting artistic gatherings (or arts residencies) that connect Stony Plain artists to national and international artists.
- Opportunities for strengthening regional cultural tourism around key events such as the Blueberry Bluegrass Festival exist.
- Larger civic celebrations such as Canada Day and other holiday celebrations present opportunities to decrease duplication of efforts through expanded regional collaboration.
- Indigenous Listening Circles within the Parkland region are often attended by representatives from Stony Plain, Parkland and Spruce Grove.
- Parkland County has prioritized the collaborative funding of cultural institutions as the primary focus within the County's Cultural Plan over the next 2-3 years.
- Regional Planning work underway will include strategies for regional cultural planning.
- The Chamber of Commerce has unified under a central Chamber with Stony Plain, Spruce Grove and Parkland County indicating that businesses understand the power of collaboration within the region.

7. Creative Entrepreneurs and artists are essential contributors to quality of life of Stony Plain
 - There are many small creative businesses that are elevating other artists in the communities and sharing opportunities (live music, galleries, creative classes, etc.).
 - Artists can be engaged in work that respond to social needs such as writers who lead programming at the Youth Centre and artists and artisans who work at seniors' lodges.
 - The Town should strive to involve local artists in local opportunities such as murals, public art, and Summer Sessions where possible.
 - Broad recognition among residents of Stony Plain about the importance of culture to the community will support the town in becoming a notable cultural centre within the region.
 - Cultural programs, learning events and workshops could be supported by the Town (through grants) in order to ensure that fees for participation are kept accessible for all citizens.

8. Creative Entrepreneurs and artists are essential contributors to the economic prosperity of Stony Plain
 - Visual artists, potters, weavers, quilters, carvers, fabric artists, glassblowers, blacksmiths, photographers, and woodworkers attract art-buying tourists to Stony Plain.
 - Music and festivals bring in business that spills over to benefit hotels, restaurants, coffee shops and other creative businesses and organizations.
 - There is a history of cultivating a maker/ creator community through strong retail support for local artisans.
 - Strengthening ties between artists and the business community through encouraging partnerships between creative organizations, business and tourism will create benefit for all partners.

9. Mechanisms that support telling Stony Plain's unique cultural story need to be strengthened and expanded to include Indigenous and contemporary stories

- The Poet Laureate, Parkland Poets Society, the Cowboy Gathering and the Cultural Campfires are just some of the activities that support the sharing of artistic voices and stories in the community.
- The Town supports story telling that celebrates the culture of the community through communication materials (such as videos and seasonal guides).
- The former town slogan “The Town with the Painted Past” and the historic nature of the murals do not adequately reflect the vibrant contemporary culture within Stony Plain. The story of today should focus on being rooted in the past but growing towards the future.
- The murals and mural tours create a narrative of place for all visitors to the town however the mural history starts 100 years ago and neglects the deeper history of the place from an Indigenous perspective.
- There is a growing national and international movement to present music in a smaller scale singer songwriter and story-telling environment (“The Track on Two in Lacombe” and “The Blue Jay Sessions” in Calgary) that could be supported within Stony Plain.
- The Pioneer Museum has space dedicated for Indigenous history which could be expanded if there were additional supports to do so.

10. There is interest in developing a shared space for creative entrepreneurs, organizations and artists in Stony Plain

- Although many artists indicate a preference to work from their home studio, there is a desire for a secondary space that can support exhibition (top priority), classrooms, retail, and technology that can assist artists as creative entrepreneurs.
- There are challenges accommodating different working requirements (i.e. sound, ventilation, access to specialized equipment) into one shared space that need to be carefully considered.
- Artists would like more opportunities to collaborate, work and learn together in formal and informal ways.
- The PERC building currently supports a range of community programs and activities and is an important revenue source and programming space for the Multicultural Centre which would need to be considered if the PERC were no longer available.

- The PERC building currently provides financially accessible space for many cultural organizations that cannot be easily found as affordably elsewhere within the community.

Internal Assessment

The Assessment below was gathered through a cross departmental engagement with Town administration.

Strengths of the Town

1. Supports for local artists and cultural organizations:
 - a. Cultural Roundtable
 - b. Cultural Initiatives: Summer Sessions, Poet Laureate, Creating Connections, etc.
 - c. Cultural Events: Indigenous People's Day, Alberta Culture Day, Poetry Day, ArtWalk, Mural Tours, Cowboy Gathering
 - d. Murals and Public Art
 - e. Community Initiatives Grant Program
 - f. Service Agreements and provision of land and buildings
2. Forward facing and pro-active role of Culture and Tourism Development Officer
 - a. The Culture and Tourism Development Officer pro-actively seeks opportunities for the Town to plan culturally by integrating culture into other areas of town projects and planning.
3. Pride in the Culture of Stony Plain
 - a. The Town takes opportunities to celebrate and recognize those in the town that are contributing to its cultural vibrancy through initiatives such as the Mayor's Award of Creative Excellence and the Indigenous Youth Advisors.

Gaps and Opportunities for Growth within the Town

1. Enhance story-telling to include heritage, Indigenous and contemporary culture within Stony Plain
 - a. Work within the public realm (public art, street furnishings and enhancements, public signage, etc) needs to reflect the contemporary culture of Stony Plain today in addition to its recent past
 - b. Indigenous stories and story-telling are not strongly reflected in the murals and in other ways of telling Stony Plain's history
 - c. A heritage plaquing program could tell the story of historic buildings and spaces within Stony Plain
 - d. Policies to protect heritage buildings, and other cultural elements such as murals within the Downtown area would support the preservation of the town's past, much of which is currently intact
2. Build awareness and appreciation of culture for all citizens
 - a. Interactive art within the community, such as street pianos and other interactive public art or initiatives like adopt-a-bridge provide deeper experiences for people to interact with and appreciate culture
 - b. Youth engagement needs to be strengthened through a dedication to innovation and experimentation and direct involvement of youth as decision makers in shaping the culture of Stony Plain
 - c. Leverage neighbourhood initiatives and neighbourhood development, like neighbour day or community suppers to strengthen the fabric and connectivity of Stony Plains many communities and residents
3. The single Culture and Tourism Development Officer position cannot pro-actively address all the cultural needs and opportunities within Stony Plain
 - a. Opportunities around Downtown planning, the potential for new cultural infrastructure, and a desire to expand on initiatives like Summer Sessions have outgrown the ability of a single position within the Town
4. Consider culture at the onset of planning and development of complete communities
 - a. Consider ways to encourage and accommodate culture and art within parks, playgrounds, streetscapes, etc.

- b. Develop heritage and architectural standards and guidelines that support a look and feel to the town that reflects the culture of the place
- c. Develop guidelines for cultural requirements and considerations within community planning documents including roles and responsibilities for engaging cultural stakeholders in Town planning
- d. Consider ways to accommodate cultural use and cultural space within other types of infrastructure such as recreation facilities and private facilities like movie theatres
- e. Promote and consider natural spaces (community gardens, edible trees, parkways) as cultural spaces
- f. Use planning incentives for private development of cultural amenities
- g. Consider access for citizens to cultural institutions (Multicultural Centre, Pioneer Museum, Library) when planning public transit and pathways
- h. Extend the public art program and placement of public art into residential communities throughout Stony Plain
- i. Apply a cultural / public art approach to the development of community amenities such as light standards, transit stops, signage, and street furniture
- j. Bring public art and other cultural elements under the umbrella of asset management within the Town

Cultural Roundtable Gap Analysis

Members of the Cultural Roundtable participated in a gap analysis exercise that identified the following future state aspirations and suggested mechanisms to achieve them.

CURRENT STATE	FUTURE STATE	SUGGESTED MECHANISMS
HIGH INTEREST AND SUPPORT		
<ul style="list-style-type: none"> • Summer Sessions is nearing capacity in current site 	<ul style="list-style-type: none"> • Create a “Headliner” annual music event in conjunction with Summer Sessions 	<ul style="list-style-type: none"> • Small concerts throughout the year with one big concert at Heritage Pavilion • Use it to promote other events in other locations (booths and other activities) throughout Downtown • Food trucks • Close the street
<ul style="list-style-type: none"> • There is limited signage and wayfinding leading into and around Stony Plain 	<ul style="list-style-type: none"> • Signage leading into town prominently showcases the culture of Stony Plain 	<ul style="list-style-type: none"> • Banner program to be artist driven • Reserve a portion of space on current entry signs that can be changed to promote cultural events • Work with the Province to establish signs on Provincially controlled highways
<ul style="list-style-type: none"> • No public space for artists and cultural organizations 	<ul style="list-style-type: none"> • Create a shared arts hub where artists can teach, learn, create and exhibit 	<ul style="list-style-type: none"> • Develop a shared hub model • Identify potential users and uses • Identify funding sources • Artist buy in is really needed for this • Concern over who would pay for this and engagement from artists to help to make this happen • There is no private land lord interested in donating space at the current time
<ul style="list-style-type: none"> • Indigenous Day annually held at Enoch 	<ul style="list-style-type: none"> • Find ways to celebrate and recognize 	<ul style="list-style-type: none"> • Explore the potential of establishing an Indigenous Friendship centre within the Town • Erect Indigenous language on signage in town (in Cree)

	Indigenous culture more than once per year	<ul style="list-style-type: none"> • Creation of a new festival with a round dance for community and friendship • Needs to be Indigenous led
<ul style="list-style-type: none"> • No markers at historic sites 	<ul style="list-style-type: none"> • Erect markers at historic sites 	<ul style="list-style-type: none"> • Create historic site inventory (supported through a Canada Works summer employment grant) • Combination of plaques on buildings and personal house markers (on sidewalk or flags) • The Multicultural Centre has information that could inform this
<ul style="list-style-type: none"> • Summer Sessions is a well-loved and popular program 	<ul style="list-style-type: none"> • Create a Winter Sessions or Winter Festival modeled on Summer Sessions 	<ul style="list-style-type: none"> • Alternative music – jazz, folk, etc... • Utilize rotary-park for skating, ice carving, etc... • One big inside event
<ul style="list-style-type: none"> • Culture and history is not strongly embedded or connected to the physical natural parks and outdoor spaces within the town. 	<ul style="list-style-type: none"> • Create audio stories / walking trail tours about our history and culture 	<ul style="list-style-type: none"> • Utilize existing recordings from Multicultural centre • Use existing technology • Identify people that want to tell their stories and provide the outlet for this • Pioneer Museum is looking at using beacons for an app enabled self-guided tour • Art on the trails • Bird houses on the trails • Markers should be indestructible
LOWER INTEREST AND SUPPORT		
<ul style="list-style-type: none"> • Stony Plain is described as the place west of Edmonton and Spruce Grove 	<ul style="list-style-type: none"> • Create a town tag line or slogan that speaks to culture for the Town 	<ul style="list-style-type: none"> • “The Town with the Painted Past – was previous • Create a logo or visual identifier that speaks to culture that every culture event and organization could use (i.e. “A Heart for Culture”)

<ul style="list-style-type: none"> No post-secondary in town that provides training in culture related industries. 	<ul style="list-style-type: none"> Work to establish a post-secondary Arts College 	<ul style="list-style-type: none"> Explore Grant MacEwan, Red Deer College or NAIT as potential partners on a satellite campus (may be cost prohibited) Potential to work with Victoria Composite at the high school level Potters guild could be an extension of an existing college (they currently partner with Red Deer college on sharing international artists) Partnerships are essential to bring this type of thing about (including partnerships with the County and Spruce Grove)
<ul style="list-style-type: none"> Some sporadic activity – Grey briar, Fairways and the Brickyard are disconnected 	<ul style="list-style-type: none"> Support a regular schedule of events that draw the town together and draw people into town 	<ul style="list-style-type: none"> Focus on ensuring events and activities are welcoming and accessible to residents in all areas of Town (particularly in new communities)
<ul style="list-style-type: none"> Main street is designed for vehicles first and pedestrians second 	<ul style="list-style-type: none"> Make 2 blocks of main street pedestrian only with support for creative businesses in this area 	<ul style="list-style-type: none"> This would likely be too difficult for certain merchants

Appendix B: Current Planning Review

This report encapsulates a review of key Town of Stony Plain and regional planning documents focused on identifying planning goals and strategies where arts, culture and heritage may play a role. Findings from this report will ensure alignment, where possible, between the Arts Culture and Heritage Action Plan recommendations and other key plans.

Stony Plain Cultural Master Plan: 2012

Vision and Guiding Principles

Vision of the original plan is still relevant:

Our community's culture begins with pride in its history, a commitment to inclusiveness, and a creative path to our future.

Guiding Principles are still relevant but should be edited to reflect current planning language and the desire to see culture (and creative industries) identified more clearly as an economic driver. Suggestions for updating the Guiding Principles are in red below.

- Growth and development are managed in a way that encourages the vibrancy of our local cultural sector and preserves our unique ~~small town ambience and identity.~~ sense of belonging and friendliness making our community a great place to live.
- Culture and ~~creativity~~ creative industries are integral to planning for sustainability, alongside other social, economic and environmental considerations.
- Culture and creative cultural enterprises are essential to building a vibrant downtown that is the social and economic hub of our community.

- ~~○ Quality of place contributes to our future economic growth & prosperity.~~
- Diversity in our community is a source of strength and we are committed to values of inclusion.
- Cultural programs and activities are responsive and relevant to all parts of our community and through all phases of life.
- The Town values and supports strong cultural organizations working together toward shared goals.

Goals

Most of the goals outlined in the 2012 plan have either been completed or are underway. Below is a status breakdown of current goals and actions initiated and led by the Town of Stony Plain to advance the Culture Plan’s recommendations.

In addition to actions led by the Town, there are many actions that have been initiated and led through community stakeholders (including cultural organizations) independently or with Town support. Activity led by community stakeholders is not captured within this report as these activities are plentiful, diverse and not tabulated or tracked centrally

Goal 1: Town Leadership

RECOMMENDATION	OUTPUT MEASURE	STATUS
Consider the Establishment of a New Cultural Development Officer Staff Position	Hiring of new staff position	✓ Culture and Tourism Development Officer
Implement a Communications Strategy to Raise Awareness of the Plan	Development and implementation of the Communications Strategy	✓ Strategy for launch of plan completed and enacted
Establish an Interdepartmental Culture Team	Establishment of Interdepartmental Team	• Currently being created

Convene a Staff Forum on the Cultural Master Plan	Successful convening of staff forum with strong attendance from across departments	✓ Convened upon launch of plan
Integrate Culture Into Town Planning and Decision-Making	Greater understanding and increased capacity across departments to factor culture into planning	✓ Culture considered within planning
Evolve the Creative Community Committee (CCC) to a Cultural Roundtable	Establishment of Terms of Reference and recruitment of first Roundtable	✓ Roundtable established 2013
Convene an Annual Cultural Summit	First Summit convened Year Two after the adoption of the Cultural Plan.	✓ Summits 2014-16
Hold Issue-Based Community Forums	First Forum convened in Year 2; Forums convened based on identified issues and needs.	✓ 2013 Creative Ind. Event ✓ 2018 Cultural Centre Feasibility
Establish a Mayor’s Award for Culture	Definition of Award guidelines and launching of awards program	✓ 2018 Award of Creative Excellence

Goal 2: A Diverse and Dynamic Cultural Sector

RECOMMENDATION	OUTPUT MEASURE	STATUS
Establish a Stony Plain Cultural Network	Launch of Cultural Network and convening of first meeting	✓ 2013 Cultural Roundtable
Strengthen Regional Partnerships and Collaboration		✓ 2013 - Tri Regional Tourism Partnership ✓ 2015 Tour of AB ✓ 2016 Visitor Prov. Conf. ✓ 2017- Mobile Visitor Services
Establish a Regional Cultural Managers Network	Recruitment of cultural managers from Stony Plain, Spruce Grove and Parkland County to form network	✓ 2019 Tri Regional Cultural Summit
Create a Coordinated Cultural Marketing Initiative	Developing terms of reference/request for proposals and develop the marketing initiative	✓ 2013–16 Live Out Loud ✓ 2013 – Summer Event Destination Guide
Establish a Community-Driven Calendar of Events	Researching leading tools and practices for community calendars and launching calendar	✓ 2013- Online Calendar
Sustain and Expand Cultural Mapping Efforts	Establishing Cultural Mapping Working Group to consider options for ongoing mapping systems, drawing on leading practices in Canada	

Undertake a Comprehensive Inventory of Cultural Spaces and Facilities	Completion of inventory	✓ 2019 Facility Study
Address Gaps in Cultural Facilities	Determination of most effective and efficient means of addressing gaps, and development of new facilities	✓ 2019 Arts & Culture Fac. Study ✓ 2020 New Library Opening
Establish a Youth Apprenticeship and Mentoring Program	Launching program and recruiting initial apprenticeship/mentoring opportunities	✓ 2013 Youth Ambassador ✓ 2018 Kids Can Cook
Establish a Festival Created By and For Youth	Striking of Youth Working Group to develop proposals for festival; launch of first festival	✓ 2017 Teen fest
Celebrate Diversity	Launch dialogue on potential programming and other initiatives through the Cultural Roundtable	✓ 2013-19 Citizenship Ceremony ✓ 2013 Translate Mural Brochure ✓ 2014 – 19 Aboriginal Day Partnership & Ambassador Program
Promote and Enhance Community Storytelling	Examining leading practice in storytelling programs and promote and enhance existing programming	✓ 2018 Heritage Film Project ✓ 2018 Poet Laureate ✓ Stony Plain Art Walk

Additional activity lead by the Town or its partners during this period to further this goal:

- ✓ **2017 Community Wayfinding**
- ✓ **Adopt a Bridge**
- ✓ **Jane’s Walk**
- ✓ **2012 – 2019 Culture Days**

Goal 3: Grow the Cultural Economy

RECOMMENDATION	OUTPUT MEASURE	STATUS
Profile Local Success Stories	Identifying success stories and creating/recording and publishing first stories	✓ 2016 88.1 profiles
Hold Creative Minds Events	Convening of first event	✓ 2014 – 19 CultureFWD
Develop a Festivals Strategy	Defining Terms of Reference outlining issues to be addressed by the Strategy; determining capacity to undertake strategy internally or need for external consulting expertise	

Additional activity lead by the Town or its partners during this period to further this goal:

- ✓ **2015 – 19 Summer Sessions**
- ✓ **2014 – 2019 Christmas Ornament**
- ✓ **Shop the Season Guide**
- ✓ **Community Initiative Grants**

Goal 4: Places and Spaces for Culture

RECOMMENDATION	OUTPUT MEASURE	STATUS
Develop an Integrated Public Art Policy and Program	Examine leading practices in public art policies in Canada; development of public art policy by Cultural Coordinator	✓ 2015 Policy ✓ 2015 1% for Public Art ✓ Public Art Unveilings
Provide Spaces for Artists and Creative Enterprises in the Downtown	Identification and provision of downtown spaces	✓ 2015 Cubicle Box Program ✓ 2015-16 Banner Program ✓ 2016 - Outdoor Pianos ✓ 2012 – 2019 Mural Program
Establish a Shared Administrative Facility in the Downtown	Assessing interest and defining program, services and costs related to establishing the facility; locating space and establishing facility	

Culture within Current Planning Documents

Many of the planning and development documents guiding the Town include consideration of arts, culture, heritage and related creative industries and tourism. For the purposes of this Current State Review the following planning documents were reviewed:

1. 2020 – 2023 Town of Stony Plain Strategic Plan
2. 2020 – 2022 Corporate Plan
3. Economic Development Strategic Plan (2019 Update)
4. Uniquely Stony Plain DRAFT Municipal Development Plan
5. Old Town Community Plan
6. Arts & Culture Facility Plan and Conceptual Design
7. Target Sector Study and Marketing Plan

Below is a breakdown of recommendations, or thematic elements within the reviewed planning documents as they relate to cultural planning.

Planning Document	Culturally Relevant Goals or Initiatives	Themes Related to Arts, Culture or Heritage
<p>2020 – 2022 Corporate Plan</p> <p>2020 – 2023 Strategic Plan</p>	<ul style="list-style-type: none"> • Economic Opportunity <ul style="list-style-type: none"> ○ Strengthen our Vibrant Business Community: <ul style="list-style-type: none"> ▪ Create more prominent tourism destination marketing with the business community and regional partners. ○ Actively Support and Enhance our Downtown, Institutions and Cultural Economy: <ul style="list-style-type: none"> ▪ Relocate the Stony Plain Library to downtown. ▪ Explore programs to enhance historic properties and the downtown area. (Strategic Plan) • Supportive Infrastructure <ul style="list-style-type: none"> ○ A renewed and fiscally supported Trails Master Plan that maximizes community connectivity. 	

Planning Document	Culturally Relevant Goals or Initiatives	Themes Related to Arts, Culture or Heritage
	<ul style="list-style-type: none"> ○ Signage Strategy - Design an innovative signage program that supports current needs, future objectives, builds on Stony Plain’s image, and provides necessary information to residents and visitors. ○ Signage Strategy – Promotes an attractive, cohesive and coherent brand, which conveys quality and sustainability and honours the Town’s heritage and culture in its design and construction. ○ Examining the feasibility of a cultural centre in Stony Plain. ○ Create an infrastructure and land assembly plan supporting the construction of a Town Square in the downtown core – A concept plan will be prepared that clarifies the design, land assembly requirements, future municipal office space needs and community needs for programmable spaces in the vicinity of downtown and the Town Hall. ● Community Development <ul style="list-style-type: none"> ○ Increase awareness of, and participation in, local art and cultural opportunities. ○ Renew and implement the Cultural Master Plan including a Public Art Strategy to guide placement and design of public art. 	
<p>Economic Development Strategic Plan 2019 Update</p>	<ul style="list-style-type: none"> ● Cultural Industries is listed as one of the 6 economic drivers within the plan ● Foster Stony Plain’s Entrepreneurial Ecosystem <ul style="list-style-type: none"> ○ Continue promoting small business through networking events such as Culture FWD. 	<p>Support for knowledge-based economic growth</p> <ul style="list-style-type: none"> ● “the desire to continue to build and support the local cultural and knowledge-based sector. Competitive advantages for Stony Plain already exist in this sector, as

Planning Document	Culturally Relevant Goals or Initiatives	Themes Related to Arts, Culture or Heritage
	<ul style="list-style-type: none"> ○ Investigating and if feasible acting upon the creation of incubator space for entrepreneurs to thrive within the community. 	<p>the community has a rich cultural heritage that includes facilities, festivals and the Multicultural Heritage Centre. As well, a sizeable and diverse range of creative cultural enterprises currently exist in Stony Plain providing the base in which to further build upon.” Pg. 13</p> <ul style="list-style-type: none"> ● “Stony Plain recognized the need to act as a catalyst for cultural small businesses and entrepreneurs by providing networking and peer-to-peer events, as well as shared working buildings and spaces. Within their goals of diversifying the local economy, Stony Plain has made it clear that developing arts, culture and knowledge businesses is a significant priority for the economic and social success of the community” Pg. 13 <p>Importance of Downtown as a Destination</p> <ul style="list-style-type: none"> ● “...the continued development of the downtown would be focused on making the area a hub for cultural activities and industries...” Pg. 13 ● Telling the World about Stony Plain ● “This includes marketing the town as a cultural centre with events and activities...” Pg. 13 ● A thriving culture and arts sector within the community is identified as a

Planning Document	Culturally Relevant Goals or Initiatives	Themes Related to Arts, Culture or Heritage
		competitive advantage within the plan Pg. 27
<p>Uniquely Stony Plain Municipal Development Plan 2020</p>	<ul style="list-style-type: none"> • Direction 2.2 – Community Development - Ensure community culture is rooted in history but committed to being inclusive, dynamic and diverse. Pg. 31 <ul style="list-style-type: none"> ○ Cultural programs and facilities will account for future needs, under-represented groups and year-round programming. ○ The Town will encourage the expansion of cultural programming, promote public art at nodes of civic activity and encourage artists, crafts people and creative enterprises to create, display and sell their work. ○ The Town, in conjunction with community groups, will strive to identify, conserve, maintain and creatively reuse significant historic resources, including recognition through a variety of means such as murals, commemorative plaques, naming and municipal designation. ○ (The Town will encourage) Significant archaeological, historical and cultural sites will be incorporated into the urban fabric. • Direction 3.1 Economic Opportunity – Expand and diversify the Town’s economic base. Pg. 33 <ul style="list-style-type: none"> ○ The Town will support development in new economic areas such as e-commerce, the eco-industry, knowledge-based, wellness and creative sectors. ○ The Town will work with public and private partners to foster diversity and creativity by supporting new 	<p>Community Development</p> <ul style="list-style-type: none"> • “As Stony Plain grew, progressed and prospered, we maintained a strong sense of belonging and friendliness, making our community a great place to live.” Pg. 29 • “We have facilities for community gatherings and places for interaction – recreational, cultural, institutional and commercial interactions.” Pg. 19 • “Our town has been designed with innovation and quality. We attract people in the creative industries-people who take knowledge, ideas and resources, combine them with imagination, and create new concepts and products.” Pg. 19 <p>Economic Opportunity</p> <ul style="list-style-type: none"> • “Diversifying marketing strategies, with an emphasis on culture and tourism.” Pg. 20

Planning Document	Culturally Relevant Goals or Initiatives	Themes Related to Arts, Culture or Heritage
	<p>economic opportunities, such as co-working spaces, and maintain a collaborative business environment.</p> <ul style="list-style-type: none"> ○ The Town will educate the community to foster awareness and understanding of the economic importance of arts and culture, including festivals and other large gatherings. ● Direction 3.2 – Economic Opportunity – Implement marketing strategies. Pg. 34 <ul style="list-style-type: none"> ○ The Town will develop strategies to enhance its brand and generate awareness as a community of creativity and growth. ○ The Town will build awareness of what Stony Plain offers as a destination for residents, tourism and businesses, by marketing to attract creative, independent people in a variety of economic sectors. ● Direction 3.3 – Economic Opportunity – Enhance the viability of the historic downtown. Pg. 34 <ul style="list-style-type: none"> ○ The Town will continue to develop Old Town as a niche regional destination, based on its unique identity, small-scale commercial experience and local events. ● Direction 5.4 – Governance and Partners – Working with Neighbours and Stakeholders <ul style="list-style-type: none"> ○ The Town will foster and strengthen partnerships with businesses, government, school boards, post-secondary institutions and non-profit sectors to develop and operate recreational, cultural and community facilities. ● Direction 6.3 – Land Use Policies – Areas of Stability <ul style="list-style-type: none"> ○ The Town will consider preservation and integration of buildings considered to have a historical or architectural 	

Planning Document	Culturally Relevant Goals or Initiatives	Themes Related to Arts, Culture or Heritage
	<p>significance, or both, when redevelopment or infill development is proposed in the Areas of Stability.</p> <ul style="list-style-type: none"> • Direction 6.4 – Land Use Policies – Areas of Transition (OTCP) <ul style="list-style-type: none"> ○ The Town will support this area to maintain and expand its priority as a pedestrian-oriented, mixed-use space with retail, service, office, creative, arts and culture, wellness, tourism, civic and entertainment uses. ○ The Town will encourage adaptive reuse of historic buildings to allow for uses supportive of the cultural and tourism industry, including guest accommodations, gallery or studio spaces and live-work structures. • Direction 6.5 – Land Use Policies - Areas of New Residential Development <ul style="list-style-type: none"> ○ To develop neighbourhoods that are socially and physically connected, the Town will enhance opportunities for community gathering by reinforcing the use of gathering places through social, recreational and cultural programming by both the Town and other groups and; ○ Continuing to provide support and encouragement for a diverse range of community events and festivals. 	
<p>Old Town Community Plan 2019</p>	<ul style="list-style-type: none"> • Main Street Built Form Typologies 7.3.6 <ul style="list-style-type: none"> ○ The town will consider and encourage the following building typologies within this character area: Street-oriented Mixed-use; Community Facility. • Town Core Land use 7.4.5 <ul style="list-style-type: none"> ○ Land for the development of a new civic gathering space in the Town Core will be acquired by the Town. • Recreational and Cultural Campus Built Form 7.6.8 	<p>Guiding Principle: Strengthen the OTCP area’s role as the social heart of Stony Plain. Pg. 52</p> <ul style="list-style-type: none"> • Extend the character of Main Street and Establish an active and urban connection between existing cultural and recreational facilities

Planning Document	Culturally Relevant Goals or Initiatives	Themes Related to Arts, Culture or Heritage
	<ul style="list-style-type: none"> ○ Preferred uses include but are not limited to... Cultural facilities... ● Recreational and Cultural Campus Setbacks and Site Design 7.6.9 <ul style="list-style-type: none"> ○ Ensure the integration of newly developing areas within and adjacent to the Recreation and Cultural Campus through a variety of partnership including school boards, cultural organizations and private developers. ● Public Realm Gateways 7.8.30 <ul style="list-style-type: none"> ○ Wayfinding, place-making, and visual indicators that surround and identify key areas within the OTCP area will be provided. ● Public Realm Events and Programming 7.8.33-34 <ul style="list-style-type: none"> ○ Encourage events, art installations, social and recreational activities on Main Street and in the Town Core. ○ Allow and encourage programming and events that make temporary use of Main Street and other parts of the public realm that may include changing the character and use of a public space for a period of time, formal programming in plazas and parks, and the creation of additional social spaces. ○ Collaboration with local partners and businesses to sponsor and promote events throughout the OTCP area will be encouraged. ● Social Infrastructure – Cultural Space and Events - 7.10.5 – 8 <ul style="list-style-type: none"> ○ The development of a museum or additional cultural space within the OTCP area to provide space for historical and contemporary cultural events will be 	<ul style="list-style-type: none"> ● Encourage the development of a community park and civic square near the Town Office ● Collaborate with and support local businesses in programming and activating Main Street and other parts of the OTCP area. <p>Vision for Main Street Pg. 70</p> <ul style="list-style-type: none"> ● “...The buildings on Main Street are complemented by active and vibrant programming, ground floor businesses and community events.” <p>Vision for Town Core Character Area Pg. 74</p> <ul style="list-style-type: none"> ● Encourage the development of a public gathering place that can be used for local events that is directly connected to the surrounding community <p>Vision for Recreation and Cultural Campus Pg. 81</p> <ul style="list-style-type: none"> ● The Recreation and Cultural Campus will provide space for a variety of educational, recreational and cultural facilities that are designed to be sensitive to the surrounding residential areas. <p>Vision for Social Infrastructure Pg. 98</p> <ul style="list-style-type: none"> ● “Support the creation of new murals and works of public art.”

Planning Document	Culturally Relevant Goals or Initiatives	Themes Related to Arts, Culture or Heritage
	<p>explored in conjunction with the ongoing development of the Recreation and Cultural Campus.</p> <ul style="list-style-type: none"> ○ The integration of Indigenous cultural practices and educational experiences into Town-owned cultural facilities will be explored with local Indigenous organizations and groups. ○ The integration of other cultural practices and educational experiences into Town-owned cultural facilities will be explored with local cultural organizations and groups. ○ Year-round community events that celebrate the cultural identify of Stony Plain will be supported. ● Social Infrastructure – Public Art – 7.10.9-10 <ul style="list-style-type: none"> ○ Public art features that promote the cultural connections of Stony Plain and the surrounding area will be supported on public property and encouraged on private property. ○ Involvement of local, regional and international art communities in the creation and design of unique public art pieces and murals throughout the OTCP area will be encouraged. ● Catalyst Projects <ul style="list-style-type: none"> ○ Cultural Anchor Museum Pg. 108 <ul style="list-style-type: none"> ▪ A cultural facility is a key component of the development concept for the Recreation and Cultural Campus. A cultural facility will provide an additional draw to the area and help to diversity the types and motivations of visitors in Stony Plain. ○ Entrance Features Pg. 108 	

Planning Document	Culturally Relevant Goals or Initiatives	Themes Related to Arts, Culture or Heritage
	<ul style="list-style-type: none"> <ul style="list-style-type: none"> <ul style="list-style-type: none"> ▪ Entrance arches are proposed as part of the Downtown Streetscape Renewal to indicate where Main Street begins and ends...within the TOCP area including the Recreation and Cultural Campus, Heritage Park, and Town Core. ○ Tactical Placemaking Pg. 108 <ul style="list-style-type: none"> ▪ In addition to major placemaking initiatives like the Town Square, cultural anchor, and other hard infrastructure projects, smaller scale placemaking ...including festivals, events, art installations, sports events and other cultural events.... it also includes more liberal use of the Town’s largest land assets by allowing temporary closure and use of its streets and avenues for public events. ● Incentive Programs <ul style="list-style-type: none"> ○ Temporary Placemaking Grants Pg. 122 <ul style="list-style-type: none"> ▪ Projects may include planting, signage, public art, sidewalk art, temporary public realm features. ○ Incentive Program Funding Pg. 122 <ul style="list-style-type: none"> ▪ Grant funding on a recurring and annual basis. ● Advocacy Measures <ul style="list-style-type: none"> ○ Modern Mural Program Pg. 124 <ul style="list-style-type: none"> ▪ “...explore opportunities to work with existing businesses within the OTCP boundary to continue to expand the area’s collection of murals ... especially in the lands flanking Main Street.” ○ Main Street Temporary Closures 	

Planning Document	Culturally Relevant Goals or Initiatives	Themes Related to Arts, Culture or Heritage
	<ul style="list-style-type: none"> ▪ In conjunction with the provision of spaces to accommodate markets, social gatherings and other cultural events. 	
<p>Arts & Culture Facility Plan and Conceptual Design 2019</p>	<ul style="list-style-type: none"> • Recommendation for the development of a multi-purpose arts space with a focus on providing a range of arts and culture offerings that is either purpose built or housed in the retro-fit of an existing building. <ul style="list-style-type: none"> ○ Cost estimates outline renovation at \$5.8M and new build at \$7.2M. • Recommended actions: <ul style="list-style-type: none"> ○ Determine new or retro fit approach. ○ Develop facility program through additional community consultation. ○ Determine facility site. ○ Build out costing estimates and governance model along with potential partnership within the region. 	<p>Mapping existing space in the region Pg. 21</p> <ul style="list-style-type: none"> • “There is not a single dedicated space that serves as a cohesive arts & culture centre in which a range of artists can come together to create in the region. Nor is there a smaller dedicated performance space to accommodate local performances and rehearsals.”
<p>Target Sector Study and Marketing Plan 2015</p>	<ul style="list-style-type: none"> • Recommended Target: Destination shopping, dining, arts and culture <ul style="list-style-type: none"> ○ A destination district centred on the downtown, with retail shops, galleries, high-end personal services and dining. • Downtown Plan Pg. 53 <ul style="list-style-type: none"> ○ Given the large presence of local artists, created art can be installed throughout the district and can replace some of the standard fixtures found in the plan. ○ Given its proximity, the traffic it generates, and the complimentary role it plays to the establishment of arts and culture in the downtown, the Multicultural Centre should serve as a critical anchor of the district. 	<ul style="list-style-type: none"> • “Art can be used to establish an identity and to draw people to the community. Arts may be a key tool used to set Stony Plain apart from other communities.” Pg. 11

Planning Document	Culturally Relevant Goals or Initiatives	Themes Related to Arts, Culture or Heritage
	<ul style="list-style-type: none"> ○ The Pioneer Museum is another important cultural anchor for the district. Making the physical connection between the downtown and the museum is imperative. ● Arts and Culture Pg. 62 <ul style="list-style-type: none"> ○ Art installations should be encouraged in addition to murals. Things such as temporary exhibitions that enlist the support of private business owners, public art that is interactive, encouragement of business and property owners to include art into their storefronts. ○ Artists studios and gallery space should be brought into the downtown district through such mechanisms as shared studio and gallery space, artist-in residence programs, and potentially artist live-work space. ○ Events play a critical role in developing the reputation of specialty retail, dining and arts and cultural districts. 	

Cultural Planning in Spruce Grove and Parkland County

Both Parkland County and Spruce Grove have active Cultural Plans developed in the last 3 years. Parkland County's, Spruce Grove's and Stony Plain's plans were all developed by the same consulting firm, MDB Insights (now MDBI) and as such, have a high level of cohesion around recommendations addressing regional cooperation.

Parkland County: Parkland Alive 2025 Implementation Plan (2018 – 2021)

Parkland Alive 2025 is the Implementation plan that accompanies the Parks, Recreation and Culture Master Plan (below). Parkland Alive outlines high priority recommendations that guide the County in regards to parks, recreation and culture in the short term (2018 – 2021).

Parkland County's master plan for long term direction to parks, recreation and cultural services provides the following goals and objectives related to culture:

1. Continue Cost Sharing: Continue to support the delivery of leisure services for residents through cost sharing arrangements with partners including the Pioneer Museum and Multicultural Centre.

Parkland County: Parks Recreation and Culture Master Plan (2017)

Although the Implementation Plan is the best indication of what recommendations from this original plan are considered priorities for Parkland County in the immediate time frame, the Master Plan includes the Recommended Actions below that have implications for Stony Plain. Recommendation #3 aligns with recommendations in the Stony Plain plan that are or have been undertaken.

Organize for Culture:

1. Encourage cultural groups in Parkland County to participate in the annual Parks, Recreation and Culture Roundtable.

2. Recruit cultural leaders in the County to work with County staff in planning the Roundtable and identifying issues to be explored.
3. Examine the opportunity over time to enter into discussions with the City of Spruce Grove and the Town of Stony Plain about opportunities to establish regional Cultural Roundtables or forums to examine opportunities for tri-Municipal cultural opportunities.

Enhance the Municipal Art Program:

4. Focus efforts on establishing a public art policy and program supporting the installation of works of art at key junctures in the County.

Grow a Creative Rural Economy:

5. Examine models for arts or creative industries incubators that provide space for individual artists and commercial cultural enterprises to co-locate and benefit from the transfer of ideas and new partnerships; examine either County owned or underutilized buildings in the County to serve this purpose

Focus Attention on Placemaking:

6. Identify optimum locations in the County for creative placemaking initiatives
7. Engage planning staff in working collaboratively to develop strategies for implementing creative placemaking in the County

City of Spruce Grove Cultural Master Plan (2015)

The Master Plan includes the Recommended Actions below that have implications for Stony Plain. Recommendations #1 and #2 align with recommendations in the Stony Plain plan that are or have been undertaken.

Building Cultural Capacity - Strengthen Municipal Collaboration:

1. Establish a Tri-Municipal cultural leadership group to extend existing cultural collaboration across the three municipalities. Ensure both municipal and culture sector representation.
2. Convene a Tri-Municipal Cultural Summit on a regular basis. The Summit will connect people working in the cultural sector across the three municipalities with municipal staff. A less frequent Summit could provide additional resources to mount an ambitious program including speakers and opportunities for professional development.
3. Consider the potential to use Cost Sharing agreements currently restricted to cultural facilities to support cross-municipal collaboration on initiatives such as shared programming, marketing and promotion, professional development, among other areas of shared interests and needs.

Support City Centre Revitalization:

4. Consider the construction of a small “black box” theatre for use by cultural groups and to support programming in the City Centre.
5. Undertake a feasibility study for building a Cultural Centre in the City Centre.

Appendix C: Cultural Planning Practice Review

This report is a review of selected cultural plans that provides intelligence around contemporary practice in Canadian cultural planning. Findings from this report will ensure alignment with best practice in contemporary cultural planning where relevant and applicable. Plans were selected for this review based on a combination of the following criteria:

Primary Consideration

- Accolades and peer recognition for the plan.

Secondary Considerations

- The municipality is within similar or future projected growth size of Stony Plain
- The municipality is within a short (1 hour) drive to a major centre or tourism region

The selected municipalities were:

Collingwood <https://www.collingwood.ca/town-services/documents/parks-recreation-culture-master-plan>

Temiskaming Shores [http://www.temiskamingshores.ca/en/city-](http://www.temiskamingshores.ca/en/city-hall/resources/CGP/EcDev/City_of_Temiskaming_Shores_Municipal_Cultural_Plan_Compressed.pdf)

[hall/resources/CGP/EcDev/City_of_Temiskaming_Shores_Municipal_Cultural_Plan_Compressed.pdf](http://www.temiskamingshores.ca/en/city-hall/resources/CGP/EcDev/City_of_Temiskaming_Shores_Municipal_Cultural_Plan_Compressed.pdf)

Centre Wellington in Ontario <https://www.centrewellington.ca/en/living-here/resources/Documents/Cultural-Action-Plan-2013.pdf>

Maple Ridge, BC, and Okotoks, AB <http://mapleridge.ca/DocumentCenter/View/16527/Maple-Ridge-Culture-Plan>

Okotoks <https://www.okotoks.ca/culture-heritage/plans/growing-together-culture-heritage-and-arts-master-plan-okotoks>

A similar exercise was also conducted on the city of Edmonton's 2018 plan, *Connections and Exchanges: A 10-Year Plan to Transform Arts and Heritage in Edmonton*, due to Edmonton's proximity and potential influence on outcomes for Stony Plain. However, given the

differences in scale and format between the Edmonton plan and those of the other selected cities, *Connections and Exchanges* will be discussed separately.

This summary should not be considered a complete encapsulation of the five cultural plans that are being discussed. Instead, it is an attempt to capture the priorities and themes that emerged in multiple plans and their associated measurements, as well as those which were most relevant to the context of Stony Plain. These priorities, strategies and themes have been grouped into seven areas of focus, and arranged by frequency of occurrence between plans, with items that were discussed in multiple cities' plans appearing higher in the list.

The focus areas, along with a summary of findings, are listed below, followed by a table summarizing the cultural plans.

Thematic Best Practices

Each of the themes listed below represent a thematic best practice that is evidenced in the majority of the plans.

Economic Development and Creative Economy

Developing a region's creative economy, along with leveraging arts, culture and heritage assets to grow a region's economy as a whole

While not all of the municipalities covered here cited economic development as a central pillar of their cultural plans, the economic benefit of a strong arts, culture and heritage sector was consistently cited as either a goal in and of itself, or as a beneficial outcome of other policies. The most common themes in discussions of economic development were:

- The benefits to economic stability and diversification that come from supporting the creative economy.
- The desire to capitalize on the unique character of a region through the promotion of cultural tourism, including niche opportunities like agri-tourism and food-based events.

- Identifying the municipality's role in developing shared resources for creative industries, such as creative hubs with access to shared technology, workshops and studios, specialized equipment such as recording and video production, and meeting rooms.
- Helping creative industries build their capacity.
- The role that a vibrant local culture plays in attracting and retaining talented workers.

Identity and Character

Understanding, preserving, and capitalizing on the unique cultural, artistic and historic aspects of a region

A knowledge of an area's history and its unique cultural and natural heritage are seen as an important tool for building strong relationships between citizens and their cities, and arts, digital media and other technology are recognized for their potential in capturing and sharing those stories. For most of the municipalities examined here, identity and character is essentially synonymous with heritage. The most popular recommendations involved:

- Identifying and inventorying public and private heritage sites.
- Finding ways to designate and preserve heritage sites.
- Incorporating heritage (including indigenous heritage) into public wayfinding and other signage.

Downtown Development and Placemaking

Using arts, culture and heritage to revive and re-energize downtown districts and enrich the relationship between citizens and the places they live, work and play

As historic downtowns are an important part of the identity and character of many of these municipalities, downtown development must often balance growth with the preservation of an area's unique character. Encouraging the reuse and revitalization of existing

heritage sites came up more frequently than building new cultural buildings, although studying the feasibility and need for new facilities was also encouraged.

One key role for arts and culture is its ability to beautify and add energy to a downtown core. Nearly all the municipalities looked at suggested bringing artists, installations, or pop-ups into unused and under-used private and public spaces, and providing incentives ranging from tax breaks to relaxations of bureaucratic red tape in order to reactivate those spaces as quickly as possible. The development or re-evaluation of public art policies was another common theme.

Intra-Regional Partnerships

Identifying opportunities for collaboration between municipalities in a given region

This category is difficult to evaluate, given that Centre Wellington and Temiskaming Shores are already amalgamations of previous regions. However, there was a shared sentiment between regions of the importance of maintaining positive relationships with all levels of government to advocate for and capitalize on any potential funding, as well as to investigate the possibility of sharing the costs and benefits of major infrastructure projects between regions. Where regional culture plans already existed, it was emphasized that local plans should align with the goals of the region.

Community Building and Social Capital

Strategies for building community support for arts and culture, along with ways of leveraging arts and culture to strengthen the social fabric of a community

A theme shared between all five municipalities was a desire to increase accessibility of cultural offerings, to ensure they are accessible to a whole community, regardless of age, ability, income, or other factors. This prioritizing of accessibility is a reflection of a shared belief in the value of art and culture as a sort of social bonding agent, connecting people to each other and to their community as a

whole. And while universal engagement is recognized as a priority, particular importance is given to connecting youth with local cultural opportunities, from arts activities to volunteerism to awards and recognition for creative entrepreneurship.

In terms of creating support for the cultural plans themselves, along with support for investment in arts, culture and heritage, common strategies include:

- Ongoing engagement with a variety of community and cultural groups.
- Ensuring that the plan's outcomes are measurable, useful, and clearly communicated with the public.
- Strategies commonly include action items classified as “easy wins”: Tasks that can be done quickly and easily, in order to show public success and build momentum for the cultural plan.

Artists

Items specifically addressed at engaging artists, as a distinct group from creative industries

More often than not, artists seem to be included in the more general category of creative industries. Where they are mentioned, it is typically in the importance of developing or maintaining funding programs for artists, and ensuring that those policies align with the cultural goals of the municipality. Artists are also recognized for their roles in placemaking activities.

A note on Indigeneity

Recognizing, integrating, and collaborating with the indigenous people, culture and history of a region

Detailed plans for collaborating with local indigenous groups were surprisingly rare, with only one of the five municipalities acknowledging the recommendations of Canada's Truth and Reconciliation Commission or the United Nations' Declaration on the Rights of Indigenous Peoples. It's worth noting that relationships with indigenous populations are a significant priority for Edmonton's current 10-year cultural plan.

Cultural Plan Benchmarking Table

Municipality	Centre Wellington, ON	Collingwood, ON	Maple Ridge, BC	Okotoks, AB	Temiskaming Shores, ON
Population (2016 census)	28,191 (combined total for region)	21,793	82,256	28,881	9,920
Nearby urban centres or tourist regions (all distances approximate)	Guelph, ON (20km); Toronto, ON (100km)	Toronto, ON (160km); The Blue Mountains (3 rd busiest ski resort in Canada)	Vancouver, BC (40km)	Calgary, AB (50km)	N/A
Title of plan	Parks, Recreation and Culture Master Plan	Parks, Recreation and Culture Master Plan: A Framework for Wellbeing	Walking Together: Maple Ridge Cultural Plan	Growing Together: A Culture, Heritage and Arts Master Plan for Okotoks	Municipal Cultural Plan
Date approved	July, 2019	March, 2019	January, 2018	Fall, 2018	2013

Municipality	Centre Wellington, ON	Collingwood, ON	Maple Ridge, BC	Okotoks, AB	Temiskaming Shores, ON
Economic Development and Creative Economy					
Leverage creative industry as source of diversification, stability and growth	✓	✓		✓	✓
Cultural tourism strategy (incl. development of year-round activities and niche tourism, like food tourism)	✓	✓	✓		✓
Promote awareness of existing and future activities through the creation of a “cultural portal” and other tools	✓	✓	✓		
Leverage culture, heritage and community pride to attract workers and future residents	✓			✓	✓
Create and revise policies to support and encourage creative entrepreneurship		✓	✓		✓
Create shared resources (eg. bookable meeting spaces, printing, tool libraries)			✓		✓
Encourage knowledge-sharing between cultural organizations			✓		✓
Encourage collaboration between private and public sectors			✓		✓

Municipality	Centre Wellington, ON	Collingwood, ON	Maple Ridge, BC	Okotoks, AB	Temiskaming Shores, ON
Measure current economic impact of sector for future comparison	✓		✓		
Develop separate strategies for engaging locals vs tourists	✓	✓			
Create staff role as single point of contact between municipality and arts and culture industry	✓				✓
Utilize school curricula, grants, volunteer programs and other policies to increase youth participation in creative economy					✓
Leverage natural beauty to attract workers/ compete with larger municipalities					✓
Incorporate cultural map into planning/marketing	✓				
Seek cultural grants and private investment	✓				
Offer professional development and support in navigating municipal systems	✓				

Identity and Character					
Municipality	Centre Wellington, ON	Collingwood, ON	Maple Ridge, BC	Okotoks, AB	Temiskaming Shores, ON
Designate and protect heritage and cultural resources (including city public and private property)	✓		✓	✓	✓
Incorporate heritage info into signage and wayfinding	✓		✓	✓	✓
Develop cultural map including physical and intangible cultural sites (stories, history, buildings, etc)	✓		✓	✓	
Develop inventory of city-owned and private heritage and cultural property		✓		✓	✓
Embrace the uniqueness and authenticity of region in promotions and development	✓		✓		✓
Inventory and preserve natural heritage (“unique cultural heritage landmarks”)		✓		✓	
Explore ways to use art, technology and digital media to communicate history	✓			✓	✓
Encourage and embrace bilingualism					✓

Municipality	Centre Wellington, ON	Collingwood, ON	Maple Ridge, BC	Okotoks, AB	Temiskaming Shores, ON
Make heritage and historical info available to newcomers			✓		
Acknowledge Indigenous history in signage and wayfinding			✓		
Downtown Development and Placemaking					
Develop public art guidelines (including funding approaches like 1% approach)	✓	✓	✓	✓	
Prioritize development of mixed-use spaces as hubs for cultural and community groups	✓	✓	✓		✓
Use underutilized or vacant private and public space for culture (incl. tax incentives, reduced red tape)	✓	✓	✓		✓
Encourage revitalization and re-use of existing heritage spaces	✓	✓	✓		✓
Prioritize development of a vibrant and active downtown core	✓			✓	✓
Use arts and culture as means of beautification (public murals, public art)		✓	✓		

Municipality	Centre Wellington, ON	Collingwood, ON	Maple Ridge, BC	Okotoks, AB	Temiskaming Shores, ON
Explore the development of new cultural spaces	✓			✓	
Develop city-led initiatives to encourage engagement with culture and heritage (Culture Month, First Friday, walking tours of public art)		✓	✓		
Balance preservation of heritage character with potential for growth	✓				
Intra-Regional Partnerships					
Strengthen relationship with all levels of government to find and encourage funding	✓		✓		✓
Look for alignments with neighbouring communities for funding applications and promotional reach	✓				✓
Explore shared transportation services (eg. using seniors bus as transit for youth activities)	✓				
Align priorities with any existing regional plans and strategies		✓			
Share and collaborate on major projects (ie major building facilities)		✓			

Municipality	Centre Wellington, ON	Collingwood, ON	Maple Ridge, BC	Okotoks, AB	Temiskaming Shores, ON
Join existing national and international promotional networks			✓		
Community Building and Social Capital					
Identify barriers to participation, promote universal accessibility, principles of inclusion	✓	✓	✓	✓	✓
Develop volunteer strategy, promote volunteerism		✓	✓		✓
Encourage distributed/small-scale cultural events through community grants and other policy		✓	✓	✓	
Policies and investments to retain and engage youth			✓	✓	✓
Encourage activities that engage all age levels, from youth to seniors		✓	✓	✓	
Use “easy win” objectives to build early momentum and public buy-in	✓			✓	✓
Ingrain accountability through tracking of specific goals and outcomes	✓		✓	✓	
Use arts events to celebrate diversity, promote social cohesion		✓	✓		

Promote participation over simple spectatorship		✓		✓	
Leverage culture to create pride in community	✓				✓
Maintain public support through clear communication and ongoing engagement			✓		
Use creative industry to communicate public benefits of arts, heritage and culture to community				✓	
Encourage events that enable flexible, spontaneous, drop-in participation		✓			
Develop digital literacy in arts organizations to help attract youth to arts and culture			✓		
Continuing engagement with multicultural communities (including indigenous communities)			✓		
Artists					
Ensure granting processes align with plan (including alternative funding models like microloans)	✓	✓	✓	✓	
Include artists and arts community in ongoing strategic discussions					✓
Engage artists in placemaking through residencies and pop-up activities			✓		

Municipality	Centre Wellington, ON	Collingwood, ON	Maple Ridge, BC	Okotoks, AB	Temiskaming Shores, ON
Regular forums for knowledge sharing and skill development between artists			✓		
Commission art related to goals and objectives of plan				✓	
Miscellaneous					
Align culture plan with other existing municipal plans (and incorporate culture planning to other departments)	✓		✓	✓	
Build in flexibility for plan to learn and adapt over time				✓	
Share information, resources, best practices between all municipal departments, not just culture	✓				
Indigeneity					
Ongoing inclusion of Indigenous community in planning process			✓		✓
Incorporate Indigenous history into culture and heritage strategies			✓	✓	

Municipality	Centre Wellington, ON	Collingwood, ON	Maple Ridge, BC	Okotoks, AB	Temiskaming Shores, ON
Indigenous acknowledgement			✓		
Reference Truth and Reconciliation recommendations			✓		
Use of art and culture as connector between indigenous and non-indigenous communities			✓		

Edmonton: *Connections and Exchanges*

https://www.edmonton.ca/city_government/documents/Connections_and_Exchanges_Final.pdf

Edmonton's *Connections and Exchanges: A 10-Year Plan to Transform Arts and Heritage in Edmonton* positions arts and heritage as an inherently valuable part of municipal life. An introductory goal of the plan is to “infuse culture, arts and heritage into every aspect of Edmonton's civic fabric, support cultural makers and interpreters, and grow Edmonton's arts and heritage audiences.” Significant space in the plan is given to narrative interludes, picturing imagined moments in the lives of Edmontonians throughout the plan's 10 year span.

Unlike most cultural plans, the plan does not link culture to the creative sector as an instrument for economic development. The word “economy” is only mentioned twice in the entire document, once in a description of the plan's development and again in a list of measures for determining the resiliency of the arts and heritage sector. The word “tourism” isn't used at all.

Although there is a great deal of detail throughout the plan, the key to *Connections and Exchanges* is its three ambitions, defined as a “set of three 'north star' vision statements that look to a long-term future for arts and heritage in Edmonton.” The ambitions were chosen to align with Edmonton's overall strategic plan, in addition to providing a vision for the arts and heritage sector.

Within these ambitions are more specific “Aims,” as well as 55 “Actions” spread between the City's three arts and heritage organizations. A particular emphasis is placed on heritage, citing the need for a new heritage policy, a “heritage ecology assessment,” and the embrace of a “City as Museum” initiative to encourage collaborative city-building through heritage.

The aims are also paired with a comprehensive set of outcome measures and performance indicators. Defining how the indicator will be evaluated and how often the measurement will take place, these measures were chosen to maximize the use of existing, peer-reviewed indicators while minimizing the overall amount of data collected, aiming for efficiency and relevance in all measurements.

Lastly, in the spirit of the Truth and Reconciliation Report, the strategy aims to involve Indigenous communities while respecting their independence and agency. Instead of developing specific plans *for* Indigenous people, the plan embraces the principle that “Indigenous peoples have agency in their journeys of revitalizing and participating in traditional, contemporary and future manifestations of their culture,” allowing that “Indigenous Peoples of this territory freely choose whether or not to participate in Edmonton's arts and heritage sectors and that they determine how they will participate.”

The three ambitions and eight aims of Edmonton's culture plan are summarized in the following table:

Ambitions	Aims	Alignment with Council's Strategic Plan
Alive With Arts and Heritage	Edmonton's neighbourhoods come alive with meaningful and relevant opportunities for participation and engagement	Healthy City
	Edmontonians feel a sense of belonging and connectedness to peoples, places and stories	Urban Places
	Arts and Heritage leaders are actively engaged in civic planning and implementation	
	Conditions are in place to remove barriers for all Edmontonians to participate in cultural experiences	
A Hub for Extraordinary Creation and Reputation	Dynamic exchanges of ideas and expertise occur between Edmonton's arts and heritage sector and the world	Healthy City
	Diverse platforms for collaboration exist within Edmonton that allow artistic and heritage communities to connect, create and collaborate	Regional Prosperity Climate Resilience
A Thriving and Well-Funded Arts and Heritage Ecosystem	Arts and heritage practitioners are economically resilient	Healthy City
	New and existing arts and heritage organizational capacity enables innovation and builds resilience in the sector	Regional Prosperity

(Adapted from Connections and Exchanges: A 10-Year Plan to Transform Arts and Heritage in Edmonton, Book 1, p. 56)

Appendix D: Cultural Resource Definitions⁸

Cultural Enterprises (Creative Cultural Industries)		
Advertising	Dance	Music
Advertising Agencies	Dance Studios and Instruction	Musical Instrument and Supplies Stores
Media Representatives	Dance Material and Equipment Suppliers	Sound recording studios
Antiques	Design	Musicians
Antique Dealers	Fashion Design Services	Performing Arts
Antique Restoration Services	Graphic Design Services	Comedy Companies
Architecture	Industrial Design Services	Dance Companies
Architectural Services	Interior Design Services	Musical Theatre and Opera companies
Art Dealers	Film and Video	Other Performing Art Promoters/Presenters
Artist Representatives	Motion picture and video production	Performing Arts Promoters without Facilities
Commercial Galleries	Motion picture and video distribution	Performing Art Promoters and Presenters
Art Galleries	Post-production and other video industries	Professional Bands
Artist-Run Galleries	Digital and Interactive Media	Professional Choirs
Public Art Galleries	Digital Media Production	Symphonies

⁸ Parks, Recreation and Culture Master Plan, Parkland County, 2017

ARTS, CULTURE & HERITAGE ACTION PLAN

Book Stores	Interactive Media Production	Theatre Companies
Book, Periodical and Newspaper Distributors	Video Games Design and Production Services	Independent actors and performers
Book Stores and News Dealers	Web Design and Production Services	Photography
Breweries and Wineries	Libraries and Archives	Photographers
Breweries	Archives	Photography Instruction and Studios
Wineries	Libraries	Photography Suppliers
Other Specialized Beverage Producers	Museums	Publishing
Broadcasting	History Museums	Newspaper publishers
Local Radio Stations	Science Museums	Periodical publishers
Local Television Stations	Other Museums	Book Publishers
Crafts	Music	Other Publishers
Crafts Stores	Record production	News Syndicates
Crafts Studios and Instruction	Music Instruction and Studios	Music Publishers
Crafts Suppliers	Integrated record production/distribution	
Visual Arts	Zoos and Aquariums	
Visual Arts (Artists) Studios	Aquariums	
Visual Arts Instruction	Wild Life Sanctuaries	
Visual Arts Materials Suppliers	Zoos	
Community Cultural Organizations		
Aboriginal (Indigenous) Groups	Agricultural Groups	Craft Groups
Aboriginal Artist Guilds	Horticultural Societies	Craft Guilds
Aboriginal Societies	Volunteer Farmer Markets	Craft Societies/Co-operatives

ARTS, CULTURE & HERITAGE ACTION PLAN

Dance Groups	Heritage Groups	Multicultural Groups
Dance Clubs	Genealogical Societies	Multicultural Clubs
Volunteer Run Dance Classes/Programs	Historical Societies	Storytelling Groups
Music Groups	Visual Arts Groups	Language Clubs
Bands and Choirs	Volunteer Run Art Organizations	Literature Groups
Volunteer Run Music Classes/Programs		Folklore Groups

Cultural Facilities and Spaces		
Aboriginal (Indigenous) Facilities	Motion Picture Facilities	Community Facilities
Living Arts Centers	Cinemas	Town Halls
Cultural Centers	Exhibit Theatres	Town Centers
Food and Entertainment Facilities	Multicultural Facilities	Community Centers
Eating establishments with cultural activity	Multicultural Club Halls	Social Club Facilities
Drinking establishments with cultural activity	Multicultural Outdoor Space	Public Spaces and Event Zones
Cultural Facilities	Religious Institutions	Fairgrounds
Art Centers or Interpretive Centers	Religious Institutions with event space	Event Zones
Performing Art Theatres or Spaces	Educational Facilities	Parks
Libraries	Elementary and Secondary Schools	Amphitheatres
Museums	Post-Secondary Schools	Public Markets (including Farmers' Markets)

ARTS, CULTURE & HERITAGE ACTION PLAN

Natural Heritage		
Conservation Areas	Nature Centers	Parks
Protected Areas	Planetariums	National Parks
Gardens	Nature Centers	State Parks
Arboretums	Nature Observatories	Local Parks
Botanical Gardens	Nature Reserves	Trails
Local Public Gardens	Bodies of Water	State/Nation Trails
	Rivers/Creeks	Experience Trails

Cultural Heritage		
Built Heritage Properties	Heritage Districts	Heritage Sites
Heritage Properties (Non-registered)	Heritage Districts	Archaeological Sites
Registered Heritage Properties	Heritage Designated Zones	Local Historic Sites
Public Art	Plaques and Monuments	State Historic Sites
Murals	Historical Plaques	National Historic Sites
Sculptures/ Statues	Monuments	
Intangible Heritage		
Languages (Oral Traditions)		
Cultures/Ceremonies		

Festivals and Events		
Aboriginal Festivals and Events	Food and Wine Festivals and Events	Celebrations
Craft Festivals and Events	Gallery or Studio Tours	Literary Festivals and Events
Multicultural Festivals and Events	Cultural Heritage Festivals and Events	Fall Fairs
Dance Festivals and Events	Agricultural Festivals and Events	Film Festivals and Events
Music Festivals and Events	Natural Heritage Festivals and Events	Natural Heritage Tours
Public Art Tours	Street Festivals and Events	Visual Arts Festivals and Events