



Art of Living

Implementation Plan 2008 - 2018

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Art of Living – Implementation Plan

On April 30, 2008 a volunteer steering committee of the Edmonton Arts Council, presented the Art of Living: A Plan for Securing the Future of Arts and Heritage in the City of Edmonton to City Council. As requested by Council, the plan presumed a ten-year timeframe for implementation.

The plan is anchored in a vision statement: *“Our vision is of a city where arts and heritage are valued and celebrated as an integral part of life. This is expressed through enthusiastic participation of all citizens, the centrality of arts and heritage to education, and the support of arts and heritage by business and government.”*

This vision anticipates a city deeply interested – and invested – in creating a climate in which arts and heritage will flourish. Implementation of the plan will create:

- » A livable city for artists
- » A city where artists have a voice
- » A city where artists contribute to all aspects of community life
- » A city that values and understands its heritage
- » A city that can tell its story
- » A city that celebrates the stories of all its citizens

In April 2008, City Council directed City Administration to come back to Community Services Committee in August 2008 with a fleshed-out 10 year Implementation Plan for the 28 recommendations outlined in the Art of Living. The attached Implementation Plan identifies a Lead Sponsor, Key Partners, suggested actions and budget projections for each of the 28 recommendations.

The City of Edmonton’s Art of Living Implementation Plan has a bold ambition, but not an unreasonable or costly one. Of the seventeen arts recommendations, almost half require no additional investment of city funds. Equally, approximately half of the eleven heritage recommendations require no additional investment. In many ways, the plan is about working in new and innovative ways with the arts and heritage communities.

There are recommendations that require significant investment of resources. In arts, these are:

- » The rebuilding of ArtsHab so that it can become an effective clearing house for all matters of cultural space in Edmonton (performance, rehearsal and artists live/work space) [Recommendation #1]
- » The three-year phased in increase in grant support to established arts organizations in order to enable them to

contribute to the community at an even greater level [Recommendation #6]

- » Increase in grant support for community arts organizations in order to enable “voices less heard” in our communities to express themselves through the arts [Recommendation #8]
- » The establishment of a biennial arts festival in Edmonton to showcase Alberta talent [Recommendation #12]
- » The development of neighbourhood based arts programming [Recommendation #16]

The remaining arts recommendations require only modest injection of dollars to make significant changes.

On the heritage side, the recommendations that require a significant investment of dollars are:

- » The development of an Edmonton Heritage Council modeled along the same lines as the Edmonton Arts Council [Recommendation #1]
- » Supporting an Edmonton Museum [Recommendation #10]

Of significance on the Heritage side of the plan is that there are several recommendations that will require teams of heritage specialists to work together on the Heritage Council, the museum, the artifact centre, and the historian in residence.

Economies of scale would suggest that the operations for these initiatives be located in one central “heritage hub”. Given the recent refurbishment of the Prince of Wales Armouries, developing such a hub focused on cultural plan implementation in this recognized heritage location would seem logical and could form part of the Prince of Wales Armouries Heritage Centre Space plan. The intent would be to locate these offices at Prince of Wales Armouries during an initial implementation phase in space located on the second floor of the building in the east wing. This space would then become available for the later development of archives program space envisioned in the space plan commissioned for the building and referenced in Heritage Recommendation #5.

The following pages describe the actions required to make headway on each recommendation in arts and heritage. Appendix I shows the costs of implementation “at a glance”.



Arts Recommendations

Art of Living
Implementation Plan 2008-2018

Arts Recommendation No.1

Fund and re-invigorate the Arts Habitat Association of Edmonton (Artshab)

Desired outcome	The development of a organization that will find, develop and manage a full range of space for the arts in Edmonton, including the inclusion of cultural spaces in City facilities.
Lead sponsor	Edmonton Arts Council
Key partners	<ul style="list-style-type: none"> » Community Services » Asset Management and Public Works » Planning and Development
Actions	<ol style="list-style-type: none"> 1. Re-build the ArtsHab board 2. Hire an Executive Director 3. Develop a strategic business plan that: <ul style="list-style-type: none"> » Captures the current cultural facilities in Edmonton » Maintains a data base of available space » Positions ArtsHab as the “clearing house” on all issues of space for artists to perform, rehearse and live » Demonstrates the value of artists being integrated into space all over the city » Collaborates with the City administration to determine where arts and cultural spaces could be integrated into City facilities » Describes annual performance measures to ensure organizational effectiveness
Budget projections	
2009	\$250,000 to establish an ArtsHab administration (seed funding)
2010	\$250,000 to establish an ArtsHab administration (seed funding)
2011	\$250,000 to establish an ArtsHab administration (seed funding)
2012	ArtsHab is self-sustaining, represents no draw on the tax levy. City remains a working partner not a funding partner
2013 - 2018	none
	Known ten-year investment: \$750,000

Arts Recommendation No.2

Redraw zoning bylaws and other city practices to stimulate arts activities

Desired outcome	Zoning by-laws that stimulate development of space for arts programming, performance and living space. Business License Bylaw regulations and procedures that encourage and accommodate the artist in their business related activities. To ensure development compatibility with the production, performance, promotion, and sale of various forms of art.
Lead sponsor	Planning and Development
Key partners	» Edmonton Arts Council » Community Services
Actions	1. Establish a working team 2. Develop a work plan for the team 3. Execute the work plan 4. Prepare report that captures the required changes to the Zoning Bylaw
Budget projections	
2009	No new City funding required
2010	No new City funding required
2011	Work complete
2012	Work complete
	Known ten-year investment: \$0

Arts Recommendation No.3

Establish a joint task force on the arts in schools and post-secondary institutions

Desired outcome	Improved access to quality fine arts education by all students K to 12. New or augmented post-secondary training including but not confined to urban design, dance and architecture
Lead sponsor	Edmonton Arts Council
Key partners	» Community Services » Education institutions
Actions	<ol style="list-style-type: none"> 1. Form a Steering Committee including, but not limited to, Edmonton Public Schools, Edmonton Catholic Schools, Edmonton Francophone Schools, Grant MacEwan College, the University of Alberta, the Province of Alberta and arts education specialists 2. Detailed review of other jurisdictions 3. Develop a discussion paper on the role of arts education in building future artists and an arts aware citizenry and the gaps that exist in the Edmonton education scene 4. Organize a provincial symposium on fine arts education. Hosted by the City of Edmonton but supporting funds would be sought from other sources <p><i>Note: Manitoba has had success with a similar initiative – it will be looked at</i></p>
Budget projections	
2009	\$5,000 for meeting costs
2010	\$10,000 for discussion paper
2011	\$25,000 contribution to the symposium
2012 - 2018	No additional funds required
	Known ten-year investment: \$40,000

Arts Recommendation No.4

Create an Edmonton international mentor-ship prize

Desired outcome	Establishment of a major annual award recognized nationally and internationally bringing recognized artists/mentors to Edmonton for a residency, which would feature interaction with Edmonton artists
Lead sponsor	Edmonton Arts Council
Key partners	» Community Services » Corporate Communications
Actions	<ol style="list-style-type: none"> 1. Identify and review comparable programs in comparable cities 2. Explore partnerships with other places like northern Alberta or Jasper 3. Review current guest artist residencies and related programs like the Writer-in-Exile program already in place in Edmonton; explore partnerships and synergies 4. Develop detailed parameters of Edmonton international mentorship prize including a consideration of any connections it may have to Recommendation #14 (cultural senate) 5. Develop an organizational and financial plan to include: <ul style="list-style-type: none"> » Selection criteria » Sponsorship/ endowment elements » Nature/ length of residencies (not to exceed 2 months) » Communications » Program evaluation
Budget projections	
2009	\$2,500 for meeting costs
2010	\$50,000 for marketing and communications of prize
2011	\$45,000: first prize awarded / along with residency costs of \$10,000/ month: \$25,000 (total: \$45,000)
2012 - 2018	\$25,000 annual City contribution
	Known ten-year investment: \$277,500

Arts Recommendation No.5

Support programs to retain “elder” artists

Desired outcome	A Performing Arts Lodge in Edmonton Elder artists remaining active in Edmonton and able to mentor new artists
Lead sponsor	Edmonton Arts Council
Key partners	<ul style="list-style-type: none"> » Community Services » Asset Management & Public Works » PAL Canada’s Edmonton Chapter
Actions	<ol style="list-style-type: none"> 1. PAL Canada Foundation (PAL Canada) is a national organization dedicated to providing affordable housing and care for older members and associates of Canada’s entertainment industry. The first residence, PAL Place, was built in Toronto in 1993 with PAL Vancouver opening its doors in May 2006 2. The four major performers’ associations in Canada, whose representatives sit on the PAL Canada Board, endorse PAL Canada. Links are maintained with many other industry organizations as well. All active and past performers are welcomed as members of PAL 3. Work with PAL Edmonton to: <ul style="list-style-type: none"> » Analyze successes and failures in other centres » Explore synergies and partners in Edmonton » Develop a business plan including preparing for residence opportunities in arts districts in Edmonton
Budget projections	
2009 - 2018	No city funds required (other than the potential for a request for capital support from PAL Canada)
	Known ten-year investment: \$0

Arts Recommendation No.6

Increase grant support for established arts and festival organizations

Desired outcome	Increased stability and effectiveness of arts and festival organizations supported by the Edmonton Arts Council
Lead sponsor	Edmonton Arts Council
Key partners	None
Actions	<ol style="list-style-type: none"> 1. This recommendation calls for a phased-in increase of the City's operating grant support for arts organizations at 8% of their combined annual operating revenue, and 12% for festivals 2. Edmonton has close to 130 established not-for-profit arts and festival organizations, and they are the foundation on which the arts community is built. Many of these organizations are civic treasures that must be kept vital for future generations
Budget projections	
2009	\$700,000 increase to grants
2010	\$700,000 increase to grants
2011	\$700,000 increase to grants
2012 - 2018	Dependent upon assumptions built into recommendation (i.e. grants remain at 8% and 12% respectively of the combined operating revenues)
	Known ten-year investment: \$18,900,000

Arts Recommendation No.7

Sustain grant support for individual artists and keep the grants open to all artists

Desired outcome	Robust support of an effective grant program for individual artists that enhances Edmonton's entire community of individual artists
Lead sponsor	Edmonton Arts Council
Key partners	None
Actions	<ol style="list-style-type: none"> 1. It is recommended that City of Edmonton Community Investment Grants to Individual Artists remain open to all applicants and no preference or bias be made in favour of any one group of artists by age, previous success in securing grants, ethnic background or artistic discipline 2. Increases to this grant fund for the next two years should be the same as the increase to the annual cost of living. A review of this grant amount should be made in 2011
Budget projections	
2009	No City funds required assuming cost of living increase to existing base
2010	No City funds required assuming cost of living increase to existing base
2011	No City funds required assuming cost of living increase to existing base Review of base
2012 - 2018	To be determined based on 2011 review
	Known ten-year investment: \$TBD

Arts Recommendation No.8

Increase grant support for community arts projects

Desired outcome	To establish support for community arts projects based on the success of the <i>Voices Less Heard</i> program of the Cultural Capital program
Lead sponsor	Edmonton Arts Council
Key partners	<ul style="list-style-type: none"> » Community Services » Community partners (e.g. Mennonite Centre for Newcomers, Multicultural Health Brokers, Assist Community Services Centre, iHuman)
Actions	<ol style="list-style-type: none"> 1. A new granting stream is required 2. The Edmonton 2007 Cultural Capital of Canada program included a one-time community arts grant program called Voices Less Heard 3. It distributed over \$400,000 to 21 community arts projects. The success of that one-time grant program is an important legacy of the cultural capital year but there are not adequate grants funds currently available in the EAC to build on this legacy 4. Develop terms of reference and process for a new City of Edmonton Community Investment Grant program for Community Arts. This will consider combining this grant program with the existing COE Community Public Art CIG program and ensuring that the criteria for grant application to each program is clear 5. An internal and external communication plan to describe the grant criteria would be essential 6. EAC budget presentation to City Council in 2009
Budget projections	
2009	\$200,000 in new grant money
2010 - 2018	\$200,000 annually
	Known ten-year investment: \$2,000,000

Arts Recommendation No.9

Sustain and explore support for cultural industries/entrepreneurs.

Desired outcome	To support, in partnership with the province and private sector, viable and indigenous cultural industries in Edmonton including but not limited to book publishing, film and video production and distribution, sound recording, and the establishment of commercial live music venues
Lead sponsor	Edmonton Arts Council
Key partners	<ul style="list-style-type: none"> » Planning & Development » City Manager's Office » EEDC (Edmonton Film Office)
Actions	<ol style="list-style-type: none"> 1. The City and the Edmonton Arts Council should carefully monitor the effectiveness of the Lionsgate contract and determine if this is an effective way to support arts and economic development 2. If applicable, the principles that make this agreement effective should be identified and applied to other types of cultural activities, including book publishing and sound recording 3. The Edmonton Film Office further recommends the creation of a "film friendly" City policy. This, in a general sense, includes working collectively to provide a supportive civic environment for the screen production sector, including local, national and international productions. Specifically, film friendly means an easily accessed and focused point of contact within the City where a producer can negotiate for all services and support required from City departments 4. In addition, some American cities have created music commissions that are comparable to the Edmonton Film Office. Through the work of these bodies, "live music zones" have been created 5. This can include incentives for local bars, lounges and restaurants to contract local musicians. Further study of this in a Canadian context is recommended in partnership with Edmonton Tourism, the Edmonton Economic Development Corporation, the Food and Restaurant Industry Association, Business Revitalization Zones, the Edmonton Musicians' Association and other stakeholders 6. Establish and effective review process for the Lionsgate project with the Film office and EEDC 7. Call together a BRZ, AMIA, musicians unions committee to begin talk about music zones 8. Explore and develop a provincial commitment to cultural industries based on their stated position in their cultural policy
Budget projections	
2009 - 2018	No City funds required
	Known ten-year investment: \$0

Arts Recommendation No.10

Ensure official City gifts are made by local artists

Desired outcome	All City gifts for visitors and employees are locally made cultural products including existing books, recordings, fine craft and other visual art as well as items made especially for this purpose
Lead sponsor	Corporate Communications
Key partners	<ul style="list-style-type: none"> » Edmonton Tourism » Edmonton Arts Council » City Manager's Office
Actions	<ol style="list-style-type: none"> 1. This recommendation is already in motion 2. Since the presentation of the Art of Living to City Council in April 2008, the EAC has been contacted by the City staff responsible for Councilor gifts 3. Items from the Alberta Craft Council are now being used as signature gifts 4. Develop a City-wide policy that where possible, "Made in Edmonton" arts gifts should be secured by all Departments for their gift-giving 5. EAC commits to advising the City on nature and range of available and suitable gifts 6. The Edmonton Book Prize winning book should be considered an ongoing suitable gift
Budget projections	
2009 - 2018	No new City funds required
	Known ten-year investment: \$0

Arts Recommendation No.11

Stabilize arts awards and increase cash prizes

Desired outcome	<p>Establish the Edmonton Urban Design Awards as an ongoing City-supported award</p> <p>Increase the size and profile of the Edmonton Book Prize</p> <p>Stabilize the Edmonton Book Prize within the Edmonton Arts Council</p> <p>Initiate similar prizes for other arts disciplines</p>
Lead sponsor	Edmonton Arts Council
Key partners	» Corporate Services
Actions	<ol style="list-style-type: none"> 1. This recommendation is already in motion: the Edmonton Urban Design Awards are a bi-annual awards program that should continue 2. Identify working team to develop plan for increase in the Edmonton Book Prize from \$2,000 to \$10,000 and to examine potential for other prizes in a range of disciplines, plan to include: <ul style="list-style-type: none"> » Review of criteria » Identification of prize sponsors » Potential to use interest from grants to the EAC as a source of revenue for prizes » Endowment fund structure » Prize naming
Budget projections	
2009 - 2018	No new City funds required
	Known ten-year investment: \$0

Arts Recommendation No.12

Create an Edmonton biennial arts festival that showcases the best of Alberta artists

Desired outcome	The establishment of a biennial festival in Edmonton celebrating Alberta talent
Lead sponsor	Edmonton Arts Council
Key partners	» Edmonton Arts Council
Actions	<ol style="list-style-type: none"> 1. It is recommended that the City of Edmonton lead the creation of a biennial, three-day festival celebrating Alberta artists, to take place in Edmonton beginning in 2010 2. Consideration should be given to linking this showcase to an Edmonton Winter Festival 3. Develop working team made up of partners in the Edmonton Chamber of Commerce, Edmonton Tourism and other community partners, including the Province 4. Develop festival plan, including: <ul style="list-style-type: none"> » Programming models – number of days, type of arts events and locations » Branding and communications » Projected budgets » Sponsorship opportunities » Development of festival production organization » Evaluation criteria
Budget projections	
2009	\$50,000 for planning
2010, 2012, 2014, 2016, 2018	\$500,000 investment in biennial festival annually
2011, 2013, 2015, 2017	No additional City funds required
	Known ten-year investment: \$2,550,000

Arts Recommendation No.13

Include artists in City naming opportunities

Desired outcome	Increased recognition of the contributions artists have made to the city Increased name recognition of Edmonton's iconic artists
Lead sponsor	Planning and Development - City of Edmonton Naming Committee
Key partners	» Edmonton Arts Council » Edmonton Heritage Council (once formed)
Actions	<ol style="list-style-type: none"> 1. This recommendation is already underway and the City of Edmonton Naming Committee and the Edmonton Arts Council have connected on this issue 2. Many city parks and streets are named after artists and arts developers, including Shoctor Alley, Tommy Banks Way and Beatrice Carmichael Park but to date no major city park or street has been named after an artist 3. The City's Naming Committee is embarking on a promotional initiative to highlight features that have already been named after Edmonton artists in our city and will continue to consider artists when choosing names for major new parks, streets or sites
Budget projections	
2009 - 2018	No additional City funds required
	Known ten-year investment: \$0

Arts Recommendation No.14

Stabilize the poet laureate position. Create a “cultural senate”

Desired outcome	Stability of the role of <i>official</i> artists like the poet laureate Recognition of the important perspective artists bring to general civic discourse and planning
Lead sponsor	Edmonton Arts Council
Key partners	» Edmonton Public Library » Edmonton Heritage Council (once formed)
Actions	<ol style="list-style-type: none"> 1. Discussions to stabilize the poet laureate position within the Edmonton Public Library are underway 2. This involves assigning responsibility for ensuring that the funding continues if the current private source becomes unavailable, providing administrative support, directing an ongoing evaluation of the impact of the position on the city and guiding the overall direction as different poets assume the post 3. Building on the role of the poet laureate, it is also recommended that the City consider instituting a Cultural Senate (potentially a first in North America), wherein distinctive artists from various disciplines, including the existing poet laureate and writer-in-exile, as well as new comparable positions such as a City historian, will form a collective cultural senate to act as an advisory body to the Mayor and Council 4. Identify potential types of artists or positions that could make up the cultural senate, e.g., Chairs of all of the fine arts departments in all post-secondary institutions in Edmonton, or all past recipients of the Mayor’s Celebration for the Arts Life time achievement award, or all Edmonton artists who are recipients of major awards like the Governor General Literary awards or Order of Canada 5. Develop cultural senate plan which would: <ul style="list-style-type: none"> » Define roles and responsibilities » Determine governance structure » Determine frequency of meetings (suggest 2 x year) » Define evaluation criteria
Budget projections	
2009	\$5,000 for poet laureate stabilization
2010	\$5,000 for poet laureate, \$10,000 for establishment of cultural senate
2011 - 2018	\$15,000 investment in poet laureate and cultural senate
	Known ten-year investment: \$140,000

Arts Recommendation No.15

Create artist-in-residence programs in City departments and agencies

Desired outcome	Stability of the role of <i>official</i> artists like the poet laureate Recognition of the important perspective artists bring to general civic discourse and planning
Lead sponsor	Edmonton Arts Council
Key partners	» City departments
Actions	<ol style="list-style-type: none"> 1. It is recommended that resident artists be placed in selected City departments and agencies 2. The purpose of the residency would be specific and include acting as a catalyst for the creativity already in the department, identifying and engaging civic employees who are also artists, and producing at least one artistic work that reflects and showcases the talent and skills of the people in the department 3. Develop a working team to: <ul style="list-style-type: none"> » Identify best practices from comparable places » Identify interested City departments » Create general awareness in the City of the program and its benefits and obligations » Do two trial residencies with artists – 2 months each » Evaluate success of program
Budget projections	
2009	\$20,000 for seed funding for two pilots/ evaluation of program
2010 - 2018	\$20,000 annually
	Known ten-year investment: \$200,000

Arts Recommendation No.16

Establish neighbourhood artist awareness programs and sites city-wide

Desired outcome	Awareness of artists in neighbourhoods as well as pride in their presence Arts events throughout the city that are accessible and relevant to a wide range of citizens
Lead sponsor	Community Services (Neighbourhood and Community Services Branch)
Key partners	» Edmonton Arts Council
Actions	<ol style="list-style-type: none"> 1. The Edmonton 2007 Cultural Capital of Canada Inventory has shown that artists are living in all parts of the city. Just as the city takes pride and identity in being associated with successful resident artists, individual communities do as well 2. This initiative could be tied to the Great Neighbourhoods Program and implemented at six neighbourhood or community sites throughout the city and then expanded to include an annual Edmonton tour of the best of Edmonton artists to sites established in and by communities 3. Develop inventory of artists by neighbourhood (partially completed in the cultural capital year) 4. Identification of two key communities for a pilot project 5. Meetings with those identified community leagues to bring in other organizations associated with their community 6. Development of scope of pilot projects (to include a range of arts disciplines and aboriginal and multi-cultural artists) 7. Marketing and communications strategy developed 8. Presentation of pilot “great neighbourhood arts programs” 9. Evaluation of pilots
Budget projections	
2009	\$32,500: \$2,500 for planning/ \$30,000 in artists fees for pilots
2010 - 2018	\$100,000 annually
	Known ten-year investment: \$932,500

Arts Recommendation No.17

Reaffirm the position of the Edmonton Arts Council in the city and foster a healthy, evolving climate for the arts in Edmonton

Desired outcome	Increased stability and effectiveness of the Edmonton Arts Council representing the artists of Edmonton
Lead sponsor	Edmonton Arts Council
Key partners	» City Departments
Actions	<ol style="list-style-type: none"> 1. The Edmonton Arts Council must continue to be an effective voice for Edmonton artists; provide expert, objective advice and analysis to the City on arts issues; and support the arts in Edmonton in every way possible 2. The EAC will mentor new organizations, engage in all suitable civic forums and discussions, and commit to developing even more effective partnerships with business and the voluntary sector while reaching to all parts of the city
Budget projections	
2009 - 2018	No additional City funds required
	Known ten-year investment: \$0

Heritage

Recommendations

Art of Living
Implementation Plan 2008-2018

Heritage Recommendation No. 1

Create and support an Edmonton Heritage Council in a manner similar to the City’s support of the Edmonton Arts Council and Edmonton Sport Council

Desired outcome	A strong and recognized organization that provides a united and wide-ranging voice to heritage issues in Edmonton
Lead sponsor	Community Services (Recreation Facilities Branch)
Key partners	<ul style="list-style-type: none"> » Edmonton Arts Council » Edmonton heritage organizations including Edmonton Historical Board
Actions	<ol style="list-style-type: none"> 1. Unify and support the heritage community. Give it an advocacy voice and develop programs that are of benefit to the heritage community. The City will create and support an Edmonton Heritage Council. Over a two-year incubation period, the Edmonton Heritage Council will be guided by the City of Edmonton and the Edmonton Arts Council, and at the conclusion of this period it will have evolved into a unique, self-contained organization, which will have: <ul style="list-style-type: none"> » a membership » an independent board of directors primarily elected by the membership with several appointed positions reserved for the City » and a relationship to the City of Edmonton defined by a service agreement. 2. The creation of an Edmonton Heritage Council will result in a clear collective identity and voice for heritage in Edmonton, will ally heritage with other comparable communities and organizations in the city and will increase the general awareness of Edmonton’s heritage through advocacy, awards and education 3. Like the Edmonton Arts Council, an Edmonton Heritage Council may develop grant programs, incubate new projects and assist in developing space for heritage 4. It is expected that, in its starting years, the Edmonton Heritage Council will require two permanent staff members with a third staff position for programming to be hired within a year of the Council’s formation. It will also require an annual operating budget. An alternative to providing all the resources required in direct cash would be to second a City staff person to work at the EHC for one or two years. Any seconded staff positions will be only temporary pending establishment of the Council.

<p>Actions</p>	<ol style="list-style-type: none"> 5. Appointment of Steering Committee for one year term with representation from: <ul style="list-style-type: none"> » the various sectors in the heritage community, e.g., Edmonton Historical Board, university, historical societies, archive societies, museums, and heritage architecture. » City appointed reps including City Archivist, Heritage Planner, a City Council member, Fort Edmonton Park representative » General community members including an EAC link, a lawyer, a high profile business person, and a communications expert 6. Hire or second two staff – an executive director and an office manager – for the initial project implementation. 7. Set up an office 8. Develop mandate, vision, mission 9. Develop bylaws, objectives and then register as society and make an application for charitable status 10. Develop the organizational structure including configuration of Board and membership categories 11. Develop a service agreement with the City and achieve City Council approval. The service agreement would likely be based on the EAC model identifying the role, position, and authority of the Heritage Council within the City 12. Begin positioning the Heritage Council in various civic forums (EEDC, Chamber of Commerce, etc.) and develop partnerships 13. Undertake a campaign to recruit membership 14. Hold the founding meeting of the now-registered organization and elect the first Board of Directors 15. Hire a program officer and replace any City staff that were seconded for the first year 16. Develop a strategic plan and business plan with input from Art of Living to set programs and targets 17. Continue positioning, partnership development, and communications 18. The logical office space for this group is in the newly configured Prince of Wales Armouries
<p>Budget projections</p>	
<p>2009</p>	<p>\$250,000 for establishment of council</p>
<p>2010 - 2018</p>	<p>\$250,000 annually for ongoing operations</p>
	<p style="text-align: right;">Known ten-year investment: \$2,500,000</p>

Heritage Recommendation No.2

Incorporate some of the Edmonton Historical Board awards into the mainstream of the City’s awards programs (cross-reference to Arts Recommendation #11)

Desired outcome	Increased recognition of professional heritage activities and persons and the contribution they make to Edmonton
Lead sponsor	Edmonton Historical Board Edmonton Heritage Council (once formed)
Key partners	» City of Edmonton – Salute to Excellence Committee*
Actions	<ol style="list-style-type: none"> 1. The Edmonton Historical Board has developed several award and recognition programs for heritage in Edmonton. These awards do not, however, have the profile they deserve. 2. It is recommended that the Edmonton Historical Board and Salute to Excellence representatives meet to explore the best placement of heritage awards in existing excellence programs and determine if there is a fit for new Heritage awards within the Salute program 3. The City of Edmonton’s Salute to Excellence program and Halls of Fame currently honour individuals and organizations in the arenas of arts, sport and community service 4. Once a location and strategy for such awards is identified, with the Salute program or elsewhere, a working team will develop a plan that will: <ul style="list-style-type: none"> » Define heritage awards categories and judging criteria » Determine the selection process » Determine how awards will be presented (plaque/ certificate etc.) 5. Additional awards should be considered (as distinct from the Salute to Excellence program), including, for example, a major City “heritage award” that could be presented annually to the persons or organizations that best exemplify the qualities of dedicated heritage activity 6. Once the Heritage Council is in place a joint committee of the Edmonton Historical Board and the Heritage Council explore ways to: <ul style="list-style-type: none"> » Provide ongoing and stable funding for awards » Provide ongoing stewardship of the award
Budget projections	
2009	\$20,000 for seed funding for two pilots/ evaluation of program
2010	\$25,000 for heritage awards
2011 - 2018	\$25,000 annually
Known ten-year investment: \$225,000	

* Given the timing of the development of this implementation plan, the Salute to Excellence Committee has not had sufficient time to review the suggested actions. City Administration will follow up in September with the Committee.

Heritage Recommendation No.3

Initiate and develop an ongoing structured dialogue with the Province about heritage issues

Desired outcome	Unified and more effective positions on heritage issues
Lead sponsor	Edmonton Heritage Council (once formed)
Key partners	» Department of Culture and Community Spirit
Actions	<ol style="list-style-type: none"> 1. An agenda for the creation of an ongoing dialogue with the Province will address cooperation on a number of items, including the Alberta Historic Resources Act, the Royal Alberta Museum and the Provincial Archives of Alberta 2. The rationale for this ongoing dialogue is to reinforce effective communication and working relationships between city and provincial heritage personnel, to identify gaps and synergies in their programs and institutions, to ensure these institutions and programs are adequately supported, and to reinforce Edmonton's role and profile as the provincial capital
Budget projections	
2009 - 2018	No City funds required
	Known ten-year investment: \$0

Heritage Recommendation No.4

Recognize the Artifact Centre as a major asset to the city

Desired outcome	Preserve and organize the artifacts in Edmonton's collection
Lead sponsor	Community Services (Recreation Facilities Branch)
Key partners	<ul style="list-style-type: none"> » City Archives » Fort Edmonton Park » Edmonton Heritage Council (once formed) » Edmonton Historical Board
Actions	<ol style="list-style-type: none"> 1. The City's Artifact Centre requires an increase in resources to stabilize the physical environment of the current building. This may require relocating the collection and providing additional staff 2. A plan to address this issue is being brought forward to Council 3. Following this first step, a permanent home for this vital collection should be found or built 4. Such a facility would need to be purpose-built or renovated specifically with the interests of the collection in mind 5. Review, and update if required, the collections management policy for the Artifact Centre, including policies and procedures on acquisition, de-accession, and standards of care and registration/records to reflect the broad heritage vision of the Art of Living Plan
Budget projections	
2009 - 2018	May have budget implications in the future, once program and capital planning for the Artifact Centre is complete
	Known ten-year investment: \$TBD

Heritage Recommendation No.5

Support the City Archives' role in archiving private and community records

Desired outcome	City Archives is more effective in fulfilling its mandate
Lead sponsor	Community Services (Recreation Facilities Branch)
Key partners	<ul style="list-style-type: none"> » Edmonton Historical Board » Edmonton Heritage Council (once formed)
Actions	<ol style="list-style-type: none"> 1. The City Archives has a mandate to preserve and make accessible private and community documentary records of enduring historical value. Ensuring that those records remain preserved and publicly available for future generations, in addition to the corporate records of the City of Edmonton, is a crucial aspect of the City of Edmonton Archives responsibilities 2. The City should work closely with the City Archivist to address the future storage and program needs, either through the redevelopment and adaptive reuse of space in the Prince of Wales Armouries Heritage Centre or off-site, and to address staff and funding levels at the City Archives especially in addressing issues of processing backlogs of records and the overwhelming challenge of the long term preservation of digital records 3. It is also important to recognize that some aspects of this responsibility may be taken on by new or already existing community and organizational archives operating in Edmonton 4. The recently completed Prince of Wales Heritage Centre Space Plan makes archival storage and program recommendations and should be supported
Budget projections	
2009 - 2018	To be determined once the Prince of Wales Armouries Heritage Centre Space Concept Plan comes forward
	Known ten-year investment: \$TBD

Heritage Recommendation No.6

Support the Built Heritage Management Plan

Desired outcome	Excellent preservation programs for Edmonton's built heritage
Lead sponsor	Planning & Development
Key partners	» City Departments
Actions	<ol style="list-style-type: none"> 1. The Built Heritage Management Plan is complete and will be presented to Council in September, 2008 2. The Plan will be implemented by the Planning and Development Department 3. The Built Heritage Management and Business Plan's principal focus is on the identification, protection and management of physical structures, most notably buildings 4. The plan will standardize guidelines and explore greater creativity and initiative possibilities to protect heritage resources
Budget projections	
2009 - 2018	No additional City funds required
	Known ten-year investment: \$0

Heritage Recommendation No.7

Establish a City historian-in-residence program

Desired outcome	Expanded appreciation of and perspectives on Edmonton's diverse histories
Lead sponsor	Community Services (Recreation Facilities Branch)
Key partners	» Edmonton Historical Board
Actions	<ol style="list-style-type: none"> 1. The City of Edmonton will institute the position of a City historian-in-residence similar to the poet laureate 2. So as to recognize the rich and complex nature of Edmonton's heritage, the position should be held by a series of recognized historians from diverse backgrounds 3. A working team of the Edmonton Historical Board should be established to: <ul style="list-style-type: none"> » Develop terms of reference for the position including the length of term, selection process, core duties, core administrative support and additional civic support required » Determine a call for applicants » Develop a selection jury 4. Working closely with the City Archives and the Edmonton Historical Board, the position should be housed at the Archives in the Prince of Wales Armouries Heritage Centre
Budget projections	
2009	\$5,000 stipend for first historian in residence/ \$2,500 for office expenses
2010 - 2018	\$7,500 annually
	Known ten-year investment: \$75,000

Heritage Recommendation No.8

Develop consistent interpretation practices for heritage

Desired outcome	More accurate, comprehensive and effective heritage messaging and awareness
Lead sponsor	Edmonton Heritage Council (once formed)
Key partners	<ul style="list-style-type: none"> » Planning & Development » Community Services (Recreation Facilities Branch) » Corporate Services
Actions	<ol style="list-style-type: none"> 1. The City should develop and uphold consistent interpretation practices for heritage 2. Some of the key issues that should be addressed include: <ul style="list-style-type: none"> » building plaques » naming city sites 3. This should be some of the founding work of the Edmonton Heritage Council
Budget projections	
2009 - 2018	No additional City funds required
	Known ten-year investment: \$0

Heritage Recommendation No.9

Develop an overall museums strategy (Note: tied to Heritage Recommendations #10 and #11)

Desired outcome	Better support for museums and a cohesive plan for the development of all museums in Edmonton
Lead sponsor	Community Services (Recreation Facilities Branch)
Key partners	<ul style="list-style-type: none"> » Edmonton Historical Board » Edmonton Heritage Council (once formed) » Museum Organizations » Alberta Museums Association
Actions	<ol style="list-style-type: none"> 1. Once the Edmonton Heritage Council and the City Museum organization and steering committee are established, a working team composed of the key partners mentioned above and selected Recreation Facilities Branch staff should be established to develop a city-wide museum strategy 2. This strategy would address: <ul style="list-style-type: none"> » Role of city museum and other private or government-funded museums in a comprehensive museums strategy » Funding » Marketing » Museum mandate: interpretation and programming 3. An overall city museum strategy would also include the museums and museum activities currently undertaken by the City of Edmonton, including Fort Edmonton and the Artifacts Centre
Budget projections	
2009 - 2018	No additional City funds required
	Known ten-year investment: \$0

Heritage Recommendation No.10

City support for the development of an Edmonton museum

Desired outcome	A dynamic, community-driven organization that would interpret large and inclusive themes
Lead sponsor	Community Services (migrating later to the Edmonton Heritage Council)
Key partners	<ul style="list-style-type: none"> » Edmonton Historical Board » Edmonton Heritage Council » Museum Organizations » Alberta Museums Association
Actions	<ol style="list-style-type: none"> 1. Most capital cities in the world have a museum that tells their city story 2. The City should support the development of a civic museum. A preliminary assessment has been completed as part of the development of the Art of Living. The civic museum study calls for developing strong support for the idea of a city museum as a dynamic, community-driven organization that would interpret large and inclusive themes 3. Develop a Museum Organization and Steering Committee to develop the Edmonton Museum strategic plan, including: <ul style="list-style-type: none"> » Vision and concept » Business and capital recommendation and financial plan » Governance structure » Public involvement plan » Consultation with museums community » Early outreach exhibitions in order to excite the community » Space recommendations – temporary and permanent » Marketing and communications » Standards of contemporary museum management, including: exhibition/ collection management/ interpretation and education

Actions	<p>4. The logical place for this group to operate from would be the Prince of Wales Armouries during the initial planning phase</p> <p>5. This does not preclude being receptive to a suitable building should an opportunity arise</p> <p>6. There is a clear connection to the Artifact Centre recommendation (Heritage Recommendation #4) and creation of a city museum requires close ties to the supporting artifact collection</p>
Budget projections	
2009	\$250,000 to establish city museum organization (staff and office expenses)
2010	\$500,000 (includes an additional \$250,000 for community outreach programming)
2011	Strategic plan in place
2011 - 2018	Dependent upon the recommendations of the plan
	<p>Known ten-year investment: \$750,000 <i>(to develop the concept and create the organization)</i></p>

Heritage Recommendation No.11

Establish a museum operating/ programming grant program as a Community Investment Grant (tied to Heritage Recommendation #9)

Desired outcome	Increased financial sustainability and effectiveness of Edmonton museums
Lead sponsor	Edmonton Heritage Council (once formed)
Key partners	<ul style="list-style-type: none"> » Edmonton Historical Board » Museum Organizations » Alberta Museums Association
Actions	<ol style="list-style-type: none"> 1. As part of the overall museum strategy, a museum operating grant program should be established by the City as a Community Investment Grant (CIG) similar to those available to arts and festival organizations. All eligible recipients would be evaluated using criteria determined by the Edmonton Heritage Council, such as: governance, mandate, community benefit, accessibility and sustainability 2. This grant program would be in addition to the now-established CIG Arts and Museum Facility Grant program which will provide up to 25% of the annual operating expenses directly associated with the cost of running museum buildings (not the programming or content) 3. Currently no centralized City of Edmonton programs exist for this purpose 4. Grant programs for other types of heritage organizations and personnel should eventually match the various grant programs available to the arts through the Edmonton Arts Council
Budget projections	
2009	No activity
2010 - 2018	Annual budget requests made by the Edmonton Heritage Council
	Known ten-year investment: \$TBD

Appendix

	Recommendation	Lead Sponsor	Key Action	Funding Type	Funding Required										Ten Year Investment			
					2009	2010	2011	2012	2013	2014	2015	2016	2017	2018				
Arts Recommendations																		
# 1	Arts Habitat Association of Edmonton	Edmonton Arts Council	Rebuild Arts Habitat	In Base Budget for 3 Years	\$250,000	\$250,000	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$750,000		
# 2	Redraw zoning bylaws	Planning and Development	Establish a working team		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		
# 3	Joint Task Force - Arts in Schools	Edmonton Arts Council	Form a steering committee	One Time Funding	\$5,000	\$10,000	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$40,000		
# 4	Create Edmonton international mentorship prize	Edmonton Arts Council	Develop a plan	In Base Budget for 3 Years	\$2,500	\$2,500	\$2,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$277,500			
				One Time Funding	\$0	\$50,000	\$45,000	\$0	\$0	\$0	\$0	\$0	\$0					
				In Base Budget	\$0	\$0	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000				
# 5	Support programs to retain "elder" artists	Edmonton Arts Council	Work with PAL Canada Foundation		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
# 6	Increase grant support for established organizations	Edmonton Arts Council	Phased-in increase	In Base Budget	\$700,000	\$1,400,000	\$2,100,000	\$2,100,000	\$2,100,000	\$2,100,000	\$2,100,000	\$2,100,000	\$2,100,000	\$2,100,000	\$18,900,000			
# 7	Sustain grant support - Individual artists	Edmonton Arts Council	Continue grants to individual residents		\$0	\$0	\$0	To Be Determined										To Be Determined
# 8	Increase grant support - community arts projects	Edmonton Arts Council	Develop grant for community arts	In Base Budget	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$2,000,000		
# 9	Sustain/explore support - cultural industries/entrepreneurs	Edmonton Arts Council	Develop review process		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
# 10	Official City gifts made by local artists	Corporate Communications	Continue practice		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
# 11	Stabilize arts awards / increase cash prizes	Edmonton Arts Council	Identify working team		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
# 12	Create an Edmonton biennial arts festival	Edmonton Arts Council	Develop festival plan	One Time Funding	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,550,000			
				In Base Budget	\$0	\$500,000	\$0	\$500,000	\$0	\$500,000	\$0	\$500,000	\$0	\$500,000				
# 13	Artists in City naming opportunities	Planning and Development	Work with naming committee		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
# 14	Stabilize Poet Laureate and create a " cultural senate "	Edmonton Arts Council	Develop plan for senate	In Base Budget	\$5,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$140,000		
# 15	Create artist-in-residence programs	Edmonton Arts Council	Begin pilots	In Base Budget	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$200,000			
# 16	Neighbourhood artist awareness programs	Community Services (Neighbourhood and Community)	Develop scope of pilot projects	One Time Funding	\$32,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$932,500			
				In Base Budget	\$0	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000				
# 17	Reaffirm position of Edmonton Arts Council	Edmonton Arts Council	EAC to continue to demonstrate leadership		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0			
Total Annual Arts Recommendation:					\$1,265,000	\$2,547,500	\$2,757,500	\$2,960,000	\$2,460,000	\$2,960,000	\$2,460,000	\$2,960,000	\$2,460,000	\$2,960,000	\$25,790,000			

	Recommendation	Lead Sponsor	Key Action	Funding Required											Ten Year Investment
				2009	2010	2011	2012	2013	2014	2015	2016	2017	2018		
Heritage Recommendations															
# 1	Create/support Edmonton Heritage Council	Community Services (Recreation Facilities)	Develop Council	In Base Budget	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$2,500,000
# 2	Incorporate Edmonton Historical Board awards into City's	Edmonton Historical Board Edmonton Heritage Council (once formed)	Establish working team	In Base Budget	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$225,000
# 3	Initiate/develop structured dialogue w/Province re: heritage issues	Edmonton Heritage Council (once formed)	Enter discussions		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
# 4	#4 - Recognize the Artifact Centre as major asset	Community Services (Recreation Facilities)	Establish new artifact centre		May have budget implications in the future, once program and capital planning for the artifact centre is complete.										To Be Determined
# 5	Support City Archive's Role	Community Services (Recreation Facilities)	Develop archive strategy		To be determined once the Prince of Wales Armouries Heritage Centre Space Concept comes forward.										To Be Determined
# 6	Support Built Heritage Management Plan	Planning and Development	The plan is underway		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
# 7	Establish a City historian-in-residence program	Community Services (Recreation Facilities)	Establish working team	In Base Budget	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$75,000
# 8	Consistent interpretation practices for heritage	Edmonton Heritage Council (once formed)	Heritage Council to establish protocols		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
# 9	Develop overall museums strategy	Community Services (Recreation Facilities)	Establish working team		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
# 10	City support for development of Edmonton museum	Community Services (migrating later to the Edmonton Heritage Council)	Develop museum steering committee	One Time Funding	\$250,000	\$500,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$750,000
# 11	Establish museum grant program as a Community Investment Grant	Edmonton Heritage Council (once formed)	Develop grant program		To Be Determined										To Be Determined
Total Annual Heritage Recommendation:					\$507,500	\$782,500	\$282,500	\$282,500	\$282,500	\$282,500	\$282,500	\$282,500	\$282,500	\$282,500	\$3,550,000
Total Annual Arts & Heritage Recommendations:					\$1,772,500	\$3,330,000	\$3,040,000	\$3,242,500	\$2,742,500	\$3,242,500	\$2,742,500	\$3,242,500	\$2,742,500	\$3,242,500	\$29,340,000

If the above Recommendations are approved with full City funding, the annual tax levy request would be as follows (in 2008 dollars):

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Total Annual Tax Levy Request Arts Recommendation:	\$1,265,000	\$1,287,500	\$220,000	\$232,500	(\$500,000)	\$500,000	(\$500,000)	\$500,000	(\$500,000)	\$500,000
Total Annual Tax Levy Request Heritage Recommendation:	\$507,500	\$275,000	(\$500,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Annual Tax Levy Request Arts & Heritage Recommendations:	\$1,772,500	\$1,562,500	(\$280,000)	\$232,500	(\$500,000)	\$500,000	(\$500,000)	\$500,000	(\$500,000)	\$500,000

THE CITY OF
Edmonton



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council