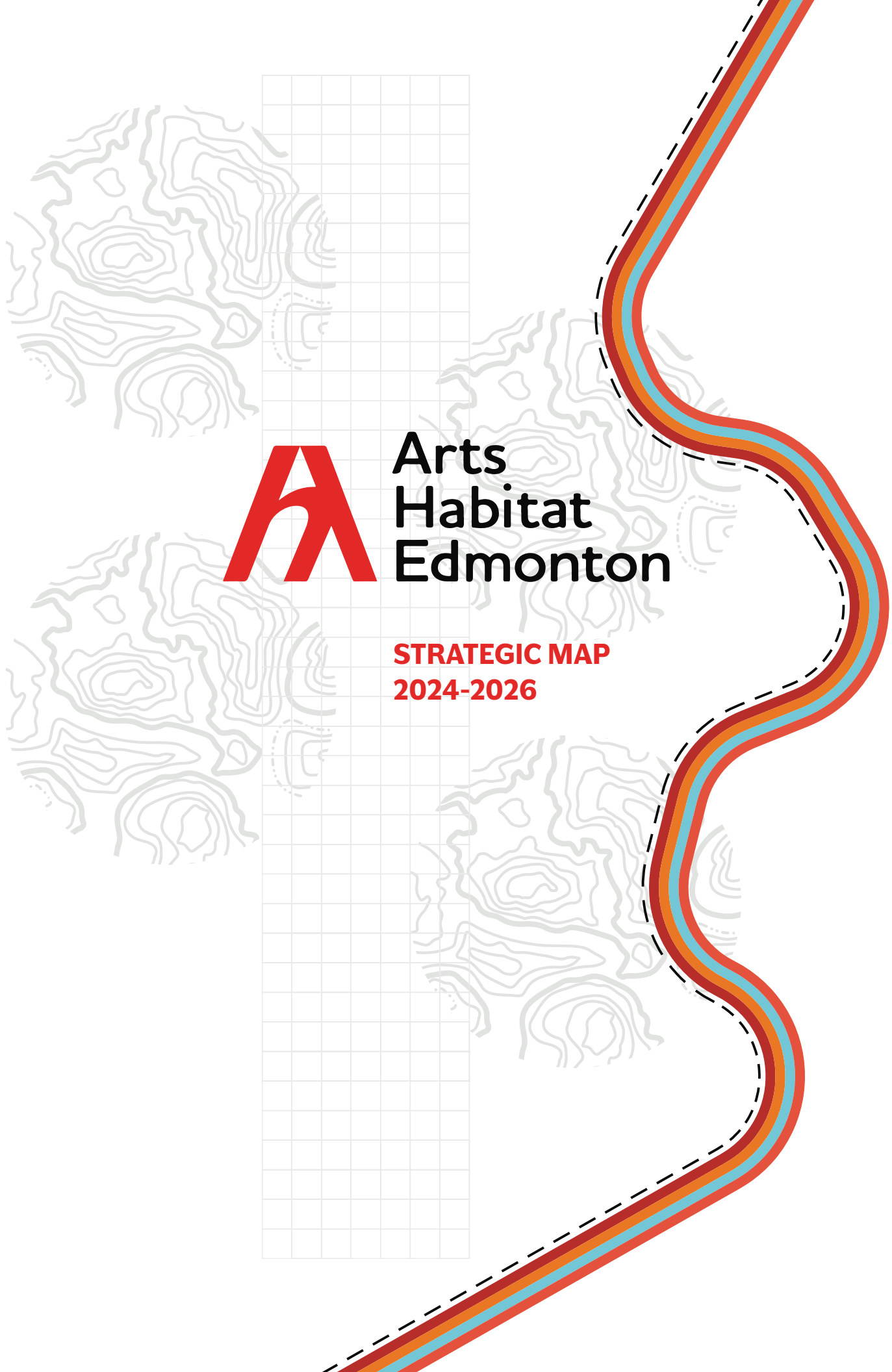
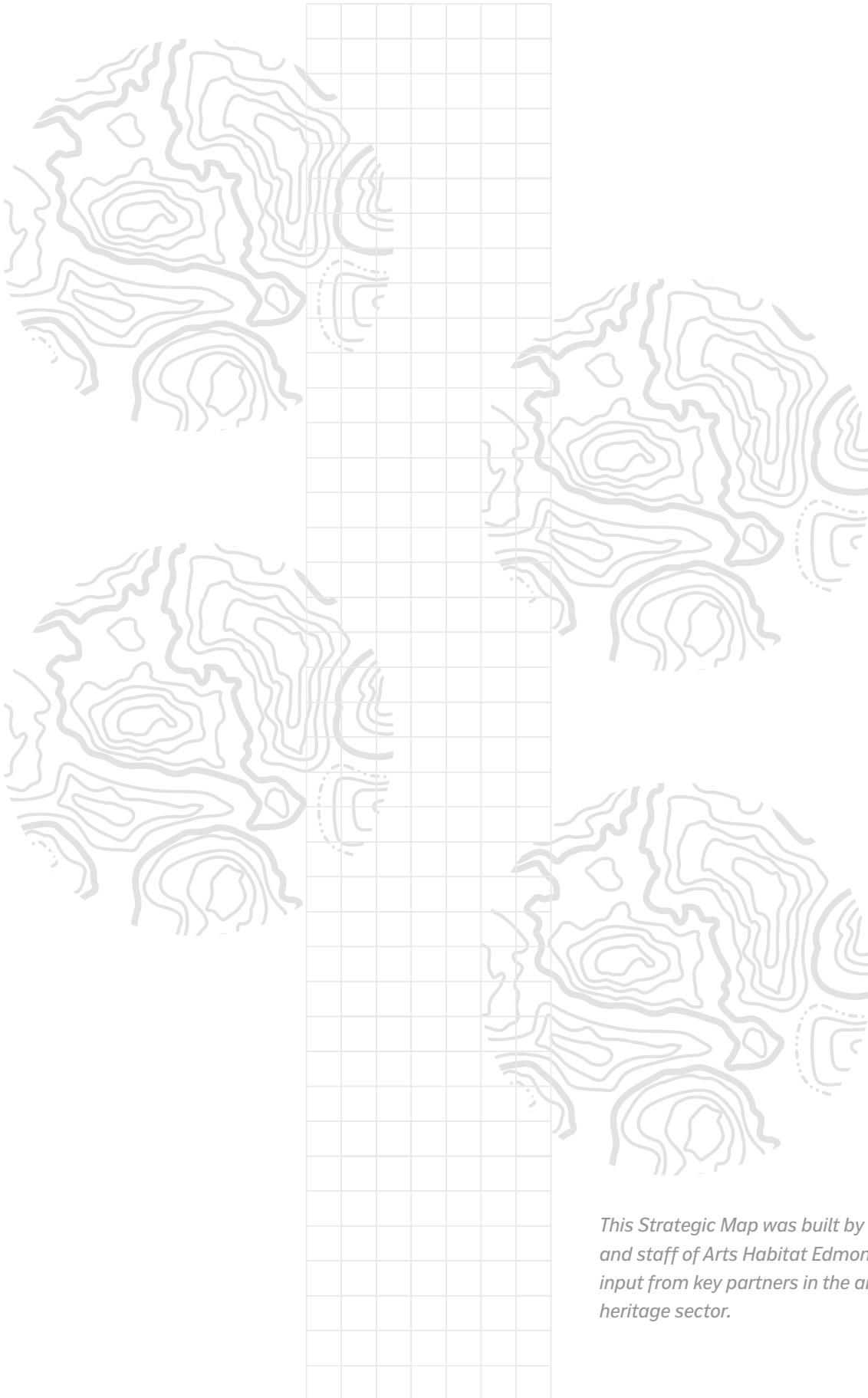


# Arts Habitat Edmonton

**STRATEGIC MAP  
2024-2026**





*This Strategic Map was built by the Board and staff of Arts Habitat Edmonton with input from key partners in the arts and heritage sector.*



### **ROLE**

ARTS HABITAT EDMONTON is a non-profit entity mandated to work with the arts community on space issues. The core purpose of Arts Habitat is to identify, develop, and manage space for all mediums of art—from audio-visual and interactive media, to written and published works, visual and applied arts, sound recording, and live performance.



# WE ARE

## ARTS SPACE PLANNERS

- We are the guardians of Edmonton's first cultural infrastructure plan. We understand what arts spaces are, what exists in our city, what's needed and what changes take place in the arts space ecosystem in Edmonton.
- We will incent the development of non-market facilities for the arts and affordable housing for artists by becoming a granting partner with arts organizations.

## ARTS SPACE OPERATORS AND MANAGERS

- We own, lease, build, renovate and operate property for the benefit of Edmonton's cultural sector.
- We work with the City to develop and manage City buildings as purpose-built arts spaces.

## ARTS SPACE ADVOCATES

- We are the voice of arts space issues in Edmonton. We lead the civic conversation about the value of, and need for, spaces in which artists can create, rehearse, exhibit, perform and live.
- We convene conversations with the private and not-for-profit sectors about the need for the identification, development and management of arts spaces in Edmonton.
- We shape and influence public policy and investment to support thriving cultural infrastructure and public spaces for the arts.

## ARTS SPACE TRUSTED ADVISORS

- We understand the space needs of the arts community and use this insight to advise and support the City on projects involving existing or potential living and working arts spaces.
- We report to City Council annually on the space needs of the arts community, and our progress in planning, operating and managing arts spaces.





### OUR STARTING POINT

- The arts increase the wellbeing of our communities.
- The arts thrive when artists of all kinds have affordable appropriate space in which to create, collaborate, perform, exhibit and live.



### OUR NORTH STAR

- Our vision is to make Edmonton a hub of dynamic, sustainable, and entrepreneurial artistic communities.



### OUR DESTINATION

The arts sector and artists are thriving. Edmonton's cultural scene is central to our identity and our quality of life.

- Canada notices that a civic commitment to art spaces creates placemaking vibrancy and belonging for all people.
- Indigenous culture is supported through arts spaces, cultural work and projects that connect to ancestral traditions and the land.



## OUR COMPASS

To tackle our journey and reach our destination, we need wayfinding support. These Arts Habitat values will help us find the right direction.

- **Leadership:** Arts Habitat has vision, expertise and experience.
- **Sustainability:** Arts spaces will have long term impact on life in Edmonton.
- **Collaboration:** We will not journey alone and we must respect and learn from the First Peoples who created space for ceremony and celebration on this land before us.
- **Inclusion:** Everyone belongs in Edmonton's arts spaces and cultural community.
- **Equity:** We foster an equitable arts community by providing opportunities for underrepresented arts groups, ensuring fair access to spaces.
- **Professionalism:** We support artists' from the beginning of their journey and throughout their professional career paths by creating and maintaining spaces for their work and lives.
- **Expression:** Communities are healthier and more vibrant when artistic expression is championed, supported and shared.

The work of Arts Habitat is aligned with the City of Edmonton's City Plan, shares the ambitions of the City's 10 year Cultural Plan Connections and Exchanges and activates **four actions (see right)** in that plan.

The ambitions of the cultural plan are the motivating statements that give the arts and heritage sector a strong direction of what the future will look like. They are:

## AMBITIONS

### ALIVE WITH ARTS AND HERITAGE

Arts and heritage are fundamental, essential elements of any operational, infrastructural public project—from refurbishments, to civic planning, to new transportation projects. Private and non-profit enterprises understand and constantly activate and rely on the arts and heritage sector as an essential part of their own endeavours. Edmonton's support and integration of arts and heritage in everything it does will be a foundational part of our civic identity.

### A HUB FOR EXTRAORDINARY CREATION AND REPUTATION

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

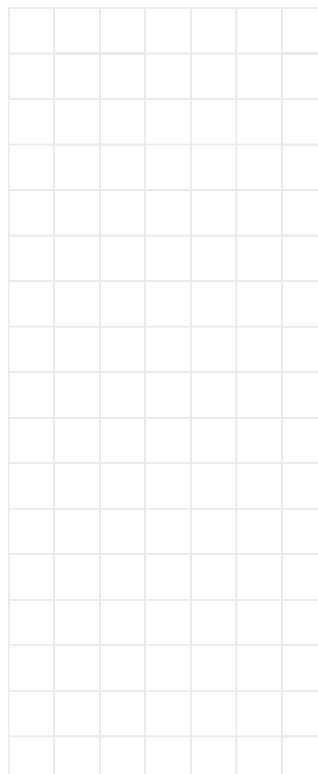
### A THRIVING AND WELL-FUNDED ARTS AND HERITAGE ECOSYSTEM

Edmonton is a city that supports its cultural ecosystem with purpose, vision and flexibility. Funding models and strategies focus on fostering, attracting and retaining artists and heritage practitioners, and creating cascading, long-term impacts for the cultural ecosystem, and therefore Edmonton as a whole.

Within the cultural plan, the four actions of Connections and Exchanges that Arts Habitat has responsibility for, are:

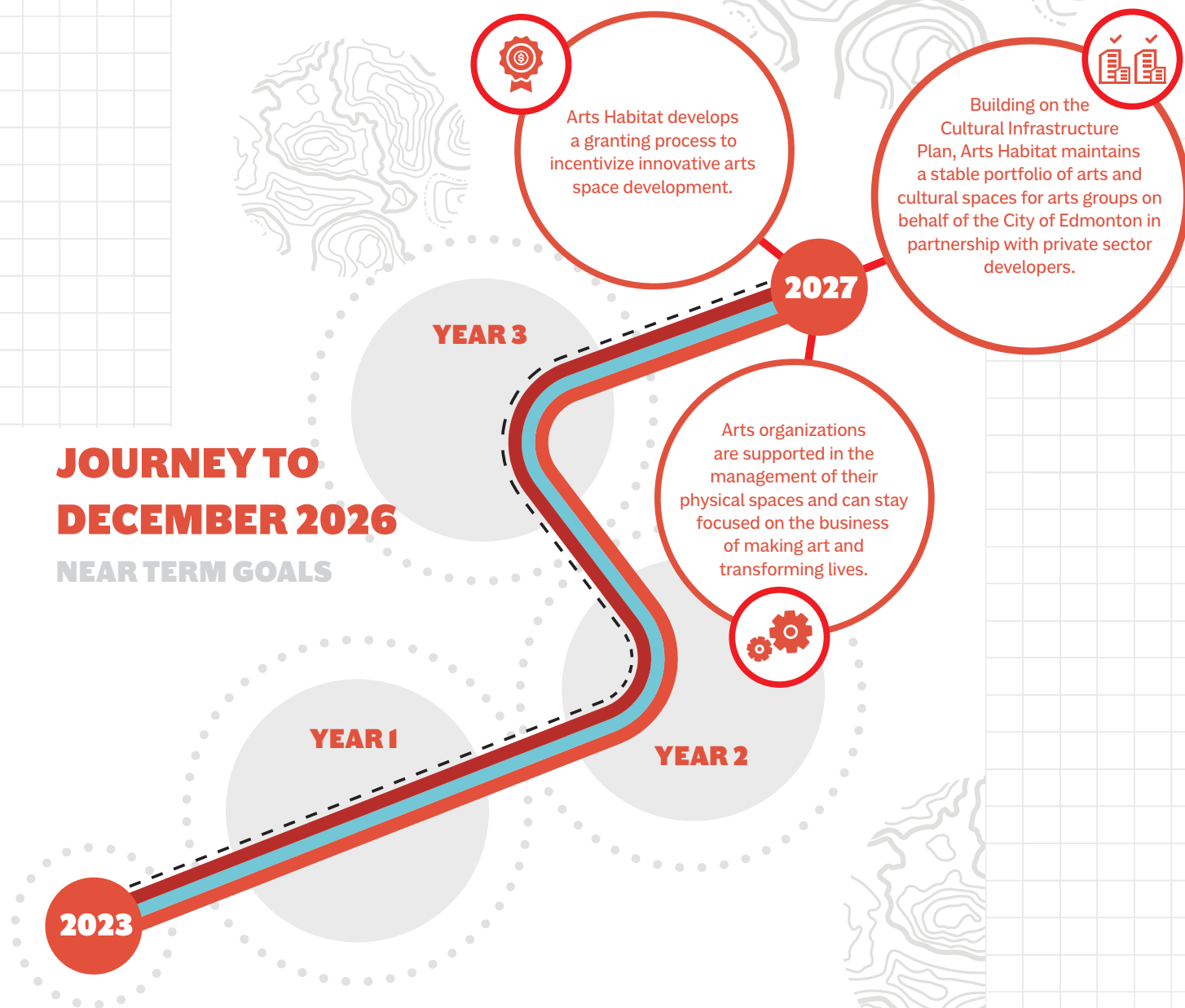
## ACTIONS

1. Broker relationships with community-based entities to increase access to affordable space for arts and heritage programs, presentations and events.
2. Provide expert advice on shared space models to support the integration of arts activities in neighbourhood revitalization/regeneration initiatives.
3. Work with City Administration and cultural agencies to research, develop, build and seek approval from City Council for the City of Edmonton's first Cultural Infrastructure Plan.
4. Provide tools, resources and advice to the cultural community in support of space audits, capital project management and asset management solutions.



# JOURNEY TO DECEMBER 2026

## NEAR TERM GOALS



### FELLOW TRAVELERS



Local and regional government partners (City/Edmonton Arts Council/Edmonton Heritage Council)

- Planners
- Arts and heritage specialists in Edmonton
- Community service providers



Arts partners: locally, regionally, nationally and internationally



Artists/arts organizations/tenants



Cultural Groups



Development/real estate/land trusts



Financial institutions and investors



Affordable housing providers



Business community (BIAs)



Indigenous communities



Community leagues

### EXPLORING WITH US

- Edmontonians
- Arts patrons
- Media
- Tourists



# **MILESTONES TO 2026**

Our stops along the way

# YEAR 1

January 2024 - December 2024,  
Arts Habitat will:



## Arts Space Planners

Action	Signpost
Develop “proof of concept” business case for incentivizing arts space development through a granting program.	Develop and validate a granting program framework that is aligned with all other granting programs in the arts and heritage sector.
Develop a Measurement, Evaluation And Learning Framework for Arts Habitat, appropriate to available resources, that is compatible with the framework in Connections and Exchanges and supports the strategic map and the business plan.	Arts Habitat has a process of gathering data from different sources and then applying it to inform next steps. Measures the ongoing impact of the plan as it is implemented, and encourages specific adjustments.
Develop the Edmonton Cultural Infrastructure Plan (ECIP).	Engage with key Cultural Infrastructure stakeholders.



## Arts Space Operators and Managers

Actions	Signposts
Open ArtsHub Ortona and form the ArtsHub Ortona Artist Advisory Committee (AOAAC).	<ul style="list-style-type: none"><li>• Open ArtsHub Ortona and form the ArtsHub Ortona Artist Advisory Committee.</li><li>• The Advisory Committee ensures that the needs of the Ortona tenants are met.</li></ul>
Open and Manage ArtsHub Creative Studios.	Creative Studio space is thriving and arts tenants needs are met.
Showcase new arts spaces to key stakeholders, including the arts community.	Key stakeholders see Arts Habitat as their space advocate and are motivated to be a part of future Arts Habitat Edmonton developments.
Manage ArtsHub I18 Live/Work Housing.	ArtsHub I18 is thriving and arts tenants needs are met.
Manage ArtsHub McLuhan House.	ArtsHub McLuhan House is thriving and arts tenants needs are met.



# YEAR 1

January 2024 - December 2024,  
Arts Habitat will:

Arts Space Advocates	
Action	Signpost
Develop a list of potential arts/ community/business partners for arts space development.	<ul style="list-style-type: none"><li>Arts Habitat is the central community convener in matters of cultural infrastructure development.</li><li>Arts Habitat “speaks for” the arts community on issues of space and affordability.</li></ul>

Arts Space Trusted Advisors	
Action	Signposts
Introduce the arts community to the Arts Habitat Strategic Map.	<ul style="list-style-type: none"><li>Arts Habitat is understood by the arts community and their mandate is supported.</li><li>Explore role of Council as ambassadors for arts spaces in Edmonton.</li></ul>
Update art space database and development of a new map to be integrated into Arts Habitat’s website.	The interactive map is shared with the arts community in Edmonton.



# YEAR 2

January 2025 - December 2025,  
Arts Habitat will:



Arts Space Planners	
Actions	Signposts
Complete Edmonton Cultural Infrastructure Plan (ECIP).	Feedback from key Cultural Infrastructure stakeholders are incorporated into the plan.
Secure private investors and partners to work with City on a grant fund to incentivise arts space development.	Grant investor agreement has been co-designed with Arts Habitat, City of Edmonton and Investors.
Update Measurement, Evaluation And Learning Framework.	Community engagements and community report backs are developed throughout 2025.



Arts Space Operators and Managers	
Actions	Signposts
Profile the artistic success stories of these spaces.	Promotional campaigns that raise awareness of these spaces and communities are developed.
Manage ArtsHub Creative Studios.	ArtsHub Creative Studios is thriving and arts tenants needs are met.
Manage ArtsHub McLuhan House.	ArtsHub McLuhan House is thriving and arts tenants needs are met.
Manage ArtsHub II8 Live/Work Housing.	ArtsHub II8 is thriving and arts tenants needs are met.
Manage ArtsHub Ortona.	ArtsHub Ortona is thriving and arts tenants needs are met.



## YEAR 2

January 2025 - December 2025,  
Arts Habitat will:



Arts Space Advocates	
Action	Signpost
Collaborate with City planners on embedding arts space thinking into all aspects of district planning.	Arts Habitat has an advisory role on the District Planning program.



Arts Space Trusted Advisors	
Actions	Signposts
Develop needs assessment for asset management support in the arts sector.	Community engagement with key stakeholders is conducted to identify needs.
Based on needs assessment, develop an inventory of services that Arts Habitat could offer arts organizations.	Develop and validate an asset management program.



# YEAR 3

January 2026 - December 2026,  
Arts Habitat will:



## Arts Space Planners

Actions	Signposts
Using the Edmonton Cultural Infrastructure Plan, conduct research into potential new Arts Hubs and artist live/work spaces.	Development criteria is created to help highlight emerging Arts Hubs and artist live/work spaces.
Evaluate the effectiveness of current Arts Habitat spaces and cultural hubs in Edmonton and determine gaps in artist live/work spaces.	An assessment framework is developed, informed by the Edmonton Cultural Infrastructure Plan.
Update Measurement, Evaluation And Learning Framework.	Community engagements and community report backs are developed throughout 2025.



## Arts Space Operators and Managers

Actions	Signposts
Build a roster of arts provider "clients" who will access the asset management services of Arts Habitat.	Shortlist of applications have been collected through an Edmonton wide campaign to enlist in Arts Habitat's asset management program.
Manage ArtsHub Creative Studios.	ArtsHub Creative Studios is thriving and arts tenants needs are met.
Manage ArtsHub McLuhan House.	ArtsHub McLuhan House is thriving and arts tenants needs are met.
Manage ArtsHub II8 Live/Work Housing.	ArtsHub II8 is thriving and arts tenants needs are met.
Manage ArtsHub Ortona.	ArtsHub Ortona is thriving and arts tenants needs are met.



# YEAR 3

January 2026 - December 2026,  
Arts Habitat will:



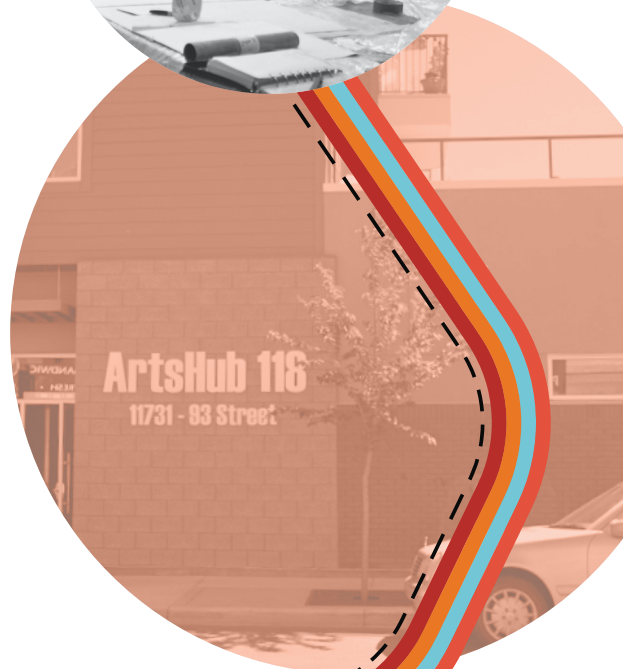
## Arts Space Advocates

Action	Signpost
Demonstrate strategic alignment of Arts Habitat Edmonton with EHC and EAC to prepare for next cultural plan cycle (2028 - 2038).	Arts Habitat reports on the opportunities and gaps that exist in the community in regards to cultural infrastructure.



## Arts Space Trusted Advisors

Action	Signposts
Offer asset management support to arts groups.	Mutually sustainable relationships are developed with arts groups through the management of assets.



# Strategic Plan Alignment Map

Strategic Map	City of Edmonton Funding Agreement	Connections and Exchanges Outcomes	Strategic Map 2024 Actions	Strategic Map 2025 Actions	Strategic Map 2026 Actions
Arts Space Operators and Managers	Arts Habitat shall own, lease, build, renovate, manage or otherwise set up and operate any property within, and for the benefit of, the Edmonton arts as identified and approved by Arts Habitat or the City.	C&E Lead: Broker relationships with community-based entities to increase access to affordable space for arts and heritage programs, presentations and events.	Open and Manage ArtsHub Creative Studios.	Manage ArtsHub Creative Studios.	Manage ArtsHub Creative Studios.
			Manage ArtsHub McLuhan House.	Manage ArtsHub McLuhan House.	Manage ArtsHub McLuhan House.
			Manage ArtsHub I18 Live/Work Housing.	Manage ArtsHub I18 Live/Work Housing.	Manage ArtsHub I18 Live/Work Housing.
			Showcase new arts spaces to key stakeholders, including the arts community.	Profile the artistic success stories of these spaces.	Build a roster of arts provider “clients” who will access the asset management services of Arts Habitat.
	Arts Habitat shall develop and manage City buildings as purpose-built arts spaces where identified by the City or Arts Habitat and as approved by the City.	C&E Shared: Contribute actively to placemaking that includes cultural landscape, natural history, built history, object, language, and story.	Open and Manage ArtsHub Ortona & Create ArtsHub Ortona Artist Advisory Committee.	Manage ArtsHub Ortona.	Manage ArtsHub Ortona.
Arts Space Planners	Arts Habitat shall advance the City’s C&E art and heritage plan, (2019-2029), providing professional expertise and leadership in implementing this plan.	C&E Shared: Apply a Fourth Pillar approach to City of Edmonton planning and policy development: social, environment, economic, cultural.	Develop a Measurement, Evaluation And Learning Framework for Arts Habitat, appropriate to available resources, that is compatible with the framework in Connections and Exchanges and supports the strategic map and the business plan.	Update Measurement, Evaluation And Learning Framework.	Update Measurement, Evaluation And Learning Framework.
		C&E Shared: Provide change capital to cultural organizations to retool and reorganize to meet the needs of a rapidly changing city.	Develop “proof of concept” business case for incentivizing arts space development through a granting program.	Secure private investors and partners to work with City on a grant fund to incentivise arts space development.	Evaluate the effectiveness of current Arts Habitat spaces and cultural hubs in Edmonton and determine gaps in artist Live/Work Housing.
	Arts Habitat shall support the Actions that are shared with the Edmonton Arts Council and Edmonton Heritage Council.	C&E Lead: Work with City Administration and cultural agencies to research, develop, build and seek approval from City Council for the City of Edmonton’s first Cultural Infrastructure Plan.	Develop Edmonton Cultural Infrastructure Plan (ECIP).	Complete Edmonton Cultural Infrastructure Plan (ECIP).	Using the Edmonton Cultural Infrastructure Plan, conduct research into potential new arts hubs and artist live/work spaces.
		C&E Shared: Indigenous peoples are supported in revitalizing and participating in cultural traditions locally that reflect their connections to ancestors, the land and living traditions.			
	Arts Habitat shall participate in community engagement and consultations and undertake research and project management related to Arts Habitat’s Actions outlined in Connections & Exchanges.	C&E Shared: Stand alongside Indigenous leaders in cultural work and cultural organizations and projects.			
		C&E Shared: Resource Indigenous-led activities that support the reclamation of Indigeneity.			
	Arts Habitat shall lead the creation of the Cultural Infrastructure Plan for the City as described in Connections & Exchanges.	C&E Shared: Adopt a holistic definition of civic vitality that includes culture (inclusive of heritage) as a valued component.			
		C&E Shared: Encourage active civic engagement and participation in cultural activities.			

# Strategic Plan Alignment Map

Strategic Map	City of Edmonton Funding Agreement	Connections and Exchanges	Strategic Map 2024 Actions	Strategic Map 2025 Actions	Strategic Map 2026 Actions
Arts Space Trusted Advisors	Arts Habitat shall identify and participate in learning, development and advising opportunities for the arts community and other city agencies with a focus on arts space.	C&E Lead: Provide tools, resources and advice to the cultural community in support of space audits, capital project management and asset management solutions.	Update art space database and development of a new map to be integrated into Arts Habitat's website.	Develop needs assessment for asset management support in the arts sector.	Offer asset management support to arts groups.
	Arts Habitat shall create, organize and maintain databases of gains and losses of spaces for the arts in Edmonton.			Based on needs assessment, develop an inventory of services that Arts Habitat could offer arts organizations.	
	Arts Habitat shall support the City on projects involving existing or potential living and working arts spaces.	C&E Lead: Provide tools, resources and advice to the cultural community in support of space audits, capital project management and asset management solutions.	Introduce the arts community to the Arts Habitat Strategic Map.	Collaborate with City planners on embedding arts space thinking into all aspects of district planning.	Demonstrate strategic alignment of Arts Habitat work with EHC and EAC to prepare for next cultural plan cycle (2028 - 2038).
	Arts Habitat shall maintain expertise to update the City on current best practice for arts space including but not limited to zoning, bylaws, tax policy and land use regulations that responsibly support artist's accommodations and working spaces.				
Arts Space Advocates	Arts Habitat shall advocate to the private and not-for-profit sectors about the current standards, best practices, and the need for the identification, development and management of arts spaces in Edmonton.		Develop a list of potential arts/ community/business partners for arts space development.		

