



2016 ARTS AND CULTURE MASTER PLAN

FORWARD

**“Art enables us to find ourselves and lose ourselves at the same time.”
-Thomas Merton**

Art gives voice to that integral part of the human spirit that hungers for the marvelous, causes spirits to soar, brings tears to our eyes and laughter to our souls. Art is not transient but transforming.

We are blessed and pulled forward by amazing abilities that describe wonder and beauty through many mediums.

We acknowledge and value our rich legacy. Now, The Stage is Set to move forward. Building on our past, we support and nurture a vibrant community rich in culture and art.

Agnes Hoveland

Councillor and Chair

Arts and Culture Master Plan Ad Hoc Committee



Leola Forster, *Tree Tango*

“If art is to nourish the roots of our culture, society must set the artist free to follow his vision wherever it takes him.” - John F. Kennedy



Audrey Pfannmuller, *Moving Forward*

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EXECUTIVE SUMMARY

Purpose of the Arts and Culture Master Plan

An Arts and Culture Master Plan creates a cohesive vision and supporting strategy for arts and culture by uniting city goals with community goals. Citizens, arts and culture providers, and city officials are consulted about what is working well in the arts and culture sector and what could be improved upon. The collected feedback is then analyzed and used to determine recommended actions and areas of focus for upcoming years.

Process

The Plan was managed by an independent consultant, who facilitated the consultation, assessment and report. An ad hoc committee of Camrose City Council, supported by City staff, formed the project committee.

This Arts and Culture Master Plan was informed by interviews and public response surveys from citizens as well as arts and culture providers, generating the broad range of topics addressed in the plan. A public feedback evening was also held to discuss the collective legacy and vision for arts and culture in Camrose.

Contents of the Plan

Included in the Arts and Culture Master Plan is general information on the City of Camrose and the arts and culture planning process. Locally-generated definitions of arts and culture are established, along with a community-established vision for the city's arts and culture legacy. Public feedback responses and survey results are discussed as the basis for ten primary challenges and opportunities for the city. Following the challenges and opportunities, four areas of focus are offered with a list of corresponding recommended actions.

Challenges, Opportunities, Areas of Focus and Recommended Actions

The ten areas discussed as challenges and opportunities include financial concerns, budget, organization, outreach, audience, space, venues, Downtown Camrose, university city, and transportation. The four recommended areas of focus that address the challenges and opportunities are organization of arts and culture, financial stability and equity, community strengthening, and reputation building. To achieve results in each Area of Focus, twenty-three recommended actions are suggested. All of the recommendations are intended to help the city achieve its vision of being a vibrant destination for arts and culture.

INTRODUCTION

Arts and culture help to define a sense of place and establish connections between individuals. For a city, these elements draw both residents and visitors together to build a cohesive and strong community and sense of identity. A strong community translates into flourishing businesses, increased community engagement, and ultimately economic growth and prosperity.

The cultural identity of a city promotes tourism and attracts residents looking to establish new roots. With a strong cultural presence, a city encourages engaged community members who contribute to the cultural organizations within it. A vibrant community is supported with committed citizens who stay over the long-term and invest their talents back into their city. Ignoring the significance of culture in a community can be perilous to short and long-term quality of life for citizens.

A report published by Hill Strategies looked at various studies on “Culture in Small and Rural Communities.” According to this study, a “small and rural” population is defined as a municipality with fewer than 50 000 residents, with Camrose fitting this description (6). One of Creative City Network’s key findings was that arts and culture help a community to thrive. The study explains the successful model:

arts, culture and heritage are not only viewed as amenities to improve the quality of life, but as the foundation to which these small/rural communities rests. The arts and creative activities can profoundly affect the ability of a town to not only survive over time, but to thrive (2).

In order for a city to have a strong cultural identity, it must be clear how that particular place is unique and how the culture is preserved, maintained and passed on to future generations. For this reason, the arts have a primary role in creatively capturing the culture of a place and communicating its nuances for years to come. Systems of organization can support succession planning, preservation and asset management to ensure the vibrancy of arts and culture.

ABOUT ARTS AND CULTURE PLANNING

“Cultural Planning is a process of inclusive community consultation and decision-making that helps local government identify cultural resources and think strategically about how these resources can help a community achieve its civic goals.” - Cultural Planning Toolkit, 1

An Arts and Culture Master Plan is a way for a city to define what is unique and valued by the population that lives there. It is intended to identify what is working well in the sector and where improvements can take place to better service patrons, providers and tourists. The process is based on public consultation and is guided by feedback collected from its citizens. The collected feedback is analyzed based on the principle of majority and forms the basis for recommended actions and areas of focus for the years to come. This Arts and Culture Master Plan is intended to evolve with time, to have the flexibility to adjust to various socioeconomic factors as required, and to be updated as recommended actions are achieved, which may change the nature and scope of the plan's parameters.

Ultimately, the purpose of an Arts and Culture Master Plan is to establish a vision for moving forward as a community. This vision becomes a guiding beacon intended to unite citizens in a shared mission that is strengthened by the diversity of all individuals.



Jessica Ryan, *Strathcona String Quartet*



City of Camrose, *Painting*



Jessica Ryan, *Nordlys Film Festival*

WHAT ARTS AND CULTURE MEAN TO CAMROSE

Defining arts and culture as a community is an essential aspect of creating an Arts and Culture Master Plan within a city. The terms are informed through a process of public engagement. Correspondingly, citizens were asked in interviews, surveys and the Conversation Café to define what arts and culture mean to them.

According to the Creative City Network, this process of community brainstorming is essential. The definition offered is as follows:

Culture is what counts as culture to the people involved – the shared beliefs, customs, rituals and values of a people in a given place and at a given time. ‘The most important aspect ... is the process you use in order to arrive at a definition – the discussion, the debate, the expression of diverse views of how people perceive culture, and the inevitable controversies that arise. Culture is the sum total of the discussion about how people understand culture in their own communities’ (Palmer, Cultural Planning Toolkit, 5).

Based on public response, it is clear that in Camrose the arts are an integral and inseparable aspect of culture; there is a tendency to participate most in performing arts such as music, dance, and other events and festivals. Visual arts and creativity are also essential in the concept of culture. Culture in Camrose refers to a shared experience and identity inseparable from place. It is the creative expression of belonging, connection, and diversity that defines the identity of residents and what is collectively experienced as a community. In Camrose, the arts are a central outlet for the expression of culture, along with the preservation of heritage, which is past cultural expression. Throughout this report, the terms art, arts, and artist refer to any field of fine, performing and applied arts unless otherwise specified.

Public survey respondents were asked to indicate what the terms art and culture mean to them with no reference words offered. The words in the cloud image (below right) indicate frequency of use with largest words being used most often. The percentages below show more specifically how often the words were used (note: percentages will not tally to 100% as participants could select more than one response and only indicate frequent-use words):

18% Dance

17% Creativity

16% Visual Arts

14% Performing Arts

14% Community



A word cloud of arts and culture terms. The words are arranged in a grid-like fashion, with some words being larger than others. The words include: Fun, Ideas, Food, Soul, Traditions, Plays, Celebration, Experiences, Community, Social, Interaction, Visual Arts, Learning, Dance, Sculpture, Culture, Variety, Creativity, Kinds of Art, Performing Arts, Enjoyment, Live, Reflection, Activities, Beauty, Means, Forms.

The following are responses from the public surveys that express the community values of arts and culture:

“Arts and culture are those aspects that define ‘who we are’ and how we share/express our common values.”

“Art is an expression of living, living is an expression of art.”

“Culture is how we interact with the world.”

“Art and culture are the heart and soul of a city.”



Audrey Pfannmuller, *Main Street*

A VISION FOR ARTS AND CULTURE

In the years to come, the people of Camrose wish to deepen their cultural legacy and diversity. This means not only maximizing the many arts and cultural assets already in place, but also becoming more inclusive of age and ethnicity, embracing food and festivals, and expanding with new opportunities that engage the city and the broader region. The people of Camrose would like to see audience size and engagement increase and the City of Camrose as a regional destination for arts and culture. In Camrose arts and culture, The Stage is Set... for expansion.

According to Creative City Network's findings on small successful arts and culture communities, there are essential factors that enable a community to succeed in achieving their vision. They list the following factors: an appreciation of local culture and clear "sense of place," a shared value of arts and culture and broad-based participation, key leadership roles, a shared common goal, social networks with volunteers and supporters, and infrastructure development (Culture in Small and Rural Communities, 2). In accordance with these findings, Camrose is well-positioned to succeed in achieving its shared vision. This plan will address ways that these goals can be achieved through strategic action and defined areas of growth, both in the immediate future and the coming years.



Keith Harder, *Four Seasons: Downwind Autumn*

PROJECT BACKGROUND

CURRENT CULTURAL PICTURE

The City of Camrose is a prairie city located 100 kilometres southeast of Edmonton. The population is over 18,000, serving a trading population of over 100,000 who access the many amenities here (Economic Development). Two railways, four highways and an airport make Camrose an easily accessible location. Currently there is limited public transportation within the city, but expansion plans are in place. The city's unique location, stable agriculture-based economy, natural resources, and diverse amenities position Camrose to grow and thrive in the years to come (The City of Camrose, Make it Your Home, 2).

In 2015 a cultural mapping initiative took place to identify the arts and culture groups and amenities. Approximately 60 groups identified themselves as "arts and culture" organizations in the City of Camrose. These groups included various performance groups offering dance, theatre, and music, as well as venues, clubs, visual artists, craft makers, schools, galleries, businesses, and more. There were both for-profit groups and non-profit groups, and societies including city-funded, privately-funded, volunteer run, government-funded, ticketed, and self-sufficient groups funded by patrons.

The City of Camrose commissioned an Arts and Culture Master Plan in 2015. The request for proposals identified the following goals for the plan: to unite organizations and create efficiencies for resources and patrons, to guide existing or future organizations to work symbiotically, and to enhance the experience of arts and culture.

Following the request for proposals, The Arts and Culture Master Plan was undertaken to guide the city and its community partners in providing a collaborative and organized experience of arts and culture. This Master Plan is intended to help maximize community relationships and the vibrancy of the community while supporting the larger city goals.

Crown Photography, Cargill

SUPPORTING THE CITY OF CAMROSE WITH ARTS AND CULTURE

The Arts and Culture Master Plan seeks to support the City of Camrose in achieving its vision as “a dynamic, regional community focused on providing an exceptional quality of life” (Strategic Plan, 3).

This Master Plan is also in service to the city’s mission to provide “a high quality of life for all Camrose citizens and to facilitate progressive development through responsible leadership” (3).

Further, this plan supports the identified values of the city thereby helping the city to embody these values:

Honesty and Integrity - adhere to trustworthy and ethical behaviour in municipal governance and operations

Openness and Transparency - openly communicate with and value input from the public and staff

Professionalism - provide municipal services with the best possible skills, knowledge and attitudes

Stewardship and Fiscal Responsibility - carefully oversee the city’s resources to provide municipal services in the best manner possible

Respect - value each individual and their contributions (3).

By aligning with the vision, mission, and values of the City of Camrose, the arts and culture community can be a valuable resource for fiscal development through strategic planning. The recommendations made in this plan refer back to these key areas when addressing both current challenges and identifying opportunities.

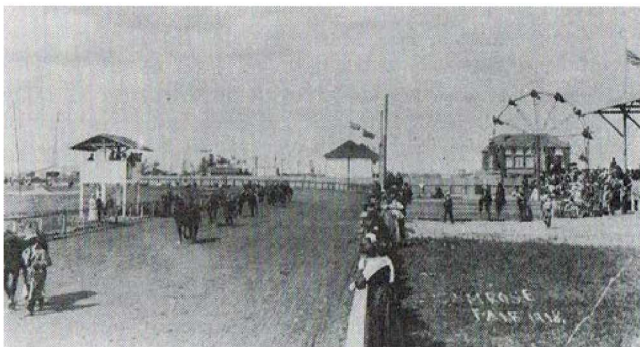
“Arts and culture are part of what brings people to Camrose and it is what we as a city are charged with coordinating for the public. The value is to try and bring people to participate in the arts and culture. It rounds out a community.” - Interview with Norman Mayer, City of Camrose Mayor

CAMROSE THROUGH THE YEARS

While the City of Camrose is known for its agricultural and trading history, it has also been a longstanding arts and culture area. Due to diverse populations having settled in the area and an influx of traders looking for fur and later agricultural supplies, many diverse peoples have contributed to the cultural fabric of its society. This arts and culture heritage is noted in the Camrose retrospective *A Light into the Past*, where it states:

The Camrose community from the beginning to the present time has been a mix of various nationalities, languages and cultures, and it is from this mix that Camrose derives its greatest strength in cultural development. As a result of this mix of different cultures, we have the present proliferation of beautiful churches, [...] lovely school buildings, large areas of virgin land devoted to parks and playgrounds, a beautifully designed city and a nucleus of artisans in art, music and crafts (79).

The Cree peoples were among the earliest settlers, followed by fur traders, and then farmers as the economy evolved. The area was known for rich agricultural supplies and Camrose naturally expanded as a trading area. As diverse populations came into Camrose, the area became home to many Scandinavian settlers primarily from Norway and Sweden and others from the United States. These diverse influences of varied travelers and settlers have helped shape Camrose into the place that it is today, and their influences can still be felt in the city.



A Light into the Past, Parade of Horses before the grandstand 1918



A Light into the Past, Camrose Citizen's Band 1941

ASSESSMENT

“Culture: what counts to the people involved—shared beliefs, customs, rituals and values of a people in a given place and at a given time.” - Cultural Planning Toolkit, 5

Prior to the commencement of this project, other initiatives were in place for collecting public feedback on arts and culture in The City of Camrose. This included a 2013 Citizen Satisfaction Syndicated Survey that identified one of the highest “top of mind” priorities for Camrose citizens as “Parks, Recreation and Cultural Facilities or Programs” (2013 *Citizen Satisfaction Syndicated Survey*, 4). The survey results also noted that 23% of people rated “more to do” as a primary reason that the quality of life in Camrose had improved (10). While this survey indicates that arts and culture may be an area of interest, clearer terms of reference for arts and culture and “activities” need to be made. Without differentiating between parks, recreation, and cultural facilities and programs, there can be little known about what improvements are desired.

The 2014-2018 Strategic Plan also explored culture and recreation as a single pillar. At this time more attention was given to the need to distinguish “culture” from “recreation,” as indicated by the use of both words in the name; however, they are ultimately still intertwined. This pillar states that “Camrose will be a vibrant community with a network of festivals, music, sport, cultural, and community events. Camrose will invest in the development of performance venues and opportunities for sports, arts, and outdoor pursuits” (Strategic Plan, 6). In the case of the “Cultural and Recreation Pillar” it is becoming more evident that leisure pursuits involve diverse areas, but arts and culture in this case is still being categorized with recreation areas like sports.

In the Arts and Culture Master Plan Survey that followed in 2015, it was made clear that “culture” to Camrose citizens is inseparable from the arts. Sports and recreation, however, were not indicated as part of the cultural landscape. For arts and culture to be given accurate representation, it is important to acknowledge that arts and culture plays a separate role and has its own unique operational and budgetary needs.

One of the primary functions of the Arts and Cultural Master Plan is to acknowledge the sector as a stand-alone contributor to quality of life. With this approach, there is an opportunity to clarify what the unique needs and demands of arts and culture are and also what they uniquely provide.

PUBLIC FEEDBACK PROCESS

The Arts and Culture Master Plan process was research and investigation-based, involving public feedback. The collected research was intended to identify how citizens define culture in Camrose, what they participate in, what their desires are, and to look at a broad range of questions pertaining to arts and culture. Engagement levels and satisfaction rates were also assessed using a broad range of questions. Similarly, groups and organizations were consulted to determine their needs, their struggles and successes, their level of satisfaction, and areas for improvement.

The stages involved in the Arts and Culture Planning process involved:

- An initial cultural mapping initiative to identify arts and culture groups, organizations and service providers
- The forming of an Arts and Culture Planning Committee
- A Request for Proposals to identify a suitable consultant to lead the process
- An awareness-building campaign utilizing newspaper articles, social media outreach, and door-to-door notices
- In-person interviews were conducted with organizations, individuals, and city officials
- Surveys were issued to the general public and organizations via the city website, results have margins of error of less than 10%
- A public brainstorming event was facilitated as a Conversation Café, on the topic “What do arts and culture mean to Camrose?” Approximately 60 people attended.

Following the public feedback phase, the research was analyzed to identify key themes and areas of public consensus. It is important to note that many survey questions offered no text selection options and results were taken from unprompted, freely-written responses. The following sections outline where challenges and opportunities were identified.

CHALLENGES AND OPPORTUNITIES

The public feedback process has indicated several areas that are currently posing a challenge to the vibrancy of arts and culture in the City of Camrose. Below is a list of the most notable challenges and key opportunities for the city. Each of the challenges represent a significant area of potential growth if addressed.



Alyssa Martin, *Whiskey Stick*

1. FINANCIAL CONCERNS

One of the most commonly identified barriers to participation in arts and culture in Camrose was financial constraints. When asked “What could be done to improve your experience of arts and culture in the City of Camrose,” 18% of respondents answered “subsidized or lower cost events.” Similarly, at the Conversation Café, ways to make arts and culture events financially accessible were of interest. Popular suggestions included a city-wide “Culture Pass” and “Art Bucks” that could be earned through volunteer efforts.

Of those who identified as not actively engaged in arts and culture in the public survey, 50% of people indicated that it was due to prohibitive costs. Another 29% were not interested in what is being offered and 21% indicated lack of time as the reason.

Currently, the City of Camrose is focused on Economic Development and improving average incomes in the city. If progress is made in this direction, disposable income for arts and culture would likely increase. According to City Manager Malcolm Boyd, “Creating well-paying jobs and professional industry here can help to change our economy and motivate people to participate in the arts and culture.”

If the City of Camrose can address the financial concerns of the population either by increasing average income and/or by subsidizing arts and culture for lower-income brackets, there is an opportunity to increase participation in arts and culture. Similarly, arts and culture activity can be a major attraction for those professionals that the City of Camrose is hoping to attract as new residents, thereby creating a healthy cycle of growth in this sector.

Currently, the cost of living in Camrose is lower than larger-sized neighbouring cities. This poses a potential advantage for attracting artists and creative professionals. A report on “Developing and Revitalizing Rural Communities through Arts and Culture” published through Creative City Network of Canada indicates that creative workers can be attracted to a rural area. In addition to a lower cost of living, other drawing factors for arts and culture workers would be the landscape, an artistic community, access to larger markets, part-time employment opportunities, an organizational catalyst, and fair-sized population (Culture in Small and Rural Communities, 2).

According to the same study, improvements to cultural planning rely on “policy framework for culture” as well as incentives and funding for “capacity building, planning and preservation/restoration” (2). According to this research, the City of Camrose is perfectly positioned to draw artists and creative professionals as residents.

2. BUDGET

A major concern facing Camrose arts and culture is a lack of clarity about this sector in the city budget. While money is being spent on arts and culture groups and initiatives, more information is required to make specific recommendations pertaining to city expenditures.

At this time:

- Not all information is available about the specifics of arts and culture expenditures. At times specific and recurring requests are voted on by council. These requests cannot be accurately budgeted for on an ongoing basis without inclusion in the budget and vary from year to year. At other times, expenditures are designated lines in the budget that can be planned for appropriately. In other cases, the included arts and culture expenditures in the budget overlap with “recreation,” especially in the case of space usage and subsidy. In this latter case, it is difficult to identify what the costs are and where in the budget they are allocated.
- There is no clear systematized protocol as to how much funding is being disseminated, what the channels are for groups to receive city funds, why certain groups receive money and others do not, and exactly how much can be anticipated to be spent each year.
- Without specific information around the subsidization offered by the city to groups for the use of space, there is difficulty in identifying whether the cost of space can be further subsidized for arts and culture groups, whether it is adequate or how it compares to subsidized space use for sports groups.

This lack of clarity in the budget may also have translated to confusion in the General Public Survey results. When asked, “How happy are you with the level of city support provided for arts and culture services in the City of Camrose,” 17% of respondents listed “unsure.” Another 12% of respondents said “not at all happy,” while 17% said “slightly happy,” and 34% indicated “moderately happy.” Additionally, 19% listed “very happy,” while 1% listed “extremely happy.”

Of those who were not completely satisfied with the city’s financial support for arts and culture, 22% of people listed that they “did not understand” or “know enough” about the budget while 49% indicated that funding was “inequitable.” Of the respondents who felt the budget was inequitable, 18% referred specifically to the Bailey Theatre lacking support. Another 8% were concerned that arts was under-funded compared to sports. The remainder of people stated simply that they felt that city support was inequitable. Another 20% of people indicated that “more funding is needed,” while 9% indicated that “no more” should be spent. Looking at these statistics, it is clear that the public is often confused about what is done to support arts and culture, and further has a lack of understanding about why funding seems “inequitable.”

A budget that is more comprehensive for arts and culture will provide the City of Camrose an opportunity to clarify false assumptions about both the over and under-funding of arts and culture. It would be valuable for the City of Camrose to compare its level of arts and

culture funding with other Western-Canadian cities. It would also be valuable to have a comparison between City of Camrose arts and culture funding and recreation and leisure funding. The city may also more clearly demonstrate the value of arts and culture by showing where revenue is being generated by this sector. A more comprehensive budget would help the city to uphold its value of transparency in operations.

A clear and comprehensive budget would also allow for more accurate fiscal planning. With this financial information, the city would be better able to make long-term funding decisions and to designate funds to prioritized areas of improvement. It would also be possible to delegate these funds outside of council by committee if required.

Clarity of the city budget would also demonstrate that arts and culture are valued in Camrose and will be supported on an ongoing basis. When asked “What specifically could improve your experience of arts and culture in Camrose,” 16% of respondents indicated “more city value” of arts and culture. In other words, there was a suggestion from some respondents that the City of Camrose does not value the role of arts and culture enough. With a clearer budget, the city could begin to better utilize this sector as an asset. There would be the possibility to plan for long-term compatibility with other areas such as tourism and economic development. Giving arts and culture financial stability with a comprehensive, planned budget is the key to creating a sustainable, vibrant and thriving arts and culture scene.

Financial support for groups comes from a variety of channels at this time. Currently, 15% of group respondents indicate that they receive funding from the City of Camrose, whereas 63% rely on their own “profit and sales.” Another 42% rely on “sponsorship and fund-raising” and 36% rely on other “grants” not related to the City of Camrose. When arts and culture groups were asked to respond to the question “What specifically could improve your experience as an arts and culture provider,” 47% of respondents answered that a “financial increase” would help.

Being that 47% of group respondents have suggested that increased financial support would improve their experience as arts and culture providers, information about how to access funds would be beneficial for them. Providing systems and information regarding what financial support is available from the city, how to access funds, and what the eligibility criteria is would be helpful. Having systems in place for disseminating city funds would also streamline the process and make it equitable. Systems to access financing with clear criteria applicable to arts and culture groups would create more harmonious relationships and trust in organizational support. The current financial challenges can create a sense of competition for money, audiences, and resources.

With a clear and comprehensive arts budget and equitable systems for accessing funding, the city can address some of the primary concerns surrounding this sector. Correspondingly, a major opportunity for growth and collaboration could be created as the perception of equality creates healthier relationships and more sustainable operations in the arts and culture community. It is also encouraging for participants in arts and culture to see the city take initiative in planning and budgeting for arts and culture. At the Conversation Café, one participant shared, “Tonight as a young person, I enjoyed the idea of improving long-term plans.”

3. ORGANIZATION

There was consistent feedback indicating that more organization is required for arts and culture groups to operate cohesively. Conflicting event times, lack of clarity about what is happening in the city and competing event schedules were listed as concerns by both the general public and the organization responses. For example, 16% of public feedback respondents indicated that “better coordination” of arts and culture in the City of Camrose would improve their experience.

When groups were asked “What could be done to facilitate more collaboration and efficiency between arts and culture organizations and providers in the City of Camrose,” they indicated wanting three primary areas of improvement: more general collaboration (41%), an overarching organizational group (25%), and better resources (34%).

More specifically, repeated suggestions included one central event calendar. There were common requests about event calendars: that there are too many, they are not all kept up-to-date, and that there is a need for one to be city-administered. Separate social media platforms and ticketing venues were also a concern, in addition to confusion around event booking procedures, and methods for collaboration among organizations.

Conversation Café feedback also demonstrated that organization of arts and culture is a current challenge facing both arts groups and the general public. The group was asked, “Consider what will bring us together to create a strong and cohesive arts and culture community. How can we, as a community, work together despite differing opinions and diverse perspectives?” The responses were clear: strong leadership, an online sharing platform for groups, more organization, education opportunities for the public, an arts and culture committee, and a place for collaboration among artists. Underlying each of these requests is a challenge to develop a more organized and systematized approach to the operations of arts and culture in the City of Camrose.

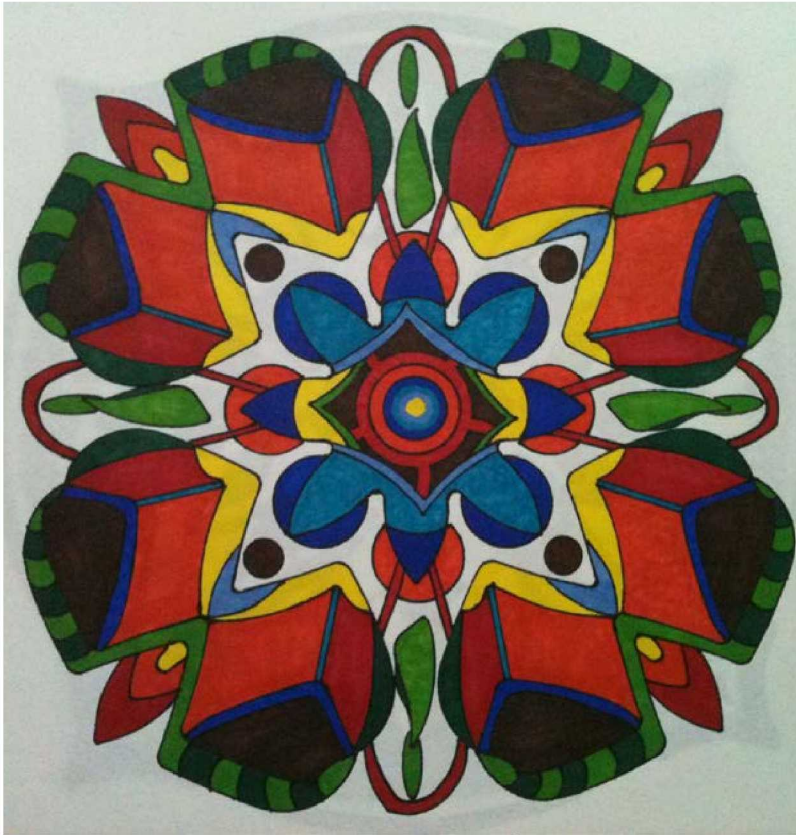
There is a tipping point in a community when an Arts and Culture Council or organizational body is necessary. A community will lack the necessary financial and operational systems to sustain healthy and continued growth, despite its vibrancy. Signs of this point include:

- Confusion and a lack of order within the arts and culture communities
- A lack of organized leadership to unite the diverse groups and their objectives
- A lack of systematized financial support
- The community has reached a level of growth and use of its amenities requiring a distinction between arts and culture and sports and recreation for operational clarity. An example would be the Edmonton Arts Council, established in 1992 that grew out of similar circumstances (Mahon, 2-4).

Meeting this challenge for organizational support poses a significant opportunity to strengthen arts and culture operations and the community, to increase public awareness, and to support groups to be more collaborative. The desire for more organizational support demonstrates that the arts and culture groups are, as a whole, very willing and interested in working together. Throughout all feedback sessions including the Arts and Culture Master Plan Surveys, interviews, and the Conversation Café, groups have indicated that they would like to eliminate inefficiencies and to operate more cohesively but require systems of support and leadership to do so.

When Conversation Café guests were asked what idea most inspired them from the evening, the most prevalent sentiment by far was the willingness of all present to collaborate. One guest shared “I was struck by the desire that so many people have to make Camrose so much richer in its arts and culture.” Someone else shared, “Everyone is more on the same page than I thought. We are further along to being connected.”

An asset to Camrose is the willingness of the community to work together and to collaborate. Should the city support this initiative, arts and culture could begin to take on new momentum as groups share strengths and resources. Further participant comments include:



Jane Cherry, *Atomic Explosion*

“This really is a great community and it seems everyone is really on the same page and wants the same things for Camrose arts and culture. This really is a special place, a jewel in the prairies.”

“What struck me most was that the community feels we need to collaborate more together instead of competing and deepen our views to the diverse meaning of arts and culture through all eyes.”

“I was surprised at the amount of common ground we all occupy. Camrose is more diverse and accepting than I would have imagined.”

4. OUTREACH

Many groups indicated that audience size was a challenge in the success of their events. At the Conversation Cafe, participants expressed that they would also like to see larger audiences at events in the city. There was much enthusiasm expressed for establishing Camrose as a “go-to” place in the region. Marketing support for groups would be required to reach larger audiences, especially beyond city-limits.

Statistics from the surveys indicate that arts and culture services in the City of Camrose are being used by people outside of the city limits. The following figures indicate that there is already a demand for arts and culture activities from other areas. Investing marketing efforts beyond the city would likely help increase audience size.

Group organizers indicated that their participants and audiences often come from beyond the city limits:

- 4% of groups said participants are coming only from the City of Camrose
- 33% of groups said that participants also come from the County of Camrose
- 43% of groups indicated that participants also come from beyond the city and county from the province
- 7% indicated that participants also come from around the country
- 13% indicated that they have international participants

Yet, of those who completed the survey, 83% of participants were from the City of Camrose, 13% live in the County of Camrose and 4% indicated “Other” as their residence. This data may suggest that current city marketing efforts have been centered within the city limits. The arts and culture surveys, for example, used common city advertising channels to access the survey population. Group responses do indicate that a larger audience is engaging in City of Camrose arts and culture and there is good potential to expand this audience.

Marketing and outreach were high priorities for both the general public and the organizations, as indicated in the responses to the question “What specifically could improve your experience of arts and culture in Camrose?” Of general public respondents, 48% said “better city marketing” while 31% of groups indicated that “advertising” would help, and another 17% said “bigger audiences.” There is a shared desire for more city-generated marketing that targets City of Camrose residents, but also reaches beyond this area into surrounding communities to draw larger audiences.

This desire for expansion and outreach was shared at the Conversation Café. The group was asked to identify a desired legacy for City of Camrose arts and culture. The response to this question was shared enthusiasm about the idea of Camrose being a “Destination City,”

a “Festival City,” and a “Regional Hub.” All of these initiatives would require disseminated marketing beyond city-limits and partnerships for promotions.

The surveys also indicated how participants hear about arts and culture happenings. Of public feedback respondents, 39% indicate that they most often hear of arts and culture events in the “newspaper,” 22% said “word of mouth,” 12% said “Facebook,” 8% said “email or social media,” 6% said “websites,” 4% said “signage,” and 9% indicated “other.” These statistics are useful in showing where focused advertising efforts may be most effective.



Amielle Christopherson, *Conversation Café*

5. AUDIENCE

At the Conversation Café a central value that came up in arts and culture programming repeatedly was “diversity.” Many comments indicated that more all-inclusive programming was desired. While it is unclear specifically what types of programming the term “diversity” includes, the following groups were mentioned in the discussion: youth, indigenous peoples, seniors, low-income populations, more ethnically diverse populations and the term multiculturalism. One respondent provided context when they shared that they were inspired by “the fact that we can create a positive influence for our next generations in the arts through an exploration of multiculturalism.” Another shared, “I was inspired by how much the group tonight valued diversity that can be nurtured within our community.”

This value of diversity could be further addressed and explored by groups as they plan new programs. The city may also consider this value in event and outreach planning as well as in planning acquisitions and funding. Public survey responses echoed a similar desire. When asked, “What specifically could improve your experience of arts and culture in Camrose,” 30% of respondents requested more and diversified arts and culture programming.

The public feedback survey provided insight into what age demographics are currently being reached. The respondents were spread out across the following age brackets, indicating that there is a range of life stages who are interested in engaging in arts and culture:

- 18 or younger: 3%
- 20-29: 11%
- 30-39: 17%
- 40-49: 17%
- 50-59: 22%
- 60-69: 20%
- 70 +: 10%

In the group responses, it was clear that most organizations are primarily offering services for adults of working age (77%) while only 19% of groups also target seniors and those of retirement age, and 45% offer youth programming as well. (Note that many groups offer one or all of these categories, so the percentages will not equal an even 100% in this case). While a broad range of ages are being offered programming in the arts, targeted outreach to specific age demographics demonstrating the diverse programming is a community request that is outstanding.

The City of Camrose has a population of approximately 18,000, yet the area that its amenities service is closer to 100,000. Being that Camrose offers arts and culture services to surrounding communities with no other closer access point, it has a natural geographical position to draw larger audiences. If the city is able to engage these communities in arts and culture, there is potential to expand audiences and brand Camrose as a regional destination with first-rate amenities. Similarly, targeting more diverse audience groups has the potential to expand audiences and create a more dynamic experience of arts and culture.

The survey indicated that of respondents, 36% participate in events “moderately often,” followed by 28% who said “very often.” There were a remaining 19% that only “slightly often” participate. 15% of respondents indicated that their participation in events was “extremely often” while the remaining 3% “not at all.”



Jessica Ryan, *Carmina Burana*

6. SPACE

“For a strong identity in a community there needs to be a place for the arts to thrive.” - Interview with Nick Beach, General Manager, Jeanne and Peter Lougheed Performing Arts Centre

Space is an essential and yet often overlooked component of the creation of art and expression of culture. Spaces shape patterns of interaction between people, provide the comfort and security required to create, and establish a framework for display and a point of access to the public. In his book *The Poetics of Space*, philosopher Gaston Bachelard writes “I should say: the house shelters day-dreaming, the house protects the dreamer, the house allows one to dream in peace” (42). This quotation aptly describes what is also required for artists in generating new works. A creative space must provide a space for imagining that offers a sense of stability. The nature of the creative process is that it requires risk. A space where artists can nurture their creative process is of the utmost importance to almost all forms of creative expression.

A primary concern for groups was a lack of available, appropriate, and affordable space for creative endeavours. Of group respondents, 28% indicated that “space” was an area of improvement for enhancing their experience as arts and culture providers. Conversation Café feedback also reflected the desire for a designated arts and culture creation space in the city. While it is difficult to define exactly what all of the requests for “space” specifically entailed, there were common threads that offer insight. The feedback included the following comments:

- A community space for art, culture, food, experiencing something new and preservation of the old, an arts district
- A shared new location to create art
- Collaboration requires an excellent space that supports shared experience, more multiculturalism, rejuvenation, and where all arts traditions can be explored
- A common place for planning and participating, a dedicated space, an arts district, [that is] multidisciplinary, [and for] exploring our differences positively
- Places for diverse works: i.e., an artist co-op, a space for working/performing, exposure

These comments indicate three areas of possibility for space requests: space for creation, an arts hub that offers potential for collaboration, and an arts district to connect patrons and public with artists (note that artists also refers to performers or any other creative individual

sharing their work). At this time, there are excellent venues for performance-based presentations available to local groups and traveling performers. However, there are improvements that could be made to meet the specified requests above.

Currently the Chuck MacLean Arts Centre is a primary location for arts groups to book. However, availability is limited as they are outgrowing their current space. The library is also experiencing challenges with their limited space. There are groups operating out of the Community Centre at times, as well as other churches and venues in the city. The Jeanne and Peter Loughheed Centre has a multi-purpose area for general use that can be rented and offers the rental of its performance facilities to community groups. Similarly, the Bailey Theatre functions as a rental space for some community groups. There are other locations in the city that are also being used as creation spaces, though they were not mentioned in detail in the feedback responses for this plan and are not referenced here.

Yet, even with these options, the diverse spaces and costs in the city are prohibitive for some groups due to the changing nature of schedule availability, associated costs, and their unique requirements. Many groups feel challenged to have designated space on an ongoing basis at an affordable rate.

There could be a significant benefit to offering updated shared creative and collaborative space in Camrose. There is a strong desire from the community to collaborate and to connect about creative pursuits. It seems especially important in this city to find a solution that meets the request for a stable, creative, and collaborative space.

An additional component of the discussion on space is the need for performance groups to have appropriate practice space. Their requirements are such that they need regular weekly scheduled time, the ability to store props, and have stage markers. As a result, many of these groups require dedicated space for their exclusive use.

A possible solution to address the problem of affordable rental space for these types of larger performance-based groups would be an inventory list of available city-owned space. At this time, some groups have access to subsidized space and others do not. A process for accessing space including subsidy rates and application information could be used to help meet these needs. Additional short and long-term solutions are addressed under the “Areas of Focus” section of this report.



Alyssa Martin, Rachel

7. VENUES



Assets to Camrose arts and culture include the performance venues that exist. The state-of-the-art Jeanne and Peter Loughheed Performing Arts Centre offers the opportunity to draw large audiences and well-known performers to the City of Camrose. This space also offers the potential for local groups to experience professional support in a large-scale venue. Similarly, the Bailey Theatre offers a smaller intimate setting for concerts, performances, and events. Having these two resources, the oldest and newest performing arts theatres in Alberta, poses a major opportunity to brand Camrose arts and culture and to utilize these assets in drawing audiences. The Camrose Regional Exhibition also offers a major opportunity to bring large-scale events to Camrose, as with the case of the Big Valley Jamboree that draws thousands of people each year from all around the province and beyond.

Likely, these venues and events have already contributed to how people understand and define arts and culture in Camrose. There is no doubt that the people of Camrose currently experience the performing arts more than any other type of arts and culture and still want more. Of general public survey respondents, 47% of people most often participate in “music/concerts,” followed by 19% who said “events,” followed by 13% who said “performances” and the remainder being “other.”

Public Survey responses for more events were similar, with 47% wanting even more “music/concerts,” 26% wanting more theatre/plays, 17% requesting “events,” 15% “performances” and 8% “dance.” (Note, some respondents had more than one request.)

Based on the public feedback received, the performing arts venues are in a strong position to provide excellent performance experiences in the areas of music, dance, and theatre—in most cases. In the case of visual arts, where more specific space requirements for display are needed, improvements could be made. At this time, privately-run galleries offer artists opportunities to display mostly commercial works. Yet, there is no city-run gallery that features emerging or established local talent or a city collection of art. An appropriate venue for this would be an opportunity for expanding visual arts awareness in the City of Camrose.

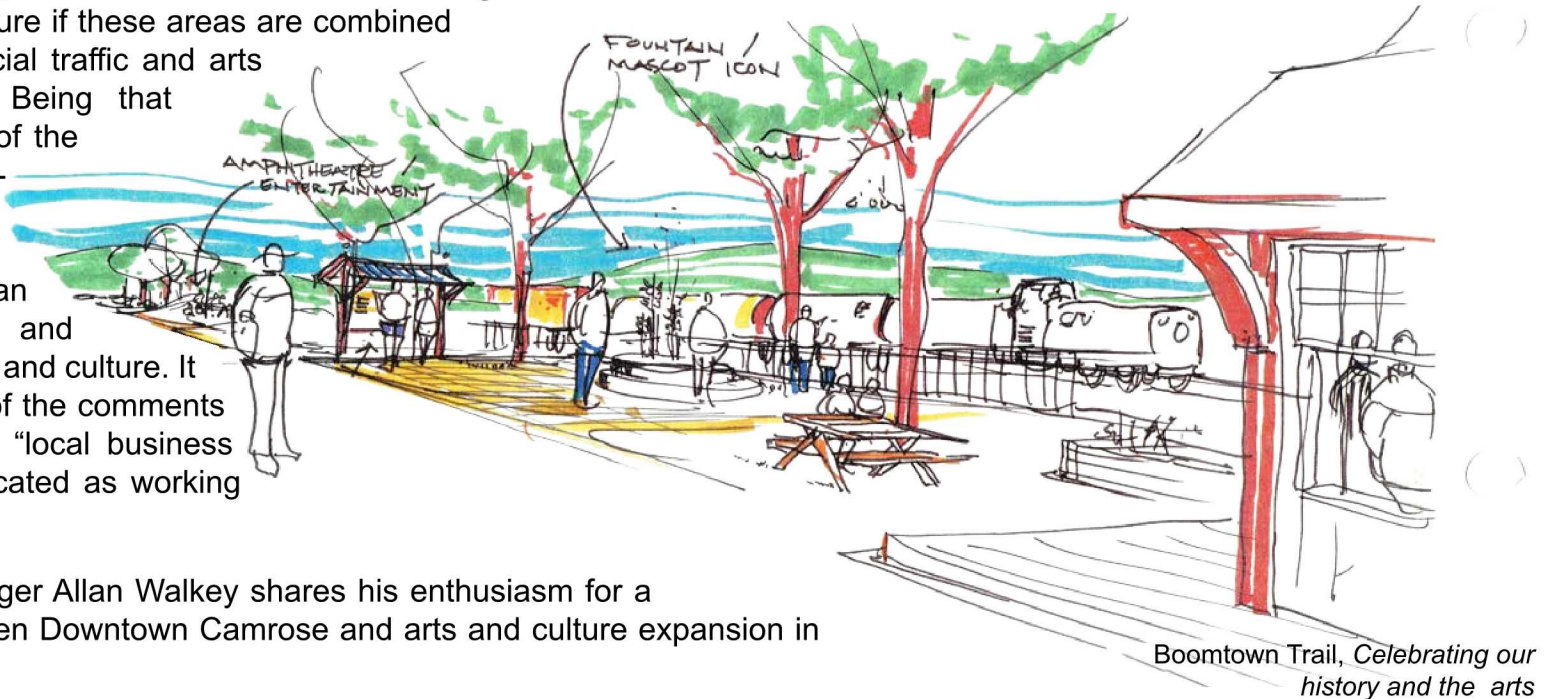
Images from top: Glen Miller, *The Bailey*
University of Alberta, *Jean & Peter Loughheed Performing Arts Centre*



8. DOWNTOWN CAMROSE

Downtown Camrose offers a major opportunity to strengthen the artistic and cultural identity of the City of Camrose. The historic district and small businesses are a tourist draw and contribute significantly to the atmosphere of the city. Keeping the historic district maintained, supporting local business, and bringing events into this area allow for the integration of arts and cultural experiences into city life.

If the downtown district continues to be enhanced and maintained with the preservation of heritage buildings and the integration of more green space and public art, the area could become a thriving arts and culture district. There would be a twofold benefit for Downtown Camrose and arts and culture if these areas are combined by drawing more commercial traffic and arts and culture enthusiasts. Being that Camrose is arguably one of the most beautiful, well-preserved and thriving historic Alberta cities, investing in the downtown area is an asset to the preservation and expansion of Camrose arts and culture. It should be noted that one of the comments made from groups is that “local business support” was an area indicated as working well for them.



Downtown Camrose Manager Allan Walkey shares his enthusiasm for a stronger connection between Downtown Camrose and arts and culture expansion in the area, stating:

There is an ambience that goes with downtown Camrose that leans toward it becoming an artistic community. What we need to do is find ways to bring art to such a level that people in businesses are trying to incorporate it into their marketing, that they see it as a bonus, that it educates and informs customers. It brings another level of message to those who shop here (Interview with Allan Walkey).

Another benefit to incorporating more arts and culture into the historic downtown district would be that many of the arts and culture groups are already located in this area and within walking distance to one another. Encouraging more overnight accommodations walkable to downtown and arts and culture venues would be an opportunity to enhance local tourism as well.

9. UNIVERSITY CITY

Camrose's role as a university city featuring the Augustana Campus of The University of Alberta is an asset to the city. The university provides significant arts and cultural growth opportunities and resources that would not otherwise be accessible. Augustana hosts a range of faculty across the fields of Liberal Arts who bring arts and culture expertise to the community. Many faculty members are active on community boards and students volunteer and work within the community. There is an opportunity to better integrate the university faculty and students with the community and to better utilize the resources available. This work could begin by building public awareness about the resources offered by the university and how they can benefit Camrose citizens.

The sharing of resources and expenditures such as the Recreation Centre and the Jeanne and Peter Lougheed Performing Arts Centre are examples of the reciprocal relationship between the city and university. Some of the additional services offered by the university are:

- Community Service Learning programs with volunteer student placements
- Youth programs, e.g. Reading University offered in partnership with Battle River School Division and Battle River Community Foundation
- Library and Human Library Access
- Programming offered at the Jeanne and Peter Lougheed Performing Arts Centre, the Chester Ronning Centre for the Study of Religion and Public Life and other venues
- Productions, festivals, events and talks that are open to the public
- Professional development opportunities through the Alberta Centre for Sustainable Rural Communities
- Arts events including, visual arts, performance, dance, music and a host of others

The students at the university are encouraged to participate in community groups and to volunteer in the city as well. Chair of Arts and Humanities, Dr. Kim Misfeldt shared how the university's liberal arts approach offers benefits to the community:

A goal for our faculty is to increase community engagement. Of course, in Alberta today, and North America in general, people believe that sciences are most important. Students think they have to be doing business or science. Going back to the whole person, the arts balance people and give them joy and life. That is one real benefit of Augustana as the Liberal Arts Campus of the University of Alberta (Interview with Dr. Kim Misfeldt).

Dean Allen Berger also explains the beneficial nature of the university/city relationship:

One of our most important goals is enrolment growth, which is a quality issue for Augustana. Our facilities planning is designed to support this. I believe the City also sees higher enrolment as a benefit. They see more retail shoppers and patrons for other businesses, but a larger Augustana would also create more contributions and involvement with the cultural life of Camrose, and more students would create higher levels of student engagement, e.g., through community service learning, with the community (Interview with Dean Allen Berger).



Audrey Pfannmuller, *Knowledge*

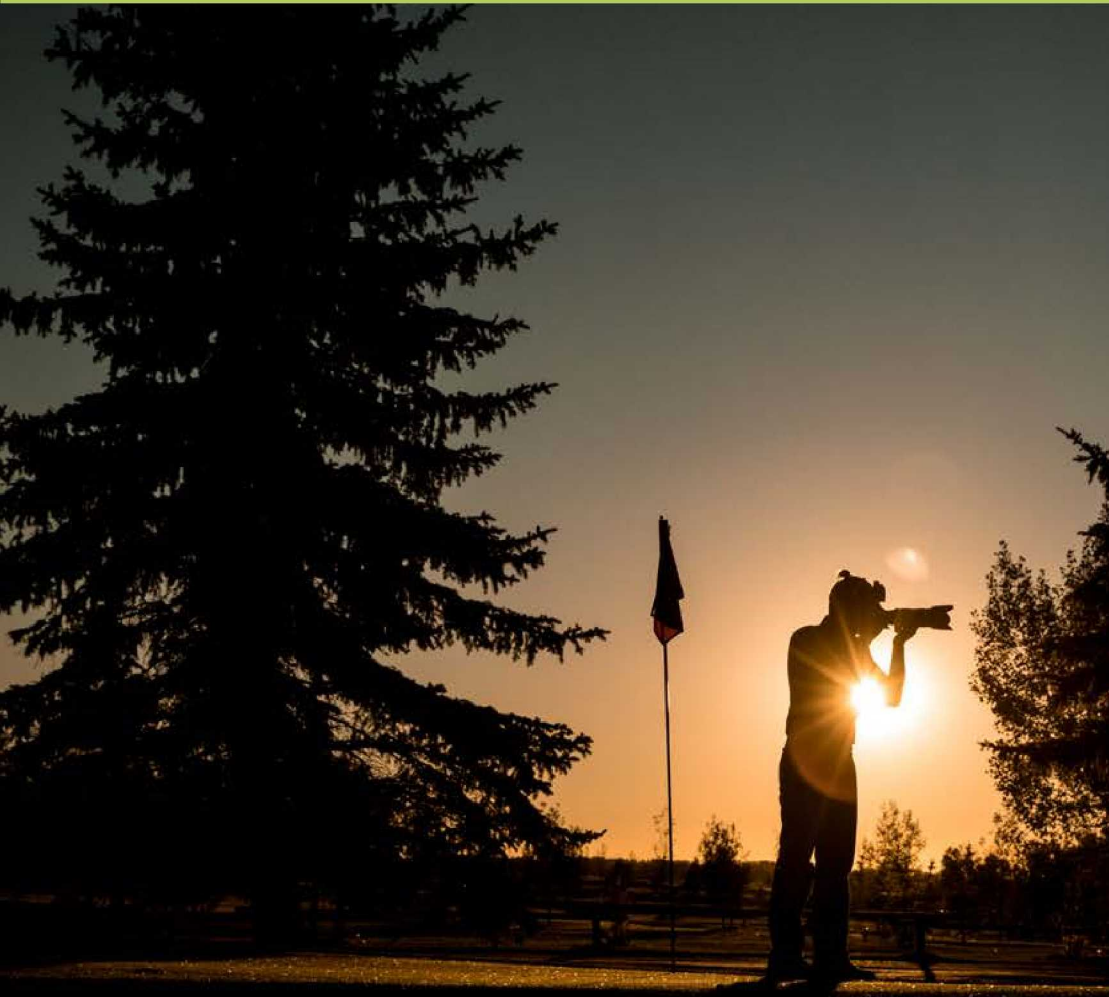
10. TRANSPORTATION



Keith Harder, *West*

Other notable concerns from the community that represent potential challenges to the growth of arts and culture include a lack of public transportation. This was of primary concern to the Augustana Campus community at the University of Alberta, as students are often lacking transportation to and from campus. Public transportation could be one way of mobilizing seniors, students, and tourists in the City of Camrose and creating a more widely accessible experience of arts and culture.

AREAS OF FOCUS



The challenges and opportunities listed prior are the basis for the areas of focus for the Arts and Culture Master Plan. The specific recommendations for each area of focus are intended to carry forward the community's vision for an arts and culture legacy in the City of Camrose in the years to come.

The four areas of focus include:

- Organization of Arts and Culture
- Financial Stability and Equity
- Community Strengthening
- Reputation Building

Examples of how these areas of focus might be achieved through the recommended actions is highlighted over the subsequent pages. An accompanying summarized list of recommended actions designated as short-term, medium-term, and long-term action is provided following the examples.

AREA OF FOCUS 1: ORGANIZATION OF ARTS AND CULTURE

The public feedback indicates an overwhelming response that the Camrose arts and culture community groups are collaborative and keen to work together, but the systems are missing to support this goal. Patrons also express frustration at the lack of clarity and synthesis between organizations and event calendars. This is contributing to an information gap for the general public as well as for the programming organizations. However, there is a consensus that the community would like to work as a cohesive unit, to foster stronger collaborative relationships and to have a united front that benefits all.

The following recommended actions are intended to:

- Facilitate collaboration among organizations
- Streamline processes of engagement and access for the general public
- Maximize marketing efforts
- Eliminate inefficiencies in programs and budgets

Recommended Actions:

1.1 Create an Arts and Culture Council

Feedback has shown that the majority of Camrose arts and culture providers and its patrons support the creation of a governance organization like a Camrose Arts and Culture Council. The Arts and Culture Council would be responsible for establishing systems of organization including, but not limited to, receiving and administering funds; maintaining systems of communication and marketing for arts and culture providers; advising council on arts and culture related matters, including budget recommendations; maintaining the vision for Camrose arts and culture; and, establishing systems of outreach and communication to further the goals of the community. For Proposed Terms of Reference see Appendix A. These terms may change over time as the Arts and Culture Council evolves and could be first used for a trial period. A memorandum of agreement may be used to establish guidelines for working with the Arts and Culture Council and act as a contract for groups who choose to participate. For a Proposed Memorandum of Agreement see Appendix B.

1.2 Designate a City Staff Member

A designated staff person would be needed to lead the Arts and Culture Council and to provide essential organizational support. This role would oversee coordination efforts between the Arts and Culture Council and its members and ensure that the vision for Camrose arts and

culture is advancing. The role would also implement brand identity, establish an online presence, and a shared calendar with the support of Marketing and Communications. An essential component of the role would be ensuring that a relevant marketing plan is created and carried through. This role would be involved in succession planning so that organization systems and information can be maintained for the future. For more detail on this and current roles see Appendix C.

1.3 Arts Organization Online Forum

This would be a group-sharing platform like Basecamp, where one individual of each organization is responsible for sharing relevant programming information. The sharing platform would be a place to discuss upcoming collaboration ideas, potential scheduling questions, and to provide more communication among arts and culture providers.

1.4 Create a City-Run Arts and Culture Website

This site would offer a celebration of local artists, one central location for ticketing (either administered by the city with weekly payouts, or a simple link to the individual ticket seller via the master-site), promote the Camrose Arts and Culture brand, offer a single events calendar, promote local venues, list artist resources, share social media efforts, etc. This might begin as the arts and culture page on the City of Camrose website. Should this be the case, it would need a more prominent location and point of access from the home page. Eventually, this should be a more comprehensive site integrated with City of Camrose branding. Ease of access to the site and information should be a priority.

1.5 Create a Designated Arts and Culture District

Currently many of the arts and culture businesses are located in the downtown district around 50th street between the Bailey Theatre and the Jeanne and Peter Lougheed Centre, including areas to the east and west. A designated arts and culture district located in this vicinity is something that the community has requested and could be a tourist draw. An attractive and clear map could be used to direct traffic flow, inform tourists, support downtown businesses, and celebrate Camrose Arts and Culture while supporting and featuring artistic talent.

1.6 Allocate Usable Space

An inventory of available space within the city for arts and culture groups, with associated costs, amenities and subsidies available, would be beneficial. It would also be important to indicate who is eligible for subsidized rates and how groups could apply for this subsidy.

1.7 Arts and Culture Hub and Storefront Area

In the long-term, a larger arts and culture centre with multi-purpose rooms could be an asset in meeting the needs of diverse groups. This may be an expanded and updated version of the Chuck Maclean Centre that offers more public visibility, a draw for tourists, and more space. The ideal space could have shared rooms for discussion and private studio spaces for artists to rent. This would be a potential model for an arts and culture hub that combines the three requested space elements: space for creation, an arts and culture hub, and an

arts district. The most accessible space upon entry could be used to disseminate information, provide ticket sales, and direct tourists and patrons to areas of interest. The most accessible area would be the store-front area. There could also be a designated place where artists could drop-in to create in a community setting, or times set aside for this in a multi-use room. Naturally, it would make the most sense for the arts and culture hub to be located centrally in what might become the arts district of Camrose. Arts and culture city offices may also be located here.

In the short term, these goals may also be met in other ways to help alleviate tension and to strengthen the arts and culture community. The venue inventory list with systems of access, an organized arts drop-in night in a community space, community nights for discussion and studio-tours may fill some of these needs. Another possibility would be a regularly occurring open studio tour that allows artists and performers to invite patrons and one another into their creative spaces. Designating a prominent city-owned location for accessing arts and culture information would also be a step in the right direction. Of course, even these temporary solutions require considerable administration and systems of organization to ensure their success.



Audrey Pfannmuller, *Street Blossoms*

AREA OF FOCUS 2: FINANCIAL STABILITY AND EQUITY

Public feedback shows that the primary financial concern with the City of Camrose is inequity in the budget, followed by a lack of understanding on how funds are allocated. These recommendations are intended to create a solid financial foundation and plan for moving forward with arts and culture budgeting and funding. This should create a sense of stability within the arts and culture community and offer more transparency to the general public about how arts and culture are supported by the city, especially in comparison to other cities and areas. These strategies offer both short-term solutions and longer-term targets.

The following recommended actions are intended to:

- Address concerns about inequitable funding
- Generate a clear budget that is transparent
- Eliminate inefficiencies and systematize the process of funding
- Stabilize arts and culture for the future

Recommended Actions:

2.1 Create a Yearly Budget Line for Arts and Culture

A primary city goal should be to evaluate the city budget, identify all of the areas that currently support or subsidize arts and culture, and bring them under one clear budget line. This could include costs like space subsidies, and a clear differentiation of arts and culture areas from sports and recreation. This should help to create a stable budget that can predict arts and culture funding requirements for following years.

2.2 Establish a Grant/Funding Application Process for Community Groups & Initiatives

Currently groups request funding directly from Council. A Grant Application Process where groups would be eligible to apply for funding from an Arts and Culture Council that is allocated a set amount of funds would be an equitable funding model. The guidelines for who is eligible and what application criteria is required should be clear. Criteria might include a proposed budget, a description of how the funds would be used, references from community members who access services, etc. There should also be clear deadline dates available for yearly applications where applicable.

2.3 Have an Adjudication Committee

At times, the use of a neutral adjudication committee may be beneficial. Examples of this would be for specific projects where additional public feedback or diverse public feedback is appropriate. An adjudication committee that changes on an ongoing basis and involves community members from various areas of interest could be used for special projects. The adjudication committee would work in conjunction with the Arts and Culture Council on an as-needed basis and be appointed by them. An example of an adjudication committee might include: one or two Arts and Culture Council members, one local business person, two professional artists or arts representatives and one non-arts-related community member. Mixing a jury in this way allows for various perspectives to be acknowledged and can help create equitable outcomes. The time commitment would typically be for one session to review materials and come together to vote. This recommendation includes further details as appended in the Terms of Reference for an Arts and Culture Council. See Appendix A.

2.4 Evaluate Municipal Tax Contribution

Establishing a comprehensive picture of arts and culture contributions will allow the city to establish what the contribution per person, per annum is. Understanding the revenue earned would also be valuable. An economic impact study of the sector could establish how arts and culture are contributing to the economy as well. Research on what similarly sized Western-Canadian cities are collecting would be helpful as a guideline for reasonable minimum targets. One 2012 study from Hill Strategies, suggests that medium-large cities spend up to \$38.68 as their minimum per person/per year funding with additional funding for one-off projects (Cultural Investment by the City of Edmonton, 4-5).

AREA OF FOCUS 3: COMMUNITY STRENGTHENING

Public feedback is clear that there is a core group of arts and culture providers who want to work together collaboratively, and that the community would like a more cohesive arts experience. In addition to organizing arts and culture, the community can be strengthened by efforts that establish and communicate the value of arts and culture in the City of Camrose. There are many artists and groups who operate in the city and there is already a reputation for Camrose as an artistic community. Fostering and nurturing local partnerships and talents will build positive morale and encourage the growth of the community.

The following recommended actions are intended to:

- Facilitate collaboration and engage the public
- Nurture local talent
- Build a cohesive arts community
- Demonstrate the value of arts and culture in Camrose

Recommended Actions:

3.1 Establish a Process of Ongoing Feedback

As arts and culture groups begin working more collaboratively, a process of feedback should be established to gauge satisfaction rates and success levels. This might include a yearly survey, a staff person who can accept emails on behalf of the Arts and Culture Council or ongoing Conversation Café events.

3.2 Establish a Process for Event Ticket Subsidies

Many people in Camrose have asked for support in subsidizing tickets and arts events. There would be various ways of supporting this initiative that could be looked at by the city and an Arts and Culture Council. Community suggestions were “Arts Bucks” that could be earned through volunteer work or an “Arts Pass” that would enable people to attend multiple events at a reduced rate.

3.3 Educate/Engage

Reaching out to locals and helping them to understand the value of arts and culture, ensuring they understand the resources available to

them, encouraging engagement, and having a process of acquiring feedback will foster growth in arts and culture. As people have indicated that they want more city marketing initiatives and clear access to information about arts and culture, a campaign targeted at local engagement would be beneficial. Synchronizing marketing and social media efforts through the city would be helpful at eliminating mixed messaging and the idea of competing events/groups. The points of information access most commonly used (see the audience section of this report) may act as a starting place for planning outreach.



Jessica Ryan, *Alberta Culture Days*

youth to develop their creativity. The ability to apply for local funding support through an Arts and Culture Council for community-related initiatives would also be an incentive to engage creative community.

3.5 Facilitate Collaborative Events

Public feedback demonstrated a request for more multidisciplinary events that also incorporate foods, diverse cultural experiences, and community engagement. These types of events also attract tourists and help enhance the City of Camrose's reputation as a regional destination.

Survey results indicate that newspapers are still reported as the primary access point of arts and culture information. A city partnership with local papers to have an arts and culture page could be a way of sharing events and happenings on a regular basis. This page, or series of pages, could be the go-to guide for arts and culture information access. The same information could then be used on a website for increased exposure.

3.4 Support Emerging and Established Artists

Artists, performers, makers, and cultural creators are at the heart of a thriving arts and culture community. It is important that their talents are supported and fostered. Initiatives that acknowledge and recognize their efforts will encourage them to continue to share their talents and express to others that the city values and acknowledges their contributions. Examples include an annual local artist award, investing in a City Art Collection, featuring Artists/Performers on a city-run website, and creating programs that encourage

AREA OF FOCUS 4: REPUTATION BUILDING

Central to creating the desired legacy for Camrose Arts and Culture is branding the city as a regional destination. All of the previous areas of focus will also create a foundation for arts and culture that can help to build its reputation. Camrose has a unique opportunity to position itself as an arts and culture destination in the prairies. In order to accomplish this goal, arts and culture would need to become an ongoing city investment and have its systems of organization maintained. Additionally, educating the public about the role of Camrose arts and culture, as well as its value and assets in our community would be essential both locally and further across the province.

The following recommended actions are intended to:

- Refine the experience of Camrose arts and culture
- Build local pride and satisfaction with arts and culture
- Establish Camrose as an arts and culture destination
- Generate tourism
- Attract established performers to increase consumer satisfaction

Recommended Actions:

4.1 Brand Camrose Arts and Culture

Camrose has already brought the idea of events, performance and the arts into its brand with the tag line “The Stage is Set.” A strategy to more clearly link this message to arts and culture is essential to building the reputation of the city. The brand should also be used to carry out marketing efforts in a professional and synthesized way. Establishing visual and verbal messaging that can be used to promote the vision and essence of Camrose Arts and Culture would inform the marketing strategy.

4.2 Develop a Marketing Strategy

A marketing strategy that promotes Camrose Arts and Culture is required to build audiences both within the City of Camrose, but also further around the province. Partnerships with Economic Development and tourism groups will also help to create this strategy. This might also include targeted tourism packages for arts and culture.

4.3 Create a Central Art Gallery and Art Collection

In the long term, a Camrose Art Gallery and shop could be a prominent tourist draw. If arts and culture in Camrose is going to take a leading role in attracting tourists and if the city wishes to brand itself as a regional destination, a professional city exhibition space would be an asset. This space may be part of the arts and culture hub proposed and could be featured in the same space. This arts and culture hub concept is further elaborated under areas of Focus 1.7 above (Create an arts and culture hub). This would create a strong message about the city's engagement and support of arts and culture. There is also a benefit to having this type of space be the access point of information for tourists and locals looking for information about arts and culture.

A city art collection would be an asset that could be accumulated over time. An art collection with pieces from outstanding local artists featured in secure city locations would build local pride and a sense of achievement for artists. City purchases of even one or two pieces each year under a public art fund would be reasonable targets to beautify public spaces. Professional art display does require certain standards for exhibition, including secure premises, appraisal and proper storage. These issues may be addressed further with a public art and space strategy.

4.4 Develop a Public Art and Space Strategy

An essential component of making arts and culture visible in a city is public art. Investing in a public art strategy and establishing systems for placement, funding, acquisition and asset management can be an ongoing initiative that creates more impact with time and is an investment for the city. An overview of Western Canadian Cities shows that on average approximately \$3.00 per person per annum is allocated to public art acquisitions. Banff allocates \$2.50/person, Canmore allocates \$3.05, Calgary allocates \$3.04, Whistler allocates \$3.05 and Golden allocates \$9.52 (Facts About Public Art in Comparable Western Canadian Cities).

The City of Camrose has a record of 11 pieces of public art in their care. Systems of storage currently need to be addressed, and acquisition information, appraisal details and record of ownership, and insurance should be established. Public art has keen private support in Camrose. A partnership of city administration, private donors and interested artists could maximize the impact of public art in the city.

A public art and space strategy would also increase art visibility. What is visible is demonstrated as valuable. Tourists and locals will understand the significance of arts and culture when it becomes highlighted and featured as an asset by making local art, public art, and arts and culture-related information booths, event information and spaces, etc. visible to the public. Ultimately this strategy will also help to attract more artists and arts enthusiasts to the area who wish to engage in arts and culture. Other initiatives include public and private public art partnerships.

4.5 Create an Artist in Residence Program

A city Artist-in-Residence Program would be a way of expanding a city art collection and creating engaging programming. Typically these programs are for visual artists, but the model could be adapted to other creative professionals. An artist-in-residence would typically need to apply and, if selected as the successful candidate, be subsidized to work for a period of time. In exchange, they would be offered

subsidized accommodation, a workspace and a materials allowance. The city may ask for a piece of art from the artist with first right of refusal. The artist would then enrich the community by offering open studio time, workshops for the local population including students, and ending their stay with an exhibition, performance or related event. Artist-in-Residence programs can offer value to a community by sharing diverse talent and creating education opportunities. These programs establish artistic relevance in a community and help to generate artistic assets.

4.6 Beautify Downtown / Invest in Heritage Preservation

The charm of Downtown Camrose supports arts and culture by creating an ambiance in the city and showcasing the historic elements of the city. Continuing to invest in and create initiatives to keep heritage buildings and areas maintained supports the reputation of the City of Camrose. This is also the area that the majority of arts and culture groups are located in and could help to build an attractive arts and culture district.

4.7 Accessibility

Offering locals and tourists ease of access to arts and culture amenities can help increase engagement. Examples include walkable accommodations for tourists that allow them to more easily explore the area on foot and public transportation that also supports limited mobility and destinations further afield.



Boomtown Trail, Culture, Environment, Education

SUMMARY OF RECOMMENDATIONS

RECOMMENDED ACTION	DESCRIPTION	TIMELINE
AREA OF FOCUS 1: ORGANIZATION OF ARTS AND CULTURE		
1. Create an Arts and Culture Council	establish systems for grant applications, allocating funds and programming as needed	1 - 2 Years
2. Designate City Staff Person	coordinate efforts, systems of organization, Arts and Culture Council administration	1 - 2 Years
3. Arts Organization Online Forum	a group sharing platform like Basecamp with one person per group dedicated	1 - 2 Years
4. Create a City-Run Arts and Culture Website	feature local artists and happenings, ticketing, a single events calendar, sync social media	1 - 2 Years
5. Create Designated Arts and Culture Areas	a designated arts and culture area, with an attractive and clear map	1 - 2 Years
6. Allocate Usable Space	inventory available space with associated costs, amenities and subsidies available	1 - 2 Years
7. Have an Arts and Culture Storefront Area	incorporates information, maps, ticketing, the "face" of Camrose Arts and Culture	2 – 10 Years
AREA OF FOCUS 2: FINANCIAL STABILITY AND EQUITY		
1. Budget Line for Arts and Culture	a budget line for arts and culture, establish funding requirements for following years	< 1 Year
2. Establish a Grant/Funding Application Process for Community Groups & Initiatives	process where groups would be eligible to apply for funding from an arts board	1 - 2 Years
3. Have an Adjudication Committee	evaluates the grant application process and similar matters	1 - 2 Years
4. Evaluate Municipal Tax Contribution	establish what the per annum contribution per person is to arts and culture	< 1 Year
AREA OF FOCUS 3: COMMUNITY STRENGTHENING		
1. Establish a Process of Ongoing Feedback	a process of feedback to gauge satisfaction rates and success levels	1 - 2 Years
2. Establish a Process of Ticket Subsidy	support occasional subsidizing tickets and arts events	1 - 2 Years
3. Educate/Engage	communicate the value of arts and culture, encourage engagement	< 1 Year
4. Support Emerging and Established Artists	support and foster talent through programs of recognition and youth engagement	< 1 Year
5. Facilitate Collaborative Events	incorporate foods, various cultural experiences, and engage the community	2 - 5 Years
AREA OF FOCUS 4: REPUTATION BUILDING		
1. Brand Camrose Arts and Culture	connect "The Stage is Set" more clearly to arts and culture	1 - 2 Years
2. Develop a Marketing Strategy	promote Camrose Arts and Culture with a strategic plan and key partnerships	2 - 5 Years
3. Central Art Gallery/City Art Collection	a City Art Gallery, Information Centre, Shop and studio space	5-10 Years
4. Develop a Public Art/Space Strategy	investing in a public art strategy and establishing systems for placement, funding, acquisition	1 - 2 Years
5. Create an Artist-in-Residency Program	host visiting artists and have them engage with community while building art collection	2 - 5 Years
6. Beautify Downtown/ Heritage Preservation	invest in and create initiatives to keep heritage buildings and areas maintained	2 - 5 Years

INSPIRING CITIES

EXAMPLES OF SUCCESS

Highlighted below are a few case studies that demonstrate the successful implementation of one or more of the proposed recommendations. For further examples, see the list that follows.

Edmonton Arts Council

Areas of Success: Arts Council Creation | Financial Stability | Granting Agency

In its first four years of operations, the Edmonton Arts Council successfully passed a motion to implement arts and festivals grants and increased funding by \$100,000. A community box-office was established, an arts awareness campaign began, and a program to integrate multicultural and heritage artists was started. Later, subsidized art/live studios were incorporated in the city, operating grants for individual artists were introduced, the Council partnered with the Community Foundation, and non-profit groups are now eligible for rent and tax subsidies. Today the Edmonton arts and culture community is well-established (Mahon).

Kicking Horse Culture

Areas of Success: Leadership | Branding | Marketing and Outreach | Membership Base | Financial Stability

A community of 7000 people, Golden, BC receives some of the best per capita art funding on record at almost \$9.52 /person/annum. Originally formed at the Golden Arts Council in 1970, the community experienced a monumental shift in 2006 when they hired an Executive Director. The decision to move from a fully volunteer-run organization to a staffed organization with updated branding was transformational. With Bill Usher's leadership as Executive Director, Kicking Horse Culture Arts Council increased their budget from \$50,000 to \$500,000. The membership base also grew from 35 to 700 members. Kicking Horse Culture (KHC) offers sustainable programming that is a tourist draw throughout the year. They have successful partnerships across the region. They have a strong mission to further develop the sense of place that helps the region to grow. They also work to develop a level of pride in the community that attracts new residents and helps create a better quality of life. Currently KHC is run by eight full and part-time staff. The board is made up of artists, business people, educators and professionals (Who We Are).

Sherbrooke, QC – La Cité des Rivières Project

Areas of Success: Downtown Revitalization | Public Art | Heritage Preservation | Tourism

This downtown revitalization project was awarded the Action Municipale by the Assembly of Downtown Cores and Commercial Avenues. Creative Cities Network of Canada featured the project as an exemplary model for arts and culture revitalization districts. The project scope included reconstruction of a balustrade, development of a prominent walkway, and the inclusion of public art (Urban and Rural Studies, Examples and Profiles).

Arts Place – Canmore’s Community Art Centre

Areas of Success: Creative Community Space | Programming | Multi-Use Areas

Arts Place is a municipally and privately funded community arts space in Canmore, Alberta, successfully advised by a volunteer Board of Directors and staff-run. The Canadian Mountain Arts Foundation is the governing body. The space was designed as a user-friendly place to welcome residents and visitors. A range of classes, workshops, camps, films, and exhibitions are offered here. It is a place where artists can connect with one another, arts organizations, and patrons. The programming also functions to unite the arts and culture community through shared marketing and synthesized resources within the community (About Us – Arts Place).

Culture Pass via the Fee Reduction Program, City of Calgary

Areas of Success: Event Subsidy | Outreach | Strategic Partnerships

All arts and culture programs offered by the City of Calgary are eligible for subsidy to individuals with low income. Proof of income must be provided in the form of tax notices, a letter from a social worker, a settlement worker, proof of independent youth status or via Alberta Works. A partnership between the public library, the city, and Sun Life Financial has made an arts and culture pass possible. Arts and culture providers partner with the pass program to offer free and subsidized event access. Anyone who qualifies for fee assistance can use this program (Fee Access).

ArtsandCultureCentre.com, Newfoundland and Labrador

Areas of Success: Branding | Marketing | Information Synthesis | Ticket Access

This website is an example of successful marketing and brand integration. A variety of areas, activities and organizations are represented on this site, yet the visitor experience is clear and cohesive. Event calendars and details are easily accessible. There is also a strong connection with tourism and the site is designed for tourists and visitors alike with easy to purchase event tickets. Aesthetically the site supports the content of a vibrant arts and culture community (Arts and Culture Centre).

Other Examples of Successful Practice:

Arts Council – Guelph Arts Council

www.guelpharts.ca

Arts District – The Distillery District, Toronto

www.thedistillerydistrict.com

Use of Space – Pop-up Gallery, Moncton Main Street

www.larticsvp.com/crea-moncton

Financial Granting – Arts and Culture Grants, the City of Vancouver

www.vancouver.ca/people-programs/arts-and-culture-grants.aspx

Public Art – The Town of Banff Public Art Committee and Adjudication Procedures

www.banff.ca/publicart

Outreach – Okotoks Cultural Beat eNews and Calgary's Swerve Magazine

www.okotoks.ca/municipal-government/newsroom/newsletters | www.swerveevents.com

Artist Recognition – City of Vancouver, Mayor's Award

www.vancouver.ca/people-programs/mayors-arts-awards.aspx

Collaborative Event – Art in the Park, Kamloops

www.kamloopsarts.ca/programs/festivals/art-park

Art Galleries – Okotoks Art Gallery, Niagara Artist's Centre , Rodman Hall, St. Catharines and Craft Connection Coop, Nelson

www.okotoks.ca/culture-heritage/art-gallery/exhibits (city-run)

www.nac.org/ (artist-run)

www.brocku.ca/rodman-hall (university-funded)

www.craftconnection.org/about.htm (cooperative)

Artist-in-Residence Program – The City of Waterloo

www.waterloo.ca/en/living/ArtistinResidenceProgram.asp

Downtown Preservation and Accessibility – Stratford

www.visitstratford.ca

CONCLUSION

The City of Camrose offers an exceptional quality of life in a beautiful area with access to nature, amenities and a well-preserved charming downtown district. Arts and Culture are integral components to life in Camrose for both citizens and tourists. The Arts and Culture Master Plan is based on community feedback, and establishes a vision for moving forward with Arts and Culture to create a legacy for the city as a regional destination.

Looking at success stories, studies from the Camrose community, and examples from other communities offers valuable insight into what can make arts and culture thrive. It is clear that the size of a community does not determine its success, or even its level of relevance in a broader arts and culture scene. Smaller cities like Camrose have all of the necessary components for arts and culture to succeed when the appropriate supports and a shared vision are in place. Strong and committed leadership is an essential part of any success story, and will be required for this plan to be carried forward.

As seen in the examples of inspiring practices, communities with Arts and Culture Councils tend to grow and thrive. Their contributions in carrying forward a shared vision and the commitment to engage the local community create success. In these communities there tends to be increased pride in amenities and programs, effective branding, implementation of new ideas, and partnerships with municipal government, tourism, and economic development goals that allow arts and culture providers to be valuable contributors to the broader city. Similarly, stable per capita funding allows arts and culture initiatives to be supported and viable.

The areas of focus and suggested recommended actions are intended to support the City of Camrose in carrying out this vision in the short and long term. With a commitment to following through on these actions and allowing the plan to evolve as necessary, the City of Camrose has an opportunity to shape its reputation and build its already collaborative community even further. Through the recommendations of this plan, the City of Camrose can further increase incentive to live in and visit the city. Ultimately, investing in arts and culture is an investment in community and the expression of shared humanity. As one Conversation Café participant stated,

“Arts and culture connects us, creates a sense of belonging, hope, insight, pride in our community, and allows our children to grow up with a sense of the identity of our culture” (anonymous).

APPENDICES

APPENDIX A - PROPOSED TERMS OF REFERENCE

CAMROSE ARTS AND CULTURE COUNCIL

PURPOSE OF THE COUNCIL

The Camrose Arts and Culture Council shall advise City Council on matters pertaining to art and culture activities in the City of Camrose. The Arts and Culture Council will uphold the interests of the community and the City of Camrose. The Camrose Arts and Culture Council is intended to act as a governing organization for the dissemination of funds, overseeing of arts and culture initiatives and the cohesion of arts and culture groups.

DUTIES AND RESPONSIBILITIES

The Camrose Arts and Culture Council shall:

1. Receive funds from the City of Camrose to disperse to arts and culture groups, based on a grant application program and developed policy.
2. Create fair and equitable policies, regulations and guidelines pertaining to arts and culture for recommendation to City Council including policies that will:
 - Establish processes and criteria for the adjudication, selection, placement and maintenance of artistic and cultural assets;
 - Identify funding mechanisms for art and culture;
 - Identify opportunities for community engagement, education, and enjoyment of art and culture.
3. Advise City Council on art and culture matters pertaining to the City of Camrose, including:
 - Budget recommendations;
 - Arts and culture priorities;
 - Arts and culture acquisitions and capital investments.
4. Develop a communications system for groups and a policy outlining terms of use that encourages collaboration.

5. Propose, plan and implement projects in accordance with City of Camrose policies.
6. Uphold City of Camrose initiatives and priorities related to arts and culture, including:
 - City of Camrose arts and culture brand strategies;
 - An arts and culture marketing campaign;
 - Vision, Mission and Strategic Plans.
7. Advocate for a vibrant and cohesive arts community and advance the vision for Camrose arts and culture.
8. Act in a manner respecting the City of Camrose, community, residents, and visitors.
9. As the Arts and Culture Council expands and need dictates, the Camrose Arts and Culture Council may:
 - Oversee and appoint its members onto related subcommittees so that the values of the Camrose Arts and Culture Council are upheld;
 - Appoint and serve on adjudication committees related to disseminating funds and awards.

COUNCIL COMPOSITION

It is important that members of the Camrose Arts and Culture Council represent a range of arts and cultural disciplines and that the Arts and Culture Council ensures professionalism and neutrality. Members of the Camrose Arts and Culture Council must have the ability to represent the best interests of the arts and culture community as a whole while also working to achieve the best interests for the City of Camrose and its citizens.

- a) The Camrose Arts and Culture Council shall be comprised of four City of Camrose representatives (one non-voting Arts and Culture Council Director, one non-voting Administrator, two voting City Councilors) and three voting public members selected in accordance with City of Camrose Appointments Policy: APPL-1 – Motion #522/11. Committee total should be 5 voting members with 7 total members.
 - The Arts and Culture Council Director shall act as the primary liaison between the Camrose Arts and Culture Council, City of Camrose staff, and City Council.
 - The Administrator shall act as secretary for the group. Tasks include but are not limited to: taking minutes, disseminating minutes, clerical duties such as preparing the agenda, meeting scheduling and meeting notification.

- b) Camrose Arts and Culture Council members should include at least one professional artist of fine, performing, or applied art, and one arts and culture professional:
- i) The Canadian Artists Representation (CARFAC) defines a Professional Artist as someone who:
 - earns a living through art making;
 - or possesses a diploma in an area considered to be within the domain of fine or applied arts;
 - or teaches in a school of art or applied art;
 - or whose work is often seen by the public or is frequently exhibited;
 - or is recognized as an artist by consensus of opinion among professional artists (who can join).
 - ii) In this case, an art and culture professional refers to someone who leads and/or manages and/or administers the programming and business side of arts and culture initiatives.
- c) Membership should be encouraged from the areas of local arts supporters, tourism, and the business community.
- d) City Council shall appoint qualified public members after their completed application is submitted, reviewed and voted on.
- e) A Chair and Vice-Chair of the Camrose Arts and Culture Council shall be elected by the Camrose Arts and Culture Council.
- The Chair shall be responsible for: chairing all meetings; submitting reports and budget requests; delegating committee work; highlighting any changes that the committee requires voting on.
 - The Vice-chair fills in for the Chair in their absence.
- f) Appointments to the Camrose Arts and Culture Council are for a minimum three year term, with staff memberships being permanent for the course of employment. Chair and Vice-Chair terms may be for a one year term, with the remainder of their time being served as members. Chair and Vice-Chair positions may be re-elected by the Council for another term. Following the three year term, an application to renew the appointment may be submitted.
- g) Occasionally the use of an Adjudication Committee may be required to ensure that fair and equitable decisions are made on behalf of the larger community. In this case, a range of community representation should be used, based on the recommendations of the Camrose Arts and Culture Council Appointments. In this case, the Arts and Culture Council Director would be the Chair, the Administrator would also be present (both city representatives would be non-voting). Temporary Adjudication Committee members should include at least one professional artist, one arts professional, and three other community members.

MEETINGS

Meetings shall occur monthly. Additional meetings may be scheduled on an as-needed basis.

MEMBERSHIP ELIGIBILITY

Arts and culture groups or other groups engaging in arts and culture programming in the City of Camrose may apply for membership benefits.

Arts in the City of Camrose includes all visual, fine, applied and performing arts.

Culture in the City of Camrose refers to the creative expression of a shared identity and experience.

Organizations involved in the preservation, dissemination, creation, maintenance, and promotion of arts and culture would be eligible to apply for funds and support through the Camrose Arts and Culture Council. Eligibility for project funding would be at the discretion of the Arts and Culture Council should there be a question of relevance.

APPENDIX B - PROPOSED MEMORANDUM OF AGREEMENT

CAMROSE ARTS AND CULTURE COUNCIL AND MEMBERS

PURPOSE OF THE DOCUMENT

This document is intended to outline the relationship between the Camrose Arts and Culture Council and the members it represents.

The Camrose Arts and Culture Council's purpose is to advise City Council on matters pertaining to art and culture activities in the City of Camrose and the groups it represents. The Arts and Culture Council will uphold the interests of the art and culture community and the City of Camrose.

PARTIES

- a) This agreement is between The Camrose Arts and Culture Council and _____ (hereby referred to as the member) to establish the terms of membership.

DUTIES AND RESPONSIBILITIES

- b) The member shall be responsible for:
- Assigning one designated contact person to act as the representative for their organization;
 - Sharing all programming information, plans and schedules with the Arts and Culture Council and its staff and on the events calendar in a timely manner;
 - Participating in membership meetings as requested;
 - Making branding and promotional information available for Camrose Arts and Culture Council and City of Camrose promotions and marketing;
 - Maintaining a collaborative relationship with other groups represented by the Camrose Arts and Culture Council;

- Providing feedback as requested for the Camrose Arts and Culture Council on the success of the collaboration;
- Participating in online information sharing portals for the group and keeping current with updating and reading information;
- Maintaining transparency and honesty in communications with the Camrose Arts and Culture Council.

c) The Camrose Arts and Culture Council shall be responsible for:

- Maintaining a shared event calendar for Camrose Arts and Culture Council members;
- Providing access to a members profile page;
- Sharing member marketing and promotional details with the City of Camrose marketing and communications team, and tourism groups as required;
- Promoting all Arts and Culture Council Members to the best of its ability in the broader region through strategic partnerships;
- Ensuring that a comprehensive and professional website is used to represent the Arts and Culture Council members and the vision for Camrose arts and culture;
- Maintaining a collaborative approach between all members;
- Providing feedback to City Council on behalf of the arts and culture community;
- Managing a Camrose Arts and Culture Council information sharing portal for members;
- Maintaining a shared social media platform for Camrose Arts and Culture Council members;
- Making funding opportunities and information public and accessible to all members;
- Advocating for arts and culture funding to disseminate to groups;
- Creating equitable application systems for member funding requests;
- Maintaining fair and equitable systems for adjudicating grant applications and disseminating funds;
- Publicizing funds available, marketing opportunities, grant opportunities and all other membership information transparently and in a timely manner;
- Acting in accordance with City of Camrose policies.

FEES

Independent Members: \$30 (yearly), Organization Members: \$50 (yearly)

TERMS

Only members are entitled to accessing the services and benefits of the Camrose Arts and Culture Council. Decisions made by the Camrose Arts and Culture Council are considered final. Groups being provided external funding outside of the Camrose Arts and Culture Council either by the City of Camrose or external channels may also apply for additional funding through the Camrose Arts and Culture Council if required.

This agreement will be considered valid once both parties have signed and dated the agreement and payment is received. The agreement is be considered valid until a letter of resignation is received. The Camrose Arts and Culture Council reserves the right to cancel a membership if the terms of this agreement are not maintained.

ORGANIZATION NAME: _____

ORGANIZATION REPRESENTATIVE AND TITLE : _____

ORGANIZATION REPRESENTATIVE SIGNATURE : _____

DATE: _____

PRIMARY CONTACT FOR ORGANIZATION: _____

PRIMARY CONTACT FOR SIGNATURE: _____

DATE: _____

CAMROSE Arts and Culture Council REPRESENTATIVE: _____

CAMROSE Arts and Culture Council SIGNATURE: _____

DATE: _____

APPENDIX C - PROPOSED POSITION

ARTS AND CULTURE COUNCIL DIRECTOR

This position could either be an additional position to the current Arts Director role or be a departure from the current Arts Director role. For details on how current roles may be modified to support this new component, see the recommendations following the position description.

DIVISION: Arts and Culture Council

DEPARTMENT: Community Services

FUNCTION/PURPOSE: To provide direction and leadership for the Camrose Arts and Culture Council, upholding the best interests of the City of Camrose, residents, and arts and culture organizations. This role would be the primary liaison between the Arts and Culture Council, City Council, and the City of Camrose.

JOB REPORTS TO: General Manager, Community Services and City Council

DIRECTLY REPORTING TO THIS JOB: Arts and Culture Administrative Assistant

DUTIES, RESPONSIBILITIES AND AUTHORITIES:

- a) To provide organizational support to the Camrose Arts and Culture Council including but not limited to:
 - Writing policies;
 - Presenting and lobbying policies and proposed changes;
- b) Work with Economic Development and Tourism Camrose to promote the City of Camrose as an Arts and Culture Destination.
- c) Ensure coordination and preparation of grant applications related to arts and culture.
- d) Liaise with arts and culture groups and advise other standing committees and sub-committees of Council, task groups, volunteers and staff of ongoing arts and culture related issues and activities.
- e) Review impacts of federal and provincial directives and regulations related to arts and culture and ensure that the city stays current

with the arts and culture activities of other municipalities;

- f) To work closely with the City of Camrose on a marketing and brand strategy for arts and culture, including an online presence for Camrose arts and culture;
- g) Oversee all coordination efforts of arts and culture in Camrose and Arts and Culture Council commitments, including a social media presence, one central events calendar through the City of Camrose and other member services;
- h) Implement new arts and culture initiatives on behalf of the City of Camrose and the Arts and Culture Council;
- i) Be involved in art acquisitions for the City of Camrose and all related maintenance, curating, documentation;
- j) Establish clear processes for operations and create systems for succession planning.

TECHNICAL REQUIREMENTS:

- A BA in an arts-related field and a minimum of five years related arts management experience.
- Experience working with marketing and communications departments, the tourism sector, municipal government, arts and culture groups, and familiarity working with brand identity guidelines.
- A high degree of efficiency in all areas of Microsoft Office and familiarity performing basic website maintenance.

COMPETENCY AREAS:

- A high proficiency of visual, written and verbal skills.
- Strong attention to detail.
- Ability to provide leadership.
- Ability to work with diverse stakeholders.

CURRENT ARTS POSITIONS:

Arts Director: Supervise the planning, organization, direction and control of operation and management of a comprehensive community

art program of the Chuck MacLean Arts Centre.

Arts Centre Administrative Assistant: To provide administrative and clerical support to the Arts Director.

CHALLENGES:

A distinction would need to be made between the roles of the current Arts Director and an Arts and Culture Council Director.

At this time, areas of potential overlap between the Arts Director includes some responsibilities that could transfer to the Arts and Culture Council Director role:

- Maintain and work within a cultural leadership development program.
- Be aware of developments within the arts on a provincial and national scale and report to the community.
- Attend local and provincial meetings as required.
- Develop, coordinate and market various community-wide special events in conjunction with other groups/organizations and/or City sponsored programs. Note: any programming or event planning in this role should be directly related to Arts and Culture Council initiatives, otherwise given to an alternate role.
- Provide leadership with the arts community and promote, publicize and communicate the philosophy, programs and activities of the Centre, The Community Services Department, the Arts Society, and the City of Camrose.

RECOMMENDATIONS:

Proposed changes to arts roles and relationships:

- The Arts Centre Administrator role is part-time. It could be transitioned to a full-time role to take on the Camrose Arts and Culture Council administration duties and possibly programming. The title could be changed to Arts and Culture Administrative Assistant.
- Evaluate the City of Camrose and the Arts Society relationship. An updated and comprehensive memorandum of agreement that outlines the benefits and responsibilities of the relationship to both parties would be useful. Currently, the relationship is based primarily on programming with facility and staff support.
- Evaluate the programming contribution of the Arts Society on behalf on the City of Camrose. Should this group wish to access funds from the Arts and Culture Council for its programs and receive its current staff support, a clear division between program

support and Arts Council direction would be recommended.

- Separate the Arts Centre management and programming duties from the Arts Council Director role. This distinction would prevent a conflict of interest due the Arts Society programming and promotions supported by City of Camrose staff and the shared promotions and funding model required by the Arts and Culture Council.
- Should the city wish to maintain one staff position at the level of Arts Direction, a Programming Coordinator would be an asset to ensure that programming duties and directional duties can remain separate.
- Currently the Arts Centre Administrative Assistant is responsible for maintaining a comprehensive arts and culture website and calendar through the Camrose Arts Society. This administrator is also responsible for making content for public promotional TV. The recommendation of the Arts and Culture Master Plan is to utilize City of Camrose branding, marketing and communications resources for all city-related programming.
- There is potential overlap between a City of Camrose arts and culture website and calendar, and the current Arts Society website and calendar. Shifting the website maintenance for the Arts Society to a City of Camrose arts and culture platform may be beneficial in furthering the goals of the broader arts and culture community and city interests.
- Arts staff should work closely with City of Camrose Marketing and Communications. The Arts and Culture Council Director would have an essential role in working with Marketing and Communications, Economic Development and Tourism Camrose. Marketing and communications duties such as creating promotional materials, branding and design should be given to the communications team, but Arts Centre staff could advise on content creation and dissemination.
- Design and branding should be in keeping with City of Camrose materials if they are affiliated with the city. If all City of Camrose programming is carried out through the Camrose Arts Society, better brand and platform integration with the City of Camrose would be beneficial.
- Possible changes that would support the distinction of roles and responsibilities:
 - i) Two complimentary director roles: Arts Centre and Programming Director, and Arts and Culture Council Director
 - ii) Or: One Arts Director with updated job terms to include Art and Culture Council Director duties and a Program Coordinator
 - iii) And: in any scenario, a full-time Arts and Culture Administrator would be an asset.

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The Arts and Culture Master Plan Steering Committee:

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PJ Stasko – Councillor, The City of Camrose

Other participants include:

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Dana Andreasson – Executive Director, Battle River Community Foundation

Nicole Bannick – Children’s Programmer, Camrose Public Library

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Keith Harder – Keith Harder Art

Dan Jensen – Reporter, Camrose Booster

Cathie Johnson – Artistic Director, About Time Productions

Larry Johnson – Camrose Citizen

Devon Kraczla – Camrose Citizen

Lois Larson – President, Camrose and District Craft Centre

Roger Maschke – President, Camrose Morning News

Norman Mayer – Mayor, The City of Camrose

Dr. Kim Misfeldt – Humanities Chair, Augustana, The University of Alberta

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Ray Telford – Economic Development Officer, The City of Camrose

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www.lisaborin.com

Lisa Borin is an artist, consultant and entrepreneur. Her creative pursuits have taken her around the globe to Iceland to create under the northern lights; London to study at the Royal College of Art while researching language and sense in visual art; and Banff to start Project 108: Gestures for Creative Community Building. With a BA in Visual Arts and English and an MFA in Visual Arts, Lisa is also internationally exhibited and award-winning. Having worked for renowned organizations such as Alberta College of Art and Design and the Banff Centre, her experience includes teaching, project management and curatorial work. Lisa has expanded her definition of art making, promoting the idea that we can find art in every moment. Lisa works to empower communities, creatives, and entrepreneurs with clarity and vision.

IMAGE CREDITS

- p. 2 Forster, Leola. *Tree Tango*. n.d. Acrylic, 30 x 40 inches. Candler Art Gallery.
- p. 4 Pfannmuller, Audrey. *Moving Forward*. n.d. Acrylic, 18 x 48 inches. Candler Art Gallery.
- p. 6 Ryan, Jessica. *Strathcona String Quartet*. n.d. Camrose Canadian. Photograph.
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- p. 9 Harder, Keith. *Four Seasons: Downwind Autumn*. 2005. Oil on Plywood Panel. 8 x 24 inches. Collection of Shaw Cable.
- p. 10 Crown Photography. *Cargill*. Photograph.
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