



Civic Culture Plan
2024–2033

Land Acknowledgement

The city of Lethbridge is located on the traditional territory of the Blackfoot Peoples and is also home to the Métis Nation of Alberta, Region III. We respect all Indigenous Peoples, past, present and future, by recognising and honouring their cultural heritage, beliefs, inherent rights and relationship to the land.

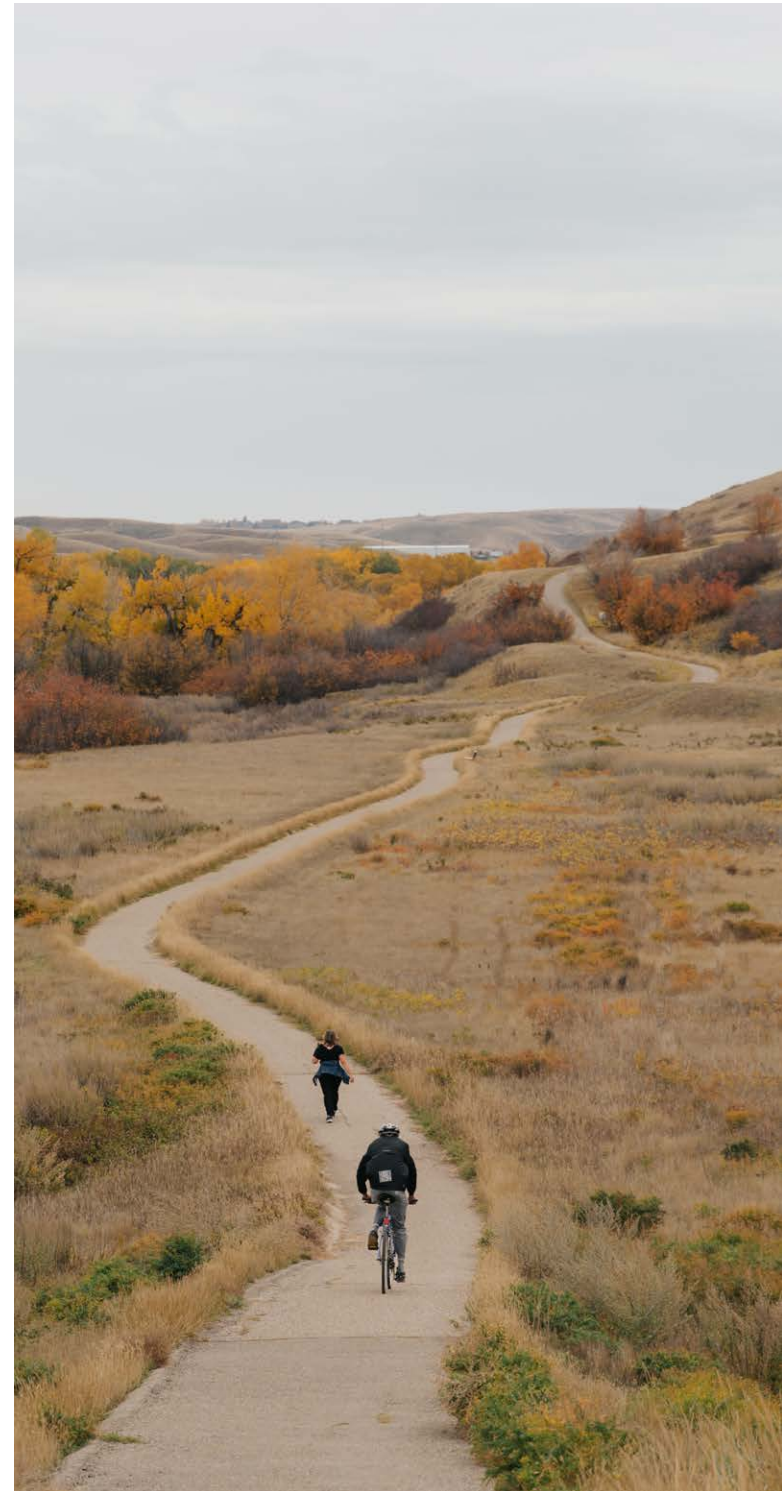


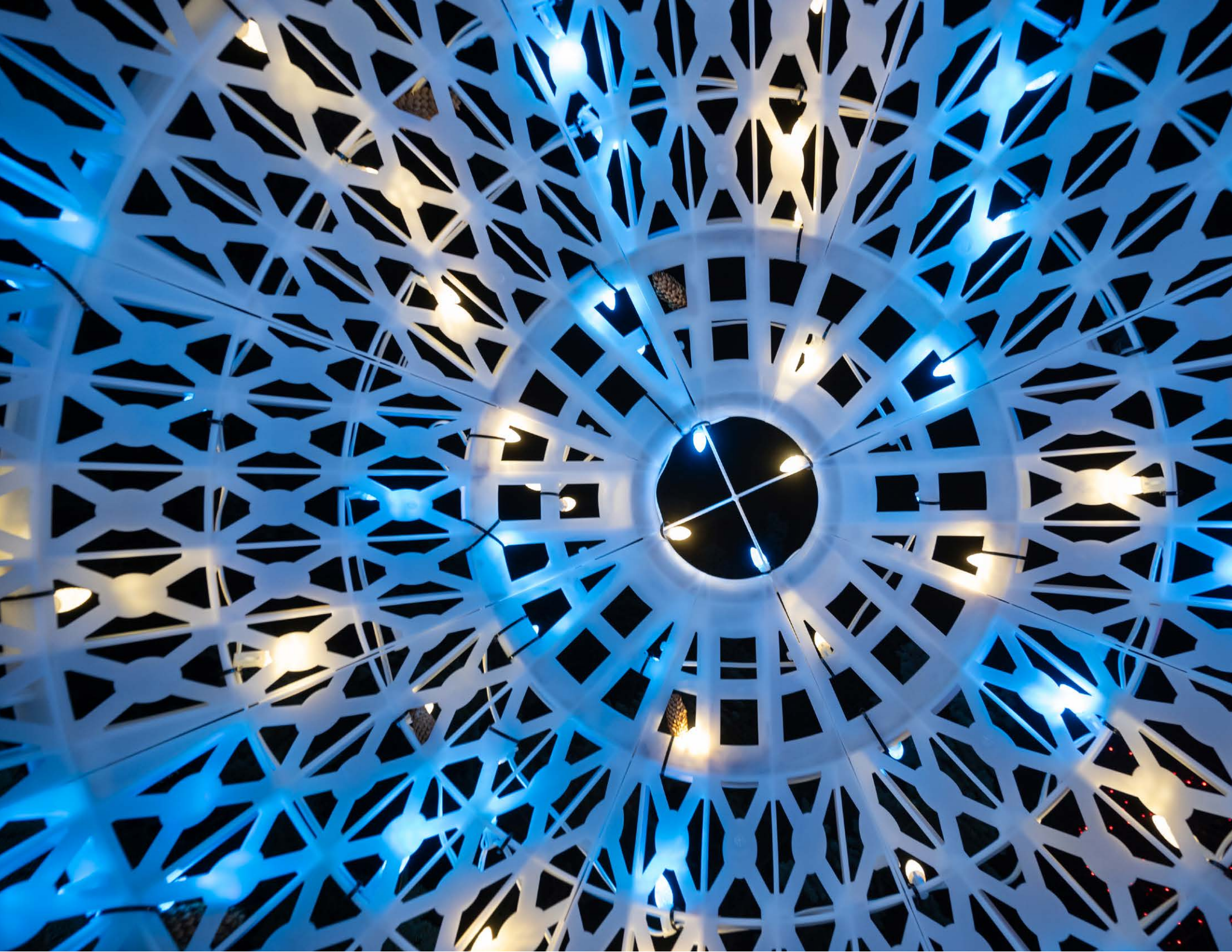
Our Acknowledgement

Our heartfelt gratitude extends to all who participated in shaping the Civic Culture Plan. Your stories, experiences, and expertise have deeply enriched our understanding. Special thanks to our community facilitators for their invaluable support in engaging a diverse array of residents and organizations and providing a cross-sectoral perspective on cultural life in Lethbridge.

Coordinated by the City's Recreation and Culture Department and guided by a dedicated Project Team, the plan's development involved thorough review, gap identification, alternative perspectives, and sage advice from City staff and community team members. We appreciate the leadership and input of City Council throughout the various stages of plan development.

Lastly, our sincere appreciation goes to Blackfoot Elders Mike Bruised Head and Wilma Spear Chief for their unwavering support. Grounded in Blackfoot territory, their guidance emphasizes the importance of building a collaborative story and action plan that elevates Indigenous contributions and fosters an intercultural community.





Civic Culture Plan

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INTRODUCTION





Welcome to the Civic Culture Plan – a strategic initiative designed to prioritize the role of culture in advancing Lethbridge as an intercultural hub, fostering inclusivity, and celebrating diversity. This plan envisions a model of inclusivity where every resident feels welcomed and valued, contributing to the collective narratives that define the city's identity.

The Plan identifies culture as an interconnected and interdependent element of the larger civic planning framework. It sets long-term direction and provides a lens through which appropriate decisions can be made and resources allocated. The plan's vision, focus areas, and strategies call for transformative change and a shift in the City's policies, practices, and allocation of resources. It is based on the premise that culture is fundamental to building an inclusive, innovative, and sustainable community.

While the 2021 Recreation and Culture Master Plan and the 2021 Municipal Development Plan (MDP) provide some high-level direction for arts and culture, the City of Lethbridge lacks a detailed culture strategic plan. This plan aims to fill that gap.

The Civic Culture Plan establishes a shared vision that will guide the City's cultural policy development. The plan will help direct the City's activities toward a common set of goals, realizing the MDP's vision for culture.

Vision

Lethbridge is envisioned as an intercultural city that reflects its diversity.

The City of Lethbridge acknowledges the role that culture plays in creating an inclusive, dynamic, and thriving city, supporting residents and visitors alike to feel a sense of connection and belonging.



Community Definition of Culture

The Civic Culture Plan's vision and strategic directions derive from a localized interpretation of culture, embracing its intricate and interconnected meanings.

Through public consultation with community members, individuals identified three ways they experience culture within their communities: by practicing culturally specific activities, connecting and building relationships with others, and defining their personal sense of self and place. Culture, in these diverse forms, holds the potential to construct a common narrative around identity that authentically mirrors the diversity of its inhabitants, preserves its historical richness, and envisions a future full of inclusive possibilities.



We have relationships with culture in this way:
"The way I connect with people around me".



We feel culture in this way:
"My personal identity and sense of place".



We practice culture in this way:
"I express and practice my culture in various ways – traditions, arts, food, celebrations".

At the Heart of the Plan

The Civic Culture Plan strongly emphasizes embracing and celebrating cultural diversity. It outlines strategies and enabling actions to facilitate cross-cultural dialogue and share ideas, traditions, practices, and perspectives among individuals from varied backgrounds. Cultural vibrancy, expressed through festivals, interactive public art, multicultural events, and inclusive community spaces, is a catalyst for building connections and nurturing a sense of belonging.

Organized around three outcomes, the plan is dedicated to dismantling barriers, fostering connections, and prioritizing diversity to incorporate the broadest possible range of perspectives and voices into city-building. This commitment transcends mere promotion of intercultural understanding; it aspires to establish a way of life rooted in cultural competence and respect.

The plan and its strategies and actions have ambitious objectives that require time and collective effort. The pace of change depends on available resources and the speed at which trusting relationships can be built. Progress reports delineating specific priorities for each phase will be regularly shared with City Council and the community throughout the plan's implementation.





*“What if Lethbridge was
a culture of caring?”*

~ Survey Respondent

Cultural and Intercultural Development

Cultural development primarily focuses on the overall growth and enrichment of a city's cultural landscape. It encompasses various aspects of artistic expression, heritage preservation, and the fostering of creativity within a specific cultural context. This approach nurtures a community's unique identity and traditions, promotes diverse art forms, and ensures the continuity and evolution of cultural heritage.

Intercultural development, on the other hand, emphasizes interactions and mutual understanding between different cultural groups. It involves fostering positive relationships, dialogue, and collaboration among diverse communities. Intercultural development seeks to create an inclusive and harmonious environment where individuals from various cultural backgrounds can engage, learn from one another, and collectively contribute to the city's cultural fabric.





“Culture is what you are born into, not what you look like, or where you come from. It’s not about how I am different, but rather this is how I’m distinct. Culture is about learning about each other; it’s about empathy.”

~ Survey Respondent

Values

The community engagement sessions yielded the following top values and guiding principles for the Civic Culture Plan.

RESPECT

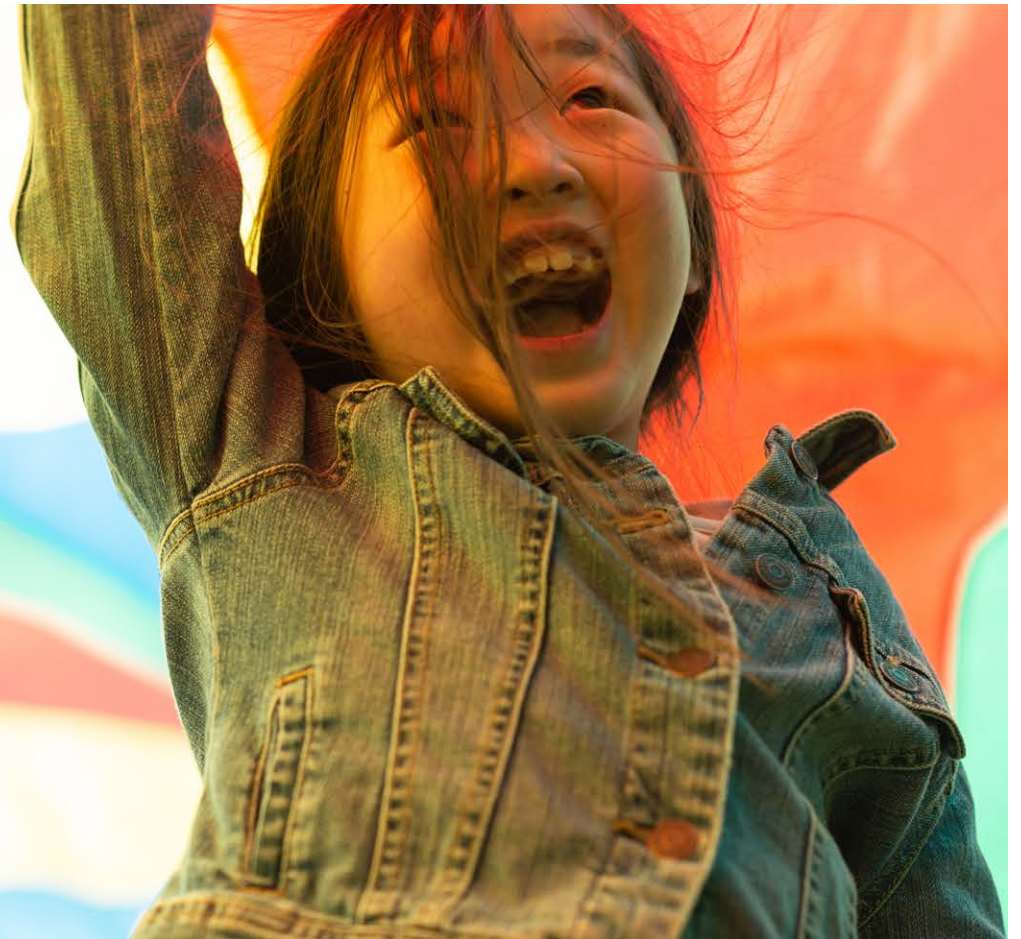
Cultivate an environment that values reciprocal relationships, listens to diverse perspectives, celebrates various cultures, and recognizes the significance of individual contributions.

INCLUSION

Enable active citizenship and participation to foster a sense of belonging in which everyone can actively participate in cultural activities, feeling welcome, safe, and valued.

DIVERSITY

Embrace diversity as a core value, implementing policies and processes that actively leverage the varied perspectives, skills, and backgrounds that contribute to the overall success of the community.



Guiding Principles

SHARE LEADERSHIP

Build a foundation based on mutual respect among Blackfoot and Métis neighbours, and all other community members, creating space for their voices in decision-making.

LISTEN FIRST

Prioritize active listening, value all perspectives, and engage with the community to inform decisions and foster inclusive governance.

BUILD TRUST

Recognize that building trust is a continuous journey, achieved through meaningful connections, collaboration, and consistent responsiveness.

CENTER EQUITY

Foster inclusivity, prioritize equity, and respond to the unique experiences and challenges faced by individuals with diverse lived experiences.

ENSURE ACCESS

Recognize access as fundamental, design policies and initiatives that minimize disparities, offer equitable opportunities, and ensure ease of access for all community members.

As Lethbridge continues to grow, and demographics and economic realities continue to shift, new conversations and priorities are developing around emerging topics such as climate change, mobility and accessibility, diversity and inclusion, and the importance of reconciliation with Indigenous populations in and around the city. It is important that relationships continue to be built and strengthened within the community to ensure that all people in Lethbridge can fully participate in community life.

~ City of Lethbridge Municipal
Development Plan pg. 77



Commitments Shaping the Plan

1 Align Culture within City Plans

The Civic Culture Plan is informed by statistical data, asset mapping, and analysis of existing City plans, policies, and reports, as well as insights drawn from over 50 interviews with City staff, to find synergies between the Civic Culture Plan and ongoing initiatives and processes across City departments.

The Gateway to Opportunity City Council Action Plan (2022) identifies the need for a municipal culture policy to align with the 2021 Municipal Development Plan (MDP), which identifies the desire for “a Culturally Vibrant City.” The MDP includes several policy directions that implicate culture and stress the need for the City to apply an intersectional lens to the development of a Civic Culture Plan:

... Recognizing intersectionality involves understanding the complexity of the community's needs and taking a more holistic and integrated approach when developing policies, programs, and projects. Understanding intersectionality and, more importantly, acting with that lens, requires the cultivation of strong relationships and a commitment to learning about the different people who make up the community¹

The Recreation and Culture Master Plan (2021) highlights strong community satisfaction with arts and culture, as evidenced by an 81% approval rating in the IPSOS Community Survey. Input from over 3,000 households further emphasizes the importance of culture, with 91% expressing a desire for Lethbridge to host major cultural events and festivals. Additionally, 80% support the City providing aid for staging such events, and an overwhelming 89% agree that Lethbridge should serve as a regional destination for cultural opportunities.²

Culture is referenced in a multitude of recommendations across other City departmental plans and strategies, reflecting its importance in various municipal initiatives, including but not limited to the Indigenous Placemaking Strategy and Public Realm Audit What We Heard Report (2022), Building Bridges – Community Action Plan (2019–2022), Heritage Management Plan (2023), Reconciliation Implementation Plan (2017–2027), Civic Common Master Plan (2018), Warehouse District Area Plan (underway), and Parks Master Plan (underway).

¹ Bylaw 6265 Municipal Development Plan 2021 pg. 80

² City of Lethbridge Recreation and Culture Master Plan 2021

2 Recognize and Respect Local Cultural Ecosystem

Lethbridge's cultural ecosystem encompasses a diverse array of tangible and intangible cultural assets, venues, organizations, programs, and services. The Civic Culture Plan is to be viewed as a singular element within this broader cultural ecosystem, representing a progressive step to determine the City's role in the cultural landscape of Lethbridge. The plan commits to

complementing, rather than supplanting, the ongoing efforts of others. Its objective is to develop policies and processes that honour self-determination and stimulate collective action, ensuring that our approach is tailored and responsive to the diverse cultural landscapes of Lethbridge.





3 Elevate Lethbridge from Beautification to Intercultural City-building

The Civic Culture Plan signifies a shift towards cultural vitality, emphasizing intercultural city-building through thoughtful cultural and intercultural development. By embracing diversity as an asset that fosters creativity and collective strength, Lethbridge positions itself as a dynamic hub where cultures converge, interact, and contribute to a vibrant civic identity. The Civic Culture Plan serves as a concise guide for city leaders, promoting interaction, collaboration, and positive engagement through the transformative power of cultural experiences.

4 Prioritize Lethbridge's Evolving Community Dynamics

Lethbridge is positioned at the crossroads of its historical identity, present achievements, and innovations and is being shaped by shifting demographics, evolving economies, overall growth, and post-pandemic transformations. With a current population of over 100,000, Lethbridge is projected to grow and become even more diverse.

The Civic Culture Plan prioritizes an evolving demographic landscape, as indicated by the following statistics:

The **immigration population** in the City of Lethbridge has shown a

15%
increase since 2011⁴

The **Indigenous population** increased by **20.8%** in the last five years (2016–2021)³

Approximately **6%** of Lethbridge residents **self-identify as a visible minority born outside of Canada** (3,000 as Black, over 2,300 as Filipino, and nearly 2,000 as Latin American)⁶

Lethbridge has the **highest proportion of transgender and non-binary individuals** among all of Alberta's communities⁵

Over **75** languages other than English and French are spoken in the home (Spanish, Filipino, and Nepali are the most prominent)⁶

3 <https://regionaldashboard.alberta.ca/region/lethbridge/aboriginal-population>

4 https://www12.statcan.gc.ca/census-recensement/2021/as-sa/fogs-spg/alternative.cfm?topic=9&lang=E&dguid=2021A00054802012&objectId=2_2

5 <https://www150.statcan.gc.ca/n1/daily-quotidien/220427/g-b003-eng.htm>

6 <https://www150.statcan.gc.ca/n1/daily-quotidien/220427/g-b003-eng.htm>



5 Align with the Universal Declaration on Cultural Diversity

The Civic Culture Plan aligns with the United Nations Universal Declaration on Cultural Diversity, embracing the preservation of cultural diversity. The plan upholds cultural rights as integral to universal human rights, emphasizing the right of individuals to express themselves, access quality education, and participate in the cultural life of their choice. Cultural heritage is recognized as a wellspring of creativity, and advocacy calls for policies to sustain the cultural ecosystem.

6 Align with Reciprocal Relationships, Protocols, and International Commitments

Aligned with national and international commitments, including the Truth and Reconciliation Commission (TRC) actions and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), as well as the Canadian National Inquiry into Missing

and Murdered Indigenous Women and Girls (MMIWG), the plan recognizes the importance of inclusive cultural practices. Protocols are established to celebrate cultural diversity and emphasize free, prior, and informed consent.



Community Expectations

The Civic Culture Plan was created through a comprehensive community engagement process that ran from November 2021 to August 2022 and included input from 400 community members and 67 local community and cultural organizations. Following this initial engagement series, community stakeholders were invited to a Town Hall workshop to review the findings and co-create strategies and actions — “the how to” component of the Plan — in January 2023.

In addition, the Civic Culture Plan was presented as one of the City’s many planning initiatives under way at the Open House held in January 2023 at the Enmax Centre that was attended by 350 community members. The general public was provided an opportunity to learn and to provide feedback on the vision and priorities of the Plan. In February–March 2024, community stakeholders were invited to review the final draft of the Civic Culture Plan.

A full report outlining the community engagement process and results, “City of Lethbridge Civic Culture Plan: Current State and Future Directions Report,” completed in December 2022, is available under separate cover. This report was presented to Lethbridge City Council in January 2023.

The three key community expectations of the plan are to:

1. Address equity gaps.
2. Foster a collective civic identity.
3. Sustain support for culture in city planning.

The plan is envisioned as a catalyst for celebrating differences and strengthening the community, as articulated by engagement participants:

It [the Civic Culture Plan] will show us how far we have come and celebrate the differences in tradition, music, performance, food, and everything that we all have. Our differences create a diverse mosaic that makes us all stronger.

~ Community Conversation Respondent



PLAN FRAMEWORK



Overview

The Planning Framework unfolds over a ten-year timeframe (2024–2033) and is structured in three phases. Phases should be completed in order, starting with Phase 1. The end of each Phase is a plan milestone: these can serve as implementation checkpoints with City Council. While the plan envisions a ten-year implementation timeframe, the speed of implementation will be determined by direction received by City Council and available resources.

Lethbridge is envisioned as an intercultural city that reflects its diversity.



Plan Framework

TEN-YEAR IMPACT



PHASE 1	PHASE 2	PHASE 3
OUTCOME – Establishment of an Inclusive Cultural Planning Framework	OUTCOME – Cultural Aspirations are Translated into Concrete Actions	OUTCOME – The City is a Vibrant Intercultural Hub
STRATEGIES	STRATEGIES	STRATEGIES
<p>1.1 Establish a City Interdepartmental Working Group (IWG)</p> <p>1.2 Establish an Ad-Hoc Intercultural Community Forum (ICF)</p> <p>1.3 Refine and Realign Existing Cultural and Intercultural Work Across the City</p> <p>1.4 Enhance the Public Realm through Placemaking and Placekeeping</p> <p>1.5 Prioritize Space for Culture in City Facilities and Parks</p> <p>1.6 Review City Investments and Develop a Strategic Cultural Investment Framework</p> <p>1.7 Boost Intercultural Initiatives with Micro-Grants</p> <p>1.8 Acknowledge and Integrate Diverse Traditional Knowledge</p> <p>1.9 Establish a Measurement and Reporting System</p>	<p>2.1 Broaden the Scope of the Interdepartmental Working Group (IWG)</p> <p>2.2 Expand Community Engagement</p> <p>2.3 Optimize Cultural Services Organizational Structure</p> <p>2.4 Elevate Public Spaces through Creative Activation</p> <p>2.5 Improve Accessibility to Culture</p> <p>2.6 Implement Equitable Cultural Investment Framework</p> <p>2.7 Integrate Indigenous and Diverse Cultural Decision-Making Framework</p> <p>2.8 Enhance the Monitoring and Reporting Framework</p>	<p>3.1 Refine the Governance Model</p> <p>3.2 Maximize Cultural Planning and Development Services</p> <p>3.3 Prioritize Culture in New City and Private Development Initiatives</p> <p>3.4 Develop a City-wide Placemaking Strategy</p> <p>3.5 Enhance Cultural Economy Through Cross-Sector Collaboration</p> <p>3.6 Review and Refine the Investment Framework</p> <p>3.7 Foster Inclusive Cultural Representation and Participation</p> <p>3.8 Institutionalize Excellence in Monitoring and Reporting</p>

Ten-Year Impact

“The Civic Culture Plan will provide a foundation for how our leaders encourage and support arts and culture in our city. Understanding that it’s a vital component of making our city unique and desirable. Arts and culture are a necessity and should be considered that.”

~ Survey Respondent



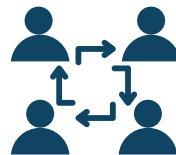
Improved Inclusivity

Over the next decade, the City will substantially improve inclusivity as policies and services are reviewed and adapted to incorporate an intercultural perspective. This strategic shift aims to notably enhance inclusivity, narrow equity gaps, and ensure an equitable distribution of resources.



Collective Civic Identity

In the years to come, Lethbridge anticipates the realization of a strengthened community identity marked by heightened civic pride, engagement, and a shared narrative celebrating cultural diversity and expression. This long-term endeavour seeks to cultivate unity, recognizing the value of self-determination and a deep sense of belonging among residents.



Thriving Intercultural Ecosystem

In the next decade, Lethbridge envisions a vibrant transformation, evolving from its current cultural landscape into a flourishing hub of diverse expressions and shared experiences. This signifies the integration of the city’s cultural and intercultural ecosystem. Residents will actively engage with various cultural traditions, fostering interconnectedness, resilience, and sustained inclusivity in the community.

Transparency and Accountability

The following Culture Plan elements and companion documents will assist the City in decision-making by providing real-time insights and facilitating informed adjustments to plan implementation:

A MONITORING AND EVALUATION

The Monitoring, Evaluation, and Learning (MEL) Framework is a meticulous system designed to oversee and enhance the implementation of cultural initiatives. It includes detailed progress and outcome measures for each strategy and action.

B COMMUNITY INPUT AND DECISION-MAKING

A continual review of the plan will be required to ensure that opportunities are explored and that investments continue to reflect community input and respond to changing needs.

The plan includes mechanisms for community input and decision-making, such as establishing an Intercultural Community Forum (ICF), scheduled town halls, and reporting requirements for each phase of the plan to City Council throughout the ten-year timeline. This ensures that the City can gather community feedback and remain accountable for cultural policy, strategy, and investment outcomes.

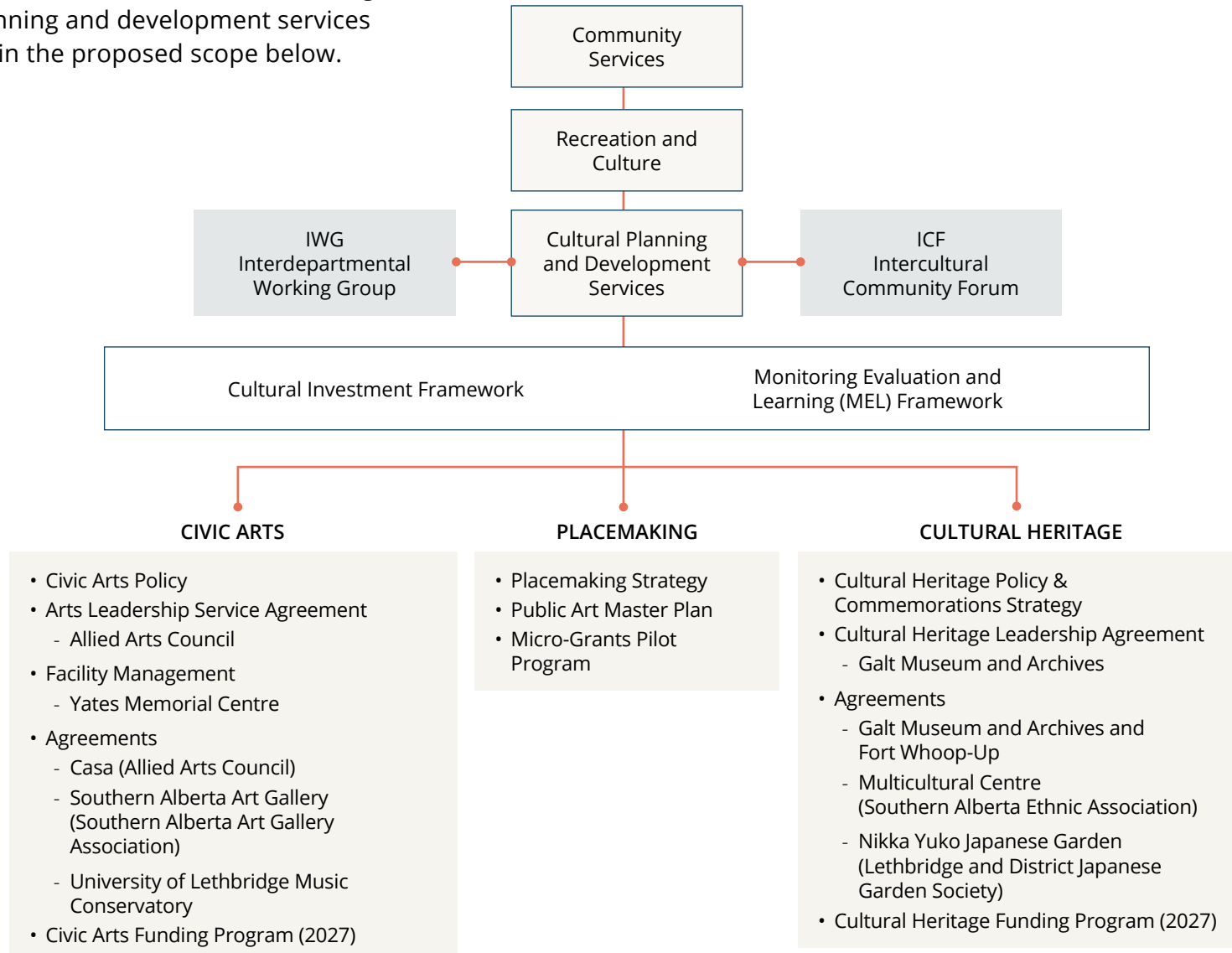
C COST AND CAPACITY

The Civic Culture Plan calls for transformative change and presents strategies requiring reallocating resources or new funding. However, not every strategy requires funding — many will be accomplished through proposed actions to elevate the role of culture, revise the City's organizational structure, and develop new policies.

For each strategy and action, resource implications have been identified in an implementation guide provided to the Recreation and Culture Department. Implementation of strategies and actions can be integrated with the capital plan and annual operating planning and budgeting processes.

Scope

The Civic Culture Plan calls for consolidating cultural planning and development services as outlined in the proposed scope below.



Operational Considerations

The Civic Culture Plan delineates a ten-year strategic framework to attain specific outcomes. To ensure effective execution, particularly during Phase 1, attention must be given to the following operational steps:

<p>1 Assign the role of Lead Division to oversee plan implementation to Community Services, leveraging their expertise.</p>	<p>3 Reallocate departmental resources to support the Community Arts and Culture Manager, allowing them to concentrate on these new responsibilities. This resource allocation will ensure the execution of Phase 1, the foundational phase of the plan.</p>
<p>2 Designate the Manager of Community Arts and Culture as head of the Interdepartmental Working Group (IWG) and establish liaison with the Intercultural Community Forum (ICF). This underscores the pivotal role of culture in shaping municipal planning and policy decisions.</p>	<p>4 Consider renaming the Community Arts and Culture portfolio to Cultural Planning and Development Services.</p>

PLAN IMPLEMENTATION

Timeline

The Civic Culture Plan unfolds in three phases, ideally over ten years (2024-2033). This phased strategy ensures a methodical and evaluated implementation of initiatives. It underscores the City's commitment to learning from experiences, refining strategies, and optimizing positive outcomes.

Phase 1



Establishment of an Inclusive Cultural Planning Framework

CONSOLIDATE municipal initiatives that influence cultural development into a single comprehensive framework encompassing governance, operations, and policy development to provide a structured foundation for informed decision-making. This phase sets the groundwork for future intercultural engagement and cultural sustainability.

Phase 2



Cultural Aspirations are Translated into Concrete Actions

TRANSFORM cultural aspirations into actionable directives. Building upon Phase 1, the focus is on integrating culture within the City's broader planning priorities and processes.

Phase 3



The City is a Vibrant Intercultural Hub

ADVANCE the city as a hub for intercultural exchange, fostering a dynamic and inclusive community and embracing diverse cultural expressions as a central element of its collective civic identity.

Phase 1

Establishment of an Inclusive
Cultural Planning Framework



Phase 1 Outcome

The City is witnessing a transformative shift in its cultural landscape, surpassing the confines of its traditional departmental structure. Culture has been integrated into various citywide planning initiatives, extending beyond the purview of the current Community Arts and Culture portfolio within the Recreation and Culture Department. This evolution has, however, resulted in redundancies across City plans and a lack of coordination of efforts.

Insights from interviews with City staff and organizations funded by the City, coupled with a thorough review of all City plans and strategies, underscore challenges arising from multiple plan engagements and duplicated efforts. This situation presents an opportunity for a more efficient allocation of resources and strategic consolidation. Acknowledging current staffing and financial constraints, this juncture demands a thoughtful reassessment and integration of approaches.

The following strategies and actions are an opportunity to develop a streamlined and efficient approach to cultural planning and implementation. This will foster a responsive and dynamic cultural ecosystem aligned with the city's evolving needs.

CONSOLIDATE municipal initiatives that influence cultural development into a single comprehensive framework encompassing governance, operations, and policy development to provide a structured foundation for informed decision-making.

This phase sets the groundwork for future intercultural engagement and cultural sustainability.

Phase 1 Strategies

1.1 Establish a City Interdepartmental Working Group (IWG)

Establish a City Interdepartmental Working Group (IWG) to serve as a strategic platform to implement the Civic Culture Plan. The IWG will optimize the use of existing resources within the Corporation, including the development of municipal policies for future Council review and approval.

Community Services should lead and coordinate the efforts of the IWG. Community Services will recruit IWG members from relevant Departments: Recreation and Culture, Community Social Development, Indigenous Relations, Planning and Design, Parks and Cemeteries, Opportunity Lethbridge, Communications, and People and Partner Services.

ACTIONS

1.1.1 Establish terms of reference for IWG

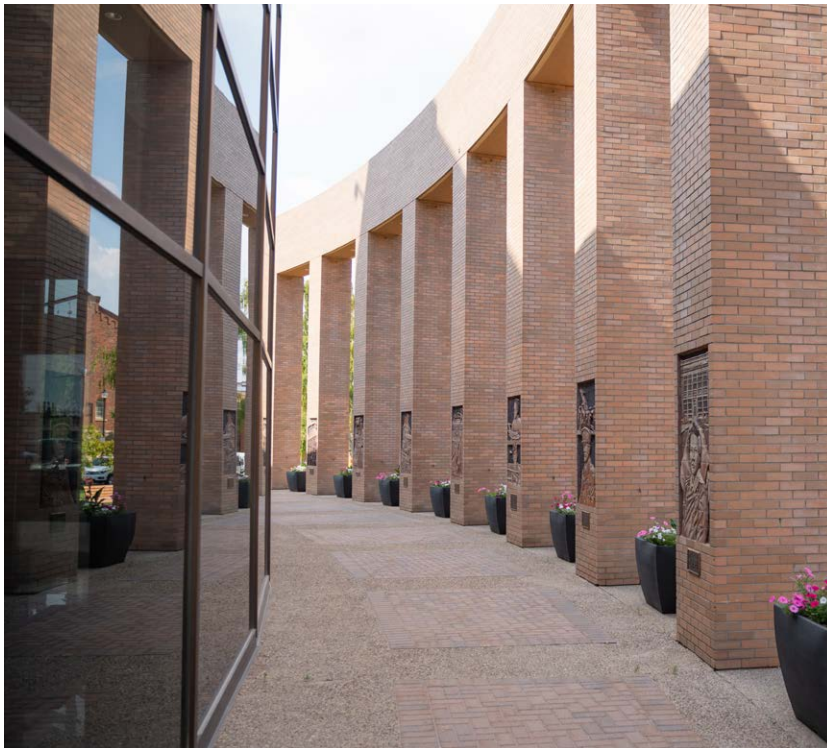
The terms of reference will outline the IWG scope of work, roles and responsibilities, communications, decision-making processes, as well as membership composition and term length.

1.1.2 Review and refine MEL framework

Review the MEL Framework (Appendix C). Align with the plan's outcomes. Implement a continuous evaluation process for adjustments based on emerging needs and community feedback.

1.1.3 Institute reporting mechanism within IWG

This will enable staff to provide regular updates to City Council and the community. Reports will highlight achievements, challenges, and adjustments made in response to feedback.



1.2 Establish an Ad-Hoc Intercultural Community Forum (ICF)

The ad-hoc Intercultural Community Forum (ICF), rooted in representative diversity, acts as a crucial bridge within the community and between the community and the City. Bringing the ICF together at pivotal milestones will guide the Civic Culture Plan with community insights, facilitating a grassroots integration of cultural considerations. The ICF will include representatives from committees such as Reconciliation Lethbridge Advisory Council (RLAC), Public Art Committee,

Youth Advisory Council, Heart of Our City Committee (HoC), and Historic Places Advisory Committee (HPAC), alongside leaders from Blackfoot, Métis, and other equity-deserving communities. It will also include representation from arts and culture organizations currently funded by the City including but not limited to the Allied Arts Council, Southern Alberta Art Gallery Association, Southern Alberta Ethnic Association, and Lethbridge and District Japanese Garden Society.

“The City has to and must bring at its centre of its talk that Lethbridge has to be developed as a cultural hub and for that a committee that has representation of various cultures and ethnic groups can be invited to not just share but be part of making decisions.”

~ Town Hall Respondent



ACTIONS

1.2.1 Designate leadership for Intercultural Community Forum (ICF)

Explore co-leadership of the ad-hoc Intercultural Community Forum (ICF) with City-supported cultural organizations. Community co-leadership will ensure that the ICF provides at key milestones input rooted in inclusivity and cultural sensitivity.

1.2.2 Establish terms of reference for ICF

The terms of reference will outline the scope of work for the ICF, the roles and responsibilities, communications, and decision-making processes, as well as membership and the terms of engagement.

1.2.3 Identify accommodations and participation requirements

Provide resources to support equitable participation in processes, ensuring all members can participate in the ICF.

1.2.4 Create formal engagement protocols

Co-design clear guidelines with ICF for engagement that reflect diverse perspectives.

1.2.5 Adopt consent-based approaches

Prioritize obtaining free, prior, and informed consent from Blackfoot, Métis, and other Indigenous communities. This recognizes their right to make decisions about the use and protection of their traditional knowledge.

1.2.6 Share healthy relationship-building methodologies

Frame cultural safety and competency training as a two-way learning process. Indigenous and non-Indigenous members should feel comfortable representing their communities and sharing their cultures, histories, and traditional knowledges.

1.2.7 Acknowledge contributions of ICF

To ensure visibility, recognition, and a culture of respect, host community conversations with the public at key points in the plan's implementation to recognize ICF members and lay the groundwork for broader community engagement.

1.2.8 Establish mechanisms for ongoing evaluation

Ensure that engagement protocols evolve based on feedback and the changing needs of the ICF members and of the community.

1.3 Refine and Realign Existing Cultural and Intercultural Work Across the City

This strategy underscores a deliberate effort to systematically refine and realign existing cultural services. The establishment of a dedicated cultural planning and development portfolio — comprised of arts, cultural heritage facilities, funding mechanisms, agreements, and policy/program development — aims to integrate intercultural development initiatives and enhance cultural amenities in planning and development processes.

ACTIONS

1.3.1 Review distribution of work

Review the current distribution of cultural and intercultural development and planning work across the Corporation. This would include associated facilities, agreements, services, policies, and programs.

1.3.2 Determine the scope of cultural planning and development services

Determine scope and responsibilities for civic arts, cultural heritage, and intercultural development and re-organize interdepartmental resources to improve efficiencies and impact of the Civic Culture Plan.

1.3.3 Determine financial impact

Propose necessary reorganization for an efficient structure. Identify required staff and budgetary requirements for the 2027 budget cycle.



1.4 Enhance the Public Realm through Placemaking and Placekeeping

Placemaking is a strategic urban development approach wherein residents actively contribute to shaping the physical and cultural character of their surroundings. It involves transforming public spaces into vibrant, engaging environments that reflect their community's unique identity and aspirations. Placemaking prioritizes inclusivity, community connections, and a shared sense of belonging, ultimately aiming to elevate residents' overall quality of life.

Placekeeping is the ongoing effort to preserve and manage the vitality of these carefully crafted spaces over time. It involves strategies to ensure that the distinctive qualities and cultural

significance of a place endure, fostering a sense of continuity and community identity.

While placemaking focuses on the initial creation of dynamic and meaningful spaces, placekeeping ensures their long-term sustainability and relevance. Effectively combining both practices leads to resilient, culturally rich environments that stand the test of time, contributing to the well-being and pride of the community.

"As a cisgender, neurotypical, white person, my "story" and "knowledge" is quite frankly, everywhere. This isn't accurate or representative of our city. I want the history of immigrants to be captured, and the resilience of Blackfoot people".

~ Survey Respondent

ACTIONS

1.4.1 Update Public Art Master Plan

Revise and update the current Public Art Master Plan (2012), as mandated by the City's Public Art Policy (CC30), in the context of placemaking and placekeeping'. The update will involve collaboration between the IWG and the City's Public Art Committee.

In the context of placemaking, the integration of public art emerges as a powerful catalyst for transformative change within municipal spaces. Traditionally confined to predefined sites, public art now plays a pivotal role in broader urban design objectives. By strategically incorporating public art into placemaking initiatives, mundane spaces can become vibrant hubs of creativity and expression.

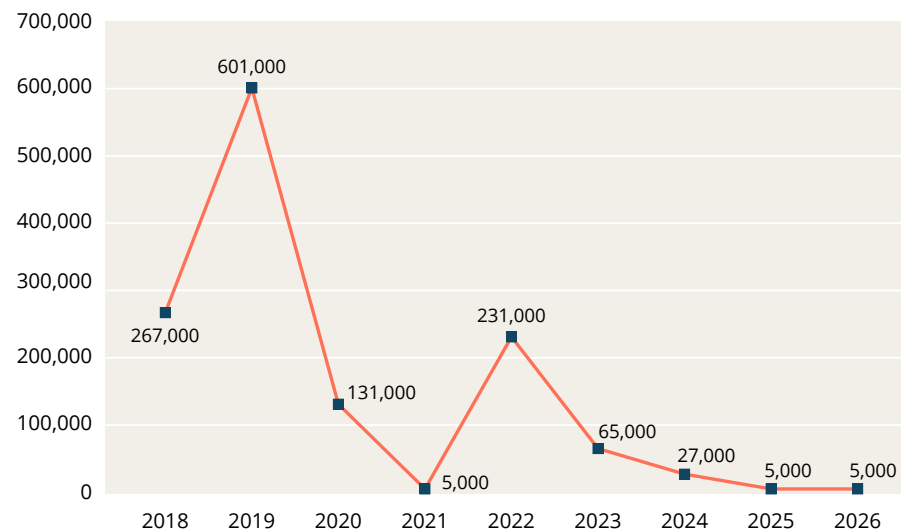
This updated plan will establish a comprehensive framework, support the creation of meaningful, accessible, and thought-provoking cultural activations that enhance civic spaces, encourage dialogue, and contribute to a vibrant and inclusive public realm. The new plan will uphold the commitment to fostering Blackfoot, Métis, and other under-represented cultural expressions in public art.

1.4.2 Update funding model

The current funding model is predicated on a percent-for-art model adopted by many Canadian municipalities over the past 30 years. This model assigns a percentage for public art in project construction budgets of major capital projects. The

percentage ranges from 0.5% to 2% across Canada, but 1% is standard. This can be an overall percentage of the capital base or can be applied to major projects during the budgeting phase. The City of Lethbridge uses the 1% model. The challenge facing many cities – as is the case with Lethbridge – is that the model only works during periods of high capital project growth. Lethbridge will see an expected decrease in the 1% allocation from the Capital Improvement Program over the next five years, significantly impacting public art activity.

PUBLIC ART CAPITAL INVESTMENT 2018–2026



MUNICIPAL PUBLIC ART FUNDING – ROLLING CAPITAL AVERAGE

CANADIAN CITIES	PUBLIC ART ALLOCATION	POLICY/PLAN	POPULATION (2021 CENSUS)
Canmore, AB	.5% of five-year rolling capital average plus \$5 per capita annual contribution to Art Trust Fund	2023 Public Art and Micro Grant Policy	15,990
Kingston, ON	\$250k based approx. on a percentage of the capital budget (rolling average)	2014–2019 Public Art Master Plan, Public Art Framework in development	172,545
London, ON	1% of a five-year rolling capital average	2018 Public Art/Monumnet Policy, amended 2023	422,324
Vancouver, BC	1% of a three-year rolling capital average	Culture Plan 2020–2029	662,248
Regional Municipality of Wood Buffalo, AB	Annual allocation to reserve fund equivalent to .5% of all capital projects, based on five-year rolling capital average	Public Art Plan 2021–2030	106,059

As indicated in the table above, Canadian cities updating their policies are moving towards a funding formula that uses a rolling average to set a fixed amount or a percentage in a multi-year allocation.

This method:

- provides a stable base for the program
- is not dependent on project-based budgets
- allows for a multi-year program plan that is reviewed and allocated annually
- is worked into the City’s overall annual budgeting process

Lethbridge should consider this new funding model to ensure financial stability for multi-year planning and better serve

the placemaking strategy’s intention. It requires allocating an amount from the City’s annual capital budget for public art based on a 15-year rolling average percentage with a 2% annual inflationary increase.

1.4.3 Develop a Civic Arts⁷ Policy

To achieve the Civic Culture Plan’s ten-year outcomes, the City will need a Civic Arts Policy with intentional guidelines and strategies to foster the creation, accessibility, and sustainability of artistic and cultural initiatives that enrich and engage the community. The policy will focus on investing in activities, artists and arts organizations that represent diverse artistic expression and align with cultural and intercultural development strategies and actions.

⁷ Civic arts generally refer to a dynamic and inclusive approach to cultural expression within a community, where various forms of artistic and creative endeavours are consciously integrated into the public sphere. It encompasses visual arts, performing arts, and cultural activities that contribute to the identity, vibrancy, and social fabric of a city. Scope and definition will be determined by the City and community and outlined in the policy.

1.4.4 Develop a Cultural Heritage Policy

This new policy will include commemorations and intangible cultural heritage and align with existing plans and projects. Intangible cultural heritage includes living expressions and practices passed down within a community, such as traditions, knowledge, skills, rituals, language, and performances.

As part of the policy development, review existing city policies and procedures related to commemorations, including Monument Policy (CC27); Naming (Bylaw 6049); Heritage

Management Plan; Indigenous Legacy Commemoration Project and the Traditional Knowledge and Use Assessment Report conducted by The Blackfoot Confederacy Nations of Alberta for Sikóóhkotok, City of Lethbridge. Identify gaps and consider consolidation or a linkage between these efforts. Conduct a thorough inventory of events, milestones, and persons of historical or cultural significance. Engage with the City's Historic Places Advisory Committee and cultural experts to ensure a comprehensive understanding of community cultural heritage.



1.5 Prioritize Space for Culture in City Facilities and Parks

Over the past decade, significant public investments have been made in cultural facilities and parks across the city.

Input from over 3,000 resident households via a household questionnaire in the City's Recreation and Culture Master Plan (2021) indicated that only one-third (39%) of households surveyed were satisfied with the quality and availability of creative arts venues. The following facilities were identified as being within the top five priorities for future City investment:

- Interpretive and Educational Spaces
- Performing Arts / Show Spaces
- Theatre Spaces
- Festivals and Outdoor Performance Venues

Findings indicate that a strategic allocation of resources positions Lethbridge to embark on a crucial next phase: prioritizing culture in new development and revitalizing or repurposing existing facilities and public spaces, including parks and plazas, to specifically support emerging diverse cultural collectives, artists, small and mid-size organizations, and community cultural groups. This targeted effort will bolster capacity within the cultural sector and foster a continuum of development that spans from emerging entities to professional organizations.

ACTIONS

1.5.1 Assess current City-owned cultural amenities and usage

Conduct a comprehensive evaluation of existing cultural facilities and spaces, analyzing their usage patterns to ascertain if the community is getting best value from them. Consider the recommendations of the Lethbridge Indigenous Cultural Centre Feasibility Study 2020¹, the Yates Memorial Centre, Sterndale Bennett Theatre Review (2022),⁸ the updated Parks Master Plan (forthcoming) and the Nikka Yuko Japanese Garden Master Plan (forthcoming). Take into consideration all Performing Centre studies and reports completed to date.

1.5.2 Identify community cultural amenities and usage

Conduct an inventory of cultural spaces and places currently operated by education, faith and business communities and assess their usage. Identify gaps.

1.5.3 Identify new and emerging opportunities

Identify opportunities to align cultural amenity integration with broader city planning goals. Attend planning meetings to provide insights and recommendations related to cultural elements.

1.5.4 Review planning approvals and design proposals

Scrutinize planning approval applications and assess design proposals for major private developments. Identify opportunities and advocate for designs that enhance the overall built environment through thoughtful incorporation of cultural spaces and usage.

8 <https://www.lethbridge.ca/media/yc5drpet/icc-feasibility-study-final-report.pdf>

1.5.5 Explore affordable city space strategies

The cultural community has many allies in its efforts to keep cities affordable and inclusive, so aligning creative space needs with broader agendas can accelerate policy changes and attract investment. These may include:

A. AFFORDABLE HOUSING: An urgent call for significant investment in affordable housing is happening in cities across Canada. The median employment income of artists in Alberta in 2020 was \$10,700, and the median personal income of Alberta artists (from all sources) was \$28,000 in 2020, 47% below that of all Alberta workers (\$53,200). The median employment income of cultural workers is \$37,600.⁹

Undertake research to determine the number of artists and cultural workers in Lethbridge that qualify within the 2023 income threshold of \$40,500–\$57,500 for the City’s Community Housing Program¹⁰. This would ensure that qualifying artists gain access to affordable housing and support providers to assist artist and cultural worker led families.

B. SOCIAL PURPOSE REAL ESTATE¹¹: In many cities, government, non-profit and private entities are engaged in the property market to achieve mission-related outcomes that are not necessarily financial. These include school

boards, government agencies, community development organizations, non-profit housing providers, community hubs, artists’ studio providers, incubators, and other private and non-profit urban developers.

Vancouver community leaders recognized that this was a specialized field of practice and that much could be gained by sharing their knowledge. The Social Purpose Real Estate (SPRE) Collaborative is a group of funders, investors and government representatives that engages and invests in social purpose real estate. Its goals include increasing social purpose real estate assets, building capacity, leveraging capital, and maximizing the SPRE’s impact.

Toronto approved the Creative Co-Location Facilities Property Tax Subclass¹², which charges below-average market rent to support the sustainability and growth of creative enterprises and live music venues.

C. OPEN WORKSPACE: There is a growing trend for clustering workspaces for small and micro-businesses and freelancers, increasing access to space. Spaces such as the Port Coworking Space can act as drivers of the start-up world, including incubators, accelerators, maker spaces and artist studios.

9 Census 2021, Statistical Insights, December 2023 <https://statsinsights.hillstrategies.com/p/over-18000-artists-in-alberta>

10 Government of Alberta 2023 Housing Income Limits: <https://open.alberta.ca/publications/income-thresholds>

11 Social purpose real estate refers to properties and real estate projects that are developed, owned, or operated with the primary goal of achieving social or community benefits rather than purely financial returns. The concept emphasizes the use of real estate as a tool for addressing societal challenges and advancing positive social outcomes. This type of real estate may include properties developed for affordable housing, community centers, healthcare facilities, educational institutions, or spaces for culture, arts and social non-profit organizations. The focus is on creating and managing real estate assets that contribute to the well-being and betterment of communities, often aligning with specific social or environmental missions.

12 <https://www.toronto.ca/wp-content/uploads/2024/01/9428-2024-Application-Form-CCF-Property-Tax-Subclass-Designation-Tenant-Model-FINAL.pdf>

1.6 Review City Investments and Develop a Strategic Cultural Investment Framework

This strategy involves thoroughly examining current grants and cultural investments in anticipation of City operating and capital budget discussions starting in 2026. It will focus on understanding past resource allocation, dissecting how cultural funding was distributed, and assessing the resulting impact on diverse communities.

A more cohesive and inclusive cultural investment framework is required to reflect the evolving dynamics of the community and optimize the social and economic benefits of cultural activities. Aligned with the Civic Culture Plan, this framework can serve as a guide for decision-making throughout the upcoming operating and capital budget cycle.

“If we can simplify or consolidate funding sources and fundraising efforts, this might look like fundraising collectively as individual cultural groups and combining multiple funding sources to avoid “pigeonholing” available City finances. This will be less confusing.”

~ Town Hall Respondent



ACTIONS

1.6.1 Review the financial analysis

Review the City of Lethbridge Civic Culture Plan Current Status and Future Directions Report 2022 and determine the scope identified for consideration in the City's financial and non-financial investment in culture.

1.6.2 Examine current grants and investments

Examine current grants and cultural investments in anticipation of operating and capital budget deliberations beginning in 2026. A thorough assessment will review historical resource allocation, dissect cultural funding distribution, and evaluate the ensuing impact on diverse communities.

1.6.3 Review fee-for-service agreements

Analyze the services currently being offered through all existing fee-for-service agreements and their reporting requirements. Consider revising existing agreements to ensure that service providers' strategic and operating plans, policies, and resources align with the Civic Culture Plan's priorities and outcomes.

1.6.4 Review all facility operations

Review both City-run facilities and facilities managed by external organizations. Identify operational and financial equity gaps and recommend ways to improve the cultural impact and accessibility of these facilities. Include a close examination of the Galt Museum and Fort Whoop-up Interpretive Centre.

1.6.5 Evaluate Fee Assistance Program

Review and assess the financial and operational aspects of the Fee Assistance Program. Ensure a commitment to reciprocity, equity, and access for Indigenous communities, as well as equity-deserving groups, cultural organizations, schools, and community groups.

1.6.6 Develop an updated Cultural Investment Framework

Articulate how cultural investments should align with the guiding principles, goals, strategies, and outcomes of the Civic Culture Plan. Design the investment framework to be flexible and adaptable to evolving community needs. Implement mechanisms for regular reviews and updates to respond to changing cultural landscapes and priorities.

1.6.7 Define strategic priorities for investment

Review previous imbalances in funding allocations and consider new priorities that will support the Civic Culture Plan's stated outcomes.

1.6.8 Identify resource requirements

Determine the human and financial resources needed to administer a renewed investment program. As required, bring forward funding requests to the next operating budget process.

1.7 Boost Intercultural Initiatives with Micro-Grants

Establish a one-time \$75,000 fund for one year to provide a quick boost for community initiatives. It will be available for intercultural interactions, events, and activities across City spaces, including winter events and virtual formats. This immediate investment aims to improve the visibility of diverse

cultural traditions and activities and give residents access to a variety of experiences. Implement a reporting mechanism to update Council on the impact of this fund to shape the cultural investment framework.



Iiyiktapijiti! Be Brave, fearless! Hali Heavy Sheild

ACTIONS

1.7.1 Establish process for micro-grants

Consider designating a local community cultural agency to administer the micro-granting pilot program while retaining City oversight.

1.7.2 Design a framework and action plan

The framework will detail the micro-grant criteria, eligibility, funding amounts, reporting, timeline, and process. An action plan will allow for the strategic roll-out and communication of one-time micro-grants to lower barriers and diversify funding recipients.

1.7.3 Explore an arms-length decision-making process

Establishing an arms-length peer-based jury or selection committee will ensure a more equitable and transparent micro-grant funding allocation.

1.7.4 Roll out the funding

Allocate the funds ensuring alignment with broader strategy goals. Regularly assess the impact and effectiveness of micro-grants.

1.7.5 Institute a reporting mechanism

Following the completion of the one-year pilot, update the Council on the outcomes, community impact, and lessons learned from the micro-granting program.

1.7.6 Refine and enhance the strategy

Leverage insights from micro-grant projects and feedback to continually refine and enhance the overall cultural investment strategy.

“Success of culture is not about high seat numbers, revenues, and donations. It’s about the ability to create and share and invite others to experience our culture. In India, culture, food, language and clothing changes every few kilometres. The rich diversity that I myself bring with me, with my roots in Rajasthan province but living in Central India. I want to have an opportunity to be able to share that with my local community.”

~ Interview Respondent

1.8 Acknowledge and Integrate Diverse Traditional Knowledge

This strategy focuses on recognizing and integrating the traditional knowledge of equity-seeking communities into policy and planning processes. Upholding the significance of diverse streams of knowledge is crucial for fostering a respectful and equitable relationship with Indigenous and other marginalized communities.



ACTIONS

1.8.1 Acknowledge Blackfoot and Métis sovereignty and governance

Recognize and respect Indigenous sovereignty, aligning strategies with Indigenous governance principles to shape policies and plans related to traditional knowledge.

1.8.2 Seek guidance from Blackfoot community members

Review the City's MOU and consult with Blackfoot and city advisory groups to establish formal protocols for recognizing Indigenous traditional knowledge in arts and cultural policies.

1.8.3 Strengthen partnership with Southern Alberta Ethnic Association (SAEA)

Review the City's fee-for-service agreement with the Southern Alberta Ethnic Association (SAEA) to co-develop formal protocols for recognizing and integrating diverse cultures into arts and cultural heritage policies and investment strategies. This action aims to strengthen the partnership, seeking guidance from the SAEA to ensure their valuable insights directly influence decisions and elevate their role in implementing the Civic Culture Plan.

1.8.4 Follow protection measures

Adhere to City measures to protect Indigenous traditional knowledge, incorporating legal frameworks, ethical guidelines, and collaborative agreements with the Blackfoot and Métis communities.

1.8.5 Establish consent-based approaches

Adopt consent-based approaches, obtaining free, prior, and informed consent from Indigenous communities regarding the use and protection of their traditional knowledges.

1.8.6 Establish relationship-building methodologies

Support equity-seeking communities to share healthy relationship-building methodologies through the ICF, framing cultural safety and competency training as a two-way learning process. Emphasize reciprocity in relationships between artists, their work, and Indigenous traditional knowledges in policies and procedures, fostering mutually beneficial connections.

1.8.7 Ensure equity in resource allocation

Equitably distribute resources for initiatives related to Indigenous and diverse communities' traditional knowledges by enabling active participation that benefits all communities.

“The knowledge shared from Blackfoot People comes through the generations. Ikskiniip, you have credit the Blackfoot community and not stand as the speaker of their stories: Blackfoot People always have to be at the table to renew the stories. Not just a seat at the table or an advisory role but the power to influence and make decisions. Seek out marginalized people and equip them with the skills needed to make informed decisions. Give power back to them and everyone on the same page.”

~ Town Hall Respondent



1.9 Establish a Measurement and Reporting System

Establish a measurement and reporting system for City investment in cultural development to ensure transparency, accountability, and informed decision-making. This approach will quantify the impact of cultural initiatives and refine strategies for continuous improvement. It will establish a robust system that measures success and contributes to the ongoing evolution and effectiveness of the City's cultural development initiatives.

"We need to demonstrate value/ROI of the sector and better acknowledge and generate an understanding of the value of the sector to the local economy. Include public reporting on investment and metrics into culture, arts, and sports. This might look like: Annual public reporting of all City investment and funding".

~ Town Hall Respondent

ACTIONS

1.9.1 Develop program and service delivery outcomes

Incorporate outcomes and measures into the Civic Cultural Plan's monitoring evaluation and learning (MEL) framework and reporting system.

1.9.2 Produce semi-annual "pulse checks"

Report on the plan's success through semi-annual "pulse checks" .

These pulse checks will assess progress, confirm priorities, and identify new opportunities and challenges. Adjust plan strategies and actions as required.

1.9.3 Hold an annual community forum

Bring together the cultural sector to review and acknowledge cultural sector achievements, address challenges, and report on the plan.

1.9.4. Encourage development of MEL frameworks

Support city-funded organizations in developing their own monitoring evaluation and learning (MEL) tools and methodologies, which will incorporate comprehensive data collection and measure impact. This will strengthen their ability to align with the Civic Culture Plan's outcomes.



Phase 2

Cultural Aspirations are
Translated into Concrete Actions





Phase 2 Outcome

During Phase 2, the City propels cultural development forward by transforming policy aspirations into tangible outcomes. This involves committing resources to sustainable cultural initiatives, nurturing external partnerships, and integrating cultural considerations seamlessly into city planning. The overarching objective is to establish an adaptable cultural ecosystem that aligns with community needs, positioning culture as a fundamental pillar in the city's growth and development.

TRANSFORM cultural aspirations into actionable directives. Building upon Phase 1, the focus is on integrating culture within the City's broader planning priorities and processes.

Phase 2 Strategies

2.1 Broaden the Scope of the Interdepartmental Working Group (IWG)

As a phased strategy to implement the plan, the expansion of the IWG reflects an understanding that cultural development encompasses creative industries and tourism and is intricately linked to economic development, social health, and community well-being. This expansion establishes a unified approach for the effective execution of Phase 2 of the plan.

ACTIONS

2.1.1 Evaluate essential functions, expertise, and roles required for Phase 2 implementation

Consider including other key City departments and agencies including, but not limited to, the Lethbridge Public Library, Police, Economic Development Lethbridge, Tourism Lethbridge, and the Downtown Lethbridge BRZ.

2.1.2 Review Phase 2 strategies and actions

Design a work plan that aligns with the broader vision of enhancing cultural vibrancy and promoting collaboration across sectors. Identify opportunities for synergies between agencies, seeking ways to maximize the collective impact of cultural development.

2.1.3 Establish protocols for data-sharing

Establish protocols and processes to share data and information between the members of the IWG, ensuring transparency and a comprehensive understanding of cultural development metrics.

2.1.4 Implement a regular reporting mechanism

Update City leadership and Council, stakeholders, and the public on the progress, outcomes, and achievements of collaborative efforts between IWG and IWG membership agencies.



2.2 Expand Community Engagement

Building upon the establishment of the ad-hoc Intercultural Community Forum (ICF) in Phase 1, Phase 2 focuses on intensifying community engagement and inclusivity in implementing the Civic Culture Plan.

ACTIONS

2.2.1 Conduct a comprehensive assessment of ICF

Identify opportunities to include representatives from a broader spectrum of sectors and backgrounds, ensuring a rich and inclusive exchange of perspectives including but not limited to faith, education, social, health, business, environment, development, and recreation sectors.

2.2.2 Host a community forum

Organize an annual community forum facilitated by the City and the ICF, providing a platform for open dialogue, idea-sharing, and collaborative decision-making. Provide an opportunity for feedback within the forum to gauge community satisfaction, understand needs, and share best practices, challenges, and lessons learned. Adapt the approach based on emerging needs and community feedback.

2.2.3 Prioritize youth and next-generation artists and creatives

Develop strategies to involve youth and the next generation in the activities of the ICF by building on the input and recommendations of the City's Youth Advisory Council.

2.2.4 Report back to Council

Report on the effectiveness of the ICF and consider formalizing the ad-hoc group into a City intercultural advisory circle.

“Everyone deserves a seat at the table at the INITIAL planning stages to ensure diversity of thought and representation influencing the process from the beginning. There needs to be systems in place to check the biases of decision makers.”

~ Survey Respondent

2.3 Optimize Cultural Services Organizational Structure

This strategy builds on foundational steps in Phase 1 that realigned existing cultural and intercultural work across the City to better define the scope and resources required to ensure a dynamic approach to cultural and intercultural development within the municipality. By supporting the City's administration of cultural services, this strategy ensures that the work evolves in tandem with community needs and continuously aligns with the Civic Culture Plan.

ACTIONS

2.3.1 Review the current resources for cultural services

Review the human and financial capacities and propose refinements to the organizational structure to ensure optimal efficiency and responsiveness. For consideration in a future budget process, identify any additional staff or budgetary requirements needed to support a refined distribution of cultural work within the City administration.

2.3.2 Review and revise job descriptions

Craft inclusive job descriptions that emphasize the City's commitment to diversity and inclusion to encourage individuals from all cultural backgrounds to apply.

2.3.3 Evaluate and refine work distribution

Consider the lessons learned from Phase 1 and reassess the distribution of cultural and intercultural work across the City.



2.4 Elevate Public Spaces through Creative Activation

Building on the foundation laid in Phase 1, Phase 2 introduces strategies to elevate public spaces through creative activation, transforming them into dynamic hubs that reflect community identity and aspirations. This strategy represents a comprehensive effort to infuse vibrancy into Lethbridge's cultural landscape by activating directions outlined in the City's Municipal Development Plan (MDP) and refining cultural offerings. Through a series of targeted actions, the City will enhance existing cultural amenities and introduce novel offerings that align with community needs and the Civic Culture Plan's objectives.

ACTIONS

2.4.1 Integrate public art in placemaking initiatives

Leverage insights from Phase 1 to actively integrate public art as a catalyst for transformative change within municipal spaces. Strategically incorporate art into placemaking initiatives to enhance creativity and expression in public realms.

2.4.2 Conduct cultural impact assessments

Institute a process for conducting Indigenous cultural impact assessments for City and private developments, infrastructure projects, and policy changes based on the 2017 Traditional Knowledge and Use Assessment Report conducted by The Blackfoot Confederacy Nations of Alberta for Sikóóhkotok, City of Lethbridge. This process ensures a thorough understanding of potential cultural impacts and guides informed decisions in City planning.

A **Cultural Impact Assessment** is a process where experts carefully evaluate how a proposed project or decision might affect the cultural aspects of a community or area when a new development or policy is planned. A Cultural Impact Assessment looks at how it might influence these cultural aspects. It helps ensure that the changes respect and even enhance the unique cultural identity of the community, making sure that everyone's stories and traditions are considered and valued. This includes an examination of how proposed projects or decisions might affect the cultural heritage and practices of Indigenous communities. This assessment recognizes the unique history, traditions, and connection to the land that Indigenous Peoples have, including ongoing management and protection of recorded First Nations sites in the city.

For Indigenous Peoples, cultural heritage is often deeply intertwined with the land, sacred sites, and traditional practices. In this context, a cultural impact assessment seeks to understand and respect these connections. It involves consulting with Indigenous communities, respecting their knowledge, and considering how proposed changes might impact their cultural identity.

The goal is not only to prevent harm to cultural heritage but also to actively support and promote the preservation of Indigenous cultures. This includes recognizing and protecting sacred sites, ensuring access to traditional lands, and respecting Indigenous knowledge and practices. The assessment aims to foster a relationship of mutual respect and collaboration between decision-makers and Indigenous Peoples to ensure that any changes contribute positively to the cultural vitality of Indigenous communities.

2.4.3 Evaluate and improve cultural amenities

Conduct a comprehensive evaluation of current cultural amenities and their effectiveness based on Phase 1 insights. Identify areas for enhancement and propose specific improvements to existing cultural offerings. Explore opportunities to introduce new cultural amenities that align with community needs and the objectives of the Civic Culture Plan.

2.4.4 Integrate culture into civic planning

Work collaboratively with urban planners, policymakers, and cultural experts to sync cultural elements within civic planning. Cultural amenities such as performance spaces and circle structures, which are used for ceremonies, food and cultural festivals, can become City and neighbourhood focal points for community gatherings, thereby encouraging interaction between all age groups and abilities.

2.4.5 Examine regulatory frameworks and simplify processes

Explore ways to reduce perceived barriers by simplifying administrative processes such as event licence and road closure permit applications. This will increase opportunities for creating, producing, and presenting culture in municipal and community spaces.

2.4.6 Adjust zoning for creative spaces

Incentivize the creation of live-work zoning within industrial, mixed-use, and residential neighbourhoods to permit more affordable hybrid spaces for artists to live and work. Simplify and align City policies, licenses, permits, bylaws, rezoning, and other regulatory requirements to better accommodate cultural and intercultural activities.

“Use placemaking and events to articulate our identity journey and bring arts and culture to the public in public spaces, making special places that acknowledge our diversity in various forms of art and culture and create a safe environment.”

~ Town Hall Respondent

2.5 Improve Accessibility to Culture

Building upon the City's commitment to accessibility and the Mobility/Accessibility Master Plan, this strategy aims to foster cultural inclusivity by removing barriers and ensuring that cultural venues, events, and programs are accessible to all residents and visitors, including those with diverse abilities. This strategy underscores the City's dedication to fostering an environment where culture is genuinely for everyone, in person and virtually.

ACTIONS

2.5.1 Conduct an accessibility audit

Conduct a comprehensive evaluation of current City cultural venues, events, and programs. Identify and address any physical and digital accessibility barriers hindering inclusivity.

2.5.2 Conduct needs assessment

Undertake a thorough assessment to discern the cultural needs and preferences of the community. Include data on cultural needs and experiences of Indigenous and equity-deserving populations in City surveys. Use assessment findings to guide decision-making and investments.

2.5.3 Expand City accessibility in partnership

Establish partnerships with disability advocacy organizations. Collaborate to gain expertise, solicit feedback, and co-develop guidelines to enhance accessibility.

2.5.4 Co-design intercultural public engagement policy

Co-design an Indigenous/intercultural engagement policy framework and methodologies. Enable staff to work alongside the City's IAP2 public engagement and policy spectrum. Ensure equity-deserving communities are involved in decision-making processes.

2.5.5 Develop accessibility work plan and reporting process

Create a work plan to upgrade physical infrastructure and improve digital accessibility. Identify and implement necessary modifications, such as ramps, elevators, and assistive technologies, as outlined in the Mobility/Accessibility Master Plan recommendation Focus Area B. Ensure digital platforms associated with cultural events are accessible. Implement a monitoring system to track the success of accessibility measures. Provide regular reports to Council and the community on improvements that have been made and on areas that still need attention.

2.5.6 Allocate resources

Allocate funds to implement improved physical and digital accessibility. Integrate accessibility considerations into the planning and logistics of cultural events, ensuring venues are easily navigable and inclusive.



“Use placemaking and events to articulate our identity journey and bring arts and culture to the public in public spaces, making special places that acknowledge our diversity in various forms of art and culture and create a safe environment.”

~ Town Hall Respondent

2.6 Implement Equitable Cultural Investment Framework

This strategy aims to implement fair funding and resource distribution for cultural and intercultural initiatives, ensuring that investments are attuned to and reflect the diverse composition of the community, address historical imbalances, and optimize the efficiency of municipal operations. Lessons learned from the evaluation of the micro-grants will be considered to ensure the investment focus areas and funding priorities align with strategic goals identified in the new Civic Arts and Cultural Heritage Policies, realizing the overarching vision for cultural development.

Assessment criteria for investment could include:

- Contribution to Civic Culture Plan desired outcomes
- Commitment to the values
- Alignment with the guiding principles
- Delivery of Civic Culture Plan Phase 2 priorities
- Addresses inequities and barriers
- Reliance on City investment
- Opportunity to leverage additional non-City investment
- Type and duration of investment (operating or capital funding, grant, loan, fee for service, fee assistance, or partnership agreement)

“We need to make data-driven policy decisions – including data from those with lived or living experience. Include lived experience elements and input throughout arts and culture planning and work and collect and use data from under-represented groups to guide decision making in investments.”

~ Town Hall Respondent

ACTIONS

2.6.1 Conduct equity assessment for resource allocation

Assess and apply data-informed resource allocation by conducting an equity assessment to identify historically underserved or underrepresented areas or communities in cultural investments. Use demographic and socio-economic data to inform resource allocation decisions.

2.6.2 Prioritize and phase in investment initiatives

Prioritize funding based on feasibility, impact, and alignment with the investment framework. Establish a criteria-based approach and sequence funding based on an evaluation framework and resource availability. Develop a phased implementation plan aligned with budgetary and timeline considerations.

2.6.3 Design specialized, distinct arts and cultural heritage funding models.

While catering to their different needs and priorities, these funding models would recognize the roles of the arts and cultural heritage in enhancing the quality of life for residents and would promote a vibrant, inclusive, and interconnected community. Embracing diversity and the unique contributions of Blackfoot, Métis, and equity-seeking communities, these models will foster and celebrate the traditions that define the city's collective identity. They will cater separately to civic arts and cultural heritage, as defined in the following:

- **2.6.3.1** Using the Civic Arts Policy, design a civic arts funding model that aligns with the scope, needs and priorities of the broader arts community, including specific grant categories, eligibility criteria, and tailored evaluation metrics.
- **2.6.3.2** Create a distinct Cultural Heritage Funding model that is designed to recognize the intangible role cultural heritage plays in defining the City's identity. It will preserve, celebrate, and revitalize cultural heritage as a strategic and innovative approach to fostering intercultural development within the community.

2.6.4 Develop funding criteria

Develop criteria for allocating arts and cultural heritage funding that prioritizes alignment with the Civic Culture Plan's priorities, outcomes, and values. Include capacity-building initiatives to support the arts and cultural heritage sectors in meeting the objectives set out in the Civic Arts Policy and the Civic Culture Plan. Consider factors such as equitable governance, community engagement, and cultural equity targets in the decision-making framework.

2.6.5 Provide support to funding applicants

Provide assistance to all applicants, including emerging artists, smaller cultural organizations, grassroots initiatives, and City-supported organizations. Offer training on grant writing, financial management, and project planning.

2.6.6 Develop metrics and indicators

Design and implement metrics, indicators, and reporting mechanisms for funding recipients that demonstrate how each initiative aligns with objectives established in the Civic Culture Plan.

2.6.7 Create an arms-length funding committee

Develop and oversee an arms-length fund allocation selection committee. Integrate the perspectives of Indigenous and equity-deserving groups into its evaluation process. Provide program administrators and assessors with cultural sensitivity training to ensure respectful and informed funding decisions based on an inclusive and transparent process.

2.6.8 Allocate resources

Allocate financial and non-financial resources to support the implementation of selected programs. Develop detailed budgets for each program, exploring partnerships and collaborations to combine and optimize resource use. Establish mechanisms for ongoing resource monitoring and adjustments. Establish and continue multi-year funding commitments for arts and cultural heritage organizations. Evaluate impact and outcomes according to the funding model criteria.

2.6.9 Cross-promote impact of civic arts initiatives

Encourage organizations and supported projects to serve as ambassadors, promoting awareness and understanding of the Civic Culture Plan's goals.



2.7 Integrate Indigenous and Diverse Cultural Decision-Making Framework

This strategy underscores the City's commitment to acknowledging and respecting the governance structures, cultural values, and unique relationships of the Blackfoot and Métis communities, as well as diverse cultural groups, by integrating an Indigenous and diverse cultural decision-making framework within the Civic Culture Plan.

This initiative aligns with the City's ten-year Reconciliation Implementation Plan, recognizing its location on traditional Blackfoot territory and home of the Métis Nation of Alberta, Region III. It is a direct response to the Truth and Reconciliation Commission of Canada's final report from 2015 and the City's Memorandum of Respect, Understanding, and Partnership (MOU), signifying progress in City-Indigenous relationships and aligning the City's commitment with international standards.

The integration of an Indigenous and diverse cultural decision-making framework reflects a steadfast commitment to reconciliation, respect, and a collaborative reciprocity-based approach, empowering Indigenous and diverse communities to actively participate in shaping the City's cultural narrative.

ACTIONS

2.7.1 Instill community-led decision making

Ensure that decision-making processes are community-led, granting autonomy to the Blackfoot and Métis communities, as well as diverse cultural groups, in determining how their knowledge is recognized and utilized in policies and plans and recognizing their inherent right to self-determination and governance systems.

2.7.2 Incorporate cultural protocols and practices

Integrate cultural protocols and practices that demonstrate respect for Blackfoot and Métis traditions, as well as those of diverse cultural groups. This includes acknowledging traditional territories and using appropriate greetings, as well as incorporating languages and texts.

"Since coming to Lethbridge, I have learned so much about the history of this land and its people. I want Blackfoot views and considerations incorporated into all we do."

~ Survey Respondent

2.8 Enhance the Monitoring and Reporting Framework

In Phase 2, the focus shifts to refining the monitoring and reporting framework established in Phase 1, improving accuracy, comprehensiveness, and responsiveness to changing cultural dynamics. The goal is to strengthen the City's capacity for monitoring, evaluation, and learning (MEL) to measure and communicate the impact of cultural initiatives.

ACTIONS

2.8.1 Expand outcome integration in MEL framework

Build on Phase 1 MEL framework by expanding the incorporation of program and service delivery outcomes. Ensure that key metrics align with the evolving priorities of the Civic Cultural Plan, enhancing the accuracy and relevance of the monitoring system.

2.8.2 Implement annual impact assessments

Include “pulse checks” with the community to enhance the annual impact assessments. This approach allows for real-time tracking of progress, identification of emerging opportunities and challenges, and timely adjustments to strategies and actions as needed.

2.8.3 Support development of MEL frameworks

Continue to provide resources and guidance to strengthen the capacity of City-funded organizations to collect data and measure impact. This ensures alignment with the Civic Culture Plan's outcomes and fosters a culture of continuous improvement.



Phase 3

The City is a Vibrant
Intercultural Hub



Phase 3 Outcome

Phase 3 marks a strategic milestone in positioning the City as a vibrant hub for intercultural exchange, collaboration, and understanding. This phase prioritizes initiatives that foster dialogue and connections among people from diverse backgrounds, emphasizing the importance of breaking down barriers and building bridges. By infusing public spaces with cultural vitality through events, festivals, and art installations, we aim to create a dynamic and inclusive community where diverse cultural expressions are central to our identity.

The strategies outlined in this phase respond to current community needs and ensure adaptability and resilience in the face of change. Rooted in a commitment to nurturing intercultural competence within City administration and the community, these priorities promote the skills and understanding necessary to navigate and appreciate our cultural diversity. Through strategic partnerships, we aim to collectively contribute to the growth and vibrancy of an intercultural ecosystem, making the city a thriving and interconnected community.

ADVANCE the city as a hub for intercultural exchange, fostering a dynamic and inclusive community and embracing diverse cultural expressions as a central element of its collective civic identity.

Phase 3 Strategies

3.1 Refine the Governance Model

Building on the achievements of prior phases, the Civic Culture Plan emphasizes refining the governance model. The established Intercultural Working Group (IWG) and Intercultural Community Forum (ICF), coupled with the growth of cultural development services, offer valuable insights into evolving cultural dynamics and community needs.

In this refinement, the Civic Culture Plan capitalizes on past successes and commits to continuous improvement. The objective is to keep cultural development responsive to the community's changing needs.

ACTIONS

3.1.1 Assess the governance model

Evaluate the effectiveness of the Interdepartmental Working Group (IWG) and Intercultural Community Forum (ICF) after Phase 2 expansion. Identify strengths, weaknesses, and areas for improvement.

3.1.2 Solicit input

Conduct comprehensive conversations with key stakeholders, including community members, cultural organizations, and City departments.

Solicit input on the efficiency of the current governance model and gather suggestions for improvement. Prioritize inclusivity and diverse perspectives.

3.1.3 Research new models

Scan for the emergence of new governance models that align with the broader goals of the Civic Culture Plan and the evolving cultural dynamics in the community. Identify any new strategies to strengthen the City's capacity to navigate diverse cultural needs.

3.1.4 Implement changes

Based on the input and evaluation of the current governance model (IWG | ICF), refine it for improved effectiveness and efficiencies, outlining specific objectives, roles, and responsibilities for the refinement phase.

3.1.5 Establish performance metrics and reporting mechanism

Establish key performance indicators (KPIs) to measure the effectiveness of the refined governance model. Develop a transparent reporting mechanism to regularly update City leadership, stakeholders, and the public on progress and outcomes. Ensure metrics align with the Civic Culture Plan's overarching goals and community needs.

3.2 Maximize Cultural Planning and Development Services

Building on Phases 1 and 2, Phase 3 focuses on further refining the organizational structure of cultural services to ensure a dynamic and responsive approach to cultural and intercultural development. This strategy aligns with the Civic Culture Plan's commitment to maximize the impact of cultural services by ensuring an organizational structure that is responsive, inclusive, and aligned with the evolving objectives of the Civic Culture Plan.

"My hope for Lethbridge is that it becomes possible to hear the truths of others and become a better person through hearing and acknowledging those truths."

~ Interview Respondent

ACTIONS

3.2.1 Evaluate and refine the distribution of cultural work

Reassess the distribution of cultural and intercultural development responsibilities across City departments. Utilize insights from Phases 1 and 2 to inform strategic adjustments to the organizational structure. Propose refinements aimed at enhancing the efficiency and responsiveness of cultural services. Identify any additional staff or budgetary requirements essential for supporting the optimized distribution of cultural work.

3.2.2 Revise job descriptions for inclusivity

Review and overhaul job descriptions to reflect the City's steadfast commitment to diversity and inclusion. Create inclusive job descriptions that actively encourage individuals from all cultural backgrounds to apply.

Align job descriptions with the Civic Culture Plan's objectives to foster a culturally responsive and inclusive workforce.

3.3 Prioritize Culture in New City and Private Development Initiatives

Phase 3 advances the cultural development trajectory by cultivating inclusive environments in community spaces. It strategically allocates resources, prioritizes culture in new developments, and integrates diverse cultural expressions into the fabric of City planning. The goal is to create inclusive and vibrant community spaces that cater to a spectrum of cultural expressions.

“Culture is social capital... our connection and social interaction with people and shared spaces: parks, streets, squares and public building fostering cultural expression. Create a place not a space ...always.”

~ Survey Respondent

ACTIONS

3.3.1 Establish cultural planning liaison roles

Introduce dedicated roles within City planning departments to liaise with cultural communities. These liaisons will facilitate the integration of cultural considerations in urban development projects, ensuring diversity and representation.

3.3.2 Extend cultural impact assessments

Expand the practice of cultural impact assessments for both public and private developments, ensuring their continued integration into planning. Special emphasis will be placed on incorporating Indigenous cultural impact assessments into decision-making processes.

3.3.3 Enhance and expand cultural amenities

Rigorously evaluate the effectiveness of existing cultural amenities based on insights gained from Phase 1 and 2 evaluations. Propose specific improvements to enhance existing cultural offerings, addressing identified areas for optimization. Simultaneously, explore opportunities for introducing new cultural amenities that align with community needs.

3.3.4 Collaborate with private developers

Collaborate with private developers to actively embed cultural elements into key urban private development policies. Participate in civic planning discussions, advocating for the inclusion of cultural amenities in the built environment. Leverage cultural elements to create focal points, promoting community gathering across diverse age groups and abilities.

3.3.5 Enhance accessibility and intercultural engagement

Conduct ongoing evaluations to address physical and digital accessibility barriers. Strengthen collaboration with disability advocacy organizations to develop and refine inclusive accessibility guidelines. Integrate parallel intercultural engagement frameworks into public policies to actively involve equity-deserving communities in decision-making processes.

3.3.6 Optimize accessibility work plan and reporting

Develop and refine a comprehensive work plan for upgrading physical infrastructure and enhancing digital accessibility. Implement modifications outlined in the Mobility/Accessibility Master Plan based on ongoing monitoring. Optimize the reporting process to provide regular updates on accessibility improvements and areas for continued focus.

3.3.7 Launch cultural access passes

Implement, fund, and promote cultural access passes to make cultural experiences accessible to residents with limited resources. Execute a promotional campaign to encourage inclusivity and broader audience participation in cultural venues.

“The Mexican community is small demographically, but is a significant economic group in the city and the City should support ‘us’ more, see what we are looking for, and consider us as part of the city. More diverse folks are arriving from Central Africa, Middle East and Latin (Venezuela, El Salvador, Columbia) countries, and these folks work within their communities to build support.”

~ Interview Respondent

3.4 Develop a City-wide Placemaking Strategy

This strategy outlines a comprehensive approach to create a vibrant, inclusive, and engaging public realm that not only reflects the community's identity but also meets its diverse needs. Central to this strategy is the concept of placekeeping, which prioritizes the preservation of each place's unique cultural and historical character, ensuring that the evolution of public spaces does not erase their heritage.

The placemaking strategy aims to foster a robust partnership between business sectors, community groups, academia, and city governance to collaboratively enhance the urban environment. This inclusive approach integrates a diverse range of placemaking and site types, with a strong emphasis on incorporating public art and cultural elements. Such integration is essential for enhancing the aesthetic and cultural richness of public spaces.

Key actions under this strategy include forming a multidisciplinary working group, mapping stakeholder involvement, and defining cohesive goals that champion creative and historical expressions across urban spaces. Utilizing technology and adapting city policies to support dynamic and flexible use of public spaces, will ensure they are accessible and responsive to the community's needs.

Additionally, this strategy includes initiatives to honor and integrate Indigenous storytelling and naming (within the Cultural Heritage Policy Action 1.4.4), emphasizing the importance of cultural representation and appreciation.

Overall, the goal of this strategy is to transform traditional urban planning paradigms by embedding cultural programming, public art, and historical awareness into the fabric of the city, making it a living celebration of its residents shared and diverse histories. This strategic approach will not only beautify and enliven the city but also strengthen community bonds and create a sense of shared ownership and pride in the public realm.



ACTIONS

3.4.1 Establish a comprehensive placemaking framework

Form a multidisciplinary working group, map key stakeholders, and define integrated goals and metrics for placemaking that include public art, cultural elements, and placekeeping.

3.4.2 Enhance public space quality through artistic and cultural interventions

Conduct assessments of public spaces, organize design charettes, and implement pilot public art projects to infuse creativity and historical context into urban environments.

3.4.3 Leverage technology and policy to support placemaking

Utilize digital tools for artistic engagement and align City regulations and policies to support flexible and creative use of public spaces.

3.4.4 Foster Indigenous and community-led storytelling and naming initiatives

Develop spaces and opportunities for Indigenous storytelling and expand Indigenous naming practices city-wide, complemented by cross-sector collaboration and participatory workshops.

3.4.5 Prioritize and amplify public art and cultural programming

Integrate cultural programming and public art as key elements of placemaking, engaging local artists and cultural organizations to curate impactful events and installations.



3.5 Enhance Cultural Economy Through Cross-Sector Collaboration

Effective cultural integration extends beyond individual efforts and necessitates a coordinated approach across government, business, education, and community organizations. By leveraging the strengths of these sectors, the plan seeks to establish a more resilient and vibrant cultural ecosystem, fostering mutual understanding and appreciation among the City's residents.

This strategy supports creative industries, cultural entrepreneurs, and artists in building a thriving cultural economy, recognizing the economic potential embedded in a flourishing intercultural sector. This strategy hinges on cultivating collaborative platforms that harness the unique strengths of various sectors. By fostering a comprehensive approach to cultural integration, this collaborative model ensures insights and resources from diverse sectors contribute to a nuanced and inclusive cultural landscape, ultimately resulting in a cohesive and interconnected effort with meaningful impact.

In creating structured environments for cross-sector engagement, this strategy aims to bring together stakeholders from industries like technology, health, academia, and more, fostering mutually beneficial relationships for advancing cultural development.



ACTIONS

3.5.1 Host a cross-sector forum

Host a forum to bring together representatives from different industries to facilitate a dialogue on cultural initiatives, promoting cross-industry synergy and innovation.

3.5.2 Foster research collaboratives and knowledge exchange

Explore partnerships between educational institutions and cultural organizations for research and innovation in cultural development. Consider skill-sharing and knowledge exchange through training programs involving professionals from different sectors.

3.5.3 Develop creative industries strategy

This action involves formulating a comprehensive plan specifically tailored to foster and support the growth of creative industries within the community. It includes strategic initiatives, policies, and collaborative efforts designed to enhance the economic and cultural contributions of creative sectors. The goal is to create a thriving ecosystem that nurtures innovation, entrepreneurship, and sustainability within the creative economy.

3.5.4 Conduct a feasibility study for a creative innovation hub

Support collaboration between cultural and creative industries and tech experts to explore the integration of emerging technologies in cultural experiences. Develop a feasibility study for an intercultural hub, to be sustained by integrating economic development and tourism.

3.5.5 Incentivize corporate social responsibility collaborations

Encourage businesses to support cultural initiatives through sponsorship, employee volunteer programs, or in-kind contributions.

3.5.6 Promote environmental sustainability

Explore collaborations with environmental sectors to integrate sustainability and green practices into cultural initiatives.

3.5.7 Connect cross-sector leaders

Explore mentorship programs connecting professionals from different sectors to enhance the capacity of cultural organizations.

3.5.8 Develop data-sharing platforms

Develop platforms for secure data-sharing between sectors to inform decision-making and funding applications for cultural initiatives. Encourage resource sharing between cultural organizations and different sectors to maximize efficiency.

3.5.9 Promote intercultural tourism

Work with Tourism Lethbridge through the governance mechanism (IWG) to develop marketing campaigns showcasing the City's intercultural offerings.

3.6 Review and Refine the Cultural Investment Framework

Building on the insights and experiences gained from past phases of work, the Civic Culture Plan prioritizes the continued review and refinement of its investments. This strategy reflects a commitment to optimizing the support structures and financial mechanisms in place for cultural initiatives. It recognizes the pivotal role that a well-defined investment framework and effective funding programs play in fostering a dynamic and sustainable cultural ecosystem.

The strategy involves a comprehensive review and enhancement of existing structures to ensure they align with evolving cultural dynamics and community needs. It encourages collaboration between the public and private sectors and fosters a synergistic approach that pools resources for cultural projects beneficial to the community.

ACTIONS

3.6.1 Conduct a framework review

Conduct a thorough examination of the current cultural investment framework to identify strengths, weaknesses, and areas for improvement. This includes a critical assessment of existing policies, guidelines, and decision-making processes related to cultural funding to ensure it remains closely aligned with the City's broader cultural priorities.

3.6.2 Grow sector knowledge

Provide opportunities for artists, creatives, and cultural organizations to enhance their ability to access and effectively utilize funding. This may include workshops on project management, grant writing, and financial literacy.

3.6.3 Explore strategic partnerships

Explore partnerships with external organizations, philanthropic entities, and other funding sources to diversify the pool of resources available for cultural investment. This may involve collaboration with the private sector, foundations, and other government agencies.

3.6.4 Establish incentives

Develop grants or awards to encourage cross-sector collaboration on cultural integration initiatives. Recognize and celebrate successful collaborative efforts to inspire further engagement.

3.6.5 Continue to measure change

Establishing mechanisms for continuous monitoring of the refined cultural investment framework and funding programs involves periodic evaluations and adjustments based on feedback, changing community needs, and the evolving cultural landscape. Measure the change and impact of cultural investment considering diverse metrics that encompass both qualitative and quantitative aspects.

3.7 Foster Inclusive Cultural Representation and Participation

As a natural progression from the integration of an Indigenous and diverse cultural decision-making framework (Strategy 2.7), this strategy underscores the City's dedication to promoting inclusive cultural representation and active participation within the Civic Culture Plan. This strategy aims to build upon the foundations of the integrated framework, ensuring that diverse voices and perspectives, including those of Indigenous communities and various cultural groups, are not only acknowledged but actively engaged in shaping the City's cultural narrative. It embraces the principles of diversity, equity, and inclusion to create a more representative and vibrant cultural ecosystem.

"I am a first generation Canadian student, an immigrant from a distinct ethnic background, and a racialized woman. Lethbridge's motto is "Gateway to Opportunity" and I want that same shot at it."

~ Survey Respondent

ACTIONS

3.7.1 Expand recognition of cultural protocols

Extend the integration of cultural protocols beyond Indigenous traditions to encompass diverse cultural groups. This includes acknowledging and incorporating the unique protocols and practices of various communities, fostering an atmosphere of respect and inclusion.

3.7.2 Implement inclusive representation measures

Introduce measures to enhance the representation of Blackfoot and Métis communities and diverse cultural groups in leadership positions, advisory committees, and decision-making bodies related to cultural development. This includes active recruitment efforts and creating opportunities for community members to take on influential roles.

3.7.3 Evaluate and adjust ongoing strategies

Regularly evaluate the effectiveness of inclusive cultural representation initiatives and adjust strategies as needed. This involves seeking feedback from diverse communities, monitoring participation levels, and making data-driven decisions to enhance the inclusivity of the Civic Culture Plan.

3.8 Institutionalize Excellence in Monitoring and Reporting

In Phase 3, the strategy advances beyond enhancement to institutionalize excellence in monitoring and reporting. This phase focuses on embedding the MEL framework in cultural planning and development services to recognize achievements and actively contribute to the evolution and success of cultural development initiatives.

ACTIONS

3.8.1 Integrate MEL into policies and practices

Establish dedicated roles and processes to integrate monitoring and reporting into standard practices. Ensure that MEL becomes an intrinsic part of decision-making across cultural initiatives, reinforcing a culture of data-driven investment.

3.8.2 Create live updates for cultural progress

Utilize technology to establish live data dashboards¹² that provide up-to-the-minute updates on cultural development initiatives. This user-friendly approach allows easy access to important performance indicators, promoting transparency and enabling everyone involved to effortlessly monitor the progress and outcomes of these initiatives.

3.8.3 Engage an independent evaluator to assess impact

Engage an evaluation expert to work with an advisory panel comprising a diverse array of experts to provide independent assessments of the City's cultural impact. This external perspective ensures an unbiased evaluation and contributes to the ongoing refinement of cultural strategies.

3.8.4 Institute annual state of cultural development report

Using the findings from the evaluation, institute a state of cultural development report to highlight achievements, challenges, and the overall impact of cultural development efforts. It becomes a key mechanism for public accountability and strategic planning.

3.8.5 Foster peer-to-peer learning

Initiate a peer-to-peer learning network among cultural organizations and stakeholders. This platform facilitates the exchange of evaluation methodologies, challenges, and innovations, creating a collaborative ecosystem that enhances the collective impact of cultural development in the city.

¹² A data dashboard is a visual display of key metrics, data and indicators typically presented in an easily understood format. Often using charts, graphs, tables and other elements this can be an infographic that provides real-time insights allowing viewers to interpret data quickly.



Monitoring Evaluation and Learning Framework (MEL)

The Monitoring, Evaluation, and Learning (MEL) Framework for the Civic Culture Plan is a systematic approach to assess and enhance the implementation of the plan. It aims to enhance the plan's effectiveness by providing timely information, assessing its impact, and fostering a culture of continuous improvement to meet the evolving needs of the community and achieve the desired civic culture outcomes.

Monitoring involves the ongoing and routine tracking of resources, activities, and outcomes to ensure that the plan is progressing as intended. This involves regular data collection and analysis to provide real-time insights into the plan's implementation, allowing for timely adjustments and improvements.

Evaluation conducted at mid-way through (end of Phase 2/ beginning of Phase 3), involves a comprehensive assessment and analysis of the Civic Culture Plan. This process allows City staff and stakeholders to reflect on the effectiveness and impact of the plan, identifying successes and areas for improvement. Evaluations provide a deeper understanding of the plan's outcomes, enabling evidence-based decision-making for future iterations or similar initiatives.

Learning is an integral part of the MEL Framework, emphasizing the intentional reflection on information generated through monitoring and evaluation. This process involves extracting valuable insights, lessons, and best practices from the plan's implementation. By fostering a culture of continuous learning, the Civic Culture Plan can adapt and evolve over time, ensuring its ability to achieve enduring and meaningful results.

Ten-Year Impact



Phase 1 Outcome: Establishment of an Inclusive Cultural Planning Framework

Strategy 1.1 – Establish a City Interdepartmental Working Group			
ACTIONS		PROGRESS INDICATOR	OUTCOME MEASUREMENT
1.1.1	Develop terms of reference for IWG	Completion of draft terms of reference. Approval and adoption of terms of reference by City Departments.	Draft terms of reference finalized within three months of initiation. Terms of reference approved and adopted by all City Departments within six months of initiation.
1.1.2	Review and refine MEL framework	Refinements made to the MEL framework that align with phases and outcomes. Initiation of the continuous evaluation process.	MEL framework updated to align with current phases and outcomes within four months of review. Implementation of a continuous evaluation process within six months of review.
1.1.3	Institute reporting mechanism within IWG	Development and implementation of a reporting system. Reports include relevant data and insights and are completed quarterly.	Reporting system developed and implemented within three months of initiation. Quarterly reports generated, containing relevant data and insights, ensuring transparency and accountability.

Strategy 1.2 – Establish an Ad-Hoc Intercultural Community Forum (ICF)

ACTIONS		PROGRESS INDICATOR	OUTCOME MEASUREMENT
1.2.1	Designate leadership for Intercultural Community Forum (ICF)	A minimum of 15 innovators and bridgebuilders from diverse demographic backgrounds within the committees and community have been identified by Q4 2024.	Formation of a representative group comprising at least 50% individuals from Blackfoot and Métis Peoples, and equity-deserving groups. Creation of a diverse and inclusive space for collaboration and idea exchange, fostering innovative solutions and bridge-building initiatives that address cultural perspectives and community needs.
1.2.2	Establish terms of reference for ICF	Completion of the collaboration framework document.	Adoption and endorsement of the collaboration framework by community members, ensuring shared principles and values.
1.2.3	Identify accommodations and participation requirements	Completion of a comprehensive assessment identifying various accommodation and participation requirements needed for diverse community members to engage effectively.	Implementation of tailored accommodations and support measures to address identified requirements, ensuring that individuals with diverse needs and backgrounds can actively participate in decision-making processes.
1.2.4	Create formal engagement protocols	Completion of standardized procedures documentation for the ICF within six months of initiation. Successful implementation of the standardized procedures, as evidenced by improved forum operations, increased member engagement, and enhanced outcomes from ICF activities within one year of adoption.	Establishment of clear guidelines and protocols for the operation of the forum. These standardized procedures ensure consistency, transparency, and efficiency in the functioning of the ICF, facilitating effective communication, decision-making, and collaboration among its members.
1.2.5	Adopt consent-based approaches	Implementation of consent-based principles in 100% of ICF policies and practices. Conducting training sessions for 50% of staff members and stakeholders on consent-based approaches. Achieving 90% satisfaction rate in post-surveys regarding understanding and application of consent-based principles.	Achievement of a 95% adherence rate to consent and agency principles within and among ICF/City interactions. Increased staff and community member testimonials highlighting the prioritization of consent and agency in interactions.
1.2.6	Share healthy relationship-building methodologies	Tracking the number and % of ICF members involved in co-design and delivery of educational materials and or workshops. Number of attendees in relationship-building workshops. Target 80% of ICF. Completion of pre-post surveys by 80% of workshop participants.	Achieve a 25% increase in the number of stakeholders who demonstrate an understanding of the importance of healthy relationship-building, as measured by pre- and post-surveys within the second year of initiation. Strengthen collaborative efforts and partnerships by 20%, resulting in a quantifiable increase in joint initiatives and projects, as evidenced by a year-over-year comparison of collaborative projects initiated and successfully completed.

1.2.7.	Acknowledge contributions of ICF	Track the number and type of acknowledgments for the ICF contributions, such as City Council mentions, news articles, interviews, and public presentations. Document the number of public presentations organized and record the demographic data of attendees to monitor engagement diversity.	Achieve a measurable increase in City staff awareness and understanding of intercultural initiatives. Increase in community reach as evidenced by a 10% increase in inquiries and interest in joining the ICF compared year-over-year.
1.2.8.	Establish mechanisms for ongoing evaluation	Implement a documentation and reporting system for ongoing evaluation, ensuring all relevant data regarding community initiatives, achievements, and challenges are captured systematically.	Ensure 100% availability of comprehensive records that accurately reflect the scope and impact of community initiatives, facilitating data-driven decision-making and policy adjustments.

Strategy 1.3 – Refine and Realign Existing Cultural and Intercultural Work Across the City

ACTIONS		PROGRESS INDICATOR	OUTCOME MEASUREMENT
1.3.1	Review distribution of work	Completion of a comprehensive review of current work distribution among City departments focused on cultural and intercultural tasks.	Establishment of a detailed report outlining current allocation of City department resources and responsibilities, leading to optimized work distribution that enhances operational efficiency.
1.3.2	Determine the scope of cultural planning and development services	Development and completion of an audit to map out the full range of existing cultural planning and development services by Q3 2025.	Production of a detailed scope document that increases the clarity and comprehensiveness of cultural services, facilitating targeted enhancements and resource allocation.
1.3.3	Determine financial impact	Completion of a detailed financial analysis report that outlines potential reorganization impacts, specifies staffing requirements, and estimates budget adjustments needed for the 2027 budget cycle, to be submitted for preliminary review by Q3 2026.	Creation of a financial impact report that aids in budget reallocation, potentially increasing funding efficiency and ensuring sustainable funding for priority cultural initiatives.

Strategy 1.4 – Enhance the Public Realm through Placemaking and Placekeeping

ACTIONS		PROGRESS INDICATOR	OUTCOME MEASUREMENT
1.4.1	Update Public Art Master Plan	<p>Completion of stakeholder consultation with the IWG, Public Art Committee, and community members by Q1 2025.</p> <p>Finalization of the draft updated Public Art Master Plan by Q3 2025.</p> <p>Approval of the updated Public Art Master Plan by the City Council by Q4 2025.</p>	<p>Development of a Public Art Master Plan that integrates with the placemaking strategy.</p> <p>Increased representation of Blackfoot, Métis, and other equity-deserving groups in public art, quantified by at least 30% of new investment featuring culturally diverse themes or artists by 2027.</p> <p>Enhanced accessibility and engagement in public art, measured by a 20% increase in downloads and views of public art on the City website.</p>
1.4.2	Update funding model	<p>Completion of a financial analysis of the current funding model and projection of future public art budgets under varying economic conditions by Q1 2025.</p> <p>Development of a revised funding model proposal by Q2 2025.</p> <p>Presentation and discussion of the revised funding model with City Council and relevant stakeholders by Q3 2025.</p> <p>Formal adoption of the new funding model by the City by Q4 2025.</p>	<p>Establishment of a more flexible and sustainable funding model for public art that adjusts to economic fluctuations and construction cycles.</p> <p>Maintenance or increase in public art funding levels, aiming to match or exceed the current 1% allocation from major capital projects, regardless of economic conditions.</p> <p>Enhanced ability to plan and execute public art projects consistently, aiming for a five year plan with annual updates to Council.</p>
1.4.3	Develop a Civic Arts Policy	<p>Completion of initial drafting of the Civic Arts Policy by Q1 2026.</p> <p>Conducting at least three public consultation sessions to gather input from artists, cultural organizations, and community members by Q3 2026.</p> <p>Integration of feedback and finalization of the Civic Arts Policy draft by Q4 2026.</p> <p>Formal approval of the Civic Arts Policy by the City Council by Q1 2027.</p>	<p>Establishment of a comprehensive Civic Arts Policy that directs investment in diverse artistic and cultural initiatives, within two years of policy adoption.</p> <p>Enhanced accessibility to artistic and cultural initiatives for the community, demonstrated by a 10% increase in community participation in funded arts programs annually.</p> <p>Strengthened sustainability of diverse local arts organizations and individual artists, as evidenced by a 10% increase in recurring funding allocations to arts activities within the first three years post-policy implementation.</p>

1.4.4	Develop a Cultural Heritage Policy	<p>Completion of the review of existing city policies related to commemorations, by Q1 2026.</p> <p>Identification of gaps and consolidation or linkage between existing efforts, as evidenced by a written report detailing findings and recommendations by Q3 2026.</p> <p>Conducting a thorough inventory of events, milestones, and persons of historical or cultural significance by Q4 2026.</p> <p>Engagement with the City's Historic Places Advisory Committee and cultural experts to gather insights and perspectives, measured by at least two formal meetings or workshops held by Q1 2027.</p>	<p>Establishment of a Cultural Heritage Policy that encompasses commemorations and intangible cultural heritage, officially adopted by the City Council by Q2 2027.</p> <p>Improved coordination and alignment between existing policies and projects related to cultural heritage, leading to a reduction in duplication of efforts and overlap between initiatives within two years of policy implementation.</p> <p>Creation of a comprehensive inventory of events, milestones, and persons of historical or cultural significance, accessible to the public via an online platform by Q3 2027.</p> <p>Enhanced collaboration and knowledge-sharing with community stakeholders and cultural experts in policy development processes.</p>
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Strategy 1.5 – Prioritize Space for Culture in City Facilities and Parks

ACTIONS		PROGRESS INDICATOR	OUTCOME MEASUREMENT
1.5.1	Assess current city-owned cultural amenities and usage	Completion of comprehensive evaluation reports for city-owned cultural facilities and spaces by Q4 2026.	Improved utilization of city-owned cultural facilities and spaces, leading to enhanced recommendations for facility improvements.
1.5.2	Identify community cultural amenities and usage	Compilation of an inventory of cultural spaces operated by various communities by Q4, 2027.	Clear understanding of cultural spaces operated by different communities, along with identification of gaps in cultural amenity provision.
1.5.3	Identify new and emerging opportunities	Cultural development staff in attendance and active participation in planning meetings to provide cultural insights.	Alignment of cultural amenity integration with broader city planning goals, fostering increased collaboration between cultural and city planning sectors.
1.5.4	Review planning approvals and design proposals	Review of planning approval applications and design proposals for major private developments.	Incorporation of cultural spaces into at least one major private development proposal by the end of 2026, resulting in culturally enriched projects contributing to the built environment.
1.5.5	Explore affordable city space strategies	Research to determine the number of artists and cultural workers qualifying for the City's Housing Program by Q4 2026.	Increased accessibility to affordable housing for artists and cultural workers, along with implementation of innovative strategies to support creative spaces.

Strategy 1.6 – Review City Investments and Develop a Strategic Cultural Investment Framework

ACTIONS		PROGRESS INDICATOR	OUTCOME MEASUREMENT
1.6.1	Review the financial analysis	Review of the City's Civic Culture Plan Current Status and Future Directions Report by Q3 2025.	Clear identification of scope for financial and non-financial investments in culture, facilitating informed budgetary decisions aligned with the Civic Culture Plan.
1.6.2	Examine current grants and investments	Comprehensive assessment of current grants and cultural investments by Q1 2026.	Enhanced understanding of resource allocation, leading to more equitable and impactful distribution of cultural funding in diverse communities.
1.6.3	Review fee-for-service agreements	Completion of review and analysis of existing agreements by Q3 2025.	Revised agreements ensuring alignment with Civic Culture Plan priorities, fostering improved cultural impact and accessibility.
1.6.4	Review all facility operations	Review of both City-run and externally managed facilities by Q4 2026.	Identification of operational and financial equity gaps, leading to recommendations for enhanced cultural impact and accessibility.
1.6.5	Evaluate Fee Assistance Program	Completion of assessment of the Fee Assistance Program by Q3 2026. Percentage of program components assessed against predefined criteria.	Enhanced program ensuring equity and access for Indigenous Peoples and equity-deserving groups, contributing to a more inclusive cultural landscape.
1.6.6	Develop an updated Cultural Investment Framework	Completion of updated Cultural Investment Framework by Q4 2026.	Flexible framework aligning cultural investments with Civic Culture Plan goals, with mechanisms for regular review and adaptation.
1.6.7	Define strategic priorities for investment	Identification of new funding priorities by Q1 2027.	Prioritized funding supporting Civic Culture Plan outcomes, addressing previous imbalances in funding allocations.
1.6.8	Identify resource requirements	Identification of human and financial resource requirements by Q2 2027.	Adequate resources allocated to administer a renewed investment program, supporting cultural development in the community.

Strategy 1.7 – Boost Intercultural Initiatives with Micro-Grants

ACTIONS		PROGRESS INDICATOR	OUTCOME MEASUREMENT
1.7.1	Establish process for micro-grants	Designation of a local agency to administer the micro-grant program by Q4 2025.	Efficient administration of micro-grants while retaining City oversight, ensuring fair distribution.
1.7.2	Design a framework and action plan	Design and approval of micro-grant criteria and action plan by Q1 2026.	Defined criteria, funding amounts, and timeline for strategic roll-out of micro-grants, fostering diverse funding recipients.
1.7.3	Explore an arms-length decision-making process	Establishment of an arms-length decision-making process by Q2 2026.	Enhanced equity and transparency in micro-grant funding allocation through peer-based jury or committee.
1.7.4	Roll out the funding	Allocation and distribution of micro-grant funds by Q3 2026.	Effective distribution of funds aligning with broader cultural strategy goals.
1.7.5	Institute a reporting mechanism	Implementation of reporting mechanism by Q4 2026.	Informed decision-making through Council updates on micro-grant program outcomes and community impact.
1.7.6	Refine and enhance the strategy	Establishment of a structured feedback collection mechanism from stakeholders involved in micro-grant projects. Number of feedback submissions received from project stakeholders.	Continuous improvement of cultural investment strategy based on insights and feedback from micro-grant projects.

Strategy 1.8 – Acknowledge and Integrate Diverse Traditional Knowledge

ACTIONS		PROGRESS INDICATOR	OUTCOME MEASUREMENT
1.8.1	Acknowledge Blackfoot and Métis sovereignty and governance	Track the integration of acknowledgment of Indigenous sovereignty in official City documents.	Acknowledgment of Indigenous sovereignty and governance principles in City policy frameworks and planning processes.
1.8.2	Seek guidance from Blackfoot and Métis community members	Conduct at least two conversation circle sessions with Blackfoot and Métis community members and the ICF by Q4 2025.	Establishment of formal protocols for recognizing Indigenous traditional knowledge in arts and cultural policies based on guidance from Blackfoot community members by Q3 2026.
1.8.3	Strengthen partnership with Southern Alberta Ethnic Association (SAEA)	Review the City's fee-for-service agreement with SAEA and hold at least three co-development sessions by Q2 2026.	Formal protocols established for recognizing and integrating diverse cultures into arts and cultural heritage policies and investment strategies based on guidance from SAEA by Q4 2026.
1.8.4	Follow protection measures	Implementation of legal frameworks, ethical guidelines, and collaborative agreements with Blackfoot and Métis communities.	Enhanced protection of traditional knowledges within policy and planning contextsImplementation of legal frameworks, ethical guidelines, and collaborative agreements with Blackfoot and Métis communities by Q2 2026.
1.8.5	Establish consent-based approaches	Adoption of consent-based approaches in policy development, evidenced by documented instances of obtaining free, prior, and informed consent.	Demonstration of respectful and collaborative decision-making processes with Blackfoot and Métis and equity-deserving communities
1.8.6	Establish relationship building methodologies	Delivery and number of cultural safety and competency training sessions and number of participants through the ICF.	Enhanced trust and understanding between the City and the ICF.
1.8.7	Ensure equity in resource allocation	Assessment of resource allocation practices Equitable distribution of resources for initiatives related to Blackfoot and Métis and equity-deserving communities' traditional knowledge.	Active participation of all communities in resource allocation processes, fostering equitable outcomes and benefiting all stakeholders

Strategy 1.9 – Establish a Measurement and Reporting System

ACTIONS		PROGRESS INDICATOR	OUTCOME MEASUREMENT
1.9.1	Develop program and service delivery outcomes	Integration of program and service delivery outcomes into the Civic Cultural Plan's MEL framework and reporting system by Q3 2026.	Establishment of a comprehensive MEL framework that includes quantifiable measures of success for cultural initiatives, enhancing transparency and accountability in decision-making processes.
1.9.2	Produce semi-annual "pulse checks"	Conduct semi-annual "pulse checks" to assess progress and identify opportunities and challenges, beginning in Q1 2026.	Regular reporting on the plan's success, informing stakeholders about progress and adjustments made to strategies and actions based on feedback and emerging priorities.
1.9.3	Hold an annual community forum	Organize and host an annual community forum for the cultural sector, starting in Q4 2026.	Facilitation of open dialogue within the cultural sector, fostering collaboration, addressing challenges, and celebrating achievements, contributing to community engagement and ownership of the plan's outcomes.
1.9.4	Encourage development of MEL frameworks	Provide support and resources to city-funded organizations for developing MEL frameworks by Q4 2027.	Empowerment of city-funded organizations to measure and evaluate their impact, aligning with the Civic Culture Plan's outcomes and enhancing their capacity for continuous improvement and effectiveness.

Ten-Year Impact



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IDENTITY



THRIVING INTERCULTURAL
ECOSYSTEM

Phase 2 Outcome: Cultural Aspirations are Translated into Concrete Actions

Strategy 2.1 – Broaden the Scope of the Interdepartmental Working Group (IWG)			
ACTIONS	PROGRESS INDICATOR	OUTCOME MEASUREMENT	
2.1.1	Evaluate essential functions, expertise, and roles required for Phase 2 implementation	Completion of an assessment of essential functions, expertise, and roles required for Phase 2 implementation.	Inclusion of key City departments and City supported agencies in the expanded IWG, enhancing cross-sector collaboration and expertise.
2.1.2	Review Phase 2 strategies and actions	Development of a work plan aligning Phase 2 strategies with the broader vision.	Identification of synergies between agencies and maximization of collective impact, fostering enhanced cultural vibrancy and collaboration across sectors.
2.1.3	Establish protocols for data-sharing	Implementation of protocols and processes for data-sharing within the IWG by Q2 2027.	Improved transparency and comprehensive understanding of cultural development metrics among IWG members, facilitating informed decision-making and strategic planning.
2.1.4	Implement a regular reporting mechanism	Implementation of a regular reporting mechanism to update stakeholders on collaborative efforts by Q3 2027.	Increased awareness and accountability regarding the progress, outcomes, and achievements of collaborative cultural development initiatives, promoting transparency and public engagement.

Strategy 2.2 –Broaden the Scope of the Interdepartmental Working Group (IWG)

ACTIONS		PROGRESS INDICATOR	OUTCOME MEASUREMENT
2.2.1	Conduct a comprehensive assessment of ICF	Completion of the assessment of the ICF composition and representation by Q2 2028.	Inclusion of representatives from a broader spectrum of sectors and backgrounds in the ICF, ensuring diverse perspectives and enriching dialogue.
2.2.2	Host a community forum	Tracking of number and demographic of participants in the community forum starting from Q4 2027.	Increased community engagement and satisfaction, evidenced by feedback collected during the forum and reflected in subsequent planning and decision-making processes.
2.2.3	Prioritize youth and next-generation artists and creatives	Successful outreach and participation of youth and next-generation artists and creatives in ICF activities.	Number and % of youth on the ICF Incorporation of fresh perspectives, ideas, and energy from younger generations into intercultural initiatives.
2.2.4	Report back to Council	Presentation of a report on the effectiveness of the ICF to the Council by Q1 2027.	Approval of the formalization of the ad-hoc ICF into a City intercultural advisory circle, enhancing its role and impact in shaping cultural policies and initiatives.

Strategy 2.3 – Optimize Cultural Services Organizational Structure

ACTIONS		PROGRESS INDICATOR	OUTCOME MEASUREMENT
2.3.1	Review the current resources for cultural services	Completion of the review of human and financial capacities by Q3 2027.	Identification of proposed refinements to the organizational structure, including any additional staff or budgetary requirements, to optimize efficiency and responsiveness in cultural service delivery.
2.3.2	Review and revise job descriptions	Completion of the review and revision of job descriptions by Q3 2027.	Development of inclusive job descriptions that align with the City's commitment to diversity and inclusion, fostering a more representative and equitable workforce.
2.3.3	Evaluate and refine work distribution	Assessment of the lessons learned from Phase 1 and completion of the reassessment of work distribution by Q4 2027.	Implementation of refined work distribution strategies to better align cultural and intercultural work across the City, ensuring optimal utilization of resources and responsiveness to community needs.

Strategy 2.4 – Elevate Public Spaces through Creative Activation

ACTIONS		PROGRESS INDICATOR	OUTCOME MEASUREMENT
2.4.1	Integrate public art in placemaking initiatives	Completion of integration plans for public art in placemaking initiatives by Q2 2028.	Implementation of public art and placemaking areas, with a target of at least three activations throughout the city completed by Q4 2029.
2.4.2	Conduct cultural impact assessments	Establishment of the process for conducting Indigenous cultural impact assessments by Q3 2028.	Completion of cultural impact assessments for all City and private developments, infrastructure projects, and policy changes, with a target of 100% compliance by Q4 2030.
2.4.3	Evaluate and improve cultural amenities	Completion of the comprehensive evaluation of current cultural amenities by Q1 2028.	Implementation of proposed improvements to existing cultural amenities and introduction of new cultural offerings, resulting in a 20% increase in community satisfaction with cultural amenities by Q4 2029.
2.4.4	Integrate culture into civic planning	Establishment of collaborative working groups with urban planners, policymakers, and cultural experts by Q4 2029.	Integration of cultural elements into civic planning frameworks, resulting in the inclusion of cultural amenities in at least 80% of new civic development projects by Q4 2030.
2.4.5	Examine regulatory frameworks and simplify processes	Completion of the review of regulatory frameworks by Q1 2027.	Streamlined administrative processes, resulting in a 30% reduction in the time required to obtain event licences and permits by Q2 2027.
2.4.6	Adjust zoning for creative spaces	Initiation of discussions on zoning adjustments by Q2 2029.	Implementation of revised zoning regulations to permit live-work spaces for artists, resulting in a 25% increase in the availability of affordable creative spaces by Q4 2030.

Strategy 2.5 – Improve Accessibility to Culture

ACTIONS		PROGRESS INDICATOR	OUTCOME MEASUREMENT
2.5.1	Conduct an accessibility audit	Completion of accessibility audit for all City cultural venues, events, and programs by Q2 2027.	Implementation of modifications to address identified accessibility barriers, resulting in a 50% reduction in reported accessibility issues by Q4 2028.
2.5.2	Conduct needs assessment	Completion of needs assessment survey by Q3 2027.	Integration of survey findings into decision-making processes, resulting in a 20% increase in community satisfaction with cultural offerings by Q4 2027.
2.5.3	Expand city accessibility in partnership	Establishment of partnerships with disability advocacy organizations by Q2 2028.	Development of accessibility guidelines and policies in collaboration with advocacy organizations, leading to a 30% increase in accessibility awareness and compliance among cultural venues by Q4 2029.
2.5.4	Co-design intercultural public engagement policy	Co-design of Indigenous/intercultural engagement policy framework by Q4 2027.	Implementation of inclusive engagement practices, resulting in a 25% increase in participation of Indigenous and equity-deserving communities in public decision-making processes by Q3 2028.
2.5.5	Develop accessibility work plan and reporting process	Development of accessibility work plan by Q2 2028.	Completion of physical infrastructure upgrades and digital accessibility improvements, leading to a 40% increase in overall accessibility ratings for cultural events and venues by Q4 2030.
2.5.6	Allocate resources	Percentage of allocated funds dedicated to improving physical and digital accessibility, tracked quarterly.	Increase in accessibility ratings of cultural event venues, measured through user feedback surveys and accessibility audits conducted annually.

Strategy 2.6 – Implement Equitable Cultural Investment Framework

ACTIONS		PROGRESS INDICATOR	OUTCOME MEASUREMENT
2.6.1	Conduct equity assessment for resource allocation	Completion of equity assessment that includes a baseline for measurement by Q1 2027.	Allocation of resources results in a 15% increase in cultural investments in Blackfoot, Métis and equity-deserving arts and cultural heritage activities by Q4 2027.
2.6.2	Prioritize and phase in investment initiatives	Establishment of prioritization criteria and phased implementation plan by Q3 2027.	Implementation of prioritized funding initiatives, resulting in a 25% increase in the number of funded projects aligned with Civic Culture Plan priorities by Q4 2028.
2.6.3	Design specialized, distinct arts and cultural heritage funding models	Design of civic arts and cultural heritage funding models by Q3 2027.	Implementation of tailored funding models, resulting in a 20% increase in funding accessibility for diverse artistic and cultural heritage initiatives by Q4 2027.
2.6.4	Develop funding criteria	Development of funding criteria by Q3 2027.	Allocation of funds based on established criteria, resulting in a 30% increase in funding allocated to projects aligned with Civic Culture Plan priorities by Q4 2027.
2.6.5	Provide support to funding applicants	Provision of assistance to funding applicants 2027–2030. Number of requests and number of new applications annually.	Increased capacity of cultural organizations and initiatives, evidenced by a 40% increase in successful grant applications by Q4 2030.
2.6.6	Develop metrics and indicators	Design and implementation of metrics and reporting mechanisms by Q3 2027.	Regular reporting on initiative alignment with Civic Culture Plan objectives, resulting in a 50% increase in transparency and accountability of funded projects by Q4 2028.
2.6.7	Create an arms-length funding committee	Establishment of an arms-length funding committee by Q3 2027.	Inclusive and transparent funding decisions, demonstrated by a 25% increase in representation of Indigenous and equity-deserving groups in funded projects by Q4 2027.
2.6.8	Allocate resources	Allocation of financial and non-financial resources by Q4 2027 annually.	Effective resource allocation, leading to a 30% increase in the successful implementation of funded programs by Q4 2030.
2.6.9	Cross-promote impact of civic arts initiatives	Initiation of cross-promotion efforts annually beginning in 2028.	Increased awareness and understanding of Civic Culture Plan goals, evidenced by a 20% increase in public engagement with funded projects by Q4 2030.

Strategy 2.7 – Integrate Indigenous and Diverse Cultural Decision-Making Framework

ACTIONS		PROGRESS INDICATOR	OUTCOME MEASUREMENT
2.7.1	Instill community-led decision making	Establishment of community-led decision-making processes by Q3 2029.	Increased participation and autonomy of Blackfoot and Métis communities and diverse cultural groups in decision-making, demonstrated by a 30% increase in community-led initiatives implemented by Q4 2029.
2.7.2	Incorporate cultural protocols and practices	Integration of cultural protocols and practices by Q3 2029.	Enhanced respect for Blackfoot and Métis traditions and diverse cultural practices, evidenced by a 25% increase in the utilization of appropriate cultural protocols and practices in City policies and plans by Q4 2030.

Strategy 2.8 – Enhance the Monitoring and Reporting Framework

ACTIONS		PROGRESS INDICATOR	OUTCOME MEASUREMENT
2.8.1	Expand outcome integration in MEL framework	Completion of the expansion of outcome integration in the MEL framework by Q4 2027.	Improved accuracy and relevance of the monitoring system, demonstrated by a 20% increase in the alignment of key metrics with Civic Cultural Plan priorities by Q4 2029.
2.8.2	Implement annual impact assessments	Implementation of annual impact assessments starting from 2028.	Enhanced real-time tracking of progress and timely adjustments to strategies, evidenced by a 25% increase in the identification and response to emerging opportunities and challenges by Q4 2029.
2.8.3	Support the development of MEL frameworks	Provision of resources and guidance to City-funded organizations for MEL framework development by Q1 2028.	Strengthened capacity of organizations to measure impact and foster continuous improvement, reflected in a 30% increase in the adoption of MEL frameworks aligned with Civic Culture Plan outcomes by Q4 2030.

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Phase 3 – The City is a Vibrant Intercultural Hub

Strategy 3.1 – Refine the Governance Model			
ACTIONS		PROGRESS INDICATOR	OUTCOME MEASUREMENT
3.1.1	Assess the governance model	Completion of the evaluation of the IWG and ICF effectiveness by Q3 2032.	Identification of strengths, weaknesses, and improvement areas, resulting in a 15% increase in governance model effectiveness by Q4 2033.
3.1.2	Solicit input	Completion of comprehensive conversations with stakeholders by Q2 2031.	Gathering of suggestions for improvement, with at least 80% of stakeholders expressing satisfaction with the opportunity for input by Q3 2031.
3.1.3	Research new models	Completion of research on new governance models by Q4 2033.	Identification of at least two new strategies to strengthen the City's capacity, leading to a 20% increase in effectiveness compared to current models by Q1 2034.
3.1.4	Implement changes	Implementation of refined governance model objectives by Q1 2034.	Improved effectiveness and efficiencies, and an increase in productivity compared to the previous model by Q4 2034.
3.1.5	Establish performance metrics and reporting mechanism	Establishment of KPIs and reporting mechanism by Q2 2034.	Transparent reporting on progress and outcomes, resulting in a 30% increase in stakeholder awareness and engagement by Q4 2034.

Strategy 3.2 – Maximize Cultural Planning and Development Services

ACTIONS		PROGRESS INDICATOR	OUTCOME MEASUREMENT
3.2.1	Evaluate and refine the distribution of cultural work	Completion of the reassessment of cultural work distribution by Q2 2031.	Proposal of refinements leading to a 20% increase in efficiency in cultural service delivery by Q3 2034.
3.2.2	Revise job descriptions for inclusivity	Completion of the review and overhaul of job descriptions by Q3 2032.	Increase in the number of diverse applicants by 25% compared to the previous year, indicating improved inclusivity by Q4 2034.

Strategy 3.3 – Prioritize Culture in New City and Private Development Initiatives

ACTIONS		PROGRESS INDICATOR	OUTCOME MEASUREMENT
3.3.1	Establish cultural planning liaison roles	Creation of dedicated liaison roles within City planning departments by Q4 2032.	Increase in the number of cultural considerations integrated into urban development projects by 30% year after year to 2034.
3.3.2	Extend cultural impact assessments	Integration of cultural impact assessments into 100% of public and private developments by Q3 2033.	Improvement in decision-making processes, evidenced by a 25% reduction in conflicts related to cultural impacts in urban development projects by Q4 2034.
3.3.3	Enhance and expand cultural amenities	Tracking improvements in existing spaces and tracking number of new cultural amenities across the city.	Implementation of improvements leading to a 20% increase in community satisfaction with cultural offerings by Q4 2034.
3.3.4	Collaborate with private developers	Participation in civic planning discussions with private developers that lead to new collaborations documented by Q4 2032.	Enhanced integration of cultural amenities in private developments, evidenced by number and type of amenities included by developers by Q4 2033.
3.3.5	Enhance accessibility and intercultural engagement	Collaboration agreements with disability advocacy organizations established by Q4 2031.	Improved accessibility and intercultural engagement, as reported by community feedback and surveys, by Q2 2034.
3.3.6	Optimize accessibility work plan and reporting	Completion of the comprehensive work plan for upgrading infrastructure by Q3 2032.	Enhanced accessibility, measured by a 15% increase in accessibility ratings for cultural venues by Q4 2034.
3.3.7	Launch cultural access passes	Implementation and promotion of cultural access passes by Q2 2031.	Increased cultural participation among residents with limited resources, indicated by a 20% rise in pass utilization by Q4 2034.

Strategy 3.4 – Develop a City-wide Placemaking Strategy

ACTIONS		PROGRESS INDICATOR	OUTCOME MEASUREMENT
3.4.1	Establish a comprehensive placemaking framework	Completion of stakeholder mapping, formation of the working group, and adoption of a unified placemaking strategy with clear metrics.	A robust placemaking framework that reflects diverse community identities, improves collaboration across sectors, and enhances public space utilization.
3.4.2	Enhance public space quality through artistic and cultural interventions	Number of public spaces assessed for artistic potential, design charettes conducted, and pilot projects launched. Incorporation of section on public space and placemaking in citizen satisfaction survey.	Noticeable improvements in the cultural vibrancy and aesthetic appeal of public spaces, increased community engagement, and preservation of cultural heritage. Citizen satisfaction of public space in citizen satisfaction survey.
3.4.3	Leverage technology and policy to support placemaking	Implementation of digital platforms for public participation, policy revisions completed to facilitate artistic and cultural activities.	Expanded reach and accessibility of cultural programs, enhanced regulatory support for placemaking initiatives, and increased public interaction with art and culture.
3.4.4	Foster indigenous and community-led storytelling and naming initiatives	Plans developed for Indigenous storytelling spaces, number of new or renamed places following Indigenous traditions, and workshops conducted.	Stronger representation and incorporation of Indigenous heritage in public spaces, enriched community understanding and appreciation of local cultural diversity.
3.4.5	Prioritize and amplify public art and cultural programming	Number of cultural events and installations planned and executed, collaborations initiated with cultural organizations.	Increased public participation in cultural events, enhanced cultural identity of the city's neighborhoods, and positive community response to public art.

Strategy 3.5 – Enhance Cultural Economy Through Cross-Sector Collaboration

ACTIONS		PROGRESS INDICATOR	OUTCOME MEASUREMENT
3.5.1	Host a cross-sector forum	Successful organization of the forum with representatives from at least 10 different industries by Q3 2032.	Number of actionable collaborations initiated as a result of the forum, aiming for at least 5 partnerships established within six months of the event.
3.5.2	Foster research collaboratives and knowledge exchange	Establishment of at least three partnerships between educational institutions and cultural organizations by Q4 2032.	Qualitative feedback indicating increased collaboration and innovation resulting from knowledge exchange initiatives.
3.5.3	Develop creative industries strategy	Completion of the creative industries strategy document by Q2 2032.	Increase in the number of creative industry enterprises within the community by 15% within two years of strategy implementation.
3.5.4	Conduct a feasibility study for a creative innovation hub	Commencement of the feasibility study by Q4 2032.	Feasibility study results indicating the potential economic impact and viability of a creative innovation hub, with a positive recommendation for further action by Q2 2033.
3.5.5	Incentivize corporate social responsibility collaborations	Engagement of at least 10 businesses in supporting cultural initiatives through sponsorship or volunteer programs by Q2 2033.	Positive feedback from cultural organizations regarding the impact of corporate support on their initiatives and programs.
3.5.6	Promote environmental sustainability	Initiation of collaborative projects with environmental sectors by Q3 2033.	Adoption of sustainable practices by cultural organizations and events, evidenced by reduced environmental footprint and positive feedback from stakeholders.
3.5.7	Connect cross-sector leaders	Establishment of and number of mentorship programs involving X number of cross-sector leaders by Q4 2032.	Increase in the number of cross-sector mentorship programs by at least 10% within year three of program implementation.
3.5.8	Develop data-sharing platforms	Development of a prototype data-sharing platform by Q2 2034.	Increased efficiency and effectiveness of decision-making processes in cultural initiatives, reported through user feedback and improved project outcomes.
3.5.9	Promote intercultural tourism	Launch of intercultural tourism marketing campaigns by Q3 2033.	Increase in tourist visits to cultural sites and events by 20% within one year of campaign launch, measured through visitor data and surveys.

Strategy 3.6 – Review and Refine the Cultural Investment Framework

ACTIONS		PROGRESS INDICATOR	OUTCOME MEASUREMENT
3.6.1	Conduct a framework review	<p>Completion of interviews and surveys with key stakeholders involved in cultural funding by the end of Q2 2032.</p> <p>Completion of an initial analysis of strengths, weaknesses, and areas for improvement in the current cultural investment framework by the end of Q3 2032.</p>	Increase in overall satisfaction with the cultural investment framework, as measured by stakeholder feedback surveys, by at least 15% within one year of implementing improvements.
3.6.2	Grow sector knowledge	<p>Participation of at least 50 artists, creatives, and cultural organizations in workshops on project management, grant writing, and financial literacy within the first year of implementation.</p> <p>Increase in the number of successful grant applications from artists and cultural organizations by at least 20% within two years of implementing the sector knowledge enhancement programs.</p>	Improvement in the success rate of grant applications submitted by artists and cultural organizations, as evidenced by an increase in the percentage of funded projects, reaching a target success rate of 30% within two years of implementing sector knowledge enhancement programs.
3.6.3	Explore strategic partnerships	<p>Identification of at least five potential strategic partnership opportunities with external organizations, philanthropic entities, or other funding sources within the first six months of exploration.</p> <p>Formation of at least two strategic partnerships within the first year of exploration, resulting in tangible benefits for cultural investment.</p>	Increase in the diversity of funding sources for cultural investment, with at least 25% of total funding coming from new strategic partnerships within three years of exploration.
3.6.4	Establish incentives	<p>Development and announcement of at least two grant or award opportunities to encourage cross-sector collaboration within the second year of implementation.</p> <p>Participation of at least three cross-sector collaborative projects in the incentive programs within two years of their establishment.</p>	Growth in the number of cross-sector collaborative projects, with at least a 30% increase in the number of collaborations initiated within three years of establishing incentive programs.
3.6.5	Continue to measure change	<p>Implementation of a continuous monitoring system for the refined cultural investment framework and funding programs by the end of Q4 2032.</p> <p>Quarterly evaluation reports produced, highlighting changes and impacts of cultural investment, starting from 2032 onwards.</p>	Enhanced effectiveness of cultural investment, demonstrated by improvements in key performance indicators (KPIs) related to cultural vibrancy, community engagement, and economic impact, as measured in annual evaluation reports.

Strategy 3.7 – Foster Inclusive Cultural Representation and Participation

ACTIONS		PROGRESS INDICATOR	OUTCOME MEASUREMENT
3.7.1	Expand recognition of cultural protocols	Measure the number of cultural protocols beyond Indigenous traditions that have been acknowledged and incorporated into city practices and events.	Recognition and incorporation of cultural protocols from diverse cultural groups, with a target of implementing protocols from at least five different cultural backgrounds within three years of measuring.
3.7.2.	Implement inclusive representation measures	Track the percentage increase of Blackfoot, Métis, and other diverse cultural groups represented in leadership positions, advisory committees, and decision-making bodies. Evaluate community satisfaction and engagement levels with city cultural initiatives through feedback mechanisms such as surveys or public forums.	Achieve a 20% increase in the representation of Blackfoot, Métis, and other diverse cultural groups in leadership positions and decision-making bodies within the next two years.
3.7.3	Evaluate and adjust ongoing strategies	Monitor the implementation of inclusive representation measures, such as recruitment efforts and creation of opportunities for community members, and track the number of initiatives successfully implemented.	Successfully implement at least 75% of planned inclusive representation measures within the next two years, as outlined in the action plan.

Strategy 3.8 – Institutionalize Excellence in Monitoring and Reporting

ACTIONS		PROGRESS INDICATOR	OUTCOME MEASUREMENT
3.8.1	Integrate MEL into policies and practices	Track the number of dedicated roles established for monitoring and reporting integration. Monitor the percentage of cultural initiatives incorporating MEL processes into decision-making.	Increased utilization of data in decision-making processes across cultural initiatives. Enhanced understanding and appreciation of the value of monitoring and reporting among stakeholders.
3.8.2	Create live updates for cultural progress	Development and launch of live data dashboards for cultural initiatives. User satisfaction ratings for accessibility and usefulness of live updates.	Implementation of live updates for cultural progress. Increased transparency and engagement as stakeholders have real-time access to progress data, fostering trust and accountability in cultural development efforts.
3.8.3	Engage an independent evaluator to assess impact	Appointment of an evaluation expert and formation of an advisory panel. Frequency and quality of independent assessments provided.	Generation of comprehensive and insightful evaluations by independent evaluators. Incorporation of evaluation findings into the refinement of cultural strategies and initiatives.
3.8.4	Institute annual state of cultural development report	Completion and dissemination of the annual state of cultural development report. Engagement levels of stakeholders with the report's findings and recommendations.	Creation of a comprehensive overview of cultural development, providing stakeholders with valuable insights for strategic planning and resource allocation, and fostering public accountability.
3.8.5	Foster peer-to-peer learning	Creation of a peer-to-peer learning platform for cultural organizations. Participation rates and feedback from stakeholders regarding the effectiveness of the network.	Development of a collaborative ecosystem where cultural organizations and stakeholders can share best practices, address challenges collectively, and drive innovation, resulting in increased collective impact and effectiveness in cultural development initiatives.

APPENDICES



Appendix A – Glossary of Terms

The glossary of terms aims to provide readers with a quick reference guide to essential terms related to the Civic Culture Plan.

ACCESSIBILITY – ensuring that cultural activities, events, and facilities are available and accommodating to all members of the community, including those with disabilities or financial constraints.

ARTIST – used generically and includes all creative practitioners unless otherwise qualified.

ARTS – encompasses various forms of creative expression, including visual arts, performing arts, literary arts, and interdisciplinary practices. They involve the use of imagination, skill, and technique to produce works that communicate ideas, emotions, and experiences. In the context of the Civic Culture Plan, the arts include activities such as painting, sculpture, music, dance, theater, literature, film, digital media, and other artistic endeavors that contribute to the cultural vibrancy and identity of Lethbridge. Additionally, the arts serve as a means of self-expression, cultural preservation, and social cohesion, bridging diverse communities and inspiring dialogue and reflection.

ARTISTS' MORAL RIGHTS – includes the right to the integrity of the work in regard to associations or modifications. They include the right to be associated with the work as its author by name, pseudonym or the right to remain anonymous. Moral Rights are non-transferable and endure even after copyright has been assigned. The rights may be waived by the artist agreeing to not exercise them in whole or in part.

Examples of violation of Moral Rights may include:

- An act or omission performed on the artwork that affects the honour or reputation of the artist; and
- Changing the colour of the artwork or adorning it with additional elements.

Taking steps to restore or preserve the artwork would not be included as long as this work is performed in good faith. Also, changing the location of the work does not generally constitute a violation, but in the case of works of public art, the exact siting may be considered part of the work.

CAPACITY BUILDING – strengthening the skills, resources, and networks within the community to support the development and sustainability of cultural initiatives and organizations.

COLLABORATION – involves individuals or organizations working together with participants pooling their knowledge, skills, and resources to produce collective outcomes. Collaboration often requires open communication, trust, and mutual respect among participants, as well as a willingness to compromise and adapt to diverse viewpoints and approaches.

COMMUNITY BUILDING – has been defined in various ways. It may refer to the process of building relationships that helps to bring community members together around common purpose, identity, and a sense of belonging which may lead to social or community capital. A variety of practices can promote community building such as: potlucks, block parties, book clubs, commemorative events, festivals, artmaking projects, and community construction projects. Community building is similar to the concept of civic engagement – a process of improving the quality of life in a neighbourhood or community by strengthening the capacity of residents, associations, and organizations to identify priorities.

COMMUNITY ENGAGEMENT – Involving and consulting with members of the community to gather their input, ideas, and decisions on cultural initiatives and activities.

COPYRIGHT – grants the author of a work the sole right to reproduce, distribute, display, and alter their works of art. It expires 50 years after the artist's death. It may be assigned or licensed to another individual or institution and/or it may be assigned exclusively or jointly. Copyright also extends to the use of images of the artwork for promotional or educational purposes.

CREATIVES – an inclusive term used to define a larger group of creative practitioners working in the creative sector as well as those working with heritage and living heritage, including but not limited to artists, musicians, designers, performers, storytellers, and so on. It also refers to the commercial arts including gamers, TV and filmmakers, writers, designers, and architects.

CREATIVE CITY-MAKING – develops new arts-based, field-tested approaches that engage traditionally underrepresented communities and stimulates innovative thinking and practices for more responsive government. This work is increasing the capacity of municipal government to address inequities in political representation, housing, transportation, income, and community engagement. In this model, artist and municipal staff teams support the following objectives:

- use arts resources and practices to help municipal departments address their priority issues
- design and test new interfaces between municipal systems and the community, and new approaches for community engaged policymaking, planning, and practice
- enhance staff and artists' abilities to facilitate community engagement, and equip them with new tools for working effectively with traditionally underrepresented communities
- create a collaborative, sustainable support system that advance the work of municipal departments through partnership with experienced community artists
- document and communicate lessons learned

CREATIVE ECONOMY – an economy driven by ideas, innovation, knowledge, diversity, collaboration and creativity.

It encompasses the creative industries in which ideas and intellectual property produce value and generate wealth.

It represents an aggregation of a complex collection of industrial and creative service sectors including design, media, advertising, film, music, performing arts, publishing and interactive software development.

Conceived of as a creative ‘production chain’, these industries form four key links:

- **Creation/content origination** – The multiple processes by which creative material and intellectual assets are originated and produced. This ‘stage’ includes all creative forms (images, ideas, compositions, designs, games, titles and packages)
- **Manufacture** – The making of ‘one-offs’ or proto-types, which may be reproduced later plus specialist goods used towards creative production (such as paint brushes, cameras and musical instruments)
- **Distribution and mass production** – Activities that channel content and services to markets (such as CD replication, shipping and digital delivery systems)
- **Exchange** – The exhibition of creative products (for example, venue-based activities undertaken in theatres, concert halls and cinemas) and the retailing of products (such as books, CDs, games, or even products sold on the basis of brand)

CREATIVE PLACEMAKING – is a practice that intentionally leverages the power of the arts, culture and creativity to serve a community’s interest while driving a broader agenda for change, growth and transformation in a way that also builds character and quality of place.

CROSS CULTURAL AWARENESS – develops from cross-cultural knowledge as the learner understands and appreciates the deeper functioning of a culture. This may also be followed by changes in the learner’s own behaviour and attitudes and a greater flexibility and openness becomes visible.

CULTURAL ACTIVITY – creation, research, development, production, manufacturing, interpretation, distribution, presentation, performance, and preservation of culture, including the discovery and preservation of intangible and tangible heritage.

CULTURAL COMPETENCY – the ability to respond respectfully and effectively to people of all cultures, classes, and ethnic background. ‘Culture’ is the whole complex of distinctive spiritual, material, intellectual, and emotional features that characterize a community, society, or social group. It includes not only arts and literature, but also modes of life, the fundamental rights of the human being, value systems, traditions, and beliefs. Culture encompasses the living or contemporary characteristics and values of a community as well as those that have survived from the past.

CULTURAL EQUITY – refers to the principle of fairness, justice, and inclusivity in the distribution of cultural resources, opportunities, and representation within society. It recognizes that all individuals and communities should have equal access to and participation in cultural experiences, regardless of their race, ethnicity, gender, socioeconomic status, or other factors. Cultural equity seeks to address systemic barriers, biases, and inequalities that may limit the ability of marginalized or underrepresented groups to fully engage in and contribute to cultural life. It involves promoting diversity, representation, and empowerment across all aspects of cultural production, consumption, and governance, while also valuing and respecting the unique perspectives, traditions, and identities of different cultural groups. Cultural equity advocates for policies, practices, and investments that ensure equitable access to cultural resources, support the visibility and voice of marginalized communities, and promote a more inclusive and representative cultural landscape for all.

CULTURAL HERITAGE – encompasses the tangible and intangible aspects of a community's history, traditions, and values that are passed down from generation to generation. In the context of the Civic Culture Plan, cultural heritage refers to the customs, stories, languages, and practices that hold significance for the residents of Lethbridge. This includes Indigenous heritage, settler heritage, immigrant heritage, and other cultural legacies that contribute to the rich tapestry of the city's identity. Preserving and celebrating cultural heritage is essential for fostering a sense of belonging, promoting understanding and respect among diverse communities, and ensuring the continuity of cultural traditions for future generations.

CULTURAL IDENTITY – the identity of a group or culture, or of an individual as her/his belonging to a group or culture affects her/his view of her/him. People who feel they belong to the same culture share a common set of norms.

CULTURAL INDUSTRY CLUSTERS – clusters of these industries encourage innovation and creativity – a spur to cultural production which has a positive impact on the economy. In order to flourish creative enterprises increasingly group together in Creative Clusters, pooling together resources into networks and partnerships to cross-stimulate activities, boost creativity and realize economies of scale. In some countries, such as the UK, the government and public policymakers have realized the social and economic potential of this development and are playing an important role in creating an enabling environment for these clusters to grow. (UNESCO).

CULTURAL INFRASTRUCTURE – the physical spaces and resources within the community that support cultural activities, such as theaters, museums, and community centers.

CULTURAL PLACEMAKING – the value-led practice of building communities and the creation of public places that help us interact with each other and contribute to individual and communal well-being. At its prime, it is a means to explore and question our relationship to place and what we want that place to be like. It has transformation at its core, can happen in planned and ad hoc ways, and is as much about the built environment as it is about the cultural and psychological environment. Cultural placemaking must take a holistic approach – becoming an essential part of the planning of place. Cultural animation can extend beyond programming into functional and design elements creating distinctive and memorable local identity and exploring the digital realm as a way of connecting people.

CULTURAL RIGHTS – refers to the rights for each person, individually and in community with others, as well as groups of people, to develop and express their humanity, their world view, and the meanings they give to their existence and their development through, inter alia, values, beliefs, convictions, languages, knowledge, and the arts, institutions, and ways of life. They also protect access to cultural heritage and resources that allow such identification and development processes to take place.

CULTURAL SAFETY – involves creating an environment where everyone feels respected and valued for their cultural identity, free from discrimination or prejudice. It requires genuine acknowledgment and appreciation of individuals' cultural backgrounds, understanding how cultural differences shape experiences, addressing systemic barriers, empowering participation, fostering continuous learning and reflection, and holding individuals and institutions accountable for promoting cultural safety and addressing instances of harm.

CULTURAL SECTOR – individuals, institutions, organizations, industries, and cultural spaces and events involved in the creation, production, and dissemination of culture. Creators, artists, and cultural practitioners work across disciplines and include commercial and non-commercial organizations.

CULTURAL SENSITIVITY – a necessary component of cultural competence, meaning that we make an effort to be aware of the potential and actual cultural factors that affect our interactions with others.

DEAF AND DISABILITY ARTS / MAD ARTS – D/deaf “Deaf” with a capital ‘D’ refers to identify as Deaf – Deaf culture; “deaf” with a lower-case ‘d’ refers to the experience of not hearing, or being hard-of-hearing. Disability arts are created by people with disabilities or with mental illness. This includes artistic practices and processes grounded in ensuring that the lived experiences and identities of disabled people are conveyed, explored or represented. Mad is a word sometimes used by those who have been labeled as having mental health issues or those that have experienced mental distress and/or use the mental health system. Mad arts is the artistic exploration of Mad Pride focusing on mad histories and identities.

DECOLONIZATION – working towards restoring freedom and self-determination of Indigenous peoples. It means respecting Indigenous people and their lived experiences and moving away from ways of thinking that give white people (settlers) unjust rights and privilege over people of colour and Indigenous peoples.

DIVERSITY – understanding that each individual is unique, and recognizing individual differences along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies. Primary dimensions are those that cannot be changed such as age, ethnicity, gender, physical abilities/qualities, race, and sexual orientation. Secondary dimensions of diversity are those that can be changed, such as educational background, geographic location, income, marital status, parental status, religious beliefs, and work role/experiences. Diversity or diversity management includes knowing how to relate to those qualities and conditions that are different from our own and outside the groups to which we belong.

EQUITY-SEEKING – covers groups who face barriers to equal access, and include groups whose members are treated differently because of their faith, immigrant status, sexual orientation, economic status, and level of education and/or literacy. The designated groups in Canada are visible minorities, women, Indigenous Peoples, and people with disabilities.

INCLUSIVITY – ensuring that all members of the community feel welcome, respected, and represented in cultural activities and events, regardless of their background or identity.

INDIGENOUS PEOPLES – those who are native to a particular territory that was later colonized, particularly by Europeans. Other terms for Indigenous Peoples include Aboriginal, First Peoples, Fourth World, First Nations, Inuit, and Métis.

INDIGENOUS PLACEKEEPING – a concept rooted in the practices, values, and traditions of Indigenous peoples, focused on the ongoing stewardship, preservation, and revitalization of traditional lands, territories, and cultural heritage. It involves a holistic approach to maintaining the relationship between Indigenous communities and their ancestral lands, which includes the protection of sacred sites, ecosystems, and cultural resources. Indigenous placekeeping emphasizes the interconnectedness of land, language, culture, and identity, recognizing that the well-being of Indigenous peoples is intricately tied to the health and vitality of their traditional territories. This concept embodies principles of sustainability, intergenerational knowledge transmission, and self-determination, empowering Indigenous communities to assert control over their cultural landscapes and assert their rights to land, resources, and self-governance.

INDIGENOUS PLACEMAKING – working with Indigenous communities, youth, public sector agencies, school boards, different levels of government, and public and private institutions to bring and restore Indigenous presence and knowledge in communities, towns, and cities. The focus is on reclaiming public spaces as sites of reconciliation by creating inclusive, sustainable, and culturally appropriate communities.

INTANGIBLE HERITAGE – the practices, representations, expressions, as well as the knowledge and skills (including instruments, objects, artifacts, cultural spaces), that communities, groups and, in some cases, individuals recognize as part of their cultural heritage.

INTERCULTURAL – refers to interactions, exchanges, or relationships between people or groups from different cultural backgrounds. It emphasizes the importance of understanding, respecting, and valuing diversity, while also promoting dialogue, collaboration, and mutual learning across cultural boundaries. In an intercultural context, there is an emphasis on building bridges between cultures, fostering mutual respect, and creating spaces for meaningful interaction and cooperation. Intercultural approaches seek to transcend cultural barriers, promote shared values and common goals, and create a sense of belonging and community among diverse groups. Unlike multiculturalism, which may emphasize coexistence, interculturalism emphasizes active engagement and communication among cultural groups to create a more cohesive and integrated society.

MULTICULTURAL – refers to the coexistence of multiple cultural groups or identities within a society. It acknowledges diversity and recognizes the presence of different cultural backgrounds, traditions, and practices within a community. In a multicultural society, individuals or groups maintain their distinct cultural identities, often living alongside one another with varying degrees of interaction and integration. Policies and practices in multicultural contexts often focus on recognizing and respecting cultural differences, promoting tolerance, and ensuring equal rights and opportunities for all cultural groups.

PARTNERSHIP – refers to a formal agreement or arrangement between two or more entities or organizations to work together towards a common goal or objective. Partnerships often involve shared responsibilities, resources, risks, and rewards, with each party contributing their expertise, resources, or capabilities towards achieving a mutually beneficial outcome. Partnerships can vary in scope and duration, ranging from short-term collaborations on specific projects to long-term strategic alliances. Partnerships may involve legal agreements or contracts outlining the terms and conditions of the collaboration, including roles and responsibilities, decision-making processes, and resource allocation.

PLACEKEEPING – intentional efforts made by a community to preserve, enhance, and celebrate the unique identity, history, and character of a particular place or locality. It involves actively engaging with the cultural, social, and environmental elements that contribute to the sense of belonging and attachment within a community. Placekeeping focuses on maintaining the authenticity and vitality of a place, while also promoting inclusivity, sustainability, and community participation in shaping its future development. This concept contrasts with “placemaking,” which often emphasizes the creation of new spaces or revitalization efforts, whereas placekeeping emphasizes the ongoing stewardship and care of existing places.

PLACEMAKING – a multi-faceted approach to the planning, design, and management of public spaces. Capitalizes on a local community’s assets, inspiration, and potential, with the intention of creating public spaces that promote people’s health, happiness, and well-being.

PROFESSIONAL ARTIST – is someone who is recognized as a professional practicing artist by other artists working in the same field; has completed basic training (formal or informal) in their field; spends a significant amount of time practicing their art; and seeks payment for their work.

PUBLIC ART – in a contemporary contexts refers to artistic expressions and installations that are intentionally created for and located within public spaces, accessible to all members of the community. Contemporary definitions of public art often transcend conventional boundaries of medium, form, and subject matter, embracing a wide range of artistic practices and conceptual approaches.

Contemporary public art may include but is not limited to:

- **Sculptures and Installations** – Three-dimensional artworks placed in outdoor or indoor public spaces, ranging from monumental sculptures to interactive installations.
- **Murals and Street Art** – Large-scale paintings or graffiti-style artworks created on exterior walls, buildings, or other surfaces in urban environments.
- **Digital and Multimedia Art** – Artworks incorporating digital technologies, projections, sound, and video, often integrated into architectural elements or public infrastructure.
- **Site-Specific and Environmental Art** – Artworks designed to respond to the unique characteristics, history, and context of a specific location or environment, including land art, earthworks, and ecological interventions.
- **Socially Engaged Art** – Projects that involve collaboration with communities, addressing social issues, fostering dialogue, or promoting civic engagement through artistic interventions and participatory practices.
- **Performance and Temporary Installations** – Live performances, events, or temporary installations that activate public spaces and engage with audiences in unexpected ways.

Contemporary public art reflects the evolving relationship between art, public space, and society, often challenging traditional notions of artistic expression and expanding the role of art in shaping public discourse, community identity, and urban experience. A public art master plan will define public art for Lethbridge.

PUBLIC ART COLLECTION – the works of public art acquired through donation, commission or purchase that belongs to the City of Lethbridge.

PUBLIC REALM – a space to which the general public has a right of access, which can include the space around, between, and within buildings that are publicly accessible. The public realm consists of streets and boulevards, public open spaces, and squares and civic buildings, and is an integral component of the urban form of the city.

PUBLIC SPACE – any space on or within City property accessible to the general public, or any space that is accessible to the general public and approved by City of Lethbridge as a public space.



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BRENDAN BROWNE
JARED GARRICK

Appendix B – List of Participants

The Civic Culture Plan was co-created with over 700 individual artists, creatives, cultural workers, and community members including representatives from 67 local community and cultural organizations. For privacy purposes, we have not included individual names; we thank all participants and acknowledge their contribution to the development of the Civic Culture Plan.

Project Team

City of Lethbridge

Jillian Bracken, Recreation and Culture

Robin Harper, Recreation and Culture

Coreen Putman, Recreation and Culture

Perry Stein, Indigenous Relations/People and Culture

Charlene Bruised Head-Mountain Horse, Indigenous Relations

Ross Kilgour, Planning and Design

Andrew Malcolm, Opportunity Lethbridge/Community and Social Development

Tara Grindle, Communications and Engagement

Community Representatives

Suzanne Lint, Allied Arts Council

Jana MacKenzie, Allied Arts Council

Katie Jo Rabbit

Community Facilitators

Chelsea Sherbut, University of Lethbridge

Liberty Charissage, Youth Facilitator

David Gabert, Canadian Mental Health Association

Jerry Firth, Government of Alberta Community Development Unit

Natasha Chaykowski, Curator

Kelti Baird, Theoretically Brewing Company

Nick Sullivan, University of Lethbridge

Susan Eymann, Lethbridge Sport Council

Stephen Braund, Tourism Lethbridge

Organizations and Businesses

The following organizations and businesses participated in the engagement sessions along with individual community members, artists, creators, culture bearers, Indigenous Elders and Knowledge Keepers:

Alberta SouthWest Regional Economic Development	Exhibition Park Lethbridge	Band Society	Reconciliation Lethbridge Advisory Committee
Allied Arts Council (AAC)	Galt Museum and Archives	Lethbridge Curling Club	Rovu Developments and Creative Agency
Arts Marvels	Geomatic Attic	Lethbridge and District Japanese Garden Society	Sandman Signature Lethbridge Lodge
Black Leadership Caucus	Good Times Comedy Club	Lethbridge Family Services – Immigration Services Department	Southern Accord Chorus
Blackfoot Family Lodge	Heart of Our City	Lethbridge Folk Club	Southern Alberta Art Gallery
Building Industry and Land Development Association (BILD)	Helen Schuler Nature Centre	Lethbridge Historical Society	Southern Alberta Ethnic Association
Canadian Mental Health Association (CMHA) Southern Alberta South Region	Hispanic Heritage Celebration	Lethbridge Jazz Society	Stand Out Photography
Chinese Canadian Association	India Canada Cultural Association	Lethbridge Police Service	SUMAS Property Group Real Estate Development
Chinook High School	Indigenous Services Support Lethbridge College	Lethbridge Public Library	Theatre Outré
City of Lethbridge Youth Advisory Council	Kainai Nation	Lethbridge School District 51	Theoretically Brewing
Downtown Lethbridge Business Revitalization Zone (BRZ)	Kirschner Theatre	Lethbridge Shakespeare Society	Tourism Lethbridge
Economic Development Lethbridge (EDL)	Lethbridge Badminton Club	Lethbridge Sport Council	Troyanda
Elder Wilma Spearchief	Lethbridge Boxing Club/ Indigenous Boxing	Lethbridge Society of Independent Dance Artists	University of Lethbridge Art Gallery
Elder Mike Bruised Head	Lethbridge Chamber of Commerce	Lethbridge Symphony Association	University of Lethbridge Conservatory of Music
Empower Pole Fitness	Lethbridge College	London Road Neighbourhood Association	University of Lethbridge Faculty of Fine Arts
	Lethbridge College Wellness Centre	New West Theatre	University of Lethbridge Recreation
	Lethbridge Collegiate Institute (LCI)	Nikka Yuko Japanese Garden	YMCA of Lethbridge
	Lethbridge Community	Performing Arts Centre Advocacy Group	Youth One
		Playgoers of Lethbridge	
		Primo Music Association/ Centric Music Festival	



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Evoke – Culture 2.0 is a forward-looking consulting collective that is committed to designing a valuable and future-oriented role for culture in civic life.



Photos courtesy of Tourism Lethbridge, New West Theatre, Southern Alberta Ethnic Association, Marcus Aurelius (Pexels.com) and Brett Sayles (Pexels.com)